



# IDP

## INTEGRATED DEVELOPMENT PLAN REVIEW

### 2025/2026

Draft 31 March 2025

3<sup>rd</sup> review (2025/26) and proposed amendment  
of amended 5-year IDP in terms of section 34  
of the Municipal Systems (MSA), 2000

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#C4ourself



We belong



We care



We serve

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## ABBREVIATIONS

AQMP	Air Quality Management Plan
AR	Asset register
ART	Anti retrieval treatment
CBD	Central Business District
CRO	Chief risk officer
CRU	Community residential unit
CWP	Community Worker Program
DCF	District Coordinating Forum
DEA	Department of Environmental Affairs
DEA&DP	Department of Environmental Affairs and Development Planning
DMP	Disaster Management Plan
DoE	Department of Energy
DORA	Division of Revenue Act
DoSD	Department of Social Development
DRDLR	Department of Rural Development and Land Reform
DTPW	Department of Transport and Public Works
ECD	Early Childhood development
EHP	Emergency Housing project
EMT	Executive Management team
EPHP	Enhanced People's Housing project
EPWP	Expanded public works program
FP	Financial plan
GDP	Gross Domestic Product
GDPR	Gross Domestic Product Per Region
GMS	Growth Management Strategy
HDI	Human development index
ICC	Incident command centre
ICS	Incident command system
ICT	Information communication technology
IDF	Integrated Development Framework
IDP	Integrated Development Plan
IUDF	Integrated Urban Development Framework
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
JDMA	Joint District and Metro Approach
JPI	Joint Planning Initiative
KPA	Key performance area
KPI	Key performance indicator
LDAC	Local Drug Action Committee
LED	Local economic development
LTFP	Long term financial plan
MERO	Municipal Economic review and Outlook
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant

MSA	Municipal Systems Act
MSR	Municipal Staff Regulations
MTREF	Medium Term Revenue Expenditure Framework
NDP	National Development Plan
NYDA	National Youth Development Agency
ODM	Overberg District Municipality
OMAF	Overstrand Municipal Advisory Forum
OS	Overstrand Strategy
PCF	Premiers Coordinating Forum
PM	Performance management
PMS	Pavement Management System
PSDF	Provincial Spatial Development Framework
PSG's	Provincial Strategic Goals
PSP	Provincial Strategic Plan
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Association
SCOA	Standard Chart of Accounts
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEMF	Strategic Environmental Management Framework
SEP	Socio-Economic Profile
SEZ	Special economic zone
SIME	Strategic Integrated Municipal Engagement
SO	Strategic Objective
SPLUMA	Spatial Planning Land Use Management Act
TB	Tuberculosis
TMT	Top management team
WfW	Working for Water
WSDP	Water Services Development Plan
WTW	Water treatment works

**SYNOPSIS: STRATEGIC DIRECTION FOR THIS 2025/26 IDP REVIEW AND PROPOSED AMENDMENT**

**OUR VALUES, VISION, MISSION, Mayor's 3 C'S AND STRATEGIC OBJECTIVES – UNCHANGED**

**REVIEW PERIOD: 3<sup>rd</sup> REVIEW FOR 2025/26**

**Note: Revisions and/ or additions are indicated in green text throughout the document. Deleted text are strikethrough.**

**Our Values**

OVERSTRAND  
Munisipaliteit  
U-Masipala  
Municipality

We belong We care We serve

**O** ..... Opportunities for all  
**V** ..... Value the input of our communities  
**E** ..... Economic growth for the benefit of all  
**R** ..... Recreational activities in a safe environment  
**S** ..... Sustain service excellence and productivity  
**T** ..... Teamwork in achieving success  
**R** ..... Recognising the needs of our diverse society  
**A** ..... Acknowledge the need to conserve our bio-diversity  
**N** ..... No to corruption and maladministration  
**D** ..... Development within a sustainable environment

**IDP**  
AMENDED INTEGRATED DEVELOPMENT PLAN  
**2022/23 – 2026/27**

OVERSTRAND  
Munisipaliteit  
U-Masipala  
Municipality

**Vision**  
To be a centre of excellence for the community.

**Mission**  
Creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **Overstrand for all**.

**Mayor's 3 C's**  
Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business with Overstrand.  
The 3 C's support the implementation of the strategic goals.

**Strategic goals**

1. The provision of democratic, accountable and ethical governance.
2. The provision and maintenance of municipal services.
3. The encouragement of structured community participation in the matters of the municipality.
4. The creation and maintenance of a safe and healthy environment.
5. The promotion of tourism, economic and social development.

#Overstrand4all #C4ourself

This document represents the **3<sup>rd</sup> review** of the approved amended 5-year IDP of 31 May 2022. For this **2025/26** IDP review the **strategic direction** of Council remains **unchanged**. Furthermore, the vision, mission, mayors 3 C's and strategic goals also **remain unchanged**. **The proposed amendment is due to content changes in the document.**

Inclusive service delivery to all communities in the Overstrand is the cornerstone of the newly elected Council through **#Overstrandforall**. The **mayor's 3 C priorities** of Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business with Overstrand **were retained and support** the implementation of the current 5 strategic objectives. The 3 C's form part of the mayor's 100-day plan and since its inception in November 2021 notable progress has been made to advance the 3 C priorities in the Municipality. The Municipality is committed to continuous effort and feedback on the 3 C's. Council acknowledges the environment as our most treasured asset therefore it must be the basis on which we build our local economy.

## Foreword by the Executive Mayor

Mayor Rabie will be stepping down on 1 April 2025 and a new Mayor to be elected thereafter.

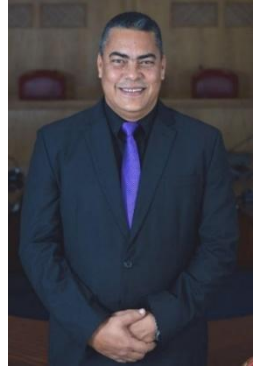
To be included in the Final of May 2025.



**DR ANNELIE RABIE**  
**EXECUTIVE MAYOR**

## Foreword by the Municipal Manager

To be included in the Final of May 2025.



**DR DEAN O'NEILL**  
**MUNICIPAL MANAGER**

## EXECUTIVE SUMMARY

**Note: Revisions and or additions are indicated in green text throughout the document. Deleted text are ~~strike through~~.**

The purpose of the Integrated Development Plan (IDP) is to address the development needs of our communities and the organisation within clearly defined strategic objectives and measurable key performance indicators. The Municipal Budget funds the delivery of the IDP.

This document represents the **3<sup>rd</sup> review (2025/26) and proposed amendment** of the amended 5-year (2022/2027) Integrated Development Plan (IDP) adopted by Council on 31 May 2022. **The proposed amendment is due to content changes in the document.**

The IDP is a plan, which will inform our communities on how the Overstrand Municipality will utilize its resources to implement the amended 2022/2027 IDP.

This document is structured into **fourteen chapters**.

The fourteen chapters are preceded with a synopsis of our strategic direction (Vision, Mission, Mayor's 3 C's and Strategic objectives) for this **2025/26** IDP review and amendment. The synopsis section also includes the forewords of the Executive Mayor and Municipal Manager.

### Why an Integrated Development Plan (IDP)?

**Chapter 1** states the introduction and background by noting the legal context of the IDP review, explaining the IDP process and the key timeframes followed to review and amend this IDP for **2025/26**.

The linkage between the IDP, Budget, Performance Management and Risk Management is also discussed.

*This document constitutes the **3<sup>rd</sup> review (2025/26) and proposed amendment** of the current amended 5 year- Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027.*

*Readers to note that this IDP review is not intended to redraft the approved amended 5-year IDP for 2022/2027 (master plan), but only to review if we are still on course in attaining the strategic direction set in the approved 5-year master plan. **The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2025/26 IDP review and proposed amendment.***

### Who are we?

**Chapter 2** provides a strategic analysis with an overview of the municipal area and highlights the key socio-economic data that informs the development needs in Overstrand. The reviewed ward priorities for **2025/26** are also addressed.

### Where are we currently - current state of development in Municipal area

**Chapter 3** reflects on the institutional arrangements in the municipality and gives a situational analysis of our performance against the five national key performance areas for the **2021/22 – 2023/24** financial years.

### Where do we want to go?

Considering our socio-economic reality, the needs of our wards (Chapter 2), the current level of development in Overstrand (Chapter 3) and the

SWOT analysis, the strategic direction for the IDP was reviewed.

**Chapter 4** states our strategic direction- detailing our vision, mission, 3 C's and 5 strategic objectives that will be pursued during the amended IDP cycle. The status of delivery on the major projects identified in the 5-year IDP cycle (2022/2027) is provided under the relevant sections.

For this **2025/26** IDP review and **proposed** amendment our: Vision, Mission, Mayor's 3 C's and Strategic objectives **remain unchanged**.

### **What do we want to achieve?**

Continuing with Chapter 4 (Strategic directives)

The **mayor's 3 C strategic interventions**– Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business **support** the implementation of the current 5 strategic objectives.

Our 5 strategic objectives were retained and are:

1. The provision of democratic, accountable and ethical governance
2. The provision and maintenance of municipal services
3. The encouragement of structured community participation in the matters of the municipality
4. The creation and maintenance of a safe and healthy environment
5. The promotion of tourism, economic and social development.

The programmes/ plans/ strategy to action each of the 5 strategic objectives are detailed in Chapter 4.

### **How will we get there?**

**Chapters 5 – 12** deals with the policy directives and municipal sector plans that will all contribute towards attainment of the 5 strategic objectives of the IDP.

The municipal Budget funds the delivery of the IDP and in **Chapter 14 (Financials and Budgetary Annexures)** the funding allocations for the next 3-years (**2025/26 – 2027/28**) are shared.

### **How will we measure progress in attaining our strategic objectives?**

In **Chapter 13 (Performance Management)** the planned key performance indicators (KPI's) and targets for the 2022/2027 IDP cycle are stated. The preliminary key performance indicators (KPI's) and targets for the **2025/26** financial year were reviewed. *(Note- 2025/26 performance indicators and targets are in draft form and subject to the approval of the Final Service Delivery and Budget Implementation (SDBIP) by the Executive Mayor in mid-June 2025).*

Performance progress will be measured quarterly through the Service Delivery and Budget Implementation Plan (SDBIP). These quarterly performance reports serve before Council and are available on the municipal website ([www.overstrand.gov.za](http://www.overstrand.gov.za)) for public scrutiny.

The annual performance on the strategic objectives is reported in the Municipality's Annual Report that is also available for public scrutiny on the municipal website and in the public libraries.

## CHAPTER 1

### INTRODUCTION AND BACKGROUND

**Note: Revisions and or additions are indicated in green text throughout the document. Deleted text are ~~strikethrough~~.**

*This document constitutes the **3<sup>rd</sup> review (2025/26) and proposed amendment** of the current amended 5 year- Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027.*

*Readers to note that **this IDP review and proposed amendment** is not intended to redraft the approved amended 5-year IDP for 2022/2027 (master plan), but only to review if we are still on course in attaining the strategic direction set in the approved 5-year master plan. **The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2025/26 IDP review and proposed amendment.***

#### 1.1 Introduction

Integrated development planning is a legislated process whereby the Municipality prepares **a five-year strategic plan which is known as the IDP**. The IDP is the principle strategic planning document of the Municipality, and all planning and development, as well as decisions relating to planning, and development in the Municipality must be based on the IDP.

This **3<sup>rd</sup>** review and amendment has been developed to respond to the needs identified by the Overstrand Community, as well as institutional

requirements that will enable the Municipality to address these needs. This IDP also aligns to Global, National, Provincial and District Planning Frameworks to ensure a holistic and integrated approach to development within the Municipality.

This **2025/26** IDP review and amendment is a plan, which will inform our communities on how the Overstrand Municipality will utilize its resources for the coming **2025/26** financial year in order to deliver on the amended 5-year IDP of 2022/2027.

This IDP review and **proposed** amendment for **2025/26** were informed by the following:

- The municipality's performance attained for the **2023/24** financial year as well as the mid-year performance for **2024/25**;
- Comments from the Minister of Local Government and other stakeholders on our **2<sup>nd</sup>** review (**2024/25**) of the amended 2022/2027 IDP;
- 2022 Census from Statistics South Africa and
- Changing circumstances in the municipal area.

An IDP amendment was proposed with this **3<sup>rd</sup>** review due to content changes in the document.

#### 1.2 Legal Context

##### IDP compilation and annual review

The IDP is compiled for a 5-year period and reviewed annually within the 5-year period in terms of Chapter 5 of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000).

Section 34 (b) of the MSA also allows for an IDP to be amended in accordance with a prescribed process.

## 1.3 IDP process

It is important to note that the IDP comprises two processes:

**Firstly, Drafting of the master plan** – this refers to the compilation of a long term strategic plan for the municipal area (2022/23– 2026/27) as prescribed by Section 25 of the MSA. This master plan is not annually amended, since it is a long-term plan and not an operational plan.

On 31 May 2022 Council adopted the 5-year IDP of its predecessor with amendments for 2022/2027 as its “single, inclusive and strategic plan” that will guide and inform the development of our municipality.

**Secondly, Annual Planning** – this refers to the review of the IDP as referred to in Section 34 (a) of the MSA. Section 34 (b) of the Act also allows for an IDP to be amended in accordance with a prescribed process. An IDP amendment was proposed with this 3<sup>rd</sup> review due to content changes in the document. This document represents our 3<sup>rd</sup> review of the adopted 5-year IDP (2022/2027) as well as an IDP amendment in terms of Section 34 (b). The 2025/26 IDP review, and proposed amendment processes ran concurrently.

The annual review is not a replacement of the five-year IDP (master plan) and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five-year strategy (and key outcomes) and proposes adjustments to the strategy if necessary, because of changing internal and external circumstances that impact on the appropriateness of the IDP. *The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2025/26 IDP review and amendment.*

### Five-year cycle of the IDP

Figure 1 illustrates the five-year IDP cycle, with the four (4) annual reviews within the cycle.

2022/23 was the 1<sup>st</sup> year of the newly elected Councils five-year term.

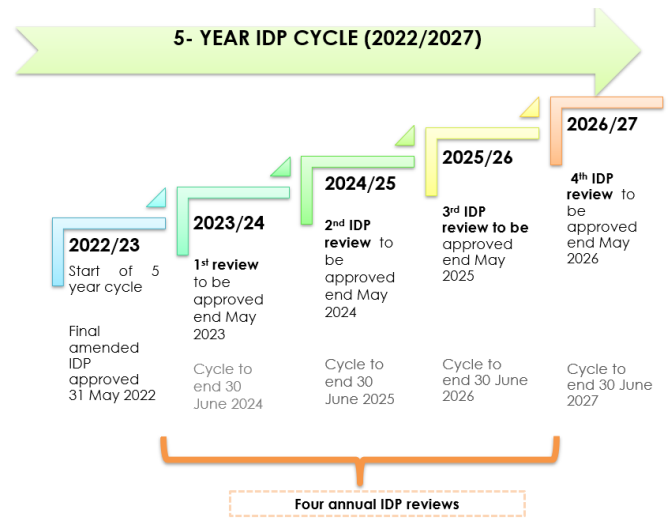


Figure 1: 5-year IDP life cycle for 2022/2027

### IDP/ Budget process timeframe

On 28 August 2024 the Overstrand Municipal Council approved the IDP and Budget time schedule, detailing the process for the IDP review and Budget development for the 2025/26 financial year.

### Key deliverables were:

- 16-20 September 2024- Ward committees met to review and reprioritise their ward priorities for 2025/26.
- 25 November – 4 December 2024- Public ward feedback meetings- ward committees obtained public input on their reviewed ward priorities for 2025/26.
- 31 March 2025 - Draft IDP review and proposed amendment for 2025/26, Draft Disaster Management Plan, Draft 2025/26 MTREF Budget, Draft Top Layer Service Delivery Budget Implementation Plan (SDBIP) for 2025/26 to be tabled in Council.
- April 2025 (TBC)- Public consultation period on draft IDP review and proposed amendment and draft Budget for 2025/26.
- TBC- Convene the Overstrand Municipal Advisory Forum (OMAF) to present the strategic

direction for the draft IDP review and proposed amendment and preliminary budget proposal for 2025/26.

- 6 May 2025- Closure of public comment period on the draft IDP review and proposed amendment for 2025/26, draft Disaster Management Plan and draft Budget for 2025/26.
- 6 May 2025 – Western Cape Provincial government SIME assessment (previously referred to as LGMTEC) of draft IDP review and proposed amendment and draft Budget for 2025/26.
- 28 May 2025 – Final IDP review and amendment for 2025/26, Final Disaster Management Plan and Final 2025/26 MTREF Budget **to serve before Council for approval.**

## 1.4 Provincial assessment of Draft IDP review and proposed amendment and draft Budget for 2025/26

The Western Cape Provincial Government annually assesses the draft IDP's, and Budgets of municipalities and feedback is given at the Strategic Integrated Municipal Engagements assessment (SIME; previously referred to as LGMTEC) to be held on 6 May 2025.

Recommendations will be included in the Final IDP review and amendment of May 2025.

## 1.5 Linkage between IDP, Budget, performance management and risk management

*The IDP sets the objectives of the Municipality (strategic plan).*

*Budget allocates available money to meet the objectives of IDP.*

*Service Delivery Implementation Plan (SDBIP) measures performance on attainment of the objectives in the IDP and budget.*

*The annual performance on attainment of the objectives in the IDP and Budget is reported in the Municipality's Annual Report.*

The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

In addition to the above, Risk Management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Overstrand Municipality.

When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its objectives set out in the IDP.

### **Risk Management –**

In terms of section 62 (1)(c)(i) “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;”..

### **Overstrand Municipality's strategic risk register for the 2024/25 financial year is:**

1. Effects of climate change on the natural environment, infrastructure and service delivery.

2. Aging and deteriorating fleet and small.
3. Inability to provide electricity to the public.
4. Inability to maintain and develop infrastructure capacity to meet requirements/ demand.
5. Deteriorating socio-economic conditions, especially in disadvantaged communities.
6. Inability to provide water to the public.
7. Financial viability and sustainability - inability to generate and sustain adequate income/ revenue to meet short and long-term obligations.
8. Unconducive environment for ease of doing business.
9. Negative impact of illegal land invasion and land grabbing.
10. Negative and disruptive impact of public protest / social unrest.
11. The vulnerability of tourism industry to local, national and global/ international shocks.

## Alignment of the strategic risk register with the IDP, Budget and Performance management – 2024/25

Risk Description	IDP goal linkage	IDP strategy linkage	Budget linkage - Programmes/Projects
Effects of climate change on the natural environment, infrastructure and service delivery.	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (d) Environmental Management	Climate change impacts incorporated into relevant master plans and project specifications; no specific CAPEX or OPEX linkage.
Aging and deteriorating fleet and small.	SO 2: Provision and maintenance of municipal services	KPA OS 1 (e) Replacement of deteriorating fleet items	Capex allocation
Inability to provide electricity to the public	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	Capex allocation
Inability to maintain and develop infrastructure capacity to meet requirements/ demand.	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	CAPEX: R 57.3 million Capex budget for Water and Sewerage infrastructure upgrades, replacements, improvements, and refurbishments. (You can add Electricity, Roads, Stormwater, etc.).  OPEX: R 324m Opex for Water and Wastewater in 2023/24 (Finance to confirm budget for 2024/25, and you can add Electricity, Roads, Stormwater, etc.).

Risk Description	IDP goal linkage	IDP strategy linkage	Budget linkage - Programmes/Projects
Deteriorating socio-economic conditions, especially in disadvantaged communities	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	Socio-Economic services Department OPEX (dedicated cost centres)
Inability to provide water to the public.	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	CAPEX: R 12.6 million (Wellfield augmentation) OPEX: R 177 mil total water Opex expenditure in 2023/24 (Finance to confirm budget for 2024/25)
Financial viability and sustainability - possible inability to generate and sustain adequate income/ revenue to meet short- and long-term obligations	SO 1: Provision of democratic, accountable and ethical governance	KPA OS 3 (a) Effective Financial Management	Part of the responsibilities of the Finance directorate and other municipal staff; no specific OPEX linkage.
Unconducive environment for ease of doing business	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	
Negative impact of illegal land invasion and land grabbing.	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (b) Law enforcement	
Negative and disruptive impact of public protest / social unrest.	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (b) Law enforcement	(ICS CENTRE), (CCTV)
Vulnerability of tourism industry to local, national and global/ international shocks	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	Partner with WESGRO / DEDAT for Economic intelligence / Business retention approaches

Table 1: Alignment of strategic risk register with IDP, Budget and Performance Management

## RISK MANAGEMENT FUNCTIONALITY

The municipality has an established Risk Management Unit (RMU) and is comprised of the Chief Risk Officer (CRO) and an Intern.

The municipality also established the Fraud and Risk Management Committee (FARMCO), a committee that assists the Municipal Manager with his risk management responsibilities, and is comprised of an independent Chairperson, an independent Joint Audit and Performance Audit Committee (JAPAC) member, all the Directors, the Chief Financial Officer and an invitee from Internal Audit (Chief Audit Executive). FARMCO is guided by the fraud and risk management framework and its Terms of Reference.

**The following risk management focus areas will be prioritised during 2025/26:**

- Prioritise Fraud and Cyber Security Risk and proper recording of unforeseen risks with supplemented risk actions.
- ~~Provide Promote~~ risk, fraud and ethics awareness **within the organisation.** ~~during the induction of new employees.~~
- ~~Review the effectiveness of Promote~~ the implementation of the Code of Ethics **within the organisation.** ~~Municipal Staff.~~
- ~~Finalise review~~ **Coordinate and monitor the implementation** of the Business Continuity Framework and related plans. ~~and coordinate relevant training.~~
- Review of risk management documents.
- Continuous Strategic and Operational Risk mitigation and dedicated efforts to improve the risk profile and maturity **of the municipality.**
- Research for an appropriate and user-friendly Risk Management System that will enable efficient implementation of risk management processes within the municipality.
- Identify training needs for the department and the relevant risk management stakeholders.
- Strengthening and improving Risk Management culture within the municipality.
- ~~Review~~ **Coordinate and monitor the implementation of** the municipality's risk appetite and tolerance levels.

**In addition to the 2025/26 focus areas, the following is planned for Risk Management over the medium term (5-year IDP cycle):**

- Review of Ethics and Fraud Prevention Frameworks in order to achieve acceptable recognition for ethics and fraud prevention based on surveys from the public we serve.
- Enterprise-wide awareness programs and activities on Risk Management throughout the entire Municipality. Should be embedded and promoted at all levels.
- Embedded cultural shift from silo-based risk management to Enterprise Risk Management.
- Aim to achieve and maintain the highest level of risk maturity through Annual Risk Assessments and monthly review by Management.
- Explore the different options and funding requests to improve Risk Management Software to support the Municipality's risk maturity aim.
- ~~Set trend in development of quality standard procedures for Business Continuity, ICT and Disaster Management, Identification and Preventative Measures for Strategic and Unforeseen Risks.~~
- Annual reviews of risk documents, processes, activities (risk implementation plan), training, awareness campaigns, testing the adequacy of risk action plans and effectiveness of Combined Assurance.

**Progress (July 2022 – March 2025) on the risk management priorities cited above:**

- The risk management software requirements and suggested improvements were communicated to the service provider. A newer version of the current module, which has additional system requirements. More improvement of the system is still required; the Risk Management Unit is in process with exploring the best option.
- Compiled a Risk Management Implementation Plan for 2024/25 financial year;
- Continuous monitoring the status of the risk registers and risk action plans and provide monthly/quarterly and annual reports to various statutory and non-statutory committees;
- Reviewed and updated the Risk Management Strategies and policies;

- Periodic reporting on the implementation plan to different statutory and non-statutory committees;
- Conducted annual risk assessments per directorate, engaging all directors and heads of departments;
- Streamlining risk related documents and processes with National Treasury's Public Sector Risk Management Framework, King Code of Governance for South Africa, Committee of Sponsoring Organisations of the Treadway Commission (COSO), International Organisation for Standardisation (ISO 31000) and other relevant best practises;
- Regular communication and periodic updates from Risk Champions;
- Continuous communication and periodic updates with the Supplier re Risk Management System (Ignite Risk Assist Module), with regards to system improvements;
- Continuous professional development - attending Provincial CAE and CRO Forums, for skills enhancement and sharing best practices;
- Provided continuous assistance to municipal employees on Risk Management matters.
- ~~Organized a refresher training for Risk Owners, Champions, Risk Action Owners on Risk Management and Combined Assurance.~~
- ~~Appointment of an independent FARMCO Chairperson and an additional independent member of JAPAC.~~
- Reviewed the Business Continuity Framework and Plan.
- Coordinated and organized a Business Continuity Plan dry run, to ensure service delivery continuity during a disaster, emergency and any business disruptions.

## Fraud and Risk Management Committee (FARMCO) meetings during 2024/25:

Date	Quorum	Risk Management Feedback
30 July 2024	Yes	The Committee considered and noted all Risk Management reports tabled for deliberation.
21 October 2024	Yes	The Committee considered and noted all Risk Management reports tabled for deliberation.
20 January 2025	Yes	The Committee considered and noted all Risk Management reports tabled for deliberation.
22 April 2025	N/A	Scheduled meeting on FARMCO calendar
20 June 2025	N/A	Scheduled special meeting on FARMCO calendar

Table 2: FARMCO meetings to be held during the 2024/25 financial year

## CHAPTER 2

### STRATEGIC ANALYSIS

This Chapter will provide a strategic analysis of external and internal issues that impact on the Overstrand Municipal area.

#### 2.1 Overstrand Overview



Figure 2: Overstrand areas map

The municipal area has a coastline of approximately 230 km, stretching from Rooiels in the west to Quinn Point in the east.

According to the 2011 Stats SA Census, **94%** of the population in Overstrand resides in **urban areas** and **6%** in rural areas.

Overstrand Municipality is located along the south-western coastline of the Overberg District Municipal area bordering the City of Cape Town in the west and Cape Agulhas Municipality in the east. Its northern neighbour is Theewaterskloof Municipality.

Overstrand is a dynamic unity combining great potential and a beautiful setting. Our task is to bring about growth and development to the benefit of all our people, in their different communities, whilst maintaining a balance with nature.

The Municipality covers a land area of approximately 1708 km<sup>2</sup>, with a population of **132 495** in 2022 (*Statistics South Africa Census 2022*) and covers the areas of **Hangklip-Kleinmond, Greater Hermanus, Stanford and Greater Gansbaai**.

In addition to the endless, pristine beaches dotting the coastline, Overstrand boasts 5 Blue Flag beaches. Tourism is a major economic driver in the area and its popularity as a holiday destination results in a fourfold increase of its population over the holiday seasons. This influx places a great strain on the existing municipal services and roads infrastructure.

The Administrative head office of the Municipality is situated in Hermanus.

## Ward Delimitation

Overstrand Municipality is currently demarcated into **14 wards**.



Figure 3: Overstrand Wards, 2021

## 2.2 Overstrand municipal area at a glance

The information in this section is based on the following statistical data resources, Statistics SA (2011 and 2022 Census & 2016 Community Survey), Western Cape Provincial Treasury Municipal Economic Review Profile, MERO (2024) and Western Cape Provincial Treasury Overstrand Socio-Economic profile (SEP 2024) and the municipality's own records.

### 2.2.1 Demographic profile

#### Population trends

According to the Statistics South-Africa 2022 Census figures the Overstrand population **has increased** from **80 432** in Census 2011 to **132 495** in Census 2022. This is a **65 per cent increase** over the said period.

Overstrand's estimated population in **2027 is 150 639**. Furthermore, the estimated average annual population growth rate between 2022 and 2027 is 2,6%.



From the latest 2022 Census figures it is evident that **Overstrand has a growing population** that will increase the **demand for housing, employment, service delivery and related infrastructure developments**. The increased population growth will therefore place increased pressure on the municipal resources to develop new as well as maintain existing infrastructure. The ability to work from home has enabled households to move away from the economic hubs and settle in smaller towns such as Hermanus. This trend can be a valuable injection for the local economy as well as the municipality in terms of income generation, despite the increased demand for services (Source: Western Cape Provincial Treasury, MERO 2021 and SEP 2021).

### Projected population distribution per Ward, 2025

Projections are based on the 2022 Census figures, and the old Wards, some calculated adjustments had to be made to isolate figures for certain areas in some Wards and to add them to the new Ward 14. These adjustments impacted specifically on Wards 1, 2, 11, and 14.

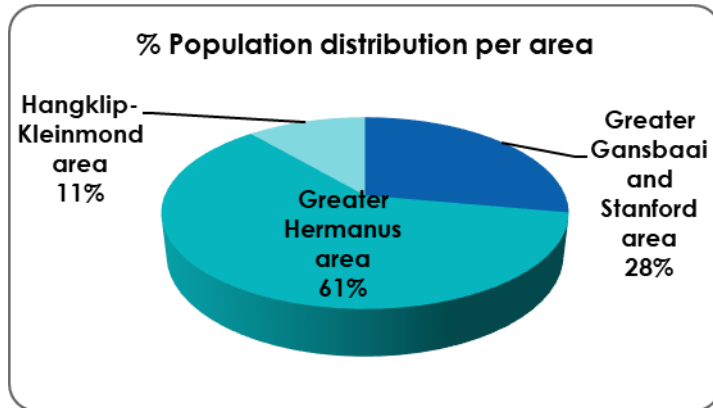
Areas	Ward	Population		
		2011 Census	2022 Census	2025 projection
Stanford, Thembihle	1	6 454	8977	9463
Gansbaai North-East, Masakhane	2	6 866	11311	11924
Hermanus	3	4 267	7030	7410
Westcliff, Mount Pleasant, Hemel & Aarde Valley	4	7 801	12851	13548
Zwelihle South	5	6 345	10453	11019
Zwelihle North	6	6 529	10755	11338
Sandbaai, Hemel & Aarde Estate	7	4 102	6757	7123
Hawston, Fisherhaven & Honingklip	8	9 412	15504	16344
Kleinmond, Proteadorp, Mountain View, Palmiet, Beverley Hills, Ext 6	*9	2 446	4029	4248
Pringle Bay, Overhills, Mooiuitsig, Betty's Bay, Rooiels	10	6 638	10935	11528
Baardskeerdersbos, Eluxolweni, Pearly Beach, Buffeljagsbaai, Franskraal	11	9 086	10628	11204
Zwelihle North-West	12	5 335	8789	9265
Onrus & Vermont	13	5 151	8485	8945
Blompark, De Kelders, Gansbaai South-West, Van Dyksbaai	*14		5991	6316
<b>GRAND TOTAL</b>		<b>80 432</b>	<b>132 495</b>	<b>139674</b>

Table 3: Projected population by ward, 2024

Source: 2011 and 2022 Census, Statistics South Africa, (\* Note- slight ward demarcation changes in Wards 9 and 10 in 2016, 2024 municipality own projections include new ward 14 in 2021, Western Cape Provincial Treasury, Overstrand SEP 2023).

Zwelihle (wards 5, 6 and 12) in Hermanus has the largest population totaling 29 997 residents (Census 2022). Between 2001 and 2021 Zwelihle emerged as the largest urban settlement, followed by Hermanus, Onrus River and Gansbaai. Notably, the most considerable urban growth in the municipal area was experienced by Zwelihle, followed by Sandbaai, Onrus River and Franskraal (Source: Western Cape Provincial Treasury, Overstrand SEP 2023).

% Population distribution per area



Greater Hermanus comprises wards 3, 4, 5, 6, 7, 8, 12 and 13.

Hangklip-Kleinmond comprises wards 9 and 10.

Greater Gansbaai and Stanford comprises wards 1, 2, 11 and \*14 (new ward from

Figure 4: Overstrand population distribution per area, 2022

Source: 2022 Census, Stats SA

**Households**

The total number of households within the municipal area increased from **36 583** in the 2022/23 financial year to a total of **37 532** in the 2023/24 financial year. This indicates an **increase of 2.59%** in the total number of households within the municipal area over the two financial years 2022/23 – 2023/24 (Source- Municipal finance records).

For 2023/24 the total number of households are made up of **34 395** formal households plus **3 137** informal households. The total number of households **excludes** land invasions which amounts to 7 284 households.

Table 4: Overstrand total number of households, 2020-2023

Household	2021/22	2022/23	2023/24
Number of households in municipal area	36 076	36 583	37 532
Number of indigent households in municipal area	7 367	1491*	4 715

\*Note: Indigent Households 31 May 2023, 7 433 households. Current campaign work in progress to onboard indigent households.

As per table 4 above, the total number of indigent households decreased from 7 367 households in 2021/22 to 1491 households in the 2022/23 financial year. Note: The decrease in the number of indigents for 2022/23 is due to the Change of the Indigent Policy (Category B & C discontinued). The municipality is running indigent campaigns by means of pamphlets, social media, and ward committee meetings. In addition, qualifying indigents will be informed in advance that their application has expired and that they need to re-apply. Municipal staff will also go out into communities to assist them with the application process.

**Population per racial group, 2022**

In 2022 the Black African population group constitutes the largest proportion of the Overstrand population (38%), followed by Whites (33%) and Coloured (27%) (Census 2022, Statistics South Africa).

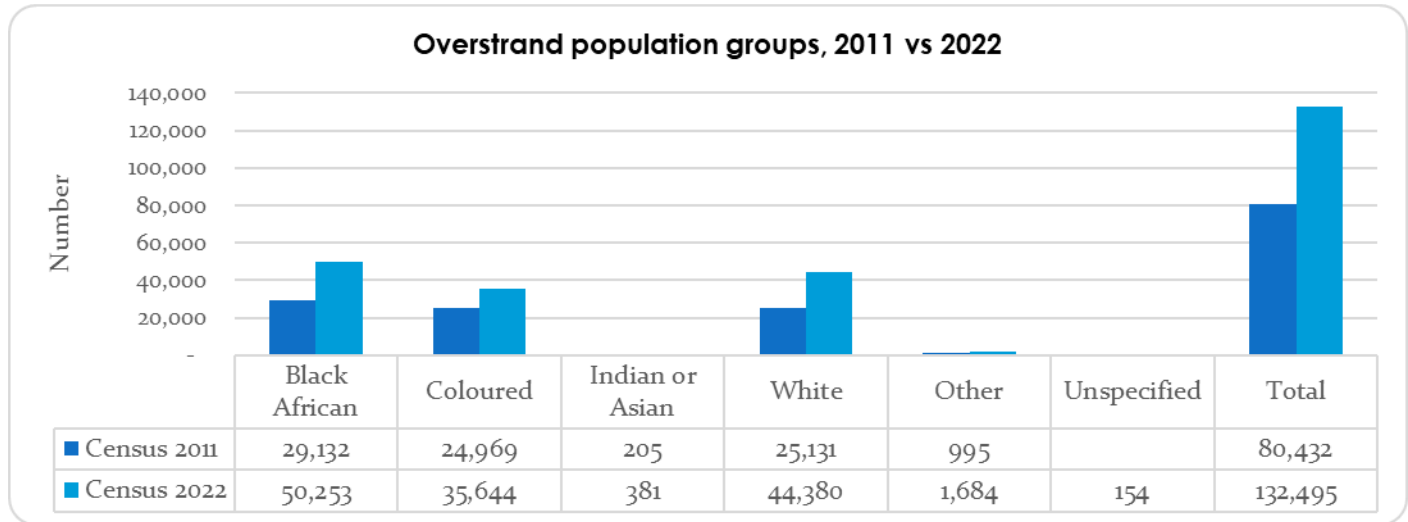
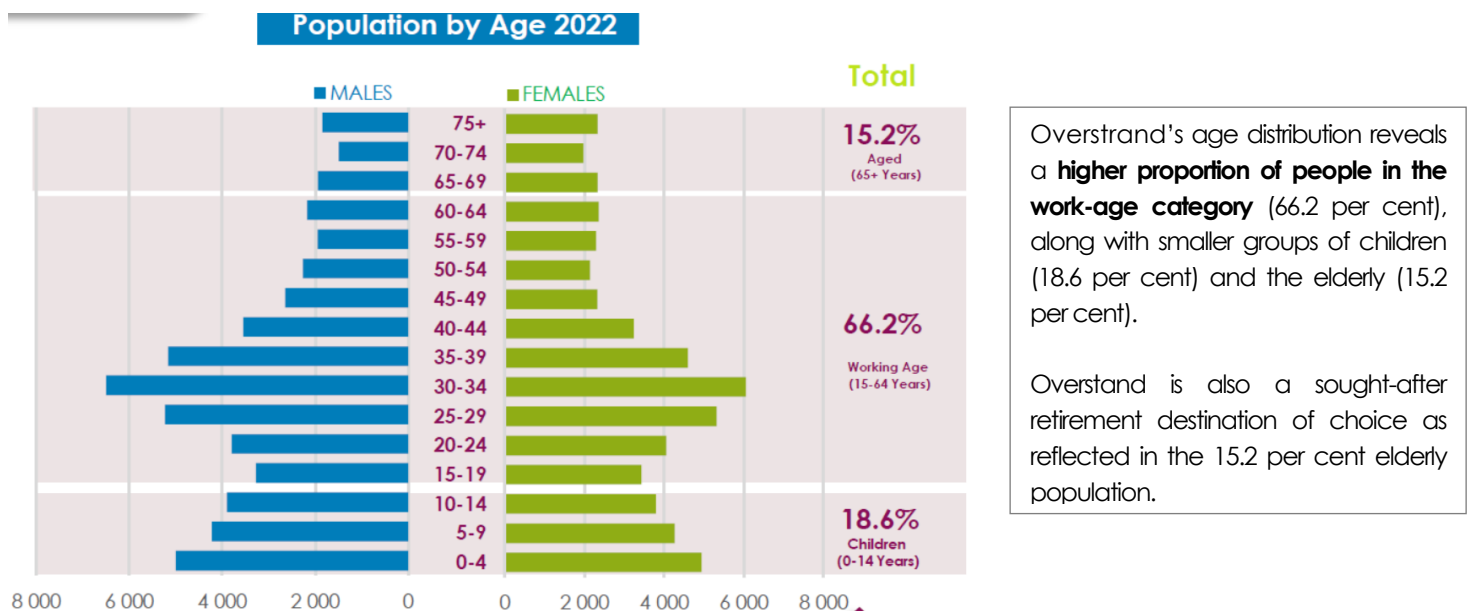


Figure 5: Overstrand population per racial group, Census 2011 vs Census 2022

**Age Cohorts**



Overstrand's age distribution reveals a **higher proportion of people in the work-age category** (66.2 per cent), along with smaller groups of children (18.6 per cent) and the elderly (15.2 per cent).

Overstrand is also a sought-after retirement destination of choice as reflected in the 15.2 per cent elderly population.

Figure 6: Overstrand age cohorts, 2022

Source: Western Cape Provincial Treasury, Overstrand SEP 2023

A comparison of Overstrand's age cohorts between Census 2022 and Census 2011 reveals a **decrease** in the young children age group in Census 2022 but an **increase** in the elderly age group for the same census.

Overstrand age cohorts %	Census 2022	Census 2011
Young children (0 -14 years)	18,6%	21,5%
Working age population (15 – 64 years)	66,2%	65,6%
Elderly (65+ years)	15,2%	12,9%

Table 5: Comparison of Overstrand age cohorts, Census 2022 vs Census 2011

### 2.2.2 Social profile

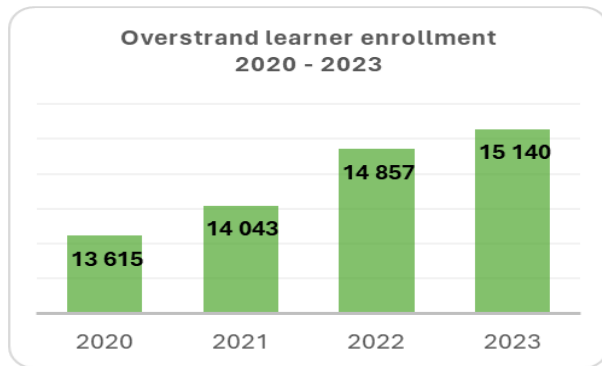
#### Education

Education provision in the Overstrand municipal area is jointly provided by the public and the private sector. This section will only focus on public ordinary schools managed by the Provincial Department of Education.

#### Literacy rate

The literacy rate in Overstrand was recorded at **87.5 per cent in 2011** which is higher than the average literacy rates of the Overberg district (81.1 per cent) and the rest of South Africa (80.9 per cent), but on par with Western Cape (87.2 per cent). (*Literacy refers to a person 14 years and older who have successfully completed 7 years formal education (passed Grade 7/Standard 5).*)

#### Learner enrolment



Overstrand had **17 public ordinary schools** which had to accommodate **15 140 learners** at the start of **2023**.

Table 6: Overstrand learner enrolment, 2020 -2023

Learner enrolment in the Overstrand municipal area **increased** by **1 525 learners** from 13 615 in 2020 to 15 140 in 2023 (*Source- Western Cape Provincial Treasury, Overstrand SEP 2024*).

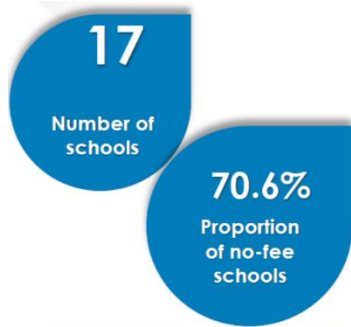
The increased learner enrolment in the municipal area is in line with the large population growth in Overstrand. Given these current trends, it is anticipated that the demand for school infrastructure will increase in the future. In their 5-year education infrastructure program for Overstrand (reviewed March 2022) the Overberg Education District of the Provincial Education Department **confirms** the **shortage of public ordinary schools** (primary and secondary) in the municipal area''.

#### Learner retention rate (Grade 10 -12)

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

Learner retention in the Overstrand municipal area **improved** from 74.3 per cent in 2022 to 77 per cent in 2023 (Source- Western Cape Provincial Treasury, Overstrand SEP 2024). Despite slight improvement, retention rates raise significant concern in the district. Mitigating school dropouts requires a collaborative approach.

### Education facilities



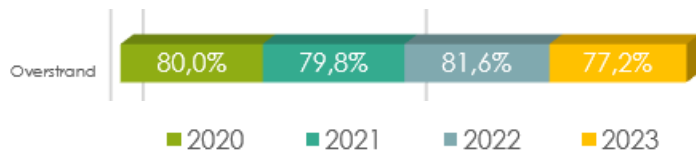
Overstrand had 17 public ordinary schools which had to accommodate 15 140 learners at the start of 2023.

In 2022, 14 schools had libraries.

The learner-teacher ratio has gradually improved from 30.3 in 2022 to 29.5 in 2023 and remains acceptable.

Figure 7: Overstrand Education facilities

### Matric pass rate



The matric pass rate in Overstrand **deteriorated** from 81.6 per cent in 2022 to 77.2 per cent in 2023 (Source- Western Cape Provincial Treasury, Overstrand SEP 2024). The link with the low retention rate is evident.

Table 7: Overstrand matric pass rate, 2020 - 2023

## Health

### Burden of Disease profile of Overstrand Municipality & Overberg District

#### 5 Major causes of death, Mortality Data

Rank	Overstrand Municipality	Overberg District
1.	HIV/AIDS	Ischaemic Heart Disease
2.	Ischaemic heart disease	Diabetes Mellitus
3.	Interpersonal violence	Respiratory Cancer
4.	Trachea/Bronchi/lung	Cerebrovascular Disease
5.	Road injuries	Lower Respiratory Diseases

Table 8: 5 Major causes of death, mortality data: Overstrand & Overberg

Source: Department of Health, March 2019

### Health facilities

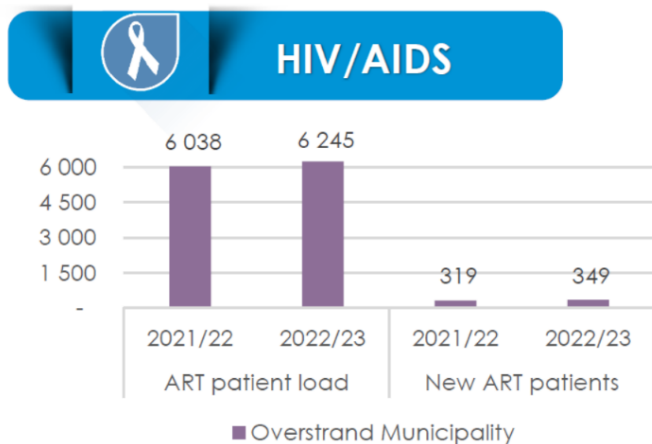
Health care services in the Overstrand municipal area are jointly provided by the Provincial Department of Health and the private sector.

Although healthcare is provided by both public and private institutions, information provided by the Department of Health, as detailed in this section, pertains only to the public sector healthcare institutions. Any privately provided facilities or services are not reflected in the information below.

Overstrand Municipality has a total of 11 **primary health care facilities** consisting of 4 clinics (fixed), 5 satellite clinics (non-fixed), 1 community day centre and 1 district hospital. (Source: Western Cape Provincial Treasury, Overstrand SEP 2023).

Overstrand has a total of 5 **ambulances per 10 000 inhabitants**. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

### HIV/AIDS and Tuberculosis (TB)



The number of registered patients received antiretroviral treatment (ART) in the Overstrand Municipality **increased** from 6 038 in 2021/22 to 6 245 in 2022/23.

In 2021/22 the number of new ART patients was 319, **increasing** to 349 in 2022/23.

(Source: Western Cape Provincial Treasury, Overstrand SEP 2024)

Figure 8: Overstrand HIV/AIDS figures, 2021-2023

The number of Tuberculosis (TB) cases increased from 578 in 2021/22 to 665 in 2022/23.

### Child Health

**Immunisation rates** in the Overstrand area increased from 74.5 per cent in 2022 to 78.5 per cent in 2023. However, this rate still remains below the optimal level.

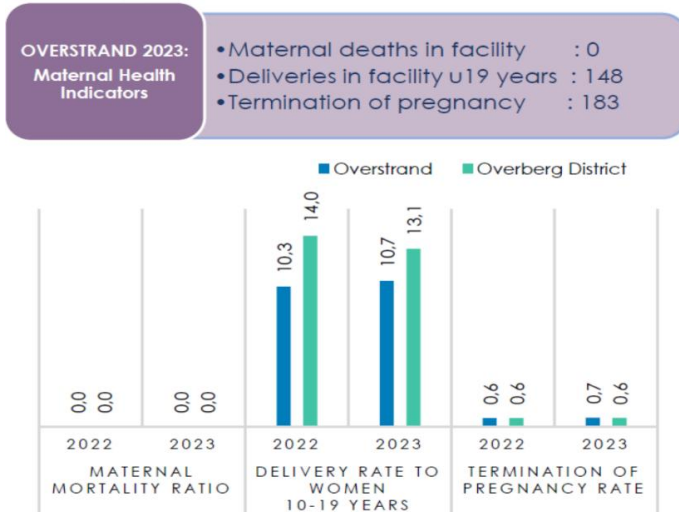
(The immunisation rate is calculated as the number of children immunised as a percentage of the total number of children less than one year of age).

The **number of malnourished children** under five years (per 100 000) in Overstrand improved from 0.6 to 0.3 in 2023.

**Neonatal mortality rate (NMR)** (per 1 000 live births) in the Overstrand municipal area **registered considerable deterioration** from 3.4 in 2022 to 8.0 in 2023. (Measured as the number of neonates dying before reaching 28 days of age, per 1 000 live births in a given year.)

The **low-birth-weight** indicator **deteriorated** from 10.2 per cent in 2021/22 to 11.5 per cent in 2023. (Percentage of all babies born in facility that weighed less than 2 500 g).

### Maternal health



The **maternal mortality rate** in the Overstrand area and Overberg District is zero deaths per 100 000 live births in 2023.

The delivery **rate to women** under 20 years in Overstrand **increased slightly** from 10.3 per cent in 2022 to 10.7 per cent in 2023.

The **termination of pregnancy rate** **increased slightly** from 0,6 per cent in 2022 to 0,7 per cent in 2023 in the Overstrand area.

Figure 9: Overstrand vs District maternal health, 2022-2023

### Poverty

#### GDPR Per Capita

GDPR per capita is useful in assessing a population's economic wellbeing and living standards. An increase in real GDPR per capita, i.e., GDPR per person, is experienced only if the real economic growth rate exceeds the population growth rate. Even though real GDP per capita reflects changes in the overall wellbeing of the population, not everyone within an economy will earn the same amount of money as estimated by the real GDPR per capita indicator.

With a per capita GDPR of **R46 327 in 2023**, Overstrand's per capita GDPR **was below** the Overberg District's R56 469. (Source, Western Cape Provincial Treasury, Overstrand SEP 2024). **Similarly, Overstrand per capita GDPR was also the lowest across the district in 2023.**

#### Income Inequality - Gini coefficient

The **Gini coefficient** is an indicator of income inequality and ranges between 0 and 1, with 0 representing complete equality and 1 representing complete inequality.

The National Development Plan (NDP) has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030.

Income inequality in the Overstrand municipal area remained **unchanged** at 0.61 in 2022 and 2023. ~~This may be attributed to the growth of poor informal settlements in the municipal area, such as Zwelihle, which contrasts heavily with high income enclaves such as Arabella Country Estate. Income distribution in the municipal areas of the Overberg District (OD) is becoming more unequal, highlighting the importance of~~

various social interventions made by local, provincial and national government. (Source: Western Cape Provincial Treasury MERO, 2022 and Overstrand SEP 2024).

### Average Monthly Household income

MUNICIPAL AREA	Average household income 2020 (current prices)	Trend 2016 – 2020
● Theewaterskloof	R14 209	-1.2%
● Overstrand	R15 703	-1.4%
● Cape Agulhas	R18 643	-2.1%
● Swellendam	R15 639	-0.9%
<b>Overberg District</b>	<b>R15 455</b>	<b>-1.4%</b>
Western Cape	R18 995	-1.8%

Table 9: Overberg District average monthly household income, 2020

In 2020 the average monthly household income in the Overstrand was **R15 703**, which was slightly higher than the average monthly household income in the Overberg District (R15 455), but it was lower than the Western Cape average of R18 995.

### Poverty Line

As per the definition, the Upper Bound Poverty Line (UBPL) is the proportion of the population living below the UBPL i.e., that cannot afford to purchase adequate levels of food and non-food items, an individual living in South Africa with less than 1 684 South African rands (in April 2024 prices) per person per month was considered poor (Source: Western Cape Provincial Treasury, Overstrand SEP 2024).

In 2023, 74 per cent of the Municipality's population fell below the UBPL. This figure has not improved from its 2020 level. This represented the highest proportion within the district in contrast with the low of 61.8 per cent experienced within the Cape Agulhas area.

### Human Development Index (HDI)

**The HDI is a** measure of people's ability to live a long and healthy life, to communicate, to participate in the community and to have sufficient means to afford a decent standard of living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

In 2021, the HDI score for Overstrand was at 0.727 the highest in the Overberg District (OD). The Overstrand HDI score exceeds both the average District (0.696) and Provincial scores (0.711) (Source: Western Cape Provincial Treasury, Overberg MERO, 2022).

### Safety and Security

#### Murder

Within the Overstrand area, the murder rate (per 100 000 people) increased slightly from 50 in 2022/23 to 53 in 2023/24, while the murder rate for the Overberg District decreased from 50 in 2022/23 to 46 in 2023/24. (Source: Western Cape Provincial Treasury, Overstrand SEP 2024).

### Sexual offences

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

The rate of sexual violence in South Africa is amongst the highest in the world. Sexual offences in the municipal area increased slightly from 108 occurrences per 100 000 people in 2022/23 to 113 in 2023/24. The rate across the district in turn decreased from 112 in 2022/23 to 103 in 2023/24.

### Drug related crime

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

The Drug related crime rate in the Overstrand area increased from 1 707 occurrences per 100 000 people in 2022/23 to 1 818 occurrences in 2023/24. This far surpasses the district's rate of 1 478 in 2023/24.

### Driving under the influence (DUI)

Despite concerted efforts by the government, our roads are still considered amongst the most dangerous in the world. The number of cases of driving under the influence of alcohol or drugs per 100 000 people in the Overstrand area show a slight decrease from 239 in 2022/23 to 237 in 2023/24. The DUI rate for the municipal area was higher than that of the District (202).

### Residential burglaries

Residential burglaries in the municipal area decreased sharply. The burglary rate per 100 000 people subsequently decreased from 893 in 2022/23 to 724 in 2023/24. Despite the decrease, the 2023/24 total was still significantly higher than the district total of 678.

### Road user fatalities

**Definition:** The type of road user that died in or during a crash i.e. driver, cyclist, passengers, pedestrians.

Fatal crashes in the municipal area decreased from 23 in 2020/21 to 8 in 2021/22. Road user fatalities in the Overstrand municipal area also decreased from 33 to 10 across this period.

### 2.2.3 Local economic profile

The Overstrand municipal area is the smallest municipal area in the Overberg District in terms of geographical spread but is the **second-largest economy** in the district. In 2023 the Overstrand municipal area economy was valued at **R 6.333 billion** and contributed **30.4 per cent** to the Overberg District economy during the year.

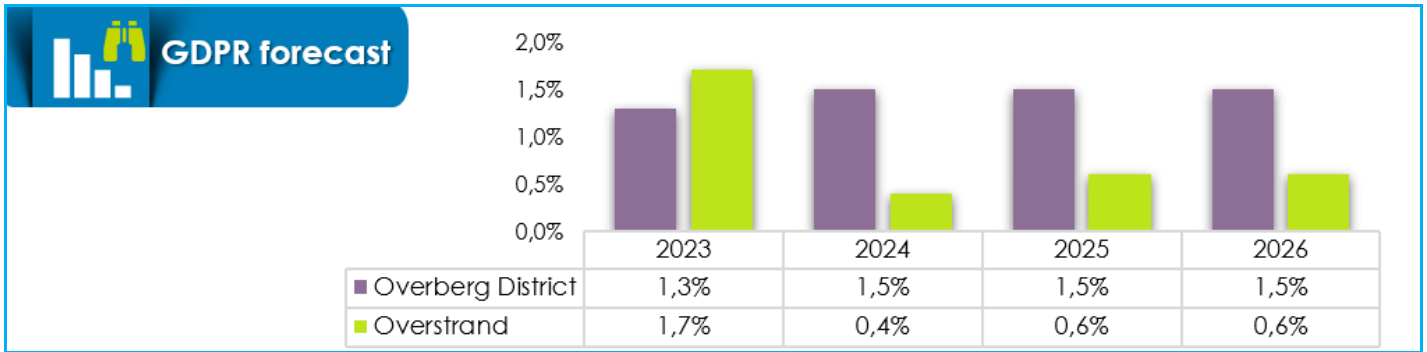


Figure 10: GDP forecast 2023-2026, Overstrand vs District

In 2023, GDP growth in the Overstrand municipal area was forecast for 1,7 per cent and for the outer years (2024-2026) the forecasted economic growth rates are all projected to contract to below 1 per cent (*Western Cape Provincial Treasury, Overstrand SEP 2024*). Overstrand's 2024- 2026 projected forecasts of economic growth are all lower than the district projections over the same period.

In 2023, a total of 34 634 workers were employed in the Overstrand municipal area, contributing 27.2 per cent to Overberg District employment during the year. An estimated 165 jobs were gained in 2023 compared to 2022. The unemployment rate in the Overstrand remains the highest in the Overberg District (27.6 per cent). The estimated decline in employment opportunities is likely to result in a decline in household income, which in turn will continue to restrain municipal revenue and increase the demand for free basic services.

Overstrand's economy is service-oriented, with the tertiary sector accounting for 72.7 per cent of GDP in 2023.

Also refer to Chapter 9 – Local Economic Development.

**2.3 Community needs**

**2.3.1 Current ward priorities reviewed**

During September – November 2024 the ward communities reviewed their current ward priorities for the 2025/26 IDP review process.

The 2025/26 reviewed ward priorities for Overstrand Municipality are cited below:

(Note: A 14<sup>th</sup> ward was demarcated in the Overstrand municipal area with the 2021 Local Government elections on 1 November 2021).

Priority 2025/26	WARD 1					
	Ald. Dudley Coetzee			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Housing including IRDP and FLISP	Stanford			x	
2	2 Generators required, 1 for Wastewater Pumpstation and 1 for wastewater treatment plant	Stanford	Opex/Capex	x		
3	Revitalization of Stanford Village including	Stanford	Opex/Capex	x		

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Priority 2025/26	WARD 1					
	Ald. Dudley Coetzee			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
	formalized parking on Long market Street and the Millstream rehabilitation					
4	Electrification of Emergency Housing project (EHP)	Thembelihle	Capex	x	x	
5	Taring of street – JJ Swart and Church Street from Queen Victoria – Du Toit Street	Stanford	Capex	x		
6	Tables and chairs are required for the Resource centre and electricity to be connected as well as a Wi-Fi connection.	Stanford	Capex	x		
7	Re-surfacing and upgrading of Gravel Roads in Stanford	Stanford	Opex/Capex	x		
8	Fire Brakes Die Kop Residential area.	Stanford	Opex	x		
9	Alternative Power generation		Opex/Capex	x	x	x
10	Education: High School	Thembelihle/Stanford	Capex		x	
11	Fire Truck	Greater Stanford	Capex	x		
12	Water for irrigation of the school site at Die Bron Primary School from Willem Appelsdam (Die Bron Primary School)		Opex/Capex	x		
13	Upgrading of Sports Facilities including Floodlights at the soccer field		Capex	x	x	x
14	Upgrading of all entrances into Stanford including Die Kop	Stanford	Capex/Opex	x		
15	Stormwater (Ad Hoc)	Stanford, Thembelihle	Capex	x		
16	Traffic Calming including Thembelihle, Priority – 1 Daneel Street, 2 Bezuidenhout Street)	Stanford / Thembelihle	Capex/Opex	x		
17	Extension of Sewer network to eliminate conservancy tanks (Stanford RPA)		Capex	x		
18	Water pipe replacement – Stanford (multi-years 2023/2025, R2 million)		Capex	x		
19	Upgrading of public boat launching site (Du Toit Street)	Stanford	Capex	x		
20	Soccer Field at Die Kop (Thembelihle-Die Kop)	Stanford	Capex/Opex	X	x	
21	Distance over time speed camera on the R43 between Hermanus and Stanford (Stanford CPF)				x	
22	Replacement/Refurbishment of vehicles/plant equipment	Stanford	Capex	x		
23	Upgrade of municipal Facilities – Municipal Yard	Stanford	Opex/Capex	x		
24	Expansion of Employment (staff component) (R1.5 million) <ul style="list-style-type: none"> <li>Permanent positions of general workers (T1) to replace the existing EPWP staff employed in services regarded to be permanent (maintenance of sport fields, community halls, public ablutions, etc.)</li> </ul>		Opex	x		
25	Replacement of Sewer Tanker (R1.2 million)		Capex	x		

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Priority 2025/26	WARD 1					
	Ald. Dudley Coetzee			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
26	Capex Funding – install CCTV cameras on municipal facilities to reduce the private guards on premises (Overstrand wide) (R1.1 million for all sites)	Stanford	Capex	x		
27	Fire Fighting Staff – Overstrand wide (includes 6 cadet fire fighters for Gansbaai and Stanford)	Stanford	Opex	x		
28	Dedicated Quick Response Traffic & Law Enforcement presence to enforce by-laws (preventing unlawful dumping) during work & after hours (Stanford CPF)		Opex	x		
29	Roads: Tarring of road between Stanford and Papiessvlei (DR 1218)	Stanford/ Gansbaai			x	
30	Electricity – LV network upgrading in Stanford (multi-years 2024/2026, R3.8 million)	Stanford	Capex	x		
31	Rehabilitation of Stanford Landfill	Stanford	Capex	x		
32	Specialized firefighting equipment (Overstrand wide, R1.6 million)		Capex	x		
33	Staffing – Traffic Officers – to address concerns in all wards due to the capacity growth in the communities (Overstrand wide)		Opex	x		
34	Replacement of Roof Structure – Municipal Offices	Stanford	Opex/Capex	x		
35	Funding of obtaining Certificate of Compliance (R1 million) in respect of electrical installations at Municipal Buildings – compliance with legislation		Opex	x		
36	Funding to finalize biometric system, procure firearms & uniforms (relates to above-mentioned) (R450 000) (Overstrand Wide)		Capex and Opex	x		
37	Development of a Biosphere connecting all private and public Nature Reserves	Stanford	Opex/Capex	x		
38	Social Development Interventions <ul style="list-style-type: none"> <li>○ Thusong services (mobile), satellite office to be established in Gansbaai to serve Wards 1,2,11 and 14</li> <li>○ Collaborate with Social partners, i.e., NGO's, Government (Overstrand wide)</li> <li>○ ECD support (registration, compliance and filling gap in all disadvantaged communities)</li> </ul>		Capex/Opex	x	x	
39	Implement Organic Waste Diversion Plan (multi years 2026/2028)		Opex/Capex	x		
40	Staff and equipment (Safety & Security Services) (21 positions) (relates to above-mentioned) – If we can install more cameras & replace the guards with our own people it can result in bigger savings (Overstrand wide)	Stanford	Capex and Opex	x		

Table 10: Ward 1 reviewed priorities for 2025/26

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Priority 2025/26	WARD 2					
	Ald. Theodorah Nqinata			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Housing	Masakhane			x	
2	Streets and Stormwater	Masakhane	Opex/Capex	x		
3	Electricity (Electrification of Informal structures)				x	
4	Cleaning contractors (Formal and Informal Areas)	Masakhane	Opex	x		
5	Expansion / Additional Taxi Rank	Masakhane	Opex/Capex	x		
6	Caretakers Residence: Soccer field ( <i>External Funds</i> )	Masakhane	Opex/Capex	x		
7	Pedestrian access intersection (industrial area) and Upgrade of Main Road 28 (Hermanus – Gansbaai)	Masakhane			x	
8	Churches – Land	Masakhane	Capex	x		
9	Community Hall / Thusong Centre	Masakhane			x	
10	Waste management: Wheelie Bins for domestic refuse	Masakhane	Opex	x		
11	Primary Health Care Centre (Clinic in Masakhane)	Masakhane			x	
12	Traffic Calming (Speed bumps)		Capex	x		
13	Provincial Ambulance services (Expansion)	Masakhane			x	
14	Sidewalks	Masakhane	Capex	x		
15	Refuse drop off facilities for domestic use	Masakhane	Capex	x		
16	Play park	Masakhane	Opex/Capex	x		
17	Education (need tertiary institution)	Masakhane				x
18	Business Centre	Masakhane	Opex/Capex	x	x	
19	Traffic Calming - Raised Intersection (Taxi Rank)	Masakhane	Opex/Capex	x		
20	Centre for the Elderly	Masakhane			x	x
21	Youth Centre	Masakhane			x	x
22	Safehouse for vulnerable people	Masakhane			x	x
23	ECD's – Land & Services	Masakhane	Opex/Capex	x		
24	Solar Geysers	Masakhane	Capex	x	x	
25	Land for Emerging Farmers	Masakhane	Capex	x	x	
26	CCTV Cameras	Greater Gansbaai Area	Capex	x		
27	Installation of swimming pool ( <i>External Funding</i> )	Greater Gansbaai Area	Capex	x	x	
28	Back yard dwellers – Land	Masakhane	Capex	x		
29	Water Provision: Upgrade of waterlines & new booster pump station valves	Masakhane	Capex	x		
30	Sewer upgrading of bulk sewer supply	Masakhane	Capex	x		
31	Sport & Recreation: Resealing of netball Court (Including line markings)	Masakhane			x	
32	Workshops, training tools and equipment for SMME's		Opex/Capex	x	x	x
33	Day Hospital for Gansbaai				x	
34	Office accommodation for Emergency Contractors Forum		Opex/Capex	x		
35	Regular Thusong visits		Opex	x	x	
36	Public ablutions (Paid Facilities) in the CBD		Capex	x		
37	Replacement/Refurbishment of vehicles/plant equipment	Gansbaai- All areas	Capex	x		
38	Cemetery (Planning phase)	Masakhane	Capex	x		

Table 11: Ward 2 reviewed priorities for 2025/26

Priority 2025/26	WARD 3					
	Ald. Kari Brice			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Hermanus Sports Centre Tarring of road from Cemetery to Sports Club	Hermanus	Capex	x		
2	CBD revitalization and other Tourist nodes <ul style="list-style-type: none"> <li>○ Taxi Rank upgrade, Long St upgrade, CBD entrance upgrade and welcome to Hermanus sign</li> <li>○ Uniform street signage</li> <li>○ Long and Aberdeen Streets upgrade</li> <li>○ Urban management of Swallow Park, Dealing with vagrants in CBD</li> </ul>	CBD	Capex and Opex	x x x x		
3	Baboon Management Programme Continuation thereof	Voëlklip / Fernkloof	Capex and Opex	x	x	x
4	Hermanus Cliff Path <ul style="list-style-type: none"> <li>○ New Cliff Path sections to be built and maintenance on existing sections</li> <li>○ Alien/vegetation clearing and litter control</li> <li>○ Regular patrols and enforcement of Dog and Cat by-law</li> <li>○ Repairs to bridge below Windsor Hotel.</li> <li>○ Repairs, maintenance and audit of benches</li> </ul>	Cliff Path	Capex and Opex	x x x		
5	Preservation and upgrade of Fernkloof Nature Reserve <ul style="list-style-type: none"> <li>○ Proclamation as World Heritage site,</li> <li>○ Final PAMP document</li> <li>○ Upgrade of facilities</li> <li>○ Security and CCTV surveillance</li> </ul>	Fernkloof Nature Reserve		x x x	x	x
6	Traffic Calming <ul style="list-style-type: none"> <li>○ Speed calming 7<sup>th</sup> St and Main Rd (Voëlklip Circle to Marine Circle)</li> <li>○ Speed bumps or chicanes and speed signs throughout Ward 3 <ul style="list-style-type: none"> <li>-Mountain Drive (opp. Erf 4754),</li> <li>-Jose Burman Rd (opposite High School)</li> <li>-Selkirk St (Hermanus Heights)</li> <li>-Moffat St (Eastcliff)</li> </ul> </li> <li>○ 4 Way stop street at Cnr Dolphin- &amp; Albertyn Street</li> </ul>	Hermanus	Capex	x x x	x	
7	Parking Management Plan, incl. parking attendants and CBD public parking garage	Hermanus	Capex	x x		
8	Beaches <ul style="list-style-type: none"> <li>○ Ablution facilities maintenance, repairs and upgrade Voëlklip, Kammabaai and Marine Pool, Grotto, Grotto East</li> <li>○ Beach maintenance</li> </ul>	Hermanus	Capex and Opex	x x		
9	Municipal Public Safety Services <ul style="list-style-type: none"> <li>○ CCTV surveillance camera upgrade ward wide,</li> <li>○ Extended patrolling hours in CBD, patrols on Cliff path,</li> <li>○ Domestic waste issues (by-law &amp; fining), Illegal dumping ward wide</li> </ul>	Entire ward 3	Capex	x x		

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Priority 2025/26	WARD 3					
	Ald. Kari Brice			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
	Speed blitzes throughout Ward 3			x		
				x		
10	Roads and Sidewalks <ul style="list-style-type: none"> <li>○ Upgrading/repairs/maintenance of roads and sidewalks and cycle lanes</li> <li>○ Sidewalk needed from Theron st (Main Rd to Lakewood Village)</li> <li>○ Sidewalk needed Mountain Drive, Northcliff</li> <li>○ Road curbing in Eastcliff</li> </ul>		Capex and Opex	x		
				x		
11	Dog Park and lead-free zones <ul style="list-style-type: none"> <li>○ Beach walking zones (on lead/off lead) to be designated and clearly signed on Die Plaat (Grotto East)</li> <li>○ New Dog Park area to be identified (Northcliff Daisy Park possibility)</li> </ul>	Hermanus	Opex & Capex	x		
				x		
12	Storm Water and Sewerage system <ul style="list-style-type: none"> <li>○ Upgrade and maintenance</li> <li>○ Water borne sewerage in Ward 3</li> </ul>	All suburbs of ward 3	Capex	x		
				x		
13	Streetlights Voëlklip	Voëlklip	Capex	x		
14	Municipal Fleet and Equipment New Refuse and Sewerage trucks	Hermanus	Capex	x		
15	Status of gravel section Fernkloof Drive <ul style="list-style-type: none"> <li>○ Road to remain closed and gravel?</li> </ul>	Hermanus Heights	Capex and Opex	x		
				x		
16	Public open spaces <ul style="list-style-type: none"> <li>○ Upgrading and maintenance of all parks</li> <li>○ Public Private Participation agreements in upkeep of play parks</li> </ul>	Beach areas or existing park Ward 3	Capex and Opex	x		
				x		
17	Public Transport Collaborative initiative with Taxis to review operating times and routes				x	
18	New Library for Hermanus Position for new Library	Hermanus	Capex & Opex	x	x	
19	South African Whale Centre	Hermanus	Capex	X		

Table 12: Ward 3 reviewed priorities for 2025/26

Priority 2025/26	WARD 4					
	Cllr. Ronald Nutt			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Taxi Rank and a facility for busses, Dahlia Street opposite Moffat Hall/ alternatively at Malva Street	Mount Pleasant	Capex	x		
2	Stormwater /infrastructure	Mount Pleasant -Heide, Vygie, Freesia, Jakaranda, Leeubekkie, Mbeki, Marigold: Mount Pleasant	Capex	x		
3	Extended centre at Moffat Hall	Mount Pleasant	Capex	x		

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Priority 2025/26	WARD 4					
	Cllr. Ronald Nutt			Responsible Sphere of Government		
	Description	Area	Capex/ Opex	Overstrand	Provincial	National
4	New and upgrading of Playparks	Ward 4	Capex	x		
5	Conservation and Preservation of Commonages  <ul style="list-style-type: none"> <li>○ Controlled burning of green areas</li> <li>○ Maintenance programs</li> <li>○ Post and rail installation</li> <li>○ Safe pathways</li> </ul>	Westcliff	Opex Opex Capex Opex	x		
6	Sidewalks: Westcliff road - Uitkyk, China Town, Dahlia Street, Aster Street, Heide street	Mount Pleasant and Westcliff	Capex	x		
7	Overall Upgrading of Die Stoor, renovating to accommodate more Businesses	Mount Pleasant	Opex/Capex	x		
8	Westcliff speed calming measures	Especially Westcliff Drive and Church Street, Cr Arundel Street and Canterbury Street	Opex/Capex	x		
9	Beautification	Protea and Sweetpea	Opex/Capex	x		
10	Widening of Malva Street from Aster to Mbeki Street	Mount Pleasant	Capex	x		
11	BMX Trail for Young Kids	Mount Pleasant	Capex	x		
12	Stormwater Flooding problem on the Soccer field	Mount Pleasant Sportsgrounds	Opex/Capex	x		
13	Numbering of refuse bins	Ward 4	Opex	x		
14	Upgrading of Mount Pleasant Sportsgrounds	Mount Pleasant	Opex/Capex	x		
15	Upgrading of curbing and Sidewalk in front of School	Dahlia street, Mount Pleasant		x		
16	Widening of Hospital Road, Angelier, Malva till Sonneblom Street. Increase kerb radius corner Hospital/ Ravenscroft Road.	Westcliff and Mount Pleasant	Capex	x		
17	Upgrading outside front area of Huis Lettie Theron	Westcliff	Opex/Capex	x		
18	Safety and Security  <ul style="list-style-type: none"> <li>○ Patrols by HPP</li> <li>○ Contingency planning for unrest and disaster situation</li> </ul>	Ward 4	Opex	x		
19	Purchasing of Tables & Chairs-Moffat Hall	Mount Pleasant	Opex/Capex	x		
20	Upgrading of play park c/o Orgidee & Sweetpea streets	Mount Pleasant	Opex/Capex	x		
21	Speed calming	Ward 4	Opex/Capex	x		
22	Higher wall on Mount Pleasant Side of Sport grounds	Mount Pleasant Sportsgrounds	Capex	x		

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Priority 2025/26	WARD 4					
	Cllr. Ronald Nutt			Responsible Sphere of Government		
	Description	Area	Capex/ Opex	Overstrand	Provincial	National
23	Maintenance of boundary wall/gates at Mount Pleasant cemetery	Mount Pleasant	Opex/Capex	x		
24	Ocean Grid	Ward 4	Opex/Capex	x		
25	Razor wire at the Mount Pleasant Sports Grounds	Mount Pleasant	Opex	x		
26	Road extension at CTM robot into upper Mount Pleasant	Mount Pleasant	Capex	x		
27	Lightning at commonages and public spaces	Ward 4	Capex	x		
28	Disabled Ramp and Universal Access Challenges	Gateway, Swartdam road				
29	New playpark	Dankbaar, Mount Pleasant	Capex	x		
30	Wheely Bins (New housing developments): Purchasing and Replacement	Ward 4	Opex	x		
	<b>Provincial / National</b>					
1.	Social Housing & Rental Stock development Opportunities	Mount Pleasant			x	
2	Old Age Home/Hospice	Mount Pleasant			x	x
3	Police Station	Ward 4 Mount Pleasant				x

Table 13: Ward 4 reviewed priorities for 2024/25

Priority 2025/26	WARD 5					
	Cllr. Bongiwe Gloria Nombula			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Electrification of Informal Settlement	Ward 5, Zwelihle	Capex	x	x	
2	Sidewalks & Speed calming	Ward 5, Zwelihle	Opex/Capex	x		
3	Upgrading of storm water system	Ward 5, Zwelihle	Capex	x		
4	Disable friendly youth center	Ward 5, Zwelihle			x	
5	Subsoil drainage at Lobi street	Ward 5, Zwelihle	Opex/Capex	x		
6	Upgrading and maintenance of ward 5 play parks, new playpark in Quata	Ward 5, Zwelihle	Capex/Opex	x		
7	Housing Development	Ward 5, Zwelihle			x	
8	Upgrading of sewerage system in Zwelihle	Ward 5, Zwelihle	Capex	x		
9	Establishment of new township	Ward 5, Zwelihle	Capex/Opex	x	x	
10	Streetlights in ward 5	Ward 5, Zwelihle	Capex	x		
11	Extensions of the existing community hall / construction of a new community hall	Ward 5, Zwelihle	Capex	x		
12	Zwelihle Police station	Ward 5, Zwelihle			x	
13	CCTV Cameras in Ward 5	Ward 5, Zwelihle	Capex	x		
14	Zwelihle Library	Ward 5, Zwelihle			x	
15	Upgrading of Zwelihle sports grounds including Artificial turf	Ward 5, Zwelihle	Capex	x		
16	Service plots Asazani Informal Settlement	Ward 5, Zwelihle			x	
17	Construction of Zwelihle High School	Ward 5, Zwelihle			x	

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Priority 2025/26	WARD 5					
	Cllr. Bongiwe Gloria Nombula			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
18	Building facilities for Government departments (SASSA, Home Affairs, and Police Station etc.)	Ward 5, Zwelihle				x
19	Erecting wall separating Asazani Informal Settlement & Steve Biko Street	Ward 5, Zwelihle	Capex	x		
20	Fencing of Transit Camp Informal Settlement	Ward 5, Zwelihle	Capex	x		
21	Play Parks site C1 & C2 New Housing Development	Ward 5, Zwelihle	Capex	x		
22	Business hub/industrial area (building facilities for small business entrepreneurs)	Ward 5, Zwelihle	Capex	x		
23	Capacity building programmes (Youth, Educational Programs)	Ward 5, Zwelihle	Opex	x	x	
24	Land / Site for Churches	Ward 5, Zwelihle	Capex	x		
25	Upgrading of Siyazama Elderly Centre	Ward 5, Zwelihle	Opex/Capex	x		
26	Upgrading of radio network	Ward 5, Zwelihle				x
27	Construction of RDP houses at Transit Camp Informal Settlement	Ward 5, Zwelihle			x	
28	Ward 5 Stop signs	Ward 5, Zwelihle	Capex	x		

Table 14: Ward 5 reviewed priorities for 2025/26

Priority 2025/26	WARD 6					
	Cllr. Vuyisani Bandeza			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Electrification of Schulphoek (Dubai) Informal Settlement	Ward 6, Zwelihle	Capex	x	x	
2	Development of service sites Schulphoek Informal Settlement	Ward 6, Zwelihle			x	
3	Upgrading of household's electricity Infrastructure	Ward 6, Zwelihle	Capex	x	x	
4	Construction of Zwelihle Police station	Ward 6, Zwelihle				x
5	Building facilities for social development, SASSA, Home Affairs etc.	Ward 6, Zwelihle			x	x
6	Rebuilding of White City houses	Ward 6, Zwelihle			x	
7	Upgrading and maintenance of Zwelihle hostels	Ward 6, Zwelihle	Capex/Opex	x	x	
8	Building facilities for small businesses; SMME'S	Ward 6, Zwelihle	Capex/Opex	x	x	
9	Relocation of Peach Houses affected by Abagold Abalone Plant	Ward 6, Zwelihle	Capex/Opex	x		
10	Housing development	Ward 6, Zwelihle			x	
11	Issuing title deeds: Peach house, White City, TRA admin site and Zwelihle Hostels	Ward 6, Zwelihle	Opex	x		
12	Building of disabled friendly youth multipurpose centre	Ward 6, Zwelihle			x	
13	Establishment of new township	Ward 6, Zwelihle		x	x	
14	Upgrading of Zwelihle Sports Grounds	Ward 6, Zwelihle	Capex/Opex	x	x	
15	Upgrading of Zwelihle Community Hall	Ward 6, Zwelihle	Capex/Opex	x	x	
16	Streetlights for Buntu, Martin Pike, Fortewu Streets, Ziphunzana Informal Settlement	Ward 6, Zwelihle	Capex	x		
17	Upgrading of sewerage system in Zwelihle	Ward 6, Zwelihle	Capex	x		

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Priority 2025/26	WARD 6					
	Cllr. Vuyisani Bandaiza			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
18	Upgrading of storm water system	Ward 6, Zwelihle	Capex	x		
19	Sidewalks & speed calming measures	Ward 6, Zwelihle	Opex/Capex	x		
20	Removing of asbestos roof and replace new roof at Zwelihle old location & Masakeni residential areas.	Ward 6, Zwelihle	Capex	x		
21	CCTV cameras	Ward 6, Zwelihle	Capex	x		
22	Upgrading of early childhood development facilities	Ward 6, Zwelihle	Opex/Capex	x		
23	Training, skills development, and capacity building programmers	Ward 6, Zwelihle			x	x
24	Construction of Boundary wall (White City) Swartdam road Street and TRA admin site.	Ward 6, Zwelihle	Capex	x		
25	Upgrading of netball basketball court opposite Zwelihle Sport Ground	Ward 6, Zwelihle	Opex/Capex	x		
26	Outdoor gym	Ward 6, Zwelihle	Capex	x		
27	Upgrading Zwelihle Taxi Rank	Ward 6, Zwelihle	Opex/Capex	x		
28	Land for Church purposes	Ward 6, Zwelihle	Capex	x		
29	Land for farming	Ward 6, Zwelihle	Capex	x		
30	Upgrading of radio network	Ward 6, Zwelihle				x
31	Building facilities for disabled people	Ward 6, Zwelihle			x	
32	Housing development Ziphunzana Informal Settlement	Ward 6, Zwelihle			x	
33	An additional Zwelihle High School	Ward 6, Zwelihle			x	

Table 15: Ward 6 reviewed priorities for 2025/26

Priority 2025/26	WARD 7					
	Cllr. Hybre Lombard			Responsible Sphere of Government		
	Description	Area	Capex / Opex	Overstrand	Provincial	National
1	Security/ CCTV	Sandbaai	Capex	x		
2	Upgrading/curb stones/sidewalks of Kusweg and/or beautifying and repair to roadside/verges continue onto Piet Retief Street towards Surfers Beach.	Sandbaai	Capex/Opex	x		
3	Upgrading/repair/maintenance of beach area and facilities including parking areas and/or new infrastructure to improve beach/facilities and paving of Coastal Parking areas and extension (new) coastal paths	Sandbaai coast	Capex/Opex	x		
4	Improvement of storm water system - storm water channels	Sandbaai	Capex	x		
5	New Streetlights	Sandbaai	Capex	x		
6	Upgrading and development of sewer systems	Sandbaai	Capex	x		
7	Upgrading and development of roads and sidewalks: 1. Main Road: From Jimmy Smith Street towards Kusweg 2. End Street 3. Bergsig Street: From Curro towards Main Road	Sandbaai	Capex	x		
8	Upgrading/repair/maintenance and new equipment, fencing for Play Parks and Open Spaces and dog park	Sandbaai	Opex and Capex	x		
9	Conduct a traffic audit and install traffic Calming	Sandbaai	Capex	x		

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Priority 2025/26	WARD 7					
	Cllr. Hybre Lombard			Responsible Sphere of Government		
	Description	Area	Capex / Opex	Overstrand	Provincial	National
10	Upgrading and maintenance of Sandbaai Hall	Sandbaai	Capex and Opex	x		
11	Maintenance of sidewalks and open spaces	Sandbaai	Capex and Opex	x		
12	Clearing of overgrown plots (municipal land) and alien vegetation	Sandbaai	Opex	x		

Table 16: Ward 7 reviewed priorities for 2025/26

Priority 2025/26	WARD 8					
	Cllr Arnie Africa			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
1	Sewerage (reticulation) (MIG)	Hawston 1, 2 & 3, Fisherhaven	Capex	x	x	
2	Storm systems and tarring of remaining circles	Hawston / Fisherhaven	Capex	x		
3	Sport complex, Pavilion at Hawston sports grounds and road upgrade	Hawston	Capex	x	x	
4	Establishment of new cemetery for Hawston/Fisherhaven	Hawston/Fisherhaven	Capex	x		
5	Tarred / Dust Controlled Roads	Fisherhaven & Hawston	Opex/Capex	x		
6	Sidewalks and traffic calming	Hawston & Fisherhaven	Capex	x		
7	Fisherhaven Community Hall	Fisherhaven	Capex	x	x	
8	Youth Empowerment and programmes (Funding & training)	Ward 8	Opex	x	x	
9	Businesses (industrial land for local fisherman and entrepreneurs)	Hawston/ Fisherhaven	Capex	x		
10	Streetlights (includes the back road between Hawston and Fisherhaven)	Hawston & Fisherhaven	Capex	x		
11	CCTV	Hawston & Fisherhaven	Capex	x		
12	Health Facilities - Extension of Hawston Clinic	Hawston			x	
13	Care / Service Centre for elderly	Hawston & Fisherhaven			x	x
14	Thusong Center extension	Hawston			x	
15	Construct a pedestrian bridge over the R43 to ensure the safety of all to cross the R43 (long term goal)	Hawston			x	
16	Playparks and skateboard park	Hawston	Capex	x		
17	Police station	Hawston				x
18	Land for cremations centre	Hawston & Fisherhaven	Capex	x		
19	Hawston Camp Site Upgrade/repairs/maintenance and/or new infrastructure/fencing	Hawston	Opex/Capex	x		
20	Fire station or vehicle for/stationed in Ward 8	Hawston	Capex	x		
21	Slipway management and control	Fisherhaven	Opex	x		
22	Housing	Hawston			x	
23	Shelter for victims of gender-based violence	Hawston			x	x

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Priority 2025/26	WARD 8					
	Cllr Arnie Africa			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
24	Land availability (ECD, land for establishment of a training (skills) facility)	Hawston & Fisherhaven	Capex	x		
25	Infrastructure Erf407 and Erf 1 (next to taxi rank)	Hawston	Capex	x		
26	Borehole Hawston Sportsground	Hawston	Capex	x		
27	Hawston Cliff Path Development - new cliff path to be established	Hawston	Opex/Capex	x		
28	Upgrading the status of Hawston public launching site to that of a formally registered harbour	Hawston			x	
29	Traffic Light at the intersection of R43 and China Marais Drive, Fisherhaven	Fisherhaven	Capex		x	

Table 17: Ward 8 reviewed priorities for 2025/26

Priority 2025/26	WARD 9					
	Cllr. Grant Cohen			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
1	Upgrade of municipal fleet and equipment	Kleinmond	Capex	x		
2	Water pipe replacement including ring feed to Heuningkloof	Kleinmond	Capex	x		
3	Stormwater system and kerb upgrade	Kleinmond	Capex	x		
4	Upgrading of sewer system	Kleinmond	Capex	x		
5	Upgrade of fire station and services, to include proper disaster management facility	Kleinmond	Opex/Capex	x		
6	Revitalization of Proteadorp	Proteadorp	Capex	x	x	
7	Upgrade and maintenance of current sports facilities	Kleinmond	Capex		x	
8	Upgrade of the municipal yard, including moving Law enforcement and Traffic services to the facility	Kleinmond	Capex and Opex	x		
9	Upgrade of town hall and community hall facilities	Kleinmond	Capex	x		
10	Development of main beach development & market	Main beach	Capex	x	x	
11	Improvement of slipway facilities at Kleinmond harbour	Harbour	Opex/Capex			
12	Lift in the Kleinmond library	Library	Capex		x	
13	Road upgrade, maintenance and speed calming	Kleinmond	Opex/Capex	x		
14	Better signage in Kleinmond	Kleinmond	Opex	x		
15	Alien clearing program	Kleinmond	Opex	x		
16	Planning phase new sports facilities (golf course area)	Golf course area	Capex	x	x	
17	Revised management plan for Kleinmond Nature Reserve and coastal path	Kleinmond	Capex and Opex			
18	Bridge repairs and extension of bridge at lagoon + management of lagoon/reeds	Main beach	Opex/Capex	x	x	
19	CCTV cameras at municipal facilities	Kleinmond	Capex	x		
20	Upgrade of streetlights	Kleinmond	Capex	x		
21	Hospice for elderly and disabled	Proteadorp			x	
22	Upgrade of clinic to day hospital	Proteadorp			x	

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Priority 2025/26	WARD 9					
	Cllr. Grant Cohen			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
23	Multipurpose facility for the youth	Kleinmond			x	x
24	High school for Kleinmond	Kleinmond			x	
25	Public transport upgrade	Kleinmond			x	
26	Kleinmond primer upgrade	Proteadorp			x	
27	Housing for Proteadorp	Kleinmond			x	

Table 18: Ward 9 reviewed priorities for 2025/26

Priority 2025/26	WARD 10					
	Cllr. Theresa Els			Responsible Sphere of Government		
	Description	Area	OPEX/CAPEX	Overstrand	Provincial	National
1	Housing including IRDP and FLISP: 1.1 Land identification 1.2 Illegal occupation	Mooiuitsig / Overhills			x	
2	Electrification of Emergency Housing project	Overhills			x	x
3	Upgrade / New stormwater infrastructure (To identify HIGH priorities)	Betty's Bay, Pringle Bay & Rooiels and Overhills informal settlement	Capex	x		
4	Municipal fleet & equipment to render engineering service	Ward 9 & Ward 10	Capex/Opex	x		
5	Water pipe replacements	Pringle Bay, Rooiels, Betty's Bay	Capex	x		
6	I. Upgrade of roads and tarring of gravel roads II. Paving of Roads (Rooiels) II. R44 – traffic impact study (Province)	Betty's Bay, Pringle Bay Rooiels, Overhills & Mooiuitsig Rooiels	Capex	x		
7	New Toilet Blocks Conservancy Tanks	Overhills Mooiuitsig	Capex	x		
8	Education: High School	Ward 9 & Ward 10			x	
9	Provision and upgrading of sport and recreation facilities and Purchasing of New Playpark equipment  o Upgrading of existing play park / Overhills o Large playground o Sports ground - Mooiuitsig o New playground – Bass Lake Bettys Bay o Further upgrades/ rounding off of Overhills Soccer Field/ Netball Field (Multi -purpose sport facilities), Fencing, floodlights of Overhills soccer field	Overhills Mooiuitsig  Overhills	Capex	x		
10	New Fire Station Betty's Bay scoping of project	Betty's Bay	Capex	x	x	
11	Waste Management Upgrade of Pringle Bay waste drop off	Pringle Bay	Capex	x		
12	Environmental Management - Dune rehabilitation, Alien clearing (Invasive Species Plant Management), Protection of Wetlands and Baboon Management Programme	Betty's Bay/ Pringle Bay/ Rooiels	Opex	x	x	

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Priority 2025/26	WARD 10					
	Cllr. Theresa Els			Responsible Sphere of Government		
	Description	Area	OPEX/CAPEX	Overstrand	Provincial	National
13	Fencing of vulnerable municipal facilities	Ward wide	Capex	x		
14	Upgrade public ablution facilities and make disabled friendly	Ward wide	Capex	x		
15	Paving and kerbing of coastal parking areas – Pringle Bay & Betty's Bay	Bettys Bay, Pringle Bay	Capex	x		
16	Bus stops/ shelter	Overhills & Mooiuitsig & Betty's Bay, Pringle Bay	Capex	x	x	
17	Provision of Wi-Fi hot spots	Mooiuitsig / Overhills	Capex/Opex	x	x	
18	Replacement/ Maintenance of Board Walks	Ward Wide	Opex/Capex	x		
19	Upgrade of taxi rank	Overhills	Capex	x		
20	Protection of the Environment: RENR The areas around the coast, at the Kopje and on the Rooiels River estuary (all currently zoned for nature) to be officially proclaimed as protected nature reserve and included as an extension of the Rooiels Nature Reserve	Rooiels	Opex	x	x	
21	Protection of the Environment and Character of the Area: RECOZ Heritage Overlay Zone to be adapted and extended to ALL of Rooiels – as submitted to OM as RECOZ -- and also Hangklip Conservation Overlay Zone for protecting dark skies	Rooiels	Opex	x	x	
22	Animal proof bin project for residents	Betty's Bay/ Pringle Bay/ Rooiels	Opex	x		
23	Booster pump station – Voorberg Betty's Bay	Betty's Bay		x		
24	Maintenance of community halls / buildings / ablutions/ ECD facilities	Betty's Bay/ Pringle Bay/ Rooiels /Overhills	Opex	x		
25	Upgrade of Municipal Works Yard	Ward 9 & 10	Capex/Opex	x		
26	Traffic calming R44 + entrances to the Three Villages + The Hub/Penguin Place in Betty's Bay	Pringle Bay Rooiels Bettys Bay			x	

Table 19: Ward 10 reviewed priorities for 2025/26

Priority 2025/26	WARD 11					
	Cllr. Steven Fourie			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
1	Stormwater: Additional Outlet	Franskraal	Capex	x		
2	Stormwater (Ad Hoc) <u>High priority:</u> 1) Mariaan Singel stormwater drainage 2) Rossouw Street 3) Dyer Street	Ward 11 (All Areas)	Capex	x		
3	Housing: serviced plots	Buffeljagsbaai			x	x
4	Electrification of informal Settlement	Eluxolweni			x	x
5	Replacement/Refurbishment of vehicles/plant equipment	Franskraal/ Pearly Beach/ Baardskeedersbos	Capex	x		
5	Wolvengat Community Hall	Wolvengat/Viljoenshof	Capex	x	x	
6	Roads: Tarring of Proclaimed Provincial Road (DR 1211 between Pearly Beach & Baardskeedersbos and Minor Road	Baardskeedersbos/ Pearly Beach/ Grootbos			x	

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Priority 2025/26	WARD 11					
	Cllr. Steven Fourie			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
	MR 4026 between Uilenvlei & Grootbos) & Papiessvlei Road					
7	Turnabout Circle in Seaview Drive – CCTV Cameras	Franskraal	Capex	x		
8	Water: - Treatment Plant Buffeljagsbaai - Membrane Replacement Pearly Beach Refurbishment of Water Tower (Reservoir)	Pearly Beach / Buffeljagsbaai	Capex	x		
9	Primary Health Care (expansion of existing clinic)	Eluxolweni			x	
10	Skid Units & Storage for Fire Unit, Pearly Beach/Office Neighbourhood Watch	Buffeljagsbaai/ Baardskeedersbos/ Pearly Beach/ Wolvengat	Capex	x		
11	Tarring of Gravel Streets	Franskraal, Pearly Beach / Baardskeedersbos, Buffeljagsbaai	Capex	x		
12	Upgrading of Seaview Drive Cement Walkway and Sidewalks	Franskraal/Eluxolweni/Buffeljagsbaai	Capex	x		
13	Replacement of Boardwalks	Pearly Beach	Capex	x		
14	Extension of Community Hall	Eluxolweni	Capex	x		
15	Upgrade Public Launching site (Ad Hoc)	Buffeljagsbaai	Capex	x		
16	Public Transport	Buffeljagsbaai/Eluxolweni			x	x
17	Traffic Calming	All areas	Opex/Capex	x		
18	Tarring of Parking Area (Blue Flag, Castle Beach, Pearly Beach)	Pearly Beach	Capex	x		
19	CCTV Cameras	Pearly Beach	Capex	x		
20	Upgrade ablution facilities on coastline	Franskraal, Pearly Beach	Capex	x		
21	Satellite Primary Health Care Centre	Buffeljagsbaai			x	
22	Electricity Upgrade & Replacement Contingency	All areas	Capex	x		
23	Streetlights Buffeljagsbaai	Buffeljagsbaai	Capex	x		
24	Public Toilets Buffeljagsbaai	Buffeljagsbaai	Capex	x		
25	Sewer reticulation (Water borne sewer network)	Franskraal	Capex	x		
26	Electricity (Upgrade existing infrastructure MV/LV & mini sub)	Franskraal/ Pearly Beach	Capex	x		
27	Plot clearing - overgrown municipal properties	Franskraal/Pearly Beach & other	Opex	x		
28	Irrigation - sports field (pump, pipeline & control equipment) Grey Water	Eluxolweni, Pearly Beach	Capex	x		
29	Youth Development Centre	Eluxolweni			x	x
30	New sport facility & multi-purpose centre	Buffeljagsbaai			x	
31	Satellite Police Station	Pearly Beach				
32	Upgrade of Franskraal Bowling grounds (grey water for irrigation)	Franskraal	Capex	x		
33	PPE (Fire Fighters)	Rural Area	Opex/Capex	x		

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Priority 2025/26	WARD 11					
	Cllr. Steven Fourie			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
34	Perimeter Fencing – Existing unregistered graveyard	Buffeljagsbaai	Capex	x		
35	License Plate Registration (LPR) Camera	Baardskeerdersbos	Capex	x		
36	Wi-Fi – Community Hall	Eluxolweni	Capex	x	x	
37	Job Creation – Salary grades 1 and 2 to be re-instated in the Overstrand Municipality	All Areas				x
38	Extension of sidewalk from Franskraal to Kleinbaai	Franskraal/Kleinbaai	Capex	x		

Table 20: Ward 11 reviewed priorities for 2025/26

Priority 2025/26	WARD 12					
	Cllr. Masibongwe Sihlahla			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
1	Electrification of ward 12 informal settlement	Ward 12, Zwelihle	Capex	x	x	
2	Home Affairs	Ward 12, Zwelihle			x	
3	Zwelihle Police Station	Ward 12, Zwelihle				x
4	Speed calming	Ward 12, Zwelihle	Opex/Capex	x		
5	Upgrading/additional storm water system	Ward 12, Zwelihle, Mpomelela, Namakosikasi streets	Capex	x		
6	Upgrading and maintenance of early childhood development facilities	Ward 12, Zwelihle	Opex/Capex	x		
7	Additional Informal Settlement toilets (Marikana)	Ward 12, Zwelihle	Capex	x		
8	Solar Electricity	Ward 12, Zwelihle				
9	CCTV Cameras	Ward 12, Zwelihle	Capex	x		
10	Additional High School	Ward 12, Zwelihle			x	
11	Establishment of new township	Ward 12, Zwelihle		x		
12	Zwelihle Library	Ward 12, Zwelihle			x	
13	Free WIFI	Ward 12, Zwelihle	Capex	x	x	
14	Streetlights	Ward 12, Zwelihle	Capex	x		
15	Upgrading of sewerage system in Zwelihle	Ward 12, Zwelihle	Capex	x		
16	Housing development	Ward 12, Zwelihle			x	
17	Training, skills development, and capacity building programs	Ward 12, Zwelihle	Opex		x	x
18	Construction and maintenance of sidewalks	Ward 12, Zwelihle	Capex and Opex	x		
19	Building of disabled friendly youth center	Ward 12, Zwelihle			x	
20	Additional Community Hall: ward 12	Ward 12, Zwelihle	Capex	x	x	
21	After care school programmes (Sport & Recreation)	Ward 12, Zwelihle			x	
22	High Mast Light for Masiphumelele informal settlement (Swarddam Road)	Ward 12, Zwelihle	Capex	x		

Table 21: Ward 12 reviewed priorities for 2025/26

Priority	WARD 13
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2025/26	Cllr Charmaine Resandt			Responsible Sphere of Government		
	Description	Area	Capex/Opex	Overstrand	Provincial	National
1	Upgrading of Onrus Estuary pump station and related infrastructure	Onrus Lagoon	Capex	x		
2	Upgrading and maintenance of storm water and sewerage systems  The following areas are high priority: 1. Enclose open storm water channel in Shearwater/Petrel 2. Onrus - Berg-, De Chatelaine-, Radyn-, Guillaeme-, Mossop-, Roos Street and NG Kerk precinct 3. Vermont - Armadillo, Periwinkle, Barnacle	Onrus/Vermont	Opex/Capex	x		
3	Upgrading of Aging Water Infrastructure – Old Onrus	Onrus/Vermont	Capex	x		
4	Implementation/facilitation of a strategic project to clear aliens and reduction of fire hazards on municipal and other properties	Onrus/Vermont	Opex	x	x	x
5	Construction and upgrading of roads and sidewalks;  Includes cycle paths, and the provision of formalized street parking where needed, including wheelchair and pram friendly sidewalks	Onrus/Vermont Main Rd/ Lynx	Capex	x		
6	Restoration and upgrading of beach area including facilities	Onrus / Vermont	Capex	x		
7	Paving Coastal Parking areas (Davies Pool) and extension (new) coastal paths from Bitou to Breakfast Bay		Capex	x		
8	Upgrading and new equipment, fencing for Play Parks and Open Spaces and dog park, Milkwood Playpark, Stinkhout Street Playpark	Onrus/Vermont	Capex and Opex	x		
9	Development of land adjacent to Onrus Cemetery for dog park	Onrus	Capex	x		
10	CCTV Cameras at municipal facilities	Onrus/Vermont	Capex	x		
11	Drop off facilities (mobile or other options) proposed site at Electricity Department	Onrus/Vermont	Capex	x		
12	New Streetlights (Jan Rabie Pool)	Onrus/Vermont	Capex	x		
13	Traffic calming - – Shearwater; Kandelaar; Bottom end of Vermont; Siffie West, Atlantic Drive; Fulmar Road	Onrus/Vermont	Capex	x		
14	Heritage Hub	Onrus/Vermont	Opex	x	x	x

Table 22: Ward 13 reviewed priorities for 2025/26

Priority 2025/26	WARD 14					
	Ald. Riana de Coning			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
1	Testing Facility/ Drivers License/ Learners License & 3 staff members - Completion of the vehicle testing centre	Gansbaai- All areas	Capex	x	x	
2	Replacement/ refurbishment of vehicles/ plant equipment	Gansbaai - All Areas	Capex	x		
3	Sewer Network Extension Extension of sewerage reticulation (MIG)	Gansbaai- All areas	Capex	x	x	x
4	Bulk Water supply	All Areas	Capex	x		
5	Electricity (Upgrading of existing infrastructure)	Gansbaai	Capex	x	x	x

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Priority 2025/26	WARD 14					
	Ald. Riana de Coning			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
	I. Electricity upgrade of Bulk II. Streetlights (all areas) III. Electricity: Network upgrade Birkenhead Smallholdings IV. Refurbishment of existing bulk infrastructure De Kelders Gansbaai					
6	Expansion of employment – Staff employment		Opex/Capex	x		
7	Construction of new sidewalks	De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai	Capex	x	x (if MIG)	X (if MIG)
8	I. Roads II. Roads (Deteriorating Road infrastructure) (all areas)	De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai	Capex	x		
9	Extension of Social Services and Health Services. Establishment of a Thusong Centre (S4S)	All areas	Opex/Capex	x	x	
10	CCTV Cameras (subject to approval of policy, (Communal Sportsgrounds S4S)	Gansbaai	Capex	x		
11	Blompark: Taxi Rank – Informal Business Hub	Blompark	Capex	x	x (if MIG)	X (if MIG)
12	Expansion of existing cemetery	Blompark	Capex	x		
13	Spaces for Sport: Replacement of synthetic Soccer field and development of skateboard park/ playpark development (adhoc)	Gansbaai	Capex	x		
14	I. Kleinbaai Public Launching Site (Upgrading of Kleinbaai harbour) II. Kleinbaai Slipway Boardwalk/ Road rehabilitation	Kleinbaai (Ad Hoc) Kleinbaai	Capex	x		
15	Development of additional parking areas	Kleinbaai (Adhoc funding)	Capex/Opex	x		
16	Blompark: Sportsground Pavilion / spectator seating	Blompark	Capex	x	x (if MIG)	X (if MIG)
17	Blompark Wheelie bins (100) for new houses in housing development	Blompark	Opex	x		
18	Gansbaai: Fencing of Farmers' Market	Gansbaai	Capex	x		
19	Upgrade Tidal pool area, New Coastal Walkway from Kleinbaai Harbor to the end of the tidal pool - grass embankment	Kleinbaai	Capex	x		
20	Traffic Calming	All areas	Opex/Capex	x		
21	Extension of Blompark Community Hall	Blompark	Capex	x	x (if MIG)	X (if MIG)
22	I. Upgrade of Provincial Tar Road (R43) (between Hermanus & including Main Road, Gansbaai) II. Vehicle By-pass / Slipway R43: Grootbos, De Kelders/ Perlemoenbaai (Guthrie-, Cove- and Park Street)	Gansbaai  R43	Capex		x	x
23	Housing (IRDP & FLISP)	Blompark / Gansbaai			x	x
24	Early Childhood Development facilities (Kleine Gansies etc)	Blompark/ Gansbaai	Opex/Capex	x		

Priority 2025/26	WARD 14					
	Ald. Riana de Coning			Responsible Sphere of Government		
	Description	Area	Opex/Capex	Overstrand	Provincial	National
25	I. Tertiary Education II. Technical High School	Gansbaai- All areas			x	x
26	Renewable energy (Solar Farm)	Gansbaai	Capex	x	x	x
27	Gansbaai: Hospital	Gansbaai			x	x
28	Danger Point Lighthouse: Development of tourism	Danger point	Opex/Capex	x		

Table 23: Ward 14 reviewed priorities for 2025/26

### 2.3.2 Summary of Provincial and National government needs

Some of the ward priorities listed in 2.3.1 above are the mandate of other spheres of Government.

A summary is listed below:

Provincial government mandate	National government mandate
Housing	South African Police Service (SAPS)- capacity, visibility, police station
Education- High school, after school programmes	Department of Home Affairs, SASSA
Health- expand clinic facilities/ day hospital, medical centre	Department of Labour- skills training
Cultural Affairs & Sport- Library service- expansion, sport facilities	Social development- youth programmes, youth centre, care centre for the elderly
Transport & Public Works- Provincial roads upgrade, public transport	Department of Higher Education - Tertiary institution

Table 24: Summary of Provincial and National government needs

### 2.3.3 Ward specific project allocations discontinued

From the 2022/23 financial year the annual allocation of R500 000 to each ward for ward specific projects (WSP's) were no longer allocated, as this has been replaced with a new global allocation of R1,5m to afford Councillors the opportunity to raise requests for public projects (care projects) from the 2022/23 financial year onwards. The status quo remains unchanged for the 2025/26 financial year.

## 2.4 Concluding remarks on situational analysis

### Summary of the key data trends

Census 2022 notes **the growing population of Overstrand municipality (132 495)**. Between the 2011 Census and 2022 Census the population increased with 65 per cent. The population growth is estimated to increase in the future with a 2027 projection of 150 639 people.

The increased population growth will increase the need for job opportunities as well as place increased pressure on the municipal resources to develop new as well as maintain existing infrastructure.

Social indicators that have moved in a positive direction include, an increase in learner enrollment, increased immunization rate, decreased income inequality, somewhat improvement in the poverty line and an improvement in the quality of life (measured by the Human Development Index- HDI).

Indicators that are of concern include: **despite a slight improvement** in the learner retention rate (Grade 10 - 12) **retention rates raise significant concern in the district**, a **deterioration** of the matric pass rate, considerable deterioration in the neonatal mortality rate, slight increase in teenage pregnancies measured by the delivery rate to women under 20 years, increase in registered patients receiving anti-retroviral treatment (ART), increase in TB patients, lowest GDP per capita in the Overberg District, and safe and security concerns.

In terms of growing the local economy, the Municipality is mandated to “create an enabling environment for local economic development”. The global and local economies are still reeling from the effects of the Covid-19 pandemic. In addition, the country is experiencing continuous load shedding with devastating effects on the economy and citizens. **In the 2024 forecast period, economic growth in the Overstrand municipal area is expected to contract with -1.3 and the 0,4 per cent growth rate is lower than the anticipated growth rate of the Overberg District economy over the same period. Along with the unemployment rate of 27,6 per cent in 2023 (amongst the highest in the district), the associated reduction in household income (GDP per capita of R46 327 is the lowest in the district)** will increase the demand for public sector support. Furthermore, there will be additional pressure on the local municipality as revenue collection may be hampered. However, the same level of services will still be required.

**Overall, all development and growth in Overstrand must be sensitive to the area’s most important asset, that being the natural environment.** Sustainable development in Overstrand will be guided by the municipal spatial development framework (SDF) and related sector plans. The SDF identified Kleinmond, Hawston, Hermanus, Stanford and Gansbaai with its suburbs as areas prioritized for further development. This is due to bulk services being available to support densification and development. The municipal SDF was reviewed in 2019/20 and approved by Council on 27 May 2020.

## CHAPTER 3

### SITUATIONAL ANALYSIS PER NATIONAL KPA'S

#### 3.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

##### 3.1.1 Powers and Functions

Section 156, read together with Schedules 4B and 5B of the Constitution sets out the functions of a Municipality. Section 84 of the Municipal Structures Act regulates the division of these functions between a District and Local Municipality.

Overstrand Municipality is classified as a category B-municipality (local municipality).

The table indicates the **functions that Overstrand Municipality is authorised to perform.**

Municipal Function	Municipal Function Yes / No
<b>Constitution Schedule 4, Part B functions:</b>	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes, structural fires *Overberg District Municipality responsible for veld fires
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No Overberg District Municipality
Municipal public transport	No

Municipal Function	Municipal Function Yes / No
	Overberg District Municipality
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matters related thereto	Yes
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
<b>Constitution Schedule 5, Part B functions:</b>	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlors and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes

Municipal Function	Municipal Function Yes / No
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 25: Municipal functions performed by Overstrand municipality

The structure of the Municipality has three distinct components:

### 3.1.2 Political Governance Structure

A new term of office of Council was ushered in on 17 November 2021 after the 1 November 2021 local government elections.

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

The **Municipal Council** comprises 27 Councillors.

Councillors per political party are:

DA = 17	ANC = 4	EFF = 1	LP = 2	ACDP = 1	FF+ = 2
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The portfolio committees are:

- o Financial Services and Tourism;

- o Management Corporate Services;
- o Community Services;
- o Local Economic Development Planning and Development;
- o Protection Municipal Public Safety Services and
- o Investment & Infrastructure Services.

The portfolio committee's names changed in the financial year (2024/25) due the approved revised organisational structure of 28 February 2024.

The table below categorises the councillors within their specific political parties and wards and the Portfolio Councillors:

Name of councillor	Capacity and Political party	Ward representing or proportional
Annelie Rabie	Executive Mayor (DA)	Proportional
Lindile Ntsabo	Deputy Executive Mayor (DA)	Proportional
Grant Cohen	Speaker (DA)	Ward 9
Frederick Africa	Councillor (DA)	Ward 8
Vuyisani Bandeza	Councillor (LP)	Ward 6
Kari Brice	Councillor (DA)	Ward 3
Dudley Coetzee	Councillor (DA)	Ward 1
Riana de Coning	Councillor (DA)	Ward 14
Rugene Dees	Councillor (ACDP)	Proportional
Theresa Els	Councillor (DA)	10
Steven Fourie	Councillor (DA)	11
Elnora Gillion	Councillor (DA)	Proportional
Malcolm David Grimbeek	Councillor (FF+)	Proportional
Siphiwo Beyi	Councillor (EFF)	Proportional
Andrew Komani	Councillor (DA)	Proportional
Clinton Lerm	Councillor (DA)	Proportional
Hybré Lombard	Councillor (DA)	Ward 7
Kholiswa Nggandana	Councillor (LP)	Proportional
Msa Nomatiti	Councillor (DA)	Proportional

Name of councillor	Capacity and Political party	Ward representing or proportional
Theodorah Nqinata	Councillor (ANC)	Ward 2
Ronald Nutt	Councillor (DA)	Ward 4
Charmaine Resandt	Councillor (DA)	Ward 13
Masibongwe Sihlahla	Councillor (ANC)	Ward 12
Bongiwe Nombula (Since 23 April 2023)	Councillor (ANC)	Ward 5
Connie Tafu-Nwonkwo	Councillor (ANC)	Proportional
Jacobus van Staden	Councillor (FF+)	Proportional
Stephen Williams	Councillor (DA)	Proportional

Table 26: Overstrand Councillors per political party, February 2025

**Mayoral Committee Composition:**

*Mayor Rabie will be stepping down, 1 April 2025 and a new Mayor to be elected thereafter.*



**Executive Mayor**  
Ald. Annelie Rabie



**MUNICIPAL PUBLIC SAFETY / Deputy Executive Mayor**  
Cllr. Lindile Ntsabo



**CORPORATE SERVICES**  
Ald. Anie Africa



**COMMUNITY SERVICES**  
Cllr. Ronald Nutt



**FINANCIAL SERVICES**  
Cllr Stephen Williams

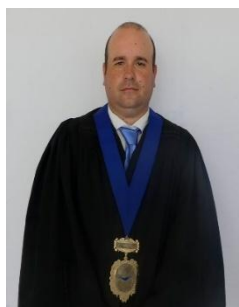


**PLANNING & DEVELOPMENT / INFRASTRUCTURE SERVICES**  
Cllr. Clinton Lerm

*(resigned with effect from 1 February 2025).*

Figure 11: Overstrand Mayoral Committee, end February 2025

**Speaker:**



Cllr. Grant Cohen

**3.1.3 Administrative Governance Structure**

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitute the Management Team, whose structure is outlined in the table below:

**Overstrand Top Management team (TMT)**

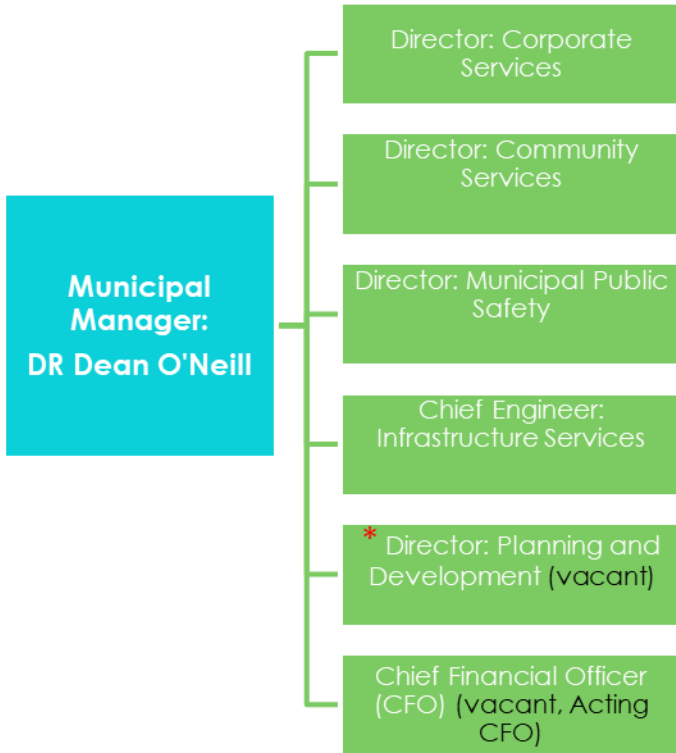


Figure 12: Overstrand Top Management Team, 1 March 2025

\* New directorate in the revised organisational structure of 28 February 2024. The Directorate: Local Economic Development, Social Development and Tourism is incorporated into the new Directorate: Planning and Development.

The administrative component is aligned with the National Key Performance Areas and has been divided into the Office of the Municipal Manager and 6 Directorates. Legislative obligations require that a municipality must review its organisational structure, guided by specific directives, and table it to Council. Consequently, a revised organisational structure was approved on 28 February 2024. The MEC: Local Government, Environmental Affairs and Development Planning's endorsed the revised organisational structure. The revised organisational structure was implemented from envisaged implementation date is 1 July 2024.

**Brief functional breakdown per Directorate:**

DIRECTORATE	FUNCTIONS
Office of the Municipal Manager	Internal Audit, Strategic Support Services, Legal Services & Contract Management,

DIRECTORATE	FUNCTIONS
	Directors.
Corporate Services	Human Resources Management, Risk Management, Municipal Court, Administrative Support Services, ICT, Business Architecture & Customer Relations Management (CRM)
Community Services	Library Services, Parks & Recreation, Cemeteries and Refuse removal, Facilities, Halls & Building maintenance, Integrated Human Settlements and Development
Municipal Public Safety Services	Fire, Rescue & Disaster Management, Traffic Services, Law Enforcement, Safety & Security & CCTV
Planning and Development	Town and Spatial Planning, Property Management, Environmental Management & Conservation, Building Control, Socio-Economic Services, Tourism
Infrastructure Services	Civil Infrastructure Planning, Civil Engineering Services, Electrical Services, Project Management Unit (PMU)
Financial Services	Financial Accounting, Revenue Management, Expenditure, Fleet & Asset Management, Supply Chain Management.

Table 27: Overstrand Directorates, 1 March 2025

**Intergovernmental Relations (IGR)**

The municipality actively participates in the following Provincial IGR forums:

- ❑ District Coordinating Forum (DCF)- Overberg District Municipality
- ❑ DCF Tech- Overberg District Municipality
- ❑ MinMay- Western Cape Department of Local Government
- ❑ MinMay Tech- Western Cape Department of Local Government
- ❑ Premiers Coordinating Forum (PCF)
- ❑ MIG Manager/Municipality Coordination Meetings – Western Cape Department of Local Government
- ❑ Overberg Bilateral Meeting – Department of Water Affairs
- ❑ The Provincial Transport Technical Committee (ProvTech) – Western Cape Department of Transport and Public Works

- The Provincial Transport Committee (ProvCom) – Western Cape Department of Transport and Public Works
- Integrated Waste Management Forum – Western Cape Department of Environmental Affairs and Development Planning
- Western Cape Recycling Action Group – Western Cape Department of Environmental Affairs and Development Planning
- Municipal Infrastructure and Related Services Working Group – SALGA
- Working for Water: Implementing Agent Managers Forum – National Department of Environmental Affairs.

### 3.1.4 Public Accountability

The Overstrand Municipality has two distinct structures through which formalised public participation with its communities takes place i.e.

- Its Ward Committees as well as
- The Overstrand Municipal Advisory Forum (OMAF).

The objective of a Ward Committee is to enhance participatory democracy in local government. A Ward Committee is thus an advisory body without any decision making powers to assist the Ward Councillor in his/her duties.

During November 2021 the election of the new generation of Ward Committees was concluded and functional Ward Committees were established in all 14 wards. Overstrand Municipality managed to implement and maintain a successful Ward Committee system in all wards since 2003. Ward Committees are acknowledged and respected as official public participation structures of the Municipality.

The Ward Committees are chaired by the respective elected Ward Councillors and a formal agenda is followed. Meetings are aligned to Council's scheduled ordinary and special meetings in a financial year. Quarterly meetings are advertised in the media and with loudhailers in certain areas to enhance participation by the broader communities.

An average number of seven meetings (open to the public), per Ward Committee, are held per annum. The meetings include four quarterly statutory report back meetings.

Ward Committee members may also attend Council meetings.

The Municipality developed a Ward Committee consultation register in order to manage and respond to:

- recommendations from respective Ward Committees,
- monitor that important/statutory notifications serve before Ward Committees, and
- resolve possible long outstanding infrastructure maintenance issues raised by Ward Committees.

Ward Committees are furthermore involved in a consultation process regarding the draft Integrated Development Plan (IDP) and municipal budget. In addition, Ward Committees compile their respective ward operational plans for submission to the Provincial Department annually.

The Overstrand Municipal Advisory Forum (OMAF), consisting of all Ward Committee members', has an Overstrand wide focus and is chaired by the Executive Mayor and the Deputy Executive Mayor. Overstrand wide interest groups also enjoy representation on this body, e.g., Agricultural Unions, Tourism etc. All Councillors, be they ward or proportional, are members of this body as well.

The Ward Committee Rules for Overstrand Municipality were revised by Council in December 2022. In terms of the revised Rules, a Ward Committee consists of representatives from organisations, sectors and/or geographical blocks (areas) in the ward.

A challenge is experienced with a lack of capacity within certain constituencies represented by Ward Committee members. The administration can appoint skilled temporary employees via EPWP to assist Ward Committee members and local leaders

of the affected constituencies to perform their work.

In conclusion, Ward Committees play a pivotal role in public participation and public accountability.

**A Public Participation Policy** with the following objectives was adopted by the Overstrand Council in September 2016:

- a) to promote the values of good governance and human rights;
- b) to establish appropriate mechanisms, processes and procedures for public participation in the municipal affairs;
- c) to acknowledge the fundamental right of all people to participate in the governance system;
- d) to promote direct and indirect platforms of participation;
- e) to provide, clear, sufficient and timeous information concerning community participation to communities.

The Overstrand Municipality implemented the **Collaborator Citizen App** in 2022. ~~but development was hindered by stability issues experienced. When this was resolved, a decision was made to do a soft launch of the App, which meant sneaking the App into the market and, through the usage of the app by a few members of the public, actively measure and address any shortcomings in our ability and readiness to support the app and the stability of the app, before the big launch to the members of our Public.~~

~~During this time, we were also able to develop and test functionality on the app for not only individuals to log service requests, but also for service requests, specific to businesses, to be logged. We will soon launch this initiative to our public.~~ **The past 2 years has been very informative, with a lot of time spent to align our actual service delivery operations with the services requested via the App. We know that our vision is—that this will assist with resolving issues raised by businesses in a timely and cost-effective way and will provide information that can lead to improvements in service delivery, is achievable and we are working full-time on improvements to ensure this is achieved. The creation and promotion of an enabling environment for business is fundamental to**

~~a competitive and vibrant economy. The amount of red tape and bureaucracy faced by business when dealing with government is considered a key constraint to economic development and growth.~~

The Overstrand Collab Citizen App gives access to our residents and visitors to:

- Read all the latest **news** in the area.
- Find **emergency** contact numbers.
- Read **service disruption** notifications.
- Choose which **channels** to subscribe to depending on interests and location.
- Log **service requests**.

**The Division Business Architecture and Customer Relations Management has a strategy and list of projects planned to enhance the services available on the Citizen App. These initiatives are prioritised together with all Municipalities' s using the App across requirements using the App (across South Africa) and will be rolled out as and when the functionality is available.**

Overstrand launched the first phase of the **Overstrand4all\_One4allCustomerServiceSolution** project on 2 October 2023.

This project aims to define customer experience and build the processes and technologies needed to support it. By digitizing these processes, the municipality can reduce costs, improve customer experience, capture value, and move to a next-generation operating model. Despite all the financial constraints which is a reality of our socio-economic environment, the municipality is still responsible for performance, mitigating risk and improving the value for money delivered. The municipality has a key role to play in how communities and individuals can access the resources needed to meet their basic human needs.

Phase 1 entails re-doing the Overstrand Municipal website on modernized web technology which will enable us to offer more services via our website and mobile platforms. Further phases are being planned and will be implemented as and when funding is available.

### 3.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

KPA & Indicators	Municipal Achievement	Municipal Achievement	Municipal Achievement
	2021/22	2022/23	2023/24
The number of people from <b>employment equity target</b> groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	70	69	67
The percentage of a municipality's <b>budget actually</b> spent on implementing its <b>workplace skills plan</b>	98.67%	99.99%	99.99%

Table 28: Employment Equity numbers & % budget spent on Workplace skills plan

#### 3.2.1 Occupational Levels- Race

The table below categories the number of employees by race within the occupational levels as at end January 2025.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	3	0	1	0	1	0	0	5
Senior management	0	2	0	1	0	0	0	0	3
Professionally qualified and experienced specialists and mid- management	2	19	0	19	2	5	0	8	55
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	14	96	0	38	14	34	0	39	235
Semi-skilled and discretionary decision making	85	161	0	19	37	93	0	33	428
Unskilled and defined decision making	131	141	1	3	24	33	0	2	335
Total permanent	232	422	1	81	77	166	0	82	1061
Non- permanent employees	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>232</b>	<b>422</b>	<b>1</b>	<b>81</b>	<b>77</b>	<b>166</b>	<b>0</b>	<b>82</b>	<b>1061</b>

Table 29: Overstrand Occupational levels by race, January 2025

### 3.2.2 HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved as at end **January 2025**:

Approved policies	
Name of policy	Date approved/ revised
Private Work & Declaration of Interest Policy	31 July 2024
Onboarding / Induction	31 July 2024
Dress Code Guidelines	31 July 2024

Table 30: Overstrand approved HR policies

Currently Overstrand Municipality has a Human Resources Procedural Manual that sets out the required processes or procedures to be followed in dealing with personnel matters. Furthermore, the Human Resources Manual is compiled to provide information and guidance to Human Resources Managers – practitioners, as well as line managers.

### 3.2.3 Vacancy Rate

The approved organogram for the municipality had **1258** posts as at the **end of January 2025**. The actual positions filled are indicated in the tables below by post level and by functional level. **197** Posts were vacant at the end of **January 2025**, resulting in a vacancy rate of **15.65%**.

Vacant posts are budgeted for.

Table below indicates the vacancies within the municipality as at end **January 2025**:

Per Post Level		
Post level	Filled	Vacant
MM &MSA section 57 & 56	5	2
Middle management (T14-T19)	59	8
Admin Officers (T4-T13)	665	71
General Workers (T3)	332	32
<b>Total</b>	<b>1061</b>	<b>113</b>
		<b>Vacant posts not evaluated January 2025</b>
Community Services		6
Corporate Services		14
Financial Services		12
Infrastructure Services		21
Municipal Manager		6
Municipal Public Safety Services		23
Planning & Development		2
<b>Total vacant posts not evaluated at the end of January 2025</b>		<b>84</b>
<b>Total vacant posts end of January 2025</b>		<b>197</b>
Per Functional Level		
Functional area	Filled	Vacant
Municipal Manager	22	13
Corporate Services	65	20
Financial Services	105	32
Community Services	342	32
Municipal Public Safety Services	151	37

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Per Post Level		
Post level	Filled	Vacant
Infrastructure and Planning Services	326	53
Planning and Development	50	10
<b>Total</b>	<b>1061</b>	<b>197</b>

Table 31: Overstrand vacancies, end January 2025

The table below indicates the number of employees that received training during the past three financial years:

Financial year	Number of employees that received training
2021/22	300
2022/23	265
2023/24	224

Table 33: Skills development of Overstrand employees - 2021/22 - 2023/24

### 3.2.4 Employment equity targets and progress

Overstrand's current Employment Equity Plan (EEP) covers the period 01 July 2023 to 30 June 2026.

The table below indicates the progress on the EEP implementation for the **total workforce by race**:

Year – EE plan	African		Coloured		Indian		White	
	Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
2021/22	364	327	547	570	3	2	216	187
2022/23	351	327	584	591	1	1	184	179
2023/24	351	315	584	597	1	1	189	175

Table 32: Progress EE targets/ Actual by racial classification (Total Workforce)

### Skills development – Budget allocation

The table below indicates the amounts allocated to implement the workplace skills plan for the past three financial years:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
2021/22	R 465 005 077	R1 767 241	R 1 735 225.38	98.18%
2022/23	R505 109 040	R2 015 106	R2 014 918.25	99.99%
2023/24	R562 699 728	R1 967 541	R1 967 326.18	99.99%

Table 34: Training budget allocated and spent for 2021/22 - 2023/24

### 3.2.6 Implications of the Local Government Municipal Staff Regulations and Guidelines

On 20 September 2021 the National Minister promulgated the Local Government: Municipal Staffing Regulations and Guidelines – GN 890 and 891. The regulations come to effect on 1 July 2022.

Scope of application – Unless specified otherwise, the regulations apply to all municipalities and municipal staff below management echelon (exclude senior managers and CWP/EPWP).

The following needs to be done in order for the municipality to be compliant with the Municipal Staff Regulations:

- Review of staff establishment after IDP / election

### 3.2.5 Workplace Skills plan (WSP)

Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

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- Staff Determination (Layers and span of control)
  - Alignment of HR plan with IDP and Budget
  - Align with IDP, Budget, EE, SDF & WPSP
  - Revise HR strategy & Plan
  - Job Description for all jobs to include competencies
  - Job Description link to KPA as per list
  - Develop strategy to fill vacant funded posts within 6 months
  - Job Evaluation
  - Public Office Bearers (Contract)
  - Probation policy & assessment questionnaire to include competency assessment
  - Readiness Review
  - Skills Audit.
- Revised Leave Policy (Completed- Policy Approved 29 November 2023)
  - Revised TASK Job Evaluation Policy (Completed- Policy Approved 28 June 2023)
  - Revised EE Policy (Completed- Policy Approved 28 June 2023)
  - Revised Study Aid Policy (Completed- Policy Approved 27 July 2022)
  - Draft: Acting Policy (Completed- Policy Approved 24 April 2023)
  - Draft: Exit Management (Completed- Policy Approved 24 April 2023)
  - Draft: Diversity Policy (In Process)
  - Draft: Overstrand HR Strategy- Filling of Posts (Completed- Policy Approved 24 April 2023)
  - Conducting Skills Audit (Awaiting Western Cape Government to roll out training on new skills audit program).

The Municipality reviewed its organogram with the assistance from the Western Cape Department of Local Government, with a reviewed organisational structure approved by Council on 28 February 2024. [The reviewed organisational structure was implemented on 1 July 2024.](#)

Overstrand is well on track with the implementation of the Municipal Staff Regulations with progress as follows:

- Compiled HR Strategy & Plan to be tabled at LLF of 14/15 February 2023. (Completed)
- In process of including all competencies in Job Descriptions, to be finales at end of February 2023. (Completed)
- Compiled Change Management Strategy (Completed- Policy Approved 24 April 2023)
- Revised Scarce Skills & Retention Policy (Completed- Policy Approved 24 April 2023)
- In process of development of Talent Management Framework (Completed- Policy Approved 30 August 2023)
- Revised Policy on Private Work (Completed- Policy Approved 24 April 2023)

### 3.3 BASIC SERVICE DELIVERY

#### 3.3.1 Access to basic services

According to the 2022 census figures **access to basic services** for households in Overstrand has **increased** since the 2011 census (Figure 5).

According to Stats SA, improved sanitation services means that a household either has access to a flush toilet which is connected to the public sewerage system or a septic tank or has access to a pit toilet with ventilation (2023-24 MERO Overberg District).

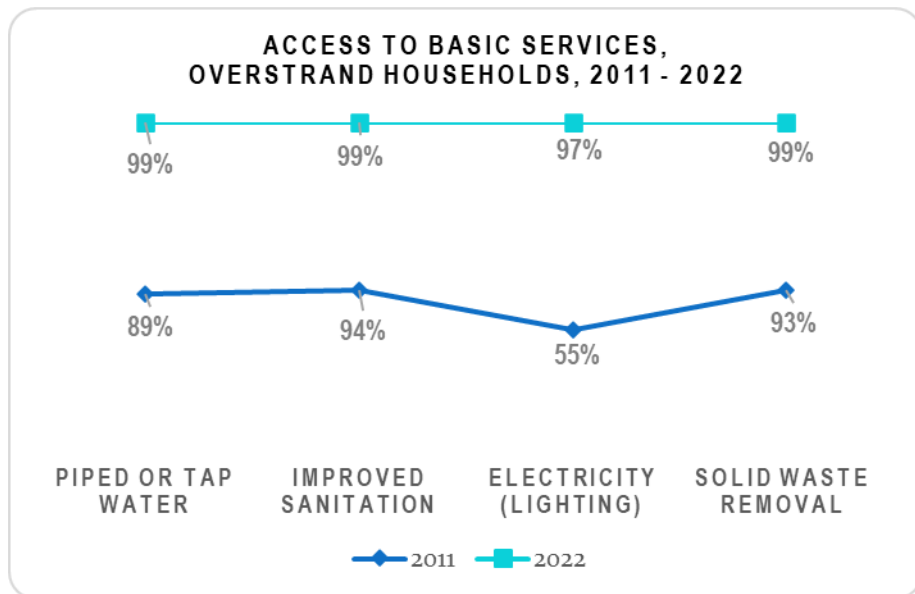


Figure 13: Overstrand access to basic services, Census 2011 vs Census 2022

#### Proportion of households with Service backlogs

Service Backlogs as at 2023/24				
Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	36 024	100%	0	0%
Sanitation	33 539	100%	0	0%
Electricity	27 555	100%	0	0%
Waste management	36 662	100%	0	0%
Housing	34 395	91.64%	3 137	0%

*% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to \* formal and \*\* informal settlements.*

Table 35: Overstrand service backlogs, 2023/24

#### Water and Sanitation Access:

All formal and informal settlements in the urban areas of the Overstrand Municipality have access to at least basic water and sanitation services.

According to the 2022 census figures (i.e., the latest) there are still small backlogs in terms of water and sanitation services in the Overstrand Municipality. According to the national Strategic Framework for Water Services, farm owners are water services intermediaries and are therefore responsible for the provision of water services to people living on their property. This provision is included in the Overstrand Water Services Bylaws. Basic water and sanitation services are being provided where land invasions occurred, within budget constraints.

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### Electricity Access:

The current backlog in electricity services is addressed in the 5-year housing plan.

### Refuse Removal Access:

All the urban and informal areas of Overstrand Municipality have access to at least a basic refuse removal service. No refuse removal service exists in the rural areas and farming communities, but all the rural areas have access to drop off facilities and landfill sites, at the applicable tariffs.

### Farming areas requiring access to municipal services:

The farming areas in Overstrand that require access to municipal services are:

- Ward 11 (Franskraal & Baardskeerdersbos),
- Ward 4 (Hemel and Aarde Valley)
- Ward 8 (Fisherhaven)
- Ward 9 (Kleinmond)
- Ward 10 (Betty's Bay, Pringle bay and Rooiels)
- Ward 1 (Stanford).

### 3.3.2 Basic service delivery challenges

Table below indicates the service delivery challenges faced by the Municipality:

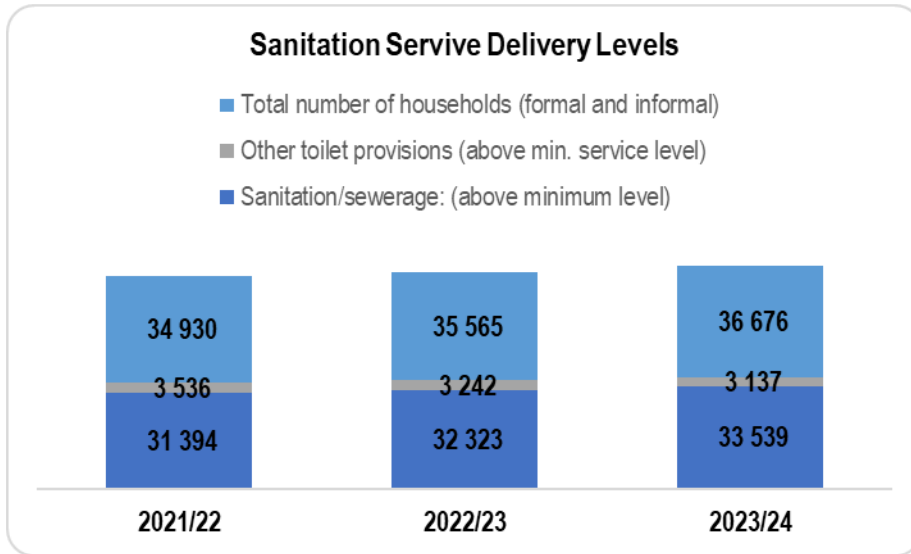
Service Area	Challenge	Actions to address	Progress made in 2023/24 to address challenge
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Service Area	Challenge	Actions to address	Progress made in 2023/24 to address challenge
Overstrand	Severe Major Storms-Damaged Infrastructure	Repairs done internally	Continuous repairs on infrastructure
Overstrand	Non-replacement of service delivery vehicles	Budget input was provided for the replacement of vehicles	Capital budget provision for 2024/25 for the replacement of vehicles
Stormwater	Limited Capital Budget funding for Stormwater Infrastructure	Budget inputs were provided for the proposed stormwater infrastructure	Some projects were approved for the 2024/25 Capital Budget.
Water & Sewerage	Fleet Problems	Risk was raised on the risk register in order to address old fleet in Overstrand	Council to allocate funding in order to address fleet problems
Sewerage Systems	Blockages and overflows	Contractor was appointed to assist with maintenance of the networks	Less blockages due to the maintenance of networks
Refuse	Illegal Dumping	Due to staff shortages EPWP Staff was appointed to assist with the cleaning of areas.	Informal areas were cleaned and maintained
Roads	No Cleaning contracts was in place in areas such as Zwelihle, Mount Pleasant Sandbaai, Onrus, Vermont, Hawston and Fisherhaven.	EPWP staff was appointed to assist with the cleaning and cutting of road verges in these areas	The reduction in complaints and areas was clean and neat.

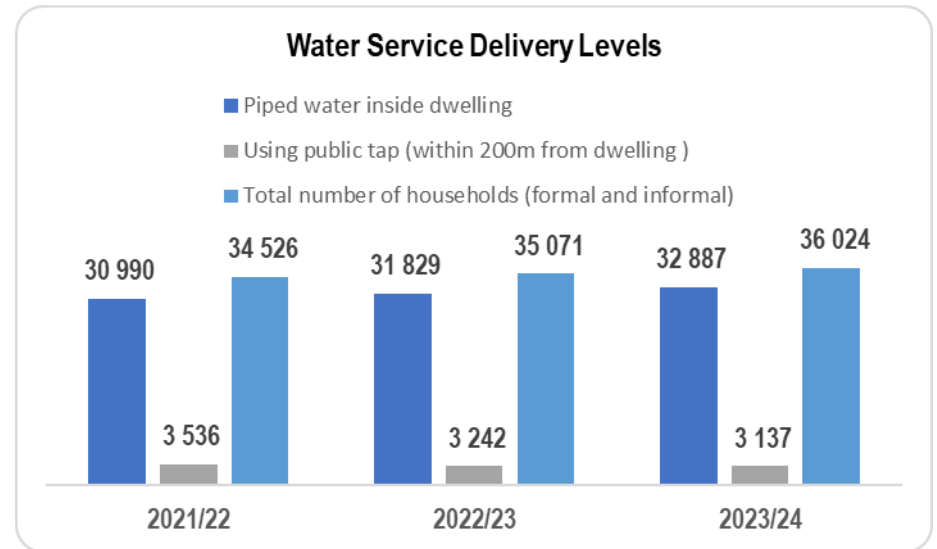
Table 36: Overstrand basic services challenges, 2023/24

The graph shows the different sanitation/ sewerage service delivery levels per total households and the progress per year:

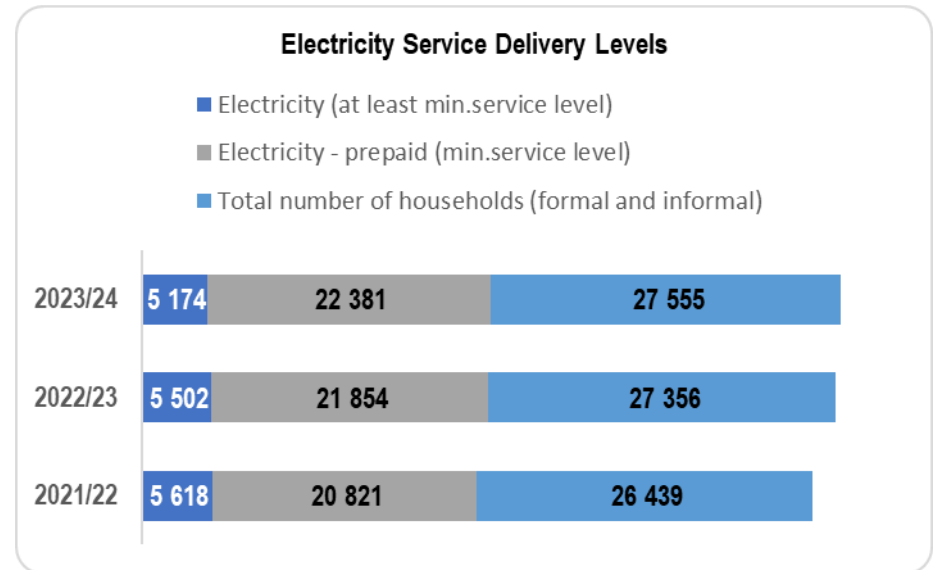
\* From 2019/20 the financial system (DB4) cannot differentiate totals – total households that received access to sanitation.



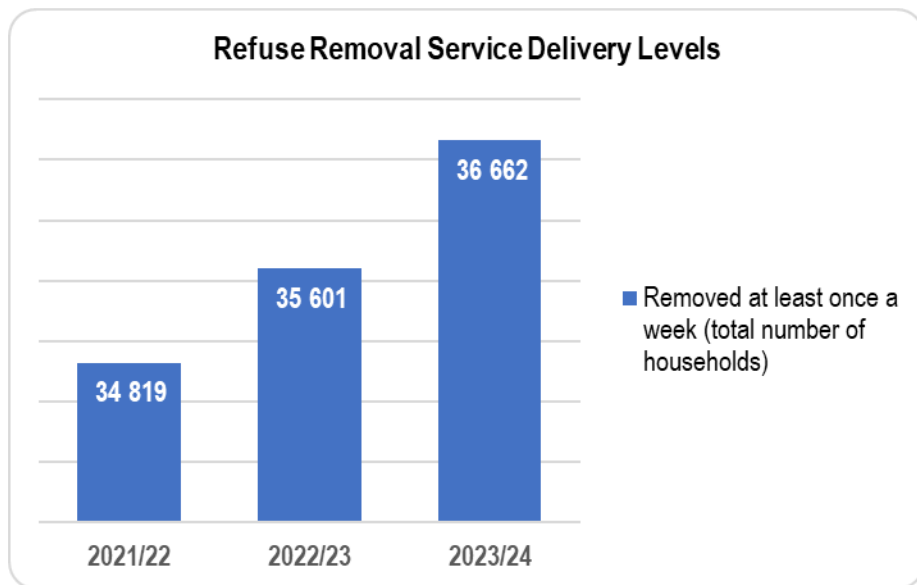
The graph shows the different water service delivery levels per total households and the progress per year:



The graph shows the different electricity service levels of households and the progress per year:



The graph indicates the different refuse removal standards which the households are receiving:



The table below gives an overview of tarred road infrastructure within the municipal area:

Tarred Road Infrastructure: Kilometres				
Year	Total tarred roads	New tar roads	Existing tar roads resealed	Tar roads maintained
2021/22	622	0	18.9 km resealed and rehabilitated	622
2022/23	622	0.552	15.5 km resealed and rehabilitated	622
2023/24	622	0.322	25.7 km resealed and rehabilitated	622

Table 37: Overstrand tarred road infrastructure, kilometers

### Gravel roads

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2021/22	108	0	0.43	108
2022/23	108	0	0	108
2023/24	108	0	0	108

Table 38: Overstrand gravel roads, kilometers

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements	Resealed	Maintained
	R		
2021/22	0	26 381 956	105 128 085 <i>(Inclusive of depreciation and interest)</i>
2022/23	11 260 749	16 153 425	81 843 599 <i>Overstrand Operational Budget</i>
2023/24	R 2 834 503 <i>(Part of Housing budget)</i>	29 626 606	89 270 692 <i>Overstrand Operational Budget</i>

Table 39: Overstrand maintenance and construction costs of roads

The table below shows the total kilometers of storm water maintained and upgraded as well as the kilometers of new storm water pipes installed:

## ▶ CHAPTER 3: SITUATIONAL ANALYSIS PER NATIONAL KPA'S ▶

Storm water Infrastructure: Kilometres				
Year	Total Storm water measures	New storm water measures	Storm water measures upgraded	Storm water measures maintained
2021/22	3.016	3.016	3.016	580.923
2022/23	0.197	0.197	0	580.923+ (new network built)
2023/24	0.500	0.500	0	580.923 + (new network built)

Table 40: Overstrand storm water infrastructure, kilometers

The table below indicates the amount of money spent on **storm water projects** over three financial years:

Financial year	Storm water Measures	
	Capital	Maintained
	R'	
2021/22	1 500 000 (Gansbaai) 1 450 000 (Hermanus) 1 030 000 (Kleinmond Ward 10) <i>*Directorate Community Services funding spent</i>	14 903 276  <i>(Inclusive of depreciation and interest)</i>
2022/23	1 367 027.79  <i>(Part of Masakhane Housing Project Bus route capital budget)</i>	15 008 379  <i>Overstrand Operational Budget</i>
2023/24	R 3 210 906	14 888 633 <i>Overstrand Operational Budget</i>

Table 41: Overstrand funding spent on storm water projects

### 3.4 LOCAL ECONOMIC DEVELOPMENT

The following challenges with regard to the implementation of the Local Economic Development (LED) strategy are:

Description	Description
Skills Development	The municipality due to immigration of mainly unskilled and semi-skilled people has an economy which is unable to accommodate the ever-increasing population.
Retain & Expand	Focus on new investment on the back of existing ones.
Enterprise Development	To provide accredited learning inclusive of higher learning institutions.
Economic Infrastructure	Planned informal communities with no existing economic infrastructure to facilitate productive trade.
Productivity & Competitiveness	Loss of trading hours and inability to plan properly in the workplace results in poor production.

Table 42: Overstrand LED challenges

The table below provides detail of the job opportunities created through the **Expanded Public Works Program (EPWP) initiatives** in the municipal area for past three financial years:

Job creation through EPWP projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2021/22	44	1257
2022/23	95	1059
2023/24	87	902

Table 43: Overstrand job creation through EPWP projects

## ▶ CHAPTER 3: SITUATIONAL ANALYSIS PER NATIONAL KPA'S ▶

### The main economic drivers in the Municipal area are:

Main Economic drivers	Description
Informal Sector	<p>The informal economy contributes exponentially to the Overstrand, with a massive figure of 689 recorded informal traders in 2020. The rise was informed by the Covid 19 realities faced by ordinary citizens who lost jobs through retrenchments, closure of major businesses etc. This created panic and might have caused market saturation of already existing goods and services provided by this sector.</p> <p>This sector plays a major role in ensuring key players become Economically Active. The growth in the sector was also motivated by the economic relief programmes introduced by the Department of Small Business and other agencies like the introduction of the Township and Rural Entrepreneur Programme (TREP).</p>
Tourism and its related sector <ul style="list-style-type: none"> <li>• Wine Industry</li> <li>• Eco-Tourism</li> </ul>	<p>The Overstrand is endowed with Tourism related products which attracts tourists/visitors internationally. It is also a destination that is well known for its land and sea-based whale watching, shark diving and a range of other world best tourists' products.</p>
Blue Economy	<p>The coastal line which is over 250 kilometres hosting two (2) proclaimed small harbours in Hermanus a tourist focus and in Gansbaai a fishing harbour. There are numerous strategically placed slipways. Boat repair and building can potentially thrive.</p>
Infrastructure	<p>The existence and availability of economic infrastructure facilitate the flow of goods and services effectively and efficient in terms of business and supply chain. Promote renewable energies to combat load-shedding, high blue drop percentage in terms of quality of water.</p>

Main Economic drivers	Description
Land  Natural Assets	<p>The Municipality identified pockets of land relevant for various investment opportunities, this was followed by an investment conference ascertaining availability of services and the need to deal with Red Tape issues in the process of investment prioritisation.</p>
Agriculture/ aquaculture	<p>The thriving wine industry continued to keep the economy ticking forward. Activities such as wine tasting and using restaurant facilities on the farms continued sustainably.</p> <p>Fishing is used for both leisure and for self-sustenance to drive away hunger and generate income. Further, Fishing harbours attracted sustained economic activities and remained busy throughout the year.</p> <p>Abalone farming, on the contrary, encountered a number of challenges with regard to exports but notwithstanding the challenges the business operations continued, and employees were kept gainfully employed.</p>
Construction	<p>Civil Construction exhibited appreciative performance. Emerging Contractors were given an opportunity to participate and a significant number of emerging contractors in the LED Database were given an opportunity to be a sub-contractor.</p>
Real Estate	<p>Many companies who have envisaged this motion reported significant changes in productivity and savings in office accommodation.</p>
Industrial Parks	<p>There was a hive of economic activities around the thriving business parks across the Overstrand. A multiplicity of SMME's operated and fought hard to ensure sustainability. Further business hubs are being constructed to cease the opportunity afforded by the relaxed Covid-19 restrictions.</p>
Retail	<p>Retail shops both groceries and clothing shops in particularly continued to thrive. The sector also made</p>

## ▶ CHAPTER 3: SITUATIONAL ANALYSIS PER NATIONAL KPA'S ▶

Main Economic drivers	Description
	major contributions in employment creation which resulted in more citizens being economically active and enabled to consume products within the Retail Industry.

Table 44: Overstrand main economic drivers

Detail	2021/22	2022/23	2023/24
	R'000	R'000	R'000
Original Budget	274,775	236,020	209,409
Adjustment Budget	237,837	212,216	215,227
Actual	192,442	188,756	193,518
% spent	<b>80.91%</b>	<b>88.95%</b>	<b>89.91%</b>

Table 46: Capital expenditure 2020/21 - 2022/23

### 3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The Municipality must ensure strong revenue management in the current tough economic climate. The containment of outstanding debtors is critical for financial viability by applying strict credit control measures.

The table below indicates the municipality's performance in terms of Municipal financial viability:

KPA& Indicator	2021/22	2022/23	2023/24
Cost Coverage – (Available cash + Investments)/monthly fixed operational expenditure)	5.73	5.70	5.14
Total Outstanding Service Debtors to Revenue – (Total outstanding service debtors/annual revenue received for services)	11.39%	13.61%	15.17%
Debt coverage - (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	27.78	28.63	32.45

Table 45: Overstrand performance - municipal financial viability, 2021/22 - 2023/24

The following table indicates the municipality's total capital expenditure for the past three financial years-

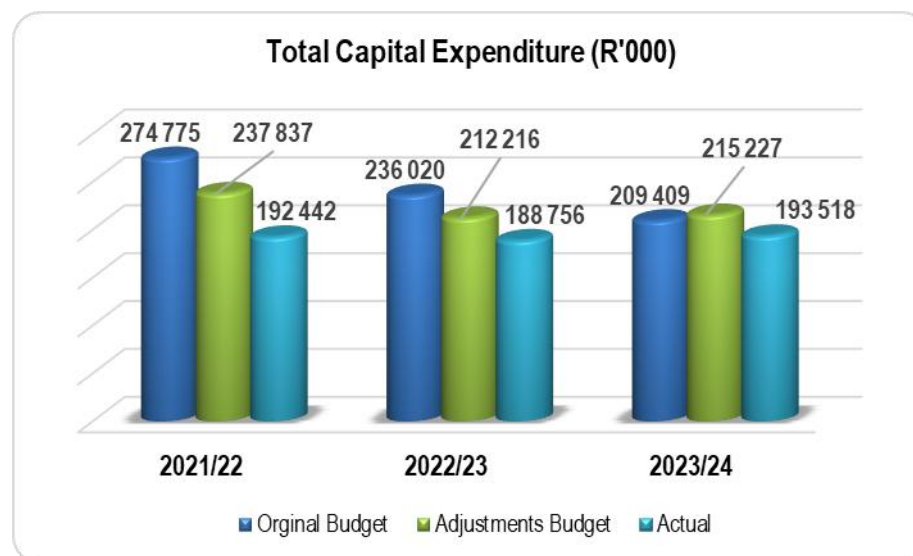
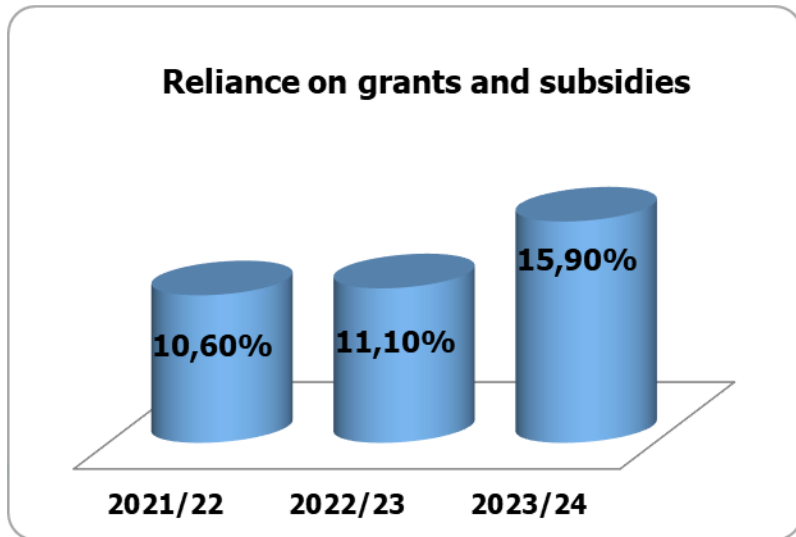


Figure 14: Overstrand capital expenditure, 2020-2023

Figure below indicates the municipality's reliance on grants as a percentage for the past three financial years –



The municipality is reliant on the equitable share grant allocation to finance indigent subsidies to the poor.

## CHAPTER 4

### STRATEGIC DIRECTIVES

#### 4.1 SWOT analysis

The SWOT analysis reveals those things that might keep Overstrand from realising its vision and mission (**weaknesses** and **threats**) as well as the positives (**strengths** and **opportunities**) that can help to ensure the local authority's stability over the long term.

As the resultant SWOT analysis will reveal, Overstrand Municipality finds itself in the fortunate position where the positives outweigh the negatives, with ample scope to explore new opportunities.

So as not to skew the picture presented here, let's start by taking a closer look at the **THREATS** *Overstrand ought to take cognisance of* and what the implications of those threats might be:

- **LOAD SHEDDING**
  - Negative impact of load shedding on the organisation, service delivery, our community and local businesses.
- **COVID-19 PANDEMIC**
  - Possible further negative impact of Covid-19 or other pandemic
  - Deteriorating socio, economic and political conditions.
- **ADVERSE ECONOMIC CLIMATE AFFECTING THE REVENUE STREAM OF THE MUNICIPALITY:**
  - **Lack of funding**, resulting in inability to replace aging infrastructure and deteriorating fleet; high cost of a wide variety of equipment to render services

- **Affordability of municipal services** due to the negative impact of cost drivers (fuel, electricity) and challenges with local employment levels.

- **URBANISATION**

- Current local government funding model does not cater for the rapid urbanization.
- Increase indigent population
- Overpopulated areas
- Increased strain on infrastructure

- **EXCESSIVE RED TAPE:**

- **Complexity, sheer volume and cost implications of laws, rules, regulations** and policies and bylaws resulting in service delivery being hampered and impact on ease of doing business.

Despite the implications of the threats outlined above, there are several **STRENGTHS** *Overstrand can realistically build upon* to help safeguard the municipality against any challenges the future may hold:

- **ETHICAL, PARTICIPATIVE AND ACCOUNTABLE GOVERNANCE**
  - Resilient organisation where tried and trusted practices to promote **public participation in the affairs of local government** and where **open-door relationships** – built on **transparency, trust and mutual respect** – have been forged across the board
  - **Effective control systems** guarantee **compliance** and support **corruption-free administration**
  - Effective and efficient decision making.

- **STABLE, SKILLED AND HIGHLY KNOWLEDGEABLE WORKFORCE**

- **Dynamic leaders** and a **pioneering spirit** foster a **culture of learning** where innovation and an urge to remain on top of developmental challenges guard against stagnation.

- **AVAILABLE AND WELL-MAINTAINED MUNICIPAL INFRASTRUCTURE THAT ENHANCES SOCIAL AND ECONOMIC GROWTH**

- **Locality combined with natural assets** have unlocked (and will continue to unlock) opportunities to offer diversified tourism products
- ⊖ **Reputation as** a place where one can work, live and play in **a clean, safe and secure environment**
- ⊖ Attractive and recognised **world class tourism destination**
- ⊖ **Collaboration** with many established **local voluntary organisations.**

Given the relatively stable position reflected above, Overstrand ought to be able to attain its goals over the medium term, provided **the following WEAKNESSES can be addressed:**

- **Lack of suitable land** for urban expansion in certain areas due topography (land locked between sea and mountain)
- **Lack of affordable residential accommodation**
- **Inadequate and/or non-existing public transport services** that hamper opportunities to develop local economy
- **Gaps in pro-active and timely communication** through the relevant mechanisms
- **Inadequate resources to combat disasters.**

As stated at the outset, the afore-going SWOT analysis pointed to **several OPPORTUNITIES that can be unlocked**. In sum, the proposal is that Overstrand ought to:

- **DIVERSE ECONOMIC INCOME STREAMS**

- Harnessing intergovernmental relationships to **gain access to external funding opportunities** amidst a constrained economic environment ;
- Promoting Section 22 of the Municipal Property Rates Act to create **special rating areas** in providing supplementary municipal services;

- **CAPITALISE ON ITS ABILITY TO FOSTER LOCAL ECONOMIC DEVELOPMENT BY:**

- **Reducing red-tape** to create an investor-friendly environment
- **Collaboration** with local based business formation in the formal and informal economy
- Adopting **innovative supply-chain practices** making use of smart procurement principles and aligning SCM with LED to achieve maximum economic benefit from procurement and promotion of local labour
- Promotion and facilitate community initiatives to create economic opportunities

- **PROMOTE SAFETY AND SECURITY**

- Establish public safety forums
- Discourage crime
- Zero tolerance approach towards By-law and Traffic transgressions
- Discourage general anti-social behavior
- Promote effective and efficient prosecutions

- **MAKE THE MOST OF ITS UNIQUE NATURAL ASSETS BY:**

- **Expanding tourism offerings** to cater for extreme/ordinary events and family outings (hiking, picnicking, biking).
- **CAPACITY BUILDING OF ELECTED STATUTORY STRUCTURES AND COMMUNITY STRUCTURES TO BE ABLE TO DEAL WITH CHALLENGES IN LOCAL COMMUNITIES.**
- **PROMOTION OF DIVERSITY AND SOCIAL COHESION**
  - **Involving** the local community, local community organisations and NGO's to promote diversity management, equity and inclusivity in a manner that is free from hate speech and discrimination.

**4.2 The 2025/26 IDP review and proposed amendment and its strategic focus areas and direction**

For the 2025/26 IDP review and proposed amendment the strategic direction of the current amended 5-year IDP **remains unchanged.**

For this 2025/26 IDP review the **vision, mission, values, strategic objectives and mayors 3 C's** of the current amended 5-year IDP remain **unchanged. The proposed amendment is due to content changes in the document.**

The **Mayor's 3 C strategic interventions**– Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business **were retained** and **support** the implementation of the current 5 strategic objectives. The 3 C's form part of the Mayor's 100 day plan and since its inception in November 2021 notable progress has been made to advance the 3 C priorities in the Municipality. The Municipality is committed to continuous effort and feedback on the 3 C's.

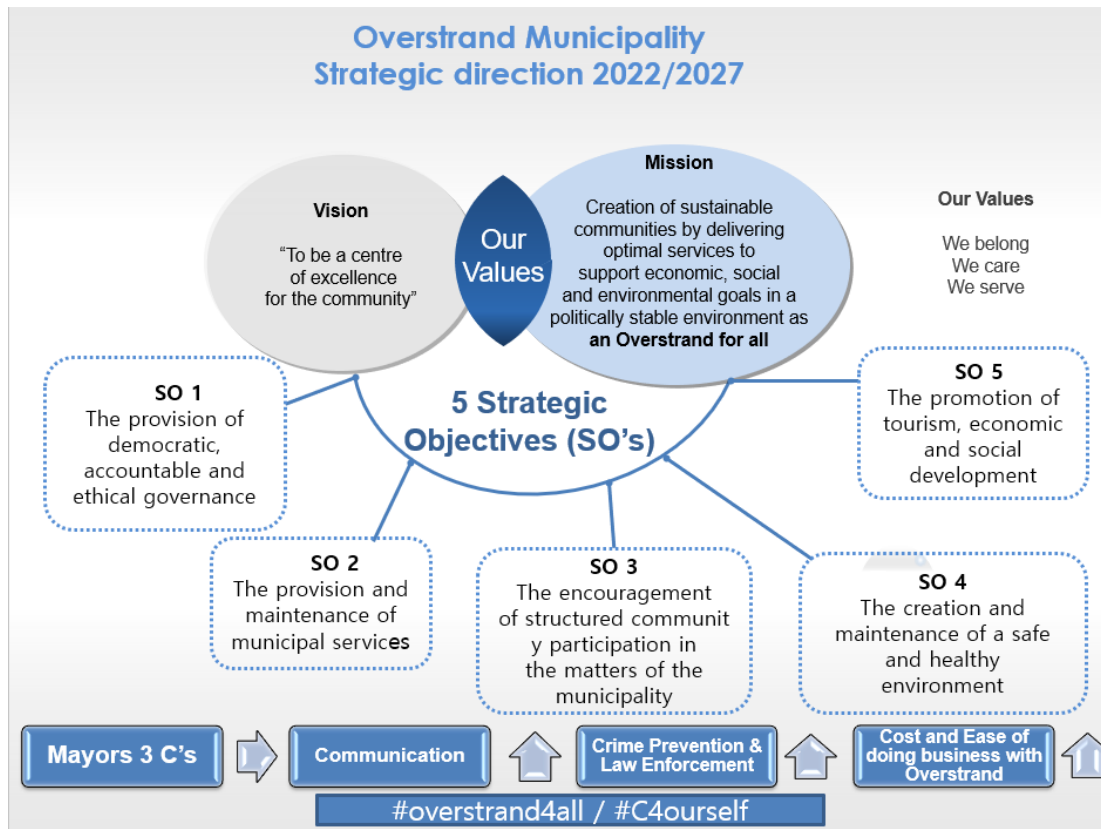


Figure 16: Overstrand strategic direction 2022-27 (3<sup>rd</sup> IDP review for 2025/26)

The **five focus areas** to guide the final amended IDP for 2022/2027 were retained:

- i. Basic Service Delivery
- ii. Good Governance
- iii. Optimization of financial resources
- iv. Safe and Healthy Environment and
- v. Social upliftment and Economic development.

The five focus areas were linked to the following programmes/ plans in guiding the corporate planning of the municipality: (Figure 18 below)

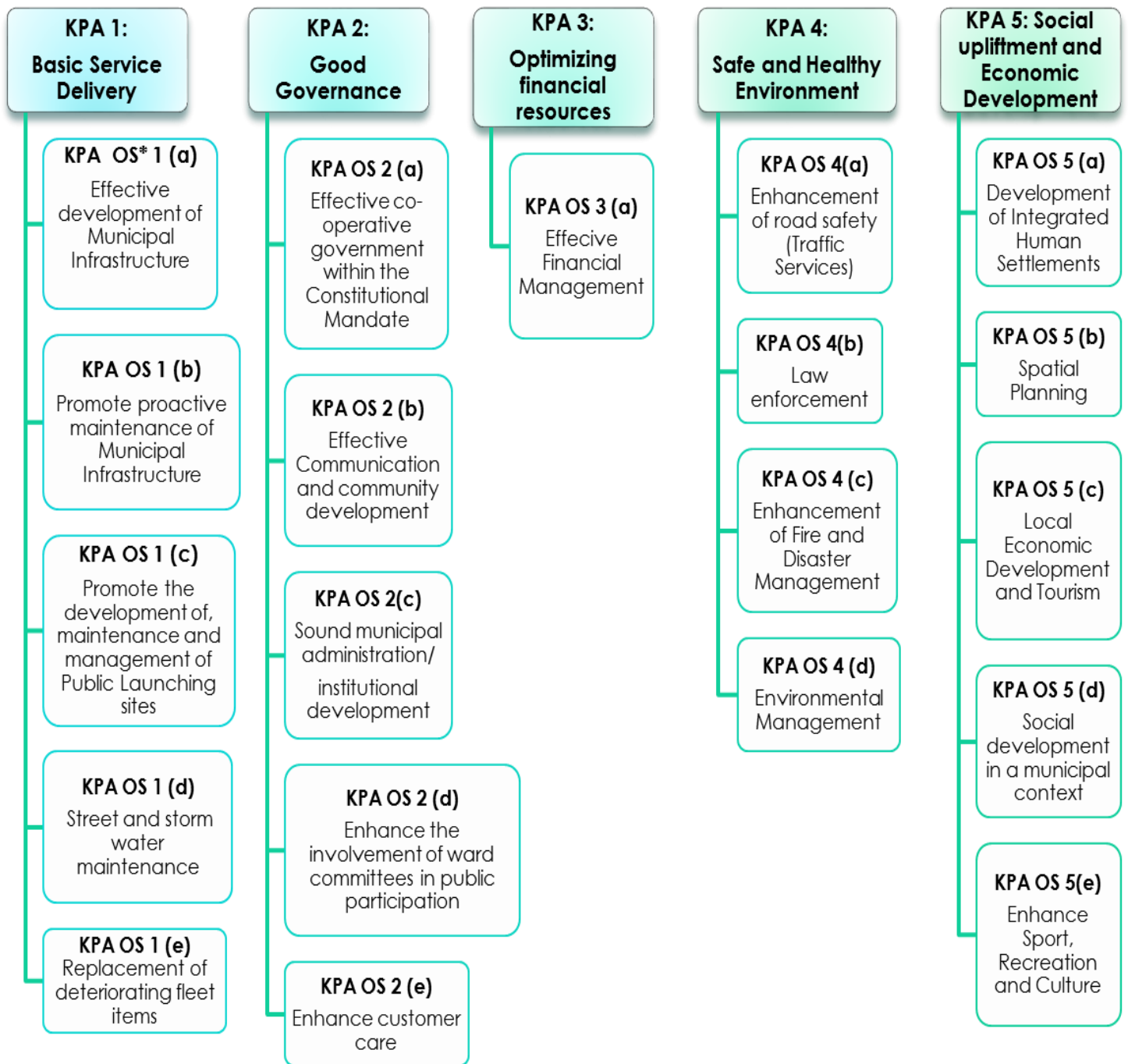


Figure 17: Overstrand strategic focus areas and strategies for 2022/2027

Note: OS\*- Overstrand Strategy

The **Mayors' 3 C's priorities** – Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business with Overstrand has an overarching linkage with the existing programmes.

**4.3 Putting programmes/plans/ strategy into action**

**KPA 1- BASIC SERVICE DELIVERY**

**KPA OS 1 (a)**

**Effective development of Municipal Infrastructure**

**1.1 Introduction**

To ensure the long-term sustainability of the municipal area and its sub-region, the efficient provision, operation and maintenance of infrastructure for basic services are crucial. In the municipal context, basic services are electricity, water, sanitation (sewerage and solid waste) and roads (with associated storm water).

Infrastructure for basic services must be provided to realize the spatial development goals as set out in the spatial development framework (SDF).

The continued outward spread of low-density development on the edges of Overstrand towns is leading to significant and rapid increases in the urban footprint of the towns. This urban sprawl threatens the long-term sustainability of the Overstrand environment and raises the following concerns:

- Natural undeveloped areas and agricultural land are increasingly being consumed by urban development,
- Low density urban sprawl results in long travel distances. Due to a lack of public transport, this results in more private road transport that leads to increasing traffic congestion and CO2 emissions,
- Low density development increases the cost of infrastructure provision and maintenance. It dissipates the positive effect of agglomeration and economies of scale, causing operational inefficiencies and a wastage of supporting economic resources and infrastructure.

To address these concerns, the municipality developed a Growth Management Strategy (GMS). The GMS uses densification as the main tool to positively redress and counteract the effects of urban sprawl. The GMS is a strategic document informing the SDF. GMS forms part of the SDF and was approved by Council in January 2011. The municipality received an award from the South African Planning Association for this work.

The objectives of the GMS are to:

- Inform the SDF with an integrated densification policy that is area specific and sensitive to the character, heritage and environmental conditions unique to each area and town.
- Integrate, update and rationalize service provision and infrastructure planning,
- Provide an integrated policy framework that will guide the detailed planning and design of market driven development initiatives and inform the compilation of more detailed precinct plans for specific areas or identified opportunities, and
- Align density patterns, trends and proposals with the land use management regulations, zoning schemes, infrastructure capacity and future infrastructure requirements.

The master plans for each basic infrastructure service were reviewed and realigned to support the GMS. The GMS will be reviewed after the Capital Expenditure Framework (CEF) for the Spatial Development Framework (SDF) is developed. The Western Cape Provincial Administration together with the Development Bank and Overstrand Municipality is currently in process of drafting the CEF. The final draft Capital Expenditure Framework (CEF) has been received. This has not gone through any public participation yet. The format for the inclusion into the SDF has also not been finalized and decided upon. The draft CEF will form part of the review of the SDF to be done and be subject to public participation in the 2025/26 during 2024/25 financial year.

**1.2 Water services**

Overstrand Municipality has **8 water schemes**, supplying the 11 towns and villages with water. The schemes and their water sources are as follows:

Water schemes	Supply areas and water sources
Buffels River water scheme	(Rooiels, Pringle Bay, Betties Bay): Buffels River Dam
Kleinmond water scheme	(Kleinmond): Palmiet River and fountain
Greater Hermanus water scheme	Benguela Cove to Voëlklip: De Bos Dam and 3 well fields with 10 boreholes in total
Stanford water scheme	(Stanford): "The Eye" Spring and 2 boreholes
Greater Gansbaai water scheme	De Kelders to Uilenkraalsmond): Kraaibosch Dam and 2 springs
Pearly Beach water scheme	(Pearly Beach): Pearly Beach Dam and Koekemoer Dam
Buffeljagsbaai water scheme	Buffeljagsbaai): borehole
Baardskeerdersbos water scheme	(Baardskeerdersbos): 2 boreholes

Table 47: Overstrand water schemes and supply areas

The above water resources are all considered to be adequate for the projected population and demand growth until at least 2030, except for the Greater Hermanus system, where additional sources will have to be developed within the next **4 to 6** years to satisfy the growing demand. Treatment capacity and bulk conveyance and storage capacity will have to be upgraded at some of the water schemes over the next 10 years.

The quality of water supplied to consumers complied **97.8%** with the SANS 0241 drinking water standards for the first two quarters of **2024/25, up from 96.6% in the same period in 2023/24**. The treated waste water effluent complied **81.6%** with the applicable effluent standards over the same period **compared to 75.77% for the same period in 2023/24**. ~~More detail is provided in the Water~~

~~Services Development Plan (WSDP) summary in this document.~~ The Water Serviced Development Plan (WSDP) **will be updated in 2025/26**.

The main planning documents for water services are:

- The Water Services Development Plan 204/25 as approved in May 2024
- The Water Master Plan of June 2021 – **currently under review**.
- Comprehensive Bulk Infrastructure Master Plan (Water and Sanitation) – November 2010,
- Water Services Asset Register June **2024**.
- Water Services Audit Report **2023/24**.
- Overstrand Draft Capital Expenditure Framework, and
- Several feasibility studies for upgrade/refurbishment of water facilities, including the Kleinmond and Buffelsrivier WTW's, and bulk water augmentation options for the Greater Hermanus area, ~~Hermanus wellfields~~ **augmentation**, water pipe replacement, energy efficiency and alternative energy and alternative disinfection options at treatment facilities in view of national chlorine gas shortages and changing legislation on major hazardous installations.

Based on these documents, an assessment was made of the water infrastructure requirement for the next 20 years. The assessment is based on the following:

- Bulk and reticulation network requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10<sup>6</sup> (millions), and
- Costs are based on **2024** prices,
- The figure for new facilities includes the development of a seawater desalination scheme in phases in Hermanus, i.e., to provide an additional water source.

Cost to implement the 20 years Water Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Water	R780	R477	R1 257

Table 48: Cost to implement the 20-years Water Master Plan

Details of the projects included in the assessment can be found in the planning documents mentioned above.

Major water services projects planned for the short to medium term are (2022-2027):

- Expansion of the well fields in Hermanus,
- New reservoirs at Sandbaai, Onrus River and Bettiesbaai,
- Phased replacement and upgrade of the bulk and reticulation water supply systems in all high priority areas, including grey water irrigation infrastructure,
- Refurbishment of the Buffels River Water Treatment Plant and phased replacement of membranes at De Kelders, Baardskeerdersbos and Pearly Beach treatment plants,
- Seawater Desalination scheme for the Greater Hermanus area,
- Installation of alternative disinfection systems at water treatment facilities,
- Installation of standby power generators at treatment facilities and pumpstations.
- Water Treatment Plant for Buffeljagsbaai,
- Upgrade of telemetry systems,
- Improved security systems at water facilities,
- Refurbishment of the water tower at Pearly Beach and improvement of the treatment process and development of groundwater sources there.
- New pumpstation and rising main for transfer of water from Gansbaai to De Kelders.
- Alternative energy and energy efficiency projects at treatment plants.

Progress (July 2022 - January 2025) to attain the 5-year water services targets mentioned above are:

- Environmental authorization and water use license were obtained for. The expansion of the Hemel-en-Aarde well fields in Hermanus is in progress, with the equipping and connection of 2 newly drilled production boreholes. and drilling commenced.
- The water pipe replacement project continued, with a focus on the priority areas of Bettiesbaai, Pringle Bay, and Kleinmond. Tenders for the next phase will be invited soon. A contract is in progress for implementation of the 2024/25 and 2025/26 budgeted phases.
- Security systems (e.g. fencing and cameras) are being improved in phases at water installations.
- An application was submitted to the Department of Public Works for a long-term lease of a site in the Hermanus New Harbour for a desalination plant.
- Several additional standby generators have been installed at water infrastructure facilities to mitigate the effects of load shedding.
- Installation of alternative disinfection systems at 2 large treatment facilities has started
- Environmental impact assessment processes commenced for the upgrade of the Buffels River WTW and construction of new reservoirs at Onrus River and Bettiesbaai.
- The intense flooding of September 2023 caused funds to be reallocated to the rehabilitation of the severely damaged De Bos Dam and Hemel-en-Aarde wellfield bulk pipelines.

### Drought situation in Western Cape and status of water restrictions in the Overstrand

No water restrictions are currently in place in any of the Overstrand water schemes. Water sources are generally at satisfactory levels, except the one dam supplying bulk water to Pearly Beach. The situation is being monitored closely.

The municipality took a pro-active approach some years ago by firstly implementing a water conservation and demand management program and secondly diversifying its water sources. The result was an actual reduction of 7.5% in the municipality's

total annual bulk water demand from 2008/09 to 2023/24, despite a ~~rapidly growing~~ population growth of more than 80% during this period. The volume of water losses ~~was reduced~~ grew by 3.9% over the same period. Approximately 33% of the water demand of the Greater Hermanus area is currently supplied from groundwater sources, compared to 21% in the previous year, which was negatively affected by severe electricity load shedding.

### Water security in Overstrand

Groundwater sources were developed successfully in Hermanus, Stanford, Baardskeerdersbos and Buffeljagsbaai resulting in a significant reduction in the municipality's dependence on surface water sources. ~~The drilling of Two~~ additional production boreholes were successfully drilled in the Hemel-en-Aarde wellfield in Hermanus ~~is planned over the next 3 years~~, and is currently being equipped and connected. In the medium term (4 to 6 years), a seawater desalination scheme is planned for the Greater Hermanus area, to assist in providing for the future water needs of the growing population. ~~Unfortunately, loadshedding is having a negative effect on groundwater abstraction due to the intermittent power supply as well as increased equipment failures.~~

Treated wastewater effluent is used for irrigation of several sports fields in Hermanus and Gansbaai and will be expanded as far as possible. Operational issues are being addressed on the irrigation system in Hermanus.

### Water conservation and awareness campaigns

- The water situation in Hermanus is posted weekly on social media and the municipal website by the municipality, and all the municipal dam levels across the area are posted monthly.
- Water scarcity billboards exist at all the entrances to Hermanus.
- A billboard at the Gateway intersection, Hermanus, illustrates the level of the De Bos Dam and the average water consumption for the previous week, and is updated weekly.
- Each consumer in the municipality receives a 24-

month moving graph of water consumption at his/her property with their monthly accounts.

- A 3-year contract with a local theatre company is in place for staging puppet shows and live theatre shows with a water conservation theme in all the Overstrand areas, targeting primary school learners. ~~More than 2600~~ 1765 learners from all the Overstrand communities were reached in 2023/24. A new series of shows is planned for April and May 2025.
- Presentations on water issues are made by municipal staff from time to time at ward committees, seminars etc.

### Water conservation and demand management plan (WCDM)

Overstrand Municipality has a WCDM plan as part of the Water Services Development Plan (WSDP) which includes the following activities:

- Replacement of aging water pipelines;
- Intelligent pressure management;
- Replacement of aging water meters;
- Remote monitoring of minimum night flows;
- Refinement of the link between the financial database and water distribution zones;
- Focused leak detection and repairs;
- Raising public awareness on water conservation and demand management through the media;
- ~~Engage with large water users with a view of improving water use efficiency;~~
- Water and sewerage tariffs discouraging excessive use of water;
- Continued removal of alien vegetation from catchment areas;
- Maximize the use of treated wastewater effluent for irrigation purposes to conserve potable water.

### 3-year infrastructure external loan- water & sewerage and electricity

- A 3-year infrastructure external loan was taken up for implementation of specific water, sewerage and electricity projects from 2021/22 – 2023/24.
- The funds are being spent on the upgrades and replacement of aging bulk and reticulation

water, sanitation and electricity infrastructure.

- All the Overstrand areas ~~will~~ benefited from this loan over the 3-year period-

Spending for the 2023/24 financial year on water and sewerage projects amounted to R68.529 million, with an estimated R86.961 million to be spent in the 2024/25 financial year.

### Climate change

The aim is to diversify the municipality's water resources where practical and feasible, i.e., not to be dependent on surface water sources only. The feasibility of potential augmentation of existing groundwater sources, waste water re-use schemes, and seawater desalination have been investigated, in addition to utilizing existing surface water sources.

The municipality will continue with its successful water conservation and water demand management program, to curtail the demand for potable water as far as possible.

Options to supply bulk water and sewerage facilities from alternative energy sources and to save on electricity consumption are being investigated continuously.

### 1.3 Sanitation services

Overstrand Municipality has **6 waste water schemes** for the collection and treatment of waste water from the 11 towns and villages. The schemes are as follow, with the relevant areas served in brackets:

- i. Kleinmond waste water scheme (Rooiels, Pringle Bay, Betties Bay and Kleinmond);
- ii. Hawston waste water scheme (Benguela Cove Hawston and Fisherhaven);
- iii. Greater Hermanus waste water scheme (Vermont to Voëlklip);
- iv. Stanford waste water scheme (Stanford);
- v. Greater Gansbaai waste water scheme (De Kelders to Franskraal);
- vi. Pearly Beach Eluxolweni waste water scheme (Pearly Beach, Buffeljagsbaai and Baardskeerdersbos).

~~Four~~ Five of the six wastewater treatment plants (WWTW's) are considered to have adequate capacity for the **short-term foreseeable future**, with the exception of the Kleinmond WWTW, which is ~~currently being upgraded, soon to be followed by~~ the Hawston WWTW, **for which an upgrade is in the planning and environmental assessment phase.**

The waterborne sewerage drainage networks need to be extended in Kleinmond, Greater Gansbaai, Greater Hermanus, Hawston and Pearly Beach, while the entire towns of Betties Bay, Pringle Bay, Rooi-Els, Baardskeerdersbos, and Buffeljagsbaai are still dependent on the sewerage tanker truck service.

The Onrus Main and Zwingers Corner sewerage pump stations in Hermanus are in urgent need of upgrading, ~~and/or refurbishment, e.g.,~~ **and the planning processes are well in progress.** Several additional generators are still required. ~~to mitigate the effects of electricity load shedding at sewerage pumpstations. Tenders have been called for upgrades that will enable.~~ The decommissioning of the Peach Houses and Sportsgrounds pump stations in Zwelihle **will be completed in April 2025.** The Hemel-en-Aarde Estate pumpstation may also be eliminated in future. Some of the bulk sewer rising main pipelines will need to be refurbished in future.

The main planning documents for sanitation services are:

- The Water Services Development Plan **2024-2025** as ~~reviewed and~~ approved by Council on 31 May **2024, to be updated in May 2024**
- The Sewerage Master Plan as revised in June 2021 – **currently being reviewed,**
- Comprehensive Bulk Infrastructure Master Plan (Water and Sanitation) – November 2010,
- Sewerage Asset Register June **2024,**
- Water Services Audit Report **2023/24.**
- Overstrand Draft Capital Expenditure Framework, and
- Several feasibility studies for upgrade/refurbishment of wastewater facilities, including the Kleinmond, Hawston and Hermanus WWTW's, **Onrus Main Pumpstation,** energy efficiency and alternative energy, and alternative disinfection options at treatment plants in view

of national chlorine gas shortages and changing legislation on major hazardous installations

Based on these documents, an assessment was made of the sewerage infrastructure requirement for the next 20 years. The assessment is based on the following:

- Bulk and network requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10<sup>6</sup> (millions),
- Costs are based on 2024 prices,

Cost to implement the 20-year Sewerage Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Waste Water	R1225	R240	R1 465

Table 49: Cost to implement the 20-year Sewerage Master Plan

Details of the projects included in the assessment can be found in the planning documents mentioned above.

Major sanitation services projects planned for the short to medium term are: (2022/2027)

- Upgrade of the Kleinmond and Hawston Wastewater Treatment Works (WWTW) and some processes at the Hermanus WWTW,
- Upgrade of sewerage pumpstations at e.g. Zwinglers Corner, Peach Houses, Zwelihle Sports Grounds, inlet of Hermanus WWTW, and Onrus Main EIA,
- Extension of sewer networks in Kleinmond, Gansbaai and Hawston,
- Replacement of sewer rising main pipelines in Kleinmond and Greater Hermanus, including treated effluent irrigation pipelines,
- Installation of generators at several sewerage pumpstations,
- Improvement of security systems at wastewater facilities (e.g. fencing and CCTV cameras),

- Upgrade of telemetry systems
- Alternative energy and energy efficiency improvement projects at wastewater treatment plants.

Progress (July 2022 – January 2025) to attain the 5-year sanitation services targets mentioned above:

- The upgrade of the Kleinmond WWTW is well in progress, for completed, by the end of 2024,
- Construction of a new Archimedes screw inlet pumpstation at the Hermanus WWTW was completed,
- ~~The next phase of the installation of waterborne sewer reticulation in Gansbaai was completed.~~
- Security fencing and cameras at several wastewater facilities were improved,
- ~~A section of the treated effluent irrigation pipeline in Zwelihle was rerouted,~~
- Basic sanitation services were installed at emergency housing areas.
- The upgrade of the mechanical sludge dewatering system at the Hermanus WWTW is well in progress.
- The installation of an alternative disinfection system is in progress at Hermanus WWTW.
- The sewerage tanker truck fleet is in the process of being expanded substantially.

Alternative grant funding options and other funding mechanisms are being investigated to improve the municipality's ability to implement large upgrade projects.

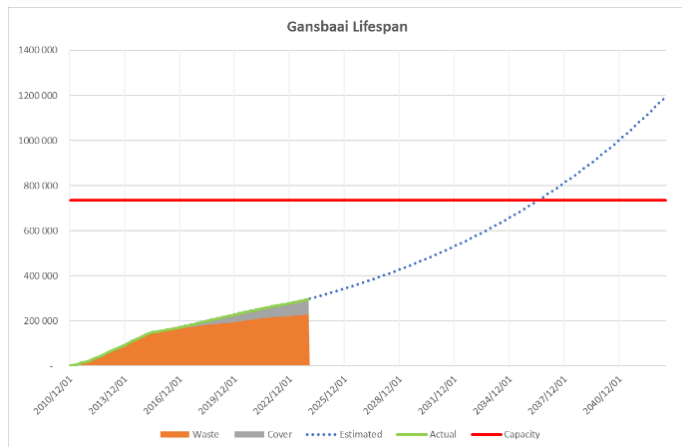
## Waste Management

### Status of existing landfill sites

Overstrand Municipality has one operating licensed landfill site, located in Gansbaai. Currently the solid waste of Gansbaai, Pearly Beach and Stanford is transported to the Gansbaai landfill site. The updated estimated remaining lifespan is ~~12~~ 11 years.

The Karwyderskraal Regional Landfill which is owned by the Overberg District Municipality is used by Overstrand and, Theewaterskloof and Cape Agulhas Municipalities as well as private 3<sup>rd</sup> party

users to dispose of their waste. With Cape Agulhas Municipality having started to deliver waste to Karwyderskraal as of December 2024, this has assisted in keeping the impact of the 2025/26 disposal increase down, however this benefit will be used up to cover the increased costs associated with the construction of the next landfill cell which is now due for construction as cell 4 has almost reached interim capacity.



An agreement was concluded in 2018 between Overberg District Municipality, Theewaterskloof, and Overstrand Local Municipalities to dispose of their waste at Karwyderskraal Landfill for the life span of the entire landfill, currently estimated at 50 years.

The development of the fifth generation Integrated Waste Management Plan (IWMP) was completed in 2019/2020 for a 5-year period and addressed all the information required by DEADP. After discussion with the Local DEADP officials, it was recommended that Overstrand apply to have the current approved 5-year IWMP extended to realign / link the new IWMP with the new IDP cycle when due, as the cycles are supposed to be linked.

Overstrand's 5<sup>th</sup> generation IWMP was aligned to the Provincial IWMP. ~~The new Provincial IWMP for 2023-2027 has been completed and endorsed by DFFE.~~

The 5<sup>th</sup> generation IWMP served before Council at the May 2020 Council meeting and was approved.

A high-level summary of the 5<sup>th</sup> generation Integrated Waste Management Plan (IWMP) is included in Chapter 8 of this document.

~~The new Provincial IWMP for 2023-2027 has been completed and endorsed by DFFE.~~

The 2013 Integrated Waste Management By-law was reviewed and updated during the 2020/21 cycle. The new updated By-law was gazetted on 29 October 2021 in the Provincial Gazette, number 8513, following the conclusion of a public participation process and Council approval, and a correction notice was published in Provincial Gazette 8524 on the 26<sup>th</sup> of November 2021.

### Waste Management Licensing

Systems are in place, and internal and external audits of all licensed waste facilities are done in accordance with the license requirements.

With regard to rehabilitation compliance, alternative uses of closed landfill sites are pursued where possible, e.g., Pearly Beach Wastewater Treatment Works (WWTW), Kleinmond soccer field, Hawston housing project, replacing old landfill sites (in consultation with the Department of Environmental Affairs and Development Planning (DEADP; Waste Management). Extension of the required rehabilitation dates was granted by DEADP for Pearly Beach, Stanford, Voëlklip, Onrus, Fisherhaven, and Hermanus. The Hawston Landfill site surrender process was completed in the 2023/2024 budget cycle, and ~~it is envisioned to complete~~ the Pearly Beach landfill license surrendering process **was completed** during 2024 (the 2023/2024 & 2024/2025 Budget cycles).

### Waste Information Management

Weigh bridges are in place at Gansbaai and Karwyderskraal Landfill sites and at the Hermanus Recycling Facility and Dropoff, to obtain actual waste mass. Overstrand Municipality is reporting its waste information on the IPWIS system of the Department of Environmental Affairs on a monthly basis as required.

### Waste diversion

The new clean recyclables materials recovery facility (MRF) for Overstrand west located in Hermanus started operation in November 2021 and the collection of recyclables for the households (two bag collection system) was also restarted by the waste collections teams at the same time for the greater Hermanus and Kleinmond administrative areas and is continuing to show a steady growth in volume of materials recycled.

The Gansbaai MRF is performing well, and the volumes are also steadily improving from the low point experienced during the COVID 19 restrictions period.

In areas that have Swop Shops, children can take recyclables to the Swop Shop. There are currently Swop Shops active in Masakhane, Blompark, Stanford, and the Zwelihle Swop Shop which has closed at the end of 2024 and reopened in Mount Pleasant in 2025 due to the property in Zwelihle no longer being available for use by the Swop Shop.

### Organic waste diversion

In line with the Gansbaai Landfill site amended license, an organic waste diversion plan had to be compiled and was developed for this site. It had to show how Overstrand would achieve the required 50% Organic waste diversion target by 2022 and 100% diversion target by 2027. In order to achieve the 100% required diversion target ~~budget a trommel screen~~ has been added to the outer years Capex plan for installation over the ~~2026/27, 2027/28 and 2028/29~~ budget cycles at the Gansbaai landfill site to assist in getting towards the 100% diversion requirement which has been set.

The delivery of puppet shows to Grade R to 3 learners and live theatre to Grade 4 to 7 learners for recycling has been well received by the schools and learners. The shows were presented in Afrikaans, English and isiXhosa and targeted at Grade R to Grade 5 learners. This ~~is to be~~ continued in the 2024/25 financial year and 12 shows were presented reaching 1971 learners. For the 2023/24 financial year 11 live theatre shows were presented and was attended by 1836 learners. For the 2022/23 financial year 12 puppet

shows were presented in October 2022 to grades R to 3 and were attended by 1897 learners. During the 2021/22 financial year 11 live theatre shows were presented in May 2022 to the grades 4 to 5 learners and were attended by 1518 learners.

### o Five Un-Rehabilitated landfill sites

Overstrand currently has ~~six~~ five remaining un-rehabilitated landfill sites. All ~~six~~ five sites (Stanford, Hermanus, Voëlklip, Onrus, and Fisherhaven) have closure licenses. The National department of Environmental Affairs appointed Environmental Assessment Practitioners to assist the municipality with the closure licenses. All of the above-mentioned sites must be rehabilitated and the estimated cost as at 30 June 2024 for the six sites (Pearly beach process only completed after 30 June 2024) is R98,8 million, VAT excluded. Overstrand Municipality is exploring alternative ways to use these sites in order to save the rehabilitation cost. At Pearly Beach the new waste water oxidation ponds were constructed on the old garden and builder's rubble site. A Waste License to mine the old Hermanus Landfill has been issued by the Department of Environmental Affairs to mine the old garden and builder's rubble site. The builder's rubble and sand were to be used as fill material. This material is no longer accessible for mining due to the informal housing structures built on the site. The surrender of the Hawston landfill was completed in 2023/24. ~~A similar process is also being followed for~~ The Pearly Beach landfill site ~~surrender process was completed in the 2024/25 financial year and now we need to~~ ~~once completed, Overstrand will then~~ start with rehabilitation of the next site.

### 1.4 Electrical services

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Overstrand Municipality is responsible for electricity distribution and reticulation in the Greater Hermanus area, Hawston, Greater Gansbaai area, Kleinmond and Stanford. All other areas are supplied by Eskom.

The Electrical Master Plan is implemented to strengthen internal network and infrastructure. The load on our Municipal network is measured and monitored regularly to ensure sufficient and reliable supply. Application for increased capacity from

Eskom will be done timeously as and when needed. The main constraint at this stage is Eskom's ability to supply to the increased demand.

The long-term electricity supply strategy is addressed by the Electricity Master Plan.

The main planning documents for electrical services are:

- The Electricity Master Plan
- Electrical Asset Register
- 5-year housing plan.

Based on these documents, an assessment was made of the electrical infrastructure requirements for the next 10 years (i.e., 2022-2032). The assessment is based on the following:

- Bulk and internal requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10<sup>6</sup> (millions), and
- Gansbaai master plan was updated June 2022 with new cost estimates. Master plan period from 2022 to 2032.
- Hermanus and Kleinmond master plans were updated in June 2022 with a plan period of 2022 to 2032.

Cost to implement the 10-year Electricity Master Plans Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Electricity	R185	R216	R401

Table 50: Cost to implement Electricity Master Plans

Details of the projects included in the assessment can be found in the planning documents mentioned above.

Major electrical services projects planned for the short to medium term are: (2022-2027)

- Upgrading of MV/LV networks and network security in Gansbaai area
- Upgrading of MV/LV networks and network

security in Stanford area

- Upgrading of MV/LV networks and network security in Hermanus area
- Upgrading of MV/LV networks and network security in Kleinmond area
- Upgrading of MV/LV networks and network security in Hawston area
- Housing projects in Gansbaai area
- Housing projects in Stanford area
- Housing projects in Hermanus area
- Housing projects in Hawston area
- New Birkenhead 66kV Substation.

Progress (July 2022- January 2025) to attain the 5-year electrical services targets mentioned above are:

- The Beverley Hills/ Blompark portion of the Gansbaai Housing projects have started in January 2018. The Beverley Hills portion of the project was completed in September 2021 with phase 1 and 2 of the Blompark portion completed in November 2022 and October 2023. Phase 3 of Blompark has been completed and phase 4 is scheduled to start in May 2025.
- DOE funds are insufficient to complete all electrification on housing projects. To complete these projects successfully, DOE will need to provide more funds, or council will need to provide bridge funding.
- New Birkenhead 66kV Substation – Application has been made to Eskom for a new 66kV metering point. Construction and commissioning of the new 66kV Substation started with an estimated completion in April 2025.
- Re-electrification of Mandela Square in Zwelihle, Hermanus has been put on hold.
- The medium voltage and low voltage upgrade and replacement in the Overstrand area are in process.
- The Hawston Housing project started in February 2019 and will be completed over a two-year financial period. The installation of the electrical network was completed in Jan 2020 and 165 new houses have been connected at end January 2021. At the end of May 2021 all 377 houses were connected to the electrical network.

- The Gansbaai (Masakhane) housing project started in September 2021. A total of 200 new electricity connections were provided by end of January 2022 completing the first phase of the multi-phased electrification project. A further 185 connections were completed at the end of 2022 as part of phase two. The next phases have seen the completion of an additional 300 connections completed by the end of 2023. Construction is underway on the remaining phases.
- The Stanford housing project is in its final phase with approximately 400 new household connections.

### Energy saving initiatives:

The Municipality started with a load reduction project in the 2015/2016 financial year. This project entails the phasing in of 10% LED streetlights over a period of 10 years. This gives us an energy saving of 50% per light fitting.

Overstrand was included in the Energy Efficiency Demand Side Management programme, whereby funding was received to replace existing streetlights with new LED streetlights in various parts of the Overstrand distribution area. The first lights were installed in the Kleinmond area recently. To date lights have been installed in the Kleinmond, Hermanus and Stanford areas.

Overstrand also implemented a Hot Water Cylinder (HWC) control project whereby HWCs are switched during peak periods from Eskom. 6400 control units were installed in the Overstrand Area. The system can shift an average load of 1,188MW during Eskom's evening peak. The system requires refurbishment, and a process is underway to source funding for the refurbishment project.

### Climate change:

1 July 2016 marks the implementation of Overstrand's Small Scale Embedded Generation Guidelines. From this date Overstrand has given all consumers with Small Scale Embedded Generation (SSEG) systems the opportunity to apply for a grid-tied connection. Consumers can apply for municipal approval, install a bi-directional meter

and have the opportunity to be credited ~~compensated~~ for each unit fed-back into the municipal grid at an annually approved municipal tariff. These customers, however, need to be NET consumers using more electricity from the grid than they put feed back.

To date (Jan 2025) we have eight hundred and thirteen (813) approved SSEG connected installations in the Overstrand area with 58 approved for feedback into the municipal yard.

All grid tied installations need to comply with the relevant regulations as set out in our SSEG Guidelines. Illegal connections feeding back into our grid will be treated as a tamper and the relevant council approved tamper fees will be applicable in all instances.

All backup or renewable energy generation installations within the Overstrand Electricity Distribution area should be registered with Overstrand Municipality, even if they do not feedback electricity into the network.

All applications for registration of SSEG systems can be done on our online portal (<https://apply.sseg.org.za>) Guideline documents and forms are also available on the online portal. Any enquiries can be directed to 028 384 8358/ 028 316 5600 or [enquiries@overstrand.gov.za](mailto:enquiries@overstrand.gov.za)

### Green Energy

Refer to the SSEG implementation mentioned above.

On 28 April 2021 a Renewable energy item was approved by Overstrand Municipality's council. It states the following:

Council approves that the municipality transition its energy supply, where feasible, to low carbon and renewable sources, in compliance with the revised Regulations on New Generation Capacity and all other relevant regulations, by:

- Continuing with the Small-Scale Embedded Generation program (SSEG)
- Developing renewable energy sources

- Procuring renewable energy from Independent Power Producers; and
- Making the municipality's electrical network available to compliant and approved energy producers and energy traders to wheel energy over the municipal network.

Overstrand was ~~also recently~~ included in the Municipal Energy Resilience Project on Provincial level. Various discussions are underway with interested parties regarding the purchasing of electricity as well as wheeling electricity over our network. We are thus exploring all possible avenues.

As part of the project, a Cost of Supply study for electricity services was completed. Overstrand ~~completed also received funding for the updating of their electricity master plan which included a grid capacity connection study. The study~~ which will assist Overstrand in identifying where and at what capacity renewable energy can be accommodated in our electricity network.

The number of renewable installations in the Overstrand area is increasing at an exponential rate. Overstrand is trying its best to include renewables into its energy portfolio whilst still providing a safe, reliable and sustainable electricity supply to its customers. One of the main challenges experienced currently is the successful management and implementation of renewables, taking into account the multiple changes in regulatory frameworks, various generation possibilities, increasing applications and the shortage of personnel and funding in this sector.

### Renewable Energy Plant

~~With the goal of procuring renewable energy from Independent Power Producers by 2026, a request for proposals for the establishing of a renewable energy plant on municipal land in Kleinmond will be advertised soon.~~

### Wheeling

~~Two years ago, (in 2021), Council gave~~ approved that to make the Municipality's electrical network be made available to compliant and approved energy producers and energy traders to wheel energy over the municipal network.

The method of 'wheeling electricity' on municipal grid is where private generators at one location can supply electricity to a buyer or off-taker in another location via the municipal network. Electricity wheeling could be introduced ~~in 2025 as soon as~~ 2024.

In most cases wheeling will take place over a combination of municipal and Eskom networks which will mean that generators will need to comply with the regulations and policies of both authorities.

### Reviewing of the Electricity By-laws

The Electricity By-laws ensures that the reliability and safety of the electrical grid is maintained at all times. Overstrand will review the electricity By-Laws to ensure compliance with any changes in legislation.

### LOAD SHEDDING IMPACT ON MUNICIPAL SERVICE DELIVERY

The current persistent load shedding impacts municipal service delivery across the entire organisation in the following ways:

- Impact on our water and sanitation infrastructure

~~The increased intensity~~ reduced frequency and intensity of electricity load shedding by Eskom is severely impacting improved the efficiency of the municipality's bulk water and sewerage services over the past year. ~~in terms of efficiency and cost.~~

~~The municipality installed diesel power generators at many of the critical water and sewerage treatment facilities and pump stations, although there are still significant~~ some needs remaining in this regard. ~~The Western Cape Government provided financial assistance to municipalities for the installation of additional generators during 2022/23, which assisted Overstrand Municipality to install a total of 11 additional generators, also contributing own funds.~~

~~Significant additional costs are incurred for the continuous refueling of generators, increased maintenance and repair costs, additional monitoring requirements, and hiring of mobile generators and security services and tanker trucks to~~

~~empty sewerage pumpstations which are not equipped with generators yet. Loadshedding is having a negative effect on groundwater abstraction due to the intermittent power supply as well as increased equipment failures.~~

~~The municipality is doing everything possible within budgetary constraints to prevent water supply interruptions and sewerage overflows resulting from load shedding. Alternative sources of energy are also being investigated.~~

Grant funding options as well as innovative alternative funding mechanisms are being investigated to fund essential interventions in the water supply systems.

### ii. Impact on municipal electricity infrastructure

~~In recent days (Jan 2023), Loadshedding is still has become a more regular event with crippling effects on businesses, communities and municipal infrastructure and revenue. The increase in vandalism, theft and illegal connections within these periods have a detrimental effect on the operational expenditure, network stability and the safety of our communities.~~

### iii. Impact on maintenance services

The cellphone network which is the organisations most used method of communication is not available during load shedding which has an adverse impact on the rendering of basic services. Although we have generators installed at most offices, there are still offices which are completely offline during loadshedding. There are also major challenges during stages 5 & 6 of loadshedding where power interruptions of more than 4 hours are experienced, which may lead to water interruptions and sewer spillages.

Mitigating measures:

Requested that generators be installed at offices where there are no generators available. We are also constantly monitoring the impacts to improve our response times and our ability to react to emergencies. The ICT department is aware that communication is limited during prolonged load shedding periods and investigating power supplies that can ensure that the systems can provide

communication during the abovementioned load shedding periods.

### iv. Impact on the Municipal ICT infrastructure How severe has the impact been?

#### 1. Main Data Centre & Comms Data Centre

Main Data Centre has additional large backup UPS system which has now been upgraded to last for about ~ 11 hours uptime, however it is only for the data centre, not the entire admin. This affects business continuity if the main generator goes down.

#### 2. Network

High Sites have large UPS battery capacity to serve its load, however we are constantly having to upgrade/replace the batteries as the frequent power outages is impacting the load and recharge the batteries can hold. This is limited by both funds for battery packs and the global supply chain available of stock.

If High Sites goes down, then the area(s) that it feeds will have no network/telephone connectivity. The frequency of outages is draining the batteries faster and decreasing their capacity, resulting in decreased uptime.

If the main site and comms go down, then the telephone systems will be unavailable for the main site/Hermanus and nearly all remote offices/areas. If a network area goes down, then their telephone systems will be unavailable, except for those areas that are fed directly via an alternative telephony internet link.

#### 3. Main Systems

Core business system aggregates to Main Data Centre and are therefore contingent on power to that location.

When we have a pending outage that cannot be avoided and there is no backup power, we must put systems off manually an hour before the time [it takes this long to power down all systems and storage] and then another hour to bring the systems up and check that they are operational. This is not the norm, but it is safer than hard downing or

switching off systems, where they will fail, corrupt, or break.

Communications with the internet and other comms goes down when the comms data center goes offline – it implies that there is no email, internet connectivity and other online systems availability during this time.

### 3. Disaster Recovery

Although the DR backup systems are affected by either the main site going down, the network unavailability or the DR site itself having no power. The systems are resilient enough to 'catch up' when the systems come back online.

#### Organisation wide, how is the municipality mitigating the load shedding impacts?

Most of the areas that have generators were initiated by ICT to stay online and provide services. We have been rolling out UPS to users constantly, replacing faulty UPS's and replacing run-down batteries. This has become more prevalent over the last few years.

We have also upgraded large UPS systems capacity, invested in better batteries and replaced battery packs regularly to ensure optimal performance.

Additional online backups are now active to mitigate potential delays and risks associated with physical backup media and systems **and the online backup will eventually replace the physical backup media.**

### 1.5 Roads

The **main road system** in the Overstrand Municipality consists of **National Road N2** which runs east to west in the vicinity of Botriver along the Northern boundary of the Municipality for a length of 7.63 km. SANRAL is responsible for the maintenance and rehabilitation of national roads. The total length of **Provincial roads** in the area is 573km (230km surfaced and 343km gravel). The Municipality is responsible for the **local municipal roads** with a total length of 609km (431km surfaced and 178km gravel). The average condition for municipal roads is good

to very good (Source, Overstrand 2013 Integrated Transport Plan (ITP)).

The Integrated Transport Plan (ITP) reviewed in May 2013 is summarised in Chapter 8 of the IDP. The latest (2019/20) review was hampered by the Covid-19 pandemic and still in process.

The Overstrand Transport Plan Volume 1 which was developed by the Department of Transport and Public Works will serve along with the Integrated Transport Plan (ITP) as the Road Transport Plan for the Overstrand Municipality.

The main planning documents for roads are:

- The Integrated Transport Plan,
- The Pavement Management System (PMS) and
- The Roads Asset Register.

Based on these documents, an assessment was made of the roads infrastructure requirements for the next 10 years (i.e. 2020-2030). The assessment is based on the following:

- Upgrading of gravel roads to surfaced roads are included,
- Only municipal streets and municipal road projects are included. Projects by the Provincial Department of Transport are excluded,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10<sup>6</sup> (millions), and
- Costs are based on 2019 prices.

Details of the projects included in the assessment can be found in the planning documents mentioned above.

Cost to implement the 10-year Roads and Transport Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Roads and Transport	R310	R241	R551

Table 51: Cost of roads infrastructure

Progress on implementation of the Overstrand Local Municipality Transport Projects as per the current Integrated Transport Plan (ITP)

The table below is an extract of the current ITP and states the progress of project implementation to date i.e., end January 2025.

Project Description	Town	Progress to date- end January 2025
<b>TRAFFIC SIGNS, ROAD MARKINGS &amp; ADVERTISING SIGNAGE</b>		
Road signs and markings by Traffic Department and Operational Managers	Various	Ongoing
<b>SURFACING OF GRAVEL ROADS</b>		
As per roads surfacing programme	Various	Ongoing
<b>UPGRADING OF INTERSECTIONS</b>		
R43/Vermont Ave. For safety reasons. Provincial project. Construction started August 2011 – mid July 2013.	Hermanus	Completed
R43/Kidbrooke. For safety and capacity reasons. Provincial project. Construction started August 2011 – mid July 2013	Hermanus	Completed
<b>UPGRADING OF ROADS &amp; STORMWATER SYSTEMS</b>		
Sandbaai upgrading gravel to surfaced roads	Sandbaai	Ongoing
Gansbaai upgrading gravel to surfaced roads	Greater Gansbaai Area	Ongoing
Masakhane main Storm water system to detention pond	Masakhane	Completed
Master planning of Storm water systems in all towns	All	Ongoing, Contracts implemented when funding becomes available.  Hermanus CBD & Industrial Area contract completed.
<b>PARKING</b>		
Hermanus Station site phase I, 650 parking bays	Hermanus Station	Completed
Hermanus Station site phase II, 300 parking bays	Hermanus Station	Completed
Hermanus CBD, 300 bays in multi storey parking garage	Hermanus	Parking provided at the Woolworths centre
<b>FACILITIES FOR THE DISABLED</b>		
Ensure that all road traffic signs along routes have a minimum clearance height of 2.1 metres	All	Ongoing
Reserve adequate disabled parking bays in areas with high economic or tourist activity	All	Ongoing
Disabled friendly access to transport infrastructure	All	Ongoing
<b>PUBLIC TRANSPORT</b>		

Project Description	Town	Progress to date-end January 2025
Redevelop Hermanus CBD Public Transport Facility	Hermanus	Planning in progress
Shelters on Sandbaai/Hermanus Link Road	Hermanus	Completed
<b>TRAFFIC CALMING &amp; PEDESTRIAN SAFETY</b>		
Experimental speed humps at stop streets	Kleinmond	Implemented, to be monitored
<b>NON-MOTORISED TRANSPORT (NMT)</b>		
Expansion of <i>pedestrian facilities and cycle lanes</i>	Hermanus	Implementation will be prioritized and implemented in accordance with NMT Master plan and available funding
<b>MAINTENANCE</b>		
As per Road Maintenance Programme	All	Ongoing
<b>ROAD CONSTRUCTION</b>		
C0527.04: Upgrade TR28/1 – Mount Pleasant/Hermanus	Hermanus	Completed
Gansbaai to Elim (DR 1205), provincial project. Road upgrade from gravel to surfaced standard	Gansbaai	Completed
C0838.01 Upgrade DR1214 – Franskraal	Gansbaai	Completed
C0838.03 Re-gravel DR1264 – Kleinmond	Kleinmond	Completed
C0838.04: Upgrade MR269 – Hemel-en-Aarde (Upgrading and safety improvements to the MR269 Hemel-en-Aarde road)	Hermanus	Completed
C0986: Reseal sections of TR02701 from i/s with TR02801 to Rooiels	Rooi-Els	Completed
Hermanus Parallel Road	Hermanus	Ongoing. Discussion has been undertaken with the Provincial Department of Transport for funding assistance

Table 52: Progress on implementation of Overstrand's current ITP projects, end January 2025

### **Major roads projects planned by the province over the short to medium term are:**

*Please note that commitments to any of the listed projects are disclaimed as other implementation priorities may emerge beyond our control.*

Refer to Chapter 7 section 7.6 for roads projects to be implemented by the Provincial Department of Transport and Public Works in the Overstrand Municipal area for the 2025/26 – 2027/28 MTREF.

### **Public transport services in Overstrand area**

No subsidised public transport services and public transport exist in the Overstrand Area. Commuter services are provided by privately operated minibus taxis. A number of school bus contracts are in operation in the region. Details of the operations are presented in the Transport Status Quo chapter of the 2017 Overberg District Municipality Integrated Transport Plan (DITP). No formal plans are currently available as one of the big challenges is the viability of such a service. The Overstrand Municipality and the Western Cape provincial government is currently in the taxi-industry engagement / planning phase of the PSTP initiative. This particular phase aims to introduce possible improvements to the current public transport system. At this stage, no formal plans are available as one of the big challenges is the viability of such an improved service.

### **Non-motorised transport (NMT) in Overstrand area**

Overstrand Municipality managed to plan and implement two NMT projects in the Greater Hermanus area under the auspices of the PSTP. These projects were funded and co-managed by the Department of Transport and Public Works and resulted in the successful implementation of the following projects:

- Hermanus Industrial Area NMT
- Hawston Social Housing NMT.
- Gansbaai Masakhane – Phase 1
- Kleinmond - Phase 1
- Gansbaai, Masakhane NMT Phase 2
- Kleinmond NMT Phase 2.

### **Provincial Sustainable Transport Programme (PSTP)**

- The Provincial Department of Transport & Public Works adopted the Provincial Sustainable Transport Programme (PSTP). The Programme has the purpose to approach the manner in which sustainable transport systems can be developed, improve and transforming of public and non-motorised systems in the Western Cape. The Western Cape has identified Overstrand Municipality as a partner to jointly achieve the objectives of the PSTP. The approach for implementation will be incremental and may include the following:

1. The development of a sustainable transport plan, strong focus on non-motorised transport improvement, improved regulation;
2. Improvement of public transport including infrastructure;
3. The development of a sustainable transport plan, strong focus on non-motorised transport improvement, improved regulation;
4. Improvement of public transport including infrastructure;
5. Vehicle and or subsidised services in a context-appropriate and financially sustainable manner.

The PSTP initiative will be included in the 2019/20 review of the municipal Integrated Transport Plan (ITP). The ITP review process is coordinated by the Western Cape Department of Transport and Public Works and the process is still on-going.

One of the key outcomes of the PSTP initiatives was an Overstrand Sustainable Transport Plan (OSTP). The plan was jointly developed by the Overstrand Municipality and the Western Cape Government and was endorsed by the Overstrand Municipal Council on 31 October 2018.

The Overstrand Sustainable Transport Plan (OSTP) is a strategic and/or implementation document that will feed into the revised Overstrand Local Integrated Transport Plan.

The OSTP deals with the following matters:

- It outlines the key factors affecting the current transport system within the jurisdiction of Overstrand Local Municipal area.

- It then formulates a broader vision for sustainable transport in Overstrand.
- Lastly, the OSTP proposes key strategies and interventions that will be required to achieve the stated vision.

The six strategies that are proposed by the OSTP include the following:

- The improvement of public transport and the enhancement of public transport facilities.
- The promotion of NMT initiatives and the improvement of the associated infrastructure.
- Encouraging smarter choices by transport users through education and awareness campaigns.
- Efficient road and effective traffic management.
- Integrated development planning.

The following initiatives /outcomes are part of the Overstrand PSTP process and are still in the drafting and consultation process:

- Overstrand Public Transport Infrastructure Status Quo and Needs Assessment Reports. This process will eventually produce a Public Transport Infrastructure Improvement Plan.
- Overstrand NMT Status Quo and Needs Assessment Reports. This process will eventually produce a NMT Master Plan.

The consultation process for the Public Transport Improvement Plan has been delayed due to the COVID 19 pandemic and a lack of funding.

The NMT Master Plan Implementation is being implemented on an ad-hoc basis as funding becomes available.

~~NMT projects for Malva Street in Mount Pleasant and Schulphoek Street in Sandbaai Industrial are currently in the planning and preliminary design phase. No funding is available, at this stage for construction in the 2022/23 financial year.~~

The Provincial Sustainable Transport Programme (a collaborative effort with the Provincial Department

of Mobility) managed to conceptualize and design several transport projects. The following projects are ready for implementation and require funding:

Item	Project	Status	Estimated January 2025 Costing
<b>1.</b>	<b>Non-Motorised Transport Projects</b>		
1.1	Hermanus Civic Precinct NMT	Design and Costing Completed	R11 338 311
1.2	Swartdam Weg NMT (incl. Church Str. Link)	Design and Costing Completed	R12 750 435
1.3	Masakhane NMT	Design and Costing Completed	R 6 479 354
1.4	Schulphoek Road NMT	Design and Costing Completed	R 3 010 880
1.5	Malva Street NMT	Design and Costing Completed	R 3 594 704
1.6	Hawston Sports field NMT & Parking	Conceptual Design & Estimate Phase	R 605 977
<b>2.</b>	<b>Public Transport Projects</b>		
2.1	Hermanus CBD Taxi Rank (incl. taxi rank building, roofed Taxi Holding facility, public parking and landscaping).	Design and Costing Completed	R30 451 610
2.2	Mount Pleasant Bus & Taxi Stop	Design and Costing Completed	R 1 606 054
2.3	Masakhane Taxi Rank	Conceptual Design completed	R 3 986 273

### 1.6 Summary

In order to ensure the long-term sustainability of the municipality, the municipality has developed, as part of the SDF, a Growth Management Strategy (GMS). All the long-term infrastructure master plans were reviewed and realigned to support the GMS, and therefore the SDF.

The combined requirements for the six basic infrastructure services (water, waste water, sanitation, electricity, roads and solid waste) for the next 10 years (i.e., 2020-2030) are summarized in the table below:

ESTIMATED CAPITAL INVESTMENT PER BASIC MUNICIPAL SERVICE SECTOR OVER 10 YEARS (2020 to 2030)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Water	R780	R477	R1257
Waste Water	R1225	R240	R1465
Electricity	R185	R216	R401
Roads and Transport	R310	R241	R551
Storm water	R239	R51	R290
Solid Waste	R42	R37	R79
<b>TOTAL FOR ALL BASIC MUNICIPAL SERVICES</b>	<b>R2,781</b>	<b>R1,262</b>	<b>R4,043</b>

Table 53: Total costs for all basic municipal infrastructure services

The total requirement for infrastructure over the next 10 years is **R4,043 billion (2024 prices)**. This equates to an average of **R404 m per year**. The MIG allocation for 2025/26 is **R 34 082 000** which equates to **0.8%** of the requirement.

### Municipal Infrastructure Grant (MIG)

The MIG is a national infrastructure grant. The MIG aims to eradicate municipal infrastructure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community lighting.

**Table 50: Summary of the Municipal Infrastructure Grant (MIG) spending performance over the past six financial years:**

Financial year	R-allocated for MIG projects	% spent
2017/18	R22 330 000	*80%
2018/19	R 21 639 000	100%
2019/20	R 32 010 000	*77%
2020/21	R21 618 000	100%
2021/22	R 21 053 000	100%
2022/23	R24 628 000	100%
2023/24	R 23 855 000	<b>*85%</b>

\*Note: Unspent funds of 2017/18 were rolled over to 2018/19 for spending

Note: Unspent funds of 2019/20 were rolled over to 2020/21 for spending.

\*Note: Unspent funds of 2023/24 were rolled over to 2024/25 for spending

Table 54: MIG spending, 2017- 2023

The projects registered on the grant databases are aligned to priorities identified in the Municipal IDPs, Spatial Development Framework (SDF) and Infrastructure master plans.

The MIG allocation for 2024/25 is **R25 132 000** and for the three coming financial years it's:

Year	Allocation
2025/26	<b>R 34 082 000</b>
2026/27	<b>R 28 250 000</b>
2027/28	<b>R 29 392 000</b>

Table 55: MIG allocations 2025/26 – 2027/28

(For a list of the MIG projects for 2025/26 refer to **Chapter 14: Annexure B for Capital projects** to be funded from MIG amongst the other funding sources).

### KPA 05 1 (b)

**Promote proactive maintenance of Municipal infrastructure**

(Refer to chapter 6- Service Level Agreements in this document)

### Maintenance Management Policy

The Policy applies to the ongoing maintenance of infrastructure assets, excluding any capital renewal expenditure and includes:

- Water & sanitation assets
- Roads, sidewalks, paths and transportation Assets, signage and road markings
- Solid waste assets
- Storm water assets
- Building assets
- Community facilities.
  - Recreational facilities,
  - Beaches,
  - Cemeteries
  - Sportsgrounds.

Further objectives of the policy are:

- To ensure the proper maintenance of the infrastructure assets of the municipality as captured in the Asset Management Policy of Overstrand Municipality, and
- To benchmark the management approach of Overstrand Municipality in the relevant government guidelines.

The Maintenance Policy is currently under review and needs to be updated after the restructuring of the Municipality, which includes the review of all maintenance plans across the directorate. The operational plans for all departments listed above are currently being updated. The review of the policy will be completed after the plans are updated. It is foreseen that the policy review will be completed by the end of the calendar year.

Maintenance plans for the following services have been implemented:

- Reseal of roads
- Storm water maintenance
- Mechanical, electrical and telemetry installations at –

- Water treatment plants- Veolia
- Wastewater treatment plants- Veolia
- Water-and wastewater pump stations Veolia
- Boreholes- Directorate Infrastructure Services and Planning
- Reservoirs
  - Parks
  - Amenities (community facilities and sport fields)
  - Water meters
  - Cemeteries.
  - Solid Waste.

An asset maintenance plan has been completed with the 2014 asset register (AR) used as the basis for the plan. The maintenance plans developed provide the municipality with a basis for establishing a planned maintenance approach for the municipality's full asset base.

Funding requirements for the maintenance needs are based on the guidelines of the National Infrastructure Maintenance Strategy (NIMS) which is based on a % of the value of the assets of the respective services. The repairs and maintenance expenditure is adequate to maintain existing infrastructure as service delivery is not negatively affected.

All services included in the maintenance are prioritized as per need and emergency services are allowed for by the generation of specific job cards as requested by the community.

The 2018/2019 land invasions resulted in a substantial number of additional households that need to be provided with refuse, water and sanitation services. Additional toilets and taps were installed which in turn have an impact on the operational and capital budgets. These services also need to be maintained. ~~Cleaning contractors~~ EPWP Cleaning staff are utilized to clean and maintain communal ablution facilities as well as the cleanliness of these areas. This is not only limited to Zwelihle, but also in the other towns in Overstrand. ~~As at 30 June 2021 a number of 130 communal toilets and 96 communal taps were installed for the benefit of households residing on invaded land.~~

~~No new toilets were installed in 2022 due the Upgrading of Informal Settlements Program (UISP) which is being rolled out in the Overstrand. As at (30 June 2024) there were 1112 toilets, and 718 taps spread across 20 informal settlements and 113 toilets, and 81 taps spread across the invaded areas. These toilets have been installed within the National Norms and Standards in respect of the maximum level of basic services.~~

### Community facilities and Thusong Service Centre

The Municipality has one **Thusong Service Centre** (multi-purpose centre) and **16 community halls** of which four are managed by that particular local community. All community facilities are within a 2 km radius from its targeted community.

The Hawston Thusong Service Centre is geographically central to all the communities within the Overstrand municipal area. The Centre has a hall (can host indoor sport), kitchen, ablution facilities, administrative office, and four other offices.

The Thusong program has four objectives:

- To bring government information and services closer to people to promote access to opportunities as a basis for improved livelihoods.
- To promote cost-effective, integrated, efficient and sustainable service provision to better serve the needs of citizens.
- To build sustainable partnerships with government, business, and civil society.
- To create a platform for greater dialogue between citizens and government.

### Thusong services

The Thusong centre is effectively a government service point. Here government services are provided on a permanent basis by **departments that have taken-up office space** at the Thusong, or through scheduled services by departments that we term **temporary tenants**. **Temporary tenants** do not have office space at the Thusong but have committed to visit the Thusong at least once a month or once a quarter.

#### 1. Permanent Tenants

The available offices are being occupied by the Centre Coordinator, Community Development Worker, Municipal office for Ward Councillor, Department of Social Development and an E-centre. The E-centre has twelve computers that provide access to computers and give free basic computer training to community members as well as controlled internet access. The services at the E-centre have been so well received that they have requested more space to accommodate the demand for training at the facility.

#### 2. Temporary tenants

The following **temporary tenants** have commitments with the Thusong: The Department of Health (DoH), Department of Home Affairs (DHA), Department of Labour (DoL), South African Revenue Services (SARS), and the South African Social Security Agency (SASSA) for Grant applications. See Table below for a breakdown of visits by these service providers per month.

MONTHLY AND QUARTERLY VISITS OF TEMPORARY SERVICES		SERVICE DEPARTMENT				
		DoH	DHA	DoL	SARS*	SASSA
VENUE	Blompark Community Hall	1M	1M	1M		1M
	Moffat Hall	1M				2M
	Proteadorp Hall	1M	1M	1M		
	Stanford Community Hall	1M	1M			1M
	Thusong Centre	3M	1M	1M	1Q	1M
	Zwelihle Community Hall		1M			

Table 56: Service providers utilising the Thusong Centre

\* SARS only visits once a quarter but due to the high visitor numbers associated with their visits, they will have to increase their visits to meet the demand.

#### 3. Outreach services

To ensure that Thusong services are also extended to outlying communities, the following additional services are periodically organized:

- **Thusong open day** is held once per annum and involves national and provincial departments, as well as community

organisations that set-up temporary offices in the Thusong.

- **Provincial Thusong outreach** is similar to the Thusong open day but is hosted in a different community and not at the Thusong Centre. Provincial Thusong Outreaches are scheduled by the Provincial Department of Local Government: integrated service delivery (date and area to be confirmed.)
- **Municipal Mobile Thusong Outreach** is where the Thusong visits outlying areas with one service department, such as SARS or Home Affairs. At least one per quarter will be arranged in line with community needs.
- **Focused Mini Thusong Mobile** is where specific needs were identified in a specific community and only departments and service providers that can address those needs are invited to render services. These are arranged on demand based on specific community needs.

### Outreaches planned for the remainder of the 2024/25 financial year:

In March 2025 we have a Thusong outreach planned at the Hawston Thusong centre. Also we have a Mobile E-centre outreach planned in March as part of our skills development program in Zwelihle / Mount Pleasant and Standford where participants will get free accredited computer training. We have identified matriculates that did not have the opportunity to further their studies for this training. As part of our continued campaign to better the lives of our people and serve our community we also have focused outreaches such as the SARS Mobile Unit outreach taking place on 25 March 2025 (Hawston Thusong) and 26 March 2025 (Moffat Hall) Mount Pleasant. SARS will visit the other areas later during the year.

Thusong outreaches will be implemented in all areas of Overstrand Municipality with at least one outreach per quarter. A Provincial Thusong outreach is planned for the community of Zwelihle on 26 and 27 February 2026. Zwelihle has been identified due to it having the highest population density. This

outreach will service the areas of greater Hermanus.

#### 4. Thusong Digital Ambassadors

The objective of the Thusong Digital Ambassador (TDA's) project is to increase the service delivery footprint of the Thusong programme. With funding received from the Department Local Government Integrated Service Delivery (Thusong Programme we have appointment and deployed 7 Thusong Digital Ambassadors (TDA's). The TDA's are an extension of the Thusong Ambassadors project that was successfully rolled out during the 2021/23 financial year. With the Digital Thusong Ambassadors, additional services are available to citizens through the various online applications to which the TDA'S will have access. Some of these services include school applications, housing applications, U-filing, E-filing etc.

TDA's are deployed in the following areas:

- 2 x Gansbaai
- 1 x Stanford
- 1 x Zwelihle
- 1 x Zwelihle Mount Pleasant
- 1 x Kleinmond
- 1 x roaming supervisor.

The TDA's also assist with customer service during Thusong mobile and other events. The TDA's support on average 990 people per month across the Overstrand.

#### 5. Additional projects planned

- **Planned activities include the entrepreneurial summit for MSME's in Overstrand on 28 March 2025.**
- Launch the Mzansi Digital Learning platform, that offers a wide range of courses to choose from during youth month in all areas of Overstrand. With this Free Online Platform, certificates are generated as soon as a candidate has completed a course. This means that there is no waiting period on when to start and training progress can be monitored online. The registration process is

very easy and only requires a cell phone number.

- Started a woman's support group at the Thusong in Stanford with other role players such as SAPS, “**Ordinary conversations with woman**” to create a safe space where woman can talk about social issues. Pending the success of the pilot project we will also look to extend the initiative to other areas of Overstrand
- Additional SARS and labour mobile outreaches will also be implemented according to the availability of these departments.
- During September as part of Annual Thusong week, we will focus on the importance of having a will as this is the month of free will campaign.
- Assist with the school enrolment campaign during March and April.
- Continuing our relationship with Overstrand Association for persons with disabilities and supporting their fitness and sport program as well as other campaigns.
- As a stakeholder of the Violence prevention unit, we will partner with different stakeholders to engage the community of Zwelihle (identified as a crime hotspot) and have different programs and projects to create awareness on crime.
- **Marketing and promoting the Thusong Service Centre** as a service delivery point for people to access services from all 3 spheres of Government. This also includes special programmes and projects run on a month-to-month basis, e.g., holiday programmes, older persons program substance abuse awareness, skills development, Local Economic Development, etc.

### 6. Gansbaai Satellite Thusong

Spaces for Sport has been identified as a possible site for a Satellite Thusong in Gansbaai.

Spaces for Sport in Gansbaai is in the process of being registered as a Satellite Thusong. Once registered, the satellite Thusong will become a service point for scheduled

government services such as:

- Home Affairs;
  - Department of Social Development;
  - Department of Labour;
  - Health services and housing applications;
  - Office services (scan, copy, printing etc.);
  - Education and skills development services (Department of Education or other skills development workshops, Cape Access: e-Centre).
  - Local economic development services including services such as South African Enterprise Development Agency (SEDA) and National Youth Development Agency (NYDA); and
  - Government Communication and Information Services (GCIS) activities that involves the communication of government news, and information through different media forms.
    - An e-Centre to provide computer and internet access as well as computer courses.
    - An office for the Department of Social Development.
    - A boardroom.
- These could be rolled out over time based on the availability of funds. Other government offices such as the Department of Labour or SASSA are all some that could be explored in the future.

### Thusong Functionality Score card

The Provincial Department of Local Government has developed a functionality score card for the Thusong Service Centres. This which is a concise management reporting system describing the operational functionality of Thusong Service Centres.

The functionality score card describes Overstrand Thusong Centre in Hawston as a well-functioning Thusong Service Centre with a total score of 95%. A summary of the score card is given below.

Category	Score
TSC Managed by the Municipality	100%
Appointed TSC Manager	100%

Category	Score
Local Municipality rendering services at the TSC	100%
Anchor departments	75%
Lease agreements	100%
Expanded service offering	100%
Included in IDP & SDBIP	100%
Reports	100%
Involvement in Thusong Mobile	100%
<b>Overall Performance score</b>	<b>95%</b>

Table 57: Thusong functionality scorecard

### Library Site for new Zwelihle Library

With the inception of a new Council in November 2021 after the Local Government elections the strategic direction changed in terms of the building of a new Library in Zwelihle.

An existing municipal building that was on a lease agreement that expired on 31 January 2023 was identified. It was determined that the building would be ideal to be upgraded to a fully serviceable Public Library.

The construction of the new library was discussed at a Mayoral Committee meeting during 2023 and was referred for an additional public participation process. **The Municipality/Council is in the process of looking for a more suitable site to build a new Zwelihle Library.**

### KPA 05 1 (c)

#### Promote the development, maintenance and management of Public Launching sites

The Minister of Environmental Affairs has, in terms of section 83(1) (d) (i) and (o) of the ICMA, made regulations regarding the Management of Public Launch Sites in the Coastal Zone. These regulations provide for the listing of and management of public launch sites and were published in Government Gazette No. 37761 on 27 June 2014. The intention of the regulations is to manage public launch sites in the Coastal Zone in terms of the National Environmental Management Integrated Coastal Management Act (Act No. 24 of 2008), as amended.

A status quo report on the condition and compliance to relevant legislation was compiled for public boat launch sites in the Overstrand Municipal area. Field investigations were conducted to compile the inventory of facilities and installations and to determine the condition of installations and facilities in 2016 **and updated in 2024.**

It was resolved by Council in 2017 that:

- ~~the following PLS be de-registered, Rooiels, Harderbaai (Onrus), King Street (Stanford), Blousloop (Franskraal), and Die Damme. The community of Rooiels however requested that PLS in there are registered to remain open.~~
- ~~the registration of Hawston slipway as public launching site be recommended to the Provincial Minister of Local Government, Environmental Affairs and Development Planning. The Municipality after various correspondence and engagements the matter is still unresolved.~~
- ~~the public launching sites at Kleinmond, Kleinbaai, and Hawston (based on successful negotiations with affected provincial departments) be managed on a fulltime basis;~~
- ~~the public launching sites at Maanschynbaai (Hangklip) Fisherhaven A (public), Prawn Flats (Klein River) Maanschynbaai (Klein River), Du Toit Street (Stanford) Blue Water Bay (Pearly Beach) and Buffeljagsbaaisbaai be managed during peak times; and~~
- ~~based on successful negotiations, the public launching sites at Fisherhaven Slipway B (Lake Marina), Maanschynbaai (Klein River), Prawn Flats (Klein River) and Blue Water Bay (Pearly Beach) be managed by public/private entities.~~

**A Report was submitted to Council in Oct 2024 on:**

- **the status of Public Launching Sites (PLS) registered for management by Overstrand Municipality**
- **and to consider the review of PLS to be de-registered by the Department of Environmental Affairs and Development Planning (DEA&DP)**

**The resolution was:**

1. that it be recommended to the Provincial Minister of Local Government, Environmental Affairs and Development Planning that the public launching sites at Harderbaai Slipway, King Street Slipway (Stanford), Franskraal Coastal Slipway (Blousloep), Maanskynbaai Slipway (Hangklip), Maanskynbaai Slipway (Klein Revier), Blue Water Bay (Pearly Beach) and Die Damme, be de-registered;
2. that the public launching sites at Fisherhaven Slipway A (public), Rooi-Els Coastal Slipway, Prawn Flats Slipway, Du Toit Street Slipway (Stanford) and Buffeljachtsbaai be managed during peak times;
3. that the registration of Hawston Slipway as public launching site be recommended to the Provincial Minister of Local Government, Environmental Affairs and Development Planning;
4. that the public launching sites at Kleinmond Coastal Slipway, Kleinbaai Boat Launching Site, and Hawston (based on successful negotiations with affected provincial departments) be managed on a full-time basis; and
5. that the management of public launching sites by public- (other than the Overstrand Municipality) or private entities, be investigated.

Following a meeting held with the Department of Environmental Affairs and Development Planning going forward with the proposal it was highlighted that the PLS listing process is as follows:

- The MEC will list a draft list of the PLS within the Western Cape Province
- The PPP of 30 days will follow, this allows time for the members of the public to comment in support of this list, they can also recommend new sites
- The MEC will review all comments received during the PPP mentioned above and consult with the municipalities
- After this consultation process with municipalities, will the MEC publish the listed PLS for the Province, this list will be valid for 5 years
- During this 5-year period, the municipality may still discuss listing or delisting of PLS.

The DEA&DP requested the municipalities permission to proceed with the listing of the sites that was received from your 2024.

Status quo is that this item is referred to the effected various ward committees to discuss the matter further before the council can finalised the matter and provide feedback to DEA&DP.

~~The Administration is currently busy to evaluate the operational challenges to operate certain individual registered PLS. Recommendations to be finalised after consultation with local role players. Management plans for affected PLS are developed by the municipality. Fisherhaven slipway is currently being repaired due to damage to concrete slabs which post a risk to trailers and boats when launching.~~

~~A council item for the complete review of public launching sites has been submitted and can only be commented on after council approval. Status quo remains the same at this stage as the matter was discussed on a political level and recommended that the effected various ward committee discuss the matter further before the council can finalised the matter.~~

### **KPA OS 1(d)**

#### **Street and Storm water maintenance**

The maintenance of streets and storm water in Overstrand is covered in the Maintenance Management Policy.

Although formal storm water networks exist in the Greater Hermanus area, Kleinmond, Stanford and Gansbaai, these networks require upgrading. In the towns of Rooiels, Pringle Bay, Betty's Bay, Fisherhaven, De Kelders, Kleinbaai, Franskraal, Pearly Beach and Baardskeedersbos there are very limited formal storm water networks. Stormwater in these areas is mainly limited to open storm water drains, if any.

Stormwater master plans do exist for some areas, but the implementation of these master plans has been limited due to the shortage of funding.

The road network is managed through the use of a Pavement Management System (PMS). This system ensures that scarce funding allocated to the maintenance of our roads is scientifically and cost effectively spent according to the needs identified, in an objective manner. These sections of roads are either rehabilitated or resealed, as determined. The PMS is updated on a bi-annual basis (following a visual inspection of all our roads), in order to determine the condition of our roads and provides recommendations on the extent and type of pro-active actions that need to be taken to avoid a deterioration of our roads.

Apart from the PMS all other maintenance of roads and storm water is scheduled and recorded in the Engineering Management Information System (EMIS) for each area. The storm water systems are cleaned twice per annum.

### Major challenges with storm water development and upgrade:

The need for the upgrading and installation of formal storm water infrastructure is increasing due to the ongoing development of the area as well as increasingly severe weather patterns. Funding however remains a challenge as the provision of storm water is a non-income generating service.

### Funding requirements for street and storm water maintenance:

Funding for the reseal and rehabilitation of roads of R21.3 million per annum (2% of the replacement value of the network) is required for the next 10 years, to improve the surface and structural condition of the surfaced road network.

Council has embarked on a programme to improve the surfaces of gravel roads by dust proofing these roads. Since 2018/19 the Council has annually allocated funding for the dust control programme in areas across the Overstrand.

Funding for the maintenance of the storm water network is provided for in the operational budget.

## **KPA OS 1(e)**

### **Replacement of deteriorating fleet items**

Overstrand has 360 vehicles (trailers, motorcycles, tractors etc.) and 200 items of small plant and equipment (lawnmowers, compressors etc.). A fleet tracking system is utilized to track vehicles and monitor user behaviour.

Although not sufficient to address the replacement of the deteriorating fleet in its entirety, an additional amount of R14,66 million was allocated in the mid-year adjustment budget for 2024/2025 to augment the original allocation of R8,15 million. In total, an amount of R21,81 million was therefore made available in the 2024/2025 financial year to address the most critical fleet items to be replaced. ~~Currently no funding has been approved for the replacement of vehicles. A shortfall of R18 million was identified in the 2021/22 financial year for fuel and maintenance of vehicles which was due to the substantial increases in fuel and related costs. The monitoring of fuel usage and the available budget was improved substantially with the regular updating via an application.~~ The current fuel expenses are well managed and effective trips for essentials services are managed well. Annual budget inputs for the consideration of approval are submitted to the Budget Steering committee for consideration. An update of the current status of the fleet was submitted to the council and noted by the full council.

A schedule of fleet replacement requirements, currently amounting to R128,9 million, is submitted to the Budget Steering Committee (BSC) annually for consideration. Vehicles are replaced according to the budget provisions. In addition, consideration is also being given to the option of procuring fleet vehicles by means of an operation lease rather than outright capital investment.

Sourcing of vehicles is currently done through a national tender of National Treasury at very competitive rates.

### KPA 2- GOOD GOVERNANCE

#### KPA OS 2 (a)

##### **Effective co-operative government within the Constitutional mandate**

The Constitution of the Republic of South Africa, 1996 (the Constitution) provides that the South African government is constituted as a national, provincial and local sphere of government which are distinctive, interdependent and interrelated. All spheres of government are constitutionally obligated to assist and support one another. Not only is co-operation between local government and other spheres of government and local government between themselves of importance, the Local Government: Municipal Systems Act, no 32 of 2000 (Systems Act) also emphasizes the importance of organised local government.

The Municipality thus will take part in, but not limited to, intergovernmental fora such as the Premier's Co-ordinating Forum (PCF), the Minister and Mayoral Forum (MinMay), the Minister and Mayoral Technical Forum (MinMay Tech), the District Co-ordinating Forum (DCF), the District Co-ordinating Technical Forum (DCF Tech), the Municipal Managers' Forum (provincially and nationally), the Chief Financial Officers' Forum and, on organised local government level, SALGA Western Cape and its respective working groups.

#### KPA OS 2 (b)

##### **Effective communication and community development**

#### Communication

Overstrand Municipality has a functional Communications Department staffed by two employees. The Communications Manager is supported by a Communications Officer.

The Municipality publishes a monthly newsletter, the Overstrand Bulletin, to inform residents about important municipal matters. The Bulletin is posted with the municipal accounts in the

language of the account holder's choice and extra isiXhosa copies are printed for distribution in public places and A3 posters are also printed to be placed in notice boards. Residents who do not receive accounts can read these newsletters in a posturized format on public notice boards, on strategically placed community information boards and also on the municipal website.

The municipality has its own website [www.overstrand.gov.za](http://www.overstrand.gov.za) on which news, general information, calls for tenders and quotes, IDP, SDBIP, Annual Report, Publications, advertisements and a lot more are placed. Information is updated as and when received. In 2023 the website was reviewed and updated to be more user friendly, and information be more easy accessible, this was to be in line with the new slogan "#overstrand4all". All legislative documents required to be placed on the website for compliance are placed every month.

In its drive to educate its community even at the school-going level, the Municipality introduced a new concept adopted from the office of the Premier of the Western Cape. The first Thursday initiative started towards the end of 2019 in Hermanus and was planned to be rolled out to other areas in 2020/2021, but due to the Covid - 19 pandemic, the roll-out date has been put on hold. The newly elected council was inaugurated in November 2021 and the first Thursday resumed on 3 March 2022 in Hermanus. From April 2022 the First Thursdays is rolled out to other towns as well. Residents from all over the Overstrand are welcome to join.

#### **First Thursday allows and give:**

- the residents of Overstrand a platform to be heard - whether they want to raise issues that they are encountering or to pitch an idea;
- the Mayor and her team an opportunity to meet residents face to face.

Meetings are kept brief in order to accommodate as many people as possible and are open to everyone. The first Thursday initiative

forms part of the Mayors 3 C priorities, one being Communication.

Media liaison is an ongoing activity, and full use is made of the six community papers in the area, as well as the regional papers to keep the people of Overstrand up to date with the latest developments.

Overstrand Municipality recognises that social media provide valuable opportunities to communicate with stakeholders and provide timely, accurate, and helpful information. In order to reach as many people as possible, Overstrand Municipality balances its communications programme by engaging in traditional media as well as social media. Overstrand Municipality is using Facebook and Twitter to engage with our communities. Both of these social media platforms have their own distinctive features and qualities, which make it suitable for municipal use. Currently the Municipal facebook page has about 61 590 followers and the numbers are gradually growing, and twitter/X account has about 2 450 followers (February 2025). Those platforms are very useful to convey municipal messages and there is a dedicated official who monitors and responds to when it is necessary.

Communication in the Overstrand requires specialized skills because of the composition of the population. 46 percent of the residents are Afrikaans speaking, with 15 percent English speaking and 31 percent of the population is Xhosa-speaking. (Source Census 2022, Stats SA). Another factor that must be kept in mind is the literacy level, with about 12.5 percent of the population regarded as illiterate (Source: Stats SA, 2016 Community Survey).

Our communication strategies are:

- A multi-facetted communication approach that uses all available channels and different ways of communicating - not only information-giving but also motivational in nature.
- Developing existing and new

communication channels to a sustainable and optimal level, e.g., community information boards, advertising, corporate branding, and signage, etc.

Partnerships with leading organizations in the communities and the Ward Committees by using an open-door policy and giving support to community activities.

Below is a communication checklist of compliance to the communication requirements:

Communication activities	Yes/No
Communication unit	Yes
Communication strategy	Yes
Communication Policy	Approved 29 March 2017
Customer satisfaction surveys	Yes, a community snap survey was conducted in February 2022. 2574 responses representing all 14 wards, were received.  A longer survey is planned however the date not confirmed yet.
Functional complaint management systems	Yes
Newsletters distributed at least	Yes, monthly
Social media	Yes, Facebook & Twitter/X

Table 58: communication checklist

**Communication priority** of the Executive Mayor in her 100-day plan (Communication is one of the Mayors' 3 C priorities). The Communication Department will focus on reviewing the communication policies to be in line with the council's vision.

Placing messages where public will see it.

- **Suggestion box** at enquiries and at all other areas – In progress.
- ~~Drone~~ loud hailing especially in disadvantaged areas – to be done, requires budget. **While loud hailing in disadvantaged areas can be**

effective, drone loud hailing is not feasible at this time due to practical limitations.

- ~~Tik tok~~ — in process, had a departmental discussion. ~~TikTok is not the ideal platform for official municipal messages.~~ Mayor's voice notes distributed on WhatsApp groups and videos on Facebook reach a wider audience and are more effective for sharing important information.
- ~~Flyers and brochures~~ — at the respective places such as: (old age homes, supermarkets, B&B's and restaurants etc.). In progress, currently the information is provided via the municipal bulletin (newsletter). ~~The use of printed flyers and brochures is decreasing, and the same information in PDF format, which can be distributed on WhatsApp groups or downloaded from the internet to your phone or computer, is becoming more popular.~~
- Facilitate re-design of new signages for all main offices buildings e.g. (rates hall), have started in Hermanus, will roll out to other areas.

### Information communication technology (ICT)

Overstrand municipality has a functional ICT unit.

- All ICT related Services and Systems are governed by the Overstrand ICT Steering Committee, under Chairmanship of the Municipal Manager.
- The ICT Steering Committee is properly mandated with an industry standard ICT Charter.
- All Directors are full-time members of the ICT Steering Committee
- Two full-time councilors are also full-time members of the ICT Steering Committee.
- The ICT Steering Committee oversees, monitors and directs all ICT related initiatives to ensure on going alignment with Strategic Directives as stated in the IDP:
- Reference documentation presented to the ICT Steering Committee includes:
  - YTD Budget plans and expenditure trends
  - Demand Management Plans
  - Project plans

- Presentations on Technology trends and emerging technologies and potential business benefits
- Presentations on Directives and initiatives from Provincial and National Government and internal alignment strategies
- The ICT Governance Framework guides the ongoing alignment procurement, and execution;
- Report back on ICT related issues emanating from the Auditor General finding and monitoring of the municipal Audit Action Plan.
- Implement and disaster recovery of service critical ICT related systems in collaboration with lines of business.

### Local government ICT changes and its envisaged impact on ICT in Overstrand municipality

- WC Local Government Broadband Implementation Strategy:
  - The municipality is on-board to the project and it has increased internet connectivity for the municipality.
  - The aim is to have more seamless integration to the Western Cape Government systems and backbone.
  - Overstrand actively participates in all workgroup discussions and activities to drive interconnectivity between all Municipalities in the Western Cape and Overberg region.
  - To remain aware of the longer-term strategies to bring connectivity to all governmental buildings and all households, business benefits and ICT Shared Services.
- DPSA Corporate Governance Policy Framework and associated directives for implementation: the Overstrand and actively pursue compliance with all such Directives.
- ~~Reducing Red Tape for the Ease of Doing Business in the Western Cape — our vision is to take part in all initiatives that will enable us to assist with resolving issues raised by businesses in a timely and cost-effective way and will provide information that can lead to~~

~~improvements in service delivery. The creation and promotion of an enabling environment for business is fundamental to a competitive and vibrant economy. The amount of red tape and bureaucracy faced by business when dealing with government is considered a key constraint to economic development and growth.~~

Key ICT focus areas for the short to medium term (2022/2027 IDP cycle) are:

- Streamlining licensed band frequencies Overstrand wide for the data and digital radio systems;
- Continuous improvement of the Data storage infrastructure;
- Diversity of connectivity options with direct fibre connections to towns.
- Continuing the upgrade and refresh of municipal computers;
- Ongoing strategic analysis of business systems and processes to ensure optimal efficiency and productivity.
- Increased focus on backup power to administrations and high sites to remain active during loadshedding.

#### **Progress on the ICT focus areas stated above is:**

- ICT remains focused on facilitating integration with third parties, ensuring the Server Environment is compliant and capacitated, and that the Backup and Disaster recovery is in place.
- The RF Network is continuously being refined, and managed in line with strategic planning and service delivery requirements. Increased use of fibre connectivity to remote sites, where available.
- As the required funds are available ICT continues with the upgrade and refresh of municipal computers. This is to facilitate the updated software and systems deployed.
- Ongoing strategic analysis of business systems and processes is proactively done **by the Division Business Architecture and Customer Relations Management**. This enables the municipality to determine productivity and streamlining gains, which are then documented

as business cases. These business cases and proposals are submitted to the ICT Steering Committee and on approval are implemented.

#### **Status of optic fibre roll-out in Overstrand**

The roll-out is managed by the technical team in the Community Services directorate. ICT are consulted if some of its infrastructure is affected by any fibre implementation, like any other service within the municipality.

The Co-Building, One trench method was adopted by the Overstrand Municipality in September 2019 and the official roll-outs started in October 2019. **Approximately 95 % of all areas have been covered and in terms of the Rapid Fibre Rollout Plan and Standard and Procedures for the installation, all areas are now open to prospective installers for new installation.**

Functional hybrid working environment:

- The remote work and video conference capabilities are expected to remain in place.
- Systems that enable remote work will remain active, managed and secured.
- Collaboration (Microsoft Teams) licenses to all eligible municipal staff to facilitate communication is in place.

Refer to page 84 (Chapter 4) for the load shedding impact on Municipal ICT infrastructure.

#### **KPA OS 2 (c)**

#### **Sound municipal administration/ Institutional development**

There is a distinct difference between a municipal organisation and a private sector organisation given the fact that the municipal organisation is much more confronted with regulating legislation as well as the fact the municipalities must fulfill its constitutional mandate.

For a municipality to do so it must have an administration in order to have the means to provide and ensure sustainable services to its

communities, to promote social and economic development, to promote a safe and healthy environment and to furthermore execute all the functions which are provided for in, but not limited to, the Constitution.

The Municipal Manager, subject to policy directions of the Municipal Council, is inter alia responsible and accountable for the formation and development of an economical, effective, sufficient and accountable administration. (Section 55 of the Systems Act.) Concomitant with the aforesaid it is the duty of the Municipal Manager, once again subject to the policy framework determined by the Municipal Council, to develop a staff establishment for the Municipality and to submit same to the Municipal Council for approval (section 66 of the Systems Act). The aforementioned process, also referred to as organisational design, is an ongoing process which evolves as and when it is necessitated through circumstances.

In staffing the organisation, regard must not only be had to the provisions of the Municipality's policies but due cognisance must be taken of the provisions of a whole plethora of legislation which the Employment Equity Act, No 55 of 1998 is but one. Having said this, and in order for the Municipality to obtain the services or to appoint suitably qualified and experienced staff, the Municipality is to compete with other Municipalities, Provincial and National Government and most important, with the private sector. In doing this, the Municipality must, with insight and wisdom, give effect and execute, but not limited to, its Recruitment and Selection Policy, its Study Aid Policy for Employees, its Scarce Skills Policy in which its staff retention criteria is embedded and its Staff Succession Planning Policy.

This is however not where it ends; it finally must lead to proper performance management of all staff within the organisation – an organisation that is also committed to fighting fraudulent behavior at all levels within the organisation.

Refer to Chapter 3, section 3.2.6 (page 73) for Overstrand's progress with the implementation of the Municipal Staff Regulations and Guidelines.

**Human Resources targets for the 5-year IDP cycle are:**

Activity	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Employment Equity Plan Reviewed as from July 2023 – June 2026	1	1	1	1	1
Employment Equity Committee meetings are held twice per annum	2	2	2	2	2
Convening of Local Labour Forum meetings nine per annum	9	9	9	9	9
Submission of Employment Equity Plan once every five years	0	1	-	-	-
Develop and submit annually comprehensive Employment Equity reports to Department of Labour (DOL)	1	1	1	1	1
Annually submit Workplace Skills Plan (WPSP) to LGSETA	1	1	1	1	1
Review of Sexual harassment policy	1	-	1	-	1
Review of Occupational Health and Safety policy	1	-	1	-	1
Review of HIV/Aids policy	1	-	1	-	1

Table 59: Human Resources targets 2022/2027

Other specific Human Resources activities planned for 2023/24 – 2024/25 are:

- Continue with the implementation of individual performance management for alignment with the Municipal Staff Regulations and Guidelines.
- Host Employee Wellness days in Kleinmond, Hermanus & Gansbaai.
- Training of initiators and chairpersons for disciplinary hearings.
- Disciplinary Code Collective Agreement Workshop for Supervisory staff.
- Investigative training for misconduct.
- Conduct policy workshops.
- Conduct road show sessions in Kleinmond, Hermanus, Stanford & Gansbaai for Personal

Development Plans and Rewards and Incentives Policy.

### **KPA OS 2 (d)**

#### **Enhance the involvement of ward committees in public participation**

Refer to section 3.14 – Public Accountability in Chapter 3.

### **KPA OS 2 (e)**

#### **Enhance customer care**

Customer care is cross cutting between all the six directorates in the Municipality.

The municipality operates two 24-hour emergency control rooms, one for operational queries and the other dedicated to emergency fire and flooding. An email facility – [enquiries@overstrand.gov.za](mailto:enquiries@overstrand.gov.za) – is also available to customers.

An SMS system is in operation to keep the community informed of services rendered by the municipality. Citizens can verbally log an enquiry at the Customer Care Help desks in the 3 administrations and other respective departments. The Engineering management system (EMIS) is being used to report service delivery complaints by either members of the public or internally. EMIS generates a job card for complaints logged.

An Electronic Records and Document Management System (Collaborator) is managed by the Department: Council Support Services in the Directorate Management Services. Collaborator is a document management system through which correspondence is logged and distributed. Queries from the public or external parties of Overstrand Municipality, either in written form or telephonically, are captured on the Collaborator System. Written communication is captured on the Correspondence solution on Collaborator and distributed to the relevant officials to provide feedback on the completion/solution of the customer's query. The official then writes a reply to the original author. This outgoing correspondence is also captured on Collaborator.

~~Telephonic queries, when the responsible official is not available, are captured on the system as a Client Call back Request. These requests are then distributed to the responsible official. The official contacts the requestor and also provides the relevant feedback on the solution/completion of the customer query.~~

Improving the Municipality's customer care is a key priority of the newly elected Council under the 3 C's of the Mayor, one being Communication. The development and implementation of a Citizen application (online portal to register service requests and complaints, access Municipal Accounts and information sharing by Municipality) is in process. Public can access the App with their smartphone or computer. For service request/complaint the client will receive a reference number.

Improving the Municipality's customer care is a key priority of the newly elected Council under the 3 C's of the Mayor, one being Communication.

The Customer Relations functions, which was spread across all directorates in the Municipality, was moved to the Division Business Architecture and Customer Relations Management during the implementation of the revised organisational structure on 1 July 2025.

The interfaces through which Customers can contact the Municipality are strategically managed to ensure that all Customers have a choice of communication channel:

1. The **Overstrand Municipality Collaborator Citizen app** is being positioned as the preferred way of communicating with the public through service requests and news and alerts and the benefit of this strategy is improved communication and to create savings for the client and the Municipality.
2. The Municipality has a centralised **24-hour Client Contact Centre** which clients can phone for any general enquiries and operational matters.

The Contact Centre also oversees all service requests logged on the Citizen App in an effort

to manage the client interaction with the Overstrand Municipality.

With the implementation of the revised organisational structure, implemented on 1 July 2024, the Contact Centre was moved from the Operational Area to the Division Business Architecture and Customer Relations Management. This move is proving to be invaluable.

The business architecture team plays a huge role in determining the business process- and business system strategies and in this now receives direct feedback from the Client Contact Centre as to the needs of Customers as to determine how we can improve our services.

The strategy of the Division Business Architecture and Customer Relations Management is to improve customer services by creating interfaces for the client to be able to help themselves (self-service) rather than clients being dependant on having to contact the Municipality via phone or e-mail. The strategy is aimed at digitising services where possible and in this, to push information to the client rather than to wait for the client to ask.

3. The municipality operates a **24-hour Emergency Control Room** dedicated to emergency fire and flooding and which is part of the Division Fire, Rescue & Disaster Management.
4. An **SMS system** is used to keep the account holders of the Overstrand informed of emergency situations regarding operational services rendered by the municipality.
5. An **email** facility – [enquiries@overstrand.gov.za](mailto:enquiries@overstrand.gov.za) is available to all clients and visitors. The e-mail is automatically routed through the Correspondence solution on Collaborator so that the provide feedback on the completion/solution of the customer's query.

The Municipality has various business systems used to manage the Customer care processes:

1. The Engineering management system (EMIS) is used to create works orders for service delivery for operation (infrastructure and community services). The works orders are executed operationally and once completed feedback is provided to the client either via direct contact or via the Citizen App.
2. The Unity System is used to manage and record all services provided by the Division Fire, Rescue & Disaster Management.
3. The Electronic Records and Documents Management System, Collaborator is a document management system through which all written communication (post or e-mail) is recorded and distributed.

### KPA 3 – OPTIMISING FINANCIAL RESOURCES

#### KPA 0S 3 (a)

##### Effective financial management

Sound financial management practices are essential to the long- term sustainability of municipalities. They underpin the process of democratic accountability. Weak or opaque financial management results in the misdirection of resources and increases the risk of corruption.

The key objective of the Municipal Finance Management Act (2003) (MFMA) is to modernise municipal financial management in South Africa so as to lay a sound financial base for the sustainable delivery of services.

Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

**The management of key financial and governance areas is achieved by focusing on:**

- reducing the levels of outstanding debt owed to the Municipality, to assist with service delivery spending and maintaining a healthy cash flow;
- maintaining an unqualified audit for the Municipality by resolving audit findings and improving financial governance; and
- maintaining a good credit rating to ensure favourable lending rates and terms.

### **Spending budgets to maximise delivery**

The Municipality's annual budget comprises an operating budget and a capital budget.

The operating budget funds employee salaries, operating costs, purchases and assistance for the poor, such as free basic water and sanitation.

The capital budget is set aside for spending on infrastructure and services, such as roads, water and electricity as well as the many other utilities and services that Overstrand needs in order to function, grow and offer opportunities to its residents.

The entire budget amount per annum is based on the income that the Municipality expects to derive from rates, service charges, grants and subsidies.

During the 2023/24 financial year, the Municipality managed to spend 89.91% of its capital budget, 93.69% of its operating budget—and 100.96% of revenue was collected as a percentage of the total amount billed.

### **Financial Management Reforms**

The Local Government: Municipal Regulations on a Standard Chart of Accounts (mSCOA), Notice 312 of 2014, Government Gazette No. 37577, have been gazetted by the Minister of Finance on 22 April 2014.

mSCOA contributes to enforcing proper planning and budgeting; supervisory and management checks and balances.

The project segment serves as one of the links running through from the annual deliverables (IDP)

to the Budget, SDBIP, in-year reporting, annual report and Annual Financial Statements. A separate paragraph will specifically focus on the impact of mSCOA on Local Government.

In order to achieve our objectives of effective financial management, the Municipality has already implemented the following financial management reforms to ensure that resources are used efficiently:

- Efficient costing of services and projects by identifying and managing the cost drivers.
- Active use of forecasts and projections to manage cash flow efficiently.
- Active monitoring of income and expenditure against pre-determined budget targets/projections.
- Set financial benchmarks and monitor performance against them.
- Development and implementation of a long-term financial plan to ensure the financial viability of the municipality is maintained.

### **Impact of mSCOA on Local Government**

#### **Overall Objective**

The primary objective of mSCOA is to achieve an acceptable level of uniformity and quality from the collection of Local Government (Municipality and Municipal Entities) data. This requires a classification framework specific to Local Government.

#### **Specific Objective(s)**

1. To achieve this main objective required a classification framework specific to Local Government incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcomes and legislative reporting requirements to the maximum extent possible.
2. The updated communication from NT to Local Government in MFMA Budget Circular No. 129

(6 Dec 2024) for the 2025/26 MTREF guides as follows:

### "5.1. Release of Version 6.9 of the Chart

1. *On an annual basis, the mSCOA chart is reviewed to address implementation challenges and*
2. *Correct chart related errors. Towards this end, Version 6.9 is released with this circular. Version 6.9 of the chart will be effective from 2025/26 and must be used to compile the 2025/26 MTREF."*

## KPA 4 – SAFE AND HEALTHY ENVIRONMENT

### INTRODUCTION

The Constitution of the Republic of South Africa (1996), Section 152 (e), mandates local government to promote a safe and healthy environment. The mayors 3 C's focus amongst other on '**Crime Prevention & Law Enforcement**'. The establishment of a Corporate Support, Public Safety Training & Development Programs and Special Projects Unit supports delivery on this priority.

This unit provides executive and corporate support, management and coordination of public safety training, projects, and programs within the Directorate. The coordination of Public Safety training between the Directorate **Municipal Public Safety Protection Services**, district, and provincial key stakeholders. To foster new and deepen existing intergovernmental relations with National, Provincial and District departments, as well as exploring and coordination of training and development programs that cater for the youth in Overstrand.

### Legal Framework

The Constitution of the RSA, 1996. The SAPS Act 68 of 1995. The Road Traffic Act 29, 1989, and Nation Road Traffic Act, 1996. The Criminal Procedure Act 51, 1997. GN R209 as amended in terms of the Magistrate Courts Act 32, 1944 and Intergovernmental Relation Framework Act 13, 2005.

Section 12 of the Local Government: Municipal Systems Act 32, 2000.

Public safety projects & programs are set to support and respond to one of the Mayor's 3 C's which is **Crime Prevention and Law Enforcement**. Short- and medium-term initiatives planned to be responsive to the afore-mentioned are:

- Expansion of K9 Unit 2022/23 – 2023/24
- ~~Social Safety Ambassadors – Unemployment Local Government Grant 2022/23~~
- Safer Festive Season Project 2022/23 - 2025/26
- Chrysalis Youth Program 2023/24 – 2024/25
- Public Safety Auxiliary & Internship Service 2024/25
- Establishment of the Institute of Municipal Public Safety of Southern Africa – Western Cape (IMPSA-WC), which is now functional across the province. Overstrand Municipality hosted the 1<sup>st</sup> Annual General Conference on 29 – 31 January 2025.
- Mediation Interventions for First Responders and Front liners – in progress.
- Intergovernmental projects and training between Overstrand Municipality, the Department of Police Oversight and Community Safety (POCS), and Overberg District Municipality (ODM) to equip and empower (Status-ongoing).

### Progress on the planned initiatives listed above are:

#### Establishment of Western Cape – Institute for Municipal Public Safety of Southern Africa (IMPSA).

The project intent was to professionalize Municipal Policing, Bylaw Enforcement, and Security Services within the local sphere of government as a profession. The IMPS-WC was launched in October 2023 as the first of its kind nationally. The **Institute of Municipal Public Safety of Southern Africa – Western Cape (IMPSA-WC)**, is now functional across the province. Overstrand Municipality hosted the 1<sup>st</sup> Annual General Conference on 29 – 31 January 2025.

~~Social Safety Ambassadors Project 2022/23 – A Local Government Unemployment Grant of~~

~~R650 000 was allocated to Overstrand Municipality. Overstrand Youth benefitted as EPWP participants in the 4 months Contract (Status Completed – no funding from POCS).~~

**Safer Festive Season Project (s)**

The program is an Intergovernmental and collaborative approach between the Provincial Department of **Police Oversight Community Safety** (POCS) and Overstrand Municipality – **Municipal Public Safety** in efforts to promote and enhance sustainable public safety during festive seasons in the Overstrand area. The focus is on the reduction of crime and the creation of job opportunities for young people. This an annual project, for three months from 01 November – to 31 January, **this runs in conjunction with the Council's Festive Season project under the Directorate: Municipal Public Safety which seeks to create youth job opportunities while promoting and strengthening safety in the beaches, nature reserves, amenities and CBD'S across Overstrand area.** (Status – Ongoing).

**Chrysalis Youth Program**

There is an existing MoU between DOCS and Overstrand Municipality – Municipal Public Safety. Youth acquire public safety skills varying from but not limited to Peace Officer, Occupation Safety Training, Firefighting, Nature Conservation, Security, Youth development, and Office Administration. For the financial year 2023/24 – 2024/25, 60 Chrysalis Interns were absorbed and placed at Overstrand Municipality's various departments for 12 months to acquire practical experience. 60 interns have been placed at Overstrand since the beginning of the financial year 2023/24 – 2024/25. (Status- Ongoing)

**Public Safety Auxiliary and internship programme –**

The programme is in its inception/initiation phase for implementation in **2025/26** ~~2023/24~~. The objective is to explore and foster a meaningful approach to attract Overstrand youth into participating in public safety **initiatives and programs** (Status- Ongoing).

The programme seeks to reduce crime by creating opportunities that could benefit the youth of Overstrand.

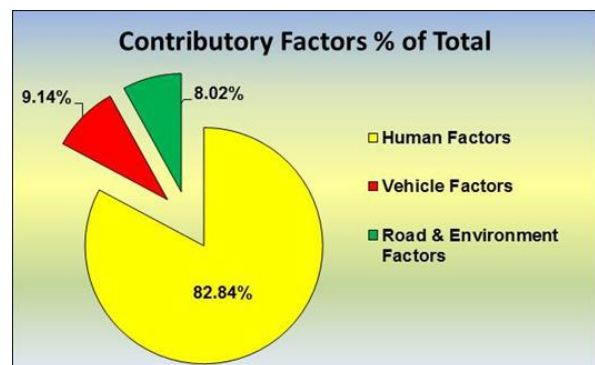
**KPA OS 4 (a)**

**Enhancement of road safety (Traffic Services)**

The two primary functions performed by the Traffic Services are traffic law enforcement and education. Attention is also given to minor engineering aspects in consultation with the Infrastructure **Services and Planning** Directorate.

We aim to reduce road deaths and clamp down on traffic violations by creating omnipresence on municipal roads. With the dramatic increase in road users and a growing disregard for traffic rules, the situation on our roads has gotten out of hand. Motorists tend only to obey traffic laws when a Traffic Officer is in the vicinity. We intend to change motorists' mindset by redeployment in high-risk areas through more visible traffic enforcement.

Road Traffic Management Corporation (RTMC) statistics showed that 95% of road traffic crashes occur as a direct result of one or more traffic offences. The main contributory factors to fatal road crashes, as submitted over a number of years by the SAPS to the RTMC on fatal accident report forms and categorised as human, vehicle and road environment are illustrated in the following graph:



According to the statistics, Human Factors are the most significant fatal crashes contributory parameter to fatal road crashes at 82.84%; Vehicle and Road environment factors contributes to

17.16% with 9.14% and 8.02% respectively. When broken down further, the statistics show that the most significant factors that contribute to fatalities in South African Roads are Speed and Pedestrian Jaywalking which contribute to a total of 56.44% of all road related fatalities.

It is pivotal for the public to know that to keep Overstrand roads safe, Traffic Officials are out there watching their every move with a zero-tolerance approach.

The Traffic Department (Hermanus Office) is open every second Saturday to improve service delivery.

### **Traffic Services initiatives planned for the medium to long term:**

#### **Road Safety and visible policing**

- Traffic Services needs additional Traffic Officers positions thus, to ensure efficient and effective service delivery in the greater Overstrand area. Currently, the department consist of 18 Traffic Officers inclusive of senior traffic officers to cover the jurisdiction from Rooiels to the De Damme Gansbaai over a two-shift system in each area, this equates to only two officers to cover a jurisdiction per shift. Funding is required to make vacancies available.
- This could be achieved by enhancing visible patrolling and maintaining strong visibility in identified crime hotspots and potential trouble spots.

#### **Strengthening Overstrand Traffic Services**

##### **Backup Generator**

- Traffic Services in Hermanus ~~is in the procurement process~~ procured of a 160-backup generator. This ~~is to~~ currently ensure that traffic administration remains open/functional during power outages/ load shedding that ensures uninterrupted service delivery to our Overstrand community.

##### **K-53 -Establishment of Gansbaai Driver's License Testing Centre (DLTC)**

- Gansbaai DLTC office officially opened doors on the 14 Jan 2025 in order to serve our broader community of Overstrand and surroundings.

Phase 1 started on 14 January 2025, with the focus on driver's license renewals only. During this phase, the Gansbaai Driver's License Testing Centre will operate from 09:00 to 15:00, two days a week (Tuesdays and Thursdays), with a half-hour lunch break.

Future phases will include learner licenses in Phase 2 and physical tests and driving assessments in Phase The community will be kept informed as the rollout progresses.

- Permanent staff capacity required to get the center operational: 1 Supervisor, 1 Examiner of learners, 1 DLTC cashier, and 1 Life Enrolment Operator (LEU). The budget request was submitted to the Top Management for approval and the posts were evaluated on Task and approved on the 26 February 2025. In order to create the permanent structure as prescribed by the Provincial Administrative Authority.

#### **Overstrand rolls out computerised learner's test**

The Overstrand Municipality, in partnership with the Road Traffic Management Corporation (RTMC), introduced a new computerised learner's license testing system at the driving license testing centres in Gansbaai and Hermanus.

The system uses software with a random selection of questions, so learners can't predict what questions they will be asked. There are no books, maps, or sketchbooks involved. Once the test is completed on a tablet, learners will receive their results right away. This not only cuts back on waiting time, but it also prevents any kind of possible corruption between the learner and the examiner.

##### **K53- Establishment of Kleinmond Driver's License Testing Centre (DLTC).**

The need to establish a DLTC in the Kleinmond - Hangklip jurisdiction highlighted on several occasions as a service delivery need in the area. A formal application process will unfold once the funding and suitable ground gets allocated.

### KPA OS 4 (b)

#### Law Enforcement

Overstrand Bylaws and enforcement is the vehicle utilized to achieve the Strategic Objectives relating to the creation and maintenance of a safe and healthy environment. This is achieved through enforcement of a variety of bylaws such as liquor trading hour bylaw, fire safety bylaw, outdoor advertising and signage, parking management bylaw, street, and public places nuisance bylaw.

The Law Enforcement function of the Overstrand Municipality is now more important than ever. The actions of Municipalities are governed by a very long list of national legislation and policies which in some cases require substantial knowledge of law and especially the procedures and actions to enforce them. The focus of the Overstrand Municipality is on proper and accredited training, in particular with regard to the power and functions of Law Enforcement Officials. Training is becoming very impractical in view of the long list of court cases in which law enforcement agencies are challenged in court for unlawful arrests and for failure to comply with the Promotion of Administrative Duties Act, Act 3 of 2000.

#### Why is By-law enforcement so important?

Overstrand Law Enforcement role is bylaw related, emphasis is on compliance to municipal bylaws as mandated by the Constitution, while SAPS focus is on the criminal procedure act. It's a matter of bylaw offences vs criminal offences.

If Overstrand Municipality wants to attract more tourists and investors, we should get our house in order and enforce effective policing of our By-laws to correct and improve tourism and investors' confidence in Overstrand. Section 152 of the Constitution of South Africa provide us with the objectives of local government and Section 152(1)(d) states that one of the objects of local government is to provide a safe and healthy environment. Therefore, safety and security remain one of the main objectives of our IDP.

The Overstrand Municipal Safety Plan focuses on integrated increased visible patrols to prevent crime in all communities in an effort to deter Bylaw related offenses that have an impact on the quality of life of residents. **Under section 156 (1) (b) of the Constitution, read with Government Notice 1114 in Government Gazette 41982 of 19 October 2018, another of the competencies of the municipality is to appoint law enforcement officers to provide law enforcement services in its area of jurisdiction.** Government Notice 1114 gives power to Law Enforcement (i.e., peace officers) to deal with public safety crime and road traffic policing in the Jurisdiction. During the 2018/19 -2019/20 financial years the Western Cape Provincial Government allocated funding to establish a K9-unit in the Overstrand. The K9 unit is operational as the existing Law Enforcement officials have laid down the foundation on operationalizing the unit while the recruitment of K9 officials is finalized. The purpose of the K9 unit is to expand the capability of Law Enforcement in dealing effectively with public safety crimes such as poaching, drugs and narcotics and monitor and report on these crimes. Adopting a zero-tolerance approach towards traffic, by-law and other offences and promoting ethical conduct amongst all members are other key elements of the plan which contributes to the creation of a peaceful, stable and prosperous community. The Safety Plan was developed to incorporate Traffic, Law Enforcement and Fire Services and was submitted to the Department of Community Safety. This Safety Plan is reviewed by end June in a 3-year cycle in conjunction with all the relevant role players and is available from the Directorate ~~Municipal Public Safety Protection Services~~ (028 313 8914). A Municipal Community Safety Forum (CSF) is in place and meets annually. The Safety plan is distributed to all CSF members.

The Overstrand ~~Municipal Public Safety Directorate Protection Services~~ has now aligned itself with all relevant services in the Overstrand Municipal jurisdiction and is effectively fulfilling its legislative mandate within the broader law enforcement environment. In delivering on public safety services (i.e., municipal bylaw enforcement, traffic enforcement, fire and disaster management and security services), we will at all-time respect the

fundamental rights of our citizens as enhanced in the Constitution. Our action is further guided by our unique Professional Code of Conduct and the principles of Batho Pele in our continuous strive towards the rendering of community orientated public safety services.

The status of law enforcement is very challenging with key issues facing the functioning of this department viz. ~~requests to assist other departments with their duties, shortage of resources to provide an effective service, vehicles & budget constraints.~~ Strain on existing personnel reserves general levels of crime, homelessness, anti-social behavior and general community apathy.

It is our firm intention, this financial year, to expand our partnership through local communication and fulfilling our role as an effective, community orientated public safety agency. In order to accomplish this, we will work diligently towards carrying out the vision of Overstrand Municipality. We will ensure the delivery of equitable professional, effective and efficient public safety services and will strive towards continuous improvement of service excellence and delivery.

### Police Ombudsman findings

Overstrand former Executive Mayor, Ald. Dudley Coetzee lodged a complaint with the South African Police Ombudsman regarding the fact that SAPS are unable to perform their constitutional mandate of maintaining law and order in the Overstrand. In his report of 30 July 2019, the Ombudsman confirmed that this is as a result largely of the lack of staff at our police stations.

In the meantime, the mandate of Municipal Law Enforcement officers has been expanded so that they may now prevent, but not combat crime. ~~To this end the Municipality will be increasing the staff compliment and facilities of the Municipal Law Enforcement division, which will include establishing a K9 unit with offices in Gansbaai, Hermanus and Kleinmond. The increased funding from property rates will be utilized to finance these increased services. Municipal Law Enforcement has been capacitated in terms of staff; the K9 Unit is~~

~~operational. (All vacant posts were filled, the K9 Unit consist of 1 x Sr Inspector, 2x Inspectors and 6x Dog handlers).~~

The increased funding from property rates will be utilized to finance these increased services. Law Enforcement has been capacitated in terms of staff & the K9 Unit currently is functional with 1 Regional Inspector, 2 Principal Inspectors & 6 Senior Inspectors of which 1 post is vacant.

### Law Enforcement initiatives planned for the medium to long term:

- **K9 Unit and LEAP (Law Enforcement Advancement Plan) - Establishment of Reaction Unit Project** with the appropriation of R6,3 million allocated in 2022/23 for LEADP and R2 420 000 for the K9 Unit the fight against crime in the Overstrand received a significant boost with the announcement of the Law Enforcement Advancement Plan (LEAP) funding for the Overstrand to tackle crime. The LEAP Project is jointly funded by the Western Cape Government in line with the Overberg Safety Plan. While safety is the primary responsibility of the South African Police Service, the Municipality continues to contribute to filling the gaps left by inadequate police resources. The new officers were deployed in areas where assistance is most needed. They will enforce by-laws and assist enforcement agencies with crime prevention, illegal occupation of land, land invasion and illegal protest.
- The LEAP establishment yielded job opportunities of 17 officials appointed in a 3-year fixed term contract ~~which end November 2025.~~
- 2023/24 Grant funding was R3 345 000 for K9 and R4 065 000 for LEAP
- The K9 & Reaction Unit (LEAP) works interactively with the Task Team Unit, Rapid Response Unit and **Marine & Coastal Enforcement Unit.**
- **Land Invasion, and Management, and Prevention of the expansion of Informal Settlement & Anti-land invasion Unit**  
The Unit was established in the 2022/23 financial year. In its Initial phase, the project consisted of 15 temporary staff. Currently the project has 11

employees appointed on a 3-year contract. The plans to advance to Phase 2 – Permanent staff structure is underway. The unit is operational and effective given the foundation laid down by law enforcement structures and support within the directorate.

The unit ensures prevention of illegal structures on informal settlements **by monitoring high risk areas on a regular basis**, prevention of erection of unauthorized structures on municipal open spaces & demolishing of illegal structures. **The unit is, however, facing a few challenges e.g. lack of funding, supervision, equipment & vehicles. Relocations were not part of the original plan when the function was taken over by Law Enforcement and requests to assist with relocations have now become an ongoing request which influence the manpower, planning & vehicles.**

### **Additional Court**

The Municipality is committed to making the Additional Court a success. This commitment is reflected in both the operational and financial position of the Additional Court in the last financial year.

Placing the Additional Court in context: The main purpose of the Court is to deal with the prosecution of by-law offences, traffic law infringements, and the contravention of certain provincial- and national legislation the enforcement of which falls within the scope and function of local government. To that end, notices (often referred to as "fines") issued by Overstrand Municipality's Traffic- and Law Enforcement officers, as well as notices issued by Provincial Traffic within Overstrand Municipality's geographical jurisdiction are all prosecuted in the Additional Court. As the municipality's area of jurisdiction falls within the geographical jurisdiction of Hermanus, Caledon, and Bredasdorp Magistrates' Courts, specific court dates are allocated for the different areas.

Through prosecution of the types of offences referred to herein above, the Additional Court contributes to Overstrand Municipality's efforts to

encourage compliance with legal prescripts thereby creating a safer environment for residents and visitors alike. This is achieved through the imposition of criminal sanctions on offenders, which sanctions may include fines and/or imprisonment.

During the period from 1 January 2023 to 31 December 2023, a total of 12,525 cases were placed on the court roll (compared to 10,396 during the same time frame in 2022), and a total of R1,259,725.00 worth of fines was received by the Court during 2023 (compared to R593,200 in 2022).

Ultimately the purpose and objective are to ensure that the 2024/25 financial year compares even more favorably than the previous financial year.

### **KPA OS 4 (c)**

#### **Enhancement of Fire and Disaster Management and Security Services**

The reviewed **2024/2025** Disaster Management Plan (DMP) is addressed in Chapter 11 of this document.

It is accepted that all citizens are vulnerable to the impact of disasters. The vulnerability increases especially for the geographically isolated rural poor already engaged in a daily struggle to meet the most basic of human needs. Those who under normal circumstances already lack resources they need to get through a typical day are defenseless when confronted with the increasing impact of climate change and natural and other disasters. This in turn impacts heavily on our various services and infra-structures – equally vulnerable to the dynamic environment and increasing challenges. This is why our IDP is committed to service delivery to the poorest of the poor constituents.

Our empowerment through participation approach is vital for the development of our community.

Overstrand Fire services consist of a small management core of full-time personnel, we strive to expand and upgrade the services as required

by risks identification and community needs. Since December 2014, 30 EPWP personnel were permanently appointed as Cadet Firefighters at Hermanus, Gansbaai & Kleinmond Fire Stations.

The availability of an aerial fire-fighting unit during the summer also improved our capabilities. Ongoing training in first aid, firefighting and rescue methods are given to staff in order to improve their skill and safety awareness levels.

A Fire Management Plan is in place and was reviewed for the period **2021 - 2025**.

The following aspects of the services are maintained and improved within the budget allocations for these services.

- Emergency services delivery
- Fire-Prevention and life-safety programs
- Supervision, management and training of staff
- Community relations
- Inter government relations
- Administrative structures
- Safety and Health program.

A service delivery agreement for fire brigade services exists between the Municipality and the Overberg District Municipality.

During 2016, the focus of disaster management shifted even more, to ensure that all local municipalities are applying a more pro-active approach and states that all municipalities should provide for: "An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery". This shift will have financial implications on local municipalities.

No Disaster Management Advisory Forum (DMAF) is established because such a committee already exists which plays a similar role.

### Establishment of an Incidence Command Centre (ICC)

~~Planning is underway to establish an ICC in the Overstrand Municipal area. The construction of the~~

~~command center building is in process. As Hermanus Public Protection (HPP) will now be moving away from the Hermanus Fire station the section that was utilized by them will now be converted into the Incident Command Centre. Though we do not have an established ICC, such a Centre will be set up as and when the need requires. The ICC is part of the construction process and will be completed as the funding becomes available. Overstrand Fire Brigade is currently in the second phase of the upgrading of facilities. It is envisaged that the ICC will be completed in the third phase. The initial building that was supposed to be used for the ICC has now been refurbished for CCTV purposes and the section that was utilized by CCTV at the Hermanus Fire Station will be used for the ICC.~~

~~The location of the ICC has changed from the Overstrand Fire Brigade in Hermanus to the Old Tennis Courts, Hermanus which will be converted into a multi-purpose centre, linked to the Overstrand CCTV project. The project will be completed in phases as funding becomes available.~~

~~An initial R770 000 was made available at the beginning of the 2022/2023 financial year, with a further R72 127 (CAPEX) and R600 000 (OPEX) during the adjustments budget. Furthermore in 2023/2024 an additional R750 000,00 (CAPEX) was made available for the ICC.~~

Consultation is currently underway, and the project will be completed as the funds become available.

### Purpose of the ICC

The ICC is the physical location at which the coordination of information and resources takes place to support incident management activities. Incident Command System (ICS) is a standardized management tool for meeting the demands of small or large emergency or non-emergency situations. ICS is designed to command, control and coordinate a response and provide a means to coordinate the efforts of individual agencies or resources as they work toward the common goal of stabilizing the incident and protecting life, property and the environment. The ICC also provides

communication and information for the support functions of the Incident Management Team to facilitate emergency response and recovery.

### **Role players of the ICC**

The role of those staffing is to facilitate a coordinated response to major emergencies in Overstrand Municipal area. The Incident Management Team assists the Incident Commander in providing resolutions to the incident. ICC's may be organized by major functional disciplines (e.g. fire, law enforcement, SAPS, and medical services etc.)

### **Where to be established?**

An ICC may be a temporary facility or may be located in a more central or permanently established facility. Presently Overstrand is experiencing multiple incidents, different or the same in nature, (riots and fires, multiple fires, multiple riots) simultaneously. These are best management from a central point / ICC. Overstrand Municipality is currently in the process of upgrading its facilities. The newly acquired buildings will house an ICC (Status/Ongoing).

### **Expected timelines to operationalize the ICC?**

Currently there is no permanent Incident Command Center. When incidents occur, we have a temporary Incident Command Centre and when incidents are declared safe, the operationalization of the temporary Incident Command ends. The ICC runs in conjunction with the operational period (Status/Ongoing).

*For more information on Overstrand Disaster Management, refer to Chapter 11 in this document.*

### **Safety and Security Services**

#### **WHY SAFETY AND SECURITY IS IMPORTANT IN THE MUNICIPAL WORKING ENVIRONMENT**

We are providing a safe and secure working environment for the Overstrand municipal employees and therefore, proper security systems like CCTV, Access control, Armed response and other security measures were put in place to monitor all incomings and outgoings of our assets.

**Safety & security** consists of three divisions, which is Access Control, Closed Circuit Television (CCTV) and Armed Response. Safety and security refer to the actual conditions of our municipal employees' work environment and to the prevention of theft, fire, and any other emergency incident and to create a safe working environment for all employees and visitors.

**Closed Circuit Television (CCTV)** is our self-contained surveillance system that records and display movements for monitoring activities at our CCTV control room. Our control officers inform our armed response, law enforcement, traffic, fire, or SAPS of any illegal activities who then react accordingly.

**Armed Response** responds to all municipal alarms triggered, CCTV complaints which include By-Law related offences and assists the fire department with all incidents to protect and safeguard our assets.

**Access Control** provides access to Overstrand Municipalities resources which is granted in a manner that carefully balances restrictions designed to prevent unauthorized access to provide unhindered customer service.

### **KPA OS 4 (d)**

#### **Environmental Management**

##### **State of the environment**

*"We apply adaptive and creative thinking to an everchanging and unpredictable environment in an attempt to manage the future outcomes of a system that is beyond our control."*

The natural beauty of the Overstrand Municipal Area and its abundant environmental wealth are the region's greatest assets (*Overstrand Strategic Environmental Management Framework, June 2014*). The Natural Resources, landscapes, ecosystems and green infrastructure forms the backbone of the municipal areas' existence.

The Environmental Section aims to ensure the promotion of green infrastructure protection through the restoration of key ecosystem services.

This will produce a more resilient natural environment given protection to our built environment and vulnerable communities against the onslaught of Climate Change.

### Surface water resources

The Overstrand Municipality has a large network of important wetlands and river corridors many of which have been identified by the South African National Biodiversity Institute (SANBI) as Freshwater Ecosystem Priority Areas (FEPAs) and/or as Flagship Free-Flowing Rivers (Overstrand *Strategic Environmental Management Framework, June 2014*).

Healthy rivers and wetlands are necessary to address one of the most crucial issues in our country today – that of water security. But the National Biodiversity Assessment (NBA) released on 3 October 2019 shows that our rivers and wetlands are among the most threatened ecosystems in South Africa and are currently in poor ecological condition.

Water security is essential for human wellbeing and socio-economic development. The ecological infrastructure of rivers, wetlands and their catchment areas supply vital water to people.

Freshwater ecosystems, and the species within them, can improve the quantity and quality of water available for people to use. For example, a healthy catchment area with natural vegetation allows water to enter rivers to fill our dams and to replenish underground aquifers. Plants and micro-organisms within the freshwater ecosystems help to clean and filter pollution from the water. If these ecosystems are healthy then they can provide the quality and quantity of water that people need. They are also able to buffer us through drought periods and long-term climate variation. South Africa is among some of the most water scarce countries per capita in the world, and drought are a natural feature of our countries climate and expected to increase because of climate change.

The NBA shows that Strategic Water Source Areas (SWSAs) need additional management and

protection. SWSA are areas that supply a disproportionate quantity of water in relation to their size. The SWSAs for surface water cover only 10% of South Africa's extent but account for 50% of the mean annual runoff. These nationally important areas provide freshwater for downstream communities, including the urban areas that support half of South Africa's population and nearly two-thirds of its economy. It is crucial that SWSAs remain in a good ecological condition so that they can function properly.

It is important to understand that freshwater flowing into the sea is not wasted. Freshwater that flows into the sea delivers nutrients and sediments to estuaries and the ocean, and sand to beaches and dunes. Freshwater flow and associated sediment maintain key tourism assets such as sandy beaches and reducing long-term erosion of beaches and dunes. Beaches and dunes are crucial for protecting the coast from natural hazards like sea storms.

The NBA shows that freshwater ecosystems are being compromised by over-extraction of water, pollution from wastewater treatment works, agriculture and stormwater (nutrients, plastics and toxins), invasive alien species, habitat loss and degradation, and climate change.

Many of these pressures can be mitigated through catchment-level water resource management. Protection and rehabilitation, particularly the management of invasive plants, should be prioritised in the SWSAs.

The Overstrand community can be part of this process by ensuring that they do not waste water and do not pollute freshwater systems, Read further in the document on the Catchment2Coast Programme.

### Indigenous Vegetation Types of the Overstrand Municipal Area

The Overstrand Municipal Area is characterised by habitats containing remarkable plant diversity. The Overstrand Municipality jurisdiction area contains eighteen vegetation types, six of which are

classified as critically endangered in Government Gazette No. 1002, promulgated in terms of the National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004) (NEM:BA) of 9 December 2011 (*Strategic Environmental Management Framework, June 2014*).

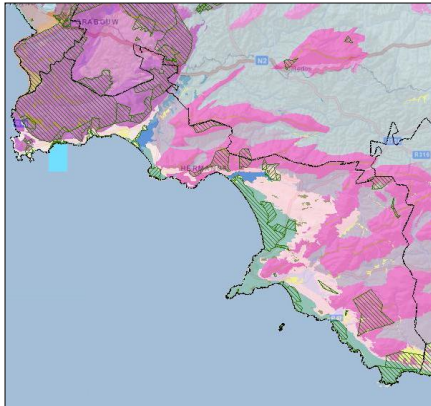


Figure 18: Distribution of Ecosystems in the Overstrand

**Main vegetation types (>10% of municipal area)**

- Agulhas Limestone Fynbos 12.11%
- Elim Ferricrete Fynbos 14.88%
- Kogelberg Sandstone Fynbos 17.76%
- Overberg Dune Strandveld 11.24%
- Overberg Sandstone Fynbos 32.36%

**Other vegetation types (<10% of municipal area)**

- Agulhas Sand Fynbos 1.59%
- Cape Coastal Lagoons 1.32%
- Cape Estuarine Salt Marshes 0.06%
- Cape Lowland Freshwater Wetlands 1.9%
- Cape Seashore Vegetation 0.16%
- Cape Winelands Shale Fynbos 0.09%
- Elgin Shale Fynbos 0.57%
- Hangklip Sand Fynbos 3.27%
- Ruens Silcrete Renosterveld 0.44%
- Southern Afrotropical Forest 0.06%
- Southern Coastal Forest 0.51%
- Western Coastal Shale Band Vegetation 1.37%
- Western Ruens Shale Renosterveld 0.03%

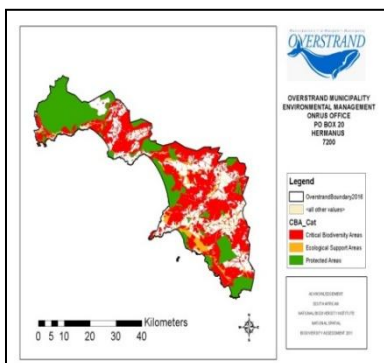


Figure 19: Overstrand Critical Biodiversity and Ecological Support Areas

Fynbos, which is largely confined to nutrient-poor soils, is the dominant vegetation group in the

Overstrand Municipal Area, accounting for ± 99.7% of the natural vegetation.

According to the SANBI's Overberg Transformation Map, ± 111 500ha (65.65%) of the Overstrand Municipality is classified as "natural habitat", whilst the remainder comprises degraded areas (3.44%); high density alien plant infested areas (6.93%); plantations (1.78%); intensively farmed areas (15.98% - excluding extensive grazing in natural vegetation); dams (0.14%); roads (3.60%); and urban areas (2.47%).

**The Environmental Management Services Department consists of three sections.**

1. The Biodiversity Conservation Section and
2. the Environmental Management Section.
3. Horticultural Section.

**Each Section manages its respective activities.**

**Overstrand's Biodiversity Conservation Section**

**Nature Reserves and Open Space Zone 1 (OSZ 1)**

The Municipal Area also includes the Bettys Bay Marine Protected Area, the Walker Bay Whale Sanctuary, and the Kogelberg Biosphere Reserve, which is one of South Africa's six existing Biosphere Reserves. Kogelberg is regarded as the heart of the Cape Floral Kingdom as it provides habitat for approximately 1 880 plant species, of which an estimated 77 species are endemic to the area, and numerous animals including leopards, baboons, antelope, many birds, freshwater fish, reptiles, amphibians, crustaceans and a huge diversity of insects and arachnids occur there. The Kogelberg Nature Reserve forms the largest part of the core area of the biosphere reserve. The remainder of the Core Zone is comprised of the Kleinmond Coastal and Mountain Nature Reserve, the Rooiels Nature Reserve and the Harold Porter National Botanical Garden. The agricultural smallholdings in the Hangklip – Kleinmond region, sections of the coast and the marine area comprise the buffer zone. Plantations, farms, local towns and industrial developments make up the transition zones.

Overstrand Municipality is the appointed management authority for three proclaimed Local Government Nature Reserves.

Fernkloof Nature Reserve (Hermanus) is the flagship Nature Reserve for the Overstrand Municipality, closely followed by the Kleinmond Coastal and Mountain Nature Reserve and the Rooiels Nature Reserve that protects the fynbos ecosystem on the Rooiels Peninsula. ~~An application to have the Rooiels Nature Reserve expanded has been submitted to Cape Nature by the Rooiels Conservancy in February of 2022.~~

Fernkloof Nature Reserve's Protected Area Management Plan (PAMP 2023-2028) has been advertised through the Provincial process and comments finalised. The Municipality is finalising the signatures after which the document will be sent back to CapeNature and Province for final approval and signature by the Minister. Fernkloof Nature Reserve has an approved bylaw for the appointment of a Fernkloof Advisory Board. The bylaw will now be revised as one of the first actions with the reinstatement of the new FAB.

~~The Fernkloof Nature Reserve has an approved bylaw for the appointment of a Fernkloof Advisory Board. The Terms of Reference for the appointment of members to the Board has just been finalised and will be reinstated with the implementation of the newly approved Fernkloof Management Plan.~~

Kleinmond Nature Reserve is supported by the Kleinmond Nature Conservation Society as well as the Kleinmond Hacking Group. Although the Nature Reserve is managed daily and has a very antiquated management plan, the formal management plan must still be developed.

Besides the three proclaimed Nature Reserves, Overstrand Municipality manages Municipal Open Space Zone 1 properties (nature reserves), which are zoned for nature conservation purposes under the Overstrand Wide Zoning Scheme. These areas are protected for future generations as a network of Heritage Assets but are not formally declared as Nature Reserves or protected areas yet.

The Environmental Management Overlay Zone (EMOZ) document identifies the network of biodiversity corridors and areas of conservation importance that needs greater conservation status. The Open Space Network has been included in the Overstrand Environmental Overlay Zone as part of the SDF and the Zoning Scheme in order to assign proper management status to the properties, to protect them under the zoning scheme and to provide for the development of formal management plans with supporting budgets for properties within each Ward.

The Biodiversity Conservation Section manages the entire Open Space Zone 1 network (including coastal regions) as well as the proclaimed Nature Reserves. A general management programme is applied throughout the Municipality, consisting of infrastructure maintenance, fire management and alien invasive species management. The bylaw for the management of Public Places is applied where necessary.

### **Specialised Projects in Environmental Services:**

The key projects are:

#### **1) Onrus Catchment to Coast River Rehabilitation and Restoration Project:**

The Onrus River from Catchment to Estuary is a small system, about 17km in length, with a relatively small floodplain and it has been strongly influenced by anthropogenic developments in the catchment and have not been formally managed since the commissioning of the De Bos dam in 1975.

It is an important feeder of the Onrus Estuary, which in turn is an important estuary for recreational activities for the surrounding community and tourists visiting the town.

The original peat wetland covered an area of ± 33ha before it was destroyed by the floods of 24 January 2023. The peatland is estimated to be around 10 000 years old and has consequently been identified as the third deepest in South Africa with built-up layers of peat (organic material with a high carbon content) due to

the accumulation of sediments and organic matter over thousands of years, making it a unique ecosystem.

The 24 December 2018 fires that ravaged the Overstrand Municipality burned down into the Hemel-and-Aarde Valley on 11 January 2019 and burn its way into the Onrus River Palmiet Wetland. This fire however turned out to be a very unusual fire. After two weeks of intensive firefighting by the Overstrand Fire Department they realised that the fire was burning underground, it was a sub-surface fire. The biggest concern was that this sub-surface fire that was smouldering at the foot-end of the palmiet wetland could result in an ecological disaster if the site was not protected and mitigating factors implemented to stop the fire from spreading further into the pristine palmiet and peat wetland.

The fire of 2019 unfortunately impacted on the structural integrity of the wetland and cracks brought on by the drying out of the peat layers, and ash layers washed away large sections of the peat wetland in the coming winter rains and floods. The biggest flooding event is known as the Heritage Day flooding event.

On the morning of 25 September 2023, the Onrus River breached its banks, and it was later established that about 145 mm of rain was recorded in 24 hours for the Onrus Catchment. Hydrology calculations indicated that the flooding event was most likely a 1:200-year event, meaning that this type of flood generally only occurs once in every 200 years.

The significance of this information is that if the Onrus Catchment and its associated wetland systems were healthy, intact, and a fully functional ecological system, then the wetland would probably have been able to withstand most of the flood waters that came down the catchment. Unfortunately, the wetland below the De Bos dam was eroded and dried out from many years of over abstraction of its water resources, and the wetland collapsed as large volumes of rapid flowing water rushed down the river in a short period of time.

Peat Wetlands form when the soil is constantly under water for very long periods of time and therefore for the Onrus Wetland to keep functioning as a stable wetland, it needed constant water within the system. Wetlands are very resilient systems and can maintain its ecological structure and functioning through disturbances or change, whether drought or a flood. Peat wetlands are especially ecologically important because they absorb and store great amounts of water. Their sponge-like qualities mean they release water gradually and so reduce the risks downstream of both floods and drought.

The Onrus wetland endured many fires over time. In 2006 an underground fire burnt for almost a year and a large section of the peat wetland dried out significantly and the wetland lost its structural integrity. After the fires, years of floods continued to create dongas and erosion gullies in the wetland and it was quickly invaded with alien plants, which intensified the drying out of the peat soil.

Dried out peat soil becomes hydrophobic, which means that it repels water where it normally, under perfect conditions would store water. Dried out peat cracks easily and allows oxygen to fill these cracks and expose the organic material. This makes the soil very susceptible to fires. In 2019 the fire storm that rampaged the Overstrand area with the 100km/h wind gusts, set the peat soils of the wetland alight.

The already altered wetland burnt from 11 January 2019 till the end of July 2019, only leaving layers of ash and with the next winter rain the ash layers washed away, and large erosion gullies formed, driven by an active head cut that moved higher up into the intact wetland.

When the large flood of September 2023 occurred, the Onrus Peat wetland could not fulfil its function of flood attenuation and the unstable pockets of palmiet-covered peat could not withstand the force of the water and

it broke large sections and blocks of the peat away taking it downstream in the floodwaters.



Photo courtesy: Mr Martin Etzebeth

The speed and force of the water eroded the banks of the river as the water level rose rapidly. It took with it many large invasive trees, further causing destruction to the riverbanks and infrastructure along and within the path of the river downstream. The width of the river doubled in size and more in some areas, depositing sediment along the bends where the river slowed down. Large amounts of sediment were deposited in the upper bend of the Onrus estuary.

The Overstrand Municipality suffered huge losses to its infrastructure within the Hemel-and-Aarde Valley. The main potable water pipeline from the De Bos Dam was damaged by the flood after large pieces of peat blocks, trees and rocks blocked up against a pipeline scouring structure that was positioned in the middle of the river. The town of Hermanus was without water for five days until a temporary solution could be constructed.



The Hemel-and-Aarde road connecting the town of Hermanus to Caledon (R320) was so severely damaged that the road had to be closed for safety reasons and a small bridge, Camphill bridge was damaged, cutting off a community of 90 people from the town for three days. The estuary was also affected by the flood as tons of debris washed out into the sea and on the banks of the estuary and in the mouth of the estuary.



Due to peat soils that consist of various degrees of decomposed plant material, almost like compost, and this is what gives peat soil its dark, to almost black colour. The phenomenon of “the black sea” or “black water” that people witnessed on the Saturday morning of 25 September 2023 at the Onrus beach was the fine, washed-out sediment of the peat-coloured soil of a 10 000-year-old Peat Wetland flowing into the ocean at Onrus Beach.



Photo courtesy: Mr Martin Etzebeth

The Onrus beach is one of Overstrand's Blue Flag beaches and a very popular holiday and tourist destination. With the debris laying in the estuary and along the rocks and the sandy beach, it meant that there would be no place for people to enjoy this recreational area for swimming during the upcoming holiday season. The Onrus/Vermont community and the Overstrand Municipality's

Environmental Management Department realised that we needed to put a plan together to clear the estuary and the beach of the 1 to 2m thick debris, in places, before the material started to rot. There were also large trees and tree trunks and roots stuck in the sand and this was a huge safety risk to beach goers.

A cleanup operation was coordinated by the following groups and organisations: Onrus Ratepayers and Homeowners' Association (ORRA), Onrus River Rescue Group (ORRG) and Onrus River Estuary Forum (OREF) and various other members of the Onrus Business Community and the Onrus Civil Society, who all worked together to make a success of this operation. The Overstrand Municipality supported the cleanup operation with staff and transport allocated from the Environmental Management Services, Waste Management, Operational, Fire Brigade and Traffic Department.

Members of the community gathered in full force. Everybody wanted to lend a hand in some form or another. There were many donations made, small and very large it all added up to help finish the project in just over a month.

The enormous cleaning operation started on the 7th of November and ended on the 7th of December 2023.

### **Next Steps**

#### **a). Onrus C2C Steering Committee**

The lack of intervention between the 2019 fire and 2023 flooding is as a result of various reasons including COVID-19, costs, miscommunication, and complicated legislation resulting in delays in implementation.

The rehabilitation and restoration of the peatland will require a long-term, multi-departmental and integrated approach which in turn will also require strong political will, administrative support, and funding across several phases.

Therefore, OM: EMC established a steering committee which consists of landowners and people with interests in and who have the required knowledge and expertise in the various aspects of

systems from the source to the sink (Catchment to Coast) to deliver inputs on the restoration and rehabilitation of the system. This committee will ease communication and initiate any procedures by placing all legislative aspects and accompanied challenges by all the required stakeholders on the table which will ensure a smooth process and likely prevent delays further into the process.

#### **b) United Nations Environmental Programme (UNEP): Generation Restoration Project**

Following the 2023 floods, OM: EMC applied for UNEP funding through ICLEI. The proposal ranked 20<sup>th</sup> out of 243 proposals resulting in the success of receiving the funding.

UNEP and Overstrand Municipality will work together to develop a strategy to restore ecosystem functioning of the entire Onrus catchment corridor, including through ecosystem restoration, to enhance the preparedness and capacity of the municipality to mitigate against future climate change impacts on biodiversity, economy, and society and provide a guideline to replicate this strategy in the Overberg district.

The expected outcome of the Overstrand Municipality's C2C Rehabilitation and Restoration Project is:

- Mitigating the effects of climate change.
- Improving the water quality within the various systems within the entire catchment.
- Improving and protecting the water quantity (water security) and ecological release from the De Bos dam.
- Preserving and protecting ecosystems and biodiversity (habitat).
- Reducing flood risk and mitigating or reducing high flow-related erosion.

Additionally, a workplan was established and entered into agreement by OM and UNEP with various deliverables and deliverable dates according to which OM will be working.

The project officially commenced in August 2024 and will come to an end in September 2025.

#### **c) Breede-Olifants Catchment Management Agency (BOCMA)**

BOCMA is the lead agent for water resources management within the Breede-Gouritz Water Management Area (BGWMA) (BOCMA website).

BOCMA plays a key role in protecting, using, developing, conserving, managing and controlling water resources in a cooperative manner. This requires that the BOCMA plays a central and coordinating role with regards to water use, linking national, provincial and local government as well as a host of sector partners and stakeholders (BOCMA website).

The delegated functions of the BOCMA support the broad functional areas of (taken from BOCMA website):

- Localised management activities related to local management, conservation, protection and monitoring activities.
- Registration and water use verification in support of improved water use authorisation processes and improved understanding of water resource availability.
- Institutional development with emphasis on water user association establishment processes.

The functions of CMAs as described in the National Water Act (Act 36 of 1998) are to:

- Investigate and advise on the protection, use, development, conservation, management and control of water resources in water management areas.
- Develop a catchment management strategy.
- Co-ordinate the related activities of water users and of the water management institutions within its water management area.
- Promote the co-ordination of its implementation with the implementation of any applicable development plan established in terms of the Water Services Act, 1997 (Act no. 108 of 1997).
- Promote community participation in the protection, use, development, conservation, management and control of the water resources in its water management area.

As a member of the steering committee and mandated authority on the Onrus Catchment,

BOCMA will be investing into the C2C project over a three-year period. This investment includes financial support for the removal of alien invasive species in the Onrus Catchment.

### **d) White Desert Foundation**

OM: EMC and the Onrus C2C project also captured the attention of the White Desert Company (PTY) Ltd/Foundation, a company interested in setting off their carbon footprint.

As a result, they would like to fund a Palmiet Nursery with the idea of replanting these palmiet plants in the Onrus Wetland once physical rehabilitation starts.

### **e) Biomass Demonstration Project**

OM: EMC added another component to the Onrus C2C project which is a Biomass Demonstration project.

The objectives of this project are to:

- Clear biomass;
- Utilise it as biochar.

## **2) Hawston – Paddavlei Rehabilitation and Restoration Project:**

The Paddavlei Rehabilitation and Management Plan has been completed and approved by Provincial Department of Environmental Affairs and Development Planning (DEA&DP) on 3 March 2021.

The Rehabilitation and Management Plan gives clear guidance on the proper restoration and management of the area, which can now be funded and implemented.

The following recommendations for rehabilitation were identified:

- Clearance of nuisance growth of bulrush
- Alien vegetation clearing
- Removal of dumped waste material from within and adjacent to the wetlands
- Improvement of stormwater management

- Improvement of sewage management within the immediate surrounds of Paddavlei
- Removal or upgrading of infrastructure within Paddavlei.

A team of 4 EPWP members were assigned to implement the Management Plan. They are affectionately known as the A-Team. They continue their activities on the project even though they are faced with daily challenges from the community itself who do not take ownership of this project and who continue to dump in the area.

The proposed activities for the 2025/2026 financial year is as follows:

- Continuation with the formalisation and maintenance of existing footpaths.
- Rehabilitation of degraded areas and fortification of unstable banks of Paddavlei.
- Follow up alien and invasive plant clearing.
- Upgrading and maintenance of stormwater infrastructure influencing Paddavlei water level.
- Water quality testing and monitoring.
- Installation of interpretative signage.
- Continuation with efforts to combat illegal dumping of solid waste and water polluting activities.
- Continuation with illegal cutting of protected White Milkwood trees.

### 3) Sandbaai Coastal Management Plan

A project proposal has been submitted for the rehabilitation of the Sandbaai beach and parking area.

Guillaume Nel Environmental Consultants (GNEC) was appointed by Overstrand Municipality; Community Services to facilitate the Environmental Impact Assessment through a Basic Assessment application process in order to create an attractive user-friendly multi-aspect educational coastal amenity at Sandbaai Beach. The aim is to rehabilitate existing exposed sand areas and informal paths and the encouragement and education of the public to remain on formal beach access paths.

Proposed activities will include:

- The construction of a new ablution facility at the eastern and western parking areas.
- The existing ablution facility with a septic tank system will be removed.
- The installation of a raised boardwalk across the existing stormwater channels on site.
- The removal of the existing informal eastern parking area.
- The construction of a new parking area in the eastern part of the site.
- The new parking area will allow for disabled parking and a wheelchair friendly walkway.
- The establishment of a raised walkway in the back dune area to link the current coastal walkway from the eastern side of Sandbaai Beach to that on the western side. This walkway includes viewpoints at strategic points where educational interpretive signage of the many interesting ecosystem components will be installed. The boardwalk will be on elevated poles to preserve the existing vegetation.
- Maintenance of existing pathways and extension of pathways.
- Rehabilitation of exposed degraded sandy spots.
- New formal beach access paths. The access paths will also be a raised walkway to preserve the vegetation.

From an Environmental Management perspective this project is supported for the benefits it will bring to the natural environment. Through the re-establishment of ecological infrastructure, the coastal environment is protected from extreme storm surge events. Historical information on the Sandbaai beach confirms that the beach area is decreasing due to changing weather patterns exacerbated by the impacts of Climate Change along our coastline. Recent weather conditions confirm that the coastal areas of the Overstrand are at high risk of coastal destruction. Through the establishment of dune maintenance and management plans, a pro-active stance is taken to protect our beach and dune areas.

A public participation process was followed to involve all parties who potentially have an interest in the development or project or who may be affected by it. The principal objective of the public participation process in the Environmental Impact Assessment process, in particular the Basic Assessment, was to inform and enrich decision-making.

The process followed to date was the 1st Public Participation Process which commenced on the 7<sup>th</sup> of February 2024 until the 11<sup>th</sup> of March 2024, by which I&AP's could raise their concerns with the project by completing registration forms and forwarding comments by email, fax, post and telephonically. Comments received from I&APs will be captured on a stakeholder database, acknowledged by personal letters, and forwarded to the relevant environmental specialists for consideration.

Comments and issues of concern contributed by I&AP's will be listed, along with the I&AP's name and means of communication in the Comment and Response Report.

The project is currently being reviewed after comments from the public have raised some concerns. The plans are being reviewed to take all comments and concerns into consideration. A new public participation process will have to take place in 2025/2026.

**4) Overstrand Baboon Management Programme: Baboon Management**

The Overstrand Municipality manages 9 baboon troops within the Overstrand municipal area. The areas covered are Pringle Bay, Kleinmond, Betty's Bay, Voëlklip, Vogelgat, Hermanus Heights and Fernkloof.

The Overstrand Municipality (OM), the Western Cape Nature Conservation Board (CapeNature) and the Western Cape Provincial Department of Environmental Affairs and Development Planning (DEA&DP) concluded a Compactum in March 2019 in terms of the provisions of Chapter 4 of the Intergovernmental Relations Framework Act, 2015 (Act 13 of 2005).

The purpose of the Compactum was to create a mechanism to resolve the issue of the control and management of nuisance or damage-causing baboons that occur in the Overstrand Municipal Area.

In terms of the Compactum a Baboon Management Joint Task Team (BMJTT) was established to compile a Strategic Baboon

Management Plan (SBMP) for the Overstrand Municipal Area. The mandate and terms of reference of the BMJTT are described in the Compactum.

On 4 September 2019, the cabinet of the Western Cape Government approved that:

“Only to the extent that is necessary as a matter of law in order to carry out the Compactum and the SBMP, the Western Cape Government hereby confirms a qualified Constitutional functional assignment to the Overstrand Municipality for the administration of the functional areas of “Animal control” and “Nature conservation” contained in Part A of Schedule 4 of the Constitution, in terms of section 156(4) of the Constitution; only for the purpose of the control and management of these baboon by way of implementation of the SBMP budgets, and only for the duration of the implementation of the SBMP”.

The assignment from the Western Cape Provincial Government provides the Overstrand Municipality with a Constitutional mandate to implement the SBMP.

The purpose of this Strategic Baboon Management Plan is: “The sustainable management of local baboon populations, by keeping them out of urban areas.”

This plan has subsequently lapsed and currently the total budget allocated for the baboon management programme until the end of June 2025 is R10 million for the West and Eastern Region.

The budget has been divided as follows:

Budget 2025 /2026	
West	R5 240 575,50
East	R5 171 275,50
<b>Total</b>	<b>R10 411 851,00</b>

Table 60: Baboon Management Programme budget until end June 2025

Whether the assignment will be renewed or whether the function will be returned to the competent authority, which is Provincial and

National Government, in terms of the Constitution, is still to be decided.

The services of Human Wildlife Solutions (HWS) in the Eastern Section (Vogelgat to Onrus), were not renewed after December 2024, as the budget could not be concluded between HWS and OM. The Overstrand Municipality will continue with the service until June 2025. The Adaptive Baboon Management Programme and Early Warning System (EWS), as implemented in the West, will be replicated and implemented in the Eastern Section by OM. The Programme for the Eastern Section will be implemented from the 1<sup>st</sup> of April 2025.

The Eco-Rangers will continue to implement the Baboon Management Programme and Early Warning System (EWS) in the Western Section (Pringle bay to Kleinmond) up until June 2025. The Overstrand Wide **BMP Hotline number: 069 151 5962.**

~~The 4-year SBMP assignment will expire in December 2024 and at this stage the assignment will not be renewed and the function will return to the competent authority, which is Provincial and National Government, in terms of the Constitution.~~

~~Human Wildlife Solutions (HWS) will continue to implement their management services in the Eastern Section (Vogelgat to Onrus) up until December 2024. **HWS Hotline number: 072 208 0008**~~

**NOTE FROM ENVIRONMENTAL DEPARTMENT:**

Baboons are a lifestyle choice and living on the urban fringe is a lifestyle choice. You will have to take established preventative measures if you choose to live near natural areas, especially known baboon home ranges.

Please make sure that you educate yourself on the precautions to take when living within a Biosphere Reserve or adjacent to Protected Areas, Nature Reserves or natural open spaces. Please ensure that you know the Municipal bylaws of your local Municipality especially pertaining to Open Spaces and Municipal Waste Management.



**The following Activities are Standard Operational Activities within the Biodiversity Conservation Section:**

**1) Invasive Alien Plant Management Plan**

The Biodiversity Section is developing Alien Clearing Management Plans for the municipal reserves and open spaces and implementing current Annual Plans of Operation (APO's) as funds are available. The Municipality is responsible for all Alien Clearing activities on Municipal nature reserves and open space 1 areas.

The Section is also assisting the Operational Department under Area Management with the capturing of their Alien Clearing Plans for Open Space 2 area, on the GIS system so that it becomes an integrated system for the entire Municipality.

Formal Co-Management agreements are signed annually with the Hermanus Hack Group (HHG), the Hermanus Botanical Society (HBS) and the Sandbaai VOS Coastal Management Group. These groups are then awarded areas where they continuously remove any new growth in pristine areas. These areas are then clearly marked on our Alien Vegetation Management Plan (AVMP) as "Restricted" for clearing by OSM clearing teams.

The Biodiversity Conservation Section has a total area of 6 500 hectares that it needs to manage for fire breaks, alien invasive plants and block burns. It, however, requires an amount of approximately R11million per year in order to effectively maintain these areas in an optimum condition.

The Environmental Department's Biodiversity Section developed ~~still utilises the~~ 3 year "General Maintenance Tender" to **implement the alien clearing of invasive plants and other general**

maintenance activities on nature reserves and open spaces. The tender has proven to be a very effective way of maintaining the vast areas managed by the EMC division.

The allocated budget for the 2024/2025 financial year was R2 200 000.00. Of this allocated budget, from the start of the 2024/2025 financial year in July 2024 till February 2025, an amount of **R2 158 187.40** was spent on alien invasive vegetation management. The difference between the allocated amount and hectares worked was due to the size and location of the new blocks identified, which required more man days to remove invasive species, and to remove dead material... The costing was calculated on the **man days required** per hectare, to clear/remove invasive vegetation. The underfoot conditions and the density of the combined vegetation of indigenous and invasive species increases the workload infield because it makes the site impenetrable and slows down the work infield. Expenditure for Alien Invasive Plant Management:

Expenditure for Alien Invasive Plant Management:

Ha's cleared and budget spent 2024/2025

AREA	HECTARES	COST (R)
Fernkloof & Hermanus	307.27	R1 634 076.40
Kleinmond	150.34	R218 805.00
Gansbaai	38.12	R305 306.00
<b>TOTAL</b>	<b>495.73</b>	<b>R2 158 187.40</b>

Table 61: Expenditure on alien invasive plan management for 2024/25 financial year

The proposed budget for the 2025/2026 financial year is as follows:

AREA	COST (R)
Fernkloof & Hermanus	R900 000.00
Kleinmond	R600 000.00
Gansbaai	R500 000.00
<b>TOTAL</b>	<b>R2 000 000.00</b>

Table 62: Proposed budget for alien invasion plant management for 2025/26 financial year

## 2) Fire Management Plan

The Environmental Section of the Overstrand Municipality, along with the Fire department have a burning program in place for the entire Overstrand. This program aims specifically at biodiversity protection in our area as well as the added benefit of fire protection.

~~The fire season again posed unfavourable conditions for controlled burns and efforts were focused on planning and preparation for the 2023/2024 burn fire season, with a total of 617 hectares planned to be burned.~~

### 2025/2026 Control Burn (proposed sites)

Please find the following table as refence for the planned control burn costings:

AREA	HECTARES	COST (R)
Fernkloof & Hermanus	5 + 30	R104 500.00 + R627 000.00
Kleinmond	25	R530 000.00
Gansbaai		R0.00
<b>TOTAL</b>	<b>60</b>	<b>R1 261 500.00</b>

Table 63: Proposed sites and budget for control burns for the 2025/26 financial year

Parallel to this a comprehensive firebreak implementation program has already been rolled out Overstrand wide, comprising of a network of 256 kilometers of firebreaks (Defendable space) of which 163 kilometers is actively maintained by the Overstrand Municipality and the rest are mainly on private land. The estimated cost to maintain these firebreaks is R3 million per annum but the Environmental Section received R1 100 000 and we need to work as cost effectively between the various different departments as we can in order to achieve our goals.

Expenditure for firebreak management for 2024/25:

The following was the allocated funds spent on the maintenance of fire breaks, starting from July 2024 till January 2025.

AREA	SQUARE METRES	COST (R)
Fernkloof & Hermanus	102 513,4	205 026,80
Kleinmond	4 938,00	29 628,00
Gansbaai	21 319,00	42 638,00

<b>TOTAL</b>	<b>128 770,40</b>	<b>277 292,80</b>
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Table 64: Expenditure on fire breaks management as end January 2025

The proposed funds for the 2025/2026 financial year to maintain firebreaks:

AREA	HECTARES	COST (R)
Fernkloof & Hermanus	12.73	R256 648.36
Kleinmond	10.54	R294 609.71
Gansbaai	6.5	R133 961.80
<b>TOTAL</b>	<b>29.77</b>	<b>R557 502.78</b>

Table 65: Proposed budget to maintain fire breaks for the 2025/26 financial year

Other general maintenance activities include:

### 1) Path Maintenance

Funds allocated/spend during the 2024/2025 financial year:

This line item from the tender process falls under the Maintenance of Unspecified Assets. Along with the clearing/maintenance of footpath, this BKEY is also used for the maintenance of visitor's nodes/infrastructure (boardwalks), appointment of general workers from the tender line item.

AREA	SQUARE METRES	COST (R)
Fernkloof & Hermanus	91 266.06	R760 953.25
Kleinmond	57 840	R160 725.04
Gansbaai	7 365	R26 277.70
<b>TOTAL</b>	<b>156 471.06</b>	<b>R947 955.99</b>

Table 66: Budget for path maintenance for the 2024/25 financial year

The projected budget for the 2025/2026 financial year is as follows:

AREA	SQUARE METRES	COST (R)
Fernkloof & Hermanus	R625 479.89	R625 479.89
Kleinmond	R685 000.00	R685 000.00
Gansbaai	R231 000.00	R231 000.00
<b>TOTAL</b>	<b>R1 544 479.89</b>	<b>R1 544 479.89</b>

Table 67: Proposed budget for path maintenance for the 2025/26 financial year

2) Clear cutting of vegetation along paths:

AREA	SQUARE METRES	COST (R)
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AREA	SQUARE METRES	COST (R)
Fernkloof & Hermanus	80 801,83	189 884,30
Kleinmond	4 116.00	12 348,00
<b>TOTAL</b>	<b>84 917,83</b>	<b>202 232,30</b>

### Coastal Management

Coastal Management Programmes are comprehensive policy statements with respect to various facets of coastal management, including access to coastal public property and coastal resources and the control of coastal development, amongst others.

The National Environmental Management: Integrated Coastal Management Act provides for the integrated management of South Africa's coastline to ensure the sustainable development of the coast.

The National Coastal Management Programme identified 9 Priority Areas.

Overberg District Municipality Coastal Management Programme: Situational Analysis Component (Mott McDonald PDNA, 2015)

High Priorities	Medium Priorities
Provision of coastal access	Management of slipways, jetties, boat launching facilities and harbours.
Control and monitoring of access	Programme of predicted expenditure and investment in coastal management
Provision and maintenance of access infrastructure	Upgrade and maintenance of infrastructure for jetties, piers, harbours.
Clarity on roles and responsibilities between district and local municipalities	Beaches
Integrated coastal management	Alignment with other plans, policies and programmes
Funding	Disaster management
Management of alien invasive species	Protection of coastal and marine species
Estuarine management	Consideration and maintenance of ecological processes
Coastal access signage	Conservation of biodiversity
Pollution from sewer systems and other sources of pollution (litter)	Scientific input into decision-making
Stormwater management	Waste Disposal
Erosion	Climate Change

High Priorities	Medium Priorities
Mobile dune management	Infrastructure and services
Aquaculture (local economic development and sustainable job creation).	Illegal developments
	Development of tourist facilities
	Lifesaving
	Archaeological, cultural and heritage sites.

Figure 18: ODM coastal management programme priorities

Overstrand Municipality continues to implement the Constitutional mandates as assigned to Local Government by Schedules 4B and 5B to the Constitution, in the coastal environment. The mandates are exercised in the following manner on an annual basis:

- Implementation of Municipal Planning functions by including the coastal setback lines in the Environmental Overlay Zone (Coastal Planning Scheme) as part of the Overstrand Wide Zoning Scheme. The Zoning Scheme is an enforceable bylaw;
- Management of Coastal Access points and routes to designated swimming beaches, coastal open spaces, and coastal nature reserves. Coastal Access infrastructure is mapped, maintained, and improved within the constraints of the annual operational budget allocation.
- Coastal Parks and Recreation Areas are managed by the Operational Services Section in terms of cleansing, solid waste management and maintenance services;
- Local Economic Development and Sustainable Tourism is promoted by means of the Blue Flag Programme, which provides eco-labelled facilities for tourists within the coastal environment;
- Coastal Open Space is implemented by the Field Rangers, assigned to the Biodiversity Conservation Section in the Environmental Management Department, Infrastructure & Planning Directorate;
- Coastal Nature Reserves are managed by the Biodiversity Conservation Section. Coastal infrastructure, vegetation, pollution,

encroachment and fire regimes are managed within these protected areas;

- Maintenance of Municipal Fixed Assets and Liabilities. Where possible, management agreements have been drawn up between the Municipality and Hacking / Community organisations to assist with this programme.
- Co-operative Governance. Agreements are in place with the Cliff Path Management Group and other organizations for joint management of international tourist attractions such as the Hermanus Cliff Path. Overstrand Municipality attends Municipal Coastal Committee Meetings, Estuarine Forum Meetings and District or Provincial workshops where required. Overstrand Municipality works closely with the Department of Environmental Affairs and the Overberg District Municipality in the implementation of the Working for the Coast Programme.
- The Municipality supports community research and education programmes in partnership with the Whale Coast Conservation Foundation, the Dyer Island Conservation Trust and other institutions.
- Municipal Bylaws are enforced within coastal public places and estuaries.

### Overstrand Municipal Overlay Zones

Overlay zones provides a mechanism for land use management whereby Council may give effect to specific guidelines contained in a spatial development framework or policy plan. These guidelines could (within specified areas) promote development, require a limitation of land uses, define additional, stipulate more or less restrictive development rules, or identify specific development rules. It provides a mechanism for elevating specific policy guidelines, as approved by Council, to land use regulations. An overlay zone will apply in addition to the base zone of a property. Three overlay zones have been compiled for the Overstrand municipal region namely a Heritage Protection overlay zone, Stanford overlay zone and an Environmental Management overlay zone.

On 7 August 2020, the Overstrand Municipality Amendment by-law on Municipal Land-use

planning, 2020, was gazetted. The Municipal Overlay Zones forms part of these documents.

The EMOZ zones are currently implemented when reviewing development applications in terms of Town Planning, Property Administration and Building Plan submissions. The zones are also applicable to any Environmental Impact Assessments.

The following layers apply:

**A. ENVIRONMENTAL MANAGEMENT OVERLAY ZONE (EMOZ)**

- 1) Mountain Catchment EMOZ
- 2) Coastal Protection Zone EMOZ
- 3) Riverine EMOZ
- 4) Urban Conservation EMOZ
- 5) Buffer Conservation EMOZ

For the 2025/2026 financial year, the management of Coastal Sites:

- Replace old and rusted information signage, from Pearly Beach to Betty's Bay. Each official within their respective administrations submitted their proposed budgets for the 2025/2026 financial year along with the proposed activities that they wish to complete.

AREA	ACTIVITY	COST (R)
Hermanus	Replace old and rusted Coastal Signage	R20 000.00
Kleinmond		R0
Gansbaai	Replace old and rusted Coastal Signage	R30 000.00
<b>TOTAL</b>		<b>R50 000.00</b>

Table 68: Proposed budget for the management of coastal sites for the 2025/26 financial year

Amongst these activities will be:

- The repair and maintenance of Coastal footpaths, as well as infrastructure along these sites (boardwalks).
- The removal of invasive vegetation from Coastal Sites.

**In addition, the biodiversity section is involved with the following projects:**

- o Working on Fire – For the upkeep and maintenance of critical fire breaks and assistance during prescribed burns.
- o Coordinates work with the National Turtle

Rescue Network – Spearheaded by the Two Oceans Aquarium, where stranded marine turtles are collected, rehabilitated and rereleased in their natural habitat.

- o Part of the National Strandings Network – Where any stranding of marine life of significance is reported to the relevant authority, monitored or removed, depending on the needs of the animal.

**Estuary Management**

Subsequent to the gazetting of the National Estuarine Management Protocol (NEMP), DEA&DP formally requested the Overstrand Municipality to become the Responsible Management Authority (RMA) of the two estuaries, Buffers River and Onrus River. DEA&DP is unable to provide funding with the function and therefore the Municipality has declined. The Municipality does attend the Estuary Forums as an important role player when it comes to the management of our own infrastructure and the impact thereof on the health of our estuaries.

**Overstrand’s Environmental Management Section**

The function of the Environmental Management Section is to promote a sustainable balance between environmental, social and economic development in accordance with Parts B of Schedule 4 and 5 of the Constitution.

In essence, this function can be divided into four main tasks as follows:

- i. Progressive development and implementation of a corporate Environmental Management System to reduce the environmental footprint of the Municipality.
- ii. Evaluate all developments (development proposals, town planning applications, building plans and infrastructure projects) for environmental sustainability.
- iii. Liaise and engage with stakeholders concerning the state of the environment and to advise the Municipal Council and Municipal officials on Environmental matters.

- iv. Management of Air Quality and Climate Change impacts within the Municipal area.

### Environmental Management System (EMS)

An Environmental Management System (EMS) is that part of an organization's overall management structure and arrangements that addresses the immediate and long-term impact of its activities, products, services, facilities and processes on the environment. By implementing an EMS the Municipality seeks to install 'Good Practice' procedures in the operational aspects.

**The EMS encapsulates the following objectives in order to ensure effective and successful implementation:**

1. To build institutional capacity at all levels of the OSM in order to ensure that the EMS is effectively implemented;
2. To enable on-going and incremental improvement in the management, protection and quality of the OSM environment;
3. To develop and maintain mechanisms to gather, compile and provide access to appropriate environmental information in order to enable informed decision-making on issues affecting the environment;
4. To monitor and evaluate the EMS related programmes and objectives;
5. To promote corporate environmental responsibility.

In order to ensure successful implementation of the IEMP, linkages have to be established with the responsible department/stakeholders to integrate the key objectives of the IEMP into their strategies and programmes.

**The following set of principles forms the basis of all objectives and targets of the Overstrand Municipality's EMS.**

- Recognize the intrinsic value of biodiversity and natural ecosystems by protecting and restoring them
- Develop and enable cooperative networks towards a sustainable municipality and town

- Enable communities to minimize their ecological footprint
- Modelling urban processes on ecological characteristics and processes to create a sustainable municipality and town to empower local communities to support the drive towards a sustainable town.

The Environmental Management System (EMS) is being implemented by the Municipality to measure the impacts of Municipal Service delivery on the natural environment. **In cases where the environment is impacted, mitigating measures are introduced.**

Audits are **conducted** in accordance with guidelines from the Water Research Commission and the CSIR and to the ISO 14001:2015 Standard. A systematic approach is followed by going through all the processes of a facility. Planned audits for **2025/26** include the Waste Water Treatment Works, Waste drop-off facilities and sewer pumpstations.

**All findings are communicated to the relevant departments, which have the responsibility of implementing mitigation measures.**

~~A strong focus this year will be improving on the waste collection standards in areas overlapping with the baboon management programme.~~

### ENVIRONMENTAL EDUCATION:

#### Story Team

The Environmental Section is once again partnering with Story Team, to bring educational theatre to the learners of the Overstrand. ~~In February 2024 Story Team completed an Educational Theatre programme (Land of Grey) for the Environmental Management Section of the Overstrand Municipality, focussing on Wetland and Water Conservation.~~ **The team has already conducted performances during February 2025, at Kleinmond Primary Pringle House Eco School, Hermanus Primary, Generations School and Hermanus Waldorf School. They reached 943 learners with the theme of Baboon and Waste Management Awareness.**

Additional shows with different grades are planned for February 2026.

Our aim was to involve learners in the learning process. Encouraging them to become responsible adults and warriors for our environment. We want them to play with us, participate with our characters and empower themselves to make better decisions for the future.

### **Community Gardens to combat Climate change!**

A project which started as a Mandela Day celebration is developing into an initiative to combat climate change. The Environmental & Conservation Division donates vegetable plants to established community gardens such as Mtumkulu Village in Kleinmond, Food4Thought Project in Stanford and the Overstrand Association for Persons with Disabilities in Hawston. In these cases, vegetables are used by the establishments themselves for cooking purposes or community members may come and harvest what they need.

Recently the project was expanded to the Hermanus Community Day Centre (CDC), to establish a community garden. These vegetables will also be used for frailcare patients. The EMS envisions a long partnership with these facilities to keep the gardens going. Specifically, when the following is considered:

#### Mitigation:

**Carbon sequestration:** Trees and plants in community gardens absorb carbon and reduce greenhouse gas emissions.

**Water management:** Community gardens can reduce water runoff.

#### Adaptation:

**Urban heat islands:** Community gardens can reduce the urban heat island effect.

**Stormwater retention:** Community gardens can increase stormwater retention.

**Food security:** Community gardens can provide fresh produce and income through surplus crop sales.

#### Other benefits:

**Air quality:** Community gardens can improve air quality by increasing greenery.

**Biodiversity:** Community gardens can increase biodiversity by providing habitats for pollinators.

**Social cohesion:** Community gardens can build trust and facilitate participation.

**Natural disaster response:** Community gardens can improve responses to natural disasters.



Zolile Baleni from the Zwelihle community, taking care of the veggies.

### **Environmental Calendar days**



In a continued effort to raise public awareness on environmental matters, the EMS has established a departmental Environmental Education Task Team.

This team will plan, and co-ordinate prioritized events from the environmental calendar. The calendar lists an amazing 100 days which can be celebrated for the environment. The planned events will also be linked to the sustainable development goals.

### Hangklip-Kleinmond Sustainable Living and Development Educational Booklet

Following on from the Sustainable Living and Development in the Kogelberg Biosphere Reserve workshop, an educational booklet has been drafted. There has been an exponential increase in residential development in the Hangklip-Kleinmond residential villages. The booklet aims to educate prospective buyers and new residents on the environmental sensitivity of the area (wetlands, endangered/critically endangered vegetation types) and the regulations pertinent to these areas (the NEMA, NWA, EMOZ etc.) ~~The booklet is in final draft and will be released during the 2024/25 financial year. The booklet is available in hardcopy as well as electronic format and is distributed by estate agents, the Kleinmond Building Control and the Environmental and Conservation Division.~~

### Air quality control

The Senior Environmental Manager has been designated as the Air Quality Officer for the Overstrand Municipality and the Environmental

Manager, with the two Environmental Officers assisting with implementation of Air Quality activities. The Overstrand Municipality has a Council approved Air Quality Management Plan (summarised in Chapter 8 of this document) that is guided by the regulations in the Overberg District Municipality's Plan (ODM). This plan was reviewed and updated in the 2016/2017 financial year. This plan is currently up for review in conjunction with the Overberg District Municipality.

Overberg District Municipality (ODM) has appointed District Health Officials who actively deal with the air quality transgressions within the Overstrand Municipal area. The Overstrand Municipality works with the District and Provincial Department of Environmental Affairs and Development Planning (DEADP) to deal with any complaints that are logged with the Municipality.

The ambient air quality monitoring station has been moved to the premises of Abagold, which was found to be more secure and less prone to vandalism.

### Specific initiatives relating to air quality control planned for 2021/22 - 2023/24 are:

The current Air Quality Management Plan (AQMP) must be amended to address issues such as dust, noise, smoke and odour. A review of the AQMP **is planned for the 2025/26 financial year.** ~~must take place during the 2022/23 financial year.~~ The review of the AQMP will be guided by the Overberg District Municipality and the DEA&DP: Air Quality Planning and Information Management. **The recommendation from DEA&DP is that the municipality should first review the current AQMP, before a by-law is gazetted.**

In an effort to ensure compliance to the Western Cape Noise Control Regulations, 2013 the EMS section is planning to appoint a consultant on a three-year period to conduct Noise Impact Assessments throughout the Overstrand municipal area, when required.

Capacity building of staff through the Western Cape Air Quality Officers Forum (WCAQOF) is a continual process.

~~The National Department of Forestry, Fisheries and the Environment (DFFE) developed a model Air quality by law, which can be adapted and adopted by municipalities. The EMS must plan and budget to adopt this by law for implementation.~~

## Climate Change Response Strategy

### Municipality's overarching response to climate change

Climate changes affect rainfall patterns, river run-off, estuarine functioning, sea surface temperature, mean sea level and fish stocks, as well as the frequency of storm events (Overstrand Strategic Environmental Management Framework, June 2014).

In the Overstrand Municipal Area, the most pertinent issues are likely to be:

- Water scarcity;
- Sea level rise ( $\pm$  30cm over the next 50 years, with associated impacts along the coast); and
- An increase in extreme weather and storms (resulting in more flooding and storm water management problems). The unpredictable effects of climate change, and the potential for dramatic changes to the natural environment in the future, makes it essential to plan well in advance of these changes taking place.

The Western Cape Government has released the Western Cape Climate Change Response Strategy: Vision 2050, for public discussion and comments. The intent of this strategy is to be a guide for all sector stakeholders who can play a responding role to climate change.

Currently it seems that the requirement for Needs and Response Plans is likely to only be obligatory for Metros and Districts if the current version of the Climate Change Act passes.

### Climate Change Response: Provinces and Municipalities (Chapter 3)

An MEC responsible for the environment and a Mayor of a metropolitan or district municipality, as the case may be, must—

- within one year of the publication of the National Adaptation Strategy and Plan contemplated in section 14 undertake a climate change needs and response assessment for the province or the metropolitan or district municipality, as the case may be;
- for the purposes of paragraph (c), assess the extent to which its constitutionally mandated functions are affected by climate change and formulate steps to address these effects in the performance of its functions;
- review and, to the extent necessary, amend the climate change needs and response assessment at least once every five years;
- within two years of undertaking the climate change needs and response assessment contemplated in paragraph (a), develop and implement a climate change response implementation plan as a component of and/or in conjunction with provincial, metropolitan or district municipality's planning instruments policies and programmes; and
- review and, to the extent necessary, amend the climate change response implementation plan at least once every five years.

The local municipality, however, still has a responsibility in terms of investing in ecological infrastructure. *“Within the South African context, ecological infrastructure refers to naturally functioning ecosystems that deliver valuable services to people, such as healthy mountain catchments, rivers, wetlands, coastal dunes, and nodes and corridors of natural habitat, which together form a network of interconnected structural elements in the landscape. Ecological infrastructure is therefore the asset, or stock, from which a range of valuable services flow.”* (SANBI (2014). A Framework for investing in ecological infrastructure in South Africa. South African National Biodiversity Institute, Pretoria.)

The municipality also intends to be proactive with the compilation of a Climate Change Needs and Response Assessment, in line with Provincial documents. This will however only be drafted once the Environmental section has sufficient capacity. At this point, the main focus is environmental education on Climate change through, booklets, children theatre and social media posts.

**Local government must work in cooperation with the PGWC so that the Provincial energy targets can be achieved. Areas of cooperation may include:**

1. Increase energy efficiency in all municipal buildings: Embark on energy conservation measures to be applied in all local government owned and used buildings; audit of existing energy consumption in buildings; identification of potential measures for improved energy efficiency; systematic use of more efficient technologies and energy consumption practices.

2. Increase the public transport share of total transport modal shift; decrease the number of private vehicles into the town centre: focus on improving quality of public transport to the city centre; develop 'park and ride' facilities around the town centre; improve public transport within the city centre; and explore disincentives for private vehicles.
3. Assist in providing non-motorised transport: develop and implement a non-motorised transport strategy; bicycle plan, information and awareness campaigns to encourage the use of bicycle and pedestrian pathways.
4. Assist in installing solar water heaters in municipality owned housing.
5. Assist in improving energy efficiency in the residential sector through energy efficient water heater by- law legislation, facilitating of the creation of EE mass roll out businesses, information dissemination campaigns.
6. Assist in improving energy efficiency in industrial and commercial facilities: information dissemination campaign on efficient lighting use in partnership with organised business.
7. Embark on initiatives to drive renewable energy supply and reduce CO2 emissions.
8. Assist Province to support economic competitiveness and increasing employment through its energy strategies and initiatives.

The National Department of Forestry, Fisheries and the Environment (DFFE) has established a Climate Change and Biodiversity Forum for the Overberg region. Among the objectives of the forum, the following are identified:

- a) This forum provides a platform for local government in the Overberg District to coordinate, align, mainstream and implement adaptation responses to climate change which are specific to the Overberg District, and which recognises the interlinkages between climate change and biodiversity.
- b) Serve as a reference group to ensure consistent, integrated and coherent messaging for climate change-related outreach and

awareness-raising activities in the Overberg District,

- c) Provide a platform for local government in the Overberg to share knowledge and build capacity through sharing information on forthcoming national, regional and international climate change-related events including but not limited to conferences, seminars, workshops and training opportunities.

### **CLIMATE CHANGE STRATEGY FOR OVERSTRAND MUNICIPALITY**

The EMS is tasked with the development of a Climate Change Strategy for the Municipality. This document will be focused on specific sectors within the municipality, climate change identifying impacts and municipal responses. The plan should furthermore clearly define roles & responsibilities of municipal departments in relation to climate change. ~~The compilation of this plan forms part of the 2023/2024 budget plan.~~ Budget provision of R200 000 has been requested for the 2025/26 financial year, for the compilation of the CC Plan.

### **OTHER CLIMATE CHANGE MITIGATION AND ADAPTATION PROJECTS INCLUDE:**

1. The Invasive Species Management Strategy is a document drafted by the Environmental Services Departments, Biodiversity Section and it is drafted to be in line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act 10 of 2004. The document includes the identification, control and management of existing as well as new and emerging invasive species, in order to prevent them from spreading and through this assist with.
2. The Environmental Management Overlay document encompasses the entire Overstrand land area. This plan serves as a planning and management tool for the protection and conservation of all natural open spaces and natural systems. The outcome of this plan is to ensure the protection of ecosystem services that these natural assets provide, such as flood attenuation, waste absorption air and water purification, resource provision and recreational

cultural benefits.

3. Dune Maintenance Management Plans at Pringle Bay and Betty's Bay. The sand dune system has been moving back and forth on a seasonal basis as part of an isolated or "pocket beach".

### HERITAGE RESOURCES

The Municipal Area as a whole is considered to have high heritage significance in terms of its scenic, botanical, cultural/historical, social and archaeological value (*Strategic Environmental Management Framework, June 2014*).

#### **Broad categories of Heritage Significance in the Overstrand area are:**

- Historical:
- Khoi san
  - Lady Anne Barnard

- Architectural
- Danger point light house (visitor centre)
  - Moravian Mission House - Onrus
  - Mooihawens - Betties Bay.

#### Aesthetic/Environmental - Significant views or vistas

- Hoys Koppie - cave and graves - Hermanus
- Stanford market square
- Various caves - Bientangs cave turned into restaurant
- Historical caves - De Kelders (klipgat)
- Botriver Lagoon - Marine Yacht Club (flying boat base during WW11)
- Leiwater channels "die Oog" - Stanford
- Groves of milk wood
- Dyer Island - seals, penguins, great white sharks, quano (tourist attractions)

#### Social - economic social or economic activity

- Hermanus Pieters Fontein
- Hesseque people frequently camped on the banks of the Bot river with cattle
- Moravian missionaries - Hemel & Aarde Leper colony
- Camphill school
- War memorial
- Marine Hotel

- Swallow park
- Schools.

#### Cultural traditions, public culture, oral history, performance or ritual

- Stanford church
- Anglican church - Hermanus (klip kerk)
- Moravian Mission House - Onrus
- Palehuise - Hawston
- Shipwrecks - (mini) - the Birkenhead (woman & children first)
- Old Harbour Hermanus - fishing and whaling (Museum)
- Harbour Kleinmond (being developed)
- Harbour Gansbaai
- Baarskeerders Bos - (small holdings) Leiwater
- Buffelsjags - historical shellfish.

#### Technological / scientific

- Radar stations - Stony point (WW11)
- Whaling station - Stony point
- Magnetic Observatory.

The Overstrand Heritage Survey was completed in 2009 and accepted by Heritage Western Cape in +- 2010. This survey included mostly buildings.

A separate survey will have to be conducted on other heritage resources as many of the Heritage entities lie in Private ownership. The maintenance and preservation of the heritage resources are the private owner's responsibility.

In Overstrand mostly private entities are currently utilizing some of the heritage resources to unlock their economic potential in the area.

Funding is required for further surveys on heritage resources to unlock its economic development opportunities: for example,

- Heritage walks (identifying Heritage points/structures of interest)
- Conservation areas - Stanford ranked no 3 in the
- Western Cape
- Harbours, caves (archaeological)
- Traditional roads and pathways
- Shipwrecks
- Museums.

## KPA 5 – SOCIAL UPLIFTMENT AND ECONOMIC DEVELOPMENT

### KPA 05 5 (a)

#### Development of integrated Human Settlements

#### HOUSING

### 1. BACKGROUND

#### 1.1 Introduction

The Overstrand Municipality has aligned its vision with that of the Western Cape Provincial Government which promotes the development of integrated and sustainable human settlements with access to social and economic opportunities for all its citizens. Therefore, it is necessary that all spheres of government cooperate in fulfilling this vision.

To address an issue such as integrated and sustainable human settlements, a definite strategy is needed in the approach to housing. A simple definition of strategy is: 'A *long term action plan in achieving a goal*', for this reason the Overstrand Municipality has compiled a comprehensive 5-Year Human Settlement Strategy and programme guide / pipeline to improve integrated human settlement development and delivery within the municipality.

The purpose of this document is therefore to provide a link between the IDP (and its related sectoral plans) and the Overstrand Human Settlement Strategy as well as indicate how the strategy via the action plan will be implemented. Various Housing Programmes, each with its own projects that will run over a period of five-years will form the basis of this strategy.

### 2. Setting the context

In the process of developing a strategic housing plan for the Overstrand Municipality it became clear that an understanding must be developed for the existing legislative and policy guidelines

that exist in the National and Provincial spheres of Government, and which would inform any strategic planning that is being done by the Municipality.

To fully understand the context of housing in South Africa, a comprehensive legislative background is needed. It should be noted that all the relevant legislation and policy frameworks will not be discussed in this document due to its limited content. It has, however, been dealt with comprehensively in the Overstrand Housing Strategy.

International drive towards Sustainable Cities (as conducted in Dubai, February 2020) revisits how we undertake settlements as housing has a critical contribution to make.

National and Regional legislation form the basic foundation of how local legislation and policy frameworks are implemented in the housing context in South Africa.

The following will facilitate an understanding of the legislative framework in which Housing is addressed in the different spheres of Government.

The Constitution of the Republic of South Africa

- The Housing Act, 1997
- Local Government Municipal Systems Act, 2000.

National Policy guidelines impacting on housing may be found in mainly three sets of documents: firstly, the National Spatial Development Perspective (NSDP), secondly the Comprehensive Plan for the Development of Sustainable Human Settlements – "Breaking New Ground", and thirdly the Housing Code.

In addition to the National Legislative context, a Housing Strategy has to be implemented within the framework, policies and strategies of the Provincial Government of the Western Cape. The following documents outline this foundation:

- The Western Cape's Provincial Spatial Development Framework (PSDF)
- Western Cape Sustainable Human

### Settlement Strategy

- Western Cape Strategic Five-Year Plan
- Strategic Objective 6: Developing Integrated and Sustainable Human Settlements
- Project Process Guide for Human Settlements Programmes: Updated 2017.

Other important guiding instruments on local level that needs to be considered are the Overstrand SDF and the Overstrand Growth Management Strategy.

### 3. Identifying the issues

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#### 3.1 Problem statement

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The following issues and problems regarding housing delivery in the Overstrand Municipal area were identified by way of a series of workshops, which included officials from the Municipality and the Provincial Government, consultants involved in the compilation of the Growth Management Strategy and consultants appointed by the Provincial Government to facilitate a Human Settlement Plan for the Municipality:

- The current housing delivery model cannot address the current and future need for housing, as the growing demand continues to exceed supply. Much of this demand consists of families living in informal structures (in informal settlements and backyards).
  - Current municipal DORA allocation does not allow the municipality to catch-up with its backlog.
  - All the necessary supporting services e.g., social and economic facilities, police and health services do not accompany housing developments.
  - The housing code does not make provision for higher density developments where properties are owned by beneficiaries. The code mostly provides for rental stock only in the development of higher density units.
  - The DORA-allocation needs to be increased if CRU-units are to be built by the municipality.
- Community Residential Units (CRU) is not currently provided by the Municipality.
  - The Overstrand Municipality finds that Provincial Government's strategies are often generic and not practical at ground level. For example, spatial planning problems arise as a result of the tight urban edge. The limited land available in Hermanus proper (the major economic node) may not be suitable in terms of economic growth and opportunities.
  - There are a huge number of back-yarders who are currently renting from the main beneficiary.
  - Lack of proper functioning "Support Organisations" to commence with Enhanced People's Housing Project (EHPH).
  - Ownership is also a problem. There is a historic problem in transferring title deeds to beneficiaries.
  - Beneficiary education about ownership responsibilities.
  - Housing Projects put an operational burden on the municipality and the normal tax base of the municipality.
    - The Overstrand Municipality is also faced by economic constraints in relative income groups and a gap in the property market. There are many families with a household income that exceeds the upper limit for subsidised housing, however not meeting the minimum to access mortgage finance due to their credit worthiness status. These households fall in the category R3 501 – R22 000. Provision also needs to be made for a category earning less than R3 500 per month on a rental basis.
    - One of the key challenges to the development of sustainable human settlements is the limited availability of well-located land if a site and service delivery model is followed. This is especially true for the Zwelihle, Kleinmond and Mount Pleasant areas.
    - High cost of sustainable development with specific reference to energy efficiency in the development of human settlements. The technology used should be sustainable and practical. The housing codes need to consider the operation impact/expense of

the technologies used.

### 3.2 Housing Demand

The Housing demand for Overstrand is notoriously difficult to pin down. Reasons include fluctuating demand, inclusion of households living in backyard dwellings, and inclusion of households living in overcrowded conditions to name a few. The problems are exacerbated by limited availability of suitable land and increasing cost of infrastructure. The housing demand, even the lowest number, is simply a target to aim for when satisfying the quantitative aspects associated with the creation of integrated sustainable human settlements.

The total housing demand in the Overstrand municipality mainly consists of the people living in informal settlements as well as the number of backyard dwellers. It is important to note that there is no reliable information available on the number of backyard dwellers, making it increasingly difficult to accurately plan for future housing needs in the Overstrand area. With respect to farm workers, in terms of Provincial Circular 10/2015 (as amended) a total of 5% of housing opportunities in a project must be reserved for farm workers residing in the catchment area.

A Socio-Economic Study was undertaken by the Department of Infrastructure (Province) in conjunction with the Municipality to determine and gain a better understanding of the demand and need for low cost- as well as affordable housing for the whole Municipal area. A final close out report served before Council at the end of June 2017.

The recommendation to Council included the following:

1. that the findings and recommendations made in the final report of the Overstrand Socio-economic Study, **be noted**;
2. that the Housing Chapter within the IDP will have to be reviewed as a result of the findings in the report **be noted**; and
3. that the housing programme as contained in the IDP will have to be reviewed, **be noted**.

The final Socio-Economic Study Report containing more detailed information on demand is available for public viewing on the Municipal Website ([www.overstrand.gov.za](http://www.overstrand.gov.za)).

Most of the recommendations made within the report to Council were incorporated into the Housing Strategy through initiatives such as making available serviced sites in terms of FLISP and IRDP Programmes. It was therefore taken into account and incorporated into the planning of housing developments, and it will continue to be done in future planned developments as well. The inclusion and incorporation of these recommendations are evident in some projects such as the Mount Pleasant IRDP Infill Project, Hawston IRDP Project and Gansbaai IRDP Project, where serviced sites have been and are currently being developed for qualifying beneficiaries.

The table below indicates the total units per informal area, this specifies the demand that originates from people living in informal settlements.

TOWN	INFORMAL SETTLEMENT	TOTAL INFORMAL UNITS PER AREA JUNE 2023	TOTAL INFORMAL UNITS PER AREA JUNE 2024
Stanford	Die Kop	180	176
Gansbaai	Masakhane	716	530
Kleinmond	Overhills	489	491
Zwelihle	Tsepe-Tsepe	244	262
Zwelihle	Serviced Sites	85	81
Zwelihle	Tambo Square	345	351
Zwelihle	Asazani	89	89
Zwelihle	Mandela Square (relocated to TRA)	250	250
Zwelihle	New Camp	69	55
Zwelihle	Transit Camp	171	171

TOWN	INFORMAL SETTLEMENT	TOTAL INFORMAL UNITS PER AREA JUNE 2023	TOTAL INFORMAL UNITS PER AREA JUNE 2024
Gansbaai	Buffeljagsbaai	15	16
Hawston	Erf 170	8	7
<b>Emergency Housing (EHP)</b>			
Mount Pleasant	EHP	54	54
Stanford	EHP	154	136
Zwelihle	EHP	150	152
Zwelihle	Swimming Pool EHP	0	94
Zwelihle	old Mandela EHP	0	64
Masakhane	EHP	97	34
Eluxolweni	EHP	126	124
<b>TOTAL</b>		<b>3 242</b>	<b>3 137</b>

Table 69: Overstrand total informal units, June 2023 & 2024

The total housing need (mainly consisting of informal settlements & backyard dwellers) within the Overstrand Municipality is indicated in the table below. It must be emphasized that the waiting list represents applications of beneficiaries for housing allocations and may exclude people that may qualify in terms of allocation criteria. The figures must therefore be viewed as minimum figures:

<b>SUMMARY OF OVERSTRAND HOUSING DEMAND AS AT DECEMBER 2024</b>				
	AREA	OCT 2024	NOV 2024	DEC 2024
1	Kleinmond	1244	1245	1245
2	Betty's Bay	52	52	52
3	Hawston	926	937	943
4	Mt Pleasant	902	902	901
5	Zwelihle	6556	6550	6551
6	Hermanus	161	161	161
7	Stanford	1307	1367	1423
8	Gansbaai	4629	4635	4642
	<b>TOTAL</b>	<b>15 777</b>	<b>15 849</b>	<b>15 918</b>

Table 70: Summary housing waiting list, 2024

It is also important to note that the total figure above represents the total number of households/units, not people. A general assumption can be made that the average

household consists of between 4-6 individuals per unit.

#### 4. Identifying Resources

##### 4.1 Land

The Town specific spatial strategies and the current Spatial Development Framework highlights certain land use proposals which are significant to Housing proposals:

- Pringle Bay & Rooiels: Approximately 30% of formal residential erven are vacant therefore there is no need for identification of additional land for housing provision.
- Betty's Bay: A New Urban Development area is proposed on the northern periphery of the settlement, directly abutting the R44 to the south. The land area is ±9.03ha in extent and is intended for higher density human settlement development. The proposed new urban development area will provide housing opportunities and associated land uses in the Overstrand, to accommodate human settlement and alleviate pressures in areas where expansion is not possible. In addition to the densification will be required in order to accommodate the future potential human settlement development, more specifically the extension of Mooiuitsig. Primary land uses envisioned will include residential development with required community facilities as informed by situational analysis, as well as potentially mixed-use development.
- Kleinmond: Delivering affordable housing opportunities for the low-income residents is a priority. Availability of suitable developable land poses a huge challenge. No land available outside the Urban Edge due to environmental constraints. An investigation to identify suitable land for integrated development was undertaken during 2017/2018 and completed during 2021. The final report served before Council at the end of October 2021 and was approved. Potential projects have been included in the housing programme. Pre-planning funding approval was received for

the Kleinmond IRDP and Overhills UISP Projects during June 2023. Planning of these two projects is in progress.

- **Hawston/Fisherhaven:** Fisherhaven/Hawston collectively form the growth point within the Overstrand municipality. By virtue of land availability, Fisherhaven has the potential to deliver a substantial amount and variety of residential opportunities within the human settlement development context (i.e. including community facilities and economic opportunities). The New Urban Development land area is intended for higher density mixed use human settlement development, based on the housing need for the Greater Hermanus. The identified portion of land has been gazetted as a Priority Human Settlement Development Area (PHSDA). **Progress on the PSHDA is discussed later in the Chapter.**
- **Greater Hermanus:** V a c a n t land study was conducted and concluded that the urban edge can be extended in the Fisherhaven / Hawston and Hermanus West areas to allow for the establishment of an integrated development area. The identified portion of land has been included in the PSHDA area. This includes the Schulphoek development. **Progress on Schulphoek will be discussed in more detail later in the Chapter.**
- **Stanford:** The 2020 updated SDF proposes a new urban development area on the eastern periphery of the settlement, directly abutting the R326 to the north and the existing industrial area to the west. The land area is ± 34.39ha in extent and is intended for higher density human settlement development.
- **Buffelsjagbaai:** Application was made to extend the urban edge to include this area in the SDF and approval was received during April 2019. Applications to register an IRDP housing project were submitted to DoHS during May 2019 and July 2021 respectively. No decision was taken on either of the applications. Revised funding application to register a UISP project was submitted during

July 2023 and feedback is awaited.

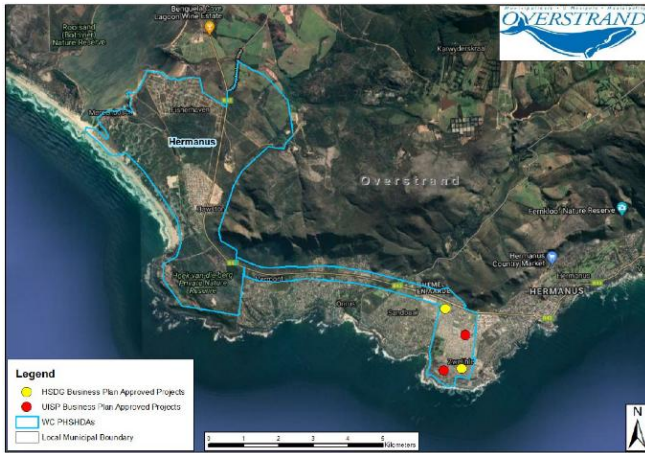
In addition to the above-mentioned initiatives, the municipality is continually investigating all options regarding the availability of land for housing development. This includes public and private land and the possibility of purchasing land through the housing programmes. Initiatives currently underway are in Kleinmond, Hawston and Hermanus (Zwelihle/ Mount Pleasant). The Final reviewed Spatial Development Framework (SDF) served before Council on 27 May 2020.

### **PRIORITY HUMAN SETTLEMENTS DEVELOPMENT AREAS (PHSHDA's)**

(PHSHDA's) was declared by the Minister of Human Settlements in terms of Section 3 of the Housing Act (No 1047 of 1997) in conjunction with Section 7(3) of the Housing Development Agency Act, 2008 (No 23 of 2008), the Spatial Planning Land Use Management Act (SPLUMA), 2013 (No 16 of 2013) and the Infrastructure Development Act, 2014 (No 23 of 2014).

The **main aim** of the PSHDA's is to enable residents to live closer to areas with economic activities and social amenities such as schools, health facilities and job opportunities as well as access to adequate accommodation.

The Greater Hermanus West PSHDA in the Overstrand Municipality was approved and gazetted by the National Department of Human Settlements during May 2020. The PSHDA comprises various portions of land stretching from Fisherhaven to Hermanus (see plan below). It will bring about spatial transformation by integrating and consolidating the previously separated, underdeveloped and dormitory towns of Hawston and Fisherhaven into a new integrated, fully functional, inclusive urban development towards the west of Hermanus.



Progress on the PSHDA is discussed later in this Chapter.

#### 4.2 Funding

In order to effectively execute the Overstrand Housing Strategy Five- Year Plan, various funding sources are needed. Funding for housing development is generated via the three spheres of government. Local-, Provincial- and National Government are all financially accountable and responsible for the overall success of housing delivery. Funding sources consist of the following:

- Housing subsidy (HSDG & ISUP Grants): Responsible for internal civil infrastructure and top structures.
- Municipal Infrastructure Grant (MIG):
- Responsible for bulk water, roads, storm water and street lighting.
- Municipality: Special needs
- Department of Energy (DoE): Bulk and internal electricity.

#### 4.3 Human Resources

The Overstrand municipality has appointed Implementing Agents to guide and handle the delivery of subsidized housing. These agents manage the planning and implementation of Overstrand housing projects in conjunction with the Municipality and Consulting Engineers.

### 5. Housing Strategy

The main vision is to not only eradicate the current housing backlog, but to develop and plan for future integrated communities and settlements that would be able to sustain the growing needs for housing in such a way that all people will benefit from the housing developments. Thus, it is imperative for clear and concise goals and objectives to be set out firmly supported by the vision.

The intention is to achieve the following three goals in order to realize the vision of sustainable and integrated human settlements:

- Accelerated delivery of housing opportunities.
- A sense of ownership, rights and responsibilities amongst beneficiaries.
- Optimal and sustainable use of resources.

Specific objectives need to be set in place to achieve the above-mentioned goals:

Objective 1: Upscale provision and implementation of serviced sites.

Objective 2: Increasing densities of new human settlement developments on well-located land.

Objective 3: Reduce bulk infrastructure as a constraint to human settlement development.

Objective 4: Acquiring well-located land for well-planned Integrated Human Settlements.

Objective 5: Provide a fair allocation of housing opportunities.

Objective 6: Increase beneficiary involvement in the development of housing opportunities.

Objective 7: Enhancing supply of new rental housing opportunities and encouraging improved property management of rental stock.

Objective 8: Increase sustainable resource use by exploring alternative technologies and building methodologies.

Objective 9: Implement Overstrand Municipal Growth Management Strategy.

This vision will be achieved by implementing different programmes that are relevant to the specific projects undertaken. These programmes are discussed in more detail in the action plan under section 7.2.

Since 1995 and up to the end of December 2024, a total of **7516 housing units** have been provided in the Overstrand Municipal area.

These figures must be seen against the current estimated backlog of at least **15 918** names on the housing waiting list (end December 2024), a figure of 5050 estimated backyard dwellers and a currently undisclosed number of squatters which are not included in the above figures.

## 6. Action Plan

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### 6.1 Introduction

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A detailed action plan has been designed to reduce the backlog and address the current housing need. This Housing Strategy Five- Year Plan incorporates several housing programmes, each addressing different needs and is focused on specific projects.

The housing function within the Municipality has been re-organised, by placing the housing delivery process within the Directorate Infrastructure and Planning, whilst retaining housing administration in the Directorate Community Services. This facilitated a more streamlined process.

The funding sources for each of the projects are also indicated in the strategy and were discussed in section 4.2. The expenditure is allocated in the budget for the next five years. This strategy is designed in such a way that it makes provision to continue after the initial five years.

### 6.2 Housing programmes and Related Projects

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The following housing programmes form part of the strategy:

#### 1. Integrated residential Development Programme (IRDP)

The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low-, middle- and high-income groups. The land use and income group mix will be based on local planning and needs assessment.

IRDP Projects have been implemented in Gansbaai (Blompark, Masakhane), Stanford, Mount Pleasant and Hawston. Planning is underway in Kleinmond.

#### 2. Upgrading of Informal Settlements

This programme is aimed at the *in situ* upgrading of informal settlements. In circumstances where the terrain is not suitable for human settlement, residents may be relocated and settled elsewhere.

Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality. These include projects in Kleinmond, Zwelihle, Gansbaai (Masakhane and Beverley Hills).

#### 3. Social Housing Programme in Restructuring Zones

This programme provides for Social Housing located in specific localities (mostly urban) which have been identified as areas of opportunity (largely economic) where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to the overall structural, economic, social and spatial dysfunctionalities.

It is also aimed at improving and contributing to the overall functioning of the housing sector and in particular the rental sub-component

thereof, especially insofar as social housing is able to contribute to widening the range of housing options available to the poor.

The projects forming part of this programme include projects in Hawston, Mount Pleasant, Westcliff, Zwelihle and Gansbaai.

#### 4. Finance Linked Individual Subsidy Programme

This programme provides for the creation of an inclusive and vibrant residential property market which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder.

The projects forming part of this programme include projects in Hawston, Mount Pleasant and Gansbaai.

#### **Informal Settlement Management**

The municipality is following the strategy to manage existing informal settlements in order to promote a safe and healthy environment.

##### Administration

The informal settlements are being managed by the Department: Housing Administration (Directorate Community Services) in conjunction with the Directorate: ~~Protection~~ **Municipal Public Safety** Services – Informal Settlement & Anti Land Invasion Unit which was established in the financial year 2023/2024. The Unit's purview of responsibilities among other is to operationally "pro-actively manage, prevent and enforce bylaws and demolishing":

- ensuring the prevention of illegal structures on informal settlements,
- prevention of erection of unauthorized structures on municipal open space,
- demolishing illegal structures, enforcement, compliance and relocation process oversight.
- illegal connection of electricity, assist.

The current number of 3 137 informal housing units exists in 20 informal residential areas/settlements within the Overstrand Municipal area (June 2024).

- All informal housing units are numbered with a unique number by the administration. Surveys with regard to the number of informal housing units are conducted on an annual basis. The municipality also performs periodic surveys with residents to update their information for the housing demand databases.
- Residents of informal settlements follow an informal process for the possible extension of their current informal housing unit. Consideration of requests is largely based on ensuring a safe and healthy environment for residents. Available informal housing sites that may become available due to relocation of a family may also be allocated to a family that may be evicted from a property/ land elsewhere, within the Overstrand municipal area.

##### Infrastructure and services

- The municipality renders basic services in terms of potable water, sewer infrastructure (toilets), and cleaning services to all informal settlements. Toilet facilities and potable water taps are provided according to the following national ratios, namely:
  - ✓ Toilets: 1:5 families,
  - ✓ Water : 1:25 families
- A programme to provide pre-paid electricity to households in informal settlements is also in progress. At least 99.8% of affected households received the service thus far. The completion of the programme is based on:
  - ✓ Availability of funding,
  - ✓ The relocation of families into new housing projects. The "Die Kop" informal settlement is for example located in an Eskom service area.

#### 5. Upgrading of Informal settlement Programme (UISP)

The municipality promotes the upgrading of informal settlement programme (UISP) to improve the quality of life of affected residents. Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality.

### 6. Provision of Economic & Social Facilities

The Programme deals with the development of primary public, social and economic facilities within existing and new housing areas, as well as within informal settlement upgrading projects, in cases where municipalities are unable to provide such facilities.

Projects in Hermanus and Stanford will be included in on the pipeline.

### 7. Institutional Subsidies

The Institutional Housing Subsidy Programme has been introduced to provide capital grants to social housing institutions which construct and manage affordable rental units.

There are currently no projects being implemented in terms of this programme. Projects will however be identified by a process to establish restructuring zones as described under the heading of the Social Housing Programme."

### 8. Enhanced People's Housing Process (EPHP)

This is a government housing support programme that assists households who wish to enhance their houses by actively contributing towards the building of their own homes. The process allows beneficiaries to establish a housing support organisation that will provide them with organisational, technical and administrative assistance.

The projects that will form part of this programme will be identified as the need arises.

### 9. Emergency Housing Programme (EHP)

During the process of upgrading informal settlements, it may be necessary to temporarily re-locate households while services are being

installed, or formal houses are being built on sites previously occupied by informal structures. Funding under the Programme will be made available to municipalities as grants for the provision of temporary aid and assistance will be limited to absolute essentials.

Relocations have been affected in the Zwelihle UISP Project as well as the Masakhane UISP project. It is also envisaged that it will be required for the Overhills UISP Project in Kleinmond.

### Emergency Housing

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In January 2018 council approved a process plan to address the need for emergency housing in the event of unforeseen circumstances, for example, evictions, natural disasters, etc. The following cases are provided for through the programme, namely:

- Persons living in dangerous conditions,
- The total destitute, and
- Assist households facing the threat of imminent evictions.

Emergency Housing was provided in Kleinmond, Zwelihle, Mount Pleasant, Stanford and Masakhane.

Communal toilets and portable water taps are also provided in accordance with the national norms.

### 10. Social Housing Programme

This programme applies only to "restructuring zones" which are identified by municipalities as areas of economic opportunity and where urban renewal/restructuring impacts can best be achieved. The Programme also aims at developing affordable rental in areas where bulk infrastructure may be under-utilized, therefore improving urban efficiency. The municipality has in collaboration with the Western Cape Human Settlement Department identified Restructuring zones and specific projects in Hermanus, Hawston and

Gansbaai. The following restructuring zones have been approved by Provincial and National Departments for the Overstrand municipal area:

No	Location	Ownership	Erf No	Size
1.	Mount Pleasant	Municipality	243	5.6ha
2.	Mount Pleasant	Municipality	243	2ha
3.	Mount Pleasant	Municipality	243	1.09ha
4.	West Cliff	Communicar e	7283	1.2ha
5.	Zwelihle	Municipality	243	3.4ha
6.	Gansbaai	Municipality	2430	0.46ha
7.	Gansbaai	Municipality	2430 & 210	3.83ha
8.	Gansbaai	Municipality	210	1.69ha
9.	Hawston	National Department of Public Works	572/8	12.6ha
10.	Hawston	Afdakrivier Eiendoms Ontwikkeling	575/6	16.8ha

Table 71: Overstrand restructuring zones

However, as a result of the housing backlog it was resolved with the community that some portions be removed as restructuring zones and be developed as subsidized housing for beneficiaries.

Council approved the terms on which land be made available for Site 3 in Mount Pleasant, further in principle approval was obtained from Council in 2021. The tender for the pilot project is being drafted and it is envisaged that the tender will be advertised in 2022 / 2023. **The Municipality will seek to appoint an implementing agent who will manage and develop the sites. It is envisaged that a tender will be advertised in the 2025 /2026 financial year.**

## 8. Community Residential Units (CRU)

This programme aims to facilitate the provision of secure, stable rental tenure for lower income persons/households. The grant includes funding for the capital costs of

project development and future long-term capital maintenance costs. No CRU projects are currently envisaged due to negative implications for the Municipality in terms of administration and maintenance.

### 7.1. Policy adjustments

Since acceptance of its housing programme and policy in 2010, certain funding and implementation realities led to the Municipality accepting certain policy shifts in its housing strategy. The following measures were decided upon.

- I. In situ upgrading of informal settlements was identified as top priority.
- II. The provision of serviced sites in IRDP projects will receive priority above top structures.
- III. The provision of serviced sites in IRDP projects for FLISP beneficiaries will receive priority.

This does not mean that no top structures will be provided, but rather that the availability of funds **from National and Provincial** will determine when top structures will be provided.

#### 2. a. Age-based prioritisation

Age-based prioritisation is applicable to housing subsidy applicants of green- fields projects for households with head(s) (applicant/ and or spouse/cohabiting partner) are 30 years or older, subject to:

- (a) The particular household head(s) must be registered on the municipal demand database for a minimum period of three years prior to selection.
- (b) The following exceptions:
  - (i) A household is selected via the “quota for households affected by permanent disability”
  - (ii) The household is selected for an Institutional or Finance Linked Individual Subsidy programme (FLISP) subsidy.

In the light of financial constraints, the current 5-year programme had to be extended to an eight-to-ten-year programme in order to make it more affordable to the Municipality. Policy measures which impact on the 5-year programme had to be incorporated in the programme with immediate effect.

During September 2014 the Provincial Minister of Human Settlements released a Departmental Strategic Plan that impacts on the housing policy of the Municipality. The Goal of the Department is to enable a resilient, sustainable, quality and inclusive living environment. The strategic agenda of the Department to attain this goal is as follows:

- (a) Accelerating informal settlement upgrade as core delivery programme with a view to addressing the service backlog by 2016.
- (b) Promoting incremental housing through empowering citizens and providing targeted support with a view to facilitating real improvements in formal settlements over time.
- (c) Enabling and facilitating major increase in affordable housing opportunities through partnerships to address the challenge that poor household earning between R3 500 and R22 000 experience in being able to access housing opportunities.
- (d) Improving inter-governmental settlement planning and management in order to achieve better located higher density settlement patterns and improved service delivery.
- (e) Consolidating an efficient and effective provincial human settlement department able to lead and manage the delivery process.

In an effort to accelerate the informal settlement upgrading programme the Department accepted that an incremental housing process with targeted support for those people that are the most deserving of receiving housing assistance will be promoted.

The Municipality fully supports the Strategic Plan as adopted by the Provincial Minister of Human Settlements.

### **Spatial integration of housing developments**

Overstrand Municipality approach is to obtain spatial and economic integration in our housing developments. The aim is to grow communities and income levels closer together as depicted in the approach per area below.

#### **Kleinmond**

### **Integration of a low-cost housing project into existing suburbs**



Figure 19: Kleinmond integrated housing development

Low-income groups are integrated into the existing community with access to established schools, crèches, library, sport facilities and job opportunities.

#### **Hermanus**

In Hermanus the current housing development aims for spatial and economic integration through affordable housing, social housing and low-cost housing.

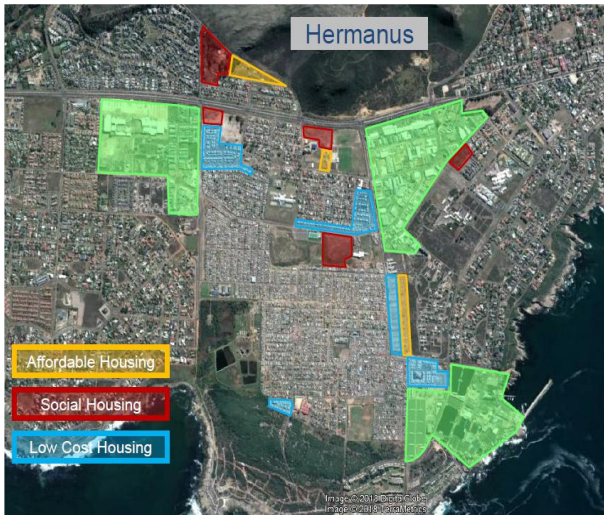


Figure 20: Hermanus three housing type's integration

Gansbaai

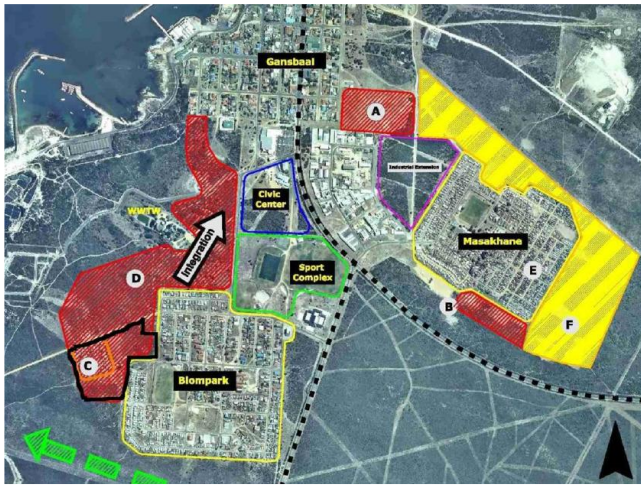


Figure 21: Gansbaai housing planning

In Gansbaai the housing planning also aims to grow communities closer together as depicted in the map above.

**PROGRESS**

Since July 2012 the following projects were launched in accordance with the 5-year programme, as well as special initiatives which were funded by the Department of Human Settlements:

No	PROJECT	PROGRESS	STATUS
1.	<b>Access To Basic Services (ABS) Project</b>	511 new toilet structures and 57 taps were installed in informal	<b>2013/2014</b> Installation completed

No	PROJECT	PROGRESS	STATUS
		settlements.	
2.	<b>Eluxolweni , Pearly Beach (183 units &amp; 28 wet cores)</b>	Installation of civil services on 211 sites. Construction of 183 units and 28 enhanced serviced sites.	<b>2013/2014</b> Services completed <b>2014/2015</b> Top structures completed
3.	<b>Gansbaai GAP Project (155 sites)</b>	Installation of civil services on 155 sites.	<b>2014/2015</b> Services completed
4.	<b>Zwelihle UISP – 836 sites</b>		
4.1.	<b>Garden Site (58 sites &amp; units)</b>	Construction of 58 top structures.	<b>2014/2015</b> Service Completed <b>2016/2017</b> Top structures completed
4.2	<b>Admin Site (164 sites)</b>	Installation of civil services on 164 sites.	<b>2015/2016</b> Services Completed
4.3	<b>Admin Site TRA (250 units)</b>	Construction of 250 TRA units on 125 sites and Installation of 125 wetcores.	<b>2015/2016/2017</b> 250 TRA units & 125 Wetcores Completed
4.4	<b>Admin Site (39 units)</b>	Construction of 39 top structures.	<b>2018/2019</b> Top structures completed
4.5	<b>Site C2 (132 sites &amp; units)</b>	Installation of civil services and construction of 132 top structures.	<b>2015/2016</b> Services Completed <b>2018/2019</b> Top Structures completed
4.6	<b>Mandela Square (83 sites)</b>	Installation of civil services on 83 sites and Installation of wetcores.	<b>2020/2021</b> Services completed during March 2020. Wetcores completed during September 2020
4.7.	<b>Transit Camp (126 sites) &amp; 136</b>	In-situ upgrading and installation of civil services on 126 sites and	<b>2020/2021</b> Services completed. <b>2021/2022</b>

No	PROJECT	PROGRESS	STATUS
	<b>wetcores</b>	Installation of 137 wetcores.	Wetcores completed
5.	<b>Hawston IRDP (489 services)</b>	Installation of civil services of 489 sites.	<b>2019/2020</b> Services completed
6.	<b>Hawston IRDP (378 units)</b>	Construction of 378 tops structures.	2020/2021 Top Structures completed.
7.	<b>Swartdam road IRDP (329 sites)</b>	Installation of civil services on 329 sites.	<b>2014/2015</b> Services completed
8.	<b>Swartdam road Site A &amp; B (179 units)</b>	Construction of 48 top structures on Site A and 131 top structures on Site B.	<b>2015/2016</b> 48 Top structures completed <b>2016/2017</b> 131 Top structures completed.
9.	<b>Swartdam road Site C1 (150 units)</b>	Construction of 150 top structures.	<b>2021/2022</b> 150 Top structures completed
10.	<b>Mount Pleasant Projects</b>		
10.1	<b>Mount Pleasant IRDP (200 sites)</b>	Installation of civil services on 200 sites.	<b>2014/2015</b> Services Completed
10.2	<b>Mount Pleasant (172 units)</b>	Construction of 172 top structures.	<b>2015/2016</b> 172 Top structures completed
10.3	<b>Mount Pleasant &amp; Westdene Infills (215 sites)</b>	Installation of civil services on 215 sites.	2021/2022/2023 Services completed
11.	<b>Blompark Projects</b>		
11.1	<b>Blompark IRDP (544 sites)</b>	Installation of civil services on 544 sites.	<b>2019/2020</b> Services completed
11.2	Blompark TS Phase 1 (150 units)	Construction of 150 top structures.	<b>2021/2022</b> 150 Units completed
11.3	Blompark TS Phase 2 (100 units)	Construction of 100 top structures.	<b>2022/2023</b> 100 units completed
11.4	Blompark TS Phase 3 (150 units)	Construction of 150 top structures.	<b>2023/2024</b> 150 units completed

No	PROJECT	PROGRESS	STATUS
12.	<b>Beverly Hills UISP (100 sites)</b>	Installation of civil services on 100 sites.	<b>2019/2020</b> Services completed
13.	<b>Masakhane IRDP (296 sites)</b>	Installation of civil services on 296 sites	<b>2019/2020</b> 254 Services Completed <b>2020/2021</b> 42 Services completed
13.1	<b>Masakhane IRDP Top Structures Phase 1 (150 units)</b>	Construction of 150 top structures.	<b>2022/2023</b> 150 Units Completed
13.2	<b>Masakhane IRDP Top Structures Phase 2 (145 units)</b>	Construction of 145 top structures.	<b>2023/2024</b> 145 Units Completed
14.	<b>Stanford IRDP (783 sites)</b>	Installation of civil services on 783 sites	<b>2020/2021</b> – Services completed
15.	<b>Masakhane UISP Projects (1184 sites)</b>		
15.1.	<b>Masakhane UISP Phase 1 (201 sites)</b>	Installation of civil services on 201 sites and construction of 200 wetcores	<b>2020/2021</b> Services completed <b>2021/2022</b> 200 Wetcores completed
15.2	<b>Masakhane UISP Phase 2 (204 sites)</b>	Installation of civil services on 204 sites and construction of 187 wetcores.	<b>2020/2021</b> Services completed <b>2021/2022</b> 187 Wetcores completed
15.3	<b>Masakhane UISP Phase 3 (317 sites)</b>	Installation of civil services on 317 sites.	<b>2021/2022</b> Services completed
15.4	<b>Masakhane UISP Phase 4 (177 sites)</b>	Installation of civil services on 177 sites.	<b>2021/2022</b> Services completed
15.5	<b>Masakhane UISP Phase A4-3, A4-4 &amp;</b>	Installation of civil services on 137 sites.	<b>2023/2024</b> Services Completed

No	PROJECT	PROGRESS	STATUS
	<b>A5-A (137 sites)</b>		
15.6	<b>Masakhane UISP Phase A5-B (44 sites)</b>	Installation of civil services on 44 sites.	<b>2023/2024</b> Services Completed
16.1	<b>Masakhane UISP Wetcores (301 wetcores)</b>	Construction of 301 wetcores.	<b>2022/2023</b> 301 Wetcores Completed
16.2	<b>Masakhane UISP Wetcores (203 wetcores)</b>	Construction of 203 wetcores	<b>2023/2024</b> 203 Wetcores Completed

Table 72: Status of Human Settlements projects in Overstrand

**Status of Human Settlement projects implemented during 2024/25 financial year:**

**Mount Pleasant IRDP Infill Phase 3:** Phase 3, consists of the balance of 85 sites in Upper Mount Pleasant, referred to as Area 8. Due to funding constraints, the project was split into two phases. Construction on Phase 1, consisting of 68 sites, commenced during May 2024. Completion is planned for end of March 2025. Additional funding approval was received for Phase 2 during October 2024 and construction of Phase 2 will commence after completion of Phase 1.

**Stanford IRDP Top Structure Phase 1:** Project will be implemented in phases over various financial years and consists of the construction of 621 top structures. Contractor established on site for Phase 1, consisting of 300 units during September 2023 and a total of 191 units were completed and handed over at the end of June 2024. Completion of the balance of 109 units, was achieved at the end of September 2024.

**Stanford IRDP Top Structure Phase 2:** Project will be implemented in phases over various financial years and consists of the construction of 621 top structures. Contractor established on site for Phase 2, consisting of 250 units during May 2024 and completion is planned for end of April 2025. During November 2024 an additional 23 units was included in the contract, increasing the total to 573 units.

Completion is still planned for end of April 2025.

**Masakhane UISP Phase A6:** This is a multi-year project of which the 5 phases, consisting of 1 080 sites, have been completed to date. Phase A6 comprises the installation of civil infrastructure on 71 sites and the Contractor established on site during May 2024. Practical Completion was achieved during November 2024.

**Masakhane UISP Wetcores:** Installation of wetcores on 82 serviced erven forming part of the Masakhane UISP Project was constructed. Contractor commenced during December 2024 and completion was achieved during March 2025.

**Kleinmond IRDP:** Pre-Planning funding applications were submitted to the Department of Infrastructure: Branch Human Settlements during June 2024 and approvals were received during October and November 2024. LUPA applications for two sites have been submitted and are currently being advertised. Once the LUPA process has been concluded, funding applications for installation of civil infrastructure will be submitted to the Department.

**Overhills UISP:** Application for pre-planning funding for the upgrading of the Overhills Informal Settlement as identified in the Land Investigation Report, was submitted to DoHS during July 2022 and approval was received during April 2023. The Consultants have been appointed, and planning is in progress. Further funding applications has been submitted at the end of November 2024 and approval is awaited.

**Schulphoek UISP:** The Schulphoek area forms part of the PSHDA area as declared by the National Department of Human Settlements.

The tender to procure the services of an Implementing Agent was advertised and after following the required Supply Chain processes, the tender was awarded to ASLA Construction during September 2023. A revised pre-planning funding application was submitted to Province during October 2023 and approval was received during March 2024. The Professional Team was appointed by the Implementing Agent. Background studies and investigations are currently in process. Conceptual planning and Environmental

Investigations are currently in process and various engagements and workshops have taken place with the Project Steering Committee. Finalisation of the Conceptual plan is the next step after which submission of environmental applications to DEADP will follow. Detailed planning will commence once the Environmental applications have been submitted after which the LUPA process and Public Participation will then commence. Implementation processes will follow after LUPA approval.

**Greater Hermanus PSHDA:** The Greater Hermanus West PSHDA was approved and gazetted by the National Department of Human Settlements during May 2020. The PSHDA comprises various portions of land stretching from Fisherhaven to Hermanus. It will bring about spatial transformation by integrating and consolidating the previously separated, underdeveloped and dormitory towns of Hawston and Fisherhaven into a new integrated, fully functional, inclusive urban development towards the west of Hermanus. This initiative will be the new urban expansion and centre of economic activity and growth for Hermanus. A funding application for the development of a Conceptual Development Plan for the PSHDA was submitted to Province during March 2023 and approval was received during March 2024. The Terms of Reference was compiled and finalised. Consultants and the Professional Team were appointed during July 2024. A draft Development Plan has been prepared and is currently being evaluated. The document is available for perusal at the Preekstoel Offices. Pls call (028) 313 8024 for an appointment. Public Participation will follow and after finalisation of the Public Participation Process, the Development Plan will be presented to Council. Following approval from Council, potential identified projects within the Development Plan will then be included on the Housing Pipeline.

**Human Settlement projects planned for the 2025/26 financial year:**

**Blompark IRDP Top Structure Phase 4:** This will be the last phase of the approved Blompark 539 units' project. Commencement of the final phase of 139 units is planned May 2025.

**Masakhane UISP Phase A7:** This is a multi-year

project of which 6 phases, consisting of 1 151 sites, have been completed to date. Phase A7 will comprise the installation of civil infrastructure on 33 sites.

**Kleinmond IRDP:** Pre-planning funding approvals were received during October and November 2024. LUPA applications for two sites were submitted and is currently being advertised. Once the LUPA process has been concluded, funding applications for installation of civil infrastructure will be submitted to the Department.

**Overhills UISP:** Pre-planning funding approval was received during April 2023. The Consultants were appointed, and planning is in progress. Further funding applications were submitted at the end of November 2024 and approval is awaited.

**Greater Hermanus PSHDA:** See details under previous Section

#### **Schulphoek Development**

See details under previous Section.

#### **Blompark IRDP – FLISP Serviced Sites**

Pre-planning funding application to be submitted to Department of Infrastructure for potential FLISP serviced sites project (IRDP) during June 2025. The site is located on a Portion of Erf 210 and Erf 1047, Blompark Gansbaai, directly adjacent to the R43.

#### **Human Settlement projects planned for outer financial years:**

**Housing Admin Site TRA Refurbishment:** During the 2016/2017 financial year, 250 temporary relocation units were constructed on the Housing Admin Site. An application for the refurbishment of these units to complete it as 125 BNG houses was submitted to DoHs during December 2020 and a decision is awaited.

**Tambo Square & New Camp, Zwelihle UISP:** This forms part of the Zwelihle UISP project. The project can only be planned further once land for decanting has been identified due to the high density within the informal settlement.

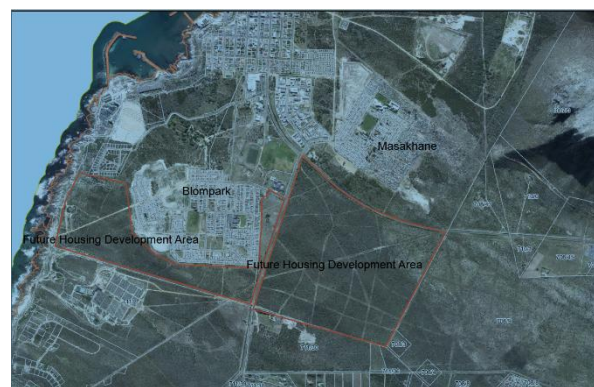
**Tsepe-Tsepe, Zwelihle UISP:** This forms part of the Zwelihle UISP project and is the final phase of the upgrading of the informal settlements in the area.

The project can only be planned further once land for decanting has been identified due to the high density within the informal settlement.

### Extension of Gansbaai

The current UISP project in Masakhane is almost complete and there are no other areas available for future extension of the informal settlement. The current project is also not sufficient to accommodate the need and backlog on the waiting list, therefore additional land is required. The areas surrounding Masakhane is ecologically sensitive and too close to the landfill site to be considered for future development.

The area in red on the plan below indicates the area identified for future development. The identified area would have to make provision for various different land uses, not just housing and this would have to be included in the planning thereof. It would also be the future extension area for both Blompark and Masakhane. [An application for planning funding will be submitted during the 2025/2026 financial year.](#)



### Extension of Stanford

The extension around Die Kop Informal Settlement as per the plan below, has been identified. Die Kop informal settlement will have to be upgraded as all the families may not benefit from the current Stanford housing Project. The identified area would have to make provision for various different land uses and not just housing. This would have to be included in the planning thereof. [An application for planning funding will be submitted during the 2025/2026 financial year.](#)



### CONCLUSION

The main objective of this chapter in the IDP is to provide a clear understanding of the Overstrand Human Settlement Strategy and how it engages with the Five-Year Programme to act in accordance with the vision of creating sustainable human settlements.

In the process of achieving the vision, definite problems were identified. The strategy is designed in such a way that it addresses the problems with specific objectives.

A detailed action plan has been set in place to reduce the backlog and address the current and future housing needs. This Housing Strategy Five-Year Plan will incorporate several housing programmes, each focused on and addressing different needs. The Overstrand municipality has compiled a comprehensive 5-Year Human Settlement Programme to guide and improve housing development and is specifically focused on delivery within the Municipality. [The Programme](#)

is updated and revised on a six-monthly basis due to the rapidly changing environment in which it operates. Funding allocations from the Provincial Department of Housing are amended from time to time and subsidy amounts are also revised from time to time.

**\* 5-year housing programme**

**(Version dated 24 March 2025 is attached below)**

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL													
	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
1	Integrated Residential Development Programme (IRDP)	2051/3021	Stanford IRDP	573	210	Housing Subsidy	Per Site						
							Number of Sites (783)						
							Top Structures (includes house wiring)	R 17 103 278					R 17 103 278,00
							Amount Top Structures (573)						
							Transfer Fees	R 405 000	R 1 146 000				R 1 551 000,00
							MIG						R -
							Electric (Mun / DoE) 621						R -
							Mun Bulk Electricity						
													R 18 654 278,00
			Greater Hermanus West PSHDA			Housing Subsidy	Per Site						
							Indirect Cost	R 300 000	R 1 000 000	R 1 000 000	R 5 000 000	R 5 000 000	R 12 300 000,00
							Direct Cost (Services)						R -
							MIG						
							Electric (Mun / DoE) (700)	Area supplied by Eskom					

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
												R 12 300 000,00
	3090,02	Blompark, Gansbaai	539		Housing Subsidy							
					Top Structures (includes house wiring)		R 25 070 972	R 17 000 000				R 42 070 972,00
						Number of top structures (539)						
					Transfer Fees & Retention		R 0	R 94 500	R 93 150			R 187 650,00
					MIG							
					Electric (Mun / DoE) 544		R 5 226 400					R 5 226 400,00
												R 47 485 022,00
	3090,2	Mount Pleasant	300		Housing Subsidy							
					Direct Cost (Services)		R 500 000					R 500 000
						Number of sites	17					
					Transfer Fees							R -
					MIG							
					Electric (Mun / DoE)			R 1 850 000	R 1 850 000	R 1 850 000		R 5 550 000
												R 6 050 000
	2145/309 0,07	Masakhan e	295		Housing Subsidy							
					Transfer Fees & Retention		R 210 750					R 210 750
					MIG							
					Electric (Mun /							R

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
					DoE)							-
												R 210 750
	3738	Kleinmond IRDP		180	Housing Subsidy							
					Indirect Cost		R 0					R -
					Direct Cost (Services)		R 500 000			R 1 000 000	R 1 000 000	R 2 500 000
					MIG							
					Electric (Mun / DoE)							
												R 2 500 000
		Erf 210 & 1047, Blompark, Gansbaai			Housing Subsidy							
					Indirect Cost			R 500 000	R 500 000			R 1 000 000
					Direct Cost (Services)					R 1 000 000	R 1 000 000	R 2 000 000
					MIG							
					Electric (Mun) DoE						R 1 000 000	R 1 000 000
												R 4 000 000
		Stanford Future Extension			Housing Subsidy							
					Indirect Cost			R 1 000 000	R 1 000 000	R 1 000 000	R 5 000 000	R 8 000 000
					Direct Cost (Services)							
					MIG							

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
						Electric (Mun) DoE							
													R 8 000 000
			Gansbaai Future Extension			Housing Subsidy							
						Indirect Cost			R 1 000 000	R 1 000 000	R 1 000 000	R 5 000 000	R 8 000 000
						Direct Cost (Services)							
						MIG							
						Electric (Mun) DoE							
													R 8 000 000,00
2	Housing Programme	No	Project	Units	Sites	Funding Source	Action/Note	2025/2026	2026/2027	2027/2028	2028/2029		Total 5-Year Cost
	Upgrading of Informal Settlements Programme (UISP)		Hermanus										
		3639 & 3695	Schulphoek		4000	Housing Subsidy							
						Indirect Cost							R -
						Direct Cost (Services)		R 5 000 000	R 2 500 000	R 5 000 000	R 30 000 000	R 30 000 000	R 72 500 000
							Number of sites	0	200	400	900	900	
						Bulk Services		R14 042 000,00	R2 500 000,00	R5 000 000,00			R 21 542 000,00
						MIG							
						Electric (Mun / DoE)							
													R 94 042 000,00

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Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
		Kleinmond										
	2047/3099	Overhills Informal Settlements		476	Housing Subsidy	Per Site						
					Indirect Cost							R -
					Direct Cost (Services)			R 5 000 000	R 5 000 000	R 5 000 000	R 10 000 000	R 25 000 000
					MIG							
					Electric (Mun / DoE)				R 1 850 000	R 1 850 000	R 1 850 000	R 5 550 000
												R 30 550 000,00
		Zwelihle										
	2047/3005,1	Tambo Square & New Camp		82	Housing Subsidy	Per Site						
					Indirect Cost							
					Direct Cost (Services)					R 6 560 000,00		R 6 560 000
						Number of sites				82		
					MIG							
					Mun: Electric							
												R 6 560 000
		Zwelihle										
	2047/3005,1	Tambo Square & New Camp Wetcores		82	Housing Subsidy	Per Site						
					Indirect Cost							
					Direct Cost						R 1 804	R 1 804 000

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
					(Services)						000,00	
						Number of wetcores					82	
												R 1 804 000
	2047/300 5,1	Tshepe-Tshepe & Serviced Site		90	Housing Subsidy	Per Site						
					Indirect Cost							
					Direct Cost (Services)						R 9 180 000,00	R 9 180 000
						Sites					90	
						Number of wetcores					90	
												R 9 180 000
	2047/349 6	Admin office site	125		Housing Subsidy	Per site						
					Admin Site TRA (Upgrade)					R 4 632 615	R 4 632 615	R 9 265 230
						Number of households (125)				65	65	
						Transfers					R250 000,00	R 250 000
					MIG							
					Mun: Electric 125					R 500 000	R 500 000	R 1 000 000
												R 10 515 230
	2145/309 0,04	Gansbaai Masakhan e UISP		1184	Housing Subsidy	Per Site						
					Indirect Cost							

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
					Direct Cost (Services)		R 3 000 000					R 3 000 000
						Number of Sites 1184	33					
					MIG							R -
					Electric (Mun / DoE) 1184		R 726 000					R 726 000
												R 3 726 000
	2145/309 0,04	Masakhan e UISP - Wetcores		1184	Housing Subsidy	Per Site						
					Indirect Cost							
					Direct Cost (Services)		R 1 200 000					R 1 200 000
						Number of Sites 1184	100					
					MIG							
					Electric (Mun / DoE) 1184							
												R 1 200 000
		Buffeljags baai		50	Housing Subsidy	Per Site						
					Indirect Cost							R -
					Direct Cost (Services)							R -
						Number of Sites (50)						
					Top Structures (includes house wiring)	50						R -

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL

	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
						Transfer Fees							
						MIG							R -
						Electric (Mun / DoE) 50							R -
													R -
3	Housing Programme	No	Project	Units	Sites	Funding Source	Action/Note	2025/2026	2026/2027	2027/2028	2028/2029		Total 5-Year Cost
	Emergency Housing Programme (EHP)		EHP			Subsidy		R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	R 1 000 000
4	Housing Programme	No	Project	Units	Sites	Funding Source	Action/Note	2025/2026	2026/2027	2027/2028	2028/2029		Total 5-Year Cost
	Social Housing Programme (SHP)					Subsidy		R 0	R 4 000 000	R 4 000 000	R 4 000 000	R 4 000 000	R 16 000 000
5	Housing Programme			Units	Sites	Funding Source	Action / Note	2025/2026	2026/2027	2027/2028	2028/2029		Total 5 Year Cost
	National Special Housing Needs Policy &		Shelter for the homeless			Subsidy			R 6 500 000				R 6 500 000,00

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 24 MARCH 2025 FINAL												
Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total 5-Year Cost
Programme												
		Home for Disabled			Subsidy			R 3 200 000				R 3 200 000,00
		Stanford Shelter for Abused Women			Subsidy			R 6 200 000				R 6 200 000,00
												R 15 900 000,00
					<b>TOTALS/YEAR</b>	<b>Housing Subsidies</b>	<b>R 67 332 000</b>	<b>R 31 740 500</b>	<b>R 18 593 150</b>	<b>R 55 192 615</b>	<b>R 72 866 615</b>	<b>R 245 724 880,00</b>
						<b>MIG</b>						<b>R -</b>
						<b>ELECTRICITY (MUN / DoE)</b>	<b>R 5 952 400</b>	<b>R 1 850 000</b>	<b>R 1 850 000</b>	<b>R 4 200 000</b>	<b>R 3 350 000</b>	<b>R 17 202 400,00</b>
						Municipality: electrical contribution						
						<b>Other Subsidies</b>	<b>R 200 000</b>	<b>R 20 100 000</b>	<b>R 4 200 000</b>	<b>R 4 200 000</b>	<b>R 4 200 000</b>	<b>R 32 900 000,00</b>
						Other municipal funding						
					<b>GRAND TOTAL / YEAR</b>		<b>R 73 484 400</b>	<b>R 53 690 500</b>	<b>R 24 643 150</b>	<b>R 63 592 615</b>	<b>R 80 416 615</b>	<b>R 295 827 280,00</b>
							<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>Total 5-Year Cost</b>

### NOTES

- 1 NO GEO-TECH VARIATION COSTS WERE INCLUDED IN THESE CALCULATIONS.**
- 2 GREATER HERMANUS (HAWSTON SEAFARMS) & SCHULPHOEK FORMS PART OF THE PRIORITY HUMAN SETTLEMENT DEVELOPMENT AREAS - FUNDING ALLOCATED AS PER DOHS BUSINESS PLAN.**

**KPA OS 5 (b)**

**Spatial Planning**

Refer to the Spatial Development Framework (SDF) Chapter 10 in this document.

**KPA OS 5 (c)**

**Local Economic Development (LED) and Tourism**

Refer to the LED Chapter 9 in this document.

**KPA OS 5 (d)**

**Social Development in a municipal context**

The Social Development department was incorporated into the LED department in the reviewed organisational structure of February 2024. The new unit is now called Socio-Economic Services in the Directorate: Planning & Development.

**Defining social development**

Social development can be defined as a planned process, and an approach to the transformation of society that allows holistic development processes to take place towards the reduction or eradication of poverty, inequality and uneven or under development. Social development is thus a multidimensional process to achieve positive social change (Consolidating Developmental Local Government: Lessons from the South African Experience. Van Donk et al: 2008).

Since the goal of social development is to eradicate poverty and inequality, it is important to understand what poverty is. Poverty is a multidimensional concept that includes not only income poverty, but also the denial of opportunities and choices most basic to human development to lead a long, healthy, creative life, and enjoy a decent standard of living, freedom, dignity, self-esteem, and respect of others. In general, when the economy prospers, households tend to enjoy a good standard of living, and when the economy declines, so do people's standards of living.

**Overview of poverty in the Overstrand**

For a more nuanced picture of poverty in the Overstrand, the Western Cape Government's *Municipal Economic Review and Outlook for 2024-25* uses **GDPR per capita**<sup>1</sup>, **income inequality**, **human development (as measured by the Human Development Index (HDI))**<sup>2</sup>, **indigent households** and **free basic services** as indicators of the living standards of households living in the Overstrand.

Overall, human development has been improving across the Western Cape since 2014. In **2023**, at **0,752**, Overstrand's **Human Development Index** was higher than the district average (**0,719**) and the highest HDI for a municipality in the district. Our **GDPR per capita** declined to **R46 327**, the lowest in the Overberg, following a 3.2 percent contraction. This is partly due to a rapidly growing population outpacing economic growth, leading to inadequate resources to support the increased populace. The declining GDPR is due to the population growth that is outstripping GPDR in the region. **Income inequality** or the distribution of wealth among a population as measured by the Gini coefficient has improved from **0.640** in **2020** to **0.612** in **2023** indicating substantial efforts in addressing income inequality. **0.631** in **2021** to **0.620** in **2022**. Despite this improvement Overstrand has the highest levels of income inequality in the district, surpassing that of the Province in 2022. Although Overstrand is also the only municipality in the district that has not yet reached the NDP goal of 0.60 income inequality, it has made significant strides towards this target, achieving income inequality of **0.60**. The Western Cape Government's *Municipal Economic Review and Outlook – Overberg District 2024/25 Socio-Economic Profile of Overstrand Municipality* for 2023 projects an average annual **expects** a population growth rate of **2,9%** for the Overstrand from the **2024** population of **120 422** to an estimated population of **134 704** by **2028**.

<sup>1</sup> Per capita income is the average income in a population per year i.e. total income divided by the total population.

<sup>2</sup> The HDI assess the relative socio-economic development in a country through a composite of education, housing, access to basic services, health, life expectancy and infant mortality rate as indicators.

High levels of unemployment and inequality coupled with rapid population growth fuels socio-economic challenges such as crime. Per 100 000 people, the Overstrand has the highest number of sexual offences and drug related offences in the district. The population growth is already putting severe pressure on the capacity of educational institutions to accommodate learners, and this pressure will clearly increase over the next couple of years. The biggest socio-economic risks identified for the Overstrand Overberg in the Western Cape Government's *Socio-Economic Profile: Overberg District Municipality* are: (1) high and increasing crime rate low learner retention, (2) low learner retention high crime rates (3) high poverty levels.

### Social development approach

Social development will follow an integrated, holistic approach that involves different stakeholders. Local economic development, infrastructure development, health, environmental development, housing, access to basic services, social relief, disaster management, public works and employment creation, skills development, improved livelihoods and community services for vulnerable groups are integral to the eradication of poverty.

It is important to understand that social development is not an exclusive local government competency, and welfare support in particular is performed by the national and provincial social development departments. Whilst the three spheres of government have different roles and responsibilities, they cannot operate in isolation of each other. Intergovernmental relations are vital to ensure an integrated and holistic social development approach and effective service delivery to communities. Institutional holism between the three spheres of government as well as municipal departments is essential to ensure the roll-out of an integrated local government social development agenda. The District Development Model, which adopted by Cabinet in August 2019 is intended to provide a framework for a coordinated and integrated alignment of development priorities, and objectives between the three spheres of government.

### Focus on the most vulnerable groups

The municipality has a key social development role to play through facilitating an integrated and holistic approach that recognizes the special needs of vulnerable groups, i.e.: children, youth, women, people with disabilities, the elderly and people infected and affected by HIV/AIDS. Ensuring that these vulnerable groups have access to services and opportunities are particularly important from a social development perspective.

### Working together

Government, the private sector and civil society are invited to work with the municipality in an open and coordinated approach to alleviate and improve the conditions of the marginalised groups. Efforts to improve their lives must be complemented through collaboration between stakeholders to ensure lasting change.

In 2019 the Overberg District Municipality established a district social development forum which is convened by the Western Cape Department of Social Development. The forum brings all the municipalities in the district together on a platform where common social challenges across the district can be addressed by the municipalities, the district and the Western Cape government.

### Key focus areas for the 5-year IDP cycle (2022/2027)

#### 1. CHILDREN AND EARLY CHILDHOOD DEVELOPMENT

Government recognizes Early Childhood Development (ECD) as central to the realization of the national development goals of reducing poverty and inequality. The importance of ECD is one of the reasons that this function has moved from the Department of Social Development to the Department of Basic Education (DBE) in 2022. The municipality recognises its role in ECD and will provide its support to DBE and all local stakeholders to ensure growth in the Overstrand ECD sector. The ECD approach will be driven by the following key initiatives:

- **We have made good progress** The department is in the process of drafting an overview of the current **state of the ECD sector in the Overstrand**. **The municipal**

Council has also approved the following recommendations:

- That the necessary budgetary provisions be made to enable Community Services to address safety and compliance issues at municipal buildings / properties used as childcare / partial care facilities; and
- that a by-law be drafted to enable appropriate regulation, planning and monitoring of childcare / partial care facilities in the Overstrand.
- This will also inform a **five-year ECD infrastructure plan** to increase accessibility to ECD services. This plan will complement the 2020 Overstrand Spatial Development Plan (SDF) which also highlights the shortage of social amenities such as pre-primary schools, makes provision for education and recreational facilities and supports the development thereof. These infrastructure developments will require financial investment by the National and Provincial governments and/ or other funding partners.
- The department will have **quarterly meetings with the ECD sector** to ensure we stay informed about their needs.
- ~~• The department will continue to support **after school initiatives** and explore opportunities for additional afterschool facilities where vulnerable children can be cared for in a safe environment after school.~~
- The department assists with the drive to ensure that **municipal facilities used as ECD facilities** are appropriately zoned, have the required fire safety requirements in place for compliance, and have approved building plans.
  - During the 2024/25 financial year, the Department of Agriculture and Rural development will upgrade an early childhood development facility in Kleinmond, and on Masakhane as well as construct a new facility in Eluxolweni, Gansbaai. **The contractor appointment by**

the department withdrew from the project in late October 2024. The department is going through the procurement process to appoint a new contractor for the project.

### 2. GENDER

- There is a significant need for an integrated GBV response in the Overstrand. To address this the establishment of a **Thuthuzela Care Centre in Hermanus** will be explored.
- Two potential sites for safe houses for victims of abuse have been identified, one by a NPO on private property and one by the municipality on government property. Whilst a facility is vital for the establishment of a shelter, so too is the management and operation of a such a facility. Suitable NGO's will need to be identified and supported to manage and operate such a facility. **There is no indication that the site for a safe house for victims of abuse identified by a NPO has been established. The site identified by the municipality still belongs to the Department of Public Works, the transfer of the property has not yet been concluded. The municipality did register the upgrading / establishment of the safe house at the Department of Human Settlements as a special housing project. This provides the possibility of capital funding for the refurbishment of the building on the site. The application for this funding must be done by an NPO though. Due to the lack of local NPO's specialising in the provision of shelter for victims of abuse, we will explore the interests of NPO's running shelters for abused women registered with the Western Cape Department of Social Development.**
- The department has adopted a **360-day approach to GBV awareness**.
- The department has applied for funding to establish **Gender Rights Ambassadors** to establish support groups and to provide support to GBV victims, among others.
- ~~• The department also intends on applying for the 100-day GBV challenge for the 2024-25 financial year.~~
- Body safety programme aimed at creating

awareness among pre-primary and primary school children. ~~about where strangers are not allowed to touch them.~~

### 3. SUBSTANCE ABUSE

- There is a significant need for a rehabilitation centre in the Overberg District. In lieu thereof, this department would **promote the establishment of Matrix clinics**. These are highly effective, do not require capital investments to establish, have significantly lower operation costs, are community based and are much more accessible, especially for youth, compared to rehabilitation facilities.
- The Overstrand does not have a **Local Drug Action Committee** in place but will establish a substance abuse coordinating forum to ensure networking and cooperation with stakeholders continue.

### 4. HOMELESSNESS

- ~~• The department will continue with its **homelessness dignity programme** which is aimed at providing homeless people with the opportunity to a dignified life and reintegration into society.~~
- ~~• A **Homelessness working group** will be established to ensure a coordinated and integrated approach to homelessness.~~

### 5. YOUTH

- We have established a **youth desk** to promote and **inform the youth about services and opportunities** available to them.
- The youth desk will also arrange **youth outreaches** in the areas where they live. to meet and connect with the youth in the Overstrand.
- **The youth desk plays a significant role in assisting with tertiary funding and study applications; as well as assisting youth with preparing their CV's and applying for jobs.**
- A **youth centre** is planned to further extend opportunities for the youth. Government departments will be key in ensuring that the youth centre provides the most needed services to the youth.

- ~~• During this IDP cycle we will also look to establish **youth representative groups** across the Overstrand to represent the needs of youth in our Wards~~

### 6. PEOPLE WITH DISABILITIES

~~The department will continue to look for opportunities to work with and assist organisations that **promote the rights of people with disabilities**. In partnership with a local NPO, monthly health and wellness sessions are facilitated at our Thusong centre for people with disabilities.~~

### 7. THE ELDERLY

~~The **elderly outreach programme** is continuing and well received. We look forward to build on the sessions we have had by reaching out to more areas and increasing the frequency of the outreaches. The elderly outreach programme is aimed at complimenting the services provided by community based care centres and to fill the void in areas with no care centres, by taking services and opportunities to the elderly in the areas where they live.~~

### 8. PROMOTE SOCIAL DEVELOPMENT

~~To promote the rights of the most vulnerable groups in the Overstrand, the department will participate, support and or host, in partnership with our local communities and NGO's, the observance of national days, such as:~~

- ~~• Human Rights Day~~
- ~~• Youth Day~~
- ~~• Women's Day and Women's Month~~
- ~~• Children's Day~~
- ~~• Disability Day~~
- ~~• 16 Days of Activism Against the Abuse of Women and Children.~~

The Overstrand Spatial Development Framework (SDF) 2006 makes provision for future education and recreation facilities in the municipal area. It highlights the shortages of social amenities and supports the establishment of pre-primary and other educational amongst others. These infrastructure developments will require financial investment by the National and Provincial governments and or other funding partners.

~~Planned Social Development initiatives for the period 2017/18 – 2022/23:~~ (replaced with key focus areas for the 5-year IDP cycle, stated above).

**KPA OS 5 (e)**

**Enhance Sport, Recreation and Culture**

The following sport facilities are available in the Overstrand Municipal area:

Area	Number of sport facilities	Type of sport facilities
Kleinmond	4	Rugby, Soccer and Netball Court.
Hawston	14	Rugby, Soccer, Netball, Cricket, Tennis, Athletic field and Swimming pool
Mt Pleasant	7	Rugby, Soccer, Netball Court, and Tennis
Zwelihle	6	Rugby, Soccer, <del>Swimming Pool</del> (burnt down during riots), and Dual use (Netball, Tennis, Basketball, 5 A soccer)
Stanford	4	Rugby Field, Soccer and Dual use (Netball and Tennis)
Gansbaai	9	Rugby, Soccer, Netball Court, Tennis, Cricket
Blompark	4	Rugby and Netball Court
Masakhane	3	Soccer and Netball Court
Eluxolweni	1	Dual use (Soccer and Rugby)

Table 73: Overstrand sport facilities per area

~~Overstrand Municipality has completed the design for double sided grand stand for the Hawston Sports Complex, first phase of the project will still commence in 2024.~~ The project first phase has commenced (foundation, steel work, brick work, slab) and it will be completed in August 2025 in terms of the current program. (update status).

Overstrand Municipality also received Municipal Infrastructure Grant (MIG) approval of R 16 489 820 of which R 7 800 000 is from Sport and Recreation South Africa (SRSA) for upgrading of Mt Pleasant Sport Field for the financial year 2025/2026

~~Some municipal sport facilities are generally in a fair condition except for the Zwelihle Sport field which has severe water supply challenges.~~ A maintenance programme has commenced in February 2025 for resuscitating of Zwelihle Sport field with levelling of the surface, rolling of the topsoil and planting of grass seeds. A and B grounds have laid off in order to allow grass to grow. However, the issue of dysfunctional sprinklers or water pressure still exist, water tanker is used at the current moment. Ultimately, this Sport field requires Astro Turf due to the number of teams that are using this sport fields. There are pockets of playing surfaces that has been infested by moles. Overstrand municipality has installed mole barriers around cricket pitch in 2023 in order to protect it from being damaged by moles at Hawston Sport Complex. Overstrand Municipality will further build sight screens for Hawston Cricket Club during this financial year 2025/2025 as part of ensuring that the facility is well equipped with required features of their game.

Other challenges with regard to various facilities will be addressed through implementation of master plans. Masterplan for the Mount Pleasant Sports Field has been finalised.

The Overstrand Municipality survey (report) on sport infrastructure is revised annually so that information presented remains relevant. The mentioned report is available at the administration for information purposes. Projects from the prioritised list of projects may be funded from internal funding - and/ or external sources, e.g., MIG, LOTTO, National Sports and Recreation of South Africa (SRSA) over a period of time based on the availability of funding.

As part of our plans to install suitable lighting at our sport fields we shall roll-out a club level flood lights projects in Kleinmond (Proteadorp and Overhills), Stanford and Gansbaai (Blompark and Masakhane). ~~The Kleinmond Netball Club House extension is still in progress, and we envisage to complete it by end of March 2024 if things go according to plans. Engagement has commenced with the infrastructure and planning department to attend to the issue.~~

The municipality introduced the use of grey water to water grass surfaces where possible. Subject to purification of water and the installation of pipelines to affected sport grounds. With regard to over-used grass surfaces, the Municipality strives to obtain funding for the installation of synthetic turfs.

Other challenges are:

- vandalism in respect of infrastructure in some areas but in some we have managed to have a significant reduction due to existence of private security company.
- the over-use of certain fields, especially soccer fields.

### The Annual Overstrand Sport Festival

Consideration will also be given to continue with the Overstrand Sport Festival in 2023/24. The following sport codes from different municipal areas will participate, namely:

- Netball
- Soccer
- Cricket
- Rugby

Objectives of the tournament are:

- To promote participation in sport in Overstrand.
- Using sport as a tool to prevent crime,
- To promote social cohesion in Overstrand,
- To present an opportunity for clubs to compete against each other, and
- To assist clubs and coaches to prepare their teams for next season.

### The Annual Youth Tournament (Under 17)

The annual Youth Tournament will continue to be staged in different areas where youth between the ages of 15 to 17 compete among themselves, these will be the codes:

- Netball
- Soccer
- Cricket
- Rugby

Objectives of the tournament are:

- To promote participation in sport in Overstrand.
- To unearth talent
- Using sport as a tool to prevent crime,
- To promote social cohesion in Overstrand,
- To present an opportunity for clubs to compete against each other, and

- To assist clubs and coaches to prepare their teams for next season.

Street Soccer/5-A- side soccer is a regular feature around our communities. It is an activity where young and old come together informally to play this short version of soccer. In 202/23 the Municipality intends to continue with street soccer programs throughout Overstrand.

Objectives of Street Soccer are:

- Bridge the gap between the formal and non – formal sport.
- To promote social cohesion in Overstrand
- To present an opportunity for everybody to compete amongst each other.
- To promote healthy living lifestyle.
- And using sport as a tool to reduce crime and other social ills.

Whale Festival Boxing Tournament it also an annual event staged during Whale Festival. Top amateur boxers from across South Africa converge in Overstrand to compete against each other. This is the tournament that is organized in collaboration with the provincial Department of Cultural Affairs and Sport. Overstrand continues to engage boxing stakeholders on a need to host national Championships in rural communities like Overstrand.

~~Overstrand Municipality hosted the Western Cape Elite and Youth championships in the year 2023. Our intentions to host National Boxing Tournament in collaboration with other stakeholders will be an ongoing engagement until the South African Open Boxing Organization agrees. As highlighted by the Minister of Sport during the recent Boxing Indaba held in East London ICC in February 2025, amongst the other things he highlighted its lack of funding of the code which impedes in the functioning and development of the code. Therefore, once the issue of funding is addressed, the discussion to host a major Boxing tournament in Overstrand can commence once again.~~

Objectives of the tournament are:

- To promote boxing in the Overstrand
- To present an opportunity for young boxers to

compete against each other.

- To use boxing to fight crime and other social ills
- To use boxing to reduce poverty.

Better Together Games is an annual event which provides an opportunity for all government officials to participate. Different sports codes namely:

- |                      |             |              |
|----------------------|-------------|--------------|
| • Touch rugby        | • Athletics | • Golf       |
| • 5 – A- side soccer | • Darts     | • Cricket    |
| • Fun run            | • Netball   | • Tug of war |

Objectives of the tournament:

- to further interdepartmental co-operation;
- to build the morale of staff members through healthy social interaction;
- to let officers at different levels and from different departments compete together in good sportsmanship;
- To promote the corporate identity of the Western Cape Government.

Annual Aerobic Marathon and fun run is the event that was founded in line with national Sport and Recreation pillar "Active Nation". It's an event that coincides with commemoration of AIDS Day. This event is an annual fixture and the venue for **2025/2026 will be Zwelihle Community Hall.**

- |              |              |
|--------------|--------------|
| • Fun Walk   | • Zumba      |
| • Fun Walk   | • Functional |
| • Cutter box |              |
| • Steppers   |              |

Objectives of the programme:

- To promote participation in a healthy lifestyle in our communities.
- Promoting awareness about Gender Based Violence, AIDS and drug abuse
- To promote social cohesion amongst communities.
- To promote aerobics and participation in athletics.

Youth Day Celebration is an annual event which takes place during the youth month (June 16). This event allows for the youth below the ages of 15

and 10 years to showcase their talent. These are activities:

- 5 –A- side soccer
- Mini cricket
- Netball
- Poetry
- Karaoke

The Objective of the event:

- To celebrate youth month
- To promote social cohesion in Overstrand
- Educating youth about the importance of playing sport
- Educating our youth and other social ills
- To promote completion amongst youth.

The regional Indigenous Games

Promotion of Indigenous Games within selected schools continues to yield positive results. ~~Our local participants manage to secure spots in the provincial team that participated in National Indigenous Games hosted in Durban in the year 2023.~~ The regional event for **2024/2025 will be hosted at the Hawston Sport Complex. The venue for the 2025/26 event must still be decided on.** Each year all relevant stakeholders come together to assess the previous event and to determine the venue for the next financial year.

Objectives of the programme:

- To promote more participation in physical activities
- To present an opportunity for our youth to travel the world.
- To preserve our indigenous or cultural activities.
- To present an opportunity for talent identification.
- To encourage our youth to be role models.
- To equip our youth with necessary skills.

Women Sport Day Challenge

August month it's a month which we recognise the milestones which has been achieved by women in this country. In celebration of their contribution to sport, the following sport activities from different municipal area will be organised, namely:

- |           |          |
|-----------|----------|
| • Netball | • Soccer |
|-----------|----------|

Objectives of the tournament are:

- To promote women participation in sport in Overstrand.
- Using sport as a tool to prevent teenage pregnancy and substance abuse.
- To promote social cohesion in Overstrand,
- To commemorate women's month, and
- To assist clubs and coaches to prepare their teams for next season.

### CULTURE

A Traditional and Cultural committee was established in October 2021. In December 2021 the committee was actively responsible for management of the initiation school in the Hemel and Aarde Farm together with various role players namely: Sport and Recreation office, Disaster Management, Law Enforcement, Infrastructure and Planning, Property administration and Provincial Department of Cultural Affairs and Sports.

The Committee must continue to engage local residents about their programmes. Ideally, the Municipality would like to see a committee that can be self-sustaining with the Municipality playing a supporting role where a need arises. The Sport and Recreation office will remain part of this committee as an ex-officio member.

~~The forum has handled about 130 initiates from local and Cape Metro with no deaths in year 2022 and 3 initiates in year 2023/2024 with no deaths. In December 2024 the forum handled about 7(seven) initiates of which one refused to comply and took a decision to go to hospital. Overstrand Municipality has been encouraged by the Provincial department of Cultural Affairs to also incorporate other areas into the forum. Discussion held in March 2025 resolved that the newly elected committee go extra mile in educating the locals about passage to manhood by conducting school visits in order to bring about awareness and as well as strengthening parents- initiation Forum relations.~~

## CHAPTER 5

### FUNCTIONAL AREAS OF MUNICIPAL ACTIVITIES

The following is an analysis of the respective functional areas of the Municipality in relation to the main priorities, constraints faced and functional strategies. The functional areas are grouped under the relevant strategic priority/objective as set out in the vision and mission statement.

It has been formulated in this manner to demonstrate the linkage between the strategic priorities and the relevant functional area, which underpins that priority.

5.1 Linkage of strategic priorities/ objectives with functional areas/ services with a special focus on Service Delivery and Infrastructure Development.

#### STRATEGIC OBJECTIVE 1:

##### PROVISION OF DEMOCRATIC, ACCOUNTABLE AND ETHICAL GOVERNANCE

##### LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Strategic Support Services
- Human Resources
- Communications
- Gender Equity
- Internal Audit
- Legal Services
- Risk Management
- Information Communication and Technology (ICT)
- Business Architecture and Customer Relations Management (CRM)
- ~~Area Management~~
- Law Enforcement, Traffic, Fire and Disaster Management
- ~~Council~~ Administrative Support Services
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)

- ~~Housing and Community Development~~
- Solid waste
- Fleet Management
- Electricity distribution and Street lighting
- Socio- Economic Services, Tourism
- Planning and Development Services - Town planning/ Spatial Development/ Property Administration
- Building Services
- Infrastructure Services
- Elections
- Valuations
- Finance.

#### STRATEGIC OBJECTIVE 2:

##### PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES

##### LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Human Resources
- Communications
- Information Communications and Technology
- ~~Area Management~~
- ~~Council~~ Administrative Support Services
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)
- Solid waste
- Fleet Management
- Electricity distribution and Street lighting
- Planning and Development Services - Town planning/ Spatial Development/ Property Administration
- Infrastructure Services
- ~~Corporate Projects~~
- Finance.

### STRATEGIC OBJECTIVE 3:

#### THE ENCOURAGEMENT OF STRUCTURED COMMUNITY PARTICIPATION IN THE MATTERS OF THE MUNICIPALITY

##### LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Communications
- ~~Area Management~~

- Town planning/ Spatial Development
- Property Administration
- Building Services
- Finance.

### STRATEGIC OBJECTIVE 4:

#### CREATION AND MAINTENANCE OF A SAFE AND HEALTHY ENVIRONMENT

##### LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Human Resources
- Communications
- ~~Area Management~~
- Municipal Public Safety - Law Enforcement, Traffic, Fire, Rescue and Disaster Management
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)
- Solid waste
- Planning and Development Services - Town planning/ Spatial Development
- Property Administration
- Building Services
- Infrastructure Services
- Environmental Management.

### STRATEGIC OBJECTIVE 5:

#### PROMOTION OF TOURISM, ECONOMIC AND SOCIAL DEVELOPMENT

##### LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Communications
- ~~Area Management~~
- Integrated Human Settlements and Development
- Socio-Economic Services
- Tourism

## CHAPTER 6

### SERVICE LEVEL AGREEMENTS

In line with its Vision - to be a centre of excellence for the community - the Overstrand Municipality has developed a comprehensive customer care strategy. This has now rolled out into consumer services charters for the following departments: electricity, water and sanitation, solid waste management and roads and storm water. The IDP process will be used as the main consultation mechanism to fine-tune the charters with the communities.

#### CONSUMER CARE CHARTER PREAMBLE

*As it is our vision to be a centre of excellence for the community. Our amended mission is creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL.**"*

And in acknowledgement of the legal framework in which we have to operate and comply with, amongst others:

- The Constitution of the Republic of South African, 1996; Act 108 of 1996;
- The White Paper on Local Government, March 1998;
- Local Government: Municipal Structures Act, 1998;
- Local Government: Municipal Systems Act, 2000;
- Local Government: Municipal Finance Management Act and Regulations, 2003;
- The Batho Pele Principles;
- Occupational Health and Safety Act 85, 1993; and
- The Protection of Information Act, 1982;

In compliance with various internal policies to enhance service delivery, such as

- our Telephone Policy;
- our policy to respond to written requests, complaints or queries within 14 working days, and if an investigation is needed to resolve the matter, within 30 working days;
- the review of prescribed fees and tariffs at least annually through a transparent process during which an effort will be made to keep the tariff and fees affordable for our consumers in terms of our Tariff Policy; and
- In case of a planned interruption of a service we will give at least 2 days' notice of such interruption and will also indicate the anticipated duration of the interruption.

And in anticipation that you as a client will:

- Pay your municipal taxes and service accounts in full on the due date as displayed on your bill or let us know as soon as possible should you have any difficulty to pay the account before that date;
- Notify us immediately of any change of address and/or ownership of the property for billing purposes.

We have built and will maintain a sound customer management system focused on good customer relations and customer satisfaction and undertake the following with regard to our service delivery in general.

- To have a customer information officer on call 24 hours a day, 7 days a week, to handle your complaints and enquiries;
- To ensure that 80% of all calls are answered within 20 seconds;
- To provide the complainant with information regarding the progress towards the resolution of his or her complaint or enquiry;

- To project a positive approach, focus on solutions and provide a “can do” attitude;
- To do the best to provide a resolution that is to the satisfaction of all parties involved, within the bounds of legislative and policy requirements;
- To treat your complaint in an open and accountable manner and use it as an opportunity to learn and improve our service delivery to you; and
- To render services to our customers in a cost-effective manner.

Furthermore, we commit ourselves to the following regarding specific services:

### **ROADS AND STORM WATER INFRASTRUCTURE**

#### **Our purpose**

To provide well maintained and safe roads and storm water infrastructure in accordance with the standards and specifications for municipal authorities. Due to the historical past of the Overstrand towns, storm water infrastructure is decaying. The Municipality embarked thus in the roll-out of storm water master planning on an annual basis.

#### **Service quality**

We commit ourselves to-

- Provide an efficient and safe road and storm water network that best meets the needs and priorities of all communities across the municipal area;
- Minimise disruptions to traffic and ensure the safety of road users as a result of service authorities and others undertaking work on roads;
- Implement a programme to execute planned maintenance of road and storm water infrastructure; and
- Identify and request funding for storm water systems that need to be upgraded to prevent flooding.

#### **Our service standards**

We will ensure that –

- Roads are maintained on a sound technical basis through the use of a Pavement Management System (PMS) in order to identify roads that need to be resealed and/or rehabilitated.
- All complaints are recorded, and a reference given for further enquiries.
- 92% of complaints and enquiries are resolved within 30 days.
- Road signs, street markings and street names are maintained.
- In case of emergency flooding, we have alternative routes in place so that the public is not disrupted for more than 24 hours.
- Repair potholes on asphalt roads within ~~20~~ 15 working days after they have been reported.
- Storm water drainage structures within and outside the road reserve will be maintained 2 X per year in order to prevent flooding of roads and surrounding properties during downpours.

#### **Our agreement with you**

- Roads and storm water systems will be upgraded in such a manner that the least inconvenience will be caused during peak traffic periods and adverse weather conditions.
- Roads in the central business area will be swept once a week (*No road sweeping function Gansbaai*). Additional days of service is provided pending availability of funding for EPWP teams.
- Measures will be taken to minimise disruption during periods of construction or maintenance.

- Road surface and storm water systems will be cleared from any hazardous waste to comply with environmental standards.
- At specified time frames annually, we will
  - reseal and patch roads;
  - maintain sidewalks; and
  - maintain gravel roads.
- Road markings will be painted and maintained at all intersections as well as centre lines on primary roads;
- Notice of planned road closures will be given 24 hours before such closures

### **As an owner, occupier or consumer we request you to:**

- Adhere to the relevant acts and regulations when using the road network or disposing of waste water into the storm water system.
- Not dispose of any foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or garden refuse into the storm water system.
- Not obstruct damage or interfere with any road or storm water system so that it causes inconvenience or danger to any member of the public.
- Notify the Municipality of any defect or potential hazard that may cause damage to property of either the municipality or the public.

## **ELECTRICITY**

### **Our purpose**

To provide electricity and public lighting that satisfy our consumers and communities whilst operating within the required standards set out by the Quality of Service (NRS 047), the Quality of Supply (NRS 048) and required safety standards".

### **Quality of electricity supply**

#### **We commit ourselves to**

- Provide electricity of a **high** quality, reliability and safety as stipulated in national legislation, NERSA licensing conditions including national compulsory standards (NRS 041, - 047, - 048, 057, - 082).
- Supply voltage at 230V ( $\pm$  10% deviation) between phase and neutral for single phase connections, and 400V ( $\pm$  10% deviation) phase-to-phase on three phase connections.
- Limit planned municipal interruptions to not more than twice per year, with maximum 8 hours interruption per event.

#### **Our service standards**

##### **We will:**

- Install new connections within
  - 20 working days of receiving the application and proof of payment of the prescribed fees if existing infrastructure is adequate and all requirements are met.
  - 30 working days of receiving the application and proof of payment of prescribed fees, or as otherwise agreed, if network extensions/upgrading is required.
- Answer 80% of customer calls within 20 seconds and on request provide an enquiry number.
- Respond to complaints on faulty streetlights.
  - 95% of complaints to be resolved within 10 working days.
  - 100% of complaints to be resolved within 15 working days.
- Respond
  - immediately to any reports of unsafe electrical infrastructure or any other urgent unsafe condition;

- within 2 hours to any network faults; and within 10 working days of receiving a request for verification of a meter.
- Provide a quotation for services requested within 10 working days of receiving the request, or if an investigation is needed, within 30 days.
- Read electricity meters at least once in every 3-month cycle.
- Allow at least 14 days after the date for payment stipulated on the account, before any disconnections are done.
- Ensure that reconnections are done within one working day after all outstanding amounts and reconnection fees have been paid in full.
- Provide easily accessible vending points for purchase of pre-payment tokens some of which must be open to the public 24 hours per day, seven days per week.
- Give notice of planned interruptions at least 48 hours in advance.
- All aspects of the rendering of electrical services are governed by the Electricity Services By-law, as promulgated on 21 October 2016 in the Provincial Gazette of the Western Cape (also available on the municipal website).
- Consolidated accounts are rendered monthly to the address on record at the Municipality. It is important, however, to note that not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the Municipality if you do not receive your account in order to make timely payment.
- Where a fixed fee is levied you, as the owner or consumer must pay it irrespective of whether the electricity services are used or not.
- If you are not satisfied with your account, you may submit a reasoned written objection prior to the payment date but you are still liable for the payment until the matter is resolved through a process set out in the by-law.

### **We are committed to:**

- Develop and maintain the electrical infrastructure to ensure all households, including indigents, have access to reliable and safe basic electricity supply.
- Ensure accurate and reliable metering systems, as well as an open and transparent approach to the cost of electricity services.

### **Our agreement with you:**

- Your application for electricity services constitutes an agreement between you and the Municipality in terms of which you pay the prescribed fee to connect to the services and thereafter your monthly invoice based on the tariff charged for the category of service you required.

- You may terminate your agreement with 5 working days' written notice, or the Municipality may terminate it if you have not used the service for a period of 6 months without arranging for its discontinuation, or you fail to pay for the service, or if you in any other way fail to comply with the by-law or compliance notices issued as per the by-law.
- Full payment of outstanding fees, including interest, a re-connection fee and other conditions as may be determined by the Municipality, apply when terminated services are requested to resume.

### **Entry to your premises:**

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property.

- We will give consumers at least two days' notice if an authorised official needs to gain entry to your property to do an inspection or an investigation, unless such person is performing an inspection on unlawful use of electricity, in which case he/she may enter the premises at any time of the day and unannounced. Such person may request information to perform his duties.
- In case of an emergency an authorised official has the power of entry without prior notice.
- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

### **Restrictions and cut-offs:**

- If circumstances so require, we may impose electricity restrictions in the whole or part of the Overstrand supply area.
- As part of a load shedding programme in an emergency, we may interrupt the supply of electricity to any premises without prior notice.
- If a consumer is in breach of his agreement or the by-law we will give 14 days' written notice and thereafter proceed to cut electricity supply to the premises.

### **As an owner, occupier or consumer, we request you to:**

- Adhere to relevant acts, regulations, the Electricity Services By-Law and electricity reduction notices.
- Ensure your household wiring is properly maintained and engage an appropriately licensed electrician to carry out any new wiring as per SANS 10142-1.
- Let us know promptly of any service difficulties or faults.

- Not tamper with the municipal electricity services and meter and to please report illegal tampering.
- Take adequate steps to protect your electrical appliances against damage due to interruptions and fluctuation in the electricity supply.
- Not redistribute electricity to any third parties.
- Ensure the electricity meter is free from obstruction to allow easy access for reading and maintenance.
- Always treat your electricity supply as alive, even during interruptions.
- Let us know as soon as possible should you have any difficulty to pay your account before the due date.
- Conserve electricity and make saving electricity a way of life.

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## **WATER AND SANITATION**

### **Our purpose**

To provide consumers with potable water and appropriate sanitation services.

### Water services quality

- We commit ourselves to supply - where the infrastructure allows - water that meets the standards set out for drinking water (SANS 0241) and treat effluent to a standard prescribed by law before disposal thereof back into our water sources or for irrigation purposes.
- We have a water quality management programme in terms of which potable water is frequently sampled at various places and tested by an independent accredited laboratory. The results of our treated water and effluent analyses are reported monthly

to the Department of Water and Sanitation and thus monitored nationally.

- We strive to obtain Blue Drop status for all our water supply systems and Green Drop status for all our waste water systems.

### Vacuum Tanker Service

- Overstrand Municipality is rendering a vacuum tanker service to properties in Gansbaai, Stanford, Hermanus and Kleinmond areas where no sewer networks are installed.
- Affected clients must monitor the **wastewater sewer** levels in their conservancy **tanks** and submit a request for service at least 72 hours before capacity of a tank is reached.
- Last-mentioned action will also promote the scheduling of requests (jobs) to be executed by the Administration.

### **Our service standards**

#### **We will:**

- Respond to any reports about poor water quality within 12 business hours;
- Ensure that prolonged water supply interruptions (12 hours) are not more than 3 times per annum;
- Give 2 days prior notice in case of planned interruptions;
- Have an alternative supply of water available to meet basic needs in case of unplanned interruptions that last longer than 24 hours;
- Install new connections within 30 days of receiving the application and all prescribed requirements have been met;
- Clean up sewer overflows due to blockages in our system within 24 hours;

- Report the spillage of sewerage in a watercourse or sea to the relevant authorities within 24 hours of such occurrence;
- Promote the use of alternative water sources for irrigation and industry. Note that the use of grey water is allowed, but we may inspect such use and impose conditions;
- Upgrade and monitor telemetry systems, to act as an early warning system for e.g. pipe failures, reservoir overflows and sewer pump stations failures;
- Replace old consumer water meters in phases.
- Test water meters on request. If the meter complies with the specifications the consumer will be liable for the cost thereof. If the meter is faulty, there will be no cost for the consumer;
- Monitor and investigate individual municipal users, consumption on a monthly basis;
- Monitor and investigate abnormal high or low water consumption of consumers.
- Ensure that all requests for vacuum tanker services are rendered within 72 hours of receipt of requests by the Administration.
- Requests for vacuum tanker services received by the Administration after 15:00 to be executed after 16:30 on the same day must receive preference and will be charged at the applicable after hour tariffs.

**We will not** be liable for damage to property caused by fittings left open when water supply is reinstated following an interruption.

#### **We are committed to:**

- Develop and maintain the water services infrastructure to ensure all households,

including indigents, have access to clean and reliable basic water supply and appropriate sanitation services.

- Ensure accurate and reliable metering systems and an open and transparent approach to the cost of water services.

### **With regard to entry to your premises:**

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property, unless it is a case of an emergency.
- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

### **Restrictions, cut-offs:**

- If circumstances require it, we may impose water restrictions in the whole or part of the Overstrand.
- We may interrupt the supply of water to any premises without prior notice in an emergency or where water losses occur.
- If a consumer is in breach of his agreement or the Water Services By-law, we will give 14 days' written notice and thereafter proceed to restrict or cut water supply to the premises.

### **As an owner, occupier, or consumer, we request you to:**

- Adhere to relevant acts, regulations, the Water Services By-law and water restriction notices.
- Conserve water and make saving water a way of life.
- Ensure the water meter is free from obstruction to allow easy access for reading and maintenance.

- Keep your sewer inspection point free of obstruction and ensure the sewer boundary chamber is always accessible to the Municipality.
- Do not drink water where taps are clearly marked as not suitable for drinking purposes.
- Ensure your household plumbing is properly maintained and engage an appropriately licensed plumber to carry out any plumbing tasks.
- Let us know promptly of any service difficulties or faults.
- Do not tamper with the municipal water services system, and please report illegal tampering.
- Maintain pipes and fittings on your side of the water meter and report leaks on the municipal side.
- Do not flush foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or other harmful materials into the sewer system.

## **SOLID WASTE MANAGEMENT**

### **Our agreement with you:**

1. The Municipality collects business and domestic refuse from built upon premises at a prescribed fee that is annually determined by Council resolution.
2. Even if you contract with an accredited service provider to collect your refuse and make no or limited use of the waste collection services rendered by the Municipality, you are still liable to pay the prescribed fee.
3. As the owner or occupier of premises on which domestic / business waste is generated you must notify the Municipality in writing within 7 days of the commencement of the generation of such refuse that 1) the premises are being occupied; 2) the number of occupants and 3) whether the refuse removal service is required

for business or domestic purposes.

4. If the Municipality is of opinion that a property creates a nuisance, health risk, odor or a danger to the public due to insufficient refuse removals the Municipality may instruct the owner to make use of additional refuse removal services at an extra cost.
5. The number of bags / containers to be removed from each residential plot per collection will be determined by the Municipality.
6. Municipal accounts are rendered monthly at the address on record with the Municipality and not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the Municipality if not receiving your account in order to make timely payment.
7. The Municipality may charge availability tariffs in respect of vacant plots.
8. The owner/occupier of premises must notify the Municipality in writing if refuse collection services are no longer needed, and a full calendar months' notice will apply. Keep in mind that contracting another service provider for refuse removal is not a reason for termination of the municipal refuse removal service—refer to item 2 above.

### **WE ARE COMMITTED TO:**

- An effective, efficient and economically viable waste service and minimization and recycling of waste.
- An affordable and fair tariff for different users based on an open and transparent approach to the cost of solid waste services.
- Ensure regular and accurate accounts, provide adequate facilities accessible to all consumers to pay, query and verify accounts and quick response times to deal with complaints, queries and rectification of accounts should this be necessary.
- Within feasible intervals, provide our consumers with the opportunity to give us feedback in respect of the quality of services and the performance of the Municipality.

- Maintain the existing and further build a sound customer management system focused on good customer relations and customer satisfaction based on the Batho Pele Principles.

### **MINIMISATION & RECYCLING OF WASTE:**

- The Municipality reduces waste-to-landfill through recycling practices, use of clean small builders rubble as daily cover on the landfills and the chipping and composting of garden waste.
- The Municipality may require residents and businesses to separate recyclable (e.g., paper, plastics, glass and metal) and non-recyclable waste and place the recyclables in a different receptacle, i.e., clear bags (as provided and/or directed) before 07:00 outside the entrance to the premises on the day of the week as specified for collection.
- The Municipality may also request these recyclable receptacles to be dropped off at places as directed.
- Unless acting according to the Municipality's waste by-laws, no one may temporarily accumulate, sort, store or stockpile recyclable waste on any premises without the municipality's permission.

### **SOLID WASTE SERVICE LEVELS & STANDARDS**

#### **We supply:**

- An excellent and efficient door-to-door refuse collection service in high density residential areas.
- Bulk receptacles at central communal collection points.
- Drop-off points, transfer stations and landfills that are centrally located and licensed.
- Information and advice on solid waste matters via the municipal newsletter.

#### **We collect:**

- Domestic and business waste at least once per week on scheduled dates for different areas.
- Business waste more frequently if the type and/or volume of waste requires it, or public

health demands it or as requested by businesses.

- Bulk receptacles from communal collection points once per week or within 24 hours after being notified that a receptacle is full.

### We will:

- Endeavour to answer 80% of all calls within 20 seconds.
- Return your call within 1 day.
- Investigate and respond to any complaints within 24 hours or on the following business day.
- Respond to written correspondence: a first response within 14 days and if an investigation is needed resolve the matter within 30 working days.
- Inform you of revised collection arrangements reasonably in advance.
- Resume a scheduled refuse collection service that was interrupted, as soon as possible and prioritise addressing backlogs.
- Provide dedicated bins for disposal of poisons, chemicals and electrical / electronic waste and asbestos at Kleinmond transfer station and Gansbaai Landfill.
- Provide baboon proof bins in problem areas upon payment.
- Keep streets, pavements and central business areas clean and litter **free** with the help of street sweepers and private cleaning contractors.
- Take care to avoid damage to containers or other property and to avoid nuisance to other residents or traders.

### Waste types that we collect:

#### The Municipality collects domestic and business waste.

- Domestic waste is waste generated by people living in a dwelling house, flat, boarding house, old age home, group developments, schools, churches, sports and recreation centers.
- Business waste is waste generated on premises used for non-residential purposes and at residential premises where commercial activities take place. These premises are either

zoned for commercial activities or received consent use for such activities.

- Excluded from both domestic and business waste and thus not collected by the Municipality are garden waste, bulky waste, building waste, health care waste as well as hazardous, special and industrial waste types that have physical, chemical and/or toxic characteristics that require special handling, e.g. mining liquids, sludge, dead animals, etc. The Municipality will determine if waste items are not suitable for collection because of volume or type.

Refer to our website: [www.overstrand.gov.za](http://www.overstrand.gov.za) for the waste collection schedules.

WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE		
Transfer Station / Drop-off	Days	Times
Hermanus Transfer Station	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Sundays	Closed
	Public holidays	09:00 - 14:00
Hermanus Drop-off	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Sundays, operates as a mini drop-off (max 4 black bags general waste, no rubble accepted)	10:00 - 17:00
	Public Holidays	09:00 - 14:00
Voëlklip Drop-off	Mondays - Friday	08:00 - 17:30
	Saturdays	09:00 - 15:30
	Sundays	Closed
	Public holidays	09:00 - 13:30
Hawston Drop Off	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Public Holidays	09:00 - 14:00
Kleinmond Transfer Station	Monday - Friday	07:30 - 18:00
	Saturdays and Public holidays	08:00 - 16:00
Betty's Bay Garden Waste Drop-off	Monday - Sunday, including	08:00 - 16:00

WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE		
Transfer Station / Drop-off	Days	Times
	public holidays	
Gansbaai Landfill	Monday - Friday	08:00 - 18:00
	Saturdays & Public holidays	08:00 - 15:00
	Sundays	Closed
Stanford Drop-off	Monday - Friday	08:00 – 18:00
	Saturdays & Public holidays	09:00 - 14:00
	Sunday	Closed
Pearly Beach	Monday, Tuesday, Thursday & Friday	08:00 - 17:00
	Wednesday	Closed
	Saturdays, Sundays & Public holidays	10:00 – 15:00
Weekend Drop-offs (Voëlklip, Betty's Bay & Pringle Bay)	Available 24 / 7 / 365	
Voëlklip mini waste Drop-off	Mondays - Friday	08:00 -17:30
	Saturdays	09:00 -15:30
	Sundays	10:00 – 17:00
	Public holidays	09:00 - 13:30
Betty's Bay and Pringle Bay mini Waste Drop-offs	Monday - Sunday, including public holidays	08:00 - 16:00

Table 74: Public waste disposal time schedule

**Waste receptacles:**

- Bins of 240 liter have been approved as containers for business and domestic waste and these can be purchased by consumers at various commercial outlets in Overstrand, baboon proof containers are obtainable from the Municipality or approved service providers at cost. In some areas black refuse bags will be accepted indefinitely.
- The Municipality will only collect approved containers which are not damaged and placed in the correct location and does not

accept liability for lost or damaged containers.

- The Municipality may instruct a resident in an animal problem area to obtain one or, if necessary, more baboon proof containers from the Municipality or approved service provider.
- Bins must on your scheduled removal day be placed outside the entrance of your premises before 07h00 and taken back inside before sunset on the same day.

**Waste disposal:**

The Municipality has a few permitted waste disposal facilities, i.e., the Gansbaai landfill site and the Hermanus and Kleinmond Transfer Stations. All facilities receive general waste including domestic, business and garden waste. The sites also receive industrial waste which results inter alia from manufacturing, processing and maintenance activities but no hazardous waste of any quantity may be disposed of at these sites.

Different tariffs for the disposal of different waste types and volumes are payable but residents are allowed free disposal of **up to 1-ton** general waste at the waste handling and disposal facilities determined by the Municipality.

Farm owners or occupiers are encouraged to also make use of the facilities as directed by the Municipality for the disposal of their domestic waste excluding health care and hazardous waste.

**What about the waste types that we do not collect:**

- The owner or occupier of premises on which garden or bulky waste (bulky means too heavy or big to fit into an approved container) is generated, shall ensure that such waste is removed and disposed of within a reasonable time which, in the case of bulky waste, is maximum 14 days after generation thereof.
- The owner or occupier of premises on which building waste is generated and / or the person engaged in any activity which causes such waste to be generated must ensure that all building waste is removed weekly.

- Special industrial, health care and hazardous waste need to be stored, handled, collected, transported and disposed of in specific ways to ensure compliance with health and safety regulations, national standards and the Municipality's by-laws. Businesses and industries generating this kind of waste may only procure service providers that are accredited with the Municipality to collect, transport and dispose of such waste. Any person that will engage in activities which will generate such waste must prior to the generation of such waste notify the Municipality in writing of the expected or known composition of such waste and the quantity to be generated, how and where it will be stored, how it will be collected and disposed of and the identity of the accredited service provider who will be responsible for its removal, transportation and disposal.
- A farm owner or occupier may dispose general household waste which may include agricultural and farm waste, on-site but if such waste exceeds the quantity for on-site disposal legislatively allowed or contains any quantity of hazardous waste, he must obtain the prescribed waste management license. The Municipality may request proof of such a license.

### **Your responsibilities:**

- Clearly mark your waste bin with your stand number and place it before 07h00 on your scheduled removal day outside the entrance of your premises or in a location indicated by the Municipality and take it back inside before sunset on the same day.
- Use prescribed containers (baboon proof bins) in problem animal areas.
- Ensure that nothing obstructs or hinders the refuse collectors in the rendering of their service and prevent domestic animals, e.g., dogs from interfering with receptacles on collection day.
- Make sure that your bin is clean, in a good condition, kept closed, does not contain waste that can injure the waste removal crew or complicate removal, e.g., unwrapped glass or liquid or bulky waste and do not place hot ash in

your waste bin.

- Do not place anything in the waste container that could damage the refuse compactor because the Municipality will hold a careless owner/occupier liable for the full cost of such damage.
- Hotels, restaurants, etc. ensure that the daily putrescible waste (organic matter) is not placed in a receptacle where it contaminates other types of waste.
- Keep the pavement in front of or abutting your premises clean and free of refuse.
- Do not accumulate waste and cause a nuisance for other residents and if you make compost of your garden waste make sure it causes no bad odours or other environmental or health hazards.
- Minimise the waste you generate, recycle all your plastics, paper, glass and metals by putting them in the clear bags provided by us or dropping it off at the waste facilities we direct you to.
- Pay your municipal bill in full before or on the due date as displayed on your bill and notify us immediately of any change of address and/or ownership of the property for billing purposes.
- Promptly report service problems or faults to us
- If you are absent from your premises on collection day or a visitor to the area, respectively take your refuse to the nearest waste handling facility or place it in the refuse containers for this purpose if such are supplied in your area.

### **ENTRY TO YOUR PREMISES:**

- Only authorised officials of the Municipality or its service providers clearly identifiable as such may require entry to your property.
- We will give a consumer notice if an authorised official needs to gain entry to your property to do an inspection or an investigation and such person may request information as needed to perform his duties.
- An authorised official has the power of entry without prior notice in case of an emergency such as suspected environmental pollution.
- Where, in the opinion of the Municipality, the collection or removal of refuse is likely to result in damage to the premises or municipal property

or injury to refuse collectors or any other person, the Municipality may suspend the service and require the owner or occupier to take measures to rectify the shortcomings where after the service will resume.

**Littering and illegal dumping is not allowed and are offences that the perpetrator will be prosecuted for**

- No person may drop, throw, deposit, spill, dump or discard in any other way litter or waste in a public place, or public road, private road a municipal or private drain, any land, a vacant erf, or stream or any other places not made provision for in the By-law.
- The Municipality will provide sufficient receptacles in towns and other public places for littering not to take place.
- No owner or occupier of land may use his land or allow it to be used for unlawful dumping of waste.
- Protect your land because, if the Municipality must remove litter or waste from your land or premises, the person having control of the land will be held liable for the removal costs and rehabilitation of the environment.

## CHAPTER 7

### GOVERNMENT POLICIES AND DIRECTIVES

This chapter provides an overview of the government directives that the IDP is aligned to.

#### 7.1 Global directives

##### 7.1.1 Sustainable development goals

Agreed by the 193 Member States of the United Nations (UN) in September 2015, the proposed Agenda, entitled “Transforming Our World: 2030 Agenda for Sustainable Development,” consists of a Declaration, 17 Sustainable Development Goals and 169 targets, a section on means of implementation and renewed global partnership, and a framework for review and follow-up.

The Millennium Development Goals (MDGs), which produced the most successful anti-poverty movement in history, serve as a springboard for the new sustainable development agenda adopted by world leaders in September 2015.

The new agenda is people-centred, universal, transformative and integrated. It calls for action by all countries for all people over the next 15 years in five areas of critical importance: *people, planet, prosperity, peace and partnership*. The agenda recognises that ending poverty must go hand-in-hand with a plan that builds economic growth and addresses a range of social needs, while tackling climate change.



#### 7.2 National directives

##### 7.2.1 National development Plan (NDP)

National Development Plan (2012) – Calls for a decent standard of living for all communities by 2030.

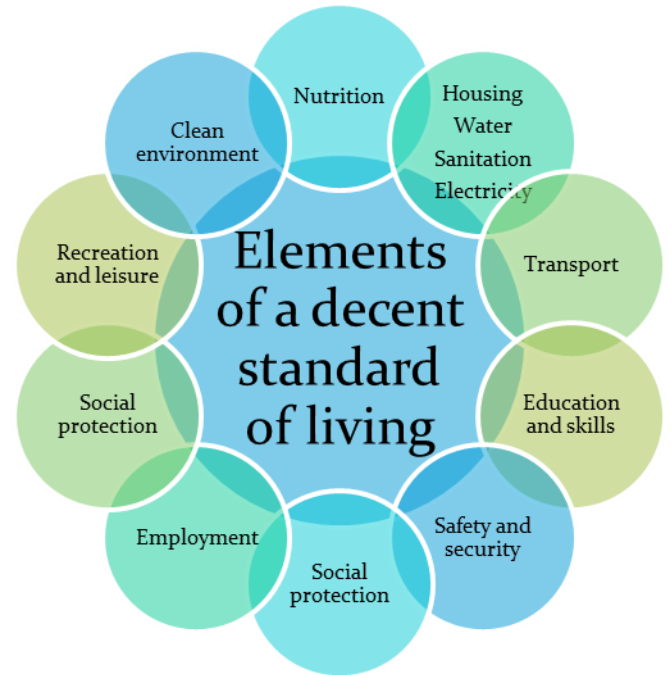


Figure 22: National Development Plan goals

#### Government of National Unity (GNU)

The Government of National Unity was formed after the 2024 national elections, when 10 political parties from across the spectrum came together to chart a new path forward for our country. The GNU has resolved to dedicate the next five years to actions that will advance three strategic priorities, including inclusive growth and job creation; reducing poverty and tackling the high cost of living; and to build a capable, ethical and developmental state. President Ramaphosa said the GNU has decided to place inclusive economic growth at the centre of the national agenda.

## IMPLEMENTING THE NDP

### Draft Medium Term Development Plan (MTDP)

The draft MTDP 2024-29 proposes three strategic priorities which are: ▪ Inclusive growth & job creation; ▪ Reduce poverty and tackle the high cost of living; ▪ Build a capable, ethical & developmental state. **Inclusive growth and job creation will be viewed as an Apex priority.**

~~The monitoring framework monitors the outcomes, indicators and targets towards the achievement of priorities and will be used to enhance and include other monitoring tools such as Frontline Monitoring, Citizen Based Monitoring, Izimbizo, Presidential Hotline amongst others.~~

### 7.2.2 Back to Basics (B2B approach)

The 'Back to Basics' approach for Local Government was introduced at a Presidential Local Government Summit held on 18 September 2014 at the Gallagher Estate in Midrand, Johannesburg.

The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right.

To monitor the implementation on the B2B approach each municipality in the Country is required to quarterly submit the performance monitoring and reporting template to COGTA on the work of municipalities as directed by the Back to Basics approach.

Overstrand Municipality submits the quarterly reporting template to the National Department of Cooperative Governance and Traditional Affairs (COGTA). The B2B reporting has since ceased due to its incorporation into the Circular 88 quarterly reporting to COGTA.

### 7.2.3 District Development Model (DDM) and One Plans

Announcing the **District-Based Development Model** during the State of the Nation Address in June 2019,

President Ramaphosa said the approach would focus on the 44 districts and eight metros to speed up service delivery, ensuring that municipalities are properly supported and adequately resourced.

This joint work is expressed through the formulation and implementation of a **“One Plan” which is a long-term strategic framework guiding investment, service delivery and development** in relation to each of the district and metropolitan spaces.

According to the Presidency, a pattern of operating in silos was a challenge identified by government that led to lack of coherence in planning and implementation and made monitoring and oversight of government's programme difficult.

## 7.3 Provincial directives

### 7.3.1 Provincial strategic goals

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2025-2030 builds on the firm foundations that were put in place during the last three terms of office.

This vision is expressed in the five strategic priorities identified for 2025-20230, Vision-inspired Priorities.

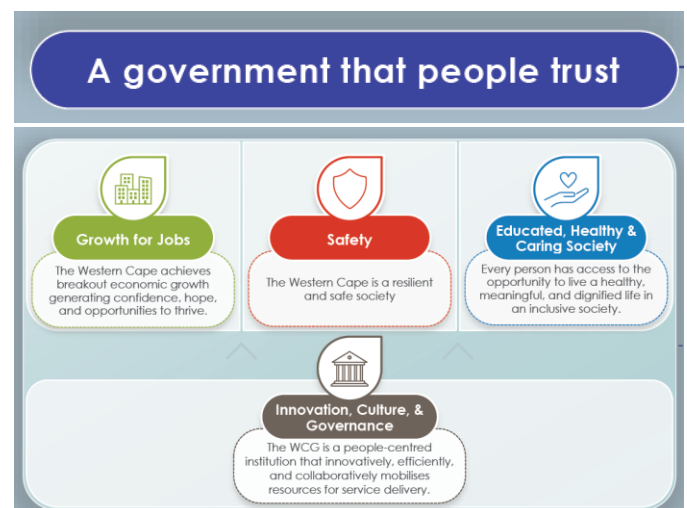


Figure 23: Western Cape Provincial strategic goals, 2025-2030

The top priority for the next 5 years is building a

growing economy by helping businesses grow and create jobs and equipping residents to get those jobs.

### 7.3.2 Western Cape Joint Planning Initiative (JPI's)

With the introduction of the District Development Model (DDM) approach by President Ramaphosa in the latter part of 2019 the Western Cape JPI's initiative ceased and is now incorporated into the Joint District and Metro Approach (JDMA).

### 7.3.3 Western Cape Joint District and Metro Approach (JDMA)

In the Western Cape, national government's District Development Model is implemented through the **Joint District and Metro Approach (JDMA)**.

The JDMA is a team-based approach in each district and the metro that will result in a single implementation and support plan. Each district and the metro will have a team that includes each local municipality, the district municipality, all provincial departments, and relevant national departments. The JDMA will speed up service delivery and organise support to strengthen the capacity of municipalities. It will ensure that government services respond to the needs that have been identified with local communities. A JDMA Integrated Implementation Plan will be developed for each district/ metro every year (Source: *Western Cape Strategic Plan, 2019-2024*).

The Overberg Joint District and Metro Approach (JDMA) is functional and championed by the Western Cape Department of Local Government. Furthermore, the Overberg District JDMA is administratively supported by the District Municipal Managers forum (DCF tech) and politically by the District Coordinating Forum (DCF) (comprising the Overberg Mayors).

The Municipal Interface Team (MIT) was constituted in the Overberg and consists of representatives from all municipalities, National and Provincial government departments, other stakeholders and are functioning effectively. Regular meetings are taking place to ensure that projects maintain their momentum and implementation are monitored.

During an Overberg JDMA interface meeting at the start of 2024 a shift in focus to regional catalytic priorities were proposed. The suggestion will be presented to the Overberg DCF tech and DCF for approval. The revised Overberg JDMA project list was not yet finalized at the time of submitting this Final IDP review to Council in May 2024. **The status remains unchanged.**

The Western Cape Provincial Government is determining the way forward with the provincial JDMA model following the draft Regulations framing the Institutionalisation of the District Development Model issued by the National Government in August 2023.

## 7.4 District directives

The Overberg district executes its coordinating role through convening the District IDP Managers Forum and District IDP Representative/Public Participation (PP) Communication Forum meetings.

# ▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES▶

## 7.5 Alignment of Global, National, Provincial and District directives

Table 75: Alignment of government initiatives

GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP \$F) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective 2022/2027	Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
<p>1: End <b>poverty</b> in all its forms everywhere;</p> <p>2: End <b>hunger</b>, achieve food security and improved nutrition and promote sustainable agriculture</p>	<p>Economy and Employment (chapter 3)</p> <p>Social protection (chapter 11)</p>	<p>Inclusive growth &amp; job creation</p> <p>Reduce poverty and tackle the high cost of living</p>	<p>Growth for jobs</p> <p>Educated, Healthy &amp; Caring Society</p>	<p>1. Get the basics right</p> <p>1.1 Ensure there is clean water and a sanitary environment for every community</p> <p>1.2 Provide a hygienic environment to live and play</p> <p>1.3 Give residents their power back</p> <p>1.4 Create and maintain public spaces for all to enjoy</p> <p>4. Bring jobs and investment to the local economy</p>	<p>To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy</p>	<p>The promotion of tourism, economic and social development</p>	<ul style="list-style-type: none"> <li>- Create temporary employment through the EPWP program.</li> <li>- Support the informal sector.</li> <li>- Indigent subsidies to qualifying households.</li> <li>- Entrepreneur development and support.</li> <li>- Promote early childhood development.</li> <li>- Want to support food security programmes.</li> <li>- Promote home food gardening i.e. one hectare per household.</li> <li>- Implement- Cost and Ease of doing business with Overstrand (1 of Mayors' 3 C's).</li> </ul>
<p>3: Ensure <b>healthy lives</b> and promote <b>well-being</b> for all</p>	<p>Health care for all (chapter 10)</p>		<p>Educated, Healthy &amp; Caring</p>	<p>1. Get the basics right</p> <p>1.1 Ensure there is</p>	<p>To ensure the well-being of all in the Overberg through the provision of</p>	<p>The promotion of tourism, economic</p>	<ul style="list-style-type: none"> <li>-Roll out of an Employee Wellness programme.</li> <li>-Host sport events.</li> </ul>

## ▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP SF) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
at all ages			Society  Safety	clean water and a sanitary environment for every community  1.2 Provide a hygienic environment to live and play  6. Adopt a holistic approach to keeping communities in good health	efficient basic services and infrastructure	and social development  The provision and maintenance of municipal services	-Roll out of community cleaning projects engaging local service providers.
4: Ensure inclusive and equitable <b>quality education</b> and promote lifelong learning opportunities for all	Improving education, training and innovation (chapter 9)		Educated, Healthy & Caring		To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	The promotion of tourism, economic and social development	- Developing youth focused support in partnership with the National Youth Development Agency (NYDA). - Development of strategies linked to projects for vulnerable groupings - (A special focus on ECD), pilot after school program; - Coordinate learnerships for skills development.
5: Achieve <b>gender equality</b> and empower all women and girls	Social protection (chapter 11)		Educated, Healthy & Caring Society  Safety	7. Govern in the interest of people	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The promotion of tourism, economic and social development	Implement Municipal Employment Equity plan.  Partake in 16 days of activism campaign.

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP SF) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
6: Ensure availability and sustainable management of <b>water and sanitation for all</b>	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Growth for Jobs  Innovation, Culture & Governance	1. Get the basics right  1.1 Ensure there is clean water and a sanitary environment for every community  1.2 Provide a hygienic environment to live and play	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The provision and maintenance of municipal services	Effective Development of Municipal Infrastructure - Comprehensive Bulk infrastructure Master Plan (Water & Sanitation).  Effective Management, Operation and Maintenance of Municipal Infrastructure. Continue to - Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries) - Water Services Development plan (including water loss management)
7: Ensure access to affordable, reliable, sustainable and modern <b>energy for all</b>	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Growth for Jobs  Innovation, Culture & Governance	1. Get the basics right  1.3 Give residents their power back (Eskom loadshedding)	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The provision and maintenance of municipal services	Effective Development of Municipal Infrastructure - Electricity Master Plan  Effective Management, Operation and Maintenance of Municipal Infrastructure  - Continue to: Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations,

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP \$F) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
							parks, amenities, water meters, cemeteries)
8: Promote sustained, inclusive and sustainable <b>economic growth</b> , full and productive employment and <b>decent work</b> for all	Economy and Employment (chapter 3)	Inclusive growth & job creation	Growth for Jobs  Educated, Healthy & Caring Society	2. Build world class roads and public transport  4. Bring jobs and investment to the local economy	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	The promotion of tourism, economic and social development	<ul style="list-style-type: none"> <li>- Creation of an environment conducive for LED.</li> <li>- Implement a contractor development programme</li> <li>- Promote and support entrepreneurship and innovation.</li> <li>- Capacity development programmes, mentoring and linkages to grow and develop business skills.</li> <li>- Promote Investment in high production sectors.</li> <li>- Implement the PPPFA regulations.</li> <li>- Commit to the process of Red Tape reduction for the ease of doing business.</li> <li>- Operating a walk-in centre to access information.</li> <li>- Implement- Cost and Ease of doing business with Overstrand (Mayors'</li> </ul>

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP SF) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
							3 C's)
9: Build resilient <b>infrastructure</b> , promote inclusive and sustainable industrialization and foster innovation	Economic infrastructure (chapter 5)	Inclusive growth & job creation	Growth for Jobs  Innovation, Culture & Governance	2. Build world class roads and public transport  4. Bring jobs and investment to the local economy	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The provision and maintenance of municipal services	- Municipality currently has no resources to provide external ICT infrastructure.
10: <b>Reduce inequality</b> within and among countries	Nation building and social cohesion (chapter 15)	Inclusive growth & job creation  Build a capable, ethical & developmental state	Educated, Healthy & Caring Society	7. Govern in the interest of people	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures	The promotion of tourism, economic and social development	- Promotion of BBBEE - Entrepreneurship development - Support of local service providers through SCM (Supply Chain Management) process - Skills training offered as part of the EPWP. - Engage SMMEs in productive work.
11: Make <b>cities</b> and human settlements inclusive, safe, resilient and <b>sustainable</b>	Building safer communities (chapter 12)	Build a capable, ethical & developmental state	Safety  Growth for Jobs  Innovation, Culture & Governance	3. Be tough on crime and tougher on causes of crime	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Effective public safety and disaster management: - The implementation of integrated Law Enforcement operations with SAPS to prevent crime as well as Provincial Traffic to promote traffic safety. - Joint operations between Traffic and Law Enforcement in

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP SF) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
							order to address by-law & traffic violations. - Procedures for both pro-active disaster prevention, and re-active disaster response and mitigation phases Implement- Crime Prevention & Law Enforcement (Mayors' 3 C's).
	Transforming Human Settlements (chapter 8)			2. Collaborate for sustainable housing	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The promotion of tourism, economic and social development	Development of sustainable human settlements: - Update and implement the five-year housing master plan.
12: Ensure <b>sustainable consumption</b> and <b>production</b> patterns	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Innovation, Culture & Governance		To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure		Performance Management System in place;  Monitor performance of contractors (contract management).
13: Take urgent <b>action</b> to combat <b>climate</b> change and its impacts	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Innovation, Culture & Governance	3. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Promote and support recycling  Diversify water sources  Implementation of Overstrand's Small Scale Embedded Generation Guidelines  Develop a Climate Change response strategy

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP SF) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
14: Conserve and sustainably use the <b>oceans, seas and marine resources</b> for sustainable development (Life below water)	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Growth for jobs	6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Promote and support recycling
15: Protect, restore and promote sustainable use of <b>terrestrial ecosystems</b> , sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (Life on land)	Environmental sustainability and resilience (chapter 5)	Build a capable, ethical & developmental state	Innovation, Culture & Governance	6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Effective Environmental Management - Implement the Environmental Management Overlay Plan  Effective Fire and Disaster Management  Implement the Fire and Disaster Management Plan Develop and implement the Fire and Disaster Management Policy
16: Promote peaceful and inclusive societies for sustainable development, provide access to <b>justice</b> for all and build effective, accountable and inclusive <b>institutions</b> at all levels	Nation building and social cohesion (Chapter 15) Building a capable and developmental state (Chapter 13) Fighting corruption (chapter 14)	Build a capable, ethical & developmental state	Safety  Innovation, Culture & Governance	7. Govern in the interest of people	To attain and maintain financial viability and sustainability by executing accounting services in accordance with National policy and guidelines  To ensure good governance practices by providing a	The provision of democratic, accountable and ethical governance	Sound municipal administration / institutional development - Legal compliance and governance structures - Clean administration.  Encourage structured community participation in the matters of the municipality - Public participation policy developed - Ward committee rules

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GLOBAL	NATIONAL		PROVINCIAL		DISTRICT	LOCAL	
Sustainable Development Goals (SDG's)	National Development Plan (NDP) (2013)	Medium Term Strategic Development Plan Framework (MTDP \$F) (2024-2029)	WC Strategic Plan 2025-2030	<u>2021/2026 Local Government Term: "Political" guidance</u>	Overberg District Municipality IDP objective  2022/2027	Overstrand Municipality IDP objective  2022/2027	Municipal response (Actions)
					democratic and pro-active accountable government and ensuring community participation through IGR structures		developed and reviewed as needed.  Implement – Communication (Mayors' 3 C's)
17: Strengthen the means of implementation and revitalize the <b>global partnership for sustainable development</b>	South Africa in the region and the world (chapter 7)	Build a capable, ethical & developmental state	Innovation, Culture & Governance	7. Govern in the interest of people	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures	The encouragement of structured community participation in the matters of the municipality	Effective co-operative government within the Constitutional mandate  Implement – Communication (1 of Mayors' 3 C's)

**7.6 Provincial Government departments investment footprint in Overstrand Municipal area**

The Western Cape Government departments will be spending **R3 500 billion or (4 per cent)** of the **2025/26** provincial budget in the Overberg District.

**Overberg District: Spatial distribution of 2025/26 Provincial budget in local municipal areas (R'000)**

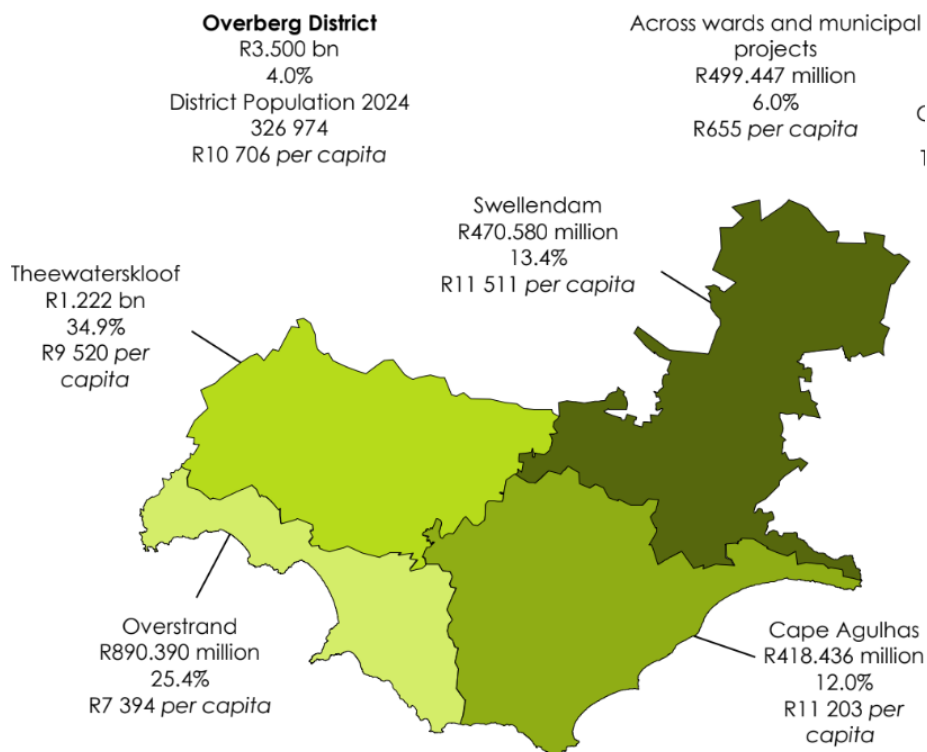


Figure 32: Provincial government investment in the Overberg district, 2025/26

Source: Western Cape Government, Overview of Provincial Revenue and Expenditure, 2025

As per figure 32 above, in **2025/26** the provincial spending in the **Overstrand Municipal area** will amount to **R890 390 million** and it represents **25.4 per cent** of the total provincial government spending in the Overberg District for the said period.

The outer year provincial government allocations to Overstrand Municipality amounts to **R 853 002 million** in **2026/27** and **R 826 696 million** in **2027/28** respectively.

Over the **2025/26** MTEF period (**2025/26 – 2027/28**) a total of **R 2 570 billion** will be spent by the Western Cape provincial government in the Overstrand municipal area.

**Estimated public expenditure on infrastructure over the MTEF (2025/26 – 2027/28)**

For Overstrand Municipality the planned infrastructure investment over the three-year MTEF period amounts to **R 599 585 million** (Source: Western Cape Provincial Infrastructure Reporting Model 9IRM) as of 27 March 2025).

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**Note:** Your attention is drawn to the fact that the infrastructure projects and related capital projects are in various different stages of implementation, with some being in the planning phase, others in implementation with construction happening, and some are in the process of being finalized and therefore in the 'close-out' phase. The information may be subject to change, depending on fiscal constraints and the availability of resources.

Summary of Planned and Funded Provincial Infrastructure Projects & Programmes in the Overstrand Municipality for the MTEF period 2025/26 – 2027/28

Sector	No of Projects	Value of Infrastructure Projects & Programmes (R'000)						Grand Total
		Infrastructure Transfers - Capital	Maintenance and Repairs	New or Replaced Infrastructure	Non-Infrastructure	Rehabilitation, Renovations & Refurbishment	Upgrading and Additions	
Education	0	0	0	0	0	0	0	
Environmental Affairs	3	0	0	0	0	0	23 000 000	23 000 000
Health	2	0	0	0	1 700 000	0	50 000	1 750 000
Human Settlements	14	111 538 000	0	0	0	0	0	111 538 000
Public Works	0	0	0	0	0	0	0	0
Transport	7	0	1 000 000	0	0	287 931 750	174 365 000	463 296 750
<b>Grand Total</b>	<b>26</b>	<b>111 538 000</b>	<b>1 000 000</b>	<b>0</b>	<b>1 700 000</b>	<b>287 931 750</b>	<b>197 415 000</b>	<b>599 584 750</b>

Table 76: Summary – Provincial infrastructure projects in Overstrand Municipality over MTEF period 2025/26 – 2027/28

**List of funded Provincial Infrastructure Investment Projects and Programmes in the Overstrand Municipality for the MTEF period 2025/26 – 2027/28**

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Department	Sector	Nature of Investment	Project Name	Funding	IDMS Gate	Start Date	End Date	Total Project Cost	Previous Years Expenditure	MTEF 1 2025/26	MTEF 2 2026/27	MTEF 3 2027/28	MTEF Total
DEA&DP (Cape Nature)	Environmental Affairs	Upgrading and Additions	Bliss on the Bay	Equitable Share	Stage 1: Initiation/ Pre-feasibility	01 May 2025	30 Sep 2025	2500000	0	2500000	0	0	2500000
DEA&DP (Cape Nature)	Environmental Affairs	Upgrading and Additions	Kogelberg Upgrade	Equitable Share	Stage 1: Initiation/ Pre-feasibility	01 May 2025	30 Sep 2025	2000000	0	2000000	0	0	2000000
DEA&DP (Cape Nature)	Environmental Affairs	Upgrading and Additions	Stony Point Boardwalk	Equitable Share	Stage 1: Initiation/ Pre-feasibility	01 May 2025	12 Dec 2025	18500000	0	18500000	0	0	18500000
Health and Wellness	Health	Upgrading and Additions	Hawston - Hawston Clinic - Upgrade and Additions (Alpha)	Health Facility Revitalisation Grant	Stage 1: Initiation/ Pre-feasibility	30 Oct 2025	31 Dec 2030	30000000	0	0	0	50000	50000
Health and Wellness	Health	Non-Infrastructure	Hermanus - Hermanus Hospital - HT - General maintenance (Alpha)	Health Facility Revitalisation Grant	Not Applicable	01 Apr 2021	30 Apr 2031	2 000 000	-	-	850 000	850 000	1 700 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Gansbaai Masakhane (296) HSDG	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	04 Mar 2028	1 000 000	135 000	590 000	-	-	590 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Kleinmond 5 Infills (180)	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	04 Mar 2028	24 000 000	-	6 900 000	-	-	6 900 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Gansbaai Masakhane (1184 of 1569)	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	01 Apr 2027	5 200 000	1 738 000	3 000 000	-	-	3 000 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Gansbaai Masakhane (Wetcores)	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	01 Apr 2027	1 200 000	1 606 000	1 200 000	-	-	1 200 000

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Department	Sector	Nature of Investment	Project Name	Funding	IDMS Gate	Start Date	End Date	Total Project Cost	Previous Years Expenditure	MTEF 1 2025/26	MTEF 2 2026/27	MTEF 3 2027/28	MTEF Total
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Kleinmond Overhills (882)	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	01 Apr 2028	15 000 000	841 000	-	5 000 000	5 000 000	10 000 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Schulphoek (4000) (IBS)	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	01 Apr 2028	20 000 000	3 843 000	5 000 000	2 500 000	5 000 000	12 500 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Schulphoek (bulks)	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	01 Apr 2027	18 000 000	30 000	14 042 000	2 500 000	-	16 542 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Stanford West (783) (621 top structures)	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	04 Mar 2028	109 000 000	79 265 000	13 300 000	1 146 000	-	14 446 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Gansbaai Blompark (539) Top structures (Balance of Transfer @R325)	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	04 Mar 2028	35 000 000	450 000	16 000 000	17 000 000	-	33 000 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Hermanus Mount Pleasant Infills 102 of 215 +102	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2023	04 Mar 2028	20 000 000	11 602 000	6 000 000	-	-	6 000 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Schulphoek (planning and bulks DOI - OVERSIGHT)- ISUPG	Informal Settlements Upgrading Partnership Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	20 Apr 2029	2 000 000	-	60 000	-	-	60 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Stanford extension (Planning) HSDG	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	31 Mar 2030	10 000 000	-	-	1 000 000	1 000 000	2 000 000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Gansbaai Blompark Extension (Planning) HSDG	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	31 Mar 2030	10 000 000	-	-	1 000 000	1 000 000	2 000 000

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Department	Sector	Nature of Investment	Project Name	Funding	IDMS Gate	Start Date	End Date	Total Project Cost	Previous Years Expenditure	MTEF 1 2025/26	MTEF 2 2026/27	MTEF 3 2027/28	MTEF Total
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	HAWSTON SEA FARMS /AFDAKSRIVIER HSDG	Human Settlements Development Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2024	01 Apr 2029	4 000 000	-	1 300 000	1 000 000	1 000 000	3 300 000
Infrastructure	Transport	Maintenance and Repairs	C1271.3 Botrivier Area	Equitable Share	Stage 5: Works	01 Apr 2024	31 Mar 2026	8 000 000	6 922 000	1 000 000	-	-	1 000 000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	C1000 PRMG Stanford-Gansbaai	Provincial Roads Maintenance Grant	Stage 5: Works	14 Feb 2017	31 Mar 2028	498 267 586	255 702 000	50 000 000	1 650 000	-	51 650 000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	C1000 Standford - Gansbaai	Equitable Share	Stage 5: Works	01 Feb 2017	01 Mar 2028	498 267 586	179 646 000	7 197 000	-	-	7 197 000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	C838.6 Caledon - Sandbaai	Equitable Share	Stage 5: Works	08 Sep 2021	31 Mar 2028	284 707 000	228 649 000	19 577 000	1 500 000	-	21 077 000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	C1303.01 PRMG Bot River to Vermont	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre-feasibility	01 Apr 2025	31 Mar 2029	121 000 000	-	-	-	118 341 750	118 341 750
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	C838.8 HEMEL & AARDE EMERGENCY	Equitable Share	Stage 4: Design Documentation	01 Nov 2024	31 Mar 2028	88 666 000	-	88 666 000	1 000 000	-	89 666 000
Infrastructure	Transport	Upgrading and Additions	C1122 Capacity Improvement TR28/1 Hermanus to Botrivier & reseal km 26,7-29,5	Equitable Share	Stage 4: Design Documentation	01 Apr 2025	31 Mar 2028	230 000 000	-	22 365 000	96 000 000	56 000 000	174 365 000
	<b>TOTAL</b>							<b>2 058 308 172</b>	<b>770 429 000</b>	<b>279 197 000</b>	<b>132 146 000</b>	<b>188 241 750</b>	<b>599 584 750</b>

# ▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES▶

## CHAPTER 8

### OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES

A core component of an IDP is the inclusion and integration of the sector plans mentioned in section 26 (e-h) of the Municipal Systems Act (MSA). *(Refer to Chapters 9-12 of this IDP)*

In the revised IDP framework of COGTA (2012) these sector plans are grouped into two main categories, namely sector plans providing **overall development vision** of the municipality and sector plans that are **service oriented**.

#### a). Sector plans providing for the overall developmental vision of the municipality:

Most of these sector plans provide socio-economic vision and transformation - they are mandatory as required by the Municipal Systems Act. In terms of the MSA (Section 26) the following sector plans must be part of the IDP:

- Spatial Development Framework (SDF);
- Local Economic Development Plan (LED Plan);
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.

*The compulsory sector plans that must be included in the IDP in terms of section 26 (e –h) of the Municipal Systems Act **are discussed in Chapters 9-12** of this IDP.*

#### b). Sector plans provided for and regulated by sector specific legislation and policies:

Various national legislations and policies provide for the development of **service delivery related sector plans** to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan (WSDP);
- Integrated Waste Management Plan (IWMP);
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP);
- Sports and Recreation Plan, etc.

#### 8.1 Overview of Sector and Operational Plans

## ▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

SECTOR PLAN/ OPERATIONAL PLAN	CURRENT STATUS	IMPLEMENTING DIRECTORATE	DUE FOR REVIEW
Air Quality Management Plan	1 <sup>st</sup> Adopted, May 2013	<del>Infrastructure &amp; Planning</del> Planning and Development	Review completed in 2016/17. The next review is planned for the 2025/26 financial year.
Disaster Management Plan	Adopted	<del>Municipal Public Safety Protection Services</del>	Reviewed annually
Electricity Master Plan	1 <sup>st</sup> Adopted GB- 2005; HER – 2000; Kleinmond- 2000	Infrastructure <del>Services &amp; Planning</del>	Both reviewed in 2022
Integrated Human Settlement Plan	1 <sup>st</sup> Adopted, 2012	Infrastructure <del>Services &amp; Planning</del>	Reviewed annually
Integrated Waste Management Plan (IWMP)	1 <sup>st</sup> Adopted, 28 May 2015 5 <sup>th</sup> Generation reviewed and approved by council 27 May 2020	Infrastructure <del>Services &amp; Planning</del>	2024/25, however as per DEADP recommendation to be delayed to align with next IDP cycle namely 2028 -2033.
LED strategy	1 <sup>st</sup> Adopted, 2007	<del>LED &amp; Social Development &amp; Tourism</del> Planning and Development	Review currently in progress (2023/24)
Local Integrated Transport Plan (LITP)	1 <sup>st</sup> Adopted, 2012	Infrastructure <del>Services &amp; Planning</del>	2019/2020 Review still ongoing.
Long term financial plan	1 <sup>st</sup> Adopted, May 2013	Financial Services	Reviewed annually
Overstrand Provincial Sustainable Transport Plan (Overstrand PSTP)	Adopted by Council on 31 October 2018	Infrastructure <del>Services &amp; Planning</del>	No specific review date
Overstrand economic recovery plan	Adopted, 24 February 2021	<del>LED &amp; Social Development &amp; Tourism</del> Planning and Development	2022/23
Pavement Management System	Updated February 2022	<del>Community Services</del> Infrastructure Services	Reviewed every 2 years
Spatial Development Framework	1 <sup>st</sup> Adopted, 2006 Updated & approved May 2020	<del>Infrastructure &amp; Planning</del> Planning and Development	Next review in 2025
Storm water master plans	In place	Infrastructure <del>Services &amp; Planning</del>	Every 5-years
Strategic Environmental Management Framework	1 <sup>st</sup> Adopted, June 2014	<del>Infrastructure &amp; Planning</del> Planning and Development	Review complete
Water Services Development Plan (WSDP)	1 <sup>st</sup> Adopted, May 2009. Latest review approved by Council in May 2024.	Infrastructure <del>Services &amp; Planning</del>	Next review to be tabled in Council in May 2026.

Table 77: Overview of Overstrand sector and operational plans, February 2025

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## Climate change considerations in sector/master plans

Summary – How Overstrand's current master planning include climate change considerations?

Sector/Master plan	Climate change considerations
AQMP	<p>The following goals are listed in the AQMP:</p> <ul style="list-style-type: none"> <li>▪ To ensure effective and consistent air quality management, linked to climate change response.</li> <li>▪ To engage with stakeholders to raise awareness with respect to air quality management and climate change response.</li> </ul> <p>These goals forms part of the long-term planning, for the implementation of the AQMP.</p>
Electricity Master Plan	The new Master Plan includes a Grid Capacity Connection study which will assist Overstrand in determining where and at what capacity renewable energy can be accommodated onto our existing electricity network.
Integrated Human Settlement Plan	The planning and development of human settlements are informed by the strategic plans adopted by the Municipality and linked to the strategies of the SDF which specifically incorporates climate change resilience strategies.
IWMP	Increase waste diversion through reuse, recovery and recycling.
Local ITP	One of the strategic objectives on the Overstrand Provincial Sustainable Transport Plan is to increase NMT and public transport patronage and mode share, along with technological advancements. This will help to reduce CO2 emissions, tackle climate change, and improve air quality.
SDF	<p>The SDF incorporates climate change resilience through scenario planning, development plans and strategies which include the mapping of areas requiring dedicated strategies to adapt to climate change and mitigate the impact of climate change. This is done through biodiversity plans and environmental overlay zones etc.</p> <p>Areas important for climate change resilience will require proper management and conservation through a range of mechanisms including land-use planning, environmental impact assessments, protected area expansion, and collaboration with industry sectors to minimize their spatial footprint and other impacts.</p> <p>The above principles have also been adopted as part of the Overstrand Municipal Land Use Scheme as the Environmental and Heritage.</p>
SEMF	The EMF identifies process areas linking areas of natural vegetation, wetlands and water courses. These process areas support not only current ecological processes but also make provision for evolutionary processes to continue. It is anticipated that adequate spatial provision for such processes could help local biodiversity to the advent of future climate change.
Storm water master plans	Stormwater master plans and systems have/will be developed in line with current environmental legislation and must be compatible with cultural and scenic landscapes. It will not involve the conversion of high potential agricultural land or compromise ecosystems.
Water Services Development Plan (WSDP)	Climate change is discussed in the WSDP under the status quo and water resources sections. Water conservation and water demand management and diversification of water sources are key elements.

# ▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

This section will provide a **high-level summary** of the status of **service-oriented sector plans** to ensure the realisation of integrated development in the IDP:

## 8.2 Water Services Development Plan (WSDP)

### Status

The first WSDP for Overstrand Municipality was approved by Council in May 2009.

The latest version of the Overstrand WSDP was for 2022-2027 and was reviewed and approved by Council on 31 May 2024. ~~The WSDP is currently being updated and will be submitted to Council for approval in May 2024.~~

- The overarching objective of the WSDP is to progressively plan and ensure efficient, affordable, economical, and sustainable access to water services to all residents, to promote economic development.

### Critical issues addressed in the WSDP are:

- |   |   |
|---|---|
| ▪ Administration                        | ▪ Water Resources Profile                           |
| ▪ Demographic Profile                   | ▪ Water Conservation and Demand Management Profile  |
| ▪ Service Level Profile                 | ▪ Financial Profile                                 |
| ▪ Socio Economic Background Profile     | ▪ Institutional Arrangements Profile                |
| ▪ Water Services Infrastructure Profile | ▪ Social and Customer Services Requirements Profile |
| ▪ Operation and Maintenance Profile     | ▪ Needs Assessment                                  |
| ▪ Associated Services Profile           |   |

Strategies to be implemented or recommendations from the WSDP for inclusion in the IDP are:

- The WSDP supports the overarching strategic goals of Overstrand Municipality, and all projects listed in the WSDP are therefore linked to a strategic goal of the municipality. The complete list of projects identified in the WSDP is included in the WSDP IDP Sector Input Report annexed to the IDP.
- The phased implementation of the Water and Sewer Master Plans, the continuation and extension of the Water Conservation and Water Demand Management Programme, and the successful continuation of the long-term support contract for the operation and maintenance of bulk water services infrastructure are some of the main water services goals.

The Executive Summary of the latest WSDP or Water Services IDP Sector Input Report is available on the Overstrand Municipal Web Site under Strategic Documents.

## 8.3 Integrated Waste Management Plan (IWMP)

### Status of the IWMP

The Overstrand 5<sup>th</sup> generation IWMP was adopted on 27 May 2020.

Extract from the 5th generation IWMP of May 2020:

The **strategic objectives** for integrated waste management in Overstrand Municipality can be summarized as follows:

- To ensure that Waste Management in the

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Overstrand Municipal Area complies with South African and International environmental standards so that it is beneficial to industrial and agricultural growth and the public's right to a clean and healthy environment.

- To minimize the entrance of material of value into the waste system.
- To reduce all waste so that nothing of value nor anything that can decompose, gets disposed.
- To store, dispose or treat all waste that cannot be avoided nor reduced at licensed facilities with regular operational and environmental monitoring and in accordance with regulatory requirements.

For these strategic objectives to be met, a series of implementation instruments (**action plans**) will need to be implemented. The instruments are the following:

- Strengthened education, capacity and advocacy towards Integrated Waste Management;
- Improved integrated waste management planning and implementation for efficient waste services and infrastructure;
- Effective and efficient use of resources;
- Improved compliance with environmental regulatory framework.

The latest 5<sup>th</sup> generation IWMP is available on the Overstrand Municipality website, [www.overstrand.gov.za/](http://www.overstrand.gov.za/) strategic documents.

## 8.4 Integrated Transport Plan (ITP)

### Status

The ITP was initially adopted in May 2012 and thereafter reviewed in May 2013. The 2019/20 review is in process. The Provincial Department of Transport and Transport Works is assisting municipalities to review their ITP's.

The 2019/20 review has been hampered by the COVID 19 pandemic and is still in process. A draft Overstrand LITP is in place.

### Transport needs emanating from the ITP include:

- Increase of capacity for main transport routes into, through and around towns and villages;
- Provision of regular and safe public transport on all the routes, including upgraded public transport facilities for commuters;
- A solution to seasonal problems of congestion and parking at popular local tourist destinations;
- Provision of facilities for non-motorised transport and the disabled;
- Increased road rehabilitation and maintenance.

Refer to Chapter 4, section 1.4. Roads, table for progress on the implementation of the ITP.

## 8.5 Integrated Human Settlement Plan

### Status

Refer to the detailed Housing Master Plan discussion in Chapter 4 of this document.

## 8.6 Electricity Master Plan (EMP)

### Status

The Electricity Master Plan is a planning document used to identify risks in the networks and aid in the planning and realizing of budgetary needs.

The first Electricity Master Plan for Gansbaai was compiled in 2005, Hermanus in 2000 and Kleinmond in 2000.

Gansbaai master plan with a period from 2022 to 2032 was updated in June 2022 with new cost estimates. The Hermanus and Kleinmond master

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plans were updated in June 2022 with a plan period of 2022 to 2032.

## Critical issues addressed in EMP are:

- To make provision for future upgrades and improve networks.
- To comply with all relevant legislation.

## Strategies to be implemented or recommendations from EMP for inclusion in IDP are:

- Implement the Electricity Master Plans over a 25-year period. Implementation will be dictated by budget allocations.

### 8.7 Strategic Environmental Management Framework (SEMF)

#### Status

The SEMF was approved in June 2014, with the Integrated Development Framework (IDF).

#### Purpose

The SEMF was initiated to guide the future planning of the Overstrand region, to strive towards attaining sustainable development. The SEMF is an attachment to the Integrated Development Framework (IDF) Towards 2050 document that has been developed for the Overstrand Municipal Area and informs, inter alia, the policies and associated implementation mechanisms contained therein.

The primary purpose of the SEMF is to inform decision-making by officials regarding development and land-use applications in the geographic area to which the SEMF applies.

In summary, the SEMF is aimed at providing information that can be used by the authorities to support them in making informed decisions that will take development in the "right direction." The idea is to find the best possible

match between protecting natural and cultural resources (i.e., preventing their loss or degradation), whilst addressing the need for development to address pressing social needs, such as housing provision and poverty.

#### SEMF Implementation

The SEMF will be implemented by the Overstrand Local Municipality, with the support of the Overberg District Municipality, the DEA&DP and the DEA, in line with the IDP, SDF, and the Overstrand Towards 2050 IDF documents.

#### Review of the SEMF

The SEMF is to remain a live document that will need to be updated on a regular basis to ensure that it remains relevant given the changing environmental and socio-economic conditions and availability of new information in the Municipal Area. Changes to the SEMF must be subject to a public participation process as determined by the EMF Regulations of 2010.

### 8.8 Air Quality Management Plan (AQMP)

#### Status

The AQMP for Overstrand Municipality was first adopted in May 2013. The plan was reviewed in the 2016/17 financial year and approved by Council on 31 May 2017 and again in 2022/23. **The next review is planned for the 2025/26 financial year.**

#### AQMP Implementation Plan

##### Timeframes

Short term (6 to 12 months)

The Environmental Section has two officials to manage and implement compliance of air quality matters in the Overstrand Region.

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Currently the section can only react on complaints from the public. These complaint registers are forwarded to the Provincial Air Quality Forum on a monthly basis. The Air Quality Officer attends quarterly Air Quality Forum meetings.

Medium-term (1-2 years)

Appointment of a dedicated official to deal with the management of Air Quality matters and the development of an air quality by-law. Appointment of an official to deal with the monitoring and compliance of Air quality matters.

**GOAL 1: To ensure effective and consistent air quality management, linked to climate change response**

**OBJECTIVE 1: Effective air quality management**

**GOAL 1: To ensure effective and consistent air quality management, linked to climate change response**

**OBJECTIVE 2: Develop, implement and maintain an air quality management system**

TARGET	ACTIVITIES	TIMEFRAMES
Compilation of an emissions inventory for the Overstrand	Compile an emissions inventory of all industrial sources.	Medium term
Compilation of an emissions inventory for the Overstrand	Compile an inventory of all small boilers.	Long term
Establish an air quality monitoring agreement with District and Province.	Sign Service level agreements with District and Province to assist with air quality monitoring within the Overstrand municipal area.	Long term

**GOAL 1: To ensure effective and consistent air quality management, linked to climate change response**

**OBJECTIVE 3: Establish a climate change response strategy**

TARGET	ACTIVITIES	TIMEFRAMES
Compilation and implementation of a climate change response strategy.	To promote environmental best practices and cleaner development technologies amongst all stakeholders	Long term

TARGET	ACTIVITIES	TIMEFRAMES
To strengthen and build capacity in air quality management	Attend and facilitate training and development in air quality management to the staff of the Environmental Management Section	Continuous

Compilation and implementation of a climate change response strategy	To reduce ozone depleting substances and greenhouse gas emissions, in line with national and international requirements.	Long term
Compilation and implementation of a climate change response strategy	Establish an emission reduction strategy	Long term

**GOAL 1: To ensure effective and consistent air quality management, linked to climate change response**

**OBJECTIVE 3: Establish an emissions reduction strategy**

TARGET	ACTIVITIES	TIMEFRAMES
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## ▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

TARGET	ACTIVITIES	TIMEFRAMES
Biomass burning	Liaise with fire services to assist in air pollution practices.	Medium – Long term
	Obtain information from Fire & Rescue Department with regards approved burning permits, location of veld fires and extent of areas burnt, in order to maintain and update a database.	Medium- Long term
Municipal Waste treatment and Disposal.	Develop an emissions inventory of waste burning sources (incinerators, sewage and waste water treatment works)	Medium-Long term
	Ensure all operating incinerators are permitted.	Medium-Long term
	Maintain a current database of permitted and non-permitted landfill sites.	Medium-Long term

**GOAL 2: To engage with stakeholders to raise awareness with respect to air quality management and climate change response**

**OBJECTIVE 1: To promote co-operation amongst all spheres of Government, business, industry and civil society.**

TARGET	ACTIVITIES	TIMEFRAMES
To strengthen and build capacity in air quality management.	Attend District Air Quality Officer's Forum to engage in air quality and climate change related matters.	Short term
To strengthen and build capacity in air	Attend Provincial Air Quality Officer's Forum to	Short-Medium term

TARGET	ACTIVITIES	TIMEFRAMES
quality management	engage in air quality and climate change related matters.	
To strengthen and build capacity in air quality management	Attend National Air Quality Lekgotla to engage in air quality and climate change related matters.	Medium term
Provide a mechanism where air quality related complaints can be logged.	Establish and facilitate air quality complaints register.	Continuous
Improve public awareness with issues related to air quality management and climate change.	Conduct and facilitate environmental education sessions with civil society.	Continuous

**GOAL 3: To ensure effective and consistent air quality compliance monitoring & enforcement**

**OBJECTIVE 1: To improve air quality compliance monitoring and enforcement**

TARGET	ACTIVITIES	TIMEFRAMES
Promulgation of an Air Quality by-law.	Compilation, approval and implementation of an air quality by-law for Overstrand Municipality.	Long term
Establish a compliance monitoring system.	Ensure that industries/small businesses adhere to air quality by-law.	Long term

## CHAPTER 9

### LOCAL ECONOMIC DEVELOPMENT

#### STRATEGIC DIRECTION

2022/23 – 2026/27 IDP cycle

#### 2025/26 Review

The Overstrand Municipality is one of fastest growing population in the region and the province. It comprises a relatively large population of 132 495 within the district's population of 359 446 in 2022.

The unemployment rate was impacted on positively by the significant role played by informal employment sector and was significantly reduced by the employment gains that kept a good check on unemployment.

The eco-systems, livelihoods and infrastructure are impacted on negatively by some environmental factors such as floods, rising temperatures, vegetation fires and the municipality need to give attention and plan for long term resilience. Sustained economic activities require uninterrupted passage to cater for the well-being of the people.

Economic growth indicates healthy sings since 2022 as measured by the Gross Domestic Product (GDP). ~~buoyed by 3 prominent sectors of Manufacturing, Wholesale, retail trade, catering and accommodation, Finance, and business services.~~ The economy experienced modest growth in 2024, with an annual GDP increase of 0.6%. Finance, Real Estate and Business Services, in the fourth quarter of 2024, the finance industry expanded by 1.1%, further supporting GDP growth. Whilst the trade sector saw a 1.4% growth in the fourth quarter of 2024. Agriculture, in the fourth quarter expanded by 17.2%, driven by increased activity in field crops and animal products. Manufacturing in the fourth quarter contracted by 0.6%.

In terms of the well-being, per capita GDP reflecting overall welfare was the lowest in the district at 79 109, Cape Agulhas Municipality at 114 345. On the other hand, it is important to note that not all residents share equally in the prosperity,

as 59.81% of the population falls below the Upper Bound Poverty Line (UBPL).

Education in the area is a big concern, and more collaborative efforts are needed to address challenges faced as evidence by the low grade 10 – 12 retention rate of 74.3%, school dropout needs to be dealt with as it is critical to the future labour force of the municipality. This rate indicates that approximately 25.7% of learners do not complete their schooling between Grades 10 and 12, highlighting significant challenges that require collaborative interventions to address school dropout rates and ensure a robust future labour force.

The direction going forward is to ensure a healthy economy for the Overstrand that can create sustainable jobs and shared wealth (improved GDP per capita) towards addressing the 3 triple challenges of unemployment, poverty and inequality experienced across the country. The efforts of the department are to ensure that access to information is gained by the local entrepreneurs, and that compliance is understood for ease of doing business. The municipality recognises that for it to decisively deal with the red tape, certain steps need to be taken to improve communication with the business community and investors alike and scrutinize the legal environment that governs the manner in which investment and promotion of business rotation and expansion is kept into check.

The activities to be carried going forward will be based on the following:

- Focus on the supporting the Informal sector and improve compliance,
- Make use of economic data for strategic economic intelligence,
- Collaborate with the Private Sector on specific, measurable programmes.
- Promote Ease of doing business ad investment promotion,
- Planning of economic spaces / infrastructure for trading,
- Facilitate and build partnerships with communities on high impact projects,
- Building entrepreneurial communities,
- Information dissemination and building of social capital.

**1. LED mandate in Local Government**

Local Economic Development (LED) gives local government, the private sector and the not-for-profit sector the opportunity to work together in finding ways of dealing with challenging socio-economic issues and building a sustainable economy. It aims to create jobs by growing the economy and in the process decrease poverty.

Local Government as the closest sphere to the people has a constitutional mandate to undertake a developmental approach when implementing policies. Therefore, through LED local government can meet the basic needs of the people by establishing an environment (whether directly or indirectly) that will create jobs and alleviate poverty in a sustainable manner.

Maximum economic growth can be achieved by streamlining LED throughout the municipal efforts in service delivery.

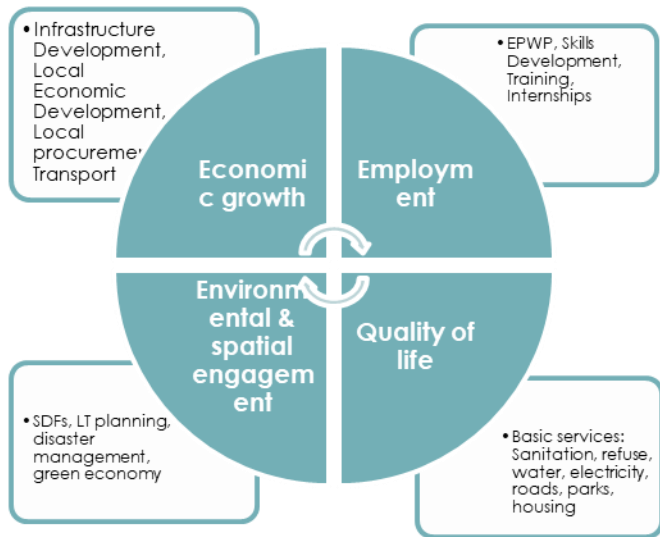


Figure 24: Municipal Levers

The Municipality uses the levers above to facilitate LED by engaging the Overstrand as a whole. Facilitation of LED should be comprehensive in nature.

**2. Status of the local economy**

In 2023 the economy of Overstrand reported positive growth in the midst of not so shared growth and increase in people living below the Upper Bound Poverty Line (UBPL)

GDP contribution in the district

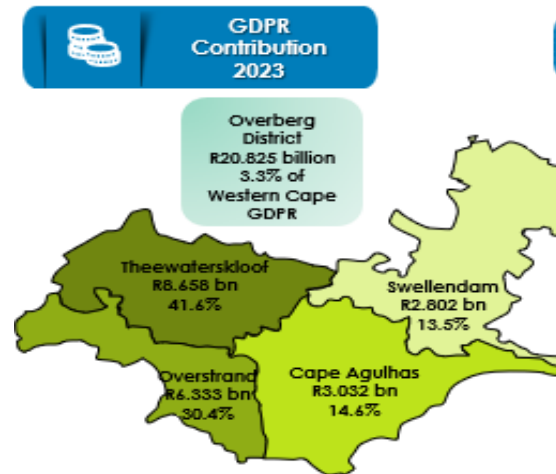
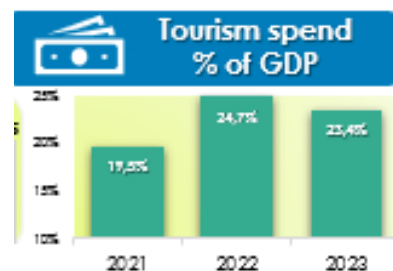


Figure 25: GDP contribution per B-mun's in Overberg District, 2023

Overstrand is the second largest contributor in the district with the lowest per capita income in the district.

Trade, Manufacturing and Finance are the top performing sectors with double digit figures. There is strong indication that the Tourism industry plays a huge role in growth.

Overstrand is a popular destination for both local and international visitors with over 900 accommodation establishments and a host of international standards tourism products.



Generally, the economic health of the municipality is stable and healthy with no significant or major downturns. Inequality has improved largely due to efforts to build entrepreneurial communities and taking care of

the informal economy. Increase in the population also plays a key role in providing needed goods and services.

It is forecast that the Overstrand's GDP will contract by -1.3 in 2024 (0,4 per cent) from 2023 and remain below 1 per cent for both 2025 and 2026 at 0,6 per cent (*Western Cape Provincial: Overstrand SEP 2024*).

## 2.1 Formal Economy

In 2023 economic growth in the Overstrand municipal area was supported by the three top performing sectors i.e., Finance, Insurance, real estate and business services 32.2%, Wholesale and retail trade, catering and accommodation 15.1%, and Manufacturing 14.2% (2023). The Overstrand's economy can be regarded as healthy and diverse.



Figure 26: Overstrand Sectoral contribution GDP 2023

Quite a few sectors are expected to grow positively, and these are job creators such as manufacturing and some tourism industries. The municipality must work closely with growing sectors and support those that are struggling to ensure a fair balance towards recovery.

The sectoral contribution in the Overstrand municipal area followed a similar trend in 2011 and 2020 with the finance sector contributing 30.8 per cent in 2011 and 31.2 per cent in 2020. This was followed by the trade sector, which contributed 15.5 per cent in 2020, and the manufacturing

sector, with a 13.9 per cent contribution in the same year. The large trade sector is comprised mostly of the tourism industry in the municipal area (MERO: 68: 2022-2023).

The major contributors to employment are mainly in the Tourism industry, significant of the area as a tourist destination, interesting to note, it not always the high GDP contribution that signifies high employment.

The Overstrand sectors employment and skills base is majority semi-skilled followed by unskilled labour. There is a need to focus on skills development that matches the demand in the job market. The economy can best recover with a balanced view on skills development. The private sector must ensure appropriate and accredited skills development for staff, to retain jobs.

## 2.2 Informal Economy

The informal sector in South Africa and in particular the Overstrand holds significant importance in the country's and municipal economic, employment, and social development. Often overlooked, this sector has the potential to drive inclusive growth, reduce poverty, and contribute to a more equitable and sustainable society. Today the informal sector employs a substantial number of people and contributes significantly to the municipal GDP considering its informal nature. Importantly the informal sector acts as a small business incubator, allowing entrepreneurs to test ideas and build businesses.

Supporting the sector can lead to inclusive growth, poverty reduction and a more resilient economy, therefore it is crucial for overall development and prosperity.

Approach to the informal economy support will be:

- Compliance assistance (to regulate and ensure fair practise and compliance,
- Skills development and training to enhance and improve productivity and promote entrepreneurship,

- c) Market access and infrastructure to improve market access and suitable trading infrastructure and storage,
- d) Introduction of informal traders to supply chains,
- e) Research and data collection use of data for targeted interventions and policy development.

Supporting the informal sector requires a holistic approach that balances regulation, empowerment, and social protection. By doing so, the municipality can create an environment where informal businesses thrive and contribute to the overall economy.

## 2.3 Main challenges in Overstrand

### 2.3.1 Unemployment

Unemployment rate is currently sitting at 21.5% and affects low skilled and informal workers who are more vulnerable to the negative economic impact.

### 2.3.2 Veld fires

The Overstrand is nestled within the richest biosphere of fynbos and is susceptible sporadic fires creating disaster and impacting on the flow of goods and services.

### 2.3.3 Load shedding impact on the local economy

The shortage of electricity has a negative impact on the local economy in terms of cost of doing business, damage to perishable goods, time on delivery of goods and services, communication breakdown, connectivity losses, cost of fuel for power generation etc. The strain on local business will impact negatively on consumers and unemployment.

The electricity crisis will intensify in the foreseeable future and the implications thereof will have a serve impact on SMMEs.

### 2.3.4 Floods and inclement weather patterns

This has potential to damage infrastructure and impact on the flow of goods and services.

### 2.3.5 Uncontrolled in migration and urbanisation

Zwelihle and Onrus areas have been impacted on negatively by urbanisation leaving very little space to promote quality of life and open to social ills.

## GDPR SECTOR FORECAST – WHO WAS PREDICTED TO HAVE GROWTH POTENTIAL – TOP 5?

RATING	SECTOR	FORECAST 2010 -2023
1	Manufacturing	8.4
2	Transport, storage and communication	6.0
3	Wholesale and retail trade, catering and accommodation	4.6
4	Mining and quarrying	4.3
5	Finance, insurance, real estate and business services	4.0

The above sectors must be supported to make meaning of the jobs now initiative/drive. According to the forecast, these sectors are set to have growth potential and must be harnessed in the recovery stages through a variety of levers.

## EMPLOYMENT TO GDPR– WHO EMPLOYS THE MOST PEOPLE RELATIVE TO GDPR– TOP 4?

RATING	SECTOR	CONTRIBUTION TO GDPR	CONTRIBUTION TO EMPLOYMENT
1	Wholesale and retail trade, catering & accommodation	19.5%	26.6%
2	Finance, insurance, real estate & business services	23.7	17%
3	Community, social and personal services	6.2%	15.1%
4	Agricultures, forestry and fishing	6.9%	12.1%

The drive to maintain jobs and bringing people back to productive work can be achieved through the sectors identified above with both growth potential and contribution to employment.

## EMPLOYMENT– WHO EMPLOYS THE MOST UNSKILLED AND SEMI-SKILLED LABOUR PEOPLE RELATIVE TO GDPR– TOP 6?

RATING	SECTOR	LOW-SKILLED	SEMI-SKILLED
1	Agriculture, forestry and fishing	46.5%	46.2%
2	Manufacturing	29.5%	57.6%
3	Construction	28%	62.6%
4	Mining & quarrying	27.3%	54.5%
5	Wholesale & retail trade, catering and accommodation	24.1%	57.3%
6	Electricity, gas & water	24.1%	57%

With targeted skills development initiatives, a gradual progression towards low-skilled to other levels can be achieved within the above sectors. The inclination is that the economy currently caters for semi-skilled workers due to its Tourism inclination.

### 3. Municipal response

#### 3.1 Economic Growth Strategy

The principle and strategic focus are integrated in the growth management plans in line with the Spatial Development Framework (SDF). The Municipality rates amongst the highest (top 5) in terms of growth potential making it a sort after investment destination.

- a) Digitisation – promote Wi-Fi hotspots,
- b) Recruit businesses through promotion of investment,
- c) Entrepreneurial training,
- d) Clustering,
- e) Retention and expansion,
- f) Ease of doing business (Red tape reduction)
- g) Job creation / skills development,

#### 3.2 Overstrand Municipal economic response plan to the COVID-19 pandemic

##### Current status:

The recovery plan was first discussed with Councilors in a workshop then put through the Portfolio committees and then to the MAYCO for approval in February 2021.

##### Short and long term

The strategies mainly focus of stimulating the economy by supporting entrepreneurial efforts and bringing back people to work so as to nudge the economy forward.

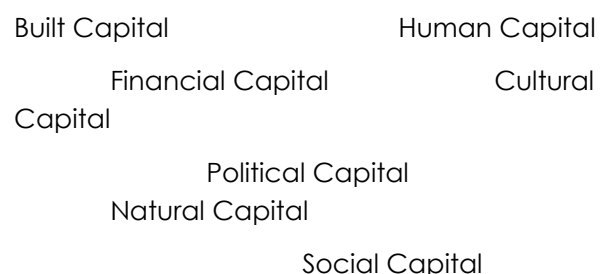
The implementation of the strategy is a combined effort by all directorates within the municipality. Currently the municipality created over 1500 jobs and provided over 400 permits to the Informal Sector. The focus of the plan is to create an environment in an unusual situation for ease of doing business. Destination Marketing to ensure that the tourism products remain in business all the time.

Linkage between current LED strategy and the municipal economic recovery plan?

The recovery strategy drive in a not so usual way the implementation of LED strategies and provides relief to local businesses to continue growing the local economy. It is recommended that the Municipality continues with relief practices going forward.

#### 3.3 Municipal economic recovery plan strategies

The creation of jobs will be implemented in consideration of the availability of funding (new and existing resources) including outside resources from the Private Sector and other spheres of government. The following capitals create a conducive environment to explore to the municipal advantage:



The Overstrand municipal area's trade surplus continually increased between 2011 and 2021, with all the sectors recording a trade surplus during the period under review. In 2021, the municipal area realised a trade surplus higher than in 2020. The agriculture and manufacturing sectors continued

to be the main drivers of the municipal area's positive trade balance in 2021, accounting for 51.9 per cent and 46.7 per cent of the municipal area's sector is also a main source of imports, accounting for 92.7 per cent of the municipal area's imports in 2021.

(Overberg District MERO 87 :2022-2023)

**The First Step is to Improve and Expand on Public Employment Programmes (Pep's) what are the indicators – improving District Meetings, Tools used to monitor etc.**

- Increased Job opportunities (EPWP)
- Expand and maintain the Community Works Programme (CWP)
- Quarterly District meetings on best practises
- Electronic database easy to track beneficiaries' employment status.
- Improve on existing business plan and increase grant and allocation on municipal projects shall include opportunities created through the procurement process by specifying local labour requirement including Contractor Development through sub-contracting;
- Community Works Programme currently accommodate more than 400 active participants – half site and working towards full site (100 participants).

The municipality shall proactively lobby other spheres of Government at Provincial and National level with EPWP budget to implement work opportunities which the municipality shall co-ordinate and manage on behalf (the municipality shall consider the availability of PPEs for outside workers and workspaces and other tools of trade for office based workers);

*Long Term Strategies to address recovery challenges:*

Strategy	Description	Deliverables
<b>Eco-Tourism</b>	To build cultural and environment awareness and to minimise the impact of tourism on the	<ul style="list-style-type: none"> <li>• Municipalities to work together with Cape Nature to market the Kogelberg Biosphere Reserve;</li> <li>• Develop electronic</li> </ul>

Strategy	Description	Deliverables
	environment and to create employment opportunities for the local people.	and printable maps of routes of adventure trails (drawing on local technology such as the SOS mobile app as used in (Grabouw and Oak Valley); <ul style="list-style-type: none"> <li>• Engage with SANParks, Cape Nature and landowners to buy-in for routes;</li> <li>• Roll out signage along routes (drawing lessons from Greyton MTB and hiking route experience)</li> </ul>
<b>Agri-Tourism</b>	To grow the touring of agricultural areas in the Overberg	<ul style="list-style-type: none"> <li>• Get farms to develop and better their tourism offerings;</li> <li>• Municipality to make liquor licenses applications easy for wine farms so that they can offer more tourism products such as wine tasting;</li> </ul>
<b>Growth Potential</b>	To match the growth potential of the region to the future growth possibilities	<ul style="list-style-type: none"> <li>• Impact on human, physical capital;</li> <li>• Acquisition of future skill and health of the people;</li> <li>• Access to public goods;</li> <li>• Capacity of communities and economies to sustain future negative.</li> </ul>

Table 78: Overstrand Economic response plan, Long term strategies

*Short Term Strategies:*

Strategies	Description	Activities
<b>Communication</b>	The roll out of the proposed activities will be communicated positively throughout, in building hope and lasting relationships throughout.	<ul style="list-style-type: none"> <li>• Stories of hope</li> <li>• Profiling of local businesses;</li> <li>• Amplifying Municipal work (infrastructure projects completed; tenders awarded and capital budget implementation);</li> </ul>

Strategies	Description	Activities
		<ul style="list-style-type: none"> <li>• Positive stories from the community;</li> <li>• Life and best practices in the townships including life;</li> <li>• Invite other spheres of government in implementation of the plan</li> </ul>
<b>Destination connect</b>	No Boundary approach to tourism ensuring a coordinated and seamless exploration of the District with a view of increasing the number of bed nights spent in the region.	<ul style="list-style-type: none"> <li>• Promote and develop a Culinary Restaurant Route of the Overberg. (offer packages that are not time specific);</li> <li>• Compile events and festivals calendar;</li> <li>• Profile Home of stars and celebrities as ambassadors;</li> <li>• What to do (places to visit);</li> <li>• Route development in partnership with private Sector;</li> <li>• Agro-tourism routes – agro-tourism establishments and expansion;</li> </ul>
<b>Mayoral/ Executives business visits</b>	Towards a business retention approach to encourage local business to thrive and the creation of a conducive environment for ease of doing business.	<ul style="list-style-type: none"> <li>• Itinerary for business visits;</li> <li>• Dialogues with key product owners (tourism etc.);</li> <li>• No of issues affecting local businesses resolved;</li> <li>• Virtual platform meetings with businesses outside CBD.</li> </ul>
<b>Branding and product development</b>	To create a unified marketing exercise and approach for the	<ul style="list-style-type: none"> <li>• Improve signage;</li> <li>• Revamp Cape Country unified tourism</li> </ul>

Strategies	Description	Activities
	Overstrand with one brand.	<ul style="list-style-type: none"> <li>• information service (marketing each node or town individually.</li> <li>• Strengthen Local Tourism Offices.</li> </ul>
<b>Maximise events hosting for tourism development</b>	Attract more sustainable events and reintroduce funding of festivals as key to attracting visitors in the area	<ul style="list-style-type: none"> <li>• Develop events strategy with complementary measures for easier applications and streamlined municipal support.</li> <li>• Lobby Wesgro for financial support.</li> </ul>
<b>Support Local Tourism Organizations (LTO's)</b>	To act as a link between businesses and municipality and alignment with health protocols.	<ul style="list-style-type: none"> <li>• The Overstrand will assist existing LTO's with governance and administrative support,</li> <li>• Adhere with post COVID 19 requirements;</li> <li>• Develop marketing and PR tools to attract visitors and;</li> </ul>
<b>Emerging Farmer support</b>	Equip farmers with skills and equipment through rescue packages.	<ul style="list-style-type: none"> <li>• Identify all new and existing small farmers;</li> <li>• Link with support agencies and stakeholders;</li> <li>• Provide land for food gardens and support households with food garden start-up kits.</li> </ul>
<b>SMME support</b>	Provide support to SMME's to comply and assistance for financial support through rescue plans.	<ul style="list-style-type: none"> <li>• Establishment of SMME support programme;</li> <li>• Mobilise enterprise development support agencies and stakeholders;</li> </ul>

## ▶ CHAPTER 9: LOCAL ECONOMIC DEVELOPMENT ▶

Strategies	Description	Activities
		<ul style="list-style-type: none"> <li>Facilitate access to rescue packages and other relevant support</li> <li>Keep an updated SMME database and provide permits to trade,</li> <li>Refugee economic support programme and support to comply,</li> <li>Collaborate with Home Affairs to confirm correctness of documentation</li> </ul>
<b>Informal sector development</b>	Support informal sector and promote informal economy linkages with the formal economy.	<ul style="list-style-type: none"> <li>Audit informal trading sector in the Overstrand;</li> <li>Mobilize and formalise the sector to measure the size and locate the relevant players;</li> <li>Partner in infrastructure development and other investment opportunities;</li> <li>Provide support programmes to informal traders and emerging contractor/service provider;</li> <li>Establish informal trading associations and support the existing structures representing informal traders;</li> </ul>
<b>Job creation</b>	Effective implementation of Public Employment Programmes in partnership with other spheres of government and	<ul style="list-style-type: none"> <li>Assess the number of jobs created per specific area of opportunity;</li> <li>Type of jobs created and who benefited from</li> </ul>

Strategies	Description	Activities
	promote creation of job opportunities by the private sector.	<p>them;</p> <ul style="list-style-type: none"> <li>Matching skills need and those available in the local workforce;</li> <li>Facilitate creation of jobs through the implementation of capital projects and intensify EPWP and CWP gains;</li> <li>Partner with companies for the establishment of a job placement centre to be able to quickly identify and fill jobs where there is a need;</li> <li>Explore national and provincial programmes on job incentive scheme that can be partnered with the private sector.</li> </ul>
<b>Boost Economic Activity</b>	Identify and take advantage of value chains.	<ul style="list-style-type: none"> <li>Focus on the economic multiplier each intervention can deliver;</li> <li>Local spend to increase the demand of goods and services and nudge the economy forward</li> </ul>
<b>Collaborate on SCM/LED business and enterprise development</b>	Procure goods and services within a prescribed Enterprise Development Programme that support local Contractors and Service Providers as much as possible.	<ul style="list-style-type: none"> <li>Develop a District database;</li> <li>Create a platform to share request for quotations and tenders;</li> <li>Assess business opportunities / gaps in the district;</li> </ul>
<b>Ease of Doing</b>	Identify areas	<ul style="list-style-type: none"> <li>Engage the</li> </ul>

Strategies	Description	Activities
<b>Business and Reduction of Red Tape.</b>	and issues prohibiting ease of doing business for consideration and implementation by administrative departments.  Identify areas of improvement and develop a scorecard to constantly review.	Department of Small Business and DEDAT Red Tape Units to assist in: - setting up systems, - Identify ease of doing elements and scorecard and assist with implementation, - Report to the MM, Mayor and EMT on progress.

Table 79: Overstrand Economic response plan – Short term strategies

#### 4. Key programmes to address the economic development goals in the Overstrand

##### 4.1 Stakeholder mobilization

A Healthy economy that improves the lives of the people cannot be attained by the Municipality only, the involvement of other stakeholders is critical and important. The promotion of working relations is critical to positive engagement more so working with organized formations.

The Job summit (September 2022) was aimed at looking at what the municipality need to focus on to ensure the creation of a conducive environment for a business to grow and in return create sustainable jobs. A joint approach to recruitment to ensure mitigation to immigration. The summit deliberated on skills development including what the private sector needs to better their productivity.

There was a renewed willingness between the private and public sector to further collaborate in the fight against unemployment and adopting common practices to grow the economy in the Overstrand Municipal Area:

- Adopt a common unemployment

database that can be utilised by everyone.

- Skills audit.
- Employment of local residents as far as possible.

#### The Western Cape Growth for Jobs Strategy – draft for consultation, February 2023

The Overstrand share the same views as expressed in the draft document currently tabled for discussion. In pursuit of this strategy, the municipality held an investment conference (June 2022) presenting a high strategic process of available land with investment potential, this was well received by the private sector, a total of 12 identified pieces of land were put on tender to stimulate the economy and job creation. The Jobs Summit held in September 2022 agreed on the need to collaborate in the creation of a conducive environment for jobs to grow. A recruitment platform that can be used for all in mitigation on immigration and improve on skills to cater for productive needs of businesses.

“The Growth for Jobs Strategy is not the work of any one department. It is an ‘all-of-government’, ‘all-of-society’ strategy, requiring energy, commitment, and the allocation of resources from across government, the private sector and civil society to be successful”. The Overstrand align itself with the proposed approach as espoused in the strategy-draft for consultation (February 2023).

##### 4.2 Youth focus initiatives

Youth unemployment is becoming a concern for the municipality, about 35% of 18 000 are unemployed therefore addressing youth unemployment can assist in developing a solid investment into the Youth which can have a direct positive bearing on the current and future economic growth as well as skills retainment that ensures sustainable transformation.

An office space is set aside at the new LED premises to be used by young entrepreneurs as a

Business Hub. The initiative is aimed at assisting young entrepreneurs with office equipment necessary to administrate their business. Computers with internet access including Wi-Fi are provided to SMME's who which to do various things regarding their businesses, such as compliance, tender searches, registration of grants etc.

### **Hermanus Multi-purpose Centre**

The centre is based at the New Harbour in Hermanus. The purpose of a Multi-Purpose Centre (MPC) aims to give the community access to the facility, to drive developmental programmes and social activities. The facility accommodates events and activities that seeks to empower local entrepreneurs, promote social cohesion, and enhance economic benefits for the community. The project model is combined entrepreneurship, entertainment, and trading space. Entertainment or leisure services are chosen by the young and old people themselves, together with information on State and Local services of interest and relevance to young and old people and the entire Overstrand Municipality communities at large. One of the most attractive features of the multi-purpose centre is that it can work with young and old people across all levels of need from all walks of life.



*Flame Programme, Presentation at the Hermanus Multi-Purpose Centre, 2022*

### **4.3 Capacity building programme**

SMMEs needs information to make informed decisions to grow. The major gap identified within the ailing South African economy of which the Overstrand is a microcosmic is that of skills shortage. If the economy has to grow it will be aided by a well- structured capacity building programme. The central objective is the strategic support of SMME's (encouraging the use of local resources in a manner that enhances economic opportunities). Focus on hard and soft skills to meet the demands of the economy.

### **4.4 Towards building communities in disadvantaged communities**

These projects contain a detail and comprehensive scale of employment creation initiatives established to comprehend and contribute immensely to accomplishment of a positive socio-economic impact. On improving people's lives the department will embark on the following priority programmes:

- 4.4.1 Emerging Contractor Development Programme
- 4.4.2 Public employment programmes (Expanded Public Works and Community Works Programme)
- 4.4.3 Supply Chain and LED collaboration,
- 4.4.4 Growing the Informal Economy
- 4.4.5 Community Based LED Projects
- 4.4.6 SMME Development and Entrepreneurship Empowerment Programme.
- 4.4.7 Compliance Management and analysis.

### **LED Supply Chain Management**

The Municipality is the highest buyer of goods and services; therefore, the relationship makes sense in pursuing LED & SCM. SCM is one of the key levers for shared economic growth. The municipality will, whenever the procurement of goods and services arises apply the constitutional imperatives governing supply chain management in terms of section 217 of the constitution in relation and alignment to section 152 and 153 of the constitution as well as the

2030 vision outlined in the national development plan.

Enabling the municipality to give effect to sections 152 and 153 of the constitution and in doing so:

- The Overstrand Municipality will explore all possible avenues of procurement strategies before any commitment for any procurement process will be authorized.
- The municipality will ensure that all envisaged expenditure after the budget has been approved will be populated in the various department's procurement plans.
- The ~~LED~~ **Socio-Economic Services** department will, together with the SCM department and user department agree on the proposed procurement strategy after an in-depth analysis of the market forces was performed.

The Preferential Procurement Policy Framework Act (PPPFA) regulations have been declared unconstitutional, and a new procurement bill is out for comments. Therefore, the Municipality updated its procurement policy in line with new provisions to take effect on the 16 January 2023.

### **Expanded Public Works Programme**

The EPWP program is bearing fruit in terms of the marked drop of the unemployment rate in the Overstrand.

The unemployment rate increased from 2016 where it was at 19.1% to the current 23.1% (2021). Undeniably the EPWP public works program is playing a significant role in reducing the unemployment rate particularly through creation of Full Time Equivalent (FTE) employment opportunities.

### **Emerging Farmer Support**

Emerging farmer support aims to support small scale/ subsistence farmers with commercial farming activities and encompasses crop and animal production activities. The initiative seeks to

support emerging farmers with capacity building initiatives, information capital, opportunity assimilation, compliance, and policy direction, facilitate access to land interventions and acquisition thereof. The facilitation role is linked with major stakeholders ongoing support for emerging farmers such as the Western Cape Department of Agriculture through its district office and its stakeholders.

### **Crop Production**

The right to food is enshrined in the South African Constitution. Section 27(1) (b) of the Constitution of the Republic of South Africa states that "everyone has the right to sufficient food and water" and Section (27) (b) emphasizes that "the State must formulate reasonable legislative efforts and take other measures within its available resources, to achieve the progressive realization of these rights." The right to food requires that food be available, accessible, and adequate for everyone without discrimination.

A call for expression of interest to community-based organizations and members of the community were advertised and following that a total of 2500 planter boxes with 12 seedlings each per box, were distributed in all disadvantaged communities. This was to mitigate shortage of food because of Covid 19.

### **Animal production**

Subsistence farming in the Overstrand also includes animal production which can be characterized as one of the important sources to food security and income generation. Although it remains one of the economically challenging farming activities, its significance cannot be discounted. Some of the support provided resonates on capacity building initiatives, information capital, opportunity assimilation, compliance, policy direction, facilitate access to land interventions and acquisition thereof.

### **Status of Agri-parks**

An **Agri-park (AP)** is a networked innovation system (Not only physical buildings located in single locations) of agro-production, processing, logistics, marketing, training and extension services, located in District Municipalities. As a network, it enables the growth of market-driven commodity value chains and contributes to the achievement of rural economic transformation (RETM).

The Overstrand Municipality is a recognised historically fishing community with active fishing and Aquaculture activities as providers of major work opportunities, to take advantage of this sector within the context of AGRIPARKS the Overstrand Municipality is to establish an AQUA HUB. One of the components of an Agri-park is a **Farmer Production Support Unit (FPSU)**, which in the context of this Municipality will be a Fisher Production Support Unit.

Below is a model of an FPSU with its functions.

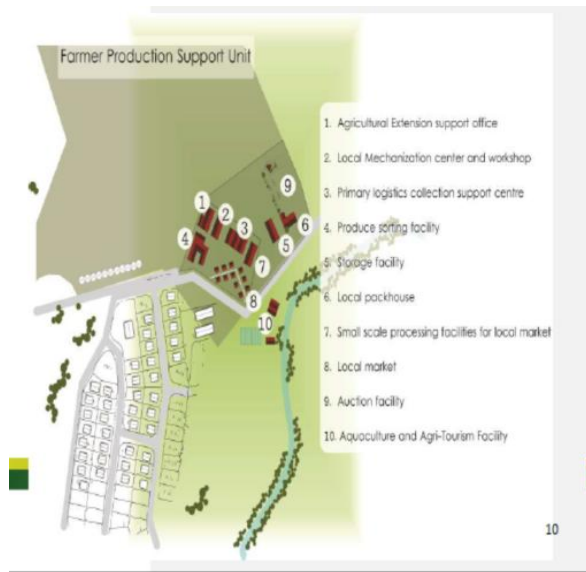


Figure 27: Farmer Production Support Unit (FPSU)

### Hermanus Aqua – FPSU

The FPSU that was earmarked for the new harbour in Hermanus Land acquisition with Public Works is still a challenge.

A portion of Erf 248 Hermanus (Back of Port) has been identified as a potential site for the

establishment of the FPSU infrastructure. The formal land availability agreements and necessary planning procedures have not been concluded (*Department of Rural Development and Land Reform (DRDLR), Overberg District Rural Development Plan, Summary March 2017*).



Figure 28: Preliminary FPSU site- Hermanus

### Focus commodities

The Hermanus Aqua Farmer Production Support Unit will support fisher folk that catch wild abalone and fish.

### Processing Opportunities

Once at sufficient production levels, the FPSU may include a multipurpose handling facility through phased modular expansion and increased functionality to maximise year-round use. These may include the following:

- Small abalone and fish handling and processing facility with cooling, freezing, drying and packing, dispatch of produce to processing facilities and the RUMC – 500m<sup>2</sup>
- Local market facility to sell produce locally – 50 m<sup>2</sup>
- Small meeting and internet facility – 100m<sup>2</sup>.

### Tourism and other opportunities

Individual and community-based enterprises to take up incentivised investment opportunity arising from the following:

- Revitalising of the harbour (i.e., improved access to land and infrastructure) through the Operation Phakisa port revitalisation programme.
- The Hermanus harbour being reserved for marine tourism purposes (i.e., fishing fleet being relocated to Gansbaai harbour), with increased opportunities for marine eco and adventure tourism (e.g. boat-based whale and dolphin watching, charter fishing, kayak trips, diving etc.) and support services (e.g. restaurants, seafood retail outlets).

The DRDLR has prioritised Agri-park implementation in Suurbraak, **Hermanus**, Struisbaai and Ariston for the 2017/18 financial year. Here the focus will be on the establishment of the necessary Farmer Production Support (FPSU) Infrastructure as well as support to emerging farmers, fisher folk and the local community within the FPSU catchments. The Agri-parks programme is currently non-existent and has ceased to operate further guidelines and direction will be provided by the department responsible DRDLR to confirm any participation progress. This will therefore have a negative impact on the programme and projects defined below.

## Hermanus FPSU projects

~~Table 71 deleted~~, there were no new initiatives supported since 2027/18. Refer to comment above regarding the programme currently being non-existent.

### Agri-park commitments:

- Infrastructure Development over the 2018/19 and 2019/2020 financial years – R77 million;
- Equipment purchased for the cooperatives to the tune of R4.5 million comprising of a 4x4 bakkie, 2 fishing boats and office equipment.

### Challenges of the Agri-park initiative are:

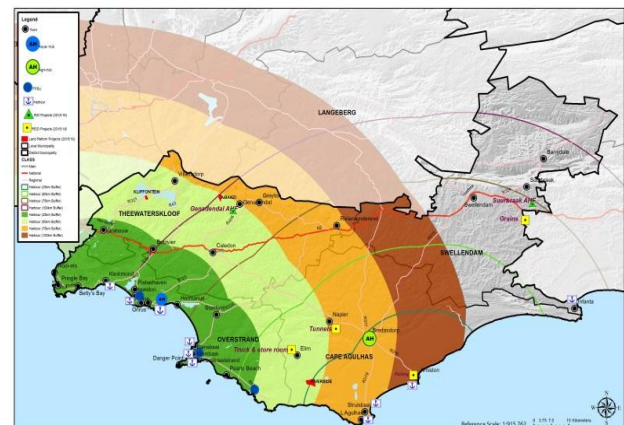
- No clear implementation strategy.
- Project approval process.
- Cumbersome and complicated reporting structure (changes new rules).
- Funding Model with slow procurement practices that retard the implementation.

## 5. Key projects

### 5.1 Proclaimed small fishing harbours

Strategies adopted by National Public Works through the Small Harbours Unit are expected to be implemented through operation Phakisa process in the 2019/20 (awards) financial year.

The development of small harbours for both Gansbaai as a fishing harbour and Hermanus for both fishing and tourism will make a positive impact throughout the Overstrand as indicated in the map below.



Overberg Agri-Park and Aqua-Hub Locations September 2015

Figure 29: Overberg Agri-parks and hubs locations

The capital development injection for both harbours Gansbaai and Hermanus is complete. The strategy owned by the Department of Public Works is still relevant.

Gansbaai harbour is earmarked for development to the tune of R500 million as outlined in the Spatial Economic Development Framework (SEDF).



Figure 30: Map of the proposed Gansbaai harbour development

Hermanus New Harbour development phases as per SEDF financial structure is proposed as follows:

IMPLEMENTATION PHASE	CAPITAL COST ESTIMATE (RM)	%
PHASE 1: 2015-2019 Short Term Improvements	R 121 384 250.00	45%
PHASE 2: 2020-2024 Intermediate Development	R 48 095 400.00	18%
PHASE 3: 2025-2029 - Ultimate Development	R 99 099 900.00	37%
<b>TOTAL</b>	<b>R 268 579 550.00</b>	<b>100%</b>



Figure 31: Map of the proposed Hermanus harbour development

Progress as at 1 March 2018:

- The clearing of sunken boats is completed and currently busy with other infrastructure development programmes to improve services in harbours.
- Leasing and development is held back due to bureaucratic processes and lack of co-

ordination between Public Works and the Department of Agriculture and Fisheries. (The work was carried out by the Department).

Challenges with the Small Harbours project are:

- Slow implementation processes that frustrates local businesses;
- Political climate resulting in changing of Ministers;
- No consideration of ease of doing business; and
- Environment that is not healthy for business.

State of Agriculture in Overstrand

This brief insertion is provided on request of the Western Cape Department of Agriculture.

The information was sourced from the Department of Agriculture, Western Cape Provincial Treasury and Statistics SA 2011 Census.

Contribution to local economic growth

The Agriculture, Forestry and Fishing sector comprised R268.1 million (or 6.4 per cent) of the Municipality's GDP in 2015. It displayed moderate growth of 1.8 per cent for the period 2005 - 2015, but growth has nevertheless slowed marginally in the post-recessionary period (the sector experienced a growth rate of 1.1 per cent over the period 2010 - 2015). This sector is the second smallest sector in Overstrand's local economy.

Agriculture, forestry and fishing employed 10.4 per cent of the Municipality's workforce in 2015. Employment growth over the period 2005 - 2015 has contracted by 0.9 per cent per annum on average. Employment picked up significantly after the recession and grew at a rate of 3.8 per cent per annum on average since 2010. On net employment, 663 jobs have been lost since 2005 - not all of the jobs lost prior to and during the recession have been recovered. The labour force in the primary sector is characterised by a

relatively large proportion of low- and semi-skilled labour (Western Cape Provincial Treasury, 2016 Socio-Economic profile).

Agricultural production

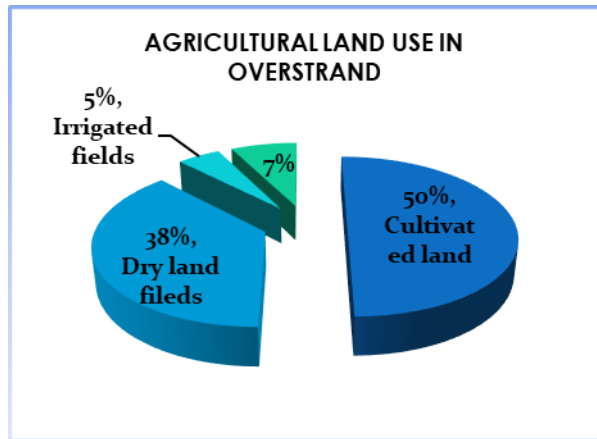


Figure 32: Agricultural land use in Overstrand

50% of the agricultural land in Overstrand is cultivated (Provincial Department of Agriculture).

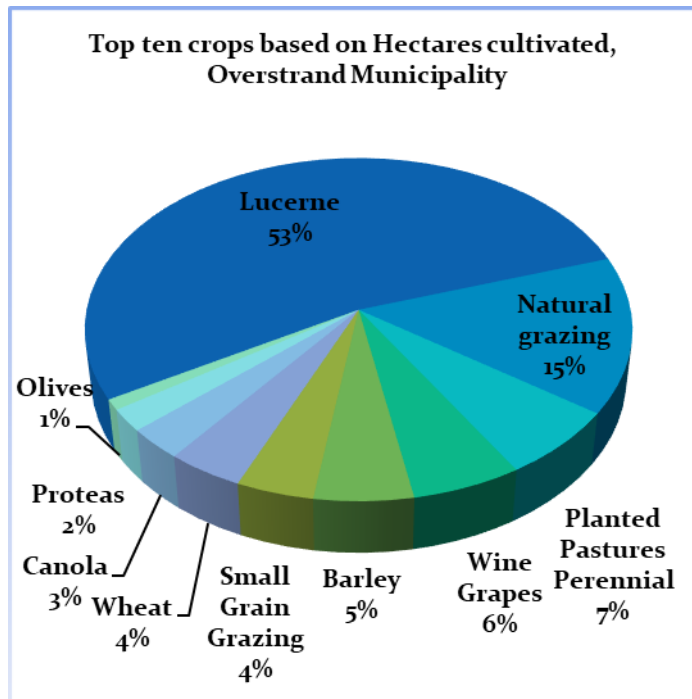


Figure 33: Top 10 crops cultivated in Overstrand

Lucerne, Natural grazing and planted pastures are the top three crops produced in the Overstrand Municipality.

Cattle, sheep and pigs are the top three livestock farmed with in Overstrand. (Note: Poultry farming is evident in Overstrand, although not reflected in the stats from Department of Agriculture)

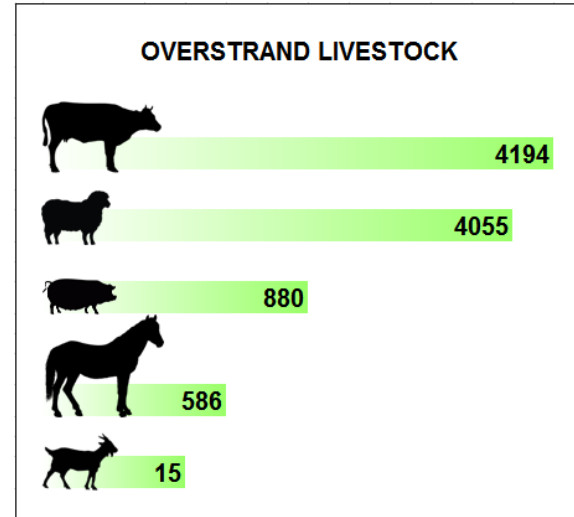


Figure 34: Top livestock in Overstrand

Tourism is a key economic driver in the Overstrand area. The info graph below reflects that accommodation (61 establishments), restaurants (26), wine farms (26), hiking (22) and conference/function venues (17) are the top 5 agri-tourism activities in Overstrand.

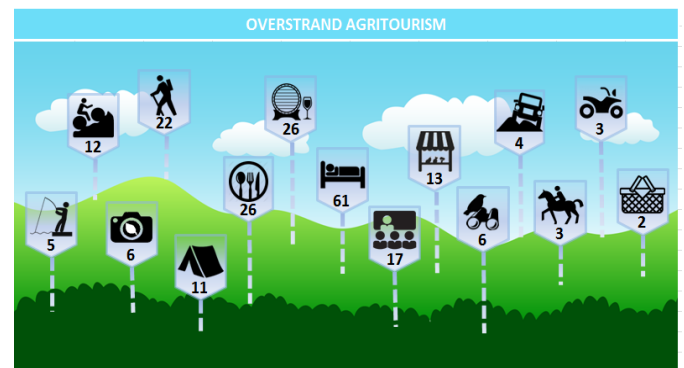


Figure 35: Agri-tourism activities in Overstrand

The number of agriculture households by **type of agricultural activity** in the Overstrand Municipal area is: (2011 Census)

Animals only	Crops only	Mixed farming	Other
338	581	306	180

## Agricultural demographics

According to Census 2011 there are **1405 households** involved in agricultural activities in Overstrand.

Agricultural households by population group of household head, Overstrand Municipality	
Black African	420
Coloured	258
Indian/Asian	1
White	713
Other	14

Table 80: Agricultural households in Overstrand, 2011

The male/female composition of the agricultural households in Overstrand is: **1105 males** and **300 females**.

The number of agricultural households by **age group** of household head in Overstrand Municipality is:

Less	1
15-35	281
35-45	343
36-55	257
56- 64	236
64+	286

Table 81: Agricultural households by age group

The majority of the agricultural household heads in Overstrand is aged between 35-45 followed by the 64+ age group.

The number of agricultural households by **education** level of household head in Overstrand Municipality is:

No schooling	40
Grade 1 to grade 11/Std9	613
Grade 12/Std. 10	332
Completed tertiary	409
Other	10

Table 82: Agricultural households by education

The majority of agricultural household heads in Overstrand completed a grade 11 (Std.9) education.

## Social needs of Agri-workers in Overstrand

In 2013 the Department of Agriculture commissioned a survey on the social needs of agri-workers (*formally termed farm workers*) in the Overberg district.

The main survey findings for the Overstrand Municipality were:

60% of the 200 farmers sampled in Overstrand, participated in the survey.

**Social Participation:** The results show that while over 50% of individuals do participate in community organizations if more education could take place around the use of certain organisations such as stokvels this could have a very positive impact on societies in these areas.

**Household Service's Needs:** Household service needs centered around three major definable areas i.e., health, education and labour. In the case of health, a third of all respondents indicated that they needed health check-ups, while other critical services required were immunization of children. In respect to education the bulk of the needs centered in transportation to schools as well the provision of school uniforms, while with respect to "Labour" the bulk of the respondents in this category required help with negotiating compensation for occupational injury, while other areas of concern were acquiring UIF and assistance with settling labour disputes (30%).

o A critical issue that has also been raised is the fact that households do not have access to a market for trading purposes, this has important implications with respect to household income generation and sustainability.

**Monthly Household Income:** The bulk of farm worker households fell into very low-income categories. In total 46% of households earned below R3000, while only 26% earning above R5000. This translated into a per capita income of R600 per individual per household in the lowest income households.

**Issues of Land Tenure:** Three major issues have been outlined through the analysis. The majority of respondents indicated they needed assistance with respect to accessing land for small scale farming ventures, while 27% indicated they needed similar assistance so that they could farm on a subsistence basis. The last issue that was raised was around the formalization of current tenure in this respect 25% of respondents indicated they needed help in this regard.

### Role of the Department of Agriculture

The role of the Western Cape Department of Agriculture is to facilitate implementation of the Comprehensive Rural Development Programme (CRDP) through the Rural Development Co-ordination Programme.

Its role is focused on:

- *creating vibrant sustainable rural communities-engaging with the communities and assisting community organisations; and*
- *facilitating the development of farm workers – through training and development initiatives.*

*(Overberg District, Rural Development Plan, October 2016, Dept. of Rural Development and Land Reform)*

### Overstrand LED & Tourism Directorate collaboration with Provincial Department of Agriculture

Research on land utilization within current farms to promote maximum land use (Tourism). Support was given by the Department of Agriculture in ensuring implementation of installation of water tanks and a study done by Department of Agriculture to assess the land availability that could be used to promote Agri-Tourism.

The district office provides support to emerging Farmers in the form of feed, medication for livestock. Land availability remains a challenge for the municipal area and is privately owned.

### Overstrand LED & Tourism Directorate collaboration with Commercial farms in municipal area

- Protection of the well-being of Farmworkers is

paramount to rural development and the collaboration with Farmers is key to poverty eradication and maintenance of job in farming community.

- Strandveld Farmers Union for the implementation of the Farm Workers study in dealing with socio-economic challenges faced by farmers. Recommendations suggested during the study are integrated in our Thusong programme as an outreach.
- Collaboration on economic participation of farmworkers including employment opportunities and learnerships for skills development. We promote registration on the unemployment database for employment opportunities Overstrand wide.
- Sustainable farming practices with potential to promote tourism in the Stanford area Study conducted by the Department of Agriculture (Aerial Study) is complete. The municipality still need to interact with that so it can form part of the Spatial Development Framework (SDF)
- Wine Route Marketing. The existing wine routes are currently a buzz with the visitors and have indicated positive numbers.

## 6. Tourism

### Tourism Marketing Strategy

The domestic market accounted for the largest share of visitors to Hangklip-Kleinmond, Hermanus, Gansbaai and Stanford compared to overseas visitors in 2024.

These statistics show that most visitors to the Overstrand come from the Western Cape followed by Germany, the UK, Netherlands, India, and Italy. Visitors from 20 different countries including South Africa were recorded. In 2024, the United Kingdom (UK) emerged as the top overseas market for tourist arrivals to Stanford, highlighting the town's appeal among British travelers.

The 2024 Southern Right Whale count, conducted by the University of Pretoria's Mammal Research Institute Whale Unit, revealed a total of 414 whales, comprised of 199 mothers with calves (398 whales) and 16 adults without calves. This starkly contrasts

with the 2023 count of 1136 whales, highlighting a dramatic decline, potentially attributed to the increasing frequency and intensity of extreme weather cycles.

Cape Town Air Access recorded a record-breaking 3 million two-way international passengers in 2024 which marked a 10% increase compared to 2023.

In December 2024 specifically, 1 million two-way passengers were recorded at Cape Town International Airport, reflecting a 3% year-on-year increase. Overstrand benefited from this record arrival.

Source: WESGRO – Cape Town & Western Cape  
Tourism, Trade & Investment

Cruise tourism plays a significant role in boosting the South African economy, particularly within the Western Cape.

While the 2023-2024 season saw 67 cruise vessel visits, a slight 4% decrease from the previous year's 70, the industry remains robust. Notably, projections for the 2024-2025 season indicate a recovery, with 76 ship calls already scheduled.

Cape Town serves as a crucial home port for numerous international coastal voyages, attracting primarily international passengers to explore the region.

Expanding beyond major ports, 2024 witnessed vessels like the SH DIANA and Le Dumont d'Urville making stops at smaller locales such as Hermanus' New Harbour, further distributing the economic benefits.

A substantial portion of cruise passengers engages in shore excursions facilitated by local providers, directly injecting revenue into the local economy.

This economic impact is clearly demonstrated by the 2023-2024 season's contribution of R1.32 billion to the regional economy, a notable increase from the previous year's R1.2 billion, solidifying cruise tourism's status as a vital economic driver.

Source: WESGRO – Cape Town & Western Cape

## Tourism, Trade & Investment



SH Diana anchored at the New Harbour, Hermanus

A total of 17 participating attractions in the Overberg region recorded 161,991 visitors between January and June 2024, which represented a 38.3% growth in the number of visitors compared to the same period in 2023. The top 5 participating Overberg attractions with the highest volume of visitors between January and June 2024 were:

1. Stony Point (33,882)
2. Harold Porter National Botanical Garden (28,005)
3. Arniston Hotel & Spa (17,947)
4. Walker Bay Nature Reserve (17,325)
5. De Hoop Nature Reserve (13,699).



Stony Point Nature Reserve

Table 2: Performance of attractions between Jan–June 2022–2024

	2022	2023	2024	2024/2023 % Change
Stony Point	27 200	11 158	33 882	203.7%
Harold Porter National Botanical Garden	23 701	23 430	28 005	10.5%
Arniston Hotel & Spa	18 240	17 251	17 047	4.0%
Walker Bay Nature Reserve	8 055	8 000	17 325	101.3%
De Hoop Nature Reserve	0 070	5 004	13 000	144.5%
Agulhas National Park	13 936	12 322	10 793	-12.4%
Cape Agulhas Lighthouse	11 043	10 833	10 043	-7.3%
Kogelberg Nature Reserve	6 255	3 506	8 186	133.5%
Bontebok National Park	7 239	7 877	7 763	-1.4%
Grootvadersbosch Nature Reserve	4 620	3 981	4 328	8.7%
Marloth Nature Reserve	2 524	3 411	3 752	10.0%
Shipwreck Museum	2 047	1 288	1 451	12.7%
The Whale Trail	1 934	1 628	1 252	-23.1%
Stony Point Eco Venue	425	219	591	169.0%
Grootvadersbosch Eco Venues	711	819	584	-28.7%
De Mond Nature Reserve	2 957	3 573	480	-87.1%
Elm Heritage Centre	714	500	443	-11.4%

Sources: L'Agulhas and Hangklip/Kleinmond Tourism Offices (2024); CapeNature (2024) SANParks (2024)

Nature based tourism remains popular and strengthens the Overstrand's role as a responsible tourism destination and wellness hub inviting visitors to take an interest in and experience the flora and fauna while protecting the environment. This includes:

- Five Blue Flag Beaches.
- Coastal and mountain paths.
- Tidal pools.

The focus remains to encourage local tourists to travel taking advantage of the time spent through the restrictions and the appetite of local travellers to explore the area.

Reviving tourism sector growth includes:

- Promoting nature and gastronomy experiences to create positive online sentiment
- Development of cycling, biking and marine life viewing to attract more visitors
- Package and market uniqueness through lens of experiences – abalone, penguins, whales, sharks
- Leveraging event tourism
- Supporting film applications and discounting those with destination marketing impact.

The Cape Whale Coast strategy intent focussed on sustained growth through:

- Marketing the Overstrand as a preferred leisure and events destination
- Optimise tourism volume and yield in sustainable manner by expanding the events market
- Promote an environmentally responsible tourism offering to benefit all communities
- Improve visitor experiences.

Furthermore, the Overstrand Tourism has created a marketing strategy that is aimed at the following objectives:

- Attract more first time and more return visitors
- Encourage visitors to stay longer
- Develop and promote an event calendar.
- Facilitate strategic alignment of towns and industry – in support of the marketing of tourism.
- Improve the visitor experience.
- Broaden participation in tourism.
- Promote sustainable practices to develop as a responsible tourism destination.
- Continuously align efforts to support tourism growth; and
- Ensure the efficient utilisation of resources to deliver against the tourism strategy
- increased spending
- increased visitor experience.

To ensure economic recovery, Tourism has identified the following levers as a priority going forward:

- Reviving Supply
- Reigniting Demand
- Strengthening Capacity
- Destination connect (enhancing destinations in the Overberg).

Some of the platforms unto which we so take advantage:

- The Tourism Sentiment Index (TSI) - a travel data intelligence solution created by acclaimed destination marketing agency

Destination Think - released Leading Places: The 100 Most Loved Destinations Around the World for 2022, with Hermanus rated in the 18<sup>th</sup> position ahead of Stellenbosch and Cape Town.

- Three Western Cape towns were identified in the top 100 most loved places in the world. All the towns in the Overstrand stand to benefit from the achievement as visitors do not have geographical boundaries when they explore. The rating highlights Hermanus as a world-class destination and a firm favourite on the global travel bucket list.
- Joining the UNESCO Creative Cities Network in October 2019 as a Creative City of Gastronomy – the first in Africa – continues to be one of the Cape Whale Coast's biggest opportunities for setting the destination apart as a culinary hub. This accolade is supported by a Hemel-en-Aarde winery named as one of the Top 50 World's Best Vineyards and the best in Africa. A Gansbaai nature reserve was also listed on Condé Nast Traveller 2022 Gold List.

### **Route development and its advantage**

Route development is key to a tourist experience. Existing routes include a Stanford Agri Tourism Route and Wine Routes, Art Events. Potential routes include the following:

- Adventure
- Gastronomy
- Health and Wellness
- Nature
- Responsible tourism
- Romance
- Science/Research.

### **Annual Event Calendar**

In the period of recovery events have ignited the economy through increasing visitor numbers attending and supporting events.

Updates on regional festivals and events can be found on the Cape Whale Coast website [www.whalecoast.info](http://www.whalecoast.info)

The tourism industry is important for the benefits it brings to the Overstrand and due to its role as a commercial activity that creates demand and growth for many more industries. Tourism not only contributes towards more economic activities but also generates more employment, revenues and play a significant role in development. Partnerships between the public and private sector are critical in unlocking the value of tourism.

### **Possible initiatives/opportunities for Tourism and economic growth**

The Overstrand's perception as a holiday destination has been augmented by the categorisation as a "zoom town", considered for its proximity to Western Cape's economic hubs and the availability of good schools, infrastructure, and facilities such as golf courses. Middle-class homeowners are selling up in the big cities and thronging to the Overstrand.

This semigration had the effect of reducing the average age of the Overstrand's population. The Overstrand now has a younger population.

### **Business Tourism**

Promotion of business tourism will focus mainly at assessing a need for conference facilities that will be established to establish the destination as a conferencing venue with the ability of attracting people who appreciate nature and businesses wanting to launch new products. The excellent road infrastructure makes the Overstrand accessible and the proximity to an international airport adds to the attractiveness of this destination.

The introduction of a coworking space with shared offices in Hermanus has complemented business tourism to the region.

Bleisure (Business and Leisure) tourism was dealt a blow and the signs point to a very slow recovery. Business travel will take longer to

recuperate as many companies reverted to online meetings.

### Creative and Cultural Activities

The Overstrand attracts visitors from different cultures and backgrounds. Entrepreneurs with cultural tourism product offerings are assisted with access to markets and development. The promotion of cultural activities within the many communities are explored.

### Recreational facilities

Recreational facilities catering for youth and families are found at the beaches, camping sites, botanical gardens and nature reserves. The introduction of adventure activities such as the mountain biking routes in the Hemel-en-Aarde Valley and events along the Blue Flag facilities (depending on desirability and environmental considerations) attract more tourists. There are a number of markets which provide livelihoods to traders and a space for communities to meet.

### Technology

The introduction of advanced technology could lead to establishment of many new smaller companies. This is an opportunity for start-up businesses that are not concerned about geographical location – wanting to venture into a more diverse and less vulnerable economic base. Partnering with relevant associates could facilitate broadband Wi-Fi zones providing reasonable and easy access communication for visitors and residents alike. The continuous upgrade of technological offerings for marketing and branding purposes is needed to make the Overstrand more appealing to visitors via the touch of a button. This would enable the use of social media as a tool to market and brand the area to potential and existing visitors. It creates awareness about the destination and allows for follow-up on visitor interest.

### Film Production Tourism

The Overstrand has seen a growth in filming and has become one of the preferred national and international film destinations in South Africa due to its unrivalled natural beauty and proximity to Cape Town and the Cape Town International Airport. Filming productions include series, movies, gaming footage, commercial advertisement, and sector specific promotion for example motor industry. Clarence Drive is a favourite location for shoots.

Filming Advantages:

- Destination awareness
- Increased experience and skills development of locals involved in filming industry
- Use of diverse natural and architectural locations
- low production costs.

### Marketing the Overstrand as a destination

The marketing of Overstrand as the Cape Whale Coast is critical in creating a brand name that is appealing to both local and international visitors.

Overstrand Tourism attended Africa's Travel Indaba (ATI) in May 2024, at the Durban Convention Centre. With 1261 exhibitors from across 25 countries representing 344 products and over 1000 buyers from 55 countries, this is the continent's largest travel trade show. Overstrand Municipality's presence was complemented on the shared stand with established local product owners – Marine Dynamics, The Windsor Hotel, and White Shark Projects. This collaborative approach signified the commitment to maximizing marketing efforts and showcasing the Overstrand region as a world-class tourism destination. The Hermanus Whale Crier joined the Overstrand stand reminding all of the approaching Southern Right Whale season and the significance of Walker Bay within global whale migration routes. A highlight was his encounter with South Africa's Minister of Tourism, Patricia de Lille, who warmly welcomed him and engaged in a lively "whale conversation."



Overstrand Tourism at Africa's Travel Indaba 2024

Marketing of the area is to be complemented by highlighting major achievements and communicating these to stakeholders. The following strategies are implemented to market the region:

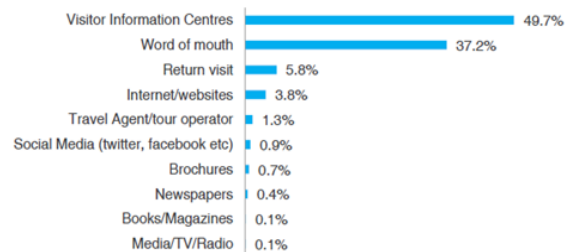
**Supporting the tourism sector through efficient and effective Visitor Information Centres (VIC's);**

- Destination promotion in partnership with the VIC's. A Marketing Plan supporting the Tourism Strategy with achievable outcomes to market the destination locally and internationally, to include the following activities:
  - Tourism shows and exhibitions
  - Hosting of media, film crews and trade
  - Website marketing
  - Media advertising
  - Joint marketing agreements with other tourism organisations
  - Promotion of travel packages during winter period
  - Production of marketing material for the region
  - Collate and provide statistics on the local tourism industry and visitors' preferred activities;
  - Support Festivals and Events in the Overstrand as a means to attract more visitors;
  - Encourage and support tourism entrepreneurship;
  - Development of new tourism routes and projects;
  - Form close partnerships with industry role players, such as WESGRO and SA Tourism.

The importance of Visitor Information Centres is highlighted by the infographic below. Visitors are increasingly relying on local knowledge in making travel plans.

The source markets are not as defined as 3 years ago and the Overstrand sees visitors from many countries. The Western Cape remains the leading domestic source market and the Overstrand remains popular among local Western Cape travellers, largely due to its proximity to Cape Town and the international airport. Gauteng and KwaZulu Natal also provided domestic travellers to the region. December's 2024 visitor numbers (3343) dropped in comparison with October 2023 (4138) and November 2023 (4334). This could be attributed to an excellent whale season closing and fewer enquires as there were no whale-based whale watching. Walk-ins to the Visitor Information Centres increased to 4080 in September 2024 – the highest in 6 years.

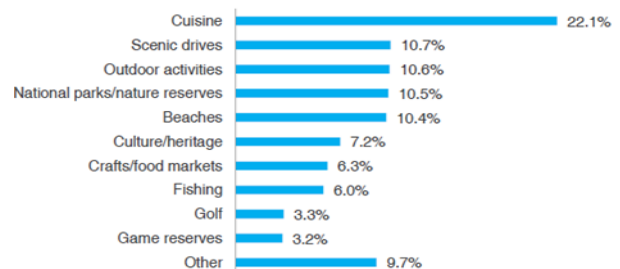
Figure 6: Top information sources used by domestic visitors, Jan–Jun 2024



Source: Wesgro Visitor Tracking Survey (2024)

Figure 6 shows that Overberg visitors primarily rely on information centres (49.7%) and word of mouth (37.2%) for travel planning.

Figure 12: Top activities undertaken by visitors in the Overberg, Jan–Jun 2024



Source: Wesgro Visitor Tracking Survey (2024)

Top activities undertaken in the Overberg in 2024, Wesgro

## Tourism Branding

The branding of Overstrand as the Whale Coast is critical in creating a brand name that is appealing to local and international visitors. The integration of other offerings within the outlying towns complements the brand and its appeal. As a travel brands the Cape Whale Coast is finding success by creating content that emotionally resonates with travellers. Good storytelling-based marketing evokes a feeling, which leads to increased interest, brand loyalty and ultimately, a transaction. Improved activity on digital platforms is employed to have quality engagement with our visitors and learn about what they do while they are in the region. Social media platforms include the following:

	f	ig	tw	#
	whalewhalingcoast	whalecoast	@whalecoast	#capewhalecoast
	Hanging Kloof Tourism	kloofstourism	@hangingkloof	#kloofstourism#hangingkloof
	Hermanus Tourism Bureau	hermanustourism	@HermanusTourism	#anyhermanus#hermanus
	stanfordtourism	visitstanford	@HermanusTourism	#visitstanford#stanfordtourism
	Gansbaai Tourism	gansbaai_tourism	@GansbaaiTourism	#Gansbaai

The Cape Whale Coast is known as an adventure destination with one of only three Western Cape marathons being held here, the annual Walkerbay Outdoor, Race2Stanford triathlon and the annual Wines2Whales mountain bike stage race. Our scenery and scenic outdoor spaces remain our biggest attraction.

## Seasonality

To ensure a balanced approach to the spread of marketing efforts, the issue of seasonality must be taken into consideration and special effort put into creating equilibrium between the identified periods.

According to a recent survey conducted in the Overstrand, seasons can be classified under the following months:

High Season-	December – February
Mid-Season -	March – April / September – November
Low Season -	May - August

The objective is to decrease the variance between mid and low season by increasing the number of local and international visitors spending longer periods in the area in a sustained manner is realising with events during the traditional low season correcting the variation.

The objective is to ensure a balanced spread of festivals/events throughout the year, increase tourism spent and duration of visitor's stay and encourage economic activity. Marketing and evaluation of festivals to be based on viability and organisational capacity for inclusion and that duplication is always avoided.

The Overstrand's numerous natural assets contribute to its allure as a favourite tourist destination, providing local tourism businesses with excellent opportunities waiting to be utilised to its full potential. The tourism industry therefore has the power to make a substantial difference to local economic development and influence the local economy directly as well as indirectly through a knock-on effect.

Taking a multi-nodal spatial view of the Overstrand area is critical as it builds an appreciation of the need to enhance the economic development potential of towns in a way that appreciates their unique demographic profiles and resource potential as well as ensuring greater spatial connectivity and inclusive local growth and development in the Overstrand area.

## Tourism and development

Tourism growth is reflected in the general development of the area. This includes the improvement of tourism infrastructure in disadvantaged communities to support emerging

enterprises. Tourism businesses are combined and mapped to ensure that visitors can easily move on a route where different activities and products are presented for a multi-faceted experience. Assistance is provided to ensure that the products and services comply with international expectations and complement other nearby products. An increase in wine tourism and hiking have been noted. Assistance with marketing and linkage to market are given to ensure business development. Community tourism has increased in demand with travellers wishing to connect with residents and experiencing live as a local. The Overstrand has increased its ranking as a responsible tourism destination with a number of product owners acknowledged for their sustainable practices.

## CHAPTER 10

# REVIEWED MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK (MSDF)

### 10.1 Background

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, Act 32 of 2000).

The SDF is:

- A long-term, forward planning instrument.
- Spatially indicates the long-term growth & development path of the municipality.
- Co-ordinates the spatial implications of all strategic sector plans (engineering, housing, community services etc.) of a municipality.
- Gives physical effect to the vision, goals and objectives of the municipal IDP.
- Informs land use management in the Municipality.

The intention of this Chapter is not to duplicate the adopted SDF of 2020, but merely to orientate readers regarding its role and function, vision, key policy directives as well as to provide a summary of some of its growth management and spatial proposals. Readers can therefore peruse the full reviewed SDF document (2020) on the municipal website (refer to <https://www.overstrand.gov.za/en/documents/town-planning/strategic-documents-1>)

### 10.2 Status of the Overstrand Municipality's SDF and process of compiling the reviewed MSDF

The Overstrand MSDF (2020) was adopted as part of the 2020/21 IDP review and amendment process on 27 May 2020.

The key steps in the process of finalising the draft MSDF were, as follows:

- Project Inception
  - Convening the Intergovernmental

Steering Committee (ISC)

- Situational Analysis
  - Data collation and synthesis
  - Compilation of draft status quo report
  - Comment/ input from ISC
  - Revision of draft status quo report
  - Final draft situational analysis report for inclusion in first draft MSDF
- First Draft MSDF (2020)
- Statutory 60 day commenting period (Feb-April 2020)
- Draft MSDF (2020) was tabled in Council, 25 March 2020
- Final reviewed MSDF adoption by Council on 27 May 2020 together with the 2020/21 IDP review and amendment.

A service provider was appointed for the amendment of the SDF that will be subject to public participation with project completion in the 2025/26 financial year.

### 10.3 Overstrand's reviewed MSDF (2020) Vision and Strategic Policy Directives

The Overstrand Municipality is striving to be the most desirable destination to visit, stay and do business in. The MSDF spatial vision is to effect an accountable Overstrand by means of implementing a range of strategic actions, based on the MSDF strategic spatial policy directives. The spatial directives being:

- 1) A liveable Overstrand
- 2) An environmentally sustainable and resilient Overstrand
- 3) A memorable and distinctive Overstrand
- 4) An Overstrand that enables a prosperous and diverse economy
- 5) Vibrant and exciting urban areas

6) An accessible and connected Overstrand.



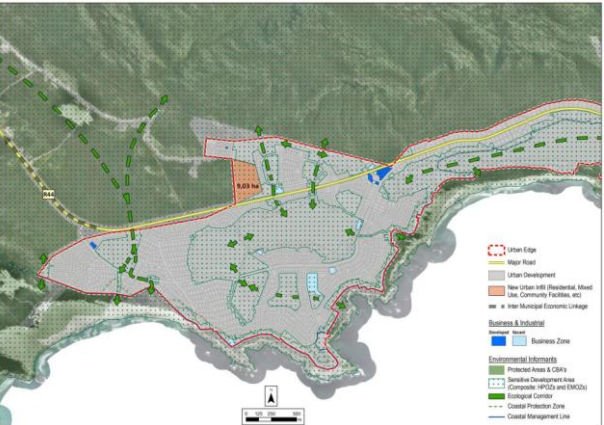
### **10.4 Summary of the spatial proposals in the reviewed Municipal Spatial Development Framework (MSDF) 2020**

The table is a summary of the MSDF spatial proposals per area. It contains the spatial plans of all settlements as per the MSDF 2020, as well as an emphasis on new urban development/extension areas.

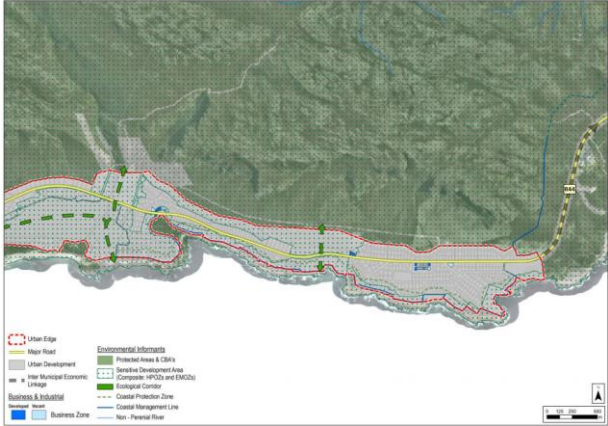
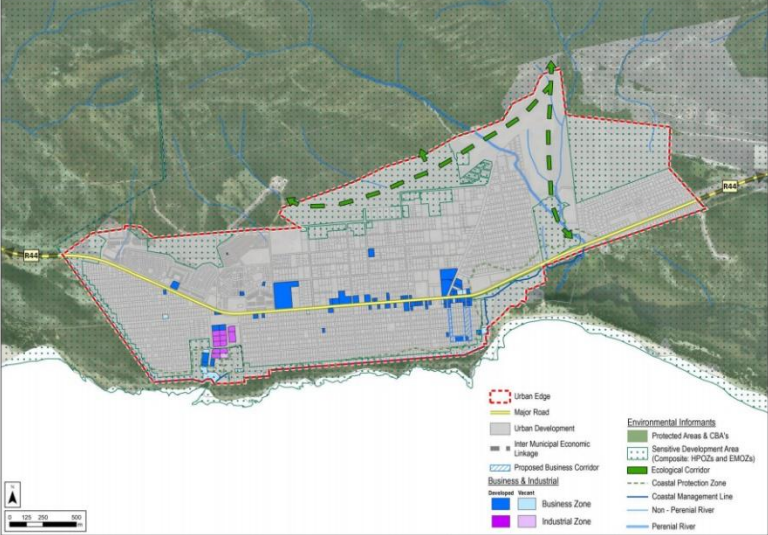
*Readers are advised to peruse the complete MSDF and OMSGMS reports on the municipal website for a better understanding of context and detailed relating to the proposals on a per area basis. Link <https://www.overstrand.gov.za/en/documents/town-planning/strategic-documents-1> to access the two documents from the Overstrand website.*

*Source: Overstrand 2020 MSDF report informed by the Overstrand Growth Management Strategy (OMSGMS).*

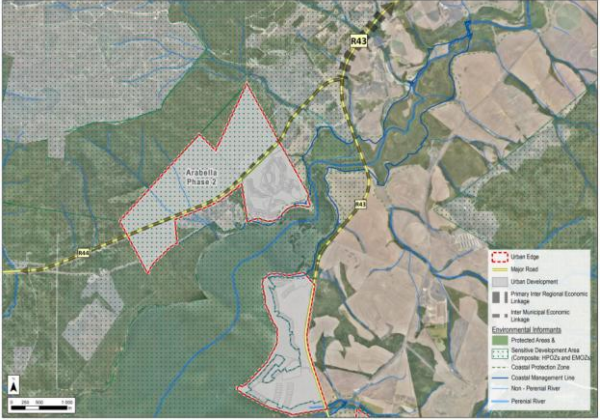
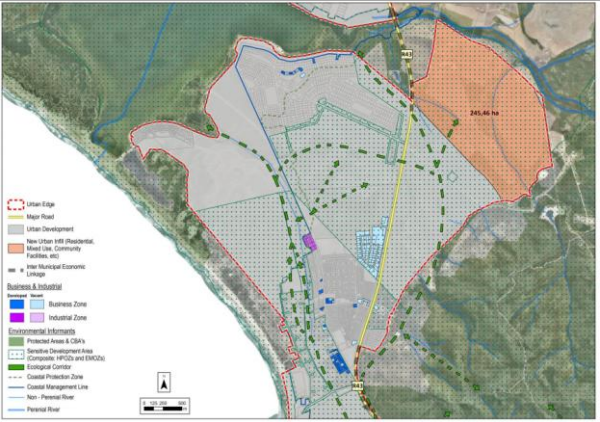
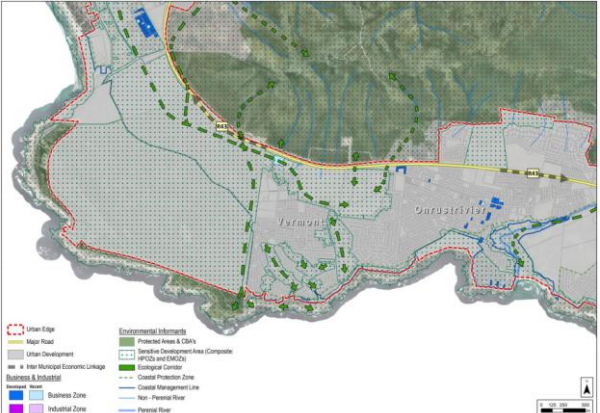
# CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK

Area	Spatial proposal plans	New urban development areas
<p><b>Rooiels</b></p>	 <p>The map for Rooiels shows the urban edge (red dashed line) and urban development (grey hatched area). A new urban development area (orange hatched area) is proposed on the southern periphery. The map includes a legend with categories: Urban Edge, Urban Development, New Urban (Mixed Residential, Mixed Use, Community Facilities, etc.), Inter Municipal Economic Linkage, Business &amp; Industrial, Business Zone, Environmental Infrastructure, Protected Areas &amp; CSAs, Sensitive Development Area (Comprising SPICAs and EMOCAs), Ecological Corridor, Coastal Protection Zone, and Coastal Management Line.</p>	<p>Key to the future of Rooiels is to protect the vast environmental resources within and surrounding the settlement. The unique characteristics of Rooiels include its location along the coastline within a pristine natural setting. The MSDF proposal for this settlement is underpinned by these functions.</p> <p>A New Urban Development area is proposed on the southern periphery of the settlement. The land area is ± 1.12ha in extent and was included by realignment of the urban edge with the coastal management line. However, the historical subdivision of the project has been cancelled. It is arranged that the area be a protected area. Development of this area therefore may no longer be an option and will be addressed in the next SDF review.</p>
<p><b>Pringle Bay</b></p>	 <p>The map for Pringle Bay shows the urban edge (red dashed line) and urban development (grey hatched area). A new urban development area (orange hatched area) is proposed on the northern periphery. The map includes a legend with categories: Urban Edge, Urban Development, New Urban (Mixed Residential, Mixed Use, Community Facilities, etc.), Inter Municipal Economic Linkage, Business &amp; Industrial, Business Zone, Environmental Infrastructure, Protected Areas &amp; CSAs, Sensitive Development Area (Comprising SPICAs and EMOCAs), Ecological Corridor, Coastal Protection Zone, and Coastal Management Line.</p>	<p>Key to the future of Pringle Bay is to protect the vast environmental resources within and surrounding the settlement. Pringle Bay functions as a popular holiday destination and retirement destination. Both Pringle Bay and Rooiels also function as dormitory towns to the town of Kleinmond.</p> <p>No new urban development is proposed for Pringle Bay and the development of the existing vacant erven are prioritised.</p>
<p><b>Betty's Bay</b></p>	<p style="text-align: center;"><b>Betty's Bay West</b></p>  <p>The map for Betty's Bay West shows the urban edge (red dashed line) and urban development (grey hatched area). A new urban development area (orange hatched area) is proposed on the northern periphery. The map includes a legend with categories: Urban Edge, Urban Development, New Urban (Mixed Residential, Mixed Use, Community Facilities, etc.), Inter Municipal Economic Linkage, Business &amp; Industrial, Business Zone, Environmental Infrastructure, Protected Areas &amp; CSAs, Sensitive Development Area (Comprising SPICAs and EMOCAs), Ecological Corridor, Coastal Protection Zone, and Coastal Management Line.</p>	<p>Spatial proposal for Betty's Bay west and east, which is predominantly focused on sensitive development related to unique biodiversity areas with a significant inner urban wetland system.</p> <p>The development of the existing vacant erven is prioritised. A New Urban Development area is proposed on the northern periphery of the settlement, directly abutting the R44 to the south. The land area is ± 9.03ha in extent, and is intended for higher density human settlement development as well as potentially mixed-use development, based on the housing need for Betty's Bay identified in the situational analysis of the SDF, 2020.</p> <p><i>*Note – General response on April 2022 public comments on draft amended IDP related to Betty's Bay West:</i></p>

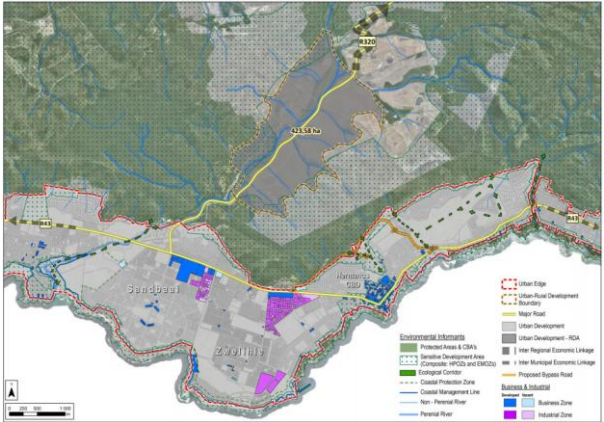
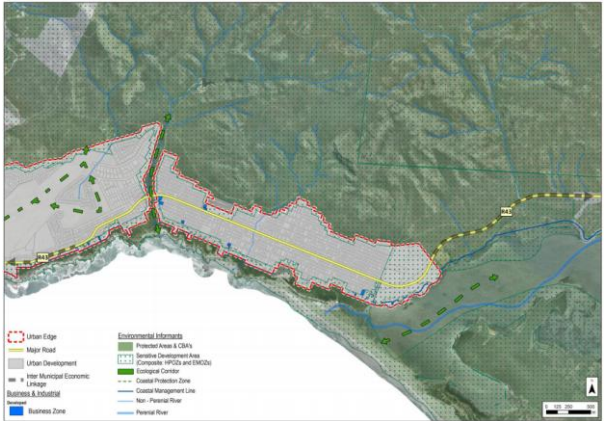
# ▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

Area	Spatial proposal plans	New urban development areas
	<p style="text-align: center;"><b>Betty's Bay East</b></p> 	<p>The public participation took place during the draft of the 2020/2021 SDF. However, development proposed is still subject to an Environmental Impact Assessment and Town Planning applications. These two processes do entail full public participation to be undertaken.</p>
<p><b>Kleinmond</b></p>		<p>Kleinmond predominantly functions as a retirement, residential and holiday destination. Kleinmond also functions as the higher order service centre to the settlements of Rooiels, Pringle Bay and Betty's Bay. In this regard, it is important that adequate provision be made for the expansion of the commercial and service industrial components of Kleinmond.</p> <p>No new urban development areas are proposed for Kleinmond and the urban edges of the settlement are retained. This is mainly due to the extensive amount of vacant land within the settlement as well as the sensitive biodiversity areas surrounding the town. A new housing project is, however, in the process of being established to address the housing need of Kleinmond.</p> <p>An investigation into new development areas for housing development was undertaken and approved by Council during October / November 2021. Funding was obtained from the Department of Human Settlements for two sites which is in the planning process. Funding has been applied for the Overhills UISP portions.</p>

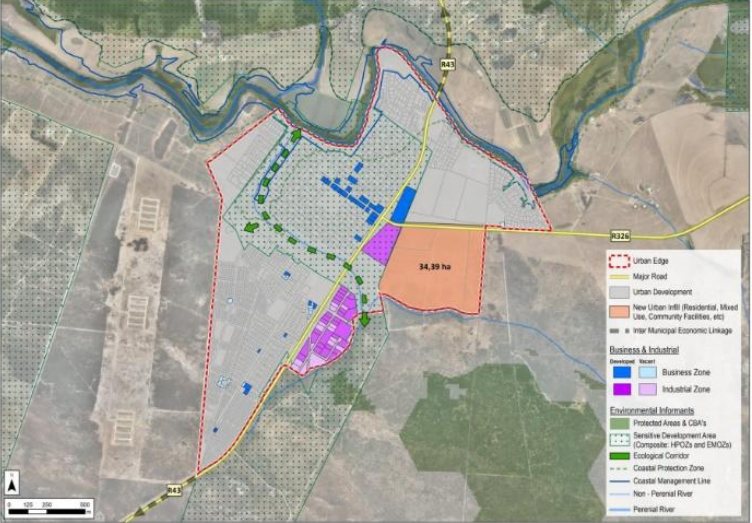
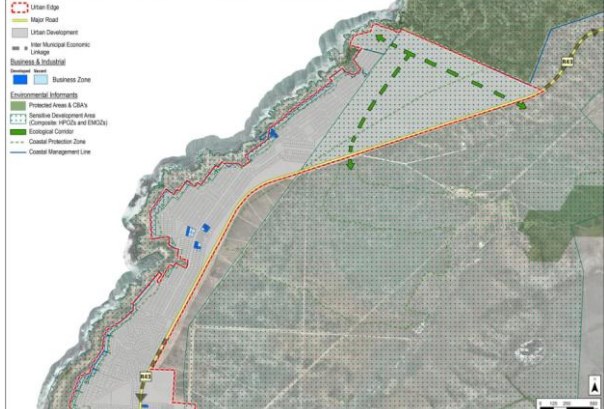
# CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK

Area	Spatial proposal plans	New urban development areas
<b>Arabella &amp; Benguela Cove</b>		<p>The two settlements of Arabella and Benguela Cove are both urban developments-rural development areas (in the form of rural residential estates) where residential opportunities are provided with high quality amenities within pristine natural settings. Arabella is well known for its golfing facilities and pristine natural setting, whilst the Benguela Cove development concept integrates residential opportunities with planted vineyards and its natural estuarine landscapes.</p> <p>Key to the development concept of these two urban development/rural development areas is that both are secure and enclosed environments. Other than adhering to the aforementioned spatial development principles. The spatial map was updated in the SDF 2020 to indicate and include Arabella Phase 2.</p>
<b>Fisherhaven and Hawston</b>		<p>Fisherhaven and Hawston collectively form the growth point within the Overstrand Municipality. By virtue of land availability, Fisherhaven has the potential to deliver a substantial amount and variety of residential opportunities within the human settlement development context (i.e., including community facilities and economic opportunities).</p> <p>The New Urban Development land area is ± 245.46ha in extent and is subsequently intended for higher density mixed use human settlement development, based on the housing need for the Greater Hermanus. Primary land uses envisioned for the New Urban Development area will include residential development with required community facilities as well as mixed use development required to effect a integrated economically sustainable and spatially just settlement component.</p>
<b>Greater Hermanus</b>	<p style="text-align: center;"><b>Hermanus West</b></p> 	<p>No new urban development areas or urban edge amendments are proposed for Hermanus West. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p> <p>A process to undertake a detail development framework for the Fisherhaven/Hawston and Hermanus West is currently underway. This will be included in the review of the SDF.</p>

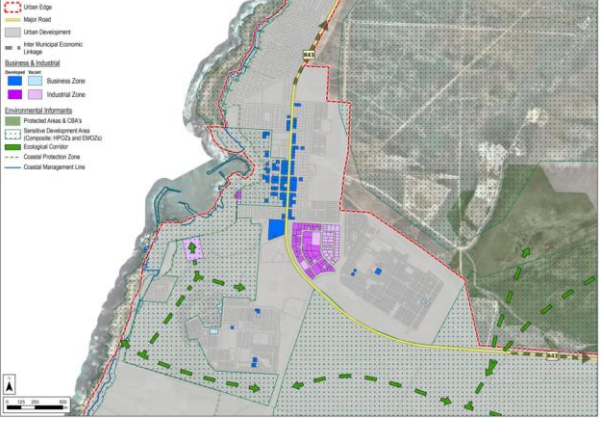


# ▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

Area	Spatial proposal plans	New urban development areas
	<p style="text-align: center;"><b>Hermanus Central</b></p> 	<p>Spatial proposal for Hermanus Central, being the core of the town in terms of economic activity with industrial agglomerations as well as the CBD as the most dominant economic land uses. The high-density residential area of Zwelihle, is also located in this area. No new urban development areas or urban edge amendments are proposed for Hermanus Central with densification as the proposed tool to accommodate population growth as well as the housing need in accordance with the review/update of the OMSGMS. The formalization of Zwelihle should be addressed in the revision of the Human Settlements Plan for the Overstrand.</p>
	<p style="text-align: center;"><b>Hermanus East</b></p> 	<p>The urban edge for Hermanus East was updated in order to align itself with the boundaries of the Fernkloof Nature Reserve. No new urban development or extension is proposed for the area. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p>




# ▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

Area	Spatial proposal plans	New urban development areas
<p><b>Stanford</b></p>		<p>Key to the future of Stanford is retaining and enhancing its heritage character and resources.</p> <p>A New Urban Development area is proposed on the eastern periphery of the settlement, directly abutting the R326 to the north and the existing industrial area to the west. The land area is ± 34.39ha in extent and is intended for higher density human settlement development, based on the housing need for Stanford identified in the situational analysis phase of this project.</p> <p>The said 2031 projected housing need for Stanford amounts to 953d.u. which, based on a density of 20du/ha results in a land area requirement of ±48ha.</p> <p>This is obviously in excess of what is required to accommodate the housing need and associated land uses and therefore densification will be required.</p> <p>Primary land uses envisioned will include residential development with required community facilities as informed by the said situational analysis, and mixed-use development.</p>
<p><b>De Kelders</b></p>		<p>No new development is proposed for De Kelders, it is however recommended that the town be densified in accordance with the OMSGMS, along with the simultaneous upgrading of the and required civil services provision.</p>

# CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK

Area	Spatial proposal plans	New urban development areas
<b>Gansbaai</b>	 <p>The map for Gansbaai shows a coastal area with various land use zones. A legend in the top-left corner includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), New Municipal Economic Linkage (black dashed line), Business &amp; Industrial (Business Zone in blue, Industrial Zone in purple), Environmental Inherents (Protected Areas &amp; CSAs in green, Sensitive Development Area in light green, Composite MPZs and EMZs in dark green, Ecological Corridor in light blue), Coastal Protection Zone (dashed green line), and Coastal Management Line (solid blue line). The map shows a large grey hatched area for urban development and several blue and purple zones for business and industrial use.</p>	<p><b>New urban development areas</b></p> <p>Spatial proposal for Gansbaai, which is predominantly focused on sensitive development related to unique biodiversity areas.</p> <p>No new development areas are proposed for Gansbaai. In order to accommodate the housing need for Gansbaai, densification should be encouraged in accordance with the relevant OMSGMS.</p> <p>In addition to the aforementioned densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p>
<b>Franskraal &amp; Birkenhead</b>	 <p>The map for Franskraal &amp; Birkenhead shows a coastal area with various land use zones. A legend in the top-left corner includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), New Municipal Economic Linkage (black dashed line), Business &amp; Industrial (Business Zone in blue, Industrial Zone in purple), Environmental Inherents (Protected Areas &amp; CSAs in green, Sensitive Development Area in light green, Composite MPZs and EMZs in dark green, Ecological Corridor in light blue), Coastal Protection Zone (dashed green line), and Coastal Management Line (solid blue line). The map shows a large grey hatched area for urban development and several blue and purple zones for business and industrial use.</p>	<p>No new development areas are proposed. In order to accommodate the housing need for Franskraal &amp; Birkenhead, densification should take place in accordance with the proposals made in the OMSGMS 2010 or as revised.</p>
<b>Pearly Beach</b>	 <p>The map for Pearly Beach shows a coastal area with various land use zones. A legend in the bottom-left corner includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), New Municipal Economic Linkage (black dashed line), Business &amp; Industrial (Business Zone in blue, Industrial Zone in purple), Environmental Inherents (Protected Areas &amp; CSAs in green, Sensitive Development Area in light green, Composite MPZs and EMZs in dark green, Ecological Corridor in light blue), Coastal Protection Zone (dashed green line), and Coastal Management Line (solid blue line). The map shows a large grey hatched area for urban development and several blue and purple zones for business and industrial use.</p>	<p>Spatial proposal for Pearly Beach, which is predominantly focused on sensitive development related to unique biodiversity areas</p> <p>No new urban development is proposed for Pearly Beach. Densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p>

# CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK

Area	Spatial proposal plans	New urban development areas
<b>Baardskeerder sbos</b>		<p>The attributes of Baardskeedersbos and its environs, warranted the entire inclusion thereof in a local area HPOZ. Most of the privately owned land in the northern part of the settlement consist of biodiversity corridors and was also therefore included in an urban conservation EMOZ.</p> <p>The development footprint will be contained within the defined rural edge of the town.</p>
<b>Wolvengat</b>		<p>Wolvengat is a rural settlement similar in nature to Baardskeedersbos and consists of a prominent biodiversity corridor system. Most of the settlement is therefore included in an urban conservation EMOZ.</p> <p>Wolvengat does not consist of any internal services infrastructure.</p> <p>There is no new development proposed for Wolvengat.</p>
<b>Buffeljagsbaai</b>		<p>Buffeljagsbaai is a small residential community associated with abalone farming along the easternmost coastal border of the Overstrand. The settlement is not serviced by any services infrastructure.</p> <p>The urban edges were amended to accommodate future growth (subject to funding approval). The boundaries of the previously bisected urban edges were combined to create a singular rural settlement defined by a single urban boundary.</p>

**10.5 Capital expenditure framework (CEF)**

**10.5.1 Background**

The Capital Expenditure Framework (CEF) of a municipality can be defined to “include all the infrastructure requirements (engineering, social and other capital requirements) that falls within the mandate of the municipality and is funded by the municipality and includes own funding, grants received as well as borrowing raised by the municipality itself. It is an important tool in ensuring that long-term infrastructure investment decisions are timeously made in a financially viable way to support the Integrated Urban Development Framework objectives in facilitating transformation.” (COGTA Guidelines, 2018). A CEF therefore provides a link between spatial planning and financial planning, and also links to infrastructure planning, which is crucial to accommodate the spatial development strategies and maintain existing services infrastructure.

There is currently no specification for a SPLUMA-compliant CEF. However, the National Department: Cooperative Governance commissioned a guide to aid the public and private sectors in preparing a Capital Expenditure Framework for municipalities. The draft guidelines (TE COGTA/V8) are aimed at the larger Intermediate City Municipalities (ICM). However, Overstrand Municipality, Western Cape Provincial Government and the Development Bank of South Africa (DBSA) is currently undertaking the drafting of a Capital Expenditure Framework (CEF) for Overstrand Municipality.

**10.5.2 The Overstrand CEF**

**10.5.2.1 Capital Revenue**

The Municipality provided a break-down of funding sources as budget input to the CEF. The information provided the affordability envelope per financial year for the period 2019-2030. The total affordability envelope for the period amounts to R 1 455 637 971. The revenue sources and total available capital funds are presented in the Table below.

Table 83 Overstrand Revenue Sources for the period 2019 -2030

Funding Source	Rand Value
Capital grants	622 937 971
Financing	648 000 000
Cash reserves and funds	184 700 000
<b>Total (Affordability Envelope):</b>	<b>1 455 637 971</b>

**10.5.2.2 Basic Engineering Services**

The Overstrand engineering departments provided estimated costs for the engineering infrastructure that would be required to service the Municipality for the 2019–2030-year period (this included maintenance of existing infrastructure as well as provision of new infrastructure). Engineering infrastructure included (i) waste water infrastructure (ii) electricity, (iii) roads and transport, (iv) stormwater and (vi) solid waste infrastructure.

Detailed costing and prioritisation for each SDF proposal has not yet been undertaken.

The total engineering costs for the 2019–2030-year period amounts to approximately R 3 338 677 309.

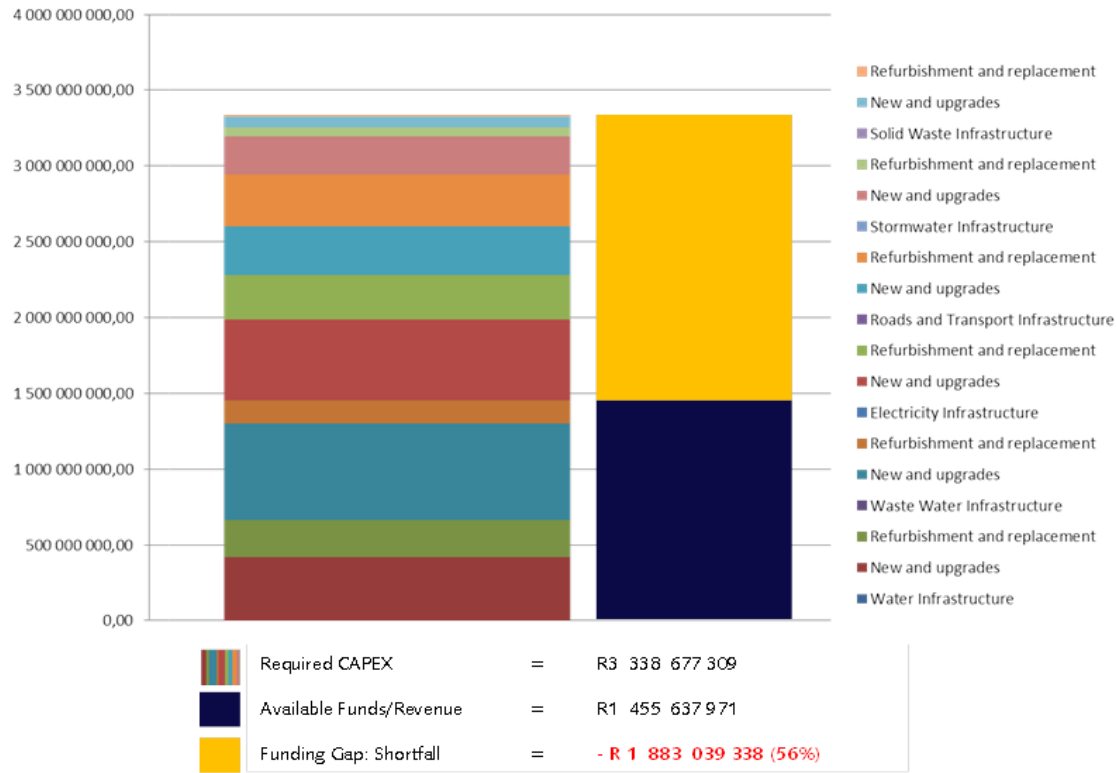
**10.5.2.3 Budget Gaps / Surplus**

The total available Capital Expenditure (affordability envelope) to Overstrand Municipality for the 2019-2030 amounts to R 1 455 637 971. However, based on available data, approximately R 3 338 677 309 is required for the listed engineering infrastructure required for the same period. It is therefore estimated that the Overstrand will have a shortfall of approximately R 1 883 039 338 over the period 2019-2030 (i.e., a 39,99% shortfall). The breakdown of the total available capital expenditure, infrastructure costs and the shortfall/surplus for the Overstrand is presented in Table 76.

## ▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

SERVICE	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Water Infrastructure</b>											
New and upgrades	19 457 459	34 500 332	36 115 099	48 339 479	46 745 282	31 214 604	38 135 717	40 042 503	44 999 539	47 249 516	31 694 151
Refurbishment and replacement	17 236 193	18 098 002	19 002 902	19 953 048	20 950 700	21 998 235	23 098 147	24 253 054	25 465 707	26 738 992	28 075 942
<b>Waste Water Infrastructure</b>											
New and upgrades	34 575 106	36 303 861	59 066 554	65 492 757	68 767 395	64 548 075	67 775 479	48 650 646	51 083 178	69 150 619	72 608 150
Refurbishment and replacement	10 805 092	11 345 346,41	11 912 614	12 508 244	13 133 657	13 790 339	14 479 856	15 203 849	15 964 042	16 762 244	17 600 356
<b>Electricity Infrastructure</b>											
New and upgrades	59 526 600	50 805 140	36 899 876	44 981 024	38 301 210	38 608 155	42 592 930	52 937 229	44 414 527	62 340 078	61 914 285
Refurbishment and replacement	20 394 981	21 414 730	22 485 467	23 609 740	24 790 227	26 029 738	27 331 225	28 697 786	30 132 676	31 639 310	33 221 275
<b>Roads and Transport Infrastructure</b>											
New and upgrades	13 000 000	13 650 000	19 845 000	23 731 313	24 917 878	29 354 476	30 822 200	39 398 812	41 368 752	43 437 190	45 609 050
Refurbishment and replacement	24 195 469	25 405 243	26 675 505	28 009 280	29 409 744	30 880 231	32 424 243	34 045 455	35 747 728	37 535 114	39 411 870
<b>Stormwater Infrastructure</b>											
New and upgrades	11 375 000	11 943 750	18 053 438	21 850 172	22 942 680	24 089 814	25 294 305	26 559 020	27 886 972	29 281 320	30 745 386
Refurbishment and replacement	3 898 930	4 093 876	4 298 570	4 513 499	4 739 174	4 976 132	5 224 939	5 486 186	5 760 495	6 048 520	6 350 946
<b>Solid Waste Infrastructure</b>											
New and upgrades	10 000 000	11 025 000	5 512 500	8 682 188	9 116 297	6 381 408	4 020 287	-	-	-	16 288 946
Refurbishment and replacement	1 084 182	1 138 391	1 195 310	1 255 076	1 317 830	1 383 721	1 452 907	1 525 553	1 601 830	1 681 922	1 766 018
<b>Total for all basic municipal services</b>	<b>225 549 011</b>	<b>239 723 672</b>	<b>261 062 834</b>	<b>302 925 818</b>	<b>305 132 073</b>	<b>293 254 930</b>	<b>312 652 235</b>	<b>316 800 093</b>	<b>324 425 445</b>	<b>371 864 824</b>	<b>385 286 374</b>
<b>Capital Expenditure / Infrastructure Affordability Envelope</b>	<b>139 148 832</b>	<b>110 322 760</b>	<b>133 992 750</b>	<b>110 983 780</b>	<b>112 542 807</b>	<b>124 195 375</b>	<b>130 947 098</b>	<b>137 803 924</b>	<b>149 772 159</b>	<b>151 858 489</b>	<b>154 069 998</b>
<b>Funding Gaps (shortfall/surplus)</b>	<b>-86 400 179</b>	<b>-129 400 912</b>	<b>-127 070 084</b>	<b>-191 942 038</b>	<b>-192 589 266</b>	<b>-169 059 555</b>	<b>-181 705 137</b>	<b>-178 996 169</b>	<b>-174 653 286</b>	<b>-220 006 336</b>	<b>-231 216 376</b>

Table 84: Overstrand, total available capital expenditure, infrastructure costs and the shortfall/surplus



### 10.5.3 CEF Conclusion and Recommendation

The current CEF is not complete when measured against the COGTA methodology and content requirements and represents the best first effort with the available data to date. The items and actions listed above under subsection 7.5.1 of the MSDF (2020) should be undertaken during the next review of the Municipal long term financial planning and IDP to ensure greater alignment with the SDF. The Overstrand engineering Master Plans has been updated based on the 2020 MSDF spatial proposals.

The Overstrand Municipality, together with other role players (Provincial Departments and DBSA), provided a final drafting of the Capital Expenditure Framework. However, the format of the document and content of this will be subject to the review of the SDF in the 2025/26 financial year and also to public participation.

**10.6 Progress with implementation of the SDF**

The following application results are for the total amount of applications decided upon from 1 July 2023 to 31 January 2025 irrespective.

The following statistics is a breakdown of the resolutions taken as mentioned above.

Closed applications for book year 2023-2024 to 31 January 2025		
Closure Type	Number	Percentage
Approved	175	77,77%
Partially Approved	12	5,33%
Exempted	8	3,56%
Not Approved	5	2,22%
Refused	12	5,33%
Withdrawn	13	5,77%

Table 85: Summary of closed town planning applications from 1 July 2023 to 31 January 2025

The following statistics are the application types closed (310) below, it may be more than the total applications closed (225) in the previous tables due to the submission of a land use planning application being made up of multiple application types but only recorded on a single application.

Application types for book year 2023-24 to 31 January 2025	
Application Types	Number
Amendment of conditions	10
Removal/ Amendment of Restrictions	17
Amendment of SDP	19
Amend Subdivision	1
Closure of Public Place	2
Consent Use	33
Consolidation	20
Departure Permanent	110
Departure Temporary	3
Exemption Subdivision	8
Extension of Approval	1
Administrative Penalty	31
Relaxation	10
Rezoning	20
Subdivision	25
Zone Determination	0

Table 86: Summary town planning application types from 1 July 2023 to 31 January 2025

The fact that no amendment or deviation of the Overstrand SDF was required is a testament of the SDF's robustness.

Overstrand has developed its own Land Use Planning System which documents all the details of the application received and processing thereof. This system has been operational since March 2021 and therefore all the applications can also now be spatially depicted. This will be further refined to ensure that this information be presented in such a manner that it is logical, and it could be used to draw critical assumption on the strategic direction of the SDF.

**10.7 Spatial plans developed beyond the SDF**

Overstrand Municipality has compiled a range of spatial plans beyond the legislative requirement of an SDF.

The additional spatial plans adopted by the Municipality are noted below and include:

- Review of the Overstrand Municipality Spatial Growth Management Strategy, 2010 (OMSGMS, 2010);
- Baardskeerdersbos Precinct Plan
- Danger Point Precinct Plan
- Kleinbaai Nodal Plan
- Hermanus CBD Revitalisation Plan
- Housing Plan.
- Kleinmond CBD Upgrading Plan.

**10.7.1 OVERSTRAND MUNICIPAL SPATIAL GROWTH MANAGEMENT STRATEGY (OMSGMS)**

The continued outward spread of low-density development on the areas of Overstrand towns is leading to significant and rapid increases in the urban footprint of towns. This urban sprawl threatens the long-term sustainability of the Overstrand environment and raised the following specific concerns:

- Natural undeveloped area and agricultural land are increasingly being consumed by urban development,
- Low density urban sprawl results in long travel distances. Due to a lack of public transport, this

results in more private road transport that leads to increasing traffic congestion and CO2 emissions,

- Low density development increases the cost of infrastructure provision and maintenance. It dissipates the positive effect of agglomeration and economies of scale, causing operational inefficiencies and a wastage of supporting economic resources and infrastructure.

To address these concerns, the municipality developed a Growth Management Strategy (GMS) 2010. The OMSGMS is a strategic document that informs part of the current MSDF 2020. and The Municipality has started the review and update process of the OMSGMS will be conducted as part of the review of the SDF, 2020 during the current financial year (i.e.2024/25). in line with the current MSDF 2020.

### 10.8 Land available for development in Overstrand

Both public and private land is available for development. Whether it be for housing or economic development. Public Private Partnerships (PPP) is found to be the key in unlocking and acquiring land and further to gain capital in order to develop land.

In terms of the type of develop that should occur on the land (public or private) available: Key areas have been identified to address the housing backlog, however in order to create sustainable developments mixed land use must be developed. South Africa's economy is a free market and therefore developments on private land are market driven.

### 10.9 SDF linkage with the Integrated Urban Development Framework (IUDF), 2016

#### Purpose of the IUDF

The IUDF is a national government framework that responds to urbanization challenges and opportunities.

**“More than half** of the world's population lives in cities - it is projected that **70%** will be living in urban areas by **2050**”.

**“More than 60% of South Africans live in urban areas,** and this figure is projected to increase to **70%** and **80%** by **2030** and **2050** respectively”.

Cabinet approved the IUDF on 26 April 2016.

#### Next step:

Implementation of the short term (2016/19) priority actions as identified in the IUDF implementation plan.

#### Core elements of the IUDF

The IUDF's overall outcome – **spatial transformation:** reversing the inefficient spatial patterns in a way that promotes both social and economic development while protecting the environment.

The IUDF proposes 3C growth model= **compact, connected & coordinated** cities and towns as opposed to fragmented development. **Land, transport, housing, and jobs** are key structuring elements critical for the attainment of the outcome.

#### The overall objectives are to create efficient urban spaces by:

- Reducing travel costs & distances
- Aligning land use, transport planning & housing
- Preventing development of housing in marginal areas
- Increasing urban densities & reducing sprawl
- Shift jobs & investment towards dense peripheral townships
- Improve public transport & the coordination between transport modes.

#### Overstrand SDF response to the Integrated Urban Development Framework (IUDF)

Development of the IUDF started in November 2012 and was finalised in 2016. The Overstrand Municipality's SDF 2020 is aligned with the broad principles of the IUDF of creating **compact, connected** and **coordinated** cities and towns as

opposed to fragmented development. This is further recognized in the vision of the SDF 2020.

Integrated sustainable human settlements are being implemented in terms of the National Housing Code in partnership with the Department of Human Settlements according to the Housing Strategy in the IDP and further recognised in the SDF 2020.

## 10.10 HERMANUS CENTRAL BUSINESS DISTRICT (CBD) REVITALISATION PLAN

During 2000 the Municipality undertook Phase 1 CBD Revitalization study for Hermanus.

Phase 1 study was completed in 2002 and Phase 2 in 2016. A total of 13 projects/interventions were identified in both studies.

In accordance with the above projects/interventions the Overstrand Municipality and the private sector have made considerable investments in the CBD giving effect.

Overstrand Municipality has completed the following projects proposed in the studies,

- CBD Relief Road
- Upgrade of Cliff Top
- Redevelopment of Market Square
- Gearings Point upgrade
- Implementing the station precinct
- High Street beautification.



The proposal was implemented during the period of 2002 to 2021 at an estimated cost of ±R90 million.

The private sector has also heavily invested into the CBD Revitalization Strategy.

Construction work on commercial, residential, parking and landscaping projects to an estimated amount of ±R225 million has been completed.

Overstrand has finished the phase of planning and development of the so-called Government Precinct which include the Taxi Rank and Government buildings. Plans have been finished for the taxi rank. Joint funding from Provincial Administration and Overstrand Municipality is required to implement this. Provisional funding has been allocated in the municipal budget over the next three years.

### STUDY AREA

The study area is referred to as the Hermanus Central Business District (CBD). In the context of Hermanus, this refers to the central area of town, bounded by the coastline to the south and east, Lord Roberts Street to the north and the municipal precinct to the west of Royal Street. The CBD is located along the R43 coastal route, connecting Betty's Bay, Onrus, Stanford and Gansbaai. Hermanus is the last significant destination on this route, which continues beyond Hermanus, inland to Stanford and along the coast to Gansbaai.

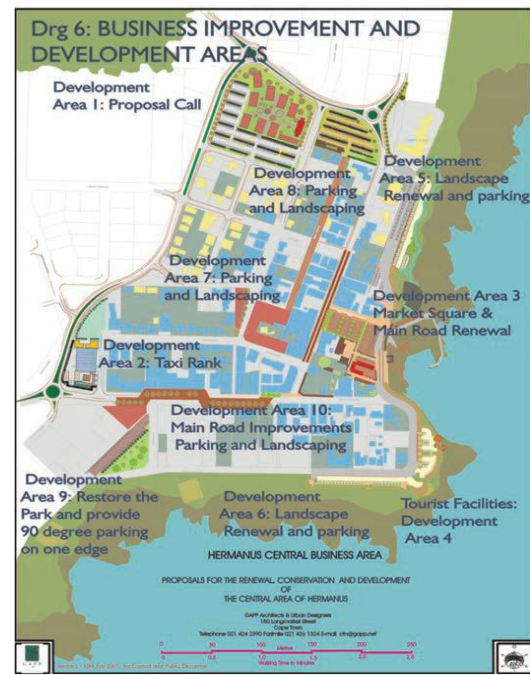


Figure 36: Hermanus CBD - Study Area

### REGENERATION THEMES

The above principles inform and drive future regeneration projects and guide the management, conservation and development of the Hermanus CBD.

The themes emerging from these principles are:

- Heritage and Environment
- Access and Circulation
- Retail and Office Development
- Public Spaces.

### PRIORITY UPGRADING AREAS

Within the overall concept for **phase 1**, six Focus Areas have been identified as the most strategic areas for implementation.

Within each Focus Area a set of priority projects were identified.

Status of the projects and focus areas identified are as follow:

The upgrading of High Street (Phase 1) has been finalised in 2021. The cost of the High Street project is valued at approximately R8 million.

The current project focused on the Taxi Rank precinct which includes the Taxi rank parking area, the community parking area across the Dutch Reform Church and the Courts. Planning for the precinct has been finalised. Detailed designs have been completed for the Taxi Rank for tender purposes. This project will be jointly funded by Provincial Administration and Overstrand Municipality with provisional funding being allocated in the budget over the next three financial years.

#### 10.11 Concluding Remarks

Although Overstrand's original SDF stems from 2006, it has regularly been reviewed and added onto via different Sectoral/Spatial Plans. The Overstrand Municipality adopted the reviewed Overstrand Municipality Spatial Development Framework in May

2020 based on the information and accumulation of the various Spatial Plans and studies conducted for the Overstrand Municipality. The Overstrand SDF is relevant to the current IDP and the Overstrand Municipality's planning initiatives.

The revitalization of the CBD is an ongoing project with strong support from the private sector, the rollout will continue as envisaged by Council.

## CHAPTER 11

### DISASTER MANAGEMENT PLAN

The intention of this Chapter is not to duplicate the reviewed DMP.

The reviewed 2024/2025 DM plan comprises the following Annexures:

#### ANNEXURES

Annexure A	:	Veld Fire Management Plan
Annexure B	:	Flood Management Contingency Plan
Annexure C	:	Public Violence Contingency Plan
Annexure D	:	Strategic Risk Register
Annexure E	:	Disaster Management Preparedness Plan: Gansbaai
Annexure F	:	Disaster Management Preparedness Plan: Stanford
Annexure G	:	Disaster Management Preparedness Plan: Hermanus
Annexure H	:	Disaster Management Preparedness Plan: Kleinmond
Annexure I	:	Emergency Resource Telephone List: Hermanus
Annexure J	:	Emergency Resource Telephone List: Gansbaai / Stanford
Annexure K	:	Emergency Resource Telephone List: Kleinmond
Annexure L	:	Covid-19 Contingency Plan
Annexure M	:	Power Outages
Annexure N	:	Climate Change
Annexure O	:	Vulnerable Communities
Annexure P	:	Electricity Blackout Management and Contingency Support Plan
Annexure Q	:	Disaster Management Contingency Plan for Hermanus Heights
Annexure R	:	Risk Management Plan for Bulk Liquefied Petroleum Gas (LPG) Tank Storage
Annexure S	:	Hazmat Response Contingency Plan
Annexure T	:	Logistical Support.

The next review of the DMP is planned in the 2025/26 financial year.

#### LEGAL FRAMEWORK

The Disaster Management Act (sec 53) stipulates that each Municipality must prepare a Disaster Management Plan/Framework for its area according to the circumstances prevailing in the area, after consulting with the District Municipality

and other Local Municipalities within the area of the District Municipality.

Overstrand Disaster Management Plan:

- a. Forms an integral part of the Municipality's Integrated Development Plan;
- b. Anticipate the types of disasters that are likely to occur in the municipal area as well as their possible effects.

The Disaster Management Plan place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households.

#### INSTITUTIONAL CAPACITY

Overstrand Municipality has a functional Fire & Disaster Management Department within the Directorate: ~~Protection Services~~ **Municipal Public Safety**.

A Joint Operation Centre (JOC) is activated as and when the need arises. The JOC is operated from the Fire station in Hermanus.

No Disaster Management Advisory Forum (DMAF) is established because such a committee already exists which plays a similar role.

#### RISK REDUCTION

- Risk awareness programs
- Risk prevention programs
- Formal and informal training with regard to emergency services and disaster relief
- Research in formal and informal settlements with regard to location, growth and development
- Upgrading of vehicles, equipment and protective clothing.

# CHAPTER 11: DISASTER MANAGEMENT PLAN

## DISASTER RISK REGISTER / STRATEGIC RISK REGISTER

### Annexure D, Overstrand reviewed DMP, Source by WCDM

HAZARD	HAZARD				Vulnerability						CAPACITY						Relative Risk Rating	Relative Risk Priority	
	SCORE	Score: 4. Very Likely 3. Likely 2. Unlikely 1. Rare	Score: 4. Monthly/weekly 3. Every 1 - 2 years 2. Every 2 - 5 years 1. Every 5 - 10 years	Score: 4. Major 3. Serious 2. Minor 1. Negligible	Vulnerability Score: 4. Extremely Vulnerable 3. Seriously Vulnerable 2. Slightly Vulnerable 1. Not Vulnerable	Vulnerability Rating	Capacity Score: 4. Very Good 3. Good 2. Poor 1. Very Poor						Capacity Rating						
		Probability	Frequency	Severity			Hazard Rating	Political	Economical	Social	Technological	Environment		Physical Planning and Engineering	Societal Capacity	Economic Capacity			People Capacity and Competencies
Drought	3	3	4	10	1	4	4	3	4	16	2	3	1	3	1	1	11	14.545	extremely high
Wildland fire	4	4	4	12	1	3	3	2	2	11	2	3	2	2	3	2	14	9.429	high
Social conflict	3	4	3	10	1	4	3	2	2	12	2	2	1	2	3	3	13	9.231	high
Tsunami	3	1	3	7	1	4	3	3	3	14	2	2	1	2	2	2	11	8.909	high
Structural fire	4	4	3	11	2	2	2	2	1	9	2	3	2	2	2	2	13	7.615	high
Coastal erosion	3	4	2	9	1	2	2	2	3	10	2	2	2	2	2	2	12	7.500	high
HAZMAT: ocean spill	2	2	4	8	1	2	2	1	4	10	2	2	2	2	2	1	11	7.273	high
Pest infestation	3	4	2	9	1	3	3	1	3	11	3	2	3	2	3	2	15	6.600	tolerable
Nuclear event	1	1	4	6	1	3	3	2	4	13	3	2	1	2	2	2	12	6.500	tolerable
Endemism	3	4	2	9	1	3	3	1	3	11	3	3	2	3	3	2	16	6.188	tolerable
Water supply disruption	3	4	2	9	1	3	3	2	1	10	2	3	2	3	3	2	15	6.000	tolerable
HAZMAT: road	3	2	2	7	1	2	2	2	3	10	2	2	2	2	2	2	12	5.833	tolerable
Disruption of electricity	4	4	2	10	1	2	2	2	1	8	2	3	2	3	3	2	15	5.333	tolerable
Floods	4	3	3	10	1	2	2	2	1	8	2	3	2	2	3	3	15	5.333	tolerable
Shipping incident	2	2	3	7	1	2	2	1	3	9	2	3	2	2	2	1	12	5.250	tolerable
Sea level rise	3	1	2	6	1	2	2	2	3	10	2	2	2	2	2	2	12	5.000	tolerable
Storm surge	3	3	2	8	1	2	2	2	2	9	2	2	2	3	3	3	15	4.800	tolerable
Human diseases	4	4	3	11	1	2	2	1	1	7	3	3	3	3	3	3	18	4.278	tolerable
Severe weather	3	4	1	8	1	2	2	2	1	8	2	2	2	3	3	3	15	4.267	tolerable
Aircraft incident	2	2	2	6	1	2	2	2	2	9	2	2	3	3	3	3	16	3.375	low
Road incident	4	4	1	9	1	1	2	1	1	6	3	3	2	3	3	3	17	3.176	low

## DEFINITIONS, TERMINOLOGY AND ABBREVIATIONS

### Abbreviations

CAPEX	Capital Expenditure
ICC	Incident Command Centre
IDP	Integrated Development Plan
JOC	Joint Operations Centre
NGO	Non-government Organization
OPEX	Operational Expenditure
SAPS	South African Police Services
WCEMS	Western Cape Emergency Medical Services
ICS	Incident Command System
IC	Incident Commander
UC	Unified Command

- **Disaster:** A progressive or sudden, widespread or localized, natural or human-caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure or the environment; or disruption of a community; and is of a magnitude that exceeds the ability of those affected to cope using only their own resources.
- **Disaster risk management:** The systematic process of using administrative decisions, organization, operational skill and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises of all forms of activities, including structural and nonstructural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.
- **Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro meteorological and

biological) or induced by human processes (environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterised by its location, intensity, frequency and probability.

- **Incident Command Post (ICP)/ Incident Command Centre:** The Incident Command Post is the primary location for on-scene incident command and management. Staffing at the ICP typically includes the Incident Commander, Command Staff and General Staff, while some roles may be assigned at other posts, if necessary, to make best use of available staff resources. Typically, the ICP is located at or near the incident site and is the centre for management of on-scene and tactical operations. Planning and communications could also be coordinated from this location. Although a less desirable option, incident 23 command can also be located off-site if there are not enough personnel at the site level to fill all necessary roles.
- **Incident Commander:** The incident commander has overall responsibility at the incident or event irrespective of its size or nature. The incident commander determines objectives and establishes priorities based on the nature of the incident, available resources, and organisation policy. The role of the incident commander is usually filled by the first responder to arrive at the scene, who is relieved of this duty when a more senior responder or a designated incident commander arrives. Incident Command is a strategy of what actions is required where at an emergency incident.
- **Unified Command (UC):** is an important element in multi-jurisdictional or multi-agency domestic incident management. The Unified Command is a structure that brings together the Incident Commanders of the major organizations involved in the incident in order to coordinate an effective response, while at the same time allowing each to carry out their

own jurisdictional, legal, and functional responsibilities.

- **Risk:** The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions
- **Vulnerability:** The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

## 2018/19 Disaster Risk Assessment by Province

The main hazards for **Overstrand Municipality** have been classified as:

- Drought
- Wildland Fires
- Social conflict
- Tsunami
- Structural fires
- Coastal erosion
- Hazmat: ocean spill.

The hazards pose a risk to the environment, industry, the economy, livestock and human life.

### Top risks of the Overstrand Municipality

The top 10 risks (in no particular order) for Overstrand Municipality are:

- Wildfires
- Alien Invasive Species (Vegetative)
- Hazmat Incidents: Roads
- Civil Unrest
- Road Accidents
- Storm Surge/Coastal Flooding
- Sea-Level Rise
- Floods (Storm water)
- Urban Fires (Informal/Formal)
- Endemism (Loss to Biodiversity)
- Drought.

## Disaster Management Analysis for Overstrand Municipality

### 1. A Hazard, Risk and Vulnerability Assessment (HRAVA) has been performed:

	YES	NO	Comments, if no
1.1 For the Municipal Area		x	Budget and capacity constraints
1.2 For projects identified in the IDP		x	New function – no projects in place. No budget for projects

### 2. The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:

	YES	NO	Comments, if no
2.1 For the Municipal Area	x		
2.2 For projects identified in the IDP		x	New function – no projects in place. No budget for projects

### 3. Appropriate disaster preparedness, response and recovery plans have been developed for a risk that cannot be prepared or mitigated:

	YES	NO	Comments, if no
3.1 For the Municipal Area	x		
3.2 For projects identified in the IDP		x	New function – no projects in place. No budget for projects

### 4. The Municipality has instituted the following disaster management requirements:

	YES	NO	Comments, if no
4.1 Established a functional Disaster Management		x	Budget Constraints

	YES	NO	Comments, if no
Centre			
4.2 Appoint a Head of Centre		x	Don't have a Centre
4.3 A functional Disaster Management Advisory Forum		x	DMAF to be established. Provincial Government hosted presentation on importance of DMAF
4.4 A Disaster Management (DM) Plan has been developed	x		
4.5 This DM Plan does include Sectoral Plans	x		

**5. Disaster Management has functional systems that comply with the following:**

	YES	NO	Comments, if no
5.1 GIS data for disaster management		x	Limited DM capacity
5.2 Risk reduction planning		x	Limited DM capacity
5.3 Early warning system		x	Budget constraints
5.4 Preparedness, response and recovery planning (Generic Plan)	x		

**6. These systems are linked to:**

	YES	NO	Comments, if no
6.1 Other line functions in the Municipality		x	Overberg District
6.2 Other Municipalities	x		
6.3 Security Forces (SAPS and SANDF)		x	Overberg District DMC
6.4 Provincial MES		x	Overberg District DMC
6.5 Provincial Departments		x	Overberg District DMC
6.6 The National Disaster Management Centre		x	Overberg District DMC

**7. The Municipal Disaster Management Plan is**

**completed, submitted and approved by (answer where applicable):**

	YES	NO	Comments, if no
7.1 Other Municipalities in District Municipal Area	x		
7.2 District Municipal Disaster Management Centre	x		
7.3 Provincial Disaster Management Centre	x		

**Budget allocation for 2025/26**

The operating budget for Fire & Disaster Management for 2025/26 – 2027/28 are stated below:

Vote description	2025/26 Medium Term Revenue & Expenditure Framework		
	R thousand		
	Budget Year	Budget Year	Budget Year
	2025/26	+1 2026/27	+2 2027/28
<b>Vote 8_ Municipal Public Safety Services</b>			
8.5 Fire Brigade	39 673	41 826	44 094
8.8 Disaster Management	7 189	9 901	8 037

(Note: amounts include salaries)

Fire & Disaster Management capital budget allocation – 2025/26

**Fire & Disaster Management**

Upgrading of fire stations buildings	3 000 000
Vehicles-Public Safety	3 500 000

How does Overstrand Municipality deal with disaster risk management (especially related to climate change) and does the Municipality's

### response translate into changes to development planning?

The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss. A people-centred early warning system necessarily comprises four key elements: knowledge of the risk; monitoring, analysis and forecasting of the hazards; communication or dissemination of alerts and warnings; and local capabilities to respond to the warnings received.

With the threat of increasing disasters of climate change, in many countries' steps have already been taken to reduce this vulnerability to weather and climate dangers, such as floods, heat waves and drought and cyclones. Climate adaptation change is a relatively new concern, but it can appeal to a rich tradition that spans many decades of disaster reduction practices risk.

In South Africa, the Overstrand Municipality's comprehensive water resource management programme involved practical measures such as clearing of invasive alien plants, a public awareness campaign, a programme of leak detection and repair, and ground water drilling.

### Overstrand Municipality's response to the COVID-19 pandemic

#### Policy guidelines

Refer to the **approved amended IDP of 31 May 2022**

<https://www.overstrand.gov.za/en/documents/strategic-documents/integrated-development-plan/9686-overstand-final-idp-amendment-2022-23-31-may-2022/file> - **Chapter 11- Disaster Management Plan**

for a high-level overview of the Municipality's response to COVID-19 since the start of the nationwide lockdown. On 4 April 2022 President Ramaphosa terminated the National

State of Disaster in response to the Covid-19 pandemic in South Africa.

## CHAPTER 12

### FINANCIAL PLAN

The inclusion of a financial plan (FP) in the IDP is a key requirement in terms of section 26 (h) of the Municipal Systems Act (MSA).

#### 12.1 Status of Overstrand's financial position as at end December 2024

In terms of Section 72 of the Local Government Municipal Finance Management Act No. 56 of 2003 (MFMA) the Accounting Officer must by 25 January of each year assess the budget and performance of the municipality during the first half of the financial year. A report on such assessment must in terms of Section 72(1)(b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury.

Once the Mayor has considered the report, she must submit the report to Council by 31 January in terms of Section 54(1)(f) of the MFMA.

No financial problems or risks from a budgetary implementation or financial management perspective were identified up till 31 December 2024. It is however important to note that as a country we are faced with the following major challenges –

It is however important to note that as a country we face economic challenges (more detail below) that have been slightly eased by the inflation rate that is back within the Reserve Bank's 3 – 6% target range and the latest unchanged Repo Rate decision by the Monetary Policy Committee **to cut the repo rate with 25 basis points**. ~~The energy supply crisis is ongoing and still presents a stumbling block in economic growth. As a result of this, municipalities remain under pressure to provide cost effective services.~~

**At the last Monetary Policy Committee meeting of the South African Reserve Bank (SARB) meeting, a warning was expressed about a more challenging**

**global environment currently and in the immediate future. In terms of the South African scenario, the SARB advised as follows – “the economy contracted in the third quarter. However, this was mostly due to an unusually large drop in agricultural production, which has limited implications for how we interpret the economy's underlying growth trend.”**

**The ghost of an Eskom energy supply crisis during previous financial periods has been abruptly raised recently with the stage 3 loadshedding suddenly implemented for a few days until 10 March 2025. Eskom's worst-case scenario still contains a heightened risk indicated in the longer-term outlook, despite their good performance over the last nine months. The 52-week outlook for 2025 still indicates a likely risk scenario where there will be a shortfall. “Higher levels of planned maintenance outages, aimed at winter preparation and meeting regulatory and environmental licensing requirements are still underway” according to Eskom.**

**Still regarded as one of the main challenges for the municipality, the subsequent risk of an increase in outstanding debtors, with a debt collection rate at 97,81% at the end of December 2024, recovering from 96.13% at the end of the previous financial year. The municipality continues to apply credit control measures in instances where agreements for extended payment periods are not honoured.**

**In terms of overall performance in implementing its 2023/24 budget, Overstrand Municipality has met its budget performance targets set for operating revenue.**

**The capital implementation plan for the first six months of the financial year reflected a spending of 71.34% (inclusive of current commitments of orders in progress) of the Adjusted Capital Budget of R184.595 million.**

#### Cashflow

**The municipality started the 2023/2024 financial year with a positive cash balance of R676.7 million. The December 2024 closing balance is R794.7 million. The position as at December 2024 is**

positively influenced by the pace of implementation of capital projects.

### Mid-Year Review

Section 28 of the MFMA prescribes that the municipality must also review the budget performance and may approve a revised budget during the course of the financial year through an adjustments budget.

The budget steering committee, senior officials and managers reviewed the mid-year budget performance during December 2024 and January 2025.

The adjustments budget was approved by Council in January 2025.

### Impact of load shedding on the municipal budget in 2024/25 (1<sup>st</sup> six months)

As indicated in recent years, challenges due to loadshedding, as a result of failing generation infrastructure and lack of maintenance to Eskom's generation fleet, should still be regarded as a risk, although Eskom maintained a loadshedding free period of more than 330 days up to 6 March 2025, followed by two instances of loadshedding within two weeks.

Loadshedding incentive paying customers to seek alternative options for their energy needs, as is evidenced by the speed at which larger energy users are going off grid.

Loadshedding impacts negatively on the municipality in the following way, the severity depending on the duration in terms of number of days, as well as the particular stage of loadshedding announced at any particular time -

- Increased theft of infrastructure such as cables
- Increased frequency of vandalism of infrastructure (such as transformers etc.)
- Damage to electricity distribution networks, especially substations, due to excessive switching.
- Cable faults increases due to high loads after restoring the supply of electricity -

Approximately R150 000 to R250 000/day of load shedding.

- Medium voltage switchgear failure - Approximately R50 000 to R 150 000/day of load shedding.
- Impact on WWTW and water purification plants.
- The huge financial implications of utilising back-up power for wastewater treatment works.
- Loss of sales revenue
- Overtime budgets are abnormally high
  - Switching operators and control officers who are performing network switching operations and restoring supply after equipment damage or theft & Vandalism incidents are costing between R60 000 to R80 000 per day of load shedding.

### Future anticipated impact of loadshedding for the municipality?

The municipality monitors the actual costs incurred due to loadshedding (inclusive of costs from theft, vandalism, equipment failure, overtime, contractors, security measures, etc.).

~~Furthermore, loss of income from unserved energy due to loadshedding and impact of loadshedding on WWTW facilities and water purification plants, Costs for the use of back-up power (gensets) and additional costs for distribution network maintenance, upgrades and new infrastructure are key areas.~~

Above-mentioned to be continuously mitigated, to reduce the risk where there is an indication that the budget must be adjusted with regard to the revenue (downwards) and increased expenditure estimates to generate savings, if there is material under-collection of revenue, or unforeseen and unavoidable expenditure.

### Financial ratio's

The assessment of the financial health and performance is an integrated process involving a review of a municipality's audited annual financial statements and audit report using selected financial ratios/norms.

The results of the financial ratios/norms are used to support financial decisions and to identify factors which may influence the financial stability of the Municipality.

It is also to enable timely corrective action where service delivery may be at risk. The assessment is according to the selected key financial

ratios/norms as per National Treasury MFMA Circular No. 71

Table 78 below indicates the Overstrand Municipality's performance over the past 3 years, as at 30 June 2024, in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

Description	Basis of calculation	2021/22	2022/23	2023/24
		Audit outcome	Audit outcome	Audit outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	5.73	5.70	5.14
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	11.39%	13.61%	15.17%
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	27.78	28.63	32.45

Table 87: National KPI's for financial viability and management

**Debt Coverage:** Refers to financial viability measured in terms of the municipality's ability to meet its service debt obligations within the year.

**Service debtors to revenue:** Refers to financial viability measured in terms of the total outstanding service debtors, expressed as a percentage of revenue received for Services.

**Cost Coverage:** Refers to financial viability measured in terms of the available cash to cover monthly fixed operating expenditure.

The results of these financial ratios confirm the financial stability of the Municipality. Overall, the financial viability assessment of the municipality in terms of the annual audit also indicates that the municipality has prudent, responsible, and transparent financial management.

[The key long-term financial considerations to consider in order to remain financially sound](#)

NT communication to Local Government in MFMA Budget Circular No. 130 (20 March 2025) for the 2025/26 MTREF guides as follows: "GDP growth is expected to average 1.8 per cent from 2025 to

2027. Medium-term growth will be underpinned by household consumption on the back of rising purchasing power, moderate employment recovery and wealth gains. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment."

Also – "In the Minister's Budget speech on 12 March 2025, two increases in the standard rate of VAT were announced. The first-rate increase of 0.5 percentage point applies from 1 May 2025, and the second-rate increase of 0.5 percentage point will apply from 1 April 2026."

The National Treasury furthermore referred to the primary obligation of municipalities – "it is also crucial for municipalities to provide essential services such as electricity, water, and sanitation efficiently. The efficient provision of these services is

crucial for attracting private investment, fostering economic growth, and promoting a conducive environment for businesses to thrive. Therefore, National Treasury urges municipalities to prioritise the provision of these services to enhance economic development and improve the quality of life for their residents."

Ongoing economic volatility is still experienced globally, due to other international events such as the Russian invasion of Ukraine and tensions between global superpowers.

According to the Governor of the South African Reserve Bank, "the world economy is experiencing extreme levels of uncertainty. Trade tensions have escalated, and longstanding geopolitical relationships are shifting abruptly. In these circumstances, the global economic outlook is unpredictable."

the municipality are able to service its liabilities due to a strong liquidity ratio of 2.47 achieved in FY2024.

Overstrand is in the fortunate position of having sufficient reserves and was able to absorb much of the pressure exerted by the fallout of the COVID pandemic and subsequent economic conditions.

Household formation in the Overstrand indicates the longer-term trend of urbanisation, which adds additional pressure on the municipality to deliver municipal services.

The household bill is currently toward the lower end of the scale when compared to its peers and can thus be regarded as reasonable.

### **11.2 Status of the Long-Term Financial Plan (LTFP)**

This update to the LTFP has the following background to it – a Long-Term Financial Plan has the objective to provide strategies and policies to ensure and maximise the prospect of the municipality's financial sustainability in future. In updating this information on an annual basis with the latest status of the municipality in referring to the latest audited financial statements and audit outcome, provides the relevant context and basis

for assumptions and strategy, for example affordable capital expenditure.

As a result, Overstrand Local Municipality aligns its strategic planning accordingly, and the municipality's view is that it will have a long-term effect on the municipal region and the financial position of the municipality.

To achieve a balanced approach between maintaining and growing service delivery according to the needs of the community and supporting local economic growth through prioritised capital investment, it also needs to consider settlement dynamics and changes, community needs in accessing social facilities, and community needs in accessing services. Prioritising of projects in terms of Revenue protection, Asset conservation and supply of basic services as a constitutional obligation. Regular and planned maintenance are adhered to, inclusive of budgetary provision. These factors have a direct impact on the operations of the municipality and must be balanced adequately in the prioritisation.

In relation to the long-term financial strategy and planning, a slightly different view should be considered in addition to the current/medium-term view. ~~Although the energy crisis is estimated to reduce in impact over the next two years, it is causing structural changes in the provision of electricity by the municipality.~~

The following impacts are noteworthy:

- In Overstrand, flooding impacted municipal services, causing disruptions and damage that required significant repair efforts. The natural disasters strained local resources and affected the overall economic stability.
- High bulk purchase tariff increases from Eskom for municipalities on an annual basis, as well as the phased approach in implementing the electricity tariffs in accordance with Eskom's approved Cost of Supply study for the municipality, remains a concern in managing an affordable basket of services. Before-mentioned is a critical step in ensuring that the cost structure for Bulk Purchases applicable on municipalities,

will be aligned with the municipal tariffs charged to municipal consumers, to maintain this service.

- External challenges which Overstrand Local Municipality is facing relates to amongst others, climate change as mentioned, and other rising cost pressures to municipal service delivery within the context of pronouncements by the National Government of decreasing financial (grant) allocations. Projections must thus be conservative and may need to be adjusted over the planning period as actual data becomes available.

The municipal region forecast population growth indicates that Overstrand has the highest projected growth rate of 2.9 per cent in 2024, with an expected number of households for 2025 of more than 42 000. Though the Overstrand municipality has the highest per household income in the Overberg district and the municipality is expected to generate sufficient income from its population, the municipality must still be cognisant of the fact that any scenario of decline in household income coupled with increases in municipal service costs will hinder the municipality's future revenue prospects.

Those households who qualify for indigent status in terms of the Indigent Policy are covered by the equitable share and this should compensate the municipality for providing free basic services.

To achieve a balance between maintaining and growing service delivery according to the needs of the community and supporting local economic growth through prioritised capital investment, prioritisation needs to consider settlement dynamics and changes, community needs in accessing social facilities, and community needs in accessing services. These factors have a direct impact on the operations of the municipality.

Overstrand Local Municipality continues to work towards maintaining and expanding a balanced non-current asset base approach which would:

- Provide the service delivery needs (both basic services and non-infrastructure) of its citizens; and
- Support the productive economic contribution of its citizens through aligned infrastructure and services.

Although the balance between infrastructure and non-infrastructure assets is important in ensuring that all service delivery needs of citizens are met, economic growth is primarily driven by ensuring capital investment is strategic and growth-aligned in both infrastructure and non-infrastructure assets. The balance between infrastructure and non-infrastructure assets is a secondary consideration to the primary consideration of strategic and growth-aligned investment.

Furthermore, it highlights the importance of prioritising capital investment projects aimed at safeguarding and growing the municipality's ability to deliver a reliable electricity service to its citizens. This is particularly important as the provision of electricity is a key economic driver which supports citizens in making a productive economic contribution.

Providing reliable, adequate, and affordable water supply to the citizens of Overstrand Local Municipality, is identified another key economic driver. The municipality is addressing this need through various infrastructure projects. In particular, the large-scale planned investment in a seawater desalination plant will make a significant contribution towards growing municipal water service delivery.

Active management of cash and investments remains one of the key focus areas in maintaining and continually improving the overall financial position of Overstrand Local Municipality. The goals are to manage and maintain financial sustainability while also growing prioritised capital investments.

In finding ways to deal with these challenges and work towards the goals, the municipality is considering as part of this plan, slowly growing its cash and investments balance over the forecast period. The objectives would be to maintain a

current position of adequate cash cover of operations and financial resilience against unforeseen events through adequate cash-backed reserves. Furthermore, to increasingly fund capital investment from cash-backed internally generated funds reserves. All statutory reserves, working capital, short-term provisions and liabilities, and commitments will remain cash-backed prior to growing any cash-backed internally generated funds reserves.

As part of the strategy to deal with these issues and accomplish these goals, the municipality will continue using external borrowings as a funding source for capital expenditure. This will create the space necessary to slowly grow the cash and investments balance. At the same time, it supports keeping capital expenditure at an optimal level for capital investment towards economic growth. The aim of growing the cash-backed capital investment reserve and using sufficient levels of gearing, is to find a balanced approach to dealing with the external challenges and reaching the goals of financial planning.

The municipality will continue to follow a prudent debt collection process as set out in its Customer Care Credit Control Debt Collection Policy. The municipality's indigent benefit for qualifying households offers one of the highest household income levels as criteria (4 times the monthly Government old age pension). Indigent consumers also receive 10 kl of water, 7 kl of sewerage and 70 units of electricity free per month.

### **STRENGTHS**

- Although the collection of outstanding consumers accounts regressed during 2024/2025, the status at 30 June 2024 still indicated a healthy collection rate of 95.9%.
- A healthy liquidity ratio which increased from the previous financial period.
- Strong financial performance indicated as the outcome of the 2024/2025 financial period.

- A proven ability to generate cash from operations.
- Maintaining a balanced funding mix over review period.

### **WEAKNESSES**

- Excessive expenditure on contracted services.
- Employee related expenditure profile exceeding upper limits.

Contracted services expenditure increase - the increase in contracted services for the previous financial period was predominantly driven by increased expenditure on the maintenance of unspecified assets as well as on outsourced sewerage and water services.

### **OUTCOME OF THE LTFM FORECAST**

Overstrand has presented a reasonably conservative operating budget, with operating deficits expected over the MTREF period.

This is contrary to the historic performance. It is thus likely that the municipality will outperform the operating budget.

Before-mentioned can be ascribed to various factors, for example –

- a fair number of unfilled vacancies due to careful, ongoing consideration with the implementation of the organizational recent restructuring process for Overstrand Municipality.
- good performance of Eskom resulting in a loadshedding free period from April 2024 up to the 31 December 2024, as the period under review, with a positive impact on electricity revenue.

The MTREF case, in forward-looking, presents a sustainable long-term outcome characterised by healthy liquidity and cash flow, despite initially poor financial performance. In this regard the approach followed by the municipality with exceptionally low tariff increases and the postponement of the general valuation for an updated valuation roll

during the Covid pandemic impacted financial performance of the municipality for several years.

Assumptions aim to address any potential issues or areas for improvement. Also refer to the strengths and weaknesses in this regard.

Scope to accelerate the borrowing programme and unlock additional capital investment will be a priority, always with due consideration to a sustainable liquidity position.

The budget projection for the next three financial years is as follows: Table A4

WC032 Overstrand - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Revenue</b>									
<b>Exchange Revenue</b>									
Service charges - Electricity	512 791	495 999	607 716	636 747	679 000	679 000	745 540	791 153	838 623
Service charges - Water	142 484	158 070	182 282	176 718	197 000	197 000	209 109	221 026	234 288
Service charges - Waste Water Management	93 237	100 655	114 193	118 479	126 600	126 600	129 533	140 980	149 439
Service charges - Waste Management	76 964	85 923	97 731	108 946	108 946	108 946	115 444	122 552	129 905
Sale of Goods and Rendering of Services	68 874	80 449	131 093	102 760	97 788	97 788	63 725	40 330	23 509
Agency services	6 880	7 140	6 599	7 103	7 103	7 103	7 500	7 950	8 427
Interest	24	33	215	0	0	0	0	0	0
Interest earned from Receivables	3 370	5 796	10 299	9 400	11 500	11 500	12 500	13 250	14 045
Interest earned from Current and Non Current Assets	31 884	51 751	68 418	51 250	59 250	59 250	55 000	58 300	61 798
Dividends	-	-	-	-	-	-	-	-	-
Rent on Land	1 650	1 401	2 704	1 889	1 889	1 889	452	479	508
Rental from Fixed Assets	5 042	5 346	5 583	5 676	7 176	7 176	7 544	7 996	8 475
Licence and permits	1 002	1 143	923	779	779	779	780	827	876
Special rating levies	-	-	-	-	-	-	15 420	16 037	16 678
Operational Revenue	7 497	10 988	10 968	8 539	8 544	8 544	5 554	5 886	6 238
<b>Non-Exchange Revenue</b>									
Property rates	280 176	297 101	339 596	361 957	367 000	367 000	383 977	407 016	431 437
Surcharges and Taxes	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	35 124	58 043	(22 970)	44 889	52 460	52 460	52 537	52 636	52 741
Licences or permits	1 778	1 834	2 008	2 000	2 000	2 000	2 000	2 120	2 247
Transfer and subsidies - Operational	151 903	172 162	191 359	190 368	199 300	199 300	203 607	199 962	209 075
Interest	851	1 294	2 186	2 110	2 110	2 110	2 300	2 438	2 584
Fuel Levy	-	-	-	-	-	-	-	-	-
Operational Revenue	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets	-	904	-	-	10 807	10 807	-	-	-
Other Gains	7 570	14 279	16 679	7 650	7 650	7 650	3 000	3 180	3 371
Discontinued Operations	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>1 429 101</b>	<b>1 550 312</b>	<b>1 767 584</b>	<b>1 837 261</b>	<b>1 946 903</b>	<b>1 946 903</b>	<b>2 015 522</b>	<b>2 094 119</b>	<b>2 194 265</b>
<b>Expenditure</b>									
Employee related costs	454 787	480 939	522 688	586 260	592 474	592 474	619 194	642 369	673 354
Remuneration of councillors	11 582	12 315	12 730	13 912	13 506	13 506	14 012	15 062	16 151
Bulk purchases - electricity	351 600	346 418	444 223	484 477	499 605	499 605	556 160	585 970	622 242
Inventory consumed	52 661	58 220	59 851	61 091	64 234	64 234	76 168	75 536	82 188
Debt impairment	28 248	52 100	(12 141)	53 394	67 400	67 400	70 770	74 309	78 024
Depreciation and amortisation	148 319	148 321	153 790	158 441	158 441	158 441	167 211	176 609	186 617
Interest	47 584	48 152	48 571	49 814	49 814	49 814	51 227	44 657	45 526
Contracted services	237 215	257 088	293 270	316 348	343 096	343 096	354 297	373 949	400 663
Transfers and subsidies	12 813	16 086	16 512	17 417	16 717	16 717	16 770	17 487	18 128
Irrecoverable debts written off	5 258	10 206	30 884	10 709	47 709	47 709	20 000	20 000	20 000
Operational costs	116 245	142 111	181 848	192 346	189 738	189 738	164 183	141 857	129 786
Losses on disposal of Assets	30 979	-	514	-	-	-	-	-	-
Other Losses	192	72	60	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1 497 483</b>	<b>1 572 027</b>	<b>1 752 801</b>	<b>1 944 209</b>	<b>2 042 734</b>	<b>2 042 734</b>	<b>2 109 991</b>	<b>2 167 804</b>	<b>2 272 680</b>
<b>Surplus/(Deficit)</b>	<b>(68 383)</b>	<b>(21 715)</b>	<b>14 783</b>	<b>(106 948)</b>	<b>(95 831)</b>	<b>(95 831)</b>	<b>(94 469)</b>	<b>(73 685)</b>	<b>(78 415)</b>
Transfers and subsidies - capital (monetary allocations)	87 270	125 273	92 977	65 533	88 616	88 616	101 549	77 043	52 375
Transfers and subsidies - capital (in-kind)	2 060	6 130	21 280	-	3 658	3 658	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>20 948</b>	<b>109 688</b>	<b>129 040</b>	<b>(41 415)</b>	<b>(3 557)</b>	<b>(3 557)</b>	<b>7 080</b>	<b>3 358</b>	<b>(26 040)</b>
Income Tax	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after income tax</b>	<b>20 948</b>	<b>109 688</b>	<b>129 040</b>	<b>(41 415)</b>	<b>(3 557)</b>	<b>(3 557)</b>	<b>7 080</b>	<b>3 358</b>	<b>(26 040)</b>
Share of Surplus/Deficit attributable to Joint Venture	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>	<b>20 948</b>	<b>109 688</b>	<b>129 040</b>	<b>(41 415)</b>	<b>(3 557)</b>	<b>(3 557)</b>	<b>7 080</b>	<b>3 358</b>	<b>(26 040)</b>
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-
Intercompany /Parent subsidiary transactions	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>20 948</b>	<b>109 688</b>	<b>129 040</b>	<b>(41 415)</b>	<b>(3 557)</b>	<b>(3 557)</b>	<b>7 080</b>	<b>3 358</b>	<b>(26 040)</b>

**WC032 Overstrand-Table A5 - Budgeted Capital Expenditure by vote, functional classification and funding source**

WC032 Overstrand - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>									
<b>Capital expenditure - Vote</b>									
<b>Multi-year expenditure to be appropriated</b>									
Vote 1 - Municipal Council									
Vote 2 - Office of the Municipal Manager									
Vote 3 - Corporate Services	3 250		588	765	1 081	1 081	3 244	500	500
Vote 4 - Financial Services	42		10	1 560	2 175	2 175	8 420		
Vote 5 - Infrastructure Services	146 819	4 059	170 843	154 385	174 773	174 773	199 985	147 043	132 375
Vote 6 - Community Services	2 117		-	735	335	335	1 325		
Vote 7 - Municipal Public Safety	100		161	1 300	1 300	1 300	3 292		
Vote 8 - Planning and Development	6 417		6 170	30	30	30	29		
Vote 9 - Costing Services									
Vote 10 - Main Ledger Services									
<b>Capital multi-year expenditure sub-total</b>	<b>158 744</b>	<b>4 059</b>	<b>177 772</b>	<b>158 775</b>	<b>179 694</b>	<b>179 694</b>	<b>216 295</b>	<b>147 543</b>	<b>132 875</b>
<b>Single-year expenditure to be appropriated</b>									
Vote 1 - Municipal Council	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	7	465	15	15	5 386		
Vote 3 - Corporate Services		1 812	6 362	2 200	1 884	1 884	-		
Vote 4 - Financial Services		57	-	5 650	19 816	19 816	15 900		
Vote 5 - Infrastructure Services	26 219	163 637	115	14 689	17 361	17 361	7 950		
Vote 6 - Community Services	4 989	5 007	7 112	1 000	4 674	4 674	-		
Vote 7 - Municipal Public Safety	965	2 365	2 150	1 850	1 550	1 550	300		
Vote 8 - Planning and Development	1 458	12 384	-	-	-	-	-		
<b>Capital single-year expenditure sub-total</b>	<b>33 633</b>	<b>185 262</b>	<b>15 746</b>	<b>25 854</b>	<b>45 299</b>	<b>45 299</b>	<b>29 536</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Vote</b>	<b>192 377</b>	<b>189 321</b>	<b>193 518</b>	<b>184 628</b>	<b>224 994</b>	<b>224 994</b>	<b>245 831</b>	<b>147 543</b>	<b>132 875</b>
<b>Capital Expenditure - Functional</b>									
<b>Governance and administration</b>	<b>3 761</b>	<b>2 228</b>	<b>6 967</b>	<b>3 490</b>	<b>3 155</b>	<b>3 155</b>	<b>8 800</b>	<b>500</b>	<b>500</b>
Executive and council	3	5	7	520	70	70	5 441	-	-
Finance and administration	3 759	2 223	6 960	2 970	3 085	3 085	3 359	500	500
Internal audit	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>	<b>63 534</b>	<b>40 838</b>	<b>43 100</b>	<b>32 711</b>	<b>56 954</b>	<b>56 954</b>	<b>70 560</b>	<b>15 000</b>	<b>22 392</b>
Community and social services	1 458	3 890	1 371	2 235	1 351	1 351	6 325	-	-
Sport and recreation	5 047	3 318	5 741	13 397	17 509	17 509	32 601	2 000	9 392
Public safety	7 998	5 007	2 310	3 950	6 650	6 650	7 092	-	-
Housing	49 031	28 623	33 678	13 129	31 444	31 444	24 542	13 000	13 000
Health	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>11 405</b>	<b>20 518</b>	<b>17 926</b>	<b>3 277</b>	<b>7 475</b>	<b>7 475</b>	<b>16 954</b>	<b>9 400</b>	<b>5 000</b>
Planning and development	2 656	3 719	6 170	975	2 875	2 875	1 554	-	-
Road transport	8 748	16 799	11 755	2 302	4 600	4 600	15 400	9 400	5 000
Environmental protection	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>113 677</b>	<b>125 737</b>	<b>125 525</b>	<b>145 151</b>	<b>157 410</b>	<b>157 410</b>	<b>149 517</b>	<b>122 643</b>	<b>104 983</b>
Energy sources	28 253	55 692	49 583	53 461	51 031	51 031	53 290	30 551	38 983
Water management	36 721	31 608	29 092	43 575	42 775	42 775	57 927	51 142	23 800
Waste water management	45 732	32 801	46 735	45 534	58 723	58 723	33 360	38 850	38 300
Waste management	2 972	5 637	115	2 580	4 880	4 880	4 940	2 100	3 900
<b>Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	<b>192 377</b>	<b>189 321</b>	<b>193 518</b>	<b>184 628</b>	<b>224 994</b>	<b>224 994</b>	<b>245 831</b>	<b>147 543</b>	<b>132 875</b>
<b>Funded by:</b>									
National Government	36 688	81 741	59 150	52 299	55 951	55 951	76 207	64 043	39 375
Provincial Government	1 290	5 036	33 827	13 129	32 560	32 560	25 342	13 000	13 000
District Municipality	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov)	53 387	26 098	21 282	105	3 763	3 763	-	-	-
<b>Transfers recognised - capital</b>	<b>91 365</b>	<b>112 876</b>	<b>114 260</b>	<b>65 533</b>	<b>92 274</b>	<b>92 274</b>	<b>101 549</b>	<b>77 043</b>	<b>52 375</b>
<b>Public contributions &amp; donations</b>	<b>-</b>	<b>18 467</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Borrowing</b>	<b>65 237</b>	<b>34 249</b>	<b>66 513</b>	<b>93 010</b>	<b>89 511</b>	<b>89 511</b>	<b>93 982</b>	<b>70 000</b>	<b>80 000</b>
<b>Internally generated funds</b>	<b>35 775</b>	<b>23 730</b>	<b>12 745</b>	<b>26 085</b>	<b>43 209</b>	<b>43 209</b>	<b>50 300</b>	<b>500</b>	<b>500</b>
<b>Total Capital Funding</b>	<b>192 377</b>	<b>189 321</b>	<b>193 518</b>	<b>184 628</b>	<b>224 994</b>	<b>224 994</b>	<b>245 831</b>	<b>147 543</b>	<b>132 875</b>

**11.3 Financial strategies**

Overstrand Municipality identified the following strategies to ensure sound financial management over the medium to long term.

Strategy	Status of the strategy-update please
<b>Revenue raising strategies</b>	The municipality's revenue streams will be maximised: <ul style="list-style-type: none"> <li>- Assessment rates;</li> <li>- Revenue from trading services;</li> <li>- Agency fees and fines;</li> <li>- Sundry revenue e.g. property management, and other revenue;</li> <li>- Grants</li> <li>- Donor funding from international agencies</li> <li>- Public Private Partnership</li> <li>- Applying Strict credit control measures;</li> </ul>
<b>Asset Management strategies</b>	Asset conservation and supply of basic services as a constitutional obligation; Ensure that assets are properly accounted for and safeguarded, as averaging on the municipal assets will drive the economic growth and sustainable development of the Municipality.
<b>Financial management strategies</b>	Compliance with GRAP Standards; Prepare annual financial statements timeously; Compliance with the municipal Standard Chart of Accounts (mSCOA); Maintain an effective financial management system, to ensure proper reporting; Sustainable multi-year forecasts.
<b>Capital financing strategies</b>	<ul style="list-style-type: none"> <li>- Municipal infrastructure has a long term economic life and the general principle will be applied that future users of infrastructure should contribute towards the payment for capital expenditure by servicing the loans taken up to provide adequate</li> </ul>

Strategy	Status of the strategy-update please
	infrastructure as required; <ul style="list-style-type: none"> <li>- Overstrand will maintain its process of utilizing the following main sources of financing to fund CAPEX, e.g. Grants, External Borrowing and Internal Revenue generated.</li> <li>- Bulk infrastructure contributions as might be available, to fund applicable capital projects.</li> <li>- The scope for acceleration of borrowing will be key to maintaining the optimal funding mix.</li> </ul>
<b>Operational Financing strategies</b>	<ul style="list-style-type: none"> <li>- Business planning links back to priority needs and master planning, and informs the detail operating budget appropriations;</li> <li>- consideration of the economic realities and the subsequent prioritisation criteria for compilation of the Operational budget;</li> <li>- Requirement of Top Management to discuss budget proposals and affordability;</li> <li>- A strong focus on strict management of the MTREF expenditure budget is required to ensure healthy cashflows.</li> <li>- Increased operational efficiency and strong focus on funded mandates, basic service rendering considerations will thus be required continuously, to ensure limitation of uncontrolled budget increases.</li> </ul>
<b>Strategies that would enhance cost-effectives</b>	<ul style="list-style-type: none"> <li>- Further operational efficiencies to be identified,</li> <li>- reduction in non-core</li> </ul>

Strategy	Status of the strategy-update please
	expenditure and consideration of reviewing service level standards.

Table 88: Overstrand financial strategies

### 11.4 Financial related policies

Overstrand Municipality has the following financial related policies in place:

FINANCIAL RELATED POLICIES IN PLACE
Asset Management Policy
Borrowing policy
Budget policy
Contract management policy
Customer Care, Credit Control and Debt Collection Policy
Fleet Management Policy
Funding & Reserves policy
Indigent Policy
Investment Policy
Investment Incentive Policy
Long term financial planning and implementation policy
Payday Policy
Petty Cash Policy
Rates Policy
Supply Chain Policy
Tariff Policy
Virement policy
Travel- and Subsistence Policy
Special Rating Areas Policy
Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
Cost Containment Policy
Preferential Procurement Policy

Table 89: Overstrand financial related policies

One of the additions to these policies in 2016, is the Special Rating Areas Policy, aimed at further investment into areas where, through co-operation between municipalities and private business, municipal top-up services could serve to uplift areas to address or prevent degeneration in order to address public safety, and to support and encourage property investment.

The top-up municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure in a Special Rating Area (SRA). The Investment Incentive Policy and the Fleet Management Policy (Fleet Management transferred to Directorate Financial Services due to organizational restructuring) are the latest additions to these policies.

**Special Rating Areas (SRA's)** is municipal facilitation of an additional rate levied on property, payable by owners in a defined area, to raise funds for the improvement or upgrading of such an area. SRA's thus provide a formal structure through which to finance top-up services can be financed.

The top-up services provided by SRA's enhance and supplement municipal services already provided by the municipality. Services offered within an SRA do not replace the services of the Municipality but rather complement and supplement those services. Individual SRA's are unique in nature due to geographical settings, population density, zonings and property values.

The cost of the top-up municipal services allows individual property owners to benefit from a well-managed neighbourhood, including a shared sense of communal pride, safety and social responsibility.

The establishment of three (3) SRA's were approved by Council in March 2020. Two (2) of these areas obtained approval for an extension, to implement as from 1 July 2021. The municipality also received requests for extension of term from these three SRA, with the applications currently in process to be considered by Council.

### 11.5 Status of mSCOA compliance

#### HISTORIC POSITION

As from 01 July 2017 the seven mSCOA segments (Funding Segment, Function Segment, Item Segment, Project Segment, Costing Segment, Regional Segment, and Municipal Standard

Classification Segment) must be embedded in the Municipal Accountability Reporting Cycle and reviewed and monitored at all municipal budget forums as well reflected in all reporting to all external stakeholders such as National Treasury via a Web-enabled LG database interface.

Overstrand Municipality has been piloting mSCOA from 01 July 2015, together with the service provider for the SAMRAS Financial System. During the piloting phase, many lessons have been learnt and documented by National Treasury. New insights and a better understanding of the complexities of the mSCOA implementation resulted in multiple series changes to the initial system functionalities as envisaged during the piloting implementation phase.

The project plan for the Web-Enablement roll-out of the system originally received from Bytes Universal Systems, provided an indication of the dates envisaged for the roll-out of the respective modules/core elements.

The service provider Bytes Universal Systems was subsequently sold to SOLVEM in December 2020. The SAMRAS product and service offerings remain the same. Council and the administration will thus still find reference to Bytes Systems Integration in documentation providing background/historic context.

The service provider also advised that the start dates as indicated on the plan, should be regarded as an indication of the release date for further testing by municipalities. These dates should however not be regarded as the final successful implementation dates for the respective modules into the live production environment.

Communication with the service provider takes place on a regular basis with the attendance of all SAMRAS User group workshops and meetings by senior Finance Directorate - and ICT Department staff in this regard. In providing insight regarding monitoring of progress with the development and implementation of web-based modules, ~~the following background~~

User group meetings allow municipalities to obtain feedback from the service provider with regard to progress made with development of the respective Web Modules as well as updates from these municipal sites where specific web module testing was in process.

An Overstrand delegation visited Stellenbosch Municipality during October 2023 for a demo of the implemented system – with the municipality's decision, that monitoring of progress with reference to implementation, especially relating to the client-wide implementation of the Expenditure/SCM module will continue since the development could not be regarded as finalised.

Challenges are experienced periodically during especially reporting cycles with information extracts and reports in the current legacy / web transition period where Overstrand has implemented the Budgeting module during the piloting phase as referred to.

### CURRENT POSITION

At the most recent User group meeting (11 December 2024) Solvem, as the current Service provider of the SAMRAS financial system, announced at this meeting that the SAMRAS Web development would be discontinued and replaced by the SAMRAS Platinum version, due to the following reasons –

The SAMRAS Classic version of the system is old technology – thus presenting numerous challenges. The SAMRAS Web Development (2016) intended to upgrade the Classic version, has a slow uptake, with less than half of customers not yet moved over.

Furthermore, with the Billing Module not ready to roll out, full implementation of this version will be a lengthy and time-consuming process taking too long.

This status also posed major challenges for municipalities who have already migrated to the Budget Module and attempted to implement some of the other modules in the web environment,

with daily obstacles to manage on both the municipality's side and for Solvem.

These issues related to the current hybrid approach, referring to some modules of the system running in the Classic environment whilst a few modules in the Web environment also cater for transactions and processes. Before-mentioned scenario is undesirable and administratively painful for all parties to ensure compliance, also in view of day-to-day operational requirements.

The Solvem presentation at this User group furthermore also include confirmation of a relationship between sister companies, being R Data with their Promun system, Solvem with the SAMRAS system and lastly Inzalo, with their system, referred to as EMS (enterprise Management System). The service offering thus referenced as the best of three top systems in the SA LG market, which would allow the following -

- Allocation of resources between 3 companies;
  - Customer support in an enhanced and expanded manner;
  - An ERP with additional benefits, stated as fully functioning; and
  - A Hosted cloud environment.
- Solvem explained that before-mentioned will result in cost savings for all clients.

Feedback of financial systems evaluations from the National Treasury was also presented to User group members as follows -

- On-site demonstrations at multiple municipalities took place, these exercises included all system vendors.
- These assessments entailed testing of functionality of ERP financial systems in terms of its compliance with the key business processes listed in Annexure B of MFMA Circular No 80.

The discussion furthermore included reference to an *Upgrade Roadmap*, listing the following points–

- Client engagements
- Demonstrations
- Proposal
- Implementation plan
- Upgrade to platinum

- Roll out of enhanced services
- Replacement of run-out 3rd party contracts.

The presentation concluded with confirmation that the SAMRAS Platinum version of Solvem was presented as a demo to National Treasury, with a positive response from them.

For Overstrand, the current status will be maintained in further considerations with regard to a financial system implementation for Overstrand Municipality, also pending the outcome of a written response from National Treasury, inclusive of their intended transversal tender on a national level, and any other considerations in the best interest of the municipality, in ensuring final conclusion of the successful implementation of the mSCOA Regulations. organogram and SCM module at other comparable user sites.

User group meetings as well as any other platforms to gain insight and obtain detail will allow Overstrand Municipality to navigate through this transition period as well.

The mSCOA committee still follows a process of monthly monitoring with regard to before mentioned. Assurance of successful implementation of mSCOA in compliance with the regulations is regarded as a pre-requisite for compliance and to ensure practicing of good governance.

Further developments will be closely monitored and any important matters impacting on the Overstrand contract, service rendering levels, etc. will be reported to Council, with the continuation of quarterly reports as part of the Budget Report, due to the process currently still not leading to a close-out report in the current financial period.

## CHAPTER 13

### PERFORMANCE MANAGEMENT

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision of the municipality as set out on page 7 and in Chapter 4 of this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

Performance management and integrated development planning are two sides of the same coin:

- the IDP sets out what a municipality intends to achieve, i.e., what the community can expect and
- the Performance Management System (PMS) manages, measures and evaluates the extent of achievement thus assisting the community to inspect what it expected
- Every Municipality depends on the performance of each and every employee in order to succeed in attaining its objectives and meet its performance targets
- Accordingly, the management of performance involves the entire administration.

Performance Management in Overstrand Municipality is guided by the approved Performance Management Framework (PMF) of 25 June 2014. The PMF was reviewed on 30 May 2018. The PMF was reviewed in August 2022 for alignment with the Municipal Staff Regulations GN 890 and Guidelines for implementation GN 891 of 20 September 2021.

#### 13.1 Organisational Performance

The overall performance of the municipality is managed and evaluated by a municipal scorecard (**Top Layer SDBIP**) at organisational level and through monitoring and evaluation of the detailed Departmental Service delivery budget implementation plan (SDBIP) at directorate and departmental (H.O.D) 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 as a whole, reflecting the performance on each strategic objective and service delivery priorities. The SDBIP includes non-financial and financial key performance indicators. The preliminary key performance indicators (KPI's) and performance targets contained in the [2025/26](#) draft Top Layer SDBIP are stated in section 13.3 below.

#### 13.2 Individual Performance

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both simultaneously. Overstrand Municipality monitor and evaluated the performance of its entire workforce (T3 to Municipal Manager).

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### 13.3 Planned delivery for the 2025/26 financial year

The table below indicates the preliminary key performance indicators (KPI's) and targets set for the 2025/26 financial year. The KPI's and Targets are finalised annually with the approval of the Service Delivery and Budget Implementation Plan (SDBIP) in mid-June.

Table 90: KPI's and targets for 2025/26

Note: The revised organisational structure approved on 28 February 2024 resulted in designation changes (i.e. KPI owner changes).

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	100% of the operational conditional grant (Libraries, CDW's) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW's)	Director: Community Services	100%	92.29%	100%	100%	20%	50%	75%	100%	100%
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	m <sup>2</sup> of roads patched and resealed according to Pavement Management System within available budget	m <sup>2</sup> of roads patched and resealed	Chief Engineer: Infrastructure Services	77 662	128 419	110,000	120,000	0	15,000	65,000	120,000	130,000
<b>Basic Service Delivery</b>	The provision and maintenance of municipal	Quality of effluent comply 80% 75% with general or special limit in terms of the	% compliance	Chief Engineer: Infrastructure Services	75.54%	77.81%	75%	75%	75%	75%	75%	75%	75%

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
	services	Water Act (Act 36 of 1998)											
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Quality of potable water comply 98% 95% with SANS 241	% compliance with SANS 241	Chief Engineer: Infrastructure Services	96.99%	97.03%	95%	95%	95%	95%	95%	95%	95%
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Limit unaccounted water to less than 26% {(Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre sold x 100}	% of water unaccounted for	Chief Engineer: Infrastructure Services	24.48%	30.59%	25%	25%	-	-	-	25%	25%
<b>Good Governance and Public Participation</b>	The encouragement of structured community participation in the matters of the municipality	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per annum	Municipal Manager	112	70	56	56	14	14	14	14	56
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	Submit 4 progress reports on the revision of the top 10 risks as a corrective action to the Top Management Team	Number of progress reports submitted	Municipal Manager	3	4	4	4	1	1	1	1	4

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	Sign section 56 performance agreements with all directors by the end of July	Number of agreements signed	Municipal Manager	6	5	5	3	3	-	-	-	6
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	Monitor the implementation of the action plan developed to address all the issues raised in the management letter of the Auditor General and submit 4 progress reports to Executive Mayor	Number of progress reports monitored and submitted to Executive Mayor	Municipal Manager	3	4	4	4	1	1	1	1	4
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2025 to be completed by Sept 2025 and the current period -October - December 2025 to be completed by February 2026	Number of appraisals	Municipal Manager	11	9	10	6	3	-	3	-	12
<b>Good Governance and</b>	The provision of democratic,	Draft the annual report and submit to the Auditor-General by end	Draft Annual report	Municipal Manager	1	1	1	1	1	-	-	-	1

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Public Participation</b>	accountable and ethical governance	of August	submitted										
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Submit 3 progress reports on LED, Social Development and Tourism initiatives to Portfolio Committee (KPI removed from TL in 2024/25)	Number of progress reports on LED Social Development and Tourism initiatives submitted	Director: Planning and Development	3	2	0	0	0	0	0	0	0
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Support 180 SMME's in terms of the SMME Development Programme by 30 June	Number of SMME's supported	Director: Planning and Development	185	185	180	180	0	90	0	90	180
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Report on the projects/ initiatives in collaboration with other stakeholders for local economic development, social development and tourism (KPI reworded in 2023/24) (KPI removed from TL in 2024/25)	Number of projects / initiatives collaborated on	Director: Planning and Development	38	-	0	-	-	-	-	-	-
<b>Local Economic Development</b>	The promotion of tourism, economic and social	Report bi-annually on stakeholder ecosystems	Number of reports	Director: Planning and Development	New kpi	7	0	0	0	0	0	0	0

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
ent	development	(collaborations) for local economic development, social development and tourism (KPI removed from TL in 2024/25)		nt									
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	The number of job opportunities created through the EPWP programme and as per set targets (as per grant agreement - FTE's, translates to 1079 work opportunities) (MPPMR Reg. 10 (d))	Number of temporary jobs created	Director: Planning and Development	1059	902	1079	1079	-	300	450	329	1079
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Support 70 SMME's in terms of the Emerging Contractor Development Programme by 30 June (KPI removed from TL in 2024/25)	Number of Emerging Contractors supported	Director: Planning and Development	98	104	0	0	0	0	0	0	0
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Managers LED, Social Development and Tourism report on the hosting of at least two joint mobile Thusong outreaches during the	Report on the mobile Thusong outreach programme	Director: Planning and Development	2	2	0	0	0	0	0	0	0

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
		financial year to the Director Economic, Social Development and Tourism by 30 June (KPI removed from TL in 2024/25)											
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure) (MPPMR Reg. 10 (g))	Ratio achieved	Chief Financial Officer (CFO)	5.7	5.14	4.6	4.6	-	-	-	4.6	4.6
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (MPPMR Reg.10 (g))	Ratio achieved	Chief Financial Officer (CFO)	28.63	32.45	16	16	-	-	-	16	16
<b>Municipal Financial Viability and</b>	The provision of democratic, accountable	Financial viability measured in terms of the outstanding	% achieved	Chief Financial Officer	13.61%	15.17%	11%	14%	-	-	-	14%	14%

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Management</b>	and ethical governance	service debtors (Total outstanding service debtors/ revenue received for services) (MPPMR Reg. 10 (g))		(CFO)									
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Financial statements submitted to the Auditor-General by end August	Financial statements submitted	Chief Financial Officer (CFO)	1	1	1	1	1	-	-	-	1
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Submit a reviewed long term financial plan to the CFO by end of October	Reviewed long term financial plan submitted	Chief Financial Officer (CFO)	1	1	1	1	-	1	-	-	1
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Report monthly to the MM on the status of 30/60/90 days debtor payments	Number of reports submitted	Chief Financial Officer (CFO)	No target	12	12	12	3	3	3	3	12
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements (MPPMR Reg. 10 (b))	Number of Indigent households	Chief Financial Officer (CFO)	1491	4715	4800	5800	5800	5800	5800	5800	5800

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Municipal Financial Viability and Management</b>	The provision of democratic, accountable and ethical governance	Achieve a debt recovery rate not less than 98% (Receipts/total billed for the 12 month period x 100)	% Recovered	Chief Financial Officer (CFO)	98.96%	96.13%	98%	98%	98%	98%	98%	98%	98%
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Limit electricity losses to <del>7%</del> 7.5% or less {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100}	% of electricity unaccounted for	Chief Engineer: Infrastructure Services	6.42%	7.61%	7.5%	7.5%	-	-	-	7.5%	7.5%
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Report on the implementation of the Water Service Development plan annually by the end of October	Report submitted	Chief Engineer: Infrastructure Services	1	1	1	1	-	1	-	-	1
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10)	% of the training budget spent on implementation of the WSP	Director: Corporate Services	99.99%	99.99%	100%	100%	20%	40%	60%	100%	100%

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National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
		(f)											
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	Review the Municipal Organisational Staff Structure by the end of June (KPI removed from TL SDBIP)	Structure reviewed	Director: Corporate Services	1	1	0	0	-	-	-	0	0
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	92% of the approved and funded organogram filled {(actual number of posts filled divided by the funded posts budgeted) x100}	% filled	Director: Corporate Services	91%	90.50%	92%	92%	92%	92%	92%	92%	92%
<b>Municipal Transformation and Institutional Development</b>	The provision of democratic, accountable and ethical governance	The 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 (MPPMR Reg. 10 (e))	The number of people from EE target groups employed	Director: Corporate Services	69	67	75	75	75	75	75	75	75
<b>Basic Service Delivery</b>	The creation and maintenance of a safe and healthy environment	Annually review and submit draft Disaster Management Plan to Council by the end of March	Reviewed plan submitted	Director: Municipal Public Safety	1	1	1	1	-	-	1	-	1

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Basic Service Delivery</b>	The creation and maintenance of a safe and healthy environment	Annually arrange public awareness sessions on Protection Services by 30 June	Number of sessions held	Director: Municipal Public Safety	132	164	130	130	15	22	45	48	130
<b>Basic Service Delivery</b>	The creation and maintenance of a safe and healthy environment	Review Community Safety Plan in three year's cycle, by end of June 2025 in conjunction with the Department of Community Safety	Plan reviewed	Director: Municipal Public Safety	No target	0	1	0	-	-	-	0	0
<b>Basic Service Delivery</b>	The creation and maintenance of a safe and healthy environment	Collect R20,000,000 Public Safety Income by 30 June (Actual revenue, excluding the fine impairment amount)	R-value of public safety collected income	Director: Municipal Public Safety	R17,641 623	R20,313,411	R20,000,000	R20,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R20,000,000
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of water to informal households (excluding invaded state owned land and private land) based on the standard of 1 water point to 25 households (MPPMR Reg. 10 (a))	The number of taps installed in relation to the number of informal households (excluding invaded land unsuitable for housing and private land).	Chief Engineer: Infrastructure Services	658	718	262	262	-	-	-	262	262

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of water to informal households on invaded land with available funding. (Land Invasion, refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of taps installed for informal households on invaded land with available funding.	Chief Engineer: Infrastructure Services	99	81	80	80	-	-	-	80	80
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of cleaned piped water to all formal households within 200 m from households (MPPMR Reg. 10 (a))	No of formal households that meet agreed service standards for piped water	Chief Engineer: Infrastructure Services	31 829	32 887	32 466	32 888	-	-	-	32 888	33 217
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of refuse removal, refuse dumps and solid waste disposal to all formal households at least once a week. (A household is a residential unit being billed for the particular services rendered	Number of formal households for which refuse is removed at least once a week	Director: Community Services	35 601	36 662	36 313	36676	-	-	-	36676	37 043

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
		by way of the financial system (SAMRAS) (MPPMR Reg. 10 (a))											
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of Electricity: Number of metered electrical connections in formal areas (Eskom Areas excluded) (Definition: Refers to residential households (RE) and pensioners (PR) as per Finance department's billed households) (MPPMR Reg. 10 (c))	Number of formal households that meet agreed service standards	Chief Engineer: Infrastructure Services	23 163	23 989	22 500	22 500	-	-	-	22 500	22 500
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Percentage of a municipality's capital budget actually spent on capital projects identified for the financial year in terms of the municipality's IDP {(Actual amount spent and commitments on projects as identified for the year in the IDP/Total amount	% of the capital budget spent	Municipal Manager	89.21%	89.91%	95%	95%	5%	20%	55%	95%	95%

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
		budgeted on capital projects) X100} (MPPMR Reg. 10 (c))											
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	The provision of sanitation services to informal households (excluding invaded state-owned land and private land) based on the standard of 1 toilet to 5 households (MPPMR Reg. 10 (a))	The number of toilet structures provided in relation to the number of informal households (excluding invaded land unsuitable for housing and private land)	Chief Engineer: Infrastructure Services	1107	1 112	785	785	-	-	-	785	785
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of sanitation services to informal households on invaded land with available funding. (Land Invasion refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of toilets provided for informal households on invaded land with available funding	Chief Engineer: Infrastructure Services	171	133	105	105	-	-	-	105	105

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	Provision of sanitation services to formal residential households. (A household is a residential unit being billed for the particular services rendered by way of the financial system (SAMRAS)) (MPPMR Reg. 10 (a))	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	Chief Engineer: Infrastructure Services	32 323	33 539	32 969	35 562	-	-	-	35 562	33 898
<b>Basic Service Delivery</b>	The provision and maintenance of municipal services	100% of the Municipal Infrastructure Grant (MIG) spent by 30 June (Actual MIG expenditure/Allocation received)	% Expenditure of allocated funds	Chief Engineer: Infrastructure Services	100%	86.57%	100%	100%	5%	40%	62.40 %	100%	100%
<b>Local Economic Development</b>	The promotion of tourism, economic and social development	Develop a Tourism strategy to be approved by the Executive Mayor by 30 June 2023	Approved tourism strategy	Municipal Manager	1	-	-	-	0	0	0	0	-
<b>Good Governance and</b>	The provision of democratic,	Implementation of the Business Service request portal on	Functional Business service request	Municipal Manager	1	-	-	-	0	0	0	0	-

## ▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Performance 2022/23 (Year 1)	Annual Performance 2023/24 (Year 2)	Annual Target 2024/25 (Year 3)	Annual Target 2025/26 (Year 4)	QUARTERLY TARGET				Annual Target 2026/27 (Year 5)
									Sept'25	Dec' 25	Marc' 26	June' 26	
									Targets 2025/26				
<b>Public Participation</b>	accountable and ethical governance	Collaborator by 30 March 2023	portal										
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	Communication strategy approved by the Executive Mayor by 30 June 2023	Approved Communication strategy	Municipal Manager	1	-	-	-	0	0	0	0	-
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	Prepare the final IDP for submission to Council by the end of May	Final IDP submitted	Municipal Manager	No target	1	1	1	0	0	0	1	1
<b>Good Governance and Public Participation</b>	The provision of democratic, accountable and ethical governance	Submit the Final MTREF Budget by the end of May	Final Budget submitted	Municipal Manager	No target	1	1	1	0	0	0	1	1

### 13.4 Implementation of MFMA Circular 88, Addendum 3 of 20 December 2021

The objective of Circular No. 88 is central to bringing greater coherence and alignment between the planning, budgeting and reporting of municipalities and to streamline reporting. The outcome of the process is to set a singular, differentially applied set of performance indicators for all of local government.

Reporting on MFMA Circular 88 was piloted in all municipalities, except metros in the 2021/22 financial year and is set to continue in the 2025/26 financial year. For the pilot process all municipalities except metro's are required to attach the performance indicators in a **dedicated Annexure** to the IDP (outcomes template) and SDBIP (output template) which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness.

For this pilot process, the applicable indicators as included in **Annexure A** (outcomes template) will be monitored and reported on, on a quarterly and annual basis, to the provincial departments of Cooperative Governance and Traditional Affairs (COGTAs) and the national Department of Cooperative Governance (DCoG). During the continuing pilot, no reporting in the MSA section 46 statutory Annual Performance Report (APR) for municipalities other than metros will be required. Overstrand Municipality has started reporting on the indicators since the 2021/22 financial year. It is the intention of the DCoG that the piloting of the MFMA Circular No. 88 indicators will lead to replacing the Local Government: Planning and Performance Management Regulations of 2001.

## CHAPTER 14

### FINANCIALS AND BUDGETARY ANNEXURES

#### 14.1 Budget Summary

Consolidated overview of the 2025/26 MTREF- Overstrand Municipality				
FINAL BUDGET				
R'000	Adjusted Budget 2024/25	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Total Revenue	2 039 177	2 117 071	2 171 162	2 246 640
Total Expenditure	2 042 734	2 109 991	2 167 804	2 272 679
Surplus/ (Deficit) for the year	<b>-3 557</b>	<b>7 079</b>	<b>3 357</b>	<b>-26 040</b>
Total Capital Expenditure	224 994	245 830	147 543	132 875

The detailed capital budget for 2025/26 is attached as Annexure B in this chapter.

**14.2 Reconciliation of IDP strategic objectives and budget (Revenue) (SA4)**

WC032 Overstrand - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)											
Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>											
The provision of democratic, accountable and ethical governance	Good Governance	1	393 138	462 263	564 280	534 699	546 469	546 469	558 698	590 604	624 556
The provision and maintenance of municipal services	Basic Service Delivery	2	936 098	1 002 939	1 121 669	1 160 336	1 247 841	1 247 841	1 344 840	1 435 825	1 489 571
The encouragement of structured community participation in the matters of the municipality	Good Governance	3									
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	73 510	100 266	20 796	95 510	107 360	107 360	123 123	90 670	100 177
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	115 685	116 248	175 096	112 250	137 508	137 508	90 411	54 062	32 335
<b>Allocations to other priorities</b>											
<b>Total Revenue (excluding capital transfers and contributions)</b>			<b>1 518 431</b>	<b>1 681 715</b>	<b>1 881 841</b>	<b>1 902 794</b>	<b>2 039 177</b>	<b>2 039 177</b>	<b>2 117 071</b>	<b>2 171 162</b>	<b>2 246 640</b>

Table 91: SA 4 - IDP and Budget linkage (Revenue)

**14.3 Reconciliation of IDP strategic objectives and budget (Operating expenditure) (SA5)**

WC032 Overstrand - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)											
Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
The provision of democratic, accountable and ethical governance	Good Governance	1	296 466	279 682	290 570	246 423	237 618	237 618	362 529	365 981	390 981
The provision and maintenance of municipal services	Basic Service Delivery	2	767 390	810 879	958 821	1 120 638	1 196 161	1 196 161	1 127 966	1 177 962	1 243 520
The encouragement of structured community participation in the matters of the municipality	Good Governance	3	374	393	256	758	758	758	758	758	758
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	200 470	237 750	186 507	261 888	292 603	292 603	320 562	340 955	356 124
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	232 784	243 322	316 647	314 501	315 594	315 594	298 176	282 148	281 297
<b>Allocations to other priorities</b>											
<b>Total Expenditure</b>			<b>1 497 483</b>	<b>1 572 027</b>	<b>1 752 801</b>	<b>1 944 209</b>	<b>2 042 734</b>	<b>2 042 734</b>	<b>2 109 991</b>	<b>2 167 804</b>	<b>2 272 680</b>

Table 92: SA 5 - IDP and Budget linkage (operating expenditure)

**14.4 Reconciliation of IDP strategic objectives and budget (Capital expenditure) (SA6)**

WC032 Overstrand - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)											
Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>											
The provision of democratic, accountable and ethical governance	Good Governance	1	3 761	2 228	6 967	3 490	3 155	3 155	3 429	500	500
The provision and maintenance of municipal services	Basic Service Delivery	2	113 677	125 737	125 525	145 151	157 410	157 410	149 517	122 643	104 983
The encouragement of structured community participation in the matters of the municipality	Good Governance	3							5 371		
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	14 504	12 215	9 422	19 582	25 510	25 510	46 018	2 000	9 392
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	60 435	49 141	51 604	16 406	38 919	38 919	41 496	22 400	18 000
<b>Allocations to other priorities</b>											
<b>Total Capital Expenditure</b>			<b>192 377</b>	<b>189 321</b>	<b>193 518</b>	<b>184 628</b>	<b>224 994</b>	<b>224 994</b>	<b>245 831</b>	<b>147 543</b>	<b>132 875</b>

Table 93: SA 6 - IDP and Budget linkage (Capital expenditure)

**14.5 Government allocations for the 2025/26 – 2027/28 MTREF period**

The table below reflects the various transfers and grants by the national and provincial governments to Overstrand municipality for the 3-year budget period (MTREF).

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
<b>National Government:</b>	<b>128 977</b>	<b>150 183</b>	<b>169 423</b>	<b>172 592</b>	<b>172 592</b>	<b>172 592</b>	<b>183 866</b>	<b>190 617</b>	<b>199 318</b>
Operational Revenue:									
General Revenue: Equitable Share	123 897	141 896	157 935	168 794	168 794	168 794	179 268	188 717	197 218
Operational: Revenue:									
General Revenue: Fuel Levy									
2014 African Nations Championship Host City Operating Grant [Schedule 5B]									
Agriculture Research and Technology									
Agriculture, Conservation and Environmental									
Arts and Culture Sustainable Resource Management									
Community Library									
Department of Environmental Affairs									
Department of Tourism									
Department of Water Affairs and Sanitation Masibambane									
Emergency Medical Service									
Energy Efficiency and Demand-side [Schedule 5B]		3 000	4 200						
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 530	2 593	3 366	1 898	1 898	1 898	2 588		
HIV and Aids									
Housing Accreditation									
Housing Top structure									
Infrastructure Skills Development Grant [Schedule 5B]									
Integrated City Development									

## ▶ CHAPTER 14: FINANCIALS ▶

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Grant									
Khayelitsha Urban Renewal									
Local Government Financial Management Grant [Schedule 5B]	1 550	1 550	1 550	1 700	1 700	1 700	1 800	1 900	2 100
Mitchell's Plain Urban Renewal									
Municipal Demarcation and Transition Grant [Schedule 5B]									
Municipal Disaster Grant [Schedule 5B]			1 719						
Municipal Human Settlement Capacity Grant [Schedule 5B]									
Municipal Systems Improvement Grant									
Natural Resource Management Project									
Neighbourhood Development Partnership Grant									
Operation Clean Audit									
Municipal Disaster Recovery Grant									
Public Service Improvement Facility									
Public Transport Network Operations Grant [Schedule 5B]									
Restructuring - Seed Funding									
Revenue Enhancement Grant Debtors Book									
Rural Road Asset Management Systems Grant									
Sport and Recreation									
Terrestrial Invasive Alien Plants									
Water Services Operating Subsidy Grant [Schedule 5B]									
Health Hygiene in Informal Settlements									
Municipal Infrastructure Grant [Schedule 5B]	1 000	1 144	652	200	200	200	210		
Water Services Infrastructure Grant									
Public Transport Network Grant [Schedule 5B]									
Smart Connect Grant									
Urban Settlement Development Grant									
WiFi Grant [Department of Telecommunications and									

## ▶ CHAPTER 14: FINANCIALS ▶

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Postal Services									
Street Lighting									
Traditional Leaders - Imbizo									
Department of Water and Sanitation Smart Living Handbook									
Integrated National Electrification Programme Grant									
Municipal Restructuring Grant									
Regional Bulk Infrastructure Grant									
Municipal Emergency Housing Grant									
Metro Informal Settlements Partnership Grant									
Integrated Urban Development Grant									
Programme and Project Preparation Support Grant									
<b>Provincial Government:</b>	<b>58 632</b>	<b>81 340</b>	<b>126 129</b>	<b>101 886</b>	<b>104 409</b>	<b>104 409</b>	<b>61 906</b>	<b>27 491</b>	<b>9 757</b>
Community Library Services Grant	6 580	8 258	8 398	8 608	8 608	8 608	8 824		
Library Support Grant	2 222								
Thusong Services Centres Grant		150					150	150	150
Resource funding for the establish & support of K9 Unit	2 420	2 420	3 345	3 772	4 172	4 172	4 350	4 473	4 666
Municipal Electricity Masterplan Grant	1 000								
Financial Management Capacity Building Grant	400								
Community Development Workers	76	75	76	76	76	76	76	76	76
Municipal Energy Resilience Grant	650								
LG Public Employment Grant	1 300								
Maintenance & Construction of Transport Infrastructure	145	140	400	450	7 440	7 440	130	130	146
Financial Management Capability Grant		450	200	160	260	260	672		
Municipal Service Delivery & Capacity Building Grant	244	1 550	500						
Municipal Intervention Grant		450	-						
Resource funding for the establishment of Law Enforcement Rural Safety	6 307	2 958	4 065	4 223	4 223	4 223	4 317	4 516	4 719

## ▶ CHAPTER 14: FINANCIALS ▶

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Unit									
Emergency Municipal Load-shedding relief grant		6 700	–	–	–	–	–	–	–
Human Settlements Dev & Informal Settlement Upgrading Partnership Grant	37 288	58 189	108 411	84 410	79 443	79 443	42 790	18 146	
Title Deeds Restoration Grant			362	187	187	187	97		
Library Service Replacement Funding			372						
Municipal Fire Service Capacity Support Grant							500		
<b>District Municipality:</b>	<b>90</b>	<b>35</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<i>All Grants</i>	90	35							
<b>Other Grant Providers:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>692</b>	<b>692</b>	<b>–</b>	<b>–</b>	<b>–</b>
<i>Departmental Agencies and Accounts</i>					–	–			
<i>Foreign Government and International Organisations</i>					692	692			
<i>Households</i>									
<i>Non-profit Institutions</i>									
<i>Private Enterprises</i>									
<i>Public Corporations</i>									
<i>Higher Educational Institutions</i>									
<i>Parent Municipality / Entity</i>									
<b>Total Operating Transfers and Grants</b>	<b>187 699</b>	<b>231 558</b>	<b>295 551</b>	<b>274 478</b>	<b>277 693</b>	<b>277 693</b>	<b>245 772</b>	<b>218 108</b>	<b>209 075</b>
<b>Capital Transfers and Grants</b>									
<b>National Government:</b>	<b>43 754</b>	<b>78 254</b>	<b>62 835</b>	<b>52 299</b>	<b>52 266</b>	<b>52 266</b>	<b>76 207</b>	<b>64 043</b>	<b>39 375</b>
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	18 519	27 331	24 380	19 334	19 334	19 334	13 908	9 551	9 983
Municipal Infrastructure Grant [Schedule 5B]	20 053	23 484	23 203	24 965	24 932	24 932	33 872	28 250	29 392
Municipal Water Infrastructure Grant [Schedule 5B]									
Neighbourhood Development Partnership Grant [Schedule 5B]									
Public Transport Infrastructure Grant [Schedule 5B]									
Rural Household									

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Infrastructure Grant [Schedule 5B]									
Rural Road Asset Management Systems Grant [Schedule 5B]									
Urban Settlement Development Grant [Schedule 4B]									
Municipal Human Settlement Community Library									
Integrated City Development Grant [Schedule 4B]									
Municipal Disaster Recovery Grant [Schedule 4B]									
Energy Efficiency and Demand Side Management Grant									
Khayelitsha Urban Renewal									
Local Government Financial Management Grant [Schedule 5B]									
Municipal Systems Improvement Grant [Schedule 5B]									
Public Transport Network Grant [Schedule 5B]									
Public Transport Network Operations Grant [Schedule 5B]									
Regional Bulk Infrastructure Grant (Schedule 5B)									
Water Services Infrastructure Grant [Schedule 5B]	5 182	27 439	4 500	8 000	8 000	8 000	28 427	26 242	
WIFI Connectivity									
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]									
Aquaponic Project									
Restitution Settlement									
Infrastructure Skills Development Grant [Schedule 5B]									
Restructuring Seed Funding									
Municipal Disaster Relief Grant			10 753						
Municipal Emergency Housing Grant									
Metro Informal Settlements Partnership Grant									
Integrated Urban									

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Development Grant									
<b>Provincial Government:</b>	<b>47 754</b>	<b>27 266</b>	<b>33 650</b>	<b>13 129</b>	<b>32 544</b>	<b>32 544</b>	<b>25 342</b>	<b>13 000</b>	<b>13 000</b>
Capacity Building									
Capacity Building and Other									
Disaster and Emergency Services									
Health	47 154	26 666	33 650	13 129	31 444	31 444	24 542	13 000	13 000
Housing									
Infrastructure									
Libraries, Archives and Museums									
Other									
Public Transport									
Road Infrastructure									
Sports and Recreation					1 100	1 100			
Waste Water Infrastructure	600	600							
Water Supply Infrastructure							800		
<b>District Municipality:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>All Grants</i>									
<b>Other Grant Providers:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Departmental Agencies and Accounts</i>									
<i>Foreign Government and International Organisations</i>									
<i>Households</i>									
<i>Non-Profit Institutions</i>									
<i>Private Enterprises</i>									
<i>Public Corporations</i>									
<i>Higher Educational Institutions</i>									
<i>Parent Municipality / Entity</i>									
<i>Transfer from Operational Revenue</i>									
<b>Total Capital Transfers and Grants</b>	<b>91 508</b>	<b>105 520</b>	<b>96 485</b>	<b>65 428</b>	<b>84 810</b>	<b>84 810</b>	<b>101 549</b>	<b>77 043</b>	<b>52 375</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>279 207</b>	<b>337 078</b>	<b>392 037</b>	<b>339 906</b>	<b>362 503</b>	<b>362 503</b>	<b>347 321</b>	<b>295 151</b>	<b>261 450</b>

Table 94: SA 18- Transfers and grants to Overstrand Municipality

The system of intergovernmental transfers to municipalities is intended to assist them in combating poverty and strengthening their own capacity to provide services. **Between 2025/26 – 2027/2028, Overstrand Municipality will receive national and provincial transfers totaling R903 922 million.**

The equitable share is an unconditional grant which is the largest proportion of all the national transfers to Overstrand Municipality accounting for **69 per cent** of national transfers in **2025/26**.

The largest national conditional grant allocation in **2025/26** is the Municipal Infrastructure Grant of R 33 872 000.

## **BUDGETARY ANNEXURES**

### **ANNEXURE B**

## **DRAFT CAPITAL BUDGET FOR 2025/26**

## DRAFT CAPITAL BUDGET 2025/26 – 2027/28 MTREF

Table 95: Capital Budget 2025/26 – 2027/28, Overstrand Municipality

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
						Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
			<b>EXECUTIVE &amp; COUNCIL</b>			<b>5 441 000</b>		<b>5 441 000</b>						
Overstrand	Overstrand	Overstrand	Minor Assets Council	D Arrison	Surplus	55 000		55 000						
Overstrand	Overstrand	Overstrand	Community Projects	D O'Neill	Surplus-Non-Tariff	5 371 000		5 371 000						
Overstrand	Overstrand	Overstrand	Minor Assets-Office of The Municipal Manager	D O'Neill	Surplus	15 000		15 000						
			<b>FINANCE AND ADMINISTRATION</b>			<b>3 359 000</b>		<b>3 359 000</b>	<b>500 000</b>		<b>500 000</b>	<b>500 000</b>		<b>500 000</b>
Overstrand	Overstrand	Overstrand	UPS Replacement	C Johnson	Surplus	500 000		500 000	500 000		500 000	500 000		500 000
Overstrand	Overstrand	Overstrand	Data Centre Server End of Life Replacement	C Johnson	Surplus	2 000 000		2 000 000						
Overstrand	Overstrand	Overstrand	Minor Assets Financial Services	Vacant	Surplus	170 000		170 000						
Overstrand	Overstrand	Overstrand	Minor Assets Corporate Services	D Arrison	Surplus	59 000		59 000						
Overstrand	Overstrand	Overstrand	Minor Assets ICT Organization Wide	C Johnson	Surplus	630 000		630 000						
			<b>PUBLIC SAFETY</b>			<b>7 092 000</b>		<b>7 092 000</b>						
Overstrand	Overstrand	Overstrand	Purchase of Dogs - Explosive and Road Operations	J Du Toit	Surplus-Non-Tariff/O-25	300 000		300 000						
Overstrand	Overstrand	Overstrand	Upgrading of Fire Station Buildings	L Smith	Surplus-Non-Tariff	3 000 000		3 000 000						

▶ CHAPTER 14: FINANCIALS ▶

**DRAFT CAPITAL BUDGET 2025/2026-2027/2028**

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Overstrand	Overstrand	Overstrand	Vehicles-Public Safety	J Vorster	Surplus	3 500 000		3 500 000						
Overstrand	Overstrand	Overstrand	Minor Assets Municipal Public Safety	N Micheals	Surplus	292 000		292 000						
			<b>PLANNING &amp; DEVELOPMENT</b>			<b>754 000</b>	<b>800 000</b>	<b>1 554 000</b>						
Overstrand	Overstrand	Overstrand	Minor Assets Planning and Development	Vacant	Surplus	29 000		29 000						
Hermanus	Zwelihle	Ward 12	Zwelihle Business Hub	D Hendriks	Prov-RSEP		800 000	800 000						
Overstrand	Overstrand	Overstrand	Minor Assets Infrastructure Services	S Muller	Surplus	725 000		725 000						
			<b>COMMUNITY SERVICES</b>			<b>6 325 000</b>		<b>6 325 000</b>						
Overstrand	Overstrand	Overstrand	Vehicles-Community Services	J Vorster	Surplus	6 000 000		6 000 000						
Overstrand	Overstrand	Overstrand	Minor Assets Community Services	S Swartz	Surplus	325 000		325 000						
			<b>SPORT &amp; RECREATION</b>			<b>5 529 000</b>	<b>27 072 000</b>	<b>32 601 000</b>		<b>2 000 000</b>	<b>2 000 000</b>		<b>9 392 000</b>	<b>9 392 000</b>
Hermanus	Hawston	Ward 08	Upgrade Hawston Sport Complex (New Stadium) (F1/2)	D Hendriks	Surplus-Non-Tariff	929 000		929 000						
Hermanus	Hawston	Ward 08	Upgrade Hawston Sport Complex (New Stadium) (F2/2)	D Hendriks	MIG		9 700 000	9 700 000					4 392 000	4 392 000
Hermanus	Mount Pleasant	Ward 04	Upgrade Mount Pleasant Sport Grounds(F1/2)	D Hendriks	Surplus-Non-Tariff	1 700 000		1 700 000						

▶ CHAPTER 14: FINANCIALS ▶

**DRAFT CAPITAL BUDGET 2025/2026-2027/2028**

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Hermanus	Mount Pleasant	Ward 04	Upgrade Mount Pleasant Sport Grounds(F2/2)	D Hendriks	MIG		10 500 000	10 500 000		2 000 000	2 000 000			
Kleinmond	Kleinmond	Ward 09	Toe of Slipway to Repair	D Nel	Surplus-Non-Tariff	1 000 000		1 000 000						
Kleinmond	Kleinmond	Ward 09	Upgrade of Kleinmond Sport Facilities(F1/2)	D Hendriks	Surplus-Non-Tariff	1 900 000		1 900 000						
Kleinmond	Kleinmond	Ward 09	Upgrade of Kleinmond Sport Facilities(F2/2)	D Hendriks	MIG		6 872 000	6 872 000						
Hermanus	Zwelihle	Ward 06	Upgrade Sportsgrounds	D Hendriks	MIG								5 000 000	5 000 000
			<b>HOUSING</b>				<b>24 542 000</b>	<b>24 542 000</b>		<b>13 000 000</b>	<b>13 000 000</b>		<b>13 000 000</b>	<b>13 000 000</b>
Overstrand	Overstrand	Overstrand	LCH Services	D Hendriks	Prov Gr-HSDG		24 542 000	24 542 000		13 000 000	13 000 000		13 000 000	13 000 000
			<b>ROADS</b>			<b>9 400 000</b>	<b>6 000 000</b>	<b>15 400 000</b>		<b>9 400 000</b>	<b>9 400 000</b>		<b>5 000 000</b>	<b>5 000 000</b>
Gansbaai	Masakhane	Ward 02	Rehabilitate Roads And Sidewalks Masakhane	D Hendriks	MIG					2 400 000	2 400 000		2 000 000	2 000 000
Hermanus	Zwelihle	Ward 06	Rehabilitate Roads and Stormwater	D Hendriks	MIG		6 000 000	6 000 000						
Hermanus	Mount Pleasant	Ward 04	Rehabilitate Roads	D Hendriks	MIG					4 000 000	4 000 000			
Kleinmond	Proteadorp	Ward 09	Rehabilitate Roads Proteadorp	D Hendriks	MIG					3 000 000	3 000 000			
Hermanus	Hermanus	Ward 03	Hermanus Taxi Rank	D Hendriks	MIG								3 000 000	3 000 000
Overstrand	Overstrand	Overstrand	Vehicles-Roads	J Vorster	Surplus	8 250 000		8 250 000						

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### DRAFT CAPITAL BUDGET 2025/2026-2027/2028

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
						Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Hermanus	Hawston	Ward 08	Hawston Almar Circle	T Marx	Surplus-Non-Tariff	500 000		500 000						
Hermanus	Mount Pleasant	Ward 04	Taxi Holding Facility	T Marx	Surplus-Non-Tariff	650 000		650 000						
			<b>ELECTRICITY</b>			<b>39 381 798</b>	<b>13 908 000</b>	<b>53 289 798</b>	<b>21 000 000</b>	<b>9 551 000</b>	<b>30 551 000</b>	<b>29 000 000</b>	<b>9 983 000</b>	<b>38 983 000</b>
Gansbaai	Gansbaai	Multi-ward GB Area	Gansbaai Stanford MV LV Upgrade Replacement	G Lotter	EL26/27/28	4 000 000		4 000 000	6 800 000		6 800 000	3 500 000		3 500 000
Gansbaai	Gansbaai	Multi-ward GB Area	Fkraal Kbaai MV/LV Upgrade as per Reticmaster	G Lotter	EL27/28				3 000 000		3 000 000	2 000 000		2 000 000
Overstrand	Overstrand	Overstrand	Electrification of Low-Cost Housing Areas	G Lotter	INEP		13 908 000	13 908 000		9 551 000	9 551 000		9 983 000	9 983 000
Hermanus	Hermanus	Ward 03	Hermanus MV/LV Upgrade Replacement	G Lotter	EL26/27/28	9 000 000		9 000 000	4 000 000		4 000 000	12 000 000		12 000 000
Kleinmond	Kleinmond	Ward 09	Kleinmond MV/LV Network Upgrade	G Lotter	EL26/27/28	4 000 000		4 000 000	2 000 000		2 000 000	4 000 000		4 000 000
Hermanus	Hawston	Ward 08	Hawston MV/LV Upgrade Replacement	G Lotter	EL26/27/28	3 300 000		3 300 000	2 100 000		2 100 000	3 000 000		3 000 000
Hermanus	Onrus	Ward 13	Additional Workspace at Electrical Depot-Onrus	G Lotter	EL26	1 500 000		1 500 000						
Hermanus	Hermanus	Ward 03	New Still Street 66KV 11KV Substation (F1/2)	G Lotter	EL26/27/28	5 000 000		5 000 000				900 000		900 000
Hermanus	Hermanus	Ward 03	New Still Street 66KV 11KV Substation (F2/2)	G Lotter	EL25-R/O	3 981 798		3 981 798						
Hermanus	Hermanus	Ward 03	High Mast Lights Replacement	G Lotter	EL26/27/28	700 000		700 000	1 100 000		1 100 000	1 100 000		1 100 000
Overstrand	Overstrand	Overstrand	Vehicles-Electricity	J Vorster	Surplus	6 400 000		6 400 000						

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### DRAFT CAPITAL BUDGET 2025/2026-2027/2028

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Overstrand	Overstrand	Overstrand	Electricity Transformers Capital Replacement Contingency	S Muller	EL26/27/28	1 500 000		1 500 000	2 000 000		2 000 000	2 500 000		2 500 000
			<b>WATER</b>			<b>29 000 000</b>	<b>29 227 000</b>	<b>58 227 000</b>	<b>25 200 000</b>	<b>26 242 000</b>	<b>51 442 000</b>	<b>23 800 000</b>		<b>23 800 000</b>
Overstrand	Overstrand	Overstrand	Refurbishment of Bulk Water Infrastructure	H Blignaut	EL26/27/28	1 000 000		1 000 000	1 000 000		1 000 000	1 000 000		1 000 000
Overstrand	Overstrand	Overstrand	Fencing at Water Installations	H Blignaut	EL26/27/28	500 000		500 000	500 000		500 000	500 000		500 000
Overstrand	Overstrand	Overstrand	Replacement of Overstrand Water Pipes	H Blignaut	EL26/27/28	9 500 000		9 500 000	10 000 000		10 000 000	7 000 000		7 000 000
Overstrand	Overstrand	Overstrand	Water Facilities Contingency	H Blignaut	EL26/27/28	500 000		500 000	500 000		500 000	500 000		500 000
Kleinmond	Kleinmond	Multi-ward KM Area	Refurbishment of Buffels River WTW(F1/2)	H Blignaut	EL26/27/28	3 000 000		3 000 000	4 650 000		4 650 000	5 000 000		5 000 000
Kleinmond	Kleinmond	Multi-ward KM Area	Refurbishment of Buffels River WTW(F2/2)	H Blignaut	WSIG		28 427 000	28 427 000		26 242 000	26 242 000			
Hermanus	Hermanus	Multi-ward HM Area	Preekstoel WTW Office Space	H Blignaut	EL26/27	750 000		750 000	1 250 000		1 250 000			
Hermanus	Hermanus	Multi-ward HM Area	Upgrade Hermanus Well Fields Phase 2	H Blignaut	EL26/27	2 000 000		2 000 000	3 000 000		3 000 000			
Kleinmond	Kleinmond	Ward 09	Replacement of Water Pipes Proteadorp	H Blignaut	MIG		800 000	800 000						
Gansbaai	De Kelders	Ward 14	De Kelders WTW Membrane Replacement	H Blignaut	EL26	1 200 000		1 200 000						
Gansbaai	Pearly Beach	Ward 11	Pearly Beach Groundwater Development	H Blignaut	EL26	2 750 000		2 750 000						
Hermanus	Hermanus	Ward 03	Sea Water Desalination Plant	H Blignaut	EL27/28				3 000 000		3 000 000	3 300 000		3 300 000

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### DRAFT CAPITAL BUDGET 2025/2026-2027/2028

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Hermanus	Onrus River	Ward 13	New Reservoir Onrus River	H Blignaut	EL27/28				1 000 000		1 000 000	3 500 000		3 500 000
Kleinmond	Betty's Bay	Ward 10	New Reservoir Voorberg	H Blignaut	EL28							1 000 000		1 000 000
Gansbaai	Gansbaai	Multi-ward GB Area	New Booster Pump Station and Pipeline Gansbaai To De Kelders	H Blignaut	EL28							2 000 000		2 000 000
Hermanus	Hermanus	Multi-ward HM Area	New Disinfection System at Preekstoel WTW	H Blignaut	EL26	7 000 000		7 000 000						
Gansbaai	Baardskeerdersbos	Ward 11	Baardskeerdersbos WTW Add Storage Capacity	H Blignaut	EL26	500 000		500 000						
Overstrand	Overstrand	Overstrand	Telemetry System Upgrade-Water	H Blignaut	EL26/27	300 000		300 000	300 000		300 000			
			<b>SEWERAGE</b>			<b>27 060 000</b>		<b>27 060 000</b>	<b>21 700 000</b>	<b>16 850 000</b>	<b>38 550 000</b>	<b>23 300 000</b>	<b>15 000 000</b>	<b>38 300 000</b>
Overstrand	Overstrand	Overstrand	Sewerage Facilities Contingency	H Blignaut	EL26/27/28	700 000		700 000	700 000		700 000	700 000		700 000
Overstrand	Overstrand	Overstrand	Fencing at Sewerage Installations	H Blignaut	EL26/27/28	600 000		600 000	800 000		800 000	600 000		600 000
Overstrand	Overstrand	Overstrand	Upgrading of Pumpstations and Rising Mains	H Blignaut	EL26/27/28	13 000 000		13 000 000	3 000 000		3 000 000	10 000 000		10 000 000
Hermanus	Hermanus	Multi-ward HM Area	Hermanus WWTW Upgrade Screens Ras Sludge Dewatering	H Blignaut	EL26	1 310 000		1 310 000						
Hermanus	Hawston	Ward 08	Hawston WWTW Refurbish and Upgrade(F1/2)	H Blignaut	EL26/27/28	4 000 000		4 000 000	17 000 000		17 000 000	11 000 000		11 000 000
Hermanus	Hawston	Ward 08	Hawston WWTW Refurbish and Upgrade(F2/2)	H Blignaut	MIG					16 850 000	16 850 000		15 000 000	15 000 000
Overstrand	Overstrand	Overstrand	Telemetry System Upgrade-Sewerage	H Blignaut	EL26/27	200 000		200 000	200 000		200 000			

▶ CHAPTER 14: FINANCIALS ▶

**DRAFT CAPITAL BUDGET 2025/2026-2027/2028**

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
Hermanus	Hawston	Ward 08	Hawston Sewer Network Extension	H Blignaut	EL28							1 000 000		1 000 000
Gansbaai	Pearly Beach	Ward 11	Eluxolweni WWTW Upgrade	H Blignaut	EL26	500 000		500 000						
Kleinmond	Bettys Bay	Ward 10	Upgrading of Sewer System in Mooiuitsig	D van Rhodie	EL26	750 000		750 000						
Overstrand	Overstrand	Overstrand	New Disinfection Systems at Wastewater Treatment	H Blignaut	EL26	6 000 000		6 000 000						
			<b>STORMWATER</b>			<b>6 000 000</b>		<b>6 000 000</b>						
Hermanus	Fisherhaven	Ward 08	Stormwater System Upgrading	T Marx	Surplus-Non-Tariff	1 000 000		1 000 000						
Gansbaai	Gansbaai	Ward 11	Stormwater and Subsurface Drainage System	J Solomons	Surplus-Non-Tariff	5 000 000		5 000 000						
			<b>WASTE MANAGEMENT</b>			<b>4 940 000</b>		<b>4 940 000</b>	<b>2 100 000</b>		<b>2 100 000</b>	<b>3 900 000</b>		<b>3 900 000</b>
Kleinmond	Kleinmond	Multi-ward KM Area	Upgrading of Kleinmond Transfer Station	C Mitchell	EL27				500 000		500 000			
Gansbaai	Gansbaai	Multi-ward GB Area	Gansbaai Landfill Weighbridge New Replacement Deck	C Mitchell	EL26	840 000		840 000						
Hermanus	Hermanus	Multi-ward HM Area	Hermanus Transfer Station Perimeter Wall Completion	C Mitchell	EL26	3 300 000		3 300 000						
Hermanus	Hermanus	Multi-ward HM Area	Hermanus Transfer Station Upgrade Chipping Area	C Mitchell	EL28							2 500 000		2 500 000
Hermanus	Hawston	Ward 08	Hawston Drop Off Fence Upgrade	C Mitchell	EL26	600 000		600 000						
Kleinmond	Pringle Bay	Ward 10	Pringle Bay Drop Off Upgrade	C Mitchell	EL26	200 000		200 000						
Overstrand	Overstrand	Overstrand	Organic Waste	C Mitchell	EL27/28				1 600		1 600 000	1 400 000		1 400

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### DRAFT CAPITAL BUDGET 2025/2026-2027/2028

DRAFT CAPITAL BUDGET 2025/2026-2027/2028														
						2025/26 BUDGET			2026/27 BUDGET			2027/28 BUDGET		
Area	Local Area	Ward	Project Description	Project Manager	Funding Source	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL	Council Funded	External (Grants)	TOTAL
d	nd		Diversion Project						000					000
<b>GRAND TOTAL</b>						<b>144 281 798</b>	<b>101 549 000</b>	<b>245 830 798</b>	<b>70 500 000</b>	<b>77 043 000</b>	<b>147 543 000</b>	<b>80 500 000</b>	<b>52 375 000</b>	<b>132 875 000</b>

<b>FUNDING:</b>														
EXTERNAL LOAN 26/27/28(GENERAL CAPITAL)					90 000 000		90 000 000	70 000 000		70 000 000	80 000 000		80 000 000	
'EXTERNAL LOAN 25(ROLL OVER)					3 981 798		3 981 798							
SURPLUS					28 950 000		28 950 000	500 000		500 000	500 000		500 000	
SURPLUS-NON-TARIFF					21 050 000		21 050 000							
SURPLUS-NON-TARIFF-R/O-25					300 000		300 000							
PROV GR-HUMAN SETTLEMENTS DEVELOPMENT GRANT						24 542 000	24 542 000		13 000 000	13 000 000		13 000 000	13 000 000	
PROV-REGIONAL SOCIO-ECONOMIC PROJECTS (RSEP) PROGRAMME-MUNICIPAL PROJECTS						800 000	800 000							
INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME						13 908 000	13 908 000		9 551 000	9 551 000		9 983 000	9 983 000	
MUNICIPAL INFRASTRUCTURE GRANT						33 872 000	33 872 000		28 250 000	28 250 000		29 392 000	29 392 000	
WATER SERVICES INFRASTRUCTURE GRANT						28 427 000	28 427 000		26 242 000	26 242 000				
					90 000 000		90 000 000	70 000 000		70 000 000	80 000 000		80 000 000	
<b>GRAND TOTAL</b>					<b>144 281 798</b>	<b>101 549 000</b>	<b>245 830 798</b>	<b>70 500 000</b>	<b>77 043 000</b>	<b>147 543 000</b>	<b>80 500 000</b>	<b>52 375 000</b>	<b>132 875 000</b>	

**IMPLEMENTATION OF MFMA CIRCULAR 88, ADDENDUM 3 OF 20 DECEMBER 2021**

Refer to Chapter 13 – section 13.4 in the IDP for detail on Circular 88

**DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2025/26 (pilot continues)**

The following indicators are being reported on as a continuous **pilot** during the 2025/2026 financial year:

**OUTPUT INDICATORS FOR QUARTERLY REPORTING**

EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality
EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes
EE3.21	Percentage of planned maintenance performed
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed
TR6.13	KMs of new municipal road network
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time
WS1.11	Number of new sewer connections meeting minimum standards
WS2.11	Number of new water connections meeting minimum standards
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)
WS3.21	Percentage of callouts responded to within 48 hours (water)
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services
LED3.11	Average time taken to finalise business license applications
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission
GG1.21	Staff vacancy rate
GG1.22	Percentage of vacant posts filled within 3 months

## **OUTPUT INDICATORS FOR QUARTERLY REPORTING**

GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)
GG2.12	Percentage of wards that have held at least one councillor-convened community meeting
GG2.31	Percentage of official complaints responded to through the municipal complaint management system
GG5.11	Number of active suspensions longer than three months
FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget
FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget
FM1.13	Total Operating Revenue as a percentage of Total Operating Revenue Budget
FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget
FM1.21	Funded budget (Y/N) (Municipal)
FM3.11	Cash/Cost coverage ratio
FM3.13	Trade payables to cash ratio
FM3.14	Liquidity ratio
FM4.31	Creditors payment period
FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)
FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website
FM6.13	Percentage of tender cancellations
FM7.11	Debtors payment period
FM7.12	Collection rate ratio

## **COMPLIANCE INDICATORS FOR QUARTERLY REPORTING**

C1	Number of signed performance agreements by the MM and section 56 managers:
C2	Number of ExCo or Mayoral Executive meetings held:
C3	Number of Council portfolio committee meetings held:
C4	Number of MPAC meetings held:
C6	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:
C7	Number of formal (minuted) meetings - to which all senior managers were invited- held:
C8	Number of councillors completed training:
C9	Number of municipal officials completed training:
C10	Number of work stoppages occurring:
C11	Number of litigation cases instituted by the municipality:
C12	Number of litigation cases instituted against the municipality:
C13	Number of forensic investigations instituted:

C14	Number of forensic investigations concluded:
C15	Number of days of sick leave taken by employees:
C17	Number of temporary employees employed:
C18	Number of approved demonstrations in the municipal area:
C19	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings:
C20	Number of permanent environmental health practitioners employed by the municipality:
C22	Number of Council meetings held:
C23	Number of disciplinary cases for misconduct relating to fraud and corruption:
C24	Number of council meetings disrupted
C25	Number of protests reported
C26	R-value of all tenders awarded
C27	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:
C28	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:
C29	Number of approved applications for rezoning a property for commercial purposes:
C30	Number of business licenses approved:
C32	Number of positions filled with regard to municipal infrastructure:
C33	Number of tenders over R200 000 awarded:
C34	Number of months the Municipal Managers' position has been filled (not Acting):
C35	Number of months the Chief Financial Officers' position has been filled (not Acting):
C36	Number of vacant posts of senior managers:
C38	Number of filled posts in the treasury and budget office:
C40	Number of filled posts in the development and planning department
C42	Number of registered engineers employed in approved posts
C43	Number of engineers employed in approved posts:
C44	Number of disciplinary cases in the municipality:
C45	Number of finalised disciplinary cases:
C47	Number of waste management posts filled:
C49	Number of electricians employed in approved posts:
C51	Number of filled water and wastewater management posts: Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)
C56	Number of registered electricity consumers with a mini grid-based system in the municipal service area
C57	Total non-technical electricity losses in MWh (estimate)
C58	Number of municipal buildings that consume renewable energy
C59	Total number of chemical toilets in operation

C63	Total volume of water delivered by water trucks
C67	Number of paid full-time firefighters employed by the municipality
C68	Number of part-time and firefighter reservists in the service of the municipality
C69	Number of 'displaced persons' to whom the municipality delivered assistance
C71	Number of procurement processes where disputes were raised
C73	Number of structural fires occurring in informal settlements
C74	Number of dwellings in informal settlements affected by structural fires (estimate)
C76	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders
C77	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
C78	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
C79	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
C84	Number of building plans submitted for review
C86	Number of households in the municipal area registered as indigent
C89	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum
C92	Number of agenda items deferred to the next council meeting
C93	Number of awards made in terms of SCM Reg 32
C94	Number of requests approved for deviation from approved procurement plan
C98	Number of building plan applications approved

## **OUTPUT INDICATORS FOR ANNUAL REPORTING**

ENV3.11	Percentage of known informal settlements receiving basic refuse removal services
ENV4.11	Percentage of biodiversity priority area within the municipality
TR6.11	Percentage of unsurfaced road graded
WS5.31	Percentage of total water connections metered
GG3.12	Percentage of councillors who have declared their financial interests
FM2.21	Cash backed reserves reconciliation at year end
FM3.12	Current ratio (current assets/current liabilities)
FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
FM5.12	Percentage of total capital expenditure funded from capital conditional grants
FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets
FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment, and investment property
FM7.31	Net Surplus /Deficit Margin for Electricity

FM7.32	Net Surplus /Deficit Margin for Water
FM7.33	Net Surplus /Deficit Margin for Wastewater
FM7.34	Net Surplus /Deficit Margin for Refuse

#### **OUTCOME INDICATORS FOR ANNUAL REPORTING**

EE4.4	Percentage total electricity losses
ENV5.2	Recreational water quality (inland)
HS3.5	Percentage utilisation rate of community halls
HS3.6	Average number of library visits per library
HS3.7	Percentage of municipal cemetery plots available
TR6.2	Number of potholes reported per 10kms of municipal road network
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline
WS3.2	Frequency of water mains failures per 100 KMs of pipeline
WS3.3	Frequency of unplanned water service interruptions
WS4.1	Percentage of drinking water samples complying to SANS241
WS4.2	Percentage of wastewater samples compliant to water use license conditions
WS5.1	Percentage of non-revenue water
WS5.2	Total water losses
WS5.4	Percentage of water reused
GG1.1	Percentage of municipal skills development levy recovered
GG1.2	Top management stability
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)
GG4.1	Percentage of councillors attending council meetings
FM1.1	Percentage of expenditure against total budget
FM2.1	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)
FM2.2	Percentage change in cash backed reserves reconciliation
FM3.1	Percentage change in cash and cash equivalent (short term)
FM4.1	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure
FM4.2	Percentage of total operating expenditure on remuneration
FM4.3	Percentage of total operating expenditure on contracted services
FM5.1	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure
FM5.2	Percentage change of renewal/upgrading of existing Assets
FM5.3	Percentage change of repairs and maintenance of existing infrastructure
FM7.1	Percentage change in Gross Consumer Debtors' (Current and Non-current)
FM7.2	Percentage of Revenue Growth excluding capital grants

FM7.3 Percentage of net operating surplus margin

### **COMPLIANCE INDICATORS FOR ANNUAL REPORTING**

C5	Number of recognised traditional leaders within your municipal boundary
C21	Number of approved environmental health practitioner posts in the municipality
C31	Number of approved posts in the municipality with regard to municipal infrastructure:
C37	Number of approved posts in the treasury and budget office:
C39	Number of approved posts in the development and planning department:
C41	Number of approved engineer posts in the municipality:
C46	Number of approved waste management posts in the municipality:
C48	Number of approved electrician posts in the municipality:
C50	Number of approved water and wastewater management posts in the municipality:
C52	Number of maintained sports facilities
C53	Square meters of maintained public outdoor recreation space
C54	Number of municipality-owned community halls
C60	Total number of sewer connections
C62	Total number of Ventilation Improved Pit Toilets (VIPs)
C95	Number of residential properties in the billing system
C96	Number of non-residential properties in the billing system
C97	Number of properties in the valuation roll

### **COMPLIANCE QUESTIONS FOR ANNUAL REPORTING**

Q1.	Does the municipality have an approved Performance Management Framework?
Q2.	Has the IDP been adopted by Council by the target date?
Q3.	Does the municipality have an approved LED Strategy?
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage? How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
Q5.	
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality? What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
Q7.	
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:
Q9.	Does the municipality have an Internal Audit Unit?
Q10.	Is there a dedicated position responsible for internal audits?
Q11.	Is the internal audit position filled or vacant?

- Q12. Has an Audit Committee been established? If so, is it functional?
- Q13. Has the internal audit plan been approved by the Audit Committee?
- Q14. Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
- Q15. Does the internal audit plan set monthly targets?
- Q16. How many monthly targets in the internal audit plan were not achieved?
- Q17. Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?
- Q18. What economic incentive policies adopted by Council does the municipality have by date of adoption?
- Q19. Is the municipal supplier database aligned with the Central Supplier Database?
- Q20. What is the number of steps a business must comply with when applying for a construction permit before final document is received?
- Q22. Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
- Q23. Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
- Q24. Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
- Q25. Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?