

## CHAPTER 4: STRATEGIC DIRECTIVES

| Housing Programme | Project No | Project       | Units | Units | Funding Source                | Action/ note                   | 2015/ 2016 | 2016/ 2017  | 2017/2018   | 2018/ 2019  | 2019/ 2020 | Total 5-Year Cost     | Five + 1 year | Five + 2 Years | Five + 3 Years | Post 8-Year Cost          |                      |
|-------------------|------------|---------------|-------|-------|-------------------------------|--------------------------------|------------|-------------|-------------|-------------|------------|-----------------------|---------------|----------------|----------------|---------------------------|----------------------|
|                   |            |               |       |       | house wiring)                 |                                |            |             |             |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       |                               | Number of top structures (880) |            |             |             |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       | <b>MIG</b>                    |                                |            |             |             | R 3,000,000 |            | <b>R 3,000,000</b>    |               |                |                |                           |                      |
|                   |            |               |       |       | <b>MIG</b>                    |                                |            |             |             |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       | Streetlighting(1759/8x R3000) |                                |            |             |             |             | R 659,625  |                       |               |                |                |                           |                      |
|                   |            |               |       |       | <b>DoE</b> (880@R 11 000)     |                                |            | R 3,850,000 | R 5,500,000 | R 5,500,000 |            | <b>R 14,850,000</b>   |               |                |                |                           |                      |
|                   |            |               |       |       | Mun: Electric@R 2000/site     |                                |            |             |             |             |            | <b>R 0</b>            |               |                |                |                           |                      |
|                   |            |               |       |       |                               |                                |            |             |             |             |            | <b>R 91,907,095</b>   |               |                |                |                           |                      |
|                   |            |               |       |       |                               |                                |            |             |             |             |            |                       |               |                |                | <b>TOTAL PROJECT COST</b> | <b>R 281,447,549</b> |
| Erf 210 Gansbaai  | 3090       | Beverly Hills | 190   |       | <b>Programme GRANTS</b>       | Per Site                       |            |             |             |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       | Indirect Cost                 | R 6,556                        |            | R 400,000   | R 845,691   |             |            | <b>R 1,245,691.30</b> |               |                |                |                           |                      |
|                   |            |               |       |       | Direct Cost (Services)        | R 37,070                       |            | R 3,521,650 | R 3,521,650 |             |            | <b>R 7,043,300</b>    |               |                |                |                           |                      |
|                   |            |               |       |       |                               | Number of Sites                |            | 95          | 95          |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       | Phase 4 Top structures        | R 110,947                      |            |             |             |             |            |                       |               |                |                |                           | R 10,539,965.00      |
|                   |            |               |       |       |                               | Number of Top Structures (95)  |            |             |             |             |            | <b>R 0</b>            |               |                |                |                           |                      |
|                   |            |               |       |       | <b>MIG</b>                    |                                |            |             |             | R 1,000,000 |            | <b>R 1,000,000</b>    |               |                |                |                           |                      |
|                   |            |               |       |       | <b>MIG</b>                    |                                |            |             |             |             |            |                       |               |                |                |                           |                      |
|                   |            |               |       |       | Streetlighting(190/8xR 3000)  |                                |            |             |             | R 71,250    |            | <b>R 71,250</b>       |               |                |                |                           |                      |

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|-------------------|------------|-----------------|-------|-------|--|-------------------------------|------------|--------------|-------------|-------------|------------|-------------------|---------------|----------------|----------------|------------------|---------------------------------------|
|                   |            |                 |       |       | DoE (95 @R11000)                       |                               |            |              |             |             |            |                   |               |                |                |                  | R<br>1,045,000                        |
|                   |            |                 |       |       | Mun:<br>Electric @ R2000/site          |                               |            |              | R 380,000   |             |            | R 380,000         |               |                |                |                  | R<br>190,000                          |
|                   |            |                 |       |       |  |                               |            |              |             |             |            | R 9,740,241       |               |                |                |                  |                                       |
|                   |            |                 |       |       |  |                               |            |              |             |             |            |                   |               |                |                |                  | TOTAL PROJECT COST<br>R<br>31,255,448 |
| Gansbaai          |            | Buffeljag sbaai | 50    |       | Programme GRANTS                       | Per site                      |            |              |             |             |            |                   |               |                |                |                  |                                       |
|                   |            |                 |       |       | Indirect Cost                          | R 6,556                       |            | R 327,813.50 |             |             |            | R 327,814         |               |                |                |                  |                                       |
|                   |            |                 |       |       | Direct Cost (Services)                 | R 37,070                      |            | R 407,770    | R 1,445,730 |             |            | R 1,853,500       |               |                |                |                  |                                       |
|                   |            |                 |       |       |  | Number of Sites               |            | 11           | 39          |             |            |                   |               |                |                |                  |                                       |
|                   |            |                 |       |       | Top Structures (includes house wiring) | R 110,947                     |            |              |             |             |            |                   |               |                |                |                  | R<br>5,547,350.00                     |
|                   |            |                 |       |       |  | Number of Top Structures (50) |            |              |             |             |            |                   |               |                |                |                  |                                       |
|                   |            |                 |       |       | MIG                                    |                               |            |              |             | R 1,000,000 |            | R 1,000,000       |               |                |                |                  |                                       |
|                   |            |                 |       |       | MIG Streetlighting (50/8xR3000)        |                               |            |              |             | R 18,750    |            | R 18,750          |               |                |                |                  |                                       |
|                   |            |                 |       |       | DoE (50@R11000)                        | ESKOM                         |            |              |             |             |            |                   |               |                |                |                  | R<br>550,000                          |
|                   |            |                 |       |       | Mun:<br>Electric @ R2000/site          |                               |            |              |             |             |            |                   |               |                |                |                  | R<br>100,000                          |
|                   |            |                 |       |       |  |                               |            |              |             |             |            | R 3,200,064       |               |                |                |                  |                                       |
|                   |            |                 |       |       |  |                               |            |              |             |             |            |                   |               |                |                |                  | TOTAL PROJECT COST<br>R<br>12,597,477 |

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|   | Housing Programme                         | Project No | Project                    | Units | Units | Funding Source  | Action/ note | 2015/ 2016 | 2016/ 2017 | 2017/2018   | 2018/ 2019  | 2019/ 2020  | Total 5-Year Cost | Five + 1 year | Five + 2 Years | Five + 3 Years | Post 8-Year Cost |  |
|---|---|------------|----------------------------|-------|-------|-----------------|--------------|------------|------------|-------------|-------------|-------------|-------------------|---------------|----------------|----------------|------------------|--|
| 3 | Housing Programme                         |            |                            |       |       |                 |              |            |            |             |             |             |                   |               |                |                |                  |  |
|   | Provision of Economic & Social Facilities |            | Zwelihle Taxi Rank         |       |       | Programme grant |              |            |            | R 2,000,000 | R 2,000,000 | R 2,000,000 | R 6,000,000       |               |                |                |                  |  |
|   |   |            | Hawston 1 Sport facilities |       |       | Programme grant |              |            |            |             | R 2,000,000 | R 2,000,000 | R 4,000,000       |               |                |                |                  |  |
|   |   |            |                            |       |       | Programme grant |              |            |            |             | R 3,000,000 | R 3,000,000 | R 6,000,000       |               |                |                |                  |  |
|   |   |            | Zwelihle Admin & Library   |       |       |                 |              |            |            |             |             |             | R 16,000,000      |               |                |                |                  |  |
| 4 | Housing Programme                         | No         | Project                    | Units | Units | Funding Source  | Action/Note  | 2015/ 2016 | 2016/ 2017 | 2017/2018   | 2018/ 2019  | 2019/ 2020  | Total 5-Year Cost | Five + 1 Year | Five + 2 Years | Five + 3 Years | Post 8-Year cost |  |
|   | Emergency Housing programme (EHP)         |            | EHP                        |       |       | Programme Grant |              | R 242,000  | R 266,200  | R 292,820   | R 322,102   | R 354,312   | R 1,477,434       |               |                |                |                  |  |
| 5 | Housing Programme                         | No         | Project                    | Units | Units | Funding Source  | Action/Note  | 2015/ 2016 | 2016/ 2017 | 2017/2018   | 2018/ 2019  | 2019/ 2020  | Total 5-Year Cost | Five + 1 Year | Five + 2 Years | Five = 3 Years | Post 8-Year Cost |  |
|   | Social Housing Programme (SHP)            |            |                            |       |       |                 |              |            |            |             |             |             |                   |               |                |                |                  |  |

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|   | Housing Programme                           | Project No | Project | Units | Units | Funding Source | Action/ note   | 2015/ 2016          | 2016/ 2017          | 2017/2018           | 2018/ 2019           | 2019/ 2020           | Total 5-Year Cost    | Five + 1 year       | Five + 2 Years      | Five + 3 Years      | Post 8-Year Cost     |  |
|---|---|------------|---------|-------|-------|----------------|--|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|--|
| 6 | Housing Programme                           |            |         |       |       |                |  |                     |                     |                     |                      |                      |                      |                     |                     |                     |                      |  |
|   | Community Residential Units Programme (CRU) |            |         |       |       |                |  |                     |                     |                     |                      |                      |                      |                     |                     |                     |                      |  |
|   |   |            |         |       |       |                | Housing Subsidies  | R 54,653,642        | R 57,619,456        | R 64,256,103        | R 94,610,633         | R 129,070,529        | R 400,210,363        | R 34,566,125        | R 27,602,628        | R 20,502,020        | R 214,492,153        |  |
|   |   |            |         |       |       |                | MIG  | R 4,620,000         | R 7,299,875         | R 9,211,000         | R 11,339,000         | R 8,969,000          | R 41,438,875         | R 4,793,750         | R 2,457,875         | R 2,608,556         | R 262,500            |  |
|   |   |            |         |       |       |                | DoE/Eskom: electricity   | R 2,292,000         | R 5,500,000         | R 5,500,000         | R 8,580,000          | R 5,300,000          | R 27,172,000         | R 8,404,000         | R 3,652,000         | R 1,100,000         | R 2,453,000          |  |
|   |   |            |         |       |       |                | Municipality: electrical contribution  | R 1,108,000         | R 2,300,000         | R 1,500,000         | R 3,930,000          | R 1,500,000          | R 10,338,000         | R 2,800,000         | R 1,076,000         | R 1,300,000         | R 5,890,000          |  |
|   |   |            |         |       |       |                | Other municipal funding  |                     |                     |                     |                      |                      | R 0                  | R 0                 | R 0                 | R 0                 | R 0                  |  |
|   |   |            |         |       |       |                | <b>GRAND TOTAL/ YEAR</b>   | <b>R 62,673,642</b> | <b>R 72,719,331</b> | <b>R 80,467,103</b> | <b>R 118,459,633</b> | <b>R 144,839,529</b> | <b>R 479,159,238</b> | <b>R 50,563,875</b> | <b>R 34,788,503</b> | <b>R 25,510,576</b> | <b>R 223,097,653</b> |  |
|   |   |            |         |       |       |                |  | 2015/ 2016          | 2016/ 2017          | 2017/2018           | 2018/2019            | 2019/2020            | Total 5-Year Cost    | Five + 1 Year       | Five + 2 Years      | Five + 3 Years      | Post 8-Year Cost     |  |
|   |   |            |         |       |       |                |  |                     |                     |                     |                      |                      |                      |                     |                     |                     | <b>R 813,119,845</b> |  |
|   |   |            |         |       |       |                |  |                     |                     |                     |                      |                      |                      |                     |                     |                     | <b>TOTAL COST</b>    |  |
|   |   |            |         |       |       |                | <b>NOTE: NO GEO-TECH VARIATION COSTS WERE INCLUDED IN THESE CALCULATIONS</b> |                     |                     |                     |                      |                      |                      |                     |                     |                     |                      |  |

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### KPA OS 2(b)

#### Creation of an environment conducive for LED

(See chapter 6)

### KPA OS 2(c)

#### Development of strategies linked to projects for vulnerable groupings

#### DEVELOPMENT OF STRATEGIES AND PROJECTS FOR VULNERABLE GROUPINGS

Social development programmes focus on the social inclusion of those who are marginalised. 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. It is because of these features that women, children, disabled, youth, elderly and people with HIV/AIDS are considered vulnerable or marginalised.

Social development intervention strategies can take many different forms and may be categorised into the following modes of interventions:

- Community based development strategies and support for vulnerable groups including children, youth, women, older persons, people with disabilities, displaced persons;
- Community information, education and communication strategies; and
- Advocacy strategies
- Social policy and planning strategies

A combination of these different interventions is deployed in this Social Development Plan. However, due to the multidimensional nature of poverty and the conditions that leads to the perpetual marginalisation of specific groups of people, this plan cannot be comprehensive, but needs to be supplement and expanded by all relevant sector departments both nationally and locally as well as by all the numerous organisations who strive to improve the lives of the vulnerable groups in our communities.

With this plan the municipality extends an open invitation to partners from

government and civil society to work with us in an open and coordinated approach to alleviate and improve the conditions of the marginalised groups in our society. The municipality's social development has limited capacity and the success of the activities and initiatives listed here depends on cooperation and partnerships.

During the last three years we have had very fruitful partnerships, especially in the Early Childhood Development (ECD) and Disability sectors respectively. There are now at least three registered ECD programmes being rolled out across the Overstrand coupled with the necessary training. People with disabilities participate annually in the domino finals at the Overstrand Sports Festival which has led to the establishment of a domino league for people with disabilities and elderly in the Overstrand.

This plan is the beginning of a journey to a better tomorrow. In keeping with the dynamism of social conditions we will continuously collect the necessary socio-economic data necessary to improve and sharpen our efforts. Hence we will review the plan on an annual basis, not only to improve and amend our efforts, but also to include the programmes and projects from our government partners as they come on line and join us in our efforts, and to ensure that this plan remains relevant and up to date.

Current known conditions have dictated the content of this plan to a large extend. Much has been achieved in the ECD sector, but much still needs to be done to ensure that more children have access to safe and well managed ECD facilities. In addition we need to broaden our focus to ensure that our efforts discourage children and youth from getting involved with substance abuse by making more options available to them and keeping them informed.

In general, where possible, we will assist organisations delivering services to the most vulnerable groups in our communities. In addition we also provide financial assistance to organisation working amongst others with vulnerable groups in our communities through our Grant-in-Aid.

It should be noted that the activities highlighted hereunder do not represent a full spectrum of activities aimed at social development. The Local Economic Department assists the youth through the creation of employment opportunities and skills development projects; and the Hawston Thusong also have community outreach programmes.

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Some of the major social development initiatives identified and planned by stakeholders in the municipal area includes:

- i. “OREIA”, Overstrand Rehabilitation & Educational Institute for Adolescents, is a registered NGO with affiliation to the Sjechinah Christian Centre. OREIA aims to establish an adolescent rehabilitation centre in the municipal area that will focus on:
  - o Counseling services ( e.g. Alcohol abuse; Drug abuse; Teenage pregnancies)
  - o Rehabilitation and Education facilitation
  - o Skills development.

The project is in conceptual phase and managed by external role-players. . The Hawston Secondary School is a project partner. Vacant land on the school has been identified as a possible project location.

- ii. The Desmond Tutu Tuberculosis Centre (DTTC), Facility of Health Services at the University of Stellenbosch is proposing the establishment of “The Sustainable Primary Healthcare Facility” in the Gansbaai area. The project is in the planning phase and the municipality is considering making land available at a nominal rate due to the significant social benefits that can derive from this project.
- iii. Boland College has expressed interest in establishing a campus in the Overstrand.
- iv. A local NGO, “Greater Hermanus Training Centre/*Groter Hermanus Opleiding Sentrum*” aims to offer training courses throughout the Overstrand area.

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 institutions amongst others. These infrastructure developments will require financial investment by the National and Provincial governments and or other funding partners.

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### Planned Social Development initiatives for the period 2012-2017:

#### **Cross cutting between Overstrand's Social Development and Human Resources departments.**

#### **Overstrand Department of Social Development**

| CHILDREN   |  |  |   |  |           |            |          |
|--|--|--|---|--|-----------|------------|----------|
| OBJECTIVES   | BASELINE   | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS   | INDICATORS   | 2013/14   | 2014/15    | 2015/16  |
|  |  |  |   |  |           |            |          |
| Improve coordination and integration of Early Childhood Development (ECD) services | Policy in place  | Communicate Early Childhood Development (ECD) policy   | Overstrand Development Department; Department of Social Development (DoSD); ECD Sector role players                         | Attendance registers   | review    | review     | review   |
|  | Strategy in place  | Develop ECD strategy   | Overstrand Development Department; DoSD; ECD Sector role players; Council   | Adopted ECD Strategy   | review    | review     | review   |
|  |  | Consult with strategic role players  | Overstrand Development Department; DoSD; ECD Sector role players; Council   | Meetings and workshops held  |           | continuous |          |
|  | Lack of integrated framework and coordination                                      | Establish Local Integrated ECD Committee   | Overstrand Development Department; DoSD; Department of Health (DoH); Department of Education (DoE); ECD Sector role players | Attendance registers of Local Integrated ECD committee                         | June 2013 | continuous |          |
|  |  | Mapping of all the crèches in the Overstrand   | Overstrand Development Department; Manager: Systems Development; GIS; DoSD; ECD Sector role players; EPWP                   | Map showing all the crèches in the Overstrand                                  |           | July 2014  | update   |
|  | Lack of cooperation with lead Department – DoSD (Department of Social Development) | Established cooperative partnership with DoSD to improve service delivery in the ECD sector. | Overstrand Development Department; DoSD; ECD Sector role players; Council; Municipal Manager                                | Signed agreement between Department of Social Development and the Municipality |           | July 2014  | maintain |

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| CHILDREN   |                              |  |  |   |                  |   |                     |
|--|------------------------------|--|--|---|------------------|---|---------------------|
| OBJECTIVES   | BASELINE                     | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS  | INDICATORS  |                  |   |                     |
|  |                              |  |  |   | 2013/14          | 2014/15   | 2015/16             |
| Improve the accessibility and quality of ECD centre's in disadvantaged areas | Not enough crèche facilities | Establish crèche facility in Zwelihle  | Department of Local Government and Housing; Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Department of Health        | New Crèche Facility Established in Zwelihle       |                  | Construction dependent on relocation of the municipal housing offices and approval of funding application at DoHS |                     |
|  |                              | Acquire existing facilities to establish ECD facility in Masakhane   | Overstrand Development Department; DoSD; Infrastructure and Planning; Community Services; Council; Department of Public Works; Department of Education | New ECD Facility Established in Masakhane         |                  | Dependent on the acquisition of facilities – target date June 2015  |                     |
|  |                              | Establish crèche facility in Hawston   | Department of Local Government and Housing; Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Department of Health        | New Crèche Facility Established in Hawston        |                  | Dependent on the acquisition of facilities – target date June 2015  |                     |
|  |                              | Establish crèche facility in Mount Pleasant  | Department of Local Government and Housing; Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Department of Health        | New Crèche Facility Established in Mount Pleasant | To be determined | To be determined  | To be determined    |
|  |                              | Establish ECD centre on the old Masikhane Primary school site. The previous buildings can be replaced as funds become available. | Department of Local Government and Housing; Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Private Funders             | Functioning ECD centre established                |                  |   | Depended on funding |



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|--|----------|--|--|--|---|---|---------------------|
| OBJECTIVES   | BASELINE | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS  | INDICATORS   |   |   |                     |
|  |          |  |  |  | 2013/14   | 2014/15   | 2015/16             |
|  |          | Build additional classrooms at Bamabanani Day Care centre in Kleinmond to accommodate more children      | Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Private Funders   | Additional classrooms and facilities to facilitate at least 30 more children                                   |   |   | Depended on funding |
|  |          | Upgrade Hou-Moed Centre in Zwelihle to a ECD Centre with a total capacity of approximately 140 children. | Overstrand Social Development Department; Private funding from Aquion Pty Ltd.   | Hou Moed Centre Upgraded to ECD Centre   |   |   | By June 2016        |
| A Lack of ECD practitioner development and training institutions |          | Establish Multipurpose ECD facility Training Centre at the planned Zwelihle multipurpose ECD centre      | Department of Local Government and Housing; Overstrand Development Department; DoSD; Infrastructure and Planning; Council; Service Providers / NPO                 | Multipurpose ECD training Facility established and operational at the planned Zwelihle multipurpose ECD centre | Dependent on establishment of Multipurpose ECD Facility Established in Zwelihle | Dependent on establishment of Multipurpose ECD Facility Established in Zwelihle |                     |
|  |          | Cooperate and partner with service providers in the provision of ECD training                            | Overstrand Development Department; DoSD; Flower Valley Trust, Enlighten Education Trust; Boland College; Klein Karoo Resource Centre; other ECD service providers. | Early Childhood Development Training provided in the Overstrand  | Continuous  | Continuous  | Continuous          |
| Lack of ECD auxiliary workers                                    |          | Deploy 20 ECD auxiliary workers  | Overstrand Development Department; DoSD; EPWP; Flower Valley Trust, other ECD service provider   | 20 auxiliary workers deployed  | 20 auxiliary workers  | Annually  | Annually            |
| Too many crèches lack age appropriate development programmes     |          | Assist with the roll-out of ECD programmes   | Overstrand Development Department; DoSD; EPWP; Flower Valley Trust   | 14 ECD sites enrolled with ECD programme   | 7 for 2013  | 7 for 2014  |                     |

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|--|--|--|--|--|------------|------------|------------|
| OBJECTIVES   | BASELINE   | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS  | INDICATORS   | 2013/14    | 2014/15    | 2015/16    |
|  |  |  |  |  |            |            |            |
|  | Many new NPO's in the ECD sector   | Identify and task service provider to provide governing body training to newly registered NPO's.             | Department of Local Government SALGA; DoSD; Social Development Council Department of Health Service Provider ECD Forum | Service provider has provided governing body training to newly registered NPO's.           | annually   | annually   | annually   |
|  | Large number of crèches need to register with the Department of Social Development                     | Provide non-registered crèches with registration packs and assist and guide them in the registration process | Department of Local Government SALGA; DoSD; Social Development Council Department of Health Service Provider           | Number of registration packs distributed and crèches assisted.                             | continuous | continuous | continuous |
| Information sharing, communication and capacity building     | Parents are not aware of the importance of early childhood development and what to expect from crèches | Develop and distribute 4000 ECD information brochures  | Social Department; Department of Social Development ECD Forum Crèches Clinics  | 4000 ECD Information brochures, developed, printed and distributed by June 2016            | develop    | finalise   | distribute |
|  |  | Information sessions with at least 200 parents on ECD  | Social Department; Department of Social Development ECD Forum Crèches Clinics  | 200 parents have attended ECD information sessions by June 2016                            |            |            | implement  |
| MONITORING AND EVALUATION                                    |  |  |  |  |            |            |            |
| Monitor and evaluate the quality ECD centre's and programmes | Incomplete data base of ECD's in the Overstrand  | Conduct annual ECD audit and establish ECD data base of all the crèches in the Overstrand                    | Social Department; Department of Social Development ECD Forum; Crèches   | Up to date data base of all the ECD facilities in the Overstrand informed by annual audits | Annually   | Annually   | Annually   |

| GENDER (adopted from the Gender Action Plan for Western Cape Municipalities) |  |   |   |   |   |         |         |
|--|--|---|---|---|---|---------|---------|
| Poverty reduction  |  |   |   |   |   |         |         |
| OBJECTIVES   | BASELINE   | ACTIVITIES  | RESPONSIBILITY AND STAKEHOLDERS                               | INDICATORS                                  | 2013/14                                       | 2014/15 | 2015/16 |
|  |  |   |   |   |   |         |         |
| Women are more severely affected by poverty                                  | Unemployment rate is the highest among Black African Women | Create job opportunities for unemployed black African women through EPWP social programme | DoSD, Overstrand Development Department, LED, NPO's and NGO's | ECD outreach workers and centre assistants. | 40 per year (20 municipal funded for 2013/14) | 40      | 40      |

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| GENDER (adopted from the Gender Action Plan for Western Cape Municipalities)  |  |  |   |  |                                    |                                    |                                    |
|---|--|--|---|--|------------------------------------|------------------------------------|------------------------------------|
| Poverty reduction   |  |  |   |  |                                    |                                    |                                    |
| OBJECTIVES  | BASELINE   | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS                                   | INDICATORS   |                                    |                                    |                                    |
|   |  |  |   |  | 2013/14                            | 2014/15                            | 2015/16                            |
| <b>VII. GENDER-BASED VIOLENCE</b>   |  |  |   |  |                                    |                                    |                                    |
| <b>Prevention</b>   |  |  |   |  |                                    |                                    |                                    |
| <b>Public education</b>   |  |  |   |  |                                    |                                    |                                    |
| Campaigns during the Sixteen Days of Activism   | Mayor and councillors are involved with the 16 Days campaign   | 16 day campaigns   | National dept provincial Local govt, NGOs, FBOs CBOs, SALGA, DosD | 16 Days campaign successfully implemented                          | Dec                                | Dec                                | Dec                                |
| <b>Support</b>  |  |  |   |  |                                    |                                    |                                    |
| To provide better support and more places of safety and care for survivors of GBV. Most of these are provided by NGOs with support from foreign donors. | Facilities are provided freely to NGO's and organizations to do training, conduct meetings and facilitate programmes aimed at vulnerable groups. | Facilitate the provision of existing facilities to support victim empowerment service providers. | Area manager, Social Department                                   | Victim empowerment service providers utilise municipal facilities. | ongoing                            | ongoing                            | ongoing                            |
|   | There is no facility for victims of gender based violence.   | Create awareness and motivate for the establishment of a shelter for abused women                | DPLG; DoSD; SAPS; Social Department; NGO's; FBO's                 | Establishment of a shelter for abused women.                       | Dependent on availability of funds | Dependent on availability of funds | Dependent on availability of funds |

| OBJECTIVES                              | BASELINE  | ACTIVITIES  | RESPONSIBILITY AND STAKEHOLDERS   | INDICATORS                   |                     |                     |                     |
|---|---|---|---|------------------------------|---------------------|---------------------|---------------------|
|   |   |   |   |                              | 2013/14             | 2014/15             | 2015/16             |
| <b>YOUTH</b>                            |   |   |   |                              |                     |                     |                     |
| Support youth in formalising structures | There is a general lack of active youth based organisations | Support youth wishing to establish youth organisations or forums.   | Overstrand Development Department; LED; DoSD; DoH; SAYCW; SALGA   | Number of requests supported | Continuously        | Continuously        | Continuously        |
|   |   | Establish data base of all youth organisations and organisations providing services to youth in the Overstrand. | Overstrand Development Department; LED; DoSD; DoH; SAYCW; SALGA and any other relevant sector Departments | Data base                    | Update and maintain | Update and maintain | Update and maintain |

## CHAPTER 4: STRATEGIC DIRECTIVES

| OBJECTIVES  | BASELINE  | ACTIVITIES   | RESPONSIBILITY AND STAKEHOLDERS   | INDICATORS  | 2013/14                                      | 2014/15   | 2015/16  |
|---|---|--|---|---|--|---|--|
|   |   |  |   |   | Leadership development of school going youth | Established Junior Town Council (JTC) programme | Annual election of Junior Town Council. The JTC is involved with various activities throughout the year. |
| <b>DISABLED</b>   |   |  |   |   |  |   |  |
| Create the opportunity for disabled people to participate in high profile sporting events | Disabled people have limited sporting opportunities                             | Involve disabled people in sporting events like the mayoral cup    | Overstrand Development Department; DoSD; Community Services; Overberg Wheelchair Association; Hermanus Association for People with Disabilities | People with disabilities participate in the Mayoral Cup                 | Annually                                     | Annually  | Annually   |
|   |   | Cooperate and support the Wheels and Runners Race                  | Overstrand Development Department; DoSD; Community Services; Access Committee   | Successful hosting of the event   | annually                                     | annually  | annually   |
| Create awareness about people with disabilities   | Lack of awareness about people with disabilities and organisations serving them | Provide support to disability organizations during disability week | Overstrand Development Department; DoSD; Community Services; Disability organisation  | Assistance provide during disability week                               | December 2013                                | Annually  | Annually   |
| <b>ELDERLY</b>  |   |  |   |   |  |   |  |
| Create awareness around the abuse of older person's                                       | The campaign against the abuse of older persons is a annual event               | Support the annual abuse against older person's campaign           | Overstrand Development Department; DoSD; Community organisations working with older people  | Funds spent / support given during the abuse of older person's campaign | June 2013                                    | repeat  | repeat   |
| Create awareness around older person's  | The older persons awareness day is an annual event                              | Support the annual older persons awareness day                     | Overstrand Development Department; DoSD; Community organizations working with older people  | Funds spent / support given during the abuse of older person's campaign | 1 October 2013                               | repeat  | repeat   |

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| OBJECTIVES   | BASELINE  | ACTIVITIES  | RESPONSIBILITY AND STAKEHOLDERS  | INDICATORS  |         |         |   |
|--|---|---|--|---|---------|---------|---|
|  |   |   |  |   | 2013/14 | 2014/15 | 2015/16   |
| Establishment of Service centre in Hawston   | There is a lack of service centres for the elderly in Hawston | Establish a service centre in Hawston   | Overstrand Development Department; Department of Infrastructure and Development; DoSD; Department of Human Settlements   | Centre established  |         |         | Dependent on the identification of suitable land and funding for construction |
| <b>SOCIAL DEVELOPMENT IN GENERAL</b>   |   |   |  |   |         |         |   |
| To support the activities of the Department of Social Development in Overstrand so as to improve the effectiveness of programmes rendered by the Department and the Municipality | Memorandum of understanding in place                          | <p>Support, within available resources, non-statutory initiatives of the following nature:</p> <ul style="list-style-type: none"> <li>• Prevention of Substance Abuse</li> <li>• Family Services</li> <li>• Early Childhood Development</li> <li>• Youth Development</li> <li>• Child Protection</li> <li>• Services to Persons with disability</li> <li>• HIV/AIDS</li> <li>• Older persons</li> </ul> | Overstrand Development Department; DoSD; Community organizations   | Cooperation between DoSD and the Municipality and improved service delivery |         |         | Continuously  |
| Establish and maintain Local Drug Action Committee (LDAC)  | No LDAC in place  | Establish and maintain Local Drug Action Committee (LDAC)   | Overstrand Municipality; DoSD; Community organizations rendering substance abuse services; SAPS, Correctional Services, Dep. of Justice and Constitutional Development, Dep. of Cultural Affairs and Sport, Dep. of Health | LDAC meets at least once a quarter  |         |         | Establish and maintain  |

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### Overstrand: Department of Human Resource Development

| GENDER (adopted from the Gender Action Plan for Western Cape Municipalities)             |                                 |  |   |  |   |   |  |  |
|--|---------------------------------|--|---|--|---|---|--|--|
| OBJECTIVE  | BASELINE                        | ACTIVITIES   | RESPONSIBILITY & STAKEHOLDERS                               | INDICATORS                                   | WHEN                                      |   |  |  |
|  |                                 |  |   |  | 2012/13                                   | 2013/14   | 2014/15  | 2015/16  |
| <b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>                           |                                 |  |   |  |   |   |  |  |
| To increase the representation of women employed in the municipality.                    |                                 | Address gender imbalances in departments – increase number of women employed                                       | Managers; HR (Employment Equity Officer)                    | Annual targets as per Employment Equity Plan | Employment Equity Plan expire on 30/06/13 | New 5 year Employment Equity Plan will commence on 01/07/13 | New EE Plan was approved by the EEC on 20/05/13 and approved by Council on 11/06/13 for implementation as from 01/07/13. This is a five year plan. | Review of EE Plan due to the Employment Equity Amendment Act   |
|  |                                 | Obtain buy-in and support of the unions for increased gender equity in the employment profile of the municipality. | HR Manager; Local Labour Forum; Employment Equity Committee | Annual report will be used to measure        | 4   | 2   | EEC meets twice a year (2)   | EEC meets twice a year (2)   |
| <b>Recruitment and selection</b>   |                                 |  |   |  |   |   |  |  |
| To ensure that the recruitment and selection process offers equal opportunity for women. | Employment Equity Plan in place | Develop comprehensive Employment Equity plans.   | HR Manager ; M, Unions                                      | Approved and adopted Employment Equity Plan  | 1   | 1   | The EE Plan is a Five year plan and the new plan was developed during 2013.  | Review of EE Plan due to Employment Equity Amendment Act   |
|  |                                 | Develop comprehensive employment equity report for submission to Department of Labour                              | HR Manager,   | Approve and adopted Employment Equity Report | 1   | 1   | The EE Report for 2012/2013 was approved by the EEC on 14/10/13 and LLF on 12/12/13. Electronically submitted to DOL on 14/01/14                   | The EE Report for 2013/2014 was approved by the EEC on 16/10/2014 and LLF on 11/11/2014. Electronically submitted to DOL on 08/12/2014 |
| <b>Career pathing and skills development</b>   |                                 |  |   |  |   |   |  |  |
| Conduct annual   | Skill audit has                 |  |   |  |   |   |  |  |

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| GENDER(adoptedfromtheGenderActionPlanforWesternCapeMunicipalities)   |  |   |   |  |         |         |                           |   |
|--|--|---|---|--|---------|---------|---------------------------|---|
| OBJECTIVE  | BASELINE                                       | ACTIVITIES  | RESPONSIBILITY&<br>STAKEHOLDERS                             | INDICATORS   | WHEN    |         |                           |   |
|  |  |   |   |  | 2012/13 | 2013/14 | 2014/15                   | 2015/16                                   |
| skills audit for all employees including designated groups   | been completed                                 | Undertake a skills/ training need analysis for all municipal employees. | Departmental Managers;<br>Directors;<br>HR Manager          | Skills audit completed   | 1       | 1       | 1                         | WSP to be submitted during April 2015 (1) |
| <b>Work environment</b>  |  |   |   |  |         |         |                           |   |
| To adapt and implement a sexual harassment policy in the municipality.   | Sexual harassment policy is in place.          | Adapt and implement a sexual harassment policy.                         | HR  | Review of Sexual harassment policy                             | -       | 1       | In process to be reviewed | 1   |
| To ensure the safety of all employees including vulnerable group women who work late at night on and off premises. | Occupational Health and Safety Policy in place | Take measures to ensure the safety of all employees                     | HR; Managers, Directors                                     | Approved and adopted OHS policy to be reviewed                 | -       | 1       | In process to be reviewed | 1   |
| <b>HIV/AIDS</b>  |  |   |   |  |         |         |                           |   |
| <b>ORGANISATIONALDEVELOPMENT</b>   |  |   |   |  |         |         |                           |   |
| Institutional Capacity   | Develop and maintain HIV/AIDS workplace policy | HIV/AIDS workplace policy in place                                      | HR;LLF;MM;<br>Council;<br>Strategic Management;<br>DoH; DoL | Approved and adopted HIV/AIDS Work place policy to be reviewed | -       | 1       | In process to be reviewed | 1   |

## CHAPTER 4: STRATEGIC DIRECTIVES

### KPA OS 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, and grants and subsidies. During the 2013/14 financial year, the Municipality managed to

spend 100.9% of its amended capital budget and 100.6% of its amended operating budget. 100.34% of revenue was collected as a percentage of the total amount billed

#### Financial Management Reforms

In order to achieve our objectives, the Municipality has 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 SCOA on Local Government

##### Overall Objective

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

##### Specific Objective(s)

2. To achieve this main objective will require 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.
3. The development of this framework must give recognition to:



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- international standards, guidance and best practitioners;
  - labels and accounts defined to have readily available the information needed for local government budgeting (annual budgets, adjustment budgets and SDBIP) and reporting (monthly, mid-year performance assessment and annual financial statements);
  - general alignment of financial reporting formats and the annual financial statements to key budget format reforms;
  - alignment of budget and reporting formats with the Standards of GRAP and principles within the provisions of the transitional arrangements applicable to the different categories of municipality, especially recognising that local government uniquely operates in an accrual accounting and budgeting environment;
  - consistent use of terminology across all municipalities by defining all accounts and labels in simple terms to support appropriate classification of transactions throughout all municipalities;
  - standardisation across local government by clearly outlining the information requirements which will enable municipalities and their information system suppliers to develop software and report writing formats that are automated and compliant to reporting requirements governing Local Government;
  - reporting on the “whole-of-local government”, and thus contribute to “whole-of-government” monitoring and evaluation;
  - finding a solution for the separation of the general government sector, which “consists of entities that fulfil the functions of government as their primary activity” and business activities that sell services at market prices within a local government environment, especially where the management of these
  - functions tend to be closely interrelated with general government activities;
  - minimising the cost of compliance and information gathering; and
  - the classification framework must be kept simple and avoid unnecessary complexities to the maximum extent possible; this while ensuring the reform intent is maintained.
4. The SCOA will be applicable to all Municipalities, Municipal Entities and “Utilities” clearly indicating their applicability and relevance to a specific environment to assist customisation.
5. The improved quality of data will enhance the budget, financial reporting and other decision-making processes impacting on local government. The classification framework will be formalised by issuing a SCOA Regulation in terms of the Municipal Financial Management Act.
6. The SCOA regulations have been gazetted by the Minister of Finance on 22 April 2014.
7. Full SCOA compliance is expected to be implemented by all municipalities by 1 July 2016, the 2016/17 financial year.
8. Overstrand has been selected as a pilot site and has prepared the budget according to the SCOA framework for the 2015/16 budget year.

### **KPA OS 4(a)**

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

The Constitution of the Republic of South Africa, 1996 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 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, the MinMay, the MinMay Tech, the District Co-ordinating Forum (DCF), the DCF Tech, the Municipal Managers’ Forum, the Chief Financial Officers’ Forum and, on organised local government level, SALGA Western Cape and its respective working groups.

### **KPA OS 4(b)**

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

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

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the municipal accounts in the language of the account holder's choice. Residents not receiving 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. The municipal website is currently being reviewed by a service provider and the expected completion date is end June 2014.

In its drive to educate its community even at school-going level, the Municipality presents annually a week long exhibition. During the Municipal Showcase held usually in the first week of October achievements are highlighted and a broad overview is given of all municipal activities.

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.

Communication in the Overstrand requires specialized skills because of the composition of the population. Although 60 percent or more of the residents are Afrikaans speaking, there is a significant portion of the inhabitants that can only converse in English. A third of the population is Xhosa-speaking. Another factor that must be kept in mind is the literacy level, with about 14 percent of the population regarded as illiterate.

### Our communication strategies are:

- A multi-faceted 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 the compliance to the communication requirements:

| Communication activities                   | Yes/No  |
|--|---|
| Communication unit                         | Yes   |
| Communication strategy                     | Yes   |
| Communication Policy                       | Being developed for Council approval in 2014/15 |
| Customer satisfaction surveys              | Yes   |
| Functional complaint management systems    | Yes   |
| Newsletters distributed at least quarterly | Yes, monthly                                    |

### **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 fulltime members of the ICT Steering Committee
- Two full time councilors are also fulltime 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 include:
  - YTD Budget plans and expenditure trends
  - Demand Management Plans
  - Projects 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, execution; implement and disaster recovery of

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- all ICT related initiatives in collaboration with lines of business.
- Annual ICT Strategy Sessions are convened with all executives and senior management to promote an ongoing awareness the Dynamics of changes in ICT and the potential business benefits to be derived from such changes.

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

- WC Broadband Implementation Strategy –The Overstrand actively participates in all workgroup discussions to drive interconnectivity between all Municipalities in the Overberg region.
- WC Broadband Strategy: also to remain aware of the longer term strategies to bring connectivity to all governmental buildings and all households, business benefits and ICT.
- DPSA Corporate Governance Policy Framework and associated directives for implementation: the Overstrand and actively pursue compliance with all such Directives.
- SCOA: The Overstrand is nominated as one of the Pilot sites. ICT and Finance are participating with the service providers to ensure that as viable and sustainable solution is developed and implemented.

### Key ICT focus areas for 2015/16

- Further investigation and potential implementation of an Integrated Enterprise Asset Maintenance system across all areas of business.
- Roll out of Time and Attendance solution together with Human Resources – responsible for infrastructure support.
- Complete audit into printing functionality across the business and propose solutions where required.
- Complete telephone and cell phone policy changes and implement across the business.
- Testing and maintenance of ICT Disaster Recovery plan.
- Development and use of ICT Governance Framework as per the Department of Local Government's projected implementation plan.
- Capital budget to upgrading of the Radio Frequency (RF) Network linking all of the municipal areas and nodes. This is to enable ICT to facilitate faster connectivity speeds and allow for better access for the remote sites to the central services and systems and allow for cost savings measures to be investigated and implemented.
- The upgrade of our central disk storage unit, which comprises some of the core municipal system. The current disk storage capacity, besides being of an older technology and being actively used on a daily basis does not have the capacity to cope with our current load

and capacity, nor with any future growth, which the new storage unit will afford the municipality.

- The upgrading of our email system to allow for better integration and co-existence with newer devices and technologies. It also allows us the opportunity to use various clients, update any vulnerability and provide a more robust and mature mail system environment.

### KPA OS 4(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 the Constitution of the Republic of South Africa, 1996.

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 Local Government: Municipal System Act, 2000 (Act 32 of 2000) [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, 1998 (Act 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

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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, its TASK Policy 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.

### **KPA OS 5(a)**

#### **Effective public safety and disaster management**

##### **LAW ENFORCEMENT IN GENERAL**

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?

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 remains one of the main objectives of our IDP.

The Overstrand Municipal Safety Plan focuses on integrated increased visible policing in all communities in an effort to deter serious crimes as well

as petty crimes and other offences (By-Law and Traffic) that have an impact on the quality of life of residents. 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 I believe will contribute to the creation of a peaceful, stable and prosperous community. The Safety Plan has been developed to incorporate Traffic, Law Enforcement and Fire Services and was submitted to the Department of Community Safety. This Safety Plan is reviewed annually in conjunction with all the relevant role players and is available from the Directorate 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 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, 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 current status of law enforcement is very challenging with key issues facing the functioning of this department viz. shortage of resources, budget constraints, and high level of absenteeism. 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.

##### **MUNICIPAL COURT**

The Municipality has entered into a partnership arrangement with the Department of Justice for the roll out of an additional court dedicated to municipal matters. An application for the court was submitted to the

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department and a principle approval letter has been received from the Department of Justice.

The problems with case backlogs in the justice system are well documented and with the Additional Court the intention is clear and that is to remove the so called “petty cases” from the overburdened court roles in the lower courts. Through the additional court we hope to clamp down more effectively on those who show scant respect for our local regulations and By-laws.

The staff component of the Additional Court, consist out of a Magistrate, Municipal Prosecutor, Court Supervisor, Clerk of the Court/Interpreter and Cashier. The Municipal Prosecutor has been appointed on the 1<sup>st</sup> of October 2014 and the Court Supervisor, Clerk of the Court/Interpreter and Cashier commenced their duties on the 2<sup>nd</sup> of March 2015. A request has been forwarded to the Department of Justice and Constitutional Development for the support staff to undergo the necessary training in order to be sworn in and to work at the Additional Court. The appointment of the Magistrate is completely independent and will be done by the Magistrates’ Commission.

There is minor construction work outstanding in respect court building and it is in process to be completed and installed before the end of this financial year. In order for the court to become fully operational, the proclamation of the building itself should be signed off by the Minister of Justice and published in the Government Gazette, but it is still outstanding. The consequence that it has is that no matters can be heard in the Additional Court. Even though we still await the proclamation of the court building, it does not necessarily mean that the administrative side of the court cannot start functioning. The Cashier can start receiving money for fines issued, as soon as all the financial systems has been put into place. Since the beginning of February 2015, the prosecutor is also attending to all the matters currently on the Court Role at Hermanus Magistrates’ Court as well as the representations made.

Various discussions took place at an interdepartmental level with various stakeholders and the duly appointed court officials for purposes of

formulating detailed standard operating procedures. These operating procedures will assist in both internal and external operations linked to the Additional Court.

The expected date of implementation or opening of the Additional Court cannot be determined as we wait on the proclamation from the Department of Justice & Constitutional Development.

### **FIRE FIGHTING AND DISASTER MANAGEMENT**

The Disaster Management Plan reviewed in March 2014 is attached as Annexure 6 to the IDP. The Disaster Management Plan must be reviewed before the end of June 2015.

It is accepted that all citizens are vulnerable to the impact of disasters. The vulnerability increase 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.

Although the fire services utilized by the Overstrand are largely made up of EPWP personnel with 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, fire fighting and rescue methods are given to staff in order to improve their skill and safety awareness levels.

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A Fire Management Plan is in place which is reviewed annually. The next review of the existing plan will be by end June 2015.

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.

### **TRAFFIC SERVICES**

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

Our aim is 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.

According to the latest statistics 75% of all road collisions are caused by high-risk moving violations. The intention is to create a highly effective presence to force an immediate change in people's driving behavior.

We want the public to know that to keep Overstrand roads safe, Traffic Officials are out there watching their every move with a zero tolerance approach.

### **KPA OS 5(b)**

#### **Effective Environmental Management**

The function of the Environmental Management Services (EMS) 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:

- Effective management of Municipal Nature Reserves and Open Spaces of Biodiversity importance
- Progressive development and implementation of a corporate Environmental Management System to reduce the environmental footprint of the Municipality.
- Evaluate all developments (development proposals, town planning applications, building plans and infrastructure projects) for environmental sustainability.
- Liaise and engage with stakeholders concerning the state of the environment and to advise the Municipal Council and Municipal officials on Environmental matters.

#### **Air quality control**

The Environmental Manager has been appointed as the Air Quality Officer for the Overstrand Municipality. The Overstrand Municipality has a Council approved Air Quality Management Plan (attached as Annexure 7) that is guided by the regulations in the Overberg District Municipality's Plan (ODM). This plan will be reviewed and updated in the new financial year.

ODM has appointed District Health Officials who actively deals 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.

DEADP has approached the Municipality and requested the placement of an Ambient Air quality Monitoring Station at the Mount Pleasant Primary School. The station is functional and monitored by DEADP.

## CHAPTER 4: STRATEGIC DIRECTIVES

### Coastal Management

Each coastal municipality is required to formulate a coastal management programme within four years of the gazetting of the Integrated Coastal Management Act (NEM:ICMA 2009).

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 responsibility for the drafting of Coastal Management Programmes is primarily directed at a District Municipal level. The Overberg District Municipality has received approval from the Department of Environmental Affairs and Development Planning for an extension of time for the development of a coastal programme for the Overberg District. The Programme will be developed over a time frame of three years and is currently underway.

Overstrand Municipality shall therefore interact with the Overberg District Municipality with respect to the development of a coastal management programme for the coastal zone in the Overstrand area.

The Coastal branch of the Department of Environmental Affairs and Development Planning (DEADP) is responsible for the development of the Coastal Management Line (CML) - (Setback Line) and they are currently underway with this process in the Overberg Region which includes Overstrand, Swellendam and Agulhas Municipalities. The CML will be linked with the Overberg Coastal Management Plan. Public Participation for the CML process will be held in 2015.

### Climate change

- Climate change adaptation was considered in our coastal setback lines that are in process of being determined by the ODM.
- We diversify our water resources to be more resilient to water scarcity.

*In addition, this section is involved with the following projects:*

- **Working for Water (WfW)**

The Working for Water Programme is initiated by the Department of Environmental Affairs (DEA) under the sub-directorate called Natural Resource Management Programme (NRM) which mission it is to restore and

maintain natural resources and ecosystem services to optimize conservation and natural resource management. Through this the Programme addresses poverty relief and promotes economic empowerment and transformation within a public works framework. The Overstrand Municipality acts as Implementing Agent for the Programme in order to plan, manage, control and implement the three WfW projects on behalf of the Department. The three areas include Kleinmond; Hermanus/Onrus and Klein River

- **Working for the Coast**

The EPWP is one of government's short-to-medium term programmes aimed at alleviating and reducing unemployment. This aim can only be achieved through the provision of work opportunities coupled with training. Opportunities for implementing the EPWP have been identified in the infrastructure, environmental, social and economic sector.

In the environmental sector the emphasis is on creating additional work opportunities through the introduction of labor-intensive practices through the Working for the Coast initiative. The Department of Environmental Affairs has therefore through their commitment to social responsibility projects, committed another two year MTEF cycle funding but the budget has not been made available by the time that this document has been finalized.

- **Estuary Management**

The National Department of Environmental Affairs (DEA) has requested all municipalities to review Estuary Management Plans within their jurisdiction. This refers to 3 management plans for the Overstrand; the Klein, Uilkraal and Bot River Estuary Management Plans.

The Municipality is currently busy with the compilation of a Situation Assessment Report (SAR) for the Onrus Estuary which will be advertised before the end of March 2015. After the acceptance of the SAR the draft Estuary Management Plan can be compiled and advertised for public comment. When the EMP process is completed the Department of Environmental Affairs will approve the final document for acceptance and implementation.

- **Stony Point**

The Stony Point Peninsula in Betty's Bay is an international tourist

## CHAPTER 4: STRATEGIC DIRECTIVES

destination. The African Penguin colony, situated on an untamed coastline adjacent to the Betty's Bay Marine Protected Area, attracts in excess of 90 000 national and international tourists per annum.

Overstrand Municipality initiated a project to upgrade tourism infrastructure and to protect the African Penguins under the sponsorship of the National Department of Environmental Affairs and Tourism in 1999. The development programme, administered by Casidra (Pty) Ltd and funded by the National Department of Tourism, will enable the Municipality to provide the public with facilities in the form of a Coffee shop, Eco-centre, ablutions, upgraded parking areas and access to penguin colony and coastal trails by means of this important coastal access point.

The Stony Point Project was completed at the end of 2014 and is currently up and running. To date the project has provided socio-economic benefits for the Mooiuisig Community Trust that has received development training, employment opportunities and is currently managing the Coffee Shop and Eco-centre facility.

The Municipality has signed a management agreement with the Western Cape Nature Conservation Board with respect to the co-management of the penguin colony. The Municipality is in the process of transferring the Stony Point property to CapeNature. Biodiversity and Conservation Management is a Provincial competence and therefore the transfer of this function to the competent authority will only be of benefit to the conservation and protection of the Penguin Colony.

### • Cape Whale Coast Hope Spot Initiative

Hope Spots are special areas in our oceans that act as networks of marine spaces designed to maintain biodiversity, provide a carbon sink, generate life-giving oxygen, preserve critical habitat and allow low-impact activities to thrive along our coast and our oceans.

The Cape Whale Coast Hope Spot, stretching for 200kms from Rooi Els to Quoin Point in the Western Cape, is one of these Nationally Proclaimed Hope Spots. It is unique in its combination of rich and abundant biodiversity, spectacular scenery and cultural heritage.

To date, fifty Hope Spots have been declared worldwide and in December 2014, Dr Sylvia Earle visited South Africa to inaugurate the first six Hope Spots on the African continent. On December 6<sup>th</sup> 2014, Dr Sylvia Earle and her team visited the Overstrand to officially launch the Cape Whale Coast

Hope Spot (CWC-HS) with full support from the Overstrand Mayoral Committee.

As citizens of the Cape Whale Coast we are all intimately connected to the sea. To feel that connection, we must feel involved. We must have a sense of ownership and stewardship for the spaces and species around us; recognizing we are not distinct from nature but are, instead, very much a part of it. There is, therefore, an over-arching need to develop a culture of accountability and shared responsibility for this wondrous place we call "Home". Promoting this changing culture is a priority goal in the CWC-HS.

The long-term aims of this initiative will be to focus on uplifting educational processes related to coastal issues, improved eco-friendly and informed tourism and, finally, creating community drive to protect our coastline so our children can partake in the coastal livelihoods and recreational activities that makes the Cape Whale Coast Hope Spot unique.

The CWCHS Initiative will strive to achieve three main goals:

- 1) creating an understanding of our dependence on a healthy environment, with particular emphasis on the empowerment and mentorship of local youth, to establish a lasting network of educated and informed ambassadors for our coastal environment;
- 2) identifying and supporting entrepreneurial/development opportunities to help create sustainable livelihoods for local people;
- 3) generating a very clear conservation and caring ethos such that all participants can contribute towards their own future.

The Cape Whale Coast Hope Spot initiative is being led by a Local Organizing Committee. The organizing committee members were nominated by a broad stakeholder group, and include representatives from the Overstrand Municipality, CapeNature, Department of Fisheries, Tourism and local NGO sectors.

### **Environmental initiatives – identified, planned and implemented by other stakeholders in the municipal area includes:**

- Citizen Science Frog monitoring project is located in Stanford Ward 11 and implemented by the Flower Valley Conservation Trust. The ABI Small Grants facility is funding this project to value of R18 050 for



## CHAPTER 4: STRATEGIC DIRECTIVES

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1 year.

The project objectives are to establish citizen hubs in Overstrand towns and areas to develop local capacity to identify and monitor frog populations. Volunteers are trained to collect monitoring data and upload this to an interactive website platform to confirm identification and produce biodiversity maps of the area. For further information contact: [londoka@flowervalley.co.za](mailto:londoka@flowervalley.co.za)

# CHAPTER 5: FUNCTIONAL AREAS OF MUNICIPAL ACTIVITIES

## 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 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.

#### 5.1.1 PROVISION OF DEMOCRATIC, ACCOUNTABLE AND ETHICAL GOVERNANCE

- Strategic Planning
- Human Resources
- Communications
- Gender Equity
- Internal Audit
- Legal Services
- Information Communication and Technology (ICT)
- Area Management
- Law Enforcement, Traffic, Fire and Disaster Management
- Council Support Services
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)

- storm water, water, sanitation, parks, sports grounds and beaches)
- Housing and Community Development
- Solid waste
- Fleet Management
- Electricity distribution and Street lighting
- Economic Development & Tourism
- Town planning/ Spatial Development/ Property Administration
- Building Services
- Infrastructure & Planning
- Elections
- Valuations

#### 5.1.2 PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES

- Human Resources
- Communications
- Information Communications and Technology
- Area Management
- Council 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
- Town planning/ Spatial Development/ Property Administration
- Infrastructure & Planning
- Corporate Projects

#### 5.1.3 THE ENCOURAGEMENT OF STRUCTURED COMMUNITY PARTICIPATION IN THE MATTERS OF THE MUNICIPALITY

- Communications
- Area Management

#### 5.1.4 CREATION AND MAINTENANCE OF A SAFE AND HEALTHY ENVIRONMENT

- Human Resources
- Communications
- Area Management
- Law Enforcement, Traffic, Fire and Disaster Management
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)
- Solid waste
- Town planning/ Spatial Development/ Property Administration
- Building Services
- Infrastructure & Planning
- Environmental Conservation

#### 5.1.5 PROMOTION OF TOURISM, ECONOMIC AND SOCIAL DEVELOPMENT

- Communications
- Area Management
- Housing and Community Development
- Economic Development & Tourism
- Town planning/ Spatial Development/ Property Administration
- Building Services
- Social Development

# CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

## CHAPTER 6

### LOCAL ECONOMIC DEVELOPMENT

#### STRATEGIC DIRECTION FOR THE NEXT FIVE YEARS 2012 – 2016 (review 2015/16)

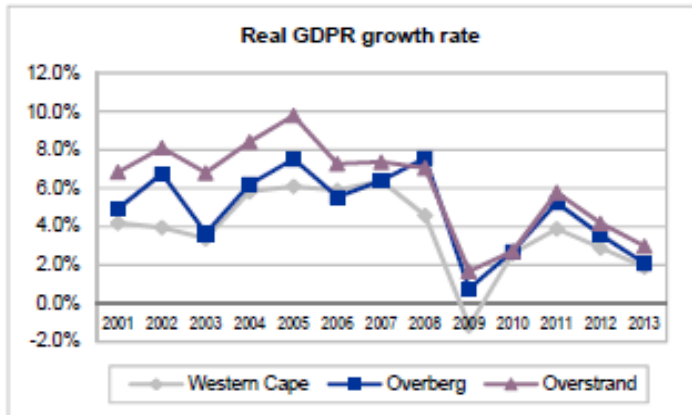
Overstrand Municipality at a glance 2013/15

#### POPULATION

|                                   |        |
|-----------------------------------|--------|
| Size                              | 83 602 |
| Share of District (2013)          | 31%    |
| Average annual growth (2001-2013) | 3.4%   |

#### ECONOMY

Regional Gross Domestic Product 2013 (2005 constant prices)  
R2 766 million



#### Share of District economy

34.22 per cent

#### Top 3 contributing detailed sectors in 2011 (GVA)

Finance, insurance, real estate and business services (30.5%)

Wholesale and retail trade, catering and accommodation (17.1%)

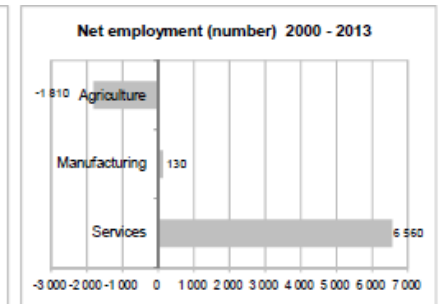
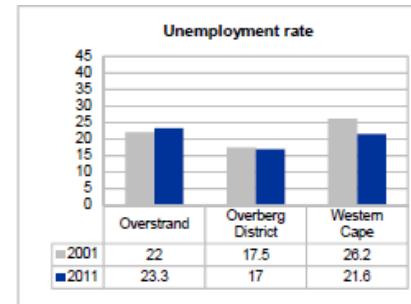
Manufacturing (16.4%)

#### Real GDP growth yoy % per sector

| Sector        | Trend       | Recovery    |
|---------------|-------------|-------------|
|               | 2000 - 2013 | 2010 - 2013 |
| Agriculture   | -0.1        | -0.3        |
| Manufacturing | 6.4         | 2.5         |
| Services      | 6.9         | 4.8         |

The municipal economic grew in tandem with that of the district and the province. The fastest growing sector is Finance, insurance and real estate including business services. Agriculture suffered the most with negative growth year on year.

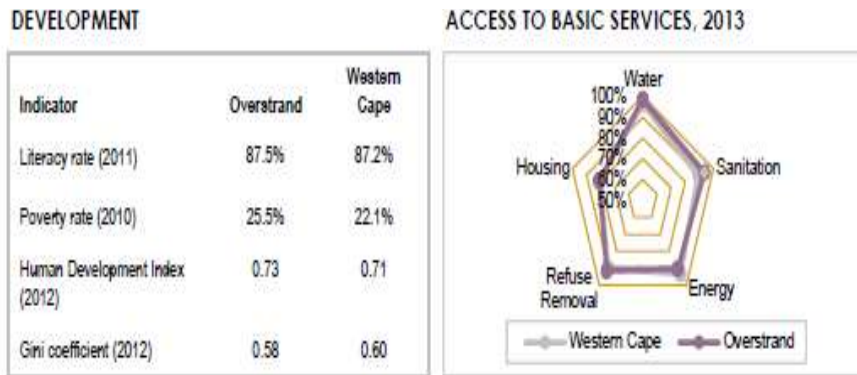
#### LABOUR MARKET



Unemployment is higher than both the district and the province largely caused by the decline in the Agriculture industry including the manufacturing sector that does not grow to cater for new entrants in the labour market.

# CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

## DEVELOPMENT & ACCESS TO BASIC SERVICES



The Gini coefficient is lower than the province but still significantly high which indicates high inequality in the municipality, the high human index is attributed to the large immigration of highly qualified people. With the new housing plan being implemented the eradication of informal dwellings will be ease the problem.

### 1. INTRODUCTION

The Overstrand economy has improved over the past years and has experienced significant growth within specific sectors which contributed positively to job creation. Tourism growth indicated positive signs with growth in the number of visitors and attendance in locally organized events such as festivals. With this growth in mind it will be important that the focus for the next phase becomes that of building on the existing developments to ensure a continuous and positive contribution to unemployment by creating an environment for new business initiative and those that exist to prosper.

The need to work together is increasingly becoming critical and important to building the economic strength, improving Overstrand's economic future including the quality of life of its inhabitants. The municipality realizes and recognizes the importance of putting LED as one of its key strategic objectives thus giving adequate attention to economic development and constantly deal with the impact of the changing

economic climate. The collective approach to economic development begins to realize and acknowledges the different roles played by stakeholders in dealing with matters critical to the growth of the Overstrand municipality, these include but not limited to;

- ensuring that the Overstrand is attractive to all investors;
- ensuring that economic growth and development is inclusive by broadening participation, and
- identifying key aspects for providing a conducive environment for businesses to invest in the Overstrand.

This approach will take into account that a strong and organised private sector can contribute positively to the creation of wealth, be prosperous as a core to sustainable employment creation and improving the lives of the people.

Local economic development cannot be defined as a set of projects that are not sustainable and not aimed at contributing positively to economic growth, it should be viewed as a set of actions by all those involved (stakeholders), agreed upon in making the economy grow and create income opportunities for the people. This is but one of the important ways towards decreasing poverty, creation of jobs and making the economy grow.

### 2. Economy

A healthy and vibrant economy is essential for the development of the local community of a particular region.

The **Overstrand** municipality expanded at a real rate of close to 8 per cent over the 2000 to 2007 period, i.e. during the previous business cycle upswing and economic activity tended to only flatten out over the recessionary period (2008 - 2010). The municipal economy is well diversified and witnessed all-round growth, apart from the agriculture, forestry & fishing sector which contracted mildly and also shed jobs (3 000 on a net basis, 2000 - 2010).

The municipality's largest sector, i.e. finance, real estate and business services (accounting for 26 per cent of GDP) also grew the fastest (close to 11 per cent per annum) and created 2 400 employment

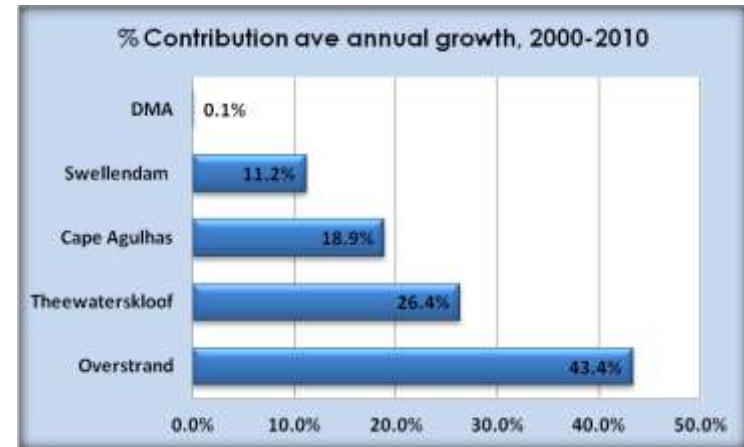
## CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

opportunities. Combined, the municipality's services industries created sufficient employment opportunities (4 700) to counter balance the job losses in agriculture. Apart from the favourable growth and job growth in the sub-region, the municipality's manufacturing sector also expanded strongly (7.4 per cent per annum) and created some jobs on a net basis. Whilst growth is coming off a low base in many industries, the positive employment trend and resilience during the recession are heartening. Furthermore, the region's agri-processing industries (accounting for close to half of all manufacturing activity) put in a strong growth performance.

### GDP growth and contribution

Generally, a district or municipality may experience economic growth essentially for two reasons. Firstly, it may grow because it has a relative preponderance of sectors and industries growing fast at the provincial level, i.e. it has a *favourable industrial structure*. Secondly, it may grow because its sectors/industries have a locational advantage *vis-à-vis* the same sectors/industries elsewhere in the province, i.e. it has a *favourable locational/competitive advantage*. The relatively stronger growth of the Overstrand municipality may, for instance, (at least partly) be linked to the fact that it hosts a vibrant tourism centre, i.e. Hermanus, with flourishing surrounding industries; its retail, wholesale, catering & accommodation sector grew by 3.9 per cent per annum (2000 - 2010) whilst the same sector grew by a mere 0.9 per cent per annum in the neighbouring Theewaterskloof Municipality [Source MERO 2012].

**Figure 1 Overberg District: Broad weighted municipal contribution to growth, 2000 – 2010**



Note: Each municipality's relative contribution is calculated by weighing the average annual real GDP growth rate (2000-2010) for the relevant municipality by the size of the municipality (i.e. in terms of its contribution to GDP).

Explanation of note:

- **GDP** is defined as a monetary value of all the finished goods and services produced within a country's borders in a specific time period.
- The **R** in GDP is specific of the region i.e. in this case the Overberg / Overstrand or any other municipality.
- **Real** GDP growth rate indicates that changes in the price level have been accounted for and this provides real and accurate figures.

### The Informal Economy

From a jobs, training and survivalist perspective, the informal sector is evidently of critical importance, though very little is known about it. But this information gap is being narrowed by extensive surveys of about 250 informal enterprises conducted by the Department of Economic Development & Tourism (DEDAT) in each of the five districts and the Cape Metropolitan Area. The main purpose of these surveys is to provide a profile of the sector which includes reasons for starting up informal micro-enterprises, the nature of their businesses, employment created, skills attainment and the challenges and prospects they face.

## CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

As far as DEDAT's OBD survey is concerned, retail food and beverages were by far the largest category of overall business activity (39,9% of all businesses surveyed), occurring in a variety of shop premises (including spaza and house shops) and also on the street. The second largest category was retail clothing (20,7%), while household goods were the third largest category (6,3%). Some 5% of respondents were also engaged in (small) capital investment activities, including mechanical and appliance repairs, computer services and money lending. As such they are closely linked to the formal sector and also form part of value chains within the District.

The vast majority of respondents indicated that the main reason for starting up or continuing with an informal micro-enterprise is an inability to find alternative employment coupled with the high regulatory costs involved in starting and running a formal business. Nearly 55% of the sample reported that their businesses were not registered in any way, while a further 37,5% were what one might call "partially registered" being in possession of a municipal license. The main reason why informal activities exist and are growing in the District is that the benefits of formalising are overshadowed by the corresponding costs.

The most frequently mentioned problems or challenges were a lack of access to affordable micro-finance (60% of respondents), a shortage of suitable business premises (47%) and high electricity costs (38,9%). Other issues that respondents identified were the cost of access to water (36,8%), a lack of specialised equipment (31,4%), crime (36,8%), increased competition (36,2%), and the high costs of transporting goods and services (27%). The emergence of these issues highlights the need for further public sector (municipal) investment in the development of trader infrastructure.

### 3. Strategic choices and direction

The LED strategy review process will be undertaken during the financial year 2014/15 for completion by June 2015.

The strategies that will be defined hereunder forms part of the overall vision outlined in this IDP and takes into account actions taken in analyzing local economic needs, problems and priorities with regard to development

projects.

Development of communities by just looking at their spatial imperatives can involve developing corridors and linkages between areas, introducing good public transport that supports the local economy.

The municipality shall, in its approach to implementing LED approaches integrate and apply the following principles;

- 3.1 Focus on and prioritise poverty and unemployment as the main challenges facing the Overstrand;
- 3.2 Allowing full participation in the economic life of the Overstrand by giving opportunities to SMME's, marginalized communities and emerging service providers;
- 3.3 That LED is not approached as a one size fits all, each area may develop an approach that is best suited for its environment and context;
- 3.4 Use of local resources and skills and maximize opportunities for development;
- 3.5 Implement flexible approaches to respond to changing circumstances in all areas including the integration of diverse economic initiatives inclusively;
- 3.6 Ensure participation and involvement of other spheres of government national and provincial, creation of partnerships between communities, businesses and government to solving problems, promote the creation of joint business ventures to gain harmony and shared growth

In meeting the municipality's economic development goals, the Overstrand municipality shall put in place the following important programmes;

- Develop the infrastructure of the municipality to make it easier for businesses to operate (housing, transport, sewerage, water, roads, and electricity as defined by other directorates in other parts of this document);
- Promoting tourism as one of the biggest growth industries in the Overstrand– this includes developing local tourist sites and facilities, take advantage of the three blue flag facilities for economic benefit, improve product offering and ensure a welcoming environment;