

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

- Steering the procurement process to favor emerging service providers. Where contracts are huge for emerging service providers to handle, take steps to get larger companies to enter into joint ventures with smaller partners;
- Marketing the municipality, its infrastructure, environment and offerings to local and international businesses through appropriate means and technological advance initiatives;
- Develop and implement a marketing strategy;
- Operate a service centre that provides assistance and information to businesses and aspiring entrepreneurs coupled with outreach programmes;
- Introduce outreach programmes and assesses local initiatives;
- Provide relevant and useable information to job seekers and entrepreneurs;
- Deliver capacity building programmes aimed at improving business operations and developing local skills;
- Agriculture and aquaculture zones to increase export potential, create and maintain jobs.

Combating poverty

Poverty in the Overstrand affects many people and this is caused mainly by an increase in low household incomes. Activities should be carried out to ensure that the programmes and projects introduced deal with the root causes of poverty and unemployment, which is confined into low skilled workers, contributes to people earning low and unsustainable income. The problems people face is that there are many people who cannot make ends meet, meet their basic needs for housing, water, food, health, education and cannot afford municipal services. The municipality through its finance department has in place an **indigent policy** which covers the majority of people who find themselves in these predicaments and encourages them to register. Other programmes that contribute to combating poverty is running and facilitating an effective EPWP **programme with** specific focus on the indigents, keeping an up to date **job-seekers database**.

5. Review of the Overstrand local economy

Measured in respect of regional gross domestic product or GDP the Overstrand local economy forms 34.3% of the broader Overberg district economy, yet only 0,7% of the Western Cape provincial economy. That

said, the Overstrand local economy grew at the robust pace of 4,1% a year over the 12-year period 1995 to 2007, with higher average annual growth of 8,6% a year registered over the five years from 2003 to 2008.

Overstrand Municipality: Employment & GDP growth, 2000 – 2010

Sector	GDPR (% share)	Employment (number)	GDPR Year on Year (Yoy) %	Expansion Yoy %	Recession Yoy %
	2005 - 2010	2000 - 2010	2000 - 2010	2000 - 2007	2008 - 2010
Agriculture, forestry and fishing [SIC: 1]	4.9	-3 005	-0.3	-1.2	2.3
Mining and quarrying [SIC: 2]	0.0	-8	-7.9	-9.6	-3.2
Manufacturing [SIC: 3]	17.0	572	7.4	9.7	1.3
Electricity, gas and water [SIC: 4]	0.4	-20	-4.2	-2.9	-7.7
Construction [SIC: 5]	9.8	152	9.1	10.1	6.3
Wholesale and retail trade, catering and accommodation [SIC: 6]	18.6	479	3.9	6.1	-1.8
Transport, storage and communication [SIC: 7]	9.5	321	9.9	11.9	4.3
Finance, insurance, real estate and business services [SIC: 8]	26.0	2 380	10.6	11.8	7.5
Community, social and personal services [SIC: 92, 95-6, 99, 0]	4.5	657	4.7	5.8	2.0
General government [SIC: 91,94]	9.2	839	4.0	3.9	4.2
Total Overstrand Municipality	100.0	2 367	6.6	7.8	3.4

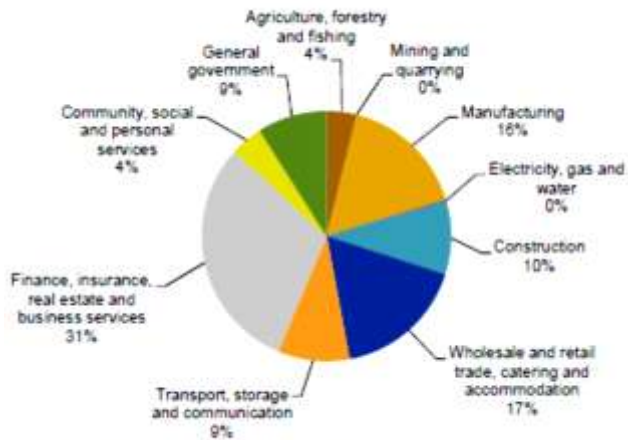
Source: Quantec Research/CER

Figure below depicts a broad sectoral mix of **Overstrand's economy**. Leading sectors include business services 30.5%; manufacturing (16%); wholesale & retail trade, catering and accommodation (17.1%);

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construction (9,4%) and general government services (9,2%).

Overstrand Municipality sectoral contribution, 2011 (%)



Source: Quantec Research 2013 (MERO 2013)

Local economic growth therefore is firmly based on **tertiary services** such as wholesale & retail, transport, government services and business services. Significant property **development** is also highlighted. Tourism resorts primarily in the category for wholesale & retail, catering and accommodation - which is a significant section of the pie at 17%.

The key economic drivers for the Overstrand needing attention and focus to grow the economy, to provide jobs and the creation of opportunities are **beneficiation, the green economy and tourism. Infrastructure development** as a National priority is necessary to provide new and efficient infrastructure for economic growth.

6. Economic share and employment

Nodal area	Share of economic activity
Greater Gansbaai	20.7%
Kleinmond	16.6%
Stanford	0.4%

Table : Share of economic activity per area (Overstrand Tourism Barometer)

Of the main towns listed in the Overberg Regional Service Council levy database, Hermanus emerges unsurprisingly as the main economic hub of the Overstrand local economy contributing almost two-thirds (62,2%) of the area's economic output, supported by Gansbaai (20,7%) and Kleinmond (16,6%). Stanford trails at a mere 0,4% share, and no other town records significant levels of economic activity. Fostering linkages is therefore critical in ensuring that other towns grow equally and in tandem with the rest of the Overstrand.

Note: This information is based on the study conducted in 2009/10

The Overstrand and Cape Agulhas in the Overberg District are the only two municipalities who did not show a negative GDP – R growth as a result of the impact of the Global economic recession. More over Hermanus and Kleinmond were identified as high growth potential in the revised 2010 growth potential study. Given that, economic share of towns might have changed over the last 3 years since the study was conducted.

The regional economy slowed sharply during 2009 due to the impact of the recession; however, real economic activity did not contract, mainly due to sustained strong services growth

7. Industry employment

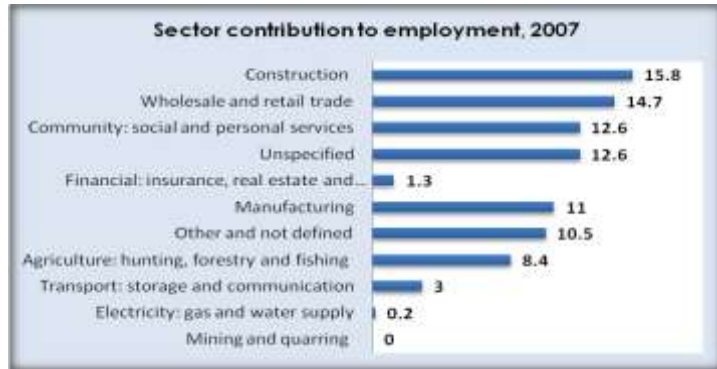
Taking a sectoral view of **employment performance**, the bulk (88,2%) of all employment in the Overstrand is in the formal sector, with informal employment comprising 11,8% of total employment in the local area.

Disaggregation of formal employment by skills level shows that 86,9% of Overstrand's formal employment is located at the skilled and semi/unskilled levels with only 13,1% of workers categorised as highly skilled.

Low levels of growth in the highly skilled category (an improved 3,5% a year over the last 5 years) is a further constraint to improving knowledge-intensive activities that drive economic competitiveness over the medium-term.

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Figure illustrates the contribution of the various sectors to provide employment in 2007.



The biggest employment contributors were: Construction (15.8%), Wholesale & Retail Trade (14.7%) and Community; Social and personal services (12.6%). This is of particular relevance given its labour absorption implications for the reduction of unemployment in the area.

A significant percentage of respondents were recorded as other and not adequately defined (10.5%) or unspecified (12.6%).

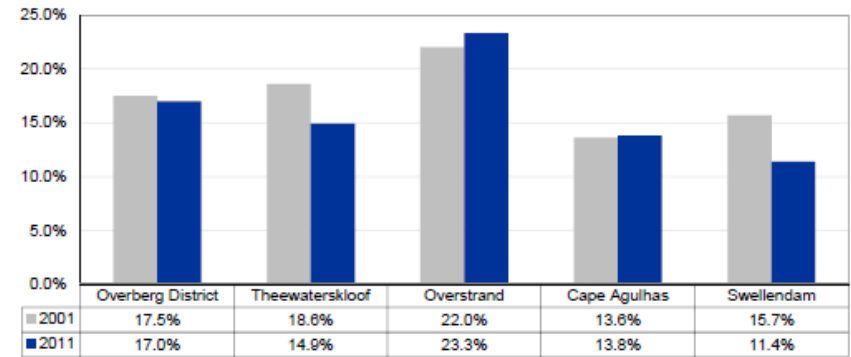
In striving for inclusive economic growth, it is not only necessary to establish which sectors are growing the fastest and creating the most jobs. In economics it is also an issue of supply. It is a well-known fact that the domestic supply of labour is predominantly semi-and unskilled i.e. workers absorbed much easier in the primary and secondary sectors of the economy.

8. Unemployment

The analysis that follows is based on the official (narrow) unemployment definition. It is important to distinguish between narrow and broad unemployment, as its interpretation and use as an indicator may have differing policy consequences. Narrow unemployment is defined as the number of people who have not worked for two weeks prior to the survey date but have taken active steps to look for work/employment.

Broad unemployment is defined as the number of people seeking employment two weeks prior to the survey date and includes persons that did not or cannot take active steps to look for work/employment, for example, discouraged work-seekers.

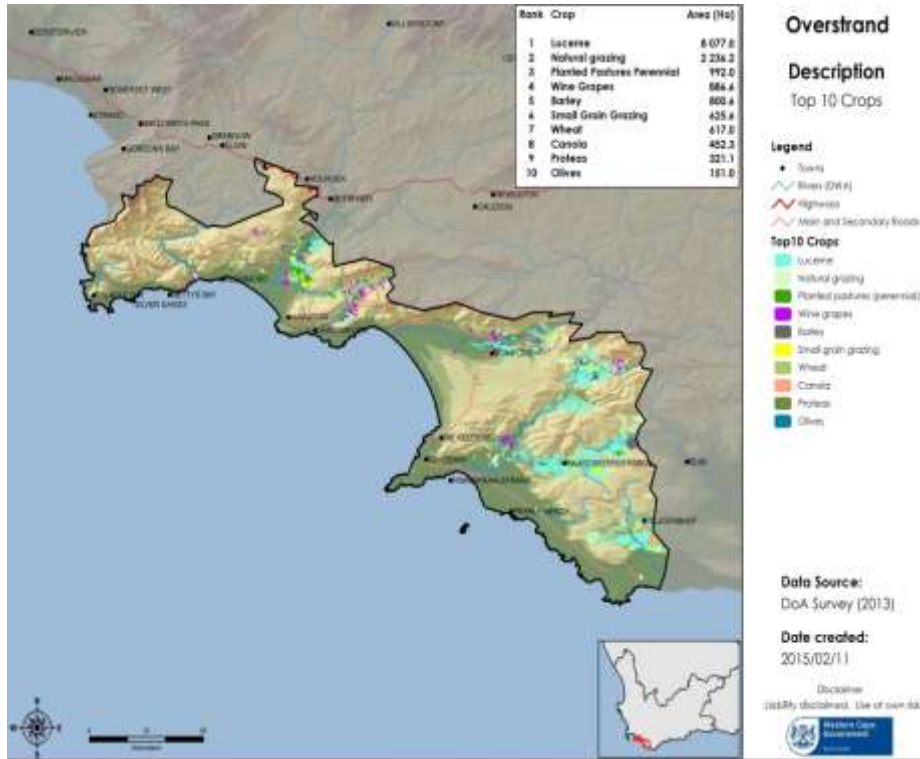
Note: the narrow definition of unemployment was used in the graph.



Source: Statistics South Africa Census 2001 and 2011

A map indicating top 10 crops in the Overstrand (DoA Survey 2013)

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Job losses suffered in the Agriculture industry made a negative employment impact in the industry. Therefore focusing on the top ten crops as indicated in the map above can open up opportunities for further investment thus improving growth of the sector.

9. Unemployment by gender

Table shows the employment rates for males and females in 2011

Overstrand Local Municipality	Employed	Unemployed	Percentage share
Gender			
Male	14973	4237	54.9
Female	12287	4056	45.1

10. Racial profile of unemployment

Unemployment in Overstrand is concentrated within the African population and accounted for 58.4 per cent of the unemployed labour force in 2007 and has decreased positively by 0.5% point in 2011.

The Coloured population has the second biggest share of unemployed in the area accounting for 36.0 per cent of the unemployed population in 2007. Unemployment among the Whites and Indian/Asian population groups is low or insignificant. Naturally, the African and Coloured race groups account for the dominant share of the labour force with 44.2 percent and 31.1 percent respectively.

Overstrand Demographic Profile of Unemployment: 2011			
Population Group	Unemployment Rate within Group	Percentage Share of Labour Force	Percentage Share of unemployed
African	↓ 34.8%	↑ 44.2%	↓ 58.4%
Coloured	↑ 26.9%	↓ 31.1%	↓ 31.7%
Indian or Asian	↑ 27.4%	0.2%	0.2%
White	↑ 9.9%	↓ 23.1%	↑ 8.7%
Other	18.8%	1.4%	1.0%
Arrows indicate changes from 2007: red for negative and green for positive			

11. Unemployment by age cohort

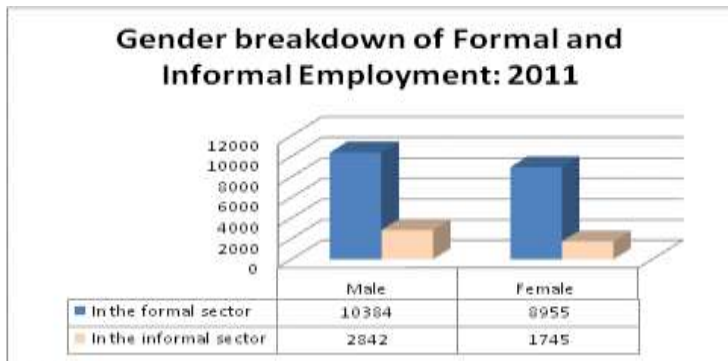
The highest unemployment rate in 2007 was amongst those persons aged 15 – 19 years (42.1 %).

Although the age group 15-19 years recorded the highest unemployment rate, they only form 5.7 per cent of the total labour force and 10 per cent of the unemployed. Contrastingly, those persons aged 25–34 which had the third highest unemployment rate (30.3 per cent) makes up the largest portion (32.3%) of the labour force and therefore the largest share (40.6%) of the unemployed.

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12. Formal and informal employment

Overall, formal employment growth steps slowly at 5,3% a year over the last five years in comparison to the GDP's healthier pace of 8,6% a year. The indication is that robust economic growth in the Overstrand area is not translating into equally strong employment performance which, set against high population growth (particularly that of younger work-seekers) that will place further pressure on an already high **unemployment rate** in the Overstrand area. Many people have resorted to self-employment for a living and this sector has grown significantly and plays an important role in increasing economic performance of the area.



Source: Quantec and own calculations (2011)

12.1 Statistical Facts [Source: STATSSA]

- There are 35 553 economically active (employed or unemployed but looking for work), and of those 23,3% are unemployed.
- 18 382 economically active youth (15-35 yrs), 31,1% are unemployed.
- Employment status
 - Employment status – 27 260
 - Unemployed – 8 293
 - Discouraged work seekers – 1 453
 - Not economically active – 15 797
- Average household income
 - None income – 16,4%
 - Majority R19 601 – R38 200 – 17,4%

- Settlement type
 - Urban – 93,4%
 - Farm – 6,6%
- Access to internet
 - From home – 21%
 - Cellphone – 10,2%
 - No access – 62,6%
- Tenure status
 - Owned and fully paid off – 45%
 - Rented – 31,1%
 - Owned but not paid off – 8,7%

The above statistics will assist in decision-making, approach and policy formulation in addressing matters of development in LED.

13. APPROACHES TOWARDS GROWING THE LOCAL ECONOMIES

13.1 Promotion of shared values

The business community will be urged to communicate more with each other, that it expands and encourage beneficitation that can be achieved through business to business dialogue and support. Ensure good quality service at all times and be aware of short comings with regard to staff training, efficiency and productivity. This is aimed at creating a productive town giving visitors an ever lasting impression and looking forward to coming back again.

Proposed Projects

- Introducing Participatory Tools.
- Service excellence programme.
- Networking sessions and exhibitions.

NB: To formalise this engagement, the municipality will enter into an MOU with the business community to jointly tackle economic development challenges.

13.2 Link between the environment and the economy

The quality of the environment contributes both directly and indirectly to

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economic development. These contributions are particularly important to local areas and can have a significant impact on a GDP of a municipality generally.

The key sectors impacted by the environment are:

- Agriculture
- Energy
- Forestry
- Fisheries
- Tourism

Each of these sectors relies on the natural resources, natural eco-systems, natural stocks, biodiversity and natural beauty for success. There is a direct co-relation between the environmental damage and reduction of revenues. Therefore if the environment is allowed to disintegrate, income can be expected to decrease.

13.3 Encouraging business growth

Role clarification is critical here, the Municipality at very best should ensure that the environment for doing business is conducive and not clouded by red tape. Promote productive, innovative and viable entities, creating a productive municipality through creation of opportunities for local enterprises and broaden the economic base with a focus on developing emerging service providers to participate effectively in the economy. Programmes shall include but not limited to:

- Informal Traders Summit
- Entrepreneur support programmes
- Business retention and Expansion strategies and activities;
- Buy local campaigns and focus on competitiveness;
- Focus on local service providers through the Preferential Procurement Policy;
- BBBEE compliance
- Red Tape Reduction Workshops.

13.4 Servicing new and retaining existing enterprises

The Municipality is not in business of blocking and/or deciding on who should or should not invest in the area. The municipality can only make

decisions based on legislative matters, environmental concerns and desirability of the development. The economic potential of the Overstrand has to be explored in full and that business to business dialogue could ensure retaining of resources for the benefit of the area. The Directorate shall establish a desk for enterprise support in the municipality and partner with other service providers in the field in meeting people's expectations with regard to self-employment and access to information. Initiatives for project design be on the lines of...

- Providing up to date and relevant economic statistics for decision making;
- Setting up an investment desk linked to GIS systems of the Municipality;
- Collaborating with relevant partners in providing marketing trends information to promote investment;
- Ensuring speedy and efficient response to requests to maintain entrepreneurship;
- Increasing co-operation with partners of civil society, NGO's etc.

13.5 Stakeholder Management and Engagement

This process is critical to creating a credible and supported LED process. It notes the fact that for LED processes to work, participation of all stakeholders is important. This process therefore recognises that all stakeholders are important and that they can participate at different levels and some have the ability and capability to participate more than others. The initial point is to determine who the key stakeholders are, what their likely interest is and what best ways to involve them.

- Realise that jobs can be created from expanding and retaining existing business for about 65% opportunities and new businesses about 35% opportunities;
- Identify positive pointers to increase self-employment;
- Place emphasis on importance to micro enterprise development for positive job growth;
- Organise feedback sessions at reasonable intervals to monitor developments;
- Communicate successes and failures and work towards common goals;

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- Establish relevant networks and partnership collaborating on particular projects.

13.6. Promoting economic development

The Overstrand economic growth as supported by an improved and robust GDP growth need to continue on a positive drive in the next 5 years in order for the locals to enjoy a higher standard of living, eradicate poverty and ensure sustainable jobs sufficient enough for new entrants into the labour market.

The focus going forward and emphasised over and over are issues of productivity, manufacturing capabilities, beneficiation, tourism including savings and investment as critical factors that can influence and stimulate continued growth and creation of jobs not to mention infrastructure development.

- Accommodation of future special economic zones and identified suitable land;
- Supporting economic development in and around the harbors;
- Permitting and encouraging diverse land uses at appropriate locations;
- Development of economic spaces to create opportunities for enterprise development and small emerging enterprises;
- Support economic sectors with potential to grow and create employment opportunities;
- Promote tourism growth that does not compromise the environment;
- Encourage public, private partnerships to develop both private and public land;

13.7. Skills and capacity development

The Overstrand municipality has the highest skilled people as its residents but at the same time lower skills level within the working class and workforce. The municipality will partner with other spheres of government, relevant service providers and non-governmental organizations in providing skills that can either direct people to job opportunities and/or self-employment.

The municipality must influence and support those who are responsible for human development as achievement of high levels of skills and higher

education or educated workforce is a critical success factor for the local economy. The focus is on the Labour force and their productivity.

- to encourage employers--
 - to use the workplace as an active learning environment;
 - to provide employees with the opportunities to acquire new skills;
 - to provide opportunities for new entrants to the labour market to gain work experience; and
 - to employ persons who find it difficult to be employed;
 - to encourage people and emerging service providers to participate in learnerships and other training programmes aimed at growing their businesses;
 - to improve the employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education;
 - encouraging partnerships between the public and private sectors of the economy to provide education and training in and for the workplace.

13.8 Sustainable urban development including potential of towns

- Participate and inform spatial development plans and rectify distorted spatial patterns in promoting economic development;
- Close the gap between residential and employment areas to avoid long commuting distances;
- Formalise informal residential areas;
- Investigate the development of CBD's in line with economic growth of towns.

13.9 Export and Direct Investment

The proximity of the Overstrand to the main transport routes and hubs i.e. railway and airport, gives it a strong advantage in boosting its export potential and interest for investment in the economy. The growing aquaculture industry with the availability of potential land to grow is one of the industries to boost and the floral wealth could both potentially grow the economy.

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- Make land available for aquaculture and sustainable harvesting of flowers;
- Partner with National/Provincial government in the development of harbours;
- Investigate and develop a feasibility study in participating in the Special Development Zones (SDZ) initiative focusing on Agriculture/Aquaculture.

14. Business Retention and Expansion Programme (BR&E)

This programme is geared at helping existing businesses to survive and grow within the local economy. In practice most BR&E initiatives happen at local level and prevent businesses from shutting down. BR&E uses locally driven approaches that are beneficial in building social capital that assist in building trust and co-operation without which economic development can be very difficult.

Year on year SMME's struggle to survive in the changing economic climate and in many cases given varying reasons which can be avoided. Secondly these businesses disappear without attempt made to rescue them because of non-disclosure and operating in silo. Through this process, it is possible to understand and diagnose the situation early and introduce programmes to rescue such businesses.

The following projects are as a result of an intense PACA process conducted with the business community including other stakeholders such as other municipal directorates, SAPS, community organization and the business chamber.

Participatory Appraisal of Competitive Advantage (PACA) can be defined as:

- A methodology to prepare an action-oriented diagnosis of the local economy
- to initiate local economic development initiatives
- to assess and refocus on-going local economic development activities
- A methodology to motivate local stakeholders to take an active role in LED initiatives.

Outcomes of the PACA process conducted with the Gansbaai Business Community in partnership with the Local Business Chamber:

Proposed priorities for the next 1 – 2 years:

- Destination marketing campaign
- Better utilisation of festivals for marketing

- Penguin & Sea bird sanctuary
- Gansbaai version of a Township tour
- Service Excellence and associated training program
- Develop a shared vision of future town look and feel
- Small scale abalone production & skills development
- Support to safety & security to reduce crime
- Youth entrepreneurship development
- Establish a local shuttle service

Longer term initiatives:

- Harbour developments
- Marine Centre Kleinbaai
- Possible future power station
- Possible new & viable fish farming business models.

Outcomes of the PACA process conducted with the Hawston Business community in partnership with the Hawston Business Development Forum:

Long-term Projects:

- Industrial Centre
- Skills Centre
- Aquaculture
- 24 hour – 1 Stop Garage
- Flea Market
- Campsite Upgrade
- Old Age Home
- Paddavlei Upgrade

“Low Hanging Fruits” – Short-term Projects

1. ECD
2. Environment / Litter Dumping
3. Youth Café
4. Campaigns on...
 - a) Environmental awareness
 - b) Hawston with Love (community profiling activity)
5. PR/Image Building
 - a) Safety and Security
 - b) Police Visibility
 - c) Neighbourhood watch

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Monitoring and Evaluating PACA outcomes implementation

- Governance and leadership support is critical to the realization of the projects identified therefore; the outcomes are tabled to council for support.
- Monthly feedback meeting-held with project champions.
- Include other sectors for specific support input both in and outside the Municipality
- Progress will be reported on as part of SDBIP reporting including bi-annual council report.
- Local newsletters to be considered as communication tools with local residents.

15. Expanded Public Works Programme (EPWP)

EPWP is one of the government's short- to medium term initiatives which focuses on the use of government expenditure to alleviate poverty and reduce unemployment. The EPWP intended objectives can be attained through provision of work opportunities coupled with training. Training is a key element of the programme not only as an exit strategy but also a way of increasing the future employability of the beneficiaries/ participants.

EPWP projects and programmes must be identified, using labour-intensive methods with predetermined key deliverables over a given timeframe in the **environmental, social and infrastructure sectors**. This is to be achieved by channeling a substantial amount of the municipal annual budget allocation (both OPEX and CAPEX) towards implementation by:

- Implementing **labour-intensive projects** that can create short-term jobs for the unemployed within the local communities projects to be identified in the CAPEX and OPEX budget and negotiated with budget holders;
- **Capacitate SMME's and emerging contractors** within the local communities by facilitating the **transfer of skills** [managerial, technical and financial] through an **appropriate Learnership Programme**;
- To optimise the percentage of the Overstrand Municipality's annual total budget spend, to be retained within local communities by

promoting the **procurement of goods and services from local manufacturers, suppliers and service providers** and boost local employment;

16. BUSINESS ADVICE AND SUPPORT

The business advice and support centre which is a unit of the Directorate will engage with local communities to ensuring that people have access to information, resources and livelihoods including assistance in business development and management. The office will have in place statistics and keep a database of jobseekers, capacity development needs, emerging contractors and service providers and EPWP statistics for reporting.

In pursuit of our strategy, support provided will be aimed at:

- Improving local business environment;
- Promote investment in hard and soft infrastructure;
- Investment in sites and premises for business;
- Promote growth of existing businesses;
- Assist new business start-ups;
- Promote sector value chain development;
- Access to finance and training;
- Target poor areas for development; and
- Integrating low-income workforce into the labour market.

Response to the Youth

LED has an agreement with the National Youth Agency which has a host of programmes aimed to develop the youth – over 900 young people are registered in the NYDA database, participated in the capacity building programmes and gained access to information relevant to their development.

Most of our initiatives such as training, enterprise support, EPWP work opportunities; learnerships are accessed mainly by young people.

TOURISM GROWTH AND DEVELOPMENT

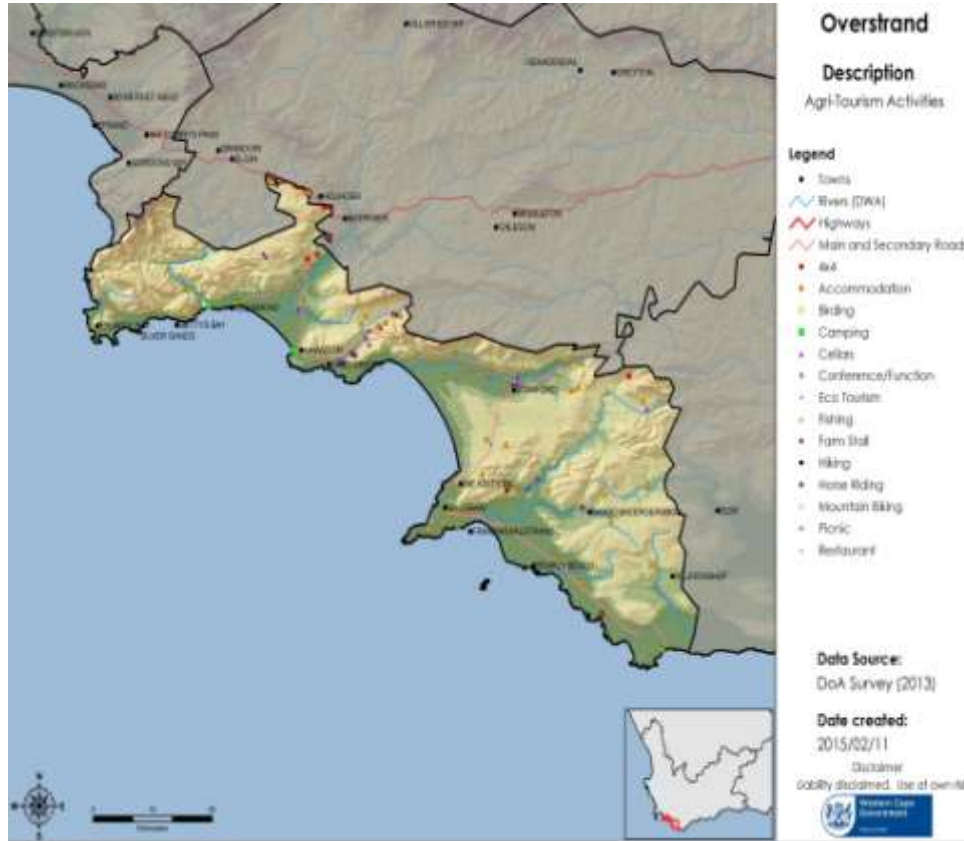
One can emphasis the importance of tourism in the Overstrand economy as one of the most significant and fast growing industries.

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This comes as no surprise if we look at what this area offers.

One of the main tourist attractions of the area is the occurrence of the Southern Right Whale, frequenting Walker Bay between July and December. The Whale Festival, held each year during September in Hermanus, has been planned to coincide with the peak season for whale watching – an activity that is offered boat-based as well as land-based. Hermanus is known world-wide for the best land-based whale watching as the high cliffs along the coast provide an elevated view of the giants in the sea.

A map of Agri-Tourism Activities in the Overstrand (DoA Survey 2013)



Overstrand Municipality has a concentration of Eco-Tourism activities

suitable for variety of Tourism Markets and stretches throughout the Overstrand Geo-political area.

Hermanus is known world-wide for the best land-based whale watching as the high cliffs along the coast provide an elevated view of the giants in the sea.

Stanford is a quaint little town that attracts artists and writers to its quiet village atmosphere. The central part of Stanford has been proclaimed a national conservation area and it is one of the few towns in South Africa that has preserved its market square.

Gansbaai is known amongst other things for its excellent rock and boat based angling opportunities. Shark cage diving has also increased in popularity in recent years, giving tourists the opportunity to see the great white shark in the area near Dyer Island – off the coast at Gansbaai. The Danger Point Light House near Gansbaai can also be visited by the public. De Kelders boasts with the only fresh water cave along the African coast and is also great for land-based whale watching.

The Penguin Reserve at Stony Point, Betty's Bay, is one of only two breeding colonies of the jackass penguin in Africa and a favourite attraction amongst visitors. The area also includes the Kogelberg Biosphere Reserve which is one of only two such international biospheres in South Africa. This status was proclaimed in 1999 by the UN Educational, Scientific and Cultural Organisation.

The reserve stretches from Gordon's Bay to the Bot River Vlei, 2km out to sea and inland to the Groenlandberg Mountains. It is commonly referred to as the heart of the Cape floral kingdom as roughly one fifth of all known fynbos species occur here. The Overstrand's coastline includes three beaches with blue flag status: Kleinmond, Hawston and Grotto. Grotto beach has now received this prestigious award for four consecutive years. A wide range of activities are offered in the Overstrand for nature and adventure lovers: hiking in the Harold Porter National Botanical Garden or the Fernkloof Nature Reserve; sea kayaking; canoeing and white water rafting in the Palmiet river near Kleinmond; boating, water skiing and wind surfing on the Klein river lagoon; fishing; bird

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watching; mountain biking; and golfing at one of the beautiful golf courses in the area. The abundance of wildlife and flora can boost eco-tourism in the area. Besides the scenic beauty of this area, there are good quality restaurants, world-renowned wine estates and a variety of accommodation establishments on offer for tourists to experience.

Furthermore, the wines of the Overstrand have become more and more well-known in the last couple of years and provides for wine tasting opportunities in beautiful surrounds. The Hermanus and Stanford wine routes boast with excellent wines due to a combination of good quality soil and a cool maritime climate. Quality wine and spectacular scenery earn South Africa the title of world's best wine tourism destination, and the importance of wine tourism should not be underestimated.

Tourism and Local Economic Development

According to the World Tourism Organisation tourism contributes 10% to the global gross domestic product, thereby earning the status of being the world's largest industry. Also being one of the most significant industries in the Overstrand economy, tourism has a vital role to play in terms of local economic development and can contribute significantly towards poverty alleviation in the area.

The International Centre for Responsible Tourism advocates "Pro-poor Tourism" – an approach towards tourism which ensures that "local poor people are able to secure economic benefits from tourism in a fair and sustainable manner (Robson, S and Higton, S, 2004). Pro-poor tourism can benefit local poor people in three ways: It can bring economic gain through employment and micro-enterprise development; infrastructure such as roads, water and electricity supply, telecommunications and waste management can be improved; and poor people can be engaged in decision-making.

For the tourism industry to thrive it needs good infrastructure and a well-educated work force, but these things also benefit local communities outside of the industry. Local economic development is therefore in the interest of all. The perception that tourism is an elite industry that only benefits tourism business owners should be changed and awareness should be raised about the indirect impacts thereof. Furthermore, tourism businesses need to align their business strategies to maximise their impact on poverty and development.

This can only be done successfully if tourism businesses stand together in their efforts to have a wider impact. Local economic development is realised for instance where the industry makes an effort to employ local labour and source products locally. To achieve sustainability in tourism there has to be synergy between the local communities, product owners and tourists alike through good communication, the concern for the environment, its natural resources, cultural diversity contributing to development and economic well-being of the towns.

Possible initiatives / opportunities for Tourism and economic growth

The introduction of creative and innovative ideas can contribute positively to propelling the economy towards positive growth. The opportunities though have to be developed with the private sector but given priority and support from the municipality's side. The one notable and mentioned opportunity is lack of entertainment facilities in the Overstrand that can accommodate the Youth and/or activities earmarked for family activities,

Business Tourism

Promotion of business tourism will focus mainly at establishing a need for conference facilities which will be aimed at establishing the destination as a conferencing venue with the ability of attracting people who appreciate nature and businesses wanting to launch new products. The good and up-to-date road infrastructure could have beneficial with the proximity from the National road the N2.

Creative and Cultural Activities

The Overstrand attracts visitors from different cultures and backgrounds such as tourists and residents alike. The promotion of activities of this nature should be explored to accommodate diversity for the benefit of the economy.

Recreational facilities

The need for recreational facilities to accommodate youth and family activities can be achieved through development of harbours and caravan sites with tourism concentration. The introduction of

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adventure activities such as the development of mountain biking routes, in the Hemel and Aarde Valley including temporary events situated along and near the Blue flag facilities (depending on desirability and environmental considerations). Other recreational facilities which could attract more tourists will include a fresh food market in the New Harbour of Hermanus and the development of world-class sport facilities.

Technology

The introduction of advanced technology could lead to introduction of many new smaller companies. This is an opportunity for start-up businesses that are not bothered by space and time – wanting to venture into a more diverse and less vulnerable economic base. Partner with relevant partners in introducing broadband Wi-Fi zones to facilitate easy communication for visitors and residents alike. The continuous upgrade of technological offering for marketing and branding purposes is needed to make the Overstrand more appealing to visitors from a touch of a button. Make use of social media as a tool to market and brand the area to potential and existing visitors. Create awareness about the destination and follow up on visitor interest.

Marketing the Overstrand as a destination

The marketing of the Overstrand as the Cape Whale Coast is critical in creating a brand name that is appealing to both local and international visitors.

Marketing of the area has to be complemented with a process of highlighting major achievements that are communicated to stakeholders at all time. **The following strategies will be followed to market the region:**

- Supporting the tourism sector through efficient and effective Local Tourism Offices (LTO);
- Developing in partnership with the LTO's a marketing plan with achievable outcomes to market the destination locally and internationally, through various marketing actions, such as:
 - o tourism shows and exhibitions
 - o hosting of media, film crews and trade
 - o website marketing
 - o media advertising
 - o joint marketing agreements with other tourism organizations

- o promotion of travel packages during winter period
- o production of marketing material for the region
- Collate and provide statistics on the local tourism industry and visitors' preferred activities;
- Support Festivals and Events in the Overstrand as a means to attract more visitors;
- Encourage and support tourism entrepreneurship; the development of new tourism routes and projects,
- Form close partnerships with industry role players, such as WESGRO, SA Tourism, etc.

Cape Whale Coast

The branding of Overstrand as the Whale Coast is critical in creating a brand name that is appealing to local and international visitors. The integration of other offerings within the outlying towns complements the brand and its appeal.

Seasonality

To ensure a balanced approach to the spread of marketing efforts, the issue of seasonality must be taken into consideration and special effort put in creating equilibrium between the identified periods.

According to a recent survey conducted in the Overstrand, seasons can be classified under the following months:

High Season- December – February

Mid Season - March – April / September – November

Low Season - May - August

The objective is to decrease the variance between mid and low season by increasing the number of local and international visitors spending longer periods in the area in a sustained manner.

Festivals

Month	Event	Event Type	Town
January	Blue Flag / Total sport Challenge	Eco- Attraction/ Sport/ Adventure	Kleinmond
April	Hermanus/ Stanford Canoe Race	Adventure/ Sport	Hermanus / Stanford

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

Month	Event	Event Type	Town
	Hermanus Harbour Museum s Seafood	Cultural / Food	Hermanus
August	Hermanus Food and Wine	Cultural / Food	Hermanus
August	Kalfie Fees	Cultural / Music and stage	Hermanus
September	Whale Festival	Eco-attraction / entertainment	Hermanus
	Hermanus Half marathon	Adventure/ Sport	Hermanus
October	Stanford Bird Festival	Eco-attraction	Stanford
November	Fees van die Ganse	Cultural& Food / Eco-attraction	Gansbaai
December	Hawston Sea Festival	Cultural / Food	Hawston

The objective is to ensure a balanced spread of Festivals/ events throughout the year, increase tourism spent and duration of visitor's stay and encourage economic activity. Marketing and evaluation of festivals to be based on viability and organisational capacity for inclusion and that duplication is avoided at all times.

The Overstrand's numerous natural assets contribute to its allure as a favourite tourist destination, providing local tourism businesses with excellent opportunities waiting to be utilised to its full potential. The tourism industry therefore has the power to make a substantial difference to local economic development and influence the local economy directly as well as indirectly through a knock-on effect.

Taking a multi-nodal spatial view of the Overstrand area is critical as it builds an appreciation of the need to enhance the economic development potential of towns in a way that appreciates their unique demographic profiles and resource potentials as well as ensuring greater spatial connectivity and inclusive local growth and development in the Overstrand area.

Enterprise Support and Broaden Participation

<p>1. Small, Micro- and Medium-sizes Enterprises (SMME) Development Incentives.</p>
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<p>Black Business Supplier Development Programme (BBDSP) Co-operative Incentive Scheme (CIS) The Technology and Human Resources for Industry Programme (THRIP)</p>
<p>2. Industrial-Development-Related Incentives</p> <p>Business Process Services (BPS) Incentive Capital Projects Feasibility Programme (CPFP) Clothing and Textile Competitiveness Improvement Programme (CTCIP) Enterprise Investment Programme (EIP) Foreign Investment Grant (FIG) Production Incentive (PI) Sector-Specific Assistance Scheme (SSAS) Support Programme for Industrial Innovation (SPII) Seda Technology Programme (STP)</p>
<p>3. Women Economic Empowerment Incentives</p> <p>Bavumile Isivande Women's Fund</p>
<p>4. Trade, Export and Investment Incentives</p> <p>Critical Infrastructure Programme (CIP) Export Marketing and Investment Assistance (EMIA) Automotive Investment Scheme (AIS) Section 12i Tax Allowance Incentive (12i TAI) Film and Television Incentive South African Film and Television Production and Co-Production Incentive</p>

- **The Development Bank of South Africa (DBSA)**

The DBSA responded to the financing challenges faced by projects that are designed to address the social and economic needs of South Africa. The bank prioritises infrastructure backlogs but also provides the list of incentives found in the table below. In 2001 the bank introduced the DBSA development fund to support municipalities and improve service delivery. The fund provides grants, technical support and expertise for infrastructure project implementation. The bank also funds

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

projects that provide access to basic services such as water, sanitation, electricity and communication to communities.

Fund Name	DBSA Development Fund
Website	http://www.dbsa.org/development%20fund/pages/default.aspx
Fund Name	Jobs Fund DBSA
Website	http://www.jobsfund.org.za
Fund Name	Renewable Energy Market Transformation.(REMT)
Website	http://www.remtproject.org/links.aspx
Fund Name	DBSA development fund
Website	http://www.dbsa.org/(\$wiep0g55uwr4cun1utmnoqf2)/development%20fund/pages/default.aspx

- **Land Bank**

The Land Bank is a South African development finance institution that offers financial services to emerging farmers. The agricultural bank serves agri-business and commercial farming projects for new entrants from historically disadvantaged groups. The bank obtains its funding from financial markets and offers these as loans to clients at market related interest rates. Funds available from the bank include special mortgage loans and long-term mortgages. These can be found on the following website: <http://www.landbank.co.za/>

- **Public Investment Corporation (PIC)**

The PIC is an asset management company responsible for the managing of public sector funds. The corporation is wholly owned by the South African government. Its mandate is to invest funds on behalf of its client (public sector entities). The corporation invests in four different asset classes; fixed income and dealing, equities, properties and the Isibaya fund. The Isibaya fund's role is to provide finance to projects that offer long term outcomes in South Africa. More details on the fund can be obtained from the following website:

<http://www.pic.gov.za/Inveloper.asp?iP=7&iVctg=285&iS={C7BD6B48-B158-4268-BE61-DC6B88EFB2CA}&iSL=:2083:::2168:::2315:::>

- **National Empowerment Fund (NEF)**

The NEF is a government agency that compliments other development financial institutions through the provision of financial and non-financial support to promote black economic empowerment. The agency also seeks to promote a culture of saving and investment within these black owned businesses. Non-financial support offered by the agency is in the form of funding advice, business planning and assistance in insuring applications are complete and of sufficient quality. The forms of financial assistance offered by the fund are listed in the table below.

Fund Name
iMbewu Fund
uMnotho Fund
Rural and community development fund
Strategic projects fund
website:
http://www.nefcorp.co.za/FundingbrSolutions/ProductsServices.aspx

Conclusion

The presentation and implementation of LED strategies should not be measured or based on sewing and gardening projects whose impact is measure in terms of social and economic indicators. The results of these efforts in the area of job creation and economic growth are often judged as disappointing (Hinderson 2003), thus contributing to giving a bad name to LED.

LED strategies primarily aimed at increasing economic growth, however, also share the goals of poverty alleviation and of a greater inclusion of previously excluded group's social and economic life.

The Municipalities focus on development and its work with the underprivileged communities should be underpinned by the fact that, most participants in the informal sector are generally poor, though surviving and adding value, policies addressing these constraints may help to combat poverty, unemployment and can promote growth

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The Municipality' six strategic pillars are:

- Focus on and Promote Community-based economic development;
- Establish and create linkages;
- Enhance human capital development;
- Provide and maintain infrastructure and municipal services;
- Leak plugging in the community;
- Retaining and expanding local economic activities.

CHAPTER 7: OVERSTRAND TURN AROUND STRATEGY

CHAPTER 7

OVERSTRAND TURN AROUND STRATEGY

The Overstrand Municipality has identified the following four areas/priorities as our Turn-around strategy during 2015/16:

7.1 Water Demand Management

Priority Turn Around Focus Area:

Overstrand Municipality is situated in a water scarce area, and has a relatively fast growing population and economy. This places stress on existing water sources. The municipality has identified Water Conservation and Water Demand Management as a key priority.

Current Situation:

The demand for water, including water losses, must be managed properly and be kept under control. This can delay the capital intensive development of new water sources and water treatment infrastructure, as well as waste water treatment infrastructure.

Causes for abnormal water demand:

- Wastage
- Leaks
- Ageing pipeline infrastructure
- Unmetered connections
- High network pressures
- Defective water meters
- Alien vegetation infestations in watercourses and catchment areas.

Target to change current situation:

To reduce unaccounted for water to 17% by June 2017 (refer to SDBIP).

Municipal Actions:

- Sourcing of funding for implementation of water reclamation for potable purposes;

- Continue with pipe replacement in priority areas with old reticulation networks and history of frequent pipe failures;
- Implementation of intelligent pressure management in specific areas, and further investigation of potential for pressure management in other areas;
- Phased pro-active replacement of older water meters;
- Review and improve efficiency of remote monitoring of minimum night flows in all zones.
- Link properties with distribution zones in financial data base to enable water balance in smaller areas;
- Perform focused leak detection and repair programs in areas with highest minimum night flows;
- Continue with leak repairs at indigent households and installation of water management devices;
- Enhance public awareness on water demand management issues, e.g. the watering of gardens as determined by the bylaws, rain water harvesting, dam levels, and general water saving tips;
- Identify users on financial data base with regular abnormal high or abnormal low water use, and physically inspect the causes;
- Sourcing of external funds, e.g. from the DWA Regional Bulk Infrastructure Program (RBIG), Accelerated Community Infrastructure Programme (ACIP), ORIO, Green Fund, and Disaster Reduction Program
- Tariffs structured to discourage excessive use of water, including implementation of volumetric sewerage tariffs; and specific water restriction tariffs implemented for specific dam levels;
- Continue with removal of alien vegetation in catchment areas (existing Working for Water program);
- Ensure maximum use of treated effluent for irrigation purposes, and investigate potential for future implementation of water reclamation for potable purposes.

CHAPTER 7: OVERSTRAND TURN AROUND STRATEGY

7.2 Water losses

Priority Turn Around Focus Area	Reduce current water distribution losses	
December 2014 (Current Situation)	Current distribution losses is 21.3%	
Causes	Leaks in bulk supply pipelines and distribution networks Inaccurate water meters Unmetered users Pipe bursts Leaks in reticulation network High system pressures	
Target for June 2016 (Changed situation) Output	Losses less than 22%	
Municipal Action	Determine critical areas, find and repair leaks. Replace water meters Verify accuracy of bulk water meters, and rectify if required Replace oldest pipelines	
Unblocking Action needed from other spheres and agencies	Support Funding	
Budget	Municipal	Operational – R3 150 000 Capital – R12 800 000
	Provincial	
	National	ACIP – DWS R 1000 000

7.3 Implementation of the SCOA Regulations

Priority Turn Around Focus Area	Implementation of the SCOA Regulations
July 2015 (Current Situation)	In terms of section 169(1)(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), the Minister of Finance has signed into effect and subsequently published the Municipal Regulations on a Standard Chart of Accounts (SCOA) in terms of Notice 312 of

Priority Turn Around Focus Area	Implementation of the SCOA Regulations	
	2014, Government Gazette No. 37577 subsequent to formal consultation. Overstrand Municipality was selected by National Treasury as a vendor pilot site for the implementation of SCOA on the SAMRAS financial system of Bytes Universal Systems.	
Causes	The Minister of Finance has promulgated the regulations on 22 April 2014 with an effective date of implementation of 01 July 2017.	
Target for June 2016 (Changed situation) Output	The municipality must work in conjunction with the financial system service provider to ensure that the system is able to produce SCOA compliant reporting.	
Municipal Action	The SCOA Steering Committee is responsible for the implementation and monitoring of the SCOA Project Implementation Plan.	
Unblocking Action needed from other spheres and agencies	Finalisation of the SCOA framework by National Treasury.	
Budget	Municipal	Budget provision related to subsistence and travel.
	Provincial	TBC – R300 000 was allocated for the 2014/15 financial year
	National	R1 500 000

CHAPTER 8: SERVICE LEVEL AGREEMENTS

CHAPTER 8

SERVICE LEVEL AGREEMENTS

In line with its Vision - to be a centre of excellence to the community - the Overstrand Municipality has developed a comprehensive customer care strategy. This has now rolled out into consumer services charters for the following departments: electricity, water and sanitation, solid waste management and roads and storm water. The IDP process will be used as the main consultation mechanism to fine-tune the charters with the communities.

CONSUMER CARE CHARTER PREAMBLE

As it is our vision to be a centre of excellence for the community and our mission to deliver optimal services in support of sustainable economic, social and environmental goals;

And in acknowledgement of the legal framework in which we have to operate and comply with, amongst others:

- The Constitution of the Republic of South African, 1996; Act 108 of 1996;
- The White Paper on Local Government, March 1998;
- Local Government: Municipal Structures Act, 1998;
- Local Government: Municipal Systems Act, 2000;
- Local Government: Municipal Finance Management Act and Regulations, 2003;
- The Batho Pele Principles;
- Occupational Health and Safety Act 85, 1993; and
- The Protection of Information Act, 1982;

In compliance with various internal policies to enhance service delivery, such as

- our Telephone Policy;

- our policy to respond to written requests, complaints or queries within 14 working days, and if an investigation is needed to resolve the matter, within 30 working days;
- the review of prescribed fees and tariffs at least annually through a transparent process during which an effort will be made to keep the tariff and fees affordable for our consumers in terms of our Tariff Policy; and
- In case of a planned interruption of a service we will give at least 2 days' notice of such interruption and will also indicate the anticipated duration of the stoppage

And in anticipation that you as client will

- Pay municipal taxes and service accounts in full on the due date as displayed on your bill or let us know as soon as possible should you have any difficulty to pay the account before that date;
- Notify us immediately of any change of address and/or ownership of the property for billing purposes.

We have built and will maintain a sound customer management system focused on good customer relations and customer satisfaction and undertake the following with regard to our service delivery in general.

- To have a customer information officer on call 24 hours a day, 7 days a week to handle your complaints and enquiries;
- To ensure that 80% of all calls are answered within 20 seconds;
- To provide the complainant with information regarding the progress towards the resolution of his or her complaint or enquiry;
- To project a positive approach, focus on solutions and provide a "can do" attitude;
- To do the best to provide a resolution that is to the satisfaction of all parties involved, within the bounds of legislative and policy requirements;

CHAPTER 8: SERVICE LEVEL AGREEMENTS

- To treat your complaint in an open and accountable manner and use it as an opportunity to learn and improve our service delivery to you; and
- To render services to our customers in a cost effective manner

Furthermore we commit ourselves to the following regarding specific services:

ROADS AND STORM WATER INFRASTRUCTURE

Our purpose

To provide acceptable and safe roads and storm water infrastructure in accordance with the standards and specifications for municipal authorities

Service quality

We commit ourselves to-

- Provide an efficient and safe road and storm water network that best meet the needs and priorities of all communities across the municipal area;
- Clarify the allocation of responsibility between road authorities (e.g. the Provincial Government and the Municipality) for managing different sections of road and storm water networks;
- Minimise disruptions to traffic and ensure the safety of road users as a result of service authorities and others undertaking works on roads;
- Implement a programme to execute planned maintenance of road and storm water infrastructure; and
- Ensure that the storm water systems will minimise the effect of periodic floods.

Our service standards

We will ensure that –

- Roads are maintained on a sound technical basis through the use of a Pavement Management System (PMS) in order to identify roads that need to be resealed and/or rehabilitated.
- All complaints are recorded and a reference given for further enquiries
- 92% of complaints and enquiries are resolved within 30 days
- Road signs, street markings and street names are maintained
- In case of emergency flooding, have alternative routes in place so that the public is not disrupted for more than 24 hours.
- Repair potholes within 20 working days after they have been reported
- Storm water drainage structures within and outside the road reserve will be maintained 2 X per year in order to prevent flooding of roads and surrounding properties during downpours.

Our agreement with you

- Roads and storm water systems will be upgraded in such a manner that the least inconvenience will be caused during peak traffic periods and adverse weather conditions.
- Roads in the central business area will be swept once a week (*Hermanus, Kleinmond and Gansbaai*)
- Measures will be taken to minimise disruption during periods of construction or maintenance.
- Road surface and storm water systems will be cleared from any hazardous waste to comply with environmental standards.
- At specified time frames annually we will
 - reseat and patch roads;
 - maintain sidewalks; and
 - maintain gravel roads.
- Road markings will be painted and maintained at all

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intersections as well as centre lines on primary roads;

- Notice of planned road closures will be given 24 hours before such closures

As an owner, occupier or consumer we request you to:

- Adhere to the relevant acts and regulations when using the road network or disposing of waste water into the storm water system.
- Not dispose of any foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or garden refuse into the storm water system.
- Not obstruct damage or interfere with any road or storm water system so that it causes inconvenience or danger to any member of the public.
- Notify the Municipality of any defect or potential hazard that may cause damage to property of either the municipality or the public.

ELECTRICITY

Our purpose

To provide electricity and public lighting that satisfy our consumers and communities whilst operating within the required standards laid out by the Quality of Service (NRS 047), the Quality of Supply (NRS 048) and required safety standards".

Quality of electricity supply

We commit ourselves to

- Provide electricity of a quality, reliability and safety as stipulated in national legislation, NERSA licensing conditions including national compulsory standards (NRS 041, - 047, - 048, 057, - 082).
- Supply voltage at 230V (\pm 10% deviation) between phase and neutral for single phase connections, and 400V (\pm 10% deviation) phase-to-phase on three phase connections.

- Limit planned interruptions to not more than twice per year, with maximum 8 hours interruption per event.

Our service standards

We will

- Install new connections within
 - 20 days of receiving the application, if existing infrastructure is adequate and all requirements are met.
 - 30 working days of receiving the application and prescribed fees, or as otherwise agreed, if network extensions/upgrading are required.
- Answer customer calls within 20 seconds and on request provide an enquiry number.
- Respond to complaints on faulty streetlights
 - 95% of complaints to be resolved within 10 working days
 - 100% of complaints to be resolved within 15 working
- Respond
 - immediately to any reports of unsafe electrical infrastructure or any other urgent unsafe condition;
 - within 2 hours to any network faults; and
 - within 10 working days of receiving a request for verification of a meter.
- Provide a quotation for services requested within 10 working days of receiving the request, or if an investigation is needed, within 30 days.
- Read electricity meters at least once in every 3 month cycle.
- Allow at least 14 days after the date for payment stipulated on the account, before any disconnections are done.

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- Ensure that reconnections are done within one working day after all outstanding amounts and reconnection fees have been paid in full.
- Provide easily accessible vending points for purchase of pre-payment tokens some of which must be open to the public 24 hours per day, seven days per week.
- Give notice of planned interruptions at least 48 hours in advance.

We are committed to:

- Develop and maintain the electrical infrastructure to ensure all households, including indigents, have access to reliable and safe basic electricity supply.
- Ensure accurate and reliable metering systems, as well as an open and transparent approach to the cost of electricity services.

Our agreement with you

- Your application for electricity services constitutes an agreement between you and the Municipality in terms of which you pay the prescribed fee to connect to the services and thereafter your monthly invoice based on the tariff charged for the category of service you required.
- All aspects of the rendering of electrical services are governed by the Electricity Services By-law, as promulgated on 19 December 2008 in the Provincial Gazette of the Western Cape (also available on the municipal website).
- Consolidated accounts are rendered monthly to the address on record at the Municipality. It is important, however, to note that not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the Municipality if you do not receive your account in order to make timely payment.
- Where a fixed fee is levied you as the owner or consumer must pay it irrespective of whether the electricity services are used or not.
- If you are not satisfied with your account, you may submit a reasoned

written objection prior to the payment date but you are still liable for the payment until the matter is resolved through a process set out in the by-law.

- You may terminate your agreement with 5 working days' written notice, or the Municipality may terminate it if you have not used the service for a period of 6 months without arranging for its discontinuation, or you fail to pay for the service, or if you in any other way fail to comply with the by-law or compliance notices issued as per the by-law.
- Full payment of outstanding fees, including interest, a re-connection fee and other conditions as may be determined by the Municipality, apply when terminated services are requested to resume.

Entry to your premises

- Only authorised officials of the Municipality or its service providers clearly identifiable as such may require entry to your property.
- We will give consumers at least two day notice if an authorised official needs to gain entry to your property do an inspection or an investigation, unless such person is performing an inspection on unlawful use of electricity, in which case he may enter the premises at any time of the day and unannounced. Such person may request information to perform his duties.
- In case of an emergency an authorised official has the power of entry without prior notice.
- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

Restrictions and cut-offs

- If circumstances so require, we may impose electricity restrictions in the whole or part of the Overstrand supply area.
- As part of a load shedding programme in an emergency, we may interrupt the supply of electricity to any premises without prior notice.

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- If a consumer is in breach of his agreement or the by-law we will give 14 days' written notice and thereafter proceed to cut electricity supply to the premises.

As an owner, occupier or consumer, we request you to

- Adhere to relevant acts, regulations, the Electricity Services By-Law and electricity reduction notices.
- Ensure your household wiring is properly maintained and engage an appropriately licensed electrician to carry out any new wiring as per SANS 10142-1.
- Let us know promptly of any service difficulties or faults.
- Not tamper with the municipal electricity services and meter and to please report illegal tampering.
- Take adequate steps to protect your electrical appliances against damage due to interruptions and fluctuation in the electricity supply.
- Not redistribute electricity to any third parties.
- Ensure the electricity meter is free from obstruction to allow easy access for reading and maintenance.
- Always treat your electricity supply as alive, even during interruptions.
- Let us know as soon as possible should you have any difficulty to pay your account before the due date.
- Conserve electricity and make saving electricity a way of life.

WATER AND SANITATION

Our purpose

To provide consumers with potable water and appropriate sanitation services.

Water services quality

- We commit ourselves to supply - where the infrastructure allows - water that meets the standards set out for drinking water (SANS 0241) and treat effluent to a standard prescribed by law before disposal thereof back into our water sources.
- We have a water quality programme in terms of which potable water is frequently sampled at various places and tested by an independent laboratory. The results of our treated water and effluent are reported monthly to the Department of Water and Sanitation thus monitored nationally.
- We strive to annually obtain Blue Drop status for all our water purification works and Green Drop for our waste water treatment plants

Our service standards

We will

- Respond to any reports about poor water quality within 12 business hours;
- Ensure that prolonged water supply interruptions (12 hours) are not more than 3 times per annum;
- Give 2 days prior notice in case of planned interruptions;
- Have an alternative supply of water available to meet basic needs in case of unplanned interruptions that last longer than 24 hours;
- Install new connections within 10 working days of receiving the application and all prescribed requirements have been met;
- Clear sewer blockages and clean overflows due to our system failure within 24 hours;
- Report the spillage of sewerage in a watercourse or sea to the relevant authorities within 24 hours of such occurrence;
- Promote the use of alternative water sources for irrigation and industry. Note that the use of grey water is allowed, but we may

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inspect such use and impose conditions;

- Upgrade and monitor telemetry systems, to act as an early warning system for e.g. pipe failures, reservoir overflows and sewer pump stations failures;
- Replace old consumer water meters in phases

We will not be liable for damage to property caused by fittings left open when water supply is reinstated following an interruption.

We are committed to

- Develop and maintain the water services infrastructure to ensure all households, including indigents, have access to clean and reliable basic water supply and appropriate sanitation services.
- Ensure accurate and reliable metering systems and an open and transparent approach to the cost of water services.

With regard to entry to your premises:

- Only authorised officials of the Municipality or its service providers clearly identifiable as such may require entry to your property, unless it is a case of an emergency
- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

Restrictions, cut-offs

- If circumstances require it, we may impose water restrictions in the whole or part of the Overstrand.
- We may interrupt the supply of water to any premises without prior notice in an emergency or where water losses occur.
- If a consumer is in breach of his agreement or the Water Services By-law, we will give 14 days' written notice and thereafter proceed to restrict or cut water supply to the premises.

As an owner, occupier, or consumer, we request you to

- Adhere to relevant acts, regulations, the Water Services By-law and water restriction notices.
- Conserve water and make saving water a way of life.
- Ensure the water meter is free from obstruction to allow easy access for reading and maintenance.
- Keep your sewer inspection point free of obstruction and ensure the sewer boundary chamber is always accessible to the Municipality.
- Do not drink water clearly marked "not for drinking".
- Ensure your household plumbing is properly maintained and engage an appropriately licensed plumber to carry out any plumbing tasks.
- Let us know promptly of any service difficulties or faults.
- Do not tamper with the municipal water services system and please report illegal tampering.
- Maintain pipes and fittings on your side of the meter and report leaks on the municipal side.
- Do not flush foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or other harmful materials into the sewer system.

SOLID WASTE MANAGEMENT

Our purpose

To provide consumers with appropriate and acceptable solid waste services

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Solid waste services quality

We commit ourselves to

- Provide you with:
 - *an excellent and efficient door-to-door refuse collection service for formal housing every week on the same day even if that day is a public holiday*
 - *mini disposal sites and communal bins for informal housing; and*
 - *drop-off points, transfer stations and landfills that are centrally located and licensed under the Waste Act.*
- *Utilise the two bag system (black bag = wet waste, clear bag = recycling) to promote recycling and minimise waste to landfill.*
- *Give you information and advice on solid waste matters via the municipal newsletter.*

Our service standards

We will

- *Respond to complaints within 24 business hours.*
- *Keep streets, pavements and central business areas clean and litter free with the help of street sweepers, private cleaning contractors.*
- *Provide*
 - *Service bins on the pavements, public open spaces and sight-seeing points to prevent littering;*
 - *Dedicated bins for the disposal of poisons, chemicals and electrical waste at the transfer stations; and*
 - *Baboon proof bins in problem animal areas upon payment.*
- *Chip garden refuse at transfer stations and drop-offs to produce*

compost and further minimise waste to landfill.

We are committed to

- *Ensure an efficient waste service to all our customers.*
- *Provide good quality solid waste facilities according to the new Waste Act.*

Our agreement with you

- *The Municipality renders a service for the collection and removal of business and domestic refuse from premises at such charges as it may determine by resolution.*
- *No person will be entitled to exemption from or a reduction in a charge merely on the grounds that he or she makes no or limited use of the service. Availability tariffs are charged on empty plots, as determined by Council resolution from time to time.*
- *If the Municipality is of the opinion that a business creates a nuisance, health risk, odour or a danger to the public due to insufficient removals the Municipality may instruct the owner to make use of additional refuse services at an extra cost.*
- *The number of bags/containers to be removed from each residential plot per collection will be determined by the Municipality.*
- *The occupier of premises on which domestic/business waste is generated or - in the case of premises being occupied by more than one occupier, the owner of such premises - must notify the Municipality in writing within 7 days of the commencement of the generation of such refuse*
 - *that the premises are being occupied*
 - *whether a refuse removal services is required for a private dwelling or a business.*
- *The owner or occupier of business premises must notify the Municipality in writing when the removal of refuse is no longer required. Prescribed charges are payable until the end of the calendar month following the month in which the notice of*

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cancellation was received.

Entry to your premises

- The occupier of premises must grant the Municipality access for collecting and removing refuse and must ensure that nothing obstructs or hinders the refuse collectors in the rendering of their service.
- Where, in the opinion of the Municipality, the collection or removal of refuse is likely to result in damage to the premises or municipal property or injury to refuse collectors or any other person, the Municipality may suspend the service and require the owner or occupier to take measures to rectify the shortcomings where after the service will resume.

Restrictions

- Refuse is only allowed to be disposed of at drop-off points, transfer stations or landfills.
- All removed refuse and abandoned objects become the property of the Municipality and no person who is not duly authorised will remove or interfere with it.
- Refuse must be placed in front of your premises on the day of collection.
- Refuse must be placed in the prescribed containers in front of your property in baboon affected areas
- Wet waste must be disposed of in black bags, and recycling items in clear bags supplied by the Municipality where a recycling system has been implemented.

As an owner, occupier or consumer, we request you to

- Practice waste minimisation by recycling more.
- Use all the waste facilities to the fullest and do not practice illegal dumping.
- Adhere to the call that refuse should be put out only on the day of collection before 07h30 am

- Use baboon proof bins in problem animal areas.
- Keep the pavements around your property free of refuse.
- Ensure that your property is enclosed to prevent dogs tearing the refuse bags open on the day of collection.
- Inform us immediately regarding refuse problems

CHAPTER 9: ALIGNMENT OF NATIONAL AND PROVINCIAL DIRECTIVES

CHAPTER 9

9.1 ALIGNMENT OF NATIONAL AND PROVINCIAL DIRECTIVES

National Outcomes (2010)	National Dev Plan (2013)	One Cape 2040	WC Strategic Plan 2014-2019	Overberg District Municipality IDP objective	Overstrand IDP objective	Municipal response (Strategies & actions)
1 Improved quality of basic education	Improving education, training and innovation (chapter 9)	1 Educating Cape	2 Improving education outcomes and opportunities for youth development		The promotion of tourism, economic and social development	Developing youth focused support in partnership with the National Youth Development Agency (NYDA). Development of strategies linked to projects for vulnerable groupings - (A special focus on ECD)
2 A long and healthy life for all South Africans	Health care for all (chapter 10)	5 Living Cape	3. Increase wellness, safety and tackle social ills	To ensure the health and safety of all in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health and environment management	The promotion of tourism, economic and social development	Roll out of an Employment Wellness programme. Rolling out of annual recreational events; Occupational Health programmes in communities and amongst staff
3 All people in South Africa are and feel safe	Building safer communities (chapter 12) Social protection (chapter 11)	5 Living Cape	3. Increase wellness, safety and tackle social ills	To ensure the health and safety of all in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health and environment management	The creation and maintenance of a safe and healthy environment	Effective public safety and disaster management: - The implementation of integrated Law Enforcement operations with SAPS to prevent crime as well as Provincial Traffic to promote traffic safety. - Joint operations between Traffic and Law Enforcement in order to address by-law & traffic violations. - Procedures for both pro-active disaster prevention,

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National Outcomes (2010)	National Dev Plan (2013)	One Cape 2040	WC Strategic Plan 2014-2019	Overberg District Municipality IDP objective	Overstrand IDP objective	Municipal response (Strategies & actions)
						and re- active disaster response and mitigation phases
4 Decent employment through inclusive economic growth	Economy and Employment (chapter 3)	2. Enterprising Cape 4. Connected Cape	1. Create opportunities for growth and jobs	To promote local economic development by supporting initiatives in the District for the development of a sustainable district economy.	The promotion of tourism, economic and social development	<ul style="list-style-type: none"> - Creation of an environment conducive for LED by partnering with the private sector. - Focus on the second economy including creative programmes benefitting the poor e.g. Creating SMME HUBS. Successful implementation of EPWP programmes relating to Labour Intensive projects. - Adoption of an emerging contractor development policy and plan including the integration of BBBEE in procurement.
5 A skilled and capable workforce to support an inclusive growth path	Improving education, training and innovation (chapter 9)	1. Educating Cape	1. Create opportunities for growth and jobs	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	The promotion of tourism, economic and social development	<ul style="list-style-type: none"> - Creation of an environment conducive for LED. - Capacity development programmes, mentoring and linkages to grow and develop business skills. - Introduction of a multi-stakeholder programme to access livelihoods and providing information. Operating a walk-in centre to access information. - Implement and cooperate on the Youth Accord to create opportunities for

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National Outcomes (2010)	National Dev Plan (2013)	One Cape 2040	WC Strategic Plan 2014-2019	Overberg District Municipality IDP objective	Overstrand IDP objective	Municipal response (Strategies & actions)
						young people.
6 An efficient, competitive and responsive economic infrastructure network	Economic infrastructure (chapter 4)	4. Connected Cape	1. Create opportunities for growth and jobs	To ensure the health and safety of all in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health and environment management	The provision and maintenance of municipal infrastructure	<p>Effective Development of Municipal Infrastructure</p> <ul style="list-style-type: none"> - Comprehensive Bulk infrastructure Master Plan (Water & Sanitation) - Electricity Master Plan - Integrated Transport Plan <p>Effective Management, Operation and Maintenance of Municipal Infrastructure</p> <ul style="list-style-type: none"> - Develop & Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries) - Water Services Development plan - Integrated Waste Management Plan
7 Vibrant, equitable and sustainable rural communities with food security for all	Inclusive rural economy (chapter 6)	2. Enterprising Cape 6. Leading Cape	4. Enable a resilient, quality and inclusive living environment	To promote local economic development by supporting initiatives in the District for the development of a sustainable district economy.	The promotion of tourism, economic and social development	<p>Create temporary employment through the EPWP program that generates income to households.</p> <p>Conducting a study on the economic potential of towns including the Participatory Appraisal of Competitive Advantage (PACA)</p>
8 Sustainable human settlements and improved quality of household life	Transforming Human Settlements (chapter 8)	4. Connected Cape	4. Enable a resilient, quality and inclusive living environment		The promotion of tourism, economic and social development	<p>Development of sustainable human settlements:</p> <ul style="list-style-type: none"> - Update and implement the five year housing master plan. <p>Marketing the municipality as a</p>

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National Outcomes (2010)	National Dev Plan (2013)	One Cape 2040	WC Strategic Plan 2014-2019	Overberg District Municipality IDP objective	Overstrand IDP objective	Municipal response (Strategies & actions)
						preferred destination.
9 A responsive, accountable, effective and efficient local government system	Building a capable and developmental state (chapter 13)	6. Leading Cape	5. Embed good governance and integrated service delivery through partnership and spatial alignment	To attain and maintain financial viability and sustainability by executing accounting services in accordance with National policy and guidelines	The provision of democratic and accountable governance	Sound municipal administration / institutional development <ul style="list-style-type: none"> - Legal compliance and governance structures - Clean administration
	Fighting corruption (chapter 14)			To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures		
10 Environmental assets and natural resources that are well protected and continually enhanced	Environmental sustainability and resilience (chapter 5)	3. Green Cape	4. Enable a resilient, quality and inclusive living environment	To ensure the health and safety of all in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health and environment management	The creation and maintenance of a safe and healthy environment	Effective Environmental Management <ul style="list-style-type: none"> - Implementation of the Environmental Management Plan - Implementation of the Integrated Development Framework (IDF). - Implement the Overstrand Growth Management Strategy Effective Fire and Disaster Management Implementation of the Fire and Disaster Management Plan Development and implementation of the Fire and Disaster Management Policy.
11 Create a	Nation building and social	4. Connected	5. Embed good	To ensure good	Encouragement of	Effective communication

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better South Africa and contribute to a better and safer Africa and World	cohesion (chapter 15) South Africa in the region and the world (chapter 7)	Cape	governance and integrated service delivery through partnership and spatial alignment	governance practices by providing a democratic and proactive accountable government and ensuring community participation through existing IDP structures	structured community participation in the matters of the municipality	and community involvement - Integrated ward activities across diverse communities - Overstrand Municipal Advisory Forum (OMAF)
12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Fighting corruption (chapter 14)	6. Leading Cape	5. Embed good governance and integrated service delivery through partnership and spatial alignment	To ensure good governance practices by providing a democratic and proactive accountable government and ensuring community participation through existing IDP structures	The provision of democratic and accountable governance	Effective co-operative government within the Constitutional mandate - Building a centre of excellence by implementing the Batho Pele principles and adoption of sound policies