

Munisipaliteit • U-Masipala • Municipality

OVERSTRAND



IDP

INTEGRATED DEVELOPMENT PLAN REVIEW

2024/2025

Draft 27 March 2024

2nd review (2024/25) and proposed amendment
of amended 5-year IDP in terms of section 34
of the Municipal Systems (MSA), 2000

#overstrand4all

#C4ourself



We belong



We care



We serve

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ENTRIES IN ORANGE REFLECT REVIEWED SECTIONS FOR 2023/24

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ABBREVIATIONS

| | | | |
|--------|--|--------|---|
| AQMP | Air Quality Management Plan | MIG | Municipal Infrastructure Grant |
| AR | Asset register | MSA | Municipal Systems Act |
| ART | Anti retrieval treatment | MSR | Municipal Staff Regulations |
| CBD | Central Business District | MTREF | Medium Term Revenue Expenditure Framework |
| CRO | Chief risk officer | NDP | National Development Plan |
| CRU | Community residential unit | NYDA | National Youth Development Agency |
| CWP | Community Worker Program | ODM | Overberg District Municipality |
| DCF | District Coordinating Forum | OMAF | Overstrand Municipal Advisory Forum |
| DEA | Department of Environmental Affairs | OS | Overstrand Strategy |
| DEA&DP | Department of Environmental Affairs and Development Planning | PCF | Premiers Coordinating Forum |
| DMP | Disaster Management Plan | PM | Performance management |
| DoE | Department of Energy | PMS | Pavement Management System |
| DORA | Division of Revenue Act | PSDF | Provincial Spatial Development Framework |
| DoSD | Department of Social Development | PSG's | Provincial Strategic Goals |
| DRDLR | Department of Rural Development and Land Reform | PSP | Provincial Strategic Plan |
| DTPW | Department of Transport and Public Works | RBIG | Regional Bulk Infrastructure Grant |
| ECD | Early Childhood development | SALGA | South African Local Government Association |
| EHP | Emergency Housing project | SCOA | Standard Chart of Accounts |
| EMT | Executive Management team | SCM | Supply Chain Management |
| EPHP | Enhanced People's Housing project | SDBIP | Service Delivery and Budget Implementation Plan |
| EPWP | Expanded public works program | SDF | Spatial Development Framework |
| FP | Financial plan | SEMF | Strategic Environmental Management Framework |
| GDP | Gross Domestic Product | SEP | Socio-Economic Profile |
| GDPR | Gross Domestic Product Per Region | SEZ | Special economic zone |
| GMS | Growth Management Strategy | SIME | Strategic Integrated Municipal Engagement |
| HDI | Human development index | SO | Strategic Objective |
| ICC | Incident command centre | SPLUMA | Spatial Planning Land Use Management Act |
| ICS | Incident command system | TB | Tuberculosis |
| ICT | Information communication technology | TMT | Top management team |
| IDF | Integrated Development Framework | WfW | Working for Water |
| IDP | Integrated Development Plan | WSDP | Water Services Development Plan |
| IUDF | Integrated Urban Development Framework | WTW | Water treatment works |
| ITP | Integrated Transport Plan | | |
| IWMP | Integrated Waste Management Plan | | |
| JDMA | Joint District and Metro Approach | | |
| JPI | Joint Planning Initiative | | |
| KPA | Key performance area | | |
| KPI | Key performance indicator | | |
| LDAC | Local Drug Action Committee | | |
| LED | Local economic development | | |
| LTFP | Long term financial plan | | |
| MERO | Municipal Economic review and Outlook | | |
| MFMA | Municipal Finance Management Act | | |

SYNOPSIS: STRATEGIC DIRECTION FOR THIS 2024/25 IDP REVIEW AND PROPOSED AMENDMENT

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

REVIEW PERIOD: 2nd REVIEW FOR 2024/25

Note: Revisions and or additions are indicated in orange text throughout the document

Our Values



Munisipaliteit
U-Masipala
Municipality



We belong



We care



We serve

O Opportunities for all

V Value the input of our communities

E Economic growth for the benefit of all

R Recreational activities in a safe environment

S Sustain service excellence and productivity

T Teamwork in achieving success

R Recognising the needs of our diverse society

A Acknowledge the need to conserve our bio-diversity


N No to corruption and maladministration

D Development within a sustainable environment

IDP

AMENDED INTEGRATED DEVELOPMENT PLAN

2022/23 – 2026/27



Munisipaliteit
U-Masipala
Municipality

Vision

To be a centre of excellence for the community.

Mission

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

Mayor's 3 C's

Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business with Overstrand.

The 3 C's support the implementation of the strategic goals.

Strategic goals

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

#Overstrand4all
#C4ourself

This document represents the 2nd review of the approved amended 5-year IDP of 31 May 2022. For this 2024/25 IDP review the **strategic direction** of Council remains **unchanged**. Furthermore, the vision, mission, mayors 3 C's and strategic goals also **remain unchanged**. The proposed amendment is due to content changes in the document.

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

Foreword by the Executive Mayor

Foreword to be included in the Final of May 2024.



DR ANNELIE RABIE
EXECUTIVE MAYOR

Foreword by the Municipal Manager

Foreword to be included in the Final of May 2024.



DEAN O'NEILL
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

Note: Revisions and or additions are indicated in orange text throughout the document.

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

This document represents the **2nd review (2024/25) and a proposed amendment** of the amended 5-year (2022/2027) Integrated Development Plan (IDP) adopted by Council on 31 May 2022. **The proposed amendment is due to content changes in the document.**

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

This document is structured into fourteen chapters.

The fourteen chapters are preceded with a synopsis of our strategic direction (Vision, Mission, Mayor's 3 C's and Strategic objectives) for this **2024/25 IDP review and proposed amendment**. The synopsis section also includes the forewords of the Executive Mayor and Municipal Manager.

Why an Integrated Development Plan (IDP)?

Chapter 1 states the introduction and background by noting the legal context of the IDP review, explaining the IDP process and the key timeframes followed to **review and amend** this IDP for **2024/25**.

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

*This document constitutes **the 2nd review (2024/25) and a proposed amendment** of the current amended 5 year- Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027.*

*Readers to note that this IDP review is not intended to redraft the approved amended 5-year IDP for 2022/2027 (master plan), but only to review if we are still on course in attaining the strategic direction set in the approved 5-year master plan. **The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2024/25 IDP review and proposed amendment.***

Who are we?

Chapter 2 provides a strategic analysis with an overview of the municipal area and highlights the key socio-economic data that informs the development needs in Overstrand. The reviewed ward priorities for **2024/25** are also addressed.

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

Chapter 3 reflects on the institutional arrangements in the municipality and gives a situational analysis of our performance against the five national key performance areas for the **2020/21 – 2022/23** financial years.

Where do we want to go?

Considering our socio-economic reality, the needs of our wards (Chapter 2), the current level of development in Overstrand (Chapter 3) and the SWOT analysis, the strategic direction for the IDP was reviewed.

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

For this **2024/25 IDP review and proposed amendment** our: Vision, Mission, Mayor's 3 C's and Strategic objectives **remain unchanged**.

What do we want to achieve?

Continuing with Chapter 4 (Strategic directives)

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

Our 5 strategic objectives were retained and are:

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

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

How will we get there?

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

The municipal Budget funds the delivery of the IDP and in **Chapter 14 (Financials and Budgetary Annexures)** the funding allocations for the next 3-years (**2024/25 – 2026/27**) are shared.

How will we measure progress in attaining our strategic objectives?

In **Chapter 13 (Performance Management)** the planned key performance indicators (KPI's) and targets for the 2022/2027 IDP cycle are stated. The preliminary key performance indicators (KPI's) and targets for the **2024/25** financial year were reviewed. *(Note- 2024/25 performance indicators and targets are in draft form and subject to the approval of the Final Service Delivery and Budget Implementation (SDBIP) by the Executive Mayor in mid-June 2024).*

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

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

CHAPTER 1

INTRODUCTION AND BACKGROUND

Note: Revisions and or additions are indicated in orange text throughout the document.

This document constitutes the 2nd review (2024/25) and proposed amendment of the current amended 5-year- Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027.

Readers to note that this IDP review and proposed amendment is not intended to redraft the approved amended 5-year IDP for 2022/2027 (master plan), but only to review if we are still on course in attaining the strategic direction set in the approved 5-year master plan. The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2024/25 IDP review and proposed amendment.

1.1 Introduction

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

This 2nd review and proposed amendment has been developed to respond to the needs identified by the Overstrand Community, as well as institutional requirements that will enable the Municipality to address these needs. This IDP also aligns to Global,

National, Provincial and District Planning Frameworks to ensure a holistic and integrated approach to development within the Municipality.

This 2024/25 IDP review and proposed amendment is a plan, which will inform our communities on how the Overstrand Municipality will utilize its resources for the coming 2024/25 financial year in order to deliver on the amended 5-year IDP of 2022/2027.

This IDP review for 2024/25 and proposed amendment were informed by the following:

- The municipality's performance attained for the 2022/23 financial year as well as the mid-year performance for 2023/24;
- Comments from the Minister of Local Government and other stakeholders on our 1st review (2023/24) of the amended 2022/2027 IDP; and
- Changing circumstances in the municipal area.

An IDP amendment is proposed with this 2nd review due to content changes in the document.

1.2 Legal Context

IDP compilation and annual review

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

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

1.3 IDP process

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

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

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

Secondly, Annual Planning – this refers to the review of the IDP as referred to in Section 34 (a) of the MSA. Section 34 (b) of the Act also allows for an IDP to be amended in accordance with a prescribed process.

An IDP amendment is proposed with this 2nd review due to content changes in the document. This document represents our 2nd review of the adopted 5-year IDP (2022/2027) as well as a proposed IDP amendment in terms of Section 34 (b). The 2024/25 IDP review and proposed amendment processes ran concurrently.

The annual review is not a replacement of the five-year IDP (master plan) and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five-year strategy (and key outcomes) and proposes adjustments to the strategy if necessary, because of changing internal and external circumstances that impact on the appropriateness of the IDP. *The Master plan (approved 2022/2027 amended IDP) should therefore be read in conjunction with this 2024/25 IDP review and proposed amendment.*

Five-year cycle of the IDP

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

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

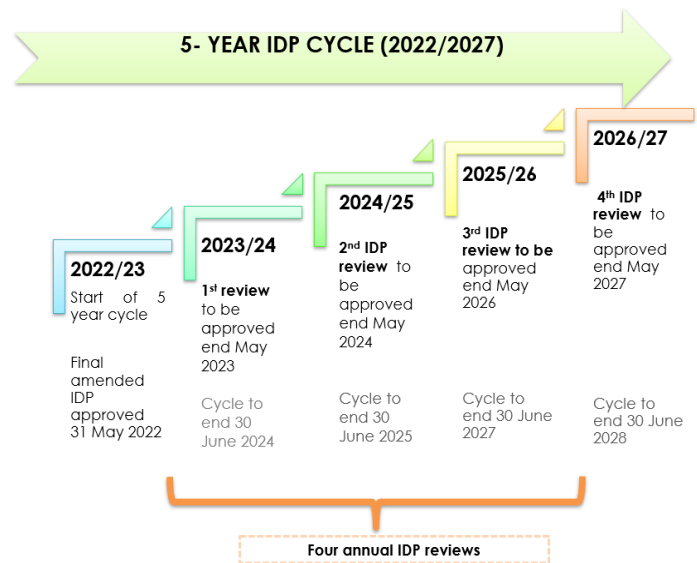


Figure 1: 5-year IDP life cycle for 2022/2027

IDP/ Budget process timeframe

On 30 August 2023 the Overstrand Municipal Council approved the IDP and Budget time schedule, detailing the process for the IDP review and Budget development for the 2024/25 financial year.

Key deliverables were:

- 11-15 September 2023- Ward committees met to review and reprioritise their ward priorities for 2024/25.
- 13-17 November 2023- Public ward feedback meetings- ward committees obtained public input on their reviewed ward priorities for 2024/25.
- 27 March 2024- Draft IDP review and proposed amendment for 2024/25, Draft Water Services Development Plan for 2024/25, Draft Disaster Management Plan, Draft 2024/25 MTREF Budget, Draft Top Layer Service Delivery Budget Implementation Plan (SDBIP) for 2024/25 to be **tabled in Council** and Final Annual report and Oversight Report for 2022/23 to be **approved**.
- 2-25 April 2024- Public consultation period on draft IDP review and proposed amendment and draft Budget for 2024/25.
- 24 April 2024- Convene the Overstrand Municipal Advisory Forum (OMAF) to present the

strategic direction for the draft IDP review and proposed amendment and preliminary budget proposal for 2024/25.

- 3 May 2024- Closure of public comment period on the draft IDP review and proposed amendment for 2024/25 and draft Budget for 2024/25.
- TBC – Western Cape Provincial government SIME assessment (previously referred to as LGMTEC) of draft IDP review and proposed amendment and draft Budget for 2024/25.
- 31 May 2024 – Final IDP review and amendment for 2024/25, Final Water Services Development Plan, Final Disaster Management Plan and Final 2024/25 MTREF Budget **to serve before Council for approval.**

1.4 Provincial assessment of Draft IDP review and proposed amendment and draft Budget for 2024/25

The Western Cape Provincial Government annually assesses the draft IDP's, and Budgets of municipalities and feedback is given at the Strategic Integrated Municipal Engagements assessment (SIME; previously referred to as LGMTEC) held in April/May 2024 (TBC).

Recommendations will be included in the Final IDP review and amendment of May 2024.

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

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

Budget allocates available money to meet the objectives of IDP.

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

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

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

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

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

Risk Management –

In terms of section 62 (1)(c)(i) “the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control;”..

The top ten strategic risks of the Overstrand Municipality for 2023/24 are:

1. Inability to provide electricity to the public.
2. Negative and disruptive impact of public protest / social unrest.

3. Negative impact of illegal land invasion and land grabbing.
4. Effects of climate change on the natural environment, infrastructure and service delivery.
5. Inability to maintain and develop infrastructure capacity to meet requirements/ demand.
6. Deteriorating socio-economic conditions, especially in disadvantaged communities.
7. Vulnerability of tourism industry to local, national and global/ international shocks
8. Financial viability and sustainability - inability to generate and sustain adequate income/ revenue to meet short and long-term obligations.
9. Inability to provide water to the public.
10. Unconducive environment for ease of doing business.

Alignment of the strategic risk register with the IDP, Budget and Performance management – 2023/24

| Risk Description | IDP goal linkage | IDP strategy linkage | Budget linkage - Programmes/Projects |
|--|--|---|---|
| Inability to provide electricity to the public | SO 2: Provision and maintenance of municipal services. | KPA OS 1 (a) Effective development of Municipal Infrastructure | CAPEX: R50 400 000 |
| Negative and disruptive impact of public protest / social unrest. | SO 4: Creation and maintenance of a safe and healthy environment. | KPA OS 4 (b) Law enforcement | CAPEX: R895 314 (ICS CENTRE), R913 872 (CCTV) |
| Negative impact of illegal land invasion and land grabbing. | SO 4: Creation and maintenance of a safe and healthy environment. | | |
| Effects of climate change on the natural environment, infrastructure and service delivery. | SO 4: Creation and maintenance of a safe and healthy environment. | KPA OS 4 (d) Environmental Management | Climate change impacts incorporated into relevant master plans and project specifications; no specific CAPEX or OPEX linkage. |
| Inability to maintain and develop infrastructure capacity to meet requirements/ demand. | SO 2: Provision and maintenance of municipal services. | KPA OS 1 (a) Effective development of Municipal Infrastructure | CAPEX: R14 000 000 R 31 000 000 OPEX: R 1 400 000 R 500 000 |
| Deteriorating socio-economic conditions, especially in disadvantaged communities | SO 5: Promotion of tourism, economic and social development. | KPA OS 5 (c) Local Economic Development and Tourism | Local Economic Development and Social Development Departments OPEX (dedicated cost centres) |
| Vulnerability of tourism industry to local, national and global/ international shocks | SO 5: Promotion of tourism, economic and social development. | KPA OS 5 (c) Local Economic Development and Tourism | Partner with WESGRO / DEDAT for Economic intelligence / Business retention approaches |

| Risk Description | IDP goal linkage | IDP strategy linkage | Budget linkage - Programmes/Projects |
|---|--|---|--|
| Financial viability and sustainability - possible inability to generate and sustain adequate income/ revenue to meet short- and long-term obligations | SO 1: Provision of democratic, accountable and ethical governance | KPA OS 3 (a) Effective Financial Management | Part of the responsibilities of the Finance directorate and other municipal staff; no specific OPEX linkage. |
| Inability to provide water to the public. | SO 2: Provision and maintenance of municipal services. | KPA OS 1 (a) Effective development of Municipal Infrastructure | CAPEX: R20 000 000 R 6 691 000 OPEX: R 1 690 000 R 500 000 |
| Unconducive environment for ease of doing business | SO 5: Promotion of tourism, economic and social development. | KPA OS 5 (c) Local Economic Development and Tourism | |

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

RISK MANAGEMENT FUNCTIONALITY

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

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

The following risk management focus areas will be prioritised during 2024/25:

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

In addition to the 2024/25 focus areas, the following is planned for Risk Management over the medium term (5-year IDP cycle):

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

Progress (July 2022 – January 2024) on the risk management priorities cited above:

- The risk management software requirements and suggested improvements were communicated to the service provider. A newer version of the current module, which has additional system requirements. More improvement of the system is still required; the Risk Management Unit is in process with exploring the best option.
- Compiled a Risk Management Implementation Plan for 2023/24 financial year;
- Continuous monitoring the status of the risk registers and risk action plans and provide monthly/quarterly and annual reports to various statutory and non-statutory committees;
- Reviewed and updated the Risk Management Strategies and policies;
- Periodic reporting on the implementation plan to different statutory and non-statutory committees;
- Conducted annual risk assessments per directorate, engaging all directors and heads of departments;
- Streamlining risk related documents and processes with National Treasury's Public Sector Risk Management Framework, King Code of Governance for South Africa, Committee of Sponsoring Organisations of the Treadway Commission (COSO), International Organisation for Standardisation (ISO 31000) and other relevant best practises;
- Regular communication and periodic updates from Risk Champions;
- Continuous communication and periodic updates with the Supplier re Risk Management System (Ignite Risk Assist Module), with regards to system improvements;
- Continuous professional development - attending Provincial CAE and CRO Forums, for skills enhancement and sharing best practices;
- Provided continuous assistance to municipal employees on Risk Management matters.
- Organized a refresher training for Risk Owners, Champions, Risk Action Owners on Risk Management and Combined Assurance.
- Appointment of an independent FARMCO Chairperson and an additional independent member of

JAPAC.

Fraud and Risk Management Committee (FARMCO) meetings during 2023/24:

| Date | Quorum | Risk Management Feedback |
|-----------------|--------|---|
| 26 January 2023 | Yes | The Committee considered and noted all Risk Management reports tabled for deliberation. |
| 28 June 2023 | N/A | Scheduled meeting on FARMCO calendar |
| 04 August 2023 | Yes | The Committee considered and noted all Risk Management reports tabled for deliberation. |
| 23 October 2023 | Yes | The Committee considered and noted all Risk Management reports tabled for deliberation. |

Table 2: FARMCO meetings held during the 2023/24 financial year

CHAPTER 2

STRATEGIC ANALYSIS

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

2.1 Overstrand Overview



Figure 2: Overstrand areas map

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

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

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

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

The Municipality covers a land area of approximately 1708 km², with a population of **132 495 in 2022** (*Statistics South Africa Census 2022*) and covers the areas of **Hangklip-Kleinmond, Greater Hermanus, Stanford and Greater Gansbaai**.

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

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

Ward Delimitation

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

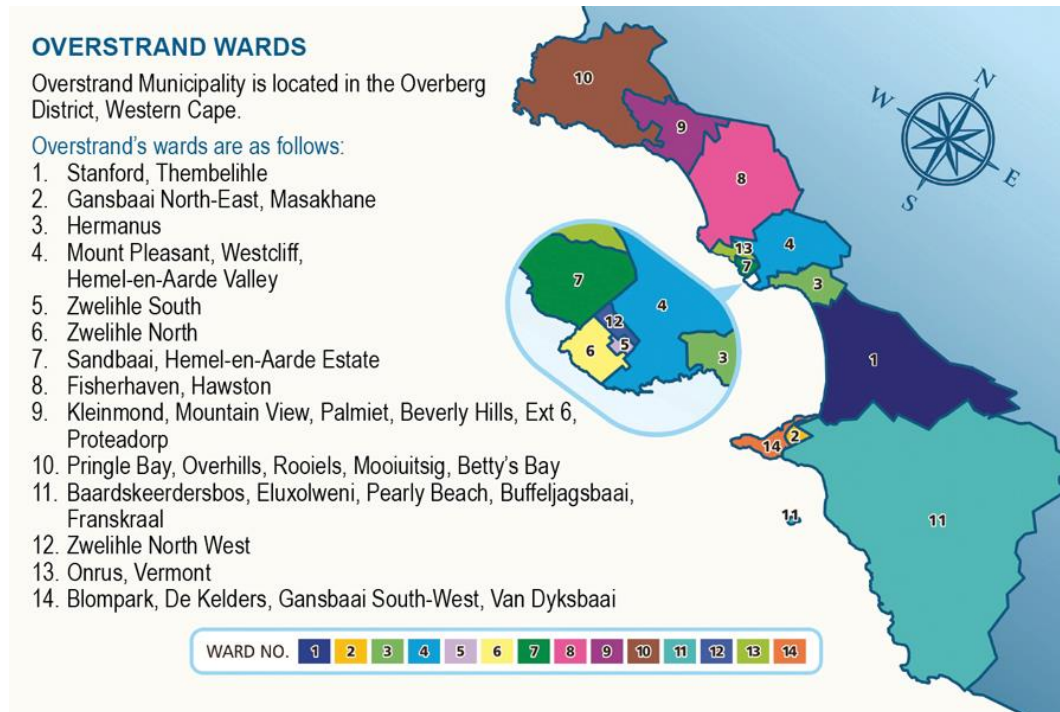


Figure 3: Overstrand Wards, 2021

2.2 Overstrand municipal area at a glance

The information in this section is based on the following statistical data resources, Statistics SA (2011 and 2022 Census & 2016 Community Survey), Western Cape Provincial Treasury Municipal Economic Review Profile, MERO (2023) and Western Cape Provincial Treasury Overstrand Socio-Economic profile (SEP 2023) and the municipality's own records.

2.2.1 Demographic profile

Population trends

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

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



From the latest 2022 Census figures it is evident that **Overstrand has a growing population** that will increase the **demand for housing, employment, service delivery and related infrastructure developments**. The increased

population growth will therefore place increased pressure on the municipal resources to develop new as well as maintain existing infrastructure. The ability to work from home has enabled households to move away from the economic hubs and settle in smaller towns such as Hermanus. This trend can be a valuable injection for the local economy as well as the municipality in terms of income generation, despite the increased demand for services (Source: Western Cape Provincial Treasury, MERO 2021 and SEP 2021).

Projected population distribution per Ward, 2024

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

| Areas | Ward | Population | | |
|--|------|---------------|----------------|-----------------|
| | | 2011 Census | 2022 Census | 2024 projection |
| Stanford, Thembihle | 1 | 6 454 | 8977 | 9449 |
| Gansbaai North-East, Masakhane | 2 | 6 866 | 11311 | 11907 |
| Hermanus | 3 | 4 267 | 7030 | 7400 |
| Westcliff, Mount Pleasant, Hemel & Aarde Valley | 4 | 7 801 | 12851 | 13528 |
| Zwelihle South | 5 | 6 345 | 10453 | 11003 |
| Zwelihle North | 6 | 6 529 | 10755 | 11322 |
| Sandbaai, Hemel & Aarde Estate | 7 | 4 102 | 6757 | 7113 |
| Hawston, Fisherhaven & Honingklip | 8 | 9 412 | 15504 | 16321 |
| Kleinmond, Proteadorp, Mountain View, Palmiet, Beverley Hills, Ext 6 | *9 | 2 446 | 4029 | 4242 |
| Pringle Bay, Overhills, Mooiuitsig, Betty's Bay, Rooiels | 10 | 6 638 | 10935 | 11511 |
| Baardskeedersbos, Eluxolweni, Pearly Beach, Buffeljagsbaai, Franskraal | 11 | 9 086 | 10628 | 11188 |
| Zwelihle North-West | 12 | 5 335 | 8789 | 9252 |
| Onrus & Vermont | 13 | 5 151 | 8485 | 8932 |
| Blompark, De Kelders, Gansbaai South-West, Van Dyksbaai | *14 | | 5991 | 6307 |
| GRAND TOTAL | | 80 432 | 132 495 | 139 474 |

Table 3: Projected population by ward, 2024

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

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

% Population distribution per area

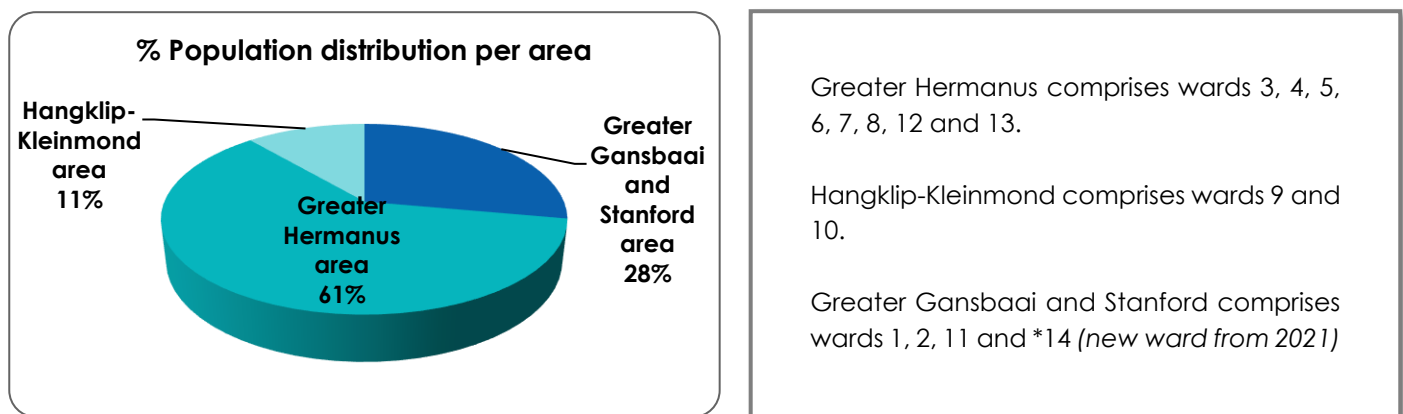


Figure 4: Overstrand population distribution per area, 2022

Source: 2022 Census, Stats SA

Households

The total number of households within the municipal area increased from **36 076** in the 2021/22 financial year to a total of **36 583** in the 2022/23 financial year. This indicates an **increase of 1.42 %** in the total number of households within the municipal area over the two financial years 2021/22 – 2022/23 (Source- Municipal finance records).

For 2022/23 the total number of households are made up of 33 341 formal households plus 3 242 informal households. The total number of households **excludes** land invasions which amounts to 7 918 households.

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

| Household | 2020/21 | 2021/22 | 2022/23 |
|---|---------|---------|---------|
| Number of households in municipal area | 35 451 | 36 076 | 36 583 |
| Number of indigent households in municipal area | 7 278 | 7 367 | 1 491* |

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

As per table 5 above, the total number of indigent households **decreased** from 7 367 households in 2021/22 to 1 491 households in the 2022/23 financial year. **Note: The decrease in the number of indigents for 2022/23 is due to the Change of the Indigent Policy (Category B & C discontinued). The municipality is running indigent campaigns by means of pamphlets, social media, and ward committee meetings. In addition, qualifying indigents will be informed in advance that their application has expired and that they need to re-apply. Municipal staff will also go out into communities to assist them with the application process.**

Population per racial group, 2022

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

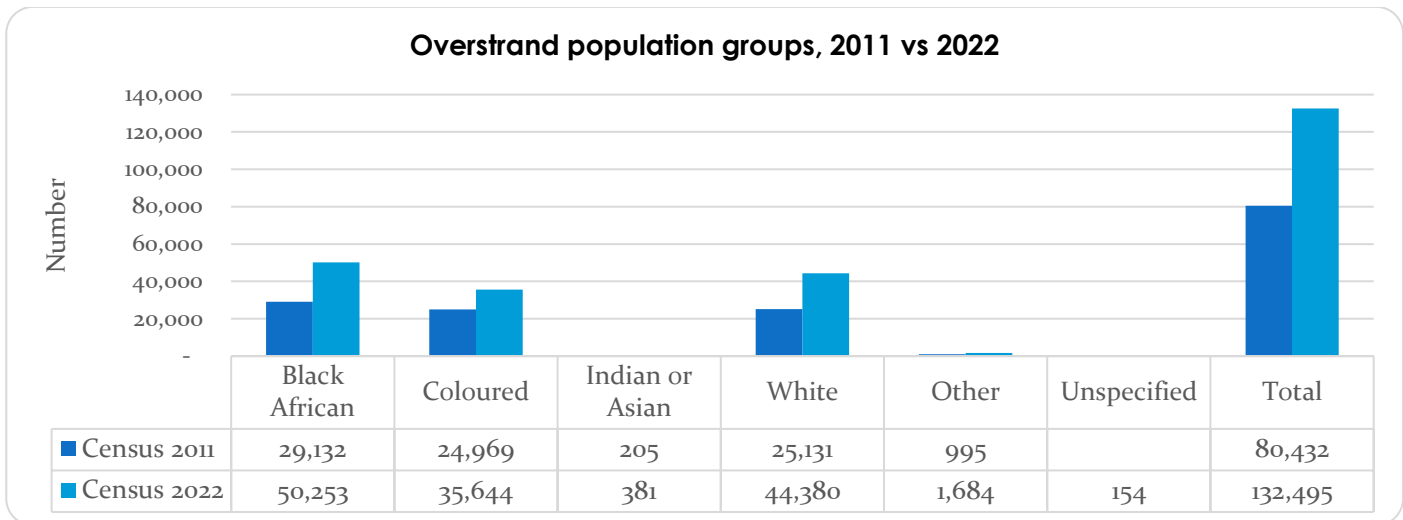


Figure 5: Overstrand population per racial group, Census 2011 vs Census 2022

Age Cohorts

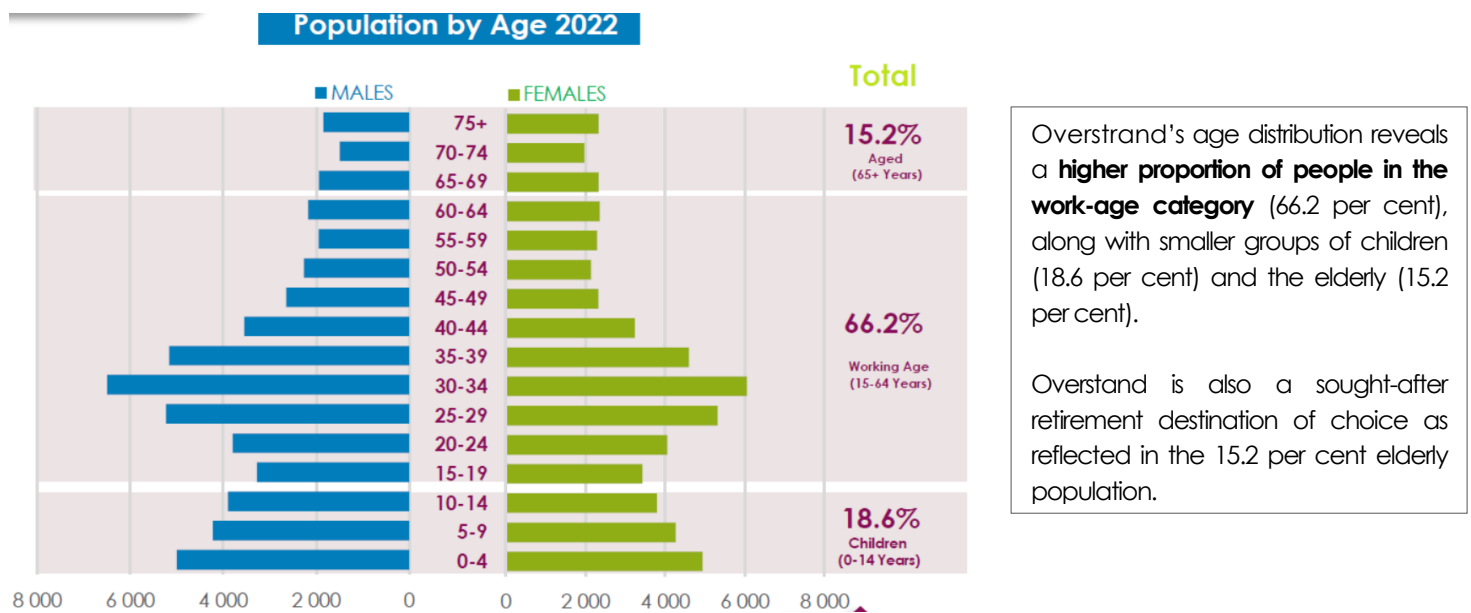


Figure 6: Overstrand age cohorts, 2022

Source: Western Cape Provincial Treasury, Overstrand SEP 2023

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

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

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

2.2.2 Social profile

Education

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

Literacy rate

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

Learner enrolment



Overstrand had 17 public ordinary schools which had to accommodate 14 857 learners at the start of 2022.

Table 6: Overstrand learner enrolment, 2020 -2022

Learner enrolment in the Overstrand municipal area **increased** by 1 242 learners from 13 615 in 2020 to 14 857 in 2022 (Source- Western Cape Provincial Treasury, *Overberg MERO 2023/24*).

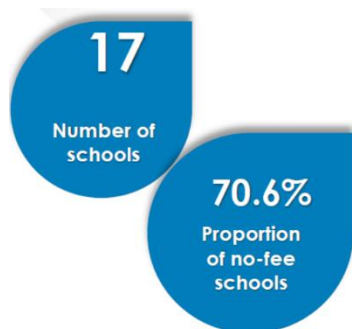
The increased learner enrolment in the municipal area is in line with the large population growth in Overstrand. Given these current trends, it is anticipated that the demand for school infrastructure will increase in the future. In their 5-year education infrastructure program for Overstrand (reviewed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

Learner retention rate (Grade 10 -12)

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

Learner retention in the Overstrand municipal area **improved** from **70.3 per cent in 2021** to **74.3 per cent in 2022** (Source- Western Cape Provincial Treasury, *Overstrand SEP 2023*). Mitigating school dropouts requires a collaborative approach.

Education facilities



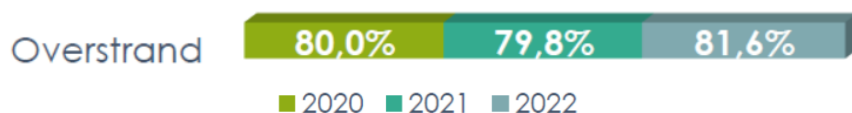
Overstrand had 17 public ordinary schools which had to accommodate 14 857 learners at the start of 2022.

In 2022, 14 schools had libraries.

The learner-teacher ratio has shown a steady and overall decrease, from 30.9 in 2020 to 30.3 in 2022. The decreasing ratio may impact the quality of education provided.

Figure 7: Overstrand Education facilities

Matric pass rate



The matric pass rate in Overstrand improved slightly from 80 per cent in 2020 to 81.6 per cent in 2022 (Source- Western Cape Provincial Treasury, Overstrand SEP 2023).

Table 7: Overstrand matric pass rate, 2020 - 2022

Health

Burden of Disease profile of Overstrand Municipality & Overberg District

5 Major causes of death, Mortality Data

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

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

Source: Department of Health, March 2019

Health facilities

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

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

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

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

HIV/AIDS and Tuberculosis (TB)

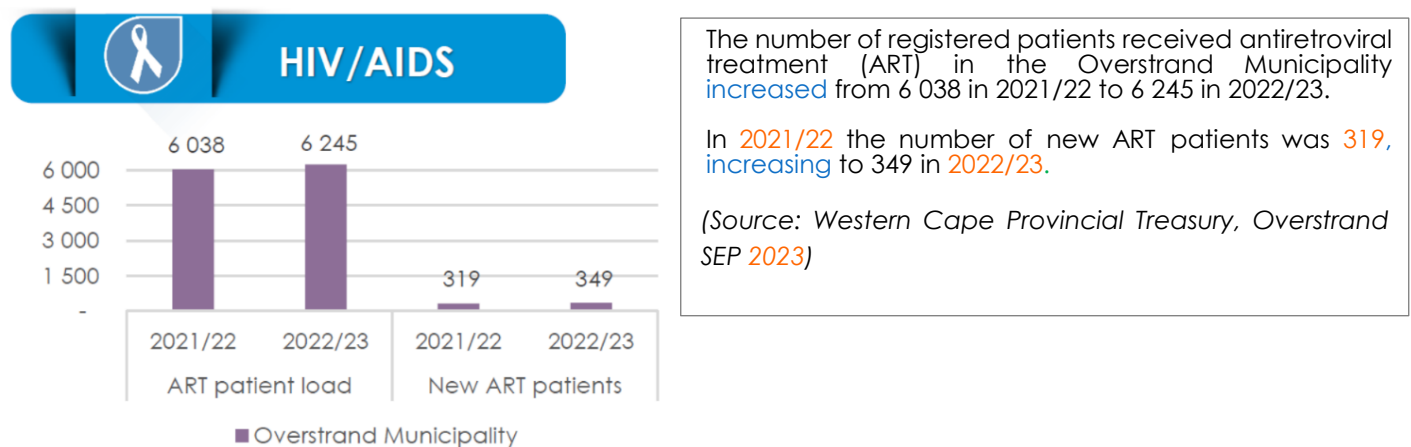


Figure 8: Overstrand HIV/AIDS figures, 2021-2023

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

Child Health

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

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

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

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

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

Maternal health

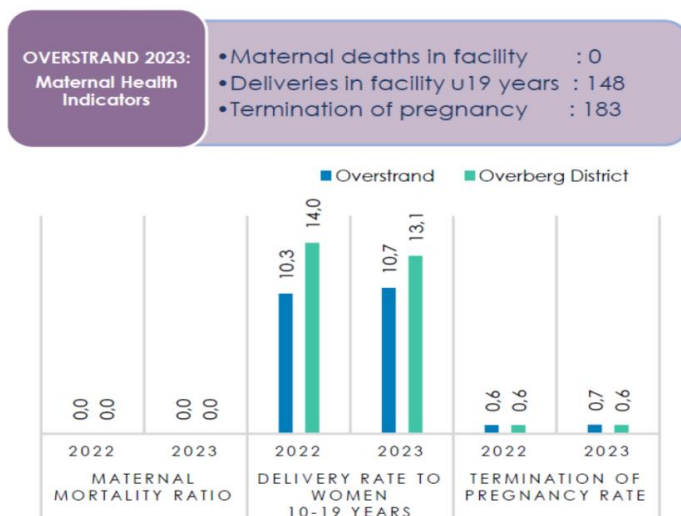


Figure 9: Overstrand vs District maternal health, 2022-2023

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

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

The **termination of pregnancy rate** **increased slightly** from 0.6 per cent in 2022 to 0.7 per cent in 2023 in the Overstrand area.

Poverty

GDPR Per Capita

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

With a per capita GDPR of **R79 109 in 2022**, Overstrand's per capita GDPR **was below** both the District's R89 085 and Province's R113 327 (Source, Western Cape Provincial Treasury, *Overstrand SEP 2023*).

Income Inequality - Gini coefficient

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

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

Income inequality in the Overstrand municipal area has **decreased** from 0.65 in 2021 to **0.62 in 2022**. This may be attributed to the growth of poor informal settlements in the municipal area, such as Zwelihle, which contrasts heavily with high-income enclaves such as Arabella Country Estate. Income distribution in the municipal areas of the Overberg District (OD) is becoming more unequal, highlighting the importance of various social interventions made by local, provincial and national government (Source: Western Cape Provincial Treasury MERO, 2022 and Overstrand SEP 2023).

Average Monthly Household income

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

Table 9: Overberg District average monthly household income, 2020

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

Poverty Line

As per the definition, the Upper Bound Poverty Line (UBPL) is the proportion of the population living below the UBPL i.e., that cannot afford to purchase adequate levels of food and non-food items, an individual living in South Africa with less than 1 227 South African rands (in April 2019 prices) per person per month was considered poor (Source: Western Cape Provincial Treasury, Overstrand SEP 2022).

In 2022, **59.81 per cent** of the Municipality's population fell below the UBPL. This figure **decreased slightly** from the **59.99 per cent** and **60.15 per cent** recorded for the periods 2016 and 2019 respectively.

Human Development Index (HDI)

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

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

Safety and Security

Murder

Within the Overstrand area, the murder rate (per 100 000 people) increased slightly from **52 in 2020/21** to **53 in 2022/23**, while the murder rate for the Overberg District increased from **40 in 2020/21** to **51 in 2022/23**. (Source: Western Cape Provincial Treasury, Overstrand SEP 2023).

Sexual offences

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

The rate of sexual violence in South Africa is amongst the highest in the world. Sexual offences in the municipal area decreased slightly from 115 occurrences per 100 000 people in 2020/21 to 114 in 2022/23. The rate across the district in turn increased from 100 in 2020/21 to 116 in 2022/23.

Drug related crime

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

The Drug related crime rate in the Overstrand area increased to 1083 occurrences per 100 000 people in 2020/21 to 1788 occurrences in 2022/23. This far surpasses the District's rate of 1 313 in 2022/23.

Driving under the influence (DUI)

Despite concerted efforts by government our roads are still considered amongst the most dangerous in the world. The number of cases of driving under the influence of alcohol or drugs per 100 000 people in the Overstrand area show a significant increase from 126 in 2020/21 to 251 in 2022/23. The DUI rate for the municipal area was higher than that of the District (237).

Residential burglaries

Residential burglaries in the municipal area decreased sharply. The burglary rate per 100 000 people subsequently decreased from 1241 in 2020/21 to 937 in 2022/23. Despite the decrease, the 2022/23 total was still significantly higher than the District total of 762.

Road user fatalities

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

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

2.2.3 Local economic profile

The Overstrand municipal area is the smallest municipal area in the Overberg District in terms of geographical spread but is the **second-largest economy** in the district. In 2021 the Overstrand municipal area economy was valued at **R 8.1 billion** and contributed **31.7 per cent** to the Overberg District economy during the year.



Figure 10: GDP forecast 2022-2025, Overstrand vs District

In 2022, GDP growth in the Overstrand municipal area was forecast to increase to 2.5 per cent. In the 2023 forecast period, economic growth in the Overstrand municipal area is expected to contract with -0.2 per cent, which is lower than the anticipated growth rates of the Overberg District and Provincial economies (*Western Cape Provincial Treasury, Overstrand SEP 2023*). Overstrand's 2024 projected forecast is 0.7 per cent economic growth, which is lower than both the District and Western Cape projection over the same period.

In 2021, a total of 31 309 workers were employed in the Overstrand municipal area, contributing 27.2 per cent to Overberg District employment during the year. Despite the 2 595 formal and informal jobs gained in 2022 not all jobs lost over the Covid-19 pandemic have been regained. The unemployment rate in the Overstrand remains the highest in the Overberg District (21.5 per cent). The estimated decline in employment opportunities is likely to result in a decline in household income, which in turn will continue to restrain municipal revenue and increase the demand for free basic services.

Also refer to Chapter 9 – Local Economic Development.

2.3 Community needs

2.3.1 Current ward priorities reviewed

During **September – November 2023** the ward communities reviewed their current ward priorities for the **2024/25** IDP review process.

The **2024/25** reviewed ward priorities for Overstrand Municipality are cited below:

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

| Priority 2024/25 | WARD 1 | | | | | |
|---------------------|--|-----------------------|------------|----------------------------------|------------|----------|
| | Ald. Dudley Coetzee | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Housing including IRDP and FLISP | Stanford | | | x | |
| 2 | Electrification of Emergency Housing project (EHP) | Thembelihle | Capex | x | x | |
| 3 | Revitalization of Stanford Village | Stanford | Opex/Capex | x | | |
| 4 | Fire Truck | Greater Stanford | Capex | x | | |
| 5 | Formulization of Parking in Long Street between Queen Victoria Street and Morton Street | Stanford | Opex/Capex | x | | |
| 6 | Upgrade of Library/Technology Resource & Information Centre relocated to Community Hall area | Thembelihle, Stanford | | | x | |
| 7 | Tourism and Community Hub to be erected on Erf 594, Stanford | Stanford | Capex | x | | |
| 8 | Millstream Rehabilitation (Stanford Conservation) | Stanford | Opex/Capex | x | | |
| 9 | Education: High School | Thembelihle, Stanford | | | x | |
| 10 | Greening & Cleaning of Stanford | Stanford | Opex | x | | |
| 11 | Re-surfacing and upgrading of Gravel Roads in Stanford | Stanford | Opex/Capex | x | | |

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| Priority 2024/25 | WARD 1 | | | | | |
|---------------------|---|------------------------|------------|----------------------------------|------------|----------|
| | Ald. Dudley Coetzee | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 12 | Fire Brakes Die Kop Residential area and removing of Alien vegetation at Stanford housing development site | Stanford | Opex | x | | |
| 13 | Alternative Power generation | | Opex/Capex | x | x | x |
| 14 | Replacement of Roof Structure – Municipal Offices | Stanford | Opex/Capex | x | | |
| 15 | Community Hall | | Opex/Capex | x | x | x |
| 16 | Funding of obtaining Certificate of Compliance (R1 million) in respect of electrical installations at Municipal Buildings – compliance with legislation | | Opex | x | | |
| 17 | DPW for the extension of the school playground as well as the development of a Bus stop drop off site (Die Bron Primary School) | Stanford | Capex | x | x | |
| 18 | Water for irrigation of the school site at Die Bron Primary School from Willem Appelsdam (Die Bron Primary School) | | Opex/Capex | x | | |
| 19 | Outdoor Youth Centre | | | | x | x |
| 20 | Waste Management Upgrade/Rehabilitation of Stanford Drop-off including new bins for hazardous material | Stanford | Capex/Opex | x | | |
| 21 | Upgrading of all entrances into Stanford including Die Kop | Stanford | Capex/Opex | x | | |
| 22 | Development of a Biosphere connecting all private and public Nature Reserves | Stanford | Opex/Capex | x | | |
| 23 | Social Development Interventions <ul style="list-style-type: none"> Thusong services (mobile), satellite office to be established in Gansbaai to serve Wards 1,2,11 and 14 Collaborate with Social partners, i.e., NGO's, Government (Overstrand wide) ECD support (registration, compliance and filling gap in all disadvantaged communities) | | Capex/Opex | x | | |
| 24 | Implement Organic Waste Diversion Plan (multi years 2026/2028) | | Opex/Capex | x | | |
| 25 | Stormwater (Ad Hoc) | Stanford, Thembelihle | Capex | x | | |
| 26 | Traffic Calming (including Dreyer Street, Thembelihle) | Stanford / Thembelihle | Capex/Opex | x | | |
| 27 | Treated effluent irrigation system – Stanford (2025/2026, R1 million) | | Capex | x | | |
| 28 | Extension of Sewer network to eliminate conservancy tanks (Stanford RPA) | | Capex | x | | |
| 29 | Water pipe replacement – Stanford (multi-years 2023/2025, R2 million) | | Capex | x | | |
| 30 | Replacement/Refurbishment of vehicles/plant equipment | Stanford | Capex | x | | |
| 31 | Upgrade of municipal Facilities – Municipal Yard | Stanford | Opex/Capex | x | | |
| 32 | Jobs -public employment programs (WTTC, EPWP, CDW, WFF, WFW) & skills development initiatives | | | x | | x |
| 33 | Expansion of Employment (staff component) (R1.5 million) | | Opex | x | | |

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| Priority 2024/25 | WARD 1 | | | | | |
|---------------------|---|-----------------------|-------------------|----------------------------------|------------|----------|
| | Ald. Dudley Coetzee | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| | <ul style="list-style-type: none"> Permanent positions of general workers (T1) to replace the existing EPWP staff employed in services regarded to be permanent (maintenance of sport fields, community halls, public ablutions, etc.) | | | | | |
| 34 | Replacement of Sewer Tanker (R1.2 million) | | Capex | x | | |
| 35 | Replacement of Pool Car – written off in accident | | Capex | x | | |
| 36 | Upgrading of public boat launching site (Du Toit Street) | | Capex | x | | |
| 37 | Capex Funding – install CCTV cameras on municipal facilities to reduce the private guards on premises (Overstrand wide) (R1.1 million for all sites) | Stanford | Capex | x | | |
| 38 | Fire Fighting Staff – Overstrand wide (includes 6 cadet fire fighters for Gansbaai and Stanford) | Stanford | Opex | x | | |
| 39 | Dedicated Quick Response Traffic & Law Enforcement presence to enforce by-laws (preventing of unlawful dumping) during work & after hours (Stanford CPF) | | Opex | x | | |
| 40 | Distance over time speed camera on the R43 between Hermanus and Stanford (Stanford CPF) | | | | x | |
| 41 | Soccer field at Die Kop (Thembelihle – Die Kop) | | Capex/Opex | x | x | |
| 42 | Erect Floodlights at Stanford soccer field | Stanford | Capex | x | x | |
| 43 | Roads: Upgrade of Provincial Road (R43) (between Stanford & Gansbaai) | | | | x | |
| 44 | Upgrade minor road (Wortelgat) | Stanford | | | x | |
| 45 | Roads: Tarring of road between Stanford and Papiessvlei (DR 1218) | Stanford/ Gansbaai | | | x | |
| 46 | Electricity – LV network upgrading in Stanford (multi-years 2024/2026, R3.8 million) | Stanford | Capex | x | | |
| 47 | Rehabilitation of Stanford Landfill | Stanford | Capex | x | | |
| 48 | Replacement of Franking Machine (R50 000) | Stanford | Capex | x | | |
| 49 | Staff and equipment (Safety & Security Services) (21 positions) (relates to above-mentioned) – If we can install more cameras & replace the guards with our own people it can result in bigger savings (Overstrand wide) | Stanford | Capex and Opex | x | | |
| 50 | Funding to finalize biometric system, procure firearms & uniforms (relates to above-mentioned) (R450 000) (Overstrand Wide) | | Capex and Opex | x | | |
| 51 | Specialized firefighting equipment (Overstrand wide, R1.6 million) | | Capex | x | | |
| 52 | Staffing – Traffic Officers – to address concerns in all wards due to the capacity growth in the communities (Overstrand wide) | | Opex | x | | |

Table 10: Ward 1 reviewed priorities for 2024/25

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| Priority 2024/25 | WARD 2 | | | | | |
|---------------------|--|-----------------------|------------|----------------------------------|------------|----------|
| | Ald. Theodorah Nqinata | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Housing | Masakhane | | | x | |
| 2 | Streets and Stormwater | Masakhane | Opex/Capex | x | | |
| 3 | Electricity (Electrification of Informal structures) | | | | x | |
| 4 | Community Hall / Thusong Centre | Masakhane | | | x | |
| 5 | Expansion / Additional Taxi Rank | Masakhane | Opex/Capex | x | | |
| 6 | Caretakers Residence: Soccer field (<i>External Funds</i>) | Masakhane | Opex/Capex | x | | |
| 7 | Pedestrian access intersection (industrial area) and Upgrade of Main Road 28 (Hermanus – Gansbaai) | Masakhane | | | x | |
| 8 | Cleaning contractors (Formal and Informal Areas) | Masakhane | Opex | x | | |
| 9 | Waste management: Wheelie Bins for domestic refuse | Masakhane | Opex | x | | |
| 10 | Primary Health Care Centre (Clinic in Masakhane) | Masakhane | | | x | |
| 11 | Traffic Calming (Speed bumps) | | Capex | x | | |
| 12 | Provincial Ambulance services (Expansion) | Masakhane | | | x | |
| 13 | Sidewalks | Masakhane | Capex | x | | |
| 14 | Refuse drop off facilities for domestic use | Masakhane | Capex | x | | |
| 15 | Play park | Masakhane | Opex/Capex | x | | |
| 16 | Education (need tertiary institution) | Masakhane | | | | x |
| 17 | Business Centre | Masakhane | Opex/Capex | x | x | |
| 18 | Traffic Calming - Raised Intersection (Taxi Rank) | Masakhane | Opex/Capex | x | | |
| 19 | Centre for the Elderly | Masakhane | | | x | x |
| 20 | Youth Centre | Masakhane | | | x | x |
| 21 | Safehouse for vulnerable people | Masakhane | | | x | x |
| 22 | ECD's – Land & Services | Masakhane | Opex/Capex | x | | |
| 23 | Solar Geysers | Masakhane | Capex | x | x | |
| 24 | Land for Emerging Farmers | Masakhane | Capex | x | x | |
| 25 | CCTV Cameras | Greater Gansbaai Area | Capex | x | | |
| 26 | Installation of swimming pool (<i>External Funding</i>) | Greater Gansbaai Area | Capex | x | x | |
| 27 | Churches – Land | Masakhane | Capex | x | | |
| 28 | Back yard dwellers – Land | Masakhane | Capex | x | | |
| 29 | Water Provision: Upgrade of waterlines & new booster pump station valves | Masakhane | Capex | x | | |
| 30 | Sewer upgrading of bulk sewer supply | Masakhane | Capex | x | | |
| 31 | Sport & Recreation: Resealing of netball Court (Including line markings) | Masakhane | | | x | |
| 32 | Workshops, training tools and equipment for SMME's | | Opex/Capex | x | x | x |
| 33 | Day Hospital for Gansbaai | | | | x | |
| 34 | Office accommodation for Emergency Contractors Forum | | Opex/Capex | x | | |
| 35 | Regular Thusong visits | | Opex | x | x | |
| 36 | Public ablutions (Paid Facilities) in the CBD | | Capex | x | | |
| 37 | Replacement/Refurbishment of vehicles/plant equipment | Gansbaai- All areas | Capex | x | | |

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| Priority 2024/25 | WARD 2 | | | | | |
|---------------------|---------------------------|-----------|------------|----------------------------------|------------|----------|
| | Ald. Theodorah Nqinata | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 38 | Cemetery (Planning phase) | Masakhane | Capex | x | | |

Table 11: Ward 2 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 3 | | | | | |
|---------------------|---|--------------------------|--|----------------------------------|------------|----------|
| | Ald. Kari Brice | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Completion of CBD revitalization <ul style="list-style-type: none"> Taxi Rank upgrade, Long St upgrade, CBD entrance upgrade and welcome to Hermanus sign, Uniform signage, Street lights review, the overdue implementation of a managed parking solution, Removal of illegal car washers (or create a managed dedicated car wash zone), Urban management of Swallow Park, Dealing with vagrants in CBD | Hermanus CBD | Capex and Opex | x | | |
| 2 | Baboon Management Programme Continuation thereof Repair and extension of existing electric baboon fence | Voëlklip / Fernkloof | Opex/Capex - Capex part is the extension of electric fence | x | x | |
| 3 | New Cliff Path sections to be build and Maintenance on existing sections Upkeep of paths and clearing of vegetation along the paths, litter control, signage, regular patrols, municipal alien clearing, enforcement of dog's by-law, safety at Marine Pool area & upgrade ablution facilities at Marine Pool | Cliff Path | Opex/Capex | x | | |
| 4 | Preservation of Fernkloof Nature Reserve Proclamation as World Heritage site, Finale PAMP document, Revision of Fernkloof Advisory Board, CCTV surveillance, upgrade of facilities | Fernkloof Nature Reserve | | | x | x |
| 5 | Traffic Calming Traffic Light at Brug street, Main Rd Intersection Eastcliff, 2 x speed bumps or chicanes and speed signs Mountain Drive (opp. Erf 4754), Speed calming table Jose Burman Rd Hermanus High School, Speed calming 10 th St Voëlklip. Speed calming 7th Ave/R43. Traffic light at Brug Street | | Capex | x | x | |
| 6 | Maintenance/repairs of existing Beach facilities and extension to/or New Beach facilities to be build Ablution facilities upgrade Voëlklip, Kammabaaai and Marine Pool, Grotto, Grotto East | Hermanus | Opex/Capex | x | | |
| 7 | Protection Services CCTV surveillance camera upgrade ward wide, extended patrolling hours in CBD, patrols on Cliff path, domestic waste issues (by-law & fining), Illegal dumping ward wide, speed blitzes 7 th and 10 th streets Voëlklip, speed blitzes Main Rd, Mountain Dr Impala St, Talana Rd, Northcliff | Entire ward 3 | Capex | x | | |
| 8 | Upgrading/repairs/maintenance of roads and sidewalks and cycle lanes | | Opex/Capex | x | | |

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| Priority 2024/25 | WARD 3 | | | | | |
|---------------------|---|-------------------------------------|--------------|----------------------------------|------------|----------|
| | Ald. Kari Brice | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 9 | Hermanus Sports Centre access road and parking areas | Hermanus | Capex | x | | |
| 10 | New Dog park and Fencing of municipal property/facilities and public open spaces | Entire ward 3 | Opex & Capex | x | | |
| | Review dog by-law, beach walking zones Beach walking zones (on lead/off lead) to be designated and clearly signed Beach walking zones to be policed by Law Enforcement | | | | | |
| 11 | Continued upgrade of sewerage and storm water systems. Water borne sewerage. Fernkloof (to link into existing infrastructure) and stormwater curbing - Eastcliff. | All suburbs of ward 3 | Capex | x | | |
| 12 | New Streetlights | | Capex | x | | |
| 13 | New Refuse Trucks | Hermanus | Capex | x | | |
| 14 | Fernkloof Drive, Hermanus Heights | Hermanus Heights | Opex/Capex | x | | |
| | Future status of the Gravel section | | | | | |
| 15 | Upgrading/repair/maintenance of play parks & public spaces or establishing a new park | Beach areas or existing park Ward 3 | Opex/Capex | x | | |
| 16 | Public Transport | | | | x | |
| | Collaborative initiative with Taxis to review operating times and routes, Hermanus – Voëlklip until 17h00, Hermanus – Gansbaai, Hermanus – Kleinmond | | | | | |
| 17 | Repair bridge on the Cliff top below Windstor Hotel | Hermanus | Capex | x | | |
| 18 | New Library for Hermanus | Hermanus | Capex & Opex | x | x | |

Table 12: Ward 3 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 4 | | | | | |
|---------------------|--|---|-------------------------------|----------------------------------|------------|----------|
| | Cllr. Ronald Nutt | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Social Housing & Rental Stock development Opportunities | Mount Pleasant | | | x | |
| 2 | Taxi Rank and a facility for busses, Dahlia Street opposite Moffat Hall/ alternatively at Malva Street | Mount Pleasant | Capex | x | | |
| | Extended centre at Moffat Hall | | | | | |
| 4 | New and upgrading of Playparks | Ward 4 | Capex | x | | |
| 5 | Conservation and Preservation of Commonages | Westcliff | Opex Opex Capex Opex | x | | |
| | <ul style="list-style-type: none"> o Controlled burning of green areas o Maintenance programs o Post and rail installation o Safe pathways | | | | | |
| 6 | Stormwater /infrastructure | Mount Pleasant -Heide, Vygie, Freesia, Jakaranda, Leeubekkie, Mbeki, Marigold: Mount Pleasant | Capex | x | | |

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| Priority 2024/25 | WARD 4 | | | | | |
|---------------------|---|---|----------------|----------------------------------|------------|----------|
| | Cllr. Ronald Nutt | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/ Opex | Overstrand | Provincial | National |
| 7 | Sidewalks: Westcliff road - Uitkyk, China Town, Dahlia Street, Aster Street, Heide street | Mount Pleasant and Westcliff | Capex | x | | |
| 8 | Streetlights (Repairs & Applications for New Streetlights) | Ward 4 | Capex | x | | |
| 9 | Overall Upgrading of Die Stoor, renovating to accommodate more Businesses | Mount Pleasant | Opex/Capex | x | | |
| 10 | Extension of Still Street from New Harbour to start of Cliff Path-access Road to western end of Cliff Path and parking/lookout area | Westcliff | Capex | x | | |
| 11 | Westcliff speed calming measures | Especially Westcliff Drive and Church Street, Cr Arundel Street and Canterbury Street | Opex/Capex | x | | |
| 12 | BMX Trail for Young Kids | Mount Pleasant | Capex | x | | |
| 13 | Beautification | Protea and Sweetpea | Opex/Capex | x | | |
| 14 | Widening of Malva Street from Aster to Mbeki Street | Mount Pleasant | Capex | x | | |
| 15 | Stormwater Flooding problem on the Soccer field | Mount Pleasant Sportsgrounds | Opex/Capex | x | | |
| 16 | Numbering of refuse bins | Ward 4 | Opex | x | | |
| 17 | Upgrading of Mount Pleasant Sportsgrounds | Mount Pleasant | Opex/Capex | x | | |
| 18 | Upgrading of curbing and Sidewalk in front of School | Dahlia street, Mount Pleasant | | x | | |
| 19 | Widening of Hospital Road, Angelier, Malva till Sonneblom Street. Increase kerb radius corner Hospital/ Ravenscroft Road. | Westcliff and Mount Pleasant | Capex | x | | |
| 20 | Upgrading outside front area of Huis Lettie Theron | Westcliff | Opex/Capex | x | | |
| 21 | Safety and Security ○ Patrols by HPP ○ Contingency planning for unrest and disaster situation | Ward 4 | Opex | x | | |
| 22 | Purchasing of Tables & Chairs-Moffat Hall | Mount Pleasant | Opex and Capex | x | | |
| 23 | Upgrading of play park c/o Orgidee & Sweetpea streets | Mount Pleasant | | x | | |
| 24 | Speed calming | Ward 4 | Opex/Capex | x | | |
| 25 | Higher wall on Mount Pleasant Side of Sport grounds | Mount Pleasant Sportsgrounds | Capex | x | | |
| 26 | Old Age Home/Hospice | Mount Pleasant | | | x | x |
| 27 | Maintenance of boundary wall/gates at Mount Pleasant cemetery | Mount Pleasant | Opex/Capex | x | | |
| 28 | Ocean Grid | Ward 4 | Opex/Capex | x | | |
| 29 | Razor wire at the Mount Pleasant Sports Grounds | Mount Pleasant | Opex | x | | |
| 30 | Road extension at CTM robot into upper Mount Pleasant | Mount Pleasant | Capex | x | | |
| 31 | Lightning at commonages and public spaces | Ward 4 | Capex | x | | |
| 32 | Disabled Ramp and Universal Access Challenges | Gateway, Swartdam road | | | | |
| 33 | New playpark | Dankbaar, Mount Pleasant | Capex | x | | |
| 34 | Police Station | Ward 4 Mount Pleasant | | | | x |

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| Priority 2024/25 | WARD 4 | | | | | |
|---------------------|---|--------|----------------|----------------------------------|------------|----------|
| | Cllr. Ronald Nutt | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/ Opex | Overstrand | Provincial | National |
| 35 | Wheely Bins (New housing developments): Purchasing and Replacement | Ward 4 | Opex | x | | |

Table 13: Ward 4 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 5 | | | | | |
|---------------------|---|------------------|------------|----------------------------------|------------|----------|
| | Cllr. Bongiwe Gloria Nombula | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Electrification of Informal Settlement | Ward 5, Zwelihle | Capex | x | x | |
| 2 | Construction of Zwelihle High School | Ward 5, Zwelihle | | | x | |
| 3 | Building facilities for Government departments (SASSA, Home Affairs, and Police Station etc.) | Ward 5, Zwelihle | | | | x |
| 4 | Upgrading of sewerage system in Zwelihle | Ward 5, Zwelihle | Capex | x | | |
| 5 | Subsoil drainage at Lobi street | Ward 5, Zwelihle | Opex/Capex | x | | |
| 6 | Disable friendly youth center | Ward 5, Zwelihle | | | x | |
| 7 | Housing Development | Ward 5, Zwelihle | | | x | |
| 8 | Upgrading of storm water system | Ward 5, Zwelihle | Capex | x | | |
| 9 | Establishment of new township | Ward 5, Zwelihle | Capex/Opex | x | x | |
| 10 | Streetlights in ward 5 | Ward 5, Zwelihle | Capex | x | | |
| 11 | Extensions of the existing community hall / construction of a new community hall | Ward 5, Zwelihle | Capex | x | | |
| 12 | Zwelihle Police station | Ward 5, Zwelihle | | | x | |
| 13 | CCTV Cameras in Ward 5 | Ward 5, Zwelihle | Capex | x | | |
| 14 | Zwelihle Library | Ward 5, Zwelihle | | | x | |
| 15 | Upgrading of Zwelihle sports grounds including Artificial turf | Ward 5, Zwelihle | Capex | x | | |
| 16 | Service plots Asazani Informal Settlement | Ward 5, Zwelihle | | | x | |
| 17 | Erecting wall separating Asazani Informal Settlement & Steve Biko Street | Ward 5, Zwelihle | Capex | x | | |
| 18 | Fencing of Transit Camp Informal Settlement | Ward 5, Zwelihle | Capex | x | | |
| 19 | Upgrading and maintenance of ward 5 play parks | Ward 5, Zwelihle | Capex/Opex | x | | |
| 20 | Play Parks site C1 & C2 New Housing Development | Ward 5, Zwelihle | Capex | x | | |
| 21 | Business hub/industrial area (building facilities for small business entrepreneurs) | Ward 5, Zwelihle | Capex | x | | |
| 22 | Capacity building programmes (Youth, Educational Programs) | Ward 5, Zwelihle | Opex | x | x | |
| 23 | Sidewalks & Speed calming | Ward 5, Zwelihle | Opex/Capex | x | | |
| 24 | Land / Site for Churches | Ward 5, Zwelihle | Capex | x | | |
| 25 | Replacing of asbestos roof at Chris Hani Street | Ward 5, Zwelihle | Capex | x | | |
| 26 | Upgrading of Siyazama Elderly Centre | Ward 5, Zwelihle | Opex/Capex | x | | |
| 27 | Upgrading of radio network | Ward 5, Zwelihle | | | | x |
| 28 | Construction of RDP houses at Transit Camp Informal Settlement | Ward 5, Zwelihle | | | x | |
| 29 | Ward 5 Stop signs | Ward 5, Zwelihle | Capex | x | | |

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Table 14: Ward 5 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 6 | | | | | |
|---------------------|---|------------------|------------|----------------------------------|------------|----------|
| | Cllr. Vuyisani Bandeza | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Electrification of Schulphoek (Dubai) Informal Settlement | Ward 6, Zwelihle | Capex | x | x | |
| 2 | Development of service sites Schulphoek Informal Settlement | Ward 6, Zwelihle | | | x | |
| 3 | Upgrading of household's electricity Infrastructure | Ward 6, Zwelihle | Capex | x | x | |
| 4 | Construction of Zwelihle Police station | Ward 6, Zwelihle | | | | x |
| 5 | Building facilities for social development, SASSA, Home Affairs etc. | Ward 6, Zwelihle | | | x | x |
| 6 | Rebuilding of White City houses | Ward 6, Zwelihle | | | x | |
| 7 | Upgrading and maintenance of Zwelihle hostels | Ward 6, Zwelihle | Capex/Opex | x | x | |
| 8 | Building facilities for small business; SMME'S | Ward 6, Zwelihle | Capex/Opex | x | x | |
| 9 | Relocation of Peach Houses affected by Abagold Abalone Plant | Ward 6, Zwelihle | Capex/Opex | x | | |
| 10 | Housing development | Ward 6, Zwelihle | | | x | |
| 11 | Issuing of title deeds: Peach house, White City, TRA admin site and Zwelihle Hostels | Ward 6, Zwelihle | Opex | x | | |
| 12 | Building of disabled friendly youth multipurpose centre | Ward 6, Zwelihle | | | x | |
| 13 | Establishment of new township | Ward 6, Zwelihle | | x | x | |
| 14 | Upgrading of Zwelihle Sports Grounds | Ward 6, Zwelihle | Capex/Opex | x | x | |
| 15 | Upgrading of Zwelihle Community Hall | Ward 6, Zwelihle | Capex/Opex | x | x | |
| 16 | Streetlights for Buntu, Martin Pike, Fortewu Streets, Ziphunzana Informal Settlement | Ward 6, Zwelihle | Capex | x | | |
| 17 | Upgrading of sewerage system in Zwelihle | Ward 6, Zwelihle | Capex | x | | |
| 18 | Upgrading of storm water system | Ward 6, Zwelihle | Capex | x | | |
| 19 | Sidewalks & speed calming measures | Ward 6, Zwelihle | Opex/Capex | x | | |
| 20 | Removing of asbestos roof and replace new roof at Zwelihle old location & Masakeni residential areas. | Ward 6, Zwelihle | Capex | x | | |
| 21 | CCTV cameras | Ward 6, Zwelihle | Capex | x | | |
| 22 | Upgrading of early childhood development facilities | Ward 6, Zwelihle | Opex/Capex | x | | |
| 23 | Training, skills development, and capacity building programmers | Ward 6, Zwelihle | | | x | x |
| 24 | Construction of Boundary wall (White City) Swartdam road Street and TRA admin site. | Ward 6, Zwelihle | Capex | x | | |
| 25 | Upgrading of netball basketball court opposite Zwelihle Sport Ground | Ward 6, Zwelihle | Opex/Capex | x | | |
| 26 | Outdoor gym | Ward 6, Zwelihle | Capex | x | | |
| 27 | Upgrading Zwelihle Taxi Rank | Ward 6, Zwelihle | Opex/Capex | x | | |
| 28 | Land for Church purposes | Ward 6, Zwelihle | Capex | x | | |
| 29 | Land for farming | Ward 6, Zwelihle | Capex | x | | |
| 30 | Upgrading of radio network | Ward 6, Zwelihle | | | | x |
| 31 | Building facilities for disabled people | Ward 6, Zwelihle | | | x | |
| 32 | Housing development Ziphunzana Informal Settlement | Ward 6, Zwelihle | | | x | |

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| Priority 2024/25 | WARD 6 | | | | | |
|---------------------|---------------------------------|------------------|------------|----------------------------------|------------|----------|
| | Cllr. Vuyisani Bandeza | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 33 | Additional Zwelihle High School | Ward 6, Zwelihle | | | x | |

Table 15: Ward 6 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 7 | | | | | |
|---------------------|---|----------------|----------------|----------------------------------|------------|----------|
| | Cllr. Hybre Lombard | | | Responsible Sphere of Government | | |
| | Description | Area | Capex / Opex | Overstrand | Provincial | National |
| 1 | Security/ CCTV | Sandbaai | Capex | x | | |
| 2 | Upgrading/curb stones/sidewalks of Kusweg and/or beautifying and repair to roadside/verges | Sandbaai | Capex/Opex | x | | |
| 3 | Upgrading/repair/maintenance of beach area and facilities including parking areas and/or new infrastructure to improve beach/facilities | Sandbaai coast | Capex/Opex | x | | |
| 4 | Improvement storm water system - storm water channels | Sandbaai | Capex | x | | |
| 5 | Upgrading and development of sewer systems | Sandbaai | Capex | x | | |
| 6 | Upgrading and development of roads and sidewalks | Sandbaai | Capex | x | | |
| 7 | Paving Coastal Parking areas and extension (new) coastal paths | Sandbaai | Capex | x | | |
| 8 | Upgrading/repair/maintenance and new equipment, fencing for Play Parks and Open Spaces and dog park | Sandbaai | Opex and Capex | x | | |
| 9 | New Refuse Truck | Sandbaai | Capex | x | | |
| 10 | Traffic Calming | Sandbaai | Capex | x | | |
| 11 | New Streetlights | Sandbaai | Capex | x | | |
| 12 | Upgrading and maintenance of Sandbaai Hall | Sandbaai | Capex and Opex | x | | |
| 13 | New Transfer station (mobile or other options) | Sandbaai | Capex | x | | |

Table 16: Ward 7 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 8 | | | | | |
|---------------------|--|-------------------------------|------------|----------------------------------|------------|----------|
| | Cllr Arnie Africa | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 1 | Sewerage (reticulation) (MIG) | Hawston 1, 2 & 3, Fisherhaven | Capex | x | x | |
| 2 | Storm systems and tarring of remaining circles | | Capex | x | | |
| 3 | Sport complex, Pavilion at Hawston sports grounds and road upgrade | Hawston | Capex | x | x | |
| 4 | Establishment of new cemetery for Hawston/Fisherhaven | Hawston/Fisherhaven | Capex | x | | |
| 5 | Tarred / Dust Controlled Roads | Fisherhaven & Hawston | Opex/Capex | x | | |
| 6 | Sidewalks and traffic calming | Hawston & Fisherhaven | Capex | x | | |
| 7 | Youth Empowerment and programmes (Funding & training) | Ward 8 | Opex | x | x | |
| 8 | Businesses (industrial land for local fisherman and entrepreneurs) | Hawston | Capex | x | | |

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| Priority 2024/25 | WARD 8 | | | | | |
|---------------------|--|-----------------------|------------|----------------------------------|------------|----------|
| | Cllr Arnie Africa | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 9 | Streetlights (includes the back road between Hawston and Fisherhaven) | Hawston & Fisherhaven | Capex | x | | |
| 10 | CCTV | Hawston & Fisherhaven | Capex | x | | |
| 11 | Care / Service Centre for elderly | Hawston & Fisherhaven | | | x | x |
| 12 | Hawston Camp Site Upgrade/repairs/maintenance and/or new infrastructure/fencing | Hawston | Opex/Capex | x | | |
| 13 | Thusong Center extension | Hawston | | | x | |
| 14 | Construct a pedestrian bridge over the R43 to ensure the safety of all to cross the R43 (long term goal) | Hawston | | | x | |
| 15 | Playparks and skateboard park | Hawston | Capex | x | | |
| 16 | Police station | Hawston | | | | x |
| 17 | Land for cremations centre | Hawston & Fisherhaven | Capex | x | | |
| 18 | Fire station or vehicle for/stationed in Ward 8 | Hawston | Capex | x | | |
| 19 | Health Facilities - Extension of Hawston Clinic | Hawston | | | x | |
| 20 | Slipway management and control | Fisherhaven | Opex | x | | |
| 21 | Housing | Hawston | | | x | |
| 22 | Shelter for victim of gender-based violence | Hawston | | | x | x |
| 23 | Land availability (ECD, land for establishment of a training (skills) facility | Hawston & Fisherhaven | Capex | x | | |
| 24 | Infrastructure Erf407 and Erf 1 (next to taxi rank) | Hawston | Capex | x | | |
| 25 | Borehole Hawston Sportsground | Hawston | Capex | x | | |
| 26 | Hawston Cliff Path Development - new cliff path to be established | Hawston | Opex/Capex | x | | |
| 27 | Upgrading the status of Hawston public launching site to that of a formally registered harbour | Hawston | | | x | |

Table 17: Ward 8 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 9 | | | | | |
|---------------------|--|------------|----------------|----------------------------------|------------|----------|
| | Cllr. Grant Cohen | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 1 | Upgrade of municipal fleet and equipment | Kleinmond | Capex | x | | |
| 2 | Water pipe replacement including ring feed to Heuningkloof | Kleinmond | Capex | x | | |
| 3 | Stormwater system and kerb upgrade | Kleinmond | Capex | x | | |
| 4 | Upgrading of sewer system | Kleinmond | Capex | x | | |
| 5 | Upgrade of fire station and services, to include proper disaster management facility | Kleinmond | Opex/Capex | x | | |
| 6 | Revitalization of Proteadorp | Proteadorp | Capex | x | x | |
| 7 | Upgrade and maintenance of current sports facilities | Kleinmond | Capex | | x | |
| 8 | Upgrade of the municipal yard, including moving Law enforcement and Traffic services to the facility | Kleinmond | Capex and Opex | x | | |
| 9 | Upgrade of town hall and community hall facilities | Kleinmond | Capex | x | | |

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| Priority 2024/25 | WARD 9 | | | | | |
|---------------------|---|------------------|----------------|----------------------------------|------------|----------|
| | Cllr. Grant Cohen | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 10 | Development of main beach development & market | Main beach | Capex | x | x | |
| 11 | Improvement of slipway facilities at Kleinmond harbour | Harbour | Opex/Capex | | | |
| 12 | Lift in the Kleinmond library | Library | Capex | | x | |
| 13 | Road upgrade, maintenance and speed calming | Kleinmond | Opex/Capex | x | | |
| 14 | Better signage in Kleinmond | Kleinmond | Opex | x | | |
| 15 | Alien clearing program | Kleinmond | Opex | x | | |
| 16 | Planning phase new sports facilities (golf course area) | Golf course area | Capex | x | x | |
| 17 | Revised management plan for Kleinmond Nature Reserve and coastal path | Kleinmond | Capex and Opex | | | |
| 18 | Bridge repairs and extension of bridge at lagoon + management of lagoon/reeds | Main beach | Opex/Capex | x | x | |
| 19 | CCTV cameras at municipal facilities | Kleinmond | Capex | x | | |
| 20 | Upgrade of streetlights | Kleinmond | Capex | x | | |
| 21 | Hospice for elderly and disabled | Proteadorp | | | x | |
| 22 | Upgrade of clinic to day hospital | Proteadorp | | | x | |
| 23 | Multipurpose facility for the youth | Kleinmond | | | x | x |
| 24 | High school for Kleinmond | Kleinmond | | | x | |
| 25 | Public transport upgrade | Kleinmond | | | x | |
| 26 | Kleinmond primer upgrade | Proteadorp | | | x | |
| 27 | Housing for Proteadorp | Kleinmond | | | x | |

Table 18: Ward 9 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 10 | | | | | |
|---------------------|--|--|------------|----------------------------------|------------|----------|
| | Cllr. Theresa Els | | | Responsible Sphere of Government | | |
| | Description | Area | OPEX/CAPEX | Overstrand | Provincial | National |
| 1 | Upgrade / New stormwater infrastructure (To identify HIGH priorities) | Betty's Bay, Pringle Bay & Rooiels and Overhills informal settlement | Capex | x | | |
| 2 | Municipal fleet & equipment to render basic service | Ward 9 & Ward 10 | Capex/Opex | x | | |
| 3 | Water pipe replacements | Pringle Bay, Rooiels, Betty's Bay | Capex | x | | |
| 4 | I. Upgrade of roads and tarring of gravel roads II. Paving of Roads | Betty's Bay, Pringle Bay Rooiels, Overhills & Mooiuitsig Rooiels | Capex | x | | |
| 5 | New Toilet Blocks Conservancy Tanks | Overhills Mooiuitsig | Capex | x | | |

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| Priority 2024/25 | WARD 10 | | | | | |
|---------------------|---|--|------------|----------------------------------|------------|----------|
| | Cllr. Theresa Els | | | Responsible Sphere of Government | | |
| | Description | Area | OPEX/CAPEX | Overstrand | Provincial | National |
| 6 | Provision and upgrading of sport and recreation facilities and Purchasing of New Playpark equipment <ul style="list-style-type: none"> Upgrading of existing play park / Overhills Large play ground Sports ground New playground Further upgrades/ rounding off of Kleinmond Soccer Field/ Netball Field (Multi -purpose sport facilities), Fencing, floodlights | Mooiuitsig Mooiuitsig Mooiuitsig Overhills Overhills | Capex | x | | |
| 7 | New Fire Station Betty's Bay Purchase Land | Betty's Bay | Capex | x | x | |
| 8 | Fencing of municipal facilities – Pringle Bay Drop-off | Ward wide | Capex | x | | |
| 9 | Upgrade beach ablution facilities | Ward wide | Capex | x | | |
| 10 | Paving and kerbing of coastal parking areas – Pringle Bay & Betty's Bay | Bettys Bay, Pringle Bay | Capex | x | | |
| 11 | Provision of Wi-Fi hot spots | Mooiuitsig / Overhills | Capex/Opex | x | x | |
| | Bus stops (new project) | Overhills & Mooiuitsig & Betty's Bay | Capex | x | x | |
| 12 | Environmental Management - Dune rehabilitation and Alien clearing and Protection of Wetlands | Betty's Bay/ Pringle Bay/ Rooiels | Opex | x | x | |
| 13 | Replacement/ Maintenance of Board Walks | Ward Wide | Opex/Capex | x | | |
| 14 | Upgrade of Municipal Works Yard | Ward 9 & 10 | Capex/Opex | x | | |
| 15 | Protection of the Environment: RENR The areas around the coast, at the Kopje and on the Rooiels River estuary (all currently zoned for nature) to be officially proclaimed as protected nature reserve and included as an extension of the Rooiels Nature Reserve | Rooiels | Opex | x | x | |
| 16 | Protection of the Environment and Character of the Area: RECOZ Heritage Overlay Zone to be adapted and extended to ALL of Rooiels – as submitted to OM as RECOZ -- and also Hangklip Conservation Overlay Zone for protecting dark skies | Rooiels | Opex | x | x | |
| 17 | Animal proof bin project for residents | Betty's Bay/ Pringle Bay/ Rooiels | Opex | x | | |
| 18 | Bus Shelter | Betty's Bay Pringle Bay Overhills | Capex | x | x | |
| 19 | Booster pump station – Voorberg Bettys Bay | Betty's Bay | | x | | |
| 20 | Maintenance of community halls / buildings / ablutions/ ECD facilities | Betty's Bay/ Pringle Bay/ Rooiels /Overhills | Opex | x | | |
| 21 | Alien Clearing | Ward Wide | Opex | x | | |
| | Provincial/National | | | | | |
| 1 | Housing | Mooiuitsig / Overhills | | | x | |
| 2 | Electrification of Overhills | Overhills | | | x | x |
| 3 | High School | Ward 9 & Ward 10 | | | x | |
| 4 | Traffic calming R44 + entrances to the Three Villages + The Hub/Penguin Place in Betty's Bay | | | | x | |
| 5 | Baboon Management | | | | x | |

Table 19: Ward 10 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 11 | | | | | |
|---------------------|--|--|------------|----------------------------------|------------|----------|
| | Cllr. Steven Fourie | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 1 | Stormwater: Additional Outlet | Franskraal | Capex | x | | |
| 2 | Housing | Buffeljagsbaai | | | x | x |
| 3 | Job Creation – Project for Coastal Management | All Areas | | | | x |
| 4 | Replacement/Refurbishment of vehicles/plant equipment | Franskraal/ Pearly Beach/ Baardskeerdersbos | Capex | x | | |
| 5 | Electrification of informal Settlement | Eluxolweni | | | x | x |
| 6 | Wolvengat Community Hall | Wolvengat/Viljoenshof | Capex | x | x | |
| 7 | Roads: Tarring of Proclaimed Provincial Road (DR 1211 between Pearly Beach & Baardskeerdersbos and Minor Road MR 4026 between Uilenvlei & Grootbos) & Papiessvlei Road | Baardskeerdersbos/ Pearly Beach/ Grootbos | | | x | |
| 8 | Turnabout Circle in Seaview Drive – CCTV Cameras | Franskraal | Capex | x | | |
| 9 | Water: - Treatment Plant Buffeljagsbaai - Membrane Replacement Pearly Beach Refurbishment of Water Tower (Reservoir) | Pearly Beach / Buffeljagsbaai | Capex | x | | |
| 10 | Primary Health Care (expansion of existing clinic) | Eluxolweni | | | x | |
| 11 | Skid Units & Storage for Fire Unit, Pearly Beach/Office Neighbourhood Watch | Buffeljagsbaai/ Baardskeerdersbos/ Pearly Beach/ Wolvengat | Capex | x | | |
| 12 | Tarring of Gravel Streets | Franskraal, Pearly Beach / Baardskeerdersbos, Buffeljagsbaai | Capex | x | | |
| 13 | Sidewalks | Franskraal | Capex | x | | |
| 14 | Stormwater (Ad Hoc) | Ward 11 (All Areas) | Capex | x | | |
| 15 | Replacement of Boardwalks | Pearly Beach | Capex | x | | |
| 16 | Extension of Community Hall | Eluxolweni | Capex | x | | |
| 17 | Upgrade Public Launching site (Ad Hoc) | Buffeljagsbaai | Capex | x | | |
| 18 | Public Transport | Buffeljagsbaai/Eluxolweni | | | x | x |
| 19 | Traffic Calming | All areas | Opex/Capex | x | | |
| 20 | Tarring of Parking Area (Blue Flag, Castle Beach, Pearly Beach) | Pearly Beach | Capex | x | | |
| 21 | CCTV Cameras | Pearly Beach | Capex | x | | |
| 22 | Upgrade ablution facilities on coastline | Franskraal, Pearly Beach | Capex | x | | |
| 23 | Satellite Primary Health Care Centre | Buffeljagsbaai | | | x | |
| 24 | Electricity Upgrade & Replacement Contingency | All areas | Capex | x | | |
| 25 | Streetlights Buffeljagsbaai | Buffeljagsbaai | Capex | x | | |
| 26 | Public Toilets Buffeljagsbaai | Buffeljagsbaai | Capex | x | | |
| 27 | Sewer reticulation (Water borne sewer network) | Franskraal | Capex | x | | |
| 28 | Electricity (Upgrade existing infrastructure MV/LV & mini sub) | Franskraal/ Pearly Beach | Capex | x | | |
| 29 | Plot clearing - overgrown municipal properties | Franskraal/Pearly Beach & other | Opex | x | | |
| 30 | Irrigation - sports field (pump, pipeline & control equipment) Grey Water | Eluxolweni, Pearly Beach | Capex | x | | |

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| Priority 2024/25 | WARD 11 | | | | | |
|---------------------|---|----------------------|------------|----------------------------------|------------|----------|
| | Cllr. Steven Fourie | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 31 | Youth Development Centre | Eluxolweni | | | x | x |
| 32 | New sport facility & multi-purpose centre | Buffeljagsbaai | | | x | |
| 33 | Satellite Police Station | Pearly Beach | | | | x |
| 34 | Upgrade of Franskraal Bowling grounds (grey water for irrigation) | Franskraal | Capex | x | | |
| 35 | PPE (Fire Fighters) | Rural Area | Opex/Capex | x | | |
| 36 | Perimeter Fencing – Existing unregistered graveyard | Buffeljagsbaai | Capex | x | | |
| 37 | License Plate Registration (LPR) Camera | Baardskeerdersbos | Capex | x | | |
| 38 | Wi-Fi – Community Hall | Eluxolweni | Capex | x | x | |
| 39 | Extension of sidewalk from Franskraal to Kleinbaai | Franskraal/Kleinbaai | Capex | x | | |

Table 20: Ward 11 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 12 | | | | | |
|---------------------|---|-------------------|----------------|----------------------------------|------------|----------|
| | Cllr. Masibongwe Sihlahla | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 1 | Electrification of ward 12 informal settlement | Ward 12, Zwelihle | Capex | x | x | |
| 2 | Home Affairs | Ward 12, Zwelihle | | | x | |
| 3 | Zwelihle Police Station | Ward 12, Zwelihle | | | | x |
| 4 | Speed calming | Ward 12, Zwelihle | Opex/Capex | x | | |
| 5 | Upgrading/additional storm water system | Ward 12, Zwelihle | Capex | x | | |
| 6 | Upgrading and maintenance of early childhood development facilities | Ward 12, Zwelihle | Opex/Capex | x | | |
| 7 | Additional Informal Settlement toilets (Marikana) | Ward 12, Zwelihle | Capex | x | | |
| 8 | Solar Electricity | Ward 12, Zwelihle | | | | |
| 9 | CCTV Cameras | Ward 12, Zwelihle | Capex | x | | |
| 10 | Additional High School | Ward 12, Zwelihle | | | x | |
| 11 | Establishment of new township | Ward 12, Zwelihle | | x | | |
| 12 | Changing room for Jikeleza basketball court | Ward 12, Zwelihle | Opex/Capex | x | | |
| 13 | Zwelihle Library | Ward 12, Zwelihle | | | x | |
| 14 | Free WIFI | Ward 12, Zwelihle | Capex | x | x | |
| 15 | Streetlights | Ward 12, Zwelihle | Capex | x | | |
| 16 | Upgrading of sewerage system in Zwelihle | Ward 12, Zwelihle | Capex | x | | |
| 17 | Housing development | Ward 12, Zwelihle | | | x | |
| 18 | Training, skills development, and capacity building programs | Ward 12, Zwelihle | Opex | | x | x |
| 19 | Construction and maintenance of sidewalks | Ward 12, Zwelihle | Capex and Opex | x | | |
| 20 | Building of disabled friendly youth center | Ward 12, Zwelihle | | | x | |
| 21 | Additional Community Hall: ward 12 | Ward 12, Zwelihle | Capex | x | x | |
| 22 | After care school programmes (Sport & Recreation) | Ward 12, Zwelihle | | | x | |
| 23 | Re-issuing of wheely bins | Ward 12, Zwelihle | Opex | x | | |
| 24 | High Mast Light for Masiphumelele informal settlement (Swartdam Road) | Ward 12, Zwelihle | Capex | x | | |

Table 21: Ward 12 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 13 | | | | | |
|---------------------|--|-----------------|----------------|----------------------------------|------------|----------|
| | Cllr Charmaine Resandt | | | Responsible Sphere of Government | | |
| | Description | Area | Capex/Opex | Overstrand | Provincial | National |
| 1 | Upgrading of Onrus Estuary pump station and related infrastructure | Onrus Lagoon | Capex | x | | |
| 2 | New Transfer station (mobile or other options) | Onrus/Vermont | Capex | x | | |
| 3 | Restoration and upgrading of beach area including facilities | Onrus / Vermont | Capex | x | | |
| 4 | Paving Coastal Parking areas and extension (new) coastal paths | | Capex | x | | |
| 5 | Heritage Hub | Onrus/Vermont | Opex | x | x | x |
| 6 | CCTV Cameras | Onrus/Vermont | Capex | x | | |
| 7 | Implementation/facilitation of Working for Water project to clear aliens and reduction of fire hazards on municipal property | Onrus/Vermont | | | | x |
| 8 | Construction and upgrading of roads and sidewalks o Includes cycle paths, and the provision of formalized street parking where needed | Onrus/Vermont | Capex | x | | |
| 9 | Upgrading and maintenance of storm water and sewerage systems The following areas are high priority: 1. Enclose open storm water channel in Shearwater/Petrel 2. Berg Street Onrus 3. Armadillo, Periwinkle, Barnacle, De Chatelaine, Radyn, Bottom of R43 | Onrus/Vermont | Opex/Capex | x | | |
| 10 | Upgrading of Water Networks | Onrus/Vermont | Capex | x | | |
| 11 | New Streetlights | Onrus/Vermont | Capex | x | | |
| 12 | Traffic calming | Onrus/Vermont | Opex/Capex | x | | |
| 13 | Development of land adjacent to Onrus Cemetery | Onrus | Capex | x | | |
| 14 | Upgrading and new equipment, fencing for Play Parks and Open Spaces and dog park | Onrus/Vermont | Capex and Opex | x | | |

Table 22: Ward 13 reviewed priorities for 2024/25

| Priority 2024/25 | WARD 14 | | | | | |
|---------------------|--|----------------------|------------|----------------------------------|------------|----------|
| | Ald. Riana de Coning | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 1 | Testing Facility/ Drivers License/ Learners License & 3 staff members - Completion of the vehicle testing centre | Gansbaai- All areas | Capex | x | x | |
| 2 | I. Upgrade of Provincial Tar Road (R43) (between Hermanus & including Main Road, Gansbaai) II. Vehicle By-pass / Slipway R43: Grootbos, De Kelders/ Perlemoenbaai (Guthrie-, Cove- and Park Street) | Gansbaai R43 | Capex | | x | x |
| 3 | Spaces for Sport: Replacement of synthetic Soccer field | Gansbaai | Capex | x | | |
| 4 | Replacement/ refurbishment of vehicles/ plant equipment | Gansbaai - All Areas | Capex | x | | |
| 5 | Expansion of employment – Staff employment | | Opex/Capex | x | | |
| 6 | Sewer Network Extension Extension of sewerage reticulation (MIG) | Gansbaai- All areas | Capex | x | x | x |

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| Priority 2024/25 | WARD 14 | | | | | |
|---------------------|--|---|------------|----------------------------------|------------|---------------|
| | Ald. Riana de Coning | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 7 | Construction of new sidewalks | De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai | Capex | x | x (if MIG) | X (if MIG) |
| 8 | I. Roads II. Roads (Deteriorating Road infrastructure) (all areas) | De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai | Capex | x | | |
| 9 | Bulk Water supply | All Areas | Capex | x | | |
| 10 | Extension of Social Services | | Opex/Capex | x | x | |
| 11 | Housing (IRDP & FLISP) | Blompark / Gansbaai | | | x | x |
| 12 | Early Childhood Development facilities (Kleine Gansies etc) | Blompark/ Gansbaai | Opex/Capex | x | | |
| 13 | CCTV Cameras (subject to approval of policy, (Communal Sportsgrounds S4S) | Gansbaai | Capex | x | | |
| 14 | Spaces for Sport: Development of Skateboard Park / Playpark development (adhoc) | Gansbaai | Capex | x | | |
| 15 | I. Tertiary Education II. Technical High School (Blompark) | Gansbaai- All areas | | | x | x |
| 16 | Renewable energy (Solar Farm) | Gansbaai | Capex | x | x | x |
| 17 | Blompark Wheelie bins (100) for new houses in housing development | Blompark | Opex | x | | |
| 18 | Blompark: Sportsground Pavilion / spectator seating | Blompark | Capex | x | x (if MIG) | x (if MIG) |
| 19 | Blompark: Taxi Rank – Informal Business Hub | Blompark | Capex | x | x (if MIG) | x (if MIG) |
| 20 | I. Kleinbaai Public Launching Site (Upgrading of Kleinbaai harbour) II. Kleinbaai Slipway Boardwalk/ Road rehabilitation | Kleinbaai (Ad Hoc) Kleinbaai | Capex | x | | |
| 21 | Development of additional parking areas | Kleinbaai (Adhoc funding) | Capex/Opex | x | | |
| 22 | Upgrade Tidal pool area | Kleinbaai | Capex | x | | |
| 23 | Expansion of existing cemetery | Blompark | Capex | x | | |
| 24 | Gansbaai: Fencing of Farmers' Market | Gansbaai | Capex | x | | |
| 25 | Safety Plan: Protection Services | All areas | Opex | x | | |
| 26 | Traffic Calming | All areas | Opex/Capex | x | | |
| 27 | Gansbaai: Hospital | Gansbaai | | | x | x |
| 28 | Electricity (Upgrading of existing infrastructure) I. Electricity upgrade of Bulk II. Streetlights (all areas) III. Electricity: Network upgrade Birkenhead Smallholdings IV. Refurbishment of existing bulk infrastructure De Kelders Gansbaai | Gansbaai | Capex | x | x | x |
| 29 | Funding for COC's (Certificate of Compliance) | | Opex | x | | |
| 30 | Extension of Blompark Community Hall | Blompark | Capex | x | x (if MIG) | x (if MIG) |

▶ CHAPTER 2: STRATEGIC ANALYSIS ▶

| Priority 2024/25 | WARD 14 | | | | | |
|---------------------|---|--------------|------------|----------------------------------|------------|----------|
| | Ald. Riana de Coning | | | Responsible Sphere of Government | | |
| | Description | Area | Opex/Capex | Overstrand | Provincial | National |
| 31 | Danger Point Lighthouse: Development of tourism | Danger point | Opex/Capex | x | | |
| 32 | New Coastal Walkway from Kleinbaai Harbor to the end of the tidal pool - grass embankment | Kleinbaai | Capex | x | | |
| 33 | Upgrade of municipal works yard | Gansbaai | Capex | x | | |

Table 23: Ward 14 reviewed priorities for 2024/25

2.3.2 Summary of Provincial and National government needs

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

A summary is listed below:

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

Table 24: Summary of Provincial and National government needs

2.3.3 Ward specific project allocations discontinued

From the 2022/23 financial year the annual allocation of R500 000 to each ward for ward specific projects (WSP's) were no longer allocated, as this has been replaced with a new global allocation of R1,5m to afford Councillors the opportunity to raise requests for public projects (care projects) from the 2022/23 financial year onwards. The status quo remains unchanged for the 2024/25 financial year.

2.4 Concluding remarks on situational analysis

Summary of the key data trends

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

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

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

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

In terms of growing the local economy, the Municipality is mandated to “create an enabling environment for local economic development”. The global and local economies are still reeling from the effects of the Covid-19 pandemic. In addition, the country is experiencing continuous load shedding with devastating effects on the economy and citizens. **In the 2023 forecast period, economic growth in the Overstrand municipal area is expected to contract with -0.2 per cent, which is lower than the anticipated growth rates of the Overberg District and Provincial economies over the same period. Along with the unemployment rate of 21.5 per cent in 2022 (amongst the highest in the district),** the associated reduction in household income will increase the demand for public sector support. Furthermore, there will be additional pressure on the local municipality as revenue collection may be hampered. However, the same level of services will still be required.

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

CHAPTER 3

SITUATIONAL ANALYSIS PER NATIONAL KPA'S

3.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.1.1 Powers and Functions

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

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

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

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

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

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

Table 25: Municipal functions performed by Overstrand municipality

The structure of the Municipality has three distinct components:

3.1.2 Political Governance Structure

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

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

The **Municipal Council** comprises 27 Councillors.

Councillors per political party are:

| | | | | | |
|---------|---------|---------|--------|----------|---------|
| DA = 17 | ANC = 4 | EFF = 1 | LP = 2 | ACDP = 1 | FF+ = 2 |
|---------|---------|---------|--------|----------|---------|

The portfolio committees are:

- Finance and Tourism;
- Management Services;

- Community Services;
- Local Economic Development;
- Protection Services and
- Investment & Infrastructure.

The portfolio committees' names will likely change in the new financial year (2024/25) due the approved revised organisational structure of 28 February 2024.

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

| Name of councillor | Capacity and Political party | Ward representing or proportional |
|------------------------|------------------------------|-----------------------------------|
| Annelie Rabie | Executive Mayor (DA) | Proportional |
| Lindile Ntsabo | Deputy Executive Mayor (DA) | Proportional |
| Grant Cohen | Speaker (DA) | Ward 9 |
| Frederick Africa | Councillor (DA) | Ward 8 |
| Vuyisani Bandeza | Councillor (LP) | Ward 6 |
| Kari Brice | Councillor (DA) | Ward 3 |
| Dudley Coetzee | Councillor (DA) | Ward 1 |
| Riana de Coning | Councillor (DA) | Ward 14 |
| Rugene Dees | Councillor (ACDP) | Proportional |
| Theresa Els | Councillor (DA) | 10 |
| Steven Fourie | Councillor (DA) | 11 |
| Elnora Gillion | Councillor (DA) | Proportional |
| Malcolm David Grimbeek | Councillor (FF+) | Proportional |
| Siphiwo Beyi | Councillor (EFF) | Proportional |
| Andrew Komani | Councillor (DA) | Proportional |
| Clinton Lerm | Councillor (DA) | Proportional |
| Hybré Lombard | Councillor (DA) | Ward 7 |
| Kholiswa Ngqandana | Councillor (LP) | Proportional |
| Msa Nomatiti | Councillor (DA) | Proportional |
| Theodorah Nqinata | Councillor (ANC) | Ward 2 |

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

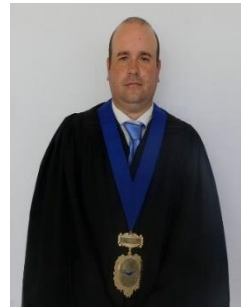
Table 26: Overstrand Councillors per political party, February 2024

FINANCE
Cllr Stephen Williams



Figure 11: Overstrand Mayoral Committee, February 2024

Speaker:



Cllr. Grant Cohen

Mayoral Committee Composition:



Executive Mayor
Ald. Annelie Rabie



**PROTECTION SERVICES/
Deputy Executive Mayor**
Cllr. Lindile Ntsabo



**LOCAL ECONOMIC
DEVELOPMENT**
Ald. Elnora Gillion



COMMUNITY SERVICES
Cllr. Ronald Nutt



MANAGEMENT SERVICES
Cllr. Arnie Africa



**INFRASTRUCTURE
INVESTMENT &
Cllr. Clinton Lerm**

3.1.3 Administrative Governance Structure

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

Overstrand Top Management team (TMT)

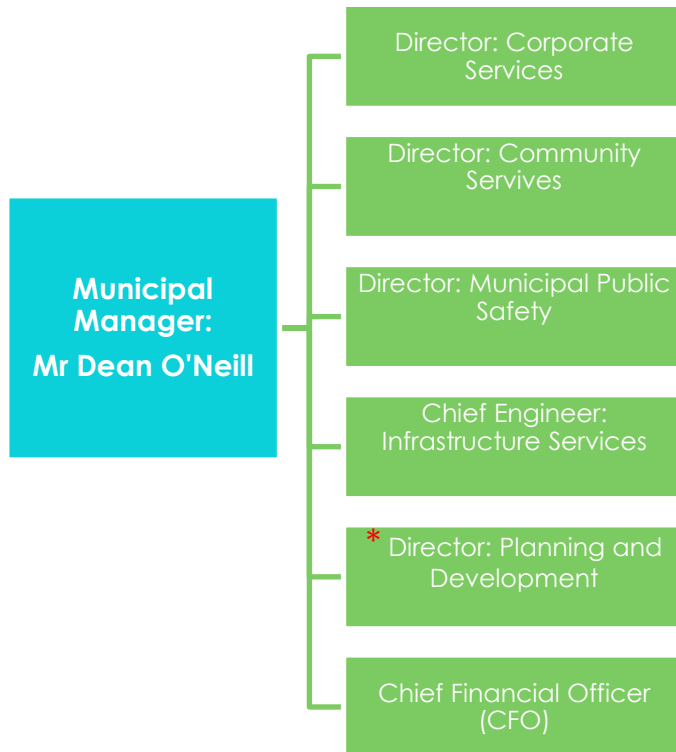


Figure 12: Overstrand Top Management Team, 1 March 2024

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

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

Brief functional breakdown per Directorate:

Table will be populated in Final document of May 2024.

| DIRECTORATE | FUNCTIONS |
|----------------------------------|-----------|
| Office of the Municipal Manager | |
| Corporate Services | |
| Community Services | |
| Municipal Public Safety Services | |
| Planning and Development | |
| Infrastructure Services | |
| Financial Services | |

Table 27: Overstrand Directorates, 1 March 2024

Intergovernmental Relations (IGR)

The municipality actively participates in the following Provincial IGR forums:

- District Coordinating Forum (DCF)- Overberg District Municipality
- DCF Tech- Overberg District Municipality
- MinMay- Western Cape Department of Local Government
- MinMay Tech- Western Cape Department of Local Government
- Premiers Coordinating Forum (PCF)
- MIG Manager/Municipality Coordination Meetings – Western Cape Department of Local Government
- Overberg Bilateral Meeting – Department of Water Affairs
- The Provincial Transport Technical Committee (ProvTech) – Western Cape Department of Transport and Public Works
- The Provincial Transport Committee (ProvCom) – Western Cape Department of Transport and Public Works
- Integrated Waste Management Forum – Western Cape Department of Environmental Affairs and Development Planning
- Western Cape Recycling Action Group – Western Cape Department of Environmental Affairs and Development Planning
- Municipal Infrastructure and Related Services Working Group – SALGA
- Working for Water: Implementing Agent Managers Forum – National Department of Environmental Affairs.

3.1.4 Public Accountability

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

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

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

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

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

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

Ward Committee members may also attend Council meetings.

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

- recommendations from respective Ward Committees,

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

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

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

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

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

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

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

- a) to promote the values of good governance and human rights;
- b) to establish appropriate mechanisms, processes and procedures for public participation in the municipal affairs;
- c) to acknowledge the fundamental right of all people to participate in the governance system;

- d) to promote direct and indirect platforms of participation;
- e) to provide, clear, sufficient and timeous information concerning community participation to communities.

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

During this time, we were also able to develop and test functionality on the app for not only individuals to log service requests, but also for service requests, specific to businesses, to be logged. We will soon launch this initiative to our public. Our vision is that this will assist with resolving issues raised by businesses in a timely and cost-effective way and will provide information that can lead to improvements in service delivery. The creation and promotion of an enabling environment for business is fundamental to a competitive and vibrant economy. The amount of red tape and bureaucracy faced by business when dealing with government is considered a key constraint to economic development and growth.

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

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

The Overstrand launched the first phase of the **Overstrand4all_One4allCustomerServiceSolution** project on 2 October 2023.

This project aims to define the customer experience and build the processes and technologies needed

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

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

3.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

| KPA & Indicators | Municipal Achievement | Municipal Achievement | Municipal Achievement |
|---|-----------------------|-----------------------|-----------------------|
| | 2020/21 | 2021/22 | 2022/23 |
| The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan | 71 | 70 | 69 |
| The percentage of a municipality's budget actually spent on implementing its workplace skills plan | 99.60% | 98.67% | 99.99% |

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

3.2.1 Occupational Levels- Race

The table below categories the number of employees by race within the occupational levels as at end January 2024.

| Occupational Levels | Male | | | | Female | | | | Total |
|---|------------|------------|----------|-----------|-----------|------------|----------|-----------|-------------|
| | A | C | I | W | A | C | I | W | |
| Top Management | 1 | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 6 |
| Senior management | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 3 |
| Professionally qualified and experienced specialists and mid- management | 2 | 17 | 0 | 21 | 4 | 5 | 0 | 9 | 58 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 13 | 86 | 0 | 36 | 12 | 31 | 0 | 44 | 222 |
| Semi-skilled and discretionary decision making | 87 | 172 | 0 | 24 | 35 | 95 | 0 | 37 | 450 |
| Unskilled and defined decision making | 144 | 148 | 1 | 4 | 26 | 34 | 0 | 2 | 359 |
| Total permanent | 250 | 430 | 1 | 87 | 77 | 161 | 0 | 92 | 1098 |
| Non- permanent employees | | | | | | | | | |
| Grand total | 250 | 430 | 1 | 87 | 77 | 161 | 0 | 92 | 1098 |

Table 29: Overstrand Occupational levels by race, January 2024

3.2.2 HR Policies and Plans

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

The table below shows the HR policies and plans that are approved as at end December 2023:

| Approved policies | |
|--------------------------|------------------------|
| Name of policy | Date approved/ revised |
| Employment Equity Policy | 28 June 2023 |
| Leave policy | 29 November 2023 |
| TASK Job Evaluation | 28 June 2023 |
| Probation Policy | 30 August 2023 |
| Talent Management Policy | 30 August 2023 |

Table 30: Overstrand approved HR policies

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

3.2.3 Vacancy Rate

The approved organogram for the municipality had **1200** posts as at the **end of January 2024**. The actual positions filled are indicated in the tables below by post level and by functional level. **100** Posts were vacant at the end of **January 2024**, resulting in a vacancy rate of **8.33%**.

Vacant posts are budgeted for.

Table below indicates the vacancies within the municipality as at end **January 2024**:

| Per Post Level | | |
|--------------------------------------|-------------|------------|
| Post level | Filled | Vacant |
| MM & MSA section 57 & 56 | 6 | 1 |
| Middle management (T14-T19) | 62 | 6 |
| Admin Officers (T4-T13) | 682 | 79 |
| General Workers (T3) | 350 | 14 |
| Total | 1100 | 100 |
| Per Functional Level | | |
| Functional area | Filled | Vacant |
| Municipal Manager | 10 | 3 |
| Management Services | 50 | 4 |
| Financial Services | 104 | 11 |
| Community Services | 652 | 38 |
| Protection Services | 151 | 24 |
| Infrastructure and Planning Services | 126 | 13 |
| Economic Development Services | 7 | 7 |
| Total | 1100 | 100 |

Table 31: Overstrand vacancies, end January 2024

3.2.4 Employment equity targets and progress

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

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

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

| Year – EE plan | African | | Coloured | | Indian | | White | |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Target June | Actual June | Target June | Actual June | Target June | Actual June | Target June | Actual June |
| 2020/21 | 334 | 329 | 339 | 562 | 2 | 2 | 215 | 200 |
| 2021/22 | 364 | 327 | 547 | 570 | 3 | 2 | 216 | 187 |
| 2022/23 | 351 | 327 | 584 | 591 | 1 | 1 | 184 | 179 |

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

| Year | Total personnel budget | Total Allocated | Total Spend | % Spent |
|---------|------------------------|-----------------|----------------|---------|
| 2020/21 | R447 248 028 | R2 098 565.49 | R2 091 668 | 99.60% |
| 2021/22 | R 465 005 077 | R1 767 241 | R 1 735 225.38 | 98.18% |
| 2022/23 | R505 109 040 | R2 015 106 | R2 014 918.25 | 99.99% |

Table 34: Training budget allocated and spent for 2020/21 - 2022/23

3.2.5 Workplace Skills plan (WSP)

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

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

| Financial year | Number of employees that received training |
|----------------|--|
| 2020/21 | 268 |
| 2021/22 | 300 |
| 2022/23 | 265 |

Table 33: Skills development of Overstrand employees - 2020/21 - 2022/23

Skills development – Budget allocation

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

3.2.6 Implications of the Local Government Municipal Staff Regulations and Guidelines

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

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

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

- Review of staff establishment after IDP / election
- Staff Determination (Layers and span of control)
- Alignment of HR plan with IDP and Budget
- Align with IDP, Budget, EE, SDF & WPSP
- Revise HR strategy & Plan
- Job Description for all jobs to include competencies
- Job Description link to KPA as per list
- Develop strategy to fill vacant funded posts within 6 months
- Job Evaluation
- Public Office Bearers (Contract)
- Probation policy & assessment questionnaire to include competency assessment
- Readiness Review
- Skills Audit.

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

The Municipality **reviewed** its organogram with the assistance from the Western Cape Department of Local Government, **with a reviewed organisational structure approved by Council on 28 February 2024**.

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

- Compiled HR Strategy & Plan to be tabled at LLF of 14/15 February 2023. **(Completed)**
- In process of including all competencies in Job Descriptions, to be finalised at end of February 2023. **(Completed)**
- Compiled Change Management Strategy **(Completed- Policy Approved 24 April 2023)**
- Revised Scarce Skills & Retention Policy **(Completed- Policy Approved 24 April 2023)**
- In process of development of Talent Management Framework **(Completed- Policy Approved 30 August 2023)**
- Revised Policy on Private Work **(Completed- Policy Approved 24 April 2023)**
- Revised Leave Policy **(Completed- Policy Approved 29 November 2023)**
- Revised TASK Job Evaluation Policy **(Completed- Policy Approved 28 June 2023)**
- Revised EE Policy **(Completed- Policy Approved 28 June 2023)**
- Revised Study Aid Policy **(Completed- Policy Approved 27 July 2022)**
- Draft: Acting Policy **(Completed- Policy Approved 24 April 2023)**
- Draft: Exit Management **(Completed- Policy Approved 24 April 2023)**
- Draft: Diversity Policy **(In Process)**
- Draft: Overstrand HR Strategy- Filling of Posts **(Completed- Policy Approved 24 April 2023)**

- Conducting Skills Audit **(Awaiting Western Cape Government to roll out training on new skills audit program)**.

3.3 BASIC SERVICE DELIVERY

3.3.1 Access to basic services

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

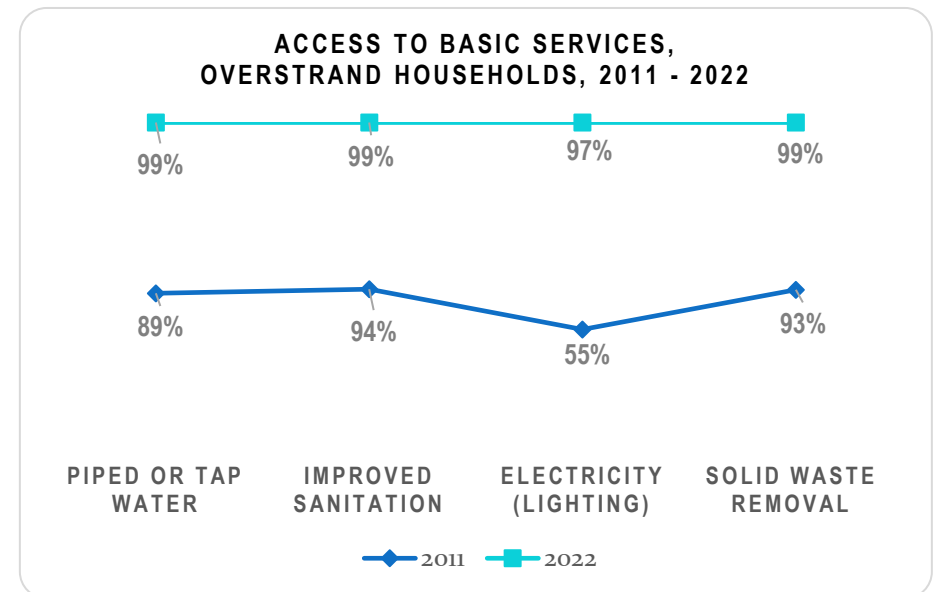


Figure 13: Overstrand access to basic services, Census 2011 vs Census 2022

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

Proportion of households with Service backlogs

| Service Backlogs as at 2022/23 | | | | |
|--|---------------------------------------|--------|--|-------|
| Households (HHs) | | | | |
| | *Service level above minimum standard | | **Service level below minimum standard | |
| | No. HHs | % HHs | No. HHs | % HHs |
| Water | 35 071 | 100% | 0 | 0% |
| Sanitation | 32 323 | 100% | 0 | 0% |
| Electricity | 27 356 | 100% | 0 | 0% |
| Waste management | 35 601 | 100% | 0 | 0% |
| Housing | 33 341 | 91.14% | 3 242 | 0% |
| % HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements. | | | | |

Table 35: Overstrand service backlogs, 2022/23

Water and Sanitation Access:

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

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

Electricity Access:

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

Refuse Removal Access:

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

Farming areas requiring access to municipal services:

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

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

3.3.2 Basic service delivery challenges

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

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

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|-----------------------------|---|---|---|
| Water & sewerage | National shortage of chlorine for water treatment. | Investigation in progress on the feasibility of potential alternative disinfection options. | Alternative options have been implemented at some of the smaller plants. |
| Sewerage systems | To provide sufficient wastewater treatment capacity as well as bulk and reticulation system capacity in all the schemes to be able to accommodate future growth and development, including the planned low-cost housing projects. | Extending treatment capacity when growth projections indicate the requirement; Eliminating the tanker truck service over time. | Extending the waterborne sewer networks in the different towns; Efficiently maintaining and operating existing infrastructure. |
| Water | Large price increases for treatment chemicals. | Budget had to be adjusted during the mid-year review processes. | Additional budget had to be requested for 2023/24. |
| | Vandalism and theft of infrastructure and equipment. | Vandalism and theft of infrastructure and equipment. | Improved security measures were implemented at several water installations to address the growing tendency of theft and vandalism. |
| | Aging infrastructure | Escalating frequency of pipe bursts in some areas. | Funds were secured for the continuation of |

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|--------------------|---|--|---|
| | | | the water pipe replacement program. Grant applications were submitted for this project. |
| | Additional water source required for Hermanus in the medium term. | Funds will have to be secured for implementation of the first phase of a seawater desalination plant within the next 4 to 5 years. | Feasibility studies have been executed. Funding to commence with the project was requested in the 5-year capital budget. |
| Refuse | Rehabilitation of closed landfill sites. | Rehabilitation of closed landfill sites is being done in phases and budget provision is made | The rehabilitation of the closed Hawston landfill site has been completed (still awaiting approval of the provincial authority) and planning for Fisherhaven is in progress. |
| Electricity | Illegal Connections | Illegal Connections are on the rise. | Every effort possible is made to curb the losses and prevent the loss of lives and damage to infrastructure. Discussions are underway with various key role-players to ensure that no stone is left |

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

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|-------------------------|---|---|---|
| | | | untuned in the fight against illegal connections and electricity theft |
| | Infrastructure Theft and Vandalism | Infrastructure theft and Vandalism is crippling to the operational budget and service delivery. | Overstrand is working with the South African Revenue Protection Agency, Law Enforcement, SAPS and various other key role players to address the loss of infrastructure due to vandalism and theft |
| | Loadshedding | Loadshedding has a major effect on our community, businesses, and municipal infrastructure. We as municipality do not impose our own loadshedding but are switched solely by Eskom. | All possibilities around renewable energy are being explored |
| Sewerage systems | Blockages (Inappropriate objects in sewer lines cause blockages and leads to Spillages) | Ongoing Maintenance | Sewerage Blockages: 2022/23 = 2 217 2021/22 = 2 071 An increase of 146 sewer blockages occurred during |

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|--------------|---|-----------------------------|---|
| | | | the 2022/23 financial year. Sewerage spillages: 2022/23 = 256 2021/22 = 301 Scheduled maintenance works orders for inspections on sewerage networks on a weekly basis. During 2022/23 we had a decrease of 45 spillages year on year. Awareness campaigns commenced during 2022/23 financial year. |
| Water | Under reading of water meters older than 12 years | Replacement of water meters | 66 Water meters were replaced for more accurate billing during 2022/23 financial year. |

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

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|--------------|---|-------------------------|---|
| | Burst water pipes in water distribution network | Water pipe replacements | A total of R12 331 835.53 (excl. vat) were spent to replace a total length of ±4084 meters pipes. |
| | Water conservation | Awareness | A total of 2607 learners from 8 schools were reached with a live water show initiative. The service provider trained local talent as actors during the process as part of their social responsibility contribution. |
| Refuse | Illegal dumping | Ongoing Maintenance | An increase in illegal dumping occurred therefore we have identified hotspots to do weekly clean-ups on illegal dumping sites. |
| | | Awareness | Live theatre shows regarding waste management, recycling and littering were presented to 1897 learners (12 shows). The focus |

| Service Area | Challenge | Actions to address | Progress made in 2022/23 to address challenge |
|--------------|--------------|---|--|
| | | | was to encourage them to become responsible adults and warriors for our environment. |
| Roads | Gravel roads | Ongoing maintenance and upgrading of gravel roads | Due to the high rainfall during 2022/23 that has a direct impact on gravel roads we've experienced a 58.7% increase in grading of gravel roads from 54 works orders during (2021/22) to 92 during (2022/23). |

Table 36: Overstrand basic services challenges, 2022/23

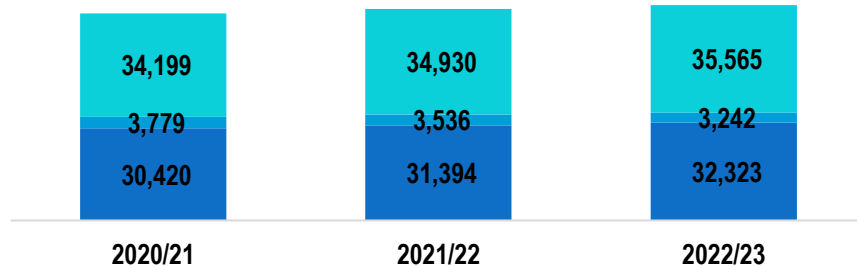
The graph shows the different sanitation/ sewerage service delivery levels per total households and the progress per year:

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

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

Sanitation Service Delivery Levels

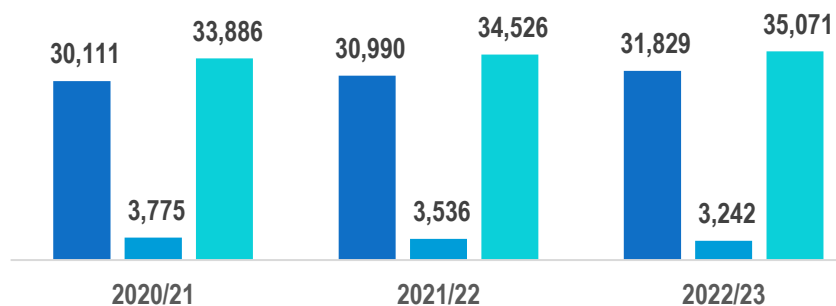
- Total number of households (formal and informal)
- Other toilet provisions (above min. service level)
- Sanitation/sewerage: (above minimum level)



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

Water Service Delivery Levels

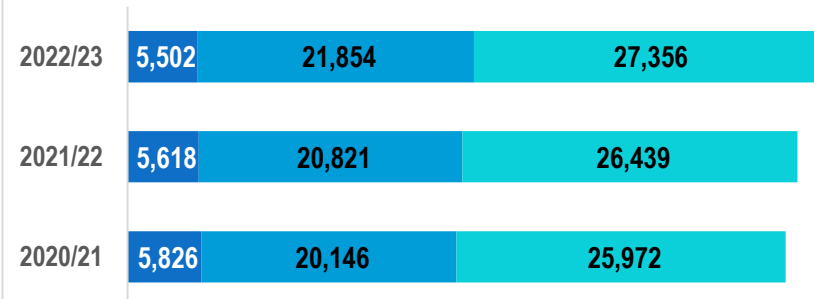
- Piped water inside dwelling
- Using public tap (within 200m from dwelling)
- Total number of households (formal and informal)



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

Electricity Service Delivery Levels

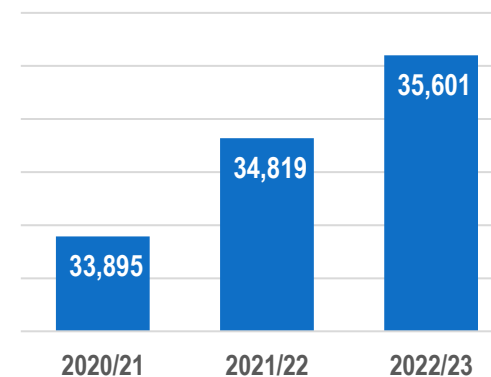
- Electricity (at least min.service level)
- Electricity - prepaid (min.service level)
- Total number of households (formal and informal)



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

Refuse Removal Service Delivery Levels

- Removed at least once a week (total number of households)



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

Table below gives **an overview of tarred road infrastructure** within the municipal area:

| Tarred Road Infrastructure: Kilometres | | | | |
|--|--------------------|---------------|------------------------------------|----------------------|
| Year | Total tarred roads | New tar roads | Existing tar roads resealed | Tar roads maintained |
| 2020/21 | 622 | 4.2 | 17.5 Reseal | 622 |
| 2021/22 | 622 | 0 | 18.9 km resealed and rehabilitated | 622 |
| 2022/23 | 622 | 0.552 | 15.5 km resealed and rehabilitated | 622 |

Table 37: Overstrand tarred road infrastructure, kilometers

Gravel roads

| Gravel Road Infrastructure: Kilometres | | | | |
|--|--------------------|------------------------------|------------------------------|--------------------------------|
| Year | Total gravel roads | New gravel roads constructed | Gravel roads upgraded to tar | Gravel roads graded/maintained |
| 2020/21 | 108 | 0 | 2 | 108 |
| 2021/22 | 108 | 0 | 0.43 | 108 |
| 2022/23 | 108 | 0 | 0 | 108 |

Table 38: Overstrand gravel roads, kilometers

Table below shows the costs involved for the **maintenance and construction of roads** within the municipal area:

| Financial year | New & Replacements | Resealed | Maintained |
|----------------|--------------------|------------|---|
| | R | | |
| 2020/21 | 1 306 364 | 30 691 007 | *30 289 454 |
| 2021/22 | 0 | 26 381 956 | 105 128 085 (Inclusive of depreciation and interest) |
| 2022/23 | 11 260 749 | 16 153 425 | 81 843 599 <i>Overstrand Operational Budget</i> |

Note: 2020/21 exclude depreciation and interest

Table 39: Overstrand maintenance and construction costs of roads

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

| Storm water Infrastructure: Kilometres | | | | |
|--|----------------------------|--------------------------|-------------------------------|---------------------------------|
| Year | Total Storm water measures | New storm water measures | Storm water measures upgraded | Storm water measures maintained |
| 2020/21 | 6.632 | 4.059 | 0 | 577 |
| 2021/22 | 3.016 | 3.016 | 3.016 | 580.923 |
| 2022/23 | 0.197 | 0.197 | 0 | 580.923+ (new network built) |

Table 40: Overstrand storm water infrastructure, kilometers

Table below indicates the amount of money spend on **storm water projects** over three financial years:

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

| Financial year | Storm water Measures | |
|----------------|---|---|
| | Capital | Maintained |
| | R' | |
| 2020/21 | 17 044 056 | 5 981 650 (operational budget) |
| 2021/22 | 1 500 000 (Gansbaai) 1 450 000 (Hermanus) 1 030 000 (Kleinmond Ward 10) <i>*Directorate Community Services funding spent</i> | 14 903 276 <i>(Inclusive of depreciation and interest)</i> |
| 2022/23 | 1 367 027.79 <i>(Part of Masakhane Housing Project Bus route capital budget)</i> | 15 008 379 <i>Overstrand Operational Budget</i> |

Table 41: Overstrand funding spent on storm water projects

| Description | Description |
|--------------------------------|---|
| Economic Infrastructure | Planned informal communities with no existing economic infrastructure to facilitate productive trade. |
| Productivity & Competitiveness | Loss of trading hours and inability to plan properly in the workplace results in poor production. |

Table 42: Overstrand LED challenges

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

| Job creation through EPWP projects | | |
|------------------------------------|---------------|------------------------------------|
| Details | EPWP Projects | Jobs created through EPWP projects |
| | No. | No. |
| 2020/21 | 59 | 1238 |
| 2021/22 | 44 | 1257 |
| 2022/23 | 95 | 1059 |

Table 43: Overstrand job creation through EPWP projects

3.4 LOCAL ECONOMIC DEVELOPMENT

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

| Description | Description |
|------------------------|---|
| Skills Development | The municipality due to immigration of mainly unskilled and semi-skilled people has an economy which is unable to accommodate the ever-increasing population. |
| Retain & Expand | Focus on new investment on the back of existing ones. |
| Enterprise Development | To provide accredited learning inclusive of higher learning institutions. |

The main economic drivers in the Municipal area are:

| Main Economic drivers | Description |
|-----------------------|---|
| Informal Sector | The informal economy contributes exponentially to the Overstrand, with a massive figure of 689 recorded informal traders in 2020. The rise was informed by the Covid 19 realities faced by ordinary citizens who lost jobs through retrenchments, closure of major businesses etc. This created panic and might have caused market saturation of already existing goods and services provided by this sector. |

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

| Main Economic drivers | Description |
|---|---|
| | This sector plays a major role in ensuring key players become Economically Active. The growth in the sector was also motivated by the economic relief programmes introduced by the Department of Small Business and other agencies like the introduction of the Township and Rural Entrepreneur Programme (TREP). |
| Tourism and its related sector <ul style="list-style-type: none"> Wine Industry Eco-Tourism | The Overstrand is endowed with Tourism related products which attracts tourists/visitors internationally. It is also a destination that is well known for its land and sea-based whale watching, shark diving and a range of other world best tourists' products. |
| Blue Economy | The coastal line which is over 250 kilometres hosting two (2) proclaimed small harbours in Hermanus a tourist focus and in Gansbaai a fishing harbour. There are numerous strategically placed slipways. Boat repair and building can potentially thrive. |
| Infrastructure | The existence and availability of economic infrastructure facilitate the flow of goods and services effectively and efficient in terms of business and supply chain. Promote renewable energies to combat load-shedding, high blue drop percentage in terms of quality of water. |
| Land Natural Assets | The Municipality identified pockets of land relevant for various investment opportunities, this was followed by an investment conference ascertaining availability of services and the need to deal with Red Tape issues in the process of investment prioritisation. |
| Agriculture/ aquaculture | The thriving wine industry continued to keep the economy ticking forward. Activities such as wine tasting and using restaurant facilities on the farms continued sustainably. |

| Main Economic drivers | Description |
|-----------------------|--|
| | Fishing is used for both leisure and for self-sustenance to drive away hunger and generate income. Further, Fishing harbours attracted sustained economic activities and remained busy throughout the year. Abalone farming, on the contrary, encountered a number of challenges with regard to exports but notwithstanding the challenges the business operations continued, and employees were kept gainfully employed. |
| Construction | Civil Construction exhibited appreciative performance. Emerging Contractors were given an opportunity to participate and a significant number of emerging contractors in the LED Database were given an opportunity to be a sub-contractor. |
| Real Estate | Many companies who have envisaged this motion reported significant changes in productivity and savings in office accommodation. |
| Industrial Parks | There was a hive of economic activities around the thriving business parks across the Overstrand. A multiplicity of SMME's operated and fought hard to ensure sustainability. Further business hubs are being constructed to cease the opportunity afforded by the relaxed Covid-19 restrictions. |
| Retail | Retail shops both groceries and clothing shops in particularly continued to thrive. The sector also made major contributions in employment creation which resulted in more citizens being economically active and enabled to consume products within the Retail Industry. |

Table 44: Overstrand main economic drivers

3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

Table below indicates the municipality's **performance** in terms of **Municipal financial viability**:

| KPA& Indicator | 2020/21 | 2021/22 | 2022/23 |
|---|---------|---------|---------|
| Cost Coverage – (Available cash + Investments)/monthly fixed operational expenditure) | 6.27 | 5.73 | 5.70 |
| Total Outstanding Service Debtors to Revenue – (Total outstanding service debtors/annual revenue received for services) | 11.37% | 11.39% | 13.61% |
| Debt coverage - (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 23.56 | 27.78 | 28.63 |

Table 45: Overstrand performance - municipal financial viability, 2020/21 - 2022/23

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

| Detail | 2020/21 | 2021/22 | 2022/23 |
|-------------------|---------|---------|---------|
| | R'000 | R'000 | R'000 |
| Original Budget | 303,738 | 274,775 | 236,020 |
| Adjustment Budget | 280,086 | 237,837 | 212,216 |
| Actual | 254,800 | 192,442 | 189,321 |
| % spent | 90.97% | 80.91% | 89.21% |

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

Total Capital Expenditure (R'000)

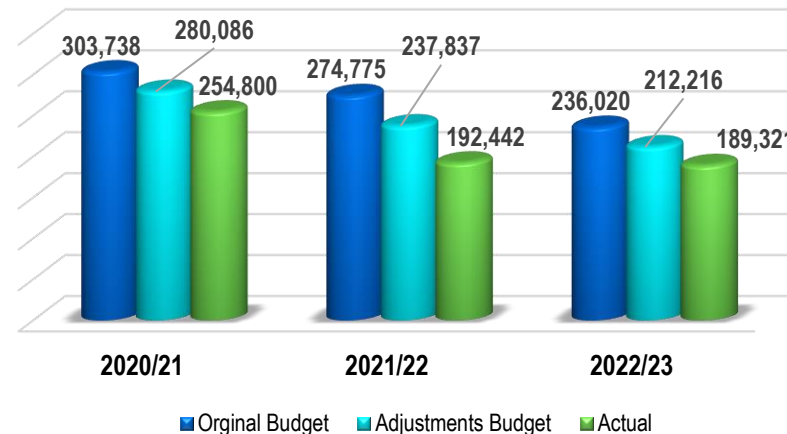


Figure 14: Overstrand capital expenditure, 2020-2023

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

Reliance on grants and subsidies

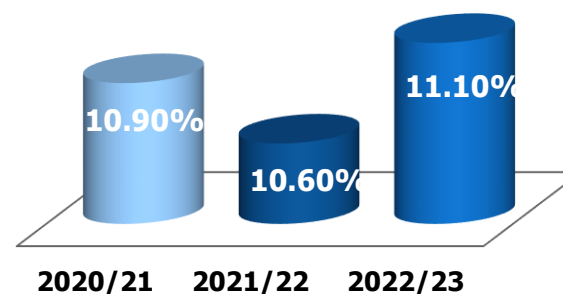


Figure 15: Reliance on grants and subsidies

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

CHAPTER 4

STRATEGIC DIRECTIVES

4.1 SWOT analysis

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

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

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

- **LOAD SHEDDING**

- Negative impact of load shedding on the organisation, service delivery, our community and local businesses.

- **COVID-19 PANDEMIC**

- Possible further negative impact of Covid-19 or other pandemic
- Deteriorating socio, economic and political conditions.

- **ADVERSE ECONOMIC CLIMATE AFFECTING THE REVENUE STREAM OF THE MUNICIPALITY:**

- **Lack of funding**, resulting in inability to replace aging infrastructure and deteriorating fleet; high cost of a wide variety of equipment to render services
- **Affordability of municipal services** due to the negative impact of cost drivers (fuel,

electricity) and challenges with local employment levels.

- **URBANISATION**

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

- **EXCESSIVE RED TAPE:**

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

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

- **ETHICAL, PARTICIPATIVE AND ACCOUNTABLE GOVERNANCE**

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

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

- **Dynamic leaders** and a **pioneering spirit** foster a **culture of learning** where innovation and an urge to remain on top of developmental challenges guard against stagnation.
- **AVAILABLE AND WELL MAINTAINED MUNICIPAL INFRASTRUCTURE THAT ENHANCES SOCIAL AND ECONOMIC GROWTH**
 - **Locality combined with natural assets** have unlocked (and will continue to unlock) opportunities to offer diversified tourism products
 - ⇒ **Reputation as** a place where one can work, live and play in **a clean, safe and secure environment**
 - ⇒ Attractive and recognised **world class tourism destination**
 - ⇒ **Collaboration** with many established **local voluntary organisations**.

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

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

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

- **DIVERSE ECONOMIC INCOME STREAMS**
 - Harnessing intergovernmental relationships to **gain access to external funding opportunities** amidst a constrained economic environment ;
 - Promoting Section 22 of the Municipal Property Rates Act to create **special rating areas** in providing supplementary municipal services;
- **CAPITALISE ON ITS ABILITY TO FOSTER LOCAL ECONOMIC DEVELOPMENT BY:**
 - **Reducing red-tape** to create an investor-friendly environment
 - **Collaboration** with local based business formation in the formal and informal economy
 - Adopting **innovative supply-chain practices** making use of smart procurement principles and aligning SCM with LED to achieve maximum economic benefit from procurement and promotion of local labour
 - Promotion and facilitate community initiatives to create economic opportunities
- **PROMOTE SAFETY AND SECURITY**
 - Establish public safety forums
 - Discourage crime
 - Zero tolerance approach towards By-law and Traffic transgressions
 - Discourage general anti-social behavior
 - Promote effective and efficient prosecutions
- **MAKE THE MOST OF ITS UNIQUE NATURAL ASSETS BY:**

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

4.2 The 2024/25 IDP review and proposed amendment and its strategic focus areas and direction

*For the 2024/25 IDP review and proposed amendment the strategic direction of the current amended 5-year IDP **remains unchanged.***

For this 2024/25 IDP review the **vision, mission, values, strategic objectives and mayors 3 C's** of the current amended 5-year IDP remain **unchanged**. *The proposed amendment is due to content changes in the document.*

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

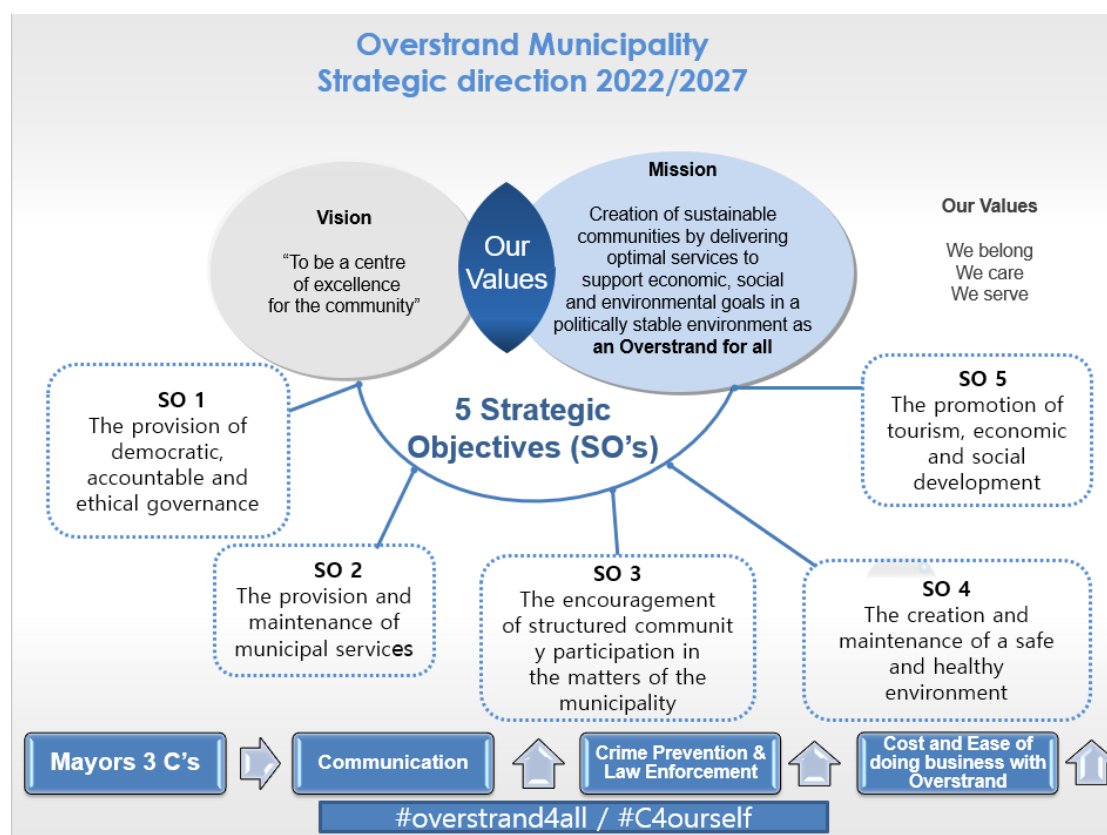


Figure 16: Overstrand strategic direction 2022-27 (2nd IDP review for 2024/25)

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

- Basic Service Delivery
- Good Governance
- Optimization of financial resources
- Safe and Healthy Environment and
- Social upliftment and Economic development.

▶ CHAPTER 4: STRATEGIC DIRECTIVES

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

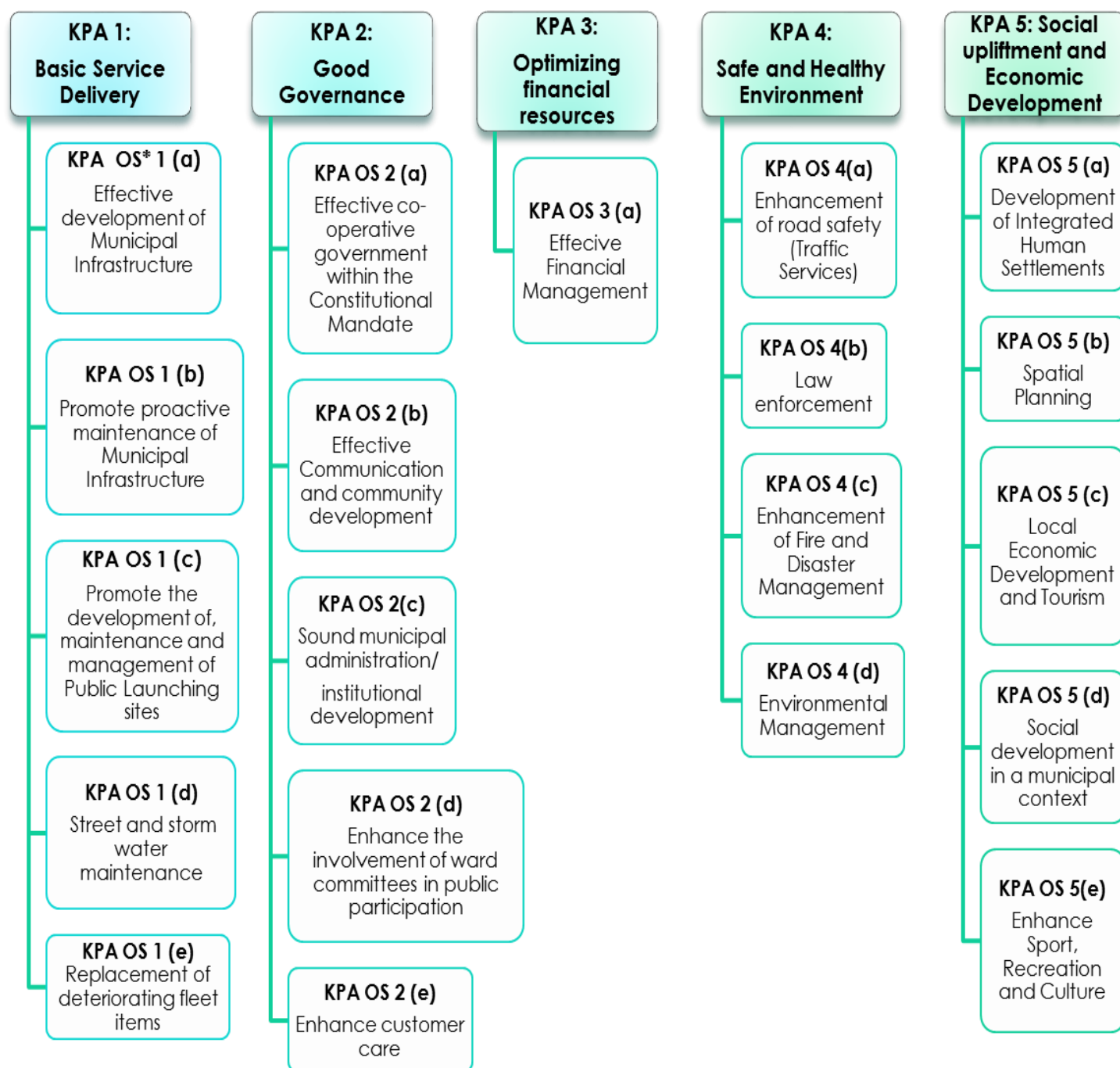


Figure 17: Overstrand strategic focus areas and strategies for 2022/2027

Note: OS*- Overstrand Strategy

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

4.3 Putting programmes/plans/ strategy into action

KPA 1- BASIC SERVICE DELIVERY

KPA OS 1 (a)

Effective development of Municipal Infrastructure

1.1 Introduction

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

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

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

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

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

The objectives of the GMS are to:

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

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

1.2 Water services

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

| Water schemes | Supply areas and water sources |
|--------------------------------|---|
| Buffels River water scheme | (Rooiels, Pringle Bay, Betties Bay): Buffels River Dam |
| Kleinmond water scheme | (Kleinmond): Palmiet River and fountain |
| Greater Hermanus water scheme | Benguela Cove to Voëlkop: De Bos Dam and 3 well fields with 12 boreholes in total |
| Stanford water scheme | (Stanford): "The Eye" Spring and 2 boreholes |
| Greater Gansbaai water scheme | De Kelders to Uilenkraalsmond: Kraibosch Dam and 2 springs |
| Pearly Beach water scheme | (Pearly Beach): Pearly Beach Dam and Koekemoer Dam |
| Buffeljagsbaai water scheme | Buffeljagsbaai: borehole |
| Baardskeerdersbos water scheme | (Baardskeerdersbos): 2 boreholes |

Table 47: Overstrand water schemes and supply areas

The above water resources are all considered to be adequate for the projected population and demand growth until at least 2030, except for the Greater Hermanus system, where additional sources will have to be developed within the next 5 – 7 years to satisfy the growing demand. Treatment capacity and bulk conveyance and storage capacity will have to be upgraded at some of the water schemes over the next 10 years.

The quality of water supplied to consumers complied 96.62% with the SANS 0241 drinking water standards for the first two quarters of 2023/24, and the treated waste water effluent complied 75.77% with the applicable effluent standards over the same period. More detail is provided in the Water Services Development Plan (WSDP) summary in this document. The updated WSDP will be submitted to Council in May 2024.

The main planning documents for water services are:

- The Water Services Development Plan 2022-

2027, to be updated in May 2024

- The Water Master Plan as revised in June 2021
- Comprehensive Bulk Infrastructure Master Plan (Water and Sanitation) – November 2010,
- Water Services Asset Register June 2023,
- Water Services Audit Report 2022/23
- Overstrand Draft Capital Expenditure Framework, and
- Several feasibility studies for upgrade/refurbishment of water facilities, including the Kleinmond and Buffelsrivier WTW's, and bulk water augmentation options for the Greater Hermanus area, Hermanus wellfields augmentation, water pipe replacement, energy efficiency and alternative energy and alternative disinfection options at treatment facilities in view of national chlorine gas shortages and changing legislation on major hazardous installations.

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

- Bulk and reticulation network requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions), and
- Costs are based on 2023 prices,
- The figure for new facilities includes the development of a seawater desalination scheme in phases in Hermanus, i.e., to provide an additional water source.

| Cost to implement the 20 years Water Master Plan (Rm) | | | |
|---|-----------------------|------------------------------------|------------|
| Service | New and upgrades (Rm) | Refurbishment and replacement (Rm) | Total (Rm) |
| Water | R735 | R450 | R1 185 |

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

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

Major water services projects planned for the short to medium term are (2024-2027):

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

Progress (July 2022 - January 2024) to attain the 5-year water services targets mentioned above are:

- Environmental authorization and water use license were obtained for the expansion of the Hemel-en-Aarde well fields in Hermanus, and drilling commenced.
- The water pipe replacement project continued, with a focus on the priority areas of Bettiesbaai, Pringle Bay, and Kleinmond. Tenders for the next phase will be invited soon.
- Security systems (e.g. fencing and cameras) are being improved in phases at water installations.

- An application was submitted to the Department of Public Works for a long-term lease of a site in the Hermanus New Harbour for a desalination plant.
- Several additional standby generators have been installed at water infrastructure facilities to mitigate the effects of load shedding.
- The intense flooding of September 2023 caused funds to be reallocated to the rehabilitation of the severely damaged De Bos Dam and Hemel-en-Aarde wellfield bulk pipelines.

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

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

The municipality took a pro-active approach some years ago by firstly implementing a water conservation and demand management program, and secondly diversifying its water sources. The result was an actual reduction in the municipality's total annual bulk water demand by 16.9% from 2008/09 to 2022/23, despite a rapidly growing population. The volume of water losses was reduced by 25.4% over the same period. Approximately 21% of the water demand of the Greater Hermanus area is currently supplied from groundwater sources.

Water security in Overstrand

Groundwater sources were developed successfully in Hermanus, Stanford, Baardskeerdersbos and Buffeljagsbaai resulting in a significant reduction in the municipality's dependence on surface water sources. The drilling of additional production boreholes in the Hemel-en-Aarde wellfield in Hermanus is planned over the next 3 years. In the medium term (5- 7 years), a seawater desalination scheme is planned for the Greater Hermanus area, to assist in providing for the future water needs of the growing population. Unfortunately, loadshedding is having a negative effect on groundwater abstraction due to the intermittent power supply as well as increased equipment failures.

Treated wastewater effluent is used for irrigation of several sports fields in Hermanus and Gansbaai and will be expanded as far as possible.

Water conservation and awareness campaigns

- The water situation in Hermanus is posted weekly on social media and the municipal website by the municipality, and all the municipal dam levels across the area are posted monthly.
- Water scarcity billboards exist at all the entrances to Hermanus.
- A billboard at the Gateway intersection, Hermanus, illustrates the level of the De Bos Dam and the average water consumption for the previous week, and is updated weekly.
- Each consumer receives a 24-month moving graph of water consumption at his/her property with their monthly accounts.
- A 3-year contract with a local theatre company is in place for staging puppet shows and live theatre shows with a water conservation theme in all the Overstrand areas, targeting primary school learners. More than 2600 learners from all the Overstrand communities were reached in 2022/23. A new series of shows is planned for April 2024.
- Presentations on water issues are made by municipal staff from time to time at ward committees, seminars etc.

Water conservation and demand management plan (WCDM)

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

- Replacement of aging water pipelines;
- Intelligent pressure management;
- Replacement of aging water meters;
- Remote monitoring of minimum night flows;
- Refinement of the link between the financial database and water distribution zones;
- Focused leak detection and repairs;
- Raising public awareness on water conservation and demand management through the media;
- Engage with large water users with a view of improving water use efficiency;

- Water and sewerage tariffs discouraging excessive use of water;
- Continued removal of alien vegetation from catchment areas;
- Maximize the use of treated wastewater effluent for irrigation purposes to conserve potable water.

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

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

Spending for the 2022/23 financial year on water and sewerage projects amounted to R29.175 million, with an estimated R63.79 million to be spent in the 2023/24 financial year.

Climate change

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

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

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

1.3 Sanitation services

Overstrand Municipality has **6 waste water schemes** for the collection and treatment of waste water from

the 11 towns and villages. The schemes are as follow, with the relevant areas served in brackets:

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

Four of the six wastewater treatment plants (WWTW's) are considered to have adequate capacity for the foreseeable future, with the exception of the Kleinmond WWTW, which is currently being upgraded, soon to be followed by the Hawston WWTW.

The waterborne sewerage drainage networks need to be extended in Kleinmond, Greater Gansbaai, Greater Hermanus, Hawston and Pearly Beach, while the entire towns of Betties Bay, Pringle Bay, Rooi-Els, Baardskeerdersbos, and Buffeljagsbaai are still dependent on the sewerage tanker truck service. Several sewerage pump stations are in urgent need of upgrading and/or refurbishment, e.g. Zwingers Corner in Hermanus and Onrus Main, and several additional generators are still required to mitigate the effects of electricity load shedding at sewerage pumpstations. Tenders have been called for upgrades that will enable the decommissioning of the Peach House and Sportsgrounds pump stations in Zwelihle. The Hemel-en-Aarde Estate pumpstation may also be eliminated in future. Some of the bulk sewer rising main pipelines will also need to be refurbished in future.

The main planning documents for sanitation services are:

- The Water Services Development Plan 2022-2027 as reviewed and approved by Council on 31 May 2022, to be updated in May 2024.
- The Sewerage Master Plan as revised in June 2021,
- Comprehensive Bulk Infrastructure Master Plan

(Water and Sanitation) – November 2010,

- Sewerage Asset Register June 2023, Water Services Audit Report 2022/23.
- Overstrand Draft Capital Expenditure Framework, and
- Several feasibility studies for upgrade/refurbishment of wastewater facilities, including the Kleinmond, Hawston and Hermanus WWTW's, energy efficiency and alternative energy, and alternative disinfection options at treatment plants in view of national chlorine gas shortages and changing legislation on major hazardous installations.

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

- Bulk and network requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions),
- Costs are based on 2023 prices,

| Cost to implement the 20-year Sewerage Master Plan (Rm) | | | |
|---|-----------------------|------------------------------------|------------|
| Service | New and upgrades (Rm) | Refurbishment and replacement (Rm) | Total (Rm) |
| Waste Water | R1155 | R215 | R1 370 |

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

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

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

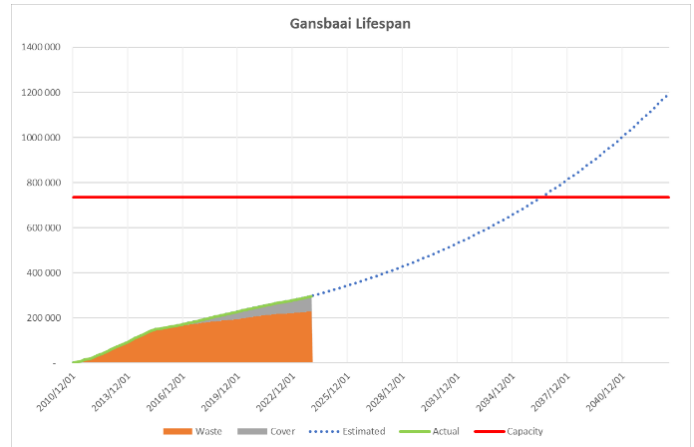
- Upgrade of the Kleinmond and Hawston Wastewater Treatment Works (WWTW) and some processes at the Hermanus WWTW,
- Upgrade of sewerage pumpstations at e.g. Zwingers Corner, Peach Houses, Zwelihle Sports

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Grounds, inlet of Hermanus WWTW, and Onrus Main EIA,

- Extension of sewer networks in Kleinmond, Gansbaai and Hawston,
- Replacement of sewer rising main pipelines in Kleinmond and Greater Hermanus, including treated effluent irrigation pipelines,
- Installation of generators at several sewerage pumpstations,
- Improvement of security systems at wastewater facilities (e.g. fencing and CCTV cameras),
- Upgrade of telemetry systems
- Alternative energy and energy efficiency improvement projects at wastewater treatment plants.

also start to dispose of waste at Karwyderskraal to some extent during the 2024/25 financial year, which may have a positive effect on future unit costs.



Progress (July 2022 – January 2024) to attain the 5-year sanitation services targets mentioned above:

- The upgrade of the Kleinmond WWTW is well in progress, for completion by the end of 2024,
- Construction of a new Archimedes screw inlet pumpstation at the Hermanus WWTW was completed,
- The next phase of the installation of waterborne sewer reticulation in Gansbaai was completed.
- Security fencing at several wastewater facilities was improved,
- A section of the treated effluent irrigation pipeline in Zwelihle was rerouted,
- Basic sanitation services were installed at emergency housing areas.

An agreement was concluded in 2018 between Overberg District Municipality, Theewaterskloof, and Overstrand Local Municipalities to dispose of their waste at Karwyderskraal Landfill for the life span of the entire landfill, currently estimated at 51 years.

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

Waste Management

Status of existing landfill sites

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

The Karwyderskraal Regional Landfill which is owned by the Overberg District Municipality is used by Overstrand and Theewaterskloof Municipalities as well as private 3rd party users to dispose of their waste. It is anticipated that Cape Agulhas Municipality will

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

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

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

The 2013 Integrated Waste Management By-law was reviewed and updated during the 2020/21 cycle. The new updated By-law was gazetted on 29 October 2021 in the Provincial Gazette, number 8513, following the conclusion of a public participation

process and Council approval, and a correction notice was published in Provincial Gazette 8524 on the 26th of November 2021.

Waste Management Licensing

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

With regard to rehabilitation compliance, alternative uses of closed landfill sites are pursued where possible, e.g., Pearly Beach Wastewater Treatment Works (WWTW), Kleinmond soccer field, Hawston housing project, replacing old landfill sites (in consultation with the Department of Environmental Affairs and Development Planning {DEADP; Waste Management}). Extension of the required rehabilitation dates was granted by DEADP for Pearly Beach, Stanford, Voëlklip, Onrus, Fisherhaven, and Hermanus. ~~A request to extend the rehabilitation dates will need to be submitted due to delays with the closure of the Hawston landfill site and the requirement that rehabilitation must start within 5 years of date of issuing of the licenses.~~ The Hawston Landfill site surrender process was completed in the 2023/2024 budget cycle, and it is envisioned to complete the Pearly Beach landfill license surrendering process during 2024 (the 2023/2024 & 2024/2025 cycles).

Waste Information Management

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

Waste diversion

The new clean recyclables materials recovery facility (MRF) for Overstrand west located in Hermanus started operation in November 2021 and the collection of recyclables for the households (two bag collection system) was also restarted by the waste collections teams at the same time for the greater

Hermanus and Kleinmond administrative areas and is continuing to show a steady growth in volume of materials recycled.

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

In areas that have Swop Shops, children can take recyclables to the Swop Shop. There are currently Swop Shops active in ~~Eluxolweni~~, Masakhane, Blompark, Stanford, Zwelihle ~~and Mount Pleasant~~.

Organic waste diversion

In line with the Gansbaai Landfill site amended license, an organic waste diversion plan had to be compiled and was developed for this site. It had to show how Overstrand would achieve the required 50% Organic waste diversion target by 2022 and 100% diversion target by 2027. In order to achieve the 100% required diversion target a trommel screen has been added to the outer years Capex plan for installation ~~over the 2025/26 & 2026/27 budget cycles~~ at the Gansbaai landfill site to assist in getting towards the 100% diversion requirement which has been set.

The delivery of puppet shows to Grade R to 3 learners and live theatre to Grade 4 ~~to 7~~ learners for recycling has been well received by the schools and learners. The shows were presented in Afrikaans, English and isiXhosa and targeted at Grade R to Grade 5 learners. This is to be continued in the 2024/25 financial year. ~~For the 2023/24 financial year 11 live theatre shows were presented and was attended by 1836 learners.~~ For the 2022/23 financial year 12 puppet shows were presented in October 2022 to grades R to 3 and were attended by 1897 learners. During the 2021/22 financial year 11 live theatre shows were presented in May 2022 to the grades 4 to 5 learners and were attended by 1518 learners.

o Six Un-Rehabilitated landfill sites

Overstrand has ~~six~~ un-rehabilitated landfill sites. All six sites (Pearly Beach, Stanford, Hermanus, Voëlklip, Onrus, ~~Hawston~~, and Fisherhaven) have closure

licenses. The National department of Environmental Affairs appointed Environmental Assessment Practitioners to assist the municipality with the closure licenses. All of the above-mentioned sites must be rehabilitated and the estimated cost as at 30 June 2023 for the six sites is R94.7 million, VAT excluded. Overstrand Municipality is exploring alternative ways to use these sites in order to save the rehabilitation cost. At Pearly Beach the new waste water oxidation ponds were constructed on the old garden and builder's rubble site. A Waste License to mine the old Hermanus Landfill has been issued by the Department of Environmental Affairs to mine the old garden and builder's rubble site. The builder's rubble and sand were to be used as fill material. This material is no longer accessible for mining due to the informal housing structures built on the site. ~~Approval to move material from the Hawston landfill to Karwyderskraal Landfill was granted by the Department of Environmental Affairs, thereby saving the rehabilitation cost of the site. The removal of the Hawston landfill waste body has taken place. The required in-situ soil tests have been completed and the assessment report for the surrendering of the waste management license for the site was submitted and the process of surrendering of the waste management license is now in progress. Once successfully completed, the current Hawston provision can be written back and the site will be available for alternative use. The surrender of the Hawston landfill was completed in 2023/24.~~ A similar process is also being followed for the Pearly Beach landfill site and once completed, Overstrand will then start with rehabilitation of the next site.

1.4 Electrical services

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

The Electrical Master Plan is implemented to strengthen internal network and infrastructure. The load on our Municipal network is measured and monitored regularly to ensure sufficient and reliable supply. Application for increased capacity from Eskom will be done timeously as and when needed.

The main constraint at this stage is Eskom's ability to supply to our demand.

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

The main planning documents for electrical services are:

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

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

- Bulk and internal requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions), and
- Gansbaai master plan was updated June 2022 with new cost estimates. Master plan period from 2022 to 2032.
- Hermanus and Kleinmond master plans were updated in June 2022 with a plan period of 2022 to 2032.

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

Table 50: Cost to implement Electricity Master Plans

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

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

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

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

Progress (July 2022- January 2024) to attain the 5-year electrical services targets mentioned above are:

- The Beverley Hills/ Blompark portion of the Gansbaai Housing projects have started in January 2018. The Beverley Hills portion of the project was completed in September 2021 with phase 1 and 2 of the Blompark portion completed in November 2022 and October 2023. Phase 3 of Blompark is currently underway.
- DOE funds are insufficient to complete all electrification on housing projects. To complete these projects successfully, DOE will need to provide more funds or council will need to provide bridge funding.
- New Birkenhead 66kV Substation – Application has been made to Eskom for a new 66kV metering point. Construction on the new 66kV Substation has started with an estimated completion in August 2024.
- Re-electrification of Mandela Square in Zwelihle, Hermanus has been put on hold.
- The medium voltage and low voltage upgrade and replacement in the Overstrand area are in process.
- The Hawston Housing project started in February 2019 and will be completed over a two-year financial period. The installation of the electrical network was completed in Jan 2020 and 165 new houses have been connected at end January 2021. At end May 2021 all 377 houses were connected to the electrical network.
- The Gansbaai housing project started in September 2021. A total of 200 new electricity connections were provided by end of January 2022 completing the first phase of the multi-phased electrification project. A further 185

connections were completed at the end of 2022 as part of phase two. The next phases have seen the completion of an additional 300 connections completed by end of 2023. Construction is underway on the remaining phases.

Energy saving initiatives:

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

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

Overstrand also implemented a Hot Water Cylinder (HWC) control project whereby HWCs are switched during peak periods from Eskom. 6400 control units were installed in the Overstrand Area. The system shifts an average load of 1,188MW during Eskom's evening peak.

Climate change:

1 July 2016 marks the implementation of Overstrand's Small Scale Embedded Generation Guidelines. From this date Overstrand has given all consumers with Small Scale Embedded Generation (SSEG) systems the opportunity to apply for a grid-tied connection. Consumers can apply for municipal approval, install a bi-directional meter and have the opportunity to be compensated for each unit fed-back into the municipal grid at an annually approved municipal tariff. These customers, however, need to be NET consumers using more electricity from the grid than they put back.

To date (Jan 2024) we have forty-seven (47) connected installations in the Overstrand area.

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

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

All documents required for an application can be found on the municipal website at <http://www.overstrand.gov.za/en/documents/electricity>. Any enquiries can be directed to 028 384 8358 / 028 316 5600 or enquiries@overstrand.gov.za

Green Energy

Refer to the SSEG implementation mentioned above.

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

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

- Continuing with the Small-Scale Embedded Generation program (SSEG)
- Developing renewable energy sources
- Procuring renewable energy from Independent Power Producers; and
- Making the municipality's electrical network available to compliant and approved energy producers and energy traders to wheel energy over the municipal network.

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

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

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

Renewable Energy Plant

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

Wheeling

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

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

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

LOAD SHEDDING IMPACT ON MUNICIPAL SERVICE DELIVERY

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

i. Impact on our water and sanitation infrastructure

The increased intensity of electricity load shedding by Eskom is severely impacting the municipality's bulk water and sewerage services in terms of efficiency and cost.

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

Significant additional costs are incurred for the continuous refueling of generators, increased maintenance **and repair costs**, additional monitoring requirements, and hiring of mobile generators **and security services** and tanker trucks to empty sewerage pumpstations which are not equipped with generators yet. **Loadshedding is having a negative effect on groundwater abstraction due to the intermittent power supply as well as increased equipment failures.**

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

ii. Impact on municipal electricity infrastructure

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

iii. Impact on maintenance services

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

Mitigating measures:

Requested that generators be installed at offices where there are no generators available. We are also constantly monitoring the impacts to improve our response times and our ability to react to emergencies.

iv. Impact on the Municipal ICT infrastructure

How severe has the impact been?

1. Main Data Centre & Comms Data Centre

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

2. Network

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

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

If the main site and comms go down, then the telephone systems will be unavailable for the main site/Hermanus and nearly all remote offices/areas. If a network area goes down, then their telephone

systems will be unavailable, except for those areas that are fed directly via a alternative telephony internet link.

3. Main Systems

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

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

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

3. Disaster Recovery

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

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

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

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

1.5 Roads

The **main road system** in the Overstrand Municipality consists of **National Road N2** which runs east to west

in the vicinity of Botriver along the Northern boundary of the Municipality for a length of 7.63 km. SANRAL is responsible for the maintenance and rehabilitation of national roads. The total length of **Provincial roads** in the area is 573km (230km surfaced and 343km gravel). The Municipality is responsible for the **local municipal roads** with a total length of 609km (431km surfaced and 178km gravel). The average condition for municipal roads is good to very good (*Source, Overstrand 2013 Integrated Transport Plan (ITP)*).

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

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

The main planning documents for roads are:

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

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

- Upgrading of gravel roads to surfaced roads are included,
- Only municipal streets and municipal road projects are included. Projects by the Provincial Department of Transport are excluded,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions), and
- Costs are based on 2019 prices.

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

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

Table 51: Cost of roads infrastructure

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

Table below is an extract of the current ITP and states the progress of project implementation to date i.e., end January 2024.

| Project Description | Town | Progress to date- end January 2024 |
|--|-----------------------|---|
| TRAFFIC SIGNS, ROAD MARKINGS & ADVERTISING SIGNAGE | | |
| Road signs and markings by Traffic Department and Operational Managers | Various | Ongoing |
| SURFACING OF GRAVEL ROADS | | |
| As per roads surfacing programme | Various | Ongoing |
| UPGRADING OF INTERSECTIONS | | |
| R43/Vermont Ave. For safety reasons. Provincial project. Construction started August 2011 – mid July 2013. | Hermanus | Completed |
| R43/Kidbrooke. For safety and capacity reasons. Provincial project. Construction started August 2011 – mid July 2013 | Hermanus | Completed |
| UPGRADING OF ROADS & STORMWATER SYSTEMS | | |
| Sandbaai upgrading gravel to surfaced roads | Sandbaai | Ongoing |
| Gansbaai upgrading gravel to surfaced roads | Greater Gansbaai Area | Ongoing |
| Masakhane main Storm water system to detention pond | Masakhane | Completed |
| Master planning of Storm water systems in all towns | All | Ongoing, Contracts implemented when funding becomes available. Hermanus CBD & Industrial Area contract completed. |
| PARKING | | |
| Hermanus Station site phase I, 650 parking bays | Hermanus Station | Completed |
| Hermanus Station site phase II, 300 parking bays | Hermanus Station | Completed |
| Hermanus CBD, 300 bays in multi storey parking garage | Hermanus | Parking provided at the Woolworths centre |
| FACILITIES FOR THE DISABLED | | |
| Ensure that all road traffic signs along routes have a minimum clearance height of 2.1 metres | All | Ongoing |
| Reserve adequate disabled parking bays in areas with high economic or tourist activity | All | Ongoing |
| Disabled friendly access to transport infrastructure | All | Ongoing |
| PUBLIC TRANSPORT | | |

| Project Description | Town | Progress to date-end January 2024 |
|---|-----------|---|
| Redevelop Hermanus CBD Public Transport Facility | Hermanus | Planning in progress |
| Shelters on Sandbaai/Hermanus Link Road | Hermanus | Completed |
| TRAFFIC CALMING & PEDESTRIAN SAFETY | | |
| Experimental speed humps at stop streets | Kleinmond | Implemented, to be monitored |
| NON-MOTORISED TRANSPORT (NMT) | | |
| Expansion of <i>pedestrian facilities and cycle lanes</i> | Hermanus | Implementation will be prioritized and implemented in accordance with NMT Master plan and available funding |
| MAINTENANCE | | |
| As per Road Maintenance Programme | All | Ongoing |
| ROAD CONSTRUCTION | | |
| C0527.04: Upgrade TR28/1 – Mount Pleasant/Hermanus | Hermanus | Completed |
| Gansbaai to Elim (DR 1205), provincial project. Road upgrade from gravel to surfaced standard | Gansbaai | Completed |
| C0838.01 Upgrade DR1214 – Franskraal | Gansbaai | Completed |
| C0838.03 Re-gravel DR1264 – Kleinmond | Kleinmond | Completed |
| C0838.04: Upgrade MR269 – Hemel-en-Aarde (Upgrading and safely improvements to the MR269 Hemel-en-Aarde road) | Hermanus | Completed |
| C0986: Reseal sections of TR02701 from i/s with TR02801 to Rooi Els | Rooi-Els | Completed |
| Hermanus Parallel Road | Hermanus | Ongoing. Discussion has been undertaken with the Provincial Department of Transport for funding assistance |

Table 52: Progress on implementation of Overstrand's current ITP projects, end January 2024

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

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

Refer to Chapter 7 section 7.6 for roads projects to be implemented by the Provincial Department of Transport and Public Works in the Overstrand Municipal area for the 2024/25 – 2026/27 MTREF.

Public transport services in Overstrand area

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

Non-motorised transport (NMT) in Overstrand area

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

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

Provincial Sustainable Transport Programme (PSTP)

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

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

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

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

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

The OSTP deals with the following matters:

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

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

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

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

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

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

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

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

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

1.6 Summary

In order to ensure the long-term sustainability of the municipality, the municipality has developed, as

part of the SDF, a Growth Management Strategy (GMS). All the long-term infrastructure master plans were reviewed and realigned to support the GMS, and therefore the SDF.

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

| ESTIMATED CAPITAL INVESTMENT PER BASIC MUNICIPAL SERVICE SECTOR OVER 10 YEARS (2020 to 2030) | | | |
|--|-----------------------|------------------------------------|---------------|
| Service | New and upgrades (Rm) | Refurbishment and replacement (Rm) | Total (Rm) |
| Water | R735 | R450 | R1185 |
| Waste Water | R1155 | R215 | R1370 |
| Electricity | R185 | R216 | R401 |
| Roads and Transport | R310 | R241 | R551 |
| Storm water | R239 | R51 | R290 |
| Solid Waste | R42 | R37 | R79 |
| TOTAL FOR ALL BASIC MUNICIPAL SERVICES | R2,666 | R1,210 | R3,876 |

Table 53: Total costs for all basic municipal infrastructure services

The total requirement for infrastructure over the next 10 years is **R3,876 billion (2021 prices)**. This equates to an average of **R387 m per year**. The MIG allocation for **2024/25** is **R 26 563 000** which equates to **7%** of the requirement.

Municipal Infrastructure Grant (MIG)

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

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

| Financial year | R-allocated for MIG projects | % spent |
|--|------------------------------|---------|
| 2017/18 | R22 330 000 | *80% |
| 2018/19 | R 21 639 000 | 100% |
| 2019/20 | R 32 010 000 | *77% |
| 2020/21 | R21 618 000 | 100% |
| 2021/22 | R 21 053 000 | 100% |
| 2022/23 | R24 628 000 | 100% |
| *Note: Unspent funds of 2017/18 were rolled over to 2018/19 for spending | | |
| Note: Unspent funds of 2019/20 were rolled over to 2020/21 for spending. | | |

Table 54: MIG spending, 2017- 2023

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

The MIG allocation for 2023/24 is **R23 855 000** and for the three coming financial years it's:

| Year | Allocation |
|---------|-----------------|
| 2024/25 | R 26 563 000 |
| 2025/26 | R 27 602 000 |
| 2026/27 | To be confirmed |

Table 55: MIG allocations 2024/25 – 2026/27

(For a list of the MIG projects for 2024/25 refer to **Chapter 14: Annexure B for Capital projects** to be funded from MIG amongst the other funding sources).

KPA 05 1 (b)

Promote proactive maintenance of Municipal infrastructure

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

Maintenance Management Policy

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

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

Further objectives of the policy are:

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

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

Maintenance plans for the following services has been implemented:

- Reseal of roads
- Storm water maintenance
- Mechanical, electrical and telemetry installations at –
 - Water treatment plants- Veolia
 - Wastewater treatment plants- Veolia
 - Water-and wastewater pump stations Veolia
 - Boreholes- Directorate Infrastructure and Planning
 - Reservoirs
- Parks
- Amenities (community facilities and sport fields)
- Water meters
- Cemeteries.
- Solid Waste.

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

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

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

The 2018/2019 land invasions resulted in a substantial number of additional households that need to be provided with refuse, water and sanitation services. Additional toilets and taps were installed which in turn have an impact on the operational and capital budgets. These services also need to be maintained. Cleaning contractors are utilized to clean and maintain communal ablution facilities as well as the cleanliness of these areas. This is not only limited to Zwelihle, but also in the other towns in Overstrand. As at 30 June 2021 a number of 130 communal toilettes and 96 communal taps were installed for the benefit of households residing on invaded land. No new toilets were installed in 2022 due the Upgrading of Informal Settlements Program (UISP) which is being rolled out in the Overstrand.

Community facilities and Thusong Service Centre

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

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

The Thusong program has four objectives:

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

Thusong services

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

1. Permanent Tenants

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

2. Temporary tenants

The following **temporary tenants** have commitments with the Thusong: The Department of Health (DoH), Department of Home Affairs (DHA), Department of Labour (DoL), South African Revenue Services (SARS), and the South African Social Security Agency

(SASSA) for Grant applications. See Table below for a breakdown of visits by these service providers per month.

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

Table 56: Service providers utilising the Thusong Centre

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

3. Outreach services

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

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

A full schedule of planned outreaches for 2024/25 will only be available when the Provincial department releases its schedule in March 2024.

- Baardskeerdersbos -26 March 2024
- Stanford-17 April 2024
- Gansbaai – 22 & 23 May 2024
- Hawston – 21 June 2024 (Youth outreach/ event)
- Mount Pleasant 21-22 August 2024
- Zwelihle -17-19 September 2024
- Kleinmond -13 November 2024.

4. Thusong Digital Ambassadors

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

TDA's are deployed in the following areas:

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

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

5. Additional projects planned

- **Overstrand Youth events**, planned for youth

month 2024;

- **Establish youth forums in major areas.**
- Pilot a woman's support group at the Thusong in Hawston "**Ordinary conversations with woman**" to create a safe space where woman can talk about social issues. Pending the success of the pilot project we will also look to extend the initiative to Kleinmond and Gansbaai.
- Additional SARS and labour mobile outreaches will also be implemented according to availability of these departments.
- During September as part of Annual Thusong week, we will focus on the importance of having a will as this is the month of free will campaign.
- Assist with the school enrolment campaign during March and April.
- **Marketing and promoting the Thusong Service Centre** as a service delivery point for people to access services from all 3 spheres of Government. This also includes special programmes and projects run on a month-to-month basis, e.g., holiday programmes, older persons program substance abuse awareness, skills development, Local Economic Development, etc.
- Plans to host **after school programmes** with volunteers at the Hawston Thusong Centre (retired teachers, students) is well underway.

6. Gansbaai Satellite Thusong

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

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

- Home Affairs;
- Department of Social Development;
- Department of Labour;
- Health services and housing applications;
- Office services (scan, copy, printing etc.);
- Education and skills development services (Department of Education or other skills

development workshops, Cape Access: e-Centre).

- Local economic development services including services such as South African Enterprise Development Agency (SEDA) and National Youth Development Agency (NYDA); and
- Government Communication and Information Services (GCIS) activities that involves the communication of government news, and information through different media forms.
 - An e-Centre to provide computer and internet access as well as computer courses.
 - An office for the Department of Social Development.
 - A boardroom.

These could be rolled out over time based on the availability of funds. Other government offices such as Department of Labour or SASSA are all some that could be explored in the future.

Thusong Functionality Score card

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

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

| Category | Score |
|--|------------|
| TSC Managed by the Municipality | 100% |
| Appointed TSC Manager | 100% |
| Local Municipality rendering services at the TSC | 100% |
| Anchor departments | 75% |
| Lease agreements | 100% |
| Expanded service offering | 100% |
| Included in IDP & SDBIP | 100% |
| Reports | 100% |
| Involvement in Thusong Mobile | 100% |
| Overall Performance score | 95% |

Table 57: Thusong functionality scorecard

Library Site for new Zwelihle Library

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

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

~~There is an amount of R3,993,611 for libraries on the Capital Budget for 2022/2023 which will be used to fund these upgrades.~~ The construction of the new library was discussed at a Mayoral Committee meeting during 2023 and was referred for additional public participation process.

KPA OS 1 (c)

Promote the development, maintenance and management of Public Launching sites

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

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

It was resolved by Council in 2017 that:

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

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

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

KPA OS 1(d)

Street and Storm water maintenance

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

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

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

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

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

Major challenges with storm water development and upgrade:

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

Funding requirements for street and storm water maintenance:

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

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

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

KPA OS 1(e)

Replacement of deteriorating fleet items

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

Currently no funding has been approved for the replacement of vehicles. A shortfall of R18 million was identified in the 2021/22 financial year for fuel and maintenance of vehicles which was due to the substantial increases in fuel and related costs. **The monitoring of fuel usage and the available budget was improved substantially with the regular updating via an application. The current fuel increases are well managed and effective trips for essentials services are managed well. Annual budget inputs for the consideration of approval were submitted to the Budget Steering committee for consideration. An update of the current status of fleet was submitted to the council and noted by the full council.**

A schedule of fleet replacement requirements is annually submitted to the Budget Steering Committee (BSC) for consideration. Vehicles are replaced according to the budget provisions.

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

KPA 2- GOOD GOVERNANCE

KPA OS 2 (a)

Effective co-operative government within the Constitutional mandate

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

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

KPA OS 2 (b)

Effective communication and community development

Communication

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

The Municipality publishes a monthly newsletter, the Overstrand Bulletin, to inform residents about

important municipal matters. The Bulletin is posted with the municipal accounts in the language of the account holder's choice and extra isiXhosa copies are printed for distribution in public places and A3 posters are also printed to be placed in notice boards. Residents 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 on which news, general information, calls for tenders and quotes, IDP, SDBIP, Annual Report, Publications, advertisements and a lot more are placed. Information is updated as and when received. In 2023 the website was reviewed and updated to be more user friendly, and information be more easy accessible, this was to be in line with the new slogan "#overstrand4all". All legislative documents required to be placed on the website for compliance, are placed every month.

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

First Thursday allows and give:

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

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

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

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

Overstrand Municipality recognises that social media provide valuable opportunities to communicate with stakeholders and provide timely, accurate, and helpful information. In order to reach as many people as possible, Overstrand Municipality balances its communications programme by engaging in traditional media as well as social media. Overstrand Municipality is using Facebook and Twitter to engage with our communities. Both of these social media platforms have their own distinctive features and qualities, which make it suitable for municipal use. Currently the Municipal facebook page has about 53000 followers and the numbers are gradually growing, and twitter account has about 2300 followers (February 2024). Those platforms are very useful to convey municipal messages and there is a dedicated official who monitors and responds to when it is necessary.

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

Our communication strategies are:

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

e.g., community information boards, advertising, corporate branding, and signage, etc.

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

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

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

Table 58: communication checklist

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

Placing messages where public will see it.

- **Suggestion box** at enquiries and at all other areas – In progress.
- **Drone** loud hailing especially in disadvantaged areas – to be done, requires budget.
- **Tik tok** – in process, had a departmental discussion.

- **Flyers and brochures** – at the respective places such as: (old age homes, supermarkets, B&B's and restaurants etc.). In progress, currently the information is provided via the municipal bulletin (newsletter).
- **Facilitate re-design of new signages for all main offices buildings e.g. (rates hall), have started in Hermanus, will roll out to other areas.**

Information communication technology (ICT)

Overstrand municipality has a functional ICT unit.

- All ICT related Services and Systems are governed by the Overstrand ICT Steering Committee, under Chairmanship of the Municipal Manager.
- The ICT Steering Committee is properly mandated with an industry standard ICT Charter.
- All Directors are 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, and execution;
 - Report back on ICT related issues emanating from the Auditor General finding and monitoring of the municipal Audit Action Plan.
 - Implement and disaster recovery of

service critical all-ICT related **systems initiatives** in collaboration with lines of business.

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

- WC Local Government Broadband Implementation Strategy:
 - The municipality is on-boarded to the project and it has increased internet connectivity for the municipality.
 - The aim is to have more seamless integration to the Western Cape Government systems and backbone.
 - The Overstrand actively participates in all workgroup discussions and activities to drive interconnectivity between all Municipalities in the Western Cape and Overberg region.
 - To remain aware of the longer-term strategies to bring connectivity to all governmental buildings and all households, business benefits and ICT Shared Services.
- DPSA Corporate Governance Policy Framework and associated directives for implementation: the Overstrand and actively pursue compliance with all such Directives.
- **Reducing Red Tape for the Ease of Doing Business in the Western Cape - our vision is to take part in all initiatives that will enable us to assist with resolving issues raised by businesses in a timely and cost-effective way and will provide information that can lead to improvements in service delivery. The creation and promotion of an enabling environment for business is fundamental to a competitive and vibrant economy. The amount of red tape and bureaucracy faced by business when dealing with government is considered a key constraint to economic development and growth.**

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

- Streamlining licensed band frequencies Overstrand wide for the data and digital radio systems;

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

Progress on the ICT focus areas stated above is:

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

Status of optic fibre roll-out in Overstrand

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

The Co-Building, One trench method was adopted by the Overstrand Municipality in September 2019 and the official roll-outs started in October 2019. Approximately 85% of the Overstrand areas have been completed and the remaining areas are set for completion by the December 2023. Applications

are processed as received. Wayleave applications were received by the offices of the Operational Services, specifically where no fibre networks were present currently. The operators of the networks will firstly be added to the master wayleave agreements and then wayleave approvals granted before installations can proceed.

Functional hybrid working environment:

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

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

KPA OS 2 (c)

Sound municipal administration/ Institutional development

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

For a municipality to do so it must have an administration in order to have the means to provide and ensure sustainable services to its communities, to promote social and economic development, to promote a safe and healthy environment and to furthermore execute all the functions which are provided for in, but not limited to, the Constitution.

The Municipal Manager, subject to policy directions of the Municipal Council, is inter alia responsible and accountable for the formation and development of an economical, effective, sufficient and accountable administration. (Section 55 of the Systems Act.) Concomitant with the aforesaid it is the duty of the Municipal Manager, once again subject to the policy framework determined by the Municipal Council, to develop

a staff establishment for the Municipality and to submit same to the Municipal Council for approval (section 66 of the Systems Act). The aforementioned process, also referred to as organisational design, is an ongoing process which evolves as and when it is necessitated through circumstances.

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

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

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

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

| Activity | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |
|---|----------------|----------------|----------------|----------------|----------------|
| Employment Equity Plan Reviewed as from July 2023 – June 2026 | 1 | 1 | 1 | 1 | 1 |
| Employment Equity Committee meetings are held twice per annum | 2 | 2 | 2 | 2 | 2 |
| Convening of Local Labour Forum meetings nine per annum | 9 | 9 | 9 | 9 | 9 |

| Activity | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |
|---|----------------|----------------|----------------|----------------|----------------|
| Submission of Employment Equity Plan once every five years | 0 | 1 | - | - | - |
| Develop and submit annually comprehensive Employment Equity reports to Department of Labour (DOL) | 1 | 1 | 1 | 1 | 1 |
| Annually submit Workplace Skills Plan (WPSP) to LGSETA | 1 | 1 | 1 | 1 | 1 |
| Review of Sexual harassment policy | 1 | - | 1 | - | 1 |
| Review of Occupational Health and Safety policy | 1 | - | 1 | - | 1 |
| Review of HIV/ Aids policy | 1 | - | 1 | - | 1 |

Table 59: Human Resources targets 2022/2027

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

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

KPA OS 2 (d)

Enhance the involvement of ward committees in public participation

Refer to section 3.14 – Public Accountability in Chapter 3.

KPA OS 2 (e)

Enhance customer care

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

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

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

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

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

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

application (online portal to register service requests and complaints, access Municipal Accounts and information sharing by Municipality) is in process. Public can access the App with their smartphone or computer. For service request/complaint the client will receive a reference number.

KPA 3 – OPTIMISING FINANCIAL RESOURCES

KPA 05 3 (a)

Effective financial management

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

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

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

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

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

Spending budgets to maximise delivery

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

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

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

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

During the 2022/23 financial year, the Municipality managed to spend 89.21% of its capital budget, 97.19% of its operating budget—and 98.96% of revenue was collected as a percentage of the total amount billed.

Financial Management Reforms

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

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

The project segment serves as one of the links running through from the annual deliverables (IDP) to the Budget, SDBIP, in-year reporting, annual report and Annual Financial Statements. A separate paragraph will specifically focus on the impact of mSCOA on Local Government.

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

- Efficient costing of services and projects by identifying and managing the cost drivers.

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

Impact of mSCOA on Local Government

Overall Objective

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

Specific Objective(s)

1. To achieve this main objective required a classification framework specific to Local Government incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcomes and legislative reporting requirements to the maximum extent possible.
2. The updated communication from NT to Local Government in MFMA Budget Circular No. 126 (7 Dec 2023) for the 2024/25 MTREF guides as follows: "Municipalities that have not yet achieved the required level of mSCOA implementation, must develop and implement a road map (action plan) to fast track the implementation of mSCOA. The focus areas that should be considered (at a minimum) when developing the road map are articulated in Annexure A attached to this circular."

KPA 4 – SAFE AND HEALTHY ENVIRONMENT

INTRODUCTION

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

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

Legal Framework

The Constitution of the RSA, 1996. The SAPS Act 68 of 1995. The Road Traffic Act 29, 1989, and Nation Road Traffic Act, 1996. The Criminal Procedure Act 51, 1997. GN R209 as amended in terms of the Magistrate Courts Act 32, 1944 and. Intergovernmental Relation Framework Act 13, 2005. Section 12 of the Local Government: Municipal Systems Act 32, 2000.

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

- Expansion of K9 Unit 2022/23 – 2023/24
- Social Safety Ambassadors - Unemployment Local Government Grant 2022/23
- Safer Festive Season Project 2022/23
- Safer Festive Season Project 2023/24
- Chrysalis Youth Program 2023/24
- Public Safety Auxiliary & Internship Service 2024/25
- Establishment of Western Cape – Institute for Municipal Public Safety of Southern Africa

(IMPSA).

- Mediation Interventions for First Responders and Front liners.
- Intergovernmental projects and trainings between Overstrand Municipality and Overberg District Municipality (ODM) to equip and empower (Status- ongoing).

Progress on the planned initiatives listed above are:

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

The project intended to professionalize Municipal policing, Bylaw enforcement and Security Services within the local sphere of government as a profession. The Western Cape IMPS-SA was launched in October 2023 as the first of its kind, **the project is ongoing**.

Social Safety Ambassadors Project 2022/23 – A Local Government Unemployment Grant of R650 000 was allocated to Overstrand Municipality. Overstrand Youth benefitted as EPWP participants in the 4 months Contract (Status- Completed – no funding from POCS).

Safer Festive Season Project

The programme is an Intergovernmental and collaborative approach between Provincial Department of Community Safety (DOCS) and Overstrand Municipality – Protection Services in efforts to promote, enhance a sustainable public safety during festive seasons in Overstrand area. The focus is on reduction of crime and creation of job opportunities for youth. This an annual project, for a duration of three months from 01 November – 31 January. (Status – Ongoing)

Chrysalis Youth Program

There is an existing MoU between DOCS and Overstrand Municipality – Protection Services. The youth acquire public safety skills varying from but not limited to Peace Officer, Occupation Safety Training, Firefighting, Nature Conservation, Security, Youth development and Office Administration. For the financial year 2022/23, 39 Chrysalis Interns were absorbed and placed at Overstrand Municipality's

various departments for 12 months to acquire practical experience. 38 interns have been placed at Overstrand since the beginning of the financial year 2023/24. (Status- Ongoing)

Public Safety Auxiliary and internship programme –

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

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

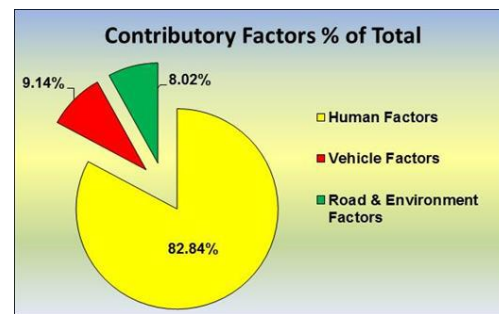
KPA OS 4 (a)

Enhancement of road safety (Traffic Services)

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

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



According to the statistics, Human Factors are the most significant fatal crashes contributory parameter to fatal road crashes at 82.84%; Vehicle and Road environment factors contributes to 17.16% with 9.14% and 8.02% respectively. When broken down further, the statistics show that the most significant factors that contribute to fatalities in South African Roads are Speed and Pedestrian Jaywalking which contribute to a total of 56.44% of all road related fatalities.

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

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

Traffic Services initiatives planned for the medium to long term:

Road Safety and visible policing

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

Strengthening Overstrand Traffic Services

Backup Generator

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

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

- The Provincial Department of Transport has granted approval for new K-53 offices to be opened in Gansbaai. This will lighten the current workload of the staff in Hermanus who render these services for residents across Overstrand.
- To date Overstrand obtained approval and certification from the Provincial and RTMC to operate, conduct learners license and renewal of drivers' license.
- Permanent staff capacity required to get the centre operational: 1 Supervisor, 1 Examiner of learners, 1 DLTC cashier, and 1 Life Enrolment Operator (LEU). The budget is needed to create the permanent structure as prescribed by the Provincial Administrative Authority.

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

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

KPA OS 4 (b)

Law Enforcement

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

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

Why is By-law enforcement so important?

Overstrand Law Enforcement role is bylaw related, emphasis is on compliance to municipal bylaws as mandated by the Constitution, while SAPS focus is on the criminal procedure act. It's a matter of bylaw offences vs criminal offences.

If Overstrand Municipality wants to attract more tourists and investors, we should get our house in order and enforce effective policing of our By-laws to correct and improve tourism and investors' confidence in Overstrand. Section 152 of the Constitution of South Africa provide us with the objectives of local government and Section 152(1)(d) states that one of the objects of local government is to provide a safe and healthy environment. Therefore, safety and security remain one of the main objectives of our IDP.

The Overstrand Municipal Safety Plan focuses on integrated increased visible patrols to prevent crime in all communities in an effort to deter Bylaw related offenses that have an impact on the quality of life of residents. **Under section 156 (1) (b) of the Constitution, read with Government Notice 1114 in Government Gazette 41982 of 19 October 2018, another of the competencies of the municipality is to appoint law enforcement officers to provide law enforcement services in its area of jurisdiction.** Government Notice 1114 gives power to Law Enforcement (i.e., peace officers) to deal with public safety crime and road traffic policing in the Jurisdiction. During the 2018/19 -2019/20 financial

years the Western Cape Provincial Government allocated funding to establish a K9-unit in the Overstrand. The K9 unit is operational as the existing Law Enforcement officials have laid down the foundation on operationalizing the unit while the recruitment of K9 officials is finalized. The purpose of the K9 unit is to expand the capability of Law Enforcement in dealing effectively with public safety crimes such as poaching, drugs and narcotics and monitor and report on these crimes. Adopting a zero-tolerance approach towards traffic, by-law and other offences and promoting ethical conduct amongst all members are other key elements of the plan **which contributes** to the creation of a peaceful, stable and prosperous community. The Safety Plan **was** developed to incorporate Traffic, Law Enforcement and Fire Services and was submitted to the Department of Community Safety. This Safety Plan is reviewed by end June in a 3-year cycle in conjunction with all the relevant role players and is available from the Directorate 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 (i.e., municipal bylaw enforcement, traffic enforcement, fire and disaster management and security services), we will at all-time respect the fundamental rights of our citizens as enhanced in the Constitution. Our action is further guided by our unique Professional Code of Conduct and the principles of Batho Pele in our continuous strive towards the rendering of community orientated public safety services.

The 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.

Police Ombudsman findings

Overstrand former Executive Mayor, Ald. Dudley Coetzee lodged a complaint with the South African Police Ombudsman regarding the fact that SAPS are unable to perform their constitutional mandate of maintaining law and order in the Overstrand. **In his report of 30 July 2019, the Ombudsman confirmed that this is so as a result largely of the lack of staff at our police stations.**

In the meantime, the mandate of Municipal Law Enforcement officers has been expanded so that they may now prevent, but not combat crime. To this end the Municipality will be increasing the staff compliment and facilities of the Municipal Law Enforcement division, which will include establishing a K9 unit with offices in Gansbaai, Hermanus and Kleinmond. The increased funding from property rates will be utilized to finance these increased services. Municipal Law Enforcement has been capacitated in terms of staff; the K9 Unit is operational. (All vacant posts were filled, the K9 Unit consist of 1 x Sr Inspector, 2x Inspectors and 6x Dog handlers).

Law Enforcement initiatives planned for the medium to long term:

- **K9 Unit and LEAP (Law Enforcement Advancement Plan) - Establishment of Reaction Unit Project** with the appropriation of R6,3 million allocated in 2022/23 for LEADP and R2 420 000 for the K9 Unit the fight against crime in the Overstrand received a significant boost with the announcement of the Law Enforcement Advancement Plan (LEAP) funding for the Overstrand to tackle crime. The LEAP Project is jointly funded by the Western Cape Government in line with the Overberg Safety Plan. While safety is the primary responsibility of the South

African Police Service, the Municipality continues to contribute to filling the gaps left by inadequate police resources. The new officers were deployed in areas where assistance is most needed. They will enforce by-laws and assist enforcement agencies with crime prevention, illegal occupation of land, land invasion and illegal protest.

- The LEAP establishment yielded job opportunities of 17 officials appointed in a 3-year fixed term contract.
- 2023/24 Grant funding was R3 345 000 for K9 and R4 065 000 for LEAP.
- The K9 & Reaction Unit (LEAP) work interactively with the Task Team Unit, Rapid Response Unit and Marine Unit.
- **Land Invasion, and Management, and Prevention of the expansion of Informal Settlement & Anti-land invasion Unit**

The Unit was established in the 2022/23 financial year. In its Initial phase, the project consisted of 15 temporary staff. Currently the project has 12 employees appointed on a 3-year contract. The plans to advance to Phase 2 – Permanent staff structure is underway. The unit is operational and effective given the foundation laid down by law enforcement structures and support within the directorate.

The unit ensures prevention of illegal structures on informal settlements, prevention of erection of unauthorized structures on municipal open space, demolishing of illegal structures, illegal connection of electricity, relocation process oversight.

Additional Court

The Municipality is committed to making the Additional Court a success. This commitment is reflected in both the operational and financial position of the Additional Court in the last financial year.

Placing the Additional Court in context: The main purpose of the Court is to deal with the prosecution of by-law offences, traffic law infringements, and the contravention of certain provincial- and national legislation the enforcement of which falls within the scope and function of local government.

To that end, notices (often referred to as “fines”) issued by Overstrand Municipality's Traffic- and Law Enforcement officers, as well as notices issued by Provincial Traffic within Overstrand Municipality's geographical jurisdiction are all prosecuted in the Additional Court. As the municipality's area of jurisdiction falls within the geographical jurisdiction of Hermanus, Caledon, and Bredasdorp Magistrates' Courts, specific court dates are allocated for the different areas.

Through prosecution of the types of offences referred to herein above, the Additional Court contributes to Overstrand Municipality's efforts to encourage compliance with legal prescripts thereby creating a safer environment for residents and visitors alike. This is achieved through the imposition of criminal sanctions on offenders, which sanctions may include fines and/or imprisonment.

During the period from 1 January 2023 to 31 December 2023, a total of 12,525 cases were placed on the court roll (compared to 10,396 during the same time frame in 2022), and a total of R1,259,725.00 worth of fines was received by the Court during 2023 (compared to R593,200 in 2022).

Ultimately the purpose and objective is to ensure that the 2024/25 financial year compare even more favorably than the previous financial year.

KPA OS 4 (c)

Enhancement of Fire and Disaster Management and Security Services

The reviewed 2022/23 Disaster Management Plan (DMP) is addressed in Chapter 11 of this document.

It is accepted that all citizens are vulnerable to the impact of disasters. The vulnerability increases especially for the geographically isolated rural poor already engaged in a daily struggle to meet the most basic of human needs. Those who under normal circumstances already lack resources they need to get through a typical day are defenseless when confronted with the increasing impact of climate change and natural and other disasters. This in turn impacts heavily on our various services and infra-structures – equally vulnerable to the

dynamic environment and increasing challenges. This is why our IDP is committed to service delivery to the poorest of the poor constituents.

Our empowerment through participation approach is vital for the development of our community.

Overstrand Fire services consist of a small management core of full-time personnel, we strive to expand and upgrade the services as required by risks identification and community needs. Since December 2014, 30 EPWP personnel were permanently appointed as Cadet Firefighters at Hermanus, Gansbaai & Kleinmond Fire Stations.

The availability of an aerial fire-fighting unit during the summer also improved our capabilities. Ongoing training in first aid, firefighting and rescue methods are given to staff in order to improve their skill and safety awareness levels.

A Fire Management Plan is in place and was reviewed for the period **2021 - 2025**.

The following aspects of the services are maintained and improved within the budget allocations for these services.

- Emergency services delivery
- Fire-Prevention and life-safety programs
- Supervision, management and training of staff
- Community relations
- Inter government relations
- Administrative structures
- Safety and Health program.

A service delivery agreement for fire brigade services exists between the Municipality and the Overberg District Municipality.

During 2016, the focus of disaster management shifted even more, to ensure that all local municipalities are applying a more pro-active approach and states that all municipalities should provide for: "An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to

disasters and post disaster recovery". This shift will have financial implications on local municipalities.

No Disaster Management Advisory Forum (DMAF) is established because such a committee already exists which plays a similar role.

Establishment of an Incidence Command Centre (ICC)

Planning is underway to establish an ICC in the Overstrand Municipal area. The construction of the command center building is in process. Though we do not have an established ICC, such a Centre will be set up as and when the need requires. The ICC is part of the construction process and will be completed as the funding becomes available. Overstrand Fire Brigade is currently in the second phase of the upgrading of facilities. It is envisaged that the ICC will be completed in the third phase.

The location of the ICC has changed from the Overstrand Fire Brigade in Hermanus to the Old Tennis Courts, Hermanus which will be converted into a multi-purpose centre, linked to the Overstrand CCTV project. The project will be completed in phases as funding becomes available.

An initial R770 000 was made available at the beginning of the 2022/2023 financial year, with a further R72 127 (CAPEX) and R600 000 (OPEX) during the adjustments budget. **Furthermore in 2023/2024 an additional R750 000,00 (CAPEX) was made available for the ICC.**

Consultation is currently underway, **and the project will be completed as the funds become available.**

Purpose of the ICC

The ICC is the physical location at which the coordination of information and resources takes place to support incident management activities. Incident Command System (ICS) is a standardized management tool for meeting the demands of small or large emergency or non-emergency situations. ICS is designed to command, control and coordinate a response and provide a means to coordinate the efforts of individual agencies or resources as they work toward the common goal of stabilizing the incident and protecting life, property and the environment. The ICC also provides

communication and information for the support functions of the Incident Management Team to facilitate emergency response and recovery.

Role players of the ICC

The role of those staffing is to facilitate a coordinated response to major emergencies in Overstrand Municipal area. The Incident Management Team assists the Incident Commander in providing resolutions to the incident. ICC's may be organized by major functional disciplines (e.g. fire, law enforcement, SAPS, and medical services etc.)

Where to be established?

An ICC may be a temporary facility or may be located in a more central or permanently established facility. Presently Overstrand is experiencing multiple incidents, different or the same in nature, (riots and fires, multiple fires, multiple riots) simultaneously. These are best management from a central point / ICC. Overstrand Municipality is currently in the process of upgrading its facilities. The newly acquired buildings will house an ICC (Status/Ongoing).

Expected timelines to operationalize the ICC?

Currently there is no permanent Incident Command Center. When incidents occur, we have a temporary Incident Command Centre and when incidents are declared safe operationalization of the temporary Incident Command ends. The ICC runs in conjunction with the operational period (Status/Ongoing).

For more on Overstrand Disaster Management, refer to Chapter 11 in this document.

Safety and Security Services

WHY SAFETY AND SECURITY IS IMPORTANT IN THE MUNICIPAL WORKING ENVIRONMENT

We are providing a safe and secure working environment to the Overstrand municipal employees and therefore, proper security systems like CCTV, Access control, Armed response and other security measures were put in place to monitor all incomings and outgoings of our assets.

Safety & security consist out of three divisions which is Access Control, Closed Circuit Television (CCTV) and Armed Response. Safety and security refer to the actual conditions of our municipal employees work environment and to the prevention of theft, fire, and any other emergency incident and to create a safe working environment for all employees and visitors.

Closed Circuit Television (CCTV) is our self-contained surveillance system that records and display movement for monitoring activities at our CCTV control room. Our control officers inform our armed response, law enforcement, traffic, fire, or SAPS of any illegal activities who then reacts accordingly.

Armed Response respond to all municipal alarms triggered, CCTV complaints which includes By-Law related offences and assist the fire department with all incidents to protect and safeguard our assets.

Access Control provides access to Overstrand Municipalities resources which is granted in a manner that carefully balances restrictions designed to prevent unauthorized access to provide unhindered customer service.

KPA OS 4 (d)

Environmental Management

State of the environment

"We apply adaptive and creative thinking to an everchanging and unpredictable environment in an attempt to manage the future outcomes of a system that is beyond our control." T.Dry

The natural beauty of the Overstrand Municipal Area and its abundant environmental wealth are the regions greatest assets (*Overstrand Strategic Environmental Management Framework, June 2014*). The Natural Resources, landscapes, ecosystems and green infrastructure forms the backbone of the municipal areas' existence.

The Environmental Section aims to ensure the promotion of green infrastructure protection through the restoration of key ecosystem services. This will produce a more resilient natural environment given protection to our built environment and vulnerable

communities against the onslaught of Climate Change.

Surface water resources

The Overstrand Municipality has a large network of important wetlands and river corridors many of which have been identified by the South African National Biodiversity Institute (SANBI) as Freshwater Ecosystem Priority Areas (FEPAs) and/or as Flagship Free-Flowing Rivers (Overstrand Strategic Environmental Management Framework, June 2014).

Indigenous Vegetation Types of the Overstrand Municipal Area

The Overstrand Municipal Area is characterised by habitats containing remarkable plant diversity. The Overstrand Municipality jurisdiction area contains eighteen vegetation types, six of which are classified as critically endangered in Government Gazette No. 1002, promulgated in terms of the National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004) (NEM:BA) of 9 December 2011 (Strategic Environmental Management Framework, June 2014).

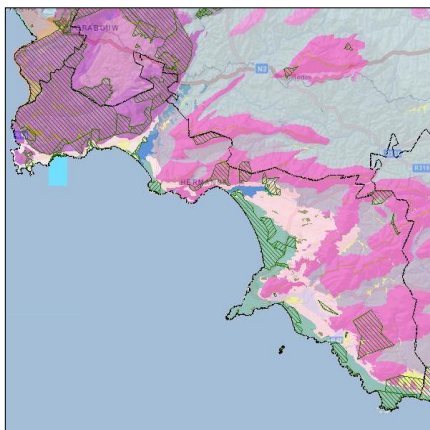


Figure 18: Distribution of Ecosystems in the Overstrand

Main vegetation types (>10% of municipal area)

| | |
|----------------------------|--------|
| Agulhas Limestone Fynbos | 12.11% |
| Elim Ferricrete Fynbos | 14.88% |
| Kogelberg Sandstone Fynbos | 17.76% |
| Overberg Dune Strandveld | 11.24% |
| Overberg Sandstone Fynbos | 32.36% |

Other vegetation types (<10% of municipal area)

| | |
|---------------------------------------|-------|
| Agulhas Sand Fynbos | 1.59% |
| Cape Coastal Lagoons | 1.32% |
| Cape Estuarine Salt Marshes | 0.06% |
| Cape Lowland Freshwater Wetlands | 1.9% |
| Cape Seashore Vegetation | 0.16% |
| Cape Winelands Shale Fynbos | 0.09% |
| Elgin Shale Fynbos | 0.57% |
| Hangklip Sand Fynbos | 3.27% |
| Ruens Silcrete Renosterveld | 0.44% |
| Southern Afrotemperate Forest | 0.06% |
| Southern Coastal Forest | 0.51% |
| Western Coastal Shale Band Vegetation | 1.37% |
| Western Ruens Shale Renosterveld | 0.03% |

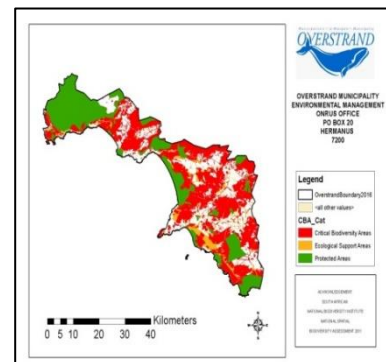


Figure 19: Overstrand Critical Biodiversity and Ecological Support Areas

Fynbos, which is largely confined to nutrient-poor soils, is the dominant vegetation group in the Overstrand Municipal Area, accounting for ± 99.7% of the natural vegetation.

According to the SANBI's Overberg Transformation Map, ± 111 500ha (65.65%) of the Overstrand Municipality is classified as “natural habitat”, whilst the remainder comprises degraded areas (3.44%); high density alien plant infested areas (6.93%); plantations (1.78%); intensively farmed areas (15.98% - excluding extensive grazing in natural vegetation); dams (0.14%); roads (3.60%); and urban areas (2.47%).

The Environmental Management Services Department consist of two sections.

- 1. The Biodiversity Conservation Section and**
- 2. the Environmental Management Section.**

Each Section manages its respective activities.

Overstrand's Biodiversity Conservation Section

Nature Reserves and Open Space Zone 1 (OSZ 1)

The Municipal Area also includes the Bettys Bay Marine Protected Area, the Walker Bay Whale Sanctuary, and the Kogelberg Biosphere Reserve, which is one of South Africa's six existing Biosphere Reserves. The Kogelberg is regarded as the heart of the Cape Floral Kingdom as it provides habitat for approximately 1 880 plant species, of which an estimated 77 species are endemic to the area, and numerous animals including leopards, baboons, antelope, many birds, freshwater fish, reptiles, amphibians, crustaceans and a huge diversity of insects and arachnids occur there. The Kogelberg Nature Reserve forms the largest part of the core area of the biosphere reserve. The remainder of the Core Zone is comprised of the Kleinmond Coastal and Mountain Nature Reserve, the Rooiels Nature Reserve and the Harold Porter National Botanical Garden. The agricultural smallholdings in the Hangklip – Kleinmond region, sections of the coast and the marine area comprise the buffer zone. Plantations, farms, local towns and industrial developments make up the transition zones.

Overstrand Municipality is the appointed management authority for three proclaimed Local Government Nature Reserves.

Fernkloof Nature Reserve (Hermanus) is the flagship Nature Reserve for the Overstrand Municipality, closely followed by the Kleinmond Coastal and Mountain Nature Reserve and the Rooiels Nature Reserve that protects the fynbos ecosystem on the Rooiels peninsula. An application to have the Rooiels Nature reserve expanded has been submitted to Cape Nature by the Rooiels Conservancy in February of 2022.

Fernkloof Nature Reserve's Protected Area Management Plan (PAMP 2023-2028) has been submitted to CapeNature for review and thereafter to Province for approval. **The PAMP should be advertised by April 2024 for another 30-day commenting period through the National newspapers and on the CapeNature website.**

The Fernkloof Nature Reserve has an approved bylaw for the appointment of a Fernkloof Advisory Board. **The Terms of Reference for the appointment of members to the Board has just been finalised and will be reinstated with the implementation of the newly, approved Fernkloof Management Plan.**

Kleinmond Nature Reserve is supported by the Kleinmond Nature Conservation Society as well as the Kleinmond Hacking Group. Although the Nature Reserve is managed daily and has a very antiquated management plan, the formal management plan must still be developed.

Besides the three proclaimed Nature Reserves, Overstrand Municipality manages Municipal Open Space Zone 1 properties (nature reserves), which are zoned for nature conservation purposes under the Overstrand Wide Zoning Scheme. These areas are protected for future generations as a network of Heritage Assets but are not formally declared as Nature Reserves **or protected areas** yet.

The Environmental Management Overlay Zone (EMOZ) document identifies the network of biodiversity corridors and areas of conservation importance that needs greater conservation status. The Open Space Network has been included in the Overstrand Environmental Overlay Zone as part of the SDF and the Zoning Scheme in order to assign proper management status to the properties, to protect them under the zoning scheme and to provide for the development of formal management plans with supporting budgets for properties within each Ward.

The Biodiversity Conservation Section manages the entire Open Space Zone 1 network (including coastal regions) as well as the proclaimed Nature Reserves. A general management programme is applied throughout the Municipality, consisting of infrastructure maintenance, fire management and alien invasive species management. The bylaw for the management of Public Places is applied where necessary.

Specialised Projects in Environmental Services:

The key projects are:

1) Onrus Catchment to Coast River Rehabilitation and Restoration Project:

The Onrus River from Catchment to Estuary is a small system, about 17km in length, with a relatively small floodplain and it has been strongly influenced by anthropogenic developments in the catchment and have not been formally managed since the commissioning of the De Bos dam in 1975.

It is an important feeder of the Onrus Estuary, which in turn is an important estuary for recreational activities for the surrounding community and tourists visiting the town.

The original peat wetland covered an area of ± 33ha before it was destroyed by the floods of 24 January 2023. It is estimated to be approximately 10 000 years old. What makes the Onrus River Palmiet Peatland so unique, is that it is the third deepest in South Africa with built-up layers of peat (organic material with a high carbon content), thanks to the accumulation of sediments and organic matter over thousands of years.

The 24 December 2018 fires that ravaged the Overstrand Municipality burned down into the Hemel-and-Aarde Valley on 11 January 2019 and burn its way into the Onrus River Palmiet Wetland. This fire however turned out to be a very unusual fire. After two weeks of intensive firefighting by the Overstrand Fire Department they realised that the fire was burning underground, it was a sub-surface fire. The biggest concern was that this sub-surface fire that was smouldering at the foot-end of the palmiet wetland could result in an ecological disaster if the site was not protected and mitigating factors implemented to stop the fire from spreading further into the pristine palmiet and peat wetland.

The fire of 2019 unfortunately impacted on the structural integrity of the wetland and cracks brought on by the drying out of the peat layers, and ash layers washed away large sections of the peat wetland in the coming winter rains and

floods. The biggest flooding event known as the Heritage Day flooding event.

On the morning of 25 September 2023, the Onrus River breached its banks, and it was later established that about 145 mm of rain was recorded in 24 hours for the Onrus Catchment. Hydrology calculations indicated that the flooding event was most likely a 1:200-year event, meaning that this type of flood, generally only occurs once in every 200 years.

What makes this information so significant is that if the Onrus Catchment and its associated wetland systems were healthy, intact, and a fully functional ecological system, then the wetland would probably have been able to withstand most of the flood waters that came down the catchment. Unfortunately, the wetland below the De Bos dam was eroded and dried out from many years of over abstraction of its water resources, and the wetland collapsed as large volumes of rapid flowing water rushed down the river in the short period of time.

Peat Wetlands form when the soil is constantly under water for very long periods of time and therefore for the Onrus Wetland to keep functioning as a stable wetland, it needed constant water within the system. Wetlands are very resilient systems and can maintain its ecological structure and functioning through disturbances or change, whether drought or a flood. Peat wetlands are especially ecologically important because they absorb and store great amounts of water. Their sponge-like qualities mean they release water gradually and so reduce the risks downstream of both floods and drought.

The Onrus wetland endured many fires over time. In 2006 an underground fire burnt for almost a year and a large section of the peat wetland dried out significantly and the wetland lost its structural integrity. After the fires, years of floods continued to create dongas and erosion gullies in the wetland and it was quickly invaded with alien plants, which intensified the drying out of the peat soil.

Dried out peat soil becomes hydrophobic, which means that it repels water where it normally, under perfect conditions would store water. Dried out peat cracks easily and allows oxygen to fill these cracks and expose the organic material. This makes the soil very susceptible to fires. In 2019 the fire storm that rampaged the Overstrand area with the 100km/h wind gusts, set the peat soils of the wetland alight.

The already altered wetland burnt from 11 January 2019 till the end of July 2019, only leaving layers of ash and with the next winter rain the ash layers washed away, and large erosion gullies formed, driven by an active head cut that moved higher up into the intact wetland.

When the large flood of September 2023 occurred, the Onrus Peat wetland could not fulfil its function of flood attenuation and the unstable pockets of palmiet-covered peat could not withstand the force of the water and it broke large sections and blocks of the peat away taking it downstream in the floodwaters.



Photo courtesy: Mr Martin Etzebeth

The speed and force of the water eroded the banks of the river as the water level rose rapidly. It took with it many large invasive trees, further causing destruction to the riverbanks and infrastructure along and within the path of the river downstream. The width of the river doubled in size and more in some areas, depositing sediment along the bends where the river slowed down. Large amounts of sediment were deposited in the upper bend of the Onrus estuary.

The Overstrand Municipality suffered huge losses to its infrastructure within the Hemel-and-Aarde Valley. The main potable water pipeline from the De Bos Dam was damaged by the flood after large pieces of peat blocks, trees and rocks blocked up against a pipeline scouring structure that was positioned in the middle of the river. The town of Hermanus was without water for five days until a temporary solution could be constructed.



The Hemel-and-Aarde road connecting the town of Hermanus to Caledon was so severely damaged that the road had to be closed for safety reasons and a small bridge, Camphill bridge was damaged, cutting off a community of 90 people from the town for three days. The estuary was also affected by the flood as tons of debris washed out into the sea and on the banks of the estuary and in the mouth of the estuary.

Peat soils consist of various degrees of decomposed plant material, almost like compost, and this is what gives peat soil its dark, to almost black colour. The phenomenon of "the black sea" or "black water" that people witnessed on the Saturday morning of 25 September 2023 at the Onrus beach was the fine, washed-out sediment of the peat-coloured soil of a 10 000-year-old dated Peat Wetland flowing into the ocean.



Photo courtesy: Mr Martin Etzebeth

Large blocks of peat also washed up in the Onrus estuary.

The Onrus beach is one of Overstrand's Blue Flag beaches and a very popular holiday and tourist destination. With the debris laying in the estuary and along the rocks and the sandy beach, it meant that there would be no place for people to enjoy this recreational area for swimming during the upcoming holiday season. The Onrus/Vermont community and the Overstrand Municipality's Environmental Management Department realised that we needed to put a plan together to clear the estuary and the beach of the 1 to 2m thick debris, in places, before the material started to rot. There were also large trees and tree trunks and roots stuck in the sand and this was a huge safety risk to beach goers.

A cleanup operation was coordinated by the following groups and organisations: Onrus Ratepayers and Homeowners' Association (ORRA), Onrus River Rescue Group (ORRG) and Onrus River Estuary Forum (OREF) and various other members of the Onrus Business Community and the Onrus Civil Society, who all worked together to make a success of this operation. The Overstrand Municipality supported the cleanup operation with staff and transport allocated from the Environmental Management Services, Waste Management, Operational, Fire Brigade and Traffic Department.

Members of the community gathered in full force. Everybody wanted to lend a hand in some form or another. There were many donations made, small and very large it all added up to help finish the project in just over a month.

The enormous cleaning operation started on the 7th of November and ended on the 7th of December 2023.

2) Hawston – Paddavlei Rehabilitation and Restoration Project:

The Paddavlei Rehabilitation and Management Plan has been completed and approved by Provincial Department of Environmental Affairs and Development Planning (DEA&DP) on 3 March 2021.

The Rehabilitation and Management Plan gives clear guidance on the proper restoration and management of the area, which can now be funded and implemented.

The following recommendations for rehabilitation were identified:

- Clearance of nuisance growth of bulrush
- Alien vegetation clearing
- Removal of dumped waste material from within and adjacent to the wetlands
- Improvement of stormwater management
- Improvement of sewage management within the immediate surrounds of Paddavlei
- Removal or upgrading of infrastructure within Paddavlei.

A team of 4 EPWP members were assigned to implement the Management Plan. They are affectionately known as the A-Team. They continue their activities on the project even though they are faced with daily challenges from the community itself who does not take ownership of this project and who continues to dump in the area.

3) Sandbaai Coastal Management Plan

A project proposal has been submitted for the rehabilitation of the Sandbaai beach and parking area.

Guillaume Nel Environmental Consultants (GNEC) was appointed by Overstrand Municipality; Community Services to facilitate the Environmental Impact Assessment through a Basic Assessment application process in order to create an attractive

user-friendly multi-aspect educational coastal amenity at Sandbaai Beach. The aim is to rehabilitate existing exposed sand areas and informal paths and the encouragement and education of the public to remain on formal beach access paths.

Proposed activities will include:

- The construction of a new ablution facility at the eastern and western parking areas.
- The existing ablution facility with a septic tank system will be removed.
- The installation of a raised boardwalk across the existing stormwater channels on site.
- The removal of the existing informal eastern parking area.
- The construction of a new parking area in the eastern part of the site.
- The new parking area will allow for disabled parking and a wheelchair friendly walkway.
- The establishment of a raised walkway in the back dune area to link the current coastal walkway from the eastern side of Sandbaai Beach to that on the western side. This walkway includes viewpoints at strategic points where educational interpretive signage of the many interesting ecosystem components will be installed. The boardwalk will be on elevated poles to preserve the existing vegetation.
- Maintenance of existing pathways and extension of pathways.
- Rehabilitation of exposed degraded sandy spots.
- New formal beach access paths. The access paths will also be a raised walkway to preserve the vegetation.

From an Environmental Management perspective this project is supported for the benefits it will bring to the natural environment. Through the re-establishment of ecological infrastructure, the coastal environment is protected from extreme storm surge events. Historical information on the Sandbaai beach confirms that the beach area is decreasing due to changing weather patterns exacerbated by the impacts of Climate Change

along our coastline. Recent weather conditions confirms that the coastal areas of the Overstrand are at high risk of coastal destruction. Through the establishment of dune maintenance and management plans, a pro-active stance is taken to protect our beach and dune areas.

A public participation process was followed to involve all parties who potentially have an interest in the development or project or who may be affected by it. The principal objective of the public participation process in the Environmental Impact Assessment process, in particular the Basic Assessment, was to inform and enrich decision-making.

The process followed to date was the 1st Public Participation Process which commenced on the 7th of February 2024 until the 11th of March 2024, by which I&AP's could raise their concerns with the project by completing registration forms and forwarding comments by email, fax, post and telephonically. Comments received from I&APs will be captured on a stakeholder database, acknowledged by personal letters, and forwarded to the relevant environmental specialists for consideration.

Comments and issues of concern contributed by I&AP's will be listed, along with the I&AP's name and means of communication in the Comment and Response Report.

4) Overstrand Baboon Management Programme: Baboon Management

The Overstrand Municipality manages 4 baboon troops within the Overstrand municipal area. The areas covered are Pringle Bay, Kleinmond, Betty's Bay, Voëlklip, Vogelgat, Hermanus Heights and Fernkloof.

The Overstrand Municipality (OM), the Western Cape Nature Conservation Board (CapeNature) and the Western Cape Provincial Department of Environmental Affairs and Development Planning (DEA&DP) concluded a Compactum in March 2019 in terms of the provisions of Chapter 4 of the Intergovernmental Relations Framework Act, 2015 (Act 13 of 2005).

The purpose of the Compactum was to create a mechanism to resolve the issue of the control and management of nuisance or damage-causing baboons that occur in the Overstrand Municipal Area.

In terms of the Compactum a Baboon Management Joint Task Team (BMJTT) was established to compile a Strategic Baboon Management Plan (SBMP) for the Overstrand Municipal Area. The mandate and terms of reference of the BMJTT are described in the Compactum.

On 4 September 2019, the cabinet of the Western Cape Government approved that:

“Only to the extent that is necessary as a matter of law in order to carry out the Compactum and the SBMP, the Western Cape Government hereby confirms a qualified Constitutional functional assignment to the Overstrand Municipality for the administration of the functional areas of “Animal control” and “Nature conservation” contained in Part A of Schedule 4 of the Constitution, in terms of section 156(4) of the Constitution; only for the purpose of the control and management of these baboon by way of implementation of the SBMP budgets, and only for the duration of the implementation of the SBMP”.

The assignment from the Western Cape Provincial Government provides the Overstrand Municipality with a Constitutional mandate to implement the SBMP.

The purpose of this Strategic Baboon Management Plan is: “The sustainable management of local baboon populations, by keeping them out of urban areas.”

A total budget of approximately R38 million (excl. Vat) over a 4-year period has been allocated to the Overstrand Wide Baboon Management Programme. The budget has been divided as follow:

| Area | Budget | | | | Total |
|--------------|------------------|------------------|-------------------|-------------------|-------------------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| East | 4 366 933 | 4 411 588 | 4 632 167 | 7 781 953 | 21 192 641 |
| West | 1 933 067 | 2 203 412 | 2 313 583 | 2 868 047 | 9 318 109 |
| Hangklip | 562 824 | 3 347 840 | 3 515 232 | | 7 425 896 |
| Total | 6 862 824 | 9 962 840 | 10 460 982 | 10 650 000 | 37 936 646 |

The 4-year SBMP assignment will expire in December 2024 and at this stage the assignment will not be renewed and the function will return to the competent authority, which is Provincial and National Government, in terms of the Constitution.

Human Wildlife Solutions (HWS) will continue to implement their management services in the Eastern Section (Vogelgat to Onrus) up until December 2024.

HWS Hotline number: 072 208 0008

The Eco-Rangers will continue to implement the Baboon Management Programme and Early Warning System (EWS) in the Western Section (Pringlebay to Kleinmond) up until December 2024.

OM BMP Hotline number: 069 151 5962

NOTE FROM ENVIRONMENTAL DEPARTMENT:

Baboons are a lifestyle choice and living on the urban fringe is a lifestyle choice. You will have to take established preventative measures if you choose to live near natural areas, especially known baboon home ranges.

Please make sure that you educate yourself on the precautions to take when living within a Biosphere Reserve or adjacent to Protected Areas, Nature Reserves or natural open spaces. Please ensure that you know the Municipal bylaw's of your local Municipality especially pertaining to Open Spaces and Municipal Waste Management.



The following Activities are Standard Operational Activities within the Biodiversity Conservation Section:

1) Invasive Alien Plant Management Plan

The Biodiversity Section is developing Alien Clearing Management Plans for the municipal reserves and

open spaces and implementing current Annual Plans of Operation (APO's) as funds are available. The Municipality is responsible for all Alien Clearing activities on Municipal nature reserves and open space 1 areas.

The Section is also assisting the Operational Department under Area Management with the capturing of their Alien Clearing Plans for Open Space 2 area, on the GIS system so that it becomes an integrated system for the entire Municipality.

Formal Co-Management agreements are signed annually with the Hermanus Hack Group (HHG), the Hermanus Botanical Society (HBS) and the Sandbaai VOS Coastal Management Group. These groups are then awarded areas, where they continuously remove any new growth in pristine areas. These areas are then clearly marked on our Alien Vegetation Management Plan (AVMP) as "Restricted" for clearing by OSM clearing teams.

The Biodiversity Conservation Section has a total area of 6 500 hectares it needs to maintain and requires an amount of R11million per year **in order to effectively maintain these areas in an optimum condition.**

The Environmental Department's Biodiversity Section developed a 3 year "General Maintenance Tender" to improve the progress on AVM and other general maintenance activities. The tender was finally awarded in February. This tender has been proven to be a very effective way of maintaining the vast areas managed by the EMS. **The total allocated budget for the 2023/ 2024 financial year was R 2,7 million.**

Expenditure for Alien Invasive Plant Management:

| AREA | HECTARES | COST (R) |
|----------------------|-----------------|-------------------|
| Fernkloof & Hermanus | 1 879,00 | 413 380,00 |
| Kleinmond | 120,64 | 181 110,00 |
| Gansbaai | 27,00 | 100 510,00 |
| TOTAL | 2 026,64 | 695 000,00 |

2) Fire Management Plan

The Environmental Section of the Overstrand Municipality, along with the Fire department have a

burning program in place for the entire Overstrand. This program aims specifically at biodiversity protection in our area as well as the added benefit of fire protection.

The fire season again posed unfavourable conditions for controlled burns and efforts were focused on planning and preparation for the 2023/ 2024 burn fire season, with a total of 617 hectares planned to be burned.

Parallel to this a comprehensive firebreak implementation program has already been rolled out Overstrand wide, comprising of a network of 256 kilometers of firebreaks (Defendable space) of which 163 kilometers is actively maintained by the Overstrand Municipality and the rest are mainly on private land. The estimated cost to maintain these firebreaks is R3 million per annum but the Environmental Section only received R600 000 and we need to work as cost effectively between the various different departments as we can in order to achieve our goals.

Expenditure for firebreak management:

| AREA | SQUARE METRES | COST (R) |
|----------------------|-------------------|-------------------|
| Fernkloof & Hermanus | 102 513,4 | 205 026,80 |
| Kleinmond | 4 938,00 | 29 628,00 |
| Gansbaai | 21 319,00 | 42 638,00 |
| TOTAL | 128 770,40 | 277 292,80 |

Other general maintenance activities include:

1) Path Maintenance

| AREA | SQUARE METRES | COST (R) |
|----------------------|------------------|------------------|
| Fernkloof & Hermanus | 32 110,70 | 20 550,85 |
| Kleinmond | 27 156,00 | 17 379,84 |
| TOTAL | 59 866,70 | 37 930,69 |

2) Clear cutting of vegetation along paths:

| AREA | SQUARE METRES | COST (R) |
|----------------------|------------------|-------------------|
| Fernkloof & Hermanus | 80 801,83 | 189 884,30 |
| Kleinmond | 4 116,00 | 12 348,00 |
| TOTAL | 84 917,83 | 202 232,30 |

Coastal Management

Coastal Management Programmes are comprehensive policy statements with respect to various facets of coastal management, including access to coastal public property and coastal resources and the control of coastal development, amongst others.

The National Environmental Management: Integrated Coastal Management Act provides for the integrated management of South Africa's coastline to ensure the sustainable development of the coast.

The National Coastal Management Programme identified 9 Priority Areas.

Overberg District Municipality Coastal Management Programme: Situational Analysis Component (Mott McDonald PDNA, 2015)

| High Priorities | Medium Priorities |
|---|--|
| Provision of coastal access | Management of slipways, jetties, boat launching facilities and harbours. |
| Control and monitoring of access | Programme of predicted expenditure and investment in coastal management |
| Provision and maintenance of access infrastructure | Upgrade and maintenance of infrastructure for jetties, piers, harbours. |
| Clarity on roles and responsibilities between district and local municipalities | Beaches |
| Integrated coastal management | Alignment with other plans, policies and programmes |
| Funding | Disaster management |
| Management of alien invasive species | Protection of coastal and marine species |
| Estuarine management | Consideration and maintenance of ecological processes |
| Coastal access signage | Conservation of biodiversity |
| Pollution from sewer systems and other sources of pollution (litter) | Scientific input into decision-making |
| Stormwater management | Waste Disposal |
| Erosion | Climate Change |
| Mobile dune management | Infrastructure and services |
| Aquaculture (local economic development) | Illegal developments |

| High Priorities | Medium Priorities |
|--------------------------------|--|
| and sustainable job creation). | |
| | Development of tourist facilities |
| | Lifesaving |
| | Archaeological, cultural and heritage sites. |

Figure :8: ODM coastal management programme priorities

Overstrand Municipality continues to implement the Constitutional mandates as assigned to Local Government by Schedules 4B and 5B to the Constitution, in the coastal environment. The mandates are exercised in the following manner on an annual basis:

- Implementation of Municipal Planning functions by including the coastal setback lines in the Environmental Overlay Zone (Coastal Planning Scheme) as part of the Overstrand Wide Zoning Scheme. The Zoning Scheme is an enforceable bylaw;
- Management of Coastal Access points and routes to designated swimming beaches, coastal open spaces, and coastal nature reserves. Coastal Access infrastructure is mapped, maintained, and improved within the constraints of the annual operational budget allocation.
- Coastal Parks and Recreation Areas are managed by the Operational Services Section in terms of cleansing, solid waste management and maintenance services;
- Local Economic Development and Sustainable Tourism is promoted by means of the Blue Flag Programme, which provides eco-labelled facilities for tourists within the coastal environment;
- Coastal Open Space is implemented by the Field Rangers, assigned to the Biodiversity Conservation Section in the Environmental Management Department, Infrastructure & Planning Directorate;
- Coastal Nature Reserves are managed by the Biodiversity Conservation Section. Coastal infrastructure, vegetation, pollution, encroachment and fire regimes are managed within these protected areas;

- Maintenance of Municipal Fixed Assets and Liabilities. Where possible, management agreements have been drawn up between the Municipality and Hacking / Community organisations to assist with this programme.
- Co-operative Governance. Agreements are in place with the Cliff Path Management Group and other organizations for joint management of international tourist attractions such as the Hermanus Cliff Path. Overstrand Municipality attends Municipal Coastal Committee Meetings, Estuarine Forum Meetings and District or Provincial workshops where required. Overstrand Municipality works closely with the Department of Environmental Affairs and the Overberg District Municipality in the implementation of the Working for the Coast Programme.
- The Municipality supports community research and education programmes in partnership with the Whale Coast Conservation Foundation, the Dyer Island Conservation Trust and other institutions.
- Municipal Bylaws are enforced within coastal public places and estuaries.

Overstrand Municipal Overlay Zones

Overlay zones provides a mechanism for land use management whereby Council may give effect to specific guidelines contained in a spatial development framework or policy plan. These guidelines could (within specified areas) promote development, require a limitation of land uses, define additional, stipulate more or less restrictive development rules, or identify specific development rules. It provides a mechanism for elevating specific policy guidelines, as approved by Council, to land use regulatins. An overlay zone will apply in addition to the base zone of a property. Three overlay zones have been compiled for the Overstrand municipal region namely a Heritage Protection overlay zone, Stanford overlay zone and an Environmental Management overlay zone.

On 7 August 2020, the Overstrand Municipality Amendment by-law on Municipal Land-use planning, 2020, was gazetted. The Municipal Overlay Zones forms part of these documents.

The EMOZ zones are currently implemented when reviewing development applications in terms of Town Planning, Property Administration and Building Plan submissions. The zones are also applicable to any Environmental Impact Assessments.

The following layers apply:

A. ENVIRONMENTAL MANAGEMENT OVERLAY ZONE (EMOZ)

- 1) Mountain Catchment EMOZ
- 2) Coastal Protection Zone EMOZ
- 3) Riverine EMOZ
- 4) Urban Conservation EMOZ
- 5) Buffer Conservation EMOZ

In addition, the biodiversity section is involved with the following projects:

- Working on Fire – For the upkeep and maintenance of critical fire breaks and assistance during prescribed burns.
- Coordinates work with the National Turtle Rescue Network – Spearheaded by the Two Oceans Aquarium, where stranded marine turtles are collected, rehabilitated and rereleased in their natural habitat.
- Part of the National Strandings Network – Where any stranding of marine life of significance is reported to the relevant authority, monitored or removed, depending on the needs of the animal.

Estuary Management

Subsequent to the gazetting of the National Estuarine Management Protocol (NEMP), DEA&DP formally requested the Overstrand Municipality to become the Responsible Management Authority (RMA) of the two estuaries, Buffers River and Onrus River. DEA&DP is unable to provide funding with the function and therefore the Municipality has declined. The Municipality does attend the Estuary Forums as an important role player when it comes to the management of our own infrastructure and the impacts thereof on the health of our estuaries.

Overstrand's Environmental Management Section

The function of the Environmental Management Section is to promote a sustainable balance between environmental, social and economic development in accordance with Parts B of Schedule 4 and 5 of the Constitution.

In essence, this function can be divided into four main tasks as follows:

- i. Progressive development and implementation of a corporate Environmental Management System to reduce the environmental footprint of the Municipality.
- ii. Evaluate all developments (development proposals, town planning applications, building plans and infrastructure projects) for environmental sustainability.
- iii. Liaise and engage with stakeholders concerning the state of the environment and to advise the Municipal Council and Municipal officials on Environmental matters.
- iv. Management of Air Quality and Climate Change impacts within the Municipal area.

Environmental Management System (EMS)

An Environmental Management System (EMS) is that part of an organization's overall management structure and arrangements that addresses the immediate and long-term impact of its activities, products, services, facilities and processes on the environment. By implementing an EMS the Municipality seeks to install 'Good Practice' procedures in the operational aspects.

The EMS encapsulates the following objectives in order to ensure effective and successful implementation:

1. To build institutional capacity at all levels of the OSM in order to ensure that the EMS is effectively implemented;
2. To enable on-going and incremental improvement in the management, protection and quality of the OSM environment;
3. To develop and maintain mechanisms to gather, compile and provide access to appropriate

environmental information in order to enable informed decision-making on issues affecting the environment;

4. To monitor and evaluate the EMS related programmes and objectives;
5. To promote corporate environmental responsibility.

In order to ensure successful implementation of the IEMP, linkages have to be established with the responsible department/stakeholders to integrate the key objectives of the IEMP into their strategies and programmes.

The following set of principles forms the basis of all objectives and targets of the Overstrand Municipality's EMS.

- Recognize the intrinsic value of biodiversity and natural ecosystems by protecting and restoring them
- Develop and enable cooperative networks towards a sustainable municipality and town
- Enable communities to minimize their ecological footprint
- Modelling urban processes on ecological characteristics and processes to create a sustainable municipality and town to empower local communities to support the drive towards a sustainable town.

The Environmental Management System (EMS) is being implemented by the Municipality to measure the impacts of Municipal Service delivery on the natural environment.

Audits are done in accordance with guidelines from the Water Research Commission and the CSIR and to the ISO 14001:2015 Standard. A systematic approach is followed by going through all the processes of a facility. **Planned audits for 2023 include all the Waste Water Treatment Works, Waste drop-off facilities and stormwater outlets._**

A strong focus this year will be improving on the waste collection standards in areas overlapping with the baboon management programme.

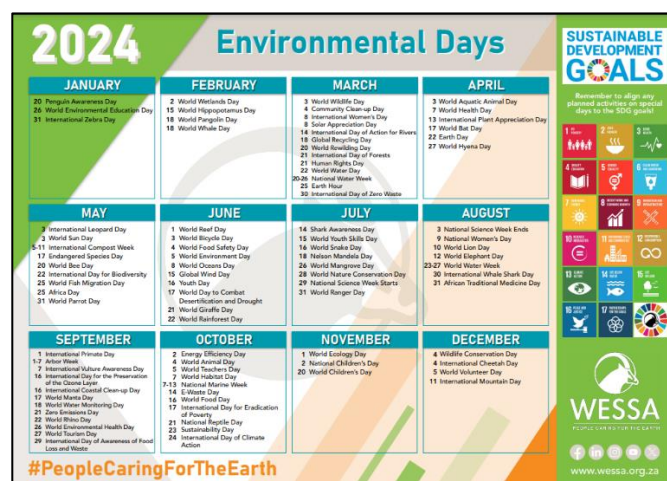
ENVIRONMENTAL EDUCATION:

Story Team

The Environmental Section is once again partnering with Story Team, to bring educational theatre to the learners of the Overstrand. In February 2024 Story Team completed an Educational Theatre programme (Land of Grey) for the Environmental Management Section of the Overstrand Municipality, focussing on Wetland and Water Conservation.

Our aim was to involve learners in the learning process. Encouraging them to become responsible adults and warriors for our environment. We want them to play with us, participate with our characters and empower themselves to make better decisions for the future.

Environmental Calendar days



In a continued effort to raise public awareness on environmental matters, the EMS has established a departmental Environmental Education Task Team.

This team will plan, and co-ordinate prioritized events from the environmental calendar. The calendar lists an amazing 100 days which can be celebrated for the environment. The planned events will also be linked to the sustainable development goals.

Hangklip-Kleinmond Sustainable Living and Development Educational Booklet

Following on from the [Sustainable Living and Development in the Kogelberg Biosphere Reserve](#) workshop, an educational booklet has been drafted. There has been an exponential increase in residential development in the Hangklip-Kleinmond residential villages. The booklet aims to educate prospective buyers and new residents on the environmental sensitivity of the area (wetlands, endangered/critically endangered vegetation types) and the regulations pertinent to these areas (the NEMA, NWA, EMOZ etc.) The booklet is in final draft and will be released during the 2024/25 financial year.

Air quality control

The Senior Environmental Manager has been designated as the Air Quality Officer for the Overstrand Municipality and the Environmental Manager, with the two Environmental Officers assist with implementation of Air Quality activities. The Overstrand Municipality has a Council approved Air Quality Management Plan (summarised in Chapter 8 of this document) that is guided by the regulations in the Overberg District Municipality's Plan (ODM). This plan was reviewed and updated in the 2016/2017 financial year. This plan is currently up for review in conjunction with the Overberg District Municipality.

Overberg District Municipality (ODM) has appointed District Health Officials who actively 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.

The ambient air quality monitoring station has been moved to the premises of Abagold, which was found to be more secure and less prone to vandalism.

Specific initiatives relating to air quality control planned for 2021/22 - 2023/24 are:

The current plan must be amended to address issues such as dust, noise, smoke and odour. A review of the AQMP must take place during the 2022/23 financial year. The review of the AQMP will be guided by the Overberg District Municipality and the DEA&DP: Air Quality Planning and Information Management.

In an effort to ensure compliance to the Western Cape Noise Control Regulations, 2013 the EMS section is planning to appoint a consultant on a three-year period to conduct Noise Impact Assessments throughout the Overstrand municipal area, when required.

Capacity building of through the Western Cape Air Quality Officers Forum (WCAQOF) is a continual process.

The National Department of Forestry, Fisheries and the Environment (DFFE) developed a model Air quality by-law, which can be adapted and adopted by municipalities. The EMS must plan and budget to adopt this by-law for implementation.

Climate Change Response Strategy

Municipality's overarching response to climate change

Climate changes affect rainfall patterns, river run-off, estuarine functioning, sea surface temperature, mean sea level and fish stocks, as well as the frequency of storm events (Overstrand Strategic Environmental Management Framework, June 2014).

In the Overstrand Municipal Area, the most pertinent issues are likely to be:

- Water scarcity;
- Sea level rise ($\pm 30\text{cm}$ over the next 50 years, with associated impacts along the coast); and
- An increase in extreme weather and storms (resulting in more flooding and storm water

management problems). The unpredictable effects of climate change, and the potential for dramatic changes to the natural environment in the future, makes it essential to plan well in advance of these changes taking place.

The Western Cape Government has released the Western Cape Climate Change Response Strategy: Vision 2050, for public discussion and comments. The intent of this strategy is to be a guiding document for all sector stakeholders who can play a responding role to climate change.

Currently it seems that the requirement for Needs and Response Plans are likely to only be obligatory for Metros and Districts if the current version of the Climate Change Act passes.

Climate Change Response: Provinces and Municipalities (Chapter 3)

An MEC responsible for the environment and a Mayor of a metropolitan or district municipality, as the case may be, must—

- within one year of the publication of the National Adaptation Strategy and Plan contemplated in section 14 undertake a climate change needs and response assessment for the province or the metropolitan or district municipality, as the case may be;
- for the purposes of paragraph (c), assess the extent to which its constitutionally mandated functions are affected by climate change and formulate steps to address these effects in the performance of its functions;
- review and, to the extent necessary, amend the climate change needs and response assessment at least once every five years;
- within two years of undertaking the climate change needs and response assessment contemplated in paragraph (a), develop and implement a climate change response implementation plan as a component of and/or in conjunction with provincial, metropolitan or district municipality's planning instruments policies and programmes; and
- review and, to the extent necessary, amend the climate change response implementation plan at least once every five years.

The local municipality, however, still has a responsibility in terms of investing in ecological infrastructure. "Within the South African context, ecological infrastructure refers to naturally functioning ecosystems that deliver valuable services to people, such as healthy mountain catchments, rivers, wetlands, coastal dunes, and nodes and corridors of natural habitat, which together form a network of interconnected structural elements in the landscape. Ecological infrastructure is therefore the asset, or stock, from which a range of valuable services flow." (SANBI (2014). A Framework for investing in ecological infrastructure in South Africa. South African National Biodiversity Institute, Pretoria.)

The municipality also intends to be proactive with the compilation of a Climate Change Needs and Response Assessment, in line with Provincial documents. This will however only be drafted once the Environmental section has sufficient capacity. At this point, the main focus is environmental

education on Climate change through, booklets, children theatre and social media posts.

Local government must work in cooperation with the PGWC so that the Provincial energy targets can be achieved. Areas of cooperation may include:

1. Increase energy efficiency in all municipal buildings: Embark on energy conservation measures to be applied in all local government owned and used buildings; audit of existing energy consumption in buildings; identification of potential measures for improved energy efficiency; systematic use of more efficient technologies and energy consumption practices.
2. Increase the public transport share of total transport modal shift; decrease the number of private vehicles into the town centre: focus on improving quality of public transport to the city centre; develop 'park and ride' facilities around the town centre; improve public transport within the city centre; and explore disincentives for private vehicles.
3. Assist in providing non-motorised transport: develop and implement a non-motorised transport strategy; bicycle plan, information and awareness campaigns to encourage the use of bicycle and pedestrian pathways.
4. Assist in installing solar water heaters in municipality owned housing.
5. Assist in improving energy efficiency in the residential sector through energy efficient water heater by- law legislation, facilitating of the creation of EE mass roll out businesses, information dissemination campaigns.
6. Assist in improving energy efficiency in industrial and commercial facilities: information dissemination campaign on efficient lighting use in partnership with organised business.
7. Embark on initiatives to drive renewable energy supply and reduce CO2 emissions.
8. Assist Province to support economic competitiveness and increasing employment through its energy strategies and initiatives.

The National Department of Forestry, Fisheries and the Environment (DFFE) has established a Climate Change and Biodiversity Forum for the Overberg region. Among the objectives of the forum, the following are identified:

- a) This forum provides a platform for local government in the Overberg District to coordinate, align, mainstream and implement adaptation responses to climate change which are specific to the Overberg District, and which recognises the interlinkages between climate change and biodiversity.
- b) Serve as a reference group to ensure consistent, integrated and coherent messaging for climate change-related outreach and awareness-raising activities in the Overberg District,
- c) Provide a platform for local government in the Overberg to share knowledge and build capacity through sharing information on forthcoming national, regional and international climate change-related events including but not limited to conferences, seminars, workshops and training opportunities.

CLIMATE CHANGE STRATEGY FOR OVERSTRAND MUNICIPALITY

The EMS is tasked with the development a Climate Change Strategy for the Municipality. This document will be focused on specific sectors within the municipality, climate change identifying impacts and municipal responses. The plan should furthermore clearly define roles & responsibilities of municipal departments in relation to climate change. **The compilation of this plan forms part of the 2023/2024 budget plan.**

OTHER CLIMATE CHANGE MITIGATION AND ADAPTATION PROJECTS INCLUDE:

1. The Invasive Species Management Strategy is a document drafted by the Environmental Services Departments, Biodiversity Section and it is drafted to be in line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act 10 of 2004. The document includes the identification, control and management of existing as well as new and emerging invasive species, in order to prevent

them from spreading and through this assist with.

2. The Environmental Management Overlay document encompasses the entire Overstrand land area. This plan serves as a planning and management tool for the protection and conservation of all natural open spaces and natural systems. The outcome of this plan is to ensure the protection of ecosystem services that these natural assets provide, such as flood attenuation, waste absorption air and water purification, resource provision and recreational cultural benefits.
3. Dune Maintenance Management Plans at Pringle Bay and Betty's Bay. The sand dune system has been moving back and forth on a seasonal basis as part of an isolated or "pocket beach".

HERITAGE RESOURCES

The Municipal Area as a whole is considered to have high heritage significance in terms of its scenic, botanical, cultural/historical, social and archaeological value (*Strategic Environmental Management Framework, June 2014*).

Broad categories of Heritage Significance in the Overstrand area are:

Historical:

- Khoi san
- Lady Anne Barnard

Architectural

- Danger point light house (visitor centre)
- Moravian Mission House - Onrus
- Mooihawens - Betties Bay.

Aesthetic/Environmental - Significant views or vistas

- Hoys Koppie - cave and graves - Hermanus
- Stanford market square
- Various caves - Bientangs cave turned into restaurant
- Historical caves - De Kelders (klipgat)
- Botriver Lagoon - Marine Yacht Club (flying boat base during WW11)
- Leiwat channels "die Oog" - Stanford
- Groves of milk wood

- Dyer Island - seals, penguins, great white sharks, quano (tourist attractions)

Social - economic social or economic activity

- Hermanus Pieters Fontein
- Hesseque people frequently camped on the banks of the Bot river with cattle
- Moravian missionaries - Hemel & Aarde Leper colony
- Camphill school
- War memorial
- Marine Hotel
- Swallow park
- Schools.

Cultural traditions, public culture, oral history, performance or ritual

- Stanford church
- Anglican church - Hermanus (klip kerk)
- Moravian Mission House - Onrus
- Palehuise - Hawston
- Shipwrecks - (mini) - the Birkenhead (woman & children first)
- Old Harbour Hermanus - fishing and whaling (Museum)
- Harbour Kleinmond (being developed)
- Harbour Gansbaai
- Baarskeerders Bos - (small holdings) Leiwat
- Buffelsjags - historical shellfish.

Technological / scientific

- Radar stations - Stony point (WW11)
- Whaling station - Stony point
- Magnetic Observatory.

The Overstrand Heritage Survey was completed in 2009 and accepted by Heritage Western Cape in +- 2010. This survey included mostly buildings.

A separate survey will have to be conducted on other heritage resources as much of the Heritage entities lie in Private ownership. The maintenance and preservation of the heritage resources are the private owner's responsibility.

In Overstrand mostly private entities are currently utilizing some of the heritage resources to unlock their economic potential in the area.

Funding is required for further surveys on heritage resources to unlock its economic development opportunities: for example

- Heritage walks (identifying Heritage points/structures of interest)
- Conservation areas - Stanford ranked no 3 in the Western Cape
- Harbours, caves (archaeological)
- Traditional roads and pathways
- Shipwrecks
- Museums.

KPA 5 – SOCIAL UPLIFTMENT AND ECONOMIC DEVELOPMENT

KPA 05 5 (a)

Development of integrated Human Settlements

HOUSING

1. BACKGROUND

1.1 Introduction

The Overstrand Municipality has aligned its vision with that of the Western Cape Provincial Government which promotes the development of integrated and sustainable human settlements with access to social and economic opportunities for all its citizens. Therefore, it is necessary that all spheres of government cooperate in fulfilling this vision.

To address an issue such as integrated and sustainable human settlements, a definite strategy is needed in the approach to housing. A simple definition of strategy is: '*A long term action plan in achieving a goal*', for this reason the Overstrand Municipality has compiled a comprehensive 5-Year Human Settlement Strategy and programme guide / pipeline to improve integrated human settlement development and delivery within the municipality.

The purpose of this document is therefore to provide a link between the IDP (and its related sectoral plans) and the Overstrand Human Settlement Strategy as well as indicate how the

strategy via the action plan will be implemented. Various Housing Programmes, each with its own projects that will run over a period of five-years will form the basis of this strategy.

2. Setting the context

In the process of developing a strategic housing plan for the Overstrand Municipality it became clear that an understanding must be developed for the existing legislative and policy guidelines that exist in the National and Provincial spheres of Government and which would inform any strategic planning that is being done by the Municipality.

To fully understand the context of housing in South Africa, a comprehensive legislative background is needed. It should be noted that all the relevant legislation and policy frameworks will not be discussed in this document due to its limited content. It has however been dealt with comprehensively in the Overstrand Housing Strategy.

International drive towards Sustainable Cities (as conducted in Dubai, February 2020) revisits how we undertake settlements as housing has a critical contribution to make.

National and Regional legislation form the basic foundation of how local legislation and policy frameworks are implemented in the housing context in South Africa.

The following will facilitate an understanding of the legislative framework in which Housing is addressed in the different spheres of Government.

The Constitution of the Republic of South Africa

- The Housing Act, 1997
- Local Government Municipal Systems Act, 2000.

National Policy guidelines impacting on housing may be found in mainly three sets of documents: firstly, the National Spatial Development Perspective (NSDP), secondly the Comprehensive

Plan for the Development of Sustainable Human Settlements – “Breaking New Ground”, and thirdly the Housing Code.

In addition to the National Legislative context, a Housing Strategy has to be implemented within the framework, policies and strategies of the Provincial Government of the Western Cape. The following documents outline this foundation:

- The Western Cape's Provincial Spatial Development Framework (PSDF)
- Western Cape Sustainable Human Settlement Strategy
- Western Cape Strategic Five-Year Plan
- Strategic Objective 6: Developing Integrated and Sustainable Human Settlements
- Project Process Guide for Human Settlements Programmes: Updated 2017.

Other important guiding instruments on local level that needs to be considered are the Overstrand SDF and the Overstrand Growth Management Strategy.

3. Identifying the issues

3.1 Problem statement

The following issues and problems regarding housing delivery in the Overstrand Municipal area were identified by way of a series of workshops, which included officials from the Municipality and the Provincial Government, consultants involved in the compilation of the Growth Management Strategy and consultants appointed by the Provincial Government to facilitate a Human Settlement Plan for the Municipality:

- The current housing delivery model cannot address the current and future need for housing, as the growing demand continues to exceed supply. Much of this demand consists of families living in informal structures (in informal settlements and backyards).
- Current municipal DORA allocation does not allow the municipality to catch-up with its backlog.

- All the necessary supporting services e.g., social and economic facilities, police and health services do not accompany housing developments.
- The housing code does not make provision for higher density developments where properties are owned by beneficiaries. The code mostly provides for rental stock only in the development of higher density units.
- The DORA-allocation needs to be increased if CRU-units are to be built by the municipality. Community Residential Units (CRU) is not currently provided by the Municipality.
- The Overstrand Municipality finds that Provincial Government's strategies are often generic and not practical at ground level. For example, spatial planning problems arise as a result of the tight urban edge. The limited land available in Hermanus proper (the major economic node) may not be suitable in terms of economic growth and opportunities.
- There are a huge number of back-yarders who are currently renting from the main beneficiary.
- Lack of proper functioning “Support Organisations” to commence with Enhanced People's Housing Project (EPHP).
- Ownership is also a problem. There is a historic problem in transferring title deeds to beneficiaries.
- Beneficiary education about ownership responsibilities.
- Housing Projects put an operational burden on the municipality and the normal tax base of the municipality.
 - The Overstrand Municipality is also faced by economic constraints in relative income groups and a gap in the property market. There are many families with a household income that exceeds the upper limit for subsidised housing, however not meeting the minimum to access mortgage finance due to their credit worthiness status. These households fall in the category R3 501 – R22 000. Provision also needs to be made for a category earning less than R3 500 per month on a rental basis.
 - One of the key challenges to the development of sustainable human settlements is the limited availability of well-

located land if a site and service delivery model is followed. This is especially true for the Zwelihle, Kleinmond and Mount Pleasant areas.

- High cost of the sustainable development with specific reference to energy efficiency in the development of human settlements. The technology used should be sustainable and practical. The housing codes need to consider the operation impact/expense of the technologies used.

3.2 Housing Demand

The Housing demand for Overstrand is notoriously difficult to pin down. Reasons include fluctuating demand, inclusion of households living in backyard dwellings, and inclusion of households living in overcrowded conditions to name a few. The problems are exacerbated by limited availability of suitable land and increasing cost of infrastructure. The housing demand, even the lowest number is simply a target to aim for when satisfying the quantitative aspects associated with the creation of integrated sustainable human settlements.

The total housing demand in the Overstrand municipality mainly consists of the people living in informal settlements as well as the number of backyard dwellers. It is important to note that there is no reliable information available on the number of backyard dwellers, making it increasingly difficult to accurately plan for future housing needs in the Overstrand area. With respect to farm workers, in terms of Provincial Circular 10/2015 (as amended) a total of 5% of housing opportunities in a project must be reserved for farmworkers residing in the catchment area.

A Socio-Economic Study was undertaken by the Department of **Infrastructure (Province)** in conjunction with the Municipality to determine and gain a better understanding of the demand and need for low cost- as well as affordable housing **for the whole Municipal area**. A final close out report served before Council at the end of June 2017.

The recommendation to Council included the following:

1. that the findings and recommendations made in the final report of the Overstrand Socio-economic Study, **be noted**;
2. that the Housing Chapter within the IDP will have to be reviewed as a result of the findings in the report **be noted**; and
3. that the housing programme as contained in the IDP will have to be reviewed, **be noted**.

The final Socio-Economic Study Report containing more detailed information on demand is available for public viewing on the Municipal Website (www.overstrand.gov.za).

Most of the recommendations made within the report to Council were incorporated into the Housing Strategy through initiatives such as making available serviced sites in terms of FLISP and IRDP Programmes. It was therefore taken into account and incorporated into the planning of housing developments, and it will continue to be done in future planned developments as well. The inclusion and incorporation of these recommendations are evident in some projects such as the Mount Pleasant IRDP Infill Project, Hawston IRDP Project and Gansbaai IRDP Project, where serviced sites have been and are currently being developed for qualifying beneficiaries.

The table below indicate the total units per informal area, this specifies the demand that originates from people living in informal settlements.

| TOWN | INFORMAL SETTLEMENT | TOTAL INFORMAL UNITS PER AREA JUNE 2022 | TOTAL INFORMAL UNITS PER AREA JUNE 2023 |
|-----------|---------------------|---|---|
| Stanford | Die Kop | 180 | 180 |
| Gansbaai | Masakhane | 1024 | 716 |
| Kleinmond | Overhills | 489 | 489 |
| Zwelihle | Tsepe-Tsepe | 247 | 244 |
| Zwelihle | Serviced Sites | 80 | 85 |
| | | | 345 |

| TOWN | INFORMAL SETTLEMENT | TOTAL INFORMAL UNITS PER AREA JUNE 2022 | TOTAL INFORMAL UNITS PER AREA JUNE 2023 |
|--------------------------------|-----------------------------------|---|---|
| Zwelihle | Tambo Square | 351 | |
| Zwelihle | Asazani | 89 | 89 |
| Zwelihle | Mandela Square (relocated to TRA) | 250 | 250 |
| Zwelihle | New Camp | 52 | 69 |
| Zwelihle | Transit Camp | 171 | 171 |
| Gansbaai | Buffeljagsbaai | 15 | 15 |
| Hawston | Erf 170 | 7 | 8 |
| Emergency Housing (EHP) | | | |
| Mount Pleasant | EHP | 54 | 54 |
| Stanford | EHP | 154 | 154 |
| Zwelihle | EHP | 150 | 150 |
| Masakhane | EHP | 94 | 97 |
| Eluxolweni | EHP | 112 | 126 |
| TOTAL | | 3 536 | 3 242 |

Table 60: Overstrand total informal units, June 2021 & 2022

The total housing need (mainly consisting of informal settlements & backyard dwellers) within the Overstrand Municipality is indicated in the table below. It must be emphasized that the waiting list represents applications of beneficiaries for housing allocations and may exclude people that may qualify in terms of allocation criteria. The figures must therefore be viewed as minimum figures:

| SUMMARY OF OVERSTRAND HOUSING DEMAND AS AT DECEMBER 2023 | | | | |
|--|-------------|----------|----------|----------|
| | AREA | OCT 2023 | NOV 2023 | DEC 2023 |
| 1 | Kleinmond | 1230 | 1230 | 1231 |
| 2 | Betty's Bay | 55 | 55 | 55 |
| 3 | Hawston | 973 | 974 | 976 |
| 4 | Mt Pleasant | 917 | 916 | 915 |
| 5 | Zwelihle | 6699 | 6702 | 6704 |
| 6 | Hermanus | 143 | 142 | 142 |
| 7 | Stanford | 1326 | 1327 | 1330 |
| 8 | Gansbaai | 4832 | 4837 | 4888 |

| SUMMARY OF OVERSTRAND HOUSING DEMAND AS AT DECEMBER 2023 | | | | |
|--|--------------|---------------|---------------|---------------|
| | AREA | OCT 2023 | NOV 2023 | DEC 2023 |
| | TOTAL | 16 175 | 16 183 | 16 241 |

Table 61: Summary housing waiting list, 2023

It is also important to note that the total figure above, represent the total number of households/units, not people. A general assumption can be made that the average household consists of between 4-6 individuals per unit.

4. Identifying Resources

4.1 Land

The Town specific spatial strategies and the current Spatial Development Framework highlights certain land use proposals which are significant to Housing proposals:

- Pringle Bay & Rooi Els: Approximately 30% of formal residential erven are vacant therefore there is no need for identification of additional land for housing provision.
- Betty's Bay: A New Urban Development area is proposed on the northern periphery of the settlement, directly abutting the R44 to the south. The land area is ±9.03ha in extent and is intended for higher density human settlement development. The proposed new urban development area will provide housing opportunities and associated land uses in the Overstrand, to accommodate human settlement and alleviate pressures in areas where expansion is not possible. In addition to the densification will be required in order to accommodate the future potential human settlement development, more specifically the extension of Mooiuitsig. Primary land uses envisioned will include residential development with required community facilities as informed by situational analysis, as well as potentially mixed-use development.
- Kleinmond: Delivering affordable housing opportunities for the low-income residents is a priority. Availability of suitable developable land

poses a huge challenge. No land available outside the Urban Edge due to environmental constraints. An investigation to identify suitable land for integrated development was undertaken during 2017/2018 and completed during 2021. The final report served before Council at the end of October 2021 and was approved. Potential projects have been included in the housing programme. Pre-planning funding approval was received for the Kleinmond IRDP and Overhills UISP Projects during June 2023. Planning of these two projects is in progress.

- **Hawston/Fisherhaven:** Fisherhaven/Hawston collectively form the growth point within the Overstrand municipality. By virtue of land availability, Fisherhaven has the potential to deliver a substantial amount and variety of residential opportunities within the human settlement development context (i.e. including community facilities and economic opportunities). The New Urban Development land area is intended for higher density mixed use human settlement development, based on the housing need for the Greater Hermanus. The identified portion of land has been gazetted as a Priority Human Settlement Development Area (PHSDA). Primary land uses envisioned for the PHSDA will include residential development with required community facilities as well as mixed use development required to affect an integrated economically sustainable and spatially just settlement component. Funding approval for the development of a Conceptual Development Plan for the PHSDA is awaited from Province.

- **Hermanus West:** The Growth Management Strategy identified opportunities for possible inclusionary housing development on Planning Unit 8. The urban edge can also be extended into the Fisherhaven/Hawston area to allow for the establishment of an integrated development area. The identified portion of land has been included in the PHSDA mentioned under Hawston / Fisherhaven.

- **Greater Hermanus:** Vacant land study was conducted and concluded that the urban edge can be extended in the Fisherhaven / Hawston and Hermanus West areas to allow for the establishment of an integrated development area. The identified portion of land has been included PHSDA area. This includes the Schulphoek development. Schulphoek will be discussed in more detail later in the Chapter.
- **Stanford:** Development of an IRDP project on a 30-ha portion of Growth Management Strategy Planning Unit 9 is currently in progress. The 2020 updated SDF proposes a new urban development area on the eastern periphery of the settlement, directly abutting the R326 to the north and the existing industrial area to the west. The land area is ± 34.39ha in extent and is intended for higher density human settlement development.
- **Buffelsjagbaai:** Application was made to extend the urban edge to include this area in the SDF and approval was received during April 2019. Applications to register an IRDP housing project was submitted to DoHS during May 2019 and July 2021 respectively. No decision was taken on either of the applications. Revised funding application to register a UISP project was submitted during July 2023 and feedback is awaited.

In addition to the above-mentioned initiatives, the municipality is continually investigating all options regarding the availability of land for housing development. This includes public and private land and the possibility of purchasing land through the housing programmes. Initiatives currently underway are in Kleinmond, Hawston and Hermanus (Zwelihle/ Mount Pleasant). The Final reviewed Spatial Development Framework (SDF) served before Council on 27 May 2020.

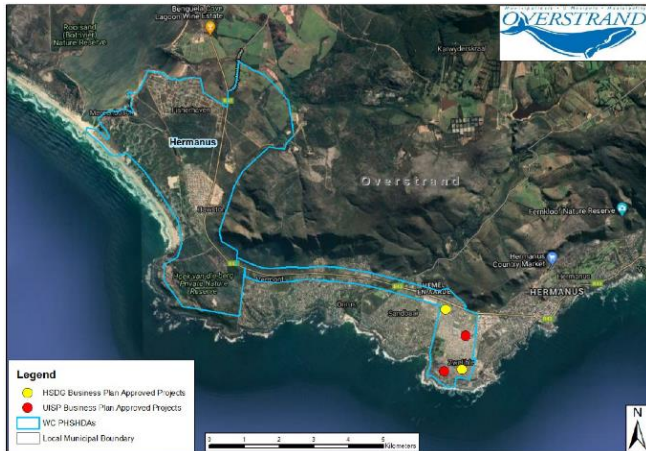
PRIORITY HUMAN SETTLEMENTS DEVELOPMENT AREAS (PHSDA's)

(PHSDA's) was declared by the Minister of Human Settlements in terms of Section 3 of the Housing Act (No 1047 of 1997) in conjunction with

Section 7(3) of the Housing Development Agency Act, 2008 (No 23 of 2008), the Spatial Planning Land Use Management Act (SPLUMA), 2013 (No 16 of 2013) and the Infrastructure Development Act, 2014 (No 23 of 2014).

The **main aim** of the PSHDA's is to enable residents to live closer to areas with economic activities and social amenities such as schools, health facilities and job opportunities as well as access to adequate accommodation.

The Greater Hermanus West PSHDA in the Overstrand Municipality was approved and gazetted by the National Department of Human Settlements during May 2020. The PSHDA comprises various portions of land stretching from Fisherhaven to Hermanus (see plan below). It will bring about spatial transformation by integrating and consolidating the previously separated, underdeveloped and dormitory towns of Hawston and Fisherhaven into a new integrated, fully functional, inclusive urban development towards the west of Hermanus.



4.2 Funding

In order to effectively execute the Overstrand Housing Strategy Five- Year Plan, various funding sources are needed. Funding for housing development is generated via the three spheres of government. Local-, Provincial- and National Government are all financially accountable and responsible for the overall success of housing delivery. Funding sources consist of the following:

- Housing subsidy (HSDG & ISUP Grants): Responsible for internal civil infrastructure and top structures.
- Municipal Infrastructure Grant (MIG):
- Responsible for bulk water, roads, storm water and street lighting.
- Municipality: Special needs
- Department of Energy (DoE): Bulk and internal electricity.

4.3 Human Resources

The Overstrand municipality appointed an Implementing agent to guide and handle the delivery of subsidized housing. This agent manages the planning and implementation of Overstrand housing projects in conjunction with the Municipality and Consulting Engineers. Implementing Agent Tender is linked to the provision of 3000 housing opportunities and once this milestone is reached, the Municipality will have to consider other alternatives. There is still a total of 701 housing opportunities left as at December 2023.

5. Housing Strategy

The main vision is to not only eradicate the current housing backlog, but to develop and plan for future integrated communities and settlements that would be able to sustain the growing needs for housing in such a way that all people will benefit from the housing developments. Thus, it is imperative for clear and concise goals and objectives to be set out firmly supported by the vision.

The intention is to achieve the following three goals in order to realize the vision of sustainable and integrated human settlements:

- Accelerated delivery of housing opportunities.
- A sense of ownership, rights and responsibilities amongst beneficiaries.
- Optimal and sustainable use of resources.

Specific objectives need to be set in place to achieve the above-mentioned goals:

Objective 1: Upscale provision and implementation of serviced sites.

Objective 2: Increasing densities of new human settlement developments on well-located land.

Objective 3: Reduce bulk infrastructure as a constraint to human settlement development.

Objective 4: Acquiring well-located land for well-planned Integrated Human Settlements.

Objective 5: Provide a fair allocation of housing opportunities.

Objective 6: Increase beneficiary involvement in the development of housing opportunities.

Objective 7: Enhancing supply of new rental housing opportunities and encourage improved property management of rental stock.

Objective 8: Increase sustainable resource use by exploring alternative technologies and building methodologies.

Objective 9: Implement Overstrand Municipal Growth Management Strategy.

This vision will be achieved by implementing different programmes that are relevant to the specific projects undertaken. These programmes are discussed in more detail in the action plan under section 7.2.

Since 1995 and up to the end of December 2023, a total of **6 930 housing units** have been provided in the Overstrand Municipal area.

These figures must be seen against the current estimated backlog of at least **16 241** names on the housing waiting list (end December 2023), a figure of 5050 estimated backyard dwellers and a currently undisclosed number of squatters which are not included in the above figures.

6. Action Plan

6.1 Introduction

A detailed action plan has been designed to reduce the backlog and address the current housing need. This Housing Strategy Five- Year Plan incorporates several housing programmes, each addressing different needs and is focused on specific projects.

The housing function within the Municipality has been re-organised, by placing the housing delivery process within the Directorate Infrastructure and Planning, whilst retaining housing administration in the Directorate Community Services. This facilitated a more streamlined process.

The funding sources for each of the projects are also indicated in the strategy and were discussed in section 4.2. The expenditures are allocated in the budget for the next five years. This strategy is designed in such a way that it makes provision to continue after the initial five years.

6.2 Housing programmes and Related Projects

The following housing programmes form part of the strategy:

1. Integrated residential Development Programme (IRDP)

The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low-, middle- and high-income groups. The land use and income group mix will be based on local planning and needs assessment.

IRDP Projects have been implemented in Gansbaai (Blompark, Masakhane), Stanford, Mount Pleasant and Hawston. Planning is underway in Kleinmond.

2. Upgrading of Informal Settlements

This programme is aimed at the *in situ* upgrading of informal settlements. In circumstances where

the terrain is not suitable for human settlement, residents may be relocated and settled elsewhere.

Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality. These include projects in Kleinmond, Zwelihle, Gansbaai (Masakhane and Beverley Hills).

3. Social Housing Programme in Restructuring Zones

This programme provides for Social Housing located in specific localities (mostly urban) which have been identified as areas of opportunity (largely economic) where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to the overall structural, economic, social and spatial dysfunctionalities.

It is also aimed to improve and contribute to the overall functioning of the housing sector and in particular the rental sub-component thereof, especially insofar as social housing is able to contribute to widening the range of housing options available to the poor.

The projects forming part of this programme include projects in Hawston, Mount Pleasant, Westcliff, Zwelihle and Gansbaai.

4. Finance Linked Individual Subsidy Programme

This programme provides for the creation of an inclusive and vibrant residential property market which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder.

The projects forming part of this programme include projects in Hawston, Mount Pleasant and Gansbaai.

Informal Settlement Management

The municipality is following the strategy to manage existing informal settlements in order to promote a safe and healthy environment.

Administration

The informal settlements are being managed by the Department: Housing Administration (Directorate Community Services) in conjunction with the Directorate: Protection Services – Informal Settlement & Anti Land Invasion Unit which was established in the financial year 2023/2024. The Unit's purview of responsibilities among other is to operationally “pro-actively manage, prevent and enforce bylaws and demolishing”:

- ensuring the prevention of illegal structures on informal settlements,
- prevention of erection of unauthorized structures on municipal open space,
- demolishing of illegal structures, enforcement, compliance and relocation process oversight.
- illegal connection of electricity, assist .

The current number of 3 242 informal housing units exists in 18 informal residential areas/settlements within the Overstrand Municipal area (June 2023).

- All informal housing units are numbered with a unique number by the administration. Surveys with regard to the number of informal housing units are conducted on an annual basis. The municipality also performs periodic surveys with residents to update their information for the housing demand databases.
- Residents of informal settlements follow an informal process for the possible extension of their current informal housing unit. Consideration of requests is largely based on ensuring a safe and healthy environment for residents. Available informal housing sites that may become available due to relocation of a family, may also be allocated to a family that may be evicted from a property/ land

elsewhere, within the Overstrand municipal area.

Infrastructure and services

- The municipality renders basic services in terms of potable water, sewer infrastructure (toilets), and cleaning services to all informal settlements. Toilet facilities and potable water taps are provided according to the following national ratios, namely:
 - ✓ Toilets: 1:5 families,
 - ✓ Water : 1:25 families
- A programme to provide pre-paid electricity to households in informal settlements is also in progress. At least 99.8 % of affected households received the service thus far. The completion of the programme is based on:
 - ✓ Availability of funding,
 - ✓ The relocation of families into new housing projects. The "Die Kop" informal settlement is for example located in an Eskom service area.

5. Upgrading of Informal settlement Programme (UISP)

The municipality promotes the upgrading of informal settlement programme (UISP) to improve the quality of life of affected residents. Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality.

6. Provision of Economic & Social Facilities

The Programme deals with the development of primary public, social and economic facilities within existing and new housing areas, as well as within informal settlement upgrading projects, in cases where municipalities are unable to provide such facilities.

Projects in Hermanus and Stanford will be included in on the pipeline.

7. Institutional Subsidies

The Institutional Housing Subsidy Programme has been introduced to provide capital grants to

social housing institutions which construct and manage affordable rental units.

There are currently no projects being implemented in terms of this programme. Projects will however be identified by a process to establish restructuring zones as described under the heading of the Social Housing Programme."

8. Enhanced People's Housing Process (EPHP)

This is a government housing support programme that assists households who wish to enhance their houses by actively contributing towards the building of their own homes. The process allows beneficiaries to establish a housing support organisation that will provide them with organisational, technical and administrative assistance.

The projects that will form part of this programme will be identified as the need arises.

9. Emergency Housing Programme (EHP)

During the process of upgrading informal settlements, it may be necessary to temporarily re-locate households while services are being installed or formal houses are being built on sites previously occupied by informal structures. Funding under the Programme will be made available to municipalities as grants for the provision of temporary aid and assistance will be limited to absolute essentials.

Relocations have been affected in the Zwelihle UISP Project as well as the Masakhane UISP project. It is also envisaged that it will be required for the Overhills UISP Project in Kleinmond.

Emergency Housing

In January 2018 council approved a process plan to address the need for emergency housing in the event of unforeseen circumstances, for example, evictions, natural disasters, etc. The

following cases are provided for through the programme, namely:

- Persons living in dangerous conditions,
- The total destitute, and
- Assist households facing the threat of imminent evictions.

Emergency Housing were provided in Kleinmond, Zwelihle, Mount Pleasant, Stanford and Masakhane.

Communal toilets and portable water taps are also provided in accordance with the national norms.

10. Social Housing Programme

This programme applies only to “restructuring zones” which are identified by municipalities as areas of economic opportunity and where urban renewal/restructuring impacts can best be achieved. The Programme also aims at developing affordable rental in areas where bulk infrastructure may be under-utilized, therefore improving urban efficiency. The municipality has in collaboration with the Western Cape Human Settlement Department identified Restructuring zones and specific projects in Hermanus, Hawston and Gansbaai. The following restructuring zones have been approved by Provincial and National Departments for the Overstrand municipal area:

| No | Location | Ownership | Erf No | Size |
|----|----------------|---------------------|------------|--------|
| 1. | Mount Pleasant | Municipality | 243 | 5.6ha |
| 2. | Mount Pleasant | Municipality | 243 | 2ha |
| 3. | Mount Pleasant | Municipality | 243 | 1.09ha |
| 4. | West Cliff | Communicar e | 7283 | 1.2ha |
| 5. | Zwelihle | Municipality | 243 | 3.4ha |
| 6. | Gansbaai | Municipality | 2430 | 0.46ha |
| 7. | Gansbaai | Municipality | 2430 & 210 | 3.83ha |
| 8. | Gansbaai | Municipality | 210 | 1.69ha |
| 9. | Hawston | National Department | 572/8 | 12.6ha |

| No | Location | Ownership | Erf No | Size |
|-----|----------|-----------------------------------|--------|--------|
| | | of Public Works | | |
| 10. | Hawston | Afdakrivier Eiendoms Ontwikkeling | 575/6 | 16.8ha |

Table 62: Overstrand restructuring zones

However, as a result of the housing backlog it was resolved with the community that some portions be removed as restructuring zones and be developed as subsidized housing for beneficiaries.

Council approved the terms on which land be made available for Site 3 in Mount Pleasant, further in principle approval was obtained from Council in 2021. The tender for the pilot project is being drafted and it is envisaged that the tender will be advertised in 2022 / 2023.

8. Community Residential Units (CRU)

This programme aims to facilitate the provision of secure, stable rental tenure for lower income persons/households. The grant includes funding for the capital costs of project development and future long-term capital maintenance costs. No CRU projects are currently envisaged due to negative implications for the Municipality in terms of administration and maintenance.

7.1. Policy adjustments

Since acceptance of its housing programme and policy in 2010, certain funding and implementation realities led to the Municipality accepting certain policy shifts in its housing strategy. The following measures were decided upon.

- In situ upgrading of informal settlements was identified as top priority.
- The provision of serviced sites in IRDP projects will receive priority above top structures.
- The provision of serviced sites in IRDP projects for FLISP beneficiaries will receive priority.

This does not mean that no top structures will be provided, but rather that the availability of funds will determine when top structures will be provided.

2. a. Age-based prioritisation

Age-based prioritisation is applicable to housing subsidy applicants of green- fields projects for households with head(s) (applicant/ and or spouse/cohabiting partner) are 30 years or older, subject to:

- (a) The particular household head(s) must be registered on the municipal demand database for a minimum period of three years prior to selection.
- (b) The following exceptions:
 - (i) A household is selected via the “quota for households affected by permanent disability”
 - (ii) The household is selected for an Institutional or Finance Linked Individual Subsidy programme (FLISP) subsidy.

In the light of financial constraints, the current 5-year programme had to be extended to an eight-to-ten-year programme in order to make it more affordable to the Municipality. Policy measures which impact on the 5-year programme had to be incorporated in the programme with immediate effect.

During September 2014 the Provincial Minister of Human Settlements released a Departmental Strategic Plan that impacts on the housing policy of the Municipality. The Goal of the Department is to enable a resilient, sustainable, quality and inclusive living environment. The strategic agenda of the Department to attain this goal is as follows:

- (a) Accelerating informal settlement upgrade as core delivery programme with a view to addressing the service backlog by 2016.
- (b) Promoting incremental housing through empowering citizens and providing targeted support with a view to facilitating real

improvements in formal settlements over time.

- (c) Enabling and facilitating major increase in affordable housing opportunities through partnerships to address the challenge that poor household earning between R3 500 and R22 000 experience in being able to access housing opportunities.
- (d) Improving inter-governmental settlement planning and management in order to achieve better located higher density settlement patterns and improved service delivery.
- (e) Consolidating an efficient and effective provincial human settlement department able to lead and manage the delivery process.

In an effort to accelerate the informal settlement upgrading programme the Department accepted that an incremental housing process with targeted support for those people that are the most deserving to receive housing assistance will be promoted.

The Municipality fully supports the Strategic Plan as adopted by the Provincial Minister of Human Settlements.

Spatial integration of housing developments

Overstrand Municipality approach is to obtain spatial and economic integration in our housing developments. The aim is to grow communities and income levels closer together as depicted in the approach per area below.

Kleinmond

Integration of a low-cost housing project into existing suburbs



Figure 19: Kleinmond integrated housing development

Low-income group integrated into the existing community with access to established schools, crèches, library, sport facilities and job opportunities.

Hermanus

In Hermanus the current housing development aims for spatial and economic integration through affordable housing, social housing and low-cost housing.



Figure 20: Hermanus three housing type's integration

Gansbaai

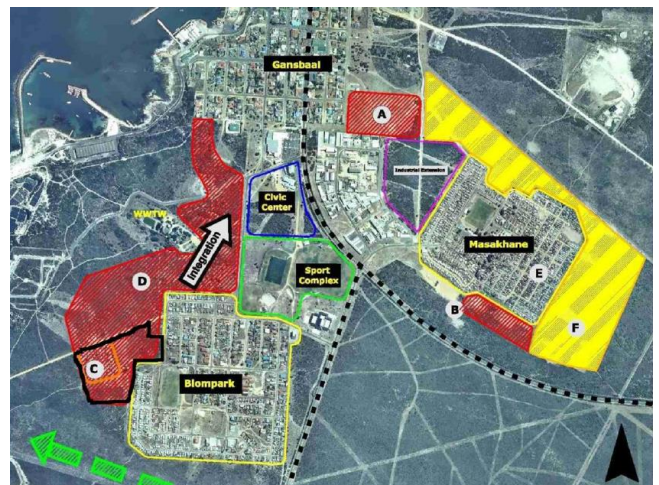


Figure 21: Gansbaai housing planning

In Gansbaai the housing planning also aims to grow communities closer together as depicted in the map above.

PROGRESS

Since July 2012 the following projects were launched in accordance with the 5-year programme, as well as special initiatives which were funded by the Department of Human Settlements:

| No | PROJECT | PROGRESS | STATUS |
|------|---|--|--|
| 1. | Access To Basic Services (ABS) Project | 511 new toilet structures and 57 taps were installed in informal settlements. | 2013/2014 Installation completed |
| 2. | Eluxolweni , Pearly Beach (183 units & 28 wet cores) | Installation of civil services on 211 sites. Construction of 183 units and 28 enhanced serviced sites. | 2013/2014 Services completed 2014/2015 Top structures completed |
| 3. | Gansbaai GAP Project (155 sites) | Installation of civil services on 155 sites. | 2014/2015 Services completed |
| 4. | Zwelihle UISP – 836 sites | | |
| 4.1. | Garden Site (58 sites & units) | Construction of 58 top structures. | 2014/2015 Service Completed 2016/2017 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

| No | PROJECT | PROGRESS | STATUS |
|------|--|---|---|
| | | | Top structures completed |
| 4.2 | Admin Site (164 sites) | Installation of civil services on 164 sites. | 2015/2016 Services Completed |
| 4.3 | Admin Site TRA (250 units) | Construction of 250 TRA units on 125 sites and Installation of 125 wetcores. | 2015/2016/2017 250 TRA units & 125 Wetcores Completed |
| 4.4 | Admin Site (39 units) | Construction of 39 top structures. | 2018/2019 Top structures completed |
| 4.5 | Site C2 (132 sites & units) | Installation of civil services and construction of 132 top structures. | 2015/2016 Services Completed 2018/2019 Top Structures completed |
| 4.6 | Mandela Square (83 sites) | Installation of civil services on 83 sites and Installation of wetcores. | 2020/2021 Services completed during March 2020. Wetcores completed during September 2020 |
| 4.7. | Transit Camp (126 sites) & 136 wetcores | In-situ upgrading and installation of civil services on 126 sites and Installation of 137 wetcores. | 2020/2021 Services completed. 2021/2022 Wetcores completed |
| 5. | Hawston IRDP (489 services) | Installation of civil services of 489 sites. | 2019/2020 Services completed |
| 6. | Hawston IRDP (378 units) | Construction of 378 top structures. | 2020/2021 Top Structures completed. |
| 7. | Swartdam road IRDP (329 sites) | Installation of civil services on 329 sites. | 2014/2015 Services completed |
| 8. | Swartdam road Site A & B (179 units) | Construction of 48 top structures on Site A and 131 top structures on Site B. | 2015/2016 48 Top structures completed 2016/2017 |

| No | PROJECT | PROGRESS | STATUS |
|------|--|--|---|
| | | | 131 Top structures completed. |
| 9. | Swartdam road Site C1 (150 units) | Construction of 150 top structures. | 2021/2022 150 Top structures completed |
| 10. | Mount Pleasant Projects | | |
| 10.1 | Mount Pleasant IRDP (200 sites) | Installation of civil services on 200 sites. | 2014/2015 Services Completed |
| 10.2 | Mount Pleasant (172 units) | Construction of 172 top structures. | 2015/2016 172 Top structures completed |
| 10.3 | Mount Pleasant & Westdene Infills (215 sites) | Installation of civil services on 215 sites. | 2021/2022/2023 Services completed |
| 11. | Blompark Projects | | |
| 11.1 | Blompark IRDP (544 sites) | Installation of civil services on 544 sites. | 2019/2020 Services completed |
| 11.2 | Blompark TS Phase 1 (150 units) | Construction of 150 top structures. | 2021/2022 150 Units completed |
| 11.3 | Blompark TS Phase 2 (100 units) | Construction of 100 top structures. | 2022/2023 100 units completed |
| 12. | Beverly Hills UISP (100 sites) | Installation of civil services on 100 sites. | 2019/2020 Services completed |
| 13. | Masakhane IRDP (296 sites) | Installation of civil services on 296 sites | 2019/2020 254 Services Completed 2020/2021 42 Services completed |
| 14. | Stanford IRDP (783 sites) | Installation of civil services on 783 sites | 2020/2021 – Services completed |
| 15. | Masakhane UISP Projects (1184 sites) | | |

| No | PROJECT | PROGRESS | STATUS |
|-------|--|---|--|
| 15.1. | Masakhane UISP Phase 1 (201 sites) | Installation of civil services on 201 sites and construction of 200 wetcores | 2020/2021 Services completed 2021/2022 200 Wetcores completed |
| 15.2 | Masakhane UISP Phase 2 (204 sites) | Installation of civil services on 204 sites and construction of 187 wetcores. | 2020/2021 Services completed 2021/2022 187 Wetcores completed |
| 15.3 | Masakhane UISP Phase 3 (317 sites) | Installation of civil services on 317 sites. | 2021/2022 Services completed |
| 15.4 | Masakhane UISP Phase 4 (177 sites) | Installation of civil services on 177 sites. | 2021/2022 Services completed |
| 15.5 | Masakhane UISP Wetcores – Phases A3, A4-3 & A4-4 (301 wetcores) | Construction of 301 wetcores. | 2022/2023 301 Wetcores Completed |
| 15.6 | Masakhane IRDP Top Structures Phase 1 (150 units) | Construction of 150 top structures. | 2022/2023 150 Units Completed |

Table 63: Status of Human Settlements projects in Overstrand

Status of Human Settlement projects implemented during 2023/24 financial year:

Blompark IRDP Top Structure Phase 3: Phase 3, consisting of 150 units commenced during April 2023 and completion is planned for end of March 2024. The final phase of 139 units is planned for the 2024/2025 financial year.

Masakhane IRDP Top Structures Phase 2: Phase 2, consisting of 145 units, commenced during April 2023 and completion is planned for end of March 2024.

Mount Pleasant IRDP Infill Phase 3: Phase 3, consists of the balance of 85 sites in Upper Mount Pleasant,

referred to as Area 8. Funding approval received was not sufficient and an application for additional funding was submitted May 2023. Approval was received during December 2023 and commencement is planned for end of February 2024.

Stanford IRDP Top Structure: Funding approval for the construction of 621 top structures was received during April 2023. Funding was insufficient and application for additional funding was submitted in May 2023. Revised approval was received during September 2023. The project will however be implemented over various financial years. Contractor established on site for Phase 1, consisting of 300 units during September 2023 and completion is planned for September 2024.

Kleinmond IRDP: Application for pre-planning funding for five of the potentially developable sites identified in the Land Investigation Report, was submitted to DoHS during July 2022 and approval was received during June 2023. The Consultants have been appointed and planning is in progress.

Overhills UISP: Application for pre-planning funding for the upgrading of the Overhills Informal Settlement as identified in the Land Investigation Report, was submitted to DoHS during July 2022 and approval was received during April 2023. The Consultants have been appointed and planning is in progress.

Schulphoek UISP: The Schulphoek area forms part of the PSHDA area as declared by the National Department of Human Settlements.

The tender to procure the services of an Implementation Agent was advertised on 20 January 2023 and the tender period closed on 24 February 2023. After following the required Supply Chain processes, the tender was awarded to ASLA Construction during September 2023. On request of Province, a revised pre-planning funding application was submitted to them during October 2023 and approval is currently awaited. The Professional Team has been appointed by the Implementing Agent and background studies and investigations are in process. Conceptual planning, detailed planning and implementation processes will follow.

Greater Hermanus PSHDA: The Greater Hermanus

West PSHDA was approved and gazetted by the National Department of Human Settlements during May 2020. The PSHDA comprises various portions of land stretching from Fisherhaven to Hermanus. It will bring about spatial transformation by integrating and consolidating the previously separated, underdeveloped and dormitory towns of Hawston and Fisherhaven into a new integrated, fully functional, inclusive urban development towards the west of Hermanus. This initiative will be the new urban expansion and centre of economic activity and growth for Hermanus. A funding application for the development of a Conceptual Development Plan for the PSHDA was submitted to Province during March 2023. A Terms of Reference have been compiled and funding agreements are being finalised between the Municipality and Province. Planning will commence once funding becomes available after April 2024.

Human Settlement projects planned for the 2024/25 financial year:

Blompark IRDP Top Structure Phase 4: This will be the last phase of the approved Blompark 539 units project. Phase 3 is in progress planned for end of March 2024. The final phase of 139 units is planned for the 2024/2025 financial year.

Kleinmond IRDP: Pre-planning funding approval was received during June 2023. The Consultants have been appointed and planning is in progress.

Overhills UISP: Pre-planning funding approval was received during April 2023. The Consultants have been appointed and planning is in progress.

Greater Hermanus PSHDA: See details under previous Section.

Schulphoek Development

See details under previous Section.

Blompark IRDP – FLISP Serviced Sites

Pre-planning funding application to be submitted to Department of Infrastructure for potential FLISP serviced sites project (IRDP) during June 2024. The site is located on a Portion of Erf 210 and Erf 1047, Blompark Gansbaai, directly adjacent to the R43.

Human Settlement projects planned for outer financial years:

Housing Admin Site TRA Refurbishment: During the 2016/2017 financial year, 250 temporary relocation units were constructed on the Housing Admin Site. An application for the refurbishment of these units to complete it as 125 BNG houses was submitted to DoHs during December 2020 and approval is awaited.

Tambo Square & New Camp, Zwelihle UISP: This forms part of the Zwelihle UISP project. The project can only be planned further once land for decanting have been identified due to the high density within the informal settlement.

Tsepe-Tsepe, Zwelihle UISP: This forms part of the Zwelihle UISP project and is the final phase of the upgrading of the informal settlements in the area. The project can only be planned further once land for decanting have been identified due to the high density within the informal settlement.

Extension of Gansbaai

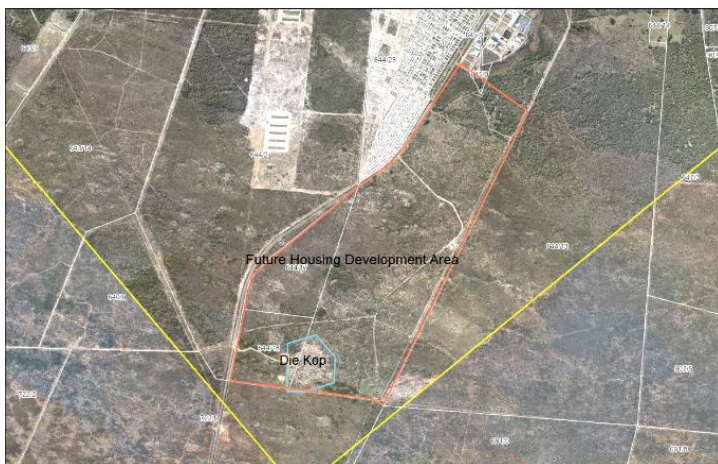
The current UISP project in Masakhane is almost complete and there are no other areas available for future extension of the informal settlement. The current project is also not sufficient to accommodate the need and backlog on the waiting list, therefore additional land is required. The areas surrounding Masakhane is ecologically sensitive and too close to the landfill site to be considered for future development.

The area in red on the plan below, indicates the area identified for future development. The identified area would have to make provision for various different land uses, not just housing and this would have to be included in the planning thereof. It would also be the future extension area for both Blompark and Masakhane.



Extension of Stanford

The extension around Die Kop Informal Settlement as per the plan below, has been identified. Die Kop informal settlement will have to be upgraded as all the families may not benefit from the current Stanford housing Project. The identified area would have to make provision for various different land uses and not just housing. This would have to be included in the planning thereof.



CONCLUSION

The main objective of this chapter in the IDP is to provide a clear understanding of the Overstrand Human Settlement Strategy and how it engages with the Five-Year Programme to act in accordance with the vision of creating sustainable human settlements.

In the process of achieving the vision, definite problems were identified. The strategy is designed

in such a way that it addresses the problems with specific objectives.

A detailed action plan has been set in place to reduce the backlog and address the current and future housing need. This Housing Strategy Five-Year Plan will incorporate several housing programmes, each focused on and addressing different needs. The Overstrand municipality has compiled a comprehensive 5-Year Human Settlement Programme to guide and improve housing development and is specifically focused on delivery within the Municipality. The Programme is updated and revised on a six-monthly basis due to the rapid changing environment in which it operates. Funding allocations from the Provincial Department of Housing are amended from time to time and subsidy amount are also revised from time to time.

* 5-year housing programme

(Version dated 18 March 2024 is attached below)

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|---|---|------------|------------------------------|-------|----------------|--|-----------------------------|--------------|--------------|--------------|-------------|-------------|-------------------|
| 1 | Integrated Residential Development Programme (IRDP) | 2051/3021 | Stanford IRDP | 621 | 162 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | | Number of Sites (783) | | | | | | |
| | | | | | | Top Structures (includes house wiring) | | R 52,365,000 | R 46,072,500 | R 10,201,650 | | | R 108,639,150.00 |
| | | | | | | | Amount Top Structures (621) | 250 | 221 | 50 | | | |
| | | | | | | Transfer Fees | | R 135,000 | R 337,500 | R 298,350 | R 67,500 | | R 838,350.00 |
| | | | | | | MIG | | | | | | | R - |
| | | | | | | Electric (Mun / DoE) 621 | | R 5,640,000 | R 8,309,600 | R 1,880,000 | | | R 15,829,600.00 |
| | | | | | | Mun Bulk Electr | | | | | | | |
| | | | | | | | | | | | | | R 125,307,100.00 |
| | | | | | | | | | | | | | |
| | | | Greater Hermanus West PHSFDA | | | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | R 800,000 | R 1,000,000 | R 2,000,000 | R 5,000,000 | R 8,800,000.00 |
| | | | | | | Direct Cost (Services) | | | | | | | R - |
| | | | | | | | Number of sites | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) (700) | Area supplied by Eskom | | | | | | |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost R |
|--|-------------------|------------|---|-------|----------------|--|--------------------------------|--------------|-----------|-------------|-----------|-----------|------------------------|
| | | | | | | | | | | | | | 8,800,000.00 |
| | | | Afdaksrivier Purchase (Part of Greater Hermanus West PSHDA) | | | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Purchase | | | | R 3,000,000 | | | R 3,000,000.00 |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) | Area supplied by Eskom | | | | | | |
| | | | | | | | | | | | | | R 3,000,000.00 |
| | | 3090.02 | Blompark, Gansbaai | 539 | | Housing Subsidy | | | | | | | |
| | | | | | | Top Structures (includes house wiring) | | R 31,025,000 | | | | | R 31,025,000.00 |
| | | | | | | | Number of top structures (539) | 139 | | | | | |
| | | | | | | Transfer Fees & Retention | | R 500,000 | R 300,000 | R 278,000 | | | R 1,078,000.00 |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) 544 | | R 3,864,200 | | | | | R 3,864,200.00 |
| | | | | | | Mun: Electric | | | | | | | |
| | | | | | | | | | | | | | R 35,967,200.00 |
| | | 3090.2 | Mount Pleasant | | 300 | Housing Subsidy | | | | | | | |
| | | | | | | Direct Cost (Services) | | R 4,900,000 | | | | | R 4,900,000 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|-------------------|------------|---------------|----------------|----------------|---------------------------|-----------------|-----------|-----------|-------------|-------------|-----------|-------------------|
| | | | | | | Number of sites | 85 | | | | | |
| | | | | | Transfer Fees | | | | | | | R - |
| | | | | | MIG | | | | | | | |
| | | | | | Electric (Mun / DoE) | | | | | | | |
| | | | | | Mun: Electric | | R 925,000 | R 925,000 | R 1,850,000 | R 1,850,000 | | R 5,550,000 |
| | | | | | | | | | | | | R 10,450,000 |
| | | | | | | | | | | | | |
| | | 2145/3090, 07 | Masakhane | 295 | Housing Subsidy | | | | | | | |
| | | | | | Transfer Fees & Retention | | R 385,000 | | | | | R 385,000 |
| | | | | | MIG | | | | | | | |
| | | | | | Electric (Mun / DoE) | | | | | | | R - |
| | | | | | Mun: Electric | | | | | | | |
| | | | | | | | | | | | | R 385,000 |
| | | | | | | | | | | | | |
| | | 3738 | Kleinmond IRDP | 180 | Housing Subsidy | | | | | | | |
| | | | | | Indirect Cost | | R 800,000 | | | | | R 800,000 |
| | | | | | Direct Cost (Services) | | | | R 8,000,000 | R 6,400,000 | | R 14,400,000 |
| | | | | | | Number of sites | | | 100 | 80 | | |
| | | | | | MIG | | | | | | | |
| | | | | | Electric (Mun / DoE) | | | | | | | |
| | | | | | Mun: Electric | | | | | | | |
| | | | | | | | | | | | | R 15,200,000 |
| | | | | | | | | | | | | |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|--|-------------------|------------|------------------------------------|-------|----------------|------------------------|-----------------|-----------|-----------|-------------|-------------|-------------|-------------------|
| | | | Erf 210 & 1047, Blompark, Gansbaai | | | Housing Subsidy | | | | | | | |
| | | | | | | Indirect Cost | | | R 500,000 | R 1,000,000 | | | R 1,500,000 |
| | | | | | | Direct Cost (Services) | | | | | R 1,000,000 | R 1,000,000 | R 2,000,000 |
| | | | | | | | Number of Sites | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun) DoE | | | | | | R 1,000,000 | R 1,000,000 |
| | | | | | | Mun Electric | | | | | | | |
| | | | | | | | | | | | | | R 4,500,000 |
| | | | | | | | | | | | | | |
| | | | Stanford Future Extension | | | Housing Subsidy | | | | | | | |
| | | | | | | Indirect Cost | | | | | R 1,000,000 | R 1,000,000 | R 2,000,000 |
| | | | | | | Direct Cost (Services) | | | | | | | |
| | | | | | | | Number of Sites | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun) DoE | | | | | | | |
| | | | | | | Mun Electric | | | | | | | |
| | | | | | | | | | | | | | R 2,000,000 |
| | | | | | | | | | | | | | |
| | | | Gansbaai Future Extension | | | Housing Subsidy | | | | | | | |
| | | | | | | Indirect Cost | | | | R 1,000,000 | R 1,000,000 | R 1,000,000 | R 3,000,000 |
| | | | | | | Direct Cost (Services) | | | | | | | |
| | | | | | | | Number of Sites | | | | | | |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|---|--|-------------|--|-------|----------------|------------------------|-----------------|---------------|---------------|---------------|---------------|--------------|-------------------|
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun) DoE | | | | | | | |
| | | | | | | Mun Electric | | | | | | | |
| | | | | | | | | | | | | | R 3,000,000.00 |
| 2 | Housing Programme | No | Project | Units | Sites | Funding Source | Action/Note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
| | Upgrading of Informal Settlements Programme (UISP) | | Hermanus | | | | | | | | | | |
| | | 3639 & 3695 | Schulphoe k | | 4000 | Housing Subsidy | | | | | | | |
| | | | | | | Indirect Cost | | | | | | | R - |
| | | | | | | Direct Cost (Services) | | R 8,000,000 | R 10,000,000 | R 10,000,000 | R 30,000,000 | R 30,000,000 | R 88,000,000 |
| | | | | | | | Number of sites | | 400 | 400 | 900 | 900 | |
| | | | | | | Bulk Services | | R8,000,000.00 | R5,000,000.00 | R5,000,000.00 | R5,000,000.00 | | R 23,000,000.00 |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) | | | | | | | |
| | | | | | | Mun: Electric | | | | | | | |
| | | | | | | | | | | | | | R 111,000,000.00 |
| | | | Kleinmond Overhills Informal Settlements | | | | | | | | | | |
| | | 2047/3099 | | | 476 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | R 1,029,000 | | | | | R 1,029,000 |
| | | | | | | Direct Cost (Services) | | | | R 8,000,000 | R 16,000,000 | R 14,080,000 | R 38,080,000 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|--|-------------------|---------------------|---|-------|----------------|-----------------------------|----------------------|-----------|-----------|-------------|----------------|----------------|-------------------|
| | | | | | | | Numer of sites (476) | | | 100 | 200 | 176 | |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) | | | | R 1,850,000 | R 3,700,000 | R 3,256,000 | R 8,806,000 |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | R 47,915,000.00 |
| | | | Zwelihle | | | | | | | | | | |
| | | 2047/3005, 1 | Tambo Square & New Camp | | 82 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | | | | | |
| | | | | | | Direct Cost (Services) | | | | | R 6,560,000.00 | | R 6,560,000 |
| | | | | | | | Number of sites | | | | 82 | | |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Mun: Electric | | | | | | | |
| | | | | | | | | | | | | | R 6,560,000 |
| | | | | | | | | | | | | | |
| | | 2047/3005, 1 | Tambo Square & New Camp Wetcores | | 82 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | | | | | |
| | | | | | | Direct Cost (Services) | | | | | | R 1,804,000.00 | R 1,804,000 |
| | | | | | | | Number of wetcores | | | | | 82 | |
| | | | | | | | | | | | | | R 1,804,000 |
| | | | | | | | | | | | | | |
| | | 2047/3005, 1 | Tshepe-Tshepe & Serviced Site | | 90 | Housing Subsidy | Per Site | | | | | | |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|--|-------------------|---------------|-------------------------|-------|----------------|---------------------------|----------------------------|-------------|-----------|-----------|-------------|----------------|-------------------|
| | | | | | | Indirect Cost | | | | | | | |
| | | | | | | Direct Cost (Services) | | | | | | R 9,180,000.00 | R 9,180,000 |
| | | | | | | | Sites | | | | | 90 | |
| | | | | | | | Number of wetcores | | | | | 90 | |
| | | | | | | | | | | | | | R 9,180,000 |
| | | 2047/3496 | Admin office site | 125 | | Housing Subsidy | Per site | | | | | | |
| | | | | | | Admin Site TRA (Upgrade) | | | | | R 4,632,615 | R 4,632,615 | R 9,265,230 |
| | | | | | | | Number of households (125) | | | | 65 | 65 | |
| | | | | | | | Hard Rock Funding | | | | | | |
| | | | | | | | Transfers | | | | | R250,000.00 | R 250,000 |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Mun: Electric 125 | | | | | R 500,000 | R 500,000 | R 1,000,000 |
| | | | | | | | | | | | | | R 10,515,230 |
| | | 2145/3090, 04 | Gansbaai Masakhane UISP | | 1184 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | | | | | |
| | | | | | | Direct Cost (Services) | | R 5,200,000 | | | | | R 5,200,000 |
| | | | | | | | Number of Sites 1184 | 104 | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | MIG | | | | | | | R - |
| | | | | | | Electric (Mun / DoE) 1184 | | R 4,752,000 | | | | | R 4,752,000 |
| | | | | | | | | | | | | | R 9,952,000 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|---|-----------------------------------|---------------|---------------------------|-------|----------------|--|----------------------|-------------|-------------|-----------|-----------|-----------|-------------------|
| | | 2145/3090, 04 | Masakhane UISP - Wetcores | | 1184 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | | | | | |
| | | | | | | Direct Cost (Services) | | R 1,200,000 | R 2,000,000 | | | | R 3,200,000 |
| | | | | | | | Number of Sites 1184 | 60 | 100 | | | | |
| | | | | | | MIG | | | | | | | |
| | | | | | | Electric (Mun / DoE) 1184 | | | | | | | R - |
| | | | | | | | | | | | | | R 3,200,000 |
| | | | Buffeljags baai | | 50 | Housing Subsidy | Per Site | | | | | | |
| | | | | | | Indirect Cost | | | | | | | R - |
| | | | | | | Direct Cost (Services) | | | | | | | R - |
| | | | | | | | Number of Sites (50) | | | | | | |
| | | | | | | Top Structures (includes house wiring) | 50 | | | | | | R - |
| | | | | | | Transfer Fees | | | | | | | |
| | | | | | | MIG | | | | | | | R - |
| | | | | | | Electric (Mun / DoE) 50 | | | | | | | R - |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | R - |
| 3 | Housing Programme | No | Project | Units | Sites | Funding Source | Action/Note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
| | Emergency Housing Programme (EHP) | | EHP | | | Subsidy | | | R 200,000 | R 200,000 | R 200,000 | R 200,000 | R 800,000 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|---|---|------------|-----------------------------------|-------|----------------|----------------|---------------------------------------|---------------|--------------|--------------|--------------|--------------|-------------------|
| 4 | Housing Programme | No | Project | Units | Sites | Funding Source | Action/Note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
| | Social Housing Programme (SHP) | | | | | Subsidy | | | R 4,000,000 | R 4,000,000 | R 4,000,000 | R 4,000,000 | R 16,000,000 |
| 5 | Housing Programme | | | Units | Sites | Funding Source | Action / Note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5 Year Cost |
| | National Special Housing Needs Policy & Programme | | Shelter for the homeless | | | Subsidy | | R 200,000 | R 6,500,000 | | | | R 6,700,000.00 |
| | | | Home for Diasbled | | | Subsidy | | R 156,200 | R 3,200,000 | | | | R 3,356,200.00 |
| | | | Stanford Shelter for Abused Women | | | Subsidy | | R 184,000 | R 6,200,000 | | | | R 6,384,000.00 |
| | | | | | | | | | | | | | R 16,440,200.00 |
| | | | | | | TOTALS/ YEAR | Housing Subsidies | R 113,539,000 | R 65,210,000 | R 51,978,000 | R 77,860,115 | R 72,146,615 | R 380,733,730.00 |
| | | | | | | | MIG | | | | | | R - |
| | | | | | | | ELECTRICITY (MUN / DoE) | R 15,181,200 | R 9,234,600 | R 5,580,000 | R 6,050,000 | R 4,756,000 | R 40,801,800.00 |
| | | | | | | | Municipality: electrical contribution | | | | | | |
| | | | | | | | Other Subsidies | R 540,200 | R 15,900,000 | | | | R 16,440,200.00 |

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 18 MARCH 2024 FINAL

| | Housing Programme | Project No | Project | Units | Serviced Sites | Funding Source | Action/note | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
|--|-------------------|------------|---------|-------|----------------|------------------|-------------------------|------------------|-----------------|-----------------|-----------------|-----------------|---------------------|
| | | | | | | | Other municipal funding | | | | | | |
| | | | | | | GRAND TOTAL/YEAR | | R 129,260,400 | R 90,344,600 | R 57,558,000 | R 83,910,115 | R 76,902,615 | R 437,975,730.00 |
| | | | | | | | | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | Total 5-Year Cost |
| | | | | | | | | | | | | | |

NOTES

- 1 NO GEO-TECH VARIATION COSTS WERE INCLUDED IN THESE CALCULATIONS.

- 2 GREATER HERMANUS (HAWSTON SEAFARMS) & SCHULPHOEK FORMS PART OF THE PRIORITY HUMAN SETTLEMENT DEVELOPMENT AREAS - FUNDING ALLOCATED AS PER DOHS BUSINESS PLAN.

KPA OS 5 (b)

Spatial Planning

Refer to the Spatial Development Framework (SDF) Chapter 10 in this document.

KPA OS 5 (c)

Local Economic Development (LED) and Tourism

Refer to the LED Chapter 9 in this document.

KPA OS 5 (d)

Social Development in a municipal context

Defining social development

Social development can be defined as a planned process, and an approach to the transformation of society that allows holistic development processes to take place towards the reduction or eradication of poverty, inequality and uneven or under development. Social development is thus a multidimensional process to achieve positive social change (Consolidating Developmental Local Government: Lessons from the South African Experience. Van Donk et al: 2008).

Since the goal of social development is to eradicate poverty and inequality it is important to understand what poverty is. Poverty is a multidimensional concept that includes not only income poverty, but also the denial of opportunities and choices most basic to human development to lead a long, healthy, creative life, and enjoy a decent standard of living, freedom, dignity, self-esteem, and respect of others. In general, when the economy prospers, households tend to enjoy a good standard of living, and when the economy declines so does people's standards of living.

Overview of poverty in the Overstrand

¹ Per capita income is the average income in a population per year i.e. total income divided by the total population.

For a more nuanced picture of poverty in the Overstrand, the Western Cape Government's *Municipal Economic Review and Outlook for 2023-24* uses **GDP per capita¹, income inequality, human development (as measured by the Human Development Index (HDI))², indigent households and free basic services** as indicators of the living standards of households living in the Overstrand.

Overall, human development has been improving across the Western Cape since 2014. In 2022, at 0.735, Overstrand's **Human Development Index** was higher than the district average (0.708) and the Western Cape provincial average (0.722) **GDP per capita** was R75 304 which is **the lowest in the Overberg**. This is partly due to a rapidly growing population outpacing economic growth, leading to inadequate resources to support the increased populace. **Income inequality** or the distribution of wealth among a population as measured by the Gini coefficient has improved from 0.631 in 2021 to 0.620 in 2022. Despite this improvement Overstrand has the highest levels of income inequality, surpassing that of the Province in 2022. Overstrand is also the only municipality in the district that has not yet reached the NDP goal of achieving income inequality of 0.60. The Western Cape Government's Socio-Economic Profile of Overstrand Municipality for 2023 projects an average annual population growth rate of 2.6% for the Overstrand from the 2022 population of 132 495 to an estimated population of 150 639 by 2027.

~~Service delivery will need to keep up with the growing demand and economic growth must be improved to ensure that inequality does not regress further and to curb the growing unemployment.~~ High levels unemployment and inequality coupled with rapid population growth fuels socio-economic challenges such as crime. Per 100 000 people, the Overstrand has the highest number of sexual offences and drug related offences in the district. The Overstrand population growth is already putting severe pressure on the capacity of educational institutions to accommodate learners, and this pressure will clearly increase over the next couple of

² The HDI assess the relative socio-economic development in a country through a composite of education, housing, access to basic services, health, life expectancy and infant mortality rate as indicators.

years. The biggest socio-economic risks identified for the Overstrand in the Western Cape Socio Economic Profile is: (1) **low learner retention**, (2) **high crime rates** (3) **high poverty levels**.

Social development approach

Social development will follow an integrated, holistic approach that involves different stakeholders. Local economic development, infrastructure development, health, environmental development, housing, access to basic services, social relief, disaster management, public works and employment creation, skills development, improved livelihoods and community services for vulnerable groups are integral to the eradication of poverty.

It is important to understand that social development is not an exclusive local government competency, and welfare support in particular is performed by the national and provincial social development departments. Whilst the three spheres of government have different roles and responsibilities, they cannot operate in isolation of each other. Intergovernmental relations are vital to ensure an integrated and holistic social development approach and effective service delivery to communities. Institutional holism between the three spheres of government as well as municipal departments is essential to ensure the roll-out of an integrated local government social development agenda. The District Development Model, which adopted by Cabinet in August 2019 is intended to provide a framework for a coordinated and integrated alignment of development priorities, and objectives between the three spheres of government.

Focus on the most vulnerable groups

The municipality has a key social development role to play through facilitating an integrated and holistic approach that recognizes the special needs of vulnerable groups, i.e.: children, youth, women, people with disabilities, the elderly and people infected and affected by HIV/AIDS. Ensuring that these vulnerable groups have access to services and opportunities are particularly important from a social development perspective.

Working together

Government, the private sector and civil society are invited to work with the municipality in an open and coordinated approach to alleviate and improve the conditions of the marginalised groups. Efforts to improve their lives must be complemented through collaboration between stakeholders to ensure lasting change.

In 2019 the Overberg District Municipality established a district social development forum which is convened by the Western Cape Department of Social Development. The forum brings all the municipalities in the district together on a platform where common social challenges across the district can be addressed by the municipalities, the district and the Western Cape government.

Key focus areas for the 5-year IDP cycle (2022/2027)

1. CHILDREN AND EARLY CHILDHOOD DEVELOPMENT

Government recognizes Early Childhood Development (ECD) as central to the realization of the national development goals of reducing poverty and inequality. The importance of ECD is one of the reasons that this function has moved from the Department of Social Development to the Department of Basic Education (DBE) in 2022. The municipality recognises its role in ECD and will provide its support to DBE and all local stakeholders to ensure growth in the Overstrand ECD sector. The ECD approach will be driven by the following key initiatives:

- The department is in the process of drafting an overview of the current **state of the ECD sector in the Overstrand**.
- This will also inform a **five-year ECD infrastructure plan** to increase accessibility to ECD services. This plan will complement the 2020 Overstrand Spatial Development Plan (SDF) which also highlights the shortage of social amenities such as pre-primary schools, makes provision for education and recreational facilities and supports the development thereof. These infrastructure developments will require financial investment by the National and Provincial governments and or other funding partners.
- The department will have **quarterly meetings**

with the ECD sector to ensure we stay informed with their needs.

- The department will continue to support **after school initiatives** and explore opportunities for additional afterschool facilities where vulnerable children can be cared for in a safe environment after school.
- The department assists with the drive to ensure that **municipal facilities used as ECD facilities** are appropriately zoned, have the required fire safety requirements in place for compliance, and have approved building plans.
- During the 2024/25 financial year, the Department of Agriculture and Rural development will upgrade an early childhood development facility in Kleinmond, and on Masakhane as well as construct a new facility in Eluxolweni, Gansbaai.

2. GENDER

- There is a significant need for an integrated GBV response in the Overstrand. To address this the establishment of **a Thuthuzela Care Centre in Hermanus** will be explored.
- Two potential sites for safe houses for victims of abuse has been identified, one by a NPO on private property and one by the municipality on government property. Whilst a facility is vital for the establishment of a shelter, so too is the management and operation of a such a facility. Suitable NGO's will need to be identified and supported to manage and operate such a facility.
- The department has adopted a **360-day approach to GBV awareness**.
- The department has applied for funding to establish **Gender Rights Ambassadors** to establish support groups and to provide support to GBV victims, among others.
- The department also intends on applying for the 100-day GBV challenge for the 2024-25 financial year.
- Body safety programme aimed at creating awareness among pre-primary and primary school children about where strangers are not allowed to touch them.

3. SUBSTANCE ABUSE

- There is a significant need for a rehabilitation centre in the Overberg District. In lieu thereof, this department would **promote the establishment of Matrix clinics**. These are highly effective, do not require capital investments to establish, have significantly lower operation costs, are community based and are much more accessible, especially for youth, compared to rehabilitation facilities.
- The Overstrand does not have a **Local Drug Action Committee** in place but will establish a substance abuse coordinating forum to ensure networking and cooperation with stakeholders continue.

4. HOMELESSNESS

- The department will continue with its **homelessness dignity programme** which is aimed at providing homeless people with the opportunity to a dignified life and reintegration into society.
- A **Homelessness working group** will be established to ensure a coordinated and integrated approach to homelessness.

5. YOUTH

- We have established a **youth desk** to promote and **inform the youth about services and opportunities** available to them.
- The youth desk will also arrange **youth outreaches** in the areas where they live. to meet and connect with the youth in the Overstrand.
- A **youth centre** is planned to further extend opportunities for the youth. Government departments will be key in ensuring that the youth centre provides the most needed services to the youth.
- During this IDP cycle we will also look to establish **youth representative groups** across the Overstrand to represent the needs of youth in our Wards

6. PEOPLE WITH DISABILITIES

The department will continue to look for opportunities to work with and assist organisations

that **promote the rights of people with disabilities**. In partnership with a local NPO, monthly health and wellness sessions are facilitated at our Thusong centre for people with disabilities.

7. THE ELDERLY

The **elderly outreach programme** is continuing and well received. We look forward to build on the sessions we have had by reaching out to more areas and increasing the frequency of the outreaches. The elderly outreach programme is aimed at complimenting the services provided by community-based care centres and to fill the void in areas with no care centres, by taking services and opportunities to the elderly in the areas where they live.

8. PROMOTE SOCIAL DEVELOPMENT

To promote the rights of the most vulnerable groups in the Overstrand, the department will participate, support and or host, in partnership with our local communities and NGO's, the observance of national days, such as:

- Human Rights Day
- Youth Day
- Women's Day and Women's Month
- Children's Day
- Disability Day
- 16 Days of Activism Against the Abuse of Women and Children.

The Overstrand Spatial Development Framework (SDF) 2006 makes provision for future education and recreation facilities in the municipal area. It highlights the shortages of social amenities and supports the establishment of pre-primary and other educational amongst others. These infrastructure developments will require financial investment by the National and Provincial governments and or other funding partners.

Planned Social Development initiatives for the period 2017/18 – 2022/23: (replaced with key focus areas for the 5-year IDP cycle, stated above).

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Enhance Sport, Recreation and Culture

The following sport facilities are available in the Overstrand Municipal area:

| Area | Number of sport facilities | Type of sport facilities |
|-------------|----------------------------|--|
| Kleinmond | 4 | Rugby, Soccer and Netball Court. |
| Hawston | 14 | Rugby, Soccer, Netball, Cricket, Tennis, Athletic field and Swimming pool |
| Mt Pleasant | 7 | Rugby, Soccer, Netball Court, and Tennis |
| Zwelihle | 7 | Rugby, Soccer, Swimming Pool, and Dual use (Netball, Tennis, Basketball, 5 A soccer) |
| Stanford | 4 | Rugby Field, Soccer and Dual use (Netball and Tennis) |
| Gansbaai | 9 | Rugby, Soccer, Netball Court, Tennis, Cricket |
| Blompark | 4 | Rugby and Netball Court |
| Masakhane | 3 | Soccer and Netball Court |
| Eluxolweni | 1 | Dual use (Soccer and Rugby) |

Table 64: Overstrand sport facilities per area

Overstrand Municipality has completed the design for double sided grand stand for the Hawston Sports Complex, **first phase of the project will still commence in 2024.**

Some municipal sport facilities are generally in a fair condition except for the Zwelihle Sport field which has severe water supply challenges. There are pockets of playing surfaces that has been infested by moles. **Overstrand municipality has installed mole barriers around cricket pitch in 2023 in order to protect it from being damaged by moles.**

Other challenges with regard to various facilities will be addressed through implementation of master plans. Masterplan for the Mount Pleasant Sports Field **has been finalised.**

The Overstrand Municipality survey (report) on sport infrastructure is revised annually so that information presented remains relevant. The mentioned report is available at the administration for information purposes. Projects from the prioritised list of projects may be funded from internal funding - and/ or external sources, e.g., MIG, LOTTO, National Sports and Recreation of South Africa (SRSA) over a period of time based on the availability of funding.

As part of our plans to install suitable lighting at our sport fields we shall roll-out a club level flood lights projects in Kleinmond (Proteadorp and Overhills), Stanford and Gansbaai (Blompark and Masakhane). The Kleinmond Netball Club House extension is still in progress, and we envisage to complete it by end of March 2024 if things go according to plans. **Engagement has commenced with the infrastructure and planning department to attend to the issue.**

The municipality introduced the use of grey water to water grass surfaces where possible. Subject to purification of water and the installation of pipelines to affected sport grounds. With regard to over-used grass surfaces, the Municipality strives to obtain funding for the installation of synthetic turfs.

Other challenges are:

- vandalism in respect of infrastructure in some areas but in some we have managed to have a significant reduction due to existence of private security company.
- the over-use of certain fields, especially soccer fields.

The Annual Overstrand Sport Festival

Consideration will also be given to continue with the Overstrand Sport Festival in 2023/24. The following sport codes from different municipal areas will participate, namely:

- Netball
- Soccer
- Cricket
- Rugby

Objectives of the tournament are:

- To promote participation in sport in Overstrand.
- Using sport as a tool to prevent crime,
- To promote social cohesion in Overstrand,

- To present an opportunity for clubs to compete against each other, and
- To assist clubs and coaches to prepare their teams for next season.

The Annual Youth Tournament (Under 17)

The annual Youth Tournament will continue to be staged in different areas where youth between the ages of 15 to 17 compete among themselves, these will be the codes:

- Netball
- Soccer
- Cricket
- Rugby

Objectives of the tournament are:

- To promote participation in sport in Overstrand.
- To unearth talent
- Using sport as a tool to prevent crime,
- To promote social cohesion in Overstrand,
- To present an opportunity for clubs to compete against each other, and
- To assist clubs and coaches to prepare their teams for next season.

Street Soccer/5-A- side soccer is a regular feature around our communities. It is an activity where young and old come together informally to play this short version of soccer. In 202/23 the Municipality intend to continue with street soccer programs throughout Overstrand.

Objectives of Street Soccer are:

- Bridge the gap between the formal and non – formal sport.
- To promote social cohesion in Overstrand
- To present an opportunity for everybody to compete amongst each other.
- To promote healthy living lifestyle.
- And using sport as a tool to reduce crime and other social ills.

Whale Festival Boxing Tournament it also an annual event staged during Whale Festival. Top amateur boxers from across South Africa converge in Overstrand to compete against each other. This is the tournament that is organized in collaboration with provincial Department of Cultural Affairs and Sport. Overstrand continues to engage boxing

stakeholders on a need to host national Championships in rural communities like Overstrand.

Overstrand Municipality has hosted the Western Cape Elite and Youth championships in the year 2023. Our intentions to host National Boxing Tournament in collaboration with other stakeholders will be an ongoing engagement until the South African Open Boxing Organization agrees.

Objectives of the tournament are:

- To promote boxing in the Overstrand
- To present an opportunity for young boxers to compete against each other.
- To use boxing to fight crime and other social ills
- To use boxing to reduce poverty.

Better Together Games is an annual event which provides an opportunity for all government officials to participate. Different sports codes namely:

- | | | |
|----------------------|-------------|--------------|
| • Touch rugby | • Athletics | • Golf |
| • 5 – A- side soccer | • Darts | • Cricket |
| • Fun run | • Netball | • Tug of war |

Objectives of the tournament:

- to further interdepartmental co-operation;
- to build the morale of staff members through healthy social interaction;
- to let officers at different levels and from different departments compete together in good sportsmanship;
- To promote the corporate identity of the Western Cape Government.

Annual Aerobic Marathon and fun run is the event that was founded in line with national Sport and Recreation pillar “Active Nation”. It’s an event that coincide with commemoration of AIDS Day. This event is an annual fixture and the venue for 2024/2025 is still unknown to organisers. For 2023/2024 this event was hosted in Pro-Active fitness gym on 02 December 2023.

- | | |
|--------------|--------------|
| • Fun Walk | • Zumba |
| • Fun Walk | • Functional |
| • Cutter box | |
| • Steppers | |

Objectives of the programme:

- To promote participation in healthy living lifestyle in our communities.
- Promoting awareness about Gender Based Violence, AIDS and drug abuse
- To promote social cohesion amongst communities.
- To promote aerobics and participation in athletics.

Youth Day Celebration is an annual event which takes place during the youth month (June 16). This event allows for the youth below the ages of 15 and 10 years to show case their talent. These are activities:

- 5 –A- side soccer
- Mini cricket
- Netball
- Poetry
- Karaoke

The Objective of the event:

- To celebrate youth month
- To promote social cohesion in Overstrand
- Educate youth about the importance of playing sport
- Educate about our youth about and other social ills
- To promote completion amongst youth.

The regional Indigenous Games

Promotion of Indigenous Games within selected schools continues to yield positive results. Our local participants manage to secure spots in the provincial team that participated in National Indigenous Games hosted in Durban in the year 2023. The regional event for 2024 will be hosted at a venue that will still be announced by province. Each year all relevant stakeholders come together to assess the previous event and to determine the venue for the next financial year.

Objectives of the programme:

- To promote more participation in physical activities
- To present opportunity for our youth to travel the world.

- To preserve our indigenous or cultural activities.
- To present an opportunity for talent identification.
- To encourage out youth to be role models.
- To equip our youth with necessary skills.

department of Cultural Affairs to also incorporate other areas into the forum.

Women Sport Day Challenge

August month it's a month which we recognise the milestones which has been achieved by women in this country. In celebration of their contribution to sport, the following sport activities from different municipal area will be organised, namely:

- Netball
- Soccer

Objectives of the tournament are:

- To promote women participation in sport in Overstrand.
- Using sport as a tool to prevent teenage pregnancy and substance abuse.
- To promote social cohesion in Overstrand,
- To commemorate women's month, and
- To assist clubs and coaches to prepare their teams for next season.

CULTURE

A Traditional and Cultural committee was established in October 2021. In December 2021 the committee was actively responsible for management of the initiation school in the Hemel and Aarde Farm together with various role players namely: Sport and Recreation office, Disaster Management, Law Enforcement, Infrastructure and Planning, Property administration and Provincial Department of Cultural Affairs and Sports.

The Committee must continue to engage local residents about their programmes. Ideally, the Municipality would like to see a committee that can be self-sustaining with the Municipality playing a supporting role where a need arises. The Sport and Recreation office will remain part of this committee as an ex-officio member.

The forum has handled about 130 initiates from local and Cape Metro with no deaths in year 2022 and 3 initiates in year 2023/2024 with no deaths. Overstrand Municipality has been encouraged by the Provincial

CHAPTER 5

FUNCTIONAL AREAS OF MUNICIPAL ACTIVITIES

The following is an analysis of the respective functional areas of the Municipality in relation to the main priorities, constraints faced and functional strategies. The functional areas are grouped under the relevant strategic priority/objective as set out in the vision and mission statement.

It has been formulated in this manner to demonstrate the linkage between the strategic priorities and the relevant functional area, which underpins that priority.

5.1 Linkage of strategic priorities/ objectives with functional areas/ services with a special focus on Service Delivery and Infrastructure Development.

STRATEGIC OBJECTIVE 1:

PROVISION OF DEMOCRATIC, ACCOUNTABLE AND ETHICAL GOVERNANCE

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

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

- Fleet Management
- Electricity distribution and Street lighting
- **Socio- Economic Services** & Tourism
- **Planning and Development Services** - Town planning/ Spatial Development/ Property Administration
- Building Services
- Infrastructure **Services**
- Elections
- Valuations
- Finance Directorate.

STRATEGIC OBJECTIVE 2:

PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Human Resources
- Communications
- Information Communications and Technology
- ~~Area Management~~
- ~~Council~~ **Administrative** Support Services
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)
- Solid waste
- Fleet Management
- Electricity distribution and Street lighting
- **Planning and Development Services** - Town planning/ Spatial Development/ Property Administration
- Infrastructure **Services**
- ~~Corporate Projects~~
- Finance Directorate.

STRATEGIC OBJECTIVE 3:

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

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Communications
- ~~Area Management~~

- Building Services
- Finance Directorate.

STRATEGIC OBJECTIVE 4:

CREATION AND MAINTENANCE OF A SAFE AND HEALTHY ENVIRONMENT

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

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

STRATEGIC OBJECTIVE 5:

PROMOTION OF TOURISM, ECONOMIC AND SOCIAL DEVELOPMENT

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Communications
- ~~Area Management~~
- Housing and Community Development
- Economic Development
- Tourism
- Town planning/ Spatial Development
- Property Administration

CHAPTER 6

SERVICE LEVEL AGREEMENTS

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

CONSUMER CARE CHARTER PREAMBLE

*As it is our vision to be a centre of excellence for the community and our amended mission is creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL.**"*

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

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

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

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

And in anticipation that you as client will:

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

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

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

within the bounds of legislative and policy requirements;

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

Furthermore, we commit ourselves to the following regarding specific services:

ROADS AND STORM WATER INFRASTRUCTURE

Our purpose

To provide well maintained and safe roads and storm water infrastructure in accordance with the standards and specifications for municipal authorities. Due to the historical past of the Overstrand towns, storm water infrastructure is decaying. The Municipality embarked thus in the roll-out of storm water master planning on an annual basis.

Service quality

We commit ourselves to-

- Provide an efficient and safe road and storm water network that best meet the needs and priorities of all communities across the municipal area;
- Minimise disruptions to traffic and ensure the safety of road users as a result of service authorities and others undertaking works on roads;
- Implement a programme to execute planned maintenance of road and storm water infrastructure; and
- Identify and request funding for storm water systems that need to be upgraded to prevent flooding.

Our service standards

We will ensure that –

- Roads are maintained on a sound technical basis through the use of a Pavement Management System (PMS) in order to identify roads that need to be resealed and/or rehabilitated.
- All complaints are recorded, and a reference given for further enquiries.
- 92% of complaints and enquiries are resolved within 30 days.
- Road signs, street markings and street names are maintained.
- In case of emergency flooding, have alternative routes in place so that the public is not disrupted for more than 24 hours.
- Repair potholes on **asphalt roads** within ~~20~~ 15 working days after they have been reported.
- Storm water drainage structures within and outside the road reserve will be maintained 2 X per year in order to prevent flooding of roads and surrounding properties during downpours.

Our agreement with you

- Roads and storm water systems will be upgraded in such a manner that the least inconvenience will be caused during peak traffic periods and adverse weather conditions.
- Roads in the central business area will be swept once a week (*No road sweeping function Gansbaai*). Additional days of service is provided pending availability of funding for EPWP teams.
- Measures will be taken to minimise disruption during periods of construction or maintenance.
- Road surface and storm water systems will be cleared from any hazardous waste to comply with environmental standards.
- At specified time frames annually, we will

- reseal and patch roads;
- maintain sidewalks; and
- maintain gravel roads.
- Road markings will be painted and maintained at all intersections as well as centre lines on primary roads;
- Notice of planned road closures will be given 24 hours before such closures

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

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

ELECTRICITY

Our purpose

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

Quality of electricity supply

We commit ourselves to

- Provide electricity of a quality, reliability and safety as stipulated in national legislation, NERSA licensing conditions including national compulsory standards

(NRS 041, - 047, - 048, 057, – 082).

- Supply voltage at 230V ($\pm 10\%$ deviation) between phase and neutral for single phase connections, and 400V ($\pm 10\%$ deviation) phase-to-phase on three phase connections.
- Limit planned municipal interruptions to not more than twice per year, with maximum 8 hours interruption per event.

Our service standards

We will:

- Install new connections within
 - 20 working days of receiving the application and proof of payment of the prescribed fees if existing infrastructure is adequate and all requirements are met.
 - 30 working days of receiving the application and proof of payment of prescribed fees, or as otherwise agreed, if network extensions/upgrading is required.
- Answer 80% of customer calls within 20 seconds and on request provide an enquiry number.
- Respond to complaints on faulty streetlights.
 - 95% of complaints to be resolved within 10 working days.
 - 100% of complaints to be resolved within 15 working days.
- Respond
 - immediately to any reports of unsafe electrical infrastructure or any other urgent unsafe condition;
 - within 2 hours to any network faults; and within 10 working days of receiving a request for verification of a meter.
- Provide a quotation for services requested within 10 working days of receiving the request, or if an investigation is needed, within 30 days.
- Read electricity meters at least once in every

3-month cycle.

- Allow at least 14 days after the date for payment stipulated on the account, before any disconnections are done.
- Ensure that reconnections are done within one working day after all outstanding amounts and reconnection fees have been paid in full.
- Provide easily accessible vending points for purchase of pre-payment tokens some of which must be open to the public 24 hours per day, seven days per week.
- Give notice of planned interruptions at least 48 hours in advance.

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 21 October 2016 in the Provincial Gazette of the Western Cape (also available on the municipal website).
- Consolidated accounts are rendered monthly to the address on record at the Municipality. It is important, however, to note that not receiving your account does not relieve you of the obligation to pay for the

services received. It is your responsibility to enquire from the Municipality if you do not receive your account in order to make timely payment.

- Where a fixed fee is levied you as the owner or consumer must pay it irrespective of whether the electricity services are used or not.
- If you are not satisfied with your account, you may submit a reasoned written objection prior to the payment date but you are still liable for the payment until the matter is resolved through a process set out in the by-law.
- You may terminate your agreement with 5 working days' written notice, or the Municipality may terminate it if you have not used the service for a period of 6 months without arranging for its discontinuation, or you fail to pay for the service, or if you in any other way fail to comply with the by-law or compliance notices issued as per the by-law.
- Full payment of outstanding fees, including interest, a re-connection fee and other conditions as may be determined by the Municipality, apply when terminated services are requested to resume.

Entry to your premises:

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property.
- We will give consumers at least two days' notice if an authorised official needs to gain entry to your property to do an inspection or an investigation, unless such person is performing an inspection on unlawful use of electricity, in which case he/she may enter the premises at any time of the day and unannounced. Such person may request information to perform his duties.
- In case of an emergency an authorised official has the power of entry without prior notice.

- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

Restrictions and cut-offs:

- If circumstances so require, we may impose electricity restrictions in the whole or part of the Overstrand supply area.
- As part of a load shedding programme in an emergency, we may interrupt the supply of electricity to any premises without prior notice.
- If a consumer is in breach of his agreement or the by-law we will give 14 days' written notice and thereafter proceed to cut electricity supply to the premises.

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

- Adhere to relevant acts, regulations, the Electricity Services By-Law and electricity reduction notices.
- Ensure your household wiring is properly maintained and engage an appropriately licensed electrician to carry out any new wiring as per SANS 10142-1.
- Let us know promptly of any service difficulties or faults.
- Not tamper with the municipal electricity services and meter and to please report illegal tampering.
- Take adequate steps to protect your electrical appliances against damage due to interruptions and fluctuation in the electricity supply.
- Not redistribute electricity to any third parties.
- Ensure the electricity meter is free from obstruction to allow easy access for reading and maintenance.

- Always treat your electricity supply as alive, even during interruptions.
- Let us know as soon as possible should you have any difficulty to pay your account before the due date.
- Conserve electricity and make saving electricity a way of life.

WATER AND SANITATION

Our purpose

To provide consumers with potable water and appropriate sanitation services.

Water services quality

- We commit ourselves to supply - where the infrastructure allows - water that meets the standards set out for drinking water (SANS 0241) and treat effluent to a standard prescribed by law before disposal thereof back into our water sources **or for irrigation purposes.**
- We have a water quality management programme in terms of which potable water is frequently sampled at various places and tested by an independent accredited laboratory. The results of our treated water and effluent analyses are reported monthly to the Department of Water and Sanitation and thus monitored nationally.
- We strive to obtain Blue Drop status for all our water supply systems and Green Drop status for all our waste water systems. ~~when the National Department of Water and Sanitation continues with these programs.~~

Vacuum Tanker Service

- Overstrand Municipality is rendering a vacuum tanker service to properties in Gansbaai, Stanford, Hermanus and Kleinmond areas where no sewer networks are installed.

- Affected clients must monitor the sewer levels of their conservancy tankers and submit a request for service at least 72 hours before capacity of a tank is reached.
- Last-mentioned action will also promote the scheduling of requests (jobs) to be executed by the Administration.

Our service standards

We will:

- Respond to any reports about poor water quality within 12 business hours;
- Ensure that prolonged water supply interruptions (12 hours) are not more than 3 times per annum;
- Give 2 days prior notice in case of planned interruptions;
- Have an alternative supply of water available to meet basic needs in case of unplanned interruptions that last longer than 24 hours;
- Install new connections within 30 days of receiving the application and all prescribed requirements have been met;
- Clean up sewer overflows due to blockages in our system within 24 hours;
- Report the spillage of sewerage in a watercourse or sea to the relevant authorities within 24 hours of such occurrence;
- Promote the use of alternative water sources for irrigation and industry. Note that the use of grey water is allowed, but we may inspect such use and impose conditions;
- Upgrade and monitor telemetry systems, to act as an early warning system for e.g. pipe failures, reservoir overflows and sewer pump stations failures;
- Replace old consumer water meters in phases.
- Test water meters on request. If the meter complies with the specifications the consumer will be liable for the cost thereof. If the meter is faulty, there will be no cost for the consumer;
- Monitor and investigate individual municipal users, consumption on a monthly basis;
- Monitor and investigate abnormal high or low water consumption of consumers.
- Ensure that all requests for vacuum tanker services are rendered within 72 hours of receipt of requests by the Administration.
- Requests for vacuum tanker services received by the Administration after 15:00 to be executed after 16:30 on the same day must receive preference and will be charged at the applicable after hour tariffs.

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

We are committed to:

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

With regard to entry to your premises:

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property, unless it is a case of an emergency.
- Unless found that the consumer contravened the by-law, we will bear the expenses and

restore the premises to its former condition if any work was done by us on your premises.

Restrictions, cut-offs:

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

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

- Adhere to relevant acts, regulations, the Water Services By-law and water restriction notices.
- Conserve water and make saving water a way of life.
- Ensure the water meter is free from obstruction to allow easy access for reading and maintenance.
- Keep your sewer inspection point free of obstruction and ensure the sewer boundary chamber is always accessible to the Municipality.
- Do not drink water where taps are clearly marked as not suitable for drinking purposes.
- Ensure your household plumbing is properly maintained and engage an appropriately licensed plumber to carry out any plumbing tasks.
- Let us know promptly of any service difficulties or faults.
- Do not tamper with the municipal water services system, and please report illegal

tampering.

- Maintain pipes and fittings on your side of the water meter and report leaks on the municipal side.
- Do not flush foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or other harmful materials into the sewer system.

SOLID WASTE MANAGEMENT

Our agreement with you:

1. The Municipality collects business and domestic refuse from built upon premises at a prescribed fee that is annually determined by Council resolution.
2. Even if you contract with an accredited service provider to collect your refuse and make no or limited use of the waste collection services rendered by the Municipality, you are still liable to pay the prescribed fee.
3. As the owner or occupier of premises on which domestic / business waste is generated you must notify the Municipality in writing within 7 days of the commencement of the generation of such refuse that 1) the premises are being occupied; 2) the number of occupants and 3) whether the refuse removal service is required for business or domestic purposes.
4. If the Municipality is of opinion that a property creates a nuisance, health risk, odor or a danger to the public due to insufficient refuse removals the Municipality may instruct the owner to make use of additional refuse removal services at an extra cost.
5. The number of bags / containers to be removed from each residential plot per collection will be determined by the Municipality.
6. Municipal accounts are rendered monthly at the address on record with the Municipality and not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the Municipality if not receiving your account in order to make timely payment.
7. The Municipality may charge availability tariffs in

respect of vacant plots.

8. The owner/occupier of premises must notify the Municipality in writing if refuse collection services are no longer needed, and a full calendar months' notice will apply. Keep in mind that contracting another service provider for refuse removal is not a reason for termination of the municipal refuse removal service—refer to item 2 above.

WE ARE COMMITTED TO:

- An effective, efficient and economically viable waste service and minimization and recycling of waste.
- An affordable and fair tariff for different users based on an open and transparent approach to the cost of solid waste services.
- Ensure regular and accurate accounts, provide adequate facilities accessible to all consumers to pay, query and verify accounts and quick response times to deal with complaints, queries and rectification of accounts should this be necessary.
- Within feasible intervals, provide our consumers with the opportunity to give us feedback in respect of the quality of services and the performance of the Municipality.
- Maintain the existing and further build a sound customer management system focused on good customer relations and customer satisfaction based on the Batho Pele Principles.

MINIMISATION & RECYCLING OF WASTE:

- The Municipality reduces waste-to-landfill through recycling practices, use of clean small builders rubble as daily cover on the landfills and the chipping and composting of garden waste.
- The Municipality may require residents and businesses to separate recyclable (e.g., paper, plastics, glass and metal) and non-recyclable waste and place the recyclables in a different receptacle, i.e., clear bags (as provided and/or directed) before 07:00 outside the entrance to the premises on the day of the week as specified for collection.
- The Municipality may also request these

recyclable receptacles to be dropped off at places as directed.

- Unless acting according to the Municipality's waste by-laws, no one may temporarily accumulate, sort, store or stockpile recyclable waste on any premises without the municipality's permission.

SOLID WASTE SERVICE LEVELS & STANDARDS

We supply:

- An excellent and efficient door-to-door refuse collection service in high density residential areas.
- Bulk receptacles at central communal collection points.
- Drop-off points, transfer stations and landfills that are centrally located and licensed.
- Information and advice on solid waste matters via the municipal newsletter.

We collect:

- Domestic and business waste at least once per week on scheduled dates for different areas.
- Business waste more frequently if the type and/or volume of waste requires it, or public health demands it or as requested by businesses.
- Bulk receptacles from communal collection points once per week or within 24 hours after being notified that a receptacle is full.

We will:

- Endeavour to answer 80% of all calls within 20 seconds.
- Return your call within 1 day.
- Investigate and respond to any complaints within 24 hours or on the following business day.
- Respond to written correspondence: a first response within 14 days and if an investigation is needed resolve the matter within 30 working days.
- Inform you of revised collection arrangements reasonably in advance.
- Resume a scheduled refuse collection service that was interrupted, as soon as possible and prioritise addressing backlogs.
- Provide dedicated bins for disposal of poisons,

▶ CHAPTER 6: SERVICE LEVEL AGREEMENTS ▶

chemicals and electrical / electronic waste and asbestos at Kleinmond transfer station and Gansbaai Landfill.

- Provide baboon proof bins in problem areas upon payment.
- Keep streets, pavements and central business areas clean and litter **free** with the help of street sweepers and private cleaning contractors.
- Take care to avoid damage to containers or other property and to avoid nuisance to other residents or traders.

Waste types that we collect:

The Municipality collects domestic and business waste.

- Domestic waste is waste generated by people living in a dwelling house, flat, boarding house, old age home, group developments, schools, churches, sports and recreation centers.
- Business waste is waste generated on premises used for non-residential purposes and at residential premises where commercial activities take place. These premises are either zoned for commercial activities or received consent use for such activities.
- Excluded from both domestic and business waste and thus not collected by the Municipality are garden waste, bulky waste, building waste, health care waste as well as hazardous, special and industrial waste types that have physical, chemical and/or toxic characteristics that require special handling, e.g. mining liquids, sludge, dead animals, etc. The Municipality will determine if waste items are not suitable for collection because of volume or type.

Refer to our website: www.overstrand.gov.za for the waste collection schedules.

| WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE | | |
|--|-----------------|---------------|
| Transfer Station / Drop-off | Days | Times |
| Hermanus Transfer Station | Monday - Friday | 08:00 - 18:00 |
| | Saturdays | 09:00 - 16:00 |
| | Sundays | Closed |

| WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE | | |
|--|---|--------------------------------|
| Transfer Station / Drop-off | Days | Times |
| Hermanus Drop-off | Public holidays | 09:00 - 14:00 |
| | Monday - Friday | 08:00 - 18:00 |
| | Saturdays | 09:00 - 16:00 |
| | Sundays, operates as a mini drop-off (max 4 black bags general waste, no rubble accepted) | 10:00 - 17:00 |
| | Public Holidays | 09:00 - 14:00 |
| Voëlklip Drop-off | Mondays - Friday | 08:00 - 18:00 17:30 |
| | Saturdays | 09:00 - 16:00 15:30 |
| | Sundays | Closed |
| | Public holidays | 09:00 - 14:00 13:30 |
| Hawston Drop Off | Monday - Friday | 08:00 - 18:00 |
| | Saturdays | 09:00 - 16:00 |
| | Public Holidays | 09:00 - 14:00 |
| Kleinmond Transfer Station | Monday - Friday | 07:30 - 18:00 |
| | Saturdays and Public holidays | 08:00 - 16:00 |
| Betty's Bay Garden Waste Drop-off | Monday - Sunday, including public holidays | 08:00 - 16:00 |
| Gansbaai Landfill | Monday - Friday | 08:00 - 18:00 |
| | Saturdays & Public holidays | 08:00 - 15:00 |
| | Sundays | Closed |
| Stanford Drop-off | Monday - Friday | 08:00 - 18:00 |
| | Saturdays & Public holidays | 09:00 - 14:00 |
| | Sunday | Closed |
| Pearly Beach | Monday, Tuesday, Thursday & Friday | 08:00 - 17:00 |
| | Wednesday | Closed |
| | Saturdays, Sundays & Public holidays | 09:00 - 14:00 10:00 - 15:00 |
| Weekend Drop-offs (Voëlklip, | Available 24 / 7 / 365 | |

| WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE | | |
|--|------|-------|
| Transfer Station / Drop-off | Days | Times |
| Betty's Bay & Pringle Bay) | | |

Table 65: Public waste disposal time schedule

Waste receptacles:

- Bins of 240 liter have been approved as containers for business and domestic waste and these can be purchased by consumers at various commercial outlets in Overstrand, baboon proof containers are obtainable from the Municipality or approved service providers at cost. In some areas black refuse bags will be accepted indefinitely.
- The Municipality will only collect approved containers which are not damaged and placed in the correct location and does not accept liability for lost or damaged containers.
- The Municipality may instruct a resident in an animal problem area to obtain one or, if necessary, more baboon proof containers from the Municipality or approved service provider.
- Bins must on your scheduled removal day be placed outside the entrance of your premises before 07h00 and taken back inside before sunset on the same day.

Waste disposal:

The Municipality has a few permitted waste disposal facilities, i.e., the Gansbaai landfill site and the Hermanus and Kleinmond Transfer Stations. All facilities receive general waste including domestic, business and garden waste. The sites also receive industrial waste which results inter alia from manufacturing, processing and maintenance activities but no hazardous waste of any quantity may be disposed of at these sites.

Different tariffs for the disposal of different waste types and volumes are payable but residents are allowed free disposal of **up to 1-ton** general waste at the waste handling and disposal facilities determined by the Municipality.

Farm owners or occupiers are encouraged to also make use of the facilities as directed by the Municipality for the disposal of their domestic waste excluding health care and hazardous waste.

What about the waste types that we do not collect:

- The owner or occupier of premises on which garden or bulky waste (bulky means too heavy or big to fit into an approved container) is generated, shall ensure that such waste is removed and disposed of within a reasonable time which, in the case of bulky waste, is maximum 14 days after generation thereof.
- The owner or occupier of premises on which building waste is generated and / or the person engaged in any activity which causes such waste to be generated must ensure that all building waste is removed weekly.
- Special industrial, health care and hazardous waste need to be stored, handled, collected, transported and disposed of in specific ways to ensure compliance with health and safety regulations, national standards and the Municipality's by-laws. Businesses and industries generating this kind of waste may only procure service providers that are accredited with the Municipality to collect, transport and dispose of such waste. Any person that will engage in activities which will generate such waste must prior to the generation of such waste notify the Municipality in writing of the expected or known composition of such waste and the quantity to be generated, how and where it will be stored, how it will be collected and disposed of and the identity of the accredited service provider who will be responsible for its removal, transportation and disposal.
- A farm owner or occupier may dispose general household waste which may include agricultural and farm waste, on-site but if such waste exceeds the quantity for on-site disposal legislatively allowed or contains any quantity of hazardous waste, he must obtain the prescribed waste management license. The Municipality may request proof of such a license.

Your responsibilities:

- Clearly mark your waste bin with your stand number and place it before 07h00 on your scheduled removal day outside the entrance of your premises or in a location indicated by the Municipality and take it back inside before sunset on the same day.
- Use prescribed containers (baboon proof bins) in problem animal areas.
- Ensure that nothing obstructs or hinders the refuse collectors in the rendering of their service and prevent domestic animals, e.g., dogs from interfering with receptacles on collection day.
- Make sure that your bin is clean, in a good condition, kept closed, does not contain waste that can injure the waste removal crew or complicate removal, e.g., unwrapped glass or liquid or bulky waste and do not place hot ash in your waste bin.
- Do not place anything in the waste container that could damage the refuse compactor because the Municipality will hold a careless owner/occupier liable for the full cost of such damage.
- Hotels, restaurants, etc. ensure that the daily putrescible waste (organic matter) is not placed in a receptacle where it contaminates other types of waste.
- Keep the pavement in front of or abutting your premises clean and free of refuse.
- Do not accumulate waste and cause a nuisance for other residents and if you make compost of your garden waste make sure it causes no bad odours or other environmental or health hazards.
- Minimise the waste you generate, recycle all your plastics, paper, glass and metals by putting them in the clear bags provided by us or dropping it off at the waste facilities we direct you to.
- Pay your municipal bill in full before or on the due date as displayed on your bill and notify us immediately of any change of address and/or ownership of the property for billing purposes.
- Promptly report service problems or faults to us
- If you are absent from your premises on collection day or a visitor to the area, respectively take your refuse to the nearest waste handling facility or place it in the refuse containers for this purpose if such are supplied in your area.

ENTRY TO YOUR PREMISES:

- Only authorised officials of the Municipality or its service providers clearly identifiable as such may require entry to your property.
- We will give a consumer notice if an authorised official needs to gain entry to your property to do an inspection or an investigation and such person may request information as needed to perform his duties.
- An authorised official has the power of entry without prior notice in case of an emergency such as suspected environmental pollution.
- Where, in the opinion of the Municipality, the collection or removal of refuse is likely to result in damage to the premises or municipal property or injury to refuse collectors or any other person, the Municipality may suspend the service and require the owner or occupier to take measures to rectify the shortcomings where after the service will resume.

Littering and illegal dumping is not allowed and are offences that the perpetrator will be prosecuted for

- No person may drop, throw, deposit, spill, dump or discard in any other way litter or waste in a public place, or public road, private road a municipal or private drain, any land, a vacant erf, ~~er~~ stream or any other places not made provision for in the By-law.
- The Municipality will provide sufficient receptacles in towns and other public places for littering not to take place.
- No owner or occupier of land may use his land or allow it to be used for unlawful dumping of waste.
- Protect your land because, if the Municipality must remove litter or waste from your land or premises, the person having control of the land will be held liable for the removal costs and rehabilitation of the environment.

CHAPTER 7

GOVERNMENT POLICIES AND DIRECTIVES

This chapter provides an overview of the government directives that the IDP is aligned to.

7.1 Global directives

7.1.1 Sustainable development goals

Agreed by the 193 Member States of the United Nations (UN) in September 2015, the proposed Agenda, entitled “Transforming Our World: 2030 Agenda for Sustainable Development,” consists of a Declaration, 17 Sustainable Development Goals and 169 targets, a section on means of implementation and renewed global partnership, and a framework for review and follow-up.

The Millennium Development Goals (MDGs), which produced the most successful anti-poverty movement in history, serve as a springboard for the new sustainable development agenda adopted by world leaders in September 2015.

The new agenda is people-centred, universal, transformative and integrated. It calls for action by all countries for all people over the next 15 years in five areas of critical importance: *people, planet, prosperity, peace and partnership*. The agenda recognises that ending poverty must go hand-in-hand with a plan that builds economic growth and addresses a range of social needs, while tackling climate change.



7.2 National directives

7.2.1 National development Plan (NDP)

National Development Plan (2012) – Calls for a decent standard of living for all communities by 2030.

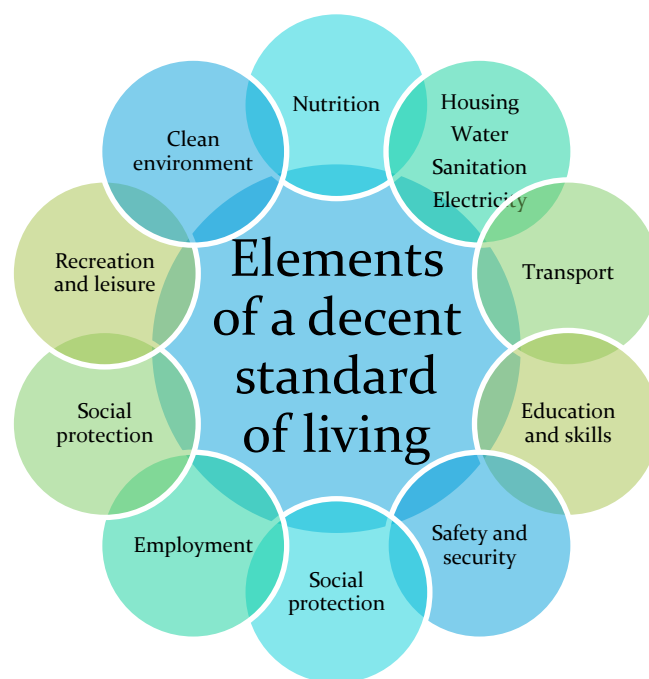


Figure 22: National Development Plan goals

IMPLEMENTING THE NDP

Medium Term Strategic Framework (MTSF)

The implementation of the NDP is being fast-tracked through the Medium-Term Strategic Framework, a five-year programme.

The Medium-Term Strategic Framework is government's five-year implementation plan of the NDP, covering the period 2019-2024 and has 7 priority outcomes. The outcomes cover the focus areas identified in the NDP and Government's electoral mandate.

The seven (7) priority areas of the 2019-2024 MTSF are:

Priority 1: A capable, ethical and developmental

state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world.

The MTSF's structure is therefore the following:

- 7 Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

The monitoring framework monitors the outcomes, indicators and targets towards the achievement of priorities and will be used to enhance and include other monitoring tools such as Frontline Monitoring, Citizen Based Monitoring, Izimbizo, Presidential Hotline amongst others.

7.2.2 Back to Basics (B2B approach)

The 'Back to Basics' approach for Local Government was introduced at a Presidential Local Government Summit held on 18 September 2014 at the Gallagher Estate in Midrand, Johannesburg.

The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right.

To monitor the implementation on the B2B approach each municipality in the Country is required to quarterly submit the performance monitoring and reporting template to COGTA on the work of municipalities as directed by the Back to Basics approach.

Overstrand Municipality submits the quarterly reporting template to the National Department of Cooperative Governance and Traditional Affairs (COGTA). The B2B reporting has since ceased due to its incorporation into the Circular 88 quarterly reporting to COGTA.

7.2.3 District Development Model (DDM) and One Plans

Announcing the **District-Based Development Model** during the State of the Nation Address in June 2019, President Ramaphosa said the approach would focus on the 44 districts and eight metros to speed up service delivery, ensuring that municipalities are properly supported and adequately resourced.

This joint work is expressed through the formulation and implementation of a **“One Plan” which is a long-term strategic framework guiding investment, service delivery and development** in relation to each of the district and metropolitan spaces.

According to the Presidency, a pattern of operating in silos was a challenge identified by government that led to lack of coherence in planning and implementation and made monitoring and oversight of government's programme difficult.

7.3 Provincial directives

7.3.1 Provincial strategic goals

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2019-2024 builds on the firm foundations that were put in place during the last two terms of office.

This vision is expressed in the five strategic priorities identified for 2019-2024, Vision-inspired Priorities.



Figure 23: Western Cape Provincial strategic goals, 2019 -2024

The Western Cape Provincial Government developed an economic recovery plan in response to the Covid-19 pandemic. This plan supports the

Provincial Strategic Plan (PSP) the Premier tabled at the opening of Parliament earlier this year (2020). The recovery plan focuses on three key areas; jobs, safety and wellbeing.

7.3.2 Western Cape Joint Planning Initiative (JPI's)

With the introduction of the District Development Model (DDM) approach by President Ramaphosa in the latter part of 2019 the Western Cape JPI's initiative ceased and is now incorporated into the Joint District and Metro Approach (JDMA).

7.3.3 Western Cape Joint District and Metro Approach (JDMA)

In the Western Cape, national government's District Development Model is implemented through the **Joint District and Metro Approach (JDMA)**.

The JDMA is a team-based approach in each district and the metro that will result in a single implementation and support plan. Each district and the metro will have a team that includes each local municipality, the district municipality, all provincial departments, and relevant national departments. The JDMA will speed up service delivery and organise support to strengthen the capacity of municipalities. It will ensure that government services respond to the needs that have been identified with local communities. A JDMA Integrated Implementation Plan will be developed for each district/ metro every year (Source: *Western Cape Strategic Plan, 2019-2024*).

The Overberg Joint District and Metro Approach (JDMA) is functional and championed by the Western Cape Department of Local Government. Furthermore, the Overberg District JDMA is administratively supported by the District Municipal Managers forum (DCF tech) and politically by the District Coordinating Forum (DCF) (comprising the Overberg Mayors).

The Municipal Interface Team (MIT) was constituted in the Overberg and consists of representatives from all municipalities, National and Provincial government departments, other stakeholders and are functioning effectively. Regular meetings are

taking place to ensure that projects maintain their momentum and implementation are monitored.

During an Overberg JDMA interface meeting at the start of 2024 a shift in focus to regional catalytic priorities were proposed. The suggestion will be presented to the Overberg DCF tech and DCF for approval.

7.4 District directives

The Overberg district executes its coordinating role through convening the District IDP Managers Forum and District IDP Representative/Public Participation (PP) Communication Forum meetings.

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES▶

7.5 Alignment of Global, National, Provincial and District directives

Table 66: Alignment of government initiatives

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|---|--|---|--|--|--|---|--|
| 1: End poverty in all its forms everywhere; 2: End hunger , achieve food security and improved nutrition and promote sustainable agriculture | Economy and Employment (chapter 3) Social protection (chapter 11) | Economic transformation and job creation Consolidating the social wage through reliable and quality basic services | Growth and jobs Empowering people | 1. Get the basics right 1.1 Ensure there is clean water and a sanitary environment for every community 1.2 Provide a hygienic environment to live and play 1.3 Give residents their power back 1.4 Create and maintain public spaces for all to enjoy 4. Bring jobs and investment to the local economy | To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy | The promotion of tourism, economic and social development | <ul style="list-style-type: none"> - Create temporary employment through the EPWP program. - Support the informal sector. - Indigent subsidies to qualifying households. - Entrepreneur development and support. - Promote early childhood development. - Want to support food security programmes. - Promote home food gardening i.e. one hectare per household. - Implement- Cost and Ease of doing business with Overstrand (1 of Mayors' 3 C's). |
| 3: Ensure healthy lives and promote well-being for all at all ages | Health care for all (chapter 10) | Education, skills and health | Safe and Cohesive communities | 1. Get the basics right 1.1 Ensure there is clean water and a | To ensure the well-being of all in the Overberg through the provision of efficient basic | The promotion of tourism, economic and social | <ul style="list-style-type: none"> - Roll out of an Employee Wellness programme. - Host sport events. |

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|--|--|---------------------------------|---|--|--|---|---|
| | | | Empowering people | sanitary environment for every community 1.2 Provide a hygienic environment to live and play 6. Adopt a holistic approach to keeping communities in good health | services and infrastructure | development , The provision and maintenance of municipal services | - Roll out of community cleaning projects engaging local service providers. |
| 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all | Improving education, training and innovation (chapter 9) | Education, skills and health | Empowering people Innovation and culture | | To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development | The promotion of tourism, economic and social development | - Developing youth focused support in partnership with the National Youth Development Agency (NYDA). - Development of strategies linked to projects for vulnerable groupings - (A special focus on ECD), pilot after school program; - Coordinate learnerships for skills development. |
| 5: Achieve gender equality and empower all women and girls | Social protection (chapter 11) | | Safe and cohesive communities Empowering people | 7. Govern in the interest of people | To ensure the well- being of all in the Overberg through the provision of efficient basic services and infrastructure | The promotion of tourism, economic and social development | Implement Municipal Employment Equity plan. Partake in 16 days of activism campaign. |

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|--|---|---|---|--|--|---|---|
| 6: Ensure availability and sustainable management of water and sanitation for all | Environmental sustainability and resilience (chapter 5) | Spatial integration, human settlements and local government | Growth and jobs Innovation and culture | 1. Get the basics right 1.1 Ensure there is clean water and a sanitary environment for every community 1.2 Provide a hygienic environment to live and play | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The provision and maintenance of municipal services | Effective Development of Municipal Infrastructure - Comprehensive Bulk infrastructure Master Plan (Water & Sanitation). Effective Management, Operation and Maintenance of Municipal Infrastructure. Continue to - Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries) - Water Services Development plan (including water loss management) |
| 7: Ensure access to affordable, reliable, sustainable and modern energy for all | Environmental sustainability and resilience (chapter 5) | Spatial integration, human settlements and local government | Growth and jobs Innovation and culture | 1. Get the basics right 1.3 Give residents their power back (Eskom loadshedding) | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The provision and maintenance of municipal services | Effective Development of Municipal Infrastructure - Electricity Master Plan Effective Management, Operation and Maintenance of Municipal Infrastructure - Continue to: Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries) |

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL National Development Plan (NDP) (2013) | NATIONAL Medium Term Strategic Framework (MTSF) (2019-2024) | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|--|---|---|---|--|--|---|---|
| 8: Promote sustained, inclusive and sustainable economic growth , full and productive employment and decent work for all | Economy and Employment (chapter 3) | Economic transformation and job creation Spatial integration, human settlements and local government | Growth and jobs Empowering people | 2. Build world class roads and public transport 4. Bring jobs and investment to the local economy | To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy | The promotion of tourism, economic and social development | <ul style="list-style-type: none"> - Creation of an environment conducive for LED. - Implement a contractor development programme - Promote and support entrepreneurship and innovation. - Capacity development programmes, mentoring and linkages to grow and develop business skills. - Promote Investment in high production sectors. - Implement the PPPFA regulations. - Commit to the process of Red Tape reduction for the ease of doing business. - Operating a walk-in centre to access information. - Implement- Cost and Ease of doing business with Overstrand (Mayors' 3 C's) |
| 9: Build resilient infrastructure , promote inclusive | Economic infrastructure (chapter 5) | Economic transformation | Growth and jobs | 2. Build world class roads and public | To ensure the well-being of all in the Overberg through | The provision and | <ul style="list-style-type: none"> - Municipality currently has no resources to provide external ICT infrastructure. |

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|--|--|---|--|--|---|--|---|
| and sustainable industrialization and foster innovation | | and job creation | Mobility and spatial transformation Innovation and culture | transport 4. Bring jobs and investment to the local economy | the provision of efficient basic services and infrastructure | maintenance of municipal services | |
| 10: Reduce inequality within and among countries | Nation building and social cohesion (chapter 15) | Economic transformation and job creation A capable, ethical and developmental state A better Africa and world | Empowering people | 7. Govern in the interest of people | To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures | The promotion of tourism, economic and social development | <ul style="list-style-type: none"> - Promotion of BBBEE - Entrepreneurship development - Support of local service providers through SCM (Supply Chain Management) process - Skills training offered as part of the EPWP. - Engage SMMEs in productive work. |
| 11: Make cities and human settlements inclusive, safe, resilient and sustainable | Building safer communities (chapter 12) | Spatial integration, human settlements and local government Social cohesion and safe communities | Mobility and spatial transformation Safe and cohesive communities | 3. Be tough on crime and tougher on causes of crime | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The creation and maintenance of a safe and healthy environment | <p>Effective public safety and disaster management:</p> <ul style="list-style-type: none"> - 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, and re-active disaster response and |

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| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|--|---|--|---|--|--|--|--|
| | | | | | | | mitigation phases Implement- Crime Prevention & Law Enforcement (Mayors' 3 C's). |
| | Transforming Human Settlements (chapter 8) | | | 2. Collaborate for sustainable housing | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The promotion of tourism, economic and social development | Development of sustainable human settlements: - Update and implement the five-year housing master plan. |
| 12: Ensure sustainable consumption and production patterns | Environmental sustainability and resilience (chapter 5) | A capable, ethical and developmental state | Innovation and culture | | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | | Performance Management System in place; Monitor performance of contractors (contract management). |
| 13: Take urgent action to combat climate change and its impacts | Environmental sustainability and resilience (chapter 5) | A capable, ethical and developmental state | Safe and cohesive communities Innovation and culture Mobility and spatial integration | 3. Adopt a holistic approach to keeping communities in good health | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The creation and maintenance of a safe and healthy environment | Promote and support recycling Diversify water sources Implementation of Overstrand's Small Scale Embedded Generation Guidelines Develop a Climate Change response strategy |
| 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development (Life below water) | Environmental sustainability and resilience (chapter 5) | A capable, ethical and developmental state | Growth and jobs | 6. Adopt a holistic approach to keeping communities in good health | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The creation and maintenance of a safe and healthy environment | Promote and support recycling |

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| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|---|---|--|--|--|---|---|---|
| 15: Protect, restore and promote sustainable use of terrestrial ecosystems , sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (Life on land) | Environmental sustainability and resilience (chapter 5) | A capable, ethical and developmental state | Safe and cohesive communities | 6. Adopt a holistic approach to keeping communities in good health | To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure | The creation and maintenance of a safe and healthy environment | <p>Effective Environmental Management</p> <ul style="list-style-type: none"> - Implement the Environmental Management Overlay Plan <p>Effective Fire and Disaster Management</p> <p>Implement the Fire and Disaster Management Plan Develop and implement the Fire and Disaster Management Policy</p> |
| 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels | Nation building and social cohesion (Chapter 15) | Social cohesion and safe communities A capable, ethical and developmental state | Safe and cohesive communities | 7. Govern in the interest of people | To attain and maintain financial viability and sustainability by executing accounting services in accordance with National policy and guidelines To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures | The provision of democratic, accountable and ethical governance | <p>Sound municipal administration / institutional development</p> <ul style="list-style-type: none"> - Legal compliance and governance structures - Clean administration. <p>Encourage structured community participation in the matters of the municipality</p> <ul style="list-style-type: none"> - Public participation policy developed - Ward committee rules developed and reviewed as needed. <p>Implement – Communication (Mayors' 3 C's)</p> |
| | Building a capable and developmental state (Chapter 13) | | | | | | |
| | Fighting corruption (chapter 14) | | | | | | |

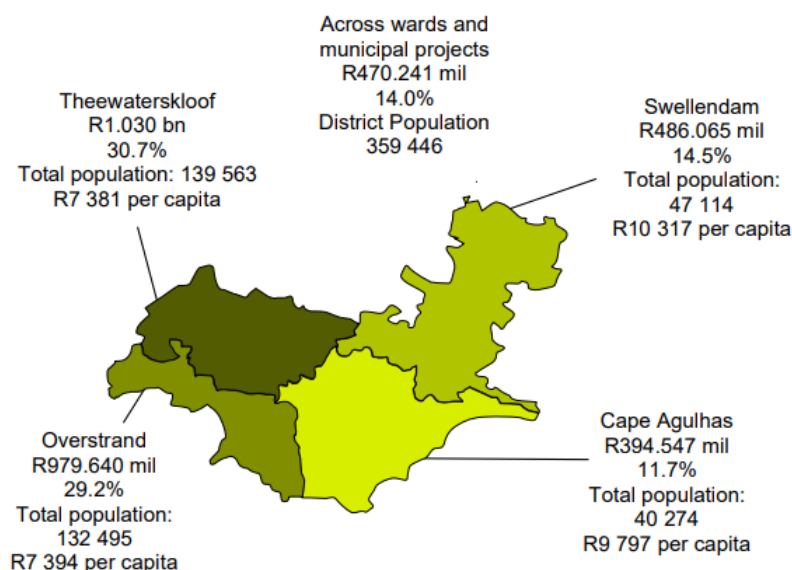
▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| GLOBAL Sustainable Development Goals (SDG's) | NATIONAL | | PROVINCIAL WC Strategic Plan 2019-2024 | <u>2021/2026 Local Government Term: "Political" guidance</u> | DISTRICT Overberg District Municipality IDP objective 2022/2027 | LOCAL Overstrand Municipality IDP objective 2022/2027 | Municipal response (Actions) |
|---|--|---|---|--|---|--|---|
| 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development | South Africa in the region and the world (chapter 7) | A capable, ethical and developmental state A better Africa and World | Innovation and culture | 7. Govern in the interest of people | To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures | The encouragement of structured community participation in the matters of the municipality | Effective co-operative government within the Constitutional mandate Implement – Communication (1 of Mayors' 3 C's) |

7.6 Provincial Government departments investment footprint in Overstrand Municipal area

The Western Cape Government departments will be spending **R3.361 billion** or **(4.0 per cent)** of the **2024/25** provincial budget in the Overberg District.

Overberg District: Spatial distribution of **2024/25** Provincial budget in local municipal areas (R'000)



Source of population data used: Statistics SA (Census 2022)

Figure 32: Provincial government investment in the Overberg district, 2024/25

Source: Western Cape Government, Overview of Provincial Revenue and Expenditure, 2024

As per figure 32 above, in **2024/25** the provincial spending in the **Overstrand Municipal area** will amount to **R979 640 million** and it represents **29.2 per cent** of the total provincial government spending in the Overberg District for the said period.

The outer year provincial government allocations to Overstrand Municipality amounts to **R 784 727 million** in **2025/26** and **R 635 508 million** in **2026/27** respectively.

Over the **2024/25** MTEF period (**2024/25 – 2026/27**) a total of **R 2 399 billion** will be spent by the Western Cape provincial government in the Overstrand municipal area.

Estimated public expenditure on infrastructure over the MTEF (2024/25 – 2026/27)

For Overstrand Municipality the planned infrastructure investment over the three-year MTEF period amounts to **R 660 609 million** (Source: Western Cape Provincial Infrastructure Reporting Model 9IRM) as of 18 March 2024).

Note: Your attention is drawn to the fact that the infrastructure projects and related capital projects are in various different stages of implementation, with some being in the planning phase, others in implementation with construction happening, and some are in the process of being finalized and

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therefore in the 'close-out' phase. The information may be subject to change, depending on fiscal constraints and the availability of resources.

Summary of Planned and Funded Provincial Infrastructure Projects & Programmes in the Overstrand Municipality for the MTEF period 2024/25 – 2026/27:

| Sector | No of Projects | Value of Infrastructure Projects & Programmes (R'000) | | | | | | Grand Total |
|--------------------|----------------|---|-------------------------|--------------------------------|--------------------|---|-------------------------|----------------|
| | | Infrastructure Transfers - Capital | Maintenance and Repairs | New or Replaced Infrastructure | Non-Infrastructure | Rehabilitation, Renovations & Refurbishment | Upgrading and Additions | |
| CapeNature | 2 | 0 | 0 | 0 | 0 | 0 | 2 500 | 2 500 |
| Education | 1 | 0 | 0 | 10 000 | 0 | 0 | 0 | 10 000 |
| Health | 4 | 0 | 0 | 0 | 1 000 | 0 | 1 955 | 2 955 |
| Human Settlements | 10 | 195 758 | 0 | 0 | 0 | 0 | 0 | 195 758 |
| Transport | 9 | 0 | 54 730 | 0 | 0 | 362 666 | 32 000 | 449 396 |
| Grand Total | 26 | 195 758 | 54 730 | 10 000 | 1 000 | 362 666 | 36 455 | 660 609 |

Table 67: Summary – Provincial infrastructure projects in Overstrand Municipality over MTEF period 2024/25 – 2026/27

List of funded Provincial Infrastructure Investment Projects and Programmes in the Overstrand Municipality for the MTEF period 2024/25 – 2026/27

| Department | Project / Programme Name | Source of Funding | Nature of investment | Total Project Cost | Total Expenditure to date from previous years | Main appropriation (24/25) | Main appropriation (25/26) | Main appropriation (26/27) | Total MTEF |
|---|---------------------------------------|------------------------------------|---|--------------------|---|----------------------------|----------------------------|----------------------------|-------------|
| Department of Environmental Affairs & development Planning (DEA&DP) | Kogelberg Solar upgrade (Cape Nature) | Equitable Share | Upgrading and Additions | 1 500 000 | 0 | 1 500 000 | 0 | 0 | 1 500 000 |
| Department of Infrastructure (Dol) | C1000 Hermanus-Gansbaai | Equitable Share | Rehabilitation, Renovations & Refurbishment | 780 000 000 | 131 610 000 | 165 000 000 | 0 | 4 000 000 | 169 000 000 |
| Department of Infrastructure (Dol) | C1000 PRMG Stanford-Gansbaai | Provincial Roads Maintenance Grant | Rehabilitation, Renovations & Refurbishment | 300 000 000 | 83 193 000 | 50 000 000 | 30 000 000 | 0 | 80 000 000 |
| Department of Infrastructure (Dol) | C1270.7 Tesselaarsdal | Other | Maintenance and Repairs | 18 000 000 | 0 | 18 000 000 | 0 | 0 | 18 000 000 |
| Department of Infrastructure (Dol) | C1271.3 Botrivier Area | Other | Maintenance and Repairs | 7 500 000 | 0 | 7 500 000 | 0 | 0 | 7 500 000 |
| Department of Infrastructure (Dol) | C1271.7 Papiessvlei | Other | Maintenance and Repairs | 29 230 000 | 0 | 29 230 000 | 0 | 0 | 29 230 000 |
| Department of Infrastructure (Dol) | C838.6 Caledon-Sandbaai | Equitable Share | Rehabilitation, Renovations & Refurbishment | 230 000 000 | 198 499 000 | 20 000 000 | 4 000 000 | 0 | 24 000 000 |

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| Department | Project / Programme Name | Source of Funding | Nature of investment | Total Project Cost | Total Expenditure to date from previous years | Main appropriation (24/25) | Main appropriation (25/26) | Main appropriation (26/27) | Total MTEF |
|---|---|--|---|--------------------|---|----------------------------|----------------------------|----------------------------|------------|
| Department of Infrastructure (Dol) | C838.7 Hemel en Aarde | Equitable Share | Rehabilitation, Renovations & Refurbishment | 1 000 000 | 0 | 1 000 000 | 0 | 0 | 1 000 000 |
| Department of Infrastructure (Dol) | C838.7 Hemel en Aarde | Asset Finance Reserve | Rehabilitation, Renovations & Refurbishment | 100 000 000 | 1 684 000 | 0 | 88 666 000 | 0 | 88 666 000 |
| Department of Health & Wellness (DoH&W) | Hermanus - Hermanus Hospital - HT - General maintenance (Alpha) | Health Facility Revitalisation Grant | Non-Infrastructure | 2 000 000 | 0 | 0 | 0 | 1 000 000 | 1 000 000 |
| Department of Health & Wellness (DoH&W) | Gansbaai - Gansbaai Clinic - Upgrade and Additions (Alpha) | Health Facility Revitalisation Grant | Upgrading and Additions | 34 271 960 | 41 302 877 | 1 897 000 | 0 | 0 | 1 897 000 |
| Department of Health & Wellness (DoH&W) | Hawston - Hawston Clinic - Upgrade and Additions (Alpha) | Health Facility Revitalisation Grant | Upgrading and Additions | 30 000 000 | 0 | 0 | 0 | 50 000 | 50 000 |
| Department of Health & Wellness (DoH&W) | Hermanus - Hermanus Hospital - New Acute Psychiatric Ward | Health Facility Revitalisation Grant | Upgrading and Additions | 3 700 000 | 4 122 809 | 8 000 | 0 | 0 | 8 000 |
| Department of Infrastructure (Dol) | Gansbaai Blompark (539) Top structures (Balance of) Transfer @R325) | Human Settlements Development Grant | Infrastructure Transfers - Capital | 33 000 000 | 0 | 31 525 000 | 309 000 | 0 | 31 834 000 |
| Department of Infrastructure (Dol) | Gansbaai Masakhane (296 of 1569) | Human Settlements Development Grant | Infrastructure Transfers - Capital | 500 000 | 0 | 385 000 | 0 | 0 | 385 000 |
| Department of Infrastructure (Dol) | Hermanus Mount Pleasant Infills 102 of 215 +102 | Human Settlements Development Grant | Infrastructure Transfers - Capital | 7 000 000 | 0 | 4 900 000 | 0 | 0 | 4 900 000 |
| Department of Infrastructure (Dol) | Gansbaai Masakhane (1184 of 1569) | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | 5 200 000 | 0 | 5 200 000 | 0 | 0 | 5 200 000 |
| Department of Infrastructure (Dol) | Gansbaai Masakhane (Wetcores) | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | 1 200 000 | 0 | 1 200 000 | 0 | 0 | 1 200 000 |
| Department of Infrastructure (Dol) | Kleinmond Overhills (882) | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | 3 000 000 | 0 | 1 029 000 | 0 | 1 000 000 | 2 029 000 |
| Department of Infrastructure (Dol) | Schulphoek (4000) (IBS) | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | 20 000 000 | 0 | 8 000 000 | 10 000 000 | 1 000 000 | 19 000 000 |
| Department of | Schulphoek (bulks) | Informal Settlements Upgrading | Infrastructure Transfers - Capital | 18 000 000 | 0 | 8 000 000 | 5 000 000 | 0 | 13 000 000 |

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

| Department | Project / Programme Name | Source of Funding | Nature of investment | Total Project Cost | Total Expenditure to date from previous years | Main appropriation (24/25) | Main appropriation (25/26) | Main appropriation (26/27) | Total MTEF |
|---|---|--|--|-----------------------|---|----------------------------------|----------------------------------|----------------------------------|--------------------|
| Infrastructure (Dol) | | Partnership Grant | | | | | | | |
| Department of Infrastructure (Dol) | Kleinmond 5 Infills (180) | Human Settlements Development Grant | Infrastructure Transfers - Capital | 9 500 000 | 0 | 8 00 000 | 0 | 8 000 000 | 8 800 000 |
| Department of Infrastructure (Dol) | Stanford West (783) (621 top structures) | Human Settlements Development Grant | Infrastructure Transfers - Capital | 109 000 000 | 0 | 52 500 000 | 46 410 000 | 10 500 000 | 109 410 000 |
| Education (WCED) | Fisherhaven JHS | Equitable Share | New or Replaced Infrastructure | 55 000 000 | 20 953 000 | 10 000 000 | 0 | 0 | 10 000 000 |
| Department of Infrastructure (Dol) | TR29/2 Nagwacht | Equitable Share | Upgrading and Additions | 32 000 000 | 0 | 0 | 32 000 000 | 0 | 32 000 000 |
| Department of Environmental Affairs & development Planning (DEA&DP) | Walker Bay Fishing Trail Gatehouse and Eco-loos (Cape Nature) | Equitable Share | Upgrading and Additions | 1 000 000 | 0 | 1 000 000 | 0 | 0 | 1 000 000 |
| GRAND TOTAL | | | | 1 831 601 960 | 481 364 686 | 418 674 000 | 216 385 000 | 25 550 000 | 660 609 000 |

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES▶

CHAPTER 8

OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES

A core component of an IDP is the inclusion and integration of the sector plans mentioned in section 26 (e-h) of the Municipal Systems Act (MSA). *(Refer to Chapters 9-12 of this IDP)*

In the revised IDP framework of COGTA (2012) these sector plans are grouped into two main categories, namely sector plans providing **overall development vision** of the municipality and sector plans that are **service oriented**.

a). Sector plans providing for the overall developmental vision of the municipality:

Most of these sector plans provide socio-economic vision and transformation - they are mandatory as required by the Municipal Systems Act. In terms of the MSA (Section 26) the following sector plans must be part of the IDP:

- Spatial Development Framework (SDF);
- Local Economic Development Plan (LED Plan);
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.

*The compulsory sector plans that must be included in the IDP in terms of section 26 (e -h) of the Municipal Systems Act **are discussed in Chapters 9-12 of this IDP.***

b). Sector plans provided for and regulated by sector specific legislation and policies:

Various national legislations and policies provide for the development of **service delivery related sector plans** to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan (WSDP);
- Integrated Waste Management Plan (IWMP);
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP);
- Sports and Recreation Plan, etc.

8.1 Overview of Sector and Operational Plans

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

| SECTOR PLAN/ OPERATIONAL PLAN | CURRENT STATUS | IMPLEMENTING DIRECTORATE | DUE FOR REVIEW |
|--|---|------------------------------------|---|
| Air Quality Management Plan | 1 st Adopted, May 2013 | Infrastructure & Planning | Review complete |
| Disaster Management Plan | Adopted | Protection Services | Reviewed annually |
| Electricity Master Plan | 1 st Adopted GB- 2005; HER – 2000; Kleinmond- 2000 | Infrastructure & Planning | Both reviewed in 2022 |
| Integrated Human Settlement Plan | 1 st Adopted, 2012 | Infrastructure & Planning | Reviewed annually |
| Integrated Waste Management Plan (IWMP) | 1 st Adopted, 28 May 2015 5 th Generation reviewed and approved by council 27 May 2020 | Infrastructure & Planning | 2024/25 |
| LED strategy | 1 st Adopted, 2007 | LED & Social Development & Tourism | Review in 2022/23 |
| Local Integrated Transport Plan (LITP) | 1 st Adopted, 2012 | Infrastructure & Planning | 2019/2020 Review still ongoing. |
| Long term financial plan | 1 st Adopted, May 2013 | Financial Services | Reviewed annually |
| Overstrand Provincial Sustainable Transport Plan (Overstrand PSTP) | Adopted by Council on 31 October 2018 | Infrastructure & Planning | No specific review date |
| Overstrand economic recovery plan | Adopted, 24 February 2021 | LED & Social Development & Tourism | 2022/23 |
| Pavement Management System | Updated February 2022 | Community Services | Reviewed every 2 years |
| Spatial Development Framework | 1 st Adopted, 2006 Updated & approved May 2020 | Infrastructure & Planning | Next review in 2025 |
| Storm water master plans | In place | Infrastructure & Planning | Every 5-years |
| Strategic Environmental Management Framework | 1 st Adopted, June 2014 | Infrastructure & Planning | Review complete |
| Water Services Development Plan (WSDP) | 1 st Adopted, May 2009. Latest review approved by Council in May 2022. | Infrastructure & Planning | Next review to be tabled in Council in May 2024 |

Table 68: Overview of Overstrand sector and operational plans, February 2024

Climate change considerations in sector/master plans

Summary – How Overstrand's current master planning include climate change considerations?

| Sector/Master plan | Climate change considerations |
|--------------------|--|
| AQMP | <p>The following goals are listed in the AQMP:</p> <ul style="list-style-type: none"> To ensure effective and consistent air quality management, linked to climate change response. |

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

| Sector/Master plan | Climate change considerations |
|--|---|
| | <ul style="list-style-type: none"> To engage with stakeholders to raise awareness with respect to air quality management and climate change response. <p>These goals forms part of the long-term planning, for the implementation of the AQMP.</p> |
| Electricity Master Plan | The new Master Plan includes a Grid Capacity Connection study which will assist Overstrand in determining where and at what capacity renewable energy can be accommodated onto our existing electricity network. |
| Integrated Human Settlement Plan | The planning and development of human settlements are informed by the strategic plans as adopted by the Municipality and linked to the strategies of the SDF which specifically incorporates climate change resilience strategies. |
| IWMP | Increase waste diversion through reuse, recovery and recycling. |
| Local ITP | One of the strategic objectives on the Overstrand Provincial Sustainable Transport Plan is to increase NMT and public transport patronage and mode share, along with technological advancements. This will help to reduce CO2 emissions, tackle climate change, and improve air quality. |
| SDF | <p>The SDF incorporates climate change resilience through scenario planning, development plans and strategies which include the mapping of areas requiring dedicated strategies to adapt to climate change and mitigate the impact of climate change. This is done through biodiversity plans and environmental overlay zones etc.</p> <p>Areas important for climate change resilience will require proper management and conservation through a range of mechanisms including land-use planning, environmental impact assessments, protected area expansion, and collaboration with industry sectors to minimize their spatial footprint and other impacts.</p> <p>The above principles have also been adopted as part of Overstrand Municipal Land Use Scheme as the Environmental and Heritage.</p> |
| SEMF | The EMF identifies process areas linking areas of natural vegetation, wetlands and watercourses. These process areas support not only current ecological processes, but also makes provision for evolutionary processes to continue. It is anticipated that adequate spatial provision for such processes could help local biodiversity to the advent of future climate change. |
| Storm water master plans | Stormwater master plans and systems has/will be developed in line with currently environmental legislation and must be compatible with cultural and scenic landscapes. It will not involve the conversion of high potential agricultural land or compromise ecosystems. |
| Water Services Development Plan (WSDP) | Climate change is discussed in the WSDP under the status quo and water resources sections. Water conservation and water demand management and diversification of water sources are key elements. |

This section will provide a high-level summary of the status of service-oriented sector plans to ensure the realisation of integrated development in the IDP:

8.2 Water Services Development Plan (WSDP)

Status

The first WSDP for Overstrand Municipality was approved by Council in May 2009.

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The latest version of the Overstrand WSDP was for 2022-2027 and was reviewed and approved by Council on 31 May 2022. The WSDP is currently being updated and will be submitted to Council for approval in May 2024.

- The overarching objective of the WSDP is to progressively plan and ensure efficient, affordable, economical, and sustainable access to water services to all residents, to promote economic development.

Critical issues addressed in the WSDP are:

| | |
|---|---|
| ▪ Administration | ▪ Water Resources Profile |
| ▪ Demographic Profile | ▪ Water Conservation and Demand Management Profile |
| ▪ Service Level Profile | ▪ Financial Profile |
| ▪ Socio Economic Background Profile | ▪ Institutional Arrangements Profile |
| ▪ Water Services Infrastructure Profile | ▪ Social and Customer Services Requirements Profile |
| ▪ Operation and Maintenance Profile | ▪ Needs Assessment |
| ▪ Associated Services Profile | |

Strategies to be implemented or recommendations from the WSDP for inclusion in the IDP are:

- The WSDP supports the overarching strategic goals of Overstrand Municipality, and all projects listed in the WSDP are therefore linked to a strategic goal of the municipality. The complete list of projects identified in the WSDP is included in the WSDP IDP Sector Input Report annexed to the IDP.
- The phased implementation of the Water

and Sewer Master Plans, the continuation and extension of the Water Conservation and Water Demand Management Programme, and the successful continuation of the long-term support contract for the operation and maintenance of bulk water services infrastructure are some of the main water services goals.

The Executive Summary of the latest WSDP or Water Services IDP Sector Input Report is available on the Overstrand Municipal Web Site under Strategic Documents.

8.3 Integrated Waste Management Plan (IWMP)

Status of the IWMP

The Overstrand 5th generation IWMP was adopted on 27 May 2020.

Extract from the 5th generation IWMP of May 2020:

The strategic objectives for integrated waste management in Overstrand Municipality can be summarized as follows:

- To ensure that Waste Management in the Overstrand Municipal Area complies with South African and International environmental standards so that it is beneficial to industrial and agricultural growth and the public's right to a clean and healthy environment.
- To minimize the entrance of material of value into the waste system.
- To reduce all waste so that nothing of value nor anything that can decompose, gets disposed.
- To store, dispose or treat all waste that cannot be avoided nor reduced at licensed facilities with regular operational and environmental monitoring and in accordance with regulatory requirements.

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For these strategic objectives to be met, a series of implementation instruments ([action plans](#)) will need to be implemented. The instruments are the following:

- Strengthened education, capacity and advocacy towards Integrated Waste Management;
- Improved integrated waste management planning and implementation for efficient waste services and infrastructure;
- Effective and efficient use of resources;
- Improved compliance with environmental regulatory framework.

The latest 5th generation IWMP is available on the Overstrand Municipality website, www.overstrand.gov.za/ strategic documents.

8.4 Integrated Transport Plan (ITP)

Status

The ITP was initially adopted in May 2012 and thereafter reviewed in May 2013. The 2019/20 review is in process. The Provincial Department of Transport and Transport Works is assisting municipalities to review their ITP's.

The 2019/20 review has been hampered by the COVID 19 pandemic and is still in process. A draft Overstrand LITP is in place.

Transport needs emanating from the ITP include:

- Increase of capacity for main transport routes into, through and around towns and villages;
- Provision of regular and safe public transport on all the routes, including upgraded public transport facilities for commuters;
- A solution to seasonal problems of congestion and parking at popular local tourist destinations;
- Provision of facilities for non-motorised transport and the disabled;
- Increased road rehabilitation and

maintenance.

Refer to Chapter 4, section 1.4. Roads, table for progress on the implementation of the ITP.

8.5 Integrated Human Settlement Plan

Status

Refer to the detailed Housing Master Plan discussion in Chapter 4 of this document.

8.6 Electricity Master Plan (EMP)

Status

The Electricity Master Plan is a planning document used to identify risks in the networks and aid in the planning and realizing of budgetary needs.

The first Electricity Master Plan for Gansbaai was compiled in 2005, Hermanus in 2000 and Kleinmond in 2000.

Gansbaai master plan with a period from 2022 to 2032 was updated in June 2022 with new cost estimates. The Hermanus and Kleinmond master plans were updated in June 2022 with a plan period of 2022 to 2032.

Critical issues addressed in EMP are:

- To make provision for future upgrades and improve networks.
- To comply with all relevant legislation.

Strategies to be implemented or recommendations from EMP for inclusion in IDP are:

- Implement the Electricity Master Plans over a 25-year period. Implementation will be dictated by budget allocations.

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8.7 Strategic Environmental Management Framework (SEMF)

Status

The SEMF was approved in June 2014, with the Integrated Development Framework (IDF).

Purpose

The SEMF was initiated to guide the future planning of the Overstrand region, to strive towards attaining sustainable development. The SEMF is an attachment to the Integrated Development Framework (IDF) Towards 2050 document that has been developed for the Overstrand Municipal Area and informs, inter alia, the policies and associated implementation mechanisms contained therein.

The primary purpose of the SEMF is to inform decision-making by officials regarding development and land-use applications in the geographic area to which the SEMF applies.

In summary, the SEMF is aimed at providing information that can be used by the authorities to support them in making informed decisions that will take development in the “right direction.” The idea is to find the best possible match between protecting natural and cultural resources (i.e., preventing their loss or degradation), whilst addressing the need for development to address pressing social needs, such as housing provision and poverty.

SEMF Implementation

The SEMF will be implemented by the Overstrand Local Municipality, with the support of the Overberg District Municipality, the DEA&DP and the DEA, in line with the IDP, SDF, and the Overstrand Towards 2050 IDF documents.

Review of the SEMF

The SEMF is to remain a live document that will need to be updated on a regular basis to ensure

that it remains relevant given the changing environmental and socio-economic conditions and availability of new information in the Municipal Area. Changes to the SEMF must be subject to a public participation process as determined by the EMF Regulations of 2010.

8.8 Air Quality Management Plan (AQMP)

Status

The AQMP for Overstrand Municipality was first adopted in May 2013. The plan was reviewed in the 2016/17 financial year and approved by Council on 31 May 2017 and again in 2022/23. **The next review will take place in 2027/28, unless new legislation requires earlier review.**

AQMP Implementation Plan

Timeframes

Short term (6 to 12 months)

The Environmental Section has two officials to manage and implement compliance of air quality matters in the Overstrand Region. Currently the section can only react on complaints from the public. These complaint registers are forwarded to the Provincial Air Quality Forum on a monthly basis. The Air Quality Officer attends quarterly Air Quality Forum meetings.

Medium-term (1-2 years)

Appointment of a dedication official to deal with the management of Air Quality matters and the development of an air quality by-law. Appointment of an official to deal with the monitoring and compliance of Air quality matters.

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GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 1: Effective air quality management

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 2: Develop, implement and maintain an air quality management system

| TARGET | ACTIVITIES | TIMEFRAMES |
|---|--|-------------|
| Compilation of an emissions inventory for the Overstrand | Compile an emissions inventory of all industrial sources. | Medium term |
| Compilation of an emissions inventory for the Overstrand | Compile an inventory of all small boilers. | Long term |
| Establish an air quality monitoring agreement with District and Province. | Sign Service level agreements with District and Province to assist with air quality monitoring within the Overstrand municipal area. | Long term |

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 3: Establish a climate change response strategy

| TARGET | ACTIVITIES | TIMEFRAMES |
|---|---|------------|
| Compilation and implementation of a climate change response strategy. | To promote environmental best practices and cleaner development technologies amongst all stakeholders | Long term |
| Compilation and implementation of a climate | To reduce ozone depleting substances and | Long term |

| TARGET | ACTIVITIES | TIMEFRAMES |
|--|---|------------|
| To strengthen and build capacity in air quality management | Attend and facilitate training and development in air quality management to the staff of the Environmental Management Section | Continuous |
| TARGET | ACTIVITIES | TIMEFRAMES |
| change response strategy | greenhouse gas emissions, in line with national and international requirements. | |
| Compilation and implementation of a climate change response strategy | Establish an emission reduction strategy | Long term |

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 3: Establish an emissions reduction strategy

| TARGET | ACTIVITIES | TIMEFRAMES |
|-----------------|---|--------------------|
| Biomass burning | Liaise with fire services to assist in air pollution practices. | Medium – Long term |
| | Obtain information from Fire & Rescue Department with regards approved burning permits, location of veld fires and extent of areas burnt, in order to maintain and update a database. | Medium- Long term |
| Municipal Waste | Develop an emissions inventory of waste burning sources | Medium-Long term |

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES ▶

| TARGET | ACTIVITIES | TIMEFRAMES |
|-------------------------|--|------------------|
| treatment and Disposal. | (incinerators, sewage and waste water treatment works) | |
| | Ensure all operating incinerators are permitted. | Medium-Long term |
| | Maintain a current database of permitted and non-permitted landfill sites. | Medium-Long term |

GOAL 2: To engage with stakeholders to raise awareness with respect to air quality management and climate change response

OBJECTIVE 1: To promote co-operation amongst all spheres of Government, business, industry and civil society.

| TARGET | ACTIVITIES | TIMEFRAMES |
|---|--|-------------------|
| To strengthen and build capacity in air quality management. | Attend District Air Quality Officer's Forum to engage in air quality and climate change related matters. | Short term |
| To strengthen and build capacity in air quality management | Attend Provincial Air Quality Officer's Forum to engage in air quality and climate change related matters. | Short-Medium term |
| To strengthen and build capacity in air quality management | Attend National Air Quality Lekgotla to engage in air quality and climate change related matters. | Medium term |
| Provide a mechanism where air quality related complaints can be logged. | Establish and facilitate an air quality complaints register. | Continuous |
| Improve public awareness with issues related to air quality | Conduct and facilitate environmental | Continuous |

| TARGET | ACTIVITIES | TIMEFRAMES |
|--------------------------------|--|------------|
| management and climate change. | education sessions with civil society. | |

GOAL 3: To ensure effective and consistent air quality compliance monitoring & enforcement

OBJECTIVE 1: To improve air quality compliance monitoring and enforcement

| TARGET | ACTIVITIES | TIMEFRAMES |
|---|--|------------|
| Promulgation of an Air Quality by-law. | Compilation, approval and implementation of an air quality by-law for Overstrand Municipality. | Long term |
| Establish a compliance monitoring system. | Ensure that industries/small businesses adhere to air quality by-law. | Long term |

CHAPTER 9

LOCAL ECONOMIC DEVELOPMENT

STRATEGIC DIRECTION

2022/23 – 2026/27 IDP cycle

2024/25 Review

The Overstrand Municipality is one of the fastest growing population in the region and the Province. It comprises a relatively large population of 132 495 within the district's population of 359 446 in 2022.

The unemployment rate was impacted on positively by the significant role played by informal employment sector and was significantly reduced by the employment gains that kept a good check on unemployment.

The eco-systems, livelihoods and infrastructure are impacted on negatively by some environmental factors such as floods, rising temperatures, vegetation fires and the municipality need to give attention and plan for long term resilience. Sustained economic activities require uninterrupted passage to cater for the well-being of the people.

Economic growth indicates healthy signs since 2022 as measured by the Gross Domestic Product (GDP) buoyed by 3 prominent sectors of Manufacturing, Wholesale, retail trade, catering and accommodation, Finance, and business services.

In terms of the well-being, per capita GDP reflecting overall welfare was the lowest in the district at 79 109, Cape Agulhas Municipality at 114 345. On the other hand, it is important to note that not all residents share equally in the prosperity, as 59.81% of the population falls below the Upper Bound Poverty Line (UBPL).

Education in the area is a big concern and more collaborative efforts are needed to address challenges faced as evidenced by the low grade 10 – 12 retention rate of 74.3%, school dropout needs to be dealt with as it is critical to the future labour force of the municipality.

The direction going forward is to ensure a healthy economy for the Overstrand that can create sustainable jobs and shared wealth (**improved GDP per capita**) towards addressing the 3 triple challenges of unemployment, poverty and inequality experienced across the country. The efforts of the department are to ensure that access to information is gained by the local entrepreneurs and that compliance is understood for ease of doing business. The municipality recognises that for it to decisively deal with the red tape, certain steps need to be taken to improve communication with the business community and investors alike and scrutinize the legal environment that governs the manner in which investment and promotion of business rotation and expansion is kept into check.

The activities to be carried going forward will be based on the following:

- Focus on the supporting the Informal sector and improve compliance,
- Make use of economic data for strategic economic intelligence,
- Collaborate with the Private Sector on specific, measurable programmes.
- Promote Ease of doing business and investment promotion,
- Planning of economic spaces / infrastructure for trading,
- Facilitate and build partnerships with communities on high impact projects,
- Building entrepreneurial communities,
- Information dissemination and building of social capital.

1. LED mandate in Local Government

Local Economic Development (LED) gives local government, the private sector and the not-for-profit sector the opportunity to work together in finding ways of dealing with challenging socio-economic issues and build a sustainable economy. It aims to create jobs by growing the economy and in the process decrease poverty.

Local Government as the closest sphere to the people has a constitutional mandate to

undertake a developmental approach when implementing policies. Therefore, through LED local government can meet the basic needs of the people by establishing an environment (whether directly or indirectly) that will create jobs and alleviate poverty in a sustainable manner.

Maximum economic growth can be achieved by streamlining LED throughout the municipal efforts in service delivery.

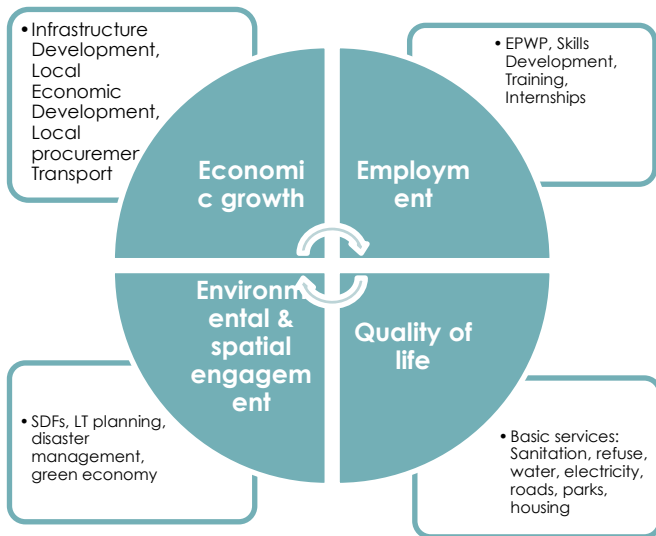


Figure 24: Municipal Levers

The Municipality uses the levers above to facilitate LED by engaging the Overstrand as a whole. Facilitation of LED should be comprehensive in nature.

2. Status of the local economy

In 2023 the economy of the Overstrand reported positive growth in the midst of not so shared growth and increase in people living below the Upper Bound Poverty Line (UBPL)

GDP contribution in the district

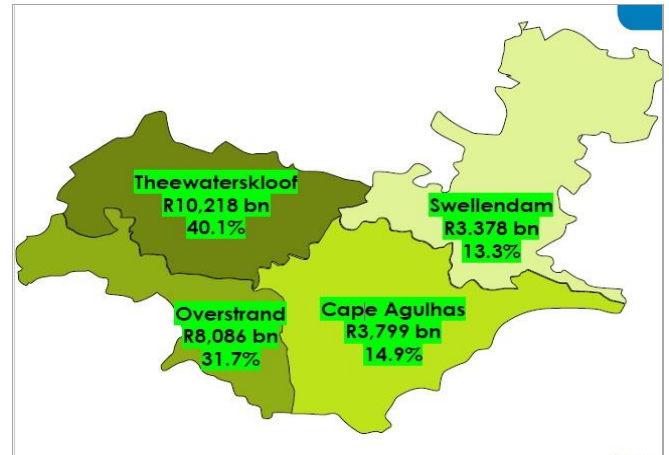
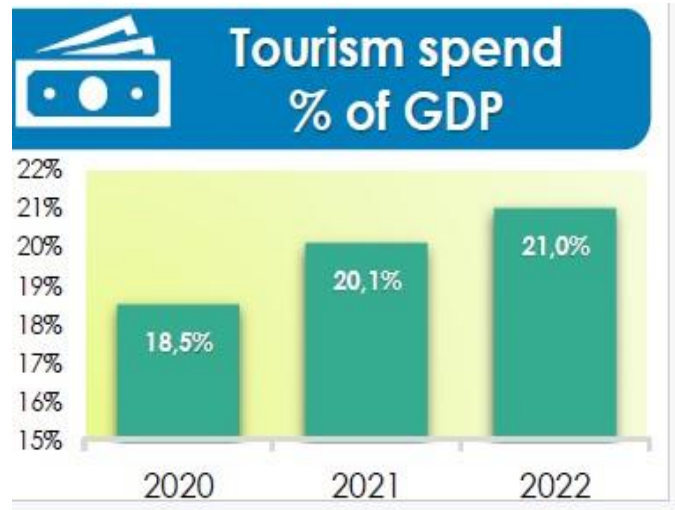


Figure 25: GDP contribution per B-mun's in Overberg District, 2023

The Overstrand is the second largest contributor in the district with the lowest per capita income in the district.

Trade, Manufacturing and Finance are the top performing sectors with double digit figures. There is strong indication that the Tourism industry plays a huge role in growth.

Overstrand is a popular destination for both local and international visitors with over 900 accommodation establishments and a host of international standards tourism products.



Generally, the economic health of the municipality is stable and healthy with no significant or major downturns. Inequality has improved largely due to efforts to build entrepreneurial communities and taking care of the informal economy. Increase in the population also play a key role in providing needed goods and services.

2.1 Formal Economy

Economic growth in the Overstrand municipal area is supported by the three top performing sectors i.e., Finance, Insurance, real estate and business services 29,3%, Wholesale and retail trade, catering and accommodation 17%, and Manufacturing 15% (2023). The Overstrand's economy can be regarded as healthy and diverse.



Quite a few sectors are expected to grow positively, and these are job creators such as manufacturing and some tourism industries. The municipality must work closely with growing sectors and support those that are struggling to ensure a fair balance towards recovery.

The sectoral contribution in the Overstrand municipal area followed a similar trend in 2011 and 2020 with the finance sector contributing 30.8 per cent in 2011 and 31.2 per cent in 2020. This was followed by the trade sector, which contributed 15.5 per cent in 2020, and the manufacturing sector, with a 13.9 per cent contribution in the same year. The large trade sector is comprised mostly of the tourism industry in the municipal area (MERO: 68: 2022-2023).

The major contributors to employment are mainly in the Tourism industry, significant of the area as a tourist destination, interesting to note, it not always the high GDPR contribution that signifies high employment.

The Overstrand sectors employment and skills base is majority semi-skilled followed by unskilled labour. There is a need to focus on skills development that matches the demand in the job market. The economy can best recover with a balanced view on skills development. The private sector must ensure appropriate and accredited skills development for staff, to retain jobs.

2.2 Informal Economy

The informal sector in South Africa and in particular the Overstrand holds significant importance in the country's and municipal economic, employment, and social development. Often overlooked, this sector has the potential to drive inclusive growth, reduce poverty, and contribute to a more equitable and sustainable society. Today the informal sector employs a substantial number of people and contributes significantly to the municipal GDP considering its informal nature. Importantly the informal sector acts as a small business incubator, allowing entrepreneurs to test ideas and build businesses.

Supporting the sector can lead to inclusive growth, poverty reduction and a more resilient economy, therefore it is crucial for overall development and prosperity.

Approach to the informal economy support will be:

- Compliance assistance (to regulate and ensure fair practise and compliance,
- Skills development and training to enhance and improve productivity and promote entrepreneurship,
- Market access and infrastructure to improve market access and suitable trading infrastructure and storage,
- Introduction of informal traders to supply chains,
- Research and data collection use of data for targeted interventions and policy development.

Supporting the informal sector requires a holistic approach that balances regulation, empowerment, and social protection. By doing so, the municipality can create an environment where informal

businesses thrive and contribute to the overall economy.

2.3 Main challenges in Overstrand

2.3.1 Unemployment

Unemployment rate is currently sitting at 21.5% and affects low skilled and informal workers who are more vulnerable to the negative economic impact.

2.3.2 Veld fires

The Overstrand is nestled within the richest biosphere of fynbos and is susceptible sporadic fires creating disaster and impacting on the flow of goods and services.

2.3.3 Load shedding impact on the local economy

The shortage of electricity has a negative impact on the local economy in terms of cost of doing business, damage to perishable goods, time on delivery of goods and services, communication breakdown, connectivity losses, cost of fuel for power generation etc. The strain on local business will impact negatively on consumers and unemployment.

The electricity crisis will intensify in the foreseeable future and the implications thereof will have a serve impact on SMMEs.

2.3.4 Floods and inclement weather patterns

This has potential to damage infrastructure and impact on the flow of goods and services.

2.3.5 Uncontrolled in migration and urbanisation

Zwelihle and Onrus areas have been impacted on negatively by urbanisation leaving very little space to promote quality of life and open to social ills.

GDPR SECTOR FORECAST – WHO WAS PREDICTED TO HAVE GROWTH POTENTIAL – TOP 5?

| RATING | SECTOR | FORECAST 2010 -2023 |
|--------|--|---------------------|
| 1 | Manufacturing | 8.4 |
| 2 | Transport, storage and communication | 6.0 |
| 3 | Wholesale and retail trade, catering and accommodation | 4.6 |
| 4 | Mining and quarrying | 4.3 |
| 5 | Finance, insurance, real estate and business services | 4.0 |

The above sectors must be supported to make meaning of the jobs now initiative/drive. According to the forecast, these sectors are set to have growth potential and must be harnessed in the recovery stages through a variety of levers.

EMPLOYMENT TO GDPR– WHO EMPLOYS THE MOST PEOPLE RELATIVE TO GDPR– TOP 4?

| RATING | SECTOR | CONTRIBUTION TO GDPR | CONTRIBUTION TO EMPLOYMENT |
|--------|--|----------------------|----------------------------|
| 1 | Wholesale and retail trade, catering & accommodation | 19.5% | 26.6% |
| 2 | Finance, insurance, real estate & business services | 23.7 | 17% |
| 3 | Community, social and personal services | 6.2% | 15.1% |
| 4 | Agricultures, forestry and fishing | 6.9% | 12.1% |

The drive to maintain jobs and bringing people back to productive work can be achieved through the sectors identified above with both growth potential and contribution to employment.

EMPLOYMENT– WHO EMPLOYS THE MOST UNSKILLED AND SEMI-SKILLED LABOUR PEOPLE RELATIVE TO GDPR– TOP 6?

| RATING | SECTOR | LOW-SKILLED | SEMI-SKILLED |
|--------|--|-------------|--------------|
| 1 | Agriculture, forestry and fishing | 46.5% | 46.2% |
| 2 | Manufacturing | 29.5% | 57.6% |
| 3 | Construction | 28% | 62.6% |
| 4 | Mining & quarrying | 27.3% | 54.5% |
| 5 | Wholesale & retail trade, catering and accommodation | 24.1% | 57.3% |
| 6 | Electricity, gas & water | 24.1% | 57% |

With targeted skills development initiatives, a gradual progression towards low-skilled to other levels can be achieved within the above sectors. The inclination is that the economy currently caters for semi-skilled workers due to its Tourism inclination.

3. Municipal response

3.1 Economic Growth Strategy

The principle and strategic focus are integrated in the growth management plans in line with the Spatial Development Framework (SDF). The Municipality rates amongst the highest (top 5) in terms of growth potential making it a sort after investment destination.

- a) Digitisation – promote Wi-Fi hotspots,
- b) Recruit businesses through promotion of investment,
- c) Entrepreneurial training,
- d) Clustering,
- e) Retention and expansion,
- f) Ease of doing business (Red tape reduction)
- g) Job creation / skills development,

3.2 Overstrand Municipal economic response plan to the COVID-19 pandemic

Current status:

The recovery plan was first discussed with Councilors in a workshop then put through the Portfolio committees and then to the MAYCO for approval in February 2021.

Short and long term

The strategies mainly focus of stimulating the economy by supporting entrepreneurial efforts and bringing back people to work so as to nudge the economy forward.

The implementation of the strategy is a combined effort by all directorates within the municipality. Currently the municipality created over 1500 jobs and provided over 400 permits to the *Informal Sector*. The focus of the plan is to create an environment in an unusual situation for ease of doing business.

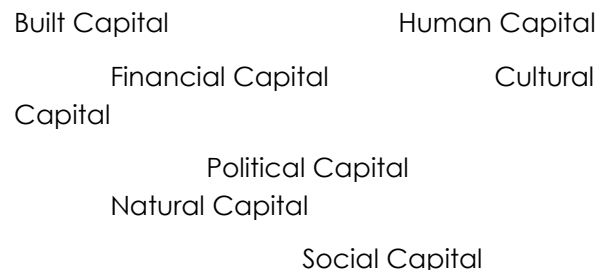
Destination Marketing to ensure that the tourism products remain in business all the time.

Linkage between current LED strategy and the municipal economic recovery plan?

The recovery strategy drive in a not so usual way the implementation of LED strategies and provides relief to local businesses to continue growing the local economy. It is recommended that the Municipality continues with relief practices going forward.

3.3 Municipal economic recovery plan strategies

The creation of jobs will be implemented in consideration of the availability of funding (new and existing resources) including outside resources from the Private Sector and other spheres of government. The following capitals create a conducive environment to explore to the municipal advantage:



The Overstrand municipal area's trade surplus continually increased between 2011 and 2021, with all the sectors recording a trade surplus during the period under review. In 2021, the municipal area realised a trade surplus higher than in 2020. The agriculture and manufacturing sectors continued to be the main drivers of the municipal area's positive trade balance in 2021, accounting for 51.9 per cent and 46.7 per cent of the municipal area's sector is also a main source of imports, accounting for 92.7 per cent of the municipal area's imports in 2021.

(Overberg District MERO 87 :2022-2023)

The First Step is to Improve and Expand on Public Employment Programmes (Pep's) what are the indicators – improving District Meetings, Tools used to monitor etc.

- Increased Job opportunities (EPWP)
- Expand and maintain the Community Works Programme (CWP)
- Quarterly District meetings on best practises
- Electronic database easy to track beneficiaries' employment status.
- Improve on existing business plan and increase grant and allocation on municipal projects shall include opportunities created through the procurement process by specifying local labour requirement including Contractor Development through sub-contracting;
- Community Works Programme currently accommodate more than 400 active participants – half site and working towards full site (100 participants).

The municipality shall proactively lobby other spheres of Government at Provincial and National level with EPWP budget to implement work opportunities which the municipality shall co-ordinate and manage on behalf (the municipality shall consider the availability of PPEs for outside workers and workspaces and other tools of trade for office based workers);

Long Term Strategies to address recovery challenges:

| Strategy | Description | Deliverables |
|--------------------|---|---|
| Eco-Tourism | To build cultural and environment awareness and to minimise the impact of tourism on the environment and to create employment opportunities for the local people. | <ul style="list-style-type: none"> • Municipalities to work together with Cape Nature to market the Kogelberg Biosphere Reserve; • Develop electronic and printable maps of routes of adventure trails (drawing on local technology such as the SOS mobile app as used in (Grabouw and Oak Valley); • Engage with SANParks, Cape |

| Strategy | Description | Deliverables |
|-------------------------|--|---|
| | | <ul style="list-style-type: none"> • Nature and landowners to buy-in for routes; • Roll out signage along routes (drawing lessons from Greyton MTB and hiking route experience) |
| Agri-Tourism | To grow the touring of agricultural areas in the Overberg | <ul style="list-style-type: none"> • Get farms to develop and better their tourism offerings; • Municipality to make liquor licenses applications easy for wine farms so that they can offer more tourism products such as wine tasting; |
| Growth Potential | To match the growth potential of the region to the future growth possibilities | <ul style="list-style-type: none"> • Impact on human, physical capital; • Acquisition of future skill and health of the people; • Access to public goods; • Capacity of communities and economies to sustain future negative. |

Table 69: Overstrand Economic response plan, Long term strategies

Short Term Strategies:

| Strategies | Description | Activities |
|----------------------|--|--|
| Communication | The roll out of the proposed activities will be communicated positively throughout, in building hope and lasting relationships throughout. | <ul style="list-style-type: none"> • Stories of hope • Profiling of local businesses; • Amplifying Municipal work (infrastructure projects completed; tenders awarded and capital budget implementation); • Positive stories from the community; • Life and best practices in the townships including life; |

| Strategies | Description | Activities |
|--|---|--|
| | | <ul style="list-style-type: none"> • Invite other spheres of government in implementation of the plan |
| Destination connect | No Boundary approach to tourism ensuring a coordinated and seamless exploration of the District with a view of increasing the number of bed nights spent in the region. | <ul style="list-style-type: none"> • Promote and develop a Culinary Restaurant Route of the Overberg. (offer packages that are not time specific); • Compile events and festivals calendar; • Profile Home of stars and celebrities as ambassadors; • What to do (places to visit); • Route development in partnership with private Sector; • Agro-tourism routes – agro-tourism establishments and expansion; |
| Mayoral/ Executives business visits | Towards a business retention approach to encourage local business to strive and the creation of a conducive environment for ease of doing business. | <ul style="list-style-type: none"> • Itinerary for business visits; • Dialogues with key product owners (tourism etc.); • No of issues affecting local businesses resolved; • Virtual platform meetings with businesses outside CBD. |
| Branding and product development | To create a unified marketing exercise and approach for the Overstrand with one brand. | <ul style="list-style-type: none"> • Improve signage; • Revamp Cape Country unified tourism information service (marketing each node or town individually. • Strengthen Local Tourism Offices. |
| Maximise events hosting for tourism development | Attract more sustainable events and reintroduce funding of | <ul style="list-style-type: none"> • Develop events strategy with complementary measures for easier applications |

| Strategies | Description | Activities |
|--|--|--|
| | festivals as key to attracting visitors in the area | <ul style="list-style-type: none"> • and streamlined municipal support. • Lobby Wesgro for financial support. |
| Support Local Tourism Organizations (LTO's) | To act as a link between businesses and municipality and alignment with health protocols. | <ul style="list-style-type: none"> • The Overstrand will assist existing LTO's with governance and administrative support, • Adhere with post COVID 19 requirements; • Develop marketing and PR tools to attract visitors and; |
| Emerging Farmer support | Equip farmers with skills and equipment through rescue packages. | <ul style="list-style-type: none"> • Identify all new and existing small farmers; • Link with support agencies and stakeholders; • Provide land for food gardens and support households with food garden start-up kits. |
| SMME support | Provide support to SMME's to comply and assistance for financial support through rescue plans. | <ul style="list-style-type: none"> • Establishment of SMME support programme; • Mobilise enterprise development support agencies and stakeholders; • Facilitate access to rescue packages and other relevant support • Keep an updated SMME database and provide permits to trade, • Refugee economic support programme and support to comply, • Collaborate with Home Affairs to confirm correctness of documentation |

| Strategies | Description | Activities |
|------------------------------------|---|---|
| Informal sector development | Support informal sector and promote informal economy linkages with the formal economy. | <ul style="list-style-type: none"> • Audit informal trading sector in the Overstrand; • Mobilize and formalise the sector to measure the size and locate the relevant players; • Partner in infrastructure development and other investment opportunities; • Provide support programmes to informal traders and emerging contractor/service provider; • Establish informal trading associations and support the existing structures representing informal traders; |
| Job creation | Effective implementation of Public Employment Programmes in partnership with other spheres of government and promote creation of job opportunities by the private sector. | <ul style="list-style-type: none"> • Assess the number of jobs created per specific area of opportunity; • Type of jobs created and who benefited from them; • Matching skills need and those available in the local workforce; • Facilitate creation of jobs through the implementation of capital projects and intensify EPWP and CWP gains; • Partner with companies for the establishment of a job placement centre to be able to quickly identify and fill jobs where there is a need; • Explore national and provincial programmes on job |

| Strategies | Description | Activities |
|---|---|--|
| | | incentive scheme that can be partnered with the private sector. |
| Boost Economic Activity | Identify and take advantage of value chains. | <ul style="list-style-type: none"> • Focus on the economic multiplier each intervention can deliver; • Local spend to increase the demand of goods and services and nudge the economy forward |
| Collaborate on SCM/LED business and enterprise development | Procure goods and services within a prescribed Enterprise Development Programme that support local Contractors and Service Providers as much as possible. | <ul style="list-style-type: none"> • Develop a District database; • Create a platform to share request for quotations and tenders; • Assess business opportunities / gaps in the district; |
| Ease of Doing Business and Reduction of Red Tape. | Identify areas and issues prohibiting ease of doing business for consideration and implementation by administrative departments. Identify areas of improvement and develop a scorecard to constantly review. | <ul style="list-style-type: none"> • Engage the Department of Small Business and DEDAT Red Tape Units to assist in: <ul style="list-style-type: none"> - setting up systems, - Identify ease of doing elements and scorecard and assist with implementation, - Report to the MM, Mayor and EMT on progress. |

Table 70: Overstrand Economic response plan – Short term strategies

4. Key programmes to address the economic development goals in the Overstrand

4.1 Stakeholder mobilization

A Healthy economy that improves the lives of the people cannot be attained by the Municipality only, the involvement of other stakeholders is critical and important. The promotion of working relations is critical to positive engagement more so working with organized formations.

The Job summit (September 2022) was aimed at looking at what the municipality need to focus on to ensure the creation of a conducive environment for a business to grow and in return create sustainable jobs. A joint approach to recruitment to ensure mitigation to immigration. The summit deliberated on skills development including what the private sector needs to better their productivity.

There was a renewed willingness between the private and public sector to further collaborate in the fight against unemployment and adopting common practices to grow the economy in the Overstrand Municipal Area:

- Adopt a common unemployment database that can be utilised by everyone.
- Skills audit.
- Employment of local residents as far as possible.

The Western Cape Growth for Jobs Strategy – draft for consultation, February 2023

The Overstrand share the same views as expressed in the draft document currently tabled for discussion. In pursuit of this strategy, the municipality held an investment conference (June 2022) presenting a high strategic process of available land with investment potential, this was well received by the private sector, a total of 12 identified pieces of land were put on tender to stimulate the economy and job creation. The Jobs Summit held in September 2022 agreed on the need to collaborate in the creation of a conducive environment for jobs to grow. A recruitment platform that can be used for all in mitigation on immigration and improve on skills to cater for productive needs of businesses.

"The Growth for Jobs Strategy is not the work of any one department. It is an 'all-of-government', 'all-of-society' strategy, requiring energy, commitment, and the allocation of resources from across government, the private sector and civil society to be successful". The Overstrand align itself with the proposed approach as espoused in the strategy-draft for consultation (February 2023).

4.2 Youth focus initiatives

Youth unemployment is becoming a concern for the municipality, about 35% of 18 000 are unemployed therefore addressing youth unemployment can assist in developing a solid investment into the Youth which can have a direct positive bearing on the current and future economic growth as well as skills retainment that ensures sustainable transformation.

An office space is set aside at the new LED premises to be used by young entrepreneurs as a Business Hub. The initiative is aimed at assisting young entrepreneurs with office equipment necessary to administrate their business. Computers with internet access including WiFi are provided to SMME's who which to do various things regarding their businesses, such as compliance, tender searches, registration of grants etc.

Hermanus Multi-purpose Centre

The centre is based at the New Harbour in Hermanus. The purpose of a Multi-Purpose Centre (MPC) aims to give the community access to the facility, to drive developmental programmes and social activities. The facility accommodates events and activities that seeks to empower local entrepreneurs, promote social cohesion, and enhance economic benefits for the community. The project model is combined entrepreneurship, entertainment, and trading space. Entertainment or leisure services are chosen by the young and old people themselves, together with information on State and Local services of interest and relevance to young and old people and the entire Overstrand Municipality communities at large. One of the most attractive features of the

multi-purpose centre is that it can work with young and old people across all levels of need from all walks of life.



Flame Programme, Presentation at the Hermanus Multi-Purpose Centre, 2022

4.3 Capacity building programme

SMMEs need information to make informed decisions to grow. The major gap identified within the ailing South African economy of which the Overstrand is a microcosm is that of skills shortage. If the economy has to grow it will be aided by a well-structured capacity building programme. The central objective is the strategic support of SMME's (encouraging the use of local resources in a manner that enhance economic opportunities). Focus on hard and soft skills to meet the demands of the economy.

4.4 Towards building communities in disadvantaged communities

These projects contain a detail and comprehensive scale of employment creation initiatives established to comprehend and contribute immensely to accomplishment of a positive socio-economic impact. On improving people's lives the department will embark on the following priority programmes:

- 4.4.1 Emerging Contractor Development Programme
- 4.4.2 Public employment programmes

(Expanded Public Works and Community Works Programme)

- 4.4.3 Supply Chain and LED collaboration,
- 4.4.4 Growing the Informal Economy
- 4.4.5 Community Based LED Projects
- 4.4.6 SMME Development and Entrepreneurship Empowerment Programme.
- 4.4.7 Compliance Management and analysis.

LED Supply Chain Management

The Municipality is the highest buyer of goods and services; therefore, the relationship makes sense in pursuing LED & SCM. SCM is one of the key levers for shared economic growth. The municipality will whenever the procurement of goods and services arises apply the constitutional imperatives governing supply chain management in terms of section 217 of the constitution in relation and alignment to section 152 and 153 of the constitution as well as the 2030 vision outlined in the national development plan.

Enabling the municipality to give effect to sections 152 and 153 of the constitution and in doing so:

- The Overstrand Municipality will explore all possible avenues of procurement strategies before any commitment for any procurement process will be authorized.
- The municipality will ensure that all envisaged expenditure after the budget has been approved will be populated in the various department's procurement plans.
- The LED department will together with the SCM department and user department agree on the proposed procurement strategy after an in depth analysis of the market forces was performed.

The Preferential Procurement Policy Framework Act (PPPFA) regulations have been declared unconstitutional and a new procurement bill is out for comments. Therefore, the Municipality updated its procurement policy in line with new provisions to take effect on the 16 January 2023.

Expanded Public Works Programme

The EPWP program is bearing fruit in terms of the marked drop of the unemployment rate in the Overstrand.

The unemployment rate increased from 2016 where it was at 19.1% to the current 23.1% (2021). Undeniably the EPWP public works program is playing a significant role in reducing the unemployment rate particularly through creation of Full Time Equivalent (FTE) employment opportunities.

Emerging Farmer Support

Emerging farmer support aims to support small scale/ subsistence farmers with commercial farming activities and encompasses crop and animal production activities. The initiative seeks to support emerging farmers with capacity building initiatives, information capital, opportunity assimilation, compliance, and policy direction, facilitate access to land interventions and acquisition thereof. The facilitation role is linked with major stakeholders ongoing support for emerging farmers such as the Western Cape Department of Agriculture through its district office and its stakeholders.

Crop Production

The right to food is enshrined in the South African Constitution. Section 27(1) (b) of the Constitution of the Republic of South Africa states that "everyone has the right to sufficient food and water" and Section (27) (b) emphasizes that "the State must formulate reasonable legislative efforts and take other measures within its available resources, to achieve the progressive realization of these rights." The right to food requires that food be available, accessible, and adequate for everyone without discrimination.

A call for expression of interest to community-based organizations and members of the community were advertised and following that a total of 2500 planter boxes with 12 seedlings each per box, were distributed in all disadvantaged communities. This was to mitigate shortage of food because of Covid 19.

Animal production

Subsistence farming in the Overstrand also includes animal production which can be characterized as one of the important sources to food security and income generation. Although it remains one of the economically challenging farming activities, its significance cannot be discounted. Some of the support provided resonates on capacity building initiatives, information capital, opportunity assimilation, compliance, policy direction, facilitate access to land interventions and acquisition thereof.

Status of Agri-parks

An **Agri-park (AP)** is a networked innovation system (Not only physical buildings located in single locations) of agro-production, processing, logistics, marketing, training and extension services, located in District Municipalities. As a network, it enables the growth of market-driven commodity value chains and contributes to the achievement of rural economic transformation (RETM).

The Overstrand Municipality a recognised historically fishing community with active fishing and Aquaculture activities as providers of major work opportunities, to take advantage of this sector within the context of AGRIPARKS the Overstrand Municipality is to establish an AQUA HUB. One of the components of an Agri-park is a **Farmer Production Support Unit (FPSU)**, which in the context of this Municipality will be a Fisher Production Support Unit.

Below is a model of an FPSU with its functions.



Figure 26: Farmer Production Support Unit (FPSU)

Hermanus Aqua – FPSU

The FPSU that was earmarked for the new harbour in Hermanus Land acquisition with Public Works is still a challenge.

A portion of Erf 248 Hermanus (Back of Port) has been identified as a potential site for the establishment of the FPSU infrastructure. The formal land availability agreements and necessary planning procedures have not been concluded (*Department of Rural Development and Land Reform (DRDLR), Overberg District Rural Development Plan, Summary March 2017*).

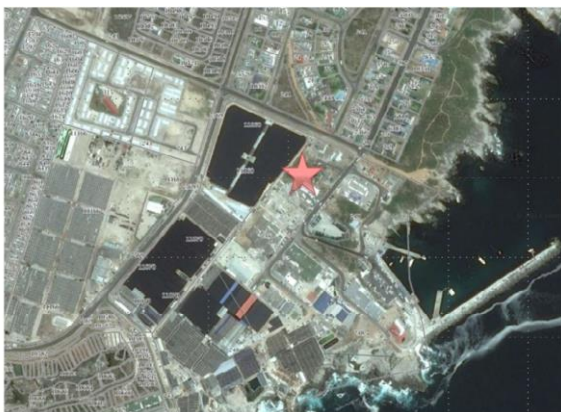


Figure 27: Preliminary FPSU site- Hermanus

Focus commodities

The Hermanus Aqua Farmer Production Support Unit will support fisher folk that catch wild abalone and fish.

Processing Opportunities

Once at sufficient production levels, the FPSU may include a multipurpose handling facility through phased modular expansion and increased functionality to maximise year-round use. These may include the following:

- Small abalone and fish handling and processing facility with cooling, freezing, drying and packing, dispatch of produce to processing facilities and the RUMC – 500m²
- Local market facility to sell produce locally – 50 m²
- Small meeting and internet facility – 100m².

Tourism and other opportunities

Individual and community-based enterprises to take up incentivised investment opportunity arising from the following:

- Revitalising of the harbour (i.e., improved access to land and infrastructure) through the Operation Phakisa port revitalisation programme.
- The Hermanus harbour being reserved for marine tourism purposes (i.e., fishing fleet being relocated to Gansbaai harbour), with increased opportunities for marine eco and adventure tourism (e.g. boat-based whale and dolphin watching, charter fishing, kayak trips, diving etc.) and support services (e.g. restaurants, seafood retail outlets).

The DRDLR has prioritised Agri-park implementation in Suurbaak, **Hermanus**, Struisbaai and Ariston for the 2017/18 financial year. Here the focus will be on the establishment of the necessary Farmer Production Support (FPSU) Infrastructure as well as support to emerging

farmers, fisher folk and the local community within the FPSU catchments. The Agri-parks programme is currently non-existent and has ceased to operate further guidelines and direction will be provided by the department responsible DRDLR to confirm any participation progress. This will therefore have a negative impact on the programme and projects defined below.

Hermanus FPSU projects

Table 71 deleted, there were no new initiatives supported since 2027/18. Refer to comment above regarding the programme currently being non-existent.

Agri-park commitments:

- Infrastructure Development over the 2018/19 and 2019/2020 financial years – R77 million;
- Equipment purchased for the cooperatives to the tune of R4.5 million comprising of a 4x4 bakkie, 2 fishing boats and office equipment.

Challenges of the Agri-park initiative are:

- No clear implementation strategy.
- Project approval process.
- Cumbersome and complicated reporting structure (changes new rules).
- Funding Model with slow procurement practices that retard the implementation.

5. Key projects

5.1 Proclaimed small fishing harbours

Strategies adopted by National Public Works through the Small Harbours Unit are expected to be implemented through operation Phakisa process in the 2019/20 (awards) financial year.

The development of small harbours for both Gansbaai as a fishing harbour and Hermanus for both fishing and tourism will make a positive impact throughout the Overstrand as indicated in the map below.

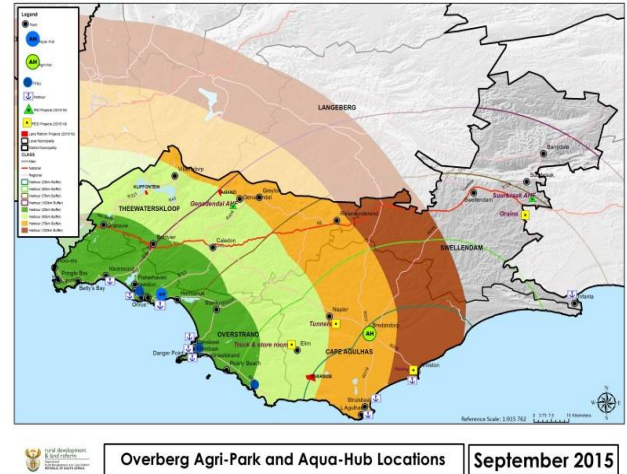


Figure 28: Overberg Agri-parks and hubs locations

The capital development injection for both harbours Gansbaai and Hermanus is complete. The strategy owned by the Department of Public Works is still relevant.

Gansbaai harbour is earmarked for development to the tune of R500 million as outlined in the Spatial Economic Development Framework (SEDF).

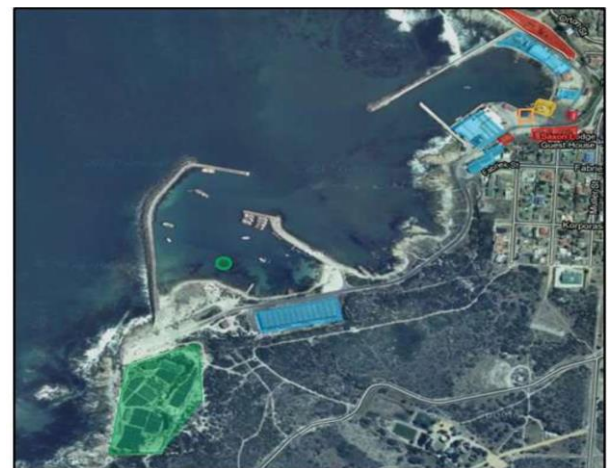


Figure 29: Map of the proposed Gansbaai harbour development

Hermanus New Harbour development phases as per SEDF financial structure is proposed as follows:

| IMPLEMENTATION PHASE | CAPITAL COST ESTIMATE (RM) | % |
|---|----------------------------|-------------|
| PHASE 1: 2015-2019 Short Term Improvements | R 121 384 250.00 | 45% |
| PHASE 2: 2020-2024 Intermediate Development | R 48 095 400.00 | 18% |
| PHASE 3: 2025-2029 - Ultimate Development | R 99 099 900.00 | 37% |
| TOTAL | R 268 579 550.00 | 100% |



Figure 30: Map of the proposed Hermanus harbour development

Progress as at 1 March 2018:

- The clearing of sunken boats is completed and currently busy with other infrastructure development programmes to improve services in harbours.
- Leasing and development is held back due to bureaucratic processes and lack of co-ordination between Public Works and the Department of Agriculture and Fisheries. (The work was carried out by the Department).

Challenges with the Small Harbours project are:

- Slow implementation processes that frustrates local businesses;
- Political climate resulting in changing of Ministers;
- No consideration of ease of doing business; and
- Environment that is not healthy for business.

State of Agriculture in Overstrand

This brief insertion is provided on request of the Western Cape Department of Agriculture.

The information was sourced from the Department of Agriculture, Western Cape Provincial Treasury and Statistics SA 2011 Census.

Contribution to local economic growth

The Agriculture, Forestry and Fishing sector comprised R268.1 million (or 6.4 per cent) of the Municipality's GDP in 2015. It displayed moderate growth of 1.8 per cent for the period 2005 - 2015, but growth has nevertheless slowed marginally in the post-recessionary period (the sector experienced a growth rate of 1.1 per cent over the period 2010 - 2015). This sector is the second smallest sector in Overstrand's local economy.

Agriculture, forestry and fishing employed 10.4 per cent of the Municipality's workforce in 2015. Employment growth over the period 2005 - 2015 has contracted by 0.9 per cent per annum on average. Employment picked up significantly after the recession and grew at a rate of 3.8 per cent per annum on average since 2010. On net employment, 663 jobs have been lost since 2005 - not all of the jobs lost prior to and during the recession have been recovered. The labour force in the primary sector is characterised by a relatively large proportion of low- and semi-skilled labour (*Western Cape Provincial Treasury, 2016 Socio-Economic profile*).

Agricultural production

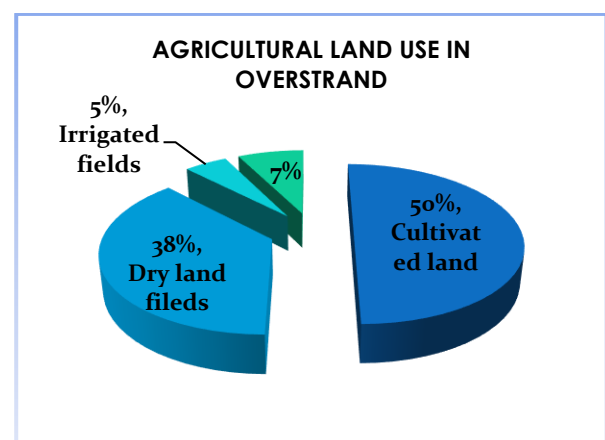


Figure 31: Agricultural land use in Overstrand

50% of the agricultural land in Overstrand is cultivated (*Provincial Department of Agriculture*).

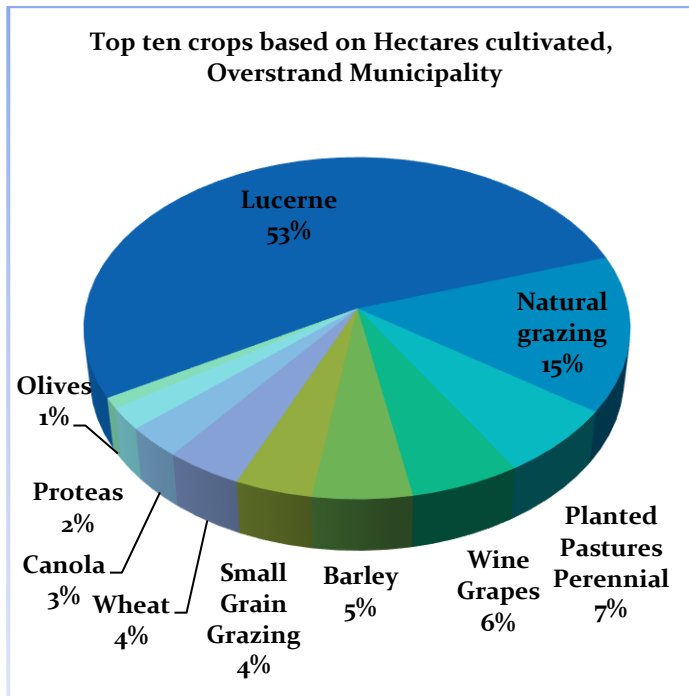


Figure 32: Top 10 crops cultivated in Overstrand

Lucerne, Natural grazing and planted pastures are the top three crops produced in the Overstrand Municipality.

Cattle, sheep and pigs are the top three livestock farmed with in Overstrand. (Note: Poultry farming is evident in Overstrand, although not reflected in the stats from Department of Agriculture)

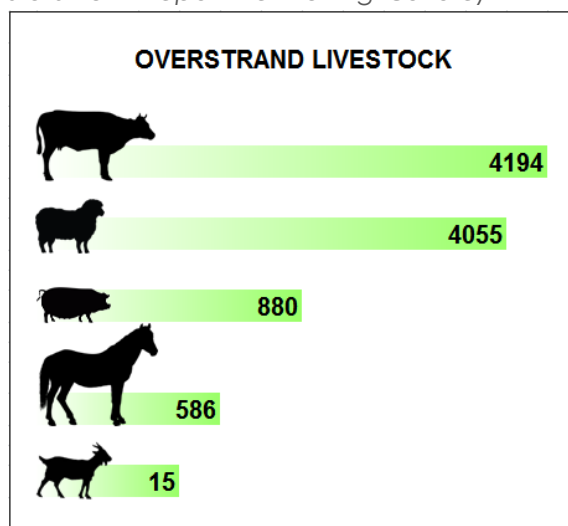


Figure 33: Top livestock in Overstrand

Tourism is a key economic driver in the Overstrand area. The info graph below reflects that

accommodation (61 establishments), restaurants (26), wine farms (26), hiking (22) and conference/function venues (17) are the top 5 agri-tourism activities in Overstrand.

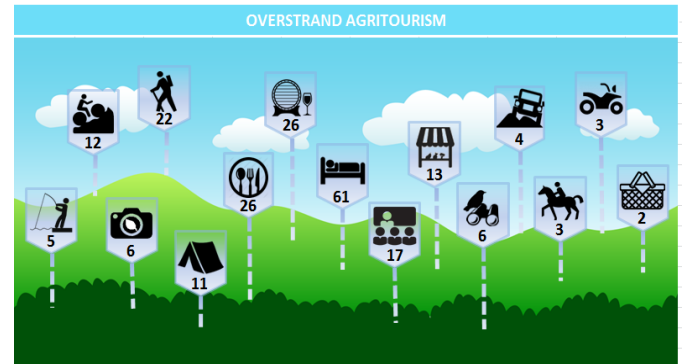


Figure 34: Agri-tourism activities in Overstrand

The number of agriculture households by **type of agricultural activity** in the Overstrand Municipal area is: (2011 Census)

| Animals only | Crops only | Mixed farming | Other |
|--------------|------------|---------------|-------|
| 338 | 581 | 306 | 180 |

Agricultural demographics

According to Census 2011 there are **1405 households** involved in agricultural activities in Overstrand.

| Agricultural households by population group of household head, Overstrand Municipality | |
|--|-----|
| Black African | 420 |
| Coloured | 258 |
| Indian/Asian | 1 |
| White | 713 |
| Other | 14 |

Table 71: Agricultural households in Overstrand, 2011

The male/female composition of the agricultural households in Overstrand is: **1105 males** and **300 females**.

The number of agricultural households by **age group** of household head in Overstrand Municipality is:

| | |
|--------|-----|
| Less | 1 |
| 15-35 | 281 |
| 35-45 | 343 |
| 36-55 | 257 |
| 56- 64 | 236 |
| 64+ | 286 |

Table 72: Agricultural households by age group

The majority of the agricultural household heads in Overstrand is aged between 35-45 followed by the 64+ age group.

The number of agricultural households by **education** level of household head in Overstrand Municipality is:

| | |
|--------------------------|-----|
| No schooling | 40 |
| Grade 1 to grade 11/Std9 | 613 |
| Grade 12/Std. 10 | 332 |
| Completed tertiary | 409 |
| Other | 10 |

Table 73: Agricultural households by education

The majority of agricultural household heads in Overstrand completed a grade 11 (Std.9) education.

Social needs of Agri-workers in Overstrand

In 2013 the Department of Agriculture commissioned a survey on the social needs of agri-workers (*formally termed farm workers*) in the Overberg district.

The main survey findings for the Overstrand Municipality were:

60% of the 200 farmers sampled in Overstrand, participated in the survey.

Social Participation: The results show that while over 50% of individuals do participate in community organizations if more education could take place around the use of certain organisations such as stokvels this could have a very positive impact on societies in these areas.

Household Service's Needs: Household service needs centered around three major definable areas i.e., health, education and labour. In the case of health a third of all respondents indicated that they

needed health check-ups, while other critical services required were immunization of children. In respect to education the bulk of the needs centered in transportation to schools as well the provision of school uniforms, while with respect to "Labour" the bulk of the respondents in this category required help with negotiating compensation for occupational injury, while other areas of concern were acquiring UIF and assistance with settling labour disputes (30%).

- A critical issue that has also been raised is the fact that households do not have access to a market for trading purposes, this has important implications with respect to household income generation and sustainability.

Monthly Household Income: The bulk of farm worker households fell into very low-income categories. In total 46% of households earned below R3000, while only 26% earning above R5000. This translated into a per capita income of R600 per individual per household in the lowest income households.

Issues of Land Tenure: Three major issues have been outlined through the analysis. The majority of respondents indicated they needed assistance with respect to accessing land for small scale farming ventures, while 27% indicated they needed similar assistance so that they could farm on a subsistence basis. The last issue that was raised was around the formalization of current tenure in this respect 25% of respondents indicated they needed help in this regard.

Role of the Department of Agriculture

The role of the Western Cape Department of Agriculture is to facilitate implementation of the Comprehensive Rural Development Programme (CRDP) through the Rural Development Co-ordination Programme.

Its role is focused on:

- creating vibrant sustainable rural communities-engaging with the communities and assisting community organisations; and
- facilitating the development of farm workers – through training and development initiatives.

(Overberg District, Rural Development Plan, October 2016,
Dept. of Rural Development and Land Reform)

Overstrand LED & Tourism Directorate collaboration with Provincial Department of Agriculture

Research on land utilization within current farms to promote maximum land use (Tourism). Support was given by the Department of Agriculture in ensuring implementation of installation of water tanks and a study done by Department of Agriculture to assess the land availability that could be used to promote Agri-Tourism.

The district office provides support to emerging Farmers in the form of feed, medication for livestock. Land availability remains a challenge for the municipal area and is privately owned.

Overstrand LED & Tourism Directorate collaboration with Commercial farms in municipal area

- Protection of the well-being of Farmworkers is paramount to rural development and the collaboration with Farmers is key to poverty eradication and maintenance of job in farming community.
- Strandveld Farmers Union for the implementation of the Farm Workers study in dealing with socio-economic challenges faced by farmers. Recommendations suggested during the study are integrated in our Thusong programme as an outreach.
- Collaboration on economic participation of farmworkers including employment opportunities and learnerships for skills development. We promote registration on the unemployment database for employment opportunities Overstrand wide.
- Sustainable farming practices with potential to promote tourism in the Stanford area Study conducted by the Department of Agriculture (Aerial Study) is complete. The municipality still need to interact with that so it can form part of the Spatial Development Framework (SDF)
- Wine Route Marketing. The existing wine routes are currently a buzz with the visitors and have indicated positive numbers.

6. Tourism

Tourism Marketing Strategy

An electronic tourism survey was created in September 2023 for the Tourism Visitor Centre to collate more meaningful and accurate visitor data. These statistics show that most visitors to the Overstrand come from the Western Cape followed by Germany, the UK, Netherlands, Italy, and France. Visitors from 20 different countries including South Africa were recorded.

Walk-ins at Visitor Information Centre increased to 4349 – the highest in 6 years.

The Southern Right Whale count of 2023 was completed by the University of Pretoria's Mammal Research Institute Whale Unit. The numbers reflect the abundant sightings experienced. In the first count 556 mothers with calves (1112 whales) and 24 adults without calves were counted. This adds up to 1136 whales.

Cape Town Air Access reported a record 317,000 two-way international passengers in December – the highest in the history of Cape Town International Airport beating the previous high of 290,000 in January 2020. It's estimated that foreign passengers injected almost R1.9 billion in direct tourism spend into the Western Cape economy in December. Overstrand benefited from this record arrival.

The number of visitors to attractions in the Overberg decreased slightly during the second half of 2023. The 18 participating Overberg attractions recorded a combined total of 132,772 visitors between July and December 2023. This represented a decrease of -8.4% in visitor numbers when compared to the same period in 2022 (144 957). However, there was a 77.2% recovery rate compared to the same period in 2019 (Jul-Dec).

Amongst all participating attractions, 6 stand at full recovery for the period July-December 2023, against Jul-Dec 2019. These attractions were Whale Trail, Grootvadersbosch Nature Reserve, the Kogelberg Nature Reserve, Marloth Nature Reserve,

Agulhas National Park, and Walker Bay Nature Reserve.

Nature based tourism remains popular and strengthens the Overstrand's role as a responsible tourism destination and wellness hub inviting visitors to take an interest in and experience the flora and fauna while protecting the environment. This includes:

- Five Blue Flag Beaches.
- Coastal and mountain paths.
- Tidal pools.

The focus remains to encourage local tourists to travel taking advantage of the time spent through the restrictions and the appetite of local travelers to explore the area.

Reviving tourism sector growth includes:

- Promoting nature and gastronomy experiences to create positive online sentiment
- Development of cycling, biking and marine life viewing to attract more visitors
- Package and market uniqueness through lens of experiences – abalone, penguins, whales, sharks
- Leveraging event tourism
- Supporting film applications and discounting those with destination marketing impact.

The Cape Whale Coast strategy intent focussed on sustained growth through:

- Marketing the Overstrand as a preferred leisure and events destination
- Optimise tourism volume and yield in sustainable manner by expanding the events market
- Promote an environmentally responsible tourism offering to benefit all communities
- Improve visitor experiences.

Furthermore, the Overstrand Tourism has created a marketing strategy that is aimed at the following objectives:

- Attract more first time and more return visitors
- Encourage visitors to stay longer
- Develop and promote an event calendar.

- Facilitate strategic alignment of towns and industry – in support of the marketing of tourism.
- Improve the visitor experience.
- Broaden participation in tourism.
- Promote sustainable practices to develop as a responsible tourism destination.
- Continuously align efforts to support tourism growth; and
- Ensure the efficient utilisation of resources to deliver against the tourism strategy
- increased spending
- increased visitor experience.

To ensure economic recovery, Tourism has identified the following levers as a priority going forward:

- Reviving Supply
- Reigniting Demand
- Strengthening Capacity
- Destination connect (enhancing destinations in the Overberg).

Table 2: Overberg attractions half year performance, Jul-Dec 2023

| Overberg Attractions | 2022/2023 % | 2019/2023 % |
|--|-------------|-------------|
| | Change | Recovery |
| 1. Agulhas National Park | 77.9% | 104.8% |
| 2. Bontebok National Park | -8.8% | 65.9% |
| 3. Cape Agulhas Lighthouse | -2.5% | 56.9% |
| 4. Harold Porter National Botanical Garden | -2.3% | 91.7% |
| 5. Shipwreck Museum | -38.9% | 30.2% |
| 6. Panthera Africa | -3.4% | 61.2% |
| 7. Grootvadersbosch Nature Reserve | -0.5% | 173.8% |
| 8. Marloth Nature Reserve | 22.6% | 124.1% |
| 9. The Whale Trail | -7.4% | 5150.0% |
| 10. Walker Bay Nature Reserve | 79.3% | 191.0% |
| 11. De Hoop Nature Reserve | 40.0% | 89.1% |
| 12. De Mond Nature Reserve | -75.6% | 34.2% |
| 13. Kogelberg Nature Reserve | 46.3% | 137.8% |
| 14. Stony Point | -100.0% | 0.0% |

Note: No data was collected for Amiston Hotel & Spa, Elim Heritage Centre, Stony Point Eco Venue and Grootvadersbosch Eco Venues in 2021/2022, hence not included in this table.

Sources: SANParks, L'Agulhas and Hangklip/Kleinmond Tourism Offices, 2024

Some of the platforms unto which we so take advantage:

- The Tourism Sentiment Index (TSI) - a travel data intelligence solution created by acclaimed destination marketing agency Destination Think

- released Leading Places: The 100 Most Loved Destinations Around the World for 2022, with Hermanus rated in the 18th position ahead of Stellenbosch and Cape Town.

- Three Western Cape towns were identified in the top 100 most loved places in the world. All the towns in the Overstrand stand to benefit from the achievement as visitors do not have geographical boundaries when they explore. The rating highlights Hermanus as a world-class destination and a firm favourite on the global travel bucket list.
- Joining the UNESCO Creative Cities Network in October 2019 as a Creative City of Gastronomy – the first in Africa – continues to be one of the Cape Whale Coast's biggest opportunities for setting the destination apart as a culinary hub. This accolade is supported by a Hemel-en-Aarde winery named as one of the Top 50 World's Best Vineyards and the best in Africa. A Gansbaai nature reserve was also listed on Condé Nast Traveller 2022 Gold List.

Route development and its advantage

Route development is key to a tourist experience. Existing routes include a Stanford Agri Tourism Route and Wine Routes, Art Events. Potential routes include the following:

- Adventure
- Gastronomy
- Health and Wellness
- Nature
- Responsible tourism
- Romance
- Science/Research.

Annual Event Calendar

In the period of recovery events have ignited the economy through increasing visitor numbers attending and supporting events.

Updates on regional festivals and events can be found on the Cape Whale Coast website www.whalecoast.info

The tourism industry is important for the benefits it brings to the Overstrand and due to its role as a commercial activity that creates demand and growth for many more industries. Tourism not only contributes towards more economic activities but also generates more employment, revenues and play a significant role in development. Partnerships between the public and private sector are critical in unlocking the value of tourism.

Possible initiatives/opportunities for Tourism and economic growth

The Overstrand's perception as a holiday destination has been augmented by the categorisation as a "zoom town", considered for its proximity to Western Cape's economic hubs and the availability of good schools, infrastructure, and facilities such as golf courses. Middle-class homeowners are selling up in the big cities and thronging to the Overstrand.

This semigration had the effect of reducing the average age of the Overstrand's population. The Overstrand now has a younger population.

Business Tourism

Promotion of business tourism will focus mainly at assessing a need for conference facilities that will be establish the destination as a conferencing venue with the ability of attracting people who appreciate nature and businesses wanting to launch new products. The excellent road infrastructure makes the Overstrand accessible and the proximity to an international airport adds to the attractiveness of this destination.

The introduction of a coworking space with share offices in Hermanus has complemented business tourism to the region.

Bleisure (Business and Leisure) tourism was dealt a blow and the signs point to a very slow recovery. Business travel will take longer to recuperate as many companies reverted to online meetings.

Creative and Cultural Activities

The Overstrand attracts visitors from different cultures and backgrounds. Entrepreneurs with cultural tourism product offerings are assisted with access to markets and development. The promotion of cultural activities within the many communities are explored.

Recreational facilities

Recreational facilities catering for youth and families are found at the beaches, camping sites, botanical gardens and nature reserves. The introduction of adventure activities such as the mountain biking routes in the Hemel-en-Aarde Valley and events along the Blue Flag facilities (depending on desirability and environmental considerations) attract more tourists. There are a number of markets which provide livelihoods to traders and a space for communities to meet.

Technology

The introduction of advanced technology could lead to establishment of many new smaller companies. This is an opportunity for start-up businesses that are not concerned about geographical location – wanting to venture into a more diverse and less vulnerable economic base. Partnering with relevant associates could facilitate broadband Wi-Fi zones providing reasonable and easy access communication for visitors and residents alike. The continuous upgrade of technological offerings for marketing and branding purposes is needed to make the Overstrand more appealing to visitors via the touch of a button. This would enable the use of social media as a tool to market and brand the area to potential and existing visitors. It creates awareness about the destination and allows for follow-up on visitor interest.

Film Production Tourism

The Overstrand has seen a growth in filming and has become one of the preferred national and international film destinations in South Africa due to its unrivalled natural beauty and proximity to Cape Town and the Cape Town International

Airport. Filming productions include series, movies, gaming footage, commercial advertisement, and sector specific promotion for example motor industry. Clarence Drive is a favourite location for shoots.

Filming Advantages:

- Destination awareness
- Increased experience and skills development of locals involved in filming industry
- Use of diverse natural and architectural locations
- low production costs.

Marketing the Overstrand as a destination

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

Overstrand was well represented at Indaba 2023 with an independent stand for the first time in the history of attending Africa's biggest travel trade show. Other Overstrand tourism businesses attended and linkages were made with these businesses which included Marine Dynamics exhibiting on Cape Country Routes stand, The Marine Hotel and White Shark Projects on the African Travel and Tourism Association stand, Arabella Hotel Golf and Spa with Southern Sun, Mosaic Lagoon Lodge with Inspirational Places, Coot Club with the Classic Portfolio, Nydia Carelse at the South African Tourism Hidden Gems, Grootbos Private Nature Reserve and SA Forest Adventures with their own stands.



Marketing of the area is to be complemented by highlighting major achievements and communicating these to stakeholders. The following strategies are implemented to market the region:

Supporting the tourism sector through efficient and effective Visitor Information Centres (VIC's);

- Destination promotion in partnership with the VIC's. A Marketing Plan supporting the Tourism Strategy with achievable outcomes to market the destination locally and internationally, to include the following activities:
 - Tourism shows and exhibitions
 - Hosting of media, film crews and trade
 - Website marketing
 - Media advertising
 - Joint marketing agreements with other tourism organisations
 - Promotion of travel packages during winter period
 - Production of marketing material for the region
 - Collate and provide statistics on the local tourism industry and visitors' preferred activities;
 - Support Festivals and Events in the Overstrand as a means to attract more visitors;
 - Encourage and support tourism entrepreneurship;
 - Development of new tourism routes and projects;
 - Form close partnerships with industry role players, such as WESGRO and SA Tourism.

The importance of Visitor Information Centres is highlighted by the infographic below. Visitors are increasingly relying on local knowledge in making travel plans.

The source markets are not as defined as 3 years ago and the Overstrand sees visitors from many countries. The Western Cape remains the leading domestic source market and the Overstrand remains popular among local Western Cape travellers, largely due to its proximity to Cape Town

and the international airport. Gauteng and KwaZulu Natal also provided domestic travellers to the region. December's 2023 visitor numbers (3697) dropped in comparison with October 2023 (4138) and November 2023 (4343). This could be attributed to an excellent whale season closing and fewer enquires as there were no whale-based whale watching. January 2024 had the highest visitor numbers (4349) to the four VICs in six years.

Tourism Branding

The branding of Overstrand as the Whale Coast is critical in creating a brand name that is appealing to local and international visitors. The integration of other offerings within the outlying towns complements the brand and its appeal. As a travel brands the Cape Whale Coast is finding success by creating content that emotionally resonates with travellers. Good storytelling-based marketing evoke a feeling, which leads to increased interest, brand loyalty and ultimately, a transaction. Improved activity on digital platforms are employed to have quality engagement with our visitors and learn about what they do while they are in the region. Social media platforms include the following:

| | f | in | t | # |
|--|----------------------------|-------------------|-------------------|---------------------------------|
|  | whalewatchingouthelice | whalecoast | @whalecoast | #apewhalecoast |
|  | Hangklip Kleinmond Tourism | kleinmond tourism | @hangklipT | #kleinmondTourism#hangklipT |
|  | Hermanus Tourism Bureau | hermanus tourism | @Hermanus Tourism | #myhermanus#hermanus |
|  | stanford tourism | visitstanford | @Hermanus Tourism | #visitstanford#stanford tourism |
|  | Gansbaai Tourism | gansbaai tourism | @Gansbaai Tourism | #Gansbaai |

The Cape Whale Coast is known as an adventure destination with one of only three Western Cape marathons being held here, the annual Walkerbay Outdoor, Race2Stanford triathlon and the annual Wines2Whales mountain bike stage race. Our scenery and scenic outdoor spaces remain our biggest attraction.

It was noted that the visitor centres received a record number of visitors in March 2023 – the highest since December 2019. Visitor number peaked for the duration of the Absa Cape Epic. From 19 to 22 March 2023 the Overstrand saw an influx of visitors associated with the Absa Cape Epic. This "Tour de France of mountain biking" was hosted in the Overstrand for the fifth time. Previous events were in 2006, 2008, 2017 and 2019. 725 teams made for 1450 riders from 55 countries. The riders were accompanied by 750 crew members and 200 media representatives. With 21 March being a public holiday and the Stanford stage, the spectators came out to view the Klein River and Market Square crossings.

The main venues booked included Hermanus High, Hermanus Primary, Old Boys and the cricket. Accommodation did well as some riders preferred the luxury of hotels and guesthouses to the tents included in the package. Although the Absa Cape Epic team are still working on the stats the current estimation is that PR value of R30m were gained from the event.

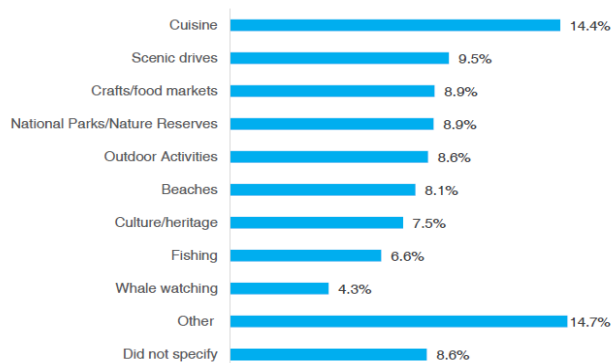


Figure 35: Top activities undertaken in the Overberg in 2023, Wesgro

Seasonality

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

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

| | |
|--------------|---|
| High Season- | December – February |
| Mid-Season - | March – April / September – November |
| Low Season - | May - August |

The objective is to decrease the variance between mid and low season by increasing the number of local and international visitors spending longer periods in the area in a sustained manner **is** realising with events during the traditional low season correcting the variation.

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

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

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

Tourism and development

Tourism growth is reflected in the general development of the area. This includes the improvement of tourism infrastructure in disadvantaged communities to support emerging enterprises. Tourism businesses are combined and

mapped to ensure that visitors can easily move on a route where different activities and products are presented for a multi-faceted experience. Assistance is provided to ensure that the products and services comply with international expectations and complement other nearby products. An increase in wine tourism and hiking have been noted. Assistance with marketing and linkage to market are given to ensure business development. Community tourism has increased in demand with travellers wishing to connect with residents and experiencing live as a local. The Overstrand has increased its ranking as a responsible tourism destination with a number of product owners acknowledged for their sustainable practices.

CHAPTER 10

REVIEWED MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK (MSDF)

10.1 Background

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, Act 32 of 2000).

The SDF is:

- A long-term, forward planning instrument.
- Spatially indicates the long-term growth & development path of the municipality.
- Co-ordinates the spatial implications of all strategic sector plans (engineering, housing, community services etc.) of a municipality.
- Gives physical effect to the vision, goals and objectives of the municipal IDP.
- Informs land use management in the Municipality.

The intention of this Chapter is not to duplicate the adopted SDF of 2020, but merely to orientate readers regarding its role and function, vision, key policy directives as well as to provide a summary of some of its growth management and spatial proposals. Readers can therefore peruse the full reviewed SDF document (2020) on the municipal website (refer to <https://www.overstrand.gov.za/en/documents/town-planning/strategic-documents-1>)

10.2 Status of the Overstrand Municipality's SDF and process of compiling the reviewed MSDF

The Overstrand MSDF (2020) was adopted as part of the 2020/21 IDP review and amendment process on 27 May 2020.

The key steps in the process of finalising the draft MSDF were, as follows:

- Project Inception

- Convening the Intergovernmental Steering Committee (ISC)
- Situational Analysis
 - Data collation and synthesis
 - Compilation of draft status quo report
 - Comment/ input from ISC
 - Revision of draft status quo report
 - Final draft situational analysis report for inclusion in first draft MSDF
- First Draft MSDF (2020)
- Statutory 60 day commenting period (Feb-April 2020)
- Draft MSDF (2020) was tabled in Council, 25 March 2020
- Final reviewed MSDF adoption by Council on 27 May 2020 together with the 2020/21 IDP review and amendment.

10.3 Overstrand's reviewed MSDF (2020) Vision and Strategic Policy Directives

The Overstrand Municipality is striving to be the most desirable destination to visit, stay and do business in. The MSDF spatial vision is to effect an accountable Overstrand by means of implementing a range of strategic actions, based on the MSDF strategic spatial policy directives. The spatial directives being:

- 1) A liveable Overstrand
- 2) An environmentally sustainable and resilient Overstrand
- 3) A memorable and distinctive Overstrand
- 4) An Overstrand that enables a prosperous and diverse economy
- 5) Vibrant and exciting urban areas
- 6) An accessible and connected Overstrand.



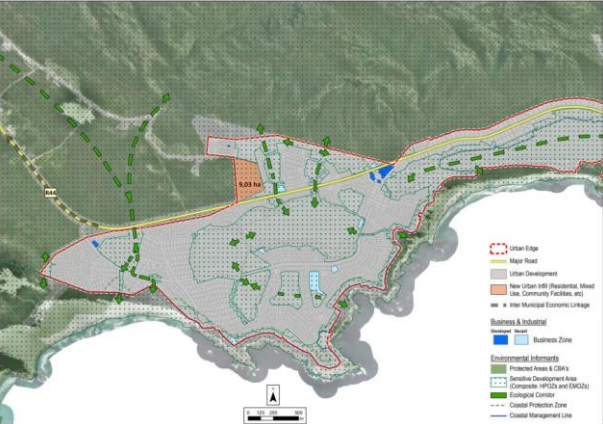
10.4 Summary of the spatial proposals in the reviewed Municipal Spatial Development Framework (MSDF) 2020

The table is a summary of the MSDF spatial proposals per area. It contains the spatial plans of all settlements as per the MSDF 2020, as well as an emphasis on new urban development/extension areas.

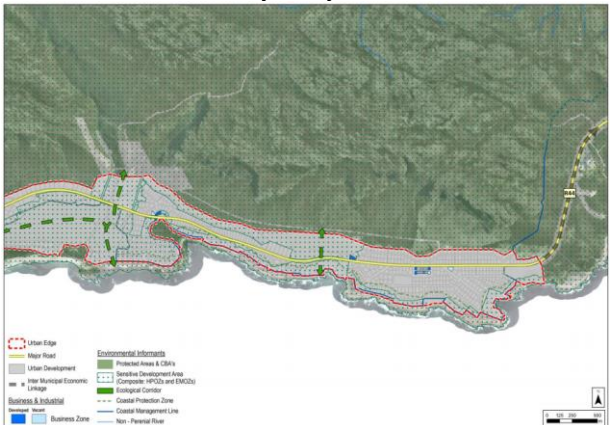
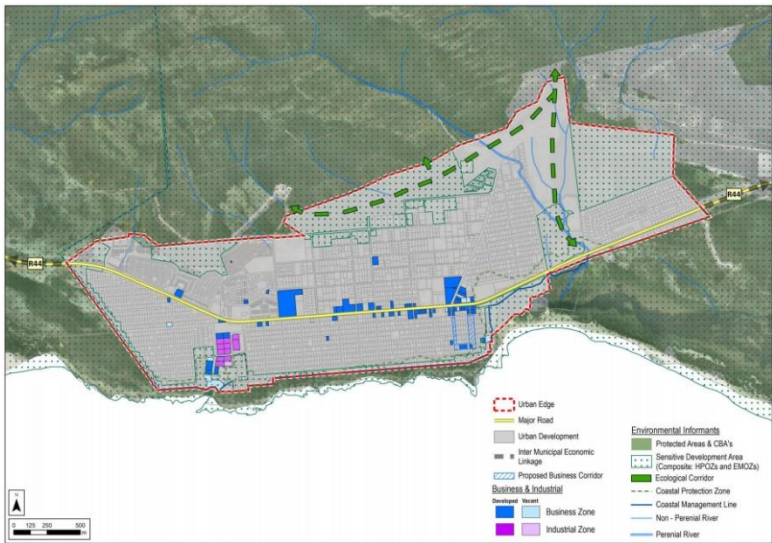
Readers are advised to peruse the complete MSDF and OMSGMS reports on the municipal website for a better understanding of context and detailed relating to the proposals on a per area basis. Link <https://www.overstrand.gov.za/en/documents/town-planning/strategic-documents-1> to access the two documents from the Overstrand website.

Source: Overstrand 2020 MSDF report informed by the Overstrand Growth Management Strategy (OMSGMS).

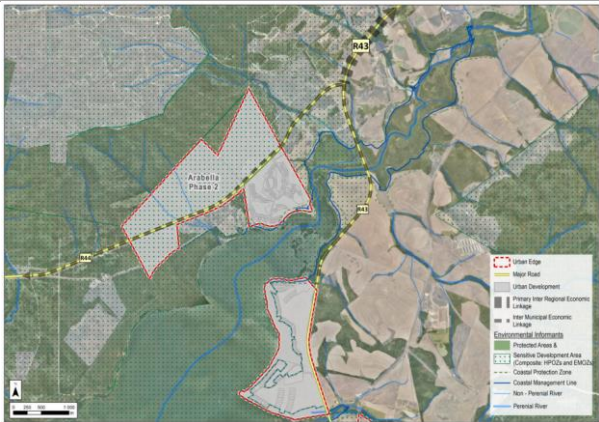
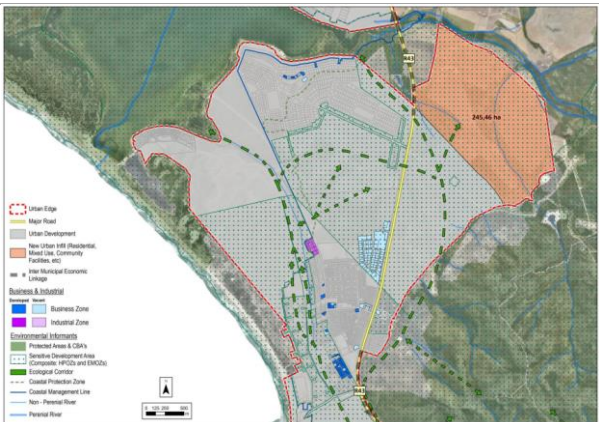
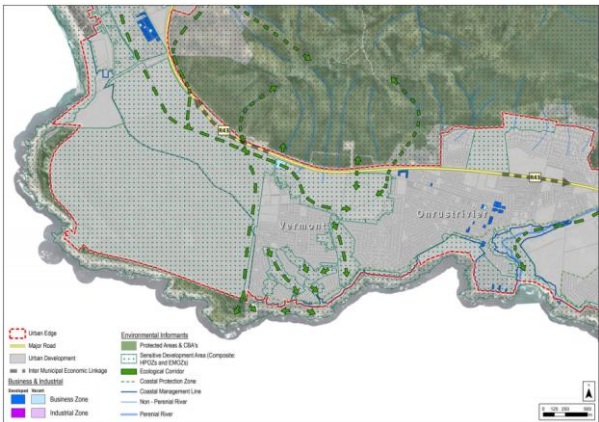
▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

| Area | Spatial proposal plans | New urban development areas |
|-------------|---|---|
| Rooiels |  | <p>Key to the future of Rooiels is to protect the vast environmental resources within and surrounding the settlement. The unique characteristics of Rooiels include its location along the coastline within a pristine natural setting. The MSDP proposal for this settlement is underpinned by these functions.</p> <p>A New Urban Development area is proposed on the southern periphery of the settlement. The land area is ± 1.12ha in extent and was included by realignment of the urban edge with the coastal management line. However, the historical subdivision of the project has been cancelled. It is arranged that the area be a protected area. Development of this area therefor may no longer be an option and will be addressed in the next SDF review.</p> |
| Pringle Bay |  | <p>Key to the future of Pringle Bay is to protect the vast environmental resources within and surrounding the settlement. Pringle Bay functions as a popular holiday destination and retirement destination. Both Pringle Bay and Rooiels also functions as dormitory towns to the town of Kleinmond.</p> <p>No new urban development is proposed for Pringle Bay and the development of the existing vacant erven are prioritised.</p> |
| Betty's Bay | <p style="text-align: center;">Betty's Bay West</p>  | <p>Spatial proposal for Betty's Bay west and east, which is predominantly focused on sensitive development related to unique biodiversity areas with a significant inner urban wetland system.</p> <p>The development of the existing vacant erven is prioritised. A New Urban Development area is proposed on the northern periphery of the settlement, directly abutting the R44 to the south. The land area is ± 9.03ha in extent. and is intended for higher density human settlement development as well as potentially mixed-use development, based on the housing need for Betty's Bay identified in the situational analysis of the SDF, 2020.</p> <p><i>*Note – General response on April 2022 public comments on draft amended IDP related to Betty's Bay West:</i></p> |

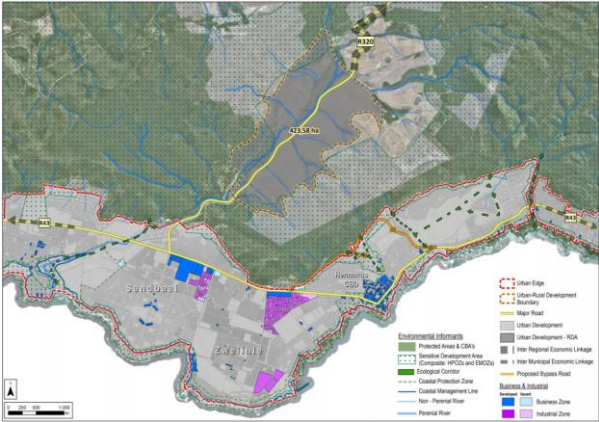
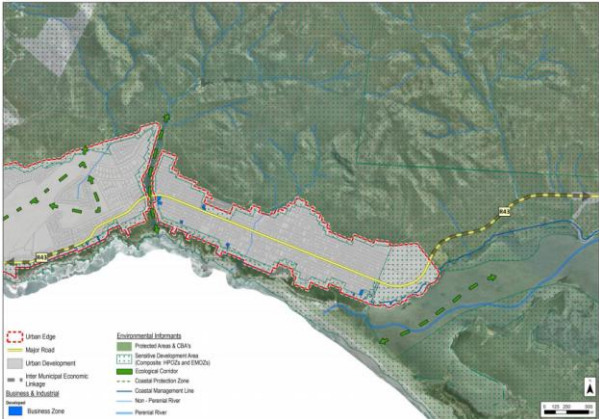
▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

| Area | Spatial proposal plans | New urban development areas |
|-------------------------|---|--|
| | <p style="text-align: center;">Betty's Bay East</p>  | <p>The public participation took place during the draft of the 2020/2021 SDF. However, development proposed is still subject to an Environmental Impact Assessment and Town Planning applications. These two processes do entail full public participation to be undertaken.</p> |
| <p>Kleinmond</p> |  | <p>Kleinmond predominantly functions as a retirement, residential and holiday destination. Kleinmond also functions as the higher order service centre to the settlements of Rooiels, Pringle Bay and Betty's Bay. In this regard, it is important that adequate provision be made for the expansion of the commercial and service industrial components of Kleinmond.</p> <p>No new urban development areas are proposed for Kleinmond and the urban edges of the settlement are retained. This is mainly due to the extensive amount of vacant land within the settlement as well as the sensitive biodiversity areas surrounding the town. A new housing project is, however, in the process of being established to address the housing need of Kleinmond.</p> <p>An investigation into new development areas for housing development was undertaken and approved by Council during October / November 2021. The next step is now to identify the best options and apply for pre-planning funding at Department of Human Settlements to do the necessary studies to start a new project. This project will be included in the 5-year housing pipeline.</p> |

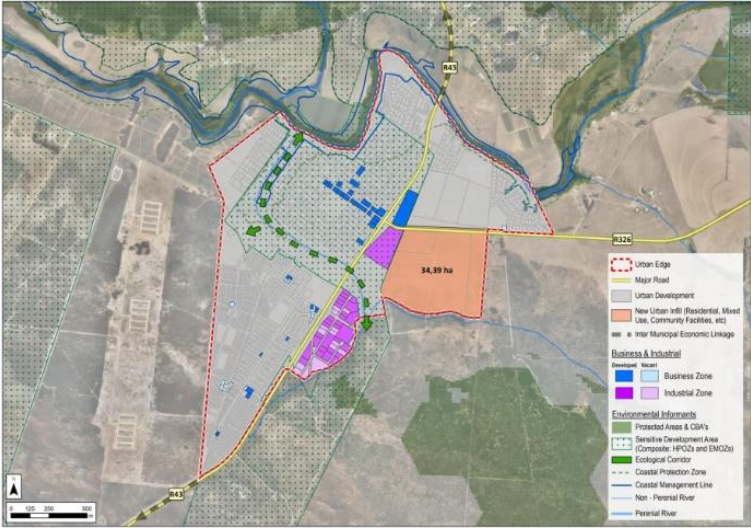
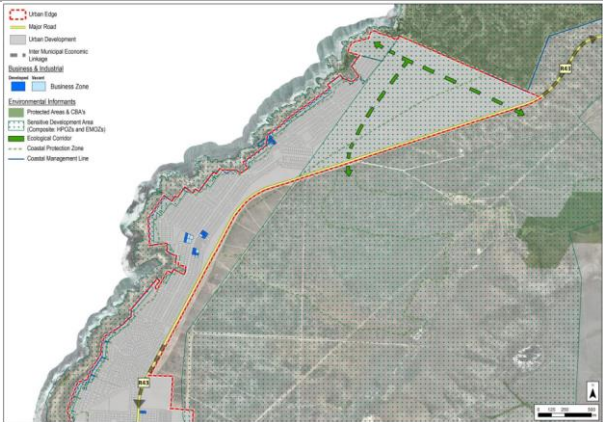
▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

| Area | Spatial proposal plans | New urban development areas |
|-------------------------------------|--|---|
| Arabella & Benguela Cove |  | <p>The two settlements of Arabella and Benguela Cove are both urban developments-rural development areas (in the form of rural residential estates) where residential opportunities are provided with high quality amenities within pristine natural settings. Arabella is well known for its golfing facilities and pristine natural setting, whilst the Benguela Cove development concept integrates residential opportunities with planted vineyards and its natural estuarine landscapes.</p> <p>Key to the development concept of these two urban development/rural development areas is that both are secure and enclosed environments. Other than adhering to the aforementioned spatial development principles. The spatial map was updated in the SDF 2020 to indicate and include Arabella Phase 2.</p> |
| Fisherhaven and Hawston |  | <p>Fisherhaven and Hawston collectively form the growth point within the Overstrand Municipality. By virtue of land availability, Fisherhaven has the potential to deliver a substantial amount and variety of residential opportunities within the human settlement development context (i.e., including community facilities and economic opportunities).</p> <p>The New Urban Development land area is ± 245.46ha in extent and is subsequently intended for higher density mixed use human settlement development, based on the housing need for the Greater Hermanus. Primary land uses envisioned for the New Urban Development area will include residential development with required community facilities as well as mixed use development required to effect a integrated economically sustainable and spatially just settlement component.</p> |
| Greater Hermanus | <p style="text-align: center;">Hermanus West</p>  | <p>No new urban development areas or urban edge amendments are proposed for Hermanus West. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p> <p>A process to undertake a detail development framework for the Fisherhaven/Hawston and Hermanus West is currently underway. This will be included in the next review of the SDF.</p> |

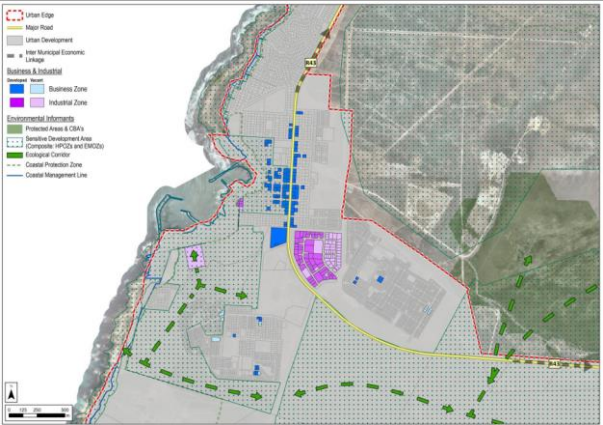


▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

| Area | Spatial proposal plans | New urban development areas |
|------|---|--|
| | <p style="text-align: center;">Hermanus Central</p>  <p style="text-align: center;">Hermanus East</p>  | <p>Spatial proposal for Hermanus Central, being the core of the town in terms of economic activity with industrial agglomerations as well as the CBD as the most dominant economic land uses. The high-density residential area of Zwelihle, is also located in this area. No new urban development areas or urban edge amendments are proposed for Hermanus Central with densification as the proposed tool to accommodate population growth as well as the housing need in accordance with the review/update of the OMSGMS. The formalization of Zwelihle should be addressed in the revision of the Human Settlements Plan for the Overstrand.</p> <p>The urban edge for Hermanus East was updated in order to align itself with the boundaries of the Fernkloof Nature Reserve. No new urban development or extension is proposed for the area. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p> |




▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

| Area | Spatial proposal plans | New urban development areas |
|------------|---|--|
| Stanford |  | <p>Key to the future of Stanford is retaining and enhancing its heritage character and resources.</p> <p>A New Urban Development area is proposed on the eastern periphery of the settlement, directly abutting the R326 to the north and the existing industrial area to the west. The land area is $\pm 34.39\text{ha}$ in extent and is intended for higher density human settlement development, based on the housing need for Stanford identified in the situational analysis phase of this project.</p> <p>The said 2031 projected housing need for Stanford amounts to 953d.u. which, based on a density of 20du/ha results in a land area requirement of $\pm 48\text{ha}$.</p> <p>This is obviously in excess of what is required to accommodate the housing need and associated land uses and therefore densification will be required.</p> <p>Primary land uses envisioned will include residential development with required community facilities as informed by the said situational analysis, and mixed-use development.</p> |
| De Kelders |  | <p>No new development is proposed for De Kelders, it is however recommended that the town be densified in accordance with the OMSGMS, along with the simultaneous upgrading of the and required civil services provision.</p> |

▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK▶

| Area | Spatial proposal plans | New urban development areas |
|------------------------------------|---|---|
| Gansbaai |  <p>The map for Gansbaai shows a coastal area with various land use zones. The legend includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), Inter Municipal Economic Linkage (black line), Business & Industrial (blue hatched area), Business Zone (light blue), Industrial Zone (purple), Environmental Constraints (green hatched area), Protected Areas & CBAs (green), Sensitive Development Areas (green dashed line), Composite WPCUs and EMOCUs (green), Ecological Corridor (green), Coastal Protection Zone (green dashed line), and Coastal Management Line (blue line). The map shows a large urban development area along the coast, with business and industrial zones nearby.</p> | <p>New urban development areas</p> <p>Spatial proposal for Gansbaai, which is predominantly focused on sensitive development related to unique biodiversity areas.</p> <p>No new development areas are proposed for Gansbaai. In order to accommodate the housing need for Gansbaai, densification should be encouraged in accordance with the relevant OMSGMS.</p> <p>In addition to the aforementioned densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p> |
| Franskraal & Birkenhead |  <p>The map for Franskraal & Birkenhead shows a coastal area with various land use zones. The legend includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), Inter Municipal Economic Linkage (black line), Business & Industrial (blue hatched area), Business Zone (light blue), Industrial Zone (purple), Environmental Constraints (green hatched area), Protected Areas & CBAs (green), Sensitive Development Areas (green dashed line), Composite WPCUs and EMOCUs (green), Ecological Corridor (green), Coastal Protection Zone (green dashed line), and Coastal Management Line (blue line). The map shows a large urban development area along the coast, with business and industrial zones nearby.</p> | <p>No new development areas are proposed. In order to accommodate the housing need for Franskraal & Birkenhead, densification should take place in accordance with the proposals made in the OMSGMS 2010 or as revised.</p> |
| Pearly Beach |  <p>The map for Pearly Beach shows a coastal area with various land use zones. The legend includes: Urban Edge (red dashed line), Major Road (yellow line), Urban Development (grey hatched area), Inter Municipal Economic Linkage (black line), Business & Industrial (blue hatched area), Business Zone (light blue), Industrial Zone (purple), Environmental Constraints (green hatched area), Protected Areas & CBAs (green), Sensitive Development Areas (green dashed line), Composite WPCUs and EMOCUs (green), Ecological Corridor (green), Coastal Protection Zone (green dashed line), and Coastal Management Line (blue line). The map shows a large urban development area along the coast, with business and industrial zones nearby.</p> | <p>Spatial proposal for Pearly Beach, which is predominantly focused on sensitive development related to unique biodiversity areas</p> <p>No new urban development is proposed for Pearly Beach. Densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p> |

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| Area | Spatial proposal plans | New urban development areas |
|--------------------------|--|---|
| Baardskeerdersbos |  | <p>The attributes of Baardskeerdersbos and its environs, warranted the entire inclusion thereof in a local area HPOZ. Most of the privately owned land in the northern part of the settlement consist of biodiversity corridors and was also therefore included in an urban conservation EMOZ.</p> <p>The development footprint will be contained within the defined rural edge of the town.</p> |
| Wolvengat |  | <p>Wolvengat is a rural settlement similar in nature to Baardskeerdersbos and consists of a prominent biodiversity corridor system. Most of the settlement is therefore included in an urban conservation EMOZ.</p> <p>Wolvengat does not consist of any internal services infrastructure.</p> <p>There is no new development proposed for Wolvengat.</p> |
| Buffeljagsbaai |  | <p>Buffeljagsbaai is a small residential community associated with abalone farming along the easternmost coastal border of the Overstrand. The settlement is not serviced by any services infrastructure.</p> <p>The urban edges were amended to accommodate future growth (subject to funding approval). The boundaries of the previously bisected urban edges were combined to create a singular rural settlement defined by a single urban boundary.</p> |

10.5 Capital expenditure framework (CEF)

10.5.1 Background

The Capital Expenditure Framework (CEF) of a municipality can be defined to “include all the infrastructure requirements (engineering, social and other capital requirements) that falls within the mandate of the municipality and is funded by the municipality and includes own funding, grants received as well as borrowing raised by the municipality itself. It is an important tool in ensuring that long-term infrastructure investment decisions are timeously made in a financially viable way to support the Integrated Urban Development Framework objectives in facilitating transformation.” (COGTA Guidelines, 2018). A CEF therefore provides a link between spatial planning and financial planning, and also links to infrastructure planning, which is crucial to accommodate the spatial development strategies and maintain existing services infrastructure.

There is currently no specification for a SPLUMA-compliant CEF. However, the National Department: Cooperative Governance commissioned a guide to aid the public and private sectors in preparing a Capital Expenditure Framework for municipalities. The draft guidelines (TE COGTA/V8) are aimed at the larger Intermediate City Municipalities (ICM). However, Overstrand Municipality, Western Cape Provincial Government and the Development Bank of South Africa (DBSA) is currently undertaking the drafting of a Capital Expenditure Framework (CEF) for Overstrand Municipality.

10.5.2 The Overstrand CEF

10.5.2.1 Capital Revenue

The Municipality provided a break-down of funding sources as budget input to the CEF. The information provided the affordability envelope per financial year for the period 2019-2030. The total affordability envelope for the period amounts to R 1 455 637 971. The revenue sources and total available capital funds are presented in the Table below.

Table 74 Overstrand Revenue Sources for the period 2019 -2030

| Funding Source | Rand Value |
|--|----------------------|
| Capital grants | 622 937 971 |
| Financing | 648 000 000 |
| Cash reserves and funds | 184 700 000 |
| Total (Affordability Envelope): | 1 455 637 971 |

10.5.2.2 Basic Engineering Services

The Overstrand engineering departments provided estimated costs for the engineering infrastructure that would be required to service the Municipality for the 2019–2030-year period (this included maintenance of existing infrastructure as well as provision of new infrastructure). Engineering infrastructure included (i) waste water infrastructure (ii) electricity, (iii) roads and transport, (iv) stormwater and (vi) solid waste infrastructure.

Detailed costing and prioritisation for each SDF proposal has not yet been undertaken.

The total engineering costs for the 2019–2030-year period amounts to approximately R 3 338 677 309.

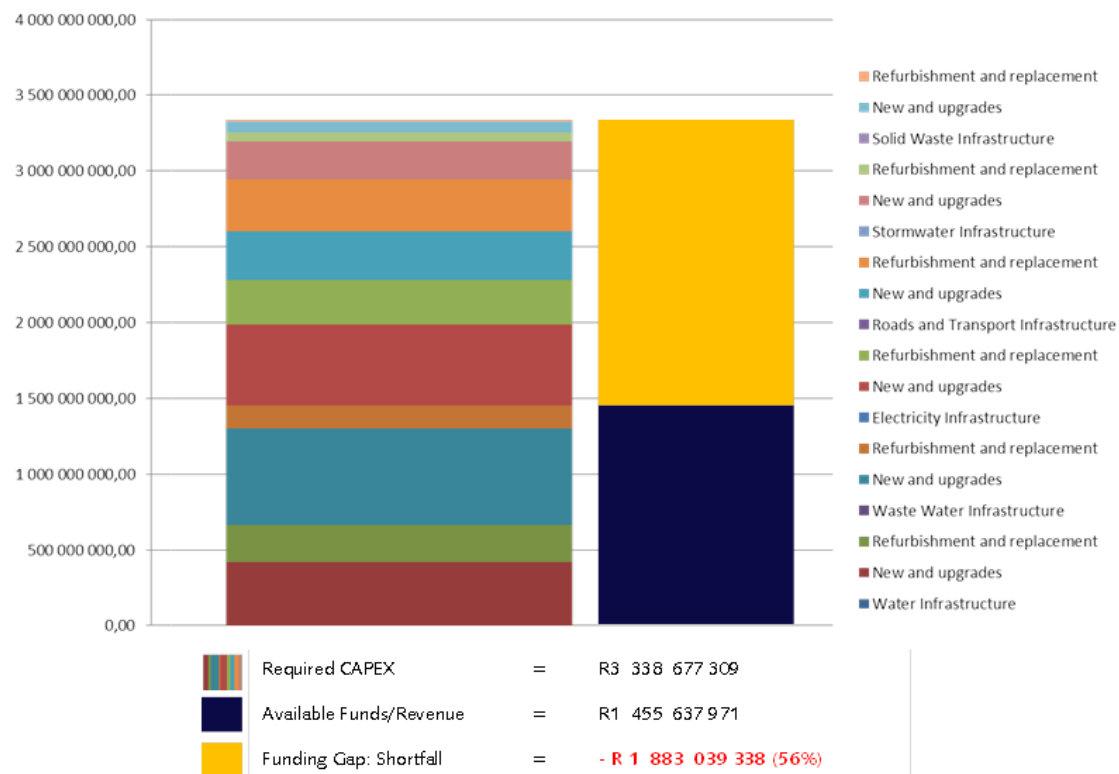
10.5.2.3 Budget Gaps / Surplus

The total available Capital Expenditure (affordability envelope) to Overstrand Municipality for the 2019-2030 amounts to R 1 455 637 971. However, based on available data, approximately R 3 338 677 309 is required for the listed engineering infrastructure required for the same period. It is therefore estimated that the Overstrand will have a shortfall of approximately R 1 883 039 338 over the period 2019-2030 (i.e., a 39,99% shortfall). The breakdown of the total available capital expenditure, infrastructure costs and the shortfall/surplus for the Overstrand is presented in Table 76.

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| SERVICE | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Water Infrastructure | | | | | | | | | | | |
| New and upgrades | 19 457 459 | 34 500 332 | 36 115 099 | 48 339 479 | 46 745 282 | 31 214 604 | 38 135 717 | 40 042 503 | 44 999 539 | 47 249 516 | 31 694 151 |
| Refurbishment and replacement | 17 236 193 | 18 098 002 | 19 002 902 | 19 953 048 | 20 950 700 | 21 998 235 | 23 098 147 | 24 253 054 | 25 465 707 | 26 738 992 | 28 075 942 |
| Waste Water Infrastructure | | | | | | | | | | | |
| New and upgrades | 34 575 106 | 36 303 861 | 59 066 554 | 65 492 757 | 68 767 395 | 64 548 075 | 67 775 479 | 48 650 646 | 51 083 178 | 69 150 619 | 72 608 150 |
| Refurbishment and replacement | 10 805 092 | 11 345 346,41 | 11 912 614 | 12 508 244 | 13 133 657 | 13 790 339 | 14 479 856 | 15 203 849 | 15 964 042 | 16 762 244 | 17 600 356 |
| Electricity Infrastructure | | | | | | | | | | | |
| New and upgrades | 59 526 600 | 50 805 140 | 36 899 876 | 44 981 024 | 38 301 210 | 38 608 155 | 42 592 930 | 52 937 229 | 44 414 527 | 62 340 078 | 61 914 285 |
| Refurbishment and replacement | 20 394 981 | 21 414 730 | 22 485 467 | 23 609 740 | 24 790 227 | 26 029 738 | 27 331 225 | 28 697 786 | 30 132 676 | 31 639 310 | 33 221 275 |
| Roads and Transport Infrastructure | | | | | | | | | | | |
| New and upgrades | 13 000 000 | 13 650 000 | 19 845 000 | 23 731 313 | 24 917 878 | 29 354 476 | 30 822 200 | 39 398 812 | 41 368 752 | 43 437 190 | 45 609 050 |
| Refurbishment and replacement | 24 195 469 | 25 405 243 | 26 675 505 | 28 009 280 | 29 409 744 | 30 880 231 | 32 424 243 | 34 045 455 | 35 747 728 | 37 535 114 | 39 411 870 |
| Stormwater Infrastructure | | | | | | | | | | | |
| New and upgrades | 11 375 000 | 11 943 750 | 18 053 438 | 21 850 172 | 22 942 680 | 24 089 814 | 25 294 305 | 26 559 020 | 27 886 972 | 29 281 320 | 30 745 386 |
| Refurbishment and replacement | 3 898 930 | 4 093 876 | 4 298 570 | 4 513 499 | 4 739 174 | 4 976 132 | 5 224 939 | 5 486 186 | 5 760 495 | 6 048 520 | 6 350 946 |
| Solid Waste Infrastructure | | | | | | | | | | | |
| New and upgrades | 10 000 000 | 11 025 000 | 5 512 500 | 8 682 188 | 9 116 297 | 6 381 408 | 4 020 287 | - | - | - | 16 288 946 |
| Refurbishment and replacement | 1 084 182 | 1 138 391 | 1 195 310 | 1 255 076 | 1 317 830 | 1 383 721 | 1 452 907 | 1 525 553 | 1 601 830 | 1 681 922 | 1 766 018 |
| Total for all basic municipal services | 225 549 011 | 239 723 672 | 261 062 834 | 302 925 818 | 305 132 073 | 293 254 930 | 312 652 235 | 316 800 093 | 324 425 445 | 371 864 824 | 385 286 374 |
| Capital Expenditure / Infrastructure Affordability Envelope | 139 148 832 | 110 322 760 | 133 992 750 | 110 983 780 | 112 542 807 | 124 195 375 | 130 947 098 | 137 803 924 | 149 772 159 | 151 858 489 | 154 069 998 |
| Funding Gaps (shortfall/surplus) | -86 400 179 | -129 400 912 | -127 070 084 | -191 942 038 | -192 589 266 | -169 059 555 | -181 705 137 | -178 996 169 | -174 653 286 | -220 006 336 | -231 216 376 |

Table 75: Overstrand, total available capital expenditure, infrastructure costs and the shortfall/surplus



10.5.3 CEF Conclusion and Recommendation

The current CEF is not complete when measured against the COGTA methodology and content requirements and represents the best first effort with the available data to date. The items and actions listed above under subsection 7.5.1 of the MSDF (2020) should be undertaken during the next review of the Municipal long term financial planning and IDP to ensure greater alignment with the SDF. The Overstrand engineering Master Plans has been updated based on the 2020 MSDF spatial proposals / ~~latest OMSGMS when adopted~~.

The Overstrand Municipality, together with other role players (Provincial Departments and DBSA), ~~provided a final~~ drafting of the Capital Expenditure Framework. However, the format of the document ~~and content of this will be subject to the review of the SDF in the 2024/25 financial year and also to public participation~~.

10.6 Progress with implementation of the SDF

The following application results are for the total amount of applications decided upon from 1 July 2022 to 28 February 2023 irrespective.

The following statistics is a breakdown of the resolutions taken as mentioned above.

| Closed applications for book year 2022 - 2023 | | |
|---|--------|------------|
| Closure Type | Number | Percentage |
| Approved | 114 | 74.03% |
| Partially Approved | 7 | 4.55% |
| Exempted | 9 | 5.84% |
| Not Approved | 5 | 3.25% |
| Refused | 9 | 5.84% |
| Withdrawn | 10 | 6.49% |

Table 76: Summary of closed town planning applications from 1 July 2022 to 28 February 2023

The following statistics are the application types closed (247) below, it may be more than the total applications closed (154) in the previous tables due to the submission of a land use planning application being made up of multiple application types, but only recorded on a single application.

| Application types for book year 2022 - 2023 | |
|---|--------|
| Application Types | Number |
| Amendment of conditions | 11 |
| Amendment of Restrictions | 11 |
| Amendment of SDP | 13 |
| Amend Subdivision | 2 |
| Closure of Public Place | 3 |
| Consent Use | 20 |
| Consolidation | 9 |
| Departure Permanent | 99 |
| Departure Temporary | 1 |
| Exemption Subdivision | 7 |
| Extension of Approval | 2 |
| Administrative Penalty | 27 |
| Relaxation | 11 |
| Rezoning | 11 |
| Subdivision | 18 |
| Zone Determination | 1 |

Table 77: Summary town planning application types from 1 July 2022 to 28 February 2023

The fact that no amendment or deviation of the Overstrand SDF was required is a testament of the SDF's robustness.

Overstrand has developed its own Land Use Planning System which document all the details of the application received and processing thereof. This system has been operational from March 2021 and therefore all the applications can also now be spatially depicted. This will be further refined to ensure that this information be presented in such a manner that is logical, and it could be used to draw critical assumption on the strategic direction of the SDF.

10.7 Spatial plans developed beyond the SDF

Overstrand Municipality has compiled a range of spatial plans beyond the legislative requirement of an SDF.

The additional spatial plans adopted by the Municipality are noted below and includes:

- Review of the Overstrand Municipality Spatial Growth Management Strategy, 2010 (OMSGMS, 2010);
- Baardskeerdersbos Precinct Plan
- Danger Point Precinct Plan
- Kleinbaai Nodal Plan
- Hermanus CBD Revitalisation Plan
- Housing Plan.

10.7.1 OVERSTRAND MUNICIPAL SPATIAL GROWTH MANAGEMENT STRATEGY (OMSGMS)

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

- Natural undeveloped area and agricultural land are increasingly being consumed by urban development,
- Low density urban sprawl results in long travel distances. Due to a lack of public transport, this results in more private road transport that leads to increasing traffic congestion and CO2 emissions,

- Low density development increases the cost of infrastructure provision and maintenance. It dissipates the positive effect of agglomeration and economies of scale, causing operational inefficiencies and a wastage of supporting economic resources and infrastructure.

To address these concerns, the municipality developed a Growth Management Strategy (GMS) 2010. The OMSGMS forms part of the current MSDF 2020 and the Municipality has started the review and update process of the OMSGMS in line with the current MSDF 2020.

10.8 Land available for development in Overstrand

Both public and private land is available for development. Whether it be for housing or economic development. Public Private Partnerships (PPP) is found to be the key in unlocking and acquiring land and further to gain capital in order to develop land.

In terms of the type of develop that should occur on the land (public or private) available: Key areas have been identified to address the housing backlog, however in order to create sustainable developments mixed land use must be developed. South Africa's economy is a free market and therefore developments on private land are market driven.

10.9 SDF linkage with the Integrated Urban Development Framework (IUDF), 2016

Purpose of the IUDF

The IUDF is a national government framework that responds to urbanization challenges and opportunities.

“More than half of the world's population lives in cities - it is projected that **70%** will be living in urban areas by **2050**”.

“More than 60% of South Africans live in urban areas, and this figure is projected to increase to **70%** and **80%** by **2030** and **2050** respectively”.

Cabinet approved the IUDF on 26 April 2016.

Next step:

Implementation of the short term (2016/19) priority actions as identified in the IUDF implementation plan.

Core elements of the IUDF

The IUDF's overall outcome – **spatial transformation**: reversing the inefficient spatial patterns in a way that promotes both social and economic development while protecting the environment.

The IUDF proposes 3C growth model= **compact, connected** & **coordinated** cities and towns as opposed to fragmented development. **Land, transport, housing, and jobs** are key structuring elements critical for the attainment of the outcome.

The overall objectives are to create efficient urban spaces by:

- Reducing travel costs & distances
- Aligning land use, transport planning & housing
- Preventing development of housing in marginal areas
- Increasing urban densities & reducing sprawl
- Shift jobs & investment towards dense peripheral townships
- Improve public transport & the coordination between transport modes.

Overstrand SDF response to the Integrated Urban Development Framework (IUDF)

Development of the IUDF started in November 2012 and was finalised in 2016. The Overstrand Municipality's SDF 2020 is aligned with the broad principles of the IUDF of creating **compact, connected** and **coordinated** cities and towns as opposed to fragmented development. This is further recognized in the vision of the SDF 2020.

Integrated sustainable human settlements are being implemented in terms of the National Housing Code in partnership with the Department of Human

Settlements according to the Housing Strategy in the IDP and further recognised in the SDF 2020.

10.10 HERMANUS CENTRAL BUSINESS DISTRICT (CBD) REVITALISATION PLAN

During 2000 the Municipality undertook Phase 1 CBD Revitalization study for Hermanus.

Phase 1 study was completed in 2002 and Phase 2 in 2016. A total of 13 projects/interventions were identified in both studies.

In accordance with the above projects/interventions the Overstrand Municipality and the private sector have made considerable investments in the CBD giving effect.

Overstrand Municipality has completed the following projects proposed in the studies,

- CBD Relief Road
- Upgrade of Cliff Top
- Redevelopment of Market Square
- Gearings Point upgrade
- Implementing the station precinct
- High Street beautification.

COMFORTABLE CYCLING OLD HARBOUR
ART / PUBLIC GALLERIES SAFETY TENNIS COURTS
SHOPPING MALL STREET LIGHTING GEARINGS POINT
TREE PLANTING LEMM'S CORNER SWALLOWS PARK
TAXI RANK MAIN ROAD FRESH PRODUCE MARKET
SIGNAGE PARKING TOURISTS COASTAL WALK
BUS PARKING PEDESTRIAN ACCESS AND SIDEWALKS SEATING ALLEYWAYS

The proposal was implemented during the period of 2002 to 2021 at an estimated cost of ±R90 million.

The private sector has also heavily invested into the CBD Revitalization Strategy.

Construction work on commercial, residential, parking and landscaping projects to an estimated amount of ±R225 million has been completed.

Overstrand has finished the phase of planning and development of the so-called Government Precinct which include the Taxi Rank and Government

buildings. Plans has been finished for the taxi rank. Joint funding from Provincial Administration and Overstrand Municipality is required to implement this.

STUDY AREA

The study area is referred to as the Hermanus Central Business District (CBD). In the context of Hermanus, this refers to the central area of town, bounded by the coastline to the south and east, Lord Roberts Street to the north and the municipal precinct to the west of Royal Street. The CBD is located along the R43 coastal route, connecting Betty's Bay, Onrus, Stanford and Gansbaai. Hermanus is the last significant destination on this route, which continues beyond Hermanus, inland to Stanford and along the coast to Gansbaai.

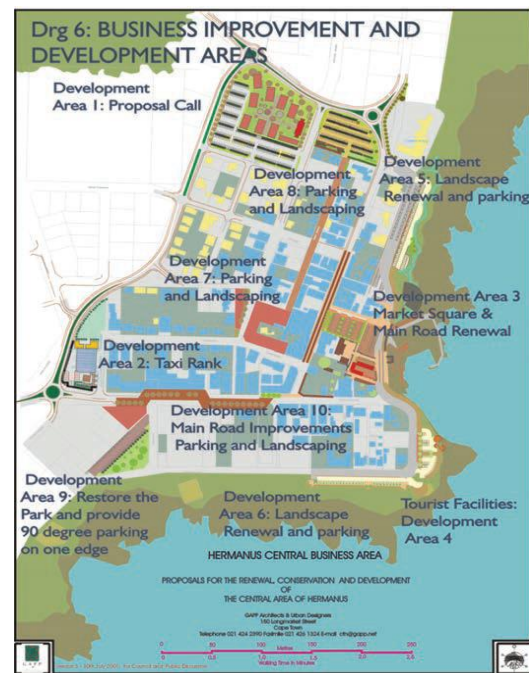


Figure 36: Hermanus CBD - Study Area

REGENERATION THEMES

The above principles inform and drive future regeneration projects and guide the management, conservation and development of the Hermanus CBD.

The themes emerging from these principles are:

- Heritage and Environment
- Access and Circulation

- Retail and Office Development
- Public Spaces.

PRIORITY UPGRADING AREAS

Within the overall concept for **phase 1**, six Focus Areas have been identified as the most strategic areas for implementation.

Within each Focus Area a set of priority projects were identified.

Status of the projects and focus areas identified are as follow:

The upgrading of High Street (Phase 1) has been finalised in 2021. The cost of the High Street project is valued at approximately R8 million.

The current project focused on the Taxi Rank precinct which includes the Taxi rank parking area, the community parking area across the Dutch Reform Church and the Courts. Planning for the precinct **has been finalised**. Detailed designs **have been completed** for the Taxi Rank for tender purposes. This project **will be** jointly funded by Provincial Administration and Overstrand Municipality.

10.11 Concluding Remarks

Although Overstrand's original SDF stems from 2006, it has regularly been reviewed and added onto via different Sectoral/Spatial Plans. The Overstrand Municipality adopted the reviewed Overstrand Municipality Spatial Development Framework in May 2020 based on the information and accumulation of the various Spatial Plans and studies conducted for the Overstrand Municipality. The Overstrand SDF is relevant to the current IDP and the Overstrand Municipality's planning initiatives.

The revitalization of the CBD is an ongoing project with strong support from the private sector, the rollout will continue as envisaged by Council.

CHAPTER 11

DISASTER MANAGEMENT PLAN

The intention of this Chapter is not to duplicate the reviewed DMP.

The reviewed 2022/23 DM plan comprises the following Annexures:

| ANNEXURES | | |
|------------|---|--|
| Annexure A | : | Veld Fire Management Plan |
| Annexure B | : | Flood Management Contingency Plan |
| Annexure C | : | Public Violence Contingency Plan |
| Annexure D | : | Strategic Risk Register |
| Annexure E | : | Disaster Management Preparedness Plan: Gansbaai |
| Annexure F | : | Disaster Management Preparedness Plan: Stanford |
| Annexure G | : | Disaster Management Preparedness Plan: Hermanus |
| Annexure H | : | Disaster Management Preparedness Plan: Kleinmond |
| Annexure I | : | Emergency Resource Telephone List: Hermanus |
| Annexure J | : | Emergency Resource Telephone List: Gansbaai / Stanford |
| Annexure K | : | Emergency Resource Telephone List: Kleinmond |
| Annexure L | : | Covid-19 Contingency Plan |
| Annexure M | : | Power Outages |
| Annexure N | : | Climate Change |
| Annexure O | : | Vulnerable Communities |

The next review of the DMP is planned in the 2023/24 financial year.

LEGAL FRAMEWORK

The Disaster Management Act (sec 53) stipulates that each Municipality must prepare a Disaster Management Plan/Framework for its area according to the circumstances prevailing in the area, after consulting with the District Municipality and other Local Municipalities within the area of the District Municipality.

Overstrand Disaster Management Plan:

- Forms an integral part of the Municipality's Integrated Development Plan;
- Anticipate the types of disasters that are likely to occur in the municipal area as well as their possible effects.

The Disaster Management Plan place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households.

INSTITUTIONAL CAPACITY

Overstrand Municipality has a functional Fire & Disaster Management Department within the Directorate: Protection Services.

A Joint Operation Centre (JOC) is activated as and when the need arises. The JOC is operated from the Fire station in Hermanus.

No Disaster Management Advisory Forum (DMAF) is established because such a committee already exists which plays a similar role.

RISK REDUCTION

- Risk awareness programs
- Risk prevention programs
- Formal and informal training with regard to emergency services and disaster relief
- Research in formal and informal settlements with regard to location, growth and development
- Upgrading of vehicles, equipment and protective clothing.

▶ CHAPTER 11: DISASTER MANAGEMENT PLAN ▶

DISASTER RISK REGISTER / STRATEGIC RISK REGISTER

Annexure D, Overstrand reviewed DMP, Source by WCDM

| HAZARD | HAZARD | | | | Vulnerability | | | | | | CAPACITY | | | | | | | Relative Risk Rating | Relative Risk Priority |
|---------------------------|---|--|---|------------------|---|------------|--------|---------------|-------------|-------------------------|---|----------------------|----------------------|--|------------------------|---------------------------|--------------------|----------------------|------------------------|
| SCORE | Score: 4. Very Likely 3. Likely 2. Unlikely 1. Rare | Score: 4. Monthly/weekly 3. Every 1 - 2 years 2. Every 2 - 5 years 1. Every 5 - 10 years | Score: 4. Major 3. Serious 2. Minor 1. Negligible | Hazard Rating | Vulnerability Score: 4. Extremely Vulnerable 3. Seriously Vulnerable 2. Slightly Vulnerable 1. Not Vulnerable | | | | | Vulnerability Rating | Capacity Score: 4. Very Good 3. Good 2. Poor 1. Very Poor | | | | | | Capacity Rating | | |
| | Probability | Frequency | Severity | | Political | Economical | Social | Technological | Environment | | Physical Planning and Engineering | Societal Capacity | Economic Capacity | People Capacity and Competencies | Management Capacity | Institutional capacity | | | |
| Drought | 3 | 3 | 4 | 10 | 1 | 4 | 4 | 3 | 4 | 16 | 2 | 3 | 1 | 3 | 1 | 1 | 11 | 14.545 | extremely high |
| Wildland fire | 4 | 4 | 4 | 12 | 1 | 3 | 3 | 2 | 2 | 11 | 2 | 3 | 2 | 2 | 3 | 2 | 14 | 9.429 | high |
| Social conflict | 3 | 4 | 3 | 10 | 1 | 4 | 3 | 2 | 2 | 12 | 2 | 2 | 1 | 2 | 3 | 3 | 13 | 9.231 | high |
| Tsunami | 3 | 1 | 3 | 7 | 1 | 4 | 3 | 3 | 3 | 14 | 2 | 2 | 1 | 2 | 2 | 2 | 11 | 8.909 | high |
| Structural fire | 4 | 4 | 3 | 11 | 2 | 2 | 2 | 2 | 1 | 9 | 2 | 3 | 2 | 2 | 2 | 2 | 13 | 7.615 | high |
| Coastal erosion | 3 | 4 | 2 | 9 | 1 | 2 | 2 | 2 | 3 | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 7.500 | high |
| HAZMAT: ocean spill | 2 | 2 | 4 | 8 | 1 | 2 | 2 | 1 | 4 | 10 | 2 | 2 | 2 | 2 | 2 | 1 | 11 | 7.273 | high |
| Pest infestation | 3 | 4 | 2 | 9 | 1 | 3 | 3 | 1 | 3 | 11 | 3 | 2 | 3 | 2 | 3 | 2 | 15 | 6.600 | tolerable |
| Nuclear event | 1 | 1 | 4 | 6 | 1 | 3 | 3 | 2 | 4 | 13 | 3 | 2 | 1 | 2 | 2 | 2 | 12 | 6.500 | tolerable |
| Endemism | 3 | 4 | 2 | 9 | 1 | 3 | 3 | 1 | 3 | 11 | 3 | 3 | 2 | 3 | 3 | 2 | 16 | 6.188 | tolerable |
| Water supply disruption | 3 | 4 | 2 | 9 | 1 | 3 | 3 | 2 | 1 | 10 | 2 | 3 | 2 | 3 | 3 | 2 | 15 | 6.000 | tolerable |
| HAZMAT: road | 3 | 2 | 2 | 7 | 1 | 2 | 2 | 2 | 3 | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 5.833 | tolerable |
| Disruption of electricity | 4 | 4 | 2 | 10 | 1 | 2 | 2 | 2 | 2 | 8 | 2 | 3 | 2 | 3 | 3 | 2 | 15 | 5.333 | tolerable |
| Floods | 4 | 3 | 3 | 10 | 1 | 2 | 2 | 2 | 1 | 8 | 2 | 3 | 2 | 2 | 3 | 3 | 15 | 5.333 | tolerable |
| Shipping incident | 2 | 2 | 3 | 7 | 1 | 2 | 2 | 1 | 3 | 9 | 2 | 3 | 2 | 2 | 2 | 1 | 12 | 5.250 | tolerable |
| Sea level rise | 3 | 1 | 2 | 6 | 1 | 2 | 2 | 2 | 3 | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 5.000 | tolerable |
| Storm surge | 3 | 3 | 2 | 8 | 1 | 2 | 2 | 2 | 2 | 9 | 2 | 2 | 2 | 3 | 3 | 3 | 15 | 4.800 | tolerable |
| Human diseases | 4 | 4 | 3 | 11 | 1 | 2 | 2 | 1 | 1 | 7 | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 4.278 | tolerable |
| Severe weather | 3 | 4 | 1 | 8 | 1 | 2 | 2 | 2 | 1 | 8 | 2 | 2 | 2 | 3 | 3 | 3 | 15 | 4.267 | tolerable |
| Aircraft incident | 2 | 2 | 2 | 6 | 1 | 2 | 2 | 2 | 2 | 9 | 2 | 2 | 3 | 3 | 3 | 3 | 16 | 3.375 | low |
| Road incident | 4 | 4 | 1 | 9 | 1 | 1 | 2 | 1 | 1 | 6 | 3 | 3 | 2 | 3 | 3 | 3 | 17 | 3.176 | low |

DEFINITIONS, TERMINOLOGY AND ABBREVIATIONS

Abbreviations

| | |
|-------|---|
| CAPEX | Capital Expenditure |
| ICC | Incident Command Centre |
| IDP | Integrated Development Plan |
| JOC | Joint Operations Centre |
| NGO | Non-government Organization |
| OPEX | Operational Expenditure |
| SAPS | South African Police Services |
| WCEMS | Western Cape Emergency Medical Services |
| ICS | Incident Command System |
| IC | Incident Commander |
| UC | Unified Command |

- Disaster:** A progressive or sudden, widespread or localized, natural or human-caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure or the environment; or disruption of a community; and is of a magnitude that exceeds the ability of those affected to cope using only their own resources.
- Disaster risk management:** The systematic process of using administrative decisions, organization, operational skill and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises of all forms of activities, including structural and nonstructural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.
- Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro meteorological and biological) or induced by human processes (environmental degradation and technological hazards).

Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterised by its location, intensity, frequency and probability.

- Incident Command Post (ICP)/ Incident Command Centre:** The Incident Command Post is the primary location for on-scene incident command and management. Staffing at the ICP typically includes the Incident Commander, Command Staff and General Staff, while some roles may be assigned at other posts, if necessary, to make best use of available staff resources. Typically, the ICP is located at or near the incident site and is the centre for management of on-scene and tactical operations. Planning and communications could also be coordinated from this location. Although a less desirable option, incident command can also be located off-site if there are not enough personnel at the site level to fill all necessary roles.
- Incident Commander:** The incident commander has overall responsibility at the incident or event irrespective of its size or nature. The incident commander determines objectives and establishes priorities based on the nature of the incident, available resources, and organisation policy. The role of the incident commander is usually filled by the first responder to arrive at the scene, who is relieved of this duty when a more senior responder or a designated incident commander arrives. Incident Command is a strategy of what actions is required where at an emergency incident.
- Unified Command (UC):** is an important element in multi-jurisdictional or multi-agency domestic incident management. The Unified Command is a structure that brings together the Incident Commanders of the major organizations involved in the incident in order to coordinate an effective response, while at the same time allowing each to carry out their own jurisdictional, legal, and functional responsibilities.

- **Risk:** The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions
- **Vulnerability:** The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

2018/19 Disaster Risk Assessment by Province

The main hazards for **Overstrand Municipality** have been classified as:

- Drought
- Wildland fires
- Social conflict
- Tsunami
- Structural fires
- Coastal erosion
- Hazmat: ocean spill.

The hazards pose a risk to the environment, industry, the economy; livestock and human life.

Top risks of the Overstrand Municipality

Top 10 risks (in no particular order) for Overstrand Municipality are:

- Wildfires
- Alien Invasive Species (Vegetative)
- Hazmat Incidents: Roads
- Civil Unrest
- Road Accidents
- Storm Surge/Coastal Flooding
- Sea-Level Rise
- Floods (Storm water)
- Urban Fires (Informal/Formal)
- Endemism (Loss to Biodiversity)
- Drought.

Disaster Management Analysis for Overstrand Municipality

1. A Hazard, Risk and Vulnerability Assessment (HRAVA) have been performed:

| | YES | NO | Comments, if no |
|--|-----|----|---|
| 1.1 For the Municipal Area | | x | Budget and capacity constraints |
| 1.2 For projects identified in the IDP | | x | New function – no projects in place. No budget for projects |

2. The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:

| | YES | NO | Comments, if no |
|--|-----|----|---|
| 2.1 For the Municipal Area | x | | |
| 2.2 For projects identified in the IDP | | x | New function – no projects in place. No budget for projects |

3. Appropriate disaster preparedness, response and recovery plans have been developed for a risk that cannot be prepared or mitigated:

| | YES | NO | Comments, if no |
|--|-----|----|---|
| 3.1 For the Municipal Area | x | | |
| 3.2 For projects identified in the IDP | | x | New function – no projects in place. No budget for projects |

4. The Municipality has instituted the following disaster management requirements:

| | YES | NO | Comments, if no |
|---|-----|----|---------------------|
| 4.1 Established a functional Disaster Management Centre | | x | Budget Constraints |
| 4.2 Appoint a Head of Centre | | x | Don't have a Centre |

▶ CHAPTER 11: DISASTER MANAGEMENT PLAN ▶

| | YES | NO | Comments, if no |
|--|-----|----|---|
| 4.3 A functional Disaster Management Advisory Forum | | x | DMAF to be established. Provincial Government hosted presentation on importance of DMAF |
| 4.4 A Disaster Management (DM) Plan has been developed | x | | |
| 4.5 This DM Plan does include Sectoral Plans | x | | |

completed, submitted and approved by
(answer where applicable):

| | YES | NO | Comments, if no |
|---|-----|----|-----------------|
| 7.1 Other Municipalities in District Municipal Area | x | | |
| 7.2 District Municipal Disaster Management Centre | x | | |
| 7.3 Provincial Disaster Management Centre | x | | |

5. Disaster Management has functional systems that comply with the following:

| | YES | NO | Comments, if no |
|---|-----|----|---------------------|
| 5.1 GIS data for disaster management | | x | Limited DM capacity |
| 5.2 Risk reduction planning | | x | Limited DM capacity |
| 5.3 Early warning system | | x | Budget constraints |
| 5.4 Preparedness, response and recovery planning (Generic Plan) | x | | |

6. These systems are linked to:

| | YES | NO | Comments, if no |
|--|-----|----|-----------------------|
| 6.1 Other line functions in the Municipality | | x | Overberg District |
| 6.2 Other Municipalities | x | | |
| 6.3 Security Forces (SAPS and SANDF) | | x | Overberg District DMC |
| 6.4 Provincial MES | | x | Overberg District DMC |
| 6.5 Provincial Departments | | x | Overberg District DMC |
| 6.6 The National Disaster Management Centre | | x | Overberg District DMC |

7. The Municipal Disaster Management Plan is

Budget allocation for 2024/25

The operating budget for Fire & Disaster Management for 2024/25 – 2025/26 are stated below:

| Vote description | 2024/25 Medium Term Revenue & Expenditure Framework | | |
|------------------------------------|---|---------------|---------------|
| | R thousand | | |
| | Budget Year | Budget Year | Budget Year |
| | 2024/25 | +1 2025/26 | +2 2026/27 |
| Vote 8_ Protection Services | | | |
| 8.5 Fire Brigade | 35,071 | 37,173 | 37,343 |
| 8.8 Disaster Management | 2,515 | 2,803 | 2,868 |

(Note: amounts include salaries)

Fire & Disaster Management received a R750 000 allocation in the draft capital budget for 2024/25.

How does Overstrand Municipality deal with disaster risk management (especially related to climate change) and do the Municipality's response translate into changes to development planning?

The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce

the possibility of harm or loss. A people-centred early warning system necessarily comprises four key elements: knowledge of the risk; monitoring, analysis and forecasting of the hazards; communication or dissemination of alerts and warnings; and local capabilities to respond to the warnings received.

With the threat of increasing disasters of climate change, in many countries' steps have already been taken to reduce this vulnerability to weather and climate dangers, such as floods, heat waves and drought and cyclones. Climate adaption change is a relatively new concern, but it can appeal to a rich tradition that spans many decades of disaster reduction practices risk.

In South Africa, the Overstrand Municipality's comprehensive water resource management programme involved practical measures such as clearing of invasive alien plants, a public awareness campaign, a programme of leak detection and repair, and ground water drilling.

Overstrand Municipality's response to the COVID-19 pandemic

Policy guidelines

Refer to the **approved amended IDP of 31 May 2022** <https://www.overstrand.gov.za/en/documents/strategic-documents/integrated-development-plan/9686-overstand-final-idp-amendment-2022-23-31-may-2022/file> - **Chapter 11- Disaster Management Plan** for a high-level overview of the Municipality's response to COVID-19 since the start of the nationwide lockdown. On 4 April 2022 President Ramaphosa terminated the National State of Disaster in response to the Covid-19 pandemic in South Africa.

CHAPTER 12

FINANCIAL PLAN

The inclusion of a financial plan (FP) in the IDP is a key requirement in terms of section 26 (h) of the Municipal Systems Act (MSA).

12.1 Status of Overstrand's financial position as at end December 2023

In terms of Section 72 of the Local Government Municipal Finance Management Act No. 56 of 2003 (MFMA) the Accounting Officer must by 25 January of each year assess the budget and performance of the municipality during the first half of the financial year. A report on such assessment must in terms of Section 72(1)(b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury.

Once the Mayor has considered the report, she must submit the report to Council by 31 January in terms of Section 54(1)(f) of the MFMA.

No financial problems or risks from a budgetary implementation or financial management perspective were identified up till 31 December 2023. It is however important to note that as a country we are faced with the following major challenges –

It is however important to note that as a country we face economic challenges (more detail below) that have been slightly eased by the inflation rate that is back within the Reserve Bank's 3 – 6% target range and the latest unchanged Repo Rate decision by the Monetary Policy Committee. The energy supply crisis is ongoing and still presents a stumbling block in economic growth. As a result of this, municipalities remain under pressure to provide cost effective services.

Still regarded as one of the main challenges for the municipality is the subsequent risk of an increase in outstanding debtors. The municipality continues to apply credit control measures in instances where agreements for extended payment periods are not honoured.

In terms of overall performance in implementing its 2022/23 budget, Overstrand Municipality has met its budget performance targets set for operating revenue.

The capital implementation plan for the first six months of the financial year reflected a spending of 54,75% (inclusive of current commitments of orders in progress) of the Adjusted Capital Budget of R205.8 million.

Cashflow

The municipality started the 2022/2023 financial year with a positive cash balance of R646.5 million. The December 2023 closing balance is R703.1 million.

Mid-Year Review

Section 28 of the MFMA prescribes that the municipality must also review the budget performance and may approve a revised budget during the course of the financial year through an adjustments budget.

The budget steering committee, senior officials and managers reviewed the mid-year budget performance during December 2023 and January 2024.

The adjustments budget was approved by Council in January 2024.

Impact of load shedding on the municipal budget in 2023/24 (1st six months)

As indicated by the South African Local Government Association (SALGA) more than a year ago, the following challenges due to loadshedding, as a result of failing generation infrastructure and lack of maintenance to Eskom's generation fleet, is still relevant, impacting as follows –

“• Loadshedding is further incentivising paying customers to seek alternative options for their energy needs, as is evidenced by the speed at which larger energy users are going off grid. The result is declining revenue from electricity sales.”

Furthermore, also with the following consequences stated at the time -

"During loadshedding municipalities are experiencing a range of negative impacts such as:

- Increased theft of infrastructure such as cables
- Increased frequency of vandalism of infrastructure (such as transformers etc.)
- Damage to electricity distribution networks, especially substations, due to excessive switching.
- Cable fault increases due to high loads after restoring the supply of electricity - Approximately R150 000 to R250 000/day of load shedding.
- Medium voltage switchgear failure - Approximately R50 000 to R 150 000/day of load shedding.
- Impact on WWTW and water purification plants.
 - The huge financial implications of utilising back-up power for wastewater treatment works.
- Loss of sales revenue
- Overtime budgets are abnormally high
 - Switching operators and control officers who are performing network switching operations and restoring supply after equipment damage or theft & Vandalism incidents are costing between R60 000 to R80 000 per day of load shedding.
- Declining economic activities, business closures and job losses reduce affordability with increases in unpaid municipal accounts."

Future anticipated impact of loadshedding for the municipality?

The municipality are monitoring the actual costs incurred due to loadshedding (inclusive of costs from theft, vandalism, equipment failure, overtime, contractors, security measures, etc.).

Furthermore, loss of income from unserved energy due to loadshedding and impact of loadshedding on WWTW facilities and water purification plants, Costs for the use of back-up power (gensets) and additional costs for distribution network maintenance, upgrades and new infrastructure are key areas.

Above-mentioned to be continuously mitigated in monitoring, to reduce the risk where there is an indication that the budget must be adjusted with regard to the revenue (downwards) and increased expenditure estimates to generate savings, if there is material under-collection of revenue, or unforeseen and unavoidable expenditure.

Financial ratio's

The assessment of the financial health and performance is an integrated process involving a review of a municipality's audited annual financial statements and audit report using selected financial ratios/norms.

The results of the financial ratios/norms are used to support financial decisions and to identify factors which may influence the financial stability of the Municipality.

It is also to enable timely corrective action where service delivery may be at risk. The assessment is according to the selected key financial ratios/norms as per National Treasury MFMA Circular No. 71

Table 78 below indicates the Overstrand Municipality's performance over the past 3 years, as at 30 June **2023**, in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

| Description | Basis of calculation | 2019/20 | 2020/21 | 2021/22 |
|---------------|--|---------------|---------------|---------------|
| | | Audit outcome | Audit outcome | Audit outcome |
| Cost Coverage | (Available cash + Investments)/monthly fixed operational expenditure | 7.62 | 6.27 | 5.73 |

| Description | Basis of calculation | 2019/20 | 2020/21 | 2021/22 |
|--|---|---------------|---------------|---------------|
| | | Audit outcome | Audit outcome | Audit outcome |
| Total Outstanding Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 12.33% | 11.37% | 11.39% |
| Debt coverage | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 25.06 | 23.56 | 27.78 |

Table 78: National KPI's for financial viability and management

Debt Coverage: Refers to financial viability measured in terms of the municipality's ability to meet its service debt obligations within the year.

Service debtors to revenue: Refers to financial viability measured in terms of the total outstanding service debtors, expressed as a percentage of revenue received for Services.

Cost Coverage: Refers to financial viability measured in terms of the available cash to cover monthly fixed operating expenditure.

The results of these financial ratios confirm the financial stability of the Municipality. Overall, the financial viability assessment of the municipality in terms of the annual audit also indicates that the municipality has prudent, responsible, and transparent financial management.

The key long term financial considerations to consider in order to remain financially sound

National Treasury (NT) communication to Local Government in MFMA Budget Circular No. 126 (7 Dec 2023) for the 2024/25 MTREF guides as follows: "The Over the next three years, South Africa's economy is forecast to grow at an average of 1.6 per cent, a moderate improvement on the 1.4 per cent average expected at the time of the 2023 MTBPS. The outlook is supported by an expected recovery in household spending as inflation declines, and an increase in energy-related fixed investments.

Power cuts and operational problems in freight rail and ports continue to disrupt economic activity and limit the country's export potential. Comprehensive reforms are underway in these sectors, although it will take time to see recovery in growth.

GDP growth is projected to average 1.6 per cent from 2024 to 2026 as the frequency of power cuts declines, lower inflation supports household consumption, and employment and credit extensions recover gradually. New energy projects will improve fixed investments and business sentiment."

Notwithstanding the prolonged impact of the Covid-19 pandemic together with ongoing economic volatility due to other international events such as the Russian invasion of Ukraine and tensions between global superpowers, the municipality are able to service its liabilities due to a strong liquidity ratio of 2.76 achieved in FY2023.

Overstrand is in the fortunate position of having sufficient reserves and was able to absorb much of the pressure exerted by the continued fallout of the pandemic.

Household formation in the Overstrand indicates the longer-term trend of urbanisation, which adds additional pressure on the municipality to deliver municipal services.

The household bill is currently toward the lower end of the scale when compared to its peers.

11.2 Status of the Long-Term Financial Plan (LTFP)

This update to the LTFP is brought about by the development of the Capital Expenditure Framework (CEF) in the third quarter of the 2023 calendar year. The capital expenditure framework effectively integrates the three important municipal spheres of spatial planning, infrastructure planning and financial planning within the ambit of the Integrated Development Plan (IDP) and municipal annual budget process. It spans a ten-year period (2022/23

– 2032/33), the first four of which include adjusted budget and medium-term revenue and expenditure framework budget data. This forecast uses a five-year historic period of available audited outcome financial data.

Purpose of the LTFP

The objectives of the LTFP are:

- Building and maintaining financially sustainable municipal operations and service delivery.
- Supporting the community in growing the economy through strategically integrated and growth-aligned prioritised capital investments.

The municipality is increasingly facing the realities of climate change and other rising cost pressures to municipal service delivery within the context of pronouncements by the National Government of decreasing grant allocations.

As a result, Overstrand Local Municipality aligns its strategic planning accordingly, and the municipality's view is that it will have a long-term effect on the municipal region and the financial position of the municipality.

To achieve a balanced approach between maintaining and growing service delivery according to the needs of the community and supporting local economic growth through prioritised capital investment, it also needs to consider settlement dynamics and changes, community needs in accessing social facilities, and community needs in accessing services. Prioritising of projects in terms of Revenue protection, Asset conservation and supply of basic services as a constitutional obligation. Regular and planned maintenance are adhered to, inclusive of budgetary provision. These factors have a direct impact on the operations of the municipality and must be balanced adequately in the prioritisation.

In relation to the long-term financial strategy and planning, a slightly different view should be considered in addition to the current/medium-term view. Although the energy crisis is estimated to reduce in impact over the next two years, it is

causing structural changes in the provision of electricity by the municipality.

The following impacts are note-worthy:

- Bulk purchase tariff increases from Eskom will not be eroded in the long term, creating a significantly higher base from which future increases be done.
- Conversely, municipal electricity service charges (tariffs) have increased at a smaller increment than the increase in bulk purchases – a gap which is also not likely to be eroded over the long term.
- Electricity consumers are turning to alternative sources to achieve reliable electricity supply. By nature, these are mostly long-term changes.

Historically, Overstrand Local Municipality has shown strong revenue growth. The only exception was during the after-effects of the Covid-19 pandemic. Taking a prudent view of the impact of current challenges faced by the municipality, budgeted total revenue growth over the MTREF period indicates a downward trend from the historic period. The municipality is prudently estimating that current challenges may have a long-term impact on its operations. As a result, forecasted revenue growth percentages remain in line with the MTREF trend, unless impacting factors are a consideration.

External challenges which Overstrand Local Municipality is facing relates to amongst others, climate change as mentioned, and other rising cost pressures to municipal service delivery within the context of pronouncements by the National Government of decreasing financial (grant) allocations. Projections must thus be conservative and may need to be adjusted over the planning period as actual data becomes available.

The Overstrand municipal region forecast population growth only loosely relates to household growth, resulting in the trajectory in changes in population growth far more pronounced than that of household growth. Therefore, the revenue growth assumptions are that the trend in proportionality of indigent households to total households over the forecast period will not be materially different from the MTREF period. This trend will be monitored as

implementation occurs, and any identified material impacts to the trend will be considered.

To achieve a balance between maintaining and growing service delivery according to the needs of the community and supporting local economic growth through prioritised capital investment, prioritisation needs to consider settlement dynamics and changes, community needs in accessing social facilities, and community needs in accessing services. These factors have a direct impact on the operations of the municipality.

Overstrand Local Municipality continues to work towards maintaining and expanding a balanced non-current asset base approach which would:

- Provide the service delivery needs (both basic services and non-infrastructure) of its citizens; and
- Support the productive economic contribution of its citizens through aligned infrastructure and services.

Although the balance between infrastructure and non-infrastructure assets is important in ensuring that all service delivery needs of citizens are met, economic growth is primarily driven by ensuring capital investment is strategic and growth-aligned in both infrastructure and non-infrastructure assets. The balance between infrastructure and non-infrastructure assets is a secondary consideration to the primary consideration of strategic and growth-aligned investment.

Although the current energy crisis with Eskom is estimated to reduce in impact over the next two years, it is causing structural changes in the provision of electricity by the municipality, the following are note-worthy:

- Bulk purchase tariff increases from Eskom will not be eroded in the long term, creating a significantly higher base from which future increases be done.
- Conversely, municipal electricity service charges (tariffs) have increased at a smaller increment than the increase in bulk purchases – a gap which is also not likely to be eroded over the long term.
- Electricity consumers are turning to alternative

sources to achieve reliable electricity supply. By nature, these are mostly long-term changes.

The municipality estimates that infrastructure investment towards alternative sources of electricity provision will only start moving into the operational phase over the next 7 years. Considering the structural changes highlighted, the implementation timeline of these projects will likely adversely affect municipal revenue, and this likelihood must be reflected in the revenue assumptions.

Furthermore, it highlights the importance of prioritising capital investment projects aimed at safeguarding and growing the municipality's ability to deliver a reliable electricity service to its citizens. This is particularly important as the provision of electricity is a key economic driver which supports citizens in making a productive economic contribution.

Providing reliable, adequate, and affordable water supply to the citizens of Overstrand Local Municipality, is identified another key economic driver. The municipality is addressing this need through various infrastructure projects. In particular, the large-scale planned investment in a seawater desalination plant will make a significant contribution towards growing municipal water service delivery. (Projected project timelines and estimates indicate a 20% increase in water provision in FY 2027 at the operationalisation of phase 1 of the seawater desalination plant.)

The implementation of the seawater desalination plant will permanently increase revenue from service charges: water at the operationalisation of each phase. The repairs and maintenance requirements will similarly increase when commissioned.

Active management of cash and investments remains one of the key focus areas in maintaining and continually improving the overall financial position of Overstrand Local Municipality. The goals are to manage and maintain financial sustainability while also growing prioritised capital investments.

In finding ways to deal with these challenges and work towards the goals, the municipality is

considering as part of this plan, slowly growing its cash and investments balance over the forecast period. The objectives would be to maintain the current position of adequate cash cover of operations and financial resilience against unforeseen events through adequate cash-backed reserves. Furthermore, to increasingly fund capital investment from cash-backed internally generated funds reserves. All statutory reserves, working capital, short-term provisions and liabilities, and commitments will remain cash-backed prior to growing any cash-backed internally generated funds reserves.

As part of the strategy to deal with these issues and accomplish these goals, the municipality will continue using external borrowings as a funding source for capital expenditure. This will create the space necessary to slowly grow the cash and investments balance. At the same time, it supports keeping capital expenditure at an optimal level for capital investment towards economic growth. The aim of growing the cash-backed capital investment reserve and using sufficient levels of gearing, is to find a balanced approach to dealing with the external challenges and reaching the goals of financial planning.

The municipality will continue to follow a prudent debt collection process as set out in its Customer Care Credit Control Debt Collection Policy. The municipality's indigent benefit for qualifying households offers one of the highest household income levels as criteria (4 times the monthly Government old age pension). Indigent consumers also receive 10 kl of water, 7 kl of sewerage and 50 units of electricity free per month.

STRENGTHS

- Overstrand LM has a proven ability to generate cash from operations despite experiencing a total operating deficit (excl. capital grants) in recent years.
- A high liquidity ratio of 2.76 in 2023, supported by a high cash and cash equivalents balance, suggesting that the municipality will be able to service its liabilities as and when it becomes due.

The liquidity ratio has improved from the previous year and is supported by historically strong liquidity management.

- Strong Consumer Debtors aging profile and a high Consumer Debtors Collection Rate, as well as historically prudent financial management, helped the municipality maintain a healthy financial position despite the serious detrimental effects that the Covid-19 pandemic has had.
- Low level of grant dependency.
- Sufficient cash coverage for minimum liquidity requirements as well as three months' operating expenditure.
- Expenditure on repairs and maintenance on capital assets as a percentage of Property, Plant & Equipment as well as Investment property improved.

WEAKNESSES

- Higher reliance on cash and reserves in the capital funding within the context of pronouncements by the National Government of decreasing grant allocations.
- the longer-term trend of urbanisation, which adds additional pressure on the municipality to deliver municipal services.
- The municipality is increasingly facing the realities of climate change and other rising cost pressures to municipal service delivery.

OUTCOME OF THE LTFM FORECAST

Strong emphasis must be placed on strategically integrated & growth-aligned prioritisation of capital investments.

- Actual realised surplus/(deficit) data need to be monitored on a continuous basis in determining whether the projections in the LTFM need to be adjusted accordingly to ensure the goals of the plan are achieved.
- Implementation of capital investment towards

alternative electricity provision sources needs to be monitored to determine whether the assumptions in relation to service charges: electricity and bulk purchases need to be reconsidered and the LTFP revised accordingly.

- Consideration will be given to growing the cash and investments position in relation to a capital replacement reserve. The goals of growing the municipal cash position would be to maintain adequate cash cover of operations; create financial resilience against unforeseen events through adequate cash-backed reserves; and increasingly fund capital investment from cash-backed internally generated funds reserves.
- External borrowings will be used to support sufficient capital expenditure towards strategic and growth-aligned capital investment.
- Three months' working capital cash cover will remain in place throughout.

The budget projection for the next three financial years is as follows: Table A4

WC032 Overstrand - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
|--|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| R thousand | | | | | | | | | |
| Revenue | | | | | | | | | |
| Exchange Revenue | | | | | | | | | |
| Service charges - Electricity | 442 792 | 512 750 | 495 999 | 577 969 | 577 969 | 577 969 | 636 747 | 674 952 | 715 449 |
| Service charges - Water | 131 113 | 142 917 | 158 070 | 147 269 | 164 269 | 164 269 | 176 718 | 187 321 | 198 560 |
| Service charges - Waste Water Management | 87 094 | 93 177 | 100 655 | 104 715 | 104 715 | 104 715 | 118 479 | 125 588 | 133 123 |
| Service charges - Waste Management | 72 198 | 76 951 | 85 923 | 85 430 | 97 430 | 97 430 | 108 946 | 115 482 | 122 411 |
| Sale of Goods and Rendering of Services | 86 171 | 114 179 | 80 449 | 131 673 | 123 604 | 123 604 | 102 760 | 66 165 | 31 109 |
| Agency services | 6 189 | 6 880 | 7 140 | 8 319 | 6 719 | 6 719 | 7 103 | 7 529 | 7 981 |
| Interest | 28 | 24 | 33 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest earned from Receivables | 3 257 | 3 370 | 5 796 | 6 400 | 9 900 | 9 900 | 9 400 | 9 964 | 10 562 |
| Interest earned from Current and Non Current Assets | 30 476 | 31 884 | 51 751 | 41 800 | 41 800 | 41 800 | 47 750 | 48 705 | 49 679 |
| Dividends | - | - | - | - | - | - | - | - | - |
| Rent on Land | 966 | 1 650 | 1 401 | 1 127 | 1 127 | 1 127 | 1 889 | 2 001 | 2 120 |
| Rental from Fixed Assets | 4 068 | 5 042 | 5 346 | 5 646 | 5 646 | 5 646 | 5 676 | 6 015 | 6 375 |
| Licence and permits | 626 | 1 002 | 1 143 | 964 | 864 | 864 | 779 | 826 | 875 |
| Operational Revenue | 9 019 | 7 497 | 11 572 | 8 242 | 8 242 | 8 242 | 6 921 | 7 314 | 7 730 |
| Non-Exchange Revenue | | | | | | | | | |
| Property rates | 261 222 | 278 154 | 297 101 | 340 506 | 340 506 | 340 506 | 359 440 | 381 006 | 403 866 |
| Surcharges and Taxes | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | 1 095 | 35 124 | 58 043 | 20 421 | 45 421 | 45 421 | 44 889 | 44 983 | 45 083 |
| Licences or permits | 1 601 | 1 778 | 1 834 | 1 943 | 1 943 | 1 943 | 2 000 | 2 120 | 2 247 |
| Transfer and subsidies - Operational | 144 199 | 155 949 | 172 162 | 184 953 | 192 561 | 192 561 | 190 068 | 199 421 | 210 978 |
| Interest | 987 | 851 | 1 294 | 1 300 | 2 000 | 2 000 | 2 110 | 2 237 | 2 371 |
| Fuel Levy | - | - | - | - | - | - | - | - | - |
| Operational Revenue | 3 848 | - | - | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | 904 | - | - | - | - | - | - |
| Other Gains | 7 545 | 7 570 | 14 279 | 7 900 | 7 900 | 7 900 | 7 650 | 4 050 | 3 500 |
| Discontinued Operations | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | 1 294 494 | 1 476 750 | 1 550 896 | 1 676 577 | 1 732 615 | 1 732 615 | 1 829 326 | 1 885 680 | 1 954 019 |
| Expenditure | | | | | | | | | |
| Employee related costs | 436 029 | 452 651 | 480 939 | 537 911 | 549 390 | 549 390 | 587 185 | 609 765 | 650 443 |
| Remuneration of councillors | 11 219 | 11 538 | 12 315 | 12 514 | 12 898 | 12 898 | 13 912 | 14 488 | 15 086 |
| Bulk purchases - electricity | 298 272 | 351 600 | 346 418 | 429 805 | 429 805 | 429 805 | 484 477 | 546 102 | 615 566 |
| Inventory consumed | 45 042 | 52 658 | 58 220 | 62 499 | 65 360 | 65 360 | 61 092 | 73 043 | 73 524 |
| Debt impairment | 9 494 | 28 248 | 52 100 | 19 414 | 50 372 | 50 372 | 53 394 | 56 598 | 59 994 |
| Depreciation and amortisation | 138 195 | 147 004 | 148 321 | 149 154 | 149 154 | 149 154 | 158 441 | 167 237 | 176 574 |
| Interest | 48 805 | 47 584 | 48 152 | 49 658 | 49 658 | 49 658 | 49 814 | 51 810 | 46 707 |
| Contracted services | 208 095 | 237 081 | 257 088 | 300 624 | 305 174 | 305 174 | 316 048 | 334 743 | 351 451 |
| Transfers and subsidies | 8 651 | 12 750 | 16 086 | 16 380 | 16 580 | 16 580 | 17 755 | 17 154 | 17 993 |
| Irrecoverable debts written off | 4 559 | 5 258 | 10 206 | - | 10 709 | 10 709 | 10 709 | 10 709 | 10 709 |
| Operational costs | 112 270 | 118 256 | 141 085 | 164 252 | 209 258 | 209 258 | 191 421 | 161 335 | 133 113 |
| Losses on disposal of Assets | 144 | 33 873 | - | - | - | - | - | - | - |
| Other Losses | 1 034 | 192 | 72 | - | - | - | - | - | - |
| Total Expenditure | 1 321 810 | 1 498 694 | 1 571 001 | 1 742 212 | 1 848 360 | 1 848 360 | 1 944 247 | 2 042 985 | 2 151 161 |
| Surplus/(Deficit) | (27 316) | (21 944) | (20 106) | (65 635) | (115 745) | (115 745) | (114 921) | (157 305) | (197 142) |
| Transfers and subsidies - capital (monetary allocations) | 42 381 | 40 274 | 125 273 | 54 293 | 95 704 | 95 704 | 65 533 | 47 910 | 46 734 |
| Transfers and subsidies - capital (in-kind) | 18 757 | 2 060 | 6 130 | - | 890 | 890 | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | 33 821 | 20 390 | 111 298 | (11 342) | (19 151) | (19 151) | (49 388) | (109 395) | (150 408) |
| Income Tax | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after income tax | 33 821 | 20 390 | 111 298 | (11 342) | (19 151) | (19 151) | (49 388) | (109 395) | (150 408) |
| Share of Surplus/Deficit attributable to Joint Venture | - | - | - | - | - | - | - | - | - |
| Share of Surplus/Deficit attributable to Minorities | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) attributable to municipality | 33 821 | 20 390 | 111 298 | (11 342) | (19 151) | (19 151) | (49 388) | (109 395) | (150 408) |
| Share of Surplus/Deficit attributable to Associate | - | - | - | - | - | - | - | - | - |
| Intercompany/Parent subsidiary transactions | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 33 821 | 20 390 | 111 298 | (11 342) | (19 151) | (19 151) | (49 388) | (109 395) | (150 408) |

WC032 Overstrand-Table A5 - Budgeted Capital Expenditure by vote, functional classification and funding source

WC032 Overstrand - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

| Vote Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| R thousand | | | | | | | | | |
| Capital expenditure - Vote | | | | | | | | | |
| Multi-year expenditure to be appropriated | | | | | | | | | |
| Vote 1 - Municipal Council | – | – | – | – | – | – | – | – | – |
| Vote 2 - Office of the Municipal Manager | – | – | – | 5 000 | – | – | – | – | – |
| Vote 3 - Corporate Services | – | 3 250 | – | 2 215 | 1 533 | 1 533 | 765 | – | – |
| Vote 4 - Financial Services | – | 42 | – | 60 | 10 | 10 | 1 560 | – | – |
| Vote 5 - Infrastructure Services | 109 765 | 146 819 | 4 059 | 196 210 | 185 204 | 185 204 | 124 361 | 137 910 | 109 734 |
| Vote 6 - Public Safety | – | 2 117 | – | 300 | 1 300 | 1 300 | 300 | – | – |
| Vote 7 - Planning and Development | – | 100 | – | 45 | 45 | 45 | 30 | – | – |
| Vote 8 - Community Services | – | 6 417 | – | 735 | 735 | 735 | 735 | – | – |
| Capital multi-year expenditure sub-total | 109 765 | 158 744 | 4 059 | 204 565 | 188 827 | 188 827 | 127 751 | 137 910 | 109 734 |
| Single-year expenditure to be appropriated | | | | | | | | | |
| Vote 1 - Municipal Council | 352 | – | – | – | – | – | – | – | – |
| Vote 2 - Office of the Municipal Manager | – | – | – | – | – | – | 465 | – | – |
| Vote 3 - Corporate Services | 2 288 | – | 1 812 | 1 800 | 3 128 | 3 128 | 2 200 | – | – |
| Vote 4 - Financial Services | 57 | – | 57 | – | 2 627 | 2 627 | 5 650 | – | – |
| Vote 5 - Infrastructure Services | 91 580 | 26 219 | 163 637 | 1 938 | 14 659 | 14 659 | 13 117 | – | 7 000 |
| Vote 6 - Public Safety | 8 160 | 4 989 | 5 007 | 600 | 2 150 | 2 150 | 1 850 | – | – |
| Vote 7 - Planning and Development | 498 | 965 | 2 365 | – | 223 | 223 | – | – | – |
| Vote 8 - Community Services | 42 100 | 1 458 | 12 384 | 506 | 30 | 30 | 1 000 | – | – |
| Capital single-year expenditure sub-total | 145 035 | 33 633 | 185 262 | 4 844 | 22 817 | 22 817 | 24 282 | – | 7 000 |
| Total Capital Expenditure - Vote | 254 800 | 192 377 | 189 321 | 209 409 | 211 644 | 211 644 | 152 033 | 137 910 | 116 734 |
| Capital Expenditure - Functional | | | | | | | | | |
| Governance and administration | 7 054 | 3 761 | 2 228 | 9 075 | 5 162 | 5 162 | 3 490 | – | – |
| Executive and council | 355 | 3 | 5 | 5 005 | 5 | 5 | 520 | – | – |
| Finance and administration | 6 699 | 3 759 | 2 223 | 4 070 | 5 157 | 5 157 | 2 970 | – | – |
| Internal audit | – | – | – | – | – | – | – | – | – |
| Community and public safety | 96 981 | 63 534 | 40 838 | 49 161 | 42 325 | 42 325 | 30 164 | 16 029 | 24 183 |
| Community and social services | 16 072 | 1 458 | 3 890 | 1 330 | 1 360 | 1 360 | 2 235 | – | – |
| Sport and recreation | 22 886 | 5 047 | 3 318 | 5 041 | 3 837 | 3 837 | 11 850 | 16 029 | 15 183 |
| Public safety | 8 425 | 7 998 | 5 007 | 900 | 3 450 | 3 450 | 2 950 | – | – |
| Housing | 49 598 | 49 031 | 28 623 | 41 890 | 33 678 | 33 678 | 13 129 | – | 9 000 |
| Health | – | – | – | – | – | – | – | – | – |
| Economic and environmental services | 29 200 | 11 405 | 20 518 | 5 748 | 5 825 | 5 825 | 3 277 | 2 981 | 6 000 |
| Planning and development | 8 466 | 2 656 | 3 719 | 1 108 | 825 | 825 | 975 | – | – |
| Road transport | 20 734 | 8 748 | 16 799 | 4 640 | 5 000 | 5 000 | 2 302 | 2 981 | 6 000 |
| Environmental protection | – | – | – | – | – | – | – | – | – |
| Trading services | 121 565 | 113 677 | 125 737 | 145 425 | 158 332 | 158 332 | 115 102 | 118 900 | 86 551 |
| Energy sources | 10 436 | 28 253 | 55 692 | 59 526 | 58 249 | 58 249 | 44 584 | 46 900 | 37 551 |
| Water management | 35 574 | 36 721 | 31 608 | 25 963 | 31 124 | 31 124 | 41 700 | 42 200 | 16 660 |
| Waste water management | 57 190 | 45 732 | 32 801 | 59 445 | 68 363 | 68 363 | 26 263 | 25 300 | 28 500 |
| Waste management | 18 365 | 2 972 | 5 637 | 490 | 595 | 595 | 2 555 | 4 500 | 3 840 |
| Other | – | – | – | – | – | – | – | – | – |
| Total Capital Expenditure - Functional | 254 800 | 192 377 | 189 321 | 209 409 | 211 644 | 211 644 | 152 033 | 137 910 | 116 734 |
| Funded by: | | | | | | | | | |
| National Government | 35 100 | 36 688 | 81 741 | 54 293 | 62 555 | 62 555 | 52 299 | 47 910 | 37 734 |
| Provincial Government | 48 390 | 1 290 | 5 036 | – | 33 843 | 33 843 | 13 129 | – | 9 000 |
| District Municipality | – | – | – | – | – | – | – | – | – |
| Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private | – | 53 387 | 26 098 | 41 890 | 195 | 195 | 105 | – | – |
| Transfers recognised - capital | 83 490 | 91 365 | 112 876 | 96 183 | 96 594 | 96 594 | 65 533 | 47 910 | 46 734 |
| Public contributions & donations | 23 919 | – | 18 467 | – | – | – | – | – | – |
| Borrowing | 45 443 | 65 237 | 34 249 | 95 214 | 95 821 | 95 821 | 65 400 | 90 000 | 70 000 |
| Internally generated funds | 101 949 | 35 775 | 23 730 | 18 013 | 19 230 | 19 230 | 21 100 | – | – |
| Total Capital Funding | 254 800 | 192 377 | 189 321 | 209 409 | 211 644 | 211 644 | 152 033 | 137 910 | 116 734 |

11.3 Financial strategies

Overstrand Municipality identified the following strategies to ensure sound financial management over the medium to long term.

| Strategy | Status of the strategy- update please |
|--|---|
| Revenue raising strategies | The municipality's revenue streams will be maximised: <ul style="list-style-type: none"> - Assessment rates; - Revenue from trading services; - Agency fees and fines; - Sundry revenue e.g. property management, and other revenue; - Grants - Donor funding from international agencies - Public Private Partnership - Applying Strict credit control measures; |
| Asset Management strategies | Asset conservation and supply of basic services as a constitutional obligation; Ensure that assets are properly accounted for and safeguarded, as averaging on the municipal assets will drive the economic growth and sustainable development of the Municipality. |
| Financial management strategies | Compliance with GRAP Standards; Prepare annual financial statements timeously; Compliance with the municipal Standard Chart of Accounts (mSCOA); Maintain an effective financial management system, to ensure proper reporting; Sustainable multi-year forecasts. |
| Capital financing strategies | <ul style="list-style-type: none"> - Municipal infrastructure has a long term economic life and the general principle will be applied that future users of infrastructure should contribute towards the payment for capital expenditure by servicing the loans taken up to provide adequate infrastructure as required; |

| Strategy | Status of the strategy- update please |
|---|--|
| | <ul style="list-style-type: none"> - Overstrand will maintain its process of utilizing the following main sources of financing to fund CAPEX, e.g. Grants, External Borrowing and Internal Revenue generated. - Bulk infrastructure contributions as might be available, to fund applicable capital projects. |
| Operational Financing strategies | <ul style="list-style-type: none"> - Business planning links back to priority needs and master planning, and informs the detail operating budget appropriations; - consideration of the economic realities and the subsequent prioritisation criteria for compilation of the Operational budget; - Requirement of Top Management to discuss budget proposals and affordability; |
| Strategies that would enhance cost-effectiveness | <ul style="list-style-type: none"> - Further operational efficiencies to be identified, - reduction in non-core expenditure and consideration of reviewing service level standards. |

Table 79: Overstrand financial strategies

11.4 Financial related policies

Overstrand Municipality has the following financial related policies in place:

| FINANCIAL RELATED POLICIES IN PLACE |
|--|
| Asset Management Policy |
| Borrowing policy |
| Budget policy |
| Contract management policy |
| Customer Care, Credit Control and Debt Collection Policy |
| Funding & Reserves policy |

| FINANCIAL RELATED POLICIES IN PLACE |
|--|
| Indigent Policy |
| Investment Policy |
| Investment Incentive Policy |
| Long term financial planning and implementation policy |
| Payday Policy |
| Petty Cash Policy |
| Rates Policy |
| Supply Chain Policy |
| Tariff Policy |
| Virement policy |
| Travel- and Subsistence Policy |
| Special Rating Areas Policy |
| Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy |
| Cost Containment Policy |
| Preferential Procurement Policy |

Table 8o: Overstrand financial related policies

One of the additions to these policies in 2016, is the Special Rating Areas Policy, aimed at further investment into areas where, through co-operation between municipalities and private business, municipal top-up services could serve to uplift areas to address or prevent degeneration in order to address public safety, and to support and encourage property investment.

The top-up municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure in a Special Rating Area (SRA). **The Investment Incentive Policy is the latest addition to these policies.**

Special Rating Areas (SRA's) is municipal facilitation of an additional rate levied on property, payable by owners in a defined area, to raise funds for the improvement or upgrading of such an area. SRA's thus provide a formal structure through which to finance top-up services can be financed.

The top-up services provided by SRA's enhance and supplement municipal services already provided by the municipality. Services offered within an SRA do not replace the services of the Municipality, but rather complement and

supplement those services. Individual SRA's are unique in nature due to geographical settings, population density, zonings and property values.

The cost of the top-up municipal services allows individual property owners to benefit from a well-managed neighbourhood, including a shared sense of communal pride, safety and social responsibility.

The establishment of three (3) SRA's were approved by Council in March 2020. Two (2) of these areas obtained approval for an extension, to implement as from 1 July 2021.

11.5 Status of mSCOA compliance

As from 01 July 2017 the seven mSCOA segments (Funding Segment, Function Segment, Item Segment, Project Segment, Costing Segment, Regional Segment, and Municipal Standard Classification Segment) must be embedded in the Municipal Accountability Reporting Cycle and reviewed and monitored at all municipal budget forums as well reflected in all reporting to all external stakeholders such as National Treasury via a Web-enabled LG database interface.

Overstrand Municipality has been piloting mSCOA from 01 July 2015, together with the service provider for the SAMRAS Financial System. During the piloting phase, many lessons have been learnt and documented by National Treasury. New insights and a better understanding of the complexities of the mSCOA implementation resulted in multiple series changes to the initial system functionalities as envisaged during the piloting implementation phase.

The project plan for the Web-Enablement roll-out of the system received from Bytes Universal Systems, provided an indication of the dates envisaged for the roll-out of the respective modules/core elements.

The service provider Bytes Universal Systems was subsequently sold to SOLVEM in December 2020. The SAMRAS product and service offerings remain

the same. Council and the administration will thus still find reference to Bytes Systems Integration in documentation providing background/historic context.

The service provider also advised that the start dates as indicated on the plan, should be regarded as an indication of the release date for further testing by municipalities. These dates should however not be regarded as the final successful implementation dates for the respective modules into the live production environment.

Communication with the service provider is taking place on a regular basis with the attendance of all SAMRAS User group workshops and meetings by senior Finance Directorate - and ICT Department staff in this regard. In providing insight regarding monitoring of progress with the development and implementation of web-based modules, the following background –

An Overstrand delegation visited Stellenbosch Municipality during October for a demo of the implemented system – with the municipality's decision, that monitoring of progress with reference to implementation, especially relating to the client-wide implementation of the Expenditure/SCM module will continue since the development could not be regarded as finalised.

Challenges are experienced periodically during especially reporting cycles with information extracts and reports in the current legacy / web transition period where Overstrand has implemented the Budgeting module during the piloting phase as referred to. For Overstrand, the status quo will be maintained in further considerations with regard to system implementation, pending the outcome of successful implementation of the organogram and SCM module at other comparable user sites.

User group meetings allow municipalities to obtain feedback from the service provider with regard to progress made with development of the respective Web Modules as well as updates from these municipal sites where specific web module testing was in process. Confirmation of the dates for the next workshop and meeting are awaited.

The mSCOA committee currently follows a process of monitoring progress with regard to before mentioned. Assurance of successful implementation of web-based modules and the organogram are regarded as a pre-requisite for embarking on implementation of these modules.

This development will be closely monitored and any important matters impacting on the Overstrand contract, service rendering levels, etc. will be reported to Council, with the continuation of quarterly reports as part of the Budget Report, due to the process currently still not leading to a close-out report in the current financial period.

CHAPTER 13

PERFORMANCE MANAGEMENT

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision of the municipality as set out on page 7 and in Chapter 4 of this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

Performance management and integrated development planning are two sides of the same coin:

- the IDP sets out what a municipality intends to achieve, i.e., what the community can expect and
- the Performance Management System (PMS) manages, measures and evaluates the extent of achievement thus assisting the community to inspect what it expected
- Every Municipality depends on the performance of each and every employee in order to succeed in attaining its objectives and meet its performance targets
- Accordingly, the management of performance involves the entire administration.

Performance Management in Overstrand Municipality is guided by the approved Performance Management Framework (PMF) of 25 June 2014. The PMF was reviewed on 30 May 2018. The PMF was reviewed in August 2022 for alignment with the Municipal Staff Regulations GN 890 and Guidelines for implementation GN 891 of 20 September 2021.

13.1 Organisational Performance

The overall performance of the municipality is managed and evaluated by a municipal scorecard (**Top Layer SDBIP**) at organisational level and through monitoring and evaluation of the detailed Departmental Service delivery budget implementation plan (SDBIP) at directorate and departmental (H.O.D) levels. The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the municipality as a whole, reflecting the performance on each strategic objective and service delivery priorities. The SDBIP includes non-financial and financial key performance indicators. The preliminary key performance indicators (KPI's) and performance targets contained in the 2024/25 draft Top Layer SDBIP are stated in section 13.3 below.

13.2 Individual Performance

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both simultaneously. Overstrand Municipality monitor and evaluated the performance of its entire workforce (T3 to Municipal Manager).

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13.3 Planned delivery for the 2024/25 financial year

Table below indicates the preliminary key performance indicators (KPI's) and targets set for the 2024/25 financial year. The KPI's and Targets are finalised annually with the approval of the Service Delivery and Budget Implementation Plan (SDBIP) in mid-June.

Table 8i: KPI's and targets for 2024/25

Note: The revised organisational structure approved on 28 February 2024 resulted in designation changes (i.e. KPI owner changes).

| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|---|--|---|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | 100% of the operational conditional grant (Libraries, CDW's) spent (Actual expenditure divided by the total grant received) | % of total conditional operational grants spent (Libraries, CDW's) | Director: Community Services | 100% | 100% | 100% | 20% | 50% | 75% | 100% | 100% | 100% |
| Basic Service Delivery | The provision and maintenance of municipal services | m² of roads patched and resealed according to Pavement Management System within available budget | m² of roads patched and resealed | Chief Engineer: Infrastructure Services | 77 662 | 110,000 | 110,000 | 0 | 15,000 | 65,000 | 110,000 | 110,000 | 110,000 |
| Basic Service Delivery | The provision and maintenance of municipal services | Quality of effluent comply 80% 75% with general or special limit in terms of the Water Act (Act 36 of 1998) | % compliance | Chief Engineer: Infrastructure Services | 75.54% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |
| Basic Service Delivery | The provision and maintenance of municipal services | Quality of potable water comply 98% 95% with SANS 241 | % compliance with SANS 241 | Chief Engineer: Infrastructure Services | 96.99% | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 95% |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|--|---|---|---|---|--------------------------------------|--------------------------------------|------------------|---------|----------|----------|--------------------------------------|--------------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Basic Service Delivery | The provision and maintenance of municipal services | Limit unaccounted water to less than 26% {(Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre sold x 100}} | % of water unaccounted for | Chief Engineer: Infrastructure Services | 24.48% | 25% | 25% | - | - | - | 25% | 25% | 25% |
| Good Governance and Public Participation | The encouragement of structured community participation in the matters of the municipality | Ward committee meetings held to facilitate consistent and regular communication with residents | Number of ward committee meetings per annum | Municipal Manager | 112 | 56 | 56 | 14 | 14 | 14 | 14 | 56 | 56 |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Submit 4 progress reports on the revision of the top 10 risks as a corrective action to the Top Management Team | Number of progress reports submitted | Municipal Manager | 3 | 4 | 4 | 1 | 1 | 1 | 1 | 4 | 4 |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | Sign section 56 performance agreements with all directors by the end of July | Number of agreements signed | Municipal Manager | 6 | 5 | 5 | 5 | - | - | - | 6 | 6 |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Monitor the implementation of the action plan developed to address all the issues raised in the management letter of the Auditor General and submit 4 progress reports to Executive Mayor | Number of progress reports monitored and submitted to Executive Mayor | Municipal Manager | 3 | 4 | 4 | 1 | 1 | 1 | 1 | 4 | 4 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|--|--|------------------------------------|---|--------------------------------------|--------------------------------------|------------------|---------|----------|----------|--------------------------------------|--------------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | | | | | | |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2024 to be completed by Sept 2024 and the current period - October - December 2024 to be completed by February 2025 | Number of appraisals | Municipal Manager | 11 | 10 | 10 | 5 | - | 5 | - | 12 | 12 |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Draft the annual report and submit to the Auditor-General by end of August | Draft Annual report submitted | Municipal Manager | 1 | 1 | 1 | 1 | - | - | - | 1 | 1 |
| Local Economic Development | The promotion of tourism, economic and social development | Submit 3 progress reports on LED, Social Development and Tourism initiatives to Portfolio Committee (KPI removed from TL in 2024/25) | Number of progress reports on LED Social Development and Tourism initiatives submitted | Director: Planning and Development | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Economic Development | The promotion of tourism, economic and social development | Support 180 SMME's in terms of the SMME Development Programme by 30 June | Number of SMME's supported | Director: Planning and Development | 185 | 180 | 180 | 0 | 90 | 0 | 90 | 180 | 180 |
| Local Economic Development | The promotion of tourism, economic and social development | Report on the projects/ initiatives in collaboration with other stakeholders for local economic development, | Number of projects / initiatives collaborated on | Director: Planning and Development | 38 | - | 0 | - | - | - | - | - | - |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|----------------------------|---|---|---|------------------------------------|---|--------------------------------------|--------------------------------------|------------------|---------|----------|----------|--------------------------------------|--------------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| | | social development and tourism (KPI reworded in 2023/24) (KPI removed from TL in 2024/25) | | | | | | | | | | | |
| Local Economic Development | The promotion of tourism, economic and social development | Report bi-annually on stakeholder ecosystems (collaborations) for local economic development, social development and tourism (KPI removed from TL in 2024/25) | Number of reports | Director: Planning and Development | New kpi | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Economic Development | The promotion of tourism, economic and social development | The number of job opportunities created through the EPWP programme and as per set targets (as per grant agreement - FTE's, translates to 1079 work opportunities) (MPPMR Reg. 10 (d)) | Number of temporary jobs created | Director: Planning and Development | 1059 | 1079 | 1079 | - | 300 | 450 | 329 | 1079 | 1079 |
| Local Economic Development | The promotion of tourism, economic and social development | Support 70 SMME's in terms of the Emerging Contractor Development Programme by 30 June (KPI removed from TL in 2024/25) | Number of Emerging Contractors supported | Director: Planning and Development | 98 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Economic Development | The promotion of tourism, economic and social development | Managers LED, Social Development and Tourism report on the hosting of at least two joint | Report on the mobile Thusong outreach programme | Director: Planning and Development | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|---|---------------------|-------------------------------|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| | | mobile Thusong outreaches during the financial year to the Director Economic, Social Development and Tourism by 30 June (KPI removed from TL in 2024/25) | | | | | | | | | | | |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure) (MPPMR Reg. 10 (g)) | Ratio achieved | Chief Financial Officer (CFO) | 5.7 | 4.6 | 4.6 | - | - | - | 4.6 | 4.6 | 4.6 |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year)(MPPMR Reg.10 (g)) | Ratio achieved | Chief Financial Officer (CFO) | 28.63 | 16 | 16 | - | - | - | 16 | 16 | 16 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|---|---|-------------------------------|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services) (MPPMR Reg. 10 (g)) | % achieved | Chief Financial Officer (CFO) | 13.61% | 11% | 11% | - | - | - | 11% | 11% | 11% |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Financial statements submitted to the Auditor-General by end August | Financial statements submitted | Chief Financial Officer (CFO) | 1 | 1 | 1 | 1 | - | - | - | 1 | 1 |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Submit a reviewed long term financial plan to the CFO by end of October | Reviewed long term financial plan submitted | Chief Financial Officer (CFO) | 1 | 1 | 1 | - | 1 | - | - | 1 | 1 |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Report monthly to the MM on the status of 30/60/90 days debtor payments | Number of reports submitted | Chief Financial Officer (CFO) | No target | 12 | 12 | 3 | 3 | 3 | 3 | 12 | 12 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements (MPPMR Reg. 10 (b)) | Number of Indigent households | Chief Financial Officer (CFO) | 1491 | 4500 | 4800 | 4800 | 4800 | 4800 | 4800 | 4800 | 4800 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|---|---|---|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Municipal Financial Viability and Management | The provision of democratic, accountable and ethical governance | Achieve a debt recovery rate not less than 98% (Receipts/total billed for the 12 month period x 100) | % Recovered | Chief Financial Officer (CFO) | 98.96% | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% |
| Basic Service Delivery | The provision and maintenance of municipal services | Limit electricity losses to 7.5% or less {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100} | % of electricity unaccounted for | Chief Engineer: Infrastructure Services | 6.42% | 7.5% | 7.5% | - | - | - | 7.5% | 7.5% | 7.5% |
| Basic Service Delivery | The provision and maintenance of municipal services | Report on the implementation of the Water Service Development plan annually by the end of October | Report submitted | Chief Engineer: Infrastructure Services | 1 | 1 | 1 | - | 1 | - | - | 1 | 1 |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10 (f)) | % of the training budget spent on implementation of the WSP | Director: Corporate Services | 99.99% | 100% | 100% | 20% | 40% | 60% | 100% | 100% | 100% |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | Review the Municipal Organisational Staff Structure by the end of June (KPI | Structure reviewed | Director: Corporate Services | 1 | 1 | 0 | - | - | - | 0 | 0 | 0 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|--|---|-----------------------------------|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| | | removed from TL SDBIP) | | | | | | | | | | | |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | 92% of the approved and funded organogram filled {(actual number of posts filled dived by the funded posts budgeted) x100} | % filled | Director: Corporate Services | 91% | 92% | 92% | 92% | 92% | 92% | 92% | 92% | 92% |
| Municipal Transformation and Institutional Development | The provision of democratic, accountable and ethical governance | The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan (MPPMR Reg. 10 (e)) | The number of people from EE target groups employed | Director: Corporate Services | 69 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 |
| Basic Service Delivery | The creation and maintenance of a safe and healthy environment | Annually review and submit draft Disaster Management Plan to Council by the end of March | Reviewed plan submitted | Director: Municipal Public Safety | 1 | 1 | 1 | - | - | 1 | - | 1 | 1 |
| Basic Service Delivery | The creation and maintenance of a safe and healthy environment | Annually arrange public awareness sessions on Protection Services by 30 June | Number of sessions held | Director: Municipal Public Safety | 132 | 120 | 130 | 15 | 22 | 45 | 48 | 130 | 130 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|------------------------|--|---|---|---|-------------------------------------|--------------------------------|--------------------------------|------------------|-------------|-------------|-------------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Basic Service Delivery | The creation and maintenance of a safe and healthy environment | Review Community Safety Plan in three year's cycle, by end of June 2025 in conjunction with the Department of Community Safety | Plan reviewed | Director: Municipal Public Safety | No target | 0 | 1 | - | - | - | 1 | 0 | 0 |
| Basic Service Delivery | The creation and maintenance of a safe and healthy environment | Collect R20,000,000 Public Safety Income by 30 June (Actual revenue, excluding the fine impairment amount) | R-value of public safety collected income | Director: Municipal Public Safety | R17,641 623 | R25,000,00 0 | R20,000,0 00 | R5,0 00,0 00 | R5,000 ,000 | R5,000, 000 | R5,000, 000 | R20,000,0 00 | R20,000, 000 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of water to informal households (excluding invaded state owned land and private land) based on the standard of 1 water point to 25 households (MPPMR Reg. 10 (a)) | The number of taps installed in relation to the number of informal households (excluding invaded land unsuitable for housing and private land). | Chief Engineer: Infrastructure Services | 658 | 328 | 262 | - | - | - | 262 | 262 | 262 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of water to informal households on invaded land with available funding. (Land Invasion, refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households). | The number of taps installed for informal households on invaded land with available funding. | Chief Engineer: Infrastructure Services | 99 | 80 | 80 | | | | 80 | 80 | 80 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|------------------------|---|--|---|---|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of cleaned piped water to all formal households within 200 m from households (MPPMR Reg. 10 (a)) | No of formal households that meet agreed service standards for piped water | Chief Engineer: Infrastructure Services | 31 829 | 31 324 | 32 466 | - | - | - | 32 466 | 33 115 | 33 777 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of refuse removal, refuse dumps and solid waste disposal to all formal households at least once a week. (A household is a residential unit being billed for the particular services rendered by way of the financial system (SAMRAS) (MPPMR Reg. 10 (a)) | Number of formal households for which refuse is removed at least once a week | Director: Community Services | 35 601 | 35 261 | 36 313 | - | - | - | 36 313 | 37 039 | 37 780 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of refuse removal, refuse dumps and solid waste disposal to all informal households at least once a week (MPPMR Reg. 10 (a)) | Number of weekly removal of refuse in informal households (Once per week = 52 weeks per annum | Director: Community Services | 52 | 52 | 52 | - | - | - | 52 | 52 | 52 |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of Electricity: Number of metered electrical connections in formal areas (Eskom Areas excluded) (Definition: Refers to residential households (RE) | Number of formal households that meet agreed service standards | Chief Engineer: Infrastructure Services | 23 163 | 22 500 | 22 500 | - | - | - | 22 500 | 22 500 | 22 500 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|------------------------|---|---|--|---|---|--------------------------------------|--------------------------------------|------------------|---------|----------|----------|--------------------------------------|--------------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| | | and pensioners (PR) as per Finance department's billed households) (MPPMR Reg. 10 (c)) | | | | | | | | | | | |
| Basic Service Delivery | The provision and maintenance of municipal services | Percentage of a municipality's capital budget actually spent on capital projects identified for the financial year in terms of the municipality's IDP {(Actual amount spent and commitments on projects as identified for the year in the IDP/Total amount budgeted on capital projects)X100} (MPPMR Reg. 10 (c)) | % of the capital budget spent | Municipal Manager | 89.21% | 95% | 95% | 5% | 20% | 55% | 95% | 95% | 95% |
| Basic Service Delivery | The provision and maintenance of municipal services | The provision of sanitation services to informal households (excluding invaded state-owned land and private land) based on the standard of 1 toilet to 5 households (MPPMR Reg. 10 (a)) | The number of toilet structures provided in relation to the number of informal households (excluding invaded land unsuitable for housing and private land) | Chief Engineer: Infrastructure Services | 1107 | 785 | 785 | - | - | - | 785 | 785 | 785 |
| Basic Service Delivery | The provision and maintenance | Provision of sanitation services to informal households on | The number of toilets provided for informal | Chief Engineer: Infrastructure Services | 171 | 105 | 105 | - | - | - | 105 | 105 | 105 |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|----------------------------|---|---|--|---|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| | of municipal services | invaded land with available funding. (Land Invasion refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households). | households on invaded land with available funding | | | | | | | | | | |
| Basic Service Delivery | The provision and maintenance of municipal services | Provision of sanitation services to formal residential households. (A household is a residential unit being billed for the particular services rendered by way of the financial system (SAMRAS)) (MPPMR Reg. 10 (a)) | No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system | Chief Engineer: Infrastructure Services | 32 323 | 31 646 | 32 969 | - | - | - | 32 969 | 33 629 | 34 301 |
| Basic Service Delivery | The provision and maintenance of municipal services | 100% of the Municipal Infrastructure Grant (MIG) spent by 30 June (Actual MIG expenditure/Allocation received) | % Expenditure of allocated funds | Chief Engineer: Infrastructure Services | 100% | 100% | 100% | 5% | 40% | 62.40% | 100% | 100% | 100% |
| Local Economic Development | The promotion of tourism, economic and social development | Develop a Tourism strategy to be approved by the Executive Mayor by 30 June 2023 | Approved tourism strategy | Municipal Manager | 1 | - | - | 0 | 0 | 0 | 0 | - | - |

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| National KPA | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Annual Performance 2022/23 (Year 1) | Annual Target 2023/24 (Year 2) | Annual Target 2024/25 (Year 3) | QUARTERLY TARGET | | | | Annual Target 2025/26 (Year 4) | Annual Target 2026/27 (Year 5) |
|--|---|--|--|-------------------|-------------------------------------|--------------------------------|--------------------------------|------------------|---------|----------|----------|--------------------------------|--------------------------------|
| | | | | | | | | Sept '24 | Dec' 24 | Marc' 25 | June' 25 | | |
| | | | | | | | | Targets 2024/25 | | | | | |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Implementation of the Business Service request portal on Collaborator by 30 March 2023 | Functional Business service request portal | Municipal Manager | 1 | - | - | 0 | 0 | 0 | 0 | - | |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Communication strategy approved by the Executive Mayor by 30 June 2023 | Approved Communication strategy | Municipal Manager | 1 | - | - | 0 | 0 | 0 | 0 | - | - |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Prepare the final IDP for submission to Council by the end of May | Final IDP submitted | Municipal Manager | No target | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 |
| Good Governance and Public Participation | The provision of democratic, accountable and ethical governance | Submit the Final MTREF Budget by the end of May | Final Budget submitted | Municipal Manager | No target | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 |

13.4 Implementation of MFMA Circular 88, Addendum 3 of 20 December 2021

The objective of Circular No. 88 is central to bringing greater coherence and alignment between the planning, budgeting and reporting of municipalities and to streamline reporting. The outcome of the process is to set a singular, differentially applied set of performance indicators for all of local government.

Reporting on MFMA Circular 88 was piloted in all municipalities, except metros in the 2021/22 financial year and is set to continue in the 2024/25 financial year. For the pilot process all municipalities except metro's are required to attach the performance indicators in **a dedicated Annexure** to the IDP (outcomes template) and SDBIP (output template) which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness.

For this pilot process, the applicable indicators as included in **Annexure A** (outcomes template) will be monitored and reported on, on a quarterly and annual basis, to the provincial departments of Cooperative Governance and Traditional Affairs (COGTAs) and the national Department of Cooperative Governance (DCoG). During the continuing pilot, no reporting in the MSA section 46 statutory Annual Performance Report (APR) for municipalities other than metros will be required. Overstrand Municipality has started reporting on the indicators since the 2021/22 financial year. It is the intention of the DCoG that the piloting of the MFMA Circular No. 88 indicators will lead to replacing the Local Government: Planning and Performance Management Regulations of 2001.

CHAPTER 14

FINANCIALS AND BUDGETARY ANNEXURES

14.1 Budget Summary

| Consolidated overview of the 2024/25 MTREF- Overstrand Municipality | | | | |
|---|-------------------------|---------------------|------------------------|------------------------|
| DRAFT BUDGET | | | | |
| R' | Adjusted Budget 2023/24 | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| Total Revenue | 1,829,209 | 1,894,859 | 1,933,590 | 2,000,753 |
| Total Expenditure | 1,848,360 | 1,944,247 | 2,042,985 | 2,151,161 |
| Surplus/ (Deficit) for the year | -19,151 | -49,387,639 | -109,395,038 | -150,408,374 |
| Total Capital Expenditure | 211,644 | 152,033 | 137,910 | 116,734 |

The detailed capital budget for 2024/25 is attached as Annexure B in this chapter.

14.2 Reconciliation of IDP strategic objectives and budget (Revenue) (SA4)

| WC032 Overstrand - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue) | | | | | | | | | | | |
|---|--|-----------|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| Strategic Objective | Goal | Goal Code | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| The provision of democratic, accountable and ethical governance | Good Governance | 1 | 366,679 | 393,791 | 462,846 | 460,614 | 497,521 | 497,521 | 527,064 | 553,214 | 584,008 |
| The provision and maintenance of municipal services | Basic Service Delivery | 2 | 847,454 | 936,098 | 1,002,939 | 1,072,360 | 1,083,135 | 1,083,135 | 1,160,336 | 1,215,175 | 1,273,995 |
| The encouragement of structured community participation in the matters of the municipality | Good Governance | 3 | | | | | | | | | |
| The creation and maintenance of a safe and healthy environment | Safe and Healthy Environment | 4 | 53,573 | 73,510 | 100,266 | 63,749 | 87,317 | 87,317 | 95,510 | 103,232 | 104,543 |
| The promotion of tourism, economic and social development | Economic Development and Social upliftment | 5 | 87,926 | 115,685 | 116,248 | 134,147 | 161,236 | 161,236 | 111,950 | 61,969 | 38,206 |
| Total Revenue (excluding capital transfers and contributions) | | | 1,355,632 | 1,519,084 | 1,682,299 | 1,730,869 | 1,829,209 | 1,829,209 | 1,894,859 | 1,933,590 | 2,000,753 |

Table 82: SA 4 - IDP and Budget linkage (Revenue)

14.3 Reconciliation of IDP strategic objectives and budget (Operating expenditure) (SA5)

| WC032 Overstrand - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure) | | | | | | | | | | | |
|---|--|-----------|------------------|------------------|------------------|----------------------|------------------|--------------------|---|------------------------|------------------------|
| Strategic Objective | Goal | Goal Code | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| The provision of democratic, accountable and ethical governance | Good Governance | 1 | 259,035 | 297,676 | 278,657 | 333,851 | 335,380 | 335,380 | 357,373 | 377,670 | 401,413 |
| The provision and maintenance of municipal services | Basic Service Delivery | 2 | 696,761 | 767,390 | 810,879 | 895,516 | 930,663 | 930,663 | 1,002,626 | 1,092,563 | 1,188,639 |
| The encouragement of structured community participation in the matters of the municipality | Good Governance | 3 | 497 | 374 | 393 | 729 | 729 | 729 | 758 | 796 | 836 |
| The creation and maintenance of a safe and healthy environment | Safe and Healthy Environment | 4 | 105,254 | 120,278 | 140,768 | 165,322 | 200,639 | 200,639 | 186,100 | 154,570 | 119,678 |
| The promotion of tourism, economic and social development | Economic Development and Social upliftment | 5 | 260,263 | 312,976 | 340,304 | 346,794 | 380,948 | 380,948 | 397,390 | 417,385 | 440,595 |
| Total Expenditure | | | 1,321,810 | 1,498,694 | 1,571,001 | 1,742,212 | 1,848,360 | 1,848,360 | 1,944,247 | 2,042,985 | 2,151,161 |

Table 83: SA 5 - IDP and Budget linkage (operating expenditure)

14.4 Reconciliation of IDP strategic objectives and budget (Capital expenditure) (SA6)

| WC032 Overstrand - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure) | | | | | | | | | | | |
|---|--|-----------|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Strategic Objective | Goal | Goal Code | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| The provision of democratic, accountable and ethical governance | Good Governance | 1 | 7,054 | 3,761 | 2,228 | 9,075 | 5,162 | 5,162 | 3,040 | | |
| The provision and maintenance of municipal services | Basic Service Delivery | 2 | 121,565 | 113,677 | 125,737 | 145,425 | 158,332 | 158,332 | 115,102 | 118,900 | 86,551 |
| The encouragement of structured community participation in the matters of the municipality | Good Governance | 3 | | | | | | | 450 | | |
| The creation and maintenance of a safe and healthy environment | Safe and Healthy Environment | 4 | 47,383 | 14,504 | 12,215 | 7,271 | 8,647 | 8,647 | 17,035 | 16,029 | 15,183 |
| The promotion of tourism, economic and social development | Economic Development and Social upliftment | 5 | 78,798 | 60,435 | 49,141 | 47,638 | 39,503 | 39,503 | 16,406 | 2,981 | 15,000 |
| Total Capital Expenditure | | | 254,800 | 192,377 | 189,321 | 209,409 | 211,644 | 211,644 | 152,033 | 137,910 | 116,734 |

Table 84: SA 6 - IDP and Budget linkage (Capital expenditure)

14.5 Government allocations for the 2024/25 – 2026/27 MTREF period

The table below reflects the various transfers and grants by the national and provincial governments to Overstrand municipality for the 3-year budget period (MTREF).

| WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts | | | | | | | | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| RECEIPTS: | | | | | | | | | |
| – | | | | | | | | | |
| <u>Operating Transfers and Grants</u> | | | | | | | | | |
| National Government: | 138,372 | 127,977 | 153,762 | 167,902 | 169,123 | 169,123 | 172,592 | 181,606 | 192,629 |
| Operational Revenue: | | | | | | | | | |
| General Revenue: Equitable Share | 134,322 | 123,897 | 141,896 | 157,935 | 157,935 | 157,935 | 168,794 | 179,596 | 190,729 |
| Energy Efficiency and Demand-side [Schedule 5B] | – | – | 3,000 | 4,200 | 4,200 | 4,200 | – | – | – |
| Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B] | 2,500 | 2,530 | 2,593 | 3,565 | 3,366 | 3,366 | 1,898 | – | – |
| Local Government Financial Management Grant [Schedule 5B] | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,550 | 1,700 | 1,800 | 1,900 |
| Mitchell's Plain Urban Renewal | – | – | – | – | – | – | – | – | – |
| Municipal Demarcation and Transition Grant [Schedule 5B] | – | – | – | – | – | – | – | – | – |
| Municipal Disaster Grant [Schedule 5B] | – | – | – | – | 1,419 | 1,419 | – | – | – |
| Health Hygiene in Informal Settlements | – | – | – | – | – | – | – | – | – |
| Municipal Infrastructure Grant [Schedule 5B] | – | – | 1,144 | 652 | 652 | 652 | 200 | 210 | – |
| Water Services Infrastructure Grant | – | – | 3,579 | – | – | – | – | – | – |
| Programme and Project Preparation Support Grant | – | – | – | – | – | – | – | – | – |
| Provincial Government: | 76,639 | 57,967 | 79,840 | 87,519 | 122,381 | 122,381 | 101,886 | 64,534 | 28,849 |
| Capacity Building | 2,575 | | – | – | – | – | – | – | – |
| Community Library Services Grant | 7,651 | 6,580 | 8,258 | 8,399 | 8,398 | 8,398 | 8,608 | 8,627 | 9,014 |
| Library Support Grant | | 2,222 | | | | | | | |

| WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts | | | | | | | | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| Thusong Services Centres Grant | | | 150 | | | | | 146 | |
| Resource funding for the establish & support of K9 Unit | | 2,420 | 2,420 | 3,345 | 3,345 | 3,345 | 3,772 | 4,100 | 4,220 |
| Municipal Electricity Masterplan Grant | | 1,000 | | | | | | | |
| Financial Management Capacity Building Grant | | 400 | | | | | | | |
| Community Development Workers | | 76 | 75 | 76 | 76 | 76 | 76 | 76 | 76 |
| Municipal Energy Resilience Grant | | 650 | | | | | | | |
| LG Public Employment Grant | | 1,300 | | | | | | | |
| Maintenance & Construction of Transport Infrastructure | 145 | 145 | 140 | 400 | 400 | 400 | 450 | 500 | 523 |
| Financial Management Capability Grant | | | 450 | | 200 | 200 | 160 | | |
| Municipal Service Delivery & Capacity Building Grant | | 244 | 300 | – | 500 | 500 | | | |
| Municipal Intervention Grant | | | 200 | | | | | | |
| Resource funding for the establishment of Law Enforcement Reaction Unit | | 6,307 | 2,958 | 4,065 | 4,065 | 4,065 | 4,223 | 4,317 | 4,516 |
| Emergency Municipal Load-shedding relief grant | | | 6,700 | – | | | | | |
| Human Settlements Dev & Informal Settlement Upgrading Partnership Grant | 66,268 | 36,623 | 58,189 | 70,468 | 104,289 | 104,289 | 84,410 | 46,719 | 10,500 |
| Title Deeds Restoration Grant | – | – | – | 766 | 766 | 766 | 187 | 49 | |
| Library Service Replacement Funding | – | – | – | – | 342 | 342 | | | |
| District Municipality: | – | 90 | 35 | – | – | – | – | – | – |
| <i>All Grants</i> | – | 90 | 35 | – | – | – | – | – | – |
| Other Grant Providers: | – | – | – | – | – | – | – | – | – |
| <i>Departmental Agencies and Accounts</i> | – | – | – | – | – | – | – | – | – |
| <i>Parent Municipality / Entity</i> | – | – | – | – | – | – | – | – | – |
| Total Operating Transfers and Grants | 215,011 | 186,034 | 233,637 | 255,421 | 291,504 | 291,504 | 274,478 | 246,140 | 221,478 |
| Capital Transfers and Grants | | | | | | | | | |
| National Government: | 27,618 | 44,754 | 74,675 | 54,293 | 61,755 | 61,755 | 52,299 | 47,910 | 37,734 |

| WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts | | | | | | | | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| Integrated National Electrification Programme (Municipal Grant) [Schedule 5B] | 6,000 | 18,519 | 27,331 | 24,380 | 23,000 | 23,000 | 19,334 | 9,900 | 9,551 |
| Municipal Infrastructure Grant [Schedule 5B] | 21,618 | 21,053 | 23,484 | 24,913 | 23,203 | 23,203 | 24,965 | 26,010 | 28,183 |
| Municipal Water Infrastructure Grant [Schedule 5B] | – | – | – | – | – | – | – | – | – |
| Regional Bulk Infrastructure Grant (Schedule 5B) | – | – | – | – | – | – | – | – | – |
| Water Services Infrastructure Grant [Schedule 5B] | – | 5,182 | 23,860 | 5,000 | 4,500 | 4,500 | 8,000 | 12,000 | – |
| WIFI Connectivity | – | – | – | – | – | – | – | – | – |
| Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B] | – | – | – | – | – | – | – | – | – |
| Aquaponic Project | – | – | – | – | – | – | – | – | – |
| Restitution Settlement | – | – | – | – | – | – | – | – | – |
| Infrastructure Skills Development Grant [Schedule 5B] | – | – | – | – | – | – | – | – | – |
| Restructuring Seed Funding | – | – | – | – | – | – | – | – | – |
| Municipal Disaster Relief Grant | – | – | – | – | 11,053 | 11,053 | – | – | – |
| Municipal Emergency Housing Grant | – | – | – | – | – | – | – | – | – |
| Metro Informal Settlements Partnership Grant | – | – | – | – | – | – | – | – | – |
| Integrated Urban Development Grant | – | – | – | – | – | – | – | – | – |
| Provincial Government: | 732 | 48,419 | 28,166 | 41,890 | 33,708 | 33,708 | 13,129 | – | 9,000 |
| Capacity Building | 732 | – | – | – | – | – | – | – | – |
| Municipal Service Delivery & Capacity Building Grant | – | – | 1,250 | – | – | – | – | – | – |
| Disaster and Emergency Services | – | – | – | – | – | – | – | – | – |
| Health | – | – | – | – | – | – | – | – | – |
| Human Settlements Dev & Informal Settlement Upgrading Partnership Grant | – | 47,819 | 26,666 | 41,890 | 33,678 | 33,678 | 13,129 | – | 9,000 |
| Infrastructure | – | – | – | – | – | – | – | – | – |

| WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts | | | | | | | | | |
|---|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
| Description | 2020/21 | 2021/22 | 2022/23 | Current Year 2023/24 | | | 2024/25 Medium Term Revenue & Expenditure Framework | | |
| R thousand | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2024/25 | Budget Year +1 2025/26 | Budget Year +2 2026/27 |
| Library Service Replacement Funding | – | – | – | – | 30 | 30 | – | – | – |
| Municipal Intervention Grant | – | – | 250 | – | – | – | – | – | – |
| Resource funding for the establish & support of K9 Unit | | | | | | | | | |
| Resource funding for the est of Law Enforcement Reaction Unit | | | | | | | | | |
| Public Transport | – | – | – | – | – | – | – | – | – |
| Road Infrastructure | – | – | – | – | – | – | – | – | – |
| Sports and Recreation | – | 600 | – | – | – | – | – | – | – |
| Waste Water Infrastructure | – | – | – | – | – | – | – | – | – |
| Water Supply Infrastructure | – | – | – | – | – | – | – | – | – |
| District Municipality: | – | – | – | – | – | – | – | – | – |
| <i>All Grants</i> | – | – | – | – | – | – | – | – | – |
| Other Grant Providers: | – | – | – | – | – | – | – | – | – |
| <i>Departmental Agencies and Accounts</i> | – | – | – | – | – | – | – | – | – |
| <i>Foreign Government and International Organisations</i> | – | – | – | – | – | – | – | – | – |
| <i>Transfer from Operational Revenue</i> | – | – | – | – | – | – | – | – | – |
| Total Capital Transfers and Grants | 28,350 | 93,173 | 102,841 | 96,183 | 95,463 | 95,463 | 65,428 | 47,910 | 46,734 |
| TOTAL RECEIPTS OF TRANSFERS & GRANTS | 243,361 | 279,207 | 336,478 | 351,604 | 386,967 | 386,967 | 339,906 | 294,050 | 268,212 |

Table 85: SA 18- Transfers and grants to Overstrand Municipality

The system of intergovernmental transfers to municipalities is intended to assist them in combating poverty and strengthening their own capacity to provide services. **Between 2024/25 – 2026/2027, Overstrand Municipality will receive national and provincial transfers totaling R920 168 million.**

The equitable share is an unconditional grant which is the largest proportions of all the national transfers to Overstrand Municipality accounting for **75.06 per cent** of national transfers in **2024/25**.

The largest national conditional grant in **2024/25** is the Municipal Infrastructure Grant of R 24 965 000.

BUDGETARY ANNEXURES

ANNEXURE B

CAPITAL BUDGET FOR 2024/25

DRAFT CAPITAL BUDGET 2024/25 – 2026/27 MTREF

Table 86: Capital Budget 2024/25 – 2026/27, Overstrand Municipality

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|------------|------------|--|-----------------|--------------------|------------------|-------------------|------------------|----------------|-------------------|-------|----------------|-------------------|-------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| | | EXECUTIVE & COUNCIL | | | 520,000 | | 520,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Council | D Arrison | Surplus | 55,000 | | 55,000 | | | | | | |
| Overstrand | Overstrand | Community Projects | D O'Neill | Surplus | 450,000 | | 450,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets- Office of the Municipal Manager | D O'Neill | Surplus | 15,000 | | 15,000 | | | | | | |
| | | FINANCE AND ADMINISTRATION | | | 2,970,000 | | 2,970,000 | | | | | | |
| Overstrand | Overstrand | Dell EMC STARAOGE Array Replacement - EOL | C Johnson | Surplus | 2,200,000 | | 2,200,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Financial Services | S Reyneke | Surplus | 60,000 | | 60,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Corporate Services | D Arrison | Surplus | 60,000 | | 60,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets ICT Organization Wide | C Johnson | Surplus | 650,000 | | 650,000 | | | | | | |
| | | PUBLIC SAFETY | | | 2,950,000 | | 2,950,000 | | | | | | |
| Overstrand | Overstrand | Vehicles-Public Safety | R Fraser | Surplus | 800,000 | | 800,000 | | | | | | |
| Overstrand | Overstrand | Purchase of Dogs - Explosive & Road Operations | R Fraser | Surplus | 350,000 | | 350,000 | | | | | | |
| Overstrand | Overstrand | Replacement of 3xdogs | R Fraser | Surplus-Non-Tariff | 350,000 | | 350,000 | | | | | | |
| Overstrand | Overstrand | Drones - Anti-Land Invasion Monitoring | R Fraser | Surplus-Non-Tariff | 400,000 | | 400,000 | | | | | | |

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| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|----------------|--------------------|--|-----------------|--------------------|------------------|-------------------|-------------------|----------------|-------------------|-------------------|----------------|-------------------|-------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Gansbaai | Multi-ward Gb Area | Upgrading of Gansbaai Fire Station | L Smith | Surplus-Non-Tariff | 750,000 | | 750,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Public Safety | N Micheals | Surplus | 300,000 | | 300,000 | | | | | | |
| | | | | | | | | | | | | | |
| | | PLANNING & DEVELOPMENT | | | 975,000 | | 975,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Planning and Development | Vacant | Surplus | 30,000 | | 30,000 | | | | | | |
| Overstrand | Overstrand | Vehicles-Planning and Development | S Muller | Surplus | 600,000 | | 600,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Infrastructure Services | S Muller | Surplus | 345,000 | | 345,000 | | | | | | |
| | | | | | | | | | | | | | |
| | | COMMUNITY SERVICES | | | 2,235,000 | | 2,235,000 | | | | | | |
| Overstrand | Overstrand | Vehicles-Community Services | T Steenberg | Surplus | 500,000 | | 500,000 | | | | | | |
| Overstrand | Overstrand | Upgrading of Community Halls-Overstrand | S Swartz | Surplus | 1,000,000 | | 1,000,000 | | | | | | |
| Overstrand | Overstrand | Minor Assets Community Services | S Swartz | Surplus | 735,000 | | 735,000 | | | | | | |
| | | | | | | | | | | | | | |
| | | SPORT & RECREATION | | | 1,450,000 | 10,400,000 | 11,850,000 | | 16,028,650 | 16,028,650 | | 15,183,000 | 15,183,000 |
| Hawston | Ward 08 | Upgrade Hawston Sport Complex (New Stadium) (F1/2) | D Hendriks | MIG | | 9,000,000 | 9,000,000 | | 5,240,550 | 5,240,550 | | 3,000,000 | 3,000,000 |
| Hawston | Ward 08 | Upgrade Hawston Sport Complex (New Stadium) (F2/2) | D Hendriks | Surplus-Non-Tariff | 900,000 | | 900,000 | | | | | | |
| Mount Pleasant | Ward 04 | Upgrade Mount Pleasant Sport Grounds | D Hendriks | MIG | | | | | 2,000,000 | 2,000,000 | | 4,183,000 | 4,183,000 |
| Gansbaai | Multi-ward Gb Area | Upgrading of Playgrounds-Gansbaai | J Solomons | Surplus | 275,000 | | 275,000 | | | | | | |

▶ CHAPTER 14: FINANCIALS ▶

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|----------------|---------------------------|---|-----------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Kleinmond | Multi-ward Kleinmond Area | Upgrading of Playgrounds- Kleinmond | D Van Rhodie | Surplus | 275,000 | | 275,000 | | | | | | |
| Kleinmond | Ward 09 | Upgrade of Kleinmond Sport Facilities | D Hendriks | MIG | | 1,400,000 | 1,400,000 | | 2,788,100 | 2,788,100 | | 3,000,000 | 3,000,000 |
| Mooiuitsig | Ward 10 | Mooiuitsig Sports Grounds | D Hendriks | MIG | | | | | | | | 2,000,000 | 2,000,000 |
| Zwelihle | Ward 06 | Upgrade Sport grounds | D Hendriks | MIG | | | | | 3,000,000 | 3,000,000 | | 3,000,000 | 3,000,000 |
| Hawston | Ward 08 | Upgrade Hawston Swimming Pool | D Hendriks | MIG | | | | | 3,000,000 | 3,000,000 | | | |
| | | | | | | | | | | | | | |
| | | HOUSING | | | | 13,129,000 | 13,129,000 | | | | | 9,000,000 | 9,000,000 |
| Overstrand | Overstrand | LCH SERVICES | D Hendriks | Prov Gr-HSDG | | 13,129,000 | 13,129,000 | | | | | 9,000,000 | 9,000,000 |
| | | | | | | | | | | | | | |
| | | ROADS | | | 1,500,000 | 802,000 | 2,302,000 | | 2,981,350 | 2,981,350 | | 6,000,000 | 6,000,000 |
| Masakhane | Ward 02 | Rehabilitate Roads and Sidewalks Masakhane | D Hendriks | MIG | | | | | 2,981,350 | 2,981,350 | | 2,000,000 | 2,000,000 |
| Zwelihle | Ward 06 | Rehabilitate Roads & Stormwater | D Hendriks | MIG | | 802,000 | 802,000 | | | | | | |
| Hawston | Ward 08 | Hawston Almar Circle | T Marx | Surplus | 150,000 | | 150,000 | | | | | | |
| Mount Pleasant | Ward 04 | Taxi Holding Facility | T Marx | Surplus-Non-Tariff | 1,350,000 | | 1,350,000 | | | | | | |
| Mount Pleasant | Ward 04 | Rehabilitate Roads | D Hendriks | MIG | | | | | | | | 4,000,000 | 4,000,000 |
| | | | | | | | | | | | | | |
| | | ELECTRICITY | | | 25,250,000 | 19,334,000 | 44,584,000 | 37,000,000 | 9,900,000 | 46,900,000 | 28,000,000 | 9,551,000 | 37,551,000 |
| Gansbaai | Multi-ward Gb Area | Gansbaai Stanford MV LV Upgrade Replacement | D Maree | EL25/26 | 3,000,000 | | 3,000,000 | 5,000,000 | | 5,000,000 | | | |

▶ CHAPTER 14: FINANCIALS ▶

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|------------|---------------------------|--|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Gansbaai | Multi-ward Gb Area | Fkraal Kbaai MV/LV Upgrade as Per Reticmaster | D Maree | EL27 | | | | | | | 3,000,000 | | 3,000,000 |
| Overstrand | Overstrand | Electrification of Low-Cost Housing Areas (F1/2) | S Muller | INEP | | 19,334,000 | 19,334,000 | | 5,000,000 | 5,000,000 | | 4,000,000 | 4,000,000 |
| Overstrand | Overstrand | Electrification of Low-Cost Housing Areas (F1/2) | S Muller | EL25 | 3,000,000 | | 3,000,000 | | | | | | |
| Hermanus | Ward 03 | Hermanus MV/LV Upgrade Replacement | S Muller | EL25/26 /27 | 5,000,000 | | 5,000,000 | 10,000,000 | | 10,000,000 | 10,000,000 | | 10,000,000 |
| Kleinmond | Ward 09 | Kleinmond MV/LV Network Upgrade | S Muller | EL25/26 /27 | 2,000,000 | | 2,000,000 | 5,000,000 | | 5,000,000 | 2,000,000 | | 2,000,000 |
| Hawston | Ward 08 | Hawston MV/LV Upgrade Replacement | S Muller | EL25/26 /27 | 2,000,000 | | 2,000,000 | 3,500,000 | | 3,500,000 | 3,000,000 | | 3,000,000 |
| Overstrand | Overstrand | Vehicles-Electricity | S Muller | Surplus | 2,250,000 | | 2,250,000 | | | | | | |
| Onrus | Ward 13 | Additional Workspace at Electrical Depot-Onrus | S Muller | EL25/26 | 1,500,000 | | 1,500,000 | 1,500,000 | | 1,500,000 | | | |
| Hermanus | Ward 03 | New Still Street 66kv 11kv Substation | S Muller | EL25/26 /27- INEP | 5,000,000 | | 5,000,000 | 10,000,000 | 4,900,000 | 14,900,000 | 10,000,000 | 5,551,000 | 15,551,000 |
| Overstrand | Overstrand | Electricity Transformers Capital Replacement Contingency | S Muller | EL25/26 | 1,500,000 | | 1,500,000 | 2,000,000 | | 2,000,000 | | | |
| | | | | | | | | | | | | | |
| | | WATER | | | 26,900,000 | 14,800,000 | 41,700,000 | 30,500,000 | 12,000,000 | 42,500,000 | 16,960,000 | | 16,960,000 |
| Overstrand | Overstrand | Refurbishment of Bulk Water Infrastructure | H Blignaut | EL25/26 /27 | 1,000,000 | | 1,000,000 | 1,000,000 | | 1,000,000 | 1,000,000 | | 1,000,000 |
| Overstrand | Overstrand | Fencing at Water Installations | H Blignaut | EL25/26 /27 | 500,000 | | 500,000 | 500,000 | | 500,000 | 500,000 | | 500,000 |
| Overstrand | Overstrand | Replacement of Overstrand Water Pipes | H Blignaut | EL25/26 /27 | 7,000,000 | | 7,000,000 | 9,500,000 | | 9,500,000 | 7,660,000 | | 7,660,000 |
| Overstrand | Overstrand | Water Facilities Contingency | H Blignaut | EL25/26 /27 | 500,000 | | 500,000 | 500,000 | | 500,000 | 500,000 | | 500,000 |
| Kleinmond | Multi-ward Kleinmond Area | Refurbishment of Buffels River WTW | H Blignaut | EL25/26 /27 | 5,000,000 | | 5,000,000 | 10,000,000 | | 10,000,000 | 7,000,000 | | 7,000,000 |

▶ CHAPTER 14: FINANCIALS ▶

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|--------------|--------------------------|---|-----------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Hermanus | Multi-ward Hermanus Area | Upgrade Hermanus Well Fields Phase 2(F1/2) | H Blignaut | EL25/26 | 2,100,000 | | 2,100,000 | 2,700,000 | | 2,700,000 | | | |
| Hermanus | Multi-ward Hermanus Area | Upgrade Hermanus Well Fields Phase 2 (F1/2) | H Blignaut | WSIG | | 8,000,000 | 8,000,000 | | 12,000,000 | 12,000,000 | | | |
| Kleinmond | Ward 09 | Replacement of Water Pipes Proteadorp | H Blignaut | MIG | | 6,800,000 | 6,800,000 | | | | | | |
| De Kelders | Ward 14 | De Kelders WTW Membrane Replacement | H Blignaut | EL25 | 800,000 | | 800,000 | | | | | | |
| Pearly Beach | Ward 11 | Pearly Beach Water Tower Refurbish | H Blignaut | EL25 | 1,000,000 | | 1,000,000 | | | | | | |
| Pearly Beach | Ward 11 | Pearly Beach WTW Process Upgrade | H Blignaut | EL25 | 5,000,000 | | 5,000,000 | | | | | | |
| Hermanus | Multi-ward Hermanus | New Disinfection System at Preekstoel WTW | H Blignaut | EL25/26 | 3,000,000 | | 3,000,000 | 6,000,000 | | 6,000,000 | | | |
| Overstrand | Overstrand | Vehicles-Water | J Solomons | Surplus | 1,000,000 | | 1,000,000 | | | | | | |
| Overstrand | Overstrand | Telemetry System Upgrade-Water | H Blignaut | EL26/27 | | | | 300,000 | | 300,000 | 300,000 | | 300,000 |
| | | | | | | | | | | | | | |
| | | SEWERAGE | | | 15,550,000 | | 15,550,000 | 18,000,000 | 7,000,000 | 25,000,000 | 21,200,000 | 7,000,000 | 28,200,000 |
| Overstrand | Overstrand | Sewerage Facilities Contingency | H Blignaut | EL25/26 | 700,000 | | 700,000 | 700,000 | | 700,000 | | | |
| Kleinmond | Ward 09 | Kleinmond Sewer Network Extension | H Blignaut | EL27 | | | | | | | 2,000,000 | | 2,000,000 |
| Gansbaai | Ward 02 | Gansbaai CBD Sewer Network Extension | H Blignaut | EL27 | | | | | | | 2,000,000 | | 2,000,000 |
| Overstrand | Overstrand | Fencing at Sewerage Installations | H Blignaut | EL25/26 | 600,000 | | 600,000 | 600,000 | | 600,000 | | | |
| Overstrand | Overstrand | Upgrading of Pumpstations & Rising Mains | H Blignaut | EL25/26 /27 | 2,550,000 | | 2,550,000 | 10,000,000 | | 10,000,000 | 7,000,000 | | 7,000,000 |

▶ CHAPTER 14: FINANCIALS ▶

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|-------------|---------------------------|---|-----------------|--------------------|------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|-------------------|------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Hermanus | Multi-ward Hermanus Area | Hermanus WWTW Upgrade Screens Ras Sludge Dewatering | H Blignaut | EL25/26 | 3,200,000 | | 3,200,000 | 1,500,000 | | 1,500,000 | | | |
| Hawston | Ward 08 | Hawston WWTW Refurbish and Upgrade(F1/2) | H Blignaut | EL26/27 -MIG | 0 | | 0 | | 7,000,000 | 7,000,000 | 10,000,000 | 7,000,000 | 17,000,000 |
| Hawston | Ward 08 | Hawston WWTW Refurbish and Upgrade(F2/2) | H Blignaut | EL26 | | | | 4,000,000 | | 4,000,000 | | | |
| Overstrand | Overstrand | Telemetry System Upgrade-Sewerage | H Blignaut | EL25/26 /27 | 500,000 | | 500,000 | 200,000 | | 200,000 | 200,000 | | 200,000 |
| Overstrand | Overstrand | New Disinfection Systems at Wastewater Treatment | H Blignaut | EL25/26 | 8,000,000 | | 8,000,000 | 1,000,000 | | 1,000,000 | | | |
| | | STORMWATER | | | 3,750,000 | 6,963,000 | 10,713,000 | | | | | | |
| Overstrand | Overstrand | Vehicles-Stormwater | J Solomons | Surplus | 500,000 | | 500,000 | | | | | | |
| Betty's Bay | Ward 10 | Upgrade/New Stormwater Infrastructure | D van Rhodie | Surplus-Non-Tariff | 1,250,000 | | 1,250,000 | | | | | | |
| Fisherhaven | Ward 08 | Stormwater System Upgrading | T Marx | Surplus-Non-Tariff | 2,000,000 | | 2,000,000 | | | | | | |
| Proteadorp | Ward 09 | Upgrade Stormwater Infrastructure- Proteadorp, Mountain View, Ext 6 & Overhills | D Hendriks | MIG | | 6,963,000 | 6,963,000 | | | | | | |
| | | WASTE MANAGEMENT | | | 2,450,000 | 105,088 | 2,555,088 | 4,500,000 | | 4,500,000 | 3,840,000 | | 3,840,000 |
| Kleinmond | Multi-ward Kleinmond Area | Upgrading of Kleinmond Transfer Station | C Mitchell | EL26 | | | | 500,000 | | 500,000 | | | |
| Gansbaai | Multi-ward Gb Area | Trommel Screen for Gansbaai Landfill | C Mitchell | EL26/27 | | | | 4,000,000 | | 4,000,000 | 3,000,000 | | 3,000,000 |

▶ CHAPTER 14: FINANCIALS ▶

| | | | | | 2024/25 BUDGET | | | 2025/26 BUDGET | | | 2026/27 BUDGET | | |
|------------|--------------------------|--|-----------------|---------------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|
| Local Area | Ward | Project Description | Project Manager | Funding Source | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL | COUNCIL FUNDED | EXTERNAL (GRANTS) | TOTAL |
| Gansbaai | Multi-ward Gb Area | Gansbaai Landfill Weighbridge New Replacement Deck | C Mitchell | EL27 | | | | | | | 840,000 | | 840,000 |
| Hermanus | Ward 03 | Refurbishment of Hermanus Transfer Station(F1/2) | T Marx | EL24 - R/O | 400,000 | | 400,000 | | | | | | |
| Hermanus | Ward 03 | Refurbishment of Hermanus Transfer Station(F2/2) | T Marx | DBSA-R/O-22-Public contributions cash | 0 | 105,088 | 105,088 | | | | | | |
| Hermanus | Muilt-ward Hermanus area | Generator for Hermanus MRF | C Mitchell | EL25 | 490,000 | | 490,000 | | | | | | |
| Hermanus | Muilt-ward Hermanus area | Large Ups for Weighbridge (If no Generator Installed at MRF) | C Mitchell | EL25 | 60,000 | | 60,000 | | | | | | |
| Overstrand | Overstrand | Vehicles-Waste Management | J Solomons | Surplus | 1,500,000 | | 1,500,000 | | | | | | |
| | | | | | | | | | | | | | |
| | | GRAND TOTAL | | | 86,500,000 | 65,533,088 | 152,033,088 | 90,000,000 | 47,910,000 | 137,910,000 | 70,000,000 | 46,734,000 | 116,734,000 |

| FUNDING: | | | | | | | | | | | |
|---|--|------------|------------|------------|------------|--|------------|------------|-----------|------------|--|
| EXTERNAL LOAN 25/26/27(GENERAL CAPITAL) | | 65,000,000 | | 65,000,000 | 90,000,000 | | 90,000,000 | 70,000,000 | | 70,000,000 | |
| EXTERNAL LOAN 24(ROLL OVER) | | 400,000 | | 400,000 | | | | | | | |
| | | | | | | | | | | | |
| SURPLUS | | 14,100,000 | | 14,100,000 | | | | | | | |
| SURPLUS-NON-TARIFF | | 7,000,000 | | 7,000,000 | | | | | | | |
| | | | | | | | | | | | |
| DBSA-PUBLIC CONTRIBUTION 21-22(ROLL OVER) | | | 105,088 | 105,088 | | | | | | | |
| | | | | | | | | | | | |
| PROV GR-HUMAN SETTLEMENTS DEVELOPMENT GRANT | | | 13,129,000 | 13,129,000 | | | | | 9,000,000 | 9,000,000 | |

▶ CHAPTER 14: FINANCIALS ▶

| <u>FUNDING:</u> | | | | | | | | | |
|--|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------------|
| | | | | | | | | | |
| MUNICIPAL INFRASTRUCTURE GRANT | | 24,965,000 | 24,965,000 | | 26,010,000 | 26,010,000 | | 28,183,000 | 28,183,000 |
| INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME | | 19,334,000 | 19,334,000 | | 9,900,000 | 9,900,000 | | 9,551,000 | 9,551,000 |
| WATER SERVICES INFRASTRUCTURE GRANT | | 8,000,000 | 8,000,000 | | 12,000,000 | 12,000,000 | | | |
| | | | | | | | | | |
| GRAND TOTAL | 86,500,000 | 65,533,088 | 152,033,088 | 90,000,000 | 47,910,000 | 137,910,000 | 70,000,000 | 46,734,000 | 116,734,000 |

IMPLEMENTATION OF MFMA CIRCULAR 88, ADDENDUM 3 OF 20 DECEMBER 2021

Refer to Chapter 13 – section 13.4 in the IDP for detail on Circular 88

DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2024/25 (pilot continues)

The following indicators are being reported on as a continuous **pilot** during the 2024/2025 financial year:

OUTPUT INDICATORS FOR QUARTERLY REPORTING

| | |
|---------|---|
| EE1.11 | Number of dwellings provided with connections to mains electricity supply by the municipality |
| EE1.11 | Number of dwellings provided with connections to mains electricity supply by the municipality |
| EE3.11 | Percentage of unplanned outages that are restored to supply within industry standard timeframes |
| EE3.21 | Percentage of planned maintenance performed |
| TR6.12 | Percentage of surfaced municipal road lanes which has been resurfaced and resealed |
| TR6.13 | KMs of new municipal road network |
| TR6.21 | Percentage of reported pothole complaints resolved within standard municipal response time |
| WS1.11 | Number of new sewer connections meeting minimum standards |
| WS2.11 | Number of new water connections meeting minimum standards |
| WS3.11 | Percentage of callouts responded to within 48 hours (sanitation/wastewater) |
| WS3.21 | Percentage of callouts responded to within 48 hours (water) |
| FD1.11 | Percentage compliance with the required attendance time for structural firefighting incidents |
| LED1.11 | Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area |
| LED1.21 | Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) |
| LED2.12 | Percentage of the municipality's operating budget spent on indigent relief for free basic services |
| LED3.11 | Average time taken to finalise business license applications |
| LED3.31 | Average number of days from the point of advertising to the letter of award per 80/20 procurement process |
| LED3.32 | Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission |
| GG1.21 | Staff vacancy rate |
| GG1.22 | Percentage of vacant posts filled within 3 months |

OUTPUT INDICATORS FOR QUARTERLY REPORTING

| | |
|--------|---|
| GG2.11 | Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) |
| GG2.12 | Percentage of wards that have held at least one councillor-convened community meeting |
| GG2.31 | Percentage of official complaints responded to through the municipal complaint management system |
| GG5.11 | Number of active suspensions longer than three months |
| FM1.11 | Total Capital Expenditure as a percentage of Total Capital Budget |
| FM1.12 | Total Operating Expenditure as a percentage of Total Operating Expenditure Budget |
| FM1.13 | Total Operating Revenue as a percentage of Total Operating Revenue Budget |
| FM1.14 | Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget |
| FM1.21 | Funded budget (Y/N) (Municipal) |
| FM3.11 | Cash/Cost coverage ratio |
| FM3.13 | Trade payables to cash ratio |
| FM3.14 | Liquidity ratio |
| FM4.31 | Creditors payment period |
| FM5.11 | Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings) |
| FM6.12 | Percentage of awarded tenders [over R200k], published on the municipality's website |
| FM6.13 | Percentage of tender cancellations |
| FM7.11 | Debtors payment period |
| FM7.12 | Collection rate ratio |

COMPLIANCE INDICATORS FOR QUARTERLY REPORTING

| | |
|-----|---|
| C1 | Number of signed performance agreements by the MM and section 56 managers: |
| C2 | Number of ExCo or Mayoral Executive meetings held: |
| C3 | Number of Council portfolio committee meetings held: |
| C4 | Number of MPAC meetings held: |
| C6 | Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters: |
| C7 | Number of formal (minuted) meetings - to which all senior managers were invited- held: |
| C8 | Number of councillors completed training: |
| C9 | Number of municipal officials completed training: |
| C10 | Number of work stoppages occurring: |
| C11 | Number of litigation cases instituted by the municipality: |
| C12 | Number of litigation cases instituted against the municipality: |
| C13 | Number of forensic investigations instituted: |

| | |
|-----|---|
| C14 | Number of forensic investigations concluded: |
| C15 | Number of days of sick leave taken by employees: |
| C17 | Number of temporary employees employed: |
| C18 | Number of approved demonstrations in the municipal area: |
| C19 | Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings: |
| C20 | Number of permanent environmental health practitioners employed by the municipality: |
| C22 | Number of Council meetings held: |
| C23 | Number of disciplinary cases for misconduct relating to fraud and corruption: |
| C24 | Number of council meetings disrupted |
| C25 | Number of protests reported |
| C26 | R-value of all tenders awarded |
| C27 | Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations: |
| C28 | R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations: |
| C29 | Number of approved applications for rezoning a property for commercial purposes: |
| C30 | Number of business licenses approved: |
| C32 | Number of positions filled with regard to municipal infrastructure: |
| C33 | Number of tenders over R200 000 awarded: |
| C34 | Number of months the Municipal Managers' position has been filled (not Acting): |
| C35 | Number of months the Chief Financial Officers' position has been filled (not Acting): |
| C36 | Number of vacant posts of senior managers: |
| C38 | Number of filled posts in the treasury and budget office: |
| C40 | Number of filled posts in the development and planning department |
| C42 | Number of registered engineers employed in approved posts |
| C43 | Number of engineers employed in approved posts: |
| C44 | Number of disciplinary cases in the municipality: |
| C45 | Number of finalised disciplinary cases: |
| C47 | Number of waste management posts filled: |
| C49 | Number of electricians employed in approved posts: |
| C51 | Number of filled water and wastewater management posts: |
| C56 | Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards) |
| C57 | Number of registered electricity consumers with a mini grid-based system in the municipal service area |
| C58 | Total non-technical electricity losses in MWh (estimate) |
| C59 | Number of municipal buildings that consume renewable energy |
| C61 | Total number of chemical toilets in operation |

| | |
|-----|--|
| C63 | Total volume of water delivered by water trucks |
| C67 | Number of paid full-time firefighters employed by the municipality |
| C68 | Number of part-time and firefighter reservists in the service of the municipality |
| C69 | Number of 'displaced persons' to whom the municipality delivered assistance |
| C71 | Number of procurement processes where disputes were raised |
| C73 | Number of structural fires occurring in informal settlements |
| C74 | Number of dwellings in informal settlements affected by structural fires (estimate) |
| C76 | Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders |
| C77 | B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based |
| C78 | B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned |
| C79 | B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement |
| C84 | Number of building plans submitted for review |
| C86 | Number of households in the municipal area registered as indigent |
| C89 | Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum |
| C92 | Number of agenda items deferred to the next council meeting |
| C93 | Number of awards made in terms of SCM Reg 32 |
| C94 | Number of requests approved for deviation from approved procurement plan |
| C98 | Number of building plan applications approved |

OUTPUT INDICATORS FOR ANNUAL REPORTING

| | |
|---------|--|
| ENV3.11 | Percentage of known informal settlements receiving basic refuse removal services |
| ENV4.11 | Percentage of biodiversity priority area within the municipality |
| TR6.11 | Percentage of unsurfaced road graded |
| WS5.31 | Percentage of total water connections metered |
| GG3.12 | Percentage of councillors who have declared their financial interests |
| FM2.21 | Cash backed reserves reconciliation at year end |
| FM3.12 | Current ratio (current assets/current liabilities) |
| FM4.11 | Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure |
| FM5.12 | Percentage of total capital expenditure funded from capital conditional grants |
| FM5.21 | Percentage of total capital expenditure on renewal/upgrading of existing assets |
| FM5.22 | Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment |
| FM5.31 | Repairs and Maintenance as a percentage of property, plant, equipment, and investment property |
| FM7.31 | Net Surplus /Deficit Margin for Electricity |

| | |
|--------|--|
| FM7.32 | Net Surplus /Deficit Margin for Water |
| FM7.33 | Net Surplus /Deficit Margin for Wastewater |
| FM7.34 | Net Surplus /Deficit Margin for Refuse |

OUTCOME INDICATORS FOR ANNUAL REPORTING

| | |
|--------|--|
| EE4.4 | Percentage total electricity losses |
| ENV5.2 | Recreational water quality (inland) |
| HS3.5 | Percentage utilisation rate of community halls |
| HS3.6 | Average number of library visits per library |
| HS3.7 | Percentage of municipal cemetery plots available |
| TR6.2 | Number of potholes reported per 10kms of municipal road network |
| WS3.1 | Frequency of sewer blockages per 100 KMs of pipeline |
| WS3.2 | Frequency of water mains failures per 100 KMs of pipeline |
| WS3.3 | Frequency of unplanned water service interruptions |
| WS4.1 | Percentage of drinking water samples complying to SANS241 |
| WS4.2 | Percentage of wastewater samples compliant to water use license conditions |
| WS5.1 | Percentage of non-revenue water |
| WS5.2 | Total water losses |
| WS5.4 | Percentage of water reused |
| GG1.1 | Percentage of municipal skills development levy recovered |
| GG1.2 | Top management stability |
| GG2.1 | Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan) |
| GG4.1 | Percentage of councillors attending council meetings |
| FM1.1 | Percentage of expenditure against total budget |
| FM2.1 | Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue) |
| FM2.2 | Percentage change in cash backed reserves reconciliation |
| FM3.1 | Percentage change in cash and cash equivalent (short term) |
| FM4.1 | Percentage change of unauthorised, irregular, fruitless and wasteful expenditure |
| FM4.2 | Percentage of total operating expenditure on remuneration |
| FM4.3 | Percentage of total operating expenditure on contracted services |
| FM5.1 | Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure |
| FM5.2 | Percentage change of renewal/upgrading of existing Assets |
| FM5.3 | Percentage change of repairs and maintenance of existing infrastructure |
| FM7.1 | Percentage change in Gross Consumer Debtors' (Current and Non-current) |
| FM7.2 | Percentage of Revenue Growth excluding capital grants |

FM7.3 Percentage of net operating surplus margin

COMPLIANCE INDICATORS FOR ANNUAL REPORTING

| | |
|-----|---|
| C5 | Number of recognised traditional leaders within your municipal boundary |
| C21 | Number of approved environmental health practitioner posts in the municipality |
| C31 | Number of approved posts in the municipality with regard to municipal infrastructure: |
| C37 | Number of approved posts in the treasury and budget office: |
| C39 | Number of approved posts in the development and planning department: |
| C41 | Number of approved engineer posts in the municipality: |
| C46 | Number of approved waste management posts in the municipality: |
| C48 | Number of approved electrician posts in the municipality: |
| C50 | Number of approved water and wastewater management posts in the municipality: |
| C52 | Number of maintained sports facilities |
| C53 | Square meters of maintained public outdoor recreation space |
| C54 | Number of municipality-owned community halls |
| C60 | Total number of sewer connections |
| C62 | Total number of Ventilation Improved Pit Toilets (VIPs) |
| C95 | Number of residential properties in the billing system |
| C96 | Number of non-residential properties in the billing system |
| C97 | Number of properties in the valuation roll |

COMPLIANCE QUESTIONS FOR ANNUAL REPORTING

| | |
|------|--|
| Q1. | Does the municipality have an approved Performance Management Framework? |
| Q2. | Has the IDP been adopted by Council by the target date? |
| Q3. | Does the municipality have an approved LED Strategy? |
| Q4. | What are the main causes of work stoppage in the past quarter by type of stoppage? How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public? |
| Q5. | |
| Q6. | When was the last scientifically representative community feedback survey undertaken in the municipality? What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority. |
| Q7. | |
| Q8. | Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period: |
| Q9. | Does the municipality have an Internal Audit Unit? |
| Q10. | Is there a dedicated position responsible for internal audits? |
| Q11. | Is the internal audit position filled or vacant? |

- Q12. Has an Audit Committee been established? If so, is it functional?
- Q13. Has the internal audit plan been approved by the Audit Committee?
- Q14. Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
- Q15. Does the internal audit plan set monthly targets?
- Q16. How many monthly targets in the internal audit plan were not achieved?
Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?
- Q17.
- Q18. What economic incentive policies adopted by Council does the municipality have by date of adoption?
- Q19. Is the municipal supplier database aligned with the Central Supplier Database?
What is the number of steps a business must comply with when applying for a construction permit before final document is received?
- Q20.
- Q22. Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
- Q23. Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
- Q24. Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
- Q25. Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?