



SPECIAL MEETING OF THE COUNCIL

SPEZIALE VERGADERING VAN DIE RAAD

INTLANGANISO EKHETHEKILEYO YEBHUNGA

A G E N D A

I-AJENDA

**DATE / DATUM / UMHLA : 22 JANUARY / JANUARIE /
JANYUWARI 2016**

**VENUE / PLEK / INDAWO : BANQUETING HALL /
BANKETSAAL**

**CIVIC CENTRE / BURGERSENTRUM / IZIKO LOLUNTU
HERMANUS**

TIME / TYD / IXESHA : 11:00

MUNISIPALITEIT OVERSTRAND MUNICIPALITY

Office of the Municipal
Manager
Municipal Offices
HERMANUS

18 January/Januarie/Janyuwari 2016

NOTICE TO ALL ALDERMEN & COUNCILLORS

SPECIAL MEETING OF THE OVERSTRAND MUNICIPAL COUNCIL

NOTICE IS HEREBY GIVEN that a **SPECIAL MEETING** of the **OVERSTRAND MUNICIPAL COUNCIL** will be held in the **Banqueting Hall, Civic Centre, Hermanus**, on **Friday, 22 January 2016** at **11:00** to consider the business set forth in the subjoined agenda.

The attention of Councillors is directed to the Code of Conduct for Councillors and Municipal Officials, Schedules 1 & 2 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

C GROENEWALD
MUNICIPAL MANAGER

KENNISGEWING AAN ALLE RAADSHERE & RAADSLEDE

SPESIALE VERGADERING VAN DIE OVERSTRAND MUNISIPALE RAAD

KENNIS WORD HIERMEE GEGEE dat 'n **SPESIALE VERGADERING** van die **OVERSTRAND MUNISIPALE RAAD** gehou sal word in die **Banketsaal, Burgersentrum, Hermanus**, op **Vrydag, 22 Januarie 2016** om **11:00** om die sake op meegaande sakelys te bespreek.

Raadslede se aandag word gevestig op die Gedragskode vir Raadslede en Munisipale Beamptes, Bylae 1 & 2 van die Wet op Plaaslike Regering : Munisipale Stelsels, 2000 (Wet 32 van 2000).

C GROENEWALD
MUNISIPALE BESTUURDER

ISAZISO ESIYA KUBO BONKE OOCEBAKHULU NOOCEBA

INTLANGANISO EKHETHEKILEYO YEBHUNGA LIKAMASIPALA WE-OVERSTRAND

OKU KUKWAZISA ukuba **INTLANGANISO EKHETHEKILEYO YEBHUNGA**, eza kuba **se Banqueting Hall, kwiZiko LoLUNTU, eHermanus ngoLwesihlanu, 22 Janyuwari 2016 ngeye-11:00** ukuqwalasela imicimbi ekule ajenda iqhotyoshelwe apha.

OoCeba bayacelwa ukuba baqwalasele isikhokelo sokuziphatha sooCeba namaGosa kamasipala, amaXwebhu 1 & 2 kaRhulumente wooMasipala: uMthetho weeNkqubo zikaMasipala, 2000 (UMthetho 32 wowama-2000).

C GROENEWALD
UMPHATHI KAMASIPALA

AGENDA/...

1. OPENING

2. APPLICATIONS FOR LEAVE OF ABSENCE

**3. STATEMENTS AND COMMUNICATIONS BROUGHT FORWARD BY THE
SPEAKER / EXECUTIVE MAYOR**

4. CONSIDERATION OF RECOMMENDATIONS MADE BY THE EXECUTIVE MAYOR TO COUNCIL, IN TERMS OF SECTION 160(2) OF THE CONSTITUTION, 1996, AND SECTION 59(1)(a) OF THE LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT 2000 (ACT 32 OF 2000)

REMARK

Please note that the following recommendations contained in this agenda are subject to confirmation or amendment by the Special Mayoral Committee in view of the fact that the **compilation of the Special Council agenda** was done before the Special Mayoral Committee of 22 January 2016 had formally sat.

4.1

**SUPPLY CHAIN MANAGEMENT IMPLEMENTATION REPORT – 2015/2016:
2nd QUARTER: 01 OCTOBER TO 31 DECEMBER 2015**

**(ITEM 4, PAGE 1 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)**

RECOMMENDATION TO THE COUNCIL:

that **cognisance be taken** of the activities undertaken and outcomes achieved in the implementation of the Overstrand Municipality Supply Chain Management Policy for the 2nd Quarter of 2015/2016.

RESPONSIBLE OFFICIAL :

C LE ROUX

TARGET DATE FOR IMPLEMENTATION :

TO BE NOTED

4.2

**MONTHLY REPORT TO COUNCIL ON SUPPLY CHAIN MANAGEMENT (SCM)
POLICY: PARAGRAPH 36, 16(1)(b) AND 17(1)(c) FOR NOVEMBER 2015**

**(ITEM 5, PAGE 36 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)**

RECOMMENDATION TO THE COUNCIL:

1. that the deviations from the procurement processes, approved in terms of the delegated authority for November 2015, **be noted**; and
2. that the awards made in terms of Paragraph 16(1)(b) and 17(1)(c), approved in terms of the delegated authority for November 2015, **be noted**.

RESPONSIBLE OFFICIAL :**C LE ROUX****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.3

**MONTHLY REPORT TO COUNCIL ON SUPPLY CHAIN MANAGEMENT (SCM)
POLICY: PARAGRAPH 36, 16(1)(b) AND 17(1)(c) FOR DECEMBER 2015**

**(ITEM 6, PAGE 41 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)**

RECOMMENDATION TO THE COUNCIL:

1. that the deviations from the procurement processes, approved in terms of the delegated authority for December 2015, **be noted**; and
2. that the awards made in terms of Paragraph 16(1)(b) and 17(1)(c), approved in terms of the delegated authority for December 2015, **be noted**.

RESPONSIBLE OFFICIAL :**C LE ROUX****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.4

QUARTERLY BUDGET REPORT FOR DECEMBER 2015**(ITEM 7, PAGE 47 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**

that the budget report for the quarter ended December 2015, prepared as part of the financial reporting obligations arising from the Local Government: Municipal Finance Management Act, 2003, **be noted**.

RESPONSIBLE OFFICIAL :**BA KING****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.5

QUARTERLY BANK ACCOUNT WITHDRAWALS NOT IN TERMS OF AN APPROVED BUDGET FOR DECEMBER 2015

(ITEM 8, PAGE 84 : SPECIAL MAYORAL COMMITTEE MEETING : 22 JANUARY 2016)

RECOMMENDATION TO THE COUNCIL:

that the consolidated quarterly report, as per Annexure A, in respect of Bank Account Withdrawals not in terms of an Approved Budget for the quarter ended December 2015, **be noted**.

RESPONSIBLE OFFICIAL :**BA KING****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.6

MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT FOR DECEMBER 2015**(ITEM 9, PAGE 87 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**that the Mid-Year Budget and Performance Assessment Report, **be noted**.**RESPONSIBLE OFFICIAL :****B KING****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.7

REPORT ON THE PROPOSED 5th ADJUSTMENTS BUDGET FOR 2014/2015

**(ITEM 10, PAGE 136 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**

1. that, in terms of section 28(2)(g) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the 5th Adjustments Budget for 2014/2015 **be approved**, in order to address the unauthorised expenditure incurred, amounting to R3 715 273 in respect of Vote 1 – Council General (R1 311 496) and Vote 7 – Infrastructure & Planning (R2 403 777), as set out in the following schedules:

Schedule 1: Budgeted financial performance (revenue & expenditure by municipal vote)

Schedule 2: Budgeted financial performance (revenue by source & expenditure by type)

Schedule 3: Budgeted multi-year capital appropriations by standard classification (vote) and associated funding by source

Schedule 4: Budgeted financial position

Schedule 5: Budgeted cash flow

Schedule 6: Cash backed reserves and acc. surplus reconciliation

Schedule 7: Asset management

Schedule 8: Basic service delivery measurement

2. that the following schedules be noted:

Schedule 9: Budgeted financial performance (revenue & expenditure by standard classification)

Schedule 10: Budgeted capital appropriations by municipal vote

3. that the SDBIP be amended accordingly.

RESPONSIBLE OFFICIAL:

BA KING

TARGET DATE FOR IMPLEMENTATION:

TO BE NOTED

**4.8
REVISED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)
FOR 2014/15**

**(ITEM 11, PAGE 197 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)**

RECOMMENDATION TO THE COUNCIL:

1. that the revised SDBIP for 2014/15 **be approved**; and
2. that the revised SDBIP for 2014/15 **be made public**.

RESPONSIBLE OFFICIAL :

R LOUW

TARGET DATE FOR IMPLEMENTATION :

27 JANUARY 2016

4.9

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)**SECOND QUARTERLY REPORT: OCTOBER – DECEMBER 2015****(ITEM 12, PAGE 221 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**

that the content of the report for the second quarter of the 2015/16 financial year on the top level Service Delivery and Budget Implementation Plan, **be noted**.

RESPONSIBLE OFFICIAL :**R LOUW****TARGET DATE FOR IMPLEMENTATION :****TO BE NOTED**

4.10**RAISING OF NEW EXTERNAL LOANS****(ITEM 13, PAGE 250 : SPECIAL MAYORAL COMMITTEE MEETING :
22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**

1. that the loan agreement for the raising of the total external loans amounting to R90 000 000 (R30 000 000 per year) for the 2015/2016, 2016/2017 & 2017/2018 financial years be approved; and
2. that the Municipal Manager be authorised to sign the necessary agreements and documents for the above external loans.

RESPONSIBLE OFFICIAL:**B A KING****TARGET DATE FOR IMPLEMENTATION :****1 MARCH 2016**

4.11**APPLICATION FOR PERMISSION FOR THE USE OF NEW BOREHOLES FOR IRRIGATION PURPOSES BY THE HERMANUS GOLF CLUB****(ITEM 14, PAGE 299 : SPECIAL MAYORAL COMMITTEE MEETING : 22 JANUARY 2016)****RECOMMENDATION TO THE COUNCIL:**

that condition (b) of the amended Clause 12.5 of the Deed of Sale between Overstrand Municipality and the Hermanus Golf Club, as approved by Council on 28 October 2015, be replaced by the following:

“(b) The specific boreholes be identified by the Hermanus Golf Club and indicated to the municipality and the BGCMA”;

RESPONSIBLE OFFICIAL :**H BLIGNAUT****TARGET DATE FOR IMPLEMENTATION :****1 FEBRUARY 2016****TARGET DATE TO INFORM APPLICANT :****1 FEBRUARY 2016**

5. CONSIDERATION OF REPORTS

5.1

SUBMISSION OF THE DRAFT AUDITED ANNUAL REPORT FOR THE FINANCIAL YEAR 2014/15

5/15/1/1

R Louw

8 December 2015

(028) 313 8071

Corporate Head Office

1. Executive Summary

The purpose of this report is to present the draft audited Annual Report, for the 2014/15 financial year to Council.

2. Service Delivery and Budget Implementation Plan Reference: IGNITE

Directorate: Management Services
Strategic Planning

3. Compliance with Strategic Priority

Provision of democratic, accountable and ethical governance

4. Delegated Authority

None

5. Legal Requirements

Section 46 of the Municipal Systems Act 2000 (Act 32 of 2000)
Section 121 of the Municipal Finance Management Act (MFMA)
(Act 56 of 2003)

6. Background/Introduction/Discussion/Motivation/Proposal/Evaluation

In terms of the above legislation a Municipality must prepare an annual report for each financial year. Some of the key purposes of the annual report are:

- to provide a record of the activities of the municipality or entity
- to provide a report on performance in service delivery and budget implementation
- to provide information that supports the revenue and expenditure decisions made
- to promote accountability to the local community for decisions made.

The annual report provides an authoritative record of the activities and performance of the municipality for each financial year. In time it will serve as a key historical record on the municipality, revealing its progress, growth and development of municipal services and performance.

The MFMA requires that the annual report of a municipality must inter alia include the following:

- the annual financial statements
- the Auditor-General's audit report on the financial statements
- any explanations that may be necessary to clarify issues in connection with the financial statements
- an assessment by the accounting officer on any arrears on municipal taxes and service charges
- particulars of any corrective action taken or to be taken in response to issues raised in the audit reports
- other information as determined by the municipality or as may be prescribed
- any recommendations of the audit committee.

The format of the consolidated report is as follows:

Chapter 1: Mayor's Foreword and Executive Summary
Chapter 2: Governance
Chapter 3: Service Delivery Performance
Chapter 4: Organisational Development Performance
Chapter 5: Financial Performance
Chapter 6: Auditor-General Findings

National Treasury in September 2012 issued MFMA Circular 63- Annual Report-update that amongst other aims to expedite the timelines for producing the Annual Report.

Circular 63 states:

"Timelines for producing the Annual Report

The Annual Report of a municipality and every municipal entity must be tabled in the municipal council on or before 31 January each year (MFMA S127). In order to enhance oversight functions of Councils, please note that this must be interpreted as an outer deadline; hence municipalities must submit the Annual Reports as soon as possible after year end, namely, August. The entire process is concluded in the first or second week of December for all municipalities, the same year in which the financial year ends and not a year later, as is currently the case. The activities, implications, process/role-player and timeframes are described below for ease of reference and

implementation. It is expected that effective management of performance will also result from this change.

Activity	Legislation and Guidance	Process Owner Role Player	Timeframe
Consideration of next financial year's Budget and IDP process plan. In-year reporting formats should ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the beginning of the Budget / IDP implementation period	MSA S41(1)(e)	MM Assisted by other s56 managers & the CFO	July
Implementation and monitoring of approved Budget and IDP through the approved SDBIP commences (In-year financial reporting and quarterly performance reports).	MSA S41(1)(e)	MM Assisted by other s56 managers & The CFO	
Finalise 4th quarter report of previous financial year	MFMA S52(d)	MM Assisted by other s56 managers & CFO	
Submit draft previous financial year Annual Report and evidence to Internal and the Auditor General including annual financial statements and financial and non-financial information ¹ .	Submission of annual financial statements as per section 126(1) of the MFMA. Additional step, a draft Annual Report is prepared. Annual Performance report needs to be included as per section 46 of the MSA.	MM & CFO	
Municipal entities submit draft Annual Reports to MM.		Entity AO & CFO	
Submit Annual Report including annual financial statements and Annual Performance Report to the Combined Audit/Performance Committee.	Joint Committee assessing both financial and non-financial performance advances accountability and expedites corrective measures	MM & CFO	
Combined Audit/Performance committee considers unaudited Annual Report of municipality		Audit and Performance Audit	

Activity	Legislation and Guidance	Process Owner Role Player	Timeframe
and entities (where relevant).		Committee	
Mayor tables the unaudited Annual Report in Council	The Annual Report submitted complies with the requirements of Section 121(3)(a-k). Information on pre-determined objectives to be included. Note that it is unaudited and will not include any of the Auditor-Generals reports as the auditing thereof will still be in progress. (Municipalities with Municipal entities to submit a consolidated Unaudited Annual Report by September)	Mayor	August
Municipality submits Annual Report including final annual financial statements and annual performance report to Auditor-General for auditing purposes – due 31 August. Council to submit unaudited tabled annual report to MPAC for vetting and verification of councils' directive on service delivery & the committee to evaluate senior managers' performance against agreement entered into		CFO	
Commencement of IDP analysis of institutional, services and infrastructure provision, backlogs and priorities. Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance. Such information includes that of various entities incorporated into the information of the parent entity.	If the above process is followed, the unaudited Annual Report can add value to the IDP/Budget planning process for the next year as well as oversight by MPAC on the reported deliverables by communities and achievements targets reached.	Council	
Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality / municipal entity.	Section 126(3)(b) require the Auditor-General to submit an audit report within three months after receipt of statements from the	Auditor-General	November for municipalities without entities & December for municipalities with entities

Activity	Legislation and Guidance	Process Owner Role Player	Timeframe
	municipality.		
Annual Report and oversight report process for adoption to be used as input into public participating meetings for the IDP review process.	Section 127,128,129 and 130	Council	September November
The Auditor-General's reports are issued during the period of Oct/Nov. Once the AG audit reports have been issued no further changes are allowed as the audit process is completed	Section 129, 130 and 131. Tabling the audited Annual Report within 5 or 6 months after the end of the financial year. Section 75 for publication on website.	MM	November/ December
Mayor tables audited Annual Report and financial statements to Council		Mayor	
Audited Annual Report is made public, e.g. posted on municipality's website.		IT Director Accounting officer	
Oversight committee finalises assessment on Annual Report. This must be concluded within 7 days of receipt of AGs report. Council is expected to conclude on this matter before going on recess in December.			
Council adopts Oversight report.	The entire process, including oversight reporting and submission to provincial legislators is completed in December and not in March the following year.	Council	December
Oversight report is made public.		MM	
Oversight report is submitted to Legislators, Treasuries and DCoG		Mayor	

Extract, MFMA Circular 63, September 2012

Circular 63 addresses the need to streamline the Annual Report process by municipalities and municipal entities. In future, all municipalities and municipal entities are required to prepare and submit their draft Annual Reports to the Auditor-General by 31 August each year. Municipalities are encouraged to

implement or phase-in the requirements of the new Annual Report by 2013/14 financial year. “

The draft unaudited annual report for 2014/15 was submitted to the Auditor-General on 31 August 2015 with the financial statements. The document presented now is the draft audited annual report for 2014/15.

7. Financial Implications

Not applicable

8. Staff Implications

Report complied in-house.

9. Comments from other Departments, Divisions and Administrations

Information was requested from various officials during the information gathering phase.

10. Annexures

Annexure A : Draft audited Annual Report for 2014/15 **to be tabled.**

RECOMMENDATION TO THE COUNCIL:

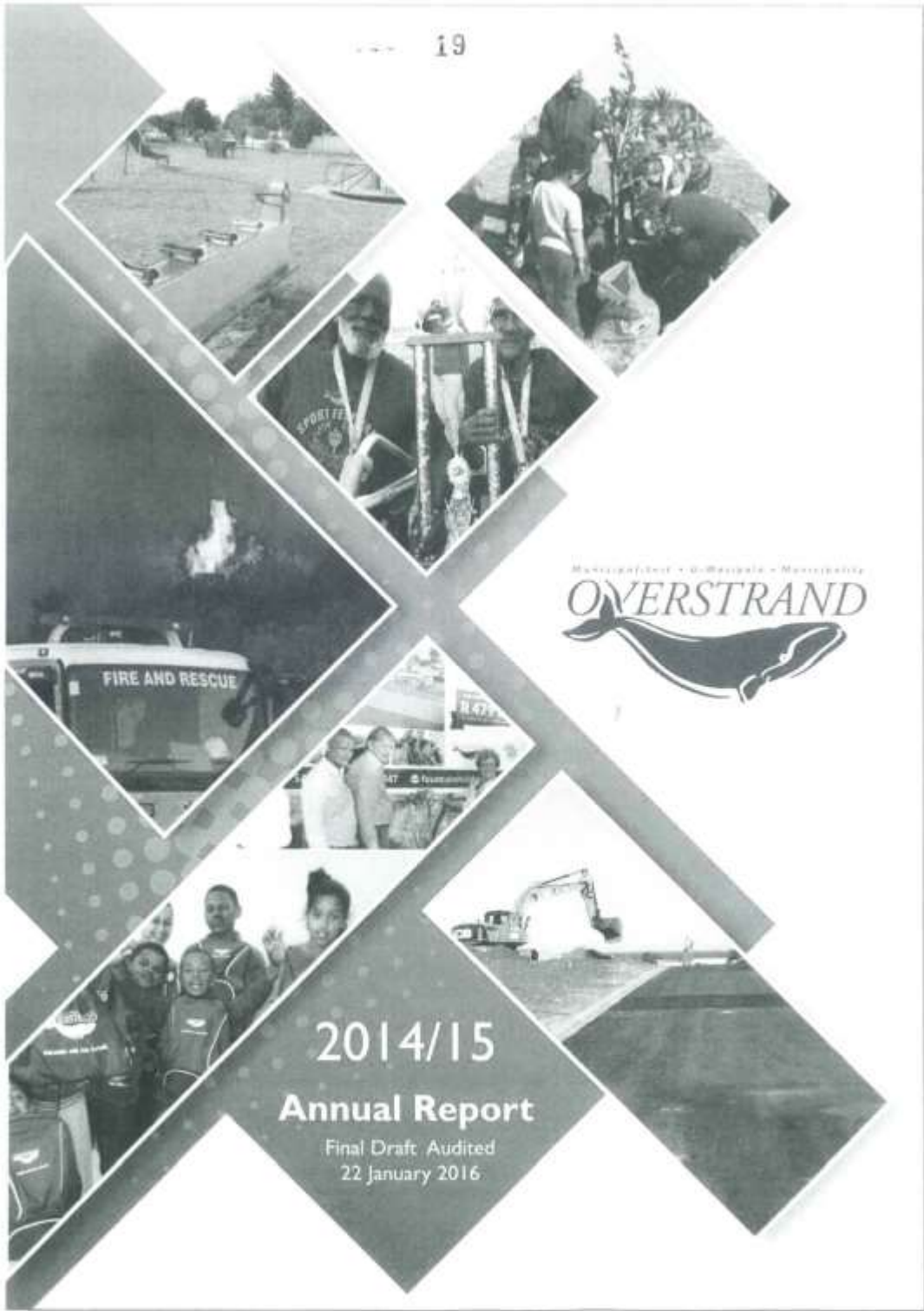
1. that the tabling of the 2014/15 Draft Audited Annual Report in Council by the Executive Mayor, **be noted**;
2. that the Draft Audited Annual Report **be made public** immediately after the tabling in Council; and
3. that the local community **be invited** to submit representations in connection with the draft annual report.

RESPONSIBLE OFFICIAL :

R LOUW

TARGET DATE FOR IMPLEMENTATION :

25 JANUARY 2016



2014/15
Annual Report
 Final Draft Audited
 22 January 2016

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CHAPTER 1

COMPONENT A: MAYOR'S FOREWORD

As the Executive Mayor of Overstrand Municipality I am privileged to present the municipality's Annual Report for the 2014/15 financial year.

As a document which reflects performance of the past financial year, any organisation's annual report is extremely valuable and helps to navigate it through the obstacles and pitfalls of the past, to benchmark standards of performance and to set goals for improvement.



a. Vision

The 2nd review of our 5-year Integrated Development Plan (IDP) for 2012/2017 was successfully adopted by Council on 28 May 2014.

The 2014/15 IDP review affords the municipality the opportunity to reflect on the strategic direction set in our approved 5-year IDP (2012/2017) of May 2012. Consequently I held a Mayoral strategic session on 19 September 2013 with the following outcomes:

- We assessed our performance for the 2012/13 financial year;
- We reviewed our Vision, Mission and Strategic goals to ensure sustained service delivery in the 2014/15 financial year;
- We assessed changing circumstances in our municipal area that might hamper and or enhance service delivery.

For the 2014/15 IDP review our strategic direction is as follows:

We retained our **Vision** - "To be a centre of excellence for the community"

We retained our **Mission** - "To create sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment".

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Our **five strategic objectives** were reaffirmed:

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.

Our performance delivery on these strategic objectives for the period under review is clearly cited in Chapter 3 of this report.

b. Political changes

With intense sadness and total shock we learned of the untimely passing of Councillor Mzameni Mshenxiswa's on 19 September 2014 after a short illness. Councillor Mzameni served Zweilhle ward 5, as Ward Councillor since May 2011 until the day of his passing.

Following the tragic passing of Councillor Mzameni Mshenxiswa (Ward 5), and the rather unexpected resignation of two Councillors - Pieter Scholtz (Ward 2) and Ben Solomon (Ward 7), the Mayoral Committee was reshuffled with effect from 1 October 2014.

The portfolio committee for infrastructure and planning is now chaired by Cllr Rudolph Smith, who was also elected as Deputy Mayor. Cllr Moira Opperman now chairs the portfolio committee for community services, Cllr Philip Appelgrein the portfolio committees for management and protection services, and Cllr Dudley Coetzee the portfolio committees for finance and local economic development and tourism.

Following on an array of by-elections, three new councillors have been appointed to Council in November 2014. They are Cllr Riana de Coning (Ward 2), Cllr Sicelo Gxamesi (Ward 5) and Cllr David Botha (Ward 7). Cllr Mandlake Dyani also joined Council as proportional representative for the ANC to replace Cllr Gillion who has been seconded to parliament.

In addition, Council awarded the title "Alderman" to four serving councillors during a special council meeting held in November 2014. Councillors earn points for each completed year served and are awarded additional points for officiating as mayor, speaker, member of the mayoral committee or chair of a ward committee. Services rendered at a district municipality are also taken into account, with a minimum of 15 points being required to be considered for aldermanship.

The recipients were Philip Appelgrein (Ward 9), mayor Nicolette Botha-Guthrie and two proportional representatives of the ANC, Philipus May and Makhaya Ponoane.

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c. Key Policy Developments

In this reporting period the municipality continued to align our core municipal service delivery to contribute towards delivery of the National Development Plan (NDP- 2030 vision).

d. Key Service Delivery Improvements

During the year under review, we received a number of accolades that gave recognition to the hard work and excellent systems of the Overstrand Municipality and I would like to highlight a few:

Overstrand best performer in South Africa - Key findings released by Municipal IQ, a specialised local government data and intelligence organisation, reveal that eight out of 10 top-performing local municipalities are in the Western Cape; with Overstrand topping the list, followed by Stellenbosch in second and Steve Tshwete (Mpumalanga) in third place.

Retained our clean audit - I am extremely proud to report that we have retained a clean audit for the third consecutive year. My sincere appreciation and congratulations to all, especially the Municipal Manager and all officials with our clean audit.

Continued implementation of 8 year Housing programme

During the 2014/15 financial year, the Municipality finalised the installation of services for 155 GAP sites in Gansbaai and commenced with the implementation of several infrastructure projects in the Zwelihle/Mt Pleasant area.

Refuse removal - The construction of a new landfill cell at Karwyderskraal was completed during this reporting period and is in operation as from 1 April 2015. The new cell was constructed at a cost of R9, 1 million.

Roads reseal/ rehabilitation programme - 163,240m² roads was resealed for the year. The target was 120,000m².

Water losses (limit unaccounted water) - Further reduced to 19.3%, exceeding the target of 25%.

Electricity losses - The electricity losses were determined at 5.77% for the 2014/15 financial year, as opposed to the 5.95% in the preceding 2013/14 financial year. Technical losses are calculated at ± 4.9%. In terms of the average electricity losses of 14.5% within South Africa based upon Electricity Distribution entities, this is considered an excellent achievement.

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Continued Blue Flag status - Three bathing beaches were again awarded International Blue Flag beach status, namely Kleinmond, Hawston and Grotto. The respective statuses were maintained for the duration of the Blue Flag season, from 1 December 2014 until 31 March 2015 for Grotto and 15 December 2014 to 15 January 2015 for Kleinmond and Hawston. Amenities were maintained to Blue Flag requirements.

Some other achievements of the past year that I would like to highlight were:

Greenest Municipality competition

In the annual competition to crown South Africa's Greenest Town, Overstrand walked off with the laurels in the category "Solid Waste Management" for the second consecutive year.

Housing award

The Pearly Beach: Eluxolweni low-cost housing project was crowned "Best Housing Project of the Year" in the under R125 000 per unit category by the Southern African Housing Foundation. This project, which aimed to help eradicate existing informal settlements by addressing the urgent housing backlog in the area, yielded 183 subsidised housing opportunities for qualifiers and 28 serviced sites for non-qualifiers, all on single residential erven.

Municipal Infrastructure Grant (MIG) spending

The municipality spent 100% of the allocated R20,6 million MIG grant in the 2014/15 financial year.

Opening of the Stony Point Eco-facility project in Betty's Bay - The Stony Point Peninsula in Betty's Bay is an international tourist destination. The African Penguin colony, situated on an untamed coastline adjacent to the Betty's Bay Marine Protected Area, attracts in excess of 90 000 national and international tourists per annum.

Biological Water Treatment Plant at Preekstoel, Hermanus - The new biological water treatment plant at Preekstoel, Hermanus, was the winner of the 2014 Award for Excellence in Municipal Engineering: Water & Waste Water Category by the Institute of Municipal Engineering of SA. The plant is the first full scale plant of its kind in South Africa.

e. Public Participation

The ward committees and the Overstrand Municipal Advisory Forum (OMAF) are acknowledged as our official public consultation structures. In preparation for the 2014/15 Integrated Development Plan (IDP) review, Strategic Services held IDP consultation sessions with the ward committees and broader

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stakeholders (service organisations) in September/ October 2013 to gather information on the "community needs" per ward.

Budget information sessions were arranged by the budget office and addressed by the Mayor, Councilors and Directors during April 2015 for all 13 wards, which were well attended and vigorously debated.

f. Future Actions

Municipal Regulations on a Standard Chart of Accounts (SCOA) - The Minister of Finance has issued SCOA Regulations to be effective for the 2016/17 financial year. Overstrand Municipality was declared as a Pilot Site by National Treasury, in conjunction with Bytes Technologies (SAMRAS Financial System). Before-mentioned implies that the Standard Chart of Accounts for Overstrand municipality must be in place for the 2015/16 financial year. The administration is working diligently to ensure that the 2015/16 Budget will conform with the SCOA requirements.

Additional court - The process to establish the additional court in Hermanus is well under way and set to be operational in the 2015/16 financial year. The court will assist in bringing by-law and other municipal legislation offenders to justice.

Sustained service delivery

In striving to maintain a clean audit we will not compromise on the basic service delivery mandate to our communities. Overstrand is committed to deliver on our **vision "To be a centre of excellence for the community"**. The performance and achievements stated in this annual report is testament to our commitment of sustained service delivery.

g. Conclusion

Thank you to our ward committees, communities, partners and stakeholders for your participation and support during the 2014/15 financial year. May we build on our strengths and collectively address the challenges in order for Overstrand Municipality "To be a centre of excellence for the community".

Nicolette Botha-Guthrie
EXECUTIVE MAYOR

22 January 2016

COMPONENT B: EXECUTIVE SUMMARY

1.1 Municipal Manager's Overview

In reflecting on the 2014/15 financial year, I am pleased to report that the Overstrand Municipality has performed well in relation to service delivery, governance and financial management. The detailed information can be obtained in this annual report.



The Municipality managed to achieve a 88% in its spending on infrastructure (capital budget). The municipality met 369 (88,70%) of a total number of 416 key performance indicators (KPIs) for the 2014/15 financial year. 39 (9,38%) of KPIs were almost met and 8 (1,92%) of the indicators were not met. This demonstrates the Municipality's ability to implement and maintain excellent service level standards to the benefit of our community.

Financially the Municipality has performed well in 2014/15. I am extremely proud of the clean audit status retained for the 3rd consecutive year. My sincere appreciation to my management team, staff and Council for your dedication and team work to retain our clean audit status. This is of course not the end of our journey in fulfilling our Constitutional mandate. There will always be room for improvement and we must continue to explore new ways of delivering good governance and to ensure that our ratepayers and residents receive good value for money.

To our rate payers and residents a clean audit demonstrates good management, control and compliance with audit requirements. A clean audit does not imply financial wealth. Like stated last year, sound financial management will remain a priority in the future as we foresee pressure on our financial resources due to escalating service delivery needs from our community concomitant with the impact of tough economic times. The outcome of the long term financial plan compiled by INCA during this financial year, will guide Council in practicing sound financial management with the limited financial resources to our disposal.

During the year under review the top management team remained unchanged and all Section 56 positions (Directors) were filled. This benefitted the sustained service delivery performance as noted in this annual report.

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The Shared Services Initiative (SSI) in the District was accelerated in 2014/15 with risk management prioritised in the district. Overstrand Municipality is actively engaging in this SSI that aims to optimise service delivery in the district.

The municipality is collaborating with Productivity SA to optimise the productivity of our staff.

Albeit proud of our accomplishments cited in this annual report, we will not become complacent in striving to remain financially sound, well governed and delivering on local government's service delivery mandate enshrined in the Constitution.

As this annual report reflects on Overstrand Municipality's performance and challenges persevered for the 2014/15 financial year, I once again extend my sincere appreciation to all staff and Council for their dedication and contribution to deliver on our Vision *"To be a centre of excellence for the community"*.

Coenie Groenewald
MUNICIPAL MANAGER

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1.2 Municipal Overview

This report addresses the performance of the Overstrand Municipality in the Western Cape in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2014/15 Annual Report reflects on the performance of the Overstrand Municipality for the period 1 July 2014 to 30 June 2015. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the municipality must prepare an Annual Report for each financial year.

1.2.1 Vision and Mission

The Overstrand Municipality committed itself to the following vision and mission:



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"

1.3 Municipal Functions, Population and Environmental Overview

1.3.1 Population

The municipality's estimated^a population for 2014/15 is **90 000**. (^aOwn calculation based on the average annual growth rate from 2001 to 2011 census figures.)

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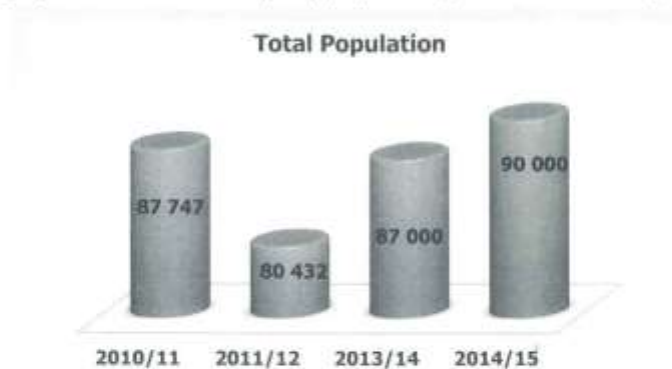
The table below indicates the total population within the municipal area:

2010/11	2011/12	2013/14	2014/15
87 747	80 432 ¹	87 000 ²	90 000 ³

Source: Western Cape Department of Social Development Population Projections Populations projected as at 14 February of 2008, 2009 and 2010.
¹Stats SA Census, 2011, ²Overstrand own calculation

Table 1.: Demographic information of the municipal area – Total population

The graph below illustrate the yearly population growth for the municipal area.



Graph 1.: Total Population Growth

a) Population profile

Age	2011/12*			2012/13*			2013/14*			2014/15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0-9	6 087	6 090	12 177	6561	6560	13121	6558	6562	13120	6808	6811	13619
Age: 10-14	2 557	2 541	5 098	2696	2699	5395	2754	2737	5491	2859	2841	5699
Age: 15-19	2 455	2 681	5 136	2531	2795	5326	2644	2889	5533	2745	2998	5743
Age: 20-24	3 321	3 209	6 530	3552	3391	6942	3578	3458	7036	3714	3589	7303
Age: 25-39	10 890	9 984	20 874	12182	11004	23186	11734	10757	22492	12180	11166	23346
Age: 40- 54	6 407	6 522	12 929	7040	7185	14225	6904	7028	14920	7167	7295	14462
Age: 55-69	5 114	5 896	11 010	5557	6419	11975	5510	6353	11863	5719	6594	12313
Age: 70-84	2 690	3 174	5 864	3129	3682	6812	2897	3420	6317	3007	3550	6557
Age: 85+	267	548	815	337	679	1016	287	587	874	297	610	907

*Source: Stats SA Community Survey 2007, Census 2011
 Overstrand's own projections for 2012/13, 2013/14 and 2014/15*

Table 2.: Population profile

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1.3.2 Households

The total number of households within the municipal area increased from **31 829** in the 2013/14 financial year to a total of **32 251** the 2014/15 financial year. This indicates an **increase of 1.31%** in the total number of households within the municipal area over the two financial years (2013/14-2014/15).

Households	2011/12	2012/13	2013/14	2014/15
Number of households in municipal area	31 373	31 739	31 829	32 251
Number of indigent households in municipal area	5 852	6 423	6 543	6 923

Source: Overstrand financial system

Table 3.: Total number of households

The graph below shows that the total number of indigent households increased from 6 543 households in 2013/14 to 6 923 households in the 2014/15 financial year. This indicates an increase of 5.5% in the total number of indigent households within the municipal area over the two financial years (2013/14-2014/15).



Graph 2.: Total number of households

1.3.3 Socio Economic Status

Financial year	Housing Backlog	Un-employment Rate	People older than 14 years illiterate	HIV/AIDS Prevalence	Urban/rural household split
2010/11	5 945	24.1%	15.5%	20.90%	91.2/8.8 %
2012/13*	6 412	23%	Not Available	Not Available	193.4/6.6%
2013/14*	6 719	23.3%	Not available	Not Available	193.4/6.6%

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Financial year	Housing Backlog	Un-employment Rate	People older than 14 years illiterate	HIV/AIDS Prevalence	Urban/rural household split
2014/15	6 807	¹ 23.3%	¹ 12.5%	Not Available	*93.4/6.6%

Table 4.: Socio Economic Status (* based on 2011 Census Figures)

1.3.4 Demographic Information

a) Municipal Geographical Information

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.

The municipality covers a land area of approximately 1708 km² and covers the areas of Hangklip/Kleinmond, Greater Hermanus, Stanford and Greater Gansbaai. The municipal area has a coastline of approximately 200 km, stretching from Rooi Els in the west to Quinn Point in the east.

In addition to the endless, pristine beaches dotting the coastline, the Overstrand boasts 3 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.

b) Wards

The municipality is structured into the following 13 wards:

Ward	Areas
1	Kleinbaai, Franskraal and Masakhane
2	Blompark, Gansbaai and De Kelders
3	Hermanus
4	Westcliffe, Mount Pleasant and Hemel-en-Aarde Valley
5	Zwelihle South
6	Zwelihle North
7	Sandbaai
8	Hawston, Fisherhaven and Honingklip
9	Kleinmond and Proteadorp East
10	Proteadorp West, Overhills, Palmiet, Betty's Bay, Pringle Bay and Rooi Els

¹ Western Cape Government: Provincial Treasury. Socio-economic Profile: Overstrand Municipality 2014.

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Ward	Areas
11	Stanford, Baardskeedersbos, Pearly Beach, Viljoenshof and Withoogte
12	Zwelihle North-West
13	Onrusrivier and Vermont

Below is a map that indicates the wards of the Municipality in the Overberg District area:

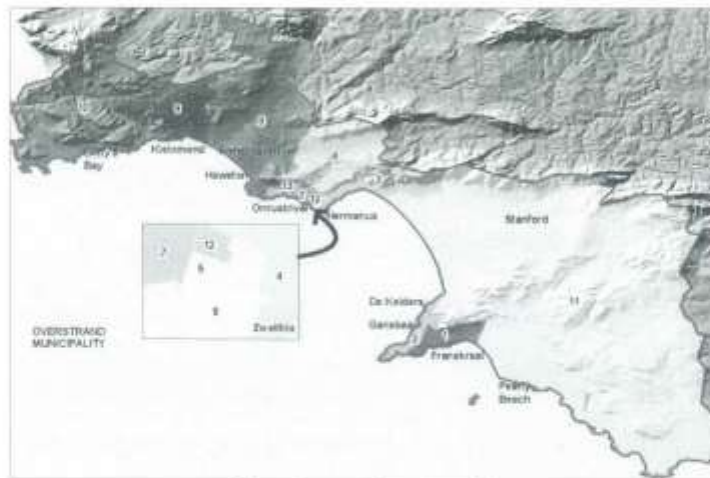


Figure 1.: Overstrand Area map

GANSBAAI

Gansbaai is situated in the centre of a number of small bays with miles of unspoiled beaches, fynbos rich nature reserves, ancient milk wood forests, historically significant caves and breath-taking sea views.

Shark cage diving has become synonymous with Gansbaai and specialized boats leave from the Kleinbaai harbor daily so that extreme adventure seekers can have close encounters with great white sharks.



Gansbaai is the business and industrial centre of the Greater Gansbaai region. Fishing is the main commercial activity and marine based industry includes abalone farms and a fishery. The property development sector is expanding and the hospitality industry brings much needed revenue to the area.

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With the fertile Baardskeerdersbos valley, the fresh water caves at De Kelders, the white sands of Pearly Beach, the Jackass penguins at Dyer's Island and the renowned Shark Alley, Gansbaai is truly a uniquely attractive region within Overstrand Municipality.

KLEINMOND/HANGKLIP

The Kleinmond- Hangklip coastal area including of Betty's Bay, Hangklip, Pringle Bay and Rooi Els has the unique status of being situated in the Kogelberg Biosphere Reserve which was the first UNESCO designated biosphere reserve in South Africa. Biosphere reserves are tasked with becoming role-models of sustainability and demonstrate the balance between people and the environment to the benefit of both.



Kleinmond has an active harbour and many commercial fishermen make their living along the Hangklip coastline. Whether it's hiking in the biosphere reserve with its 1 800 floral species, a visit to the Stony Point penguin colony, a tour of the Biosphere Eco-Centre in Rooi-Els, a picnic in the Harold Porter Botanical Gardens, shopping and sundowners in Kleinmond's quaint Harbour Road, a day on the beach with family and friends, or a fleeting glimpse of the heard of wild horses roaming the dunes, eco-tourism is quite definitely the economic life-blood of this scenically magnificent and environmentally sensitive area of the Overstrand.

HERMANUS

In the past decade Hermanus has established itself as the business and cultural heart of the Overstrand. Although it may have shed its sleepy holiday town image and is able to boast a modern infrastructure, sophisticated specialty shops, shopping centres and restaurants to rival the best in the world, Hermanus has managed to retain the charm of its fishing village heritage.



Hermanus is situated between sweeping mountains and the sparkling Atlantic Ocean and is only a short scenic 1½ hrs (140 km) drive from Cape Town. Tourism is a main contributor to the economy of Hermanus and businesses catering for the robust hospitality

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industry are plentiful. Visitors to the town can choose from over 100 accommodation options ranging from up market B&B's, guesthouses, luxury resorts and boutique hotels to budget priced self-catering and back-packer establishments. Hermanus is known as the best land based whale watching destination in the world and from June through to December each year thousands of tourists visit our shores to marvel at the magnificent southern right whales as they splash and romp and nurture their newborn calves. Whale watching cruises depart from the New Harbour daily and flights to view the giants of the deep from the air are also very popular. The Hemel-en-Aarde wine route is one of the latest attractions to be registered as an official wine route.

Hermanus has a well-developed industrial area and over the last 10 years enjoyed growth in the building sector with security villages, private homes, holiday resorts and commercial and retail property development projects adding to the economic wealth of the area. Hermanus is also a leader in commercial abalone farming and development of further aquaculture farms is anticipated. Agriculture, manufacturing, wholesale and retail businesses, financial and investment companies and the wine industry also contribute significantly to the economic prosperity.

The Administrative head office of the municipality is also situated in the Centre in Hermanus.

STANFORD

Stanford is essentially a farming community with the Klein River meandering through lush fields and village homes built along its banks. The rural atmosphere of the old village with its many historical features has been retained and preserved thanks to the foresight of the Stanford Conservation Trust and the Stanford Heritage Committee.



Stanford has a peaceful and quiet charm which has drawn many people from the city in search of the quality of life a small village offers. Many of the old homes have been renovated and restored and countless new homes have been built in Stanford in the past decade. They all prescribe to the "Stanford Style" so that the unique character of the village is maintained.

Stanford's economy is driven by tourism, the wine estates, the commercial harvesting of fynbos, farming and smaller businesses like estate agencies and grocery shops, which offer services to the community. Stanford is very much a horse riding community and hosts a number of riding shows and gymkhanas in the village.

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 c) *Key Economic Activities*

The main economic drivers in the municipal area are:

Key Economic Activities	Description
Tourism	<p>The Overstrand has positioned itself as an area abundant in natural coastal beauty. There is the Kogelberg Biosphere, the heart of the Floral Kingdom, the most beautiful scenic drive in the world, Clarens Drive, our Cape Whale Coast Hope Spot and much more within the 120 kms of coastline.</p> <p>This is matched by the eco – adventure activities which include whale watching, shark-cage diving, hiking, golf, mountain biking, fynbos and bird viewing. Overstrand is host to three Blue Flag beaches in our region: Grotto, Hawston and Kleinmond beaches.</p> <p>Then along with the award winning restaurants, wine estates, heritage and culture, there are the pristine beaches offering a safe and clean environment in accordance with international standards.</p> <p>This has resulted in a rich basket of tourism activities.</p> <p>Gansbaai (one of the towns in the Overstrand famous for shark diving) voted "Best Responsible Tourism Destination in Africa" and shortlisted for the international award, fits in perfectly with our concerns that the Overstrand develop its tourism offering around sustainable practices, creating economic opportunities for all, while protecting our heritage for the future generations.</p> <p>The Overstrand has a vibrant tourism community geared to market the area extensively and in a collaborative manner. This is relevant in developing networks that continue to leverage on the private sector partnerships to market the Cape Whale Coast, train the youth interested in tourism and develop projects to encourage transformation and economic opportunities.</p> <p>Economic sectors directly aligned to tourism experienced significant growth as in line with tourism status as a main economic driver in the area. Tourism sectors cutting across the catering and accommodation, retail and wholesale, transport and business services sector is supported as key to enhance the value chain or clusters of economic activity in the area.</p>
Aquaculture / Agriculture	<p>Significant focus has been given to the sector to ensure that jobs are maintained and that Overstrand remains the leader in exporting and growing the product. The Southern coastal line of the Overstrand produces the best quality product in the world and boosting export value and expansion of manufacturing which is key to employment creation. This includes a thriving agriculture sector with a growing wine industry.</p>
Manufacturing	<p>Manufacturing activities have grown moderately in the past year, given the sector's ability to contribute to employment creation in the area. The Overstrand has a thriving (light) manufacturing industry which bodes well for job creation. Potential exist in the beneficiation of commodities for export and alignment of sectors to ensure product offering.</p>
Finance, real estate and business	<p>The sector continues to grow the fastest contributing significantly to the provision of job opportunities, contributing the largest in the</p>

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Key Economic Activities	Description
services	GCPR of the Overstrand The growth of this sector enabled the municipal area to counter job losses in the Agriculture Sector.
Secondary service industry	This sector has had significant growth over the years due to demand in services, support and information to deal with growing development demands in line with the increasing population.

Table 5.1: Key economic activities

1.4 Service Delivery Overview

During the year under review the municipality made the following contributions to satisfy basic requirements:

a) Local Economic Development

→ INTERGOVERNMENTAL RELATIONS / STRATEGIC PARTNERSHIP

Partnering with relevant stakeholders to empower local entrepreneurs, unemployed youth in career guidance and entrepreneurship.

Tap into existing resources from Provincial and National bodies including its agencies in support of local initiatives (accessing grant funding and incentives).

Networking with Strategic Partners – broadening scope for economic participation.

LED facilitated engagement opportunities between local entrepreneurs and critical stakeholders with the view to improve access to much needed support and funding including information for decision-making.

Opportunities explored to provide career guidance to both the learners and the out of school youth to broaden participation in the local economy.

Information sharing as one of the key strategic levers for economic development to help maintain and sustain local initiatives.

Coordination of services and products aimed at developing SMME's and procurement.

"It isn't just what you know, and it isn't just who you know. It's actually who you know, who knows you, and what you do for a living." -Bob Burg

→ ENTREPRENEUR SUPPORT CENTRE

The centre seeks to develop entrepreneurs, promote self-reliance and increase economic participation. Furthermore ensure impact of services for the betterment of the people. Provide support and information aimed at assisting local initiatives to grow.

Information dissemination and technical support to local entrepreneurs (bringing services to the people without going long distances to acquire).

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Also facilitated through this center are the visits by government departments and agencies all with the view to ensure better access to critical information to those entrepreneurs who need to advance their business interests.

Provide information for accessing livelihoods.

Bridging the technological divide by providing access to internet and social media to advance businesses as well as providing a platform where person to person consultation mentoring and counseling could take place.

→ TRAINING AND DEVELOPMENT

Expanding the skill base of local entrepreneurs, business owners and individuals alike to increase and improve productivity for sustainable economic activities that contribute positively to local GDP and linked to sustainable job creation.

Capacitation of SMMEs with the necessary skills in order to grow and develop their businesses.

- entrepreneurial skills,
- business development,
- drafting a business plan,
- business registration and mentoring,
- Tendering
- Cooperative development and registration

Expanding the skill base of local entrepreneurs to increase and improve productivity for sustainable economic activities that contribute positively to local GDP and linked to sustainable job creation.

Deliberate promotion of economic activism for both formal and informal traders and mitigate on unemployment.

Needs based training with a clearly defined follow through process, walking the journey with entrepreneurs and service providers to succeed.

→ INFRASTRUCTURE FOR INFORMAL TRADING

Provide facilities for trading to promote economic development. Facilitate economic activism for both formal and informal businesses.

Providing informal traders with space to trade, promote economic growth and development and regenerate townships.

Liaison with funding agencies and interested parties to further interests of the municipality's infrastructure development plans.

Collaborate with the Directorate: Infrastructure in provision of infrastructure that supports and promote the informal economy,

→ REGENERATION OF TOWNSHIPS

Addressing skewed planning practises that do not support economic freedom and practices.

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Ensuring that there is infrastructure for small businesses and corridor to promote economic development in townships.

Organised growth to encourage investment in townships.

Environmental awareness for healthy and prosperous living.

Encouraging community members to identify economic potential zones and facilitate realization thereof.

Promoting ownership of means of production within townships as levers of economic development.

Beautification and regeneration of townships to encourage investment.

→ **OUTREACH AND ACCESS TO LIVELIHOODS**

Focus on rural communities; ensure meaningful participation and access to livelihoods.

Supporting and promoting projects that have impact on the youth and vulnerable communities

Focus on rural communities to ensure meaningful participation and access to livelihoods for all communities.

Needs assessment and outreach, bringing resources closer to the people.

Addressing community needs through outreach and bring resources and services closer to the people,

LED outreach offices opened in all areas for consultations and feedback on enquiries.

Outstanding performance on EPWP creating work opportunities to benefit the local communities,

→ **FACILITATE JOB CREATION**

Assist in ensuring a conducive environment in which job creation could thrive.

- Facilitate and support the informal sector;
- Self-support initiatives through training and information;
- Collaborate with the key sectors on beneficiation;

Administer and promote implementation of labour intensive projects through the EPWP programme

Implementation of EPWP principles across the municipality to make meaning to job creation.

→ **FACILITATE ENTREPRENEURSHIP**

Equipped the youth with entrepreneurial skills as means to deal with high youth unemployment rate in the Overstrand.

Liaison with relevant stakeholders in the area of Entrepreneurship and Education to work towards establishing an Entrepreneur High School in the Kleinmond-Betty's Bay area.

Support Early Childhood Development to expand and increase participation in the economy.

Implement a contractor development programme to address inequality.

Integration of LED objectives in procurement to support local suppliers (expand implementation of PPPFA)

b) Infrastructure

During the year under review the municipality made the following contributions to satisfy basic requirements:

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Housing

The municipality developed an eight year Housing Implementation Programme. As part of the programme, the Municipality has during the 2014/15 financial year, finalised the installation of services for 155 GAP sites in Gansbaai and commenced with the implementation of several infrastructure projects in the Zwelihle/Mt Pleasant area.

Electricity

The municipality provided electricity to all formal households in Kleinmond, Hermanus, Sandbaai, Hawston, Stanford, Greater Gansbaai and Pearly Beach. The rest of the municipal area is supplied by ESKOM. The municipality is also rolling out electricity to households in informal areas in increments. During the year under review, the municipality supplied 230 GWh of electrical energy to its consumers.

Local planning and building control

The municipality provides full town planning and building control functions in its area. During the year under review, 344 town planning applications and 1278 building plans were processed. The following strategic documents are being compiled:

- Heritage and Environmental Overlay Zone Zoning Scheme
- CBD Revitalization Study Phase 2
- Overstrand Municipal Planning By Law

c) Community Services

Water

- Still holds Blue Drop status for 5 Water Treatment Works (WTW) from the Department of Water and Sanitation (DWS), namely: Buffelsrivier, Kleinmond, Greater Hermanus, Greater Gansbaai, and Pearly Beach. Buffelsrivier and Gansbaai received Silver awards for achieving two consecutive Blue Drop awards. DWS is still to release the latest Blue Drop Report.

Roads

To ensure that the municipal road hierarchy function in a good, safe and user friendly manner, emphasis was placed on the maintenance of roads (signs, markings, kerbs, potholes) to a high standard.

The upgrading of Roads in Zwelihle (South of Bergsig street) is completed.

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Beaches

Three bathing beaches were again awarded International Blue Flag beach status, namely Kleinmond, Hawston and Grotto. The respective statuses were maintained for the duration of the blue flag season, from 1 December 2014 until 31 March 2015 for Grotto and 15 December 2014 to 15 January 2015 for Kleinmond and Hawston. Amenities were maintained to Blue Flag requirements.

1.4.1 Basic services delivery performance highlights

Highlight	Description
Water losses	Further reduced to 19.3%
Green drop score	Overstrand Municipality achieved 4 Green Drop compliant scores: Hermanus WWTW, Hawston WWTW, Stanford WWTW, and Gansbaal WWTW. The municipality's last overall Green Drop score was 89.13%, a slight improvement from the previous 88%
Refuse removal	Completed the construction of a new landfill cell at Karwyderskraal
Leak repairs at indigent households	1587 domestic leaks were repaired at indigent households
Baardskeerdersbos Water Treatment Plant	A new water treatment plant and borehole development was completed at Baardskeerdersbos, and substantially improved the drinking water quality provided to the community
Electrification of low cost housing areas (INEP)	Planning and tendering had been completed to spend grant funds in order to electrify 600 informal units within Zwelithle. The electrification of 152 informal households in Thambo Square were completed in March 2015 at a cost of R 1 315 585.00. A R 2 500 000.00 project was launched to electrify 379 informal households in Overhills in Kleinmond. The project is well on track and will be completed at end July 2015.
Reseal/rehabilitation programme	A number of 163,240m ² roads were resealed for the year. The target was 120,000m ² .
Approval of new Beach Cleaning Policy	Policy deals with cleaning of swimming beaches including handling of bamboo.

Table 6.: Basic Services Delivery Highlights

1.4.2 Basic services delivery challenges

Service Area	Challenge	Actions to address
Water & sewerage	Aging infrastructure	Increased maintenance and replacement of network and water meters

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Service Area	Challenge	Actions to address
All basic services	Vandalism	Educational programmes, increased security measures.
Stormwater	Stormwater infiltration into sewer networks	Public awareness and law enforcement
Sewerage systems	High number of blockages	Repair/replace sections of pipelines and increase public awareness/education on sewerage systems.
Water	High water losses/ Aging infrastructure	Pipe replacement programme, pressure management, awareness programmes, water meter replacement, leak repairs
Refuse	Illegal dumping	Improved law enforcement.
Electricity	ESKOM's limited capacity and curbing excessive electricity consumption	South Africa has a shortage of electricity generation, which places an onus on all municipalities to reduce electricity consumption by 10%. Unless existing consumers reduce electricity consumption by 10%, it would be very difficult to connect any new customers. Overstrand Municipality launched a project to curb electricity peak consumption by installing hot water cylinder control units. The installation project is close to completion.
Electricity	Theft of electricity (tampering), cables and vandalism	Theft and vandalism is a growing concern that amounts to great unforeseen expenses. It amounts to power outages and loss of income. Overstrand Municipality works with SAPS and local law enforcement agencies to address this problem. It is however a nation-wide concern that is somewhat uncontrollable.
Roads	Lack of sufficient funding to reduce backlogs	Increase reseal operational funding
	Inadequate stormwater network in certain neighbourhoods	Beyond municipality's control
	Deterioration of gravel roads	Provision of storm water infrastructure

Table 7.1: Basic Services Delivery Challenges

1.4.3 Proportion of Households with access to Basic Services

Proportion of Households with minimum level of basic services				
Description	2011/12	2012/13	2013/14	2014/15
Electricity service connections	100%	100%	79%	79%
Water - available within 200 m from dwelling	100%	100%	100%	100%
Sanitation - Households with at least VIP service	100%	100%	100%	100%
Waste collection - kerbside collection once a week	100%	100%	100%	100%

Table 8.1: Households with minimum level of Basic Services

1.5 Financial Health Overview

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1.5.1 Financial Viability Highlights

Highlight	Description
Outstanding debtors recovered	Recovered 99.44%

Table 9.: Financial Viability Highlights

1.5.2 Financial Viability Challenges

Challenge	Action to address
The main challenges for the municipality:	
The on-going difficulties in the national and local economy and the subsequent risk of an increase in outstanding debtors	Applying Strict credit control measures
Ever aging water, roads, sewage and electricity infrastructure;	Prioritising of projects in terms of Revenue protection, Asset conservation and supply of basic services as a constitutional obligation
Above inflation increases in salaries & wages and other core expenditure such as bulk electricity purchases, chemicals and fuel vs inflation related tariff increases	Further operational efficiencies to be identified, reduction in non-core expenditure and consideration of adjusting service level standards

Table 10.: Financial Viability Challenges

1.5.3 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

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. These key performance indicators are linked to the **National Key Performance Area** namely **Municipal Financial Viability and Management**.

KPA& Indicator	2011/12	2012/13	2013/14	2014/15
Debt coverage ((Total operating revenue-operating grants received):debt service payments due within the year)	17.63	16.237	16.90	17.13
Service debtors to revenue – (Total outstanding service debtors: revenue received for services)	13.3%	11.8%	10.4%	10.36%
Cost coverage ((Available cash+ investments): Monthly fixed operating expenditure	5.83	3.49	2.3	3.72

Table 11.: National KPI's for financial viability and management

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1.5.4 Financial Overview

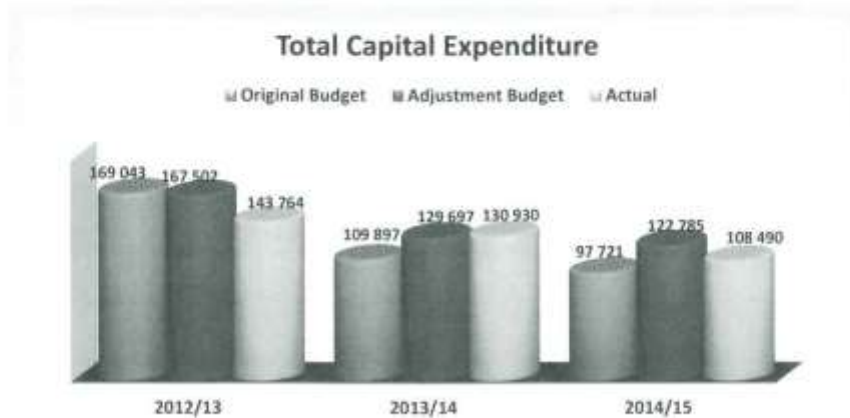
	Original budget	Adjustment Budget	Actual
	R		
Details			
Income			
Grants	92 640 829	116 786 763	115 970 498
Taxes, levies and tariffs	674 206 344	679 075 344	673 262 149
Other	53 994 638	72 037 550	71 995 057
Sub-total	820 841 811	867 899 657	861 227 704
<i>Less expenditure</i>	<i>869 588 449</i>	<i>933 322 337</i>	<i>911 072 875</i>
Nett surplus/ (deficit)	-48 746 638	-65 422 680	-49 845 171

Table 12.: Financial Overview

1.5.5 Total Capital Expenditure

Detail	2011/12	2012/13	2013/14	2014/15
	R'000	R'000	R'000	R'000
Original Budget	213 971	169 043	109 897	97 721
Adjustment Budget	186 189	167 502	129 697	122 785
Actual	163 274	143 764	130 930	108 490

Table 13.: Total Capital Expenditure



Graph 3.: Total Capital Expenditure

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1.6 Organisational Development Overview

1.6.1 Municipal Transformation and Organisational Development Highlights

Highlights	Description
Compilation of Human Resources Newsletter	First edition of Human Resources Newsletter distributed during March 2015. The purpose of the newsletter is to communicate important Human Resources related issues to staff members. The newsletter will be published on a quarterly basis.
Health and Wellness day	Health and Wellness days were held on 16,17 and 18 July 2014 at the different administrations.
Performance Management	Performance Development Plans for staff in the Community Services Directorate up to and including T-03 has been undersigned.

Table 14.: Municipal Transformation and Organisational Development Highlights

1.6.2 Municipal Transformation and Organisational Development Challenges

Description	Actions to address
Hosting of Employee Wellness days	The hosting of employee wellness day has become a challenge, as the accredited Medical Aid funds not keen to participate due to increased costs of testing of staff members.
Rollout PMS to the entire workforce	The first formal evaluation of operational staff in the community Services directorate is scheduled for August 2015. It is foreseen that difficulties might be experience given the size and complexity of the Directorate. Assistance will be provided to supervisors and Operational Managers.
Injuries on Duty	Problems experienced with the new electronic system for the registration of new I.O.D's. Doctors in Kleinmond and Gansbaai refuses to treat employees who got injured in the workplace. These employees now have to travel to Hermanus to be treated by doctors.

Table 15.: Municipal Transformation and Organisational Development Challenges

1.7 Auditor General Report

In 2005/06 Overstrand Municipality received an adverse opinion from the Auditor-General due to non-compliance with the Standards of Generally Recognised Accounting Practice (GRAP). The opinion

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received from the Auditor-General has been unqualified for the last nine financial years, from 2006/07 to 2014/15.

In order to maintain and improve on these outcomes, the municipality implemented the following measures:

1. Developed an audit action plan in order to identify, implement and actively monitor the root causes of all audit findings reported by the Auditor-General at the management report level.
2. Identified and appointed an audit champion in order to ensure that all audit related communication was directed to the appropriate responsible officials.
3. Developed a transparent, professional working relationship with the Auditor-General in order to ensure that the municipality's objectives are achieved.
4. Developed and implemented measures in collaboration with the Auditor-General in order to identify, implement and actively monitor inefficiencies in the audit process.
5. Developed and implemented measures in collaboration with the Auditor-General in order to identify, implement and actively monitor the audit cost.

These measures were implemented with the goal of achieving effective corporate governance through accountability. The objective of these controls is to ensure that the Overstrand Municipality maintains and progressively improves its control environment in order to ensure that the strategic objectives assigned in terms of S217 of The Constitution, 1996 is achieved with the view of maintaining a clean administration and further enhancing service delivery through implementing the principles of Batho Pele and making a positive contribution to ensuring that the National Strategic Objectives are achieved.

Chapter 6 will provide details of the audit findings for the 2014/15 financial year.

1.7.1 Audited Outcomes

Year	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Status	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified (Clean Audit)	Unqualified (Clean Audit)	Unqualified (Clean Audit)

Table 16.: Audit Outcomes

1.8 2014/15 IDP/Budget Process

The table below provides details of the key deadlines for the 2014/15 IDP/Budget process:

TASK/ ACTIVITY	RESPONSIBILITY	DATE
JULY – OCTOBER 2013		
PREPARATION PHASE		
District IDP Managers Forum (activity alignment) (Coordinated by ODM-IDP Manager)	Strategic Office	5 –Aug-13

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
Table in Council a budget and IDP time schedule of key deadlines (Every year - at least 10 months before the start of the budget year)	Budget Office / Strategic Office	28-Aug-13
Submission of time schedule to ODM and the Provincial Government	Strategic Office	6-Sept-13
Place public notice on IDP/Budget time schedule approval	Strategic Office	6-Sept-13
ANALYSIS, STRATEGY AND PROJECT PHASES		
Review status of Capital Projects on Capital Wish list + current 3 year budget	Budget Office	31-Jul-13
Snr Managers for the respective administrations receive Wish list of previous project requests for Ward Committees to review	Budget Office	06-Aug-13
Ward based planning sessions with ward committees and registered organisations/interest groups to identify new projects	Strategic Office & Snr Managers for the respective administrations	19-30 Aug13 & 2-4 Sep-13
Distribute Capital Projects template to all project managers to complete for existing projects on the two outer years and new projects	Budget Office	06-Aug-13
Ward Committees hold ward public meetings to present the outcomes of the ward planning sessions (new projects identified)	Snr Managers for the respective administrations	9-12-Sep-13
Provincial IDP Indaba 1/ Special MinMay Tech (Coordinator Dept of LG – IDP unit)	Strategic office/ MM/ Directors	16-Sept-13
Snr Managers for the respective administrations submit draft Ward requests to Strategic Office + R450 000 projects & other large capital projects	Snr Managers for the respective administrations	20-Sep-13
Managers submit completed capital projects templates on the 2014/2016 MTREF Capital Budget to Directors	Managers	23-Sep-13
Strategic Office to submit Draft ward requests (R450k projects & Other) to the Budget Office	Strategic Office	23-27 Sep-13
Strategic session with Management and Councillors	Strategic Office	Sep-13
Mayoral directional IDP/Budget Speech	Mayor	25-Sept-13
Budget Steering Committee Meeting - Direction on proposed Tariff increases & increases in Revenue , Expenditure and Capital	Budget Steering Committee	26-30-Sep-13
Directors to prioritise new departmental capital project proposals and submit Capital project Templates with priorities to Budget Office	Directors	30-Sep-13
Snr Manager Revenue send Tariff List to Directors for review	Snr Manager Revenue	1-Oct-13
Snr Managers for the respective administrations receive updated lists of ward project (R450k projects & Other) for Ward Committees to prioritise	Budget Office	4-Oct-13
District IDP Managers Forum (Coordinated by ODM- IDP Manager)	Strategic Office	11-Oct-13
Ward Committees meet and priorities their list of ward specific capital projects (R450 000)	Ward Committee / Snr Managers for the respective	14-17 Oct-13

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
Snr Managers for the respective administrations to submit Ward Project priorities to the Budget Office in Excel format	administrations Snr Managers for the respective administrations	18-Oct-13
Budget Steering Committee meet to discuss & review capital budget requests (ROUND1)	Budget Steering Committee	23-31-Oct-13
Directors to submit proposed Tariffs to Snr Manager Revenue	Directors	31-Oct-13
NOVEMBER 2013- MARCH 2014		
INTEGRATION PHASE		
Budget Office distributes ward specific projects to Snr Managers of the respective administrations for Ward Committee final verification	Budget Office	1-Nov-13
Workshop on Tariffs and Tariff Related Policies	Budget Office	04-08 Nov-13
Budget Office sends summarised capital budget requests to budget holders after Budget Steering committee review	Budget Office	8-Nov-13
Directorates to be provided with the current OPEX Budget and actuals up until end of October including the two outer years budgets for review of 2013/2014 and for completion of 2014/2015 to 2016/2017	Budget Office	8-Nov-13
Top Management Meeting with MM (Directors, Snr Managers for the respective administrations & Budget Office) to discuss budget proposals and budget affordability	Budget Office/TMT	11-15 Nov-13
Snr Managers of the respective administrations submit final ward specific projects to Budget Office	Snr Managers of the respective administrations	15-Nov-13
Budget Steering Committee meeting- Mid Year Review (2013/2014 Budget): Capex including Draft 2014-2016 Capital budget requests (ROUND2)	Budget Steering Committee	18 -22 Nov-13
Managers to submit 2014/2015 -2016/2017 Opex requests to Directors	Managers	22-Nov-13
Directors to submit New Post requests to HR & Salary Office	Directors	22-Nov-13
HR/Salary Office to submit requests for new staff/posts to the Budget Office	HR	29-Nov-13
Directors to submit 2014/2015 -2016/2017 Opex requests to Budget Office	Directors	29-Nov-13
Fleet Management to submit Draft Vehicle Budget: Fuel & Maintenance to Budget Office	Fleet Management	29-Nov-13
Managers to submit Final List of Overtime, Essential etc to Salary Department	Managers	29-Nov-13
Snr Manager Revenue to submit Draft Tariff list and proposed Revenue to Budget Office	Snr Manager Revenue	29-Nov-13
OMAF Meeting for discussion on capital proposals	OMAF - Ward Com/Councillors/Managers/	02-05 Dec-13

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
Budget Office to compile summary of current Budget & new Opex requests	Directors Budget Office	02-06 Dec-13
Budget Steering Committee meeting - Mid Year Review (2013/2014 Budget); Opex performance including Draft 2014 -2016 Opex	Budget Steering Committee	09-13 Dec-13
Salary Office to submit draft three year salary budget & WCA estimates to Budget Office (Current staff establishment)	Salary Section	9-Dec-13
Asset Management to submit draft three year depreciation budget (Asset register 2013) to Budget Office	Asset Management	9-Dec-13
Costing Section must provide Draft Recharges/ Departmental charges	Costing Section	9-Dec-13
Cash management to submit draft three year Interest & Redemption (Loan register 2013) to Budget Office	Cash Management	9-Dec-13
Budget Office distributes all Mid-Year Review (Capex & Opex) Changes & Draft Capex & Opex budget requests to managers and directors for verification	Budget Office	20-Dec-13
Compilation of Mid-Year Review Report (2013/14)	Budget Office/Strategic Office	5-17 January-14
Statistical Information reports for New Budget Formats distributed to applicable Directors & Managers for completion	Budget Office	17-Jan-14
Submit Mid-Year Review (MYR) Report to Mayor	Budget Office/ Strategic Office	22 Jan 14
Table Mid-year Review (MYR) in Council	Budget Office/ Strategic Office	29 Jan 14
Budget Steering Committee Meeting for final discussion of Tariffs & Final Adjustment Budget Review (2013/2014 Budget)	Budget Steering Committee	27-31 Jan-14
Snr Manager: Revenue determines Final revenue projections & Tariffs	Snr Manager Revenue Budget Committee/Councillors/Directors/Managers	03-07 Feb-14
Review Budget Related Policies	Managers	03-07 Feb-14
Budget Office distributes information for finalisation of depreciation, salary budget and interest & redemption	Budget Office	3-Feb-14
Budget Office distributes all operational budget requests to managers and directors for final verification	Budget Office	3-Feb-14
District IDP Managers Forum (Coordinated by ODM- IDP Manager)	Strategic Office	4-Feb-14
Compile Adjustment Budget (2013/2014 Budget): NT Reports and	Budget Office	3-14 February-

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
working papers		14
Provincial IDP Indaba 2 (Coordinated Dept LG- IDP Directorate)	Strategic Office/ MM/ Directors	11 Feb-14
Budget Steering Committee meet to discuss & review opex, capex, new posts, Revenue Projections & Filling of vacancies for determination of Salary Contingency	Budget Steering Committee	10-14 Feb-14
Budget Office send Final list of new posts to Salary Department after discussion with BSC	Budget Office	17-Feb-14
Final Review of 2013/2014 Adjustment Budget documents	Budget Office	19 February-14
Start with the compilation of Draft SDBIP (2014/15)	Strategic Office/ Directorates	February-14
Directors and Managers return final operational and capital budget including the Statistical Information with final sign off to verify information submitted	Directors/Managers	20-Feb-14
Managers return final depreciation, salary budget and interest & redemption, Recharges/ Departmental charges to budget office	Relevant Managers	20-Feb-14
Snr Manager Revenue Dept to finalise Draft tariffs & Revenue Projections and submit to Budget Office	Snr Manager: Revenue	20-Feb-14
Update & Balance DB4 System with 3yr Budget Info	Budget Office	20-28 Feb-14
Balance & Verify Draft I/E, Cash Flow and Capital Budget	Budget Office	20-28 Feb-14
Managers to submit Final Policies to CFO	Managers	28-Feb-14
Submit Electricity Tariffs to NERSA	Snr. Manager: Revenue	28 Feb -14
Managers to submit Activity/ Business Plans for Grants to Budget Office	Budget Holders	7-March-14
Finalise the draft IDP review 2014/15	Strategic Office	3-18 Mar-14
Finalisation of Draft Opex & Capex Budgets working papers	Budget Office	03-14 Mar-14
Update & Balance A Schedule and compile draft agenda item	Budget Office	03-14 Mar-14
Budget Office compile Draft Budget Report & Schedules	Budget Office	03-14 Mar-14
Budget Office send financial information to Strategic Office for Draft IDP review & SDBIP	Budget Office	14-Mar-14
Budget Office does Final Review of Draft Budget Report & Schedules	Budget Office	17-18 Mar-14
Printing & Binding of Draft Budget Report	Budget Office	17-18 Mar-14
Budget Office distributes Draft Budget Report	Budget Office	19 Mar-14
Prepare advertisements for Draft IDP& Budgets for comments	Budget Office / Strategic Office	25 Mar-14
Draft IDP/Budget tabled in Council	Budget Office / Strategic Office	26-Mar-14
Advertise Draft IDP& Budget for public comment	Budget Office / Strategic Office	27-Mar-14
APRIL – MAY 2014		

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
CONSULTATION & APPROVAL PHASE		
Prepare and distribute presentation for OMAF or discussion on Draft Capital & Operational Budget & Tariff Proposals & IDP review	Strategic Office/Budget Office	3-Apr-14
OMAF Meeting for discussion on Draft Capital & Operational Budget & Tariff Proposals & IDP review	OMAF - Ward Com/Councillors/Managers/ Directors	7-11-Apr-14
Electronic Draft IDP/Budget files submitted to Provincial Treasury after Council Meeting	Budget Office / Strategic Office	9-Apr-14
Submission of Annual Draft Budget and IDP for representation to National and Provincial Treasury any other prescribed organs of state, Public Participation	Budget Office / Strategic Office Community	9-Apr-14 01-30 Apr-14
Managers to submit Demand Management Plans to SCM	Budget Holders	30-Apr-14
LG MTEC3 Engagement	Provincial Treasury/Municipal Delegation	end April-14
Managers to submit Final Activity/ Business Plans for Grants to Budget Office	Budget Holders	2-May-14
Summarise all community feedback and distribute to the relevant stakeholders for consideration to be included in the Final Budget report	Budget Office	05 -9 May-14
Budget Steering Committee Meeting - Consideration of Budget Comments	Budget Steering Committee	05 -9 May-14
Budget Office compile Final Budget Report and Schedules	Budget Office	05 -16 May-14
Budget Office does Final Review of Budget Report & Schedules	Budget Office	18 -19 May-14
Printing & Binding of Final Budget Report		20-21 May
Distribution of Final Budget Report	Budget Office	21 May 2014
Approval of IDP and Budget by Council	Budget Office / Strategic Office	28-May-14
IMPLEMENTATION PHASE		
Place Final Budget documents on the website	Budget Office	4 June-14
Advertise Final Budget and Tariffs in the media	Budget Office	5-June-14
Submission of Final Budget and IDP to National and Provincial Treasury.	Budget Office / Strategic Office	11 June-14
Municipal Manager submits SDBIP to Mayor	Municipal Manager	11-June-14
Compile Internal Budget Book	Budget Office	2-20 June-14
Implement Capital Budget on Financial System	Budget Office	20 June-14
Print & Bind Internal Budget Book	Budget Office	23-26 June-14
Approval of SDBIP by Executive Mayor	Mayor	25-June-14
Finalise and approval of the performance agreements of the S54A and	Strategic Office/EM/MM	25-June-14

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TASK/ ACTIVITY	RESPONSIBILITY	DATE
556 appointees		
Advertise Property Rates Tariffs in Provincial Gazette	Senior Manager: Revenue	27 June-14
Publish a summary of Budget in Bulletin	Manager: Communications	June-14
Place Internal Budget Book on Intranet	Budget Office	27-June-14
Distribute Internal Budget Book	Budget Office	27-June-14
Submit Budget Related Appendix B reports to National and Provincial Treasury	Budget Office	30 June-14
Submit Budget Locking Certificate to National Treasury	Budget Office	15-Jul-14
REPORTING & REVIEW		
Monthly Budget Statement to Municipal Manager and Mayor	Budget Office	Jul 14- Jun 15
Quarterly reporting by Mayor to Council	Mayor	Oct 14, Jan 15, Apr 15, Jul 15
Mid year Budget and Performance Assessment (SDBIP) information	Budget Office / Strategic Office	5-20 January 15
Mid year Budget and Performance Assessment Report to MM & Mayor	Budget Office / Strategic Office	21 January 15
Mid year Budget and Performance Assessment Report to Council	Budget Office / Strategic Office	28 January 15
Table adjustments Budget	Budget Office	25 Feb 15
Finalise Roll over Projects (Final Amounts)	Budget Office	10 July 2015
Table Adjustments Budget for approval of Roll over projects	Budget Office	29 July 2015
Table in Council Draft Annual Report / AFS	Budget Office / Strategic Office	25 Aug 2015
Submission of annual financial statements to AG	Accounting Services	31-Aug 2015
Finalise the draft annual report for submission to AG	Strategic Office	31-Aug 2015
Finalise the Annual Report	Strategic Office	Aug – Nov 2015
Submit Draft Annual Report to Council	Strategic Office	January 2016
Submit Adjustments Budget (Overspending), if necessary	Budget Office	January 2016
Final Annual Report Comments and Approval	Strategic Office	Feb – Apr 2016

Table 17.: 2014/15 IDP review/Budget Process

Notes:

* OPEX - Operational Budget

* CAPEX - Capital Budget

 Chapter 2: Good Governance

CHAPTER 2

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the communities are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 National Key Performance Indicators- Good Governance and Public Participation

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 796 of 2001 and section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

KPA & Indicators	Municipal Achievement	Municipal Achievement	Municipal Achievement	Municipal Achievement
	2011/2012	2012/13	2013/14	2014/15
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (After roll over projects)	92%	98% (83.3% before roll over projects)	96% (93% before roll over projects)	88% (93% after roll over projects)

Table 18.: National KPIs - Good Governance and Public Participation Performance

2.2 Performance Highlights - Good Governance and Public Participation

Highlight	Description
Ward Committee functionality	A number of 9 official ward committee meetings held per ward committee.
Ward Committee information brochure	A brochure with information on all relevant departments functions (including contact details).
Ward Operational Plans	Plans for the respective 13 ward committee were successfully developed and submitted to Province for 2015/2016.
Special Public Ward Committee Meetings	Information session meetings were held in all 13 wards regarding the draft budget and to obtain public

Chapter 2: Good Governance

Highlight	Description
High attendance of regularly held meetings in accordance with a predetermined meeting cycle	comment. Ward Committee, Portfolio, Mayoral and Council meetings are scheduled for a year in advance and a high attendance figure is achieved. Also LLF, Training, Top Management and EMT meetings
Provincial Library Awards	HERMANUS – Best large public library HAWSTON – Best public library: Youth Services HAWSTON - Outstanding achievement of Youth in the Arts and Culture, Language, Heritage, Geographical Names, Museums, Libraries or Archives Fields

Table 19.: Good Governance and Public Participation Performance Highlights



Executive Mayor, Nicolette Botha Guthrie unveils the Madiba Mosaic with Directors, July 2014

2.3 Challenges - Good Governance and Public Participation

Description	Actions to address
Ward Committee report-back to respective constituencies.	The development of a new public participation policy. Review the ward committee representation.

Table 20.: Good Governance and Public Participation Challenges

 Chapter 2: Good Governance

2.4 Governance Structure

2.4.1 Political Governance Structure



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 and the Mayoral Committee. 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.

a) Council

Below is a table that categorised the councillors within their specific political parties and wards for the **2014/15** financial year:

Council Members	Capacity	Political Party	Ward representing or proportional	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Nicolette Botha-Guthrie	Executive Mayor	DA	Proportional	100	-
Anton Coetsee	Speaker	DA	Proportional	100	-
Moirá Opperman	Councillor	DA	Proportional	91.67	100
Johannes Januarie	Councillor	N.I.C.O	Proportional	58.33	100
Mercia Andrews	Councillor	DA	Proportional	100	-
Phillipus May	Councillor	ANC	Proportional	100	-
Abraham Prins	Councillor	DA	Proportional	100	-
Makhaya Ponoane	Councillor	ANC	Proportional	100	-

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Council Members	Capacity	Political Party	Ward representing or proportional	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
Mandla Dyani	Councillor	ANC	Proportional	83.33	100
Caroline Mandindi	Councillor	ANC	Proportional	100	-
Marilyn Pie	Councillor	ANC	Proportional	100	-
Philippus Appelgrein	Ward Councillor	DA	9	91.67	100
Lianda Beyers – Cronje	Ward Councillor	DA	4	91.67	100
Mzameni Mshenxiswa Deceased Sep 2014	Ward Councillor	ANC	5	50.00	100
Sicelo Gxamesi Since Nov 2014	Ward Councillor	ANC	5	100	-
Dudley Coetzee	Ward Councillor	DA	11	91.67	100
Elzette Nell	Ward Councillor	DA	13	100	-
Pieter Scholtz Resigned Sept 2014	Ward Councillor	DA	2	66.67	100
Riana de Coning Since Nov 2014	Ward Councillor	DA	2	100	-
Rudolph Smith	Ward Councillor	DA	8	100	-
Ben Solomon Resigned Sept 2014	Ward Councillor	DA	7	100	-
David Botha Since Nov 2014	Ward Councillor	DA	7	100	-
Vuyani Macotha	Ward Councillor	ANC	12	100	-
Ntombizinee Sapepa	Ward Councillor	ANC	6	100	-
Lisel Krige	Ward Councillor	DA	10	100	-
Kari Brice	Ward Councillor	DA	3	100	-
Nomaxesibe Nqinata	Ward Councillor	ANC	1	91.67	100
Linda Ndevu	Councillor	DA	Proportional	100	-

Table 21.: Council Meetings

b) *Mayoral Committee*

The Executive Mayor of the Municipality, **Alderslady Nicolette Botha-Guthrie** assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. This means that she has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the

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strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each Member of the Mayoral Committee is listed in the table below for the period 1 July 2014 to 30 June 2015:

Name of member	Capacity
Ald N Botha-Guthrie	Executive Mayor
Ald P Scholtz (until Sept 2014) Clr R Smith (since Oct 2014)	Executive Deputy Mayor & Chairperson of Infrastructure & Planning Portfolio Committee
Clr B Solomon (until Sept 2014) Clr D Coetzee (since Oct 2014)	Chairperson of Finance & Economic Development Portfolio
Ald P Appelgrein	Chairperson of Management Services Portfolio
Clr R Smith (until Sept 2014) Clr M Opperman (since Sept 2014)	Chairperson of Community Services Portfolio
Clr M Opperman (until Sept 2014) Ald P Appelgrein (since Oct 2014)	Chairperson of Protection Services Portfolio

Table 22.: Mayoral Committee Members

c) Portfolio Committees

Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the Executive Mayor on policy matters and make recommendations to Council. Section 79 committees are temporary and appointed by the Council as needed. They are usually set up to investigate a particular issue and do not have any decision making powers. Just like Section 80 committees they can also make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as Councillors can be included on Section 79 committees.

The portfolio committees for the 2011/16 Mayoral term and their Chairpersons are as follow:

Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Portfolio Committee: Infrastructure and Planning	Pietie Scholtz (until Sept 2014) Rudolph Smith (since Oct 2014)	80	9	19/08/14
				16/09/14
				21/10/14
				18/11/14
				17/02/15
				17/03/15
				21/04/15
				19/05/15

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Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
				17/06/15
				19/08/14
				16/09/14
				21/10/14
Portfolio Committee: Management Services	Philipus Appelgrein	80	9	18/11/14
				17/02/15
				17/03/15
				21/04/15
				19/05/15
				17/06/15
				19/08/14
				16/09/14
				21/10/14
Portfolio Committee: Finance and Local Economic Development	Ben Solomon (until Sept 2014) Dudley Coetzee (since Oct 2014)	80	9	18/11/14
				17/02/15
				17/03/15
				21/04/15
				19/05/15
				17/06/15
				19/08/14
				16/09/14
				21/10/14
Portfolio Committee: Protection Services	Maira Opperman (until Sept 2014) Philipus Appelgrein (since Oct 2014)	80	9	18/11/14
				17/02/15
				17/03/15
				21/04/15
				19/05/15
				17/06/15
				19/08/14
				16/09/14
				21/10/14
Portfolio Committee: Community Services	Rudolph Smit (until Sept 2014) Maira Opperman (since Oct 2014)	80	9	18/11/14
				17/02/15
				17/03/15
				21/04/15
				19/05/15
				17/06/15
Oversight (MPAC) Committee On Fruitless And Wasteful Expenditure	Makhaya Ponoane	79	1	10/03/15
	Anton Coetsee	79	3	19/08/14
				23/09/14
				28/05/14

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Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Disciplinary Committee	Scholtz Pieter (until Sept 2014) Clr R Smith (since Oct 2014)	79	0	

Table 23.: Portfolio Committees

2.4.2 Administrative Governance Structure

The Municipal Manager is the 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:

Name of Official	Department	Performance agreement signed
		Yes/No
Coenie Groenewald	Municipal Manager	Yes
Desiree Arrison	Management Services	Yes
Santie Reyneke -Naude	Finance	Yes
Solomzi Madikane	LED	Yes
Neville Michaels	Protection Services	Yes
Roderick Williams	Community Services	Yes
Stephen Muller	Infrastructure & Planning	Yes

Table 24.: Administrative Governance Structure

COMPONENT B:

INTERGOVERNMENTAL RELATIONS

Explain the various contributions to service delivery offered by those involved.

2.5 INTERGOVERNMENTAL RELATIONS

2.5.1 Provincial Intergovernmental Structures

We participate at the following forums:

- Premier's Coordinating Forum (PCF)

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- MinMay (Provincial MEC for Local Government and Mayors)
- MinMay Tech (Municipal Managers)
- Western Cape Municipal Managers Forum
- Western Cape: Chief Financial Officers (CFO) Forum
- Western Cape: Municipal Accountants (MAF) Forum
- Western Cape: Supply Chain Management (SCM) Forum
- Western Cape: Municipal Accounting Working Committee
- Western Cape: Local Government Medium Term Expenditure Committee (LG MTEC) 1
- Western Cape: Local Government Medium Term Expenditure Committee (LG MTEC) 2
- Western Cape: Local Government Medium Term Expenditure Committee (LG MTEC) 3
- Western Cape: Municipal Governance Review & Outlook (MGRO) 1
- Western Cape: Municipal Governance Review & Outlook (MGRO) 2
- Western Cape: Municipal Property Rates Act (MPRA) Focus Group
- Western Cape: mSCOA Technical Committee
- mSCOA Integrated Consultative (ICF) Forum
- SAMRAS User Group
- Western Cape: Waste Management Officer's Forum
- Western Cape Recycling Action Group
- Provincial Strategic Objective 7 (Green Energy Forum)
- SALGA: Human Resources Practitioners Forum
- SALGA (Working groups)
- LGSETA- Local Government Sector Education Training Authority
- WC Provincial Off-road Vehicle Task Team (ORV) with respect to the management of boat launching sites and the passage of vehicles in the coastal zone;
- WC Kelp Harvesting Forum with respect to the future management of the kelp harvesting industry in the coastal zone of the Overstrand Municipality;
- Uitenkraalsmond Estuary Forum
- Klein River Estuary Forum
- Bot River Estuary Forum
- Kogelberg Biosphere Reserve Company. Meetings concerning the co-ordination and development of sustainable conservation, social and economic programmes for the Kogelberg Biosphere Reserve;
- Biodiversity Planning Forum
- Provincial Spatial Development Framework Consultation Forum with respect to integrated provincial spatial development programmes;
- Salgan Provincial
- Iaia Conference For International Environmental Conservation
- Provincial Air Quality Forums

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- Planning
- Estuaries
- OICG (Overberg Integrated Conservation Group)
- Overberg Housing Forum
- Provincial Social Housing Forum
- SPLUMB- Spatial Planning and Land Use Management Bill
- LUPA- Land Use Planning Ordinance
- Coastal Setback Line
- Economic Development Planning Working Group
- PSO 7 Land Use Planning WG
- Western Cape Planning Heads Forum
- Provincial Public Participation Forum and Communication Forum
- Provincial IDP Managers Forum
- Thusong Service Centre Management
- Library Conditional Grant Forum/Seminar
- Provincial District Forum for Community Development Workers
- The interaction between the Overstrand Municipality, the Department of Environmental Affairs and the appointment of an implementing agent to the Working for the Coast (WFTC) project is regarded as an example of effective intergovernmental relations.
- ICT Managers Forum
- Legislative and Constitutional Task Team Forum
- Quarterly Local Government Supply Chain Management Forum – Western Cape Provincial Treasury
- Chief Audit Executive (CAE) Forum
- Chief Risk Officer (CRO) Forum
- Association of Municipal Electricity Utilities of South Africa (AMEU)
- South African Revenue Protection Association (SARPA)
- South African Local Government Association (SALGA)
- Provincial Shared Service Forum

2.5.2 District Intergovernmental Structures

We participate at the following forums:

- District Coordinating Forum (DCF), Mayors and Municipal Managers in District
- District Coordinating Forum Tech (DCF Tech), Municipal Managers in the District
- An Overberg Electricity Forum has been created and is functioning well
- District: LGSETA Forum

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- Overberg Integrated Conservation Group (OICG)
- Overberg District Planning Forum
- District Technical Committee (DTEC)
- Overberg Coastal Setback Line Forum
- Overberg Working for the Coast Project Advisory Committee
- Integrated Fire Management Forum (Kogelberg) with respect to the development of an Integrated Fire Management Plan for the Overstrand region
- Estuarine Management Forums
- District Air Quality Forum
- Western Cape Municipal Planning Heads Forum
- ICT Managers Workgroup
- SALGA e-Participation Initiative
- Overberg District IDP/ Public Participation and Communication Forum
- Overberg District IDP Managers Forum
- Regional forum for waste managers
- Legislative and Constitutional Task Team Forum
- Municipal Coastal Committees
- Biosphere Reserve Forum
- Municipal ICT managers forum
- District ICT Managers Forum
- TASK District Coordinating Committee
- Western Cape Supplier Database (WCSD) Forum – Overberg District

COMPONENT C:

PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget.

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2.6.1 Public Meetings

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
Advisory Forum (OMAF)	18 February 2015	15	32	44	Ward Committees
Ward Committees Wards 3, 4 5, 6, 7, 8, 12 & 13	5 committee meetings held in each ward	1	2 - 4	2	Ward Committees
Public Ward Meetings Wards 3, 4 5, 6, 7, 8, 12 & 13	4 meetings held in each ward – one per quarter	Ward councillor	4 per ward	Varies between ±3 - 130	Important issues as well as consultation regarding the budget
Rate payers Associations	Arranged as per request/ need	1	Varies between 1 and 3 1 Area Manager	4-6	As per request/ required
Rate payers Associations (Gansbaai area)	Arranged as per request/ need	1 Elected 1 Proportional	Varies between 1 and 3 1 Area Manager	12 – 15	After hours as per request/ required
Hawston Sport Committee	Arranged as per request/ need	2-3	1 Area Manager Manager: Sport	8 – 12	Via Ward committee
Social Compact (Housing)	Arranged as per request/ need	2-3	2-3 Housing Officials	8 – 12	Weekdays (after hours)
Ward Committees Wards 9 and 10	Quarterly	1 per ward	3	Varies between ±5 - 15	Four meetings per annum during and after office hours
Ward Committees Wards 1, 2, 11	Monthly (except for council recess periods)	2 per ward 1 Elected 1 Proportional	4 per ward	Varies between ±1 - 10	Four meetings per annum during normal office hours
Ratepayers' & Residents' Associations	Arranged as per request/ need	1 Elected 1 Proportional	Varies between 1 and 3 1 Area Manager	12 – 15	After hours as per request/ required
Health & Welfare Association	Quarterly	1	1 Area Manager	8 – 12	Weekdays (after hours)
Kleinmond Street Watch	Monthly	1	2 – Area Manager, Regional Inspector: Law Enforcement	30 – 50	Weekdays (after hours)
Klipgat Trust	Quarterly	0	Area Manager & Admin Assistant	6 – 10	Normal office hours
Kleinbaai Slipway Management	Quarterly	0	Area Manager, Admin Assistant & Control Officer	8 – 12	Normal office hours

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Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
Committee					
Sport Federations/ Clubs	Arranged as per request/ need	0	(3) Area Manager, Control Manager & Sport Official	20 - 25	Weekdays (after hours)
Strandveld Farmer's Union	Quarterly	1	Area Manager	40 - 50	Weekdays (after hours)
Overstrand Health & Welfare	Quarterly	1	Area Manager	10 - 15	Weekdays (after hours)
C P F	Monthly	2	4	+20	Normal office hours
Business Forums	Arranged as per request/need	0	1	+4	Normal office hours
Animal Welfare	Arranged as per request/need	0	1	+4	After hours as per request/required

Table 25.: Public Meetings

2.6.2 Ward Committees

The ward committees support the Ward Councilor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

a) Ward 1: Kleinbaai, Franskraal and Masakhane

Name of representative	Capacity representing	Dates of meetings held during the year
Zwelandile Duna	Individual	
Kristoffel Hermanus Jooste	Individual	13 August 2014
Francia van Dyk	Individual	10 September 2014
Masbusane Mangali	Masakhane Youth in Action	15 October 2014
Desmond Jim	Masakhane Council of Churches	12 November 2014
Babalwa Mangeala	Neighbour Helps Neighbour	11 February 2015
Clifford Mpinana	Masakhane Business Forum	11 March 2015

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Name of representative	Capacity representing	Dates of meetings held during the year
Mthuthuzeli Foto	Masakhane Sub-Forum	15 April 2015
Johan Wiese	Kleinbaai Ratepayers Association	13 May 2015
Theuns Roodman	Franskraal Ratepayers Association	10 June 2015

Table 26.: Ward 1 Committee Meetings

b) Ward 2: Blompark, Gansbaai and De Kelders

Name of representative	Capacity representing	Dates of meetings held during the year
Ockie Viljoen	Overberg Line Fish Association	
John Jacobs	Blompark Advisory Office	
Pieter Barend Botha	Individual	13 August 2014
A E van Niekerk	Silwerjare Service Centre	10 September 2014
Gerda Wessels	Gansbaai Ratepayers Association	15 October 2014
Fanie Bothma	Gansbaai Chamber of Commerce	12 November 2014
Glenda Kitley	Gansbaai Tourism	11 February 2015
Ivan Cornelius	Individual	11 March 2015
Johannes Petrus McLachan Botha	Perlemoenbaai/De Kelders Ratepayers Association	15 April 2015
Hermanus Johannes van Dyk	Gansbaai Marine	13 May 2015
		10 June 2015

Table 27.: Ward 2 Committee Meetings

c) Ward 3: Hermanus

Name of representative	Capacity representing	Dates of meetings held during the year
David Beattie	Cliff Path Management	
Linda Griffiths	BOTSOC	13 August 2014
Pierre De Villiers	Hermanus Astronomy	10 September 2014
Mary Faure	Tourism	15 October 2014
Jeff Tanner	Village Square	12 November 2014
B Stanway	Hermanus RPA	11 February 2015
B Von Doring	Hermanus business Chambers	11 March 2015
Henri Lerm	Individual	15 April 2015
C Holmes	Individual	13 May 2015
T Mc Carthy	Individual	10 June 2015

Table 28.: Ward 3 Committee Meetings

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d) Ward 4: Westcliffe, Mount Pleasant and Hemel-en-Aarde Valley

Name of representative	Capacity representing	Dates of meetings held during the year
Vonji Steneveldt	Overstrand Training Institute	
Cecilia Geswindt (9/03/2015) / B Gardiner	Women Action Group	11 August 2014
Garth Gardiner	Sport & Recreation	8 September 2014
Linda Brikkels	Individual	13 October 2014
T Titus	Mount Pleasant Health and Welfare	10 November 2014
Ronald Nutt	Individual	9 February 2015
Joeline Thompson	Individual	9 March 2015
Nicholas Esau	Individual	13 April 2015
Corrie Butler (9/03/2015)	Neighbourhood watch	11 May 2015
Fredie Cronje	Individual	8 June 2015

Table 29.: Ward 4 Committee Meetings

e) Ward 5: Zwelihle South

Name of representative	Capacity representing	Dates of meetings held during the year
N Cesemba	Japan Church	
Thobeka Mfundeni	Individual	13 August 2014
Nosakhele Ndawule	Individual	10 September 2014
Lulama Betane	Individual	15 October 2014
Ntombizanele Sapepa	Individual	12 November 2014
Sipho Nkibithsolo	Individual	11 February 2015
Vusikhaya Ntlokolwana	Individual	11 March 2015
John Mfundesi	Ministries Fraternal	15 April 2015
Lusapho Calata	Qhayiya Secondary School	13 May 2015
Theron Mqhu	Individual	10 June 2015

Table 30.: Ward 5 Committee Meetings

f) Ward 6: Zwelihle North

Name of representative	Capacity representing	Dates of meetings held during the year
Vusumzi Tshona	HESSA	12 August 2014
M Damesi	Overstrand Boxing Club	9 September 2014
Babalwa Goniwe	Individual	14 October 2014

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Name of representative	Capacity representing	Dates of meetings held during the year
Vivian Nanto	Individual	11 November 2014
Thelma Nondala	Individual	10 February 2015
B Mqhu	Individual	10 March 2015
Mzukusi Kamana	Individual	14 April 2015
S Siquasa	Disability forum	12 May 2015
Synthia Mcinjana	Siyazama Civic Centre	9 June 2015
Nokuqala Msebe	Individual	

Table 31.: Ward 6 Committee Meetings

g) Ward 7: Sandbaai

Name of representative	Capacity representing	Dates of meetings held during the year
Derick Dickens	Sandbaai Neighbourhood Watch	
C Nieuwhoudt / F du Toit	Sandbaai RPA	14 August 2014
Rita Gerber	Sandbaai Verfraaiingskomitee	11 September 2014
W Marais	Jukskei Club	16 October 2014
Lenie van Wyk	Individual	13 November 2014
Rég Steenkamp	Individual	11 February 2015
P Le Roux	VOS Coastal Path	12 March 2015
T Dickens	Individual	16 April 2015
C Nieuwhoudt	Individual	14 May 2015
James Bezuidenhout	Individual	11 June 2015

Table 32.: Ward 7 Committee Meetings

h) Ward 8: Hawston, Fisherhaven and Honingklip

Name of representative	Capacity representing	Dates of meetings held during the year
P Delpont	Neighbourhood watch	
K Van De Coolwijk / L Laaks	Lake Marina Yacht and Boat Club	11 August 2014
Isai Claasen	Hawston Sport & Rekreasie	8 September 2014
Robin Perrins	Fisherhaven RPA	13 October 2014
Dave Hugo / T Jephthas	Bot Friends	10 November 2014
N Potgieter	Individual	9 February 2015
G Fisher	Hawston Health and Welfare	9 March 2015
Joseph Dynaard	Individual	13 April 2015
		11 May 2015

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Name of representative	Capacity representing	Dates of meetings held during the year
I A Claasen	Individual	8 June 2015
Florina Du Pisanie	Individual	

Table 33.: Ward 8 Committee Meetings

i) Ward 9: Kleinmond and Proteadorp East

Name of representative	Capacity representing	Dates of meetings held during the year
Jan Willem van Staden	Kleinmond Ratepayers Association	
Robert Crowther	Community Police Forum	14 August 2014
Annette Mason	Kleinmond Nature Conservation	11 September 2014
Hazel Apollis	Mthamkhulu	16 October 2014
Garth Fredericks	Hangklip-Kleinmond Tourism	13 November 2014
Johannes Burger	Kleinmond Hangklip Skietklub	12 February 2015
Aldert Drenth	Individual	12 March 2015
Hester Bruwer	Individual	16 April 2015
Johannes de Clerk	Individual	13 May 2015
Edward Watson	Individual	11 June 2015

Table 34.: Ward 9 Committee Meetings

j) Ward 10: Proteadorp West, Overhills, Palmiet, Betty's Bay, Pringle Bay and Rooi Els

Name of representative	Capacity representing	Dates of meetings held during the year
R. Perold	Betty's Bay Residents and Ratepayers Association	
Dave Muirhead	Pringle Bay Ratepayers Association	12 August 2014
Anuta Scholtz	Pringle Bay Conservancies	9 September 2014
A Tyulu	Kleinmond Local Football Association	14 October 2014
Isak Smith/ E Kruger	Rooi Els Ratepayers Association	11 November 2014
W August	Proteadorp Community Forum	10 February 2015
Theuns Prinsloo	Individual	10 March 2015
Susanna Swanepoel	Individual	14 April 2015
Vacancy	Individual	12 May 2015
Sikhumbuzo Phete	Individual	9 June 2015

Table 35.: Ward 10 Committee Meetings

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k) Ward 11: Stanford, Baardskeerdersbos, Pearly Beach, Viljoenshof and Withoogte

Name of representative	Capacity representing	Dates of meetings held during the year
Salie Cyster	Stanford Fishing Association	
Bea Whittaker	Stanford Conversation Trust	
Maryanne Ward	Food 4 Thought	14 August 2014
R D Broom	Stanford Ratepayers' Association	11 September 2014
Ignatius Terblanche	Farmers' Association	16 October 2014
Buseka Jonas	Eluxolweni Community/Residents' Association	13 November 2014
S Coetzee	Pearly Beach Ratepayers' Association	12 February 2015
Helena Swart	Baardskeerdersbos Home Owners' Association	12 March 2015
S Gobeni	Individual	16 April 2015
S Martin	Individual	12 May 2015
		11 June 2015

Table 36.: Ward 11 Committee Meetings

l) Ward 12: Zwelihle North-West

Name of representative	Capacity representing	Dates of meetings held during the year
Nobelungu Mpemba(Callinah)	Siyakha Educare Centre	
Vuyiswa Khuse(Sophie)	Zwelihle Community Police Forum	
Z Patrein	Zwelihle Business Forum	14 August 2014
Brine Nofotyo(Nkululeko)	Youth Forum	11 September 2014
Mbulelo Memani	School Governing Body	16 October 2014
Nolundi Mahela (Caroline)	Individual	13 November 2014
Nomzi Khambi(Nomthandazo Gcilitshane)	Individual	12 February 2015
Gladwin / Ntembiso Bulawa	Individual	12 March 2015
Zandile Tonisi(Ntombizandile)	Individual	16 April 2015
Elvis Tiwane	Individual	14 May 2015
		11 June 2015

Table 37.: Ward 12 Committee Meetings

m) Ward 13: Onrusrivier and Vermont

Name of representative	Capacity representing	Dates of meetings held during the year
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Name of representative	Capacity representing	Dates of meetings held during the year
Hannes Visser	Onrus Neighbourhood Watch	
K de Bruin	NG Kerk, Onrus	12 August 2014
André Beugger	Vermont Conservation Trust	9 September 2014
H Taylor (12/05/2015) / M Weeks	Vermont RPA	14 October 2014
T Sutherland	Kaliefees	11 November 2014
Paul de Villiers	Onrus RPA	10 February 2015
Tilla Esterhuizen	Individual	10 March 2015
Duncan Heard	Individual	14 April 2015
Marie van Heerden	Individual	12 May 2015
Louis van Brakel	Individual	9 June 2015

Table 38.: Ward 13 Committee Meetings

2.6.3 Functionality of Ward Committee

A ward committee enhances participatory democracy at local government in the following ways:

It will be the official consultative body in that ward for:

- participating in the preparation, implementation and review of the Integrated Development Plan (IDP)
- participating in the establishment, implementation and review of a Performance Management System (PMS)
- participating in the preparation of the budget
- participating in strategic decisions of the municipality relating to the provision of municipal services in terms of Chapter 8 of the Systems Act, 2000.
- It will be the official body with which the Ward Councillor will liaise regarding any matter affecting the ward and more specifically items on the agenda of the municipality affecting that ward in particular.
- The Ward Councillor must give regular feedback at ward committee meetings on council matters as required in the Code of Conduct for Councillors.
- It will be the official body which will receive representations from the community regarding municipal matters in that ward.
- The ward committee will elect 4 representatives to serve on the Overstrand Municipal Advisory Forum (OMAF) to represent the ward's viewpoint and to participate when consulted by the Municipality on matters affecting the Overstrand municipal area in general. Such representatives must be elected to be as representative as possible with regard to gender, interests, areas and race. The ward committee should endeavour to reach consensus on its

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representation at OMAF. If this is not possible, the basis must be determined by the Chairman, taking cognisance of the debate in the ward committee in this regard.

- The above must not be interpreted to mean that a Ward Councillor or the municipality must always liaise with the ward committee before a decision is taken. A Ward Councillor may not be instructed by a ward committee on how to vote on any matter which serves before the municipality.
- Ward committees should establish ward operational plans for their respective wards annually and must be reviewed annually. The process entails active involvement of the Ward Councillors together with the ward committee members and with the assistance of municipal officials. The ward operational plans purpose is to identify the day to day activities of ward committees, which further enhance ward committee functionality.
- Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the administration. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The table below provides information on the establishment of Ward Committees and their functionality:

Ward Number	Committee established Yes / No	Number of reports submitted to the Speakers Office	Number meetings held during the year	Number of monthly Committee meetings held during the year	Number of quarterly public ward meetings held during the year
1	Yes	2	9	5	4
2	Yes	2	9	5	4
3	Yes	2	9	5	4
4	Yes	2	9	5	4
5	Yes	2	9	5	4
6	Yes	2	9	5	4
7	Yes	2	9	5	4
8	Yes	2	9	5	4
9	Yes	2	9	5	4
10	Yes	2	9	5	4
11	Yes	2	9	5	4
12	Yes	2	9	5	4

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Ward Number	Committee established Yes / No	Number of reports submitted to the Speakers Office	Number meetings held during the year	Number of monthly Committee meetings held during the year	Number of quarterly public ward meetings held during the year
13	Yes	2	9	5	4

Table 39.: Functioning of Ward Committees

2.6.4 Representative Forums

a) Labour Forum

The table below specifies the members of the Labour Forum for the 2014/15 financial year:

Name of representative	Capacity	Meeting dates
Nicolette Botha-Guthrie	Councillor	
Ben Solomon	Councillor	
Pieter Scholtz	Councillor	
Philip Appelgrein	Councillor	
Mzameni Mshenxiswa	Councillor	
Desiree Arrison	Management	
Roderick Williams	Management	13 August 2014
Santie Reyneke-Naudé	Management	09 September 2014
Coenie Groenewald	Management	15 October 2014
Lucinda Bucchianeri	Management	11 November 2014
Nigel Floors	Management	10 February 2015
Ulita Swart	Imatu Representative	10 March 2015
Danny Phillips	Imatu Representative	14 April 2015
Isak Henecke	Imatu Representative	12 May 2015
Siya Nkohla	Samwu Representative	09 June 2015
Theresa Arendse	Samwu Representative	
Zola Bongoza	Samwu Representative	
Eunice Mfakadolo	Samwu Representative	

Table 40.: Labour Forum

b) Overstrand Municipal Advisory Forum (OMAF)

The OMAF functions as the IDP representative forum and is structured as follows and serves as advisory body to the Executive Mayor.

- Chairperson – Executive Mayor

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- All elected Ward Councilors
- Management
- Four ward committee members of all 13 wards
- Specialists in specific matters who can make useful contributions

Terms of Reference of the OMAF

- A body representing civic society and interest groups serving the entire Overstrand must provide a mechanism for discussion and decision making between all relevant parties
- Ensure communication between all interest representatives

Goals and Objectives of the OMAF in the IDP process

- Inform interest groups about planning activities and the objectives thereof
- Analyze matters of interest, and provide input in order to determine priorities
- Discuss and comment on concept IDP
- Monitor implementation of the IDP.

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

2.7 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;"*...

A Shared Services Risk Management Model amongst all the Municipalities in the Overberg Region has been approved. The position i.e Risk Manager – Shared Services was advertised and interviews were held during June 2015. It is anticipated that the appointment of the Risk Manager Shared Services will be with effect from 01 August 2015, pending confirmation of acceptance of this position by the appointee.

Risk	Mitigation measure
1. Disruption of basic service delivery during the	1. Back-up generators

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Risk	Mitigation measure
interruption of Eskom electrical supply with specific reference to water & sewage services (treatment & distribution).	2. Sewer Tanker services (not sufficient).
1. Inadequate/ Insufficient storm water infrastructure. Some areas not serviced by storm water networks.	1. Operational Services have a programme in place to do regular maintenance and report inadequacies to the Directorate of Infrastructure for master planning.
3. Fleet Management: Ageing of vehicle fleet. Inadequate funding to keep up with price increases and also inadequate to fund vehicle monitoring systems. Deterioration of fleet need to be addressed as a matter of urgency.	1. Fuel price increases are monitored and fuel usage is monitored monthly to keep track of budget availability. 2. Vehicle monitoring system is in place to prevent abuse and to control speeding that causes fuel wastage.
4. Financial loss and physical harm incurred as a result of armed robbery/ theft.	1. Access Control 2. Closed Circuit Television (CCTV) 3. Security Guard 4. Cash in Transit 5. Adherence to Policies & Procedures
5. Financial loss incurred as a result of services not levied.	1. Co-operation from Engineering Department 2. Monitor bulk water supply (control meters) 3. Availability of statistics

Risk Forum

Name of representative	Capacity	Meeting dates
DC Van Der Heever	Chief Audit Executive (CAE)	27 – 28 October 2014 12 March 2015

*Table 41.: Risk Forum***2.8 Anti-Corruption and Anti-Fraud**

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favoritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must

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take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

a) Developed Strategies Update

Name of strategy	Developed Yes/No	Date Adopted
Internal Audit Charter	Yes	25 March 2015
Audit Committee Charter	Yes	29 April 2015
Fraud Prevention Plan	Yes	29 April 2015
Risk Management Policy	Yes	29 April 2015
Auditee's Assessment (Internal)	Yes	29 April 2015
Audit Committee Workplan	Yes	29 April 2015
Framework for Combined Assurance	Yes	29 April 2015
Internal Audit Methodology	Yes	29 April 2015
Quality Assurance & Implementation Program	Yes	29 April 2015

Table 42.: Strategies

b) Implementation of Strategies

Key Risk Areas	Key measures to curb corruption and fraud
Irregularities of offering of business courtesies and gifts.	The gifts policy of the Municipality must ensure that both the acceptance and offering of business courtesies, including gifts, by all Councillors and employees of Overstrand occur only within the ethical standards as prescribed by Overstrand.
Non – Compliance with laws and regulations	Overstrand has a number of systems, policies and procedures designed to ensure compliance with specific laws and regulations and basic internal control. Employees who perform private work will in accordance with Schedule 2 of the Systems Act be obliged to declare the full description and nature, hours of work, name of company for whom they work or name of own business, and that there is no conflict of interest with their job content as officials and that the nature of the work does not compromise their judgement and integrity as an official.
Conflict of interest	

Table 43.: Implementation of the Strategies

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2.9 Audit Committee

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –
 - internal financial control;
 - risk management;
 - performance Management; and
 - effective Governance.

a) Functions of the Audit Committee

The Audit Committee have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003 and the Local Government Municipal and Performance Management Regulation:

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- The compilation of reports to Council, at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- To review the annual report of the municipality.

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- ➔ Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- ➔ Provide support to the Internal Audit function.
- ➔ Ensure that no restrictions or limitations are placed on the Internal Audit section.
- ➔ Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

b) Members of the Audit Committee

During the period 01 July 2014 – 31 January 2015 the Audit Committee consisted of five (5) members listed here under and held four (4) meetings during the above-mentioned period. The Chairperson (Mr. GN Lawrence) and one member (Mr. DWJ Jacobs) term of office has ended on 31 January 2015 where after only one (1) extra member (Mr. Burton Van Staaden) was appointed from 01 March 2015.

Name of representative	Capacity	Meeting dates
GN Lawrence	Chairperson	
DWJ Jacobs	Member	22 August 2014
HPA Beekman	Member	27 August 2014
HV Liebenberg	Member	09 October 2014
KE Montgomery	Member	18 December 2014

Table 44.: Members of the Audit Committee (01 July 2014 – 31 January 2015)

During the period 01 March 2015 – 30 June 2015 the Audit Committee consisted of four (4) members listed here under and held two (2) meetings during the above-mentioned period.

Name of representative	Capacity	Meeting dates
KE Montgomery	Chairperson	
HPA Beekman	Member	25 March 2015
HV Liebenberg	Member	08 June 2015
B Van Staaden	Member	

Table 45.: Members of the Audit Committee (01 March 2015 – 30 June 2015)

2.10 Performance audit committee

The Regulations require that the performance audit committee is comprised of a minimum of three members, the majority of whom are external (neither a councillor nor an employee) of the

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municipality. Section 14(2) (b) of the Regulations further stipulates that the performance audit committee must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the Council of a municipality designate neither a member of the performance audit committee who is neither a councillor nor an employee of the municipality as the chairperson of the committee.

In terms of Section 166(4) (a) of the MFMA, an audit committee must consist of at least three persons with appropriate experience, of who the majority may not be in the employ of the municipality.

Section 166(5) of the MFMA, requires that the members of an audit committee must be appointed by the council of the municipality. One of the members, not in the employ of the municipality, must be appointed as the chairperson of the committee. No councillor may be a member of an audit committee.

Both the Regulations and the MFMA, indicate that three is the minimum number of members needed to comprise a performance audit committee. While the regulations preclude the appointment of a councillor as chairperson of the performance audit committee, the MFMA excludes the involvement of a councillor in the composition of a performance audit committee entirely.

In accordance with the requirements of Section 14(2)(e) of the Regulations, if the chairperson is absent from a specific meeting of the committee, the members present must elect a chairperson from those present to act as chairperson for that meeting.

Further, Section 14(2) (f) of the Regulations provides that, in the event of a vacancy occurring amongst the members of the performance audit committee, the municipality concerned must fill that vacancy for the unexpired portion of the vacating member's term of appointment.

Section 14(3) (a) of the Regulations requires that the performance audit committee of a municipality must meet at least twice during each financial year. However, additional special meetings of the performance audit committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3) (b) of the Regulations.

a) Functions of the Performance Audit Committee

In terms of Section 14(4) (a) of the Regulations the performance audit committee has the responsibility to -

- i) review the quarterly reports produced and submitted by the internal audit process;

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- ii) review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and
- iii) at least twice during each financial year submit a performance audit report to the council of the municipality.

b) Members of the Performance Audit Committee

During the period 01 July 2014 – 31 January 2015 the Performance Audit Committee consisted of five (5) members listed here under and held one (1) meeting during the above-mentioned period. The Chairperson (Mr. DWJ Jacobs) and one member (Mr. GN Lawrence) term of office has ended on 31 January 2015 where after only one (1) extra member (Mr. Burton Van Staaden) was appointed from 01 March 2015.

Name of representative	Capacity	Meeting dates
DWJ Jacobs	Chairperson	
GN Lawrence	Member	
HPA Beekman	Member	27 August 2014
HV Liebenberg	Member	
KE Montgomery	Member	

Table 46.: *Members of the Performance Audit Committee (01 July 2015 – 31 January 2015)*

During the period 01 March 2015 – 30 June 2015 the Performance Audit Committee consisted of four (4) members listed here under and held two (2) meetings during the above-mentioned period.

Name of representative	Capacity	Meeting dates
HV Liebenberg	Chairperson	
HPA Beekman	Member	25 March 2015
KE Montgomery	Member	28 May 2015
B Van Staaden	Member	

Table 47.: *Members of the Performance Audit Committee (01 March 2015 – 30 June 2015)*

2.11 Internal Auditing

Section 165 (2) (a), (b)(iv) of the MFMA requires that:

The internal audit unit of a municipality must –

- (a) prepare a risk based audit plan and an internal audit program for each financial year; and

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(b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:

- (i) internal audit;
- (ii) internal controls;
- (iii) accounting procedures and practices;
- (iv) risk and risk management;
- (iv) performance management;
- (v) loss control; and
- (vi) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation

(c) perform other duties as may be assigned to it by the accounting officer.

The Municipality has an In-house Internal Audit function consisting of:

- Chief Audit Executive
- Three Internal Auditors (1 position was filled 01 May 2015).

Annual Audit Plan:

94% of the Risk Based Audit Plan for 2014/15 was executed with the available resources. The table below provides detail on audits completed:

Description		No of Hours	Date completed	
Phase 1				
Revisiting current risk profile and priorities		100	Ongoing on a quarterly basis	
Phase 2				
Compiling Risk Based Audit Plan 2014/2015		100	26 May 2014	
Phase 3				
Audit Engagement	Departmental System	Detail	No of Hours	Date completed
Directorate: Finance	Deputy Director: Finance	Key Control Assessment 4 th Quarter (01 April 2014 – 30 June 2014)	160	July 2014
	Deputy Director: Finance	Key Control Assessment 1 st Quarter (01 July 2014 – 30 September 2014)	160	October 2014
	Deputy Director: Finance	Key Control Assessment 2 nd Quarter (01 October 2014 – 31 December 2014)	160	January 2015
	Deputy Director:	Key Control Assessment 3 rd	160	April 2015

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	Description	No of Hours	Date completed
	Finance	Quarter (01 January 2015 – 31 March 2015)	
	Financial Services	Division of Revenue Act 2 of 2013	180
	Expenditure & Assets	Salaries Overtime	200
	Operational Management	Caravan Parks	200
Directorate: Community Services	Corporate Projects	Fleet Management	200
	Roads & Storm water	Storm water: Master planning and regular maintenance	200
	Management Services	Pre-determined objectives (4 th Quarter: 2013/2014)	180
Directorate: Management Services	Management Services	Pre-determined objectives (1 st Quarter: 2014/2015)	180
	Management Services	Pre-determined objectives (2 nd Quarter: 2014/2015)	180
	Management Services	Pre-determined objectives (3 rd Quarter: 2014/2015)	180
Directorate: Infrastructure & Planning	Electrical Services	Effectiveness of Geyser Control Project	160
Directorate: Local Economic Development	Local Economic Development	Informal Trade	180
	Local Economic Development	Expanded Public Works Programme (EPWP)	180
Directorate: Protection Services	Traffic	Licensing and Administration	250
Municipal Manager/ Council	Performance Audit Committee	1 st Audit Report of the Performance Audit Committee (PAC) to the Overstrand Municipal Council period 2013/14	60
	Performance Audit Committee	2 nd Audit Report of the Performance Audit Committee (PAC) to the Overstrand Municipal Council period 2013/14	60
Ad-hoc Audit	Management request	Proposed Amendment of contract No: SCD 2664/2013 – Provision of licensed based traffic contravention Management system: Total Client Services (PTY) LTD	150
Ad-hoc Audit	Audit Committee Request	Special Investigation	150

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Description	No of Hours	Date completed
Continuous Auditing/Consulting	360	Ongoing – monthly basis
Junior Internal Audit Assistance	250	Ongoing – daily basis
Training CPD	240	Ongoing
Total Hours	4580	

Table 48.: Internal Audit Coverage Plan

Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

Function	Date/Number
Monthly update of the Strategic Risk Register	Monthly
Risk based audit plan approved for 2014/15 financial year	26 May 2014
Internal audit programme drafted and approved	26 May 2014
Number of audits conducted and reported on	17
Audit reports included the following key focus areas:	
Key Control Assessments	4
Internal Controls	9
Performance management	4

Table 49.: Internal Audit Functions

2.12 By-Laws and Policies

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies.

Below is a list of all the by-laws developed and reviewed during the financial year:

By-laws developed/ revised	Date adopted	Public Participation Conducted Prior to adoption of By-Laws Yes/No	Date of Publication
The Impoundment of Animals By – law	30/06/2015	Yes	To be determined
The rules of Order By – law	30/09/2015	Yes	To be determined
The LUPA By – law	(estimated) 30/09/2015	Yes	To be determined
The Special Rating Area By –	(estimated)	Pending	To be determined

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By-laws developed/ revised	Date adopted	Public Participation Conducted Prior to adoption of By-Laws Yes/No	Date of Publication
law	To be determined		

Table 50.: By-laws

Below is a list of the policies – existing, developed and reviewed during the financial year:

Policies developed/ revised	Date adopted	Public Participation Conducted Prior to adoption of policy Yes/No
Supply Chain Management Policy (revision commentary)	28 May 2015	Yes
Customer Care Debt Collection Policy (revision commentary)	28 May 2015	Yes
Study Aid Policy (revision commentary)	To be determined	
Rates Policy (revision commentary)	28 May 2015	Yes
Petty Cash Policy (revision commentary)	28 May 2015	Yes
Contract Management Policy (revision commentary)	28 May 2015	Yes
Budget Policy (revision commentary)	28 May 2015	Yes

Table 51.: Policies

2.13 Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect. Our democratic government is committed to the principle of *Batho Pele* and this, in simple terms, means that those we elect to represent us (councillors at the municipal level) and those who are employed to serve us (the municipal officials at municipal level) must always put people first in what they do.

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South Africa has adopted a system of developmental local government, which addresses the inequalities, and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communications must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value for money and efficiencies. They should ideally look to close the communication-consultation loop, i.e. tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

Communication activities	Yes/No
Communication unit	Yes
Communication strategy	Yes
Communication Policy	Yes (in draft format)
Customer satisfaction surveys	Conducted every second year therefor no survey in 2013/14 next survey in 2014/15
Functional complaint management systems	Yes
Newsletters distributed at least quarterly	Yes, monthly

Table 52.2: Communication Activities

2.14 Website

A municipal website [www.gauteng.gov.za](#) is a key communication mechanism in terms of service offering, information sharing and public participation and should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Documents published on the Municipal website	Date Published
Annual budget and all budget-related documents	30 May 2014(Final)
Adjustment budget for 2014/2015	Third Adjustments Budget February 2014/2015 Fourth Adjustments Budget April 2014/2015
Budget implementation policy: Tariff policy	15 July 2014
Budget implementation policy: Credit control policy	15 July 2014
Budget implementation policy: Valuation By-Law	-

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Documents published on the Municipal website	Date Published
Budget implementation policy: Rates policy	15 July 2014
Budget implementation policy: SCM policy	15 July 2014
Annual report for 2013/2014	Audited Final AR 30 March 2015
Performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act for 2014/15	24 June 2014
	Quarterly Budget statements: Published in year 2014/2015
	31 October 2014 (September 2014)
	26 January 2015 (December 2014)
	06 May 2015 (March 2015)
All quarterly reports tabled in the council in terms of section 52 (d) of the MFMA during 2014/2015	SDBIP Quarterly Reports published on
	29 October 2014 (1 st)
	23 January 2015 (2 nd)
	29 April 2015 (3 rd)
	23 July 2014 (4 th) (2013/2014)

Table 53: Website Checklist

2.14.1 Public satisfaction on municipal services

No customer satisfaction survey was conducted in the 2013/14 financial year, are conducted every two years. Next survey planned in 2015/16 financial year.

Satisfaction Surveys undertaken during: Year 2013

Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
Overall satisfaction with:				
a) Municipality				Not asked
b) Municipal service delivery	Structured questionnaire	Apr/May 2013	1134	78%
c) Mayor				Not asked
Satisfaction with:				
a) Refuse removal	Structured questionnaire	Apr/May 2013	1134	77%
b) Road maintenance	Structured questionnaire	Apr/May 2013	1134	70%

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Satisfaction Surveys undertaken during: Year 2013

Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
c) Electricity supply	Structured questionnaire	Apr/May 2013	1134	75%
d) Water supply	Structured questionnaire	Apr/May 2013	1134	84%
e) Information supplied by the municipality to the public	Structured questionnaire	Apr/May 2013	1134	64%
f) Opportunities for consultation on municipal affairs	Structured questionnaire	Apr/May 2013	1134	58%

*the percentage indicates the proportion of those surveyed that believed that relevant performance was at least satisfactory

Table 54.: Satisfaction Surveys 2012/2013

Satisfaction Surveys undertaken during: Year 2013

Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
Overall satisfaction with:				
d) Municipality				Not asked
e) Municipal service delivery	Structured questionnaire	Feb/Mar 2012	3005	91%
f) Mayor				Not asked
Satisfaction with:				
g) Refuse removal	Structured questionnaire	Feb/Mar 2012	3005	89%
h) Road maintenance	Structured questionnaire	Feb/Mar 2012	3005	63%
i) Electricity supply	Structured questionnaire	Feb/Mar 2012	3005	75%
j) Water supply	Structured questionnaire	Feb/Mar 2012	3005	84%

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Satisfaction Surveys undertaken during: Year 2013

Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%) [*]
k) Information supplied by the municipality to the public	Structured questionnaire	Feb/Mar 2012	3005	66%
l) Opportunities for consultation on municipal affairs	Structured questionnaire	Feb/Mar 2012	3005	66%

^{*}the percentage indicates the proportion of those surveyed that believed that relevant performance was at least satisfactory

Table 55.: Satisfaction Surveys 2011/2012

Municipal comments on the satisfaction levels:

Satisfaction levels with the major municipal services – water and electricity – stayed the same from 2011/12 to 2012/13

Satisfaction levels with the maintenance of roads improved markedly, from 63 per cent in 2012 to 70 per cent in 2013. During the past year a number of road construction projects took place, which can be the main cause of this positive perception.

Satisfaction levels with refuse removal dropped with 12 percent, which can be attributed to the municipality's decision to reduce the number of removals in the Greater Hermanus area from twice a week to once a week.

The 8 percent drop in perceptions regarding opportunities for consultation (which was asked as how accessible municipal officials and other resources are) can be attributed to a great number of major issues which were highlighted in the local media lately, varying from the R43 construction to the Geysers Control Project to the resistance against the budget proposals in certain communities.

The previous factors mentioned also had an effect on the public's perception of the information supplied to the public, which dropped with two percentage points.

2.15 Supply Chain Management

The Supply Chain Management Policy of the Overstrand Municipality is deemed to be fair, equitable, transparent, competitive and cost-effective as required by Section 217 of the Constitution.

The Supply Chain Management Policy complies duly with the requirements of Section 112 of the MFMA as well as the Supply Chain Management Regulations. The Policy was drafted based on the

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SCM Model Policy issued by the National Treasury and amended to suit the local circumstances within the ambit of the regulatory framework and sometimes even stricter than the legal requirements.

2.15.1 Competitive Bids in Excess of R200 000

a) Bid Committee Meetings

The following table details the number of bid committee meetings held for the 2014/15 financial year:

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
140	70	46

Table 56.: Bid Committee Meetings

The attendance figures of members of the bid specification committee are as follows:

Member	Percentage attendance
In terms of Paragraph 27 of Council's Supply Chain Management Policy, the Bid Specification Committee must consist of a Supply Chain Management Official as well as the Director or his delegated official from the user-department. No Bid Specification Committee meeting will continue without the attendance of either of these members.	100%

Table 57.: Attendance of members of bid specification committee

The attendance figures of members of the bid evaluation committee are as follows:

Member	Percentage attendance
In terms of Paragraph 28 of Council's Supply Chain Management Policy, the two standing members of the Bid Evaluation Committee are the chairperson and any official who is a designated Manager in the municipality. A third member of the BEC is the official presenting the report on behalf of the user-department. No Bid Evaluation Committee meeting will continue without the attendance of either of these members.	100%

Table 58.: Attendance of members of bid evaluation committee

The attendance figures of members of the bid adjudication committee are as follows:

Member	Percentage attendance
Director: Finance- Chairperson	100%
Director: Community Services	98%
Director: Management Services	98%
Director: Protection Services	91%
Director: Infrastructure & Planning Services	98%

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Member	Percentage attendance
Director: Local Economic Development & Tourism	74%

Table 59.: Attendance of members of bid adjudication committee

The percentages as indicated above include the attendance of those officials acting in the position of a bid committee member.

b) Awards Made by the Bid Adjudication Committee

The ten highest bids awarded by the bid adjudication committee are as follows:

Bid number	Date of award	Title of bid	Successful Bidder	Value of bid awarded
SC1488/2014	2014/09/22	Medium and low voltage upgrading in Gansbaai, Franskraal & Stanford	Adenco Construction (Pty) Ltd Benjamin September Princess Kutuka Warren de Jager	R 9 374 793.43
SC1503/2014	2014/11/07	Allien clearing for the Overstrand Municipality Working for Water	Freddie Arendse Petros May Edwin Carelse Nolene Jones	R 9 153 150.82
SC1531/2014	2015/01/23	Compile and maintain the General-and supplementary valuation rolls for the period 1 July 2015 - 30 June 2017	Boland Valuers CC	R 7 913 748.42
SC1489/2014	2014/09/12	Electrification of Overhills informal settlement in Kleinmond.	Adenco Construction (Pty) Ltd	R 2 605 380.83
SC1501/2014	2014/11/28	Construction of Eluxolweni wastewater treatment works	Peter Starke Civils CC	R 6 909 203.36
SC1505/2014	2014/11/07	MV &LV Upgrade Hermanus Hawston Kleinmond	EOH Intelligent Infrastructure (Pty) Ltd	R 6 397 172.59
SC1544/2014	2015/02/06	Building alterations & additions to the Kleinmond Library	Blizzard Trading CC	R 4 505 851.58
SC1558/2015	2015/04/17	Stormwater installation in Zwelihle.	ATN Group (Pty) Ltd	R 3 320 427.19
SC1559/2015	2015/05/08	Lease of portion of the remainder of farm nr 581, Onrustriver, known as the Milkwood Restaurant for operating as a restaurant.	CJ and JC Partnerships	R 6 243 554.41
SC1598/2015	2015/06/29	Provision of Water and Electricity Meter Reading Services	Red Ant Security Relocation and Eviction	R 4 381 930.86

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Bid number	Date of award	Title of bid	Successful Bidder	Value of bid awarded
			Services	
			C. and A. Johnson	
			Meterleesdienste	
			RW Arendse	
			CE van Wyk	
			Southern Ambition 215	
			CC	
			Botes Contractors	

Table 60.: Ten highest bids awarded by bid adjudication committee

c) Awards Made by the Accounting Officer

Bids awarded by the Accounting Officer are as follows:

Bid number	Title of bid	Directorate and section	Value of bid awarded
SC1457/2014	Supply and deliver water- and sewerage purification chemicals for period ending 30 June 2017	Community Services	R 34 965 628.56
SC1465/2014	Resurfacing and Rehabilitation of Roads For a contract period ending 31 March 2016	Community Services	R 44 722 325.49
SC1475/2014	Sale of Erf 2834 Sandbaal for mixed residential development and erf 2837 Sandbaal for a retirement village.	Infrastructure & Planning	R 48 450 000.00
SC1486/2014	Construction of Cell3 at Kerwyderskraal Landfill	Infrastructure & Planning	R 10 710 632.88
SC 1526/2014	Supply and delivery of electrical inventory items.	Finance	R 12 540 000.00
SC1560/2015	Transport of containerised Municipal solid waste & chipping of garden waste.	Infrastructure & Planning	R 31 234 689.00
SC1601/2015	Provision and Administration of an Electricity Payment Vending System	Finance	R 13 263 237.66

Table 61.: Awards made by Accounting Officer

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d) Appeals Lodged by Aggrieved Bidders

Tender No	Description	Awarded to	Complainant	Date received	Outcome	Outcome Date
SC 1560/2015	Transport of containerised Municipal solid waste & chipping of garden waste	Enviroserve Waste Management Ltd	Wasteman Holdings (Pty) Ltd	2015/06/26	Pending	Pending

*Table 62.: Appeals lodged by aggrieved bidders***2.15.3 Deviation from Normal Procurement Processes**

The following table provides a summary of deviations approved on an annual and monthly basis respectively:

Type of deviation	Number of deviations	%	Value of deviations	Percentage of total deviations value
Clause 36(1)(a)(i)- Emergency	10	11.63	R 1,419,984.40	23.70
Clause 36(1)(a)(ii)- Sole Supplier	19	22.09	R 1,318,733.73	22.01
Clause 36(1)(a)(iii)- Unique arts	2	2.33	R 35,000.00	0.58
Clause 36(1)(a)(v)- Impractical / impossible	55	63.95	R 3,217,850.43	53.71
Total	86	100	R 5,991,568.56	100

Table 63.: Summary of deviations

Clause 36(1)(a)(v)- Deviations- Impractical and or Impossible

Type of deviation	Number of deviations	%	Value of deviations
Strip-and-quote	20	36.36	R 607,632.79
Impractical / impossible	14	25.46	R 603,317.40
Inadequate procurement planning	21	38.18	R 2,006,900.24
Total	55	100	R 3,217,850.43

Table 64.: Clause 36(1)(a)(v)- Deviations- Impractical and or Impossible

Chapter 2: Good Governance

2.15.4 Logistics Management

The system of logistics management must ensure the following:

- the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
- the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- the placing of manual or electronic orders for all acquisitions other than those from petty cash;
- appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

Each stock item at the municipal stores, are coded and are listed on the financial system. Monthly monitoring of patterns of issues and receipts are performed by the Storekeeper.

Inventory levels are set at the start of each financial year. These levels are set for normal operations. In the event that special projects are being launched by departments, such information should be communicated timely to the Stores section in order for them to gear them to order stock in excess of the normal levels.

Internal controls are in place to ensure that goods and service that are received are certified by the responsible person which is in line with the general conditions of contract. Regular checking of the condition of stock is performed. Annual stock counts are performed at which surpluses, deficits, damaged and redundant stock items are identified and reported to Council.

As at 30 June 2015, the value of stock at the municipal stores amounted to **R 6,212,587.73 (R 8,271,377.15 in 2013/14)**. For the **2014/2015** financial year a total of **R 9,216.35** was accounted for as surpluses (**R 9,908.81 2013/14**), **R8, 229.57** as deficits (**R 58,648.43 in 2013/14**) and no damaged stock items were reported.

CHAPTER 3

This chapter provides an overview of the key service achievements of the municipality that came to fruition during 2014/15 in terms of the deliverables achieved compared to the key performance objectives and indicators in the IDP. It furthermore, includes an overview on achievement in 2014/15 compared to actual performance in 2013/14.



3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration
- to be transparent by providing information,
- to be responsive to the needs of the community,
- and to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to inform the municipal budget and to be monitored for the

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performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

3.1.1 Legislative requirements

In terms of section 46(1)(a) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 Organisation performance

Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlight the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the National Key Performance Areas, performance on the National Key Performance Indicators prescribed in terms of section 43 of the Municipal Systems Act, 2000 and an overall summary of performance on a functional level and municipal services

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3.1.3 The performance system followed for 2014/15

a) Adoption of a Performance Management Framework

The municipality adopted a performance management framework that was approved by Council on 25 June 2014.

b) The IDP and the budget

The 2nd review of the 5 year IDP for 2014/15 and the budget for 2014/15 were approved by Council on 28 May 2014. The IDP process and the performance management process are integrated. The IDP fulfills the planning stage of performance management. Performance management in turn, fulfills the implementation management, monitoring and evaluation of the IDP.

The strategy map below illustrates the strategic link of the focus areas of the municipality with the National Key Performance Areas. The National Key Performance Areas is aligned with the strategic objectives that were identified in the 2014/15 IDP review.

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"

National Key Performance areas (KPA's)

1. Municipal Transformation and Institutional Development
2. Municipal Financial Viability and Management
3. Good Governance and Public Participation
4. Basic Service Delivery
5. Local Economic Development

Municipal Focus Areas (MFA's)

- i. Safe and Healthy environment
- ii. Optimisation of financial resources
- ii. Good Governance
- v. Basic Service Delivery
- v. Social upliftment and economic development

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Municipal strategic objectives

- i. The provision of democratic, accountable and ethical governance;
- ii. The provision and maintenance of municipal services;
- iii. The encouragement of structured community participation in the matters of the municipality;
- iv. The creation and maintenance of a safe and healthy environment;
- v. The promotion of tourism, economic and social development.

c) The Service Delivery Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned
- The budget must address the strategic priorities.
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP were prepared as described in the paragraphs below and the Top Layer SDBIP approved by the Executive Mayor on 10 June 2014.

d) The municipal scorecard (Top Layer SDBIP)

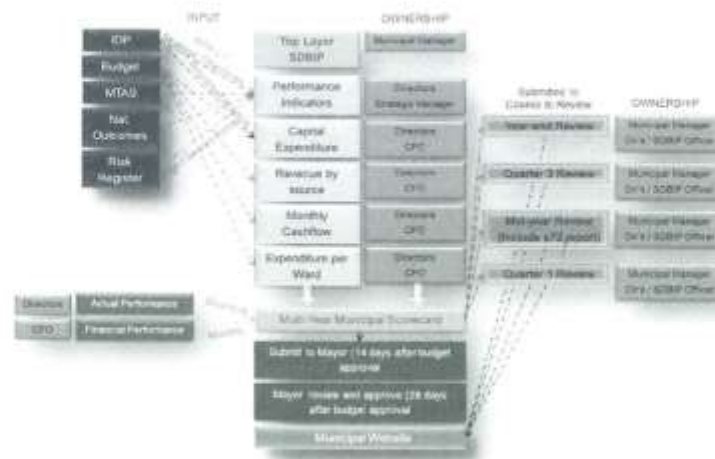
The municipal scorecard (Top Layer SDBIP) consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the Top Layer SDBIP include:

- **One-year** detailed plan, but should include a **three-year capital plan**
- The 5 necessary components includes;
- Monthly projections of revenue to be collected for each source
- Expected revenue to be collected NOT billed

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- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Section 71 format (Monthly budget statements)
- Quarterly projections of service delivery targets and performance indicators for each vote
- Non-financial measurable performance objectives in the form of targets and indicators
- Output NOT input / internal management objectives
- Level and standard of service being provided to the community
- Ward information for expenditure and service delivery
- Detailed capital project plan broken down by ward over three years

The following diagram illustrates the establishment, components and review of the municipal scorecard (Top Layer SDBIP):



Top Layer KPI's were prepared based on the following:

- Key performance indicators (KPI's) for the programmes / activities identified to address the strategic objectives as documented in the IDP.
- KPI's identified during the IDP and KPI's that need to be reported to key municipal stakeholders.
- KPI's to address the required National Agenda Outcomes, priorities and minimum reporting requirements.
- The municipal turnaround strategy (MTAS)

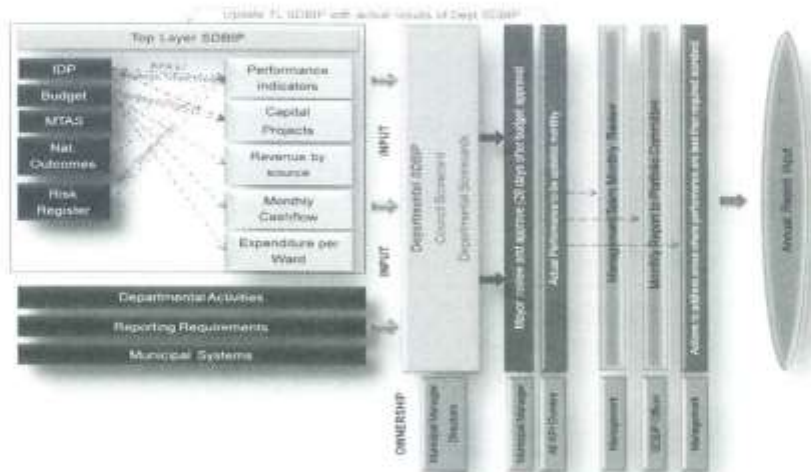
It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POE's for reporting and auditing purposes.

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e) Directorate/Departmental scorecards

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It was compiled by **senior managers** for their **directorate** and consists of objectives, indicators and targets derived from the approved Top Layer SDBIP, the approved budget and measurable service delivery indicators related to each functional area.

The following diagram illustrates the establishment, components and review of the departmental SDBIP:



KPI's were developed for Council, the Office of the Municipal Manager and for each Directorate. The KPI's:

- Address the TL KPI's by means of KPI's for the relevant section responsible for the KPI.
- Include the capital projects KPI's for projects. The targets are aligned with the projected monthly budget and project plans.
- Address the key departmental activities.
- Each KPI have clear monthly targets and are assigned to the person responsible for the KPI's.

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f) Actual performance

The municipality utilizes an electronic web based system on which KPI owners update actual performance on a monthly basis. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- The actual result in terms of the target set.
- The output/outcome of achieving the KPI.
- The calculation of the actual performance reported. (If %)
- A performance comment.
- Actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

3.1.4 Performance Management

Performance management is prescribed by Chapter 6 of the Municipal Systems Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7 (1) of the aforementioned regulation states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players." This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. The municipality adopted a performance management framework that was approved by Council on 25 June 2014.

a) Organisational Performance

The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

- The Top Layer SDBIP was approved by the Mayor on 10 June 2014 and the information was loaded on an electronic web based system.
- The web based system sent automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against key performance indicator targets by the 10th of every month for the previous month's performance.
- Additionally, the performance system administrator reminded all departments on a monthly basis to update their actual performance on the web based system.

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- The first quarterly report was submitted to Council on the 29th of October 2014 (Agenda item 5.1) and the second quarterly report submitted on the 23rd of January 2015 (Agenda item 4.7). The third quarter report was submitted to Council on the 29th of April 2015 (Agenda item 5.1).
- The Quarterly SDBIP performance reports are also submitted to the Performance Audit Committee. The quarterly reports were submitted to the committee on the 21st of October 2014, 16th of March 2015 and 21st of May 2015.
- Internal Audit performed a statutory compliance review which included revision of the information contained in the budget / SDBIP and reviewed IDP and reported thereon. In addition, a compliance review was performed on the submission of the budget / SDBIP and performance agreements of managers reporting directly to the Municipal Manager to ensure compliance to the relevant legislative requirements.

b) Individual Performance Management

Municipal Manager and Managers directly accountable to the Municipal Manager

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the all s57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2014/15 financial year were signed on 24 June 2014 as prescribed.

The appraisal of the actual performance in terms of the signed agreements takes place twice per annum as regulated. The final evaluation of the 2013/14 financial year (1 January 2014 to 30 June 2014) took place on 04/04/2014 and the mid-year performance of 2014/15 (1 July 2014 to 31 December 2014) took place on 24/10/2014.

The appraisals was done by an evaluation panel as indicated in the signed performance agreements and in terms of Regulation 805 and consisted of the following people:

- Executive Mayor
- Portfolio Chairperson
- Municipal Manager
- Chairperson of the Audit Committee
- Municipal manager from other municipality

Other municipal personnel

The individual Performance Management system has been rolled out to staff in the Community Services directorate on T-3 post level.

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Challenges experienced due to the literacy and computer literacy of staff in some of the directorates remains a challenge. Focus on training and awareness is planned during the 2015/2016 performance cycle to overcome challenges experienced.

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2014/15

3.2.1 Strategic Service Delivery Budget Implementation Plan (Top Layer)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section should provide an overview on the strategic achievement of a municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer (strategic) SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents. (IDP, Budget and Performance Agreements)

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the Strategic Objectives linked to the Municipal KPA's.

The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (kpi's) of the SDBIP is measured:





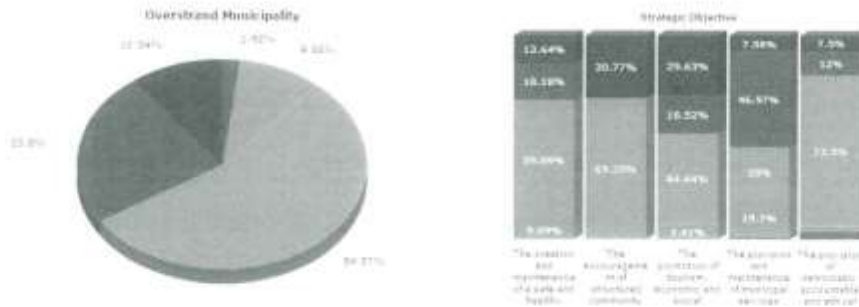
Category	Color	Explanation
KPI's Not Yet Measured		KPI's with no targets or actuals in the selected period.
KPI's Not Met		0% >= Actual/Target < 75%
KPI's Almost Met		75% >= Actual/Target < 100%
KPI's Met		Actual/Target = 100%
KPI's Well Met		100% > Actual/Target < 150%
KPI's Extremely Well Met		Actual/Target >= 150%

Figure 2.: SDBIP Measurement Categories

Note: The system descriptions for the Top layer (TL) kpi's is available at the Strategic Services department for clarity on the process followed to reach the KPI's that were set for the financial year.

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The graph below displays the overall performance per Strategic objective for 2014/15



Graph 4: Overall performance per Strategic Objective

a) Top Layer SDBIP – Provision of democratic, accountable and ethical governance

The IDP Strategic objective "The provision of democratic, accountable and ethical governance" is linked to the Municipal Key Performance Areas namely "Good Governance" and "Optimisation of financial resources".

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15					Actual	Corrective Measures
						Q1	Q2	Q3	Q4	Annual Target		
TL1	The provision of democratic, accountable and ethical governance	58% of the operational conditional grant (Libraries, CDW) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW)	All	100.45%	20%	55%	75%	98%	98%	100%	Target well met
TL7	The provision of democratic, accountable and ethical governance	Submit quarterly progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team	Number of progress reports submitted	All	4	1	1	1	1	4	4	Target Met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Target					Actual	
						Q1	Q2	Q3	Q4	Annual Target		
TL8	The provision of democratic, accountable and ethical governance	Quarterly report to the Management, Executive Mayor, Auditor-General and Audit Committee on progress with implementation of key controls as identified in key control deficiencies	Quarterly reports submitted on achievement of committed dates	All	4	1	1	1	1	4	4	Target Met
TL9	The provision of democratic, accountable and ethical governance	Risk based audit plan approved by the Audit Committee by the end of June 2015	Plan approved	All	1	0	0	0	1	1	0	Been advised by the Director: Management Services that the appointment of the Shared Services Risk Manager will take place on 01 August 2015.
TL20	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)	Ratio achieved	All	2.3	0	0	0	1.2	1.2	3.72	Target Extremely well met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Q1	Q2	Q3	Q4	Annual Target	Actual	
TL21	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) (%)	Ratio achieved	All	16.90	0	0	0	17	17	17.13	Target well met.
TL22	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)	% achieved	All	10.4%	0%	0%	0%	12%	12%	10.36 %	Target Extremely well met
TL23	The provision of democratic, accountable and ethical governance	Achieve a debt recovery rate not less than 95%	% Recovered	All	95%	95%	95%	95%	95%	90%	97.73 %	Target well met.
TL24	The provision of democratic, accountable and ethical governance	Financial statements submitted to the Auditor-General by 31 August 2014	Financial statements submitted	All	1	1	0	0	0	1	1	Target Met
TL25	The provision of democratic, accountable and ethical governance	Appointment of a Service Provider by the end of June 2015 to review and submit a long term financial plan.	Appointment of Service Provider	All	1	0	0	0	1	1	1	Target Met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Target					Actual	
						Q1	Q2	Q3	Q4	Annual Target		
TL30	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	% of the training budget spent on implementation of the WSP	All	1%	20%	40%	60%	100%	100%	100%	Target Met
TL31	The provision of democratic, accountable and ethical governance	Review the Municipal Organisational Staff Structure by the end of June 2015	Structure reviewed	All	1	0	0	0	1	1	1	Target Met
TL32	The provision of democratic, accountable and ethical governance	Revise the Section 14 Access to Information Manual by the end of June to ensure compliant and up to date policies	Policy revised	All	1	0	0	0	1	1	1	Target Met
TL33	The provision of democratic, accountable and ethical governance	90% of the approved and funded organogram filled ((actual number of posts filled divided by the funded posts budgeted) x100)	% filled	All	90%	90%	90%	90%	90%	90%	92.31 %	Target well Met
TL34	The provision of democratic, accountable and ethical governance	Review identified HR policies by the end of June 2015	Number of policies reviewed	All	5	1	1	1	1	4	8	Target Extremely well met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures	
						Target					Actual		
						Q1	Q2	Q3	Q4	Annual Target			
TL35	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	The number of people from EE target groups employed	All	New performance indicator for 2014/15. No comparatives available	54	54	54	54	54	54	60.84	Target well Met

Table 65.: Top Layer SDBIP – Provision of democratic, accountable and ethical governance

b) Top Layer SDBIP – The Encouragement of Structured Community Participation in the matters of the Municipality

The IDP Strategic objective "The Encouragement of structured community participation in the matters of the municipality" is linked to the Municipal Key Performance Area namely "Good Governance".

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Target					Actual	
						Q1	Q2	Q3	Q4	Annual Target		
TL6	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 ward per annum	All	9	2	2	2	2	8	8	Target Met

Table 66.: Top Layer SDBIP – The encouragement of structured community participation in the matters of the municipality

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c) Top Layer SDBIP – Creation and Maintenance of a Safe and Healthy Environment

The IDP strategic objective "The creation and maintenance of a safe and healthy environment" is linked to the Municipal Key Performance Area namely "Safe and Healthy Environment".

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Target				Annual Target	Actual	
						Q1	Q2	Q3	Q4			
TL36	The creation and maintenance of a safe and healthy environment	Annually review and submit Disaster Management Plan to the District by the end of June	Reviewed plan submitted	All	1	0	0	0	1	1	1	Target Met
TL37	The creation and maintenance of a safe and healthy environment	Arrange public awareness sessions on Protection services	Number of sessions held	All	55	10	6	6	10	32	88	Target Extremely well met
TL38	The creation and maintenance of a safe and healthy environment	Annually review Community Safety Plan by the end of June in conjunction with the Department of Community Safety	Plan reviewed	All	1	0	0	0	1	1	1	Target Met
TL39	The creation and maintenance of a safe and healthy environment	Review the Fire Management Plan by the end of June 2015	Plan reviewed	All	1	0	0	0	1	1	1	Target Met
TL40	The creation and maintenance of a safe and healthy environment	Perform compliance inspections in terms of the National Standard for community fire protection as specified in SANS 10090	Number of inspections performed	All	5,574	300	300	300	300	1,200	7,096	Target Met
TL41	The creation and maintenance of a safe and healthy environment	Conclude signed disaster directives with the relevant role-players	Signed directives	All	New performance indicator for 2014/15. No comparatives available	0	0	0	1	1	1	Target Met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures
						Target				Annual Target	Actual	
						Q1	Q2	Q3	Q4			
TL42	The creation and maintenance of a safe and healthy environment	Optimal collection of public safety income for the financial year	R-value of public safety collected income	All	R 5,154,575	R2,500,000	R2,500,000	R2,500,000	R2,500,000	R 10,000,000	R 14,285,330	Target well Met

Table 67.: Top Layer SDBIP – Creation and Maintenance of a safe and healthy environment

d) Top Layer SDBIP – The Promotion of Tourism, Economic and Social Development

The IDP strategic objective "The promotion of tourism, economic and social development" is linked to the Municipal Key Performance Area namely "Social upliftment and Economic development".

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15						Corrective Measures	
						Target				Target	Actual		R
						Q1	Q2	Q3	Q4				
TL10	The promotion of tourism, economic and social development	Report quarterly to Portfolio committee on the development and implementation of tourism marketing tools	Quarterly report on marketing tools	All	New performance indicator for 2014/15. No comparatives available	1	1	1	1	4	3	Target almost met	
TL11	The promotion of tourism, economic and social development	Report bi-annually to Director LED on the support to festivals that make an impact on local economic development	Number of reports submitted	All	New performance indicator for 2014/15. No comparatives available	0	1	0	1	2	2	Target Met	
TL12	The promotion of tourism, economic and social development	Identify and support thirty SMME's businesses	Number of SMME's supported	All	45	5	10	5	10	30	73	Target Extremely well met	
TL13	The promotion of tourism, economic and social development	Conduct resource mobilisation initiatives to support local business	Number of resource mobilisation initiatives	All	New performance indicator for 2014/15. No comparatives available	1	0	1	1	3	4	Target well Met	
TL14	The promotion of tourism, economic and social development	Report quarterly to Director LED on linkages established with other spheres of government, agencies, donors, SALGA and other relevant bodies for	Quarterly report on linkages established	All	New performance indicator for 2014/15. No comparatives available	1	1	1	1	4	4	Target Met	

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15							Corrective Measures
						Target				Target	Actual	R	
						Q1	Q2	Q3	Q4				
		benefit of local area											
TL15	The promotion of tourism, economic and social development	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - 86 FTE's, translates to 287 work opportunities)	Number of temporary jobs created	All	517	0	80	110	97	287	512	Target Extremely well met	
TL16	The promotion of tourism, economic and social development	Develop two policies aimed at increasing participation in local economy	Number of policies developed	All	New performance indicator for 2014/15. No comparatives available	0	1	0	1	2	2	Target Met	
TL17	The promotion of tourism, economic and social development	Review the LED strategy by the end of February 2015	Strategy reviewed	All	0	0	0	1	0	1	1	Target Met	
TL18	The promotion of tourism, economic and social development	Improve the LED maturity assessment position by two basis points	Improved position	All	1	0	1	0	1	2	2	Target Met	
TL19	The promotion of tourism, economic and social development	Compile an action plan to improve on the LED maturity assessment	Plan completed	All	2	0	1	0	1	2	2	Target Met	

Table 68.: Top Layer SDBIP – The promotion of Tourism, Economic and Social Development

e) Top Layer SDBIP – Basic Service Delivery

The IDP strategic objective "The provision and maintenance of municipal services" is linked to the Municipal Key Performance Area namely "Basic Service Delivery".

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15							Corrective Measures
						Target				Target	Actual		
						Q1	Q2	Q3	Q4				

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15						Actual	Corrective Measures
						Target							
						Q1	Q2	Q3	Q4	Target			
TL2	The provision and maintenance of municipal services	m ³ of roads patched (works orders) and resealed according to approved Pavement Management System within available budget	m ³ of roads patched (works orders) and resealed	All	101,560	3,000	35,000	105,000	120,000	120,000	163,240	Target well Met	
TL3	The provision and maintenance of municipal services	Quality of effluent comply 90% with SANS 241	% compliance	All	82.78%	90%	90%	90%	90%	90%	88%	Hawston Plant - In process to de-sludge. Electricity conductivity levels on a decreasing trend	
TL4	The provision and maintenance of municipal services	Quality of potable water comply with SANS 241	% compliance	All	95.38%	95%	95%	95%	95%	95%	96%	Target well Met	
TL5	The provision and maintenance of municipal services	Limit unaccounted water to less than 25% ((Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre sold x 100)	% of water unaccounted for	All	21.5%	0%	0%	0%	25%	25%	19.33%	Target Extremely well met	
TL26	The provision and maintenance of municipal services	Limit electricity losses to 8.5% or less ((Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100)	% of electricity unaccounted for	All	5.95%	0%	0%	0%	8.50%	8.50%	5.78%	Target Extremely well met	
TL27	The provision and maintenance of municipal services	Achieve Green awards	two Drop awards	All	4	0	0	0	2	2	0	The Blue Drop (BD) and Green Drop (GD) assessments are performed and the reports issued by the National	

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15					Actual	Corrective Measures
						Target				Target		
						Q1	Q2	Q3	Q4			
TL28	The provision and maintenance of municipal services	Achieve 6 Blue drop awards	Number of awards	All	New performance indicator for 2014/15. No comparatives available	0	0	0	6	6	0	<p>Department of Water and Sanitation (DWS). The dates of the assessments and the issue of the reports are totally out of the control of Overstrand Municipality.</p> <p>The National Department of Water and Sanitation has not issued a Green and Blue Drop report for 2014/15 and therefore the municipality will retain the latest status of Green and Blue Drop until the issue of another report.</p> <p>The Blue Drop (BD) and Green Drop (GD) assessments are performed and the reports issued by the National Department of Water and Sanitation (DWS). The dates of the assessments and the issue of the reports are totally out of the control of Overstrand Municipality.</p> <p>The National Department of Water and</p>

Chapter 3: Service Delivery Performance

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15						Corrective Measures
						Target				Target	Actual	
						Q1	Q2	Q3	Q4			
TL29	The provision and maintenance of municipal services	Report on the implementation of the Water Service Development plan annually by the end of October 2014	Report submitted	All	1	0	1	0	0	1	1	Sanitation has not issued a Green and Blue Drop report for 2014/15 and therefore the municipality will retain the latest status of Green and Blue Drop until the issue of another report. Target Met
TL43	The provision and maintenance of municipal services	Provision of water to informal households with access within a 200 m radius	No of informal households that have access to water within a 200 m radius	All	New TL performance indicator for 2014/15. No comparatives available	0	0	0	3,406	3,406	3,144	Target Extremely well met In the reporting these KPI's are met if the actuals reported is lower than the target set.
TL44	The provision and maintenance of municipal services	Provision of cleaned piped water to all formal households within 200 m from households	No of formal households that meet agreed service standards for piped water	All	27,373	0	0	0	28,077	28,077	32,544	Target well Met
TL45	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	Number of formal households for which refuse is removed at least once a week	All	34,299	0	0	0	32,697	32,697	33,224	Target well Met
TL46	The provision and maintenance of municipal	Provision of refuse removal, refuse dumps and solid	Number of informal households for	All	New TL performance indicator for	0	0	0	3,406	3,406	3,144	Target Extremely well met In the

Chapter 3: Service Delivery Performance

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15						Corrective Measures
						Target				Target	Actual	
						Q1	Q2	Q3	Q4			
	services	waste disposal to all informal households at least once a week	which refuse is removed at least once a week		2014/15. No comparatives available							reporting these KPI's are met if the actuals reported is lower than the target set.
TL47	The provision and maintenance of municipal services	Provision of Electricity: Number of metered electrical connections in formal area (Eskom Areas excluded)	of Number of formal household that meet agreed service standards	All	25,751	0	0	0	21,998	21,998	26,476	Target well Met.
TL48	The provision and maintenance of municipal services	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements	Number of households	All	6,536	6,580	6,580	6,580	6,580	6,580	6,842	Target well Met.
TL49	The provision and maintenance of municipal services	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP ((Actual amount spent on projects as identified for the year in the IDP/Total amount spent on capital projects)(X100)	% of the capital budget spent	All	New TL performance indicator for 2014/15. No comparatives available	5%	25%	55%	98%	98%	88,21 %	Target would have almost been met if the rolls over amounts are taken into consideration. Community Services- Tender for the 7 vehicles (HP with a budget allocation of R6 725 000) were not responsive and the tender had other practical challenges. Budget office (Treasury) need to take up the loan to procure the vehicles. Infrastructure & Planning: The

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15						Corrective Measures
						Target				Target	Actual	
						Q1	Q2	Q3	Q4			
TL50	The provision and maintenance of municipal services	The provision of sanitation services to informal households based on the standard of 1 toilette to 5 households	No of informal households that have access to sanitation based on the standard of 1 toilette to 5 households	All	New TL performance indicator for 2014/15. No comparatives available	0	0	0	3,406	3,406	3,144	<p>Contractor on the Electrical Capital Works in the Greater Hermanus area under performed and therefore the full contract amount could not be spent. The work will be completed by August 2015. Roll-overs - Adjustments budget for 2015/16 approved by Council on 18 Aug 2015. Extremely well met.</p> <p>Complied - number of informal households less than target.</p> <p>In the reporting these KPI's have been met if the actuals reported is lower than the target set.</p>
TL51	The provision and maintenance of municipal services	Provision of sanitation services to formal residential households	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	All	New TL performance indicator for 2014/15. No comparatives available	0	0	0	31,202	31,202	31,719	Target well Met

Table 69.: Top Layer SDBIP – Basic Service Delivery

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3.2.2 External Service Provider Performance

The table below indicates the performance of the external service providers utilised for the past two financial years:

External service provider/s performing an external mechanism function (Sect 76(b)(iv/v)) and comparison to previous financial year (sect 46(b) of the Systems Act 2000:

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating (2013/2014)	Comment and/or corrective action when under performed	Average rating (2014/2015)	Comment and/or corrective action when under performed
Infrastructure & Planning								
Operation of the Gansbaai landfill and public drop-offs in greater Gansbaai and Stanford	Enviro Serve waste management (Pty) Ltd	Operation of the Gansbaai landfill	7.0	Positive effect on public's perception of Municipal service delivery Compliance with environmental "duty of care" principle Compliance with specified response times Compliance with rendering specified service Compliance with OHS Act regulations	4	Good	3	Satisfactory
					4	Good	3	Satisfactory
					4	Good	3	Satisfactory
					4	Good	3	Satisfactory
					4	Good	3	Satisfactory

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3.2.3 Service Providers Strategic Performance

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

Service provider means a person or institution or any combination of persons and institutions which provide a municipal service

- External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality.

Section 121(b) of the MFMA and Section 46 of the MSA further state that a municipality should include the following related to service providers in its annual report:

- The performance of each service provider
- a Comparison of the performance with targets set for and performances in the previous financial year; and
- measures taken to improve performance

Section 116(2) of the MFMA further states:

The accounting officer of a municipality must:

- take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced;
- monitor on a monthly basis the performance of the contractor under the contract or agreement;

The purpose of this section is to provide information related to the performance of external service providers. Only services rendered for an amount more than **R200 000** are listed.

The table below indicates service providers utilised according to functional areas:

i) Office of the Municipal Manager

Contract name	Supplier name	Type of services rendered	Term of contract (in months)	Performance area	Average rating	Comment and/or corrective action when under performed
None	N/A	N/A	N/A	N/A	N/A	N/A

Table 70.: Service Providers Performance – Municipal Manager

ii) Economic Development Services

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Contract name	Supplier name	Type of services rendered	Term of contract (in months)	Performance area	Average rating	Comment and/or corrective action when under performed
Amendment of scd2143/2011 for the rental of office accommodation for the led department, arvesco : sc1323/2013	Arvesco (pty) ltd	100 Leasing of office space for the led department	3.0	Renting premises	3	Satisfactory
Provision of a parking management system for the Hermanus cbd	Numque cc	20 Provision of parking management system in herm cbd	2.7	Terminals (handheld devices)	3	Satisfactory
				Back office and management information system	3	Satisfactory

Table 71.: Service Providers Performance – Economic Development Services

iii) Financial Services

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
Payment collection system	Easy pay (pty) ltd	Collection of 3rd party monies	15.4	Timeous deposits	3	Satisfactory
Provision of loan finance to Overstrand Municipality	Absa corporate and business bank	External loan finance	15.0	Interest rate	3	Satisfactory
Appointment of suitable qualified service provider for the execution of both a general and supplementary valuations of all properties in the Municipal area of jurisdiction	Boland valuers cc	Completion of valuation roll	4.4	Data in format as needed, Reports submitted within time	3	Satisfactory
Cash-in-transit services	G4s	Collect and bank of monies	3.0	G4s	3	Satisfactory
Provision of water and electrical meter reading services	Kuntwela emanzi ventures cc	Submission and completion of meter readings	2.7	Timeously presentation of meter readings	3	Satisfactory
Provision of water and electrical meter reading	Arendse rw	Submission and completion of	2.7	Timeously presentation of	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
services Provision of water and electrical meter reading services	Botes contractors	meter readings Submission and completion of meter readings	2.7	meter readings Timeously presentation of meter readings	3	Satisfactory
Provision of water and electrical meter reading services	Gk cleaning services	Submission and completion of meter readings	2.7	Timeously presenting of meter readings	3	Satisfactory
Provision of meter reading software on mobile device	Motla consulting engineers (pty) ltd	Provision of meter reading software	2.8	Provision of meter reading software for mobile device	3	Satisfactory
Provision and administration of electricity prepayment uniform vending system	Syntell (pty) ltd	Provision and administration of electricity prepa	2.7	Provision and administration of an electricity prepayment vending system	3	Satisfactory
Management of short term insurance portfolio:Overstrand Municipality	Aon south africa	Insurance services	3.0	Kpi aon	3	Satisfactory
Provision of online electronic deeds,cipc and credit search service	Law data solutions (pty) ltd	Electronic searches	3.0	Correctness of report & query templates Correctness of pricing Availability of real-time information on the website	3 3 3	Satisfactory Satisfactory Satisfactory
Provision of comprehensive banking services	Absa bank ltd	Banking services	5.0	Banking services	3	Satisfactory
Supply and deliver toilet paper and plastic bags.	Aww project management (pty) ltd	Supply and delivery of tissue paper products, plastic bags and automotive lubricants	2.4	Quality of items Timeous delivery of items	3 3	Satisfactory Satisfactory
Supply and deliver toilet paper and plastic bags.	Outeniqua plastics	Supply and delivery of tissue paper products, plastic bags and automotive lubricants	2.4	Quality of products Timeous delivery of items	3 3	Satisfactory Satisfactory
Supply and deliver toilet paper and lubricants	Loots lubricants cc (agri lubes and amp fuel)	Supply and delivery of tissue paper products, plastic bags and automotive lubricants	2.4	Quality of items Timeous delivery of items	3 3	Satisfactory Satisfactory
Supply and delivery of construction materiaal	Ikapa reticulation & flow	Supply and delivery	2.2	Quality of items Timeous delivery	3 3	Satisfactory Satisfactory
Supply and delivery of	Aqua loc south	Supply and	2.2	Quality of	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
construction materiaal	africa (pty) ltd	delivery of construction materiaal		products		
				Timeous delivery of items	3	Satisfactory
Supply and delivery of construction materiaal	Elster metering kent	Supply and delivery	2.2	Quality of products	3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of construction materiaal	Maverick trading 59 cc (wp trailer spares and manufacturing)	Supply and delivery	2.2	Quality of products	3	Satisfactory
				Timeous delivery of items	3	Satisfactory
Supply and delivery of inventory items to Overstrand Municipality for a contract period ending June 2015	Safety chemicals cc		1.7	Quality of product	3	Satisfactory
				Timeous delivery of product	3	Satisfactory
				Quality of product	2	Under performance-the supplier still did not respond to any form of communication.in the interim we had to procure the goods from another supplier, and microzone will be held responsible for the price difference
Supply and delivery of inventory items to Overstrand Municipality for a contract period ending June 2015	Microzone trading 529 cc		1.7	Quality of product	2	Under performance-the supplier still did not respond to any form of communication.in the interim we had to procure the goods from another supplier, and microzone will be held responsible for the price difference
				Timeous delivery of product	2	Under performance-the supplier still did not respond to any form of communication.in the interim we had to procure the goods from another supplier, and microzone will be held responsible for the price difference
Supply and delivery of inventory items to Overstrand Municipality for a contract period ending June 2015	Fusion group	Supply and delivery of inventory items	1.7	Quality of product	3	Satisfactory
				Timeous delivery of product	3	Satisfactory
Supply and delivery of inventory items to Overstrand Municipality	Kleinmond verspreiders bk		1.7	Quality of product	3	Satisfactory
				Timeous delivery of product	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
for a contract period ending June 2015						
Supply and delivery of inventory items to Overstrand Municipality for a contract period ending June 2015	Premises		1.7	Quality products	of 3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of protective clothing and uniforms for a contract period ending 31 oct 2014	Trf sport	Supply and delivery of protective clothing and uni	1.1	Quality products	of 3	Satisfactory
				Timeously delivery products	of 3	Satisfactory
Supply and delivery of protective clothing and uniforms for a contract period ending 31 oct 2014	Uhambo procurement and distribution cc	Provision of protective clothing	1.1	Quality product	of 3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of protective clothing and safety wear	Pienaar brothers (pty) ltd	Supply and delivery of protective clothing and saf	1.5	Quality products	of 3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of protective clothing and safety wear	Safety protective clothing cc	Supply and delivery of protective clothing and saf	1.5	Timeous delivery of products	3	Satisfactory
				Quality of product	3	Satisfactory
Supply and delivery of protective clothing and safety wear	Startune (pty) ltd	Supply and delivery of protective clothing and saf	1.6	Quality of product	3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of protective clothing and safety wear	Amaphafinzi	Supply and delivery of protective clothing and saf	1.5	Quality of product	3	Satisfactory
				Timeous delivery of products	3	Satisfactory
Supply and delivery of protective clothing and safety wear	Trf sport	Supply and delivery of protective clothing and saf	1.5	Timeous delivery of product	3	Satisfactory
				Quality of product	3	Satisfactory
Supply and delivery of inventory items for a contract period ending 30 June 2015	Mpact plastic containers	Provision of protective clothing	1.5	Timeous delivery of products	3	Satisfactory
				Quality of product	3	Satisfactory
Supply and delivery of inventory items for a contract period ending 30 June 2015	Carbon sense cc	Supply and delivery of inventory items	1.6	Timeous delivery of product	3	Satisfactory
Supply and delivery of protective clothing and safety wear for a contract period ending June 2015	Duco industrial (pty) ltd	Supply & delivery of protective clothing and safet	1.5	Quality products	of 2	Under performance-no delivery was made so no stock could be measured. Company liquidated
				Timeous delivery	2	Under

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
				of items		performance-company closed down and no stock was issued further.company liquidated.
Development of a long financial plan for Overstrand Municipality	Inca portfolio managers (pty) ltd	Compilation of a long term financial plan	0.3	Financial plan delivered within time frame	3	Satisfactory
				Financial plan delivered as specified in contract	3	Satisfactory
Printing and distribution of Municipal accounts and newsletters	Mailtronic direct marketing cc	Printing and distribution of Municipal accounts	3.0	Printing and distribution of monthly accounts	3	Satisfactory
Supply and delivery of inventory items.	Motown centre	Supply and delivery of items	0.9	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of inventory items.	Top files suppliers	Supply and delivery of items	0.9	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of inventory items.	Startune (pty) ltd	Supply and delivery of items	0.9	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of inventory items.	Loots lubricants cc (agri lubes and amp fuel)	Supply and delivery of items	0.9	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Provision of disconnection and dreconnection of services.	Ipes-utility management services (pty) ltd	Disconnection and re-connection of services	2.9	Disconnection and reconnection of Municipal services	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	Khusela solutions (pty) ltd	Supply and delivery	2.8	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	Alvarita cc	Suppy and delivery	2.8	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of copying paper and ink to	Kerlzone (pty) ltd	Supply and delivery	2.8	*timeous delivery of product within specs quality and cost agreed	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action under performed when
Overstrand Municipality. Supply and delivery of copying paper and ink toners to Overstrand Municipality.	Moagi technologies cc	Supply and delivery	2.8	specs quality and cost agreed Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality.	Abc 3 stationers & office supplies	Supply and delivery	2.8	Quality of goods as per tender specifications. Timeous delivery of goods as per lead times as indicated on tender	3	Satisfactory
Urgent procurement of electrical inventory items	Siyphambili electrical and industrial supplies cc	Electrical supplies	0.0	Supplied goods with in said time frame as well as cost and quality	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	Chm vuvani computer solutions (western cape) (pty) ltd	Supply of goods	2.6	Supply and delivery of copy paper	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	Khusela solutions (pty) ltd	Copy paper and cartridges	2.6	Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	3	Satisfactory
Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	Uhlaza group	Supply of goods	2.6	Supply and delivery of copying paper and ink toners to Overstrand Municipality for a contract period ending 30 June 2017.	3	Satisfactory
Supply and delivery of copying paper and ink toners for Overstrand municipality for a contract period ending 30 June 2017.	Startune (pty) ltd	Supply of goods	2.6	Supply and delivery of copying paper and ink toners for Overstrand municipality for a contract period ending 30 June 2017.	3	Satisfactory
Supply and delivery of inventory items for a	Pj technologies (cape) cc	Supply of goods	2.5	Timeous delivery of product within	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action under performed when
contract period ending 30 June 2017. Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Iron metering solutions south africa (pty) ltd	Supply of goods	2.5	specs quality and cost agreed Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017	Siyphambili electrical and industrial supplies cc	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Supreme electrical supplies	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Aberdare cables (pty) ltd	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Startune (pty) ltd	Delivery of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Powerrec (pty) ltd	Delivery of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Wcc cables (pty) ltd	Supplying of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017	Zonart labour distribution (pty) ltd	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	1	Poor-no goods ordered. Contract cancelled.
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Raycape cc	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Jocastro (pty) ltd	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
Supply and delivery of electrical inventory items for a contract period ending 30 June 2017.	Electro inductive industries pty ltd	Supply of goods	2.5	Timeous delivery of product within specs quality and cost agreed	3	Stock was ordered but awaiting delivery as per the lead time indicated on the tender bid. It is now over the lead time as indicated, awaiting the company response
Supply and delivery of	Whalerock	Supply of goods	2.5	Timeous delivery	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
electrical inventory items for a contract period ending 30 June 2017.	Industries cc			of product within specs quality and cost agreed		
Supply and delivery of stormwater pipes to Overstrand Municipality for a contract period ending 30 June 2017.	Vw engineering supplies cc	civil	2.5	Timeous delivery of product within specs quality and cost agreed	3	Satisfactory
The compilation and maintenance of the general and supplementary valuation rolls for the financial years 1 July 2015 to 30 June 2017.	Boland valuers	Valuation of properties	2.4	Data in the right format	3	Satisfactory
				Reports handed in in time.	3	Satisfactory

Table 72.: Service Providers Performance – Financial Services

iv) Management Services

Contract name	Supplier name	Type services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Master rental agreement (3906612025 & 6rt6612102015)	Cape office machines (pty) Ltd	Rental of copy machine/tally	3.0	Parts Maintenance	3	Satisfactory
				Call out time	3	Satisfactory
				Annual review of technology roadmap	3	Satisfactory
Provision of maintenance & support services for rf network and telecommunications system	Gijima holdings (pty) Ltd	Maintenance & support for rf network & telcom syst	2.9	Monthly performance review meetings	3	Satisfactory
				Rf network maintenance and support	3	Satisfactory
				Telecommunications maintenance & support: Hermanus, Kleinmond, Gansbaai, Stanford	3	Satisfactory
Amendment of scd2144/2011 for the rental of office accomodation for the human resources department, mic trust: sc1323/2013	Mic trust	Renting	3.0	Easy to access to building	3	Satisfactory
Installation and maintenance of ict network cabling	Cable's cc	cabling Installation & maintenance of ict network	3.0	Turnaround time	3	Satisfactory
				On-site support service	3	Satisfactory

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Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Infrastructure		cabling		Technical support	3	Satisfactory
Amendment to ict contract scd2274/2012: business engineering annual license fees	Business engineering (pty) ltd	Collaborator on-site support services & licensing	3.0	Administration Workflow optimisation Training Re-active support Pro-active support Site health management Received licenses Maintenance of aircons	3 3 3 3 3 3 3 3	Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory
Service,maintenance and replacements of server room airconditioners	Gansbaal aircon and refrigeration cc	Service, maintenance & replacement of ict aircons	3.0	On-site support service	3	Satisfactory
Main agreement for the delivery of information technology related services and systems	Bytes systems integration	Financial system	3.0	License support Licensing support upgrades	3 3	Satisfactory Satisfactory
Second amendment to the lease agreement for the hawston/omrus radio mast	Rfg electronics cc	Rental of 7 x antennas	2.7	Availability of 7 x antennas	3	Satisfactory
Provision of services to host the websites of the Overstrand Municipality	Maxitec	Website hosting, maintenance and re-design	2.4	Timeous maintenance and support Quality of maintenance and support	3 3	Satisfactory Satisfactory
Amendment of contract with altech netstar for the provision of vehicle tracking and monitoring services on Municipal vehicles	Altech netstar (pty) ltd	Vehicle tracking and monitoring services	2.2	Accesibility to netstar server.	3	Satisfactory
Amendment of the lease and maintenance agreement for 8 x multi-functional digital copiers,service provder: Nashua Breede Valley	Nashua breede valley	Maintenance of multi-functional printers	2.0	Responsive within 4 hours after logging the call Keep machines in good working order Maintenance and support on 8 x multi functional digital copiers of nashua	3 3 3	Satisfactory Satisfactory Satisfactory
Amendment to ICT contract	Ignite Advisory Services	Performance Management	3.0	Service level agreement Licenses up to date and latest software release available installed timeously Licenses up to date and latest software release	3 3 3	Satisfactory Satisfactory Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Amendment to ict contracts: software licenses and service level agreement sc787/2009	Payday software systems	Software licenses and service level agreement	3.0	available installed Licenses and software updates must be up to date	3	Satisfactory
Proposed amendment to the service level agreement for novell,microsoft and data centre support services	Lateral dynamics (pty) ltd	Novell, microsoft and data centre support services	3.0	Monthly service review meetings	3	Satisfactory
				Review of service delivered according to sla	3	Satisfactory
				License provided as provisioned from novell	3	Satisfactory
Additions and alterations to an existing light steel building,civic centre,Hermanus	Ade cocum project management cc	Construst additions and alterations to building	0.5	The agreed time of completion of work. Timeously completion of the project within the cost agreement	1	Poor-contract cancelled
				Timeously completion of the project within the cost agreement	1	Poor-contract cancelled
Proposed amendment to the main agreement with bytes for the implementation of a time and attendance software solution	Bytes universal systems, a div of bytes technology group (pt	Time and attendance software	2.1	Licenses and software updates up to date	3	Satisfactory
Renewal of novell license from an authorized novell reseller,who is also the current service provider in order to mitigate potential security risks.	Lateral dynamics (pty) ltd	Novell licenses	1.0	Novell licenses	3	Satisfactory
Telkom ti-dis gold acces agreement	Telkom sa ltd	Ti-dis gold access agreement	3.0	Internet line	3	Satisfactory
Amendment to ictcontract: credit control and debt collection system	Geodebt solutions cc	Delivery and implementation of system	3.0	On-site and remote support services	3	Satisfactory
Amendment of contract scd2142/2011:the rental of office accomodation for the departments of internal audit and legal services in the psg building,Hermanus	Liberty trading (pty) ltd	Rental service	2.0	Easy access to building	4	Good

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
Supply and delivery of tablet hardware and data packages for Overstrand Municipality time and attendance register.	Tracktone	Tablet hardware and maintenance and support for 2y	2.0	Support and maintenance (done on request by Overstrand) done on time and efficiently	3	Satisfactory
Maintenance of the radio infrastructure network for a contract period ending 30 november 2015.	Benliekor communications	Maintenance of radio infrastructure	0.9	Availability of parts	3	Satisfactory

Table 73.: Service Providers Performance – Management Services

v) Infrastructure and Planning Services

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
Provision of geographical information system services in the Overstrand area	Environmental systems research institute sa (pty)	Gis related	3.0	Automated programming	4	Good
Leasing for the operation of illuminated street signs in the Overstrand Municipal area	Directosign north (pty) ltd		9.9	Comply with the conditions of the lease agreement.	3	Satisfactory
The appointment of professionals for architectural, consulting engineering services (structural) and quantity surveying for building projects for three years	Overberg consulting engineers	Engineering services	2.5	Work to be done within time. Work done within budget.	3 3	Satisfactory Satisfactory
The appointment of professionals for architectural, consulting engineering services	Ulwazi consulting engineers	Engineering services	2.5	Work done to required standard.	3	Satisfactory
				Work done within time.	3	Satisfactory
				Work done within budget.	3	Satisfactory
				Work done to	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
(structural) and quantity surveying for building projects for three years The appointment of professionals for architectural, consulting engineering services (structural) and quantity surveying for building projects for three years The appointment of professionals for architectural, consulting engineering services (structural) and quantity surveying for building projects for three years	Andrew greeff architect	Architectual services	2.5	required standard.		
				Work done within time	3	Satisfactory
				Work done within budget.	3	Satisfactory
	Engelbrecht & scorgie tekenkantoor bk	Architectural technology services	2.5	Work done to required standard	3	Satisfactory
				Work done within time.	3	Satisfactory
				Work done within budget.	3	Satisfactory
Auditing of electricity meters and connections in the Overstrand Municipal area	Willoucon cc		2.5	Work done to required standards.	3	Satisfactory
				Accurate audits and completion of audit reports	3	Satisfactory
Auditing of electricity meters and connections in the Overstrand Municipal area The appointment of professionals for architectural, consulting engineering services (structural) and quantity surveying for building projects for three years	Kev accurate measuring		2.5	Adherence to occupational health & safety act	3	Satisfactory
				Site meetings	3	Satisfactory
				Local labour	3	Satisfactory
	Michael georgala enterprises	Qs services	2.5	Ohs act	3	Satisfactory
				Payment certificates	3	Satisfactory
				Work to be done within time	3	Satisfactory
Transport of containerized Municipal solid waste and chipping of garden waste	Envirosew waste management (pty) ltd		2.4	Work done within budget.	3	Satisfactory
				Work done to required standard.	3	Satisfactory
				Positive effect on public's perception of Municipal service delivery	3	Satisfactory
				Positive effect on public's perception of Municipal service delivery	3	Satisfactory
				Compliance with	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
				specified response times		
				Compliance with environmental "duty of care" principle	3	Satisfactory
				Compliance with ohsact regulations	3	Satisfactory
				Compliance with rendering specified services	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Royal haskoningdhv (ssi engineers & environmental consultan)	Waste water treatment	3.0	Compliance with health & safety	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Daveng consulting engineers	Consulting services	2.9	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	4	Good
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Jan palm consulting engineers	Solid waste management & planing	3.0	Compliance with health & safety specifications	4	Good
				Completion within programme	4	Good
				Compliance with technical specifications	4	Good
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal	Qunu consulting (pty) ltd	Stormwater system design	3.0	Compliance with health & safety specifications	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
area: sc1334/2013				Completion within programme	3	Satisfactory
				Compliance with environmental specifications	4	Good
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Neil lyners and associates cc	Infrastructure design supervision	3.0	Compliance with health & safety specifications	4	Good
				Completion within programme	4	Good
				Compliance with technical specifications	4	Good
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Worley parsons incorporating kv3 engineers	Professional engineering consulting services	3.0	Compliance with health and safety	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Jeffares & green (pty) ltd	Groundwater and solid waste projects	3.0	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Aecom	Infrastructure design supervision	3.0	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Appointment of consultants for various engineering	Srk consulting south africa (pty) ltd	Groundwater development & monitoring	3.0	Compliance with environmental specifications	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
and groundwater projects in the Overstrand Municipal area: sc1334/2013				Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Element consulting engineers (pty) ltd	Consulting	3.0	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area: sc1334/2013	Gts consulting (pty) ltd	Water & sewer master planing	3.0	Compliance with environmental specifications	3	Satisfactory
				Compliance with health & safety specifications	3	Satisfactory
				Completion within budget	3	Satisfactory
				Completion within programme	3	Satisfactory
Appointment of consultants for engineering and groundwater projects for the overstrand Municipal area: sc1334/2013	Avdm consulting engineers	Consulting	3.0	100% quality compliance	3	Satisfactory
				Time	3	Satisfactory
				Compliance with environmental specifications	3	Satisfactory
				Compliance with health & safety specifications	3	Satisfactory
Appointment of consultants for various groundwater	Umvoto africa (pty) ltd	Ground water development & management	3.0	Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with environmental specifications	4	Good

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
and engineering projects in the Overstrand Municipal area:sc1334/2013				Compliance with health & safety specifications	4	Good
				Completion within programme	4	Good
				Compliance with technical specifications	4	Good
				Compliance with environmental specifications	4	Good
Appointment of consultants for various groundwater and engineering projects in the Overstrand Municipal area:sc1334/2013	V & v consulting engineers (pty) ltd - bank change	Consulting engineering services	3.0	Compliance with health & safety specifications	4	Good
				Completion within programme	4	Good
				Compliance with technical specifications	4	Good
				Compliance with environmental specifications	4	Good
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area	Aurecon south africa (pty) ltd (oorgeneem by netgroup150313)	Professional engineering services	3.0	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area	Arcus gibb	Professional engineering services	3.0	Compliance with health & safety specifications	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area	Ice group		3.0	Compliance with health and safety	3	Satisfactory
				Completion within budget	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Upgrading of medium	Adenco	Contracted	0.8	Regular updating	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
and low voltage networks in Gansbaai and franskraal	construction (pty) ltd			and final submission of as built information.		
				Monthly claims strictly in accordance with the tendered cash flow program.	3	Satisfactory
				Acceptable level for contract administration and quality of work.	3	Satisfactory
				Response time to queries.	3	Satisfactory
				Keeping deadlines as per approved program.	3	Satisfactory
				Submission of accurate claims on time.	3	Satisfactory
				Adherence to occupational health and safety act.	3	Satisfactory
				Training provided for local residents employed.	3	Satisfactory
				Number of local jobs created and money retained in community.	3	Satisfactory
				Quality control	3	Satisfactory
Implementing agent for the housing projects in the Overstrand Municipal area	Molekar Overstrand (m5 Overstrand)	Implementing of housing	9.2	Cost of project	3	Satisfactory
				Timeframe	3	Satisfactory
				Compliance with health and safety specification	3	Satisfactory
Appointment of consultants for various engineering and groundwater projects in the Overstrand Municipal area	Smec south africa (pty) ltd	Professional engineering services	3.0	Completion within budget	3	Satisfactory
				Completion within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance with health & safety	3	Satisfactory
Appointment of consultants for	Hatch (pty) ltd (goba)	Professional engineering	3.0			

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed		
various engineering and groundwater projects in the Overstrand Municipal area	(pty) ltd	services		specifications				
				Compliance within budget	3	Satisfactory		
				Completion within programme	3	Satisfactory		
Amendment of contract for the operation of the mechanised material recovery facility at the Hermanus solid waste transfer station	Walker recycling bay	Professional services	8.9	Compliance with technical specifications	3	Satisfactory		
				Complain with health & safety specifications	3	Satisfactory		
				Completion within budget	3	Satisfactory		
Upgrading of Kleinmond soccer field and facilities	Mec landscapes	Construction	0.6	Completion within programme	3	Satisfactory		
				Compliance with technical specifications	3	Satisfactory		
				Time Budget	3	Satisfactory		
Standford sewer reticulation phase 6	Burmar (pty) Ltd	civils	Construction of sewer pipeline	of	1.0	Quality	3	Satisfactory
						Compliance with health & safety specifications	3	Satisfactory
						Completion within budget	3	Satisfactory
Replacement of water pipes,rooi els to Hermanus	Wbho construction (pty) ltd	Construction of water pipelines & valves	1.9	Compliance with technical specifications	3	Satisfactory		
				Compliance with health and safety specifications	4	Good		
				Completion within the budget	4	Good		
Supply and delivery of mechanical and electrical equipment for sewerage pump station 2 in Stanford	Tricom africa	Mech/elec. Equipment for sewer p/s	0.6	Compliance within programme	4	Good		
				Compliance with technical specification	4	Good		
				Compliance with health & safety specifications	3	Satisfactory		
						Completion within budget	3	Satisfactory
						Compliance within	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (In Years)	Performance area	Average rating	Comment and/or corrective action when under performed
Upgrading of residential roads in Zweilohle, phase 1 (Buildman) the provision of information technology related services and systems. Tj man (the provision of information technology related services and systems). Appointment of consultants for the compilation and implementation of an environmental management system for Overstrand Municipality	Cape asphalt cc	Construction of roads	of 0.5	programme		
				Compliance with technical specifications	3	Satisfactory
	Water management services cc	Licences	3.0	Budget	4	Good
				Quality	4	Good
Water management services cc	Licences for system use	3.0	Time	4	Good	
			All licenses and software versions must be up to date	3	Satisfactory	
Appointment of consultants for the compilation and implementation of an environmental management system for Overstrand Municipality	Eon consulting (pty) ltd	Appointment of consultants for the compilation and	2.3	License support	3	Satisfactory
				Kpi quality	3	Satisfactory
				Kpi cost	3	Satisfactory
Extended construction of the Stanford sewer reticulation upgrade phase 6 & installation of sewer rising main in pearly beach (eluxolweni)	Burmar (pty) ltd	Construction of sewer lines	of 0.8	Kpi time	3	Satisfactory
				Compliance with health and safety specifications	3	Satisfactory
				Completion within the budget	3	Satisfactory
				Compliance within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Provision of laboratory services for the monitoring of water quality in the overstrand Municipal area ending 30 June 2017	Al abbott and associates (pty) ltd	Laboratory services	3.0	Compliance with technical specifications	3	Satisfactory
				Compliance within programme	3	Satisfactory
				Quality of jobs	3	Satisfactory
Labour for medium voltage and low voltage reticulation in the Overstrand Municipality. Amendment to contract -scd2640/2013:provision of electricity	Prodocom cc	Electrical reticulation labour	2.8	Ohs act	3	Satisfactory
				Monthly tax invoices	3	Satisfactory
Amendment to contract -scd2640/2013:provision of electricity	Ct lab (pty) ltd	Provision of electricity quality	3.0	Power quality monitoring services	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
power quality monitoring services	Esri (environmental systems research institute sa (pty) ltd)	Licenses	3.0	Esri south africa (kpi)	4	Good
The acquisition of capped electricity license fee for the gis system						
Labour for medium voltage and low voltage reticulation in the Overstrand Municipality	Adenco construction (pty) ltd	Electrical reticulation labour	2.8	Quality of jobs as and when required.	3	Satisfactory
				Ohs act	3	Satisfactory
				Monthly tax invoices	3	Satisfactory
Supply and delivery of arc flash oil protection suits for the electrical department at Overstrand Municipality	At work health and safety cc	Supply & delivery of arc flash protection suits	0.9	Acceptable quality of work(s) performed / goods delivered.	3	Satisfactory
				Work(s) performed / goods delivered within timeframes specified.	3	Satisfactory
				Compliance with technical specifications	4	Good
Construction of a new cell 3 at karwyderskraal landfill site.	Burger and wallace construction (pty) ltd	Construction of a new cell 3 at karwyderskraal landf	0.6	Compliance with programme	4	Good
				Completion within budget	4	Good
				Compliance with health and safety	4	Good
Electrification of overhills informal settlement in Kleinmond.	Adenco construction (pty) ltd	Electrification of housing	0.7	Site meetings	3	Satisfactory
				Ohs act	3	Satisfactory
				Payment certificates	3	Satisfactory
				The contractor shall also take photos of the site on a continuous basis and hand those in at each site meeting.	3	Satisfactory
Medium and low voltage upgrade in Gansbaai,frankskraal and Stanford.	Adenco construction (pty) ltd	Electrical construction	0.9	Regular updating and final submission of as-built information.	3	Satisfactory
				Monthly claims strictly in accordance with the tendered	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
				cash flow program.		
				Acceptable level for contract administration and quality of work.	3	Satisfactory
				Good response time to queries.	3	Satisfactory
				Keeping deadlines as per approved program.	3	Satisfactory
				Submission of accurate claims on time.	3	Satisfactory
				Adherence to occupational health and safety act.	3	Satisfactory
				Training provided for local residents employed.	3	Satisfactory
				Number of local jobs created and money retained in community.	3	Satisfactory
				Record keeping and correct reporting	3	Satisfactory
				Correct invoicing and timely	3	Satisfactory
Lease agreement: a portion of 79 of farm adaksrivier no 575;overberg district Municipality	Overberg district Municipality	Lease agreement	2.7	Health and safety management	3	Satisfactory
				Access control of site and weighbridge	2	Satisfactory
				General management of site	2	Satisfactory
				Compliance with technical specifications	3	Satisfactory
Appointment of consulting for various engineering and groundwater project in the Overstrand Municipality.	Water and wastewater engineering (pty) ltd	None to date	3.0	Compliance within programme	3	Satisfactory
				Completion within budget	3	Satisfactory
				Compliance with health & safety specifications	3	Satisfactory
Medium and low	Ech intelligent	Upgrade	of 0.8	Site meetings	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
voltage network upgrade in Hermanus, Hawston and Kleinmond.	Infrastructure (pty) ltd	electrical networks		Ohs act	3	Satisfactory
				Payment certificates	3	Satisfactory
				Health and safety standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality ,wfw for a contract period ending June 2017.	Carelse eg	Clearing of alien vegetation	2.4	Adherence to pricing schedule	3	Satisfactory
				Adherence to wfw standards	3	Satisfactory
				Completion of jobs before 31 march annually	3	Satisfactory
				Health and safety standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality,wfw for a contract period ending 30 June 2017	Siyanda alien clearing and cleaning services cc	Removal of alien vegetation	2.4	Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
				Completion of jobs before 31 march annually	3	Satisfactory
				Health and safety standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality,wfw for a contract period ending 30 June 2017	Early bird alien clearing	Removal of alien vegetation	2.4	Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
				Completions of jobs before 31 march annually.	3	Satisfactory
				Health and safety standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality,wfw for a contract period ending 30 June 2017	Criben contractor services	Removal of alien vegetation	2.4	Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
				Completion of jobs before 31 march annually	3	Satisfactory
				Health and safety standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality,wfw for a contract eriod ending 30 June 2017	Teslaarsdal landcare	Removal of alien vegetation	2.4	Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
					3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
Removal of invasive alien vegetation for the Overstrand Municipality, wfw, for a contract period ending 30 June 2017	The gala project - sars approved to collect from sars	Removal of alien vegetation	2.4	Completion of jobs before 31 march annually	3	Satisfactory
				Health and safety standards	3	Satisfactory
				Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
Removal of invasive alien vegetation for the Overstrand Municipality, wfw for a contract period ending 30 June 2017	Sunshine services	Removal of alien vegetation	2.4	Completions of jobs before 31 march annually.	3	Satisfactory
				Health and safety standards	3	Satisfactory
				Adherence to pricing schedule	3	Satisfactory
				Adherence to working for water standards	3	Satisfactory
Electrification of thambo square informal settlement in Hermanus.	Outdoor illumination cc	Electrification of informal settlement	0.6	Completion of jobs before 31 march annually	3	Satisfactory
				Site meetings	3	Satisfactory
				Ohs act	3	Satisfactory
				Payment certificates	3	Satisfactory
Festive rope lights 2 & wire and controllers	Candi-lite cables cc	Supply and delivery	0.1	Acceptable quality of work(s) performed / goods delivered.	3	Satisfactory
				Work(s) performed / goods delivered within timeframes specified.	3	Satisfactory
				The monthly submission of photo's of site taken on continuous basis.	3	Satisfactory
				Regular updating and final submission of as-built information.	3	Satisfactory
Electrification of 84 low cost houses in masakhane, Gansbaai.	Wp electric	Electrification	0.4	Monthly claims strictly in accordance with the tendered cash flow program.	3	Satisfactory
					3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
				Acceptable level for contract administration and quality of work.	3	Satisfactory
				Response time to queries.	3	Satisfactory
				Keeping deadlines as per approved program.	3	Satisfactory
				Submission of accurate claims on time.	3	Satisfactory
				Adherence to occupational health and safety act.	3	Satisfactory
				Training provided for local residents employed.	3	Satisfactory
				Number of jobs created and money retained in community.	3	Satisfactory
				Finalise overlay zones document	3	Satisfactory
				Public participation	3	Satisfactory
				Draft overlay zones	3	Satisfactory
				Status quo	3	Satisfactory
				Project inception	3	Satisfactory
				Time	3	Satisfactory
				Budget	3	Satisfactory
				Quality	3	Satisfactory
				Compliance with health & safety specifications	3	Satisfactory
				Complebon within budget	3	Satisfactory
				Compliance within programme	3	Satisfactory
				Compliance with technical specifications	3	Satisfactory
				Compliance within	3	Satisfactory
Appointment of a service provider for the determination and preparation of overlay zones to be included in the zoning schemes of Overstrand Municipality.	Urban dynamics western cape inc	Professional	1.3			
Amendment: upgrading of roads in Zwelihle phase1 upgrading of landa road.	Cape asphalt cc	Road construction	0.3			
Installation of a co2 stripping pre treatment step at the baardskeerdersbos wtw	Ikusasa chemicals (pty) ltd	Infrastructure installation	0.3			

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when under performed
				programme		
				Completion within budget	3	Satisfactory
				Compliance with health & safety specifications	3	Satisfactory
Alterations and additions to offices at preekstoel, rotary way, Hermanus	Lighthouse construction	Building work	0.5	Cost	3	Satisfactory
				Quality	3	Satisfactory
				Time	3	Satisfactory
Stormwater installation	Atn roadmarking and civils cc	Installation of stormwater	0.4	Budget	3	Satisfactory
Zwelihle, Hermanus				Time	3	Satisfactory
				Quality	3	Satisfactory

Table 74.: Service Providers Performance – Infrastructure and Planning Services

vi) Community Services

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average Rating	Comment and/or corrective action when under performed
Provision of hygiene services to Overstrand Municipality	Steiner (pty) ltd	Provision of hygiene services to Overstrand Municipality	3.0	Regular supply, deliver and replenish consumables on weekly and monthly basis	3	Satisfactory
				Provision of hygiene services as requested on specs to Overstrand	3	Satisfactory
Cleaning of sewerage pump stations	Lazar engineering cc	Cleaning of pumpstations & blokkages	2.5	Time	3	Satisfactory
				Quality	3	Satisfactory
				Cost	3	Satisfactory
Maintenance of water and wastewater infrastructure equipment in the Overstrand.	Wissa (pty) ltd	Maintenace of water and wastewater infrastructure	2.3	Repairs and inspections according to quality specifications	3	Satisfactory
				Repairs and inspections according to approved rates	3	Satisfactory
				Call-out and completion times	3	Satisfactory
Maintenance of water and wastewater infrastructure equipment in	Hydro systems	Repair of water and wastewater infrastructure	2.4	Completion of tasks to the required quality standards	3	Satisfactory
				Completion of tasks according to approved	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
the Overstrand.				rates		
Supply and delivery of construction materiaal	Ib construction	Supply delivery	and 2.2	Completion of tasks within specified time	3	Satisfactory
Supply and delivery of construction materiaal	Melvin's transport cc	Supply delivery	and 2.2	Quality	3	Satisfactory
Supply and delivery of construction materiaal	Fg jacobs transport cc	Supply delivery	and 2.2	Cost	3	Satisfactory
Supply and delivery of construction materiaal	Balamanzi	Supply delivery	and 2.2	Supply and delivery of construction material	3	Satisfactory
Application of roadmarkings in the Overstrand Municipal area	Coalition trading 606 cc	Application of roadmarkings	2.2	Quality	3	Satisfactory
Garden maintenace services,Hermanus Overstrand	Eco creations	Garden mainenance	3.0	Cost	3	Satisfactory
Garden maintenance services hemanus, Overstrand	Mec landscapes	Garden maintenance	3.0	Supply and delivery of construction material	3	Satisfactory
				Quality of products	3	Satisfactory
				Timeous delivery	3	Satisfactory
				Quality	3	Satisfactory
				Cost	3	Satisfactory
				Time	3	Satisfactory
				Invoicing	3	Satisfactory
				Work of good standard	3	Satisfactory
				Time allocated	3	Satisfactory
				Cost	1	Poor-contract liquidated
				Quality of work	1	Poor-contract liquidated
				Tasks completed	1	Poor-contract liquidated
				Proper maintenance of stands and ablution facilities	2	Under performance-contract cancelled by supplier
Management of the Gansbaai caravan park for the period of 1 July 2013-30 June 2015	Nowers p	Management of caravan park	1.3	Supervision of subordinates	2	Under performance-contract cancelled by supplier
				Receipt and safe keeping of revenue, incl. Reconciliations	2	Under performance-contract cancelled by supplier
				Management of office administration	2	Under performance-contract cancelled by supplier

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed	
				Standard of work	2	supplier Under performance-contract cancelled was by supplier	
				The relocation and reconstruction of informal housing units for affected residents within seven days after disaster, i.e fire/flooding or other, if required by the Municipality.	3	Satisfactory	
				The execution of at least one daily preventative patrol by vehicle and foot patrol	3	Satisfactory	
Management of informal settlements within the Overstrand area	Metro support (pty) ltd	urban services	Management of informal settlements	1.9	The accurate, daily numbering and mapping of all housing units, per informal settlement.	3	Satisfactory
				The removal of demolished building material to a place of safekeeping, provided by the Municipality.	3	Satisfactory	
				The immediate removal of newly built/erected informal housing units/ structures where additional security is required.	3	Satisfactory	
				The immediate demolition of newly built/erected illegal informal housing unit/structures.	3	Satisfactory	
Vehicle fuel-and maintenance management	Wesbank auto	first	Vehicle fuel-and maintenance management	2.7	Provide for a refuelling and managed maintenance solution for its fleet services	3	Satisfactory
Repair of small plant(lawnmowers, weed eaters, etc)	Lawnmower & chainsaw Hermanus	clinic	Repair of small plant(lawnmowers, weed eaters, etc)	2.7	Repair of small plant(lawnmowers, weed eaters, etc),	3	Satisfactory
Provision of cleaning services in the Hermanus areas	Van rooyen tuindienste		Cleaning services in Hermanus area	2.7	Mistake	3	Satisfactory
				Time	3	Satisfactory	
Provision of cleaning services in the	Zuki garden and forestry service		Cleaning services in Hermanus area	2.7	Cleaning services at the Zwelihle area	3	Satisfactory
				Cleaning services at the	3	Satisfactory	

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Hermanus area Provision of cleaning services in the Hermanus area Provision of cleaning services in the Hermanus areas Replacement of water meters and repair of internal water and sewerage installations- contract period ending 30 June 2016	Lobi development design cc (lobi landscaping)	Cleaning services in Hermanus area	2.7	Zwelihle area, Cleaning services at the Zwelihle 2 area.	3	Satisfactory
				Cleaning services at the Zwelihle 2 area	3	Satisfactory
	Rhāngana civil and construction	Cleaning services in Hermanus area	2.7	Cleaning services in Zwelihle 3 area	3	Satisfactory
				Cleaning services at the Zwelihle 3 area	3	Satisfactory
Sakh'ikhaya suppliers cc	Replacement of water meters	2.8	Quality	3	Satisfactory	
			Cost	3	Satisfactory	
Lifesaving services for the Overstrand area	Overstrand community lifeguards	Lifesaving services - swimming pools	2.7	Timously deliverance of service and reports within specified quality/quantities and cost frame work as agreed in tender specification	3	Satisfactory
Leak detection in water pipelines in the Overstrand area	Bosch munitech (pty) ltd	Leak detection in water pipelines	1.8	Quality	3	Satisfactory
				Cost	3	Satisfactory
				Time	3	Satisfactory
Lifesaving services for the Hermanus area	Nasionale see en sand instituut	Lifesaving services - other beaches - Hermanus are	2.6	Timously deliverance of service and reports within specified quality/quantities and cost frame work as agreed in tender specification	3	Satisfactory
Appointment of service providers for the supply and erecting of fences in the Overstrand area Appointment of service providers for the supply and erecting of fencing in the Overstrand area Appointment of	Tee gee building suppliers cc	Supply and erecting fencing in the Overstrand are	2.5	Time	1	Poor-spoken to contractor to rectify under performance.
				Mr overberg cc spike	Fenching services	2.5
	Gateway	Supply and	2.5	Time	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
service providers for the supply and erecting of fencing in the Overstrand area	metalworks cc	erecting fencing in the Overstrand				
Provision of cleaning services in the Hermanus areas	Autumn skies trading 491 cc	Cleaning services in Hermanus area	2.7	Rendering of cleaning service timeously and to the satisfactory of the Municipality.	3	Satisfactory
Provision of small works and maintenance as and when needed	Alan bailey civil engineering & construction cc	Civil engineering	2.0	Time	4	Satisfactory
Provision of small bore sewerage network connection in Hermanus	Du plessis sw	Connection of sewer connections in Hermanus	2.4	Time	4	Satisfactory
(emis)the provision of information technology related services and systems.	Water management services cc	Asset maintenance management system license fees	3.0	All licenses up to date and informed when new version of software is/will be available	3	Satisfactory
(plantman) the provision of information technology related services and systems.	Water management services cc	Licences	3.0	Time (delivery)	3	Satisfactory
Supply and delivery of new/retread tyres and collection of casings	Supa quick caledon	Supply and delivery of new/retread tyres and colle	2.2	Quality	3	Satisfactory
Supply and delivery of new/retread tyres and collection of casings	Aj tyres	Supply and delivery of new/retread tyres and colle	2.2	Cost	3	Satisfactory
Supply and delivery of new/retread tyres and collection of casings	Supa quick Kleinmond	Supply and delivery of new/retread tyres and collect	2.2	All licenses and software versions must be up to date	3	Satisfactory
Provision of	Nicky's cleaning	Cleaning	2.5	Time (delivery)	3	Satisfactory
				Quality	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
cleaning services in the Hermanus area	services	services		services timeously and to the satisfactory of the Municipality		
Provision of cleaning services for the Hermanus area	Louw d	Cleaning services	2.5	Rendering of cleaning services timeously and to the satisfactory of the Municipality	3	Satisfactory
Amendment: supply and installation of mechanical and electrical equipment for sewerage pump stations in Hermanus	Eoh intelligent infrastructure (pty) ltd	Supply & installation sewer pumps	0.2	Compliance programme	with 3	Satisfactory
Amendment of contract scd2460/2012 for the operational monitoring and maintenance of the de kelders and pearly beach membrane water treatments plants	Quality filtration systems cc	Operational monitoring & maintenance of de kelders	3.0	Cost	3	Satisfactory
Supply and delivery of water purification chemicals	Omnia group (pty) ltd (protea chemicals cape)	Supply and delivery of water purification c	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and delivery of sewerage purification chemicals	Tuschemy cc	Supply and delivery of water purification chemical	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and delivery of water and sewerage purification chemicals	Kemanzi (pty) ltd	Supply and delivery of water and sewerage purifica	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and delivery of water and sewerage purification chemicals	Ikusasa chemicals (pty) ltd	Supply and delivery of water and sewerage purifica	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and	Second opinion	Supply and	2.9	Time (delivery)	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
delivery of water and sewerage purification chemicals	consulting cc	delivery of water and sewerage chemical		Quality	3	Satisfactory
Supply and delivery of water and sewerage purification chemicals	Improchem	Supply and delivery of water and sewerage purifica	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and delivery of water and purification chemicals	Metsi chem ikapa	Supply and delivery of water and purification chem	2.9	Time (delivery) Quality	3 3	Satisfactory Satisfactory
Supply and delivery of swimming pool chemicals for Overstrand Municipality.	Tuschemy cc		2.9	Quality of chemicals is always of good standard Delivery of chemicals within 5 days of issuing of order	3 3	Satisfactory Satisfactory
Supply and delivery of swimming pool chemicals for Overstrand municipality.	Yellow mango trading cc		2.9	Supply and delivery of high quality swimming pool chemicals in time	3	Satisfactory
Supply and delivery of swimming pool chemicals for Overstrand municipality.	Masanda trading cc		2.9	Delivery of high quality swimming pool chemicals in time	3	Satisfactory
Resurfacing and rehabilitation of roads in the Overstrand	Amandla construction	Resurfacing and rehabilitation of roads in the ove	1.6	Time (delivery) Quality Cost	3 3 3	Satisfactory Satisfactory Satisfactory
Supply and delivery of diesel fuel for the onrus caravan park ,onrus river	Montidox cc	Supply and delivery of diesel fuel	2.9	Supply and delivery of diesel fuel for onrus caravan park	3	Satisfactory
Supply and application of fertilizer on sports fields in the Overstrand.	Afrilandscapes	Fertilisation of sports fields	0.7	Application Application period	3 3	Satisfactory Satisfactory
Provision of cleanig services: informal	Siswana tm	Cleaning services	2.7	Cleanliness of areas	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
settlements- Gansbaai and standford for a contract period 30 June 2014 Hiring of sewerage vacuum tankers: Overstrand Municipality Provision of cleaning services, informal settlements- Gansbaai and Stanford area for a contract period ending 30 June 2014, Supply & installation of web based online buld sms sendig services for a cotract period edig 30 June 2017, Repair of hopper and compactor body on refuse removal trucks. Provision of cleaning services: Kleinmond for a contract period ending 30 June 2017. Provision of cleaning services: Kleinmond for a contract period ending 30 June 2017. Lifesaving services for the Overstrand blue flag beaches for a contract	Jetvac south africa (pty) ltd	Hiring of sewerage vacuum tankers	1.0	Time (delivery)	3	Satisfactory
				Quality	3	Satisfactory
				Cost	3	Satisfactory
	Henry moses spandiel projects	Cleaning services	2.7	Cleaning	3	Satisfactory
	Mukoni software cc	Provision of bulk web based sms service	2.7	Effective emergency communication	3	Satisfactory
	Hydrengo ltd (pty)	Repair of hopper and compactor body on refuse remo	0.7	Repair hopper & compactor on refuse	3	Satisfactory
removal trucks				3	Satisfactory	
Hydrengo Kasiem				3	Satisfactory	
	Karelse (glenwan karelse cleaning services)	Cleaning in informal settlement Kleinmond	2.7	Cleaning service informal settlement Kleinmond	3	Satisfactory
	Sunshine services	Cleaning services poppedorp ,ext 6,protea dorp &io	2.7	Cleaning of pda	3	Satisfactory
	Symbio envirosolutions (pty) ltd	Lifesaving services for blue flag beaches.	1.6	Timously deliverance of services and reports within specified quality/quantities and cost frame work as	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
period ending 30 June 2016. Additions and alterations to the Kleinmond library. Supply and installation of an air conditioning unit. Supply and delivery of galvanised metal roof sheets. Upgrading of existing boundary wall at Zwelihle sports grounds. Pruning and felling of trees in Hermanus area for a contract period ending 30 June 2016.				agreed in tender specification.		
	Blizzard trading cc	Building service	0.8	Supply performance on time	3	Satisfactory
	Air freeze (pty) ltd	Installation of airconditioning unit	0.0	Timeously installation of aircon unit	3	Satisfactory
	Aquaduct trading	Supply and delivery of metal roof sheets	0.7	Delivery of metal roof sheets on time	3	Satisfactory
	Masanda trading cc	Building of boundary wall	0.1	Time	4	Good
	Avante distinctive choice 306 cc	Tree felling & pruning	1.1	Quality of work Time frame Safety	3 3 3	Satisfactory Satisfactory Satisfactory

Table 75.: Service Provider Performance – Community Services

vi) Protection Services

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Provision of security services for the Overstrand Municipal fixed properties	Qunitessential security cc	Security guards	3.0	Guards on duty	3	Satisfactory
				Registers up to date	3	Satisfactory
				Guards' conduct conducive with the image of the Overstrand Municipality	3	Satisfactory
Traffic speed measuring, fixed cameras for speed and robot violations, number plate recognition system	Syntell	Speed measuring	3.0	Monthly reports	3	Satisfactory
				Equipment	3	Satisfactory
				Back-up services & support system	3	Satisfactory
				Rollout of cameras	3	Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
asn back office for fine collection. Provision of accomodation for impounded dogs and cats in the Overstrand area	Barc dieresorg trust	Accomodation of impounded animals	2.7	Tax invoice submitted in accordance to job cards issued	3	Satisfactory
Provision and maintenance of fire safety equipment	Hermanus extinguisher services	Installation and maintenance of fire safety equipm	2.6	Provide and install symbolic fire safety signs on request.	3	Satisfactory
Provision of accomodation of impounded dogs and cats: Hermanus	Hermanus animal welfare society	Housing of impounded dogs and cats	2.7	Fire safety equipment serviced and installed on request	3	Satisfactory
Provision of accomodation for impounded dogs and cats: Kleinmond	Kleinmond animal welfare society	Accomodation of impounded dogs & cats	2.7	Invoice tasks claimed corresponds with job cards issued	3	Satisfactory
Provision of security services for the Overstrand Municipali fixed properties	Adt security (pty) ltd	Provision of security services	3.0	Items on invoice/statement submitted is in agreement with jobcards issued	3	Satisfactory
Provision of security services for the Overstrand Municipal fixed properties	Securi-team	Security services	3.0	Registers up to date Guards' conduct conducive with the image of the Overstrand Municipality Guards on duty Registers up to date and available for inspection, monthly reports submitted before 10 days after end of month	3 3 3 3	Satisfactory Satisfactory Satisfactory Satisfactory
Supply and delivery of protective clothing and uniforms: sc1318/2013	Fg uniforms cc	Provision of uniform and protective clothing	2.0	Guards conduct conducive with image of Overstrand Municipality Guards on duty in correct attire and with equipment	3 3	Satisfactory Satisfactory
Suppply and delivery of protective clothing and uniforms:sc1318/2013	Trf sport	Supp. & del. Uniform and protective clothing	2.0	Timeous delivery of items Correct items Quality of items according to specs Quality of items delivered are in accordance to specifications Timeous delivery of items	3 3 3 3 3	Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory

Chapter 3: Service Delivery Performance

Contract name	Supplier name	Type of services rendered	Term of contract (in Years)	Performance area	Average rating	Comment and/or corrective action when performed
Supply and delivery of protective clothing and uniforms: sc1318/2013	Marce marketing cc	Supp. & del. Uniform and protective clothing	2.0	Items delivered are according to specs	3	Satisfactory
				Timeous delivery of items ordered	3	Satisfactory
Supply and delivery of protective clothing and uniforms: sc1318/2013	Invuyani safety	Supp. & del. Uniform and protective clothing	2.0	Items delivered according to specifications	3	Satisfactory
				Timeous delivery of items ordered	3	Satisfactory
Supply and delivery of protective clothing and uniforms: protection services	Fg uniforms cc	Delivery of clothing	of 1.5	Items delivered according to specs	3	Satisfactory
				Timeous delivery of items	3	Satisfactory
Supply and delivery of protective clothing and uniforms: protection services	Trif sport	Delivery of clothing	of 1.5	Items delivered according to specs	3	Satisfactory
				Timeous delivery of items	3	Satisfactory
Supply and delivery of protective clothing and uniforms: protection services	Invuyani safety	Delivery of clothing	of 1.5	Items delivered according to specs	3	Satisfactory
				Timeous delivery of items ordered	3	Satisfactory
Supply and delivery of protective clothing and uniforms	Stevenridge cc	Supply and delivery of clothing	of 1.5	Quality items delivered	3	Satisfactory
				Items delivered on time	3	Satisfactory
Clearing of Municipal and private erven in the Overstrand Municipal area.	Fourie lp	Clearing of private and Municipal erven	2.8	Clearing done according to specifications	3	Satisfactory
Clearing of minicipal and private erven in the Overstrand Municipal area.	Afrilandscapes	Clearing of private & Municipal erven	2.8	Clearing done according to specifications	3	Satisfactory

Table 76.: Service Providers Performance – Safety and Protection Services

3.2.3 Municipal Functions

a) Analysis of Functions

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function Yes / No
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 Chapter 3: Service Delivery Performance

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
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
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	No
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	No
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
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes

Chapter 3: Service Delivery Performance

Municipal Function	Municipal Function Yes / No
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 77.: Functional Areas

b) Performance Highlights per Functional Areas

Directorate/ Functional area	Sub Directorate	Highlights
Council and Municipal Manager	Internal Audit	On 27 and 28 October 2014 Overstrand Municipality co-host together with Provincial Treasury & SALGA the Annual Conference for Local Government Assurance Providers at the Arabella Western Cape Hotel & Spa.
Management Services	Communications	<p>COMMUNICATION ACTIVITIES:</p> <p>External</p> <ul style="list-style-type: none"> → Municipal Newsletter (Bulletin) – 12 (Bi-monthly fully available in Afrikaans, English and isiXhosa) → Website: 826 updates 187 word documents, 20 Images and 589 PDF's) → Media releases and opportunities used: 517 → Events/Handovers/Commissioning: → Special requests (designs, projects): 10 → Corporate advertising and special notices: 12 issues of (bulletin posters) <p>Internal</p> <ul style="list-style-type: none"> → Staff Newsletter (Phambill) – 6 times (Afrikaans/English and isiXhosa) → Internal Communication Committee – 4 meetings <p>Other</p> <ul style="list-style-type: none"> → Municipal Showcase, planning, co-ordination and execution of the event. → Involved in Launch of the cape whale coast spot → Involvement in Launch of Stony Point → Madiba day → Junior Council – best practice model → Report on drinking water quality to public → Orientation tours for Junior Town Councillors

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Directorate/ Functional area	Sub Directorate	Highlights
	Information Technology	<ul style="list-style-type: none"> ➤ Involvement in Mayoral projects (Mayoral awards) ➤ Involvement in handing overs and openings of key projects of municipality (Eluxolweni Housing) <p>Development of Management Information System (MIS):</p> <p>The nature of MIS is such that it will always remain a moving challenge as much for management, as it is for ICT Services that need to extract and transform data sets from disparate systems into a seamless and flexible architecture framework that can assist management to assess, interpret and take informed decisions on the way forward when alternative solutions are considered.</p> <p>The primary focus during 2014/15 financial year was to:</p> <ul style="list-style-type: none"> ➤ Ongoing improvement in financial reporting and budgeting; ➤ Ongoing improvements of a monthly statements by providing a more comprehensive and transparent presentation of water and electricity usage by account holders as well as accommodating tariff changes brought about by SCOA; ➤ The use of the GIS System has also been expanded as the key systems integrator, not only for the core financial system, but also for Town Planning, Erf Lookup Tables, statement reviews, building plans status, and Ward Based Planning initiatives. <p>Ongoing research into improvements of processes and functionality of existing operations software and toolsets. This enables improvements to employee productivity and also to work smarter.</p> <p>Upgrading of the Data Centre Disk Storage and Regional Office Servers</p> <ul style="list-style-type: none"> ➤ The Servers at the regional offices (e.g. Kleinmond, Stanford, and Gansbaai) have been in operation for at least seven to nine years and have reached the end of its technical life. ➤ Workload growth as well as the revised SCOA requirements from National Treasury to provide for more detailed and bigger data sets necessitated the replacement of the older Servers in the Data Centre with latest technology Servers that will also support the ongoing demand for faster and more reliable performance and systems throughput. ➤ Disk space upgrades (to the municipalities main Disk Storage Array) to facilitate growth of platform and load analysis to determine optimal usage, facilitate for the municipalities expanded needs and prevent downtime and prevent data loss. <p>Disaster Recovery Site (DR Site)</p> <ul style="list-style-type: none"> ➤ Systems applications and data bases are replicated at the DR site every night to ensure full recovery of any system at any only losing the current day's data, which can in most cases easily be recovered. ➤ DR testing finalised during June 2015 and is done on an annual basis.

 Chapter 3: Service Delivery Performance

Directorate/ Functional area	Sub Directorate	Highlights
		<p>PC Refresh project</p> <ul style="list-style-type: none"> → Limited new PC's procured end of financial year → Used in conjunction with a PC refresh project to: <ul style="list-style-type: none"> ○ Migrate to Windows 7, with patches and updates ○ Upgrade MS Office to a standardised version ○ Ensure standard packages are installed and ensure virus protection ○ Upgrade machines where feasible ○ Replace machines where needed ○ This is specifically important due to new business system implication for example Time and Attendance which requires managers to be on the latest version. <p>Consolidation of Similar Application Systems Functionalities and Normalization of Systems Data.</p> <ul style="list-style-type: none"> → Various business applications systems with similar functionalities are currently deployed in the Overstrand Municipality, resulting in ongoing increases in annual licensing fees and support fees. → Also, ongoing data integration between disparate business application systems results in increased complexities whilst attempting to maintain data integrity between systems. → It remains the strategic intent of the municipality to assimilate similar functionalities from the other business application systems deployed in the municipality into the municipality's core Financial System (Samras) in cases where it is cost effective and functionally viable, and where it is not, to ensure the effective integration between systems. This again has been highlighted in the main priorities of business system requirements prescribed by NT on SCOA. → Priorities and time-lines to do the conversions are dependent on business needs and available funding over the next few years. → Initiatives currently on the way include the building of the Supply Chain Management process on SamrasClassic and SamrasPlus as well as integration between the works order system and Samras, GIS and payroll system (Payday). → Investigation and feasibility into an integrated Asset Maintenance Management system as well as Operation and spatial integration is paramount to the municipality. <p>The Senior ICT Business Analyst assists management in driving this initiative forward.</p> <p>No successful appeals against the municipality regarding the awarding of tenders and quotations.</p> <p>90% turnaround time for referrals by user departments.</p> <p>Increase in the provision of legal updates to respective user departments.</p> <p>The adoption of one new by – law, and the development of two new other draft by – laws.</p> <p>Coordinate all litigious matters by and against the municipality, with no</p>
	Legal Services	

Chapter 3: Service Delivery Performance

Directorate/ Functional area	Sub Directorate	Highlights													
Financial Services		<p>court orders issued against the municipality. Coordinate the establishment of an additional court. Monthly reporting on all internal court meetings Monthly reporting on traffic fines generated.</p>													
	Supply Chain Management	<p>The Contract Management Office managed the systems development project of the SCMU IT system (SCM, Contract Management and Records Management), to be implemented in the new financial year (envisaged: December 2015)</p>													
	System Administration	<p>Reduction in the total number of Clause 36 Deviations approved during the financial year.</p> <p>New billing tables and formulas in accordance with the 2014/15 budget were implemented successfully and levied on a monthly basis</p> <p><u>Indigent Household Register</u> <u>Financial Year Amount Households</u></p> <table border="1"> <tr> <td>30 June 2015</td> <td>6,923</td> </tr> <tr> <td>30 June 2014</td> <td>6,543</td> </tr> <tr> <td>30 June 2013</td> <td>6,423</td> </tr> <tr> <td>30 June 2012</td> <td>5,852</td> </tr> <tr> <td>30 June 2011</td> <td>5,241</td> </tr> </table>	30 June 2015	6,923	30 June 2014	6,543	30 June 2013	6,423	30 June 2012	5,852	30 June 2011	5,241			
	30 June 2015	6,923													
30 June 2014	6,543														
30 June 2013	6,423														
30 June 2012	5,852														
30 June 2011	5,241														
Revenue	<table border="1"> <thead> <tr> <th>Training</th> <th>Staff Members</th> </tr> </thead> <tbody> <tr> <td>Customer Care</td> <td>9</td> </tr> <tr> <td>Effective Business Writing</td> <td>9</td> </tr> <tr> <td>Supervisory Skills</td> <td>4</td> </tr> <tr> <td>LGAC</td> <td>7</td> </tr> <tr> <td>MFMA</td> <td>1</td> </tr> <tr> <td>First Aid</td> <td>2</td> </tr> </tbody> </table> <p>Currently the collection rate for billing is: 90days is 97.66% 60days is 96.16% 30days is 86.37%</p>	Training	Staff Members	Customer Care	9	Effective Business Writing	9	Supervisory Skills	4	LGAC	7	MFMA	1	First Aid	2
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Customer Care	9														
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Budget & Accounting Services	<p>Comprehensive quarterly budget reports as per the Municipal Budget and Reporting regulations were tabled in Council during 2014/15</p> <p>Comprehensive monthly budget statements as per the Municipal Budget and Reporting regulations were submitted monthly to the Executive Mayor.</p> <p>All required monthly, quarterly and annual National Treasury return forms (Appendix B) and all required National Treasury budget return forms relating to the draft, final and adjustments budgets were submitted during 2014/2015 (MFMA & MBRR).</p> <p>Four Adjustments Budgets were tabled and approved in respect of the 2014/2015 financial year in terms of the MFMA</p> <p>The AFS for 2013/2014 financial year was submitted by 31 August</p>														

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Directorate/ Functional area	Sub Directorate	Highlights
	Expenditure and Asset Management	<p>2014 and an unqualified audit opinion with no findings was received from the Auditor General</p> <p>Quarterly financial statements are being produced for submission to the Audit Committee.</p> <p>During the financial year the Budget Office was a key role player in the introduction and implementation of SCOA and the preparation of a SCOA budget for the 2015/2016 MTREF</p> <p>Municipal Financial Management Programme Training – In addition to the three (3) Managers in the Department, who had to complete the program as a requirement set by National Treasury, a further eight (8) officials have already successfully completed the Municipal Financial Management Programme Training. This has resulted in the attainment of the required competency levels for middle and senior managers, in terms of National Treasury's minimum MFMA Competency Regulations, by more than half of the staff in the Department.</p> <p>The reconciling of Creditor Statements per the SAMRAS Financial System, developed and incorporated by Bytes Systems Integration (Pty) Ltd as part of their Financial System during the 2012/13 financial year, continued to support this division in providing detailed and meaningful reporting whilst also performing an integral part of the internal control measures.</p> <p>The Costing Division, established during 2010, continued to compliment the Expenditure & Asset Management Division in maintaining a Job Costing Framework in respect of all projects. Examples of these are Ward Specific Projects, EPWP Projects and Capital Project components in terms of the management of new assets for inclusion in the Asset Registers (GRAP principles). It is envisaged that this section will play an ever increasing role in analyzing and reporting of management information.</p>
Community Services	Hangklip/Kleinmond Administration	<p>In conjunction with the other Financial Services Directorate's departments, the Expenditure & Asset Management Department successfully contributed to prepare for implementation of mSCOA with effect from 01 July 2015. After being identified as one of the Pilot Sites by National Treasury, the Municipality had to prepare for the early implementation of mSCOA while the remainder of the municipalities will have to follow suite as from 01 July 2017.</p> <p>Very active and vibrant citizenry co-operation between the different sectors of the community and the municipality. This is amplified by the well-organized ward committee system for Wards 9 and 10.</p> <p>Budget information sessions were arranged by the budget office and addressed by the Mayor, Councilors and Directors during April 2015 for wards 9 and 10, which were well attended and vigorously debated.</p> <p>A brand new soccer turf has been erected in Overhills Informal Settlement. The plans for the clubhouse are currently in progress.</p> <p>The water pipe replacement project has been well received by the residents.</p> <p>Kleinmond beach once again obtained blue flag status and evaluations proofed that a high standard of management by the municipal officials were rendered.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>Blue drop status was obtained for Kleinmond Water Treatment Works and for the fourth time for Buffels River Water Treatment Works.</p> <p>The projects for the specific areas which benefitted from the Greenest Town Competition have been rolled out and will be finalized by 30 August 2015.</p> <p>The upgrading of the Kleinmond Harbour was finalised in April 2015</p> <p>Extensions & alterations to the Kleinmond Harbour in the amount of R4 m commenced in March 2015.</p>
	Hermanus Administration	<p>Achieved Blue Drop Status for Preekstoel Water Treatment Works.</p> <p>Achieved Green Drop status for Hermanus and Hawston Waste Water Treatment Works.</p> <p>Large number of roads resealed in all neighbourhoods.</p> <p>More sections of the Cliff Path and Coastal Path tourist attractions were upgraded.</p> <p>Blue Flag Beach status again awarded to Grotto & Hawston Beaches.</p> <p>Extensive fire breaks were cut at high risk fire hazard areas around residential areas</p> <p>The Historical Canons in Hermanus that were in state of disrepair were completed restored by a team of professionals. The canons are once again a proud asset to the Town.</p> <p>The Hermanus Taxi Rank and ablution facilities were revamped.</p> <p>Upgraded various parking areas and surrounds at estuaries and beaches.</p> <p>A number of sidewalks were paved and streets tarred making the CBD and residential areas very attractive and functional.</p> <p>A second set of scientifically designed sundials were erected at a popular tourist spot.</p> <p>Community halls were further upgraded and provided with new improved kitchen and other equipment.</p> <p>Storm water systems which are the highest risk were installed at hotspots throughout the Greater Hermanus Area.</p> <p>At the Municipal Head Office, additional tarred parking area provided and further beautification.</p> <p>The Onrus Caravan Park's 3 star tourist rating was re-affirmed.</p> <p>The Onrus Caravan Park hosted the Wines to Whales MTB event attracting over 3000 visitors to the Park.</p> <p>Various Festivals were successfully hosted in Hermanus with the assistance and support of the Municipality.</p>
	Gansbaai/Stanford Administration	<p>More than 40 jobs were created and funded from the prize money received from the Greenest Municipality competition which the Overstrand Municipality won for two (2) consecutive years. Four teams consisting of ten members each were appointed to execute the approved projects in the areas of Stanford, Gansbaai and Pearly Beach</p>

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Directorate/ Functional area	Sub Directorate	Highlights
	Housing	<p>(Eluxolweni).</p> <p>The teams made huge progress with the implementation of projects such as safe pedestrian sidewalks (used to connect the previously disadvantaged area of Thembelihle with the central business area of Stanford). In the Gansbaai area remarkable improvements were made to the upgrading of the town entrance and picnic tables were installed along the popular coastline of Franskraal. Various playparks were fenced in to safeguard children playing in the playparks. Park benches were also installed in the playparks to be used by the parents.</p> <p>Labour intensive clean-up operations in and around the residential areas of Masakhane, Blompark and Eluxolweni proved to be extremely successful and contributed vastly to the cleanliness of these areas. More than 500 trees were planted and it seems that the survival rate is quite high.</p> <p>The introduction of Government's EPWP (Working for the Coast) initiative for clean up along water courses is making a huge impact along the Klein River in Stanford. The Khoisan Group, consisting of 10 local people, is very enthusiastic and hardworking and has made and is still making a big difference in Stanford.</p> <p>Working for the Coast (WFTC) teams consisting of an average of 50 - 60 team members performed duties along the coastline and public open spaces from Stanford, Gansbaai and Pearly Beach for the entire financial year. This project delivered remarkable and valuable results which is recognised and appreciated by the local residents.</p> <p>The Executive Mayor and full time Councillors attended public meetings during April 2015 to explain the content and implications of the proposed 2015/16 budget as well as tariff structure for municipal services. The meetings were well attended by ward committee members and leading role players in the community.</p> <p>The beautification of the town entrance of Gansbaai was funded as a joint venture established between the Overstrand Municipality, the Gansbaai Chamber of Commerce as well as the implementing agent responsible for the implementation of the approved businessplan pertaining to the Greenest Municipal Competition prize money.</p> <p>The determination of community needs that formed the basis of the IDP influenced the capital budget and provision was made in the budget to satisfy the need for an additional crèche (Early Childhood Development Centre) in Masakhane. The facility will soon be commissioned and the community awaits this event with great excitement.</p> <p>The communal sport centre (Spaces for Sport) in Gansbaai also received a valuable financial contribution from the private sector when the Grootbos Foundation and the Department of Cultural Affairs and Sport (Western Cape) contributed towards the construction of a roof cover to be used by local sportsmen as part of the gymnasium on the premises.</p> <p>The majority (96%) of the budget allocated to the wards in order to fund projects identified by the various wards (1, 2 and 3), were spend and the beneficiaries expressed their appreciation for the remarkable changes that was made possible as a result.</p> <p>Eluxolweni (Pearly Beach) 211 sites:</p>

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Directorate/ Functional area	Sub Directorate	Highlights
Protection Services	Administration	<ul style="list-style-type: none"> → 182 title deeds for Eluxolweni were handed over by the Minister, mayor and officials at a ceremony on 19 May 2015. <p>Access to Basic Services (ABS) Project</p> <ul style="list-style-type: none"> → Project has been completed. Every household in the 12 informal settlements has access to water (1 tap per 25 families) and sanitation (1 toilet per 5 families). <p>Title Deeds: Overstrand</p> <ul style="list-style-type: none"> → 487 title deeds had been registered in the Deeds Office for the 2014/2015 financial year. <p>Informal settlement survey : June 2015</p> <ul style="list-style-type: none"> → The successful bi-annual survey of the informal settlements – 3144 units were counted and verified.
	Fire Management	<p>International Fire fighters Day Team Challenge</p> <p>Successful management of big events. There were no fatal accidents over Easter weekend. Members obtained the targets set for them. Because of experience, planning was done efficiently.</p>
	Traffic Services	<p>Motor Registrations and Licensing moved back to Traffic Department on 1 October 2015.</p> <p>On 1 December 2014 15 EPWP members were permanently employed at the Traffic Department.</p> <p>i. STRATEGIC PARTNERSHIPS</p> <p>The department has entered into MOU's with various partners to ensure effective delivery of support programs to accelerate the development and capacitation of people equipping them with skills necessary to take advantage of opportunities both current and potential.</p>
Economic Development and Tourism	LED	<p>a. AFRIMAT – MOU</p> <p>The agreement is a collaboration between Overstrand Municipality, LED department, the Department of Mineral Resources and Afrimat, a mining company to empower the youth by providing them with driving skills thus increasing their employability. Local driving schools were appointed as service providers. The beneficiaries for this project are those from previously disadvantaged communities in the Overstrand area, namely Hawston, Zwelihle, Stanford, Kleinmond and Masakhane. The project will be administered from the LED department in conjunction with the traffic department. The ultimate objective is to promote and increase the employability of youth upon successfully attaining their driver's licenses and public drivers permit.</p> <p>The program is in its final stage with the last intake having just secured dates for the final drivers test.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>The pass rate for the current intake was:</p> <ul style="list-style-type: none"> * 100 % of all learners who wrote the Learners Drivers Test Passed * 50 % of learners who went for the Driver's Test passed. * 50 % of learners failed their drivers test * final opportunity has now been given to 13 learners <p>b. WORLD WIDE FUND for NATURE - MOU:</p> <p>The purpose of this agreement is to advance a small scale fisheries implementation plan in Kleinmond. Funds will be sourced by WWF from different sources for the project activities. The agreement is a partnership between Overstrand Municipality, WWF and LED to develop a support plan for the activities and to work with the community and small scale fisheries stakeholders of Kleinmond and the entire Kogelberg area in order to fulfill the objectives of the Fisheries Improvement programme and achieve the ultimate goal of economic development and better environment management. The partnership is needed to collaborate and combine programs that will have a long term socio economic impact.</p> <p>The LED department will also be responsible for linking and supporting the Fisheries Improvement Programme to local businesses and access to market opportunities including value adding opportunities and business ventures that are emanating from fisheries.</p> <p>Fishers Improvement Project</p> <p>LED in a joint venture with WWF initiated a process of establishing a local economy around small scale fishing. The objective of the project is to address the socio and economic conditions in the community of Kleinmond while protecting the environment and prevent stock depletion of certain species of fish.</p> <p>The project seeks to establish a value in which business opportunities can be identified for the fishers. The LED has assisted with the registration of the women cooperative and has provided logistical support to the cooperative.</p> <p>WWF has since negotiated a deal with the local restaurant to buy fish from the women's cooperative.</p> <p>c. PRODUCTIVITY-SA, OVERSTRAND MUNICIPALITY and CASIDRA – MOU:</p> <p>The MOU is a partnership between Overstrand Municipality,</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>Productivity SA and Casidra to improve co-operatives growth and job creation potential. Productivity SA undertakes to provide further training for the co-operatives. The co-operatives will also be assisted to apply for the grants from DTT; Casidra will assist with the business plan and funding. The LED department will be responsible for ensuring the attendance in the workshops, completion of action plans and provision of mentorship assistance for the selected co-operatives.</p> <p>Three cooperatives were assisted with business plans by Productivity South Africa (PSA). Casidra is currently considering the plans for funding. The three co-ops are based in Hawston, Stanford and Gansbaai.</p> <p>d. National Youth Development Agency (MoU)</p> <p>The MoU between NYDA and the municipality has since been extended to ensure that a more focused approach is adopted to deal with the challenges faced by the youth in the Overstrand. The Walking Centre also serves as a satellite office of the NYDA as means to bring the services of the NYDA closer to the intended beneficiaries.</p> <p>In terms of the said agreement NYDA is responsible for providing ongoing capacity building and support to the local youth office staff on NYDA products and services.</p> <p>Training took place at the Cape Town NYDA branch on the 24th – 27th March 2015. Four (4) Staff Members from LED attended training. The training covered aspects such as Orientation on NYDA products and Services available to the Youth. NYDA incurred the costs for accommodation and training.</p> <p>ii. Business Development and Support</p> <p>LED actively sought cooperation with organizations mandated to bring practical assistance to budding as well as established entrepreneurs such as NYDA, DEDAT, DTT, SARS, DAFF, etc. We worked directly with individual businesses in accordance with their developmental programs. They participated in a number of outreach programs that were organized in the financial year 2013/2014.</p> <p>Entrepreneur Development Training – April 2015</p> <p>On the 13 April 2015 Entrepreneur Development training was conducted in Mount Pleasant to identify which entrepreneurs have the characteristic of an entrepreneur. Strength and weaknesses of each business owner was assessed to identify in which areas they still needed training and assistance in.</p>

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		<p>At the end of the workshop the 25 participants were enabled to write their own business profile and knew which actions to take beyond the workshop.</p> <p>The same training was also conducted in Gansbaai.</p> <p>ii. EPWP</p> <p>a. EPWP Grant Funding Projects</p> <p>Grant funding received from the Department of Public Works to roll out EPWP projects in the financial year of 2014-2015 to the value of R1,76m. Further job opportunities were recorded from internal projects improving the municipality's performance in labour intensive initiatives. This has propelled the municipality to one of the best performing municipalities.</p> <p>Work opportunities 779 created from 29 projects</p> <p>b. EPWP Work Opportunities</p> <p>The municipality augmented its EPWP grant funding through its MIG funding to further deal a decisive blow to poverty and unemployment through using EPWP principles in its infrastructure projects. The total value of projects that were rolled out in the year 2014/2015 was to the tune of R21m.</p> <p>Symposiums</p> <p>A number of symposiums were organized to mobilize people interested in pursuing business initiatives and most importantly to provide information that will be useful to them to as they take crucial decisions with regards to their businesses. The following are some of the symposiums that were hosted by the Overstrand:</p> <p>a. SAWEN Consultative Forum</p> <p>Women from across the Overstrand converged in the auditorium to be addressed by SAWEN as well as other key speakers with regards to the business opportunities that exist for women and support mechanism that SAWEN provides to ensure they succeed.</p> <p>Female Entrepreneur Cocktail Evening –APRIL 2015</p> <p>On the 17 April 2015 the LED department hosted a Female Entrepreneur Cocktail evening. The event was well attended. The main objective was to bring female entrepreneurs together to network and to give them exposure to the different agencies that have a specific mandate to fund and support businesses owned by female entrepreneurs namely the National Empowerment fund, SEFA , SEDA, Clothing Bank, South African Women's Entrepreneur Network SAWEN an agency of the DTI and Learn to Earn.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>Women were also invited to exhibit their products at the event and inspirational business experiences were shared amongst the women from Hawston, Zwelihle, Kleinmond and Gansbaai.</p> <p>Success Story: Fikiswa Gwamesi – African Hair Design Fikiswa Gwamesi is the owner of African Hair Design a hair salon operating in Long street Hermanus. She received the NYDA Grant for the purchasing of furniture to the value off in October 2014. During June 2015 she also qualified for more furniture under the same grant. Fikiswa is also a social entrepreneur and is involved in various social upliftment activities in Zwelihle She is the co-owner of the Zwelihle Youth Café and has recently ventured into catering as well. Fikiswa states that the Women’s event has inspired her to take her businesses to the next level and that she is thankful for all the assistance provided to her through the LED department which has linked her to the services of NYDA.</p> <p>b. Department of Trade and Industry (DTI) An open day was hosted to afford business persons in the Overstrand to interact directly with DTI primarily around the Incentive Scheme programs. The meeting bridged the gap between DTI and local entrepreneurs and provided practical assistance to the challenges that they were faced with. It was through this interaction that DTI committed to support us in assisting at least 20 cooperatives to access the Cooperative Incentive Scheme (CIS) grant. Since this interaction 5 cooperatives have been assistance to apply and DTI has confirmed that they are following through with the process.</p> <p>Heritage Supplier Market day – September 2014 On the 26 September 2014 a Heritage Supplier Market day was hosted by the LED department and the Department of Agriculture, Forestry & Fisheries at the Zwelihle Community hall. The objectives for the event was to celebrate heritage month while promoting entrepreneurship in the local communities, promoting locally produced products , linking service providers with potential clients, promotion of educational or historical values and cultural practices in the Overstrand and providing an opportunity for network. The event was attended by local crafters, caterers, artists and members of the community.</p> <p>v. Emerging Contractor Development and Service Provider</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>Construction Industry Development Board provides guidance and assistance to the municipality with regards to the Implementation Strategy organized in partnership with National Public Works.</p> <p>This programme is to benefit local contractors and service providers increasing their chances of doing business with the municipality and further create job opportunities including participation of small businesses in the local economy.</p> <p>vi. Cooperatives Development Initiative</p> <p>Cooperatives are regarded as important to increase ownership percentage and participation in the running of the business by broadening ownership. Assistance for registration and access to incentives often come with challenges.</p> <p>Conflict Resolution & Management Training</p> <p>Co-operatives have a high failure rate due to the group dynamics and different approaches to handling conflict in their businesses. Conflict management workshops were conducted in Zwelihle, Gansbaai and Kleinmond during the month of April 2015.</p> <p>Many issues leading to conflict were identified by the communities and approaches were introduced on how to resolve issues.</p> <p>Success story: SEA HARVEST CO-OPERATIVE receives DTI Co-operative Incentive Grant</p> <p>Sea Harvest Co-operative is fishing co-operative from Mount Pleasant was registered by the LED department. After 4 years perseverance and diligence the group finally received the Co-operative Incentive Grant from the DTI to the value of R450000. The grant was used to purchase boats for the co-operative.</p> <p>viii. Entrepreneurship</p> <p>A focused number of entrepreneurs were identified for more focused and mentorship interventions and as a measure of assessing effectiveness of training programmes</p> <p>The introduction of entrepreneurship in schools is receiving the Department of Education's attention. A process was initiated and broad community participation will be followed to solicit community buy-in and ownership.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>Entrepreneurial week 3- 7 November 2015</p> <p>The LED department hosted an Entrepreneur week on the 3 -7 November 2015. The entrepreneurship week sought to increase entrepreneurial activity, celebrate and support entrepreneurs, spark dialogue between entrepreneurs, policy makers and service providers, aid entrepreneurs to gain access to services, support and opportunities. Different themed workshops were took place throughout the week</p> <p>Introduction to Business Retention and Expansion</p> <p>Recently many businesses have closed in town. The existing businesses are also not able to expand due to seasonality and other factors. On the 3 November 2015 a Business Retention and Expansion workshop was hosted in Gansbaai.</p> <p>The workshop also took place in Hermanus on the 6 November 2015.</p> <p>Tender training</p> <p>On the 4 November 2015 a tender training workshop was hosted in the Auditorium, Overstrand Municipality. The workshop was facilitated by Buyolo Business Advisory services Pty. The workshop was targeted at suppliers trading in various services specifically the local contractors. The workshop aimed at teaching entrepreneurs the do's and dont's of tendering and how to adhere to specifications as per the Supply Chain regulations. The Supply Chain department of the Overstrand municipality also made a presentation to explain to entrepreneurs what their requirements are when assessing a tender document submitted to them.</p> <p>This workshop gave the audience various tips and resource to increase their chances of success when submitting a tender application.</p> <p>Round table: Discussion access to funding</p> <p>Access to funding has been identified as the biggest challenge facing small businesses. This workshop took place on the 5 November 2015 and enabled local SMMEs to engage with the funders namely SEFA, IDC, DTI and DEDAT.</p> <p>Participants were taught about the common pitfalls of why many funding applications are not successful.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>At the end of the workshop participants networked and had a clearer understanding on who to contact and where funding could be accessed applicable to their particular business venture.</p> <p>Success story: Margaret Motsoene – Throneroom Margaret Motsoene, a local crafter and regular client of the LED was one of the entrepreneurs who exhibited during the Entrepreneur week. She also attended all the workshops hosted during the week. She found the Business Retention and Expansion workshop of particular importance. Her exhibition was noticed by the mayor and other attendees.</p> <p>The following Monday Margaret came to the LED OFFICE determined to apply principles and theory that she gained from the Business Retention and Expansion workshop. She and the LED officer set out an action plan committed to better marketing and identifying places and clients to display her products to attract new clients and give general exposure to her business. She has displayed her exhibition at the Heritage Supplier Market day, Entrepreneur week and Female Entrepreneur Cocktail event. Her last display at the Women's Entrepreneur Cocktail evening was noticed and she was nominated for the prestigious Lilizela Tourism awards in the category of roots and tradition.</p> <p>Upon the advice of the LED officer she has also approached local hotels and tourism resorts and leisure activity businesses for eg shark cage diving to ask whether she may display her products at their premises. This has increased her sales and she intends to train youth and women from Zwelihle at the school how to produce herbal soaps and crafts from recycled materials, paper, wire etc to keep up with the demand of her customers which now included local hotels, guesthouses and individuals.</p> <p>Margaret Motsoene is also a good example of crafter who is incorporating an element of sustainability in the production of her products. She believes in recycle, reuse and reducing wastage and damage to the environment.</p>

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		<p><i>Youth Entrepreneurship Development.</i></p> <p>The LED department and Harambee Youth Accelerator and National Youth development conducted an outreach in the Masakhane and Blompark communities in Gansbaai on the 3 November 2014. Harambee Youth Employment Accelerator is an NGO that seeks to match youth from the Overstrand with entry level job opportunities in Cape Town from various employers.</p> <p>A youth development workshop was also hosted on the 6 November 2015. The purpose of the workshop sought to give the youth exposure to extra services of the NYDA and how to apply for their grants programme and the NYDA Second Chance Initiative that gives matriculants who have failed their matric an opportunity to rewrite their matric exams.</p> <p><i>Round table: "Discussion on LED governance and an Open discussion with the business community."</i></p> <p>Mr Michael Lutzeyer, CEO of Grootbos was the guest motivational speaker to the small business and dealt with how to market their businesses more effectively on internet and social media platforms. He emphasized the importance of the municipality and the business community fostering a closer relationship and that both should partner in uplifting the disadvantaged communities.</p> <p>The SMMES were inspired and gained insight into better, cost effective ways of marketing their businesses.</p> <p><i>ix. Overstrand Bakery Initiative</i></p> <p>An initiative by a group of local women who were provided with necessary skills and support through a local NGO (Learn to Earn). Their products were taken through a market test and received positive feedback. They will continue to operate as a co-operative going further.</p> <p><i>x. Youth Conference</i></p> <p>A total of 134 young people attended the youth focus day which was organized to give the youth an opportunity to gain access to information and people who can help in assisting them to realize their dreams. Amongst the speakers were the Executive Mayor and the Director Economic Development including other relevant people</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>motivating and pointing young people in the right direction.</p> <p>NYDA Market Linkages Workshop -25 June 2015</p> <p>On the 25 June 2015 the LED department in partnership with NYDA hosted a Sales Pitch and BBEEE certification for the youth from Hawston, Mount Pleasant and Zwelihle total of 30 participants attended the event at the Housing department boardroom, Zwelihle.</p> <p>The Sales Pitch and BBEE certificate training under the Market Linkages programme of the NYDA seeks to enable registered youth owned enterprises to access the market and to link them with opportunity providers.</p> <p>How to do an effective sales pitch and the benefits of a BBEE certificate were explained and how it can be used as a tool to identify market opportunities.</p> <p>All youth registered businesses who attended the event are currently in the process of applying for their BBEE certificate through the NYDA.</p> <p>The following NYDA Market linkages workshop will take place in Gansbaai, facilitated by the LED department and NYDA.</p> <p>xi. LED Maturity Assessment</p> <p>All care will be taken to ensure that all matters raised for improvement will be taken forward and that all internal stakeholders will be roped in to deliver, collectively, a far improved and effective LED strategy.</p> <p>The LED Maturity Assessment is one of the most critical tools to assess the municipality's ability to better implement and practice LED. The municipality rates amongst the top performers in LED and is improving with time.</p> <p>xii Participatory Appraisal of Competitive Advantage (PACA)</p> <p>Gansbaai</p> <p>The process was facilitated with local entrepreneurs and community members to identify catalyst projects that can address local challenges in the implantation of local economic development.</p> <p>Various workshops were conducted with the tourism sector, public sector (safety and security), small businesses and retail, construction sector etc.</p> <p>The outcomes of the process were 10 key projects and champions were identified.</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<ol style="list-style-type: none"> 1. Destination marketing campaign 2. Better utilization of festivals for marketing 3. Penguin & Sea bird sanctuary 4. Gansbaai version of a Township tour 5. Service Excellence and Associated Training program 6. Develop a shared vision of future town look and feel 7. Small scale abalone production & skills development 8. Support to safety and security to reduce crime 9. Youth entrepreneurship development 10. Establish a local shuttle service <p>Regular feedbacks are conducted to ensure implementation and that challenges are identified and dealt with.</p> <p>Hawston</p> <p>This process facilitated by the LED department sought to seek out projects that could advance the competitive advantage of Hawston. The projects that were identified through the process are as follows:</p> <ol style="list-style-type: none"> 1. Industrial Centre 2. Skills development centre 3. Aquaculture project 4. 24 hr one stop garage 5. Flea market 6. Upgrading of the Campsite 7. Old Age home 8. Upgrading of Paddavlei 9. Youth development <p>The aim of the process is to use local resources to uplift the community.</p> <p>TOURISM</p> <p>1.MARKETING PLATFORMS</p> <p>a. Advertising & Media</p> <p>Strategic decisions on where to place advertising is based on connecting to our identified target markets. The publications used tried to balance monthly, quarterly and yearly editions, and ranged from local papers like the Winter Wegbreek, The Bay to publications connected to the shows we attended, Getaway, Western Cape Tourism Directory to a Coffee Table Book, The Cape Odyssey</p> <p>b. Social Media</p> <p>In order to leverage on the Millennials' passion for using Social Media, 2 campaigns, (Winter and Easter) were launched and proved successful in generating an interest. This interest is often not sustainable in the</p>

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Directorate/ Functional area	Sub Directorate	Highlights
		<p>long term unless a strategy is put in place. This was explored with the LTBs and profiles created which will be part of continued and improved use of Social Media in 2015 - 2016.</p> <p>c. Shows & Exhibitions These continue to be important platforms for the Cape Whale Coast to engage with the public, trade and media. Specific shows target different aspects of the tourism industry. The fastest growing show is World Travel Market, where Gansbaai won "Best Responsible Tourism Destination". This show is placed in the Cape so allows us to showcase the region to trade. We will work towards a bigger presence in 2015 – 2016. Indaba, the premier trade show in Africa continues to dominate.</p> <p>c. Educationals These continue engage and allow groups (LTOs, camera crews, tour operators, even comedians to see what the Cape Whale Coast has to offer.</p> <p>d. Festivals Festivals are a platform to encourage visitors, serve to bring communities together, and are a platform for locals to access economic opportunities. We will continue to identify and work to support Flagship festivals, helping to nurture their growth through partnership</p> <p>2. TOURISM DEVELOPMENT AND CAPACITY BUILDING</p> <p>Development of relationship with Department of Tourism to work on potential projects as well as workshop set for October 2015-2016. Other stakeholders include DEDAT, Wesgro and the district municipality.</p> <p>The Tourism Buddie programme to train unemployed youth in Hospitality. Supported the Entrepreneurs week programme through exhibition of SMME's as well has several presentations on the barriers/opportunities to tourism growth.</p> <p>Working for Tourism Programme</p> <p>Placement of tourism students for job shadowing in Local Tourism Offices (4 students) Ranger/Tour guide programme placed in one of the most visited product in the Overstrand – Fernkloof. Mountain bike track development in the Hemel and Aarde Valley.</p>
Infrastructure and Planning Services	<p>Building Services</p> <p>GIS</p> <p>Engineering</p>	<p>Overstrand Integrated Zoning Scheme being enacted from 1 January 2014</p> <p>Overstrand Integrated Development Framework adopted in June 2014</p> <p>Upgrading of Roads in Zwelihle</p>

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Directorate/ Functional area	Sub Directorate	Highlights
	Services	
	Town Planning, Spatial Development and Property Administration	<p>CBD Revitalization Phase 2 underway.</p> <p>Overstrand Integrated Development Framework adopted in June 2014</p> <p>Zoning Scheme Heritage and Environmental Overlay Zone underway</p> <p>Overstrand Municipal Planning By Law.</p> <p>Successfully completed 8 capital projects.</p> <p>The Water Services Audit Report for 2014/15 was submitted to DWS by 31 October 2015.</p>
	Engineering Planning	<p>Completed the construction of a new landfill cell at Karwyderskraal.</p> <p>The 2015/16 Integrated Waste Management Plan was approved by Council in May 2015.</p> <p>Water losses were further reduced to 19.3%.</p>

Table 78.: Performance highlights per functional area

c) Overview of performance per directorate

The performance statistics in the table below and all the graphs in the following sub paragraphs include performance in terms of the SDBIP for the 2014/15 financial year and where applicable, in comparison to the 2012/13 and 2013/14 financial years.

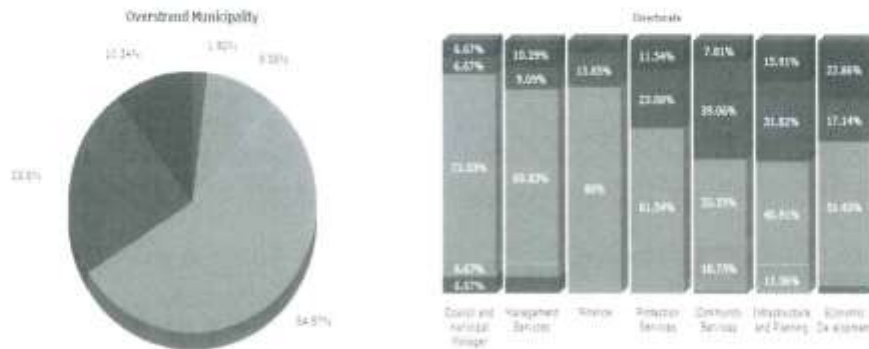
Directorates	Financial Year	Total KPIs	KPIs Extremely Well Met	KPIs Well Met	KPIs Met	KPIs almost Met	KPIs not Met	% of KPI's met (100% and above)
Council and Municipal Manager	2012/13	23	2	0	17	2	2	83
	2013/14	14	1	1	11	1	0	93
	2014/15	15	1	1	11	1	1	87
Management Services	2012/13	116	6	12	79	9	10	84
	2013/14	98	2	16	59	9	12	79
	2014/15	77	8	7	53	4	5	88
Protection Services	2012/13	59	14	7	25	9	4	78
	2013/14	54	13	7	31	1	2	94
	2014/15	52	6	12	32	2	0	96
Financial Services	2012/13	70	3	12	53	1	1	97
	2013/14	65	4	15	44	2	0	97

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Directorates	Financial Year	Total KPIs	KPIs Extremely Well Met	KPIs Well Met	KPIs Met	KPIs almost Met	KPIs not Met	% of KPI's met (100% and above)
	2014/15	65	3	9	52	1	0	98
Community Services	2012/13	147	8	44	69	23	3	82
	2013/14	121	7	56	42	16	0	88
	2014/15	128	10	50	43	24	1	80
Infrastructure and Planning Services	2012/13	92	6	11	51	17	7	74
	2013/14	50	5	15	25	4	1	90
	2014/15	44	7	14	18	5	0	89
Economic Development Services	2012/13	46	7	3	33	1	2	93
	2013/14	36	9	3	18	3	3	83
	2014/15	35	8	6	18	2	1	91

Table 79.: Summary of total performance per Directorate

The graphs provide an illustrative overview of the overall performance results of all the KPI's measured as at 30 June 2015



Graph 5.: Overall performance of directorates for 2014/15

Overall, the municipality met 369 (88, 70%) of a total number of 416 key performance indicators (KPIs) for the period 01 July 2014 – 30 June 2015. 39 (9, 38%) of KPIs were almost met and 8 (1, 92%) of the indicators were not met.

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d) Performance per functional area (Departmental/Operational SDBIP)
e) Council and Municipal Manager consist of the following divisions:

- Council
- Municipal Manager
- Internal Audit

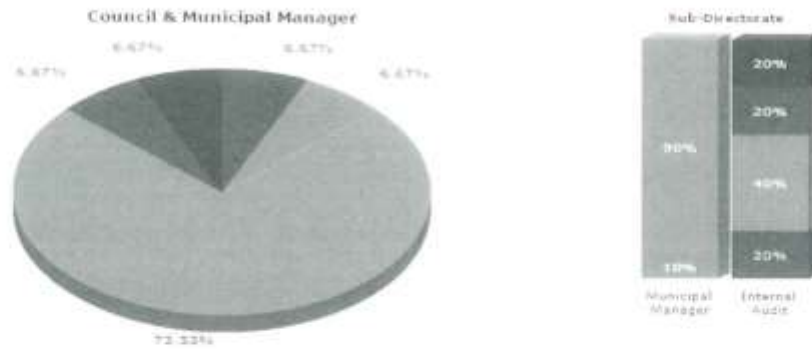
The Operational Key Performance Indicators for Council and Municipal Manager are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Economic Development	Promotion of tourism, economic and social development Creation and maintenance of a safe and healthy environment

Table 80.: Functional alignment – Council and Municipal Manager

The following graph indicates the performance of the various sub-directorates within Council and Municipal Manager directorate

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	Council & Municipal Manager	Sub-Directorate	
		Municipal Manager	Internal Audit
■ KPI Not Met	1 (6.7%)	-	1 (20%)
■ KPI Almost Met	1 (6.7%)	1 (10%)	-
■ KPI Met	11 (73.3%)	9 (90%)	2 (40%)
■ KPI Well Met	1 (6.7%)	-	1 (20%)
■ KPI Extremely Well Met	1 (6.7%)	-	1 (20%)
Total:	15	10	5

Graph 6: Council and Municipal Manager sub-directorate performance

f) *Management Services consists of the following divisions:*

- Director: Management Services
- Communications
- Council and Support Services
- Human Resources
- Information Technology
- Legal Services
- Strategic Services

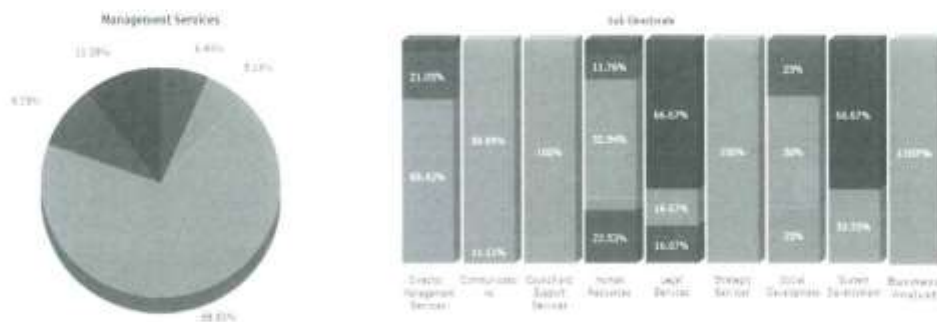
The Operational Key Performance Indicators for Management Services are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

Chapter 3: Service Delivery Performance

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Economic Development	Promotion of tourism, economic and social development Creation and maintenance of a safe and healthy environment

Table 81.: Functional alignment – Management Services

The following graph indicates the performance of the various sub-directorates within the Management Services directorate



Management Services	Sub-Directorate				
	Director: Management Services	Communications	Council and Support Services	Human Resources	Legal Services
■ KPI Not Met	5 (6.5%)	-	-	4 (23.5%)	1 (16.7%)

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Management Services		Sub-Directorate				
		Director: Management Services	Communica-tions	Council and Support Services	Human Resources	Legal Services
■ KPI Almost Met	4 (5.2%)	1 (5.3%)	1 (11.1%)	-	1 (5.9%)	-
■ KPI Met	53 (68.8%)	13 (68.4%)	8 (88.9%)	10 (100%)	9 (52.9%)	1 (16.7%)
■ KPI Well Met	7 (9.1%)	4 (21.1%)	-	-	2 (11.8%)	-
■ KPI Extremely Well Met	8 (10.4%)	1 (5.3%)	-	-	1 (5.9%)	4 (66.7%)
Total:	77	19	9	10	17	6

Management Services continued		Sub-Directorate			
		Business Analyst	Strategic Services	Social Development	System Development
■ KPI Not Met	-	-	-	-	-
■ KPI Almost Met	-	-	1 (25%)	-	-
■ KPI Met	3 (100%)	6 (100%)	2 (50%)	1 (33.3%)	
■ KPI Well Met	-	-	1 (25%)	-	
■ KPI Extremely Well Met	-	-	-	2 (66.7%)	
Total:	3	6	4	3	

Graph 7.: Management Services sub-directorate performance

g) Finance consists of the following divisions:

- Director: Finance
- Accounting Services
- Deputy Director Finance
- Expenditure and Asset Management

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- Revenue
- SCM
- Systems Administrator Finance

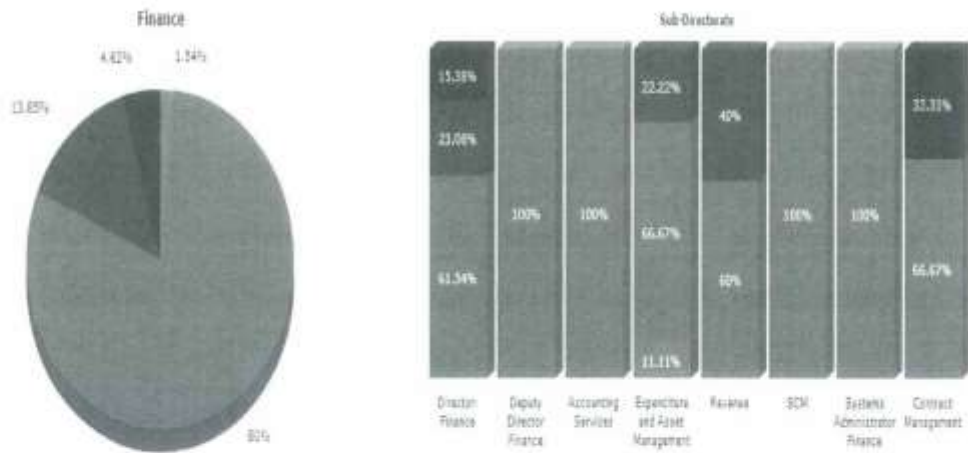
The Operational Key Performance Indicators for Finance are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Economic Development	Promotion of tourism, economic and social development Creation and maintenance of a safe and healthy environment

Table 82.1: Functional alignment – Finance

The following graph indicates the performance of the various sub-directorates within Finance directorate

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Finance	Sub-Directorate								
	Director: Finance	Deputy Director Finance	Accounting Services	Expenditure and Asset Management	Revenue	SCM	Systems Administrator Finance	Contract Management	
■ KPI Not Met	-	-	-	-	-	-	-	-	
■ KPI Almost Met	1 (1.5%)	-	-	1 (11.1%)	-	-	-	-	
■ KPI Met	52 (80%)	8 (61.5%)	10 (100%)	6 (66.7%)	6 (60%)	6 (100%)	4 (100%)	2 (66.7%)	
■ KPI Well Met	9 (13.8%)	3 (23.1%)	-	2 (22.2%)	4 (40%)	-	-	-	
■ KPI Extremely Well Met	3 (4.6%)	2 (15.4%)	-	-	-	-	-	1 (33.3%)	
Total:	65	13	10	9	10	6	4	3	

Graph 8.: Finance sub-directorate performance

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h) Community Services consists of the following divisions:

- Director: Community Services
- Deputy Director: Community Services
- Area Management: Gansbaai
- Area Management: Hangklip/Kleinmond
- Area Management: Hermanus
- Area Management: Stanford
- Housing Administration
- Operational Management: Gansbaai
- Operational Management: Hangklip/Kleinmond
- Operational Management: Hermanus
- Operational Management: Stanford
- Special Projects

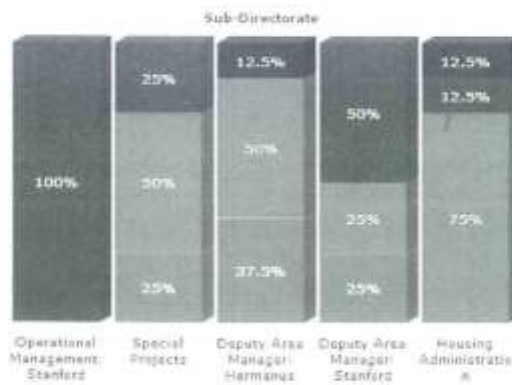
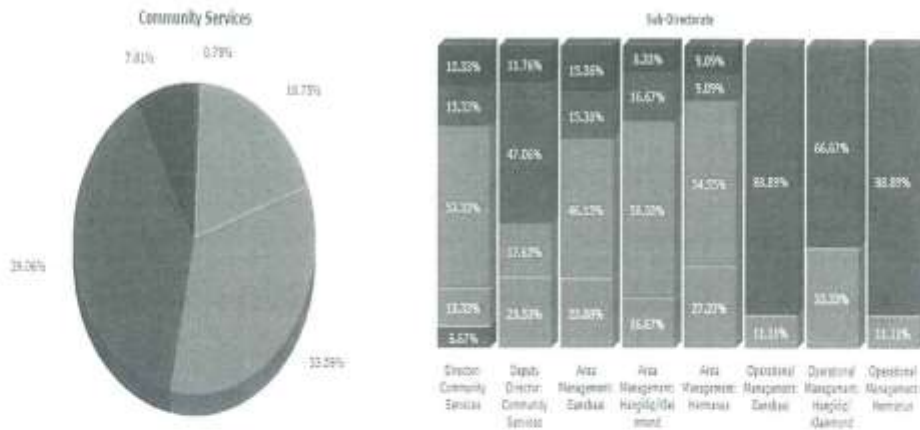
The Operational Key Performance Indicators for Community Services are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Development	Economic Promotion of tourism, economic and social development Creation and maintenance of a safe and healthy environment

Table 83.: Functional alignment – Community Services

The following graph indicates the performance of the various sub-directorates within the Community Services directorate

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Community Services		Sub-Directorate					
		Director: Community Services	Deputy Director: Community Services	Area Management: Gansbaai	Area Management: Hangklip/Kleinmond	Area Management: Hermanus	Operational Management: Gansbaai
■ KPI Not Met	1 (0.8%)	1 (6.7%)	-	-	-	-	
■ KPI Almost Met	24 (18.8%)	2 (13.3%)	4 (23.5%)	3 (23.1%)	2 (16.7%)	3 (27.3%)	
						1 (11.1%)	

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Community Services		Sub-Directorate					
		Director: Community Services	Deputy Director: Community Services	Area Management: Gansbaai	Area Management: Hangklip/Kleinmond	Area Management: Hermanus	Operational Management: Gansbaai
■ KPI Met	43 (33.6%)	8 (53.3%)	3 (17.6%)	6 (46.2%)	7 (58.3%)	6 (54.5%)	-
■ KPI Well Met	50 (39.1%)	2 (13.3%)	8 (47.1%)	2 (15.4%)	2 (16.7%)	1 (9.1%)	8 (88.9%)
■ KPI Extremely Well Met	10 (7.8%)	2 (13.3%)	2 (11.8%)	2 (15.4%)	1 (8.3%)	1 (9.1%)	-
Total:	128	15	17	13	12	11	9

Community Services Continued		Sub-Directorate					
		Operational Management: Hermanus	Operational Management: Hangklip/Kleinmond	Operational Management: Stanford	Special Projects	Deputy Area Manager: Hermanus	Deputy Area Manager: Stanford
■ KPI Not Met	-	-	-	-	-	-	-
■ KPI Almost Met	1 (11.1%)	3 (33.3%)	-	1 (25%)	3 (37.5%)	1 (25%)	-
■ KPI Met	-	-	-	2 (50%)	4 (50%)	1 (25%)	6 (75%)
■ KPI Well Met	8 (88.9%)	6 (66.7%)	9 (100%)	1 (25%)	-	2 (50%)	1 (12.5%)
■ KPI Extremely Well Met	-	-	-	-	1 (12.5%)	-	1 (12.5%)
Total:	9	9	9	4	8	4	8

Graph 9.: Community Services sub-directorate performance

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i) Protection Services consists of the following divisions:

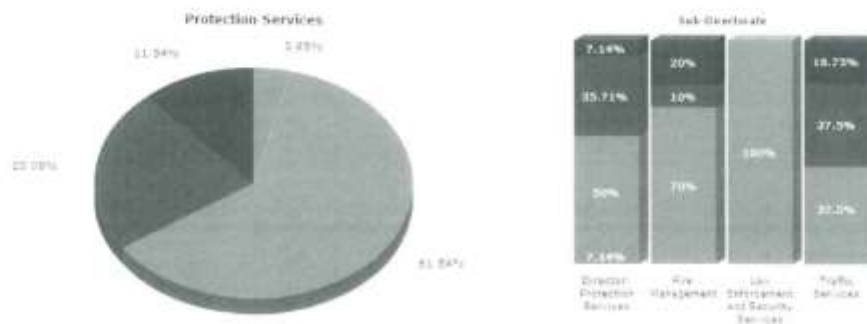
- Director: Protection Services
- Fire Management
- Law Enforcement and Security Services
- Traffic Services

The Operational Key Performance Indicators for Protection Services are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Economic Development	Promotion of tourism, economic and social development
		Creation and maintenance of a safe and healthy environment

Table 84.: Functional alignment – Protection Services

The following graph indicates the performance of the various sub-directorates within the Protection Services directorate



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Protection Services	Sub-Directorate				
	Director: Protection Services	Fire Management	Law Enforcement and Security Services	Traffic Services	
■ KPI Not Met	-	-	-	-	-
■ KPI Almost Met	2 (3.8%)	1 (7.1%)	-	-	1 (6.2%)
■ KPI Met	32 (61.5%)	7 (50%)	7 (70%)	12 (100%)	6 (37.5%)
■ KPI Well Met	12 (23.1%)	5 (35.7%)	1 (10%)	-	6 (37.5%)
■ KPI Extremely Well Met	6 (11.5%)	1 (7.1%)	2 (20%)	-	3 (18.8%)
Total:	52	14	10	12	16

Graph 10.: Protection Services sub-directorate performance

j) Infrastructure and Planning Services consists of the following divisions:

- Director: Infrastructure and Planning
- Building Services
- Electricity distribution and street lighting: Gansbaai & Stanford
- Electricity distribution and street lighting: Hermanus & Hangklip/Kleinmond
- Environmental Services
- GIS
- Engineering Services
- Town Planning, Spatial Development and Property Administration
- Engineering Planning

The Operational Key Performance Indicators for Infrastructure and Planning Services are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

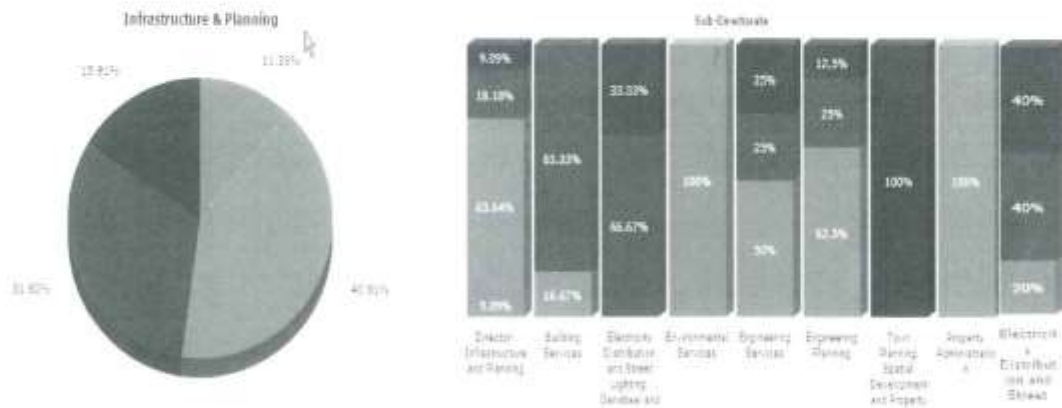
National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the

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National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Municipal Financial Viability and Management	Optimisation of financial resources	affairs of the municipality Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services Promotion of tourism, economic and social development
Local Economic Development	Social upliftment and Development	Economic Creation and maintenance of a safe and healthy environment

Table 85.1: Functional alignment – Infrastructure and Planning Services

The following graph indicates the performance of the various sub-directorates within Infrastructure and Planning Services directorate



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Infrastructure & Planning	Sub-Directorate							
	Director: Infrastructure and Planning	Building Services	Electricity Distribution and Street Lighting: Gansbaai and Stanford	Environmental Services	Engineering Services	Engineering Planning	Town Planning, Spatial Development and Property Administration	
■ KPI Not Met	-	-	-	-	-	-	-	-
■ KPI Almost Met	5 (11.4%)	1 (9.1%)	-	-	3 (100%)	-	-	-
■ KPI Met	18 (40.9%)	7 (63.6%)	1 (16.7%)	-	-	2 (50%)	5 (62.5%)	-
■ KPI Well Met	14 (31.8%)	2 (18.2%)	5 (83.3%)	2 (66.7%)	-	1 (25%)	2 (25%)	-
■ KPI Extremely Well Met	7 (15.9%)	1 (9.1%)	-	1 (33.3%)	-	1 (25%)	1 (12.5%)	1 (100%)
Total:	44	11	6	3	3	4	8	1

Infrastructure & Planning Continued	Sub-Directorate	
	Electricity Distribution and Street Lighting: Hermanus and Kleinmond	Property Administration
■ KPI Not Met	-	-
■ KPI Almost Met	1 (20%)	-
■ KPI Met	-	3 (100%)
■ KPI Well Met	2 (40%)	-
■ KPI Extremely Well Met	2 (40%)	-
Total:	5	3

Graph 11.: Infrastructure and Planning Services sub-directorate performance

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k) *Economic Development Services consists of the following sub functions (sub directorates):*

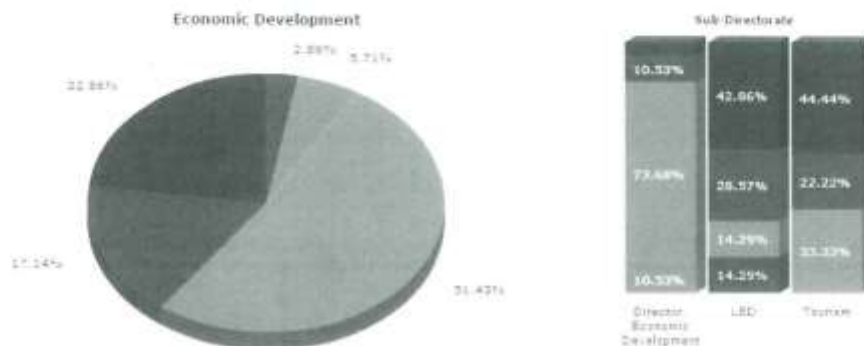
- Director: Economic Development
- LED

The Operational Key Performance Indicators for Economic Development Services are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good governance	Encouragement of structured community participation in the affairs of the municipality
Municipal Financial Viability and Management	Optimisation of financial resources	Provision of democratic, accountable and ethical governance
Municipal Transformation and Institutional Development	Good governance	Provision of democratic, accountable and ethical governance
Basic Service Delivery	Basic Service Delivery	Provision and maintenance of municipal services
Local Economic Development	Social upliftment and Economic Development	Promotion of tourism, economic and social development Creation and maintenance of a safe and healthy environment

Table 86.: Functional alignment – Economic Development Services

The following graph indicates the performance of the various sub-directorates within the Economic Development Services directorate



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Economic Development		Sub-Directorate		
		Director: Economic Development	LED	Tourism
■ KPI Not Met	1 (2.9%)	-	1 (14.3%)	-
■ KPI Almost Met	2 (5.7%)	2 (10.5%)	-	-
■ KPI Met	18 (51.4%)	14 (73.7%)	1 (14.3%)	3 (33.3%)
■ KPI Well Met	6 (17.1%)	2 (10.5%)	2 (28.6%)	2 (22.2%)
■ KPI Extremely Well Met	8 (22.9%)	1 (5.2%)	3 (42.9%)	4 (44.4%)
Total:	35	19	7	9

Graph 12.: Economic Developments sub-directorate performance

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3.3 COMPONENT A: BASIC SERVICES

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

3.3.1 Water Provision

a) Introduction to Water Provision

Overstrand Municipality has 8 water schemes, providing water to more than 80 000 residents. Water sources include rivers, dams, boreholes, springs, and fountains. All residents have access to at least a basic water supply service. The top priorities are to develop sufficient sources, adequate treatment capacity, as well as bulk and reticulation system capacity to address the housing backlog and to provide for growth and development in the foreseeable future.

In order to counter the possible effects of climate change and future dry periods, a strategy of diversifying water resources between surface water, groundwater, and eventually waste water re-use and seawater desalination was embarked upon.

The main projects for 2014/15 included the completion of the upgrading of the Baardskeerdersbos Water Treatment Plant, which included the development of two new boreholes, as well as the construction of a new ultrafiltration treatment plant for iron and manganese removal from groundwater; continuation of a major water pipe replacement project covering most of the Overstrand areas; and additions to the telemetry systems. A household water leak repairs project at indigent households was continued, as well as the replacement of ageing domestic water meters.

Construction of Baardskeerdersbos WTW



A water demand management strategy is in place as part of the municipality's Turn Around Strategy, with the focus to decrease water losses. Overstrand Municipality obtained Blue Drop status in 2010/11 by receiving 3 Blue Drops. This figure increased to 5 Blue Drops out of a potential 8 in 2011/12. The municipality's overall Blue Drop score was 96.82%, putting it in 12th position nationally. The next Blue Drop assessment was carried out by the Department of Water and Sanitation during the first half of 2014, but the results have not been released by DWS to date.

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b) Highlights: Water Services

Highlights	Description
Biological Water Treatment Plant at Preekstoel, Hermanus	The new biological water treatment plant at Preekstoel, Hermanus, was the winner of the 2014 Award for Excellence in Municipal Engineering: Water & Waste Water Category by the Institute of Municipal Engineering of SA. The plant is the first full scale plant of its kind in South Africa.
Water Pipe Replacement	The next phase of the replacement of ageing water pipes across the Overstrand area continued.
Baardskeerdersbos Water Treatment Plant	A new water treatment plant and borehole development was completed at Baardskeerdersbos, and substantially improved the drinking water quality provided to the community.
Water meter replacement programme	1851 water meters were replaced.
Leak repairs at indigent households	1587 domestic leaks were repaired at indigent households.

Table 87.: Water Services Highlights

c) Challenges: Water Services

Description	Actions to address
Continue to reduce the relatively high water losses in areas (the trend is decreasing)	Continues with water pipe replacement, leak repairs, pressure management, water meter replacement, and public awareness. Public awareness on water issues.
Climate change	Further development of groundwater sources. Diversifying water resources with planned Theewaterskloof Dam scheme, waste water reclamation plant, and eventually seawater desalination.
Lack of suitably qualified technical staff	On-going training of staff. Implementation of Council's MSA Section 78 decision on the water services delivery mechanism is in process.
Ageing infrastructure	Increase maintenance budget and enhance asset replacement programmes (capital budget). Section 78(2) implementation.

Table 88.: Water Services Challenges

Total Use of Water by Sector (cubic meters)

Year	Agriculture	Forestry	Industrial	Domestic	Un accountable water losses
2011/12	0	0	1 120 359	4 040 527	1 858 105
2012/13	0	0	1 167 319	4 209 885	1 842 214
2013/14	0	0	1 119 546	4 037 849	1 619 350
2014/15	0	0	549 104	4 546 799	1 376 842

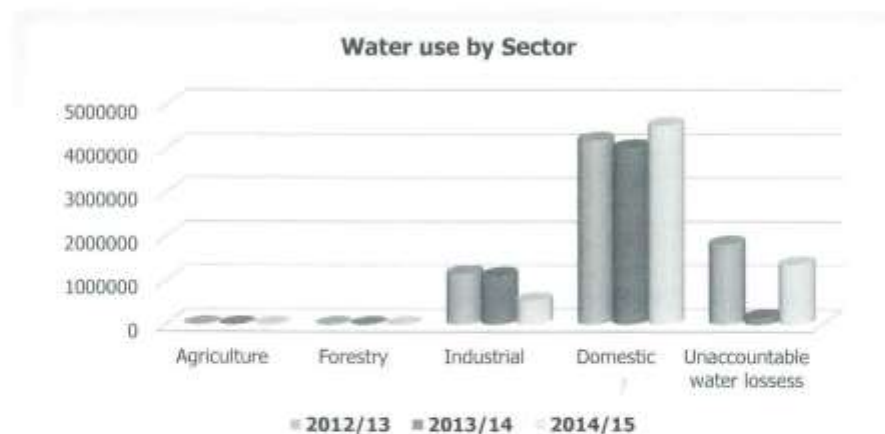
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Total Use of Water by Sector (cubic meters)

Year	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
------	-------------	----------	------------	----------	----------------------------

The above figures for "Industrial" include commercial, industrial, and "other", being all non-domestic consumption. It is clear that water losses decreased significantly as a result of the water demand management program. The overall water demand also decreased as a result of water demand management and good co-operation from the public.

Table 89.: Total use of water by sector (cubic meters)



Graph 13.: Water use by sector

Water Service Delivery Levels

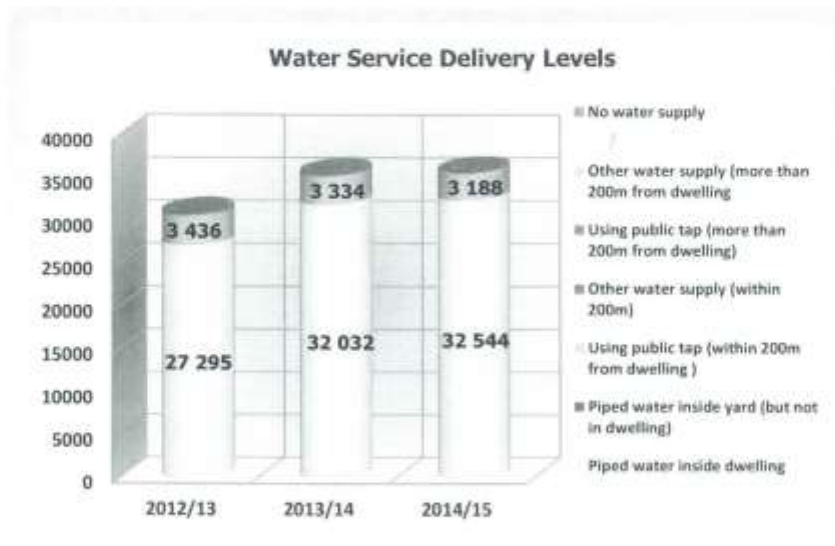
Description	Households			
	2011/12	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)				
Piped water inside dwelling	27 203	27 295	32 032	32 544
Piped water inside yard (but not in dwelling)	0	0	0	0
Using public tap (within 200m from dwelling)	3 449	3 436	3 334	3 188
Other water supply (within 200m)	199	199	155	0
<i>Minimum Service Level and Above sub-total</i>	30 851	30 930	35 098	35 732
<i>Minimum Service Level and Above Percentage</i>	100	100	100	100
Water: (below min level)				
Using public tap (more than 200m from dwelling)	0	0	0	0

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Water Service Delivery Levels				
Description	Households			
	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Other water supply (more than 200m from dwelling)	0	0	0	0
No water supply	0	0	0	0
<i>Below Minimum Service Level sub-total</i>	0	0	0	0
<i>Below Minimum Service Level Percentage</i>	0	0	0	0
Total number of households	30 851	30 930	35098	35732

Includes informal settlements

Table 90.: Water service delivery levels: Households



Graph 14.: Water Service Delivery levels

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Access to Water			
Financial year	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
2011/12	11.8%	100%	100%
2012/13	11.1%	100%	100%
2013/14	9.9%	100%	100%
2014/15	8.9%	100%	18.3%

* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute.

6,000 litres of potable water supplied per formal connection per month

Table 91.: Access to water

d) Service delivery indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15		Corrective Measures
						Target	Actual	
TL4	The provision and maintenance of municipal services	Quality of potable water comply 95% with SANS 241	% compliance	All	95.38%	95%	96%	Target well Met.
TL5	The provision and maintenance of municipal services	Limit unaccounted water to less than 25% ((Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre sold x 100))	% of water unaccounted for	All	21.5%	25%	19.33%	Target Extremely well met.
TL29	The provision and maintenance of municipal services	Report on the implementation of the Water Service Development plan annually by the end of October 2014	Report submitted	All	1	1	1	Target Met
TL43	The provision and maintenance of municipal services	Provision of water to informal households with access within a 200 m radius	No of informal households that have access to water within a 200 m radius	All	New TL performance indicator for 2014/15. No comparatives available	3,406	3,144	Target Extremely well met. In the reporting these KPI's are met if the actuals reported is lower than the target set.

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014 /15		Corrective Measures
						Target	Actual	
TL44	The provision and maintenance of municipal services	Provision of cleaned piped water to all formal households within 200 m from households	No of formal households that meet agreed service standards for piped water	All	27,373	28,077	32,544	Target well Met

Table 92.: Service delivery indicators: Water services

Job Level	Employees: Water Services							
	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	25	25	23	36	36	34	2	5
4 - 6	12	10	8	8	12	6	6	50
7 - 9	16	15	11	11	15	12	3	20
10 - 12	13	13	12	15	19	15	4	21
13 - 15	3	3	2	3	3	3	0	0
16 - 18	0	0	0	0	0	0	0	0
19 - 20	1	1	1	1	1	1	0	0
Total	70	67	57	74	86	71	15	17

Employees and Posts numbers are as at 30 June.

Table 93.: Employees: Water Services

Recruiting of suitably qualified (DWA requirements) process controllers at water treatment works is problematic (severe shortage of these skills in the labour market). In-house training to be intensified.

Capital Expenditure 2014/15: Water Services					
R' 000					
Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	13 204	16 319	16 273	3 115	35 171

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Capital Expenditure 2014/15: Water Services

R' 000

Capital Projects	2014/15			Variance from original budget	Total Project Value
	Budget	Adjustment Budget	Actual Expenditure		
Replacement of Overstrand water pipes	12 800	15 804	15 804	3 004	23 200
Telemetry Upgrade	0	175	171	175	171
Baardskeedersbos Bulk water supply	297	233	233	(64)	7 500
New Bulk Water Reservoir -Rooi Els	107	107	65	0	4 300

Total project value represents the estimated cost of the project on approval by Council.

Table 94.: Capital Expenditure 2014/15: Water Services

99% of the capital budget for Water for 2014/15 was spent.

3.3.2 Waste water (sanitation) provision

a) Introduction to Sanitation Provision

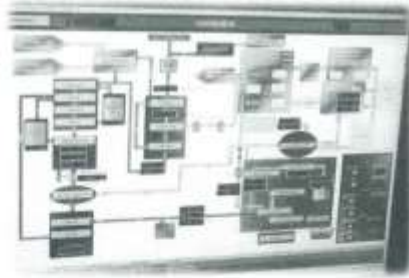
Overstrand Municipality has 5 waste water schemes. All residents have access to at least a basic sanitation service.

The main challenges are to:

Provide sufficient waste water treatment capacity as well as bulk and reticulation system capacity in all the schemes to be able to accommodate future growth and development and the planned new low cost housing projects;

- extend the waterborne sewer networks in the different towns; and
- eliminate the tanker truck service over time.

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Hermanus Waste Water Treatment Works (WWTW) Telemetry monitoring system

Overstrand Municipality achieved 4 Green Drop compliant scores: Hermanus WWTW, Hawston WWTW, Stanford WWTW, and Gansbaai WWTW. The municipality's last overall Green Drop score was 89.13%, a slight improvement from the previous 88%.

b) Highlights: Waste Water (Sanitation) Provision

Highlights	Description
Green Drop status for the Greater Hermanus, Greater Gansbaai, Stanford, and Hawston schemes	The WWTW's mentioned all scored above 90% in the previous Green Drop audit, giving it Green Drop status.
Hermanus sewerage pump stations upgrade	An environmental impact assessment was initiated for the upgrading of various ageing pump stations in the Hermanus area. Construction to commence in 2015/16.
The next phase of the sewer network extension at Stanford was completed.	The next phase of extending the sewer main pipelines was completed at Stanford.
Upgrade of the Kidbrooke sewer pipeline 1 st phase, Hermanus	The first phase of the upgrade of the Kidbrooke sewer pipeline was completed. An environmental impact assessment is in progress for the remainder of the pipeline.
Eluxolweni WWTW construction	Commenced with construction of the new Eluxolweni WWTW at the Pearly Beach low cost housing scheme.

Table 95.: Waste Water (Sanitation) Provision Highlights

c) Challenges: Waste Water (Sanitation) Provision

Description	Actions to address
Provision of adequate treatment capacity in all areas	Upgrade of waste water treatment works when required
Extension of waterborne sewer networks	Elimination of septic tanks by laying new sewer pipe networks and connecting properties to it. Ensure provision of sewer networks for new developments.

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Description	Actions to address
Sludge handling according to legislation	Disposal of dried waste sludge in the most efficient way remains a challenge.
Extension of basic services	Improvement of ratio of sanitation facilities to households in informal settlements
Lack of suitably qualified personnel	Training of staff. Implementation of Council's MSA Section 78(2) decision on water services delivery mechanisms was commenced.
Lack of knowledge of sewer systems by consumers	Public awareness and training
Ageing infrastructure / lack of maintenance funds	Increased maintenance budget as well as capital for replacement of old infrastructure
Stormwater infiltration into sewer networks	Public awareness and law enforcement
High number of blockages	Repair/replace sections of pipelines and increase public awareness/education on sewerage systems.
Conservancy tanker service	Additional tankers and the replacement of ageing tankers required

Table 96.: Waste Water (Sanitation) Provision Challenges

Description	Sanitation Service Delivery Levels			
	Households			
	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Sanitation/sewerage: (above minimum level)				
Flush toilet (connected to sewerage)	21 205	21 284	21 623	23 006
Flush toilet (with septic tank)	9 646	9 646	9 799	8 717
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	0	0	0	0
Other toilet provisions (above min. service level)	0	0	0	0
<i>Minimum Service Level and Above sub-total</i>	30 851	30 930	31 422	31 723
<i>Minimum Service Level and Above Percentage</i>	100	100	100	100
Sanitation/sewerage: (below minimum level)				
Bucket toilet	0	0	0	0
Other toilet provisions (below min. service level)	0	0	0	0
No toilet provisions	0	0	0	0
<i>Below Minimum Service Level sub-total</i>	0	0	0	0
<i>Below Minimum Service Level Percentage</i>	0	0	0	0
Total households	30 851	30 930	31 422	31 723

Including informal settlements

Table 97.: Sanitation service delivery levels

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Graph 15.: Sanitation/Sewerage Service Delivery Levels

d) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		Corrective Measures
						Target	Actual	
TL3	The provision and maintenance of municipal services	Quality of effluent comply 90% with SANS 241	% compliance	All	82.78%	90%	88%	Hawston Plant - In process to de-sludge. Electricity conductivity levels on a decreasing trend
TL27	The provision and maintenance of municipal services	Achieve two Green Drop awards	Number of awards	All	4	2	0	Target not met The Blue Drop (BD) and Green Drop (GD) assessments are performed and the reports

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL28	The provision and maintenance of municipal services	Achieve 6 Blue drop awards	Number awards	of All	New TL performance indicator for 2014/15. No comparatives available	6	0	<p>issued by the National Department of Water and Sanitation (DWS). The dates of the assessments and the issue of the reports are totally out of the control of Overstrand Municipality.</p> <p>The National Department of Water and Sanitation has not issued a Green and Blue Drop report for 2014/15 and therefore the municipality will retain the latest status of Green and Blue Drop until the issue of another report.</p> <p>Target not met</p> <p>The Blue Drop (BD) and Green Drop (GD) assessments are performed and the reports issued by the National Department of Water</p>

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TLS0	The provision and maintenance of municipal services	The provision of sanitation services to informal households based on the standard of 1 toilette to 5 households	No of informal households that have access to sanitation based on the standard of 1 toilette to 5 households	All	New TL performance indicator for 2014/15. No comparatives available	3,406	3,144	<p>and Sanitation (DWS). The dates of the assessments and the issue of the reports are totally out of the control of Overstrand Municipality.</p> <p>The National Department of Water and Sanitation has not issued a Green and Blue Drop report for 2014/15 and therefore the municipality will retain the latest status of Green and Blue Drop until the issue of another report.</p> <p>Target Extremely well met</p> <p>Complied - number of informal households less than target.</p> <p>In the reporting these KPI's have been met if the actuals reported is lower than</p>

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
								the target set.
TL51	The provision and maintenance of municipal services	Provision of formal residential services to formal residential households	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	All	New performance indicator for 2014/15. No comparatives available	TL 31,202	31,719	Target Met: well

Table 98.: Service delivery indicators: Waste Water (Sanitation) Provision

Job Level	Employees: Sanitation Services							
	2010/11	2011/12	2012/13	2013/14		2014/15		
	Employees	Posts	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	51	51	49	43	30	30	0	0
4 - 6	11	11	10	10	15	15	0	0
7 - 9	16	16	17	13	22	16	6	27
10 - 12	4	4	2	4	4	4	0	0
13 - 15	1	1	1	0	2	1	1	50
16 - 18	0	0	0	1	1	1	0	0
19 - 20	1	1	1	1	1	1	0	0
Total	84	84	80	72	75	68	7	9

Employees and Posts numbers are as at 30 June.

Table 99.: Employees Waste Water (Sanitation) Provision

Capital Expenditure 2014/15: Sanitation Services	
R' 000	
Capital Projects	2014/15

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	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	15 166	12 070	12 070	(3 096)	13 570
Sewer network extension Stanford	2 440	2 440	2 440	0	2 440
Upgrade of Kidbrooke Pipeline	2 900	1 500	1 500	(1400)	2 900
Eluxolweni: Bulk water upgrade for housing project	7 600	6 451	6 451	(1 149)	6 451
Upgrading of pump stations	2 226	1 679	1 679	(547)	1 679

Total project value represents the estimated cost of the project on approval by Council

Table 100.: Capital Expenditure 2014/15: Waste Water (Sanitation) Provision

3.3.2 Electricity

a) Introduction to Electricity



344 New prepaid electricity meters were installed throughout Overstrand in 2014/15

Overstrand Municipality is committed to quality service delivery to the residents of Overstrand and to the expansion of services to those who never previously had access to these. A sustainable supply of sufficient electricity and energy is vital for the growth and development of Overstrand.

Electricity Reticulation is a Local Government Competence in terms of the Constitution and forms the highest earner of revenue within municipalities. Electricity is also the best tool available to control revenue within the municipality. Eskom's 10% required savings however has a negative impact on revenue.

The Municipality is licensed to sell electricity to customers in its designated area of supply.

In this regard, the Municipality has the following responsibilities:

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- Preparing a sustainable business for the future through the promotion of alternative energy sources.
- Planning, designing and operating its network
- Proper metering and recording of customers
- Maintaining an acceptable standard of electricity supply to all customers.

The Municipality is tasked with the provision of a safe and reliable electricity supply to all customers in accordance with its legislated mandate and the relevant national standards and, as such, there is no high or low standard of supply.

The Department has accelerated its provision of electricity to informal homes. The Construction of a new 66kV substation, the Walker Bay Substation, was completed. This substation is to supply the industrial section as well as the Zwellihle area.

Consultants were appointed to update the master plan and previous status report on the electricity infrastructure in the Overstrand area, as well as to verify the correctness and completeness of data on the GIS platform. This updated master plan report must be read in conjunction with the drawings and other information available on the GIS database. The existing electrical infrastructure for all Overstrand areas is shown on the layout drawings as available on the GIS platform.

b) Electricity Losses

The electricity losses were determined at 5.77% for the 2014/15 financial year as opposed to the 5.95% in the preceding 2013/14 financial year. Technical losses are calculated at \pm 4.9%. In terms of the average electricity losses of 14.5% within South Africa based upon Electricity Distribution entities, this is considered an excellent achievement. A target of 8.5% has been set for the next financial year.



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c) Highlights: Electricity

Highlights	Description
Franskraal, Kleinbaai & Birkenhead: MV/LV and Minisub upgrade	A R 7.85 million project was launched to do upgrading on MV and LV electrical networks in Franskraal, Kleinbaai, Birkenhead, Gansbaai, Blompark and Stanford. The project will be completed at end August 2015.
Gansbaai: Minisub and MV/LV upgrade	
Blompark: Low Voltage upgrade	
Stanford: MV upgrade	
Electrification of low cost housing areas (INEP)	Planning and tendering had been completed to spend grant funds in order to electrify 600 informal units within Zwelithle. The electrification of 152 informal households in Thambo Square were completed in March 2015 at a cost of R 1 315 585.00. A R 2 500 000.00 project was launched to electrify 379 informal households in Overhills in Kleinmond. The project is well on track and will be completed at end July 2015.
Hermanus: Main Str to Royal 2nd supply feeder	
Hermanus: LV Upgrade/ Replacement	
Kleinmond: MV & LV network upgrade	
Hawston: LV Upgrade/ Replacement	A R 5.611 million project was launched to do MV and LV electrical network upgrading in Hermanus, Hawston and Kleinmond. The project will be completed at end August 2015.

Table 101: Electricity Highlights

d) Challenges: Electricity

Description	Actions to address
Electrification of Informal Settlements	Funds are being sought to electrify approximately 6260 units South Africa has a shortage of electricity generation, which places an onus on all municipalities to reduce electricity consumption by 10%. Unless existing consumers reduce electricity consumption by 10%, it would be very difficult to connect any new customers. Overstrand Municipality launched a project to curb electricity peak consumption by installing hot water cylinder control units. The installation project is close to completion.
ESKOM's limited capacity and curbing excessive electricity consumption	
Theft of electricity (tampering), cables and vandalism	Theft and vandalism is a growing concern that amounts to great unforeseen expenses. It amounts to power outages and loss of income. Overstrand Municipality works with SAPS and local law enforcement agencies to address this problem. It is however a nation-wide concern that is somewhat uncontrollable.

Table 102: Electricity Challenges

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Electricity Service Delivery Levels				
Description	Households			
	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
<i>Energy: (above minimum level)</i>				
Electricity (at least min. service level)	8 420	7918	7136	6 737
Electricity - prepaid (min. service level)	13 478	14080	16458	16 999
<i>Minimum Service Level and Above sub-total</i>	21 898	21998	23594	23 736
<i>Minimum Service Level and Above Percentage</i>	100	100	100	100
<i>Energy: (below minimum level)</i>				
Electricity (< min. service level)	0	0	0	0
Electricity - prepaid (< min. service level)	0	0	0	0
Other energy sources	0	0	0	0
<i>Below Minimum Service Level sub-total</i>	0	0	0	0
<i>Below Minimum Service Level Percentage</i>	0	0	0	0
Total number of households	21 898	21 998	23 594	23 736

Table 103.: Electricity service delivery levels

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Graph 16.: Electricity service delivery levels

Households - Electricity Service Delivery Levels below the minimum

Description	Households						
	2010/11	2011/12	2012/13	2013/14	2014/15		Actual
	Actual	Actual	Actual	Actual	Original Budget	Adjusted Budget	
No.	No.	No.	No.	No.	No.	No.	
Formal Settlements							
Total households	22 488	20 098*	21 998	23 594			23 736
Households below minimum service level	0	0	0	0			0
Proportion of households below minimum service level	0	0	0	0			0
Informal Settlements							
Total households	3 760	3 800*	4 000	3 330			3 144
Households below minimum service level	1 440	1 480	1 100				
Proportion of households below minimum service level	38%	39%	28%				

Table 104.: Households - Electricity Service Delivery Levels below the minimum

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e) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		Corrective Measures
						Target	Actual	
TL26	The provision and maintenance of municipal services	Limit electricity losses to 8.5% 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	All	5.95%	8.50%	5.78%	Target Extremely well met
TL47	The provision and maintenance of municipal services	Provision of Electricity: Number of metered electrical connections in formal area (Eskom Areas excluded)	Number of formal household that meet agreed service standards	All	25,751	21,998	26,476	Target well Met

Table 105.: Service delivery indicators: Electricity

Employees: Electricity Services

Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	7	7	28	26	32	30	2	3%
4 - 6	3	3	6	6	7	6	1	1%
7 - 9	3	3	5	10	11	11	0	0%
10 - 12	5	5	9	12	16	14	2	3%
13 - 15	1	1	4	6	6	6	0	0%
16 - 18	1	1	1	2	2	2	0	0%
19 - 20	0	0	0	0	0	0	0	0%
Total	20	20	43	62	74	69	5	7%

Employees and Posts numbers are as at 30 June.

Table 106.: Employees: Electricity services

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Capital Expenditure 2014/15: Electricity Services

Capital Projects	R'000				Total Project Value
	Budget	Adjustment Budget	2014/15		
			Actual Expenditure	Variance from original budget	
				R	
Total All	37,194	39,229	36,732	(462)	
Franskraal, Kleinbaai & Birkenhead; MV/LV and Minisub upgrade	4900	4750	4698	202	4698
Gansbaai: Minisub and MV/LV upgrade	1000	1000	996	4	996
Blompark: Low Voltage upgrade	1400	1400	1399	1	1399
Stanford; MV upgrade	600	750	749	149	749
Electrification of low cost housing areas (INEP)	2000	2000	1995	5	1995
Hermanus: Main Str to Royal 2nd supply feeder	1500	1500	967	533	967
Hermanus: LV Upgrade/ Replacement	2100	2100	1126	974	1126
Kleinmond: MV & LV network upgrade	2500	2500	1191	1309	1191
Hawston: LV Upgrade/ Replacement	1000	1000	561	439	561

Table 107: Capital Expenditure 2014/15: Electricity Services

3.3.4 Waste management (Refuse collections, waste disposal, street cleaning and recycling)

a) Introduction to Waste Management

Overstrand Municipality is delivering a first world solid waste service to the residents of Overstrand and all residents are receiving the service at least once a week. A two bag system is applied, i.e. a black bag for wet waste and a clear bag for recycling. Overstrand Municipality has two material recovery facilities, one in Hermanus and the other one in Gansbaai which is operated by private contractors on behalf of Overstrand Municipality. An agreement with the Overberg

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District Municipality has been reached to lease the operational area of Karwyderskraal to build a new cell for the Overstrand Municipalities account and to operate the cell as long as its life span last. The cell was built in this financial book year and is in operation from 1 st of April 2015. The informal areas are serviced with swing bins and mini disposal sites for the residents to dispose of their refuse. In the disadvantaged areas private contractors are deployed for area and road cleaning. The criteria are that the contractor must stay in the area and is only allowed to employ unemployed people from that area. Although their main purpose is cleaning, they must also do awareness about cleanliness. The three service priorities are to provide a service that is affordable, effective and efficient to the residents.



*Recycling-
Swop Shop, Stanford*

b) Highlights: Waste Management

Highlights	Description
Greenest Municipality Competition	Winners of the waste management section

Table 108.: Waste Management Highlights

c) Challenges: Waste Management

Description	Actions to address
Illegal dumping	Illegal dumping is still a problem
To maintain the high standard of waste management with the budget allocated	With all the rising cost of waste management and the aging of the vehicles, it becomes a challenge to maintain the high standard of waste management at as affordable price.

Table 109.: Waste Management Challenges

Solid Waste Service Delivery Levels Households

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Description	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Solid Waste Removal: (Minimum level)				
Removed at least once a week	31 373	31 739	31 829	33 224
<i>Minimum Service Level and Above sub-total</i>	31 373	31 739	31 829	33 224
<i>Minimum Service Level and Above percentage</i>	100%	100%	100%	100%
Solid Waste Removal: (Below minimum level)				
Removed less frequently than once a week	0	0	0	0
Using communal refuse dump	0	0	0	0
Using own refuse dump	0	0	0	0
Other rubbish disposal	0	0	0	0
No rubbish disposal	0	0	0	0
<i>Below Minimum Service Level sub-total</i>	0	0	0	0
<i>Below Minimum Service Level percentage</i>	0	0	0	0
Total number of households	31 373	31 739	31 829	33 224

Table 110.: Solid Waste Service Delivery Levels



Graph 17.: Refuse Removal Service Delivery Levels

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Waste sorting at the conveyer belt

d) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL45	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	Number of formal households for which refuse is removed at least once a week	All	34,299	32,697	33,224	Target well Met
TL46	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	Number of informal households for which refuse is removed at least once a week	All	New TL performance indicator for 2014/15. No comparatives available	3,406	3,144	Target extremely well met. Completed - number of informal households less than target. In the reporting these KPI's are met if the actuals reported is lower than the target set.

Table 111.: Service delivery indicators: Solid waste management

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Employees: Solid Waste Services								
Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	91	91	111	110	113	111	2	1.77%
4 - 6	3	3	4	5	5	4	1	20%
7 - 9	15	15	16	15	15	15	-	0%
10 - 12	2	2	2	3	2	2	-	0%
13 - 15	-	-	-	0	0	-	-	0%
16 - 18	1	1	1	1	1	1	-	0%
19 - 20	-	-	-	-	-	-	-	0%
Total	112	112	134	134	136	133	3	2.21%

Employees and Posts numbers are as at 30 June.

Table 112.: Employees: Solid Waste Services

Capital Expenditure 2014/15: Solid Waste Services					
R' 000					
Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Karwyderskraal landfill new cell	9 300 000		9 197 903.24		9 197 903.24

Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)

Table 113.: Capital Expenditure 2014/15 Solid waste services

Capital expenditure on waste management

The building of a new cell at Karwyderskraal was done in this financial year. An Agreement with Overberg District Municipality made it possible for Overstrand Municipality to build a cell at Karwyderskraal Landfill for our account and to operate it till the cell reached its capacity.

Waste management provides a good and effective refuse removal service and is coping well with the high season (peak) periods. All Overstrand's solid waste facilities have been issued with permits. Overstrand Municipality provides transfer stations and drop off facilities and weekend drop off

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facilities for the convenience of the community. The municipality has through the years committed themselves to not only the delivery of collection and disposal service for all its residents, but also to Best Environmental Practice. The municipality is also regarded as being on the forefront of waste recovery in South Africa, by means of source separation and separate collection and continues to improve and expand on the current situation.

New cell at Karwyderskraal landfill opened, April 2015



3.3.5 Housing

a) Introduction to Housing

The Overstrand Municipality has over the last few years had its portion of in-migration of people, which is a function of the urbanization process. As a result of this in-migration a backlog developed in the provision of housing accommodation. It manifests in the growth in the number of backyard dwellers and in informal settlements that are scattered over the entire municipal area.

To address this problem, a comprehensive strategy has been developed and is in the process of being implemented. An 8-year program of development has been compiled, which addresses this backlog and identifies projects in each area where the need exists for development. The approach has the following main objectives:

- Firstly to provide basic services in the form of rudimentary services in those areas where it is most needed, namely the informal settlements. This objective has been fully met and the national standard of one tap for every 25 families and one toilet for every 5 families has been achieved.

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- Secondly, the upgrading of informal settlements has been made a priority in the 8-year housing program. The first informal settle to be completely redeveloped was completed during the 2013/14 financial year. Application for funding has been lodged with the Provincial Department of Human Settlements and approval has been received for the development of the informal settlements in Zweilohle.

The planning for the first phase of the Zweilohle informal settlements (Mandela Square/Garden Site) has been completed by the end of May 2013 and all planning and funding approvals were obtained during the 2013/14 financial year. The project consists of 141 serviced sites, of which the first 58 on Garden Site has been completed during the 2014/15 financial year. The remainder will follow in the 2015/16 financial year. The second phase of upgrading has been fully approved by the Municipality and the Department of Human Settlements during 2014/15 and development will commence during 2015/16. This consists of 132 serviced sites on Swartdamweg and 164 serviced sites on the Admin Site on Still Street. Construction of services commenced during July 2015 and will be completed by end March 2016.

Planning for the upgrading of the informal settlements Masakhane and Beverley Hills in Gansbaai has also commenced in the 2012/13 financial year after conditional approval has been received from the Provincial department.

Mount Pleasant Housing development

- Thirdly, the development of communities through the Integrated Residential Development Program (IRDP and GAP program) has been addressed in the 8-year program in order to reduce the housing waiting list as far as possible. During the 2011/12 financial year two projects were delivered, namely 410 units in Kleinmond and 13



in Betty's Bay. Application for funding for all the areas with people on the waiting list has been lodged with Province and once approval is received, the availability of funding will dictate the tempo of delivery. During the 2012/13 financial year planning approval has been received for the following projects: Hawston, Blompark and Mt Pleasant, and planning for the projects are all under way. The Mt Pleasant planning went particularly well and all planning approvals have been obtained during the 2013/14 financial year. Development of 194 serviced sites commenced during the 2014/15 financial year and all these erven was completed by the end of the financial year. Furthermore funding has been approved for the delivery of 392 erven of the Swartdamweg

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project, which was 90% completed by the end of the 2014/15 financial year. 150 of these erven is destined to become available in the GAP market. The Gansbaai GAP project of 155 units was also approved during the 2013/14 financial year. The services have been installed and completed by the end of the 2014/15 financial year.



Construction at the Swartdam Road



Gansbaai GAP Project

All in all, the 8-year program will affect the lives of the 6 000 odd families in need of basic services and housing in the municipal area in order to give them a much better quality of life.

The Municipality finalised the acquisition of 28 ha of land in Stanford in the 2012/13 financial year in order to house people on the waiting list. Planning of this land commenced during the 2013/14 financial year and is currently ongoing.

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b) Highlights: Housing

Highlights	Description
Eiuxolweni (Pearly Beach) 211 sites	The development of services for 211 sites has been completed. A total of 183 houses for beneficiaries have been constructed and 28 wet cores (water and toilets) have been provided for non-qualifiers. 182 title deeds for Eiuxolweni were handed over by the Minister, mayor and officials at a ceremony on 19 May 2015
ABS Project	Project has been completed
Title Deed	487 title deeds had been registered in the Deeds Office for the 2014/15 financial year
Gansbaai GAP Project	Services of 155 sites completed
Mt Pleasant	Services of 194 sites completed
Swartdamweg	Services of 179 sites completed
Zwellihle	Services of 58 sites completed at Garden Site
Informal settlement survey : June 2014	The successful bi-annual survey of the informal settlements – 3144 units were counted and verified

Table 114.: Housing Highlights

c) Challenges: Housing

Description	Actions to address
Housing waiting list : 6807 (30 June 2015)	Progressive addressing of the housing needs of potential beneficiaries through a number of programs, i.e IRDP (Integrated Residential Development Programme), UISP (Upgrading of informal settlements Programme), Institutional Subsidy Programme and GAP housing

Table 115.: Housing Challenges

Year end	Percentage of households with access to basic housing		
	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of households with access to basic housing
2011/12	31 339	27 918	89%
2012/13	31 736	28 330	89%

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Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of households with access to basic housing
2013/14	31 829	28 499	100%
2014/15	32 251	28 472	100%

Table 116.: Percentage of households with access to basic housing

The following table shows the increase in the number of people on the housing waiting list.

Financial year	Nr of applicants on waiting list	% Housing waiting list increase/decrease
2011/12	6 152	3.50% Increase
2012/13	6 402	4.06% increase
2013/14	6 719	4.79% increase
2014/15	6 807	1.30% increase

Table 117.: Housing waiting list

3.3.6 Free Basic Services and Indigent Support

a) Introduction

The free basic services were funded from the "equitable share" grant received from National Treasury plus an amount from the municipality's own income as budgeted for in the financial year under review.

The criteria for an Indigent Household was extended as follows:

- Indigent households with a property value greater than R220 000
- Indigent households with a property value less than R220 000
- Poor households

All water leaks on the consumer side of indigent households were repaired at no cost to the household by the municipality. Great savings on water losses were affected by these actions.

Pre-paid electricity and water flow limited meters were installed in all indigent households at no cost to the consumer.

The Indigent basket indication for 2013/14 was R539.95 and for 2014/15 R571.06

The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all

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households earning less than **R5 401.00** per month will receive the free basic services as prescribed by national policy.

The table below indicates that **20.56 %** of the total number of households received free basic services in 2013/14 financial year whilst it increased to **21.46%** in the 2014/15 financial year:

Financial year	Total no of HH	Number of households							
		Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2011/12	31 373	5 852	18.65	5 852	18.65	5 852	18.65	5 852	18.65
2012/13	31 739	6 423	20.24	6 423	20.24	6 423	20.24	6 423	20.24
2013/14	31 829	6 543	20.56	6 543	20.56	6 543	20.56	6 543	20.56
2014/15	32 251	6 923	21.46	6 923	21.46	6 923	21.46	6 923	21.46

Table 118.: Free basic services to indigent households

Financial year	Electricity								
	Indigent Households			Non-indigent households			Households in Eskom areas		
	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000
2011/12	5 852	50	2 882	25 521	0	0	0	0	0
2012/13	6 423	50	3 495	25 316	0	0	94	50	n/a
2013/14	6 543	50	3 667	25 286	0	0	95	50	n/a
2014/15	6 923	50	4 197	25 328	0	0	116	50	n/a

Table 119.: Free basic Electricity to indigent households

Financial year	Water					
	Indigent Households			Non-indigent households		
	No. of HH	Unit per HH (kl)	Value R'000	No. of HH	Unit per HH (kl)	Value R'000
2011/12	5 852	6	3 371	19 458	6	9 924
2012/13	6 423	6	3 931	18 983	6	11 618
2013/14	6 543	6	1 649	19 373	0	0
2014/15	6 923	6	1 849	20 880	0	0

Table 120.: Free basic Water services to indigent households

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Financial year	Sanitation					
	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value R'000	No. of HH	Unit per HH per month	Value R'000
2011/12	5852	700	4 094	25 521	0	0
2012/13	6 423	744	4 779	25 316	0	0
2013/14	6 543	792	5 182	25 286	0	0
2014/15	6 923	840	5 815	25 328	0	0

Table 121.: Free basic Sanitation to indigent households

Financial year	Refuse Removal					
	Indigent Households			Non-indigent households		
	No. of HH	Service per HH per week	Value R'000	No. of HH	Unit per HH per month	Value R'000
2011/12	5 852	1	6 671	25 521	0	0
2012/13	6 423	1	9 934	25 316	0	0
2013/14	6 543	1	10 992	25 286	0	0
2014/15	6 923	1	11 631	25 328	0	0

Table 122.: Free basic Refuse Removal services to indigent households per type of service

Services Delivered	Financial Performance 2014/15						
	Cost to Municipality of Free Basic Services Delivered						
	2011/12	2012/13	2013/14	2014/15			
	Actual	Actual	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
				R'000			
Water	5 470	6 020	6502	6976	7012	7117	1.51
Waste Water (Sanitation)	5 046	8 756	9459	10149	10200	10354	1.51
Electricity	11 665	13 482	14562	15624	15703	15940	1.51
Waste Management (Solid Waste)	5 903	7 198	7775	8342	8384	8511	1.51
Total	28 084	35 458	38 298	41092	41299	41922	1.51

Table 123.: Financial Performance 2014/15: Cost to Municipality of Free Basic Services Delivered

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 3.4 COMPONENT B: ROAD TRANSPORT

3.4.1 Roads

a) Introduction to Roads

UPGRADING OF ROADS- ZWELIHLE- SOUTH OF BERGSIGSTREET & UPGRADING OF LANDA ROAD

The gravel roads of Zwelihle were in poor condition while the surfaced roads' condition varied between poor to fair. A large portion of the surfaced roads had no kerbs or edgings and contained edge breaks which reduced the surface width of the roads. The gravel roads were generally in poor condition due to insufficient and silted up storm water drainage systems. The insufficient stormwater infrastructure leads to standing water and muddy conditions on the roads during the rainy season. The gravel roads needed continuous maintenance to keep it in decent operational condition. The streets had no kerbs leading to edge breaks and had the consequence that vehicles encroached onto pedestrian areas, which make it very unsafe for them. These roads and the stormwater infrastructure have been upgraded and kerbs were installed during the 2013/2014 and 2014/2015 financial years. 3.15km of roads in Zwelihle have been upgraded.



*Roads
upgraded,
Zwelihle*


MAINTENANCE


The implementation of the Overstrand's pavement management programme continued. Scheduled repair of potholes in all areas, as well as attending to ad-hoc complaints are conducted by municipal teams with the assistance of a private contractor. The results of the re-assessment of the condition of all surfaced roads will be available in the revised PMS report, during the first half of

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2015/16. The majority (45%) of resealing was completed in the Gansbaai/Stanford area due to the rapid deterioration of sandseal roads. Hermanus accounted for 33% and Kleinmond for 22% of the total roads resealed.



Roads maintained

b) Highlights: Roads

Highlights	Description
Upgrading of Roads in Zwelihle	The upgrading of roads in Zwelihle has been successfully completed.
Reseal/rehabilitation programme	The length of roads resealed during 2014/15 increased by 4.8 km compared to the length of roads resealed in 2013/14.

Table 124.: Roads Highlights

c) Challenges: Roads

Description	Actions to address
Lack of sufficient funding to reduce backlogs	Increase reseal operational funding
Regular price increases of bitumen products	Beyond municipality's control
Deterioration of gravel roads	Provision of storm water infrastructure

Table 125.: Roads Challenges

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2011/12	159	0	1	158
2012/13	158	0	0	158
2013/14	154	0	3	151

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Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2014/15	151	0	0	151

Table 126.: Gravel road infrastructure

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads resealed	Tar roads maintained
2011/12	293	1	0	20	294
2012/13	477	0	2,5	33,4	477
2013/14	481	3	1	16,7	481
2014/15	481	0	1	21,1	481

Table 127.: Tarred road infrastructure

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

Financial year	New & Replacements	Resealed	Maintained
		R	
2010/11	2 460 000	21 504 897	4 8136 467
2011/12	3 218 000	20 300 000	4 7758 252
2012/13	13 072 296	20 300 000	54 231 605
2013/14	6 085 270	18 941 618	59 296 662
2014/15	6 300 254	21 309 080	60 326766

Table 128.: Cost of construction/maintenance of roads

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Graph 18.: Road infrastructure costs

d) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL2	The provision and maintenance of municipal services	m ² of roads patched (works orders) and resealed according to approved Paveman Management System within available budget	m ² of roads patched (works orders) and resealed	All	101,560	120,000	163,240	Target well Met.

Table 129.: Service delivery indicators: Road transport

Job Level	Employees: Roads					2014/15		
	2010/11	2011/12	2012/13	2013/14	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	58	58	58	43	47	46	0	0
4 - 6	25	25	25	10	15	13	2	13
7 - 9	16	16	16	11	9	9	0	0
10 - 12	5	5	5	4	8	6	2	25

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Job Level	Employees: Roads							
	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
13 - 15	1	1	1	3	3	2	1	33
16 - 18	1	1	1	2	1	1	0	0
19 - 20	0	0	0	0	0	0	0	0
Total	106	106	106	73	83	78	5	6

Employees and Posts numbers are as at 30 June.

Table 130.: Employees: Roads

A shortage of grader operators with suitable experience is hampering the efficient maintenance of gravel roads. In-house training is conducted to transfer skills to existing personnel. Unreliable machinery also poses a challenge.

Capital Projects	Capital Expenditure 2014/15: Roads				
	R' 000				
	2014/15				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	5 400 254	1 350 000	6 300 254	900 000	
Upgrade & Rehabilitate Roads- Zwellihle	4 650 254		4 650 254		R 7 775 761
Upgrade of Landa Road - Zwellihle	450 000	1 350 000	1 350 000		R 1 350 000
Rehabilitate Roads & Upgrade Stormwater- Mount Pleasant	300 000		300 000		R6 675 527

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

Table 131.: Capital Expenditure 2014/15: Roads

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3.4.2 Waste water (Storm water drainage)

a) Introduction to Storm water Drainage



Various storm water plans has been compiled amongst others, were the Hermanus CBD Stormwater management plan and Industrial Area. The occurrence of flooding was again experienced during the rainy season.

The storm water flooding has further been caused due to insufficient storm water systems in the Overstrand Area and LED to damages of residential and business property damages.

b) Highlights: Waste Water (Storm water Drainage)

Highlights	Description
Compilation of storm water master plans	To identify storm water problems areas

Table 132.: Waste Water (Storm water drainage) Highlights

c) Challenges: Waste Water (Storm water Drainage)

Description	Actions to address
Backlog in infrastructure provision	Provision to be made on the capital budget for storm water projects
Damage and flooding of infrastructure and properties	Provide storm water infrastructure, worst affected areas being Betty's Bay, Pringle Bay, Franskraal, Hermanus CBD & Industrial areas
More frequent and high intensity storms	Early warning alerts

Table 133.: Waste Water (Storm water drainage) Challenges

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

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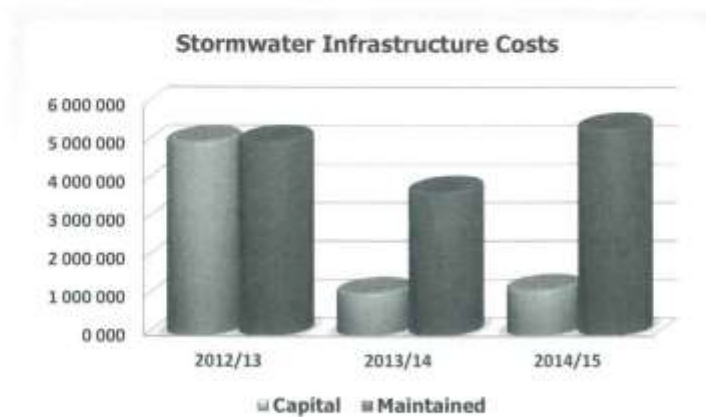
Storm water Infrastructure: Kilometres				
Year	Total Storm water measures	New storm water measures	Storm water measures upgraded	Storm water measures maintained
2011/12	557	0	2	557
2012/13	557	1,3		558
2013/14	558	0.861	0	559
2014/15	559	0	0	559

Table 134.: Storm water infrastructure

The table below indicates the amount of money spend on storm water projects:

Financial year	Storm water Measures	
	Capital	Maintained
	R	
2011/12	2 818 000	4 710 774
2012/13	5 043 556	5 063 425
2013/14	1 119 586	3 756 320
2014/15	1 200 000	5 397 647

Table 135.: Cost of construction/maintenance of storm water systems.



Graph 19.: Storm water infrastructure costs

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Employees: Storm Water (Storm water drainage)								
Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	12	12	12	42	33	33	0	0
4 - 6	4	3	4	15	19	15	4	21
7 - 9	3	3	3	7	10	8	2	20
10 - 12	0	0	0	3	6	5	1	17
13 - 15	1	1	1	0	0	0	0	0
16 - 18	1	1	1	1	1	1	0	0
19 - 20	0	0	0	0	0	0	0	0
Total	21	20	21	68	69	62	7	11

Employees and Posts numbers are as at 30 June.

Table 136.: Employees: Waste Water (Storm water drainage)

Capital Expenditure 2014/15: Waste Water (Storm water drainage)					
R'000					
Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	800 000.00	1200 000.00	1200 000.00	400 000	3 232 655.43
Zwelihe- Upgrade Stormwater Internal & External	800 000.00	1 200 000.00	1 200 000.00	400 000.00	3 232 655.43

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

Table 137.: Capital Expenditure 2014/15: Waste water (Storm water drainage)

3.5 COMPONENT C: PLANNING AND LOCAL ECONOMIC DEVELOPMENT

3.5.1 Planning

a) Introduction to Planning

The municipality's key planning deliverables in the 2014/15 financial year were to compile the following policies and strategies:

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- Heritage and Environmental Overlay Zone Zoning Scheme
- CBD Revitalization Study Phase 2
- Overstrand Municipal Planning By Law.

b) Highlights: Planning

Highlights	Description
Heritage and Environmental Overlay Zone Zoning Scheme	Draft
CBD Revitalization Study Phase 2	Draft
Overstrand Municipal Planning By Law	Final advertisement

Table 138.: Planning Highlights

c) Challenges: Planning

Description	Actions to address
Spatial Planning and Land Use Management Act	Aligning decision making and planning processes
Land Use Planning Act (WC)	Draft and adopt a Planning By-law for Overstrand
Coastal Setback Lines	Partake in process to determine the setback line

Table 139.: Planning Challenges

Applications for Land Use Development

Detail	2011/12	2012/13	2013/14	2014/15
Applications withdrawn	12	6	13	14
Applications closed	272	281	14	25
Applications outstanding at year end	34	107	159	110
Awaiting DEA&DP decision	12	56	35	28

Table 140.: Applications for Land Use Development

Additional Performance Town Planning and Building Control

Type of service	2011/12	2012/13	2013/14	2014/15
Building plans application processed	1422	1338	1643	1656
Approximate value	R796 880 600	R 809 495 345	R956 715 456	R1 114 368 235
New residential dwellings	250	216	472 (RDP 180)	349 (RDP 2 + 28 RDP Toilets)
Residential	1045	1101	1031	1156

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Additional Performance Town Planning and Building Control

Type of service	2011/12	2012/13	2013/14	2014/15
extensions				
New Business buildings	33	8	8 (2 church & 1 school)	6 (1 school + 1 Old Age home)
Rural applications	0	10	2	1

Table 141.: Additional Performance Town Planning and Building Control

Employees: Planning

Job Level	2010/11		2011/12		2012/13		2013/14		2014/15	
	Employees	Posts	Employees	Posts	Employees	Posts	Employees	Posts	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	-	-	-	-	-	-	-	-	-	-
4 - 6	4	4	4	4	4	4	4	4	-	-
7 - 9	6	6	6	5	3	3	3	3	-	-
10 - 12	1	1	2	1	-	-	-	-	-	-
13 - 15	6	6	6	5	6	5	5	5	1	7.1%
16 - 18	2	2	2	2	1	1	1	1	-	-
19 - 20	0	0	-	-	-	-	-	-	-	-
Total	19	19	20	17	14	13	13	13	1	7.1%

Employees and Posts numbers are as at 30 June.

Table 142.: Employees: Planning

Capital Expenditure 2014/15: Planning

R' 000

Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					

No capital allocation

Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)

Table 143.: Capital Expenditure 2014/15: Planning

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3.5.2 Local Economic Development (Including Tourism and Market places)



a) Highlights: LED

The following performance highlights with regard to the implementation of the LED strategy are:

Highlights	Description
Township Development and creation of economic spaces	Integrating transport and economic nodes aimed at beautification of townships to encourage and promote private investment.
Sector support and development	Identify constraints and support programmes to promote key economic sectors such as aquaculture, tourism and agriculture.
Enterprise development and promotion of locally based economic initiatives	Provide training and support / access to resources and livelihoods to strengthen capacity for business improvement. Monitor sector performance and introduce intervention programmes.
Position of the Overstrand through marketing and branding	Positioning the Overstrand as a destination of choice, exposing the brand at local and international shows/exhibitions.
Information, support and mentoring	Overstrand Municipality is host to a vibrant tourism centre in the area, experiencing rapid growth in key industries contributing to tourism. Marketing and branding initiatives included exhibits in the following exhibitions: Cape Argus Expo, Cape Getaway Show, JHB Getaway, Indaba and Beeld Holiday Show. Collaborate with other spheres of government, developmental agencies and NGO's in supporting and maintaining local initiatives to grow. Access to funding and other relevant services direct to SMME's. Linkages between the first and second economy. Mentoring for crafters at the Red Shed, including business and product development with an eventual exit strategy

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Highlights	Description
Informal Sector Development	<p>4 Tourism interns as a support to the LTOs while allowing them to get on the job training in tourism</p> <p>Supporting the sector, making doing business easy with reduced red tape and provision of trading spaces and infrastructure.</p> <p>Crafters to Design Indaba – to encourage product development and relationship with the CCDI</p>

Table 144.: LED Highlights

b) Challenges: LED

The following challenges with regard to the implementation of the LED strategy are:

Description	Actions to address challenges
High level of unemployment and poverty	<p>Implement municipal capital projects through EPWP principles and facilitate an environment that will attract sectors with high value and support industries that yield employment opportunities and are prevalent in the area.</p>
Co-operation with the private sector	<p>Introduce activities that build co-operation with the private sector – clarify roles and responsibilities including implementation of joint projects aimed at improving the local economy. Introduce participatory tools such as PACA to instill ownership.</p> <p>Private sector engagement has begun with HOT in Hermanus – joint branding and the leveraging of the Whale Crier at Indaba 2015</p>
Seasonality	<p>Vigorous marketing campaign as a destination of all seasons. Encourage on all year round programmes for festivals and events. Encourage “buy local” campaigns and better business management strategies to cushion businesses from impact of seasonality.</p>
Low skill base, brain drain and inequality	<p>Implement joint programmes with other spheres of government and NGO’s focussing on skills development, learnerships and promotion of early childhood development.</p>
Skewed gini-co-efficiency [the gap between the rich and the poor]	<p>Work with the private sector and other spheres of government to improve income levels through quality jobs, education and entrepreneurship.</p>
Restrictive environmental considerations	<p>Co-operation between the municipality, responsible government department and the community and introduction of appropriate planning methods with improved responses.</p>
Inward focus economy attracting few provincial and national focus enterprises	<p>Conducive business environment taking into consideration business needs – effective and efficient systems to do business in the area. Improve business attraction strategies.</p>

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Description	Actions to address challenges
Financial and investment support programmes	Understanding the eco-system of entrepreneurs and financiers to better understand the types of companies suited for the area and which are not. Tapping into government development incentives.
Exporting	Investigate and apply for consideration as an [SEZ] Special Economic Zone to boost export potential. Need to expand export potential.
The changing nature of the way the tourist travels	Working with the bureaus to address lower booking numbers resulting in less commission. Engaging with private sector on collaborations in order to leverage on their budgets/ experience
Lack of Transformation in Tourism Business Ownership/opportunities	Access training and opportunities for the previously disadvantaged communities Working with Provincial and National roleplayers to help with the keys to Transformation Many of businesses family owned, so have to find ways to upskill in order to increase employability

Table 145.: Challenges LED

c) LED Strategy

The Overstrand municipality has a formidable and credible LED Strategy which was up for review in the 2014/15 financial year. It is a strategy that economic development considerations and approaches including interventions such as the following:

Strategic areas	Description
Infrastructure development	Good and efficient infrastructure facilitates a seamless approach to economic growth. It also promotes, encourages and attracts private and community investment. The Overstrand Municipality has amongst other good quality water, roads infrastructure with kilometres of tarred roads and excellent service delivery
Marketing	Marketing and branding of the Cape Whale Coast as a destination of choice is key to economic development in the area. <ul style="list-style-type: none"> • Increasing the level of awareness of Overstrand in international and local markets through the Cape Whale Coast brand, • Promoting an environmentally responsible tourism industry that will benefit the whole community • Increase tourism spend and length of stay • Increase visitor numbers outside of peak season • Support sustainable and economically viable festivals
Enabling business environment	Small to medium enterprises constitute a large percentage of businesses in the Overstrand; therefore, the municipality has to always ensure that an enabling environment is created for businesses to prosper. Efficient and affordable destination to set-up a business, setting up friendly legislation with less red tape, approval of town planning applications timeously and providing support and training for new entrants.

Red Tape Identification Workshop – 19 November 2015

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Strategic areas	Description
	<p>Red tape is defined as rules, regulations and systems and bureaucratic procedures and processes which impose unnecessary delays and costs which exceeds the benefits and purpose for which they were originally created.</p> <p>A Red tape reduction survey was conducted with the 36 informal face to face interviews and formal businesses. A total of 306 responses was received from the online survey sent to formal businesses.</p> <p>Red Tape Action Plan Workshop – February 2015</p> <p>This workshop sought to inform the various departments from the municipality about the Red tape reduction process and what issues were identified by the community in hindering their business activities.</p> <p>The final action plan will be implemented across the departments, championed by the LED department.</p> <p>The Overstrand Municipality has a vast resource of natural resources, heritage and beautiful landscapes. To ensure sustainability, management of these resources and assets is prioritised for long-term investment and realization of the municipal competitive advantage is achieved.</p> <p>Integrating economies of the poor within the main economic hub to ensure participation and shared growth. Ensure availability of developmental services and access to infrastructure and facility that promotes trade. Township development activities aimed at promoting investment, transport hub including informal trading and beautification of townships. Implement pro-poor tourism strategies. Support the informal economy and promote social capital.</p> <p>Addressing skills shortage to bolster economic growth, ensuring availability of important services. Skills training aimed at meeting market demands for long term sustainable human development. Skills development initiatives conducted in partnership with NGO's and other public bodies.</p>
Resource and asset management	
Economies of the poor	
Human resource development	

Table 146.: LED Strategic areas

Note: Economic data for the 2013/14 and 2014/15 years are not available at the time of compiling this report – therefore the report can only re-state the 2012/13 figures.

The table below identifies the economic activity within the different sectors:

Sector	2011/12 (R)	2012/13
Agriculture, forestry and fishing	101.0	4%
Mining and quarrying	0.4	0%
Manufacturing	426.0	16%
Wholesale and retail trade	366.6	17%
Finance, property, etc.	793.7	31%
Community and social services	108.8	4%
Infrastructure services	7.3	9%

Table 147.: Economic Activity by Sector

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Economic Employment by Sector		
Sector	2010/11	2011/12
	No.	No.
Agriculture, forestry and fishing	(3 005)	(3 005)
Mining and quarrying	(8)	(8)
Manufacturing	572	572
Wholesale and retail trade	479	479
Finance, property, etc.	2 380	2 380
Government, community and social services	996	996
Infrastructure services	321	321
Total	1 735	1 735

Note: Information for 2013/14 and 2014/15 not available, therefore the 2011/12 figures are restated

Table 148.1: Economic Employment by Sector

The Overstrand has the strongest economic growth in the region, it accounts for about 46% of the employment creation in the region. It has the most vibrant sub-regional economy, albeit only marginally so compared with the other municipalities. The financial and business services are the leading growth sector and provide more job opportunities.

d) Tourism

The global economy improved in 2013 with a 3, 1% increase from 2, 0% in 2012, a gain that contributed to the increase in foreign tourism in SA. The high infrastructure investment in the Overstrand is matched by high growth rate. Tourism related sectors are the fastest growing sectors confirming tourism as a key economic driver in the municipality.

The municipality had the fastest growing economy in the region [growing by 6.8% per annum], if with the neighbouring municipality [Theewaterskloof] have the largest municipal economies and combined accounted close to 70% of the region-wide GDP. In order to drive economic growth, sustain job creation and minimize seasonality, more attention and investment should be given to improve domestic and business tourism.



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Developing a calendar of events and festivals spread throughout the year to address seasonality and continue with the vibrant economy is one of the key strategies to promote tourism. Marketing the Overstrand as a destination can help spread economic benefits throughout the towns and ensure continued visit to the municipality. Forging effective partnerships with many different industry players will contribute to the success of marketing the Overstrand as a destination.

Overstrand is host to a vibrant tourism centre in the District which has contributed significantly to the relatively stronger economic growth in the municipality.

Safe to say; given the diverse economic sectors and their resilience to economic meltdown it is noted that growth is likely to remain under pressure during this year due to sustained weaknesses in the global economy. Finance, insurance, real estate and business services sector is the largest and fastest growing sector in the municipality and due to its broadness it contributed to growth during the economic recovery.

Tourism continues to be the key economic driver within the Overstrand and with provincial government deciding to focus on Tourism as the number one industry for job creation. We are ideally situated to leverage on the strategies and plans that are being implemented through their Project Khulisa.

The Overstrand with its emphasis on responsible tourism, has a basket of products that perfectly align themselves to the 3 niche markets that Wesgro will emphasize in its marketing; Cycling, Food & Wine, and Culture & Heritage.

As a vibrant tourism centre in the District, the Overstrand has been instrumental in working with National and Provincial Tourism, District and the other 3 B Municipalities to create a forum to develop both the brand and the strategic planning for the regional identity.

e) Informal Street Trading

The recent study conducted by DEDAT in the Overberg on the informal sector indicates a 95% confidence level that indicates a vibrant sector that contributes significantly to the GDP and employment in the region. For example the report point to the diverse products and activities the sector offers:

Product orientated informal business per sector in the Overberg

Product per sector	Percentage
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• Retail food and drinks	39,9%
• Retail attire	20,7%
• Household goods	6,3%
• Personal requirements	3,8%
• Services orientated per sector (micro-manufacturing, personal services, business services and social services)	29,3%
TOTAL	100%

Source: DEDAT 2013, MERO 2013

The survival, sustainability and longevity of the studied informal economy enterprises are considerably high. A relatively small number (10,6%) of enterprises are less than a year old. The majority interview had been in operation for between 1-5 years with a further 19,2% operating between 6-10 years and a further 18,8% operating for over 11 years.



The Overstrand municipality has an ever growing informal sector which in many respect compliment the tourism and retail sectors. Informal trade contributes about 12% of the local GDP and has potential to grow.

One of the fundamental reasons for supporting this sector is to acknowledge the sector's relevance and contribution to the economic and social life of the area. This sector provides some income to those who are unemployed, as well as providing an alternative to established traditional formal sector retail options.

The introduction of systems and controls will continually assist the municipality to assist the sector and its participants to grow into a commercially viable and dynamic sector which contribute to economic development and growth aimed at improving the quality of life of the local people.

Overstrand is amongst some of the municipalities which has provided infrastructure in form of trading stalls for use by the sector including demarcated and dedicated space for trading. This is further linked to transport and economic nodes facilitating easy access to markets.

The table below identifies the detail of the jobs created through EPWP initiatives in the municipal area:

Job creation through EPWP projects		
Details	EPWP Projects	Jobs created through EPWP projects

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	No.	No.
2011/12	34	616
2012/13	36	675
2013/14	25	517
2014/15	29	779

Table 149: Job creation through EPWP projects*

EPWP EVENTS FOR 2014/15



EPWP Dibanisa Greening Project



EPWP Community Fire Protection Project

a) EPWP Day – 30 October 2014

The EPWP day was organised to showcase some success stories, impact of the project on its beneficiaries including showcasing some of the projects. Beneficiaries were awarded certificates of good standing.

b) EPWP Ground Breaking Event – 01 December 2014

Overstrand Municipality hosted a Ground Breaking Event "The Full Cycle of EPWP" where we welcomed 60 EPWP Beneficiaries as permanent employees at the Overstrand Municipality in the Fire, Traffic and Law Enforcement Departments.

EPWP Parking Warden Recognition Day – 01 April 2015

The Parking warden recognition day was organized to give the Parking wardens recognition for their hard work and dedication on the EPWP Parking Services Project.

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c) Overstrand success stories - Permanent Employment

The Programme (EPWP) continues to make the intended impact giving beneficiaries opportunities to better their lives by advancing to other permanent job opportunities. Though faced with tracking and monitoring mechanism, some of the beneficiaries ventured in the following field of work as permanent employees

EPWP PROJECT	NUMBER OF BENEFICIARIES	ORGANISATION
Dibanisa Environmental Project	2	Grootbos Nature Reserve (Grootbos Foundation)
Overstrand Road Safety Project	1	I & J Abalone Farm
Jeep Track Maintenance	1	ADT Security Company
Parking Management Services	1	ADT Security Company
Community Fire Protection 1	1	Itze Perold Radiology
Reduction of Crime, Overstrand Road Safety & Community Fire Protection 2	61	Overstrand Municipality
EPWP Project Management and Admin Assistance	1	Department of Justice (Hermanus Magistrate Court)

f) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL10	The promotion of tourism, economic and social development	Report quarterly to Portfolio committee on the development and implementation of tourism marketing tools	Quarterly report on marketing tools	All	New TL kpi for 2014/15	4	3	Target almost met
TL11	The promotion of tourism, economic and social development	Report bi-annually to Director LED on the support to festivals that make an impact on local economic development	Number of reports submitted	All	New TL kpi for 2014/15	2	2	Target met
TL12	The promotion of tourism,	Identify and support thirty SMME's businesses	Number of SMME's supported	All	45	30	71	Target Extremely well met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL13	economic and social development The promotion of tourism, economic and social development	Conduct resource mobilisation initiatives to support local business	Number of resource mobilisation initiatives	All	New TL performance indicator for 2014/15. No comparatives available	3	4	Target well Met
TL14	The promotion of tourism, economic and social development	Report quarterly to Director LED on linkages established with other spheres of government, agencies, donors, SALGA and other relevant bodies for benefit of local area	Quarterly report on linkages established	All	New TL performance indicator for 2014/15. No comparatives available	4	4	Target Met
TL15	The promotion of tourism, economic and social development	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - 86 FTEs, translates to 287 work opportunities)	Number of temporary jobs created	All	517	287	512	EPWP System closes 15 July 2015 for Reporting - Created more work opportunities in the previous quarters
TL16	The promotion of tourism, economic and social development	Develop two policies aimed at increasing participation in local economy	Number of policies developed	All	New TL performance indicator for 2014/15. No comparatives available	2	2	Target Met
TL17	The promotion of tourism, economic and social development	Review the LED strategy by the end of February 2015	Strategy reviewed	All	0	1	1	Target Met
TL18	The promotion of tourism, economic and social development	Improve the LED maturity assessment position by two basis points	Improved position	All	1	2	2	Target Met
TL19	The promotion of tourism, economic and social	Compile an action plan to improve on the LED maturity assessment	Plan completed	All	2	2	2	Target Met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
	development							

Table 150.: Service delivery indicators: Local Economic Development

Job Level	Employees: Local Economic Development							
	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-	-	-	-
4 - 6	0	0	0	0	-	-	-	-
7 - 9	0	0	0	0	-	-	-	-
10 - 12	2	2	2	4	2	0	2	33.3%
13 - 15	1	1	2	1	1	1	0	0
16 - 18	1	1	0	-	0	0	0	0
19 - 20	1	1	0	1	1	1	0	0
Total	5	5	4	6	4	2	2	33,3%

Employees and Posts numbers are as at 30 June 2015

Table 151.: Employees: Local Economic Development

3.6 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.6.1 Libraries

a) Highlights: Libraries

Highlights	Description
100% Spending of library conditional grant	Amount of R3,182,000.00 spent on salaries; R2,001,085 on Kleinmond library upgrade and R148,915 spent on Zwelihle library book detector
Internet facilities	Free internet access to the public especially the learners and students

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Highlights	Description
Friends of the Hermanus Library	Regular coffee shop on Fridays mornings running in the library to promote the Friends of the Library and their fundraising efforts. Promotes new books, introduce local authors and artists to patrons and manage various outreach projects to encourage literacy in schools
Visits to and from primary schools and early childhood development centres (crèches)	Class visits, storytelling sessions, reading and art programmes Programmes and book talks HERMANUS – Best large public library
Awards	HAWSTON – Best public library: Youth Services HAWSTON - Outstanding achievement of Youth in the Arts and Culture, Language, Heritage, Geographical Names, Museums, Libraries or Archives Fields
Extension of Kleinmond Library	A major extension of the Kleinmond Library in the amount of R5m has been approved by the Provincial Department. Phase One completed by June 2015.
Friends of the Hangklip Library	Regular fundraising efforts to promote the library. Promotes new books, introduce local authors and artists to patrons and manage various outreach projects to encourage grow in library. Make research material available for members of the public.
Painted the exterior of the library	The outside walls and gables were painted.
Improvement of book security at Zweihle library	Installation of new book detection system.
Construction of new Satellite Library in Eluxolweni, Gansbaai	The public library service was expanded with the addition of a new satellite library in Eluxolweni, Pearly Beach. The facility will soon be commissioned. The project was supported by the private sector when Avbob donated office furniture, curtains and books to the facility.

Table 152.: Libraries Highlights



Hermanus and Hawston Library awards

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b) Challenges: Libraries

Description	Actions to address
Finance/Sponsorship	It is very difficult to organize outreach programs with no budget
Outreach campaigns	Need funding for literacy projects
Study space/ Children section	Renovate libraries to cater for study space/ children's section

Table 153.: Libraries Challenges

c) Service statistics for Libraries

Type of service	2011/12	2012/13	2013/14	2014/15
Library members	30 539	19 937	47 814	19232
Books circulated	557 767	644 208	863 552	635 901
Exhibitions held	165	234	364	232
Internet users	3 678	8119	15 316	7 278
New library service points or Wheelie Wagons	1	1	1	1
Children programmes	325	345	463	161
Visits by school groups	141	136	629	149
Book group meetings for adults	36	33	156	35
Primary and Secondary Book Education sessions	128	125	197	176

Table 154.: Service statistics for Libraries

Job Level	Employees: Libraries						Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees		
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	1	0	1	1	-	0
4 - 6	10	10	12	19	23	22	1	
7 - 9	1	1	4	6	4	4	-	0
10 - 12	3	3	5	5	5	5	-	0
13 - 15	0	0	0	0	0	0	0	0
16 - 18	0	0	0	0	0	0	0	0

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Employees: Libraries								
Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
19 - 20	0	0	0	0	0	0	0	0
Total	14	14	22	30	33	32	1	

Employees and Posts numbers are as at 30 June (includes 3 [three] additional people on learnership).

Table 155.: Employees: Libraries

3.6.2 Cemeteries

a) Highlights: Cemeteries

Highlights	Description
Neat and clean cemeteries	The appearances of all cemeteries are in good shape. Very few complaints received regarding the condition of cemeteries as they are reasonably well maintained.
Proper and effective booking and management system regarding burial information	Electronic Burial Management System

Table 156.: Cemeteries Highlights

b) Challenges: Cemeteries

Description	Actions to address
High water-table	Sub-soil drainage installed at Mount Pleasant graveyard. To assist families to pump out ground water or to provide grave space at an alternative graveyard.
No grave space available at Kleinmond area	Residents of Kleinmond area to make use of graveyard at Hawston and Onrus.
Vandalism	Community awareness and involvement in protection of cemeteries.

Table 157.: Cemeteries Challenges

c) Service Statistics for Cemeteries

Type of service	2011/12	2012/13	2013/14	2014/15
Pauper burials	2	1	0	2

Table 158.: Service stats for Cemeteries

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3.6.3 Child Care; Aged Care; Social Programmes

a) Introduction to Child Care; Aged Care; Social Programmes



Early Childhood Development (ECD) is a universal right and access to ECD services has significant benefits to children, their families, communities and the country as a whole. ECD is thus recognized as a key intervention in addressing South Africa's two key developmental challenges: inequality and poverty.

Given this key developmental role, ECD has been identified as a key strategic objective of the Overstrand Municipality. From a vulnerable group's perspective, ECD also provides employment opportunities to women and youth. Despite ECD being a key strategic objective, the municipality is aware of the other social challenges facing our communities. There is a growing number of unemployed youth, teenagers who fall pregnant, others who drop out of school, some get involved with drugs, gangs and other illegal activities. Women continue to be marginalized or discriminated against whether it is directly or indirectly, driven out of anger, fear, culture or tradition, we have a long way to go to realize a society of gender equality. The perils of HIV/AIDS continue to plague our communities. People with disabilities are not offered the opportunities they deserve, for many of them our society still very much discriminates against them. The Overstrand municipality has the highest percentage of elderly people in relation to its population in South Africa. Many of them have come here to live out their remaining days in the tranquil serenity of the Overstrand, for others survival has become a daily challenge.

Whether it is children, youth, women, people with disabilities, elderly or people living with HIV/AIDS the struggle for survival increase when economic prosperity decrease. For all of these vulnerable groups the key challenge is to create the necessary environment, directly through service delivery

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and through partnerships, where opportunities for vulnerable groups can flourish. Meaningful change can only occur if this enabling environment is created through the cooperation of the different spheres of government and the various departments, non-government organisations, and businesses, community members willing.



b) Highlights: Child Care; Aged Care; Social Programmes

Highlights	Description
Early Childhood Development	<ul style="list-style-type: none"> → All three of the registered ECD programmes currently being rolled out in the Overstrand currently receive funding from the Department of Social Development → Through our partnership with a local NGO we have also assisted with the roll-out of the ECD programmes to more than 8 crèches that had no programmes in place. → We have also availed training space for another organization that provides free accredited ECD training and a registered programme to ECD practitioners in the Overstrand. → A couple of crèches has also benefit with ECD assistants that was made possible through EPWP - these staff members will gain permanent employment at the ECD centers when their EPWP contracts expire.
16 Days of Activism	<ul style="list-style-type: none"> → All the municipal staff was involved with the campaign. Administrative personnel received a white ribbon to wear as well as a silicone bracelet. External staff received a T-Shirt with the message - "protect our women and children" a message that they will carry in our communities 365 days.
Child Care	<ul style="list-style-type: none"> → Three crèches are planned for construction in the next 3 years → We are in the process of a drafting a ECD Policy → We have partnered with a programme implementer on an afterschool programme at a primary school where 120 children receive food, academic support and recreational opportunities 5 days a week from 14:00 -17:00.

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Highlights	Description
Disability	<ul style="list-style-type: none"> ➤ People with disabilities participated in the prestigious Overstrand Sports Festival. All the sporting codes had their finals on the day which included the wheelchair domino teams who competed for the disability trophy on the same day at the same venue amongst the rugby, soccer and cricket teams. ➤ The municipality also supported Disability Awareness Day in partnership with a local NGO ➤ Through EPWP principles, the municipalities supported 5 disabled youth to host weekly workshops in their areas with disabled persons.
Elderly	<ul style="list-style-type: none"> ➤ Elderly awareness day was a big success. The municipality brought close to 120 elderly from service centers across the Overstrand together for tea, lite lunch and entertainment to celebrate this special day with them.
Substance Abuse	<ul style="list-style-type: none"> ➤ The Overstrand Municipality has established a Local Drug Action Committee

Table 159: Child care; Aged care; Social programmes Highlights



Winners of the Domino Finals at the Overstrand Sports Festival

c) Challenges: Child care; Aged care; Social programmes

Description	Actions to address
There is a general lack of intergovernmental cooperation, in the delivery of social programmes in the Overstrand.	Cooperation with the Department of Social Development remains challenging.
The Overberg District municipality no longer performs Social Development Functions. Local municipalities are required to implement own initiatives	We are engaging with SALGA.
The municipal social development department is under staffed	We are forming partnerships with role players to assist in the delivery of programmes.

Table 160: Child care; Aged care; Social programmes Challenges

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d) Service Statistics for Child Care; Aged Care; Social Programmes

Child care; Aged care; Social programmes				
Description	2011/12	2012/13	2013/14	2014/15
Trees planted	160	153	2 (during holiday programme)	800
Veggie gardens established	0	0	0	0
Soup kitchens established or supported	0	0	0	0
Initiatives to increase awareness on child abuse	1	2	1	1
Initiatives to increase awareness on disability	2	2	3	3
Initiatives to increase awareness on women	2	1	2	2
Initiatives to increase awareness on HIV/AIDS	2	1	0	1
Initiatives to increase awareness on Early Childhood Development	2	2	112 (libraries ECD reading program 3 times a week)	2
Special events hosted (World's Aids Day, World Arbour day, World Disability Day, Youth Day, 16 Days of activism against women abuse)	3	3	3	16 (8 Arbour day Events)

Table 161.: Service statistics for Child care; Aged care; Social programmes



Arbour day, Nemesia Park, Kleinmond

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Employees: Child care, aged care, social programmes

Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0	0	0
4 - 6	0	0	0	0	0	0	0	0
7 - 9	0	0	0	0	0	0	0	0
10 - 12	0	0	0	0	0	0	0	0
13 - 15	1	1	1	1	1	1	0	0
16 - 18	0	0	0	0	0	0	0	0
19 - 20	0	0	0	0	0	0	0	0
Total	1	1	1	1	1	1	0	0

Employees and Posts numbers are as at 30 June.

Table 162: *Employees: Child care, aged care, social programmes*

3.7 COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and coastal protection.

3.7.1 Introduction to Environmental Protection

The long-term **vision** for the future is to "manage, protect and sustainably use the natural assets of our areas, in partnership with the relevant communities, to preserve and ensure the continued existence of our rich biodiversity and its associated ecological processes and services of our environment".

Our **mission** is to "conserve the rich biodiversity, diverse natural ecosystems and cultural heritage characteristics of our environment through the implementation of management programmes that have clearly defined management goals and objective for the enlightenment, enjoyment and benefit of present and future generations".

The Environmental Management Section is divided in two units;

- 1) Biodiversity Conservation

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2) Environmental Management

With additional units funded by the EPWP Programmes;

- 3) Working for Water Programme
- 4) Working for the Coast Programme

1) The Biodiversity Conservation Section strives to achieve the following:

- To ensure declared protected area status for Nature Reserves in terms of the NEM:PAA.
- To institute invasive alien vegetation clearing and management according to the APO.
- To lead a better understanding, appreciation, use and conservation of the limited natural resources within OSM (including biodiversity, soil, water and energy) by the owners and staff of, and visitors to OSM.
- To promote the conservation of the environment (biophysical, socio-economic and cultural-historic characteristics) by formally entering into Stewardship Programmes and /or Conservation Management Agreements with neighboring property owners.
- Overstrand Municipality is a member of the Greater Overberg Fire Protection Association which includes the Groot Hagelkraal, Babilonstoring and Theewaters-Groenland Fire Protection Associations. Attention must be devoted to the development and signature of Memoranda of Agreement with these associations in order to facilitate communication and co-operation between the parties to the agreement.
- To promote and continue with the integrated management of Reserves and natural areas by the Municipality in partnership with current and any other NGO's which may be formed who wish to be involved with the management of the natural areas in OSM.
- To develop and maintain high quality visitor infrastructure, facilities and recreational activities along sound financial lines.

2) The Environmental Management Section strives to achieve the following:

- Environmental Officers assist the regional building control committees with respect to the reviewing of building plans, land use applications and environmental impact assessment applications. This service continually promotes communication with respect to the environmental impacts associated with development processes and facilitates the implementation of environmental impact assessments in realization of the environmental rights of the citizens of the Overstrand region. The Environmental Management Section facilitates communication between the public and the National and Provincial spheres of government and furthermore provides ecosystem management information services for stakeholders in each administrative region.

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- The Environmental Management Section has appointed a consultant to assist with the compilation and implementation of an Environmental Management System. An Environmental Management System is that part of an organisation's overall management structure and arrangements that addresses the immediate and long-term impact of its activities, products, services, facilities and process on the environment. By implementing an EMS the Municipality seeks to instill "Good Practice" procedures in the operational aspects.

3) Working for Water Programme:

The Working for Water Programme which is a sub-section of the Environmental Management Section, has cleared 2580 ha of privately and state owned alien infested properties during the 2014/2015 financial year. The total budget was R 4.2 mil and 18846 person days were generated with this external funding from the National Working for Water Programme.



4) Working for the Coast Programme:

The Environmental Section, in partnership with the Working for the Coast Project, played an important oversight role in the maintenance of existing infrastructure in all coastal zone areas during the 2014/15 financial year, with an amount of 146 temporary beneficiaries employed. The total budget and person day cost was not available at the update of this document but the total budget allocated to the Overstrand project for the two year WfC cycle was R14,5 mil.

Overstrand Municipality has addressed the cleansing and cleaning of public beaches as well as the maintenance of infrastructure (signs, trails, paths, benches, ablutions, boardwalks and bridges) in the coastal zone and nature reserves by means of the Working for the Coast Programme. The WfC Programme does not only assist with infrastructure maintenance but also funds coastal monitors who assist with coastal patrols, data collection and biodiversity management along the coastline.

The Working for the Coast Programme also funds the Voëlklip and Pringle Bay Baboon monitors.

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Cape Whale Coast Hope Spot Initiative:

"Overstrand Municipality, in partnership with various NGO's, launched the Cape Whale Coast Hope Spot between 5 and 7 December 2014.

Dr Sylvia Earle, world renowned marine conservationist and National Geographic Explorer-in-Residence, believes that we are "...in a sweet spot in time". A time where we are equipped with the knowledge and technology to protect the oceans, promoting a global sense of hope for people, different cultures and the environment. Dr Earle, through the ocean community hub *Mission Blue*, created the idea of Hope Spots in 2009 to ignite public support for a global network of special marine management areas critical to the health of the oceans and our planet.

Hope Spots promote an inclusive approach, where science, tourism, education, sustainable development and use are possible. These special areas also act as a network of marine spaces designed to maintain biodiversity, provide a carbon sink, generate life-giving oxygen, preserve critical habitat and allow low-impact activities to thrive.

The short term aim for the CWC-HS launch in 2014 was to host an array of activities on December 6th focused primarily on involving coastal communities – from Rooi Els to Quoin Point – in an inclusive celebration of our amazing coastal zone; highlighting the myriad of activities our Hope Spot has to offer, including fishing, tourism, biodiversity, diving and industry.

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

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3.7.2 Strategic Planning

The Integrated Management Plan for the Fernkloof Nature Reserve was drafted during the course of the financial year and was advertised for public comment. A special meeting of the Fernkloof Advisory Board was convened to discuss comments that were received and the results of the review session were submitted to the Environmental Consultants for the amendment of the final document. The final Draft was placed under review at the end of the period in order to prepare an item to Council for the adoption of the Integrated Management Plan as a sectoral plan within the IDP for the Overstrand Municipality.

Urban Dynamics Western Cape in association with Duncan Heard Environmental Consulting Services were appointed to develop an Environmental Overlay for the Overstrand Municipality, which will assist in the identification of properties with biodiversity value which should be protected under the provisions of the Overstrand Wide Zoning Scheme. The Environmental Section has assisted the Environmental Consultants with detailed information in order to prepare a first draft.

The Environmental Management Section delivered comments with respect to the formulation of the Overberg District Coastal Management Programme and attended various Municipal Coastal Committee meetings during the course of the financial year.

The Environmental Management Section participated in the process for the delineation of coastal setback lines during the past financial year. The draft coastal management lines were subjected to public participation and the Municipality is awaiting the Gazetting of the coastal lines which will define the boundaries of Coastal Public Property, the Coastal Protection Zone, as well as urban hazard zones where property development should proceed with caution.

Towards the end of the financial year, the Environmental Section attended a strategic SALGA meeting to discuss the impacts of the ICMA on Local Government and to define the role of local government in implementing the ICMA. SALGA will continue with this investigation in collaboration with coastal municipalities and government organizations in the 2015/2016 financial year.

Towards the end of the financial year, the Western Cape Provincial Government released the first Draft Western Cape Provincial Coastal Management Programme. Overstrand Municipality is now in a position to develop a Local Coastal Management Plan, as the local coastal management programme must be aligned with the National and Provincial Programmes. The Biodiversity Conservation section has performed a survey of the ownership profile of properties within the proposed coastal protection zone in order to define a stakeholder base for public participation in the development of a Coastal Management Plan. The survey will also enable the Municipality to define the boundaries of coastal public property and coastal access land. The information has been captured in a geographical

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database which will be used to rectify errors in zoning maps and furthermore to apply for the designation of coastal property as 'public places'. The declaration of coastal property as 'public places' will allow Overstrand Municipality to comply with the provisions of coastal access land as stipulated in the ICMA and furthermore allow the application of the existing Overstrand bylaws in a coastal management context.

The Biodiversity Conservation Section performed a survey of infrastructure in all Municipal coastal public property during the financial year. EPWP staff members (Greenest Municipality Competition: Reserve Monitoring and Maintenance Team) were trained in the use of GPS technology to perform this survey. The information is being used to inform the costing of the Coastal Management Programme, to provide the basis of maintenance management plans for the maintenance of infrastructure under the Working for the Coast Programme. The coastal survey furthermore indicates the condition of various sections of the coast and identifies areas where there is damage to coastal areas by means of presence of illegal structures, illegal dumping of waste and the construction of illegal structures in the coastal zone. This information shall be used for the development of coastal rehabilitation programmes in the 2015/6 financial year.

A draft strategic fire protection system, delineating key firebreaks that have to be maintained on an annual basis, was compiled during the financial year. This strategic map must be discussed with Municipal Departments, Government Departments and Ward Committees as part of the Overstrand Disaster Management Plan, in order to inform the annual budgeting process. The strategic plan, once implemented, will greatly reduce the damage caused by wild fires, as was experienced during the financial year.

The Biodiversity Conservation Section, in association with Working for Water, has developed a costing system by means of which to improve the cost projections that are used to inform the annual budget for the management of alien invasive vegetation. The system will be used in the 2015/6 financial year to improve forecasting of budgetary requirements, improve budget control, reporting and auditing of the outputs of the alien vegetation management programme.

The Biodiversity Conservation Section, Working for Water and the Overstrand GIS services have started the development of a geographical database system in order to align ecosystem data, alien vegetation data, fire management data and infrastructure data into a system which will assist in the forecasting of disasters, the implementation of a proactive fire management programme and an improvement in the management of alien vegetation before and after fires. This system will allow the Municipality to manage risks in an efficient and cost effective manner. Once the prototype of the system is completed, Government Departments and private landowners will be invited to collaborate with the Municipality to manage risks in a cooperative governance approach towards the

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management of alien vegetation and fire safety. Work on this system will proceed during the 2015/2016 financial year.

3.7.3 Pollution Control

An Air Quality Plan has been developed by the Environmental Section. The document has been approved by DEADP. The Environmental Section does not have staff dedicated to Air quality but does assist the District with Air Quality Management activities. The plan needs to be updated and improved in the 2015/16 financial year.

OSM is also in the process of developing an Environmental and Heritage Overlay Zone that will give more protection to the environment without infringing on people rights. The Overlay Zone will also identify all areas of conservation importance that needs to be included into the management of the Environmental Section

Operational Management: Management of Nature Reserves



The main focus of the Biodiversity Conservation Section has been to forge stronger ties with the various stakeholders that participate in the management of Nature Reserves and Open Spaces, as well as an improvement in the management of infrastructure within these areas during the 2014/5 financial year.

The Fernkloof Advisory Board is a statutory body that is required to advise Council concerning the management of the Nature Reserve. The Board met on a regular basis during the year and the minutes are available on the Municipal website www.westerncape.gov.za.

The FAB, BOTSOC and Cliff Path Management Group were integrally involved in the drafting, review and amendment of the Integrated Management Plan for the Fernkloof Nature Reserve.



The Botanical Society continues to play an important role in the management of the Fernkloof Herbarium, the Fernkloof Botanical Gardens and in the maintenance of infrastructure within the area that is leased by the

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Society. The Botanical Society furthermore hosts member evenings with informative educational talks which contributes to the community participation profile of this nature reserve.

The Biodiversity Conservation Section focused on the maintenance of hiking trails, roads and firebreaks during 2014/5 as well as the management of alien invasive vegetation. Alien invasive vegetation was reduced from an estimated density of 4.7 % to an estimated level of 2.7% of the surface area of the entire reserve. Whilst alien vegetation remains, the current infestation is below 5% which places the nature reserve in a maintenance phase as far as management of invasive species is concerned.

Firebreaks were cut in key positions during the financial year to protect adjacent residential areas and to prepare management units for a controlled fire management programme. The controlled burning programme at Mount Pleasant, Voelklip and in the coastal zone (Kraal rock area) will proceed in the 2015/6 financial year.

Ecological management of the Kleinmond Nature Reserve was greatly improved by means of the implementation of three ecological burns at Palmiet, and in the coastal reserve. The fires were well planned and there has been good post-fire emergence of geophytes in response to the programme and good rain. Considerable builder's rubble was removed from the coastal reserve after the fires and Kikuyu grass was controlled as a follow-up rehabilitation measure. Further attention was devoted to the restoration of the Fransie de Klerk boardwalk (approximately 400 m) after vandalism attempts and some damage which was incurred during the controlled fire. Vegetation along the mountain trails was trimmed in order to make them passable for the hiking fraternity. In addition, signs were repaired, erosion areas were filled up and certain paths were closed to prevent further erosion. Illegal dumping and vagrancy continue to be a problem in this region. Management of the Rooi Els Nature Reserve primarily focused on the removal of alien vegetation, as the area is very small.

A highlight of the year was the opening of the Stony Point Eco-facility. This complex is in the process of being handed over to Cape Nature in anticipation of the proclamation of the land as a Protected Area under the auspices of the NEM: Protected Areas Act.

Stony Point boardwalk, Betty's Bay



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Fire Protection, Controlled Fire Management and Wild Fire Response

The Biodiversity Section cleared 10.6 km of firebreaks throughout the region during the 2014/5 financial year. It was initially planned to burn 263 Hectares of the open spaces and nature reserves in the Kleinmond, Betty's Bay and Hermanus regions during the financial year. Firebreaks were cut in preparation for a controlled burning programme in these areas.

However, unplanned fires occurred in Hawston, Betty's Bay and Karwyderskraal with associated damage to property and firefighting equipment. As a result, only 22 ha of the planned programme could be implemented under controlled conditions. It is estimated that the Betty's Bay Fire claimed 22 Hectares of the Dawidskraal wetland and portions of the residential area. Strategic firebreaks that were cut in this are assisted firefighting teams to contain the fire. GIS records of the Hawston fire indicate that approximately 801 hectares of Municipal, Government and private land was burned during this fire.

The Environmental Section assisted in the Joint Operations Centre during the Betty's Bay, Hawston and Karwyderskraal fires. This section also deployed Working for the Coast and Reserve Maintenance and Monitoring teams to assist in the cutting of ground attack firebreaks in order to contain the fires in Hawston, Betty's Bay and in the Gansbaai region during the firebreak season. Reserve management staff was called upon to assist fire services in – field at the Karwyderskraal fire.

Alien Vegetation Management

The Biodiversity Conservation Section implements an annual control programme in order to prevent the spread of alien invasive vegetation. This programme is primarily implemented on nature reserves and open spaces with biodiversity conservation status, but recent efforts have focused on heavily infested areas in Sandbaai, Onrus and the Hemel en Aarde valley in order to reduce the fire hazard in these areas. It is estimated that the degree of alien invasive vegetation in the Overstrand region has been reduced from 12.9 % (2013/4 balance) to a density of 10.4 % at the end of the 2014/5 financial year. The density of alien invasive vegetation is influenced by climatic factors the fire return period and secondary invasions after initial clearing. Densities will therefore fluctuate considerably on an annual basis.

Infrastructure Management

The Biodiversity Conservation Section manages a wide spectrum of properties in the Coastal Zone in all of the administrative regions of the Overstrand Municipality. Field Rangers and the Assistant Environmental Officer are involved in the maintenance of all infrastructures such as boardwalks,

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steps, signs, fences, and various facilities in this zone by co-ordinating and overseeing the activities of the Working for the Coast EPWP workers.

Environmental Management Section interacted with the following stakeholders forums during the (2014/15) financial year:

1. Western Cape Nature Conservation Board: Management of Municipal Nature Reserves.
2. Overberg Municipal Coastal Committee: Overberg Coastal Management Programme.
3. Western Cape Department of Environmental Affairs and Development Planning: Coastal Programme, Municipal Outreach Programme, Kelp Harvesting action group; process for designation of slipways.
4. National Department of Tourism: Finalisation of the Launch of the Stony Point Ecotourism Project.
5. Overberg District Municipality: Planning of fire safety and controlled burning operations.
6. Department of Agriculture: Management of Alien Invasive Vegetation.
7. Onrus Mountain Conservancy Fire Safety Forum: management of fire safety hazards in the Onrus Mountain.
8. Kleinmond Nature Conservation Society: Management of Kleinmond Nature Reserve;
9. Pringle Bay Conservancy: Management of Alien Vegetation in Pringle Bay.
10. Rooiels Nature Conservancy: Management of Alien Vegetation in Rooiels.
11. Cliff Path Management Group: Management of the Hermanus Cliff Path.
12. Hermanus Branch of the Botanical Society: Management of Fernkloof Nature Reserve.
13. Fernkloof Advisory Board: Management of Fernkloof Nature Reserve.
14. Overberg Fire Protection Association: Fire planning, management of wild fires and collaborative fire management agreements.
15. Hermanus Hacking Group: Management of alien vegetation in the Hermanus region.
16. Hermanus Golf Course Wetlands Committee: Management of the Hermanus Golf Course Wetlands.
- 17) The Whale Coast Conservation Foundation with respect to the provision of Environmental Education services for the Blue Flag Programme.
- 18) The Kleinrivier, Uilenkraal and Botriver Estuary Forums with respect to the management of the Uilenkraalsmond, Klein River and Bot River Estuaries.
- 19) The Onrus Lagoon Trust for the development of the Onrus Estuary Management Plan.
- 20) The Kleinmond Nature Conservation Society (incorporating the Botanical Society, Kleinmond Bird Club & Kleinmond hiking club) with respect to the management of the Kleinmond Nature Reserve.
- 21) The Pringle Bay Baboon Management Group with respect to baboon management in the Pringle Bay area.
- 22) The Stanford Conservation Trust with respect to the planning of a Reed Management Plan for the Klein River (in process).
- 23) The Pringle Bay and Betties Bay Ratepayers Association with the management of the coastal dune systems (in process).
- 24) Afriforum with the development of a Reed Management Plan for Kleinmond.
- 25) Rooisand Horse Watch with the way forward for the management of the Fisherhaven and Rooisand Horses of Kleinmond (in process).
- 26) Fisherhaven Ratepayers and BREF with the development of a Reed Management Plan for the Botriver Estuary (in process).

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- 27) Botvlei Friends with the development of a co-management agreement for the clearing of invasive alien plants in and around Fisherhaven (in process).

a) Top 3 Service Delivery Priorities:

Approved Management Plans for our 2 Nature Reserves: The consultant is in the process of finalizing the Integrated Management Plan for the Fernkloof Nature Reserve. The final document has been completed and needs to be submitted to council for approval. Kleinmond Nature Reserve will be drafted after the Fernkloof Plan has been approved.

Coastal Management Programme: Overberg District Municipality has commenced with the development of the Coastal Management Plan for the entire Overberg. As part of the district's coastal municipalities, the Overstrand is assisting with the development of the Programme which should be completed in 2016.

Environmental Management System: The final draft document has been completed and will be submitted by January 2016 for final review by the Municipality. The new financial year will be dedicated to the development of the Operational Management Plan. The program must then be rolled out to the different operational units for implementation. The entire process will be monitored and audited by the EMS section.

3.8 COMPONENT G: SECURITY AND SAFETY

This component includes: traffic; law enforcement; fire and disaster management

3.8.1 Introduction to Security & Safety

The function of security and safety in the Overstrand Municipality is to provide a safe environment for the residents of the Overstrand and to ensure the safety of the personnel of the Overstrand Municipality through effective and efficient operationalisation of all relevant plans in conjunction with all public safety institutions.

3.8.2 Law Enforcement

a) Introduction to Law Enforcement

The aim of Law Enforcement in a municipality is to create an environment that will further the social and economic development of the community. Given that context the quality of life within a municipality depends to a large extent on the possibility that individuals and their families will



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be safe. They will also feel safe while using public open spaces and equipment and that conflicts within communities can be resolved peacefully. On a provincial level law is enforced by the South African Police Services. They have an extremely heavy workload and therefore certain laws (By-laws) and laws applicable only to a particular municipality are enforced by the Law Enforcement Officers appointed within its area of jurisdiction.

a) Highlights: Law Enforcement

Highlights	Description
By-law training in the communities (Street Committees)	The Law Enforcement department ensures that the public is well informed with regard to Municipal By-laws and penalties by distributing information booklets and conducting By-law training. 5 By-law training workshops were conducted and 124 candidates successfully completed their By-law training.
School Visits	Schools are visited on a regular basis by Law Enforcement officials to ensure that the youth are well informed regarding Municipal by-laws.
Femkloof Nature Reserve	Law Enforcement officials were placed at this popular tourist destination on a daily basis. No crimes were reported due to Law Enforcement presence.

Table 163: Law Enforcement Highlights

b) Challenges: Law Enforcement

Description	Actions to address
Staff capacity – The ratio of Law Enforcement officials on duty daily to the number of households in Overstrand is 1: 2154.	Permanent Law Enforcement officials were assisted by EPWP officials with regards to attending By-law related complaints. By-law training workshops and visits to schools inform citizens of the provisions of the By-laws. The distribution of information booklets assists in By-law awareness for citizens and visitors.
Ignorance with regard to Solid Waste disposal. Problem animals damage waste containers and refuse bags and this leads to health hazards.	Pamphlets regarding the Intergrated Waste Management By-law were distributed to the public at Law Enforcement offices and the Problem Animal Areas.
Vagrants – a number of vagrants are illegally occupying municipal land or are loitering in the Central Business Districts. This creates nuisances, fire and health hazards.	The Hermanus Shelter was opened but was unsuccessful due to specific rules set which vagrants did not want to abide by. Regular inspections are done at problem areas to minimize illegal occupying and other nuisances. The problems need to be addressed by all role-players eg. SAPS, Social Workers, Community leaders and Charity Organisations.

Table 164: Law Enforcement Challenges

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c) Service statistics for Law Enforcement

No.	Details	Law Enforcement			
		2011/12 Actual No.	2012/13 Actual No.	2013/14 Actual No.	2014/15 Actual No.
1.	Number of by-law infringements attended	12 753	11569	8063	9539
2.	Number of officers in the field on an average day	18	16	13	22
3.	Number of officers on duty on an average day	18	16	13	22
4.	Number of animals impounded	155	213	191	683
5.	Number of awareness initiatives	Not available	10	9	120

Table 165.: Law Enforcement Data

Type of service	2011/12	2012/13	2013/14	2014/15
Town Planning and Building Act		266	123	446
Internal Investigations		209	157	181
Municipal Claims		45	102	49
Assisting different role players such as SAPS and SARS.		189	5	9
Events Operational Planning		As per event	26	24
Policing and monitoring of Bylaws contraventions	Safeguarding of Fernkloof and HPP	Leo are place in Fernkloof on daily basis to safeguard	Daily deployment of Law Enforcement Officials	Daily deployment of Law Enforcement Officials
	Safeguarding of Municipal property	Leo's safeguard municipality's properties on daily basis	Law Enforcement Officials and Private Security Guards on duty and protect municipal property on daily basis	609 Sites visited and guarded by Law Enforcement Officials with Private guards on duty to protect municipal property on a daily basis.
	Urban Metro, monitoring of illegal structures on informal settlements	Daily patrols , 49 illegal structures demolished	Regular patrols in conjunction with Directorate Community Services. Assisted with demolishing of 11 illegal structures	Regular patrols in conjunction with Directorate Community Services. Assisted with demolishing of 29 illegal structures

Table 166.: Additional performance information for Law Enforcement

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Employees: Law Enforcement							
Job Level	2011/12	2012/13	2013/14		2014/15		
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0 - 3	2	2	1	0	0	0	0
4 - 6	0	0	0	15	15	0	0
7 - 9	9	9	8	8	7	1	12.5
10 - 12	6	6	6	6	5	1	16.7
13 - 15	0	0	0	0	0	0	0
16 - 18	1	0	0	1	0	1	100
19 - 20	0	0	0	0	0	0	0
Total	18	17	15	30	27	3	10

Employees and Posts numbers are as at 30 June

Table 167.: Employees: Law Enforcement

Capital Expenditure 2014/15: Law Enforcement					
R' 000					
Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R0	-	-	-	-

No capital expenditure for this reporting period.

Total project value represents the estimated cost of the project on approval by Council.

Table 168.: Capital Expenditure 2014/15: Law Enforcement

3.8.3 Traffic Services

a) Introduction to Traffic Services

The aim and function of the Traffic Department is to educate and create a culture of voluntary compliance with road traffic rules and regulations and to enhance courteous and tolerant road user behavior. We operate on the legal mandate of the NRTA 93/96 & NLTA 5/2009. Our operational activities include roadblocks at strategic places, high visibility in hotspot areas, special intelligence

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driven operations, random vehicle check points, execution of traffic related warrants and enforcement of traffic laws. Our operational approaches is to co-ordinate and integrate operations, sporadic interventions in hotspot areas as per crime threat analysis e.g. offence patterns, etc. and special operations and speed enforcement in high accident frequency locations and high traffic offence locations.

b) Highlights: Traffic Services

Highlights	Description
Successful management of big events. There were no fatal accidents over Easter weekend. Members obtained the targets set for them. Because of experience, planning was done efficiently.	Steppies Rally, Hawston Hermanus Primary School Walk Hermanus High School Walk Wheels & Runners Hermanus Fynarts Event Youth Day Event Tru Cape Event Whale Festival half marathon FNB Wines2Whale adventures Overstrand Sport Festival Poppie Day Charity Run Child Welfare Sport Day Hope Spot (Old Harbour) Color Run
Motor Registrations and Licensing - Hermanus	Motor Registrations and Licensing moved back to Traffic Department on 1 October 2015
Staffing	On 1 December 2014 15 EPWP members were permanently employed at the Traffic Department

Table 169.: Traffic Services Highlights

c) Challenges: Traffic Services

Challenges	Actions to overcome
Staff challenges when on study leave and sick leave Power failures (load shedding) Faulty traffic signals (robots) required Early financial year closure of orders Currently busy with court training	Additional Court Application and motivation for vehicles needed

Table 170.: Traffic Services Challenges

d) Service statistics for Traffic Services

No.	Details	2011/12	2012/13	2013/14	2014/15
		Actual No.	Actual No.	Actual No.	Actual No.
1	Number of road traffic accidents during the year	186	185	99	180

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No.	Details	2011/12	2012/13	2013/14	2014/15
		Actual No.	Actual No.	Actual No.	Actual No.
2	Number of officers in the field on an average day	15	19	13	19
3	Number of officers on duty on an average day	10	13	15	29

Table 171.: Traffic Services Data

Type of service	2011/12	2012/13	2013/14	2014/15
Motor vehicle licenses processed	13 545	n/a	n/a	45 237
Learner driver licenses processed and issued	4 557	1 574	4 799	4 940
Driver licenses processed	1 458	1 453	2 824	1 558
Driver licenses issued	5 861	579	6176	6 821
Fines issued for traffic offenses	19 583	16 766	11 115	11 963
R-value of fines collected	R4 249 150.00	R 6 385 966.00	R6 033 430.00	R 6 937 825.00
Roadblocks held	560	26	9	1194
Special Functions – Escorts	45	30	51	76
Awareness initiatives on public safety	28	12	5	12

Table 172.: Additional performance information for Traffic Services

e) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/2015		
						Target	Actual	Corrective Measure
TL42	The creation and maintenance of a safe and healthy environment	Optimal collection of public safety income for the financial year	R-value of public safety collected income	All	R 5,154,575	R 10,000,000	R 14,285,330	Target well Met

Table 173.: Service delivery indicators: Traffic Services

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Employees: Traffic Services							
Job Level	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.				
0-3	2	2	2	2	2	0	0
4-6	5	6	5	25	25	0	0
7-9	5	5	5	2	2	0	0
10-12	17	17	16	22	22	0	0
13-15	2	2	1	2	1	1	50
16-18	1	1	1	1	1	0	0
19-20	0	0	0	0	0	0	0
Total	32	33	30	54	53	1	2

Employees and Posts numbers are as at 30 June.

Table 174.: Employees: Traffic Service

Capital Expenditure 2014/15: Traffic Services

R'000

Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	-	-	-	-	-

No capital projects for the reporting period

Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)

Table 175.: Capital Expenditure 2014/15: Traffic Services

3.8.4 Fire Services and Disaster Management

a) Introduction to Fire Services and Disaster Management

Fire Services is responsible for the following functions:



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- Fire-fighting of structural fires, veld and bush fires and any other fire;
- Fire safety (the application of the National Building Regulations, Fire codes and municipal by-laws with regard to fire safety);
- Rescue services;
- Support services to municipal and other instances;
- Fire pre-planning and related preparedness plans;
- Testing and basic maintenance work on emergency vehicles and equipment; and
- Fire communications facilities for the particular service.

Our Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, -mitigation, -preparedness, -response, -recovery and -rehabilitation.

b) Highlights: Fire Services and Disaster Management

Highlights	Description
Permanent Personnel	Since inception, the fire department was made up of a majority of reservists and EPWP officials. This changed on 1 December 2014 as 30 Cadet Firefighters were permanently appointed. This highlight is twofold: It is the first time the force received many permanent positions; and two, it is the first time that EPWP beneficiaries were permanently appointed.
International Firefighters Day on 2 May 2015 and Team Challenge	International Firefighters Day is one of the biggest events to be held within the industry. For 2015 the event was hosted by City of Cape Town at Muizengerg, Zandvlei. The Overstrand Fire, Rescue & Disaster Management firefighters participated in the Team Challenge and took first place in each challenge, ultimately winning the overall competition. The team challenge consisted of the Pump & Hose Drill, Rescue Drill and the Hose Drag. Executive Mayor Nicolette Botha-Guthrie handed the trophy and shield to the team members at the Council meeting held on 24 June 2015
Minister Honoring Firefighters	On Wednesday 15 April 2015, honourable Minister Pravin Gordhan of Cooperative Governance and Traditional affairs hosted an event for all firefighters who were active during the 2014 - 2015 Fire Season. The 2014 - 2015 fire season was one of the most devastating seeing many extended fires all over the region. All firefighters, reservists and volunteer corps alike received a certificate of appreciation.
Fire Safety	Overstrand Fire Safety Division has made substantial progress in improving public fire safety standards. The increased public awareness programmes have enhanced public communication an understanding of the rationale behind implementing the National Fire Protection Regulations and has proven to be innovative in improving fire safety. The regulation of LP Gas and other Flammable Substances through issue of certificates has played a significant role on improve safe storage and installations of

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Highlights	Description
Implementation of Tariffs	<p>distribution systems. This division has been active in assistance with event applications by assisting with the regulation of population control in halls and temporary structures.</p> <p>The implementations of tariffs are a first for the Overstrand Fire, Rescue & Disaster Management. The department now provides a more effective and efficient service to the general public. Processes and application forms have either been updated or developed and are now in place; allowing for better control.</p>
Fire & Rescue International Volume 3 no 1	<p>The Fire & Rescue International is a magazine providing information of the integrated fire, rescue, EMS and command technology. With each edition, a fire department is profiled. Overstrand Fire and Rescue was profiled in Volume 3 no 1. The article also included a piece on both the Bettys Bay volunteer firefighters and Pringle Bay volunteer community firefighters.</p>
Western Cape Government Disaster Management Logo	<p>Engine 11 of Overstrand Fire, Rescue & Disaster Management fleet was chosen to be part of the Western Cape Government Disaster Management Logo.</p>

Table 176.: Fire Services and Disaster Management Highlights



c) Challenges: Fire Services and Disaster Management

Description	Actions to address
Vehicles / Equipment	Procurement of new vehicles and equipment 2015/016 financial year
Staff compliment	In the process of obtaining permanent staff members
Climate changes	More floods have been experienced during winter and more vegetation fires were experienced during the summer months

Table 177.: Fire Services and Disaster Management Challenges

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d) Service statistics for Fire Services

No.	Details	Fire Service Data			
		2011/12 Actual No.	2012/13 Actual No.	2013/14 Actual No.	2014/15 Actual No.
1	Total fires attended in the year	372	407	339	475
2	Total of other incidents attended in the year	336	355	383	381
3	Average turnout time - urban areas	14 min.	8.6min	3.02min	6.24min
4	Average turnout time - rural areas	23 min.	N/A	3.21	13.13min
5	Fire fighters in post at year end	82	59 Pumps-7	89 Pumps - 7	81 Pumps - 11
6	Total fire appliances at year end	5	Bakkies - 8	Bakkies - 8	Bakkies - 11 Cars - 2
7	Average number of appliance off the road during the year	4	4	7	6

Table 178.: Fire Service Data

e) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL36	The creation and maintenance of a safe and healthy environment	Annually review and submit Disaster Management Plan to the District by the end of June	Reviewed plan submitted	All	1	1	1	Target Met
TL37	The creation and maintenance of a safe and healthy environment	Arrange public awareness sessions on Protection services	Number of sessions held	All	55	32	88	Target Extremely well met
TL38	The creation and maintenance of a safe and healthy environment	Annually review Community Safety Plan by the end of June in conjunction with the Department of Community Safety	Plan reviewed	All	1	1	1	Target Met

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Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL39	The creation and maintenance of a safe and healthy environment	Review the Fire Management Plan by the end of June 2015	Plan reviewed	All	1	1	1	Target Met
TL40	The creation and maintenance of a safe and healthy environment	Perform compliance inspections in terms of the National Standard for community fire protection as specified in SANS 10090	Number of inspections performed	All	6,574	1,200	7,096	Target Extremely well met
TL41	The creation and maintenance of a safe and healthy environment	Conclude signed disaster directives with the relevant role-players	Signed directives	All	New TL performance indicator for 2014/15. No comparatives available	1	1	Target Met

Table 179.: Service delivery indicators: Fire Services and Disaster Management

Employees: Fire Services and Disaster Management							
Job Level	2011/12	2012/13	2013/14		2014/15		
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0	0
4 - 6	1	0	2	31	31	0	73.81
7 - 9	6	6	5	6	6	0	14.29
10 - 12	2	1	1	1	1	0	2.38
13 - 15	2	3	3	3	3	0	7.14
16 - 18	1	1	1	1	1	0	2.38
19 - 20	0	0	0	0	0	0	0
Total	12	11	12	42	42	0	100

Employees and Posts numbers are as at 30 June.

Table 180.: Employees: Fire services and Disaster Management

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Capital Expenditure 2014/15: Fire Services and Disaster Management

Capital Projects	R' 000				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R0	-	-	-	-

No capital expenditure for the reporting period.

Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)

Table 181.: Capital Expenditure 2014/15: Fire Services and Disaster Management

3.9 COMPONENT H: SPORT AND RECREATION

3.9.1 Introduction to Sport and Recreation

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



a) Highlights: Sport and Recreation

Highlights	Description
Overstrand Sports Festival	Overstrand Sports Festival was hosted in Mt Pleasant Sports Grounds on the 01 November 2014. The event included the following activities namely: Rugby, Soccer, Netball, Cycling, softball and disable people dominoes. This event was organised in

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Highlights	Description
Better Together Games	partnership with Department of Cultural Affairs and Sport and Coca-cola. Overstrand Municipal staff members participated on the 3 rd edition of Better Together Games which took place in Worcester on the 10 th October 2014. The event is meant only for government and municipal staff members. The event was organised in partnership with various participating municipalities and provincial government departments. Overstrand Municipality retained their trophy as champions of touch rugby 2014.
Mini AFCON Tournament 2015 (5 A Side)	Mini AFCON Soccer Tournament finals were hosted in Zwelihle Multi- Purpose Court on 07 February 2015. The event comprised of under 15 youth from across Overstrand areas.
June 16 Youth Festival	Youth festival was hosted on the 16 th June 2015 at Hawston Tusong centre. The following were the activities of the day namely: mini soccer, netball, mini cricket, dominoes, mrabaraba, chess, kerem and drama.

Table 182.: Sport and Recreation Highlights

b) Challenges: Sport and Recreation

Description	Actions to address
Vandalism of infrastructure	To install more lighting and policing by law enforcement. Management of facility through lease agreement in process. Ongoing education of structures to preserve their facilities. Hiring of Security Company to safe guard facilities. Getting the youth in general involve in sport.
Usage of Halls as sport hubs	Engagement with schools is still at its preliminary phase, with other schools buying in and others still reluctant to open doors for sport promotion. Partnership with Department of Cultural Affairs and Sport resulted in employment of youth as coaches on targeted areas to promote Mass Participation. Effective booking system of halls that will allow for usage community halls for sport promotion programmes(holiday/after school).
Over use of sport fields	Reduction of number of teams in LFAs to strengthen competition within in a league and also will allow better maintenance of grass. Alternatively optimal use facilities in close proximity will reduce congestion of fixtures in one facility. Properly planned fixtures will allow municipality to identify gaps which they can schedule maintenance.

Table 183.: Sport and Recreation Challenges

c) Service statistics for Sport and Recreation

Type of service	2011/2012	2012/13	2013/14	2014/15
Play parks				
Number of parks with play park equipment	42	47	52	53

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Type of service	2011/2012	2012/13	2013/14	2014/15
Number of wards with community parks	13	14	13	13
Swimming pools				
Number of visitors per annum	17 350	25 496	38 914	61 753
R-value collected from entrance fees	R 13 410	R 12 874	R 12 297	30 863
Camp sites/ Resorts				
Number of visitors per annum	17 171	33 321	34 307	18 471
R-value collected from visitation and/or accommodation fees	R 3 950 434.91	R 3 144 183.83	R 3 775 345.77	5 269 600.16
Sports fields				
Number of wards with sport fields	12	10	9	9
Number of sport clubs utilizing sport fields	23	30	88	88
R-value collected from utilization of sport fields	R 3 688	R 7 029	R 2 431	9 800
Sport halls				
Number of wards with sport halls	2	1	1	1
Number of sport associations utilizing sport halls	9	2	1	1
R-value collected from rental of sport halls	R 6 500	R 4 601	R 1 630.00	127 451

Table 184.: Additional performance information for Sport and Recreation

Capital Expenditure 2014/15: Sport and Recreation

R' 000

Capital Projects	2014/15				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	5 296	5 696	5 696	0	
Expanding change rooms –Hawston sports ground	225	225	225	0	500
Extension of gym - Gansbaai	71	71	71	0	500

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Capital Expenditure 2014/15: Sport and Recreation

R' 000

Capital Projects	2014/15				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Sports Complex Load Bearing walls	0	400	400	0	51
Overhills: Kleinmond Soccer Field	5 000	5 000	5 000	0	1 565

Total project value represents the estimated cost of the project on approval by Council

Table 185.: Capital Expenditure 2014/15: Sport and Recreation

3.10 COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: executive and council; financial services; human resource services; ICT services; legal services; and procurement services.

3.10.1 Executive and Council

This component includes: Executive office (mayor; councilors; and municipal manager).

a) Highlights: Executive and Council

Highlights	Description
Overstrand Municipality named 2 nd best municipality in the country	The unemployment rate, the proportion of people aged 20 and older with a Grade 12 pass and the poverty rate were some of the main indicators used to measure municipal performance. Other indicators include the proportion of households that use electricity for lighting, that have access to piped water within 1 km of a household, that have flush or chemical toilets and households without toilets. Six of the ten main indicators were related to service deliver.
Junior Town Council as best practice 2014/2015	The newly elected 2014/2015 Overstrand Junior Town Council was inaugurated on 23 October 2014
Achievements 2014/15	<ul style="list-style-type: none"> → Mayor accepts an Award for clean Audit status at the council meeting 29 April 2015. → A study revealed that eight of the 10 best-performing municipalities are in the Western Cape, with Overstrand in first and Stellenbosch in second place. Overstrand also walked off with the Western

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Highlights	Description
Overstrand Water Pipe project receives award	Cape Productivity 2014 Award. The Western Cape Department of Cultural Affairs and Sport crowned the Hawston Public Library winner in the category children services. The Eluxolweni housing project in Pearly Beach was crowned the best housing project by the South African Housing Foundation. Overstrand walked off as winner in the category waste management during the 2014 Greenest Town competition. The Department of Water Affairs awarded Blue Drop status to five of Overstrand's water treatment works and Green Drop status to four of its waste water treatment works. The department also recognised the Franskraal water treatment works as the best small plant in the country. The new Preekstoel biofiltration water treatment plant received an award for excellence in municipal engineering from IMESA/CESA. The project to replace water pipes in Overstrand received an award for excellence from the South African Society for Trenchless Technology. This is the first time such an award has been bestowed on a municipality outside a metro. Overstrand's project for water pipe replacement boasts an award of excellence from SASTT (South African Society for Trenchless Technology) that was handed over on 18 February 2014. It was the first time that the award was bestowed on a municipality outside a metropole.
Retain Blue drop status	Awarded to 5 plants, also best small plant in the country (Franskraal Water treatment Works)
Housing delivery	182 title deeds for Eluxolweni were handed over by the Minister, mayor and officials at a ceremony on 19 May 2015. 487 title deeds had been registered in the Deeds Office for the 2014/2015 financial year.

Table 186.: Executive and Council Highlights



*Mayor with
2014/15
Junior Town
Council (JTC)*

Chapter 3: Service Delivery Performance

b) Challenges: Executive and Council

Description	Actions to address
Ageing infrastructure	Increase maintenance budget and enhance asset replacement programmes (capital budget)
Financial sustainability	Institute financial management reforms

Table 187.: Executive and Council Challenges

c) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL7	The provision of democratic, accountable and ethical governance	Submit quarterly progress reports on the revision of the top 10 risks, as a corrective action to the Executive Management Team	Number of progress reports submitted	All	4	4	4	Target Met
TL8	The provision of democratic, accountable and ethical governance	Quarterly report to the Management, Executive Mayor, Auditor-General and Audit Committee on progress with implementation of key controls as identified in key control deficiencies	Quarterly reports submitted on achievement of committed dates	All	4	4	4	Target Met
TL9	The provision of democratic, accountable and ethical governance	Risk based audit plan approved by the Audit Committee by the end of June 2015	Plan approved	All	1	1	0	Target not met Been advised by the Director: Management Services that the appointment of the Shared Services Risk Manager will take place on 01 August 2015.

Table 188.: Service delivery indicators: Executive and Council

Chapter 3: Service Delivery Performance

3.10.2 Financial Services

a) Introduction: Financial Services

Financial Services

The application of sound financial management principles is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainable, economically and equitably to all communities.

The key objective of the Municipal Finance Management Act (2003) 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 Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government. Encouragement of structured community participation in the matters of the municipality is an important focus area.

Section 216 of the Constitution of the Republic of South Africa, 1996, provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognised accounting practice, uniform expenditure classifications and uniform treasury norms and standards. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), determines those measures for the local sphere of government and enables the Minister of Finance to further prescribe, by regulation such measures in terms of section 168 thereof.

Municipal Regulations on a Standard Chart of Accounts (mSCOA) - Section 216 of the Constitution of the Republic of South Africa, 1996, provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognised accounting practice, uniform expenditure classifications and uniform treasury norms and standards.

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In terms of section 169(1)(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), the Minister of Finance has signed into effect and subsequently published the Municipal Regulations on a Standard Chart of Accounts (mSCOA) in terms of Notice 312 of 2014, Government Gazette No. 37577 subsequent to formal consultation.

Overstrand Municipality was selected by National Treasury as a vendor pilot site for the implementation of mSCOA on the SAMRAS financial system of Bytes Universal Systems. Before-mentioned implies that the Standard Chart of Accounts must be implemented from **1 July 2015**, in order to effectively proof successful roll-out of the SCOA compliant SAMRAS system, involving further development of the system. The mSCOA regulation is, in the viewpoint of National Treasury, the biggest reform in Local Government since the implementation of the MFMA. It is not just a financial reform, but an organisational reform. The 2015/2016 MTREF Budget has been compiled and approved by Council on 27 May 2015 according to the SCOA classification framework.

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 over and above before-mentioned, also upholding our Clean Audit status obtained in 2013/2014;
- maintaining a good credit rating to ensure favourable lending rates and terms; and
- successfully implementing the Standard Chart of Accounts (SCOA) as promulgated 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 Municipality's business and service delivery priorities were reviewed and where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. The focus is to critically review expenditure on non-core items.

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

The entire budget amount per annum is based on the income that the Municipality expects to derive from rates, service charges, and grants and subsidies. During the 2014/2015 financial year, the Municipality managed to spend 88.2% of its capital budget, 97,6% of its operating budget (pre-audit outcome) and raised 99.4% of the total revenue budget.

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Financial Management Reforms

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

- Efficient costing of services and projects by identifying and managing the cost drivers.
- Active use of forecasts and projections to manage cash flow efficiently.
- Active monitoring of income and expenditure against pre-determined budget targets/projections.
- Set financial benchmarks and monitor performance against them.
- Development of a feasible capital funding strategy.
- Development of a feasible cash and investment strategy.
- Exploring additional funding sources.

b) Highlights: Financial Services

Highlights	Description
Supply Chain Management	Reduction in the total number of Clause 36 Deviations approved during the financial year.
Budgeting & Accounting Services	<p>During the financial year the Budget Office was a key role player in the introduction and implementation of SCOA and the preparation of a SCOA budget for the 2015/2016 MTREF.</p> <p>The Costing Division, established during 2010, continued to compliment the Expenditure & Asset Management Division in maintaining a Job Costing Framework in respect of all projects. Examples of these are Ward Specific Projects, EPWP Projects and Capital Project components in terms of the management of new assets for inclusion in the Asset Registers (GRAP principles). It is envisaged that this section will play an ever increasing role in analyzing and reporting of management information.</p>
Expenditure and Asset Management	<p>In conjunction with the other Financial Services Directorate's departments, the Expenditure & Asset Management Department successfully contributed to prepare for the implementation of mSCOA with effect from 01 July 2015. After being identified as one of the Pilot Sites by National Treasury, the Municipality had to prepare for the early implementation of mSCOA while the remainder of the municipalities will have to follow suite as from 01 July 2017.</p>

Table 189: Financial Services Highlights

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c) Challenges: Financial Services

Description	Actions to address
Priorities in terms of Management Information Systems	An optimal solution, with reference to the Municipal Regulations on a Standard Chart of Accounts (mSCOA) in terms of Notice 312 of 2014, Government Gazette No. 37577, that defines as follows: "minimum system requirements" means those specifications for an integrated software solution, incorporating an enterprise resource management system determined in terms of regulation 7;".
Strategic considerations	A review of existing systems and procedures within the directorate is identified as a priority, in order to ensure increased productivity and efficiency.

Table 190.: Financial Services Challenges

Details of the types of account raised and recovered	Debt Recovery								
	R'000								
	2012/13			2013/14			2014/15		
	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %
Property Rates	120,798,946	122,254,233	101.7	134,812,632	135,114,915	100.23	152,870,211	152,198,790	99.56
Electricity	247,662,847	246,161,913	100.28	268,362,292	272,659,792	101.6			
Water	85,243,449	89,111,251	100.11	95,136,107	94,389,380	99.22			
Sanitation	56,895,186	57979091	101.54	62,797,583	62,327,702	99.25			
Refuse	46,637,284	45,795,593	98.67	52,956,535	52,513,487	99.16			

Table 191.: Debt recovery

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d) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance 2014/15		Corrective Measures
						Target	Actual	
TL1	The provision of democratic, accountable and ethical governance	98% of the operational conditional grant (Libraries, CDW) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW)	All	100.45%	98%	100%	Target well Met
TL20	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)	Ratio achieved	All	2.3	1.2	3.72	Target Extremely well met
TL21	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (%)	Ratio achieved	All	16.90	17	17.13	Target well met
TL22	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)	% achieved	All	10.4%	12%	10.36%	Target Extremely well met
TL23	The provision of democratic, accountable and ethical governance	Achieve a debt recovery rate not less than 95%	% Recovered	All	100.34%	95%	97.73%	Target well Met

Chapter 3: Service Delivery Performance

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/14	Overall Performance 2014/15		
						Target	Actual	Corrective Measures
TL24	The provision of democratic, accountable and ethical governance	Financial statements submitted to the Auditor-General by 31 August 2014	Financial statements submitted	All	1	1	1	Target Met
TL25	The provision of democratic, accountable and ethical governance	Appointment of a Service Provider by the end of June 2015 to review and submit a long term financial plan.	Appointment of Service Provider	All	1	1	1	Target Met
TL30	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	% of the training budget spent on implementation of the WSP	All	1%	100%	100%	Target Met
TL48	The provision and maintenance of municipal services	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements	Number of households	All	6,536	6,580	6,842	Target well Met
TL49	The provision and maintenance of municipal services	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP ((Actual amount spent on projects as identified for the year in the IDP/Total amount spent on capital projects)X100)	% of the capital budget spent	All	New TL performance indicator for 2014/15. No comparatives available	98%	88.21%	Target would have been met if the rolls over amounts are taken into consideration. (June 2015)

Table 192: Service delivery indicators: Financial Services

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Job Level	Employees: Financial Services							
	2010/11	2011/12	2012/13	2013/14	2014/15			Vacancies (as a % of total posts)
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	
No.	No.	No.	No.	No.	No.	No.	%	
0 - 3	0	0	0	0	0	0	-	
4 - 6	54	50	49	51	47	45	2	0.02
7 - 9	23	25	25	22	24	17	7	0.06
10 - 12	23	22	25	24	26	24	2	0.02
13 - 15	8	10	10	12	13	11	2	0.02
16 - 18	4	5	4	4	4	4	-	
19 - 20	1	1	1	1	1	1	-	
Total	113	113	114	114	115	102	13	0.11

Table 193.: Employees: Financial services

3.10.3 Human Resource Services

a) Introduction to Human Resource Services

The Human Resources Department report under the Director: Management Services and is responsible for the following functions:

- Strategic Human Resources
- Human Resources Administration
- Recruitment and Selection
- Labour Relations
- Performance Management
- Occupational Health and Safety
- Training and Development

The challenge is to move from Human Resources Management to Human Capital Management

b) Service Delivery Priorities

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Strategic Human Resources

To provide management with effective and efficient strategic advice and support with reference to new and amended legislation, interpretation of policies; organizational change; sound labour relation practices and health and safety environment.

Recruitment and Selection

To ensure that the right persons are appointed at the right time in the right positions are one of the most important challenges. This priority challenges in terms of legislation, cost and service delivery.

Labour Relations

To apply sound labour relations within the work place. Inform and advise management on the application of disciplinary code and procedures in order to comply with the necessary legislation and Bargaining Council Agreements.

c) Highlights: Human Resources

Highlights	Description
Compilation of Human Resources Newsletter	First edition of Human Resources Newsletter distributed during March 2015. The purpose of the newsletter is to communicate important Human Resources related issues to staff members. The newsletter will be published on a quarterly basis.
Health and Wellness day	Health and Wellness days were held on 16, 17 and 18 July 2014 at the different administrations.
Performance Management	Performance Development Plans for staff in the Community Services Directorate up to and including T-03 has been undersigned.

Table 194.: Human Resources Highlights

d) Challenges: Human Resources

Description	Actions to address
Hosting of Employee Wellness days	The hosting of employee wellness day has become a challenge, as the accredited Medical Aid funds not keen to participate due to increased costs of testing of staff members
Rollout PMS to the entire workforce	The first formal evaluation of operational staff in the community Services directorate is scheduled for August 2015. It is foreseen that difficulties might be experience given the size and complexity of the Directorate. Assistance will be provided to supervisors and Operational Managers.
Injuries on Duty	Problems experienced with the new electronic system for the registration of new I.O.D's. Doctors in

Chapter 3: Service Delivery Performance

Description

Actions to address

Kleinmond and Gansbaai refuses to treat employees who got injured in the workplace. These employees now have to travel to Hermanus to be treated by doctors.

Table 195.: Human Resources Challenges

e) Service Delivery Indicators

Ref	Strategic Objective	KPI	Unit of Measurement	Wards	Actual 2013/15	Overall Performance for 2014/15		
						Target	Actual	Corrective Measures
TL31	The provision of democratic, accountable and ethical governance	Review the Municipal Organisational Staff Structure by the end of June 2015	Structure reviewed	All	1	1	1	Target Met
TL33	The provision of democratic, accountable and ethical governance	90% of the approved and funded organogram filled ((actual number of posts filled divided by the funded posts budgeted) x100)	% filled	All	92.41%	90%	92.31%	Target well Met
TL34	The provision of democratic, accountable and ethical governance	Review identified HR policies by the end of June 2015	Number of policies reviewed	All	5	4	8	Target Extremely well met
TL35	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	The number of people from EE target groups employed	All	New TL performance indicator for 2014/15. No comparatives available	54	60.84	Target well Met

Table 196.: Service delivery indicators: Human Resources

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Employees: Human Resource Services								
Job Level	2010/11	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	2	2	2	0	0%
4 - 6	6	5	5	4	4	4	0	0%
7 - 9	2	0	0	0	0	0	0	0%
10 - 12	7	9	9	9	9	9	0	0%
13 - 15	1	1	2	2	2	2	0	0%
16 - 18	2	2	1	1	1	1	0	0%
19 - 20	0	0	0	0	0	0	0	0%
Total	18	17	17	18	18	18	0	0%

Employees and Posts numbers are as at 30 June

Table 197.: Employees: Human Resource services

3.10.4 Information and Communication Technology (ICT) Services

a) Introduction to Information and Communication Technology (ICT) Services

The traditional role of ICT Departments in local government from being primarily a technical support function and to assist business on a re-active basis to resolve problems of a technical nature is long gone. For municipalities to deliver an ongoing, cost effective and quality service to all its communities it is imperative that the ICT Services Division becomes an equal partner with all Directorates in the municipality when alternative opportunities for improved service delivery mechanisms are contemplated.

The emergence of new ICT technology solutions to enable more effective service delivery while driving costs down necessitates even more than ever before, a sound and strategic alliance between lines of business and the ICT Services Division in the municipality.

Compared to many other municipalities, the ICT Services Division in the Overstrand Municipality is well positioned with a fully functional ICT Steering Committee that ensures proper governance and management of all ICT related initiatives, ICT policy frameworks and ICT work processes.

In addition to the Business and Operation reporting done at the ICT Steering Committee, it also serves also the platform where the ICT Services Division can:

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- o Share information with Councilors, Executive management and management on emerging trends in the ICT Industry;
- o Present to business, opportunities to exploit emerging ICT technologies to improve service delivery and
- o To demonstrate to the continued alignment between lines of business and ICT and the value adds that can be achieved through ongoing alignment and collaboration.

b) Highlights: ICT Services

Highlights	Description
Continued RF Network Upgrade	Upgrade the RF Network connection (Hawston), the crucial high site link between and Hermanus and Kleinmond high sites to a 300Mb/s link.
Reconfigure Virtual Server and Storage system	Based on the SAN Disk upgrade, server instances, SQL configurations and backups was reconfigured and tested to be more optimal and upgraded.
PC Refresh Project	Refresh PC's: Refresh, Upgrade or Replace. Conform O/S and S/W. Ongoing; expect to finish by end of 2014.
Time and Attendance	Collaboration on T&A project from a Technical perspective (Server hardware, device configuration and network setup).
MIS Productivity	Unemployment database and Telephone Billing systems.

Table 198.: ICT Service Highlights

c) Challenges: ICT Services

Description	Actions to address
Global Service Desk	Investigating Systems, Scoping and gathering requirements that are cross department and functional areas. See how a global service desk can increase communication, response, collaboration, problem resolution and more clearly define responsibility and urgency.
Funds for new PC's	Investigating alternative forms of finance to procure needed PC's or investigates alternative options to present standardised workstation and access to employees.
Telecoms systems and infrastructure	Ensure viable telecoms infrastructure in terms of future sustainability, lowering fixed costs and driving down usage costs.
Network monitoring tools	Testing and tools to monitor Network (RF and LAN/WAN)

Table 199.: ICT Service Challenges

The ICT Department currently does not have all the required toolsets to monitor the performance and throughput of its ICT Infrastructure Services and systems. However, a measurement of ongoing

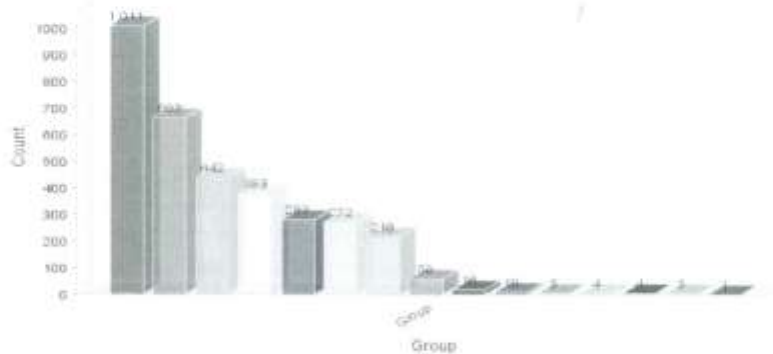
Chapter 3: Service Delivery Performance

maintenance and support services can be derived from the Help Desk statistics for the year 2014/2015, were these statistics are categorised to assist with identifying specific problem areas that require focus and attention and to analyse the data to determine root causes of problems.

Monthly Calls Logged
June 2014 to July 2015



Graph 20.: Monthly calls log



- Software Problems ■ Login Problems ■ Printer Problems ■ Telephone Problems
- Hardware Problems ■ Network Problems ■ Internet Problems ■ Not Assigned
- Copier Machine Problems ■ Telecommunication Services ■ Desktops & Laptops ■ Internet Services
- Two Way Radios ■ Electricity Problem ■ Network Services

Graph 21.: Call log distribution

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Job Level	Employees: ICT Services						
	2011/12	2012/13	2013/14	2014/15			
	Employees	Employees	Employees	Posts	Employees (posts filled)	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0	0	0
0-3	0	0	0	0	0	0	0
4 - 6	0	0	0	0	0	0	0
7 - 9	1	1	1	1	1	0	0
10 - 12	3	4	4	4	4	0	0
13 - 15	0	0	0	0	0	1	14%
16 - 18	1	0	0	2	2	0	0
19 - 20	0	0	0	0	0	0	0
ICT Interns		2	2	2	2	0	0
Total	5	7	7	9	9	1	14%

Employees and post numbers are as at 30 June.

Table 200.: Employees: ICT Services

Capital Projects	CAPITAL EXPENDITURE 2014/15: ICT SERVICES					
	Budget	Adjustment Budget	Actual Expenditure	Total Project Value	Budget Variance R.	0%
Additional Disc Storage for DR Site (Ohrus)	R 0.00	R 100,000.00	R 123,200.00	R 123,200.00	R 23,300.00	+18.9%
Integrated asset management and maintenance system; Changed to IT Systems	R 1,500,000.00	R 934,000	R 917,448.00	R 917,448.00	R 16,552.00	-1.78%
Time and Attendance	R 0.00	R 150,000.00	R 149,629.00	R 150,000.00	R 371.00	-0.25%
Disk Space Chassis – Space Storage	R 600,000.00	R 600,000.00	R 599,750.23	R 600,000.00	R 249.77	-0.04%
RF Network (High site upgrade)	R 750,000.00	R 726,800.00	R 715,087.65	R 726,800.00	R 11,712.35	-1.61%

Table 201.: Capital Expenditure 2014/15: ICT Services

The Time and Attendance was initially funded source via the MSIG Grant funding and changed to another Funding source in the course of the year. Permission was sought and received to change

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that funding to the improvement of IT Systems, which was granted nearing the end of the municipal financial year. The extra budget that was needed for the Additional Disc Storage for DR Site (R23, 200.00) was transferred from the RF Network (High site upgrade) capital project, hence the change in budget for these projects.

3.10.5 Legal Services

a) Highlights: Legal Services

Highlights	Description
Legal Services	<p>No successful appeals against the municipality regarding the awarding of tenders and quotations</p> <p>90% turnaround time for referrals by user departments</p> <p>Increase in the provision of legal updates to respective user departments</p> <p>The adoption of two new by – laws, and the development of three other draft by – laws</p> <p>Coordinate all litigious matters by and against the municipality, with no court orders issued against the municipality</p> <p>Provide Monthly Departmental Reports</p> <p>Provide Monthly Reports on Internal Court Meetings</p> <p>Provide Monthly Stats reports revenue generated from Additional Court.</p>

Table 202.: Legal Services Highlights

b) Challenges: Legal Services

Description	Actions to address
Ensure that the municipal court is a success.	Proper project management, people management skills, controls and performance management.
Ensure that legal service maintain its existing standard of objectivity and focus on corporate governance, irrespective of external and internal pressure	
Ensure that each problem is defined correctly and understanding the implications of not resolving the problem. In retrospect legal services not only identify the problem but also find the solution.	Establish the cause of the problem, and not only the symptoms.
Ensure proper budget control to ensure that the department operate to both an optimum and efficient level.	

Table 203.: Legal Services Challenges

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Job Level	Employees: Legal Services						
	2011/12	2012/13	2013/14		2014/15		Vacancies (as a % of total posts)
	Employees	Employees	Employees	Posts	Employees	Vacancies (fulltime equivalents)	
No.	No.	No.	No.	No.	No.	%	
0 - 3	0	0	0				
4 - 6	0	0	0				
7 - 9	1	1	1	2	3		
10 - 12	0	0	0	1	1		
13 - 15	0	1	0	2	2		
16 - 18	1	1	1	1	1		
19 - 20	0	0	0				
Total	2	3	2	7	7		

Employees and Posts numbers are as at 30 June.

Table 204.: Employees: Legal Services

3.10.6 Procurement Services

a) Highlights: Procurement Services

Highlights	Description
	User testing of the SCM Electronic Processing System-SAMRAS (Integrating Contract Management and records management into SCM) was undertaken during the 2014/2015 financial year. It is expected that the system will be implemented by December 2015.
Supply Chain Management IT System	Overstrand Municipality in collaboration with Provincial Treasury and the municipalities within the Overberg District have decided to Migrate their Supplier Database's to a Centralized Western Cape Supplier Database. It is expected that the municipalities will make use of this centralized database by August 2015.

Table 205.: Procurement Services Highlights

b) Challenges: Procurement Services

Description	Actions to address
The implementation of Clause 44 & 45 of the Overstrand Municipality's Supply Chain Management Policy (SCMP). The Municipality does not have a database of persons in the service of the state, despite making every attempt to achieve 100% compliance	No database exists that is regularly updated and maintained that is available to Local Government. Continuous engagement with Provincial Treasury and other role players to ensure that a viable solution to address the problem is found.

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Description	Actions to address
with the SCMP.	
The eradication of the occurrence of irregular expenditure.	<p>Strengthening of the control environment to ensure that irregular expenditure is effectively detected and prevented.</p> <p>Creating continuous awareness of the risks of non-compliance and the controls that have been implemented to ensure that we obtain the "buy-in" of all the relevant role players.</p>

Table 206.: Procurement Services Challenges

c) Service Statistics for Procurement Services

1. The Buyer's Division processed transactions as follows from the 2011/12 financial year. This is a new division and no comparative results are available.

Buyer's Section	Activities	Total No	Monthly Average	Daily Average
2011/12	Requests processed	10 313	1 719	78
2011/12	Orders processed	11 661	1 944	88
2012/13	Requests processed	10 804	900	43
2012/13	Orders processed	9 808	817.33	39.39
2013/14	Requests processed	10 556	879	43
2013/14	Orders processed	9 897	825	40
2014/15	Requests processed	12 682	1057	50
2014/15	Orders processed	9 772	814	39

Table 207.: Activities of the Buyer's Section

2. The Procurement Division is primarily responsible for the formal bidding processes through the bid committee system and has processed the following transactions:

Bids awarded 2014/15	Total	Monthly average	Value R
Requests registered	127	11	N/A
Requests cancelled or	6	N/A	N/A

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Bids awarded 2014/15	Total	Monthly average	Value R
referred back			
Extensions	9	N/A	R 21,831,487.62
Bids received (number of documents)	578	48	N/A
Bids awarded	116	10	R 304,881,837.56
Bids awarded ≤ R200 000	34	3	R 3,112,976.25
Appeals registered	1	N/A	N/A
Successful Appeals	0	N/A	N/A

Table 208.: Transactions processed by the Procurement Division

3. Deviations from Council's Supply Chain Management Policy can be analyzed as follows:

Type of deviation	Number of deviations	%	Value of deviations	Percentage of total deviations value
Clause 36(1)(a)(i)- Emergency	10	11.63	R 1,419,984.40	23.70
Clause 36(1)(a)(ii)- Sole Supplier	19	22.09	R 1,318,733.73	22.01
Clause 36(1)(a)(iii)- Unique arts	2	2.33	R 35,000.00	0.58
Clause 36(1)(a)(v)- Impractical / impossible	55	63.95	R 3,217,850.43	53.71
Total	86	100	R 5,991,568.56	100

Table 209.: Statistics of deviations from the SCM Policy

3.11 COMPONENT L: SERVICE DELIVERY PRIORITIES FOR 2015/16

The main development and service delivery priorities for 2015/16 forms part of the Municipality's top layer SDBIP for 2015/16 and are indicated in the table below:

3.11.1 Basic Service Delivery

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL2	m ² of roads patched and resealed according to Paveman Management System within available budget	m ² of roads patched and resealed	All	100,000

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Ref	KPI	Unit of Measurement	Wards	Annual Target
TL3	Quality of effluent comply 90% with general limit in terms of the Water Act (Act 36 of 1998)	% compliance	All	90%
TL4	Quality of potable water comply 95% with SANS 241	% compliance with SANS 241	All	95%
TL5	Limit unaccounted water to less than 25% $\{(\text{Number of kilolitre water purified} - \text{Number of kilolitre water sold}) / (\text{Number of kilolitre sold} \times 100)\}$	% of water unaccounted for	All	25%
TL22	Limit electricity losses to 8% or less $\{(\text{Number of Electricity Units Purchased} - \text{Number of Electricity Units Sold}) / (\text{Number of Electricity Units Purchased and/or Generated}) \times 100\}$	% of electricity unaccounted for	All	8%
TL23	Achieve two Green Drop awards	Number of awards	All	2
TL24	Achieve 5 Blue drop awards	Number of awards	All	5
TL25	Report on the implementation of the Water Service Development plan annually by the end of October 2015	Report submitted	All	1
TL39	Provision of water to informal households with access within a 200 m radius	No of informal households that have access to water within a 200 m radius	All	3,152
TL40	Provision of cleaned piped water to all formal households within 200 m from households	No of formal households that meet agreed service standards for piped water	All	32,483
TL41	Provision of refuse removal, refuse dumps and solid waste disposal to all formal households at least once a week	Number of formal households for which refuse is removed at least once a week	All	33,094
TL42	Provision of refuse removal, refuse dumps and solid waste disposal to all informal households at least once a week	Number of informal households for which refuse is removed at least once a week	All	3,152
TL43	Provision of Electricity: Number of metered electrical connections in formal areas (Eskom Areas	Number of formal households that meet agreed service standards	All	25,354

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Ref	KPI	Unit of Measurement	Wards	Annual Target
	excluded)			
TL44	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements	Number of households	All	6,650
TL45	Percentage of a municipality's capital budget actually spent on capital projects identified for 2015/16 in terms of the municipality's IDP {(Actual amount spent on projects as identified for the year in the IDP/Total amount spent on capital projects)X100}	% of the capital budget spent	All	98%
TL46	The provision of sanitation services to informal households based on the standard of 1 toilet to 5 households	No of informal households that have access to sanitation based on the standard of 1 toilet to 5 households	All	3,406
TL47	Provision of sanitation services to formal residential households	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	All	32,483
TL48	100% of the Municipal Infrastructure Grant (MIG) spent by 30 June 2016 (Actual MIG expenditure/Allocation received)	% Expenditure of allocated funds	All	100%

Table 210.: Service Delivery Priorities for 2015/16 – Basic Service Delivery

3.11.2 Good Governance

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL6	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per ward per annum	All	8
TL7	Submit quarterly progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team	Number of progress reports submitted	All	4
TL8	Quarterly report to the Management,	Quarterly reports submitted	All	4

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Ref	KPI	Unit of Measurement	Wards	Annual Target
	Executive Mayor, Auditor-General and Audit Committee on progress with implementation of key controls as identified in key control deficiencies			
TL9	Risk based audit plan approved by the Audit Committee by the end of June 2016	Plan approved	All	1
TL26	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated)	% of the training budget spent on implementation of the WSP	All	100%
TL27	Review the Municipal Organisational Staff Structure by the end of June 2016	Structure reviewed	All	1
TL28	Revise the Section 14 Access to Information Manual by the end of June 2016 to ensure compliant and up to date policies	Manual revised	All	1
TL29	90% of the approved and funded organogram filled ((actual number of posts filled dived by the funded posts budgeted) x100)	% filled	All	90%
TL30	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	The number of people from EE target groups employed	All	54
TL31	Provide legal assistance and input on policies, contracts, agreements, legislation, by-laws and authorities within 5 working days	Number of reponses to legal assistance provided within 5 working days	All	120
TL32	Monthly Report on additional court matters	Number of reports on court matters	All	12

Table 211.: Services Delivery Priorities for 2015/16- Good Governance

3.11.3 Optimization of financial resources

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL1	98% of the operational conditional grant	% of total conditional	All	98%

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Ref	KPI	Unit of Measurement	Wards	Annual Target
	(Libraries, CDW) spent (Actual expenditure divided by the total grant received)	operational grants spent (Libraries, CDW)		
TL17	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	All	1.3
TL18	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue-operating grants received)/debt service payments due within the year) (%)	Ratio achieved	All	17%
TL19	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	% achieved	All	12.20%
TL20	Financial statements submitted to the Auditor-General by 31 August 2015	Financial statements submitted	All	1
TL21	Submit a reviewed long term financial plan by end of October 2015	Submission of long term financial plan	All	1
TL51	Achieve a debt recovery rate not less than 96% (Receipts/total billed for the 12 month period x 100)	% Recovered	All	96%

Table 212: Services Delivery Priorities for 2015/16 – Optimization of financial resources

3.11.4 Safe and Healthy environment

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL34	Annually review and submit Disaster Management Plan to the District by the end of June 2016	Reviewed plan submitted	All	1
TL35	Arrange public awareness sessions on Protection Services	Number of sessions held	All	32
TL36	Annually review Community Safety Plan by	Plan reviewed	All	1

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Ref	KPI	Unit of Measurement	Wards	Annual Target
	the end of June in conjunction with the Department of Community Safety			
TL37	Review the Fire Management Plan by the end of June 2016	Plan reviewed	All	1
TL38	Collect R8000000 Public Safety Income by 30 June 2016	R-value of public safety collected income	All	R 8,000,000

Table 213.: Services Delivery Priorities for 2015/16 – Safe and Healthy environment

3.11.5 Social upliftment and Economic Development

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL10	Report bi-annually to the Portfolio Committee on LED and Tourism initiatives	Bi-annual report on LED and Tourism initiatives	All	2
TL11	Report to Council on Grants to festival organisers through Service Level Agreements (SLA) by end August 2015	Number of reports submitted	All	1
TL12	Support 30 SMME's in terms of the SMME Development Programme by 30 June 2016	Number of SMME's supported	All	30
TL13	Raise funds for local economic development through financial and non-financial resources mobilisation	Number of MOU's entered into and amount generated	All	3
TL14	Report quarterly to Director LED on linkages established with other spheres of government, agencies, donors, SALGA and other relevant bodies for benefit of local area/Stakeholder engagement and creation of partnerships to broaden economic benefit for local communities	Quarterly report on linkages established. Database of Stakeholders/ No of initiatives	All	4
TL15	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - FTE's, translates	Number of temporary jobs created	All	396

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Ref	KPI	Unit of Measurement	Wards	Annual Target
	to 396 work opportunities)			
TL16	Monthly monitor the statistics on the usage of the LED Walk-in Centre (outreach & referral purposes) through the attendance registers	Monthly registers on LED outreach statistics (walk in centre)	All	12
TL33	Establish a LDAC (Local Drug Action Committee) in terms of the Prevention and Treatment of Substance Abuse Act by August 2015	Established LDAC	All	1
TL49	Compile an action plan to improve on the LED maturity assessment	Plan Completed	All	1

Table 214.: Services Delivery Priorities for 2015/16 – Social Upliftment and Economic Development

CHAPTER 4



Participants- Municipal Minimum Competency (MMC) training

4.1 National Key Performance Indicators – 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. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

KPA & Indicators	Municipal Achievement	Municipal Achievement	Municipal Achievement	Municipal Achievement
	2011/12	2012/13	2013/14	2014/15
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	54	64	63	61
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	100	100	100	99.64

Table 215.: National KPIs– Municipal Transformation and Organisational Development

4.2 Introduction to the Municipal Workforce

For the 2014/145 financial year Overstrand Municipality employed **1 085** (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of Municipality's

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objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.2.1 Employment Equity

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"

a) Employment Equity targets/actual

African		Coloured		Indian		White	
Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
7	4	23	18	0	0	29	39

Table 216.: 2014/15 EE targets/Actual by racial classification (3 Highest levels of management)

African		Coloured		Indian		White	
Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
340	333	555	520	2	3	212	227

Table 217.: 2014/15 EE targets/Actual by racial classification (Total Workforce)

Male (Including Disabilities)		Female (Including Disabilities)	
Target June	Actual June	Target June	Actual June
709	779	400	304

Table 218.: 2014/15 EE targets/actual by gender classification

b) Employment Equity vs. Population

Description	African	Coloured	Indian	White	Total
Population numbers	1912547	2840404	60761	915053	5728765
% Population	31.3	52.4	0.3	16	100
Number for positions filled	333	520	3	227	1083

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Description	African	Coloured	Indian	White	Total
% for Positions filled	30.75	48.01	0.28	20.96	100

Table 219.: EE population 2014/15

c) Occupational Levels – Race

The table below categorises the number of employees by race within the occupational levels:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	2	0	2	0	1	0	1	7
Senior management	0	1	0	2	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	10	0	22	1	4	0	12	51
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	13	70	0	51	9	28	1	39	211
Semi-skilled and discretionary decision making	83	146	0	21	32	72	0	61	415
Unskilled and defined decision making	174	163	2	14	18	23	0	2	396
Total permanent	273	392	2	112	60	128	1	115	1083
Non-permanent employees									
Grand total	273	392	2	112	60	128	1	115	1083

Table 220.: Occupational Levels

4.2.2 Vacancy Rate

The approved organogram for the municipality had **1 174** posts for the 2014/15 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **89** Posts were vacant at the end of (2014/15), resulting in a vacancy rate of 7.58%.

Below is a table that indicates the vacancies within the municipality:

Post level	Per Post Level	
	Filled	Vacant
MM &MSA section 57 & 56	7	0
Middle management (T14-T19)	57	9
Admin Officers (T4-T13)	628	73
General Workers (T3)	393	7

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Post level	Per Post Level	
	Filled	Vacant
Total	1085	89
Functional area	Per Functional Level	
	Filled	Vacant
Municipal Manager	12	0
Management Services	47	4
Financial Services	102	13
Community Services	685	46
Protection Services	126	4
Infrastructure and Planning Services	110	19
Economic Development Services	3	3
Total	1085	89

Table 221.: Vacancy rate per post and functional level

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalents:

Salary Level	Number of current critical vacancies	Total posts as per organogram	Vacancy job title	Vacancies (as a proportion of total posts per category)
Municipal Manager	0	1	n/a	0
Chief Financial Officer	0	1	n/a	0
Other Section 57 Managers	0	5	n/a	0
Senior management (T14-T19)	9	15	Risk Manager Manager: Purchases Manager: Tourism Town Planner Manager: Engineering Services Manager: Communications (Office of the Mayor) Manager: Corporate Projects Chief: Law Enforcement and Security Deputy Director: Electro technical Services	60%
Highly skilled supervision (T4-T13)	29	76	Artisan Assistant(Plumber) Works Operator Assistant Handyman Electrical Distribution	38%

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Salary Level	Number of current critical vacancies	Total posts as per organogram	Vacancy job title	Vacancies (as a proportion of total posts per category)
			Plant Operator Water & Sanitation Special Workman/Supervisor Supervisor: Electrical Services Supervisor: Purification Works Operator Grade II: Sewerage Works Artisan: Bricklayer Artisan: Plumber Plant Operator: Purification Works Process Controller: Water Purification Works Operator Artisan: Construction Artisan: Electrician Building Inspector Superintendent: Water & Sanitation Accounting: Costing Accountant: Operational Budget Senior Superintendent Senior Accountant: Assets and Insurance Senior superintendent: Operations	
Total	38	98		38.78%

Table 222.: Vacancy rate per salary level

4.2.3 Turnover rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality. The turnover rate shows a **decrease** from **5.80%** in 2013/14 to **5.28%** in 2014/15.

The table below indicates the turn-over rate for the past three financial years:

Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
2011/12	56	56	59	5.40%
2012/13	57	57	56	5.00%

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Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
2013/14	58	58	64	5.80%
2014/15	113	113	62	5.28%

Table 223.: Turnover Rate

4.3 Managing the Municipal Workforce

Managing the municipal workforce refers to analyzing and coordinating employee behavior.

4.3.1 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The injury rate shows an increase for the 2014/15 financial year from **164** employees injured to **151** employees in the 2013/14 financial year. Due to the nature of the injuries the duration of absenteeism due to Injury on duty (IOD) is lengthy in terms of IOD leave.

The table below indicates the total number of injuries within the different directorates:

Directorates	2011/12	2012/13	2013/14	2014/15
Municipal Manager	0	0	0	
Management Services	1	1	1	0
Financial Services	6	6	5	4
Community Services	127	98	110	3
Protection Services	24	12	16	117
Infrastructure and Planning Services	22	23	18	21
Economic Development Services	3	0	1	19
Total	183	140	151	0
				164

Table 224.: Injuries

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4.3.2 Sick Leave

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The total number of employees that have taken sick leave during the 2014/15 financial year shows a 19% **increase** when comparing it with the 2013/14 financial year. Noticeable is that the increase in percentage is much higher in office personnel.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2011/12	2012/13	2013/14	2014/15
Municipal Manager	35	54	14	14
Management Services	333	237	82	195
Financial Services	1152	668	471	791
Community Services	8390	4835	3799	4813
Protection Services	819	463	282	608
Infrastructure and Planning Services	1176	546	491	525
Economic Development Services	45	4	28	19
Total	11950	6807	5167	6965

Table 225.: Sick Leave

4.3.3 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 and that still needs to be developed:

Approved policies	
Name of policy	Date approved/ revised
Employment Equity Policy	June 2015
Recruitment and Selection	Reviewed August 2013
Collective Agreement Conditions of Service	Adopted (SALGBC) June 2009 (Extended to 31

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Approved policies	
	December 2015)
Collective Agreement Disciplinary and Grievance Procedure	Adopted (SALGBC) June 2010
Municipal Code of Conduct	Schedule 2 of the Municipal Systems Act 32 of 2000
Uniform /Protective Clothing	November 2008
HIV/AIDS Policy	September 2009
Staff Succession Planning Policy	November 2010
Performance Management System- Implementation Policy	November 2008
Rewards and Incentive	November 2008
Retirement Planning	November 2008
Sexual Harassment	November 2008
Leave Policy	August 2010
Employee Study Aid Policy	Reviewed June 2014
OHS Policy	October 2010
TASK Job Evaluation Policy	Reviewed March 2013
Gift policy for officials	June 2011
Staff Succession planning policy guidelines	Reviewed June 2014
Performance Management Framework (PMF)	June 2014
Incapacity: Ill health/Injury policy	Reviewed June 2015
Policy on Membership of Medical aid Funds	June 2015
Policies still to be developed	
Name of policy	Proposed date of approval
None	

Table 226.: HR policies and plans

4.4 Capacitating the Municipal Workforce

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).

4.4.1 Skills Matrix

The table below indicates the number of employees that received training in the year under review:

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Management level	Gender	Number of employees identified for training at start of the year (2014/15)		Number of Employees that received training (2014/15)	
		Actual	Target	Actual	Target
MM and SS7	Female	0	0	0	0
	Male	0	0	0	0
Legislators, senior officials and managers	Female	8	8	9	9
	Male	19	19	4	4
Associate professionals and Technicians	Female	3	3	1	1
	Male	17	17	13	13
Professionals	Female	10	10	9	9
	Male	11	11	7	7
Clerks	Female	54	54	63	63
	Male	11	11	8	8
Service and sales workers	Female	4	4	12	12
	Male	13	13	51	51
Craft and related trade workers	Female	0	0	0	0
	Male	0	0	0	0
Plant and machine operators and assemblers	Female	1	1	0	0
	Male	15	15	30	30
Elementary occupations	Female	13	13	4	4
	Male	185	185	115	115
Sub total	Female	93	93	98	98
	Male	271	271	228	228
Total		364	364	326	326

Table 227.: Skills Matrix

4.4.2 Skills Development – Training provided

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Occupational categories	Gender	Training provided in 2014/15						
		Learnerships		Skills programmes & other short courses		Total		
		Actual	Target	Actual	Target	Actual	Target	% Variance

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Occupational categories	Gender	Training provided in 2014/15						
		Learnerships		Skills programmes & other short courses		Total		% Variance
		Actual	Target	Actual	Target	Actual	Target	
Technicians and associate professionals	Female	3	3	0	3	3	3	100%
	Male	5	5	8	17	13	17	76%
Clerks	Female	9	9	54	54	63	54	116%
	Male	2	2	6	11	8	11	72%
Service and sales workers	Female	0	0	12	4	12	4	300%
	Male	4	4	47	13	51	13	392%
Craft and related trade workers	Female	0	0	0	0	0	0	0%
	Male	0	0	0	0	0	0	0%
Plant and machine operators and assemblers	Female	0	0	0	1	0	1	0%
	Male	0	0	30	15	30	15	200%
Elementary occupations	Female	0	0	4	13	4	13	30%
	Male	0	0	115	185	115	185	62%
Sub total	Female	12	12	70	75	82	75	109%
	Male	11	11	206	241	217	241	90%
Total		23	23	276	316	299	316	94%

Table 228.: Skills Development

4.4.3 Skills Development - Budget allocation

The table below indicates that a total amount of **R2 222 400** were allocated to the workplace skills plan and that **99.64%** of the total amount was spent in the (2014/15) financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
2011/12	R193 778 285	R3 171 200	R3 171 200	100
2012/13	R 824 059 000.00	R2 416 000.00	R2 412 976.34	99.87%
2013/14	R260 431 000.00	R2 010 000.00	R2 010 000.00	100%
2014/15	R291 593 000.00	R2 222 400	R 2 216 101,89	99.64 %

Table 229.: Budget allocated and spent for skills development

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4.4.4 MFMA Competencies

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management.

National treasury circular 6 extended the deadline to In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013, employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

On 14 March 2014, the deadline was further extended to 30 September 2015. The latest extension no longer speaks to of "special merit cases" but covers every affected official.

115 Employees were identified to obtain the abovementioned qualification and prescribed competencies. The 115 employees were divided into four groups of 30, 30, 26 and 29. The first group completed their training in January 2012, the second group in March 2012, the third group in August 2013 and the fourth group completed in January 2015. The service provider for the first three groups was the University of Pretoria, and the fourth group is the University Stellenbosch.

From the above mentioned it is clear that most of our staff will comply with the requirements of the Government Notice 493 of June 2007.

4.5 Managing the Municipal Workforce Expenditure

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.5.1 Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was

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spent on salaries and allowance for the past two financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage
	R'000	R'000	
2011/12	199 476	733 196	29.2
2012/13	224 760	745 589	30.16
2013/14	244,886	823 352	29.74
2014/15	257,389	908,694	28,33

Table 230.: Personnel Expenditure

Below is a summary of Councilor and staff benefits for the year under review:

Financial year	2011/12	2012/13	2013/14	2014/15	
Description	Actual	Actual	Actual	Original Budget	Actual
Councillors (Political Office Bearers plus Other) R'000					
Salary Package	6 717	7 084	7 414	7 968	7 534
Cell phone allowance	349	361	518	548	570
Sub Total	7 066	7 445	7 932	8 516	8 104
% Increase/(decrease) from 2013/14-2014/15	38.71%	5.36%	6.54%		2.17%
Senior Managers of the Municipality R'000					
Salary Package	7 081	8 100	8 567	9 190	9 190
Cell phone allowance	128	139	137	163	147
Sub Total	7 209	8 239	8 704	9 353	9 337
% increase	2.26%	6.86%	5.64%		7.27%
Other Municipal Staff R'000					
Basic Salaries and Wages	116 931	134 300	157 742	175 220	165 645
Pension Contributions	19 853	21 754	23 747	29 321	25 642
Medical Aid Contributions	7 354	7 983	8 828	11 463	9 363
Motor vehicle allowance	7 897	8 763	9 750	11 760	9 634
Cell phone allowance	725	1 169	1 273	1 474	1 241
Housing allowance	1 023	1 040	968	1 018	944
Overtime	12 030	12 423	14 370	13 913	13 693
Other benefits or allowances	19 388	21 644	12 403	14 668	13 786
Sub Total	185 201	209 076	229 081	258 837	239 948
% increase	10.44%	12.89%	9.56%		4.74%
Total Municipality	199 476	224 760	245 717	276 706	257 389

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Financial year	2011/12	2012/13	2013/14	2014/15	
Description	Actual	Actual	Actual	Original Budget	Actual
% Increase	10.92%	12.67%	9.32%		4.75%

Table 231.: Personnel Expenditure

 Chapter 5: Financial Performance

CHAPTER 5

This chapter provides details regarding the financial performance of the municipality for the 2014/15 financial year.

The municipality takes inflationary pressures into account when tariffs and operational expenditure are budgeted for.

The table below shows the 5 most expensive consultancy arrangements for the 2014/15 financial year:

Consultant arrangement	Cost	Reason for this engagement
V & V CONSULTING ENGINEERS	R 4,003,806.22	Appointment of Consultants for various groundwater and engineering projects in the Overstrand Municipal area.
AL ABBOTT	R 1,613,016.78	Provision of laboratory services for the monitoring of water quality in the Overstrand Municipal Area.
UMVOTO AFRICA	R 2,043,033.79	Appointment of Consultants for various groundwater and engineering projects in the Overstrand Municipal area.
J PALM CONSULTING ENGINEERS	R1,575,569.87	Appointment of Consultants for various groundwater and engineering projects in the Overstrand Municipal area.
WORLEY PEARSONS	R 2,558,784.30	Appointment of Consultants for various groundwater and engineering projects in the Overstrand Municipal area.

Table 232.: 5 Most expensive consultants for 2014/15 financial year

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

The Statement of Financial Performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1 Financial Summary

The table below indicates the summary of the financial performance for the 2014/15 financial year:

Chapter 5: Financial Performance

Financial Summary							
R'000							
Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance							
Property rates	120 799	134 986	148 640	153 509	152 870	2.8%	-0.4%
Service charges	436 439	479 034	525 567	525 567	520 392	-1.0%	-1.0%
Investment revenue	9 754	8 470	8 454	8 454	10 423	18.9%	23.3%
Transfers recognised - operational	18 923	67 835	58 407	61 289	60 473	3.4%	-1.3%
Other own revenue	93 880	44 140	43 406	61 532	60 301	28.0%	-2.0%
Total Revenue (excluding capital transfers and contributions)	679 794	734 466	784 474	810 351	804 458	2.5%	-0.7%
Employee costs	231 642	260 250	280 066	276 217	267 019	-4.9%	-3.3%
Remuneration of councillors	7 084	7 933	8 516	8 516	8 104	-5.1%	-4.8%
Depreciation & asset impairment	104 408	99 817	109 265	105 461	106 445	-2.6%	0.9%
Finance charges	37 331	39 936	45 162	44 480	43 447	-3.9%	-2.3%
Materials and bulk purchases	157 462	170 634	186 739	186 759	184 319	-1.3%	-1.3%
Transfers and grants	35 856	38 749	41 370	41 668	48 659	15.0%	16.8%
Other expenditure	178 287	207 299	198 469	270 222	253 080	21.6%	-6.3%
Total Expenditure	752 070	824 620	869 588	933 322	911 073	4.6%	-2.4%
Surplus/(Deficit)	(72 277)	(90 154)	(85 115)	(122 971)	(106 615)	20.2%	-13.3%
Transfers recognised - capital	53 809	38 090	34 234	55 498	55 498	38.3%	0.0%
Contributions recognised - capital & contributed assets	6 609	8 985	2 134	2 051	1 272	-67.8%	-38.0%
Surplus/(Deficit) after capital transfers & contributions	761 213	(43 080)	(48 747)	(65 423)	(49 845)	2.2%	-23.8%
Share of surplus/ (deficit) of associate	761 213	(43 080)	(48 747)	(65 423)	(49 845)	2.2%	-23.8%
Surplus/(Deficit) for the year	761 213	(43 080)	(48 747)	(65 423)	(49 845)	2.2%	-23.8%
Capital expenditure & funds sources							
Capital expenditure							

Chapter 5: Financial Performance

Financial Summary							
R'000							
Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	143 764	130 930	97 721	122 785	108 490	9.9%	-11.6%
Transfers recognised - capital							
	53 809	38 090	35 234	56 498	55 734	36.8%	-1.4%
Public contributions & donations							
	5 067	8 985	1 134	1 936	607	-86.8%	-68.6%
Borrowing							
	67 544	70 634	46 923	48 770	39 012	-20.3%	-20.0%
Internally generated funds							
	17 345	13 222	14 430	15 582	13 138	-9.8%	-15.7%
Total sources of capital funds							
Financial position							
Total current assets	206 693	176 410	197 146	208 517	224 444	12.2%	7.6%
Total non current assets	3 289 115	3 313 788	3 316 479	3 332 778	3 305 450	-0.3%	-0.8%
Total current liabilities	160 331	148 137	153 849	153 113	155 138	0.8%	1.3%
Total non current liabilities	483 951	520 970	549 267	593 707	602 191	8.8%	1.4%
Community wealth/Equity	2 851 526	2 821 090	2 810 509	2 794 472	2 772 565	-1.4%	-0.8%
Cash flows							
Net cash from (used) operating	79 646	79 114	80 014	126 676	123 461	35.2%	-2.5%
Net cash from (used) investing	(146 955)	(130 047)	(103 533)	(128 597)	(101 315)	-2.2%	-21.2%
Net cash from (used) financing	24 757	29 945	27 163	28 183	19 683	-38.0%	-30.2%
Cash/cash equivalents at the year end	84 147	63 158	88 050	89 421	104 987	16.1%	17.4%
Cash backing/surplus reconciliation							
Cash and investments available	95 744	80 123	110 257	111 628	128 136	14.0%	14.8%
Application of cash and investments	(18 046)	(21 961)	(18 596)	(32 521)	(22 177)	16.1%	-31.8%
Balance - surplus (shortfall)	113 789	102 085	128 853	144 149	150 312	14.3%	4.3%
Asset management							
Asset register summary (WDV)	3 277 435	3 296 754	3 254 715	3 310 512	3 282 246	0.8%	-0.9%
Depreciation & asset							

Chapter 5: Financial Performance

Financial Summary							
R'000							
Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Impairment	104 408	99 817	109 265	105 461	106 445	-2.6%	0.9%
Renewal of Existing Assets:	4 147	47 348	28 139	32 838	32 727	14.0%	-0.3%
Repairs and Maintenance	114 414	150 358	162 268	163 071	158 026	-2.7%	-3.1%
Free services							
Cost of Free Basic Services provided	31 514	38 298	42 637	42 637	41 922	-1.7%	-1.7%
Revenue cost of free services provided	69 573	69 425	69 579	69 579	69 579	0.0%	0.0%
Households below minimum service level							
Water:	-	-	-	-	-	0.0%	0.0%
Sanitation/sewerage:	-	-	-	-	-	0.0%	0.0%
Energy:	1	2	1	1	1	0.0%	0.0%
Refuse:	-	-	-	-	-	0.0%	0.0%

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1

Table 233.: Financial Performance 2014/15

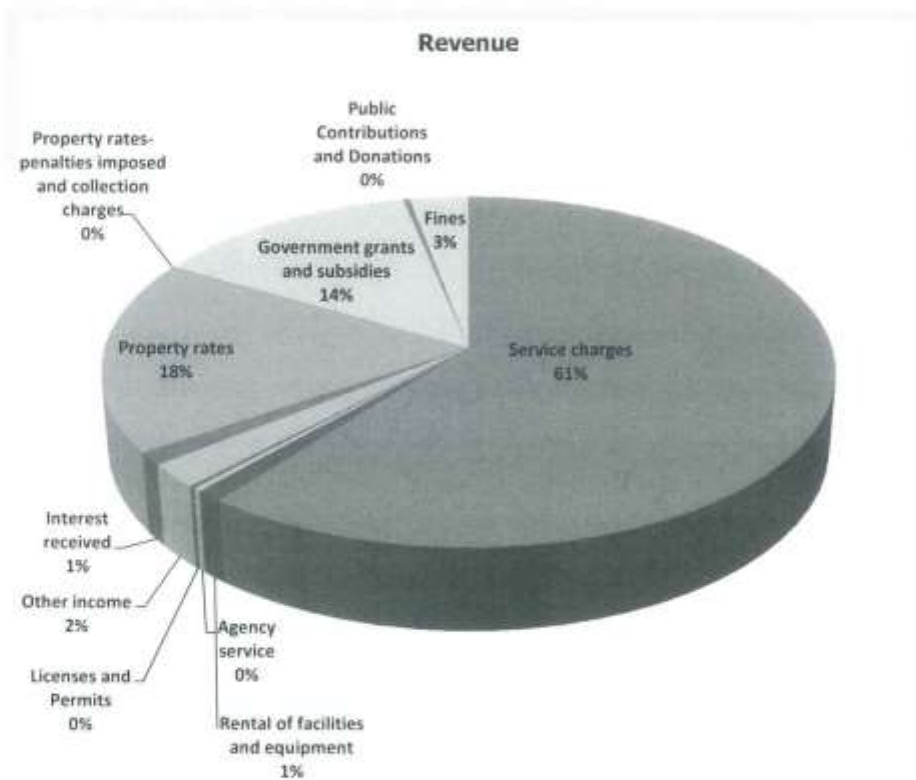
The table below shows a summary of performance against budgets:

Financial Year	Budget R'000	Revenue			Operating expenditure			
		Actual R'000	Diff. R'000	%	Budget R'000	Actual R'000	Diff. R'000	%
2011/12	640 249	615 146	25 103	-4.08%	728 432	762 273	(33 841)	4%
2012/13	695 427	679 794	15 634	-2.30%	791 055	752 070	38 984	-5%
2013/14	743 141	734 466	8 675	-1.18%	824 059	824 620	(561)	0%
2014/15	810 351	804 458	5 893	-0.73%	933 322	911 073	22 249	-2%

Table 234.: Performance against budgets

Chapter 5: Financial Performance

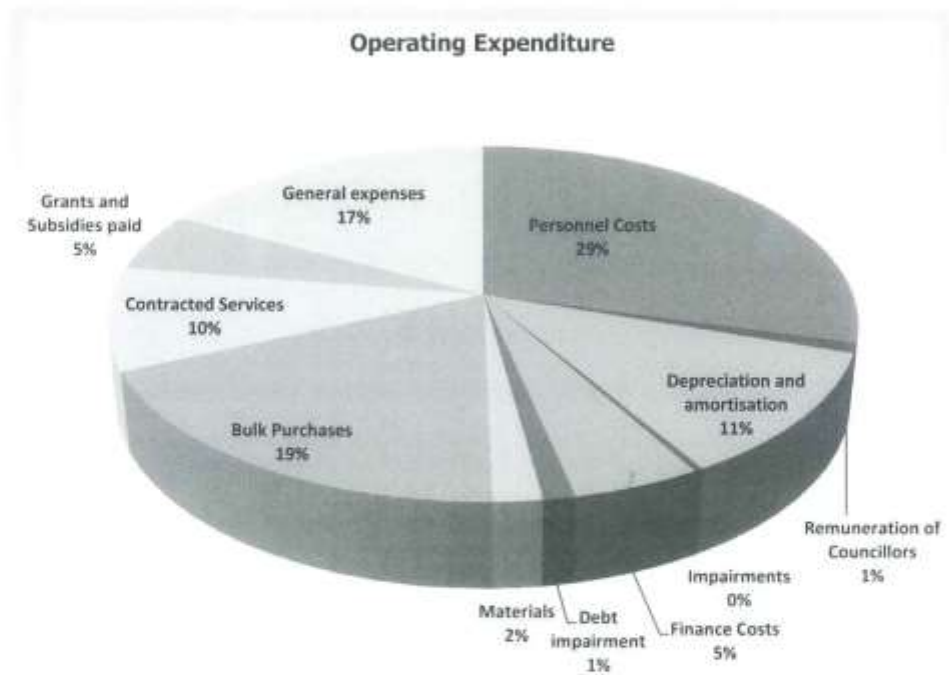
The following graph indicates the various types of revenue items in the municipal budget for 2014/15



Graph 22.: Revenue

Chapter 5: Financial Performance

The following graph indicates the various types of expenditure items in the municipal budget for 2014/15



Graph 23.: Operating expenditure

Chapter 5: Financial Performance

5.1.1 Revenue collection by Vote

The table below indicates the Revenue collection performance by Vote:

Vote Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Vote1 - Executive and Council	38 427	42 355	52 442	52 442	52 464	0.0%	0.0%
Vote 2 – Budget and Treasury Office	137 914	151 084	169 095	170 420	172 790	2.2%	1.4%
Vote 3 - Corporate Services	54 741	6 281	9 534	9 551	5 216	-45.3%	-45.4%
Vote 4 – Planning and Development	7 907	12 853	8 465	8 550	11 964	41.3%	39.9%
Vote 5 - Public Safety	20 142	22 777	13 184	36 094	31 191	136.6%	-13.6%
Vote 6 - Health	-	-	-	-	-	0.0%	0.0%
Vote 7 – Community and Social Services	2 538	2 574	2 402	2 402	2 978	24.0%	24.0%
Vote 8 - Sports and Recreation	7 765	11 486	9 565	9 191	7 938	-17.0%	-13.6%
Vote 9 - Housing	19 965	29 473	8 576	30 735	30 750	258.6%	0.0%
Vote 10 - Waste Management	46 758	53 084	59 691	60 286	60 955	2.1%	1.1%
Vote 11 - Road Transport	10 595	17 790	5 397	7 869	8 001	48.2%	1.7%
Vote 12 – Waste Water Management	68 428	65 169	72 155	71 106	76 683	6.3%	7.8%
Vote 13 - Water	96 325	96 080	96 872	96 872	109 581	13.1%	13.1%
Vote 14 - Electricity	249 645	270 573	313 388	312 305	288 745	-7.9%	-7.5%
Vote 15 – Environmental Management	65	319	76	76	19	-75.2%	-75.2%
Total Revenue by Vote	761 213	781 898	820 842	867 900	859 275	4.7%	-1.0%

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3

Table 235.1: Revenue by Vote

Chapter 5: Financial Performance

5.1.2 Revenue collection by Source

The table below indicates the revenue collection performance by source for the 2014/15 financial year:

Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	120 799	134 986	148 640	153 509	152 870	2.8%	-0.4%
Property rates - penalties & collection charges	772	837	1 050	1 050	747	-28.8%	-28.8%
Service Charges - electricity revenue	247 663	268 055	310 085	310 085	286 571	-7.6%	-7.6%
Service Charges - water revenue	85 243	95 130	95 897	95 897	108 391	13.0%	13.0%
Service Charges - sanitation revenue	56 895	62 875	63 455	63 455	68 661	8.2%	8.2%
Service Charges - refuse revenue	46 637	52 974	56 130	56 130	56 770	1.1%	1.1%
Service Charges - other					-	0.0%	0.0%
Rentals of facilities and equipment	7 212	7 650	7 966	7 966	9 155	14.9%	14.9%
Interest earned - external investments	7 555	6 352	6 166	6 166	8 144	32.1%	32.1%
Interest earned - outstanding debtors	2 199	2 118	2 288	2 288	2 279	-0.4%	-0.4%
Dividends received	-	-	-	-	-	0.0%	0.0%
Fines	14 244	17 216	7 965	30 875	25 389	218.8%	-17.8%
Licences and permits	1 968	1 956	2 229	2 229	1 972	-11.5%	-11.5%
Agency services	2 025	2 395	2 480	2 480	2 766	11.6%	11.6%
Transfers recognised - operational	41 680	67 835	58 407	61 289	60 473	3.5%	-1.3%
Other revenue	74 267	14 087	21 717	16 933	20 272	-6.7%	19.7%
Gains on disposal of PPE						0.0%	0.0%
Environmental Protection						0.0%	0.0%
Total Revenue (excluding capital transfers and contributions)	709 160	734 466	784 474	810 351	804 458	2.5%	-0.7%

Chapter 5: Financial Performance

Description	2012/13	2013/14	2014/15		2014/15 Variance		
	Actual	Actual	R'000		Actual	Original Budget	Adjustments Budget
			Original Budget	Adjustments Budget			

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.

Table 236.: Revenue by Source

5.1.3 Operational Services Performance

The table below indicates the Operational services performance for the 2014/15 financial year:

Description	Financial Performance of Operational Services								
	2012/13			2013/14		2014/15		2014/15 Variance	
	Actual	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget		
Operating Cost									
Water	(75 341)	(72 120)	(76 407)	(73 237)	(70 507)	-8.37%	-3.87%		
Waste Water (Sanitation)	(44 562)	(45 785)	(41 744)	(44 673)	(43 896)	4.90%	-1.77%		
Electricity	(221 952)	(218 959)	(227 224)	(228 426)	(227 319)	0.04%	-0.49%		
Waste Management	(46 617)	(29 426)	(44 790)	(91 875)	(90 621)	50.57%	-1.38%		
Housing	14 670	1 875	2 618	24 629	21 539	87.84%	-14.35%		
Component A: sub-total	(373 800)	(364 414)	(387 547)	(413 581)	(410 804)	5.66%	-0.68%		
Waste Water (Stormwater Drainage)	(705)	(5 234)	(6 627)	(6 024)	(5 787)	-14.51%	-4.09%		
Roads	(73 627)	(60 717)	(76 800)	(73 394)	(72 865)	-5.40%	-0.73%		
Transport	-	-	-	-	-	0.00%	0.00%		
Component B: sub-total	(74 331)	(65 950)	(83 427)	(79 418)	(78 652)	-6.07%	-0.97%		
Planning	(26 446)	(20 868)	(24 354)	(23 554)	(18 037)	-35.02%	-30.58%		
Local Economic Development	(3 972)	(3 198)	(7 928)	(7 565)	(6 837)	-15.96%	-10.65%		
Component C: sub-total						-29.78%	-25.10%		

Chapter 5: Financial Performance

Financial Performance of Operational Services							
Description	R '000				2014/15 Variance		
	2012/13	2013/14	2014/15		Actual	Original Budget	Adjustments Budget
	Actual	Actual	Original Budget	Adjustments Budget			
	(30 418)	(24 066)	(32 282)	(31 119)	(24 874)		
Community & Social Services	(26 399)	(22 769)	(26 057)	(26 162)	(30 745)	15.25%	14.91%
Environmental Protection	(6 369)	(6 133)	(5 906)	(5 911)	(5 643)	-4.65%	-4.75%
Health	-	-	-	-	-	0.00%	0.00%
Security and Safety	(27 769)	(21 487)	(30 659)	(31 826)	(21 741)	-41.02%	-46.39%
Sport and Recreation	(9 646)	(4 152)	(9 828)	(8 682)	(7 955)	-23.54%	-9.13%
Corporate Policy Offices and Other	(97 107)	(148 129)	(147 248)	(147 799)	(142 693)	-3.19%	-3.58%
Component D: sub-total	(167 289)	(202 670)	(219 696)	(220 381)	(208 777)	-5.23%	-5.56%
Total Expenditure	(645 839)	(657 100)	(722 953)	(744 498)	(723 107)	0.02%	-2.96%

In this table operational income (but not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 237.: Operational Services Performance

Total Net Expenditure variance between the original budget and actual was 0.02%. Total Net Expenditure variance between the amended budget and actual was -2.96%.

5.2 Financial Performance per Municipal Function

5.2.1 Water Services

Description	2012/13	2013/14	2014/15		Actual	Variance to Budget
	R'000					
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	11 081	950	975	975	1 564	37.7%

Chapter 5: Financial Performance

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Expenditure:						
Employees	13 309	15 188	16 673	16 333	15 752	-3.7%
Repairs and Maintenance	6 783	7 679	10 347	9 976	9 745	-2.4%
Other	66 331	50 203	50 363	47 903	46 575	-2.9%
Total Operational Expenditure	86 422	73 070	77 382	74 212	72 071	-8.9%
Net Operational (Service) Expenditure	(75 341)	(72 120)	(76 407)	(73 237)	(70 507)	46.6%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 238.: Financial Performance: Water services

5.2.2 Waste Water (Sanitation)

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	7 068	2 235	7 600	6 451	6 834	5.6%
Expenditure:						
Employees	12 812	14 712	16 194	15 300	15 500	1.3%
Repairs and Maintenance	5 539	7 223	5 450	8 462	8 026	-5.4%
Other	33 279	26 084	27 701	27 363	27 205	-0.6%
Total Operational Expenditure	51 630	48 019	49 344	51 124	50 731	-4.7%
Net Operational (Service) Expenditure	(44 562)	(45 785)	(41 744)	(44 673)	(43 896)	10.3%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 239.: Financial Performance: Waste Water (Sanitation) services

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5.2.3 Electricity

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	1 982	2 518	3 303	2 220	2 640	15.9%
Expenditure:						
Employees	13 997	15 052	16 008	17 460	16 409	-6.4%
Repairs and Maintenance	4 311	4 994	4 700	4 772	4 669	-2.2%
Other	205 625	201 432	209 819	208 414	208 881	0.2%
Total Operational Expenditure	223 933	221 477	230 528	230 646	229 959	-8.4%
Net Operational (Service) Expenditure	(221 952)	(218 959)	(227 224)	(228 426)	(227 319)	24.3%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 240.: Financial Performance: Electricity

5.2.4 Waste Management

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	121	109	3 561	4 156	4 186	0.7%
Expenditure:						
Employees	16 124	18 057	20 315	20 083	19 116	-5.1%
Repairs and Maintenance	5 513	6 175	5 517	7 217	6 542	-10.3%
Other	25 100	5 304	22 518	68 731	69 148	0.6%
Total Operational Expenditure	46 737	29 535	48 350	96 030	94 806	-14.8%
Net Operational (Service)	(46 617)	(29 426)	(44 790)	(91 875)	(90 621)	15.5%

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Description	2012/13	2013/14	2014/15		Variance to Budget
	Actual	Actual	Original Budget	R'000 Adjustment Budget	

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 241.: Financial Performance: Waste Management

5.2.5 Housing

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	R'000 Adjustment Budget		
Total Operational Revenue (excluding tariffs)	19 965	31 271	8 576	30 735	30 764	0.1%
Expenditure:						
Employees	2 078	2 502	2 665	2 666	2 605	-2.4%
Repairs and Maintenance	180	224	335	250	178	-40.3%
Other	3 037	26 670	2 958	3 190	6 443	50.5%
Total Operational Expenditure	5 294	29 396	5 958	6 105	9 225	7.8%
Net Operational (Service) Expenditure	14 670	1 875	2 618	24 629	21 539	-7.7%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 242.: Financial Performance: Housing

5.2.6 Waste Water (Storm water)

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	R'000 Adjustment Budget		
Total Operational Revenue (excluding tariffs)	4 465	59	1 100	1 200	1 200	0.0%

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Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Expenditure:						
Employees	1 602	1 794	2 240	2 241	2 102	-6.6%
Repairs and Maintenance	735	1 231	3 247	2 519	2 481	-1.5%
Other	2 832	2 268	2 240	2 464	2 403	-2.5%
Total Operational Expenditure	5 169	5 293	7 727	7 224	6 987	-10.6%
Net Operational (Service) Expenditure	(705)	(5 234)	(6 627)	(6 024)	(5 787)	10.6%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 243.: Financial Performance: Waste Water (Storm water)

5.2.7 Roads

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	10 595	17 790	5 397	7 869	8 059	2.4%
Expenditure:						
Employees	11 886	15 425	17 352	16 756	15 844	-5.8%
Repairs and Maintenance	25 645	27 329	30 147	29 958	29 783	-0.6%
Other	46 691	35 753	34 699	34 549	35 298	2.1%
Total Operational Expenditure	84 222	78 507	82 198	81 263	80 925	-4.2%
Net Operational (Service) Expenditure	(73 627)	(60 717)	(76 800)	(73 394)	(72 865)	6.6%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 244.: Financial Performance: Roads

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5.2.8 Planning

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	4 157	6 422	5 497 400	5 582 400	8 575 300	34.9%
Expenditure:						
Employees	17 028	17 322	18 858	18 783	17 578	-6.9%
Repairs and Maintenance	248	127	259	269	92	-193.5%
Other	13 328	9 840	10 735	10 084	8 943	-12.8%
Total Operational Expenditure	30 603	27 290	29 851	29 136	26 612	-213.1%
Net Operational (Service) Expenditure	(26 446)	(20 868)	(24 354)	(23 554)	(18 037)	248.0%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 245.: Financial Performance: Planning

5.2.9 Local Economic Development

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	3 750	6 431	2 968	2 968	3 389	12.4%
Expenditure:						
Employees	2 508	4 449	5 200	4 687	4 706	0.4%
Repairs and Maintenance	4	24	72	344	177	0
Other	5 211	5 156	5 624	5 501	5 343	
Total Operational Expenditure	7 722	9 629	10 896	10 533	10 226	0.4%
Net Operational (Service) Expenditure	(3 972)	(3 198)	(7 928)	(7 565)	(6 837)	12.0%

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Description	2012/13	2013/14	2014/15		Variance to Budget
	Actual	Actual	Original Budget	Adjustment Budget	
R'000					
Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.					

Table 246.: Financial Performance: Local Economic Development

5.2.10 Community & Social Services

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
R'000						
Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.						
Total Operational Revenue (excluding tariffs)	2 538	2 574	2 402	2 402	3 025	20.6%
Expenditure:						
Employees	19 117	19 586	22 011	21 934	22 152	1.0%
Repairs and Maintenance	2 712	2 853	3 228	3 784	9 068	58.3%
Other	7 109	2 904	3 220	2 846	2 550	-11.6%
Total Operational Expenditure	28 937	25 343	28 459	28 564	33 771	47.7%
Net Operational (Service) Expenditure	(26 399)	(22 769)	(26 057)	(26 162)	(30 745)	-27.1%

Table 247.: Financial Performance: Community & Social Services

5.2.11 Environmental Protection

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
R'000						
Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.						
Total Operational Revenue (excluding tariffs)	65	319	76	76	38	-98.6%

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Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Expenditure:						
Employees	3 885	4 616	3 540	3 626	3 560	-1.9%
Repairs and Maintenance	1 167	972	947	1 193	1 115	-7.0%
Other	1 382	864	1 495	1 168	1 007	-16.1%
Total Operational Expenditure	6 433	6 452	5 982	5 987	5 681	-24.9%
Net Operational (Service) Expenditure	(6 369)	(6 133)	(5 906)	(5 911)	(5 643)	-73.7%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 248.: Financial Performance: Environmental Protection

5.2.12 Security and Safety

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	20 142	22 777	13 184	36 094	31 198	-15.7%
Expenditure:						
Employees	24 633	26 113	28 312	27 525	28 179	2.3%
Repairs and Maintenance	5 080	5 079	6 605	8 230	6 718	-22.5%
Other	18 198	13 072	8 925	32 166	18 041	-78.3%
Total Operational Expenditure	47 910	44 264	43 842	67 920	52 938	-98.5%
Net Operational (Service) Expenditure	(27 769)	(21 487)	(30 659)	(31 826)	(21 741)	82.8%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 249.: Financial Performance: Security and Safety

5.2.13 Sport and Recreation

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Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	7 765	11 486	9 565	9 191	7 938	-15.8%
Expenditure:						
Employees	7 360	8 201	9 641	9 713	8 485	-14.5%
Repairs and Maintenance	2 972	3 310	3 741	3 664	3 536	-3.6%
Other	7 080	4 127	6 010	4 496	3 873	-16.1%
Total Operational Expenditure	17 412	15 638	19 393	17 873	15 893	-34.2%
Net Operational (Service) Expenditure	(9 646)	(4 152)	(9 828)	(8 682)	(7 955)	18.4%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

Table 250.: Financial Performance: Sport and Recreation

5.2.14 Corporate Policy Offices & Other

Description	2012/13	2013/14	2014/15		Variance to Budget	
	Actual	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue (excluding tariffs)	110 283	71 724	82 431	78 905	83 395	5.4%
Expenditure:						
Employees	92 389	97 233	101 058	98 610	95 032	-3.8%
Repairs and Maintenance	19 251	19 126	23 763	21 638	19 858	-9.0%
Other	95 750	103 494	104 858	106 456	111 199	4.3%
Total Operational Expenditure	207 390	219 854	229 679	226 704	226 088	-8.5%
Net Operational (Service) Expenditure	(97 107)	(148 129)	(147 248)	(147 799)	(142 693)	13.9%

Net expenditure to be consistent with summary table T 5.1.2 in chapter 5. Variances are calculated by dividing the difference between the actual and original budget by the actual.

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Table 251.: Financial Performance: Corporate Policy Offices & Other

5.3 Grants

5.3.1 Grant Performance

The municipality had a total amount of R56 million for infrastructure and other capital projects available that was received in the form of grants from the National and Provincial Governments during the 2014/15 financial year. The performance in the spending of these grants is summarised as follows:

Description	Grant Performance						
	2012/13 Actual	2013/14 Actual	Budget	2014/15 Adjustments Budget	Actual	2014/15 Original Budget (%)	Variance Adjustments Budget (%)
Capital Transfers and Grants							
National Government:	36 911	25 094	24 174	23 608	23 608	-2.3%	0.0%
Financial Management Grant	552		566	-	-	-100.0%	#DIV/0!
Municipal Systems Improvement	20	350	934	934	934	0.0%	0.0%
Municipal Infrastructure Grant	16 947	18 755	20 674	674	20 674	0.0%	0.0%
Regional Bulk Infrastructure Grant	15 174					0.0%	0.0%
Integrated National Electrification Program	1 800	2 026	2 000	2 000	2 000	0.0%	0.0%
Neighbourhood Development Partnership Grant	2 418	3 963	-	-	-	0.0%	0.0%
Provincial Government:	16 898	12 996	10 060	31 890	31 890	217.0%	0.0%
Library subsidies	13	10	2 150	2 150	2 150	0.0%	100.0%
Housing Community Development Workers	16 651	10 404	7 810	29 740	29 740	280.8%	0.0%
Development of Sports & Recreation Facilities	11		-	-	-	0.0%	0.0%
Public Transport Infrastructure	-	100	100	-	-	0.0%	#DIV/0!
		2 482	-	-	-	#DIV/0!	#DIV/0!

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Mobility strategy	223					0.0%	0.0%
Total Capital Transfers and Grants	53 809	38 090	34 234	55 498	55 498	62.1%	0.0%

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 252.: Grant Performance for 2014/15

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5.3.2 Conditional Grants (Excluding MIG)

Details	Conditional Grants: excluding MIG					Major conditions applied by donor
	Budget	Adjustments Budget	Actual	R' 000		
				Budget	Adjustments Budget	
Financial Management Grant	1 450	2 016	860	-40.7%	-57.3%	To promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA) As part of strengthening financial and asset management in municipalities, the grant provides funding for water and energy internship programme to graduates in selected water boards and municipalities
Municipal Systems Improvement Grant	934	934	934	0.0%	0.0%	To assist municipalities in building in-house capacity to perform their functions and stabilise institutional and governance systems as required in the Municipal Systems Act (MSA) and related legislation, policies and local government turnaround strategy
Integrated National Electrification	2 000	2 000	2 000	0.0%	0.0%	To implement the Integrated National Electrification Programme (INEP) by providing capital subsidies to Eskom to address the electrification backlog of occupied residential dwellings, the installation of bulk infrastructure and rehabilitation and refurbishment of electricity infrastructure in order to improve quality of supply

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Details		Conditional Grants: excluding MIG					Major conditions applied by donor
		R' 000					
		Budget	Adjustments Budget	Actual	Variance		
					Budget	Adjustments Budget	
Municipal Disaster Recovery Grant			1 272	1 272	#DIV/0!	0.0%	To rehabilitate and reconstruct disaster damaged municipal infrastructure.
Expanded Public Works Programme		1 768	1 768	1 768	0.0%	0.0%	To incentivise municipalities to increase job creation efforts in infrastructure, environment and culture programmes through the use of labour-intensive methods and the expansion of job creation in line with the Expanded Public Works Programme (EPWP) guidelines
Regional Bulk Infrastructure Grant		-	-	-	100.0%	100.0%	To develop regional bulk infrastructure for water supply to supplement water treatment works at resource development and link such water resource development with the local bulk and local distribution networks on a regional basis cutting across several local municipal boundaries
Library subsidy		5 332	5 332	5 332	0.0%	0.0%	To transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives
Community Development Workers		52	70	70	0.0%	0.0%	To provide financial assistance to municipalities to cover the operational costs pertaining to the line functions of the community development workers including

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Details	Conditional Grants: excluding MIG					Major conditions applied by donor
	Budget	Adjustments Budget	Actual	R' 000		
				Budget	Adjustments Budget	
						regional coordinators.
Housing	8 213	30 372	30 372	269.8%	0.0%	To provide funding for the creation of sustainable human settlements.
Main Road subsidy	97	97	83	-14.9%	-14.9%	To subsidise municipalities with the maintenance of proclaimed municipal main roads, where the municipality is the Road Authority, within municipal areas.
Thusong Centre Grant				0.0%	#DIV/0!	To provide financial assistance to Municipalities with the establishment of a Thusong Service Centre
Public Transport Infrastructure				#DIV/0!	#DIV/0!	To assist with the provision of public transport facilities in rural communities
Housing Consumer Education Grant	-	-	-	0.0%	0.0%	To inform the community of their rights and responsibilities on becoming homeowners or tenants
Mobility Strategy				0.0%	0.0%	To develop, implement and promulgate impoundment facilities in accordance with the National Land Transport Act, 2009 (Act 5 of 2009).
Development of Sport & Recreation Facilities	100	100		-100.0%	-100.0%	Compliance with section 38(1)(j) of the Public Finance Management Act, 1999
Financial Management Support Grant		759	547	0.0%	-28.0%	Financial Management Systems that can assist in producing legislated reports, multi year reports, SDBJP, annual reports and automation of financial management practices
Greenest Municipality	-	38	38	0.0%	0.0%	Adherence to the requirements of the Public Finance Management Act,

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Details	Conditional Grants; excluding MIG				Major conditions applied by donor	
	Budget	Adjustments Budget	Actual	R' 000		
				Budget		Adjustments Budget
Memorial Service in Honour of the former President Nelson Mandela				0.0%	#DIV/0!	1999 and other conditions as determined by the Department of Environmental Affairs and Development Planning. Expenditure to be limited to funeral related activities excluding commemorative advertising and clothing.
Total	19 946	44 758	43 275	117.0%	-3.3%	

* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in par 5.9.2. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 253.1: Conditional Grant (excl. MIG)

Total conditional grants for the 2014/15 financial year was R43mil (excluding MIG grant and equitable share). The total conditional grants comprises of capital as well as operational grants.

The total conditional operating grants for the 2014/15 financial year was R8mil (excluding equitable share) and the total conditional capital grants for the 2014/15 financial year was R35mil (excluding MIG grant).

The operational transfers and grants finance the operational expenditure portion of the conditions attached the each relevant grant.

Total conditional grants variance between the original budget and actual was 117.0%. Total conditional grants variance between the amended budget and actual was -3.3%. This was due to two factors, namely:

The housing allocation is on a claim basis even though it appears in the DoRA as a global amount. Additional amounts were allocated by the Human Settlements Department in two subsequent provincial adjustment budgets.

FMSG & FMG conditional receipts of R0.802 million remained unspent at 30 June 2015.

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5.3.3 Grants received from sources other than the Division of Revenue Act (DORA)

Details of Donor	Grants Received From Sources Other Than Division of Revenue Act (DoRA)						Nature and benefit from the grant received, include description of any contributions in kind
	Actual Grant 2012/13	Actual Grant 2013/14	Actual Grant 2014/15	2014/15 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	
Private Sector / Organisations							
WWF Table Mountain Fund Grant	-	240	-	-	N/A	N/A	Nature conservation
Spaces for Sport	200	308	-	-	N/A	N/A	Recreational purposes
Samras Usergroup	22	-	3	-	N/A	N/A	Samras User group
Provision of Furniture & Security for ICT Projects at Libraries	-	27	-	-	N/A	N/A	Public Library Programme of Province Training & Development of
Friedrich Naumann Foundation for Freedom	-	319	162	-	N/A	N/A	Environmental Framework
National lotto funds	500	-	-	-	N/A	N/A	Sporting development
DWA ACIP			1 000				To complete the required projects for the proposed Overstrand Water Conservation Demand Management.
Public contributions: non-cash	4,387	7,871	992	-	N/A	N/A	Various contributions from the public, eg. Fire truck, building, land, container etc.
Public contributions: cash	-	4,671	-	-	N/A	N/A	Monetary contribution in lieu of GAP housing

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Details of Donor	Grants Received From Sources Other Than Division of Revenue Act (DoRA)						Nature and benefit from the grant received, include description of any contributions in kind
	Actual Grant 2012/13	Actual Grant 2013/14	Actual Grant 2014/15	2014/15 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	
Government contributions: non-cash	1,500	-	580	-	N/A	N/A	Land transferred to municipality

Provide a comprehensive response to this schedule

Table 254.: Grants Received sources other than DORA

The total amount of grants received from other sources during the 2014/15 financial year was R3 million.

The benefits and conditions from conditional grants and grants received from other sources can be seen in the relevant tables above.

5.3.4 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000	R'000	%
2012/13	95 489	713 320	13.4%
2013/14	105 925	788 531	13.4%
2014/15	115 970	862 841	13.4%

Table 255.: Reliance on grants

The following graph indicates the municipality's reliance on grants as percentage for the last two financial years

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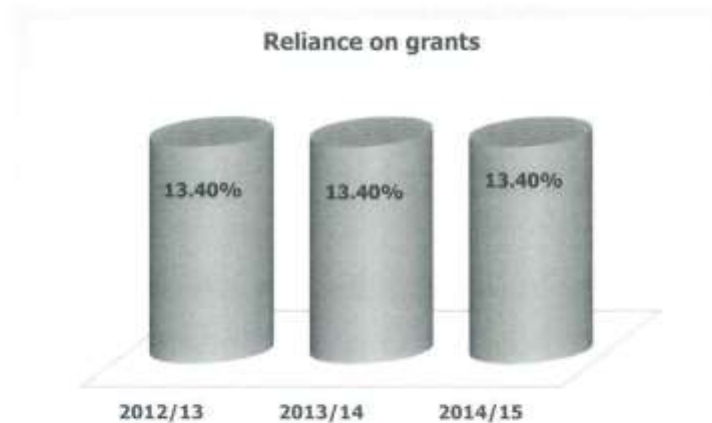


Table 256.: Reliance on grants

Total amount of conditional grants received during the 2014/15 financial year was R43million (excluding MIG).

5.4 Asset Management

The objectives of the Asset Management within the Overstrand Municipality are to assist officials in understanding their legal and managerial responsibilities with regard to assets and to ensure the effective and efficient control of the municipality's assets through:

- proper recording of assets from authorisation to acquisition and to subsequent disposal;
- providing for safeguarding procedures,
- setting proper guidelines as to authorised utilisation;and
- prescribing for proper maintenance.

The key elements of the Asset Management Policy represent:

- Statutory and Regulatory Framework / Responsibilities and Accountabilities
- Financial Management / Internal Controls / Management of Control Items
- Management and Operation Of Assets / Classification & Components
- Accounting for Assets / Financial Disclosure

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The Asset Management Section consists of three staff members and forms part of the Expenditure & Asset Management Division within the Finance Directorate.

The costing module on the SAMRAS Management Information System is utilized to cost all new asset components up to completion thereof. This approach was deployed over the past year with great success.

Regular Asset counts are conducted in accordance with the prescriptions of the Asset Management Policy. Information regarding Asset Register updates in respect of disposals, adjustments, review of useful life etc. is based on submissions by user departments in accordance with the procedures in place.

Management envisages that the Asset Register will be hosted on software specifically developed for this purpose (currently on Excel) and more to full adherence to GRAP requirements.

5.4.1 Treatment of the Three Largest Assets

Asset 1			
Name	Preekstoel Water Treatment Works Upgrade		
Description	Upgrading of Preekstoel Water Treatment Plant		
Asset Type	Infrastructure		
Key Staff Involved	Hanre Blygnaut / Patrick Robinson / Hannes Vorster		
Staff Responsibilities	Project Management / Asset Register Compilation		
	2012/13	2013/14	2014/15
Asset Value	52 101 983	82 445 522	82 445 522
Capital Implications	External Loan / MIG Funding / Regional Bulk Infrastructure Grant		
Future Purpose of Asset	To treat raw water from the De Bos Dam and the three municipal well fields. The Works provide drinking water to the Greater Hermanus area.		
Describe Key Issues	Access to land (farms) for the installation of new bulk water pipelines		
Policies in Place to Manage Asset	Asset Management Policy		

Table 257.: Summary of Largest Asset

Asset 2	
Name	Hermanus Waste Water Treatment Works Upgrading
Description	Upgrading of the Waste Water Treatment Works at Hermanus
Asset Type	Infrastructure
Key Staff Involved	Hanre Blygnaut / Patrick Robinson / Hannes Vorster
Staff Responsibilities	Project Management / Asset Register Compilation

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	2012/13	2013/14	2014/15
Asset Value	22 897 159	46 694 370	46 694 370
Capital Implications	External Loans Funding / Regional Bulk Infrastructure Grant		
Future Purpose of Asset	To treat waste water (sewerage) from the Greater Hermanus Area		
Describe Key Issues	Proximity of the works to residential areas		
Policies in Place to Manage Asset	Asset Management Policy		

Table 258.: Summary of 2nd Largest Asset

Asset 3			
Name	New 66 KV Intake Point		
Description	66 KV Substation		
Asset Type	Infrastructure		
Key Staff Involved	Koos du Plessis / Jamie Klem / Hannes Vorster		
Staff Responsibilities	Project Management / Asset Register Compilation		
	2012/13	2013/14	2014/15
Asset Value	16 634 716	32 878 614	32 878 614
Capital Implications	External Loan Funding		
Future Purpose of Asset	Eskom could not supply enough capacity to cater for the growing demand, therefore second supply intake was needed		
Describe Key Issues	Identifying suitable land for construction of substation		
Policies in Place to Manage Asset	Asset Management Policy		

Table 259.: Summary of 3rd Largest Asset

All three projects listed above are revenue generating assets and the costs are recovered through tariffs.

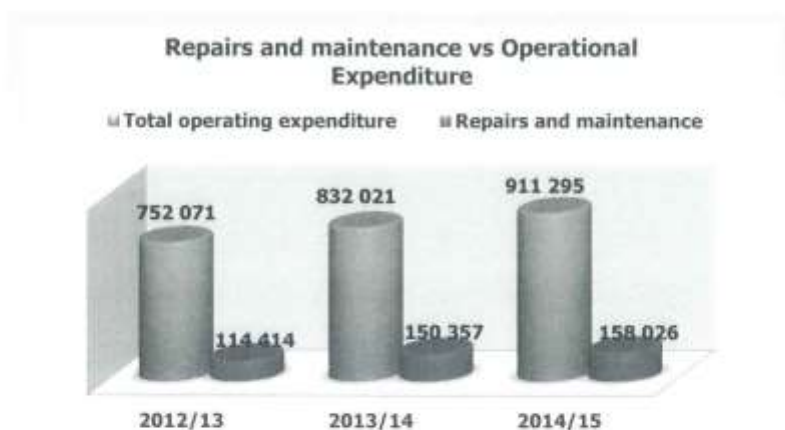
5.4.2 Repairs and Maintenance

Description	2011/12 R'000	2012/13 R'000	2013/14 R'000	2014/15 R'000
Total Operating Expenditure	735 237	752 071	824 620	911 073
Repairs and Maintenance	64 845	114 414	150 357	158 026
% of total OPEX	8.8%	15.2%	18.2%	17.3%

Table 260.: Repairs & maintenance as % of total Operating Expenditure

The following graph indicates the percentage of the budget that was spent on repairs & maintenance in relation to the operational expenditure

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Graph 24.: Repairs & Maintenance vs. Operational Expenditure

The percentage of repairs and maintenance over the total operating expenditure for the 2014/15 financial year was 17.3% (2013/14: 18.2%). The repairs and maintenance expenditure appears adequate to maintain existing infrastructure as service delivery is not negatively affected.

5.5 Financial Ratios Based on Key Performance Indicators

5.5.1 Liquidity Ratio

Description	Basis of calculation	2011/12	2012/13	2013/14	2014/15
		Audited outcome	Audit outcome	Audited outcome	Audited outcome
Current Ratio	Current assets/current liabilities	1.54	1.29	1.19	1.45
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.42	1.18	1.09	1.34
Liquidity Ratio	Cash and equivalents/Trade creditors and short term borrowings	2.33	1.39	1.08	1.76

Table 261.: Liquidity Financial Ratio

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Financial year	Net current assets R'000	Net current liabilities R'000	Ratio
2011/12	210,056	136,076	1.54:1
2012/13	205,668	160,331	1.29:1
2013/14	176,410	148,890	1.19:1
2014/15	224,444	155,770	1.45:1

Table 262.: Liquidity Financial Ratio

5.5.2 IDP Regulation Financial Viability Indicators

Description	Basis of calculation	2011/12	2012/13	2013/14	2014/15
		Audited outcome	Audit outcome	Audited outcome	Audited outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	5.83	3.49	2.30	3.72
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	13.3%	11.8%	10.40%	10.36%
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	17.63	16.37	16.76	17.13

Table 263.: Financial Viability National KPAs

5.5.3 Creditors Management

Description	Basis of calculation	2011/12	2012/13	2013/14	2014/15
		Audited outcome	Audit outcome	Audited outcome	Audited outcome
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))	97%	97%	98%	98%

Table 264.: Creditors Management

5.5.4 Borrowing Management

Description	Basis of	2011/12	2012/13	2013/14	2014/15
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	calculation	Audited outcome	Audit outcome	Audited outcome	Audited outcome
Capital Charges to Operating Expenditure	Interest & Principal Paid / Operating Expenditure	6.3%	6.8%	7.3%	7.0%

Table 265.: Borrowing Management

5.5.5 Employee costs

Description	Basis of calculation	2011/12	2012/13	2013/14	2014/15
		Audited outcome	Audited outcome	Audited outcome	Audited outcome
Employee costs	Employee costs/ (Total Revenue - capital revenue)	30.5%	32.7%	35.4%	33.3%

Table 266.: Employee Costs

Overstrand Municipality is still functioning inside the acceptable liquidity norm. The Municipality has a positive liquidity ratio. It increased from 1.08 to 1.76. The Municipality has a positive current ratio. It increased from 1.19 to 1.45. Efforts to increase the debt collection rate must stay the main focus area for improving this ratio. The largest contributor to the increase in the current liabilities is the unspent government grants and the consumer deposits.

The creditors' system efficiency increased from 97.8% to 98%. The cost coverage increased from 2.31 to 3.72. The total outstanding service debtors to revenue decreased from 10.40% to 10.36%. The debt coverage increased from 16.76 to 17.13. The capital charges to operating expenditure decreased from 7.3% to 7.0%. The employee cost over total operating revenue decreased from 35.4% to 33.3%. The repairs and maintenance over total operating expenditure decreased from 18.2% to 17.3%. The ratios indicate a sound financial position.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 Analysis of Capital and operating expenditure

	Original Budget	Adjustment Budget	Actual	Original Budget variance	Adjusted Budget Variance
	R'000				
Capital Expenditure	97 721	122 785	108 490	9.9%	-13.2%

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	Original Budget	Adjustment Budget	Actual	Original Budget variance	Adjusted Budget Variance
	R'000				
Operating Expenditure	869 588	933 322	911 073	-4.6%	-2.4%
Total expenditure	869 588	933 322	915 913	5.1%	-1.9%
Water and sanitation	126 726	125 336	122 802	-3.2%	-2.1%
Electricity	230 528	230 646	229 959	-0.2%	-0.3%
Housing	5 958	6 105	9 225	35.4%	33.8%
Roads, Pavements, Bridges and storm water	89 925	88 487	87 912	-2.3%	-0.7%
Other	416 452	482 747	466 016	10.6%	-3.6%
External Loans	46 923	48 770	39 012	-20.3%	-25.0%
Internal contributions	14 430	15 582	13 138	-9.8%	-18.6%
Grants and subsidies	35 234	56 498	55 734	36.8%	-1.4%
Other	1 134	1 936	607	-86.8%	-218.8%
External Loans	40 000	40 000	40 000	0.0%	0.0%
Grants and subsidies	94 775	118 838	117 242	19.2%	-1.4%
Investments Redeemed	-	-	-	0.0%	0.0%
Statutory Receipts (including VAT)	52 591	52 591	59 206	11.2%	11.2%
Other Receipts	44 470	55 470	49 171	9.6%	-12.8%
Salaries, wages and allowances	280 066	276 217	267 019	-4.9%	-3.4%
Cash in bank	88 050	89 421	104 987	16.1%	14.8%
Capital payments	97 721	122 785	108 490	9.9%	-13.2%
Investments made	22 207	22 207	23 149	4.1%	4.1%
External loans repaid				-3.3%	-3.3%

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	Original Budget	Adjustment Budget	Actual	Original Budget variance	Adjusted Budget Variance
	R'000				
	21 061	21 061	20 381		
Statutory Payments (including VAT)	25 900	25 900	25 738	-0.6%	-0.6%
Other payments	29 931	24 663	38 021	21.3%	35.1%
Property rates	148 640	153 509	152 870	2.8%	-0.4%
Service charges	525 567	525 567	520 392	-1.0%	-1.0%
Other own revenue	53 995	72 038	71 995	25.0%	-0.1%
Employee related costs	280 066	276 217	267 019	-4.9%	-3.4%
Provision for working capital	-	-	-	0.0%	0.0%
Materials	17 295	17 315	16 659	-3.8%	-3.9%
Bulk purchases	169 444	169 444	167 660	-1.1%	-1.1%
Other expenditure	402 783	470 347	459 735	12.4%	-2.3%
Service charges: Electricity	310 085	310 085	286 571	-8.2%	-8.2%
Grants & subsidies: Electricity	2 000	2 000	2 000	0.0%	0.0%
Other revenue: Electricity	1 303	220	640	-103.7%	65.6%
Employee related costs: Electricity	16 008	17 460	16 409	2.4%	-6.4%
Provision for working capital: Electricity	-	-	-	0.0%	0.0%
Repairs and maintenance: Electricity	4 700	4 772	4 669	-0.7%	-2.2%
Bulk purchases: Electricity	169 444	169 444	167 660	-1.1%	-1.1%
Other expenditure: Electricity	40 375	38 969	41 221	2.1%	5.5%
Service charges: Water	95 897	95 897	108 391	11.5%	11.5%
Grants & subsidies: Water				0.0%	0.0%

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	Original Budget	Adjustment Budget	Actual	Original Budget variance	Adjusted Budget Variance
	R'000				
	-	-			
Other revenue: Water	975	975	1 564	37.7%	37.7%
Employee related costs: Water	16 673	16 333	15 752	-5.8%	-3.7%
Provision for working capital: Water	-	-	-	0.0%	0.0%
Repairs and maintenance: Water	10 347	9 976	9 745	-6.2%	-2.4%
Bulk purchases: Water	-	-	-	0.0%	0.0%
Other expenditure: Water	50 363	47 903	46 575	-8.1%	-2.9%

Table 267.: Analysis of Capital and Operating Expenditure

5.7 Sources of Finance

The table below indicates the capital expenditure by funding source for the 2014/15 financial year:

Capital Expenditure - Funding Sources							
R' 000							
Details	2012/13 Actual	2013/14 Actual	Original Budget (OB)	Adjustment Budget	2014/15 Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance							
External loans	67 544	70 634	46 923	48 770	38 385	3.94%	-18.19%
Public contributions and donations	5 067	7 871	1 134	1 936	469	70.67%	-58.65%
Grants and subsidies	53 809	38 090	35 234	56 498	56 498	60.35%	60.35%
Other	17 345	14 336	14 430	15 582	13 138	7.98%	-8.95%
Total	143 764	130 930	97 721	122 785	108 490	142.94%	-25.45%
Percentage of finance							
External loans	47.0%	53.9%	48.0%	39.7%	35.4%	2.8%	71.5%

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Capital Expenditure - Funding Sources							
Details	R' 000						
	2012/13 Actual	2013/14 Actual	Original Budget (OB)	Adjustment Budget	2014/15 Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Public contributions and donations	3.5%	6.0%	1.2%	1.6%	0.4%	49.4%	230.5%
Grants and subsidies	37.4%	29.1%	36.1%	46.0%	52.1%	42.2%	-237.2%
Other	12.1%	10.9%	14.8%	12.7%	12.1%	5.6%	35.2%
Capital expenditure							
Water and sanitation	65 387	35,925	26 300	28 455	28 245	8.20%	7.39%
Electricity	26 768	38,101	17 000	17 000	13 686	0.00%	-19.49%
Housing	-	-	12 480	34 410	32 361	175.72%	159.30%
Roads and storm water	30 715	27,016	6 200	7 632	7 621	23.09%	22.91%
Other	20 895	29,888	35 741	35 288	26 578	-1.27%	-25.64%
Total	143 764	130 930	97 721	122 785	108 490	205.74%	144.48%
<i>Percentage of expenditure</i>							
Water and sanitation	45.5%	27.4%	26.9%	23.2%	26.0%	4.0%	5.1%
Electricity	18.6%	29.1%	17.4%	13.8%	12.6%	0.0%	-13.5%
Housing	0.0%	0.0%	12.8%	28.0%	29.8%	85.4%	110.3%
Roads and storm water	21.4%	20.6%	6.3%	6.2%	7.0%	11.2%	15.9%
Other	14.5%	22.8%	36.6%	28.7%	24.5%	-0.6%	-17.7%

Table 268.: Capital Expenditure by funding source

The Public Contribution variance is as a result of assets recognised at year end.

Capital expenditure amounting to R3.3 million, funded from external loans, remained unspent at 30 June 2015 of which R3.3 million has rolled over to the 2015/2016 capital budget.

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5.8 Capital Spending on 5 Largest Projects

Projects with the highest capital expenditure in 2014/15

Name of Project	Capital Expenditure of 5 largest projects* - R'			Variance 2014/15	
	Original Budget	2014/15 Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - REPLACEMENT OF WATER PIPES	12,800,000	15,804,561	15,804,561	19%	0%
B - KARWYDERSKRAAL : NEW WASTE CELL	10,200,000	9,300,000	9,197,903	-11%	-1%
C - ELUXOLWENI - NEW BULK SEWERAGE FOR HOUSING PROJECT	7,600,000	6,451,015	6,451,015	-18%	0%
D - UPGRADE AND REHABILITATE ROADS	4,650,254	4,650,254	4,650,254	0%	0%
E - ELECTRIFICATION OF LOW COST HOUSING AREAS (INEP)	2,000,000	2,000,000	2,000,000	0%	0%

Table 269.: Capital Expenditure on the 5 Largest Projects

Name of Project	A – REPLACEMENT OF WATER PIPES
Objective of Project	The replacement and upgrade of ageing water network infrastructure
Delays	None
Future Challenges	To maintain an adequate rate of replacement of ageing infrastructure.
Anticipated citizen benefits	Less water supply interruptions; improved overall water supply service

Table 270.: Summary of Replacement of Water pipes

Name of Project	B – KARWYDERSKRAAL: NEW WASTE CELL
Objective of Project	To build a new cell to discharge general waste at landfill according to specifications by DEADP.
Delays	Adverse weather conditions
Future Challenges	To extend the landfill site when existing cells reach its full capacity and to rehabilitate completely filled cells as required by legislation.
Anticipated citizen benefits	A landfill site constructed to the required standards, thereby contributing to a healthy environment

Table 271.: Summary of Karvyderskraal: New waste cell

Name of Project	C - ELUXOLWENI - NEW BULK SEWERAGE FOR HOUSING PROJECT
Objective of Project	To extend the waterborne sewer network in Eluxolweni.
Delays	Adverse weather conditions during winter

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Future Challenges	The allocation of sufficient funding to complete the entire sewer network in area.
Anticipated citizen benefits	Improved sanitation service through the eradication of the tanker truck system, replacing it with a waterborne sewer system.

Table 272.: Summary of Eluxolweni- New Bulk Sewerage for Housing project

Name of Project	D - UPGRADE AND REHABILITATE ROADS
Objective of Project	Upgrade the existing gravel roads to paved roads, allow sidewalks and install proper stormwater infrastructure in Zweilöhe.
Delays	The project was awarded and proceeded as per programme.
Future Challenges	The increase of security during construction phase for the safe keeping of material.
Anticipated citizen benefits	There will be no houses being flooded, standing water and muddy conditions during winter, no severe dust storms during summer, no unsafe and unhealthy living conditions and continuous maintenance to keep roads operational.

Table 273.: Summary of Upgrade and Rehabilitate Roads

Name of Project	E - ELECTRIFICATION OF LOW COST HOUSING AREAS (INEP)
Objective of Project	Extend and Increase the Electricity Supply capacity for the Kleinmond area of electricity supply
Delays	The project has been awarded and is proceeding as per program.
Future Challenges	Adjusting the existing electricity network to align with the upgraded and altered position of electricity supply to Kleinmond.
Anticipated citizen benefits	Increased capacity of electricity supply will allow the addition of complexes such as a shopping mall and additional industry developments

Table 274.: Summary of Electrification of Low cost housing areas (INEP)

The variance between the original and adjustment budgets on these projects amount to 10% and 1% respectively.

5.9 Basic Service and Infrastructure Backlogs – Overview

The backlogs in the provision of water and sanitation in the informal settlements are the result of the historical migration of people into the area. Infrastructure in the informal settlements is, however, upgraded on a continual basis. The Access to Basic Services (ABS) project initiated by the Department of Human Settlement, aligned with Strategic Objective no. 6 of the Provincial Government, is completed. Additional water points and toilets were provided in these areas to improve the ratio of

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the provision of services to 1 toilet per 5 households and 1 water point per 25 households (these ratios being the minimum standards nationally).

5.9.1 Service Backlogs

Description	Households (HHs)			
	Service level above minimum standard		Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	32032	100%	0	0%
Sanitation	30930	100%	0	0%
Electricity	23736	79%	0	0%
Waste management	31829	100%	0	0%

Table 275.: Service Backlogs

5.9.2 Municipal Infrastructure Grant (MIG)

The MIG grant is intended to provide specific capital finance for basic municipal infrastructure backlogs for poor households, micro enterprises and social institutions servicing poor communities.

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MIG BUDGET 2015/16 - 2017/18 MTREF

Area	Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	2015/16 BUDGET			2016/17 BUDGET			2017/18 BUDGET					
							EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL				
Hermanus	Mount Pleasant	Ward 04	REHABILITATE ROADS - ANGELIER STREET	D Hercules	MIG			500,000	500,000			500,000	500,000			500,000	500,000	
Hermanus	Mount Pleasant	Ward 04	WATER NEW 1 MLIS RESERVOIR CHW 831	D Hercules	MIG		3,566,328		3,566,328			4,726,000		4,726,000			5,787,000	5,787,000
Hermanus	Zwethle	Ward 12	160 MM Ø LINK WATERMAIN CHW 10	D Hercules	MIG		3,566,328		3,566,328			300,000		300,000			300,000	300,000
Hermanus	Hawston	Ward 08	HAWSTON BULK WATER	D Hercules	MIG							2,000,000		2,000,000			2,000,000	2,000,000
Hermanus	Hawston	Ward 08	HAWSTON BULK WATER UPGRADE FOR HOUSING PROJECT	D Hercules	MIG							1,000,000		1,000,000			1,000,000	1,000,000
Hermanus	Hawston	Ward 08	NEW 500 MM -WATER PIPE LINE	D Hercules	MIG							1,526,000		1,526,000			2,587,000	2,587,000
Stanford	Stanford	Ward 11	SEWERAGE WWTW UPGRADE - STANFORD	H Sigafoos	MIG							1,400,000		1,400,000			1,400,000	1,400,000
Hermanus	Zwethle	Ward 12	BULK SEWERAGE OUTFALL LINE 325 MM Ø CH13.2	D Hercules	MIG							600,000		600,000			600,000	600,000
			STORMWATER				2,476,500		2,476,500			1,000,000		1,000,000			1,000,000	1,000,000

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MIG BUDGET 2015/16 - 2017/18 MTREF

Area	Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	2015/16 BUDGET			2016/17 BUDGET			2017/18 BUDGET		
							EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	
Hermanus	2veitrie	Ward 05	UPGRADE STORMWATER INTERNAL & EXTERNAL	D Hendriks	MIG		2,476,500	2,476,500	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
GRAND TOTAL								21,417,000	21,417,000	22,126,000	22,126,000	23,187,000	23,187,000	23,187,000	

63
03
03

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The table details the MIG expenditure for the 2014/15 financial year:

Municipal Infrastructure Grant (MIG) * Expenditure 2014/15 on Service backlogs					
Details	R'		Actual	Variance	
	Budget	Adjustments Budget		Budget	Adjustments Budget
	Infrastructure - Road transport	6 200 254		7 500 254	7 500 254
<i>Roads, Pavements & Bridges</i>	5 400 254	6 300 254	6 300 254	-17%	-17%
<i>Storm water</i>	800 000	1 200 000	1 200 000		
Infrastructure - Electricity	-	-	-		
<i>Generation</i>					
<i>Transmission & Reticulation</i>				0%	0%
<i>Street Lighting</i>				0%	0%
Infrastructure - Water				0%	0%
<i>Dams & Reservoirs</i>				0%	0%
<i>Water purification</i>					
<i>Reticulation</i>				0%	0%
Infrastructure - Sanitation	7 000 000	5 851 015	5 851 015		
<i>Reticulation</i>				0%	0%
<i>Sewerage purification</i>	7 000 000	5 851 015	5 851 015	0%	0%
Infrastructure - Other	3 500 000	4 057 361	4 057 361	0%	0%
<i>Waste Management</i>	3 500 000	4 057 361	4 057 361	0%	0%
<i>Transportation</i>				0%	0%
<i>Gas</i>				0%	0%
Other Specify:	3 973 746	3 265 370	3 265 370	0%	0%
Sport Re-creational facility - Overhills:					
Kleinmond Soccer Field	2 939 163	1 565 370	1 565 370	0%	0%
MIG PMU Building	1 034 583	1 700 000	1 700 000		
Total	20 674 000	20 674 000	20 674 000	0	0

* MIG is a government grant program designed to fund a reduction in service backlogs, mainly; Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 276.: Municipal Infrastructure Grant (MIG)

The MIG allocation of R 20 674 000 for 2014/15 were spent on the following projects:

Upgrade roads (Zwelihle) (R 4 650 254.00) & Landa Road (R 1 350 000.00)

The gravel roads of Zwelihle were in poor condition while the surfaced roads' condition varied between poor to fair. A large portion of the surfaced roads had no kerbs or edgings and contained edge breaks which reduced the surface width of the roads. The gravel roads were generally in poor condition due to insufficient and silted up storm water drainage systems. The insufficient stormwater

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infrastructure leads to standing water and muddy conditions on the roads during the rainy season. The gravel roads needed continuous maintenance to keep it in decent operational condition. The streets had no kerbs leading to edge breaks and had the consequence that vehicles encroached onto pedestrian areas, which make it very unsafe for them. These roads and the stormwater infrastructure have been upgraded and kerbs were installed during the 2013/2014 and 2014/2015 financial years. 3.15km of roads in Zwelihle have been upgraded. The total project cost is R 7 775 761.00 of which R 4 650 254.00 were spent in the 2014/2015 financial year. The project cost for the upgrading of Landa Road amounted to R 1 350 000.00. The project was successfully completed.



Roads under construction



Completed roads

Pearly beach waste water treatment works (WWTW) (R 5 851 015.00)

The bulk sewer infrastructure project for the housing development in Eluxolweni, Pearly Beach, comprises of a sewage pump station, rising main and an oxidation pond system. Eluxolweni does not have an existing waste water treatment works, the existing 100 erven are currently being serviced by conservancy tanks. The project will benefit the whole population of Eluxolweni. The population consists of a total of 319 households this includes the current 100 households, the proposed new low cost housing development consisting of 211 houses and the future development of 108 houses. The project will ensure safe and healthy living conditions.

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Oxidation ponds

The first phase consisted of the provision of the sewage pipeline to the proposed waste water works and the design of the WWTW. Phase 1 was completed during the 2013/2014 financial year. The construction of the WWTW was completed in the 2014/2015 financial year.

Overhills: Kleinmond soccer field (R 1 565 370.00)

Phase 1 of the project, the turf soccer field was started in the 2013/2014 financial year and was completed in the 2014/2015 financial year. Phase 2 entailed the construction of the access road and was completed in the 2014/2015 financial year. The project will benefit the whole population of Overhills in Kleinmond and will improve community cohesion; increase the local community's interest in sport; improve people's physical health and well-being, improve sport development & skills and will create temporary job opportunities.

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Phase 1 – Completed



Phase 2- Under Construction

Zwelihle: Installation of Stormwater (R 1 200 000.00)

The existing stormwater infrastructure in Zwelihle is insufficient and in urgent need of upgrading. The area experience severe problems with stormwater and a high water table during the rainy season, even are flooded on a regular basis and remain wet for long periods, leading to the damage of properties. Storm water flows into the sewer system, causing the network to overflow which in turn contribute to waterborne deceases.



Under Construction

To address these problems the Installation of Stormwater infrastructure in Zwelihle was implemented in 2014/2015 financial year. The works were divided into two phases: Phase 1 entailed the laying stormwater pipes in Still Street and was completed in the 2014/2015 financial year. Phase 2 entails the installation of stormwater in Peach House Area, Sazona Street, Hlobo Street, Hlola Street, Ntlobati Street & Ntlanzi Street and will be completed in the 2015/2016 financial year (**R 2 476 500.00**).

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Construction of MIG PMU Building (R 1 700 000.00)

Due to the centralization of the Town Planning Department, the Department Property Administration will occupy office space currently used by the Department Engineering Services. The current space is insufficient to accommodate the two Departments. Alternatives have been investigated for the provision of office space. It has consequently been decided to extend the existing offices located at the Preekstoel Water Treatment Works (WTW) for the following reasons;



PMU Building Under Construction

Existing office space at the WTW (Preekstoel) is currently occupied by the Department Water & Sanitation Planning and Operational Services;

The two Departments form an integral part along with the Department of Engineering Services to ensure;

- Effective development of the Municipal Infrastructure
- Effective management, operation and maintenance of municipal infrastructure;
- Weaknesses of silo management can be addressed to ensure effective and satisfactory service delivery.

The project will be completed in the 2015/2016 financial year.

Karwyderskraal New Waste Cell (R 4 057 361)

The Karwyderskraal regional landfill site is owned and operated by Overberg District Municipality (ODM). The site received waste from Overstrand (OM) & Theewaterkloof municipal areas, consisting of mainly domestic & commercial waste, minor non-hazardous industrial waste, builder's rubble and garden waste.

The air space at Karwyderskraal landfill site reached its capacity in December 2010/2011 financial year which led to the closure of the site. Agreement has been reached between the ODM and OM that OM lease the operational area of the landfill site to build a new cell and operate it until it reach

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its lifespan (\pm 7 years). R 4 057 361 MIG funds as well municipal funding was utilized for the construction of the new cell. The cell was completed in the 2014/2015 financial year.



New Cell at Karwyderskraal Landfill Site

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management is critical to the municipality as it enables the organisation to assess whether enough cash is available at any point in time to cover the council's commitments. Cash flow is rigorously managed and monitored on a regular basis.

5.10 Cash Flow

Description	Cash Flow Outcomes				
	R'000		Original Budget	2014/15 Adjusted Budget	Actual
	2012/13 Audited Outcome	2013/14 Audited Outcome			
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Ratepayers and other	599 024	675 441	716 842	741 637	728 856
Government - operating	44 140	63 477	58 407	61 289	59 124
Government - capital	54 577	38 090	36 368	57 549	55 498
Interest	9 754	8 470	8 454	8 454	10 423
Dividends					
Payments					
Suppliers and employees	(558 519)	(630 567)	(653 525)	(656 196)	(642 330)
Finance charges					

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Description	Cash Flow Outcomes				
	R'000		Original Budget	2014/15 Adjusted Budget	Actual
	2012/13 Audited Outcome	2013/14 Audited Outcome			
	(37 199)	(39 868)	(45 162)	(44 480)	(43 433)
Transfers and Grants	(35 856)	(38 749)	(41 370)	(41 577)	(48 659)
NET CASH FROM/(USED) OPERATING ACTIVITIES	75 920	76 295	80 014	126 676	119 478
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Proceeds on disposal of PPE	1 725	5 073	-	-	14 548
Decrease (Increase) in non-current debtors	-	-	-	-	-
Decrease (increase) other non-current receivables	45	18	15	15	15
Decrease (increase) in non-current investments	(4 960)	(4 529)	(5 827)	(5 827)	(4 980)
Payments					
Capital assets	(143 764)	(130 609)	(97 721)	(122 785)	(110 898)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(146 955)	(130 047)	(103 533)	(128 597)	(101 315)
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
Short term loans	(389)	(730)	5 520	6 541	64
Borrowing long term/refinancing	38 700	51 300	40 000	40 000	40 000
Increase (decrease) in consumer deposits	3 726	2 819	2 703	2 703	3 983
Payments					
Repayment of borrowing	(13 554)	(20 626)	(21 061)	(21 061)	(20 381)
NET CASH FROM/(USED) FINANCING ACTIVITIES	28 482	32 764	27 163	28 183	23 666
NET INCREASE/ (DECREASE) IN CASH HELD	(42 552)	(20 989)	3 644	26 262	41 828
Cash/cash equivalents at the year begin:	126 699	84 147	84 406	63 158	63 158

Chapter 5: Financial Performance

Description	Cash Flow Outcomes				
	R'000		Original Budget	2014/15	
	2012/13 Audited Outcome	2013/14 Audited Outcome		Adjusted Budget	Actual
Cash/cash equivalents at the year end:	84 147	63 158	88 050	89 421	104 987

Source: MBRR SA7

Table 277.: Cash flow

Variances between the amended budget and the actual outcome are as a result of savings on expenditure. The municipality has a positive net cash from operating activities.

5.11 Gross Outstanding Debtors per Service

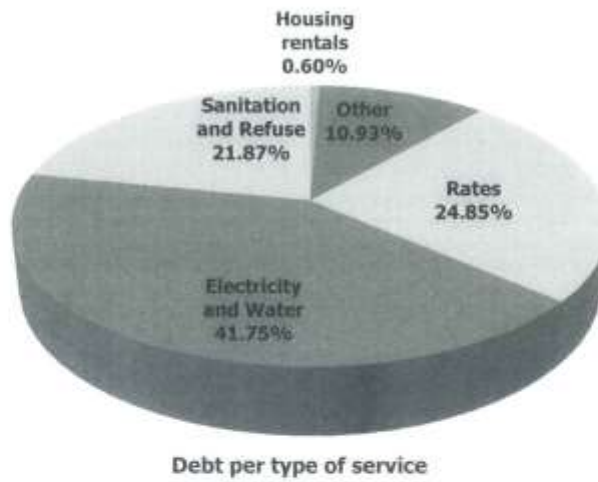
Financial year	Rates R'000	Trading services	Economic services	Housing rentals R'000	Other R'000	Total R'000
		(Electricity and Water) R'000	(Sanitation and Refuse) R'000			
2011/12	14 028	24 873	11 135	227	18 171	68 434
2012/13	16 698	31 377	13 702	321	3 843	65 941
2013/14	16 569	30 868	14 710	354	1 448	63 949
2014/15	17 241	29 239	15 309	423	7 611	69 821
Difference	(671)	1 629	(598)	(69)	(6 163)	(5 872)
% growth year on year	-4.8%	6.6%	-5.4%	-30.5%	-33.9%	-8.6%

Note: Figures exclude provision for bad debt

Table 278.: Gross outstanding debtors per service

The following graph indicates the total outstanding debt per type of service for 2014/15

Chapter 5: Financial Performance



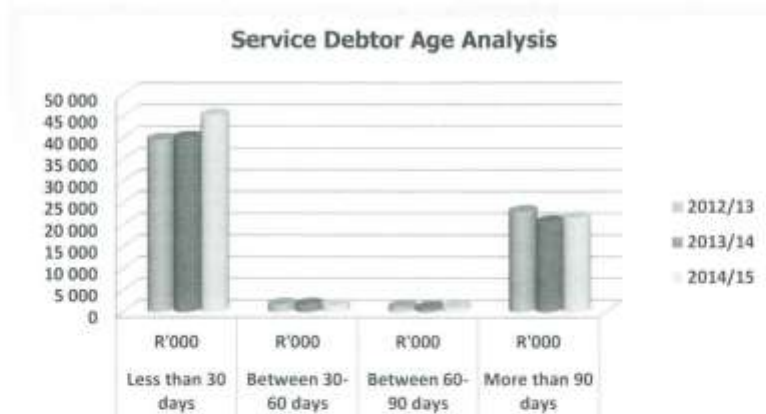
Graph 25.: Debt per type of service

5.12 Total Debtors Age Analysis

Financial year	Less than 30 days R'000	Between 30-60 days R'000	Between 60-90 days R'000	More than 90 days R'000	Total R'000
2011/12	40 493	2 411	1 761	23 769	68 434
2012/13	39 725	1 799	1 237	23 179	65 941
2013/14	40 348	1 793	1 018	20 790	63 949
2014/15	45 343	1 634	1 127	21 717	69 821
Difference	(4 995)	159	(109)	(927)	(5 872)
% growth year on year	-12.3%	6.6%	-6.2%	-3.9%	-8.6%

Table 279.: Service debtor age analysis

Chapter 5: Financial Performance



Graph 26.: Service debtors age analysis for the 2012/13-2014/15 financial years

5.13 Borrowing and Investments

Infrastructure needs to be replaced and therefore borrowings for periods of 15 years are taken up to lessen the impact on consumers.

5.13.1 Actual Borrowings

Actual Borrowings 2012/13 to 2014/15			
R' 000			
Instrument	2012/13	2013/14	2014/15
Municipality			
Long-Term Loans (annuity/reducing balance)	282 150	312 824	332 444
Long-Term Loans (non-annuity)	100 000	100 000	100 000
Financial Leases	722	63	140
Municipality Total	382 873	412 887	432 584

Table 280.: Actual Borrowings

Chapter 5: Financial Performance

5.13.2 Municipal Investments

Actual Investments 2012/13 to 2014/15			
R' 000			
Investment* type	2012/13 Actual	2013/14 Actual	2014/15 Actual
Municipality			
Deposits - Bank	55 493	50 039	26 051
Guaranteed Endowment Policies (sinking)	11 145	16 965	23 149
Municipality Total	66 638	67 004	49 200

TS.10.4

Table 281.: Municipal Investments

5.13.3 Declaration of Loans and Grants made by the municipality

Grant-in –Aid & Indigent grant allocations:

Declaration of Loans and Grants made by the municipality: 2014/15					
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2014/15 R'000	Total Amount committed over previous and future years	
				2013/14	2015/16
Africa Inroads	Behavioral counseling for disadvantaged children	MOU	0	10	0
Anima Children's Therapy Centre	Special Needs Children	MOU	0	10	0
BADISA: Hermanus	Indigent, elderly and safety parents	MOU	30	0	0
BADISA: Hermanus/Hangklip	Hermanus Senior Centrum and Hangklip Community Care Centre	MOU	0	30	0
BADISA: Stanford/Gansbaai	Old Age Care Facility	MOU	0	30	0
	Herberg-aan-See Old Age Care Facility	MOU	0	0	5
	Plans to extend building to increase capacity				
Blompark Ikamva Youth Development	Youth development	MOU	10	0	0
	After School Care	MOU		10	0
Camphill Farm Community	Alien Vegetation Clearing	MOU	0	15	0
	Employment for people	MOU	0	0	20

Chapter 5: Financial Performance

Declaration of Loans and Grants made by the municipality: 2014/15					
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2014/15 R'000	Total Amount committed over previous and future years	
				2013/14	2015/16
	with disabilities				
Camphill School	Transportation of learners with disabilities	MOU	0	20	0
	Nutrition and transport for children with disabilities		0	0	20
CANSA Relay for life	Cansa Relay for life	MOU	0	20	0
Child Welfare: South Africa Hermanus	Child Protection	MOU	0	20	0
Child Welfare South Africa Kleinmond	Young people at risk	MOU	15	0	0
	ECD and Youth Development	MMOU	0	20	0
Enlighten Education Trust	Junior Town Council	MOU	0	70	0
Flower Valley Conservation Trust	Nutritional support for young children; and learning resources for babies and toddlers	MOU	0	0	15
Grail Centre Trust	Drug and Alcohol awareness and support	MOU	0	10	0
Grootbos Foundation	Urban Agricultural Programme	MOU	0	25	0
Hangklip Community Care Centre	Food parcels and subsidized food for the needy and disabled	MOU	15	0	0
Hermanus Botanical Society	Botanical Education	MOU	20	0	0
	To promote and create awareness of the exceptional floral kingdom of Hermanus	MOU	0	0	20
Hermanus Pro Musica Choir	General Support - Charitable Fundraiser	MOU	0	20	0
Hermanus Hacking Group	Alien vegetation clearing	MOU	0	10	15
KIDS@ the Centre	ECD Centre: Various environmental health upgrades and educational equipment	MOU	0	0	15
Narrative Foundation	Arts and Culture Programme for youth and families - "Kleinmond's got talent".	MOU	0	0	15
National Sea Rescue Institute	Sea Rescue	MOU	47	0	0
	Personal protection equipment, training and fuel	MOU	0	0	28
Overberg Eisteddfod	Develop performing arts among the youth	MOU	0	10	0

Chapter 5: Financial Performance

Declaration of Loans and Grants made by the municipality: 2014/15							
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2014/15 R'000	Total Amount committed over previous and future years			
				2013/14	2015/16		
				Overberg Association	Wheelchair Disability Health and Fitness Programme Ability Project	MOU	20
Overstrand Arts/Kunste	Promotion of the Performing Arts in the Overstrand	MOU	20	27	20		
Overstrand Association for People with Disabilities	Social work services to people with disabilities	MOU	8	0	0		
	Assistance for people with disabilities	MOU	0	10	0		
	Establishment of a special day care for children with disabilities in Zwelithle	MOU	0	0	20		
Overstrand Foundation	Citizens Science Biodiversity monitoring and conservation	MOU	25	0	0		
	Environmental Education (solid waste)	MOU	0	20	0		
	Youth development - environmental education	MOU	0	0	20		
Overstrand Hospice	Palliative Care	MOU	28	25	20		
Recycle Swap Shop	Provide basic needs of children through recycling	MOU	10	0	0		
S.H.A.R.E	Provide for the nutritional needs for children, elderly and disabled	MOU	10	0	0		
Siyazama Service Centre	Elderly Service Centre	MOU	20	10	15		
Stanford Animal Welfare	General Administration of animal welfare	MOU	0	10	0		
	Spaying of dogs and cats	MOU	0	0	15		
Strandlopertjie Care Centre	Equipment to ensure a safe, healthy, educational and ordered learning environment	MOU	0	0	15		
Women Action Group	HIV/AIDS Support	MOU	0	10	0		
Indigent grant	Indigent grant	Have to comply with certain requirements	41,922	n/a			

* Loans/Grants - whether in cash or in kind

Table 282: Grant-in-Aid: Declaration of Loans and Grants made by the municipality

Chapter 5: Financial Performance

LED- Tourism grants

Declaration of Loans and Grants made by the municipality: 2014/15					
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value 2014/15 R'000	Total Amount committed over previous and future years	
				2013/14	2015/16
Hangklip-Kleinmond Tourism Bureau	Tourism Bureau Grant	SLA / MOA	R429 956.69	R405 619.52	Not yet confirmed
Gansbaai Tourism Bureau	Tourism Bureau Grant	SLA / MOA	R358 280.00	R338 000.00	Not yet confirmed
Hermanus Tourism Bureau	Tourism Bureau Grant	SLA / MOA	R557 697.00	R526 128.80	Not yet confirmed
Stanford Tourism Bureau	Tourism Bureau Grant	SLA / MOA	R301 650.00	R284 576.00	Not yet confirmed
Two Oceans Whale Festival	Events & Festival Grant	MOA	R60 000.00	R150 000.00	R40 000.00
Kalfiefee	Events & Festival Grant	MOA	R55 000.00	R110 000.00	R40 000.00
Hawston Sea Festival	Events & Festival Grant	MOA	R40 000.00	R40 000.00	R40 000.00
Hermanus Fynarts	Events & Festival Grant	MOA	R50 000.00	R40 000.00	R40 000.00
Stanford Village/Street Fair	Events & Festival Grant	MOA	R35 000.00	R47 000.00	R40 000.00
Big Blues Festival	Events & Festival Grant	MOA	R0	R115 000.00	R20 000.00
Hot Heels Africa	Events & Festival Grant	MOA	R20 000.00	R15 000.00	R20 000.00
Funky Fynbos Festival	Events & Festival Grant	MOA	R40 000.00	R0	R40 000
Stanford Wine Route	Events & Festival Grant	MOA	R0	R0	R20 000.00
Fees Van Die Ganse	Events & Festival Grant	MOA	R0	R50 000.00	R0
Hermanus Wine Route – Vinidivio 2013	Events & Festival Grant	MOA	R0	R35 000.00	R0
Hermanus Wheels & Runners	Events & Festival Grant	MOA	R0	R15 000.00	R0
Hermanus Botanical Society	Events & Festival Grant	MOA	R0	R5 500.00	R0

* Loans/Grants - whether in cash or in kind

Table 283.: LED- Tourism: Declarations of Loans and Grants made the municipality

Borrowings are incurred to fund infrastructure. Surplus cash is invested in short term instruments. The repayment of certain borrowings is encompassed in sinking funds.

Chapter 5: Financial Performance

COMPONENT D: OTHER FINANCIAL MATTERS

5.14 GRAP Compliance

The municipality is 100% GRAP compliant since 2008/09.

 Chapter 6: Auditor-General Findings

 CHAPTER 6

 COMPONENT A: AUDITOR-GENERAL OPINION 2013/14

6.1 Auditor General Report 2013/14

Auditor-General Report on Financial Performance 2013/14

Audit Report Status:	Unqualified (Clean Audit)
Non-Compliance Issues	Remedial Action Taken

There were no findings of any material misstatements in the financial statements prepared by the Municipality in accordance with S122 of the MFMA.

There were no material findings of any instances of material non-compliance with specific matters in laws and regulations applicable to the Municipality.

Table 284.: AG Report on Financial Performance 2013/14

Auditor-General Report on Service Delivery Performance: 2013/14

Audit Report Status:	Unqualified (Clean Audit)
Non-Compliance Issues	Remedial Action Taken

There were no material findings on the annual performance report concerning the usefulness and the reliability of the information reported by the Municipality.

Table 285.: AG Report on Service Delivery Performance 2013/14

 COMPONENT B: AUDITOR-GENERAL OPINION 2014/15

6.2 Auditor-General Report 2014/15

Auditor-General Report on Financial Performance 2014/15

Audit Report Status:	Unqualified (Clean Audit)
Non-Compliance Issues	Remedial Action Taken

There were no findings of any material misstatements in the financial statements prepared by the Municipality in accordance with S122 of the MFMA.

There were no material findings of any instances of material non-compliance with specific matters in laws and regulations applicable to the Municipality.

Table 286.: AG Report on Financial Performance 2014/15

Chapter 6: Auditor-General Findings

Auditor-General Report on Service Delivery Performance: 2014/15	
Audit Report Status:	<i>Unqualified (Clean Audit)</i>
Non-Compliance Issues	Remedial Action Taken

There were no material findings on the annual performance report concerning the usefulness and the reliability of the information reported by the Municipality.

Table 287: AG Report on Service Delivery Performance 2014/15

LIST OF ABBREVIATIONS

AG	Auditor-General
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal Finance Officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCOM	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MSA	Municipal Systems Act No. 32 of 2000
MTECH	Medium Term Expenditure Committee
NGO	Non-governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

ANNEXURE A:
FINANCIAL STATEMENTS



Overstrand Municipality
Financial statements
for the year ended 30 June 2015

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

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Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Financial Position as at 30 June 2015

Figures in Rand	Note(s)	2015	2014 Restated*
Assets			
Current Assets			
Inventories	10	10,425,770	13,131,189
Operating lease asset		708,708	761,954
Receivables from exchange transactions	11	22,993,268	25,406,569
Receivables from non-exchange transactions	12	26,108,867	10,402,828
VAT receivable	13	6,356,063	5,944,086
Consumer debtors	14	52,849,568	47,589,752
Long term receivables	9	15,106	14,765
Cash and cash equivalents	15	104,986,783	63,158,415
		224,444,133	176,409,578
Non-Current Assets			
Investment property	3	158,760,500	166,830,500
Property, plant and equipment	4	3,020,151,793	3,023,130,778
Intangible assets	5	4,762,475	5,220,007
Heritage assets	6	87,573,044	95,573,044
Investments	7	23,146,842	16,965,036
Long term receivables	9	53,303	68,205
		3,305,449,957	3,313,787,570
Total Assets		3,529,894,090	3,490,197,148
Liabilities			
Current Liabilities			
Borrowings	18	23,539,158	20,380,859
Finance lease obligation	16	80,454	62,622
Payables from exchange transactions	20	63,759,416	61,261,694
Consumer deposits	21	41,743,135	37,760,495
Employee benefit obligation	8	2,344,462	2,173,716
Unspent conditional grants and receipts	17	2,076,317	3,425,499
Provisions	19	21,594,960	23,071,737
		155,137,932	148,136,622
Non-Current Liabilities			
Borrowings	18	408,904,414	382,443,635
Finance lease obligation	16	59,968	-
Employee benefit obligation	8	107,289,538	95,534,792
Provisions	19	85,937,441	32,991,999
		602,191,361	520,970,426
Total Liabilities		757,329,293	669,107,048
Net Assets		2,772,564,797	2,821,090,100
Reserves			
Housing development fund		2,571,004	2,564,844
Accumulated surplus		2,769,993,763	2,818,525,256
Total Net Assets		2,772,564,797	2,821,090,100

* See Note 43

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Financial Performance

Figures in Rand	Note(s)	2015	2014 Restated*
Revenue			
Revenue from exchange transactions			
Service charges	23	520,391,938	479,034,243
Rental of facilities and equipment		9,154,551	7,849,756
Income from agency services		2,766,122	2,394,759
Licences and permits		1,971,690	1,955,766
Other income	26	20,332,541	16,626,478
Interest received	31	10,422,699	8,470,109
Total revenue from exchange transactions		565,039,541	516,131,111
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	22	152,870,211	134,986,496
Property rates - penalties imposed	22	747,186	636,928
Transfer revenue			
Government grants and subsidies	24	115,970,498	105,925,162
Public contributions and donations	25	2,823,925	13,436,150
Fines	12	25,389,497	17,215,724
Total revenue from non-exchange transactions		297,801,317	272,400,530
Total revenue		862,840,858	788,531,641
Expenditure			
Employee costs	28	(267,019,164)	(260,249,932)
Remuneration of councillors	29	(8,103,624)	(7,932,511)
Depreciation and amortisation	33	(103,368,102)	(99,817,042)
Impairment loss / Reversal of impairments		(3,077,214)	-
Finance costs	34	(43,447,046)	(39,937,722)
Debt impairment	30	(10,846,067)	(4,953,360)
Materials		(16,659,118)	(13,579,233)
Bulk purchases	38	(167,659,898)	(157,055,063)
Contracted services	36	(85,327,401)	(72,766,234)
Grants and subsidies paid	37	(48,656,945)	(38,749,289)
General expenses	27	(156,906,356)	(117,562,430)
Total expenditure		(911,072,875)	(812,602,816)
Operating deficit		(48,232,017)	(24,071,175)
Gain (loss) on disposal of assets and liabilities		1,953,041	(12,017,434)
Fair value adjustments	32	(3,586,195)	(6,991,105)
		(1,613,154)	(19,008,539)
Deficit for the year		(49,845,171)	(43,079,714)

* See Note 43

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Changes in Net Assets

Figures in Rand	Housing development fund	Accumulated surplus	Total net assets
Opening balance at 01 July 2013 as previously reported	1,891,493	2,849,634,456	2,851,525,949
Adjustments			
Prior year adjustments	-	11,350,706	11,350,706
Balance at 01 July 2013 restated*	1,891,493	2,860,985,162	2,862,876,655
Changes in net assets			
(Deficit) / surplus for the year	-	(43,079,714)	(43,079,714)
Transfer to / (from) housing development fund	673,351	-	673,351
Transfer to / (from) self insurance fund	-	619,808	619,808
Total changes	673,351	(42,459,906)	(41,786,555)
Opening balance at 01 July 2014 as previously reported	2,564,844	2,805,239,737	2,807,804,581
Adjustments			
Prior year adjustments	-	13,286,525	13,286,525
Balance at 01 July 2014 restated*	2,564,844	2,818,526,262	2,821,090,106
Changes in net assets			
(Deficit) / surplus for the year	-	(49,845,171)	(49,845,171)
Transfer to / (from) housing development fund	6,190	-	6,190
Transfer to / (from) self insurance fund	-	1,313,672	1,313,672
Total changes	6,190	(48,531,499)	(48,525,309)
Balance at 30 June 2015	2,571,034	2,769,994,763	2,772,564,797

* See Note 43

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Cash Flow Statement

Figures in Rand	Note(s)	2015	2014 Restated*
Cash flows from operating activities			
Receipts			
Taxation		152,186,188	135,054,434
Sale of goods and services		521,174,303	486,809,424
Grants		114,621,316	101,567,338
Interest income		10,422,899	6,470,109
Other receipts		58,158,495	55,103,238
Movement in housing development fund and self insurance fund		1,319,862	1,293,159
		<u>857,882,863</u>	<u>788,297,702</u>
Payments			
Employee costs		(255,092,672)	(244,461,424)
Suppliers		(167,659,838)	(157,055,063)
Finance costs		(43,433,321)	(39,867,913)
Other payments		(268,235,482)	(267,799,476)
		<u>(734,422,313)</u>	<u>(709,183,876)</u>
Net cash flows from operating activities	39	123,460,550	79,113,826
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(110,744,067)	(128,414,197)
Proceeds from sale of property, plant and equipment	4	7,548,302	5,072,932
Purchase of investment property	3	-	(795,000)
Proceeds from sale of investment property	3	5,000,000	-
Purchase of intangible assets	5	(154,170)	(1,400,190)
Proceeds from sale of heritage assets	6	2,000,000	-
Movement in financial assets		(4,980,001)	(4,528,651)
Movement in long term receivables		14,581	18,213
Net cash flows from investing activities		(101,315,375)	(130,047,293)
Cash flows from financing activities			
Movement in other financial liabilities		19,619,068	30,674,210
Movement in finance leases		64,075	(729,624)
Net cash flows from financing activities		19,683,143	29,944,586
Net increase/(decrease) in cash and cash equivalents		41,828,368	(20,988,881)
Cash and cash equivalents at the beginning of the year		63,158,415	84,147,296
Cash and cash equivalents at the end of the year	15	104,986,783	63,158,415

* See Note 43

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Refer to note
Figures in Rand						
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Service charges	525,566,730	-	525,566,730	520,291,938	(5,174,792)	54
Rental of facilities and equipment	7,986,160	-	7,986,160	9,154,951	1,188,391	54
Income from agency services	2,479,500	-	2,479,500	2,765,122	306,622	54
Licences and permits	2,229,000	-	2,229,000	1,971,690	(257,310)	54
Other income	21,816,640	(4,784,000)	18,632,640	20,332,541	3,499,901	54
Interest received	8,454,250	-	8,454,250	10,422,898	1,968,449	54
Total revenue from exchange transactions	568,312,280	(4,784,000)	563,528,280	565,039,941	1,511,261	
Revenue from non-exchange transactions						
Taxation revenue						
Property rates	148,639,614	4,850,000	153,506,614	152,870,211	(636,403)	54
Property rates - penalties imposed	1,050,000	-	1,050,000	747,186	(302,814)	54
Transfer revenue						
Government grants and subsidies	92,640,829	34,145,934	116,786,763	115,970,498	(816,265)	54
Public contributions and donations	2,134,088	(83,088)	2,051,000	2,823,925	772,925	54
Fines	7,985,000	22,910,000	30,875,000	25,389,487	(5,485,503)	54
Total revenue from non-exchange transactions	252,429,531	51,841,846	304,271,377	297,891,317	(6,470,060)	
Total revenue	820,741,811	47,057,846	867,799,657	862,940,858	(4,858,799)	
Expenditure						
Employee costs	(280,086,246)	4,349,615	(275,716,631)	(257,019,164)	8,697,467	54
Remuneration of councillors	(8,515,532)	-	(8,515,532)	(8,103,624)	411,908	54
Depreciation and amortisation	(105,265,432)	3,804,335	(105,461,097)	(103,388,102)	2,092,995	54
Impairment loss/ Reversal of impairments	-	-	-	(3,077,214)	(3,077,214)	54
Finance costs	(45,162,306)	851,707	(44,510,599)	(43,447,046)	1,063,553	54
Debt impairment	-	(22,792,000)	(22,792,000)	(10,846,067)	11,945,933	54
Materials	(17,294,922)	189,766	(17,105,156)	(16,859,118)	446,038	54
Bulk purchases	(169,444,224)	-	(169,444,224)	(167,659,838)	1,784,386	54
Contracted services	(81,062,123)	(4,108,603)	(85,170,726)	(85,327,401)	(156,675)	54
Grants and subsidies paid	(41,370,338)	(207,117)	(41,577,455)	(48,658,845)	(7,081,490)	54
General expenses	(117,407,328)	(49,821,591)	(163,028,917)	(156,906,356)	6,122,561	54
Total expenditure	(869,588,449)	(63,733,888)	(933,322,337)	(911,072,075)	22,249,462	
Operating deficit	(48,846,638)	(16,676,042)	(65,522,680)	(48,232,017)	17,290,663	
Gain on disposal of assets and liabilities	100,000	-	100,000	1,953,041	1,853,041	54
Fair value adjustments	-	-	-	(3,586,195)	(3,586,195)	54
	100,000	-	100,000	(1,613,154)	(1,713,154)	
Deficit before taxation	(48,746,638)	(16,676,042)	(65,422,680)	(49,845,171)	15,577,509	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	(48,746,638)	(16,676,042)	(65,422,680)	(49,845,171)	15,577,509	

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Refer to note
Figures in Rand						
Statement of Financial Position						
Assets						
Current Assets						
Inventories	12,892,038	(1,000,000)	11,892,038	10,425,770	(866,268)	54
Operating lease asset	-	-	-	708,708	708,708	54
Receivables from exchange transactions	44,398,213	11,000,000	55,398,213	22,993,288	(32,404,945)	54
Receivables from non-exchange transactions	-	-	-	26,108,867	26,108,867	54
VAT receivable	-	-	-	6,356,063	6,356,063	54
Consumer debtors	52,581,285	-	52,581,285	52,849,588	258,303	54
Long term receivables	14,303	-	14,303	15,106	803	54
Cash and cash equivalents	88,050,033	1,370,793	89,420,826	104,866,783	15,565,957	54
	197,145,852	11,370,793	208,516,645	224,444,133	15,027,488	
Non-Current Assets						
Investment property	175,886,200	(11,365,700)	164,500,500	158,760,500	(4,740,000)	54
Property, plant and equipment	3,072,422,733	68,368,472	3,140,791,205	3,020,101,793	(120,639,412)	54
Intangible assets	6,436,005	(1,205,995)	5,230,007	4,762,475	(567,532)	54
Heritage assets	-	-	-	97,573,044	97,573,044	54
Investments	22,205,900	-	22,205,902	23,148,842	941,940	54
Long term receivables	57,257	-	57,257	53,303	(3,954)	54
	3,276,979,097	65,796,774	3,332,775,871	3,305,449,957	(27,325,914)	
Non-current assets held for sale	39,500,000	(39,500,000)	-	-	-	
Total Assets	3,513,624,949	27,667,567	3,541,292,516	3,529,894,090	(11,398,426)	
Liabilities						
Current Liabilities						
Borrowings	25,165,303	(41,880)	25,063,613	23,539,158	(1,524,445)	54
Finance lease obligation	-	-	-	80,454	80,454	54
Payables from exchange transactions	55,830,743	(5,268,214)	50,562,529	63,759,416	13,196,887	54
Consumer deposits	41,321,458	-	41,321,458	41,743,135	421,677	54
Employee benefit obligation	-	-	-	2,344,482	2,344,482	54
Unspent conditional grants and receipts	-	-	-	2,078,317	2,078,317	54
Provisions	31,591,670	4,573,898	36,165,572	21,994,980	(14,570,592)	54
	153,849,177	(736,005)	153,113,172	155,137,932	2,024,760	
Non-Current Liabilities						
Borrowings	411,766,182	1,062,450	412,828,632	408,304,414	(3,924,218)	54
Finance lease obligation	-	-	-	58,968	58,968	54
Employee benefit obligation	-	-	-	107,289,538	107,289,538	54
Provisions	137,500,670	43,378,002	180,878,672	85,937,441	(94,941,231)	54
	549,266,852	44,440,452	593,707,304	602,191,361	8,484,057	
Total Liabilities	703,116,029	43,704,447	746,820,476	757,329,293	10,508,817	
Net Assets	2,810,508,920	(16,036,880)	2,794,472,040	2,772,564,797	(21,907,243)	
Reserves						
Housing development fund	1,933,682	639,162	2,572,844	2,571,034	(1,810)	54
Accumulated surplus	2,808,575,238	(16,676,042)	2,791,899,196	2,769,393,763	(21,905,433)	54
Total Net Assets	2,810,508,920	(16,036,880)	2,794,472,040	2,772,564,797	(21,907,243)	

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Refer to note
Figures in Rand						
Cash Flow Statement						
Cash flows from operating activities						
Receipts						
Taxation	148,254,467	4,860,247	153,114,714	152,188,188	(926,526)	54
Sale of goods and services	326,910,364	6,489	326,916,853	321,174,333	(5,742,520)	54
Grants	94,774,917	24,062,847	118,837,764	114,621,316	(4,216,448)	54
Interest income	6,454,250	-	6,454,250	10,422,699	1,968,449	54
Other receipts	44,380,845	13,926,122	58,306,967	58,158,485	(148,482)	54
Movement in housing development fund and self insurance fund	-	-	-	1,319,862	1,319,862	54
	822,774,873	48,657,709	871,432,582	857,882,890	(13,749,689)	
Payments						
Employee costs	(276,233,074)	18,384,443	(257,848,631)	(255,092,677)	2,756,959	54
Suppliers	(189,444,224)	-	(189,444,224)	(187,659,838)	1,784,386	54
Finance costs	(45,182,308)	682,432	(44,479,874)	(43,433,321)	1,046,553	54
Other payments	(249,217,578)	(21,262,782)	(270,480,361)	(268,235,482)	2,244,879	54
	(740,057,183)	(2,195,987)	(742,253,090)	(734,422,313)	7,830,777	
Net cash flows from operating activities	82,717,690	46,461,702	129,179,462	123,460,580	(5,918,912)	
Cash flows from investing activities						
Purchase of property, plant and equipment	(97,720,534)	(25,064,127)	(122,784,671)	(110,744,087)	12,040,584	54
Proceeds from sale of property, plant and equipment	-	-	-	7,548,302	7,548,302	54
Proceeds from sale of investment property	-	-	-	5,000,000	5,000,000	54
Purchase of intangible assets	-	-	-	(154,170)	(154,170)	54
Proceeds from sale of heritage assets	-	-	-	2,000,000	2,000,000	54
Movement in financial assets	(5,827,442)	-	(5,827,442)	(4,980,001)	847,441	54
Movement in long term receivables	15,023	-	15,023	14,581	(442)	54
Net cash flows from investing activities	(103,532,953)	(25,064,127)	(128,597,090)	(101,315,375)	27,281,715	
Cash flows from financing activities						
Movement in other financial liabilities	18,938,828	-	18,938,828	19,619,088	680,260	54
Movement in finance lease obligation	5,520,422	1,020,759	6,541,181	64,075	(6,477,106)	54
Net cash flows from financing activities	24,459,250	1,020,759	25,480,009	19,683,163	(5,796,846)	
Net increase/(decrease) in cash and cash equivalents	3,643,987	22,518,424	26,262,411	41,820,368	15,565,957	54
Cash and cash equivalents at the beginning of the year	84,406,048	(21,247,631)	63,158,415	63,158,415	-	54
Cash and cash equivalents at the end of the year	88,050,033	1,370,793	89,420,826	104,986,783	15,565,957	

OVERSTRAND MUNICIPALITY
 Financial Statements for the year ended 31 June 2015

Appropriation Statement

Spends in Rand	2015					2014					
	Original Budget	Budget Adjusted (i.e. vote and 631 of MFMA)	Spending of approved 631 of MFMA	Reserve (i.e. uncommitted)	Final Budget	Actual Expenditure	Variance	Actual Expenditure as % of Final Budget	Actual Expenditure as % of Original Budget	Expenditure in excess of approved 631 of MFMA	Reserve available
FINANCIAL STATEMENTS	148,078,674	4,097,000	152,000,674	-	152,000,674	152,000,674	(0)	100%	100%	-	152,000,674
Property rates	52,084,730	50,048,730	50,048,730	-	50,048,730	50,048,730	(0)	100%	100%	-	50,048,730
Service charges	14,000,000	14,000,000	14,000,000	-	14,000,000	14,000,000	(0)	100%	100%	-	14,000,000
Transfer of funds	38,117,000	2,882,000	41,000,000	-	41,000,000	41,000,000	(0)	100%	100%	-	41,000,000
Other vote income	45,486,944	11,166,270	56,653,214	-	56,653,214	56,653,214	(0)	100%	100%	-	56,653,214
Total Revenue incl. capital transfers and contributions	294,473,348	28,153,900	322,627,248	-	322,627,248	322,627,248	(0)	100%	100%	-	322,627,248
Employee costs	190,048,296	1,848,511	191,896,807	-	191,896,807	191,896,807	(0)	100%	100%	-	191,896,807
Other salaries of members	45,113,320	45,113,320	45,113,320	-	45,113,320	45,113,320	(0)	100%	100%	-	45,113,320
Transportation and travel expenses	110,200,470	9,804,370	120,004,840	-	120,004,840	120,004,840	(0)	100%	100%	-	120,004,840
Finance charges	16,182,886	483,432	16,666,318	-	16,666,318	16,666,318	(0)	100%	100%	-	16,666,318
Bank payments	110,444,816	120,137	110,564,953	-	110,564,953	110,564,953	(0)	100%	100%	-	110,564,953
Supplies and goods	91,270,330	228,177	91,498,507	-	91,498,507	91,498,507	(0)	100%	100%	-	91,498,507
Other expenditure	21,754,271	14,300,154	36,054,425	-	36,054,425	36,054,425	(0)	100%	100%	-	36,054,425
Total Expenditure	695,968,682	65,753,880	761,722,562	-	761,722,562	761,722,562	(0)	100%	100%	-	761,722,562
Surplus (Deficit)	198,114,666	162,873,368	146,004,686	156,630,686	146,004,686	146,004,686	(50,623,976)	75%	75%	(50,623,976)	198,114,666
Transfer of surplus - capital	24,133,820	21,263,814	21,263,814	-	21,263,814	21,263,814	(0)	100%	100%	-	21,263,814
Contributions recognised - capital and contributed assets	3,134,000	80,386	3,214,386	-	3,214,386	3,214,386	(0)	100%	100%	-	3,214,386
Surplus (Deficit) after capital transfers and contributions	169,846,846	141,589,768	121,526,866	156,630,686	121,526,866	121,526,866	(45,103,820)	75%	75%	(45,103,820)	169,846,846
Share of surplus (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-
Surplus (Deficit) for the year	169,846,846	141,589,768	121,526,866	156,630,686	121,526,866	121,526,866	(45,103,820)	75%	75%	(45,103,820)	169,846,846
Capital expenditure and loans	87,703,034	25,284,137	112,987,171	-	112,987,171	112,987,171	(0)	100%	100%	-	112,987,171
Transfer of capital expenditure	31,223,629	30,453,904	30,453,904	-	30,453,904	30,453,904	(0)	100%	100%	-	30,453,904
Transfer of capital loans	56,479,405	24,830,233	81,309,638	-	81,309,638	81,309,638	(0)	100%	100%	-	81,309,638
Transfer of capital loans	1,734,000	801,000	2,535,000	-	2,535,000	2,535,000	(0)	100%	100%	-	2,535,000
Public contributions and donations	40,000,000	6,000,000	46,000,000	-	46,000,000	46,000,000	(0)	100%	100%	-	46,000,000
Debtors	1,000,000	1,000,000	2,000,000	-	2,000,000	2,000,000	(0)	100%	100%	-	2,000,000
Transfer of capital loans	1,000,000	1,000,000	2,000,000	-	2,000,000	2,000,000	(0)	100%	100%	-	2,000,000
Total transfers of capital assets	87,703,034	25,284,137	112,987,171	-	112,987,171	112,987,171	(0)	100%	100%	-	112,987,171
Surplus (Deficit)	82,143,812	116,305,631	88,539,695	156,630,686	88,539,695	88,539,695	(94,091,011)	85%	85%	(94,091,011)	82,143,812
Net cash from (used) operating	80,000,000	80,000,000	80,000,000	-	80,000,000	80,000,000	(0)	100%	100%	-	80,000,000
Net cash from (used) investing	(100,000,000)	(100,000,000)	(100,000,000)	-	(100,000,000)	(100,000,000)	(0)	100%	100%	-	(100,000,000)
Net cash from (used) financing	20,000,000	36,305,631	88,539,695	-	88,539,695	88,539,695	(0)	100%	100%	-	88,539,695
Net change in cash and cash equivalents	0	16,305,631	76,539,695	-	76,539,695	76,539,695	(0)	100%	100%	-	76,539,695
Balance at start of year	80,000,000	80,000,000	80,000,000	156,630,686	80,000,000	80,000,000	(0)	100%	100%	-	80,000,000
Balance at end of year	80,000,000	96,305,631	156,539,695	156,630,686	156,539,695	156,539,695	(99,091,011)	100%	100%	(99,091,011)	80,000,000



Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Accounting Policies

1. Presentation of Financial Statements

The financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act, (Act no. 56 of 2003).

These financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise.

The financial statements have been prepared on a going concern basis.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these financial statements, are disclosed below.

These accounting policies are consistent with the previous period.

1.1 Presentation currency

These financial statements are presented in South African Rand, which is the functional currency of the municipality.

1.2 Significant judgements and sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the financial statements. Significant judgements include:

Impairment testing

The municipality reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. In addition, goodwill is tested on an annual basis for impairment. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of goodwill and tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 19 - Provisions.

Useful lives of infrastructure and other assets

The municipality's management determines the estimated useful lives and related depreciation charges for the waste water and water networks. This estimate is based on industry norm. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives.

Post retirement benefits

The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

Receivables from non-exchange transactions

Management made key assumptions and estimations to determine the initial recognition and measurement of revenue on fines using estimated reductions based on historical information.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Accounting Policies

1.3 Investment property

Investment property is property (land or a building - or part of a building - or both) held to earn rentals or for capital appreciation or both, rather than for:

- use in the production or supply of goods or services or for
- administrative purposes, or
- sale in the ordinary course of operations.

Owner-occupied property is property held for use in the production or supply of goods or services or for administrative purposes.

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement.

Where investment property is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

Fair value

Subsequent to initial measurement investment property is measured at fair value.

The fair value of investment property reflects market conditions at the reporting date.

A gain or loss arising from a change in fair value is included in net surplus or deficit for the period in which it arises.

Compensation from third parties for investment property that was impaired, lost or given up is recognised in surplus or deficit when the compensation becomes receivable.

Property interests held under operating leases are classified and accounted for as investment property.

When classification is difficult, the criteria used to distinguish investment property from owner-occupied property and from property held for sale in the ordinary course of operations, are as follows:

- All properties held to earn market-related rentals or for capital appreciation or both and that are not for administrative purposes and that will not be sold in the ordinary course of operations are classified as investment Properties.
- Land held for currently undetermined future use.
- Leases properties that are held to provide a social (community) service or that are necessary for employees to perform their job functions, but which also generates rental revenue are not seen as Investment Properties. The rental revenue generated is incidental to the purposes for which the property is held.

1.4 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or assets, or a combination of assets and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Accounting Policies

1.4 Property, plant and equipment (continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life in years
Buildings	5 - 30
Furniture and fixtures	3 - 15
Motor vehicles	4 - 10
Office equipment	3 - 15
Infrastructure	
• Road and paving	3 - 60
• Pedestrian malls	25 - 80
• Electricity	3 - 60
• Water	5 - 100
• Sewerage	10 - 60
• Housing	30
Community	
• Improvements	5 - 30
• Recreational facilities	5 - 30
• Security	5 - 15
Bins and containers	10 - 15

The residual value, the useful life and depreciation method of each asset are reviewed at least at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Reviewing the useful life of an asset on an annual basis does not require the entity to amend the previous estimate unless expectations differ from the previous estimate.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use or disposal of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Land is not depreciated as it is deemed to have an indefinite useful life.

Incomplete construction work is stated at historical cost. Depreciation only commences when the asset is available for use.

1.5 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the municipality or from other rights and obligations.

Intangible assets are initially recognised at cost.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Accounting Policies

1.5 Intangible assets (continued)

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Average useful life in years
Computer software, other	2 - 5

1.6 Heritage assets

Class of heritage assets means a grouping of heritage assets of a similar nature or function in a municipality's operations that is shown as a single item for the purpose of disclosure in the financial statements.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Standards of IFRAP.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

An inalienable item is an asset that a municipality is required by law or otherwise to retain indefinitely and cannot be disposed of without consent.

The Municipality classifies assets as heritage assets where the significance as a heritage asset can be determined. In regards to land and buildings all graded sites are classified a Heritage Assets. Furthermore land with a natural significance is not compartmentalised but seen as a single Heritage asset due to all parts contributing together to make up its significance.

Recognition

The municipality recognizes a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the municipality, and the cost or fair value of the asset can be measured reliably.

Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

The municipality assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the municipality estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

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1.6 Heritage assets (continued)

Derecognition

The municipality derecognises heritage assets on disposal, or when no future economic benefits or services potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

1.7 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

Derecognition is the removal of a previously recognised financial asset or financial liability from a municipality's statement of financial position.

Classification

The municipality has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class

Operating lease assets
Receivables from exchange transactions
Receivables from non-exchange transactions
VAT receivable
Consumer debtors
Long term receivables
Cash and cash equivalents
Other financial assets

Category

Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at amortised cost
Financial asset measured at fair value

The municipality has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class

Other financial liabilities
Finance lease obligations
Payables from exchange transactions
Consumer deposits

Category

Financial liability measured at amortised cost
Financial liability measured at amortised cost
Financial liability measured at amortised cost
Financial liability measured at amortised cost

Initial recognition

The municipality recognises a financial asset or a financial liability in its statement of financial position when the municipality becomes a party to the contractual provisions of the instrument.

The municipality recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The municipality measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

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1.7 Financial instruments (continued)

Subsequent measurement of financial assets and financial liabilities

The municipality measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.
- Financial instruments at amortised cost.
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

The municipality assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets are impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced directly or through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly or by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

The calculation in respect of the impairment of fines receivable (receivables from non-exchange transactions) is based on an assessment of the past payment history of fines per category.

Derecognition

Financial assets

The municipality derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- the municipality transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the municipality, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the municipality:
 - derecognise the asset; and
 - recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

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Accounting Policies

1.7 Financial instruments (continued)

If a transfer does not result in derecognition because the municipality has retained substantially all the risks and rewards of ownership of the transferred asset, the municipality continues to recognise the transferred asset in its entirety and recognises a financial liability for the consideration received. In subsequent periods, the municipality recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

Financial liabilities

The municipality removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

1.8 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessor

The municipality recognises finance lease receivables as assets on the statement of financial position. Such assets are presented as a receivable at an amount equal to the net investment in the lease.

Finance revenue is recognised based on a pattern reflecting a constant periodic rate of return on the municipality's net investment in the finance lease.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.9 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

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1.9 Inventories (continued)

Subsequently inventories are measured at the lower of cost and net realisable value or the lower of cost and current replacement cost.

Inventories are measured at the lower of cost and current replacement cost where they are held for:

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories is assigned using the weighted average cost formula. The same cost formula is used for all inventories having a similar nature and use to the municipality.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

Water is valued at purified cost insofar as it is stored and controlled in reservoirs at year-end.

Low cost housing properties are subsequently valued at the lower of cost and current replacement cost. Direct costs are accumulated for each separately identifiable development. Costs also include a proportion of overhead costs.

1.10 Impairment of cash-generating assets

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The municipality assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the municipality estimates the recoverable amount of the asset.

Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the municipality estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the municipality applies the appropriate discount rate to those future cash flows.

1.11 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

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Accounting Policies

1.11 Impairment of non-cash-generating assets (continued)

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use.

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The municipality assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the municipality estimates the recoverable service amount of the asset.

Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential.

1.12 Employee benefits

Employee benefits are all forms of consideration given by an municipality in exchange for service rendered by employees.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Composite social security programmes are established by legislation and operate as multi-employer plans to provide post-employment benefits as well as to provide benefits that are not consideration in exchange for service rendered by employees.

A constructive obligation is an obligation that derives from an municipality's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, the municipality has indicated to other parties that it will accept certain responsibilities and as a result, the municipality has created a valid expectation on the part of those other parties that it will discharge those responsibilities.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The municipality measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The municipality recognise the expected cost of bonus, incentive and performance related payments when the municipality has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which an municipality provides post-employment benefits for one or more employees.

Overstrand Municipality

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Accounting Policies

1.12 Employee benefits (continued)

Multi-employer plans are defined contribution plans under which the municipality pays fixed contributions into a separate entity. The municipality has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to service in the current or prior periods.

The municipality's contributions to the defined contribution funds are established in terms of the rules governing those plans. Contributions are recognised in the Statement of Financial Performance in the period in which the service is rendered by the relevant employees. The municipality has no further payment obligations once the contributions have been paid.

The municipality contributes to various National- and Provincial-administered Defined Benefit Plans on behalf of its qualifying employees. These funds are multi-employer funds. The contributions to the fund obligations for the payment of retirement benefits are charged against revenue in the year they become payable. These defined benefit funds are actuarially valued at least bi-annually on the Projected Unit Credit Method basis. Deficits are recovered through lump sum payments or increased future contributions on a proportional basis from all participating municipalities.

Other post retirement obligations

The municipality provides post-retirement health care benefits, housing subsidies and gratuities upon retirement to some retirees.

The entitlement to post-retirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations. The municipality also provides a gratuity and housing subsidy on retirement to certain employees. An annual charge to income is made to cover both these liabilities.

The amount recognised as a liability for other long-term employee benefits is the net total of the following amounts:

- the present value of the defined benefit obligation at the reporting date;
- minus the fair value at the reporting date of plan assets (if any) out of which the obligations are to be settled directly.

The municipality shall recognise the net total of the following amounts as expense or revenue, except to the extent that another Standard requires or permits their inclusion in the cost of an asset:

- current service cost;
- interest cost;
- the expected return on any plan assets and on any reimbursement right recognised as an asset;
- actuarial gains and losses, which shall all be recognised immediately;
- past service cost, which shall all be recognised immediately; and
- the effect of any curtailments or settlements.

These post-retirement health care benefits are actuarially valued at least bi-annually on the Projected Unit Credit Method basis.

1.13 Provisions and contingencies

Provisions are recognised when:

- the municipality has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

When the effect of discounting is material, provisions are determined by discounting the expected future cash flows that reflect current market assessments of the time value of money. The impact of the periodic unwinding of the discount is recognised in the Statement of Financial Performance as a finance cost as it occurs.

Overstrand Municipality

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1.13 Provisions and contingencies (continued)

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating deficits.

If the municipality has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 41.

1.14 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the municipality receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the municipality has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the municipality;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Service charges relating to electricity and water are based on consumption. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumption, based on the consumption history, are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced, except at year-end when estimates of consumption up to year-end are recorded as revenue without being invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. In respect of estimates of consumption between the last reading date and the reporting date, an accrual is made based on the average monthly consumption from the first reading after the reporting date.

Revenue from the sale of pre-paid electricity units is recognised when the risks and rewards of ownership has passed to the buyer.

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Accounting Policies

1.14 Revenue from exchange transactions (continued)

Revenue received from pre-paid electricity sales are deferred and recognised as revenue on the consumption basis, commencing on the date of purchase. The consumption of pre-paid electricity is measured by using a trend analysis and other historical data about electricity usage, including how often an electricity card is purchased or additional units of electricity loaded onto a pre-paid card.

Service charges relating to refuse removal are recognised on a monthly basis in arrears by applying the approved tariff to each property that has a water connection. Tariffs are determined per category of property usage and are levied monthly based on the number of refuse containers on each property, regardless of whether or not all containers are emptied during the month.

Service charges from sewerage and sanitation are charged on both vacant and developed property using the tariffs approved from Council and are levied monthly.

Interest and other revenue

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- * It is probable that the economic benefits or service potential associated with the transaction will flow to the municipality, and

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

Revenue arising from the application of the approved tariff of charges is recognised when the service is rendered by applying the relevant approved tariff. This includes the issuing of licences and permits.

Income for agency services is recognised on a monthly basis once the income collected on behalf of agents has been quantified. The income recognised is in terms of the agency agreement.

Finance income from the sale of housing by way of instalment sales agreements or finance leases is recognised on a time proportion basis.

1.15 Revenue from non-exchange transactions

Fines are economic benefits or service potential received or receivable by entities, as determined by a court or other law enforcement body, as a consequence of the breach of laws or regulations.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Taxes are economic benefits or service potential compulsorily paid or payable to entities, in accordance with laws and/or regulations, established to provide revenue to government. Taxes do not include fines or other penalties imposed for breaches of the law.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the municipality satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Overstrand Municipality

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1.15 Revenue from non-exchange transactions (continued)

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the municipality.

When, as a result of a non-exchange transaction, the municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Taxes

The municipality recognises an asset in respect of taxes when the taxable event occurs and the asset recognition criteria are met.

Resources arising from taxes satisfy the definition of an asset when the municipality controls the resources as a result of a past event (the taxable event) and expects to receive future economic benefits or service potential from those resources. Resources arising from taxes satisfy the criteria for recognition as an asset when it is probable that the inflow of resources will occur and their fair value can be reliably measured. The degree of probability attached to the inflow of resources is determined on the basis of evidence available at the time of initial recognition, which includes, but is not limited to, disclosure of the taxable event by the taxpayer.

The municipality analyses the taxation laws to determine what the taxable events are for the various taxes levied.

The taxable event for value added tax is the undertaking of taxable activity during the taxation period by the taxpayer.

The taxable event for property tax is the passing of the date on which the tax is levied, or the period for which the tax is levied, if the tax is levied on a periodic basis.

Taxation revenue is determined at a gross amount. It is not reduced for expenses paid through the tax system.

Transfers

Apart from Services in Kind, which are not recognised, the municipality recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Transferred assets are measured at their fair value as at the date of acquisition.

Fines

Fines constitute both spot fines and camera fines. Fines are recognised as revenue when the receivable meets the definition of an asset and satisfies the criteria for recognition as an asset. It is measured at the best estimate, based on past experience, of the amount of revenue the municipality is entitled to collect.

Subsequent to initial recognition and measurement, the municipality assesses the collectability of the revenue and recognises a separate impairment loss, where appropriate.

Bequests

Bequests that satisfy the definition of an asset are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the municipality, and the fair value of the assets can be measured reliably.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the municipality and the fair value of the assets can be measured reliably.

Overstrand Municipality

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Accounting Policies

1.15 Revenue from non-exchange transactions (continued)

Services in-kind

Services in-kind are not recognised.

1.16 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.17 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

1.18 Unauthorised expenditure

Unauthorised expenditure means:

in relation to a municipality, means any expenditure incurred by a municipality otherwise than in accordance with section 15 or 11(3), and includes—

- overspending of the total amount appropriated in the municipality's approved budget
- overspending of the total amount appropriated for a vote in the approved budget;
- expenditure from a vote unrelated to the department or functional area covered by the vote;
- expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose;
- spending of an allocation referred to in paragraph (b), (c) or (d) of the definition of "allocation" otherwise than in accordance with any conditions of the allocation; or
- a grant by the municipality otherwise than in accordance with this Act;

All expenditure relating to unauthorised expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.19 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.20 Irregular expenditure

According to section 1 of the MFMA: "irregular expenditure", in relation to a municipality or municipal entity, means -

- (a) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of this Act and which has not been condoned in terms of section 170; or
- (b) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the Municipal Systems Act and which has not been condoned in terms of that Act; or
- (c) expenditure incurred by a municipality in contravention of, or that is not in accordance with, a requirement of the Public Office Bearers Act, 1998 (Act No. 20 of 1998); or
- (d) expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality's by-laws giving effect to such policy and which has not been condoned in terms of such policy or by-law, but excludes expenditure by a municipality which falls within the definition of unauthorised expenditure.

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

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1.20 Irregular expenditure (continued)

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debtor's account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the council may write off the amount and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly.

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), and the Public Office Bearers Act (Act No. 20 of 1996) or is in contravention of the municipality's supply chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.21 Housing development fund

The Housing Development Fund was established in terms of the Housing Act, (Act No. 107 of 1997). Loans from national and provincial government used to finance housing selling schemes undertaken by the municipality were extinguished on 1 April 1998 and transferred to a Housing Development Fund. Housing selling schemes, both complete and in progress as at 1 April 1998, were also transferred to the Housing Development Fund. In terms of the Housing Act, all proceeds from housing developments, which include rental income and sales of houses, must be paid into the Housing Development Fund. Monies standing to the credit of the Housing Development Fund can be used only to finance housing developments within the municipal area subject to the approval of the Provincial MEC responsible for housing.

Any contributions to or from the fund are shown as transfers in the Statement of Changes in Net Assets.

1.22 Internal reserves

Self insurance reserve

The municipality has a Self-Insurance Reserve to set aside amounts to offset potential losses or claims that cannot be insured externally. The balance of the self-insurance fund is invested in short-term cash investments.

Claims are settled by transferring a corresponding amount from the self-insurance reserve to the accumulated surplus.

1.23 Budget information

Municipalities are typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by municipalities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on an accrual basis and presented by functional classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2014/07/01 to 2015/06/30.

The financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

The Statement of comparative and actual information has been included in the financial statements as the recommended disclosure when the financial statements and the budget are on the same basis of accounting as determined by National Treasury.

Comparative information is not required.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Accounting Policies

1.24 Related parties

Management are those persons responsible for planning, directing and controlling the activities of the municipality, including those charged with the governance of the municipality in accordance with legislation, in instances where they are required to perform such functions.

Only transactions with related parties not at arm's length or not in the ordinary course of business are disclosed.

1.25 Changes in accounting policies, estimates and errors

Changes in accounting policies that are effected by management are applied retrospectively in accordance with GRAP 3 requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such cases the municipality shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

Changes in accounting estimates are applied prospectively in accordance with GRAP 3 requirements. Details of changes in estimates are disclosed in the notes to the annual financial statements where applicable.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with GRAP 3 requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the municipality shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

1.26 Events after reporting date

Events after reporting date that are classified as adjusting events are accounted for in the annual financial statements. The events after reporting date that are classified as non-adjusting events are disclosed in the notes to the annual financial statements.

1.27 Offsetting

Assets, liabilities, revenue and expenses have not been offset except when offsetting is required or permitted by a Standard of GRAP.

1.28 Standards issued but not yet effective

The following GRAP standards have been issued but are not yet effective and have not been early adopted by the municipality:

GRAP 18	Segment reporting - issued March 2005
GRAP 32	Service concession arrangements: Grantor - issued August 2013
GRAP 108	Statutory receivables - issued September 2013
GRAP 109	Accounting by Principals and Agents - issued July 2015

Application of all the above GRAP standards will be effective from the date to be announced by the Minister of Finance. This date is not currently available.

The ASB Directive 5 paragraph 29 allows for the municipality to apply the principles established in a standard of GRAP that has been issued, but is not yet effective, in developing an appropriate accounting policy dealing with a particular transaction or event before applying paragraph 12 of GRAP 3 on Accounting policies, Changes in accounting estimates and Errors.

The municipality applied the principles established in a standard of GRAP that has been issued, but is not yet effective, in developing an appropriate accounting policy dealing with the following transactions, but have not early adopted these standards:

GRAP 20	Related parties - issued June 2011
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Management has considered all the above standards issued but not yet effective and anticipates that the adoption of these standards will not have a significant impact on the financial position, financial performance or cash flows of the municipality.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

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2. Changes in accounting policy

The financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year except for the adoption of the following new or revised standards.

- GRAP 100 Discontinued operations

During the year, the municipality changed its accounting policy with respect to the treatment of non-current assets held for sale. The measurement, presentation and disclosure requirements relating to non-current assets held for sale were withdrawn. Refer to note 43 for more detail.

3. Investment property

	2015			2014		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Investment property	159,760,500	-	159,760,500	168,830,500	-	168,830,500

Reconciliation of investment property - 2015

	Opening balance	Disposals	Fair value adjustments	Total
Investment property	168,830,500	(4,300,000)	(4,770,000)	159,760,500

Reconciliation of investment property - 2014

	Opening balance	Additions	Fair value adjustments	Total
Investment property	175,886,200	795,000	(7,830,700)	168,830,500

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the municipality.

Revenue earned on investment properties during the period under review was R333,888 (2013/14 : R342,264).

Investment properties are adjusted to their fair value on an annual basis. The valuations are performed by Boland Valuers, independent valuers who are not connected to the municipality.

4. Property, plant and equipment

	2015			2014		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	351,144,514	(425,208)	350,719,306	355,127,927	(425,208)	354,702,719
Buildings	137,155,357	(32,427,428)	104,727,929	136,543,588	(27,006,095)	109,537,493
Infrastructure	5,220,839,785	(2,767,648,332)	2,453,291,453	5,134,973,560	(2,664,357,379)	2,450,616,181
Community	103,388,429	(38,619,821)	64,768,608	98,455,082	(35,640,724)	62,814,358
Other	84,250,038	(37,796,774)	46,453,264	79,844,947	(34,475,920)	45,369,027
Leased equipment	304,213	(112,980)	191,233	139,268	(48,287)	91,001
Total	5,897,182,336	(2,677,030,543)	3,020,151,793	5,805,064,392	(2,781,953,614)	3,023,130,778

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4. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2015

	Opening balance	Additions	Disposals	Transfers	Under construction	Depreciation	Impairment loss	Total
Land	354,702,719	645,510	(3,034,797)	(1,594,196)	-	-	-	350,719,306
Buildings	109,537,492	994,891	(493,333)	311,878	-	(5,652,999)	-	104,727,929
Infrastructure	2,450,616,181	39,567,853	(1,509,164)	-	56,645,434	(88,950,837)	(3,077,214)	2,453,291,463
Community	62,814,356	662,159	(996,109)	(311,878)	5,563,067	(2,992,999)	-	64,766,006
Other	45,369,027	6,461,048	(291,828)	-	(5,104,853)	-	-	46,453,264
Leased equipment	91,001	154,925	-	-	(64,993)	-	-	181,233
	3,023,130,776	49,535,986	(6,295,261)	(1,594,196)	62,206,501	(102,756,481)	(3,077,214)	3,020,151,793

Reconciliation of property, plant and equipment - 2014

	Opening balance	Additions	Disposals	Transfers	Under construction	Depreciation	Total
Land	346,642,183	9,085,541	(1,025,005)	-	-	-	354,702,719
Buildings	112,595,980	1,493,865	-	1,058,335	-	(5,608,488)	109,537,492
Infrastructure	2,448,281,519	86,185,879	(15,404,959)	(1,058,335)	18,167,485	(85,557,388)	2,450,616,181
Community	58,782,724	1,182,959	-	-	5,609,281	(2,960,606)	62,614,356
Other	43,535,175	6,489,407	(660,402)	735,706	-	(4,830,859)	45,369,027
Leased equipment	1,057,636	-	-	(735,706)	-	(230,926)	81,001
	3,010,995,217	104,437,451	(17,090,366)	-	23,976,746	(99,188,270)	3,023,130,776

A register containing the information required by section 63 of the Municipal Finance Management Act is available for inspection at the registered office of the municipality.

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5. Intangible assets

	2015			2014		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, other	4,559,619	(2,157,144)	2,402,475	4,405,449	(1,545,442)	2,860,007
Water rights	2,360,000	-	2,360,000	2,360,000	-	2,360,000
Total	6,919,619	(2,157,144)	4,762,475	6,765,449	(1,545,442)	5,220,007

Reconciliation of intangible assets - 2015

	Opening balance	Additions	Amortisation	Total
Computer software, other	2,860,007	154,170	(611,702)	2,402,475
Water rights	2,360,000	-	-	2,360,000
	5,220,007	154,170	(611,702)	4,762,475

Reconciliation of intangible assets - 2014

	Opening balance	Additions	Amortisation	Total
Computer software, other	2,088,567	1,400,190	(628,770)	2,860,007
Water rights	2,360,000	-	-	2,360,000
	4,448,567	1,400,190	(628,770)	5,220,007

Other information

Intangible assets with indefinite lives:

Water rights	2,360,000	2,360,000
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The municipality entered into a contract with Kraai Bosch Plass (Pty) Ltd on 28 May 1999. The useful life of the water right is considered to be indefinite as the contract does not define when the municipality will cease to enjoy the right to use the water from the Kraai Bosch dam. There is no reason to believe that the right to the Kraai Bosch dam has a limited useful life due to the condition of the dam. Regular assessments are performed to determine whether the conditions that existed at the inception of the contract have changed.

Time and Attendance software	708,570	567,321
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The municipality entered into a contract with Bytes Systems Integration on 7 November 2014. The useful life of the software is considered to be indefinite as the contract does not define when the municipality will cease to enjoy the right to use the software. There is no reason to believe that the right to the software has a limited useful life due to the condition thereof. Regular assessments are performed to determine whether the conditions that existed at the inception of the contract have changed.

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6. Heritage assets

	2015			2014		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Conservation areas	105,906,535	(9,250,000)	96,656,535	107,906,535	(9,250,000)	98,656,535
Stamp collections, military insignia, medals, coin	99,309	-	99,309	99,309	-	99,309
Recreational parks	817,200	-	817,200	817,200	-	817,200
Total	106,823,044	(9,250,000)	97,573,044	108,823,044	(9,250,000)	99,573,044

Reconciliation of heritage assets - 2015

	Opening balance	Disposals	Total
Conservation areas	98,656,535	(2,000,000)	96,656,535
Stamp collections, military insignia, medals, coin	99,309	-	99,309
Recreational parks	817,200	-	817,200
	99,573,044	(2,000,000)	97,573,044

Reconciliation of heritage assets - 2014

	Opening balance	Total
Conservation areas	98,656,535	98,656,535
Stamp collections, military insignia, medals, coin	99,309	99,309
Recreational parks	817,200	817,200
	99,573,044	99,573,044

7. Investments**Designated at fair value**

Liberty - Sinking funds	21,571,127	15,814,408
Momentum - Sinking fund	1,577,715	1,150,628
	23,148,842	16,965,036

Non-current assets

Designated at fair value	23,148,842	16,965,036
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In determining the recoverability of other financial assets, the Overstrand Municipality considers any change in the credit quality of the other financial assets from the date the credit was initially granted up to the reporting date.

Overstrand Municipality

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B. Employee benefit obligations**Defined benefit plan**

The plan is a post-employment health benefit plan.

Post-employment health care benefit plan

The municipality provides certain post-employment health care benefits by funding the medical aid contributions of qualifying retired members of the municipality. According to the rules of the Medical Aid Funds, with which the municipality is associated, a member (who is on the current Conditions of Service) is entitled to remain a continued member of such medical aid fund on retirement, in which case the municipality is liable for a certain portion of the medical aid membership fee. The municipality operates an unfunded defined benefit plan for these qualifying employees. No other post-retirement benefits are provided to these employees.

The municipality makes monthly contributions for health care arrangements to the following medical aid schemes:

- Bonitas;
- LA Health;
- Prosano; - Hospmed;
- Samwumed; and
- Keyhealth

The most recent actuarial valuations of plan assets and the present value of the defined benefit obligation were carried out at 30 June 2014 by ARCH Actuarial Consulting, Fellow of the Actuarial Society of South Africa, including projections for the 2015 and 2015 financial periods. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

The members of the Post-employment health care benefit plan are made up as follows:

In-service members (employees)	367	367
Continuation members (retirees, widowers and orphans)	71	71
	<u>438</u>	<u>438</u>

The amounts recognised in the statement of financial position are as follows:

Carrying value		
Present value of the defined benefit obligation-wholly unfunded	(109,634,000)	(97,708,508)
Non-current liabilities	(107,289,538)	(95,534,792)
Current liabilities	(2,344,462)	(2,173,716)
	<u>(109,634,000)</u>	<u>(97,708,508)</u>

Changes in the present value of the defined benefit obligation are as follows:

Opening balance	97,708,508	81,920,000
Net expense recognised in the statement of financial performance	11,925,492	15,788,508
	<u>109,634,000</u>	<u>97,708,508</u>

Net expense recognised in the statement of financial performance

Current service cost	5,461,583	4,940,000
Interest cost	8,637,625	8,439,000
Actuarial (gains) losses	296,203	6,445,136
Benefits	(2,471,919)	(2,035,628)
	<u>11,925,492</u>	<u>15,788,508</u>



Overstrand Municipality

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8. Employee benefit obligations (continued)**Key assumptions used**

Assumptions used at the reporting date:

Discount rates used	8.94 %	8.94 %
Medical cost trend rates	7.86 %	7.86 %
Net effective discounted rate	1.00 %	1.00 %

Management assessed the assumptions used and found it to be adequate.

Other assumptions

Assumed healthcare cost trends rates have a significant effect on the amounts recognised in surplus or deficit. A one percentage point change in assumed healthcare cost trends rates would have the following effects:

	1% point increase	1% point decrease
Effect on the aggregate of the service cost and interest cost	16,778,058	11,984,327
Effect on defined benefit obligation	127,175,440	95,361,580

Amounts for the current and previous four years are as follows:

	2015 R	2014 R	2013 R	2012 R	2011 R
Defined benefit obligation	109,634,000	97,708,508	81,920,000	73,505,000	63,437,000

Defined contribution plan

It is the policy of the municipality to provide retirement benefits to all its employees. A number of defined contribution plans, all of which are subject to the Pensions Fund Act exist for this purpose.

The municipality is under no obligation to cover any unfunded benefits.

9. Long term receivables

Land sales	-	752
Housing selling scheme	15,531	16,736
Sport clubs	52,878	65,500
	68,409	82,990
Non-current assets		
Long term receivables	53,303	68,205
Current assets		
Long term receivables	15,106	14,785
	68,409	82,990

In determining the recoverability of long term receivables, the Overstrand Municipality considers any change in the credit quality of the long term receivables from the date the credit was initially granted up to the reporting date.

Overstrand Municipality

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10. Inventories		
Stores and materials	6,215,900	6,944,368
Work-in-progress - Low cost housing	1,621,387	1,651,413
Low cost housing properties not transferred to beneficiaries	2,177,100	3,912,800
Water	411,383	422,808
	10,425,770	13,131,189
Inventories recognised as an expense during the period:		
Water	27,508,942	27,647,556
Stores and materials	9,206,686	8,880,495
Low cost housing	3,559,722	18,119,392
	40,275,550	54,647,443
11. Receivables from exchange transactions¹		
Trade debtors	18,350,220	16,733,320
Prepayments	2,660,657	2,472,249
Deposits	560,813	535,372
Insurance debtor		330,178
Other debtors	1,421,576	6,338,441
	22,993,266	26,405,569
In determining the recoverability of receivables from exchange transactions, the Overstrand Municipality considers any change in the credit quality of the trade and other receivables from the date the credit was initially granted up to the reporting date.		
12. Receivables from non-exchange transactions¹		
Fines	17,633,396	10,379,431
Government grants and subsidies	5,576,293	6,265,099
Control accounts - sundry	2,897,218	2,758,298
	26,106,867	19,402,828
In determining the recoverability of receivables from non-exchange transactions, the Overstrand Municipality considers any change in the credit quality of the trade and other receivables from the date the credit was initially granted up to the reporting date.		
Receivables from non-exchange transactions impaired		
As of 30 June 2015, other receivables from non-exchange transactions of R 36,791,830 (2014: R 19,869,897) were impaired and provided for.		
Revenue from fines recognised for the period amounts to R 25,369,497 (2014: R 17,215,724).		
Fines receivable from non-exchange transactions after the provision of impairment amounted to R 17,633,396 (2014: R 10,379,431).		
The amount provided for impairment was R 19,156,434 (2014: R 9,490,465)		
Analysis of fines past due but not impaired		
< 12 months	8,072,874	5,285,322
> 1 year	9,560,522	5,094,109

¹ See Note 14 for further details of receivables from exchange and non-exchange transactions.

Overstrand Municipality

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12. Receivables from non-exchange transactions¹ (continued)

Reconciliation of provision for impairment of receivables from non-exchange transactions

Opening balance	9,490,465	4,472,643
Provision for impairment	9,667,969	5,017,622
	19,158,434	9,490,465

The calculation in respect of the impairment of fines receivable (receivables from non-exchange transactions) is based on an assessment of the past payment history of fines per category. The total average non-collectability of fines were 41% (2014: 46%).

The calculation for initial recognition and measurement in respect of fines reduced and/or cancelled is based on an assessment of past reduced and/or cancelled history of fines per category. The total average estimated reductions used were 21% (2014: 21%).

13. VAT receivable

VAT	6,356,063	5,944,086
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In determining the recoverability of VAT receivable, the Overstrand Municipality considers any change in the credit quality of the VAT receivable from the date the credit was initially granted up to the reporting date.

Overstrand Municipality is registered on the cash-payment basis for VAT.

14. Consumer debtors

Gross balances		
Rates	17,240,644	16,569,223
Electricity	14,929,566	14,544,175
Water	14,309,016	12,968,646
Sewerage	8,596,714	8,311,366
Refuse	6,709,826	6,398,769
Property rental	422,798	353,743
Other	7,610,636	4,803,053
	69,821,202	63,948,977
Less: Allowance for impairment		
Rates	(4,190,731)	(4,203,333)
Electricity	(3,628,971)	(4,461,626)
Water	(3,476,133)	(3,495,614)
Sewerage	(2,090,113)	(2,110,929)
Refuse	(1,630,976)	(1,635,903)
Property rental	(102,771)	(75,565)
Other	(1,849,939)	(376,035)
	(16,971,634)	(16,359,225)
Net balance		
Rates	13,049,913	12,365,890
Electricity	11,300,595	10,082,349
Water	10,830,885	9,473,032
Sewerage	6,506,601	6,200,439
Refuse	5,078,850	4,762,866
Property rental	320,027	278,156
Other	5,750,697	4,427,018
	52,849,568	47,586,752

¹ See Note 14 for further details of receivables from exchange and non-exchange transactions



Overstrand Municipality

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14. Consumer debtors (continued)		
Included in above is receivables from exchange transactions		
Electricity	11,300,595	12,777,349
Water	10,830,685	10,133,032
Sewerage	5,508,601	6,200,440
Refuse	5,078,850	4,762,866
Property rental	320,027	278,158
	34,038,958	34,151,845
Included in above is receivables from non-exchange transactions (taxes and transfers)		
Rates	13,049,913	12,365,890
Other	5,760,698	1,072,018
	18,810,611	13,437,908
Net balance:	52,849,569	47,589,753
Rates		
Current (0 - 30 days)	9,570,956	9,119,956
31 - 60 days	277,413	308,703
61 - 90 days	173,414	201,022
91 - 120 days	131,798	171,392
121 - 365 days	878,182	912,899
> 365 days	2,018,150	1,651,918
	13,049,913	12,365,890
Electricity		
Current (0 - 30 days)	8,276,966	8,825,640
31 - 60 days	189,175	274,408
61 - 90 days	115,705	133,443
91 - 120 days	106,442	96,760
121 - 365 days	557,192	655,729
> 365 days	2,055,095	2,098,369
	11,300,595	10,082,349
Water		
Current (0 - 30 days)	6,873,663	8,276,764
31 - 60 days	285,979	411,020
61 - 90 days	173,794	131,429
91 - 120 days	165,507	152,096
121 - 365 days	606,613	675,042
> 365 days	2,725,129	1,826,681
	10,830,685	9,473,032
Sewerage		
Current (0 - 30 days)	4,000,536	3,962,551
31 - 60 days	139,522	146,515
61 - 90 days	92,638	110,743
91 - 120 days	73,267	67,846
121 - 365 days	417,266	476,505
> 365 days	1,785,372	1,396,179
	6,508,601	6,200,439

Overstrand Municipality

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14. Consumer debtors (continued)		
Refuse		
Current (0 - 30 days)	3,246,481	3,243,318
31 - 60 days	103,364	110,384
61 - 90 days	70,112	78,834
91 - 120 days	55,541	84,933
121 - 365 days	350,931	350,010
> 365 days	1,252,421	915,377
	5,078,850	4,782,866
Property rental		
Current (0 - 30 days)	114,472	152,110
31 - 60 days	48,700	8,271
61 - 90 days	7,224	5,267
91 - 120 days	8,701	4,321
121 - 365 days	31,184	29,497
> 365 days	111,746	77,692
	320,027	278,158
Other		
Current (0 - 30 days)	2,500,836	1,300,493
31 - 60 days	188,332	156,560
61 - 90 days	205,343	364,862
91 - 120 days	205,561	341,236
121 - 365 days	572,205	1,435,365
> 365 days	2,088,418	828,502
	5,760,697	4,427,018
Reconciliation of allowance for impairment		
Balance at beginning of the year	(16,359,225)	(16,915,585)
Debt impairment written off against allowance	639,107	448,073
Contribution / Reversal of allowance	(1,251,516)	107,267
	(16,971,634)	(16,359,225)
15. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	15,980	15,980
Bank balances	78,318,790	13,103,058
Short-term deposits	26,051,343	50,039,377
	104,986,783	63,158,415

Overstrand Municipality

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15. Cash and cash equivalents (continued)

The municipality had the following bank accounts

Account number / description	Bank statement balances			Cash book balances		
	30 June 2015	30 June 2014	30 June 2013	30 June 2015	30 June 2014	30 June 2013
ABSA - Cheque - 322-000-0035	111,076,235	36,997,660	58,932,992	78,183,378	12,210,480	27,959,806
ABSA - Cheque - 405-589-9787	944	57	235	4,065	5,022	2,485
ABSA - Cheque - 405-642-0921	90,206	65,977	81,327	46,177	81,487	93,290
ABSA - Cheque - 405-657-8021	474,485	563,302	693,477	407,169	438,922	359,548
ABSA - Cheque - 405-298-3157	278,971	367,147	674,390	278,971	367,147	674,391
ABSA Call accounts	26,051,343	50,039,378	30,041,546	26,051,343	50,039,377	30,041,546
Nedbank Call accounts	-	-	25,000,000	-	-	25,000,000
Cash on hand	-	-	-	15,680	15,980	16,230
Total	137,972,184	88,033,521	113,423,967	104,985,783	63,158,415	84,147,296

16. Finance lease obligation

Minimum lease payments due

- within one year	94,572	69,325
- in second to fifth year inclusive	63,048	-

less: future finance charges

	157,620	69,325
	(17,198)	(6,703)

Present value of minimum lease payments

	140,422	62,622
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Present value of minimum lease payments due

- within one year	80,454	62,622
- in second to fifth year inclusive	59,968	-

	140,422	62,622
--	---------	--------

Non-current liabilities

	59,968	-
--	--------	---

Current liabilities

	80,454	62,622
--	--------	--------

	140,422	62,622
--	---------	--------

The municipality has entered into contracts with suppliers for the rental of office equipment and has agreed to accept the option to purchase the equipment at the end of the lease term.

The average lease term was 3 years and the average effective borrowing rate was 13% (2014: 13%).

Interest rates are fixed at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

Refer to note 4 for the carrying value of assets under finance lease.

17. Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts

Financial management grant	589,614	-
Human settlements development grant	-	2,381,752
Financial management support grant	212,716	645,189
Greenest municipality competition grant	-	37,640
Unspent public contributions and donations	1,273,987	360,918
	2,076,317	3,425,499

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
17. Unspent conditional grants and receipts (continued)		
Movement during the year		
Balance at the beginning of the year	3,425,499	7,783,323
Additions during the year	64,839,573	61,888,978
Income recognition during the year	(66,288,755)	(66,246,802)
	2,076,317	3,425,499

The nature and extent of government grants recognised in the financial statements and an indication of other forms of government assistance from which the municipality has directly benefited; and

Unfulfilled conditions and other contingencies attaching to government assistance that has been recognised.

See note 24 for reconciliation of grants from National/Provincial Government and note 25 for the public contributions.

18. Borrowings

At amortised cost		
Annuitiy loans	432,443,582	412,824,494
Non-current liabilities		
At amortised cost	408,904,414	392,443,635
Current liabilities		
At amortised cost	23,539,168	20,380,659

The fair values of the financial liabilities were determined as follows:

- The management of the municipality is of the opinion that the carrying value of Financial Assets and Financial Liabilities recorded at amortised cost in the Annual Financial Statements approximate their fair values. The fair value of Financial Assets and Financial Liabilities were determined after considering the standard terms and conditions of agreements entered into between the municipality and other parties as well as the current payment ratio of the municipality's debtors.
- At the reporting date there are no significant concentrations of credit risk for other financial liabilities. The carrying amount reflected above represents the municipality's maximum exposure to credit risk for such other financial liabilities.

Refer to note 44 for maturity analysis of financial liabilities.

19. Provisions**Reconciliation of provisions - 2015**

	Opening Balance	Additions	Utilised during the year	Reversed during the year	Changes due to re-measurement	Total
Rehabilitation of tip sites	27,762,764	49,216,120	-	-	820,245	77,799,129
Clearing of alien vegetation	1,143,375	-	(295,237)	-	244,862	1,093,000
Gratification payable	407,840	-	(730)	(19,548)	-	387,562
Long service awards	9,254,503	1,291,350	(1,070,264)	-	(130,096)	9,345,493
Leave pay	10,345,168	2,350,000	(657,020)	-	(935,591)	11,102,557
Bonuses	7,150,086	654,594	-	-	-	7,804,680
	56,063,736	53,512,064	(2,023,251)	(19,548)	(580)	107,532,421

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

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19. Provisions (continued)

Reconciliation of provisions - 2014

	Opening Balance	Additions	Utilised during the year	Reversed during the year	Changes due to re-measurement	Total
Rehabilitation of tip sites	40,123,493	-	-	-	(12,360,729)	27,762,764
Clearing of alien vegetation	1,487,477	9,000	(306,126)	-	(46,976)	1,143,375
Gratification payable	443,500	-	(10,881)	(24,979)	-	407,840
Long service awards	6,449,000	3,587,158	(781,655)	-	-	9,254,503
Leave pay	10,061,040	2,246,025	(956,654)	-	(1,005,943)	10,345,168
Bonuses	6,503,698	646,168	-	-	-	7,150,086
	65,068,408	6,488,371	(2,055,116)	(24,979)	(13,412,948)	56,063,736
Non-current liabilities					85,937,441	32,991,999
Current liabilities					21,594,960	23,071,737
					107,532,421	56,063,736

Rehabilitation of tip sites

Provision is made in terms of the Overstrand Municipality's licensing stipulations on the landfill sites, for the estimated cost of rehabilitating landfill sites. The estimation of landfill sites was conducted by JPCE specialist waste management consultants, independent consultants who are not connected to the municipality.

The costs are determined by calculating the volumes of excavations, materials required and legal requirements according to the footprint of each individual site. The previous year's figures are escalated using the latest CPI of 6%. The individual rates are then again cross-checked to determine if they are still in line with current rates for similar activities and adjusted accordingly.

The scheduled dates of total closure and rehabilitation for the operational site is at present anticipated to take place between 2016 and 2031.

The cost to rehabilitate all identified sites in the Overstrand are estimated at R 77,799,129 for the period.

Clearing of alien vegetation

The average cost of alien clearing within the Overstrand is derived from the actual expenditure of the Department of Environmental Affairs, working for water programme. During the financial year, the programme cleared 2.580 ha at a total cost of R4,017,014. This equates to an average cost of R1,557 per ha.

Approximately 10.6% of a total area of 6,650 ha must be cleared during the next 3 to 10 years and the estimated cost amounts to R 1,093,000 for the period.

Gratification payable

The cost of the gratification payable was based on employees not belonging to a pension fund up until February 2003 and is only payable on retirement. The estimated cost amounts to R 387,562 for the period.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

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19. Provisions (continued)

Long service awards

A long-service award is granted to municipal employees after the completion of fixed periods of continuous service with the Municipality. The said award comprises a certain number of vacation leave days which, in accordance with the option exercised by the beneficiary employee, can be converted into a cash amount based on his/her basic salary applicable at the time the award becomes due or, alternatively, credited to his/her vacation leave accrual. The provision represents an estimation of the awards to which employees in the service of the Municipality at 30 June 2015 may become entitled to in future, based on an actuarial valuation performed at 30 June 2014, to the amount of R 9,945,493 for the period.

Discount rate:

A discount rate of 7.84% per annum has been used. This is derived by using a liability-weighted average of the yields corresponding to the average term until payment of long service awards, for each employee.

Key assumptions:

Discount rate of 7.84% (2014: 7.84%), a general salary inflation rate of 7.03% (2014: 7.03%) and a net discount rate of 0.75% (2014: 0.75%).

Leave pay

Annual leave accrues to employees on a monthly basis in accordance with the conditions of employment. Employees are entitled to 16 non-vested leave days and 8 vested leave days per annum, accumulated to a maximum of 48 leave days. The provision is an estimate of the amount due to staff as at the financial year-end, based on the value of leave and the estimated leave days to be forfeited. The estimated cost amounts to R 11,102,557 for the period.

It is not the municipality's policy to encash leaves in the normal course of business, except upon resignation or retirement.

Bonuses

Annual bonuses accrues to employees on a monthly basis, subject to certain conditions. The provision is an estimate of the amount due to staff as at the financial year-end, based on assumptions and the estimated cost amounts to R 7,804,680 for the period.

20. Payables from exchange transactions

Trade payables	25,737,966	28,449,848
Payments received in advance	9,375,017	6,358,825
Retention monies	3,590,414	5,265,404
Builders' deposits	9,321,645	8,310,115
Accrued interest	7,002,027	5,980,832
Deposits received	743,274	609,441
Other payables	3,473,285	3,473,285
Deferred income	445,342	390,394
Control accounts - salaries	2,558,509	67,931
Control accounts - sundry	1,511,937	2,364,619
	63,759,416	61,261,694

21. Consumer deposits

Electricity	27,015,719	25,565,177
Water	14,127,416	12,195,318
	41,743,135	37,760,495

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
22. Property rates		
Rates received		
Residential and business	189,280,944	166,113,095
Less: Income forgone	(36,410,733)	(31,126,599)
	<u>152,870,211</u>	<u>134,986,496</u>
Property rates - penalties imposed	747,186	836,998
	<u>153,617,397</u>	<u>135,823,494</u>
Income forgone is defined as any income that the Overstrand Municipality is entitled by law to levy, but which has subsequently been forgone by way of rebate or remission.		
23. Service charges		
Sale of electricity	286,570,506	268,054,838
Sale of water	108,090,732	95,129,895
Sewerage and sanitation charges	68,661,192	62,875,144
Refuse removal	56,769,518	52,974,366
	<u>520,091,938</u>	<u>479,034,243</u>
24. Government grants and subsidies		
Operating grants		
Equitable share	52,021,000	41,949,000
National Financial management grant	860,386	1,300,000
National Municipal systems improvement grant	-	540,000
Provincial Library grant	3,182,000	794,800
Provincial Community development workers grant	69,992	49,200
Provincial Thusong service centres grant	-	218,000
Provincial Main road subsidy	82,560	2,651,200
National Expanded public works programme	1,768,000	1,244,000
Provincial Financial management support grant	546,976	154,811
Provincial Nelson Mandela memorial grant	-	100,000
Provincial Human settlement developments grant	632,252	16,688,691
Provincial Disaster recovery grant	1,272,000	-
Provincial Housing consumer education	-	47,385
Provincial Mobility strategy	-	105,866
Provincial Greenest municipality	37,640	12,360
	<u>60,472,766</u>	<u>67,835,315</u>
Capital grants		
National Municipal systems improvement grant	934,000	350,000
Provincial Library grant	2,150,000	10,200
Provincial Sport and recreation grant	-	100,000
Provincial Human settlement developments grant	29,739,732	10,403,709
Provincial Municipal infrastructure grant	20,674,000	18,754,909
National Integrated national electricity grant	2,000,000	2,026,029
National Neighbourhood development partners grant	-	3,963,000
Provincial Public transport non-motorised infrastructure grant	-	2,482,000
	<u>55,497,732</u>	<u>38,089,647</u>
	<u>115,970,498</u>	<u>105,925,162</u>

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
24. Government grants and subsidies (continued)		
Equitable Share		
This grant is primarily used to subsidise the provision of basic services to indigent households.		
All registered indigent households receive a monthly subsidy based on the basic service charges for water, electricity, sewerage, refuse and up to 4,2kl waste water, which is funded from the grant. Indigent households also receive 6kl free water and 50kwh units free electricity per month.		
National Financial management grant		
Current-year receipts	1,450,000	1,300,000
Conditions met - transferred to revenue	(860,385)	(1,300,000)
	<u>589,614</u>	-
Conditions still to be met - remain liabilities (see note 17).		
National Municipal systems improvement grant		
Current-year receipts	894,000	890,000
Conditions met - transferred to revenue	(934,000)	(890,000)
	<u>-</u>	<u>-</u>
Provincial Library grant		
Current-year receipts	5,332,000	805,000
Conditions met - transferred to revenue	(5,332,000)	(805,000)
	<u>-</u>	<u>-</u>
Provincial Community development workers grant		
Current-year receipts	69,952	49,200
Conditions met - transferred to revenue	(69,952)	(49,200)
	<u>-</u>	<u>-</u>
Provincial Thusong service centres grant		
Current-year receipts	-	218,000
Conditions met - transferred to revenue	-	(218,000)
	<u>-</u>	<u>-</u>
Provincial Main road subsidy		
Current-year receipts	82,560	2,651,200
Conditions met - transferred to revenue	(82,560)	(2,651,200)
	<u>-</u>	<u>-</u>
Provincial Housing consumer education grant		
Balance unspent at beginning of year	-	47,385
Conditions met - transferred to revenue	-	(47,385)
	<u>-</u>	<u>-</u>

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
24. Government grants and subsidies (continued)		
National Expanded public works programme		
Current-year receipts	1,768,000	1,244,000
Conditions met - transferred to revenue	(1,768,000)	(1,244,000)
	-	-
Conditions still to be met - remain liabilities (see note 17)		
Provincial Sport and recreation grant		
Current-year receipts	-	100,000
Conditions met - transferred to revenue	-	(100,000)
	-	-
Provincial Nelson Mandela commemoration grant		
Current-year receipts	-	100,000
Conditions met - transferred to revenue	-	(100,000)
	-	-
Provincial Human settlement developments grant		
Balance unspent at beginning of year	2,381,752	5,460,898
Current-year receipts	28,677,077	26,395,422
Conditions met - transferred to revenue	(30,371,961)	(29,072,399)
Transfer to debtor / creditor	(686,848)	(402,169)
	-	2,381,752
Conditions still to be met - remain liabilities (see note 17)		
Provincial Municipal infrastructure grant		
Current-year receipts	20,674,000	18,755,000
Conditions met - transferred to revenue	(20,674,000)	(18,754,909)
Transfer to creditors	-	(91)
	-	-
Conditions still to be met - remain liabilities (see note 17)		
National Integrated national electricity grant		
Current-year receipts	2,000,000	3,000,000
Conditions met - transferred to revenue	(2,000,000)	(2,026,028)
Transfer to debtors	-	(973,971)
	-	-
National Neighbourhood development partners grant		
Current-year receipts	-	3,963,000
Conditions met - transferred to revenue	-	(3,963,000)
	-	-

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
24. Government grants and subsidies (continued)		
Provincial Mobility strategy		
Balance unspent at beginning of year	-	105,868
Conditions met - transferred to revenue	-	(105,868)
	-	-
Provincial Public transport non-motorised infrastructure grant		
Balance unspent at beginning of year	-	1,500,000
Current-year receipts	-	982,000
Conditions met - transferred to revenue	-	(2,482,000)
	-	-
Provincial Financial management support grant		
Balance unspent at beginning of year	645,189	-
Current-year receipts	514,502	800,000
Conditions met - transferred to revenue	(548,975)	(154,811)
Transfer to creditors	(400,000)	-
	212,716	645,189
Conditions still to be met - remain liabilities (see note 17)		
Provincial Greenest municipality competition grant		
Balance unspent at beginning of year	37,640	-
Current-year receipts	-	50,000
Conditions met - transferred to revenue	(37,640)	(12,380)
	-	37,640
Conditions still to be met - remain liabilities (see note 17)		
Provincial Disaster recovery grant		
Current-year receipts	1,272,000	-
Conditions met - transferred to revenue	(1,272,000)	-
	-	-

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
25. Public contributions and donations		
Spaces for sport	66,930	306,255
SAMRAS usergroup	3,200	-
Public contributions non-cash	991,514	7,671,166
Government contributions non-cash	580,000	-
Friedrich Naumann foundation for freedom	162,261	316,809
Table mountain fund	-	240,000
Public contributions cash	-	4,670,571
ICT projects for libraries	-	27,347
Accelerated Community Infrastructure Programme	1,000,000	-
	2,823,925	13,436,150
Reconciliation of conditional contributions		
Balance unspent at beginning of year	360,918	669,172
Current-year receipts	2,165,481	13,119,496
Conditions met - transferred to revenue	(1,252,412)	(13,427,750)
	1,273,987	360,918
Conditions still to be met - remain liabilities (see note 17)		
26. Other income		
Administration charges	299,216	129,686
Admission fees	-	713,886
Application fees	22,170	8,535
Baboon proof bins	64,060	47,741
Building clause levy	49,192	47,579
Building plan fees	4,893,280	3,439,415
Cemetery fees	209,065	160,824
Collection charges	3,505,703	2,287,593
Commission received	131,512	126,068
Construction of benches	175	6,140
Developers contributions	2,651,785	2,766,148
Duplicating charges	43,270	39,349
Fire service charges	229,651	-
Legal fees	613,233	433,570
Library fees	34,980	35,510
Parking fees	1,901,695	1,420,922
Plot clearing charges	426,683	372,853
Post office fees	23,397	24,926
Pound fees	335,676	217,679
Private telephone calls recovered	191,027	223,662
Reconnection fees	961,667	809,363
Roadworthy certificates	560,720	492,953
SETA claims	604,817	132,866
Searching fees	39,565	35,140
Sundry income	911,302	1,326,136
Swimming pool fees	27,356	20,112
Town planning fees	1,142,359	907,767
Valuation and clearance certificates	458,745	399,855
	20,332,541	16,626,478

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
27. General expenses		
Advertising	1,819,798	1,907,113
Assets expensed	404,264	396,447
Auditors remuneration	3,885,803	3,558,922
Baboon proof bins	50,217	71,339
Bank charges	1,778,085	1,331,705
CID payments - Hermanus public protection	5,222,062	4,250,718
Chemicals	8,979,109	10,553,141
Commission paid	975,455	1,019,238
Conditional receipts expenses - Housing grants	4,166,892	24,112,109
Conditional receipts expenses - Other grants	3,373,085	3,960,070
Consulting fees	8,944,119	9,431,297
Contribution to/(from) provisions	50,281,228	(12,398,706)
Delegate expenses	160,160	173,145
Diesel for boilers	355,373	313,181
Electricity	3,832,795	3,651,711
Fuel and oil	10,961,921	11,476,637
Hire	1,263,989	1,340,807
Insurance	2,456,748	2,363,018
LED project implementation	353,012	458,759
Lease rentals	688,080	751,883
Legal fees	3,616,231	3,063,221
Management of informal settlement fees	1,741,365	1,982,309
Occupational health and safety	221,488	194,081
Plot clearing costs	416,905	552,739
Postage and courier	1,215,288	1,319,584
Printing and stationery	2,074,840	2,038,032
Property valuation charges	405,848	442,118
Public functions	271,138	210,480
Reference library	149,661	157,798
Refuse/recycle bags	351,830	303,878
Removal costs	76,379	33,020
Security services	4,431,942	4,282,267
Skills development levies	2,195,837	2,090,299
Solid waste chipping	3,025,116	2,075,900
Solid waste haulage	6,790,924	7,742,491
Special projects	700,218	714,258
Staff welfare	213,047	127,630
Subscriptions and membership fees	2,496,894	2,226,395
Subsistence and transport	1,062,868	942,074
Sundry expenses	240,095	2,193,586
Telephone and fax	2,807,495	2,639,367
Title deed search fees	101,486	83,406
Tourism development	2,438,735	2,796,428
Tow in fees	24,430	10,811
Training	2,215,827	1,803,644
Uniforms and protection clothing	2,102,502	1,949,842
Union representative	34,911	46,550
Veterinary services	296,790	355,824
Ward committee meetings	540,731	509,800
Water catchment, research and testing	3,966,100	4,257,524
Workmen's compensation assurance	1,307,243	1,454,480
	156,906,356	117,562,430

Membership fees paid over to SALGA during the period amounted to R 2,472,249 (2014: R 2,169,247).

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
28. Employee related costs		
Basic	154,257,824	146,875,104
Bonus	12,137,201	11,535,420
Medical aid - company contributions	9,363,302	8,828,462
UIF	1,426,157	1,357,626
Leave pay provision charge	1,414,409	1,240,780
Group life - company contributions	1,071,824	993,414
Other payroll levies	85,957	78,232
Post-employment benefits - Pension - Defined contribution plans	40,019,895	41,545,855
Overtime payments	14,784,965	14,371,147
Long-service awards	1,161,254	3,587,158
Acting allowances	1,641,715	1,257,839
Car allowance	9,633,753	9,749,653
Housing benefits and allowances	943,607	967,485
Standby allowance	6,430,420	6,073,431
Scarcity allowance	1,726,914	1,541,022
Sundry allowance	1,749,720	1,680,663
	257,828,617	251,683,514
28.1. Remuneration of municipal manager		
Annual Remuneration	1,332,353	1,248,736
Contributions to UIF, Medical and Pension Funds	314,859	297,210
Entertainment	12,000	12,000
	1,659,212	1,557,946
Cellphone allowance	21,372	19,872
28.2. Remuneration of chief financial officer		
Annual Remuneration	1,203,908	1,131,569
Car Allowance	48,000	48,000
Contributions to UIF, Medical and Pension Funds	266,330	249,259
Entertainment	6,000	6,000
	1,524,238	1,434,848
Cellphone allowance	19,872	19,872
28.3. Remuneration of director: Management services		
Annual Remuneration	862,785	807,831
Car Allowance	72,000	72,000
Contributions to UIF, Medical and Pension Funds	198,456	185,166
Entertainment	6,000	6,000
Housing subsidy	6,402	5,736
	1,145,643	1,076,733
Cellphone allowance	21,372	19,872

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

Notes to the Financial Statements

Figures in Rand	2015	2014
28. Employee related costs (continued)		
28.4. Remuneration of director: Community services		
Annual Remuneration	1,134,839	1,060,092
Car Allowance	78,000	78,000
Contributions to UIF, Medical and Pension Funds	46,337	39,697
Entertainment	8,082	8,082
Computer allowance	3,912	3,912
	1,261,170	1,189,783
Cellphone allowance	21,372	19,872
28.5. Remuneration of director: Infrastructure and planning		
Annual Remuneration	1,186,226	1,108,245
Car Allowance	48,000	48,000
Contributions to UIF, Medical and Pension Funds	283,971	268,450
Entertainment	9,000	9,000
Computer allowance	4,800	4,800
	1,531,997	1,436,495
Cellphone allowance	21,372	19,872
28.6. Remuneration of director: Local economic development		
Annual Remuneration	863,357	745,132
Car Allowance	120,000	110,000
Contributions to UIF, Medical and Pension Funds	43,203	39,673
Entertainment	20,000	16,667
	1,052,560	911,472
Cellphone allowance	19,872	19,872
28.7. Remuneration of director: Protection services		
Annual Remuneration	847,454	793,044
Car Allowance	120,000	120,000
Contributions to UIF, Medical and Pension Funds	38,073	35,097
Entertainment	10,000	10,000
	1,015,527	957,141
Cellphone allowance	21,372	19,872
The cellphone allowances are included in the sundry allowance item in note 28 above.		
Employee related costs for municipal staff	257,826,817	251,683,514
Employee related costs for senior management	9,190,347	8,566,418
Total employee related costs	267,019,164	260,249,932

Overstrand Municipality

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Figures in Rand	2015	2014
29. Remuneration of councillors		
Executive Mayor	718,495	677,826
Deputy Executive Mayor	574,287	542,261
Mayoral Committee Members (2015: 3; 2014: 4)	1,731,704	2,033,480
Speaker	574,796	542,261
Councillors (2015: 19; 2014: 18)	3,934,165	3,618,934
Cellphone allowance	570,177	517,749
	8,103,624	7,932,511
30. Debt impairment		
Contributions to debt impairment provision	10,846,067	4,953,360
31. Investment revenue		
Interest revenue		
Other financial assets	5,189,120	3,172,131
Bank	2,816,093	2,327,900
Interest charged on trade and other receivables	2,278,835	2,117,668
Interest received - other	139,651	852,210
	10,422,699	8,470,109
The amount included in Investment revenue arising from exchange transactions amounted to R 2,278,835 (2014: R 2,117,668).		
The amount included in Investment revenue arising from non-exchange transactions amounted to R 8,143,864 (2014: R 6,352,241).		
32. Fair value adjustments		
Investment property (Fair value model)	(4,770,000)	(7,630,700)
Other financial assets		
- Other financial assets (Designated as fair value)	1,203,805	839,595
	(3,566,195)	(6,991,105)
33. Depreciation and amortisation		
Property, plant and equipment	102,642,936	99,186,271
Intangible assets	725,166	628,771
	103,368,102	99,817,042
34. Finance costs		
Finance leases	13,725	69,809
Current borrowings	43,433,321	39,867,913
	43,447,046	39,937,722
35. Auditors' remuneration		
Fees	3,885,603	3,556,922

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Figures in Rand	2015	2014
36. Contracted services		
Vehicle maintenance	6,486,848	5,655,481
Ward projects	1,442,966	2,129,194
Maintenance contractors	60,245,376	49,482,298
Contracted services	17,152,211	15,489,261
	85,327,401	72,766,234
37. Grants and subsidies paid		
Other subsidies		
Low income house-hold subsidies	41,921,502	38,297,993
Grants to organisations	276,000	451,298
Transfers/donations made to other organs of state	6,459,443	-
	48,658,945	38,749,289
38. Bulk purchases		
Electricity	167,659,836	157,055,063
39. Cash generated from operations		
Deficit	(49,845,171)	(43,079,714)
Adjustments for:		
Depreciation and amortisation	103,368,103	99,817,042
(Loss) gain on sale of assets and liabilities	(1,953,041)	12,017,434
Fair value adjustments	3,566,195	6,991,105
Finance costs - Finance leases	13,725	69,809
Impairment deficit	3,077,214	-
Debt impairment	10,846,067	4,953,360
Movements in operating lease assets and accruals	53,246	88,686
Movements in retirement benefit assets and liabilities	11,925,492	15,788,508
Movements in provisions	51,488,685	(9,004,672)
Movement in housing development fund	6,190	673,351
Movement in self insurance fund	1,313,672	619,808
Changes in working capital:		
Inventories	4,299,614	7,125,534
Receivables from exchange transactions	3,413,301	368,971
Consumer debtors	6,886,117	1,499,697
Other receivables from non-exchange transactions	(29,498,039)	(9,306,298)
Payables from exchange transactions	2,497,730	(10,377,281)
VAT	(411,977)	2,407,336
Unspent conditional grants and receipts	(1,349,182)	(4,357,824)
Consumer deposits	3,982,640	2,816,974
	123,460,580	79,113,826
40. Commitments		
Authorised capital expenditure		
Unrecognised contractual commitments		
• Property, plant and equipment	5,304,900	5,267,778
Expenditure approved but not yet contracted for		
• Property, plant and equipment	103,914,091	97,720,534

Overstrand Municipality

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Figures in Rand	2015	2014
40. Commitments (continued)		
Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	-	74,280
Operating lease payments represent rentals payable by the municipality for certain of its office equipment and office space. Leases are negotiated for an average term of 3 years and rentals are fixed for the lease term. No contingent rent is payable.		
Operating leases - as lessor (income)		
Minimum lease payments due		
- within one year	155,141	262,857
- in second to fifth year inclusive	433,278	508,895
- later than five years	3,011,096	3,690,621
	3,599,515	3,663,473

Certain of the municipality's property is held to generate rental income. Lease agreements are non-cancellable and have terms from 3 to 99 years. There are no contingent rents receivable.

41. Contingencies**Contingent liabilities****Kleynhans Family Trust vs Overstrand Municipality**

The applicant filed a notice of motion in the Western Cape High Court requesting that the municipality be ordered to ensure that the Fernkloof Estate is fully protected by electrified fencing that is designed to prevent unauthorised access to the estate.

In February 2015 the High Court found in favour of the Municipality by dismissing the claim with cost. The applicant filed an application for leave to appeal on 4 March 2015. Limited leave to appeal was granted to the applicant, with cost to be taxed after the appeal is finalized. The period of finalizing the appeal might take up to a year. The Municipality received the applicant's application for leave to appeal to the Supreme Court of Appeal on 3 June 2015. The municipality's exposure is approximately R7,000,000.

David Abbot vs Overstrand Municipality

The applicant filed for damages to property due to flooding of the Klein River estuary. The matter served before the Western Cape High Court in August 2014. The applicant was granted leave to appeal the judgment. We have received confirmation from our attorneys that the core bundle is being finalised for the appeal. The municipality's exposure was approximately R500,000.

H Myburgh vs the Minister of Police and two others

A senior official of the Municipality was alleged to have assaulted a member of the public. The municipality was joined as a third party respondent by the defendant, being the Minister of Police. The claim is R600,000 however, Overstrand Municipality has no financial exposure to this claim as it is covered in terms of the municipality's insurance portfolio.

Eri 17 Van Dyks Bay

The municipality is involved in settlement discussions with the Pierre Smit Family Trust to register a servitude over the portion of its property where on a public road has been built. The owners of the adjoining properties have already paid for the registration costs and await signature of the agreement and registration of the servitude. Our attorneys duly advised the affected parties of the vested rights of the municipality, despite closure of the public street. The municipality's exposure is approximately R50,000.

Overstrand Municipality

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41. Contingencies (continued)

Contingent assets

New Republic Bank

The municipality has an investment with New Republic Bank. The bank is under receivership since October 1999. Interest only accrued until 31 December 2007. There is no guarantee that the municipality will receive the full value of the investment. After the 2013 financial year-end, a dividend of R0.5268 in the rand on the capital amount still outstanding has been received. Therefore the a portion of the impairment was reversed. This brings the total payout to 99.15% of the original investment.

Due to the fact that the majority of the debt still to be collected, by the receivers, involve some form of legal action, it is not possible to determine a date as to when the liquidation process will be completed.

Management impaired this investment from R2,631,821 to Rnil in 2010/2011 financial year. The exposure is approximately R405,181.

42. Related parties

Relationships

Members of key management

Refer to notes 26.1 to 28.7 and 29.

There were no related party transactions that occurred during the period under review.

43. Comparative figures

The information presented below is only the statement of financial position and statement of financial performance items that have been affected by adjustments to comparative figures. The comparative figures have been adjusted for the following reasons:

Accounting errors:

Accounting errors relating to prior periods have been identified during the 2013/2014 financial period. These errors include mathematical errors¹, misapplication of accounting policies², oversight or misinterpretation of facts³ and effects of fraud⁴.

Changes in classification:

There were no changes in classifications identified during the year.

Changes in accounting policies:

Changes in accounting policies were due to GRAP 100 regarding Non-current assets held for sale that was withdrawn and became effective on 1 July 2014 and needs to be implemented retrospectively and prospectively where relevant.

The correction of errors and change in accounting policy detailed below has the following impact on the global opening balances as at 1 July 2013:

Assets:	Property, plant and equipment	R 13,448,410
	Non-current assets held for sale	R (1,025,005)
	VAT receivable	R 4,895
	Other receivables from non-exchange transactions	R (1,134,495)
Liabilities:	Payables from exchange transactions	R 66,600
	Consumer deposits	R (9,500)
Reserves:	Accumulated surplus	R (11,350,705)

Overstrand Municipality

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43. Comparative figures (continued)

	Amount previously reported	Accounting errors	Change in classification	Changes in accounting policy	Restated amount
Statement of financial position					
Assets					
Current assets					
Inventories ^{1 2}	13,136,770	(5,581)	-	-	13,131,189
Other receivables from non-exchange transactions ²	18,600,652	602,176	-	-	19,402,828
VAT receivable ¹	5,334,940	9,147	-	-	5,944,087
Consumer debtors ¹	47,450,936	136,817	-	-	47,589,753
Non-current assets					
Investment property	164,500,500	30,000	-	4,300,000	168,830,500
Heritage assets	99,571,975	-	-	1,069	99,573,044
Property, plant and equipment ¹	3,011,484,327	11,646,450	-	-	3,023,130,777
Liabilities					
Current liabilities					
Payables from exchange transactions ^{1 2}	(61,517,716)	256,030	-	-	(61,261,686)
Consumer deposits ^{1 2}	(37,750,995)	(8,500)	-	-	(37,760,495)
Provisions ^{1 2}	(23,489,734)	417,986	-	-	(23,071,738)
Net assets					
Reserves					
Accumulated surplus ^{1 2 3}	(2,805,239,737)	(13,285,525)	-	-	(2,818,525,262)
Statement of financial performance					
Revenue					
Revenue from exchange transactions					
Service charges ^{1 2}	(479,252,517)	218,273	-	-	(479,034,244)
Other income ^{1 2}	(16,630,507)	4,029	-	-	(16,626,478)
Rental income ^{1 2}	(7,590,836)	(58,917)	-	-	(7,649,753)
Revenue from non-exchange transactions					
Property rates ^{1 2}	(134,812,632)	(173,864)	-	-	(134,986,496)
Penalties - property rates ^{1 2}	1820,635	(16,362)	-	-	(836,997)
Fines ²	(22,739,346)	5,523,625	-	-	(17,215,723)
Expenditure					
Employee related costs ^{1 2}	260,644,836	(394,903)	-	-	260,249,933
Finance costs ^{1 2}	39,927,311	10,411	-	-	39,937,722
Contracted services ^{1 2}	72,754,121	12,113	-	-	72,766,234
General expenses ^{1 2}	117,460,188	102,233	-	-	117,562,421
Depreciation ^{1 2}	99,360,930	456,112	-	-	99,817,042
Materials ^{1 2}	13,594,529	(15,296)	-	-	13,579,233
Debt impairment ²	12,525,633	(7,572,273)	-	-	4,953,360
Fair value adjustment ^{1 2}	7,021,105	(30,000)	-	-	6,991,105

Overstrand Municipality

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44. Risk management

Financial risk management

Due to the largely non-trading nature of activities and the way in which they are financed, municipalities are not exposed to the degree of financial risk faced by business entities. Financial instruments play a much more limited role in creating or changing risks that would be typical of listed companies to which the IAS's mainly apply. Generally, Financial assets and liabilities are generated by day-to-day operational activities and are not held to manage the risks facing the municipality in undertaking its activities.

The Finance directorate monitors and manages the financial risks relating to the operations through internal policies and procedures. These risks include interest rate risk and liquidity risk. Compliance with policies and procedures are reviewed by the internal auditors on a continuous basis and annually by the external auditors. The municipality does not enter into or trade with financial instruments for speculative purposes.

Internal audit, responsible for initiating a control framework and monitoring and responding to potential risk, reports periodically to the municipality's audit committee, an independent body that monitors the effectiveness of the internal audit function.

Liquidity risk

The municipality's risk to liquidity is a result of the funds available to cover future commitments. The municipality manages liquidity risk through an ongoing review of future commitments and credit facilities.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The municipality only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

The Municipality manages credit risk in its borrowing and investing activities by only dealing with well-established financial institutions of high credit standing, and by spreading its exposure over a range of such institutions in accordance with its approved investment policies. Credit risk relating to consumer debtors is managed in accordance with the Municipality's credit control and debt collection policy. The Municipality's credit exposure is spread over a large number and wide variety of consumers and is not concentrated in any particular sector or geographical area. Adequate provision has been made for anticipated bad and doubtful debts. Additional information relating to the analysis of consumer debtors is given in note 14 to the financial statements.

Financial assets exposed to credit risk at 30 June were as follows:

Counter parties with external credit rating (Fitch's):

Investments		
F1	26,051,343	50,039,377
F2	23,148,842	16,965,036
Counter parties without external credit rating:		
Receivables from exchange and non-exchange transactions		
Group 1	17,633,396	10,379,431
Group 3	9,897,049	15,688,016
Group 4	21,571,690	19,740,550
Consumer debtors		
Group 1	16,194,721	14,246,349
Group 2	838,230	1,025,600
Group 3	1,232,485	1,416,571
Group 4	34,584,132	30,600,932
Long term receivables		
Group 4	68,409	82,990

F1 = Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments.

F2 = Good credit quality. A satisfactory capacity for timely payment of financial commitments.

F3 = Fair credit quality. The capacity for timely payment of financial commitments is adequate.

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44. Risk management (continued)

- Group 1 = Speculative. Minimal capacity for timely payment of financial commitments, plus vulnerability to near term adverse changes in the financial and economic conditions.
- Group 2 = Fair credit quality. The capacity for timely payment of financial commitments is adequate.
- Group 3 = Good credit quality. A satisfactory capacity for timely payment of financial commitments.
- Group 4 = Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments.

Market risk

Interest rate risk

The municipality's interest rate risk arises from long-term borrowings. Borrowings issued at variable rates expose the municipality to cash flow interest rate risk. Borrowings issued at fixed rates expose the municipality to fair value interest rate risk. Municipality's policy is to maintain approximately 60% of its borrowings in fixed rate instruments. During 2015 and 2014, the municipality's borrowings at variable rate were denominated in the Rand.

The municipality limits its counterparty exposures from its money market investment operations by only dealing with well established financial institutions of high credit standing. No investment with a tenure exceeding twelve months shall be made without consultation with the councillor responsible for financial matters.

Consumer debtors comprise of a large number of ratepayers, dispersed across different industries and geographical areas. Ongoing credit evaluations are performed on the financial condition of these debtors. Consumer debtors are presented net of a provision for impairment. In the case of debtors whose accounts become in arrears, it is endeavoured to collect such accounts by "levying of penalty charges", "demand for payment", "restriction of services" and, as a last resort, "handed over for collection", whichever procedure is applicable in terms of Council's Credit Control and Debt Collection Policy.

Interest rate risk for trade and other payables is managed by ensuring that all payments are made within 30 days of receipt of statement, as proscribed by the MFMA.

Interest rate sensitivity analysis:

Financial assets:

If the average interest rate at a given date had been 100 basis points higher, with all other variables held constant, the fair value impact on the Statement of Financial Performance would have been R 171,988 (2014: R 166,107) with the opposite effect if the interest rate had been 100 basis points lower.

Financial liabilities:

If the average interest rate at a given date had been 100 basis points higher, with all other variables held constant, the fair value impact on the Statement of Financial Performance would have been R 51,209 (2014: R 60,121) with the opposite effect if the interest rate had been 100 basis points lower.

Cash flow interest rate risk

Financial instrument	Current interest rate	Due in less than a year	Due in one to two years	Due in two to five years	Due after five years	Total
Trade and other receivables - normal credit terms	13.25 %	40,813,237	12,036,331	-	-	52,849,568
Cash in current banking institutions	5.35 %	104,971,103	-	-	15,980	104,987,083
Fixed interest rate instruments	10.37 %	66,648,292	66,172,302	195,442,740	430,301,595	758,564,929
Variable interest rate instruments	9.19 %	1,293,488	1,202,156	3,063,128	137,249	5,696,019

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45. Unauthorised expenditure

Opening balance	4,887,858	-
Overspending of the total amount appropriated in the municipality's approved budget	-	4,887,858
Written-off by council	(4,887,858)	-
	-	4,887,858

Overspending of the total amount per vote appropriated in the municipality's approved budget

Opening balance	18,021,157	-
Directorate: Council general	1,311,486	5,869,731
Directorate: Protection services	-	12,151,366
Directorate: Infrastructure and planning	2,403,777	-
Written-off by council	(18,021,157)	-
	3,715,273	18,021,157

Unauthorised expenditure awaiting authorisation:

Directorate: Councils' general budget was overspent due to the adjustment of the value for post retirement benefits.

Directorate: Infrastructure & Planning services' budget was overspent primarily due to the transfer of property (Penguin colony) with a value of R6 459 443 to Cape Nature.

46. Fruitless and wasteful expenditure

Opening balance	181,836	176,250
Plot clearing charges not collected	2,582	3,848
Interest paid on overdue account	-	738
Administration fee for plot clearing charges not collected	-	1,000
Sound equipment missing from Thusong Centre	8,000	-
Recovered / written-off by council	(5,586)	-
	186,832	181,836

47. Irregular expenditure

Opening balance	4,547,590	30,218,884
Procuring goods and services without following any official procurement process	145,948	226,308
Tenders not advertised for 30 days as prescribed	-	4,016,992
Procuring goods and services without adhering to the provisions of contracts longer than 3 years	-	442,737
Irregular expenditure identified in current year but relating to prior years	647,605	-
Certified as irrecoverable and written-off / Recovered / Condoned	(4,107,027)	(30,359,329)
	1,234,206	4,547,590

Expenditure was incurred in contravention with the municipality's supply chain management policy. Irregular expenditure was approved in accordance with the supply chain management policy.

48. Actual operating expenditure versus budgeted operating expenditure

Refer to Appendix E(1) for the comparison of actual operating expenditure versus budgeted expenditure.

49. Actual capital expenditure versus budgeted capital expenditure

Refer to Appendix E(2) for the comparison of actual capital expenditure versus budgeted expenditure.

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50. Deviation from supply chain management regulations

Paragraph 18(1)(d)(i) of Government gazette No. 27636 issued on 30 May 2005 states that a supply chain management policy must provide for the procurement of goods and services by way of a competitive bidding process.

Paragraph 36 of the same gazette states that the accounting officer may dispense with the official procurement process in certain circumstances, provided that he records the reasons for any deviations and reports them to the next meeting of the council and includes a note to the financial statements.

Refer to pages 61 to 65 for the supply chain management deviations.

51. Multi-employer retirement benefit information

Overstrand Municipality makes provision for post-retirement benefits to eligible councillors and employees, who belong to different pension schemes.

One councillor belongs to the Pension Fund for Municipal Councillors.

Employees belong to a variety of approved Pension and Provident Funds as described below.

These funds are governed by the Pension Funds Act and include both defined benefit and defined contribution schemes.

All of these afore-mentioned funds are multi-employer plans and are subject to either a tri-annual, bi-annual or annual actuarial valuation, details which are provided below.

The only obligation of the municipality with respect to the retirement benefit plans is to make the specified contributions. Where councillors / employees leave the plans prior to full vesting of the contributions, the contributions payable by the municipality are reduced by the amount of forfeited contributions.

The total expense recognised in the Statement of Financial Performance of R45.0 million (2014: R41.5 million) represents contributions payable to these plans by the municipality at rates specified in the rules of the plans. These contributions have been expensed.

DEFINED BENEFIT SCHEMES**Cape Joint Pension Fund:**

The scheme is subject to an annual actuarial valuation. The last statutory valuation was performed as at 30 June 2014. The scheme both operates a Defined benefit and Defined contribution scheme.

Defined Benefit Scheme:

The contribution rate payable under the defined benefit section is 27%, 9% by the members and 18% (up to 31 January 2012) and 23.06% (from 1 February 2012) by their councils. The actuarial valuation report at 30 June 2014 disclosed an actuarial valuation amounting to R3.632 billion (2013 : R3.227 billion), with a net accumulated surplus of R23.343 million (2013 : R10.030 million (deficit)), with a funding level of 104.4% (2013 : 99.7%).

Defined Contribution Scheme:

The actuarial valuation report at 30 June 2014 indicated that the defined contribution scheme of the fund is in a sound financial position, with a assets amounting to R566.7 million (2013 : R483.5 million), net investment reserve of R0 million (2013 : (R0,787) million) and a funding level of 100.0% (2013 : 99.8%).

South African Local Authorities Pension Fund (SALA):

The scheme is subject to an annual actuarial valuation. The last statutory valuation was performed as at 1 July 2014.

The statutory valuation performed as at 1 July 2014 revealed that the assets of the fund amounted to R12.658 billion (2013 : R10.439 billion), with funding levels of 100% (2013 : 100%). The contribution rate paid by members was 9% and by Council 18% and is sufficient to fund the benefits accruing from the fund in the future.

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51. Multi-employer retirement benefit information (continued)

DEFINED CONTRIBUTION SCHEMES

Cape Retirement Fund for Local Government:

The scheme is subject to an annual actuarial valuation. The last statutory valuation was performed as at 30 June 2014.

The statutory valuation performed as at 30 June 2014 revealed that the assets of the fund amounted to R17.012 billion (2013 : R13.639 billion), with funding levels of 99.9% and 112.6% (2013 : 100.2% and 105.1%) for the Share Account and the Pensions Account respectively. The contribution rate paid by the members (8%) and the municipalities (19%) is sufficient to fund the benefits accruing from the fund in the future.

Municipal Councillors Pension Fund:

The scheme is subject to an actuarial valuation every three years. The last statutory valuation was performed as at 30 June 2012.

The statutory valuation performed as at 30 June 2012 revealed that the assets of the fund amounted to R1.354 billion (2009 : R1.194 billion) with funding levels of 101.6% (2009 : 102.0%). The contribution rate paid by the members (13.75%) and the municipalities (15.00%) is sufficient to fund the benefits accruing from the fund in the future.

South African Municipal Workers Union National Provident Fund:

The last statutory valuation was performed as at 30 June 2011.

The statutory valuation performed as at 30 June 2011 revealed that the fund had a funding level of 111.1% (30 June 2008 : 100.0%). The contribution rate paid by the members not less than 7.50% and Council not less than 16.00% is sufficient to fund the benefits accruing from the fund in the future.

The next statutory valuation is due not later than 30 June 2014. Valuation not yet received.

52. Distribution losses

Water

Technical losses

Rand value	300,931	544,084
No. of units (kl)	95,585	164,119
% loss	1.34 %	2.42 %

Non-technical

Rand value	5,018,708	5,726,220
No. of units (kl)	1,261,256	1,455,231
% loss	17.99 %	21.47 %

Electricity

Technical losses

Rand value	6,397,364	5,903,985
No. of units (kWh)	11,499,184	11,482,704
% loss	5.00 %	5.00 %

Non-technical losses

Rand value	986,495	1,124,096
No. of units (kWh)	1,773,212	2,186,263
% loss	0.77 %	0.95 %

Non-technical water losses to the amount of R 5,018,708 (17.99%) were incurred as a result of unmetered connections, aging pipeline infrastructure, burst pipes, old reticulation networks and other leakages. Alien vegetation infestation in watercourses and catchment areas are also a contributing factor as well as technical water losses to the amount of R 300,931 (1.34%).

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52. Distribution losses (continued)

Cost per kilolitre was calculated using the following basis:

The cost of water treatment and raw water is used in calculating the cost per kilolitre as follows:

General expenses (excluding departmental charges), direct labour attributable to the purification of water, depreciation based on the cost of attributable infrastructure assets and all repair and maintenance.

The total expenditure is then divided by the total kilolitres of water purified during the year and this equals the cost per kilolitre.

Electricity losses to the amount of R 5,397,364 (5.00%) were incurred as a result of technical losses caused by the nature of electricity and the manner of its distribution, via the network, status/condition and age of the network, weather conditions and load on the system as well as non-technical losses, e.g. theft and vandalism, to the amount of R 985,495 (0.77%).

53. Awards to close family members of persons in the service of the state

Refer to pages 66 to 68 for detail relating to awards made to close family members of persons in the service of the state during the 2014/2015 financial year.

Refer to the 2013/2014 Annual report for comparative detail.

54. Budget differences**Changes from the approved budget to the final budget**

The changes between the approved and final budget are a consequence of changes in the overall budget parameters.

Explanations for variances over 10% between budget and actual figures.

Statement of Comparison of Budget and Actual Amounts and Appendix E(1)

Statement of financial performance and Appendix E(1):

Revenue:

Rentals - 14.9% - Rental income received in excess of budgeted amount. This is due to various factors, eg. new lease agreements materialised sooner than expected.

Income from agency services - 11.6% - Agency income received in excess of budgeted amount. This is due to various factors, eg. increased volume in motor vehicle registrations.

Licences and permits - (11.5%) - Income received less than budgeted amount due to economic factors.

Penalties imposed on property rates - (28.6%) - Fewer property owners defaulted on payment deadlines than budgeted for.

Public contributions - 37.7% - Non cash contributions for land that vested to the municipality.

Fines - (17.8%) - Additional information acquired during the year resulted in a change in estimate.

Other income - 29.8% - Revenue received in excess of budgeted amount. This can be due to various factors, eg. increase in volume of building plans submitted for approval and collection charges.

Interest received - 11.0% (in total) - Interest received on investments in excess of budgeted amount.

Other revenue and costs:

Gain/Loss on disposal of assets - (1853.0%) - Budgeting subject to impracticalities for the determination of the outcome in advance.

Fair value - (100%) - Budgeting subject to impracticalities for the determination of the outcome in advance.

Overstrand Municipality

Financial Statements for the year ended 30 June 2015

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54. Budget differences (continued)

Expenditure:

Amortisation and impairment - 100% - The budget does not provide a separate item for amortisation and impairment and therefore it is included with depreciation. These items need to be seen as a whole to determine the actual variance. The actual variance is therefore below 10%.

Debt impairment - (82.4%) - Additional information acquired during the year resulted in a change in estimate for the impairment of lines.

Grants and subsidies paid - 17.0% - Variance due to the transfer/donation of property (Penguin colony) to Cape Nature.

Statement of financial position:

Receivables from exchange, receivables from non-exchange, operating leases and VAT - (1.4%) (in total, but individual above 10%) - The budget does not provide for detail splitting of the various types of receivables therefore it is shown as one line item in the budget but separate line items in the financial statements. All these items need to be seen as a whole to determine the actual variance. The actual variance is therefore below 10%.

Cash and cash equivalents - 17.4% - Variance on cash and cash equivalent is due to savings on expenditure.

Heritage assets and Property, plant and equipment - (0.01%) (in total but heritage assets by itself is 100%) - The budget does not provide a separate item for heritage assets and therefore it is included with property, plant and equipment. These items need to be seen as a whole to determine the actual variance. The actual variance is therefore below 18%.

Finance leases and borrowings - (6.0%) (in total but finance leases by itself is 100%) - The budget does not provide a separate item for finance leases and therefore it is included with borrowings. These items need to be seen as a whole to determine the actual variance. The same principle applies with regard to the long term portions. The actual variance is therefore below 10%.

Other payables from exchange transactions - 26.1% - Budgeting subject to impracticalities for the determination of the outcome in advance.

Unspent conditional grants - 100% - Budgeting subject to impracticalities for the determination of the outcome in advance.

Provisions and employee benefit obligation - (34.0%) (in total but employee benefit by itself is 100% and provisions by itself is (40.3%)) - The budget does not provide a separate item for employee benefit obligation and therefore it is included with provisions. These items need to be seen as a whole to determine the actual variance. The same principle applies with regards to the long term portions, which are, in total below 10%. The variance in the current provisions is due to the rehabilitation of tipsites where the lifespan of the open cell increased due to extra capacity and a new cell that became operational.

Cash flow statement:

Interest received - 23.3%— Interest received on investments in excess of budgeted amount.

Movement in housing development fund and self insurance fund— 100% - The budget does not provide a separate item for the movement in the housing development fund and the self insurance fund and therefore it is included with other receipts. These items need to be seen as a whole to determine the actual variance which will then be below 10%.

Purchase of property, plant and equipment and intangible assets— 9.9% (in total) - The budget does not provide a separate item for the purchase of intangible assets and therefore it is included with the purchase of property, plant and equipment. These items need to be seen as a whole to determine the actual variance. The variance was due to capital expenditure not realising as planned and rolled over to the next year.

Proceeds on sale of assets (PPE, investment property, heritage assets etc) - (100%) - The budget does not provide a separate item for the proceeds of other types of assets and therefore it is included with the proceeds of property, plant and equipment, if any. These items need to be seen as a whole to determine the actual variance. Budgeting subject to impracticalities for the determination of the outcome in advance.

Overstrand Municipality

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54. Budget differences (continued)

Movement in financial assets - 14.5% - Growth in the financial assets did not realise as expected due to various economic factors.

Movement in finance lease obligation - (99.0%) - Hire purchase for vehicles did not realise as planned.

Appendix E(2)

Sport and recreation - 40% - Monies from National Lotto Fund was received late and therefore rolled over to the next financial year as well as non-cash public contribution received.

Electricity - 20% - Certain projects rolled over to the next financial year.

Corporate services - 41% - Hire purchase for vehicles did not realise as planned.

55. Public-private partnership**Gansbaal Landfill Site**

The municipality entered into a public-private partnership during the 2010/11 financial year. The service consists of the chipping of garden waste to reduce the transportable volume and the hauling by road of all waste from the Public Drop-offs at Stanford and Pearly Beach to the Gansbaal Landfill as well as the operation of these two Public Drop-offs and the Gansbaal Landfill. The agreement is for a period of eight years terminating in the 2018/19 financial year.

The following facilities are made available to the Contractor:

Gansbaal Landfill Site:

Weighbridge, Office, ablution facilities, kitchen, Material Recovery Facility, Public Drop-off and limited container storage.

Stanford Drop-off:

Access Control Building, ablution facilities and limited container storage

Pearly Beach Drop-off:

Access Control Building, ablution facilities and limited container storage.

Equipment and materials made available to the Service Provider by the Employer, or purchased by the Service Provider with funds provided by the Employer for the performance of the Services shall be the property of the Employer and shall be marked accordingly.

The contract may be terminated by either party due to non-performance.

SUPPLY CHAIN MANAGEMENT						
Awards to close family members of persons in the service of the state in excess of R2,000 - 2014/2015 financial year in terms of Clause 45 of the policy						
Cred No	Supplier Number	Code	Relationship	Person in the Service of the State	Creditor Name	Total
G91253	71	5503	CHILD	DCC JACKSON	ADENCO CONSTRUCTION (PTY) LTD	R 7,991,039.60
G91253	71	5503	PARENT	HV MACHIMANA	ADENCO CONSTRUCTION (PTY) LTD	
H000087	71	5503	PARENT	HV MACHIMANA	ADENCO CONSTRUCTION (PTY) LTD	
H000087	71	5503	PARENT	DCC JACKSON	ADENCO CONSTRUCTION (PTY) LTD	R 2,805,707.85
H90539	3429	5512	FAMILY	P BURGER	AIR FREEZE (PTY) LTD	R 378,239.58
H96139	3479	5502	CHILD	C LOURENS	AJ DIENSTE	R 9,914.49
H96139	3479	5502	INLAW	A LOURENS	AJ DIENSTE	
H94586	1688	5501	SPOUSE	H FORTUNE	AJ MOTOR TRIMMERS	R 28,360.00
H91262	180	5501	SPOUSE	E ARENDESE	ARENDESE RW	R 464,932.30
H93791	280	5505	BROTHER	ZE KHOSA	AURECON SOUTH AFRICA (PTY) LTD	R: 2,525,853.15
H93791	280	5502	CHILD	N GELDENHUYIS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5502	CHILD	T GOVENDER	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5510	Cousin	M NTSEBEZA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5510	Cousin	N NTSEBEZA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5512	FAMILY	E HERHOLDT	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	AN VAN TAAK	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	INLAW	M VAN RENSBURG	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	B ALHEIT	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	CJ BARRY	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	J BLACKMORE	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	T BOTHA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	JJ DANIELS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	HG ESTERHUYSEN	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	SM GROBBELAAR	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	B GROENEWALD	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	CP HERBST	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	A HEYNS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	B KLEYNHANS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	Kriegler, BJ Cr	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	Mehlala, RT	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	AJ MODRE	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	Ntsebeza, NH	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	Pretorius, PS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	JM ROBERTSON	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	R TEBANE	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	PC Vermeulen	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5503	PARENT	J WILKINS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5506	SISTER	DR Y GOGA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5512	SISTER	S SEEGBERS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	HC AHLISCHLAGER	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	CMM BARNARD	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	PROF CJG BENDER	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	MC DUNGA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	WZ ERASMUS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	N GROBBELAAR	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	JH HIGGS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	A HOUGAARD	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	J JACOBS	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	T KHOLDANYANE	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	M MARQUES	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	K NADASEN	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	D NTSEBEZA	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	SM D' CONNELL	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	JH RIJKERT	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	J THERON	AURECON SOUTH AFRICA (PTY) LTD	
H93791	280	5501	SPOUSE	J TREDOUX	AURECON SOUTH AFRICA (PTY) LTD	



H93791	280	5501	SPOUSE	ZC VENTER	AURECON SOUTH AFRICA (PTY) LTD	
H93793	280	5501	SPOUSE	NS WOLMARANS	AURECON SOUTH AFRICA (PTY) LTD	
H93793	280	5507	UNCLE	D MAYERISO	AURECON SOUTH AFRICA (PTY) LTD	
H93793	280	5501	SPOUSE	DR M SKEAD	AURECON SOUTH AFRICA (PTY) LTD	
H95571	2709	5507	UNCLE	JC DE VILLE	AUTO REPAIRS	R 2,930.00
G000156	2008	5502	CHILD	S BARNARD	BAY DISCOUNT FURNISHERS-GANSBAAI CC - CL	R 3,334.01
G93483	2253	5503	PARENT	JJ ENGEL	BESTER M	R 31,500.00
H90418	738	5501	SPOUSE	F GROENWALD	BDLAND VALLIERS	R 487,095.41
K90302	1109	5505	BROTHER	W CARELSE	CARELSE EG	R 423,811.22
H95668	2853	5501	SPOUSE	BA SWARTZ	CATZA TRAINING AND SKILLS DEVELOPMENT C	R 11,610.00
H91694	916	5510	COUSIN	D WHITING	CELESTE CATERING	R 800.00
K900206	897	5512	FAMILY	F BARRY	COERT NV	R 31,300.00
K900206	897	5512	FAMILY	D BARRY	COERT NV	
G000205	142	5501	SPOUSE	N MOOLEY	CONLOG (PTY) LTD	R 63,840.46
G000206	142	5501	SPOUSE	TN GOKENI	CONLOG (PTY) LTD	
H94676	1806	5501	SPOUSE	C CORNELIUS	CORNELIUS M	R 10,200.00
H94676	1806	5501	INLAW	B CORNELIUS	CORNELIUS M	
G93568	2958	5501	SPOUSE	J BOOKER	CRAZEE DESIGN & PRINTING	R 5,445.00
H95342	2483	5503	PARENT	JP GREY	CUPINC HERMANUS (PTY) LTD CUPBOARDS INC	R 5,722.41
G004085	1510	5503	PARENT	JC VERMEULEN	D & J VERVOER	R 90,316.41
H94801	1832	5503	PARENT	L ADONIS	DJ MAGIC	R 1,500.00
G93496	2326	5504	INLAW	R DICKSON	DREYER BA	R 1,250.00
G93496	2326	5504	INLAW	M DICKSON	DREYER BA	
H95614	2770	5502	CHILD	B DU PLESSIS	DU PLESSIS AA (ANGIES CATERING)	R 17,375.00
H91750	477	5504	INLAW	G COETZEE	DU PLESSIS SW	R 471,467.10
H95752	3004	5501	SPOUSE	S MARLIE	DUCO INDUSTRIAL (PTY) LTD	R 193,480.80
H95752	3004	5501	SPOUSE	M MARLIE	DUCO INDUSTRIAL (PTY) LTD	
H90203	1843	5505	BROTHER	L HENEKE	ELEANOR'S CATERING SERVICE	R 55,620.00
H93338	266	5501	SPOUSE	C ENGELBRECHT	ENGELBRECHT & SCORGIJE TEKENKANTOOR BK	R 198,169.24
G93221	688	5512	FAMILY	LOUIS JANTJIES	EUROPA E (ELSA KONSTRUKSIE)	
G93221	688	5512	FAMILY	DOLF JUMAT	EUROPA E (ELSA KONSTRUKSIE)	R 31,650.00
G93221	688	5512	FAMILY	K JUMAT	EUROPA E (ELSA KONSTRUKSIE)	
K900574	1769	5505	BROTHER	A FLORIS	FLORIS SM	R 1,600.00
H95374	2523	5501	SPOUSE	M BAARDMAN	GATEWAY PAVERS CC	R 27,000.00
H900209	35	5505	BROTHER	MB HAQ	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	DAUGHTER	BT SEPTEMBER	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	DAUGHTER	TL SEPTEMBER	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	PARENT	L PILLAY	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	PARENT	N PILLAY	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	PARENT	K PILLAY	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	PARENT	P PILLAY	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5503	PARENT	D KIEWIET	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	A MOON	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	L STOLWORTHY	GIBB (PTY) LTD (ARCUS GIBB)	R 615,733.81
H900209	35	5501	SPOUSE	C DE BEER	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	N MKHIZE	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	J MARE	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	N MZAYIYA	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	J GDOCH	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	U LEKONYANA	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	K NAIDOO	GIBB (PTY) LTD (ARCUS GIBB)	
H900209	35	5501	SPOUSE	K SINGH	GIBB (PTY) LTD (ARCUS GIBB)	
G93456	2116	5502	CHILD	CH GROBLER	GROBLER JS	R 5,970.00
G93569	2997	5512	FAMILY	D PEDRO	HANSEN D	R 8,850.00
H93257	223	5501	SPOUSE	EC SPANDIEL	HENRY MOSES SPANDIEL PROJECTS	R 161,178.30
590151	223	5501	SPOUSE	EC SPANDIEL	HENRY MOSES SPANDIEL PROJECTS	R 202,590.13
H95687	2873	5501	SPOUSE	K VAN DER MERWE	HERMANUS POWER VENTURE (PTY) LTD	R 7,325.00
H91522	637	5501	INLAW	K VAN DER MERWE	HERMANUS TOWING	R 30,970.88
H94446	1530	5501	SPOUSE	SFA DAVIDS	IKAPA RETICULATION & FLOW	R 1,560,028.10
H92073	2867	5502	CHILD	A JOHNSON	IAHWU HIRING	
H92073	2867	5502	CHILD	N CUPIDO	IAHWU HIRING	R 3,375.00
H92073	2867	5502	CHILD	G CUPIDO	IAHWU HIRING	

H90810	1634	5502	CHILD	Z JANNECKE	JANNECKE ONTBOSsing	R	56,007.76
H91662	593	5501	SPOUSE	M JORDAAN	JORDAAN BJ	R	8,690.00
H94162	1036	5509	AUNT	C FORTUIN	JUDITH'S CATERING	R	2,400.00
K91254	1569	5505	BROTHER	W KARELSE	KARELSE G (GLENWAN KARELSE CLEANING SERVICE)	R	392,127.60
H000407	904	5501	SPOUSE	JJ DU TOIT	KEMANZI (PTY) LTD	R	1,180,881.54
H95754	2969	5510	COUSIN	N KOPOLO	LAYZO EVENTS MANAGEMENT AND ENTERTAINMEN	R	14,700.00
H95612	2765	5512	FAMILY	DEON BANIES	LOUW N	R	37,966.94
H95612	2765	5512	SISTER	E HENDRIKS	LOUW N		
H95894	3139	5512	FAMILY	R WILDschUT	MANTIBASE (PTY) LTD	R	12,760.00
H95894	3139	5512	FAMILY	E FISHER	MANTIBASE (PTY) LTD		
H90125	684	5501	SPOUSE	R STEENEKAMP	MAXITEC	R	146,915.00
G004643	1908	5504	INLAW	F SHERIFF	MIGGELS D	R	21,300.00
H95726	2937	5509	PARENT	J MITCHELL (JNR)	MITCHELL J	R	6,220.00
H91744	1338	5502	CHILD	DE WET NEL	NEL MM	R	300.00
G004348	1338	5501	SPOUSE	JG NE	NEL MM	R	6,745.00
H95741	2959	5501	SPOUSE	A COETZEE	NUMQUE 20 CC	R	313,073.94
H95351	2490	5504	INLAW	W MAY	OVERSTRAND LOCKSMIT	R	995.00
H95351	2490	5504	INLAW	C SWARTS	OVERSTRAND LOCKSMIT		
H95065	2168	5506	SISTER	L CAROLISSÉN	OVERSTRAND TOURS CC	R	2,600.00
H91494	77	5505	BROTHER	J STENEVELDT	OVERSTRAND TRAINING INSTITUTE		
H91494	77	5502	CHILD	GL BUCCHIANERI	OVERSTRAND TRAINING INSTITUTE		
H91494	77	5502	CHILD	AF BUCCHIANERI	OVERSTRAND TRAINING INSTITUTE		
H91494	77	5504	INLAW	G BUCCHIANERI	OVERSTRAND TRAINING INSTITUTE	R	22,980.00
H91494	77	5504	INLAW	VO BUCCHIANERI	OVERSTRAND TRAINING INSTITUTE		
H91494	77	5503	PARENT	H STENEVELDT	OVERSTRAND TRAINING INSTITUTE		
G91294	1677	5504	INLAW	F PHILANDER	PHILANDER A	R	2,000.00
H94051	877	5503	PARENT	B SKOSANA	POWERREC (PTY) LTD	R	111,110.10
H95172	2293	5501	SPOUSE	C HECTOR	PREMISES	R	133,707.09
H93950	623	5501	SPOUSE	H VAN TONDER	QUINTESSENTIAL SECURITY CC	R	3,111,904.71
H93980	693	5502	CHILD	D RHODE	RHODE BROS STEEL PROJECTS CC	R	22,230.00
H93901	546	5501	SPOUSE	RM GOLTZ	SAFETECH	R	43,450.01
H94673	1800	5501	INLAW	D BRAND	SALES A	R	159,965.72
H94673	1800	5501	SPOUSE	E SALES	SALES A		
G93173	1397	5501	SPOUSE	M SWART	SWART JJ	R	5,500.00
K94533	2322	5502	CHILD	C C SWARTZ	SWARTZ L	R	7,490.00
H95838	3079	5506	SISTER	P PAUL	THELMA'S CLEANING SERVICE	R	16,500.00
H94126	1020	5501	SPOUSE	MRS SIPOYO	TOTAL CLIENT SERVICES LIMITED	R	16,580.41
H95663	2848	5510	COUSIN	G MATINKA	TWENTY FOUR SEVEN DELIVERIES & BUILDING	R	6,400.00
H95562	2704	5502	CHILD	JP VAN DEVENTER	UYLENVLEI RETREAT	R	3,750.00
H95774	3001	5501	SPOUSE	AW PONI	VERA & SONS	R	9,150.00
H91182	585	5501	SPOUSE	J WILLIAMS	WALLY'S PANELBEATERS	R	33,406.57
G004306	1277	5502	CHILD	JGF KRIEL	WILLOUCCON CC - CLOSED BY OWNER	R	5,589.03
G93495	2324	5503	PARENT	P WINDVOEL	WINDVOEL PIJ	R	9,500.00
G93495	2324	5503	PARENT	A WINDVOEL	WINDVOEL PIJ		

Total:

R 24,891,001.67

Appendix A
June 2015

Schedule of external loans as at 30 June 2015

Loan Number	Redeemable	Balance at 30 June 2014	Received during the period	Redeemed written off during the period	Balance at 30 June 2015	
		Rand	Rand	Rand	Rand	
Development Bank of South Africa						
DBSA @ 7.894%	13535/102	2020	1,884,584	-	314,098	1,570,486
DBSA @ 7.894%	13543/101	2019	1,841,689	-	273,614	1,368,075
DBSA @ 7.594%	13761/101	2020	1,694,838	-	260,744	1,434,094
DBSA @ 12.00%	10450/102	2017	400,169	-	118,204	281,965
DBSA @ 9.86%	102189/1	2022	11,949,123	-	1,041,852	10,907,271
DBSA @ 10.92%	103946/1	2026	48,000,000	-	4,000,000	44,000,000
DBSA @ 10.60%	103946/2	2026	100,000,000	-	-	100,000,000
			165,570,403	-	6,008,512	159,561,891
Lease Liability						
SHARP @ 15.07%		2014	-	-	-	-
NASHUA @ 9.00%		2014	-	-	-	-
CAPE OFFICE @ 16.37%		2015	62,622	-	62,622	-
SHARP @ 13.74%		2014	-	-	-	-
TRACKTONE @ 13.52%		2017	-	164,925	24,503	140,422
			62,622	164,925	87,125	140,422
Annuity loans						
ABSA @ 10.38%	3029588816	2024	58,384,591	-	3,266,256	55,098,335
ABSA @ 10.44%	4073054262	2024	32,834,894	-	1,980,297	30,654,697
ABSA @ 10.82%	4073923493	2024	34,449,986	-	2,050,871	32,399,113
ABSA @ 7.92%	2679000653	2020	6,217,157	-	846,072	5,371,085
ABSA @ 9.11%	2679000652	2028	30,645,705	-	1,152,528	29,493,177
ABSA @ 10.94%	0387230984	2029	39,900,000	-	1,140,125	38,759,875
ABSA @ 9.89%	0387230985	2021	1,400,000	-	147,974	1,252,026
ABSA @ 9.95%	0387230986	2030	-	34,800,000	-	34,800,000
ABSA @ 9.30%	0387230987	2022	-	5,200,000	-	5,200,000
INCA @ 10.09%		2022	43,821,657	-	3,768,276	39,853,381
			247,254,090	40,000,000	14,372,401	272,881,689
Total external loans						
Development Bank of South Africa			165,570,403	-	6,008,512	159,561,891
Lease liability			62,622	164,925	87,125	140,422
Annuity loans			247,254,090	40,000,000	14,372,401	272,881,689
			412,887,115	40,164,925	20,468,038	432,584,002

Appendix B
June 2015

Analysis of property, plant and equipment as at 30 June 2015
Cost/Revaluation

	Opening Balance Fund		Additions		Disposals		Transfers		Impairments		Full-year adjustments		Disposals		Depreciation		Impairment loss		Closing Balance Fund		Carrying Amount Fund		
	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	Reval	Net	
Land and buildings																							
Land (Decrease to AFS portfolio)	565,527,326	943,310	(3,004,737)	(1,394,180)																			
Buildings (Separate to AFS portfolio)	136,542,357	304,051	869,500	211,819																			
	891,871,815	1,648,401	(5,718,727)	(1,982,337)																			
Infrastructure																							
Roads, Tunnels & Bridges	1,729,291,006	15,064,622	(8,475,988)																				
Structures	252,281,794	10,141,860																					
Electrical	1,827,897,782	12,984,776	6,143,949																				
Water	1,373,911,075	22,896,837	(923,282)																				
Sewerage	713,820,240	24,828,744	(1,137,317)																				
Self-water Abstraction	176,609,600	1,369,387																					
Security measures	(12,220,181)	1,369,387																					
	1,134,872,186	88,272,687	(9,398,267)																				
Community Assets																							
Recreational facilities	94,455,181	8,245,235	(7,402,000)	(171,873)																			
	84,033,984	8,245,238	(1,690,000)	(331,876)																			
Heritage assets																							
Contribution from	271,268,525		(2,980,666)																				
Market of Heritage	36,328																						
	817,236																						
	168,833,344		(2,980,666)																				
Other assets																							
General assets	68,681,168	8,714,400	(1,838,148)																				
Financial assets	2,714,408	14,262	(152,255)																				
Other Equipment - (Asset)	16,577,415	2,734,402	(32,237)																				
Other Equipment - (Asset)	139,246	164,501																					
	79,984,336	8,848,373	(2,022,646)																				



DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE

Analysis of property, plant and equipment as at 30 June 2015
Accumulated depreciation

Cost/Revaluation

	Opening Balance		Additions		Disposals		Transfers		Revaluations		Fair value adjustment		Closing Balance		Carrying value
	Fixed	Plant	Fixed	Plant	Fixed	Plant	Fixed	Plant	Fixed	Plant	Fixed	Plant	Fixed	Plant	
Total property, plant and equipment															
Land and buildings	401,371,210	1,845,491	(1,275,271)	(1,200,217)	(1,200,217)										400,895,933
Construction	5,134,970,000	95,112,457	(112,244,262)												5,022,838,195
Construction Assets	39,426,001	5,185,236	(1,000,000)	(571,876)	(571,876)										38,354,125
Leasehold assets	108,823,048														108,823,048
Other assets	75,384,236	6,645,571	(2,072,250)												73,957,557
	5,813,867,536	118,744,887	(14,851,345)	(1,584,196)	(1,584,196)										5,797,936,892
Intangible assets															
Computer software & programming	4,425,443	154,179													4,579,622
Other intangibles	2,302,206														2,302,206
	6,727,649	154,179													7,031,834
Investment properties															
Investment property	169,839,200		(4,202,807)												165,636,393
	169,839,200		(4,202,807)												165,636,393
Total															
Land and buildings	401,371,210	1,845,491	(1,275,271)	(1,200,217)	(1,200,217)										400,895,933
Construction	5,134,970,000	95,112,457	(112,244,262)												5,022,838,195
Construction Assets	39,426,001	5,185,236	(1,000,000)	(571,876)	(571,876)										38,354,125
Leasehold assets	108,823,048														108,823,048
Other assets	75,384,236	6,645,571	(2,072,250)												73,957,557
Intangible assets	6,727,649	154,179													7,031,834
Investment properties	169,839,200		(4,202,807)												165,636,393
	5,813,867,536	118,744,887	(14,851,345)	(1,584,196)	(1,584,196)										5,797,936,892



Appendix C
June 2015

Segmental analysis of property, plant and equipment as at 30 June 2015
Cost/Revaluation

	Opening Balance		Additions		Disposals		Transfers		Revaluations		Fair value adjustment		Closing Balance		Depreciation		Equipment assets		Closing Balance		Carrying value		
	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	Rand	
Municipality																							
Executive & Council/Mayor and Council	168,823,244				18,000,000								158,823,244										168,799,522
Planning and Development/Comm. Development/Pop. Mgmt	168,823,244		(9,300,000)									(9,300,000)	159,523,244										159,523,244
Water Management	1,065,815,464		48,183,777		11,107,622								1,094,895,398	994,138,100									1,094,895,398
Public Works/Infrastructure and services	897,427,412		448,103		11,107,622								897,427,412	27,421,395									897,427,412
Public Safety/Police	11,877,222		378,293		(3,229,777)								11,877,222	(1,282,312)									11,877,222
Health and Recreation	86,455,851		6,245,226		(1,200,000)								86,455,851	(1,362,464)									86,455,851
Road Transport/High. Road	1,221,791,329		15,344,402		2,470,750								1,221,791,329	(25,645,794)									1,221,791,329
Road Works/Distribution	1,372,917,073		14,886,223		16,122,846								1,372,917,073	(18,111,290)									1,372,917,073
Electricity/Supply Distribution	86,391,224		2,499,744		(2,675,827)								86,391,224	(3,000,645)									86,391,224
General Services	3,084,093,381		110,698,257		12,221,845								3,084,093,381	(3,782,300,025)									3,084,093,381
Total																							
	5,093,003,280		110,898,257		12,221,845								5,093,003,280	(3,782,300,025)									5,093,003,280
Municipality																							
	3,093,003,280		110,898,257		12,221,845								3,093,003,280	(3,782,300,025)									3,093,003,280

Appendix D
June 2015

Segmental Statement of Financial Performance for the year ended
Prior Year **Current Year**

Actual Income Rand	Actual Expenditure Rand	Surplus (Deficit) Rand		Actual Income Rand	Actual Expenditure Rand	Surplus (Deficit) Rand
Municipality						
42,354,898	92,566,609	(50,311,711)	Executive & Council/Mayor and Council	52,464,250	92,928,443	(40,464,193)
151,084,484	57,636,794	93,447,700	Finance & Admin/Finance	172,789,892	58,900,182	112,889,710
12,852,866	39,573,893	(26,720,807)	Planning and Development/Economic Development/Plan	11,963,618	39,942,840	(27,979,222)
6,280,564	64,256,538	(57,975,974)	Corporate Services	5,216,295	69,737,477	(64,521,182)
2,574,476	30,255,463	(27,680,987)	Comm. & Social/Libraries and archives	2,978,099	37,828,135	(34,850,036)
29,472,584	28,674,674	797,910	Housing	30,750,315	12,807,871	17,942,444
22,776,637	49,812,458	(27,035,821)	Public Safety/Police	31,190,518	58,438,169	(27,247,651)
11,486,197	18,641,787	(7,155,590)	Sport and Recreation	7,897,513	18,745,134	(10,807,621)
319,465	7,305,844	(6,986,379)	Environmental Protection/Pollution Control	18,917	6,715,064	(6,696,347)
65,168,836	64,661,599	507,237	Waste Water Management/Sewerage	76,682,947	67,772,331	8,910,616
17,789,913	92,659,133	(74,869,220)	Road Transport/Roads	8,001,485	93,834,513	(85,833,028)
98,079,836	99,444,614	(3,364,778)	Water/Water Distribution	109,580,993	87,472,242	22,108,751
270,572,986	247,852,118	22,720,868	Electricity /Electricity Distribution	288,744,780	271,352,255	17,392,495
53,083,788	36,535,950	16,547,838	Waste Management	60,955,041	102,944,948	(41,989,907)
781,897,560	929,977,274	(148,079,714)		859,274,663	1,020,419,834	(161,145,171)
Other charges						
-	(105,000,000)	105,000,000		-	(111,300,000)	111,300,000
-	(105,000,000)	105,000,000		-	(111,300,000)	111,300,000
781,897,560	929,977,274	(148,079,714)	Municipality	859,274,663	1,020,419,834	(161,145,171)
-	(105,000,000)	105,000,000	Other charges	-	(111,300,000)	111,300,000
781,897,560	824,977,274	(43,079,714)	Total	859,274,663	909,119,834	(49,845,171)

Appendix E(1)
June 2015

Actual vs Budget (Revenue and Expenditure) for the period ended
30 June 2015

	Current year	Current year	Variance	Explanation of Significant Variances greater than 10% versus Budget
	2015	2015		
	Act. Bal.	Adjusted budget		
	Rand	Rand	Rand	% Variance
Revenue				
Property rates	152,870,212	153,508,614	(638,402)	(0.4) Refer to note 54
Service charges	520,391,938	525,566,730	(5,174,792)	(1.0) Refer to note 54
Rental of facilities and equipment	9,154,551	7,966,160	1,188,391	14.9 Refer to note 54
Income from agency services	2,766,122	2,479,500	286,622	11.6 Refer to note 54
Licences and permits	1,971,690	2,229,000	(257,310)	(11.5) Refer to note 54
Property rates - penalties imposed	747,186	1,050,000	(302,814)	(28.8) Refer to note 54
Public contributions and donations	2,823,925	2,051,000	772,925	37.7 Refer to note 54
Fines	25,389,487	30,875,000	(5,485,503)	(17.8) Refer to note 54
Other income	20,332,537	18,832,640	3,499,897	20.8 Refer to note 54
Government grants and subsidies	115,970,498	116,786,763	(816,265)	(0.7) Refer to note 54
Interest received - investments	5,189,120	3,000,000	2,189,120	73.0 Refer to note 54
Interest received - bank accounts	2,616,093	2,300,000	516,093	22.4 Refer to note 54
Interest received - consumer debtors	2,278,835	2,288,000	(9,165)	(0.4) Refer to note 54
Interest received - other	138,651	868,250	(729,599)	(84.0) Refer to note 54
	<u>862,840,855</u>	<u>867,799,657</u>	<u>(4,958,802)</u>	<u>(0.6)</u>
Expenses				
Personnel	(267,019,165)	(275,716,631)	8,697,466	(3.2) Refer to note 54
Remuneration of councillors	(8,103,625)	(6,513,532)	411,907	(4.8) Refer to note 54
Depreciation	(102,642,936)	(105,461,097)	2,818,161	(2.7) Refer to note 54
Amortisation	(725,166)	-	(725,166)	100.0 Refer to note 54
Impairments	(3,077,214)	-	(3,077,214)	100.0 Refer to note 54
Finance costs	(43,447,046)	(44,510,599)	1,063,553	(2.4) Refer to note 54
Debt impairment	(10,846,067)	(22,792,000)	11,945,933	(52.4) Refer to note 54
Materials	(16,659,118)	(17,105,156)	446,038	(2.6) Refer to note 54
Bulk purchases	(167,659,838)	(169,444,224)	1,784,386	(1.1) Refer to note 54
Contracted Services	(85,327,403)	(85,170,726)	(156,677)	0.2 Refer to note 54
Grants and subsidies paid	(48,658,945)	(41,577,455)	(7,081,490)	17.0 Refer to note 54
General Expenses	(156,906,352)	(163,028,917)	6,122,565	(3.8) Refer to note 54
	<u>(911,072,875)</u>	<u>(930,322,337)</u>	<u>22,249,462</u>	<u>(2.4)</u>
Other revenue and costs				
Gain or loss on disposal of assets and liabilities	1,953,041	100,000	1,853,041	1,853.0 Refer to note 54
Fair value adjustments	(3,586,195)	-	(3,586,195)	100.0 Refer to note 54
	<u>(1,633,154)</u>	<u>100,000</u>	<u>(1,713,154)</u>	<u>(1,713.2)</u>
Net surplus/ (deficit) for the year	<u>(49,845,171)</u>	<u>(65,422,680)</u>	<u>15,577,506</u>	<u>(23.8)</u>

Budget Analysis of Capital
Expenditure as at 30 June 2015

	Capital expenditure Rand	Revised Budget Rand	Variance Rand:	Variance %	Explanation of significant variances from budget
Municipality					
Waste Management	9,066,864	9,300,000	33,136	-	Refer to note 54
Comm. & Social/Libraries and archives	5,258,051	5,594,898	336,787	6	Refer to note 54
Housing	32,360,545	34,410,304	2,049,759	6	Refer to note 54
Sport and Recreation	1,565,370	2,616,370	1,051,000	40	Refer to note 54
Waste Water Management/Sewerage	13,220,881	13,402,519	181,638	1	Refer to note 54
Road Transport/Roads	6,300,255	6,300,254	(1)	-	Refer to note 54
Water/Water Distribution	16,275,016	16,384,320	109,307	1	Refer to note 54
Electricity /Electricity Distribution	13,681,710	17,000,000	3,318,290	20	Refer to note 54
Corporate Services	10,561,377	17,776,053	7,214,688	41	Refer to note 54
	106,490,069	122,784,671	14,294,602	12	

Appendix F
Disclosures of Grants and Subsidies in terms of Section 123 MFMA, 56 of 2003
June 2015

Name of Grants	Name of organ of state or municipal entity	Quarterly Receipts					Quarterly Expenditure					Grants and Subsidies delayed / withheld					Reason for delay/withholding of funds	Did your municipality comply with the grant conditions as in terms of grant framework in the latest Division of Revenue Act	Reason for non-compliance					
		Total					Total					Total												
		Sep	Dec	Mar	Jun	Jun	Sep	Dec	Mar	Jun	Jun	Sep	Dec	Mar	Jun	Jun				Dec	Mar	Jun	Total	
FMG	Not Treasury	1,450	-	-	-	1,450	102	356	140	202	600	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
MDG	Not Treasury	934	-	-	-	934	-	-	-	934	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
MG	Not Treasury	5,040	11,995	3,639	-	20,674	1,566	5,671	3,893	9,342	20,674	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
NDPG	Not Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
RBG	Not Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
EPWF	PAWC	707	530	531	-	1,768	100	350	382	936	1,768	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
REG	DAE	2,000	-	-	-	2,000	-	676	508	818	2,000	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Library	PAWC	3,211	1,060	1,061	-	5,332	898	2,557	504	1,343	5,332	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Training service centre	PAWC	-	-	-	-	-	-	-	97	97	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Prox road suburbs	PAWC	-	-	63	-	63	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
HCE	PAWC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Social housing	PAWC	5,678	5,811	15,485	1,603	28,677	-	8,343	11,659	16,330	30,372	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Mobility strategy	PAWC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
PTI	PAWC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Sport and recreation	PAWC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
CDW	PAWC	-	52	18	-	70	10	22	21	17	70	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
FMG	Not Treasury	-	-	515	-	515	-	245	59	343	547	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Disaster recovery	PAWC	-	-	1,272	-	1,272	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
Generalised basin competition	PAWC	-	-	-	-	-	-	-	-	38	38	-	-	-	-	-	-	-	-	-	N/A	Yes	N/A	
		19,020	19,448	22,704	1,603	62,775	2,678	18,450	17,301	24,263	62,682	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Above values are presented in the nearest R000.



ANNEXURE B:
REPORT OF THE AUDITOR-GENERAL

Report of the auditor-general to the Western Cape Provincial Parliament and the council on the Overstrand Municipality

Report on the financial statements

Introduction

1. I have audited the financial statements of the Overstrand Municipality set out on pages 2 to 68, which comprise the statement of financial position as at 30 June 2015, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Overstrand Municipality as at 30 June 2015 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

8. As disclosed in note 43 to the financial statements, the corresponding figures for 30 June 2014 have been restated as a result of errors discovered during 2014-15 in the financial statements of the municipality at, and for the year ended, 30 June 2014.

Material impairments

9. As disclosed in notes 12 and 14 to the financial statements, the receivables from fines and consumer debtors were impaired by R19,2 million and R16,9 million, respectively, at 30 June 2015.

Material underspending of the capital budget

10. As disclosed in the appropriation statement, the municipality materially underspent its final approved capital budget of R122,8 million by R14,3 million (12%). The services affected by, and the explanations for, the underspending are set out in note 54 to the financial statements.

Additional matters

11. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited supplementary schedules

12. The supplementary information set out on pages 69 to 76 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Unaudited disclosure note

13. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

Report on other legal and regulatory requirements

14. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading, but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

15. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2015:
- Objective: The provision and maintenance of municipal services, as set out on pages 105 to 110
16. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
17. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information*.
18. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not identify material findings on the usefulness and reliability of the reported performance information for the selected objective listed above.

Additional matter

20. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected objective, I draw attention to the following matter:

Achievement of planned targets

21. Refer to the annual performance report on pages 89 to 110 for information on the achievement of the planned targets for the year.

Compliance with legislation

22. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

23. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Auditor-General

Century City

30 November 2015



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence.

ANNEXURE C:
REPORT OF THE AUDIT COMMITTEE

OVERSTRAND MUNICIPALITY

ANNUAL OVERSIGHT REPORT OF THE AUDIT- AND PERFORMANCE AUDIT
COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

1. Introduction

The Audit Committees are independent statutory committees appointed by the Council in terms of section 166 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003). We are pleased to present our oversight report for the financial year ended 30 June 2015.

2. AUDIT COMMITTEE**2.1 Members**

During the period from 01 July 2014 to 31 January 2015, the Committee consists of five members none of whom are councilors or officials of the Municipality. The Committee members are:

- GN Lawrence (Chairperson)
- DWJ Jacobs
- HPA Beekman
- HV Liebenberg
- KE Montgomery

During the period from 01 February 2015 to 30 June 2015, the Committee consists of four members none of whom are councilors or officials of the Municipality. The Committee members are:

- KE Montgomery (Chairperson)
- HPA Beekman
- HV Liebenberg
- B Van Staaden (Appointed from 01 March 2015)

2.2 Meetings

The Committee met on the following dates during the year under review:

- 22 August 2014
- 27 August 2014
- 09 October 2014
- 18 December 2014
- 25 March 2015
- 08 June 2015

The Executive Mayor, Chairperson of the Finance & Economic Development Portfolio Committee, Municipal Manager, Director: Finance, Director: Management Services and Chief Audit Executive and Internal Audit officials, attend the meetings.

2.3 Role and responsibilities

The Committee was fully functional for the year under review and operated in accordance with the adopted Audit Committee Charter, which was approved by Council. The provisions contained in the Local Government: Municipal Finance Management Act, 2003 and Internal Audit Framework, which was developed by National Treasury, are included in the Charter.

OVERSTRAND MUNICIPALITY

**ANNUAL OVERSIGHT REPORT OF THE AUDIT- AND PERFORMANCE AUDIT
COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015**

The Committee substantially fulfilled its responsibilities for the year under review, as set out in section 166 of the Municipal Finance Management Act, 2003. (Refer to point 4 below.)

3. Reports and Charters reviewed

The Committee has reviewed the following reports, charters and documents for the period under review:

- 3.1 Follow-up Internal Audit Report: Leave Administration.
- 3.2 Comments regarding Alienation of erf 11457 to Child Welfare SA (Hermanus).
- 3.3 Fleet Management.
- 3.4 Application of Tariffs.
- 3.5 Swimming Pools.
- 3.6 Illegal Structures.
- 3.7 Follow-up Audit – Administration of Working for Water Projects.
- 3.8 Key Control Assessment fourth quarter (April – June 2014) for the period 2013/2014.
- 3.9 Key Control Assessment first quarter (July – September 2014) for the period 2014/2015.
- 3.10 Key Control Assessment second quarter (October – December 2014) for the period 2014/2015.
- 3.11 Key Control Assessment third quarter (January – March 2015) for the period 2014/2015.
- 3.12 Internal Audit Charter
- 3.13 Audit Committee Charter
- 3.14 Internal Audit Methodology
- 3.15 Framework for Combined Assurance
- 3.16 Auditee's Assessment (Internal)
- 3.17 Quality Assurance & Implementation Program (QAIP)
- 3.18 Audit Committee Workplan

4. Draft Annual Financial Statements 2014/2015 financial period

The Audit Committee commends the Municipality for compiling and completing the Annual Financial Statements (AFS) in-house and with own resources.

The Audit Committee also takes note that the Annual Financial Statements were not subjected to any form of correction with no material misstatements.

OVERSTRAND MUNICIPALITY

**ANNUAL OVERSIGHT REPORT OF THE AUDIT- AND PERFORMANCE AUDIT
COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015**

5. Management Report and Audit Report of the Auditor-General for 2014/2015

The content of the draft Management Report and draft Audit Report of the Auditor-General for 2015/2016 is noted by the Audit Committee. At the time of compiling the Oversight report the Audit Committee did not have sight of the final documents

The Audit Committee has taken note of Section 4 "Emerging Risks" paragraphs 76 – 78 (Standards of GRAP and Standard Chart of Accounts (mSCOA)) which was discussed during the debriefing session with the Auditor-General.

6. Specific issues that need attention

Section 3 Specific Focus Area paragraphs 59 and 60 refer.

The Audit Committee remains concerned at the fact that the municipality is not in a position nor able to access accurate information relating to procurement of goods and services by suppliers/ providers who are disqualified from so doing. Despite this information being available it is not shared with the municipality

OVERSTRAND MUNICIPALITY

ANNUAL OVERSIGHT REPORT OF THE AUDIT- AND PERFORMANCE AUDIT
COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

7. PERFORMANCE AUDIT COMMITTEE**7.1 Members**

The Performance Audit Committee consists of the same members as that of the Audit Committee except that there is a different Chairperson, namely DWJ Jacobs for the period 01 June 2014 – 31 January 2015 and HV Liebenberg for the period 01 February 2015 – 30 June 2015.

7.2 Meetings

The Committee met on the following dates during the year under review:

- 27 August 2014
- 25 March 2015
- 28 May 2015

The Executive Mayor, Chairperson of the Management Services Portfolio Committee, Municipal Manager, Director: Management Services, Senior Manager: Strategic Services, Chief Audit Executive and Internal Audit officials, attend the meetings.

7.3 Role and responsibilities

The Committee was fully functional for the year under review and operated in accordance with the Local Government: Municipal Planning and Performance Management Regulations, 2001.

8. Reports Reviewed

The Committee has reviewed the following reports for the period under review:

- 8.1 Predetermined Objectives 4th Quarter – Financial period 2013/2014.
- 8.2 Predetermined Objectives 1st Quarter – Financial period 2014/2015.
- 8.3 Predetermined Objectives 2nd Quarter – Financial period 2014/2015.
- 8.4 Predetermined Objectives 3rd Quarter – Financial period 2014/2015.

Based on the processes and assurances obtained from management, Internal Audit and Auditor-General, the Committee is satisfied that the performance management processes and the reporting thereof are adequate.

9 Report of the Auditor-General for 2014/2015

The Performance Audit Committee has taken note that no material findings were raised by the Auditor-General on the usefulness and reliability of the reported performance information.

10 CONCLUSION

The Committees enjoyed the full cooperation of the Municipal Manager, Executive Mayor and councillors who attended meetings of the Committees - with whom the Committees enjoy an excellent working relationship.

OVERSTRAND MUNICIPALITY

ANNUAL OVERSIGHT REPORT OF THE AUDIT- AND PERFORMANCE AUDIT
COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

It should be noted that the Internal Audit department did valuable work and the Committees relied heavily on their inputs and effort.



KE Montgomery

Chairperson:
Audit Committee



HV Liebenberg

Chairperson:
Performance Audit Committee

11/12/2015

DATE

11/12/2015

DATE

ANNEXURE D:
WATER SERVICES DEVELOPMENT
PLAN FOR 2014/15



OVERSTRAND MUNICIPALITY

ANNUAL WSDP PERFORMANCE AND WATER SERVICES AUDIT REPORT FOR 2014/2015

EXECUTIVE SUMMARY

Overstrand Municipality is required in terms of Section 18 of the Water Services Act, 1997 (Act No.108 of 1997), as well as the "Regulations relating to compulsory national standards and measures to conserve water", as issued in terms of sections 9(1) and 73(1)(j) of the Water Services Act, to report on the implementation of its WSDP during each financial year and to include a water services audit in such an annual report.

Section 62 of the Water Services Act further requires the Minister to monitor every WSI in order to ensure compliance with the prescribed national standards. This regulation requires a WSA to complete and submit a Water Services Audit every year.

The Water Services Audit is designed to monitor the compliance of the WSA and other WSIs with these regulations. The Water Services Act allows the audit to be used as a tool to compare actual performance of the WSA against the targets and indicators set in their WSDP. The Water Services Audit also assists local communities and DWS to assess how well WSAs are performing relative to their stated intentions and their capacity.

The Water Services Audit Report will give an overview of the implementation of the Municipality's previous year's WSDP, for the 2014/2015 financial year, and can be seen as an annexure to Overstrand Municipality's Annual Report. The Annual Report is compiled as required by the Local Government: Municipal Systems Act, Act no 32 of 2000 (Section 46) and the Local Government: Municipal Finance Management Act, Act no 56 of 2003 (Section 121).

Availability of the Water Services Audit Report: The Water Services Audit Report is a public document and must be made available within four months after the end of each financial year and must be available for inspection at the offices of the WSA. It is also recommended that the document be placed on the Municipality's website and that copies of the document be placed at the public libraries. The Water Services Audit Report also needs to be made available to the Minister of the DWS, the Minister of the Department of Cooperative Governance, the Province and to SALGA, as required by the Water Services Act, 1997.

The Water Services Audit Report contains the following detail information:

- The Municipality's performance with regard to their KPIs for water and sewerage services for the 2014/2015 financial year, as included in the Municipality's SDBIP.
- The Municipality's Performance with regard to DWS's Blue and Green Drop Assessments. Blue drop status is awarded to those towns that comply with 95% criteria on drinking water quality management. Green drop status is awarded to those WWTWs that comply with 90% criteria on key selected indicators on waste water quality management.
- DWS's Scorecard for assessing the potential for WC/WDM efforts in the Municipality.
- Information to be included in a Water Services Audit as stipulated in regulations under section 9 of the Water Services Act, "Guidelines for Compulsory National Standards".
- Information on the implementation of the various WSDP activities, as included under the thirteen WSDP Business Element Chapters.



The Municipality has a comprehensive Performance Management System in place. The SDBIP is the process plan and performance indicator / evaluation for the execution of the budget. The SDBIP is being used as a management, implementation and monitoring tool that assists and guide the Executive Mayor, Councillors, Municipal Manager, Senior Managers and the community. The plan serves as an input to the performance agreements of the Municipal Manager and Directors. It also forms the basis for the monthly, quarterly, mid-year and the annual assessment report and performance assessments of the Municipal Manager and Directors.

The following water and sanitation related investigations were successfully completed during the last financial year.

- The Water Services Audit Report for 2013/2014 was finalised and approved by Council as part of the Annual Report. The non-revenue water balance models were also updated for each of the distribution systems (Up to the end of June 2014) as part of the Water Services Audit Process.
- Overstrand Municipality continues with the implementation of their Drinking Water Quality and Effluent Quality Sampling Programmes (Both Operational and Compliance Monitoring). Sample results are loaded on a monthly basis onto DWS's BDS and GDS. All the WTWs and WWTWs are also registered on the BDS and GDS websites.
- The WSDP-IDP Sector Input Report was compiled and taken to Council with the IDP and approved.
- The Asset Register was updated to include all the water and sewerage capital projects completed during the 2014/2015 financial year.
- A MIG Technical Report was compiled for the construction of the new Pearly Beach Oxidation dams.
- The Municipality completed the Section 78(1) Municipal Systems Act investigation for the bulk water and sewerage services, and made a resolution i.to Section 78 (2) to continue with an internal service delivery mechanism, but with a support contract. The Contract was recently signed with Veolia Water Solutions & Technologies South Africa (Pty) Ltd.

The following awards / acknowledgements were also received by the Municipality:

- The Preekstoel WTW was awarded winner in the Water and Wastewater Category of the IMESA-CESA bi-annual Project Excellence Awards 2014.
- Overstrand Municipality achieved un-accounted for water (UAW) below 20% for the first time in 2014/2015.
- Overstrand Municipality was invited to present their case study at the IWA Western Cape Water Leakage Summit in Stellenbosch on 23-24 June 2015.

The Department of Water and Sanitation has not yet published their most recent Blue and Green Drop Results. The findings from the previous Blue and Green Drop Reports are listed below:

- Overstrand Municipality is performing very well with regard to drinking water quality management, to the extent that the Municipality was **awarded Blue Drop Status (>95%) for five of their eight distribution systems in 2012** and received an overall Blue Drop Score of 96.82%. The Municipality was 5th on the 2012 Blue Drop Provincial Performance Log for the Western Cape, and in 12th position on the National Performance Log.

Seven out of the eight systems further managed to achieve a Blue Drop Risk Rating below 20% in 2013, with Baardskeerdersbos attaining a respectable scoring just above 20% (DWS's 2013 Blue Drop Risk Profile Progress Report). The DWS acknowledges the Municipality's efforts in achieving excellent progress in complying with the draft Regulation 17 requirements for all their systems, an achievement which is not easily attained.



- **2013 Green Drop awards (>90%) were received for four of the WWTWs and drainage systems** (National report not yet released by the DWS). The overall Green Drop Score for the Municipality was 89.14%. The strengths noticed by the DWS included the high overall compliance of effluent quality, prominent risk abatement and technical skilled staff with strong management support and involvement.

Quantity of Water Services Provided (Water Balance)

Detail water balance models are in place for each of the distribution systems in Overstrand Municipality's Management Area. These models include the volume of raw water abstracted from the various resources, the treated volume supplied from the WTW and the billed metered consumption for each of the distribution systems. The volume and percentage of water losses and non-revenue water were also calculated from the available data. The flows at each of the WWTWs are also recorded by the Municipality.

Water Services Delivery Profile

The number of consumer units per category or user type is available for each of the distribution systems. All the households in the urban areas of Overstrand Municipality's Management Area are provided with water connections inside the houses. Informal areas are supplied with shared services as an intermediary measure. Overstrand Municipality is committed to ensure that private landowners provide at least basic water and sanitation services to those households in the rural areas with existing services below RDP standard.

Cost Recovery and Free Basic Services

A detail step block tariff system is implemented by Overstrand Municipality. This tariff system discourages the wasteful or inefficient use of water. It is expected that this tariff structure will continue to be implemented in the future. The sustainable supply of potable water is however becoming an ever increasing challenge.

The first six (6) kl of water is provided free to all indigent consumers. Overstrand Municipality's tariffs support the viability and sustainability of water supply services to the poor through cross-subsidies (where feasible). Free basic water and sanitation services are linked to the Municipality's Indigent Policy and all indigent households therefore receive free basic water and sanitation services. This implies that either the equitable share is used to cover this cost, or higher consumption blocks are charged at a rate greater than the cost in order to generate a surplus to cross-subsidies consumers who use up to six (6) kilolitres per month.

The operational budget of the past five financial years for water and sanitation services is summarised in the table below:

Service	Expenditure / Income	Actual 14/15	Actual 13/14	Actual 12/13	Actual 11/12	Actual 10/11
Water	Expenditure	R87 684 216-72	R95 629 984-21	R85 496 520-43	R83 115 288-69	R73 321 373-08
	Income	R109 580 993-32	R96 057 574-71	R96 578 820-13	R104 938 998-48	R79 586 700-02
	Surplus / (Deficit)	(21 895 774-60)	(R27 890-90)	(R11 080 389-70)	(R21 823 709-70)	(R6 267 326-94)
Sanitation	Expenditure	R59 653 861-52	R57 539 215-06	R51 607 042-31	R45 790 334-40	R40 666 933-48
	Income	R75 482 947-03	R65 032 183-93	R64 291 003-56	R74 623 658-62	R50 911 541-99
	Surplus / (Deficit)	(R15 829 085-51)	(R7 492 968-87)	(R12 883 961-25)	(R28 833 324-22)	(R10 244 608-51)

Water Quality

An Operational and Compliance Water Quality and Final Effluent Monitoring Programme, which meets the requirements of SANS241 and the DWS's Blue and Green Drop sampling criteria are implemented by the Municipality.



The percentage compliance of the water quality samples taken over the period July 2014 to June 2015 for the various distribution systems are summarised in the table below (DWS's 2014 Blue Drop Limits).

Distribution System	Acute Health – 1 Microbiological	Acute Health – 1 Chemical	Chronic Health	Aesthetic	Risk assessment defined Health (Acute or Chronic)	Operational Efficiency
Buffels River	100.0%	100.0%	88.0%	99.8%	98.4%	95.9%
Kleinmond	97.2%	100.0%	99.4%	98.9%	99.0%	95.9%
Greater Hermanus	100.0%	100.0%	99.7%	99.0%	99.7%	94.7%
Stanford	100.0%	100.0%	100.0%	100.0%	100.0%	98.9%
Greater Gansbaai	100.0%	100.0%	99.6%	99.4%	99.7%	98.9%
Pearly Beach	100.0%	100.0%	99.3%	100.0%	99.5%	98.7%
Baardskeerderisbos	100.0%	100.0%	97.8%	94.2%	98.2%	96.4%
Buffeljags Bay	100.0%	100.0%	100.0%	92.3%	100.0%	89.5%

The overall percentage compliance of the final effluent samples taken over the period July 2014 to June 2015 at the Kleinmond, Hawston, Hermanus, Stanford and Gansbaai WWTW is summarised in the table below.

WWTW	Microbiological	Chemical	Physical
Kleinmond	91.7%	81.7%	91.7%
Hawston	100.0%	88.3%	91.7%
Hermanus	75.0%	100.0%	61.1%
Stanford	91.7%	96.7%	97.2%
Gansbaai	91.7%	95.0%	88.8%
Overall compliance percentages	90.0%	88.3%	86.1%

WG/WDM

The implementation of Overstrand Municipality's WDM Strategy and Action Plan has been extremely successful and the Municipality was able to reduce the water requirements of the towns significantly. The overall percentage of non-revenue water for Overstrand Municipality for the 2014/2015 financial year was 19.43% and the Municipality's target is to reduce it to 17% by June 2017.

The table below gives a summary of the non-revenue water for the various distribution systems in Overstrand Municipality's Management Area.

Description	Unit	14/15	Record - Prior (M/a)				
			13/14	12/13	11/12	10/11	09/10
Buffels River	Volume	266.578	350.035	438.541	533.140	526.339	496.478
	Percentage	42.51%	50.48%	57.03%	58.47%	56.66%	54.01%
	ILJ	3.13	3.52	5.45	5.07	5.06	6.69
Kleinmond	Volume	236.018	248.504	285.680	239.492	246.783	338.327
	Percentage	31.68%	34.23%	34.38%	30.08%	29.41%	36.22%
	ILJ	3.23	2.25	2.49	2.38	3.17	4.09
Greater Hermanus	Volume	359.729	380.399	324.189	317.241	594.352	593.867
	Percentage	9.13%	10.91%	9.04%	9.69%	15.62%	13.30%
	ILJ	0.88	0.95	0.85	0.98	1.90	2.21
Stanford	Volume	80.356	76.516	91.388	142.029	128.297	194.486
	Percentage	26.97%	25.87%	30.83%	37.46%	35.46%	41.56%
	ILJ	2.81	2.59	2.96	5.90	5.67	11.08
Greater Gansbaai	Volume	363.302	413.821	405.799	435.335	457.525	457.580
	Percentage	27.96%	31.30%	31.19%	31.96%	32.83%	31.45%
	ILJ	3.83	3.34	3.98	3.38	3.71	3.37
Pearly Beach	Volume	52.640	87.708	67.435	45.689	36.511	21.683



Description	Unit	14/15	Record : Prior (M/a)				
			13/14	12/13	11/12	10/11	09/10
	Percentage	33.68%	48.42%	41.93%	32.26%	26.27%	19.68%
	ILI	0.00	4.79	4.79	1.00	0.11	0.00
	Volume	6.251	5.685	4.000	2.778	4.085	2.722
Baardskaerdersbos	Percentage	48.26%	48.62%	36.30%	29.26%	37.29%	25.85%
	ILI	1.39	1.16	0.75			
	Volume	0.612	0.004	0.090	0.019	0	0
Buttlejags Bay	Percentage	15.45%	0.12%	2.63%	0.49%	0%	0%
	ILI	0.00	0.42	0.48			
TOTAL	Volume	1 385.486	1 562.452	1 617.122	1 715.723	1 993.892	2 107.143
	Percentage	19.43%	23.25%	23.23%	24.94%	26.65%	25.18%
	ILI	1.73	0.90	1.04	0.79	0.33	0.00

Notes:

Infrastructure Leakage Index (ILI) for Developed Countries = 1 – 2 Excellent (Category A), 3 – 4 Satisfactory (Category B), 4 – 8 Poor (Category C) and >8 – Very Bad (Category D)

Category A = No specific intervention required.

Category B = No urgent action required although should be monitored carefully.

Category C = Requires attention

Category D = Requires immediate water loss reduction interventions

Water Services Infrastructure Management

The PC, CV, RUL and Age distribution of the water and sewerage infrastructure in Overstrand Municipality's Management Area is summarised in the table below (June 2015):

Asset Type	PC	CV	% CV / PC		
Water Infrastructure	R1 393 357 117	R461 739 140	33.1%		
Sewerage Infrastructure	R733 379 073	R382 378 662	52.1%		
Remaining Useful Life					
Asset Type	0 – 5 yrs	6 – 10 yrs	11 – 15 yrs	16 – 20 yrs	> 20 yrs
Water Infrastructure	R599 376 591	R221 067 034	R52 211 966	R90 412 188	R430 289 339
Sewerage Infrastructure	R57 841 190	R207 652 408	R42 605 760	R16 141 881	R409 137 833
Age Distribution					
Asset Type	0 – 5 yrs	6 – 10 yrs	11 – 15 yrs	16 – 20 yrs	> 20 yrs
Water Infrastructure	R 256 791 470	R68 515 907	R58 684 737	R90 006 543	R919 356 463
Sewerage Infrastructure	R109 905 493	R53 912 628	R74 009 338	R278 413 043	R217 138 571

The above table means that 66.9% of the water infrastructure and 47.9% of the sewer infrastructure has been consumed.

Some of the key challenges of Overstrand Municipality are to identify adequate funds for the rehabilitation and maintenance of their existing infrastructure, which is critical to ensure the sustainability of the services that are provided by the Municipality. The new Water and Waste Water Bulk Works Contract between the Municipality and Veolia Water Solutions & Technologies South Africa (Pty) Ltd will ensure that the new technology installed is adequately maintained and operated in order to prevent a massive increase in maintenance in the future due to backlog being created. It is believed that the technology and the expansion of infrastructure and the capacity has not been developed in the same manner, accordingly the current human resources is finding it difficult to operate and maintain the infrastructure and does not necessarily have the skills to operate the infrastructure optimally. The new Contract will therefore address the current capacity constraint with regards to operations of the WTWs and WWTWs.

It is also important for the Municipality to secure adequate funding for the provision of bulk infrastructure and development of additional sources to keep up with the high demand for services.



Associated Services

All schools and medical facilities in Overstrand Municipality's Management Area are supplied with adequate water and sanitation services.

Water Resources

Overstrand Municipality continue to actively plan for the augmentation of their existing water resources for the systems where the future water requirements will exceed the safe yields of the existing resources. The table below gives an overview of the years in which the annual water requirement will exceed the sustainable yield from the various resources.

Distribution System	Total sustainable Yield (x 10 ⁶ m ³ /a)	Annual Growth on 2012/2013 requirement (2%, 3% or 4%)	Annual Growth on 2012/2013 requirement (4%, 5% or 6%)	WSDP Projection Model
Buffels River	1,717	2031 (3%)	2023 (5%)	> 2037
Kleinmond	2,589	> 2037 (3%)	2032 (5%)	> 2037
Greater Hermanus	5,200*	2020 (4%)	2017 (6%)	2018
Stanford	1,600	> 2037 (3%)	> 2037 (5%)	> 2037
Greater Gansbaai	2,768	2027 (4%)	2022 (6%)	2031
Pearly Beach	0,307	2033 (3%)	2025 (5%)	2034
Baardskeedersbos	0,405	> 2037 (2%)	> 2037 (4%)	> 2037
Buffeljags Bay	0,028	> 2037 (2%)	> 2037 (4%)	> 2037

Note * With Gateway, Camphill and Volmoed Well Fields fully operational according to the licensed volumes.

Institutional Arrangement Profile

Overstrand Municipality is the official WSA for the entire Municipal Management Area and act as the WSP for the whole area. The Municipal personnel is continuously exposed to training opportunities, skills development and capacity building at a technical, operations and management level in an effort to create a more efficient overall service to the users. A Workplace Skills Plan is compiled every year and the specific training needs of the personnel, with regard to water and wastewater management are determined annually.

A Water and Waste Water Bulk Works Contract was recently signed between Overstrand Municipality and Veolia Water Solutions & Technologies South Africa (Pty) Ltd to operate the bulk infrastructure in Overstrand Municipality's Management Area for a period of fifteen (15) years. The Municipality also has the right to extend the contract for a further five (5) years. The operation and maintenance of the following bulk infrastructure forms part of the Contract:

- Hawston, Hermanus, Stanford, Gansbaai and Kleinmond WWTW.
- Preekstoel, Buffels River, Franskraal, Pearly Beach, De Kelders, Stanford, Kleinmond, Baardskeedersbos and Buffeljags Bay WTW.
- Resources
- Surface water pump stations and borehole pumps.
- Bulk water and sewer pipelines.
- Reservoirs
- Sewer pump stations

Social and Customer Services Requirements

A comprehensive Customer Services and Complaints system is in place at Overstrand Municipality. The Municipality has maintained a high and a very consistent level of service to its urban water consumers. Help-desks were developed at all the municipal administrations with the objective to assist customers. Disabled people are supported to do business from the help-desks. Requests by the illiterate are being captured and forwarded to the relevant official / section. All municipal buildings are accessible and wheel-chair friendly.



The Water Safety Plans of Overstrand Municipality includes an Improvement / Upgrade Plan. The purpose of the Improvement / Upgrade Plan is to address the existing significant risks where the existing controls were not effective or absent. Barriers implemented by Overstrand Municipality against contamination and deteriorating water quality include the following:

- Participate in Catchment management and water source protection initiatives.
- Protection at points of abstraction such as river intakes and dams (Abstraction Management).
- Correct operation and maintenance of WTWs (Coagulation, flocculation, sedimentation and filtration).
- Protection and maintenance of the distribution system. This includes ensuring an adequate disinfectant residual at all times, rapid response to pipe bursts and other leaks, regular cleaning of reservoirs, keeping all delivery points tidy and clean, etc.

Three other important barriers implemented by Overstrand Municipality against poor quality drinking water that are a prerequisite to those listed above are as follows:

- A well informed Council and top management that understands the extreme importance of and are committed to providing adequate resources for continuous professional operation and maintenance of the water supply system.
- Competent managers and supervisors in the technical department who are responsible for water supply services and lead by example and are passionate about monitoring and safeguarding drinking water quality.
- Well informed community members and other consumers of water supply services that have respect for water as a precious resource.

ANNEXURE E:
INTEGRATED WASTE MANAGEMENT
PLAN REPORT FOR 2014/15

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OVERSTRAND MUNICIPALITY



INTEGRATED WASTE MANAGEMENT PLAN

Annual Report (30 June 2014 – 30 June 2015)

Compiled by:



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SEPTEMBER 2015

OVERSTRAND MUNICIPALITY

ANNUAL REPORT ON THE MUNICIPAL INTEGRATED WASTE MANAGEMENT PLAN

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OVERSTRAND MUNICIPALITY

ANNUAL REPORT ON THE MUNICIPAL INTEGRATED WASTE MANAGEMENT PLAN

1. INTRODUCTION

This report is a requirement as part of the Integrated Waste Management Plan (IWMP) monitoring and review process as well as being a requirement of the Waste Act to be submitted. The purpose is to determine whether the action plans and implementation items contained in the IWMP are being implemented and if not, what is the planning regarding these. Evaluating the above will provide insight into the extent to which the IWMP has been implemented during the evaluation period, the levels of compliance and if the IWMP is still useful in terms of its goals or if it should be updated.

The evaluation period for this report is from 30 June 2014 to 30 June 2015. During this period, the previous Overstrand IWMP (dated May 2012) was the document used as the new generation IWMP was developed during this period (discussed below).

2. OVERSTRAND IWMP FINAL VERSION DATED MAY 20122.1 GOALS AND IMPLEMENTATION ITEMS SUMMARY

The following goals and implementation items were included in the 2012 IWMP:

Public Awareness and Education: Development of a public awareness and education campaign in terms of solid waste management and aspects of waste avoidance and reducing waste to landfill. Aimed at achieving greater participation in source separation. Implementation from approval date to current date. Not coupled with an end date as implementation will be continuous.

Quantifying Prevention: The Municipality will make use of statistics and collected data in order to assess success of waste diversion. Project also continuous and dependent on available information and collected data.

Post Collection Recovery: The Municipality will ensure continuing operation of the Material Recovery Facility (MRF) at Hermanus transfer station and Gansbaai landfill to minimise material of value being disposed. Action is under way and continuous.

Post Collection Composting: The Municipality will continue to chip its garden waste and to support the central composting facility at the Karwyderskraal landfill. Investigate the feasibility of establishing and operating a small composting plant at the Gansbaai landfill. Action items estimated with a duration of 2 years, being budget dependent.

Engineered Waste Disposal Facilities: The disposal of non-recoverable waste will only be allowed at properly engineered waste disposal sites that are licensed and operated and audited according to the relevant conditions. Action also continuous in terms of ensuring sufficient disposal airspace and rehabilitating old sites as and when budget becomes available.

Monitoring of waste disposal: Waste destined for disposal and disposal facilities will continue to be monitored for compliance with permit/licence conditions, volumes received and for environmental impact. Action continuous and determined by the relevant licences/permits.

Collection service review: The Municipality will continuously review its waste collections operations. First review to be completed 1 July 2012 with new collection schedules.

Data Compilation: The Municipality will continue to gather accurate data regarding domestic, commercial and industrial waste generation and collection. Action under way and continuous.

Cleansing: The Municipality will ensure general cleansing of the municipal area. Action was partly under way with continuous expansion planned.

2.2 IWMP COMMENTS AND ASSESSMENT

The above-mentioned IWMP was assessed and commented on by the Department: Environmental Affairs and Development Planning (D:EA&DP) in March 2013. The comments listed by them were taken as additional action items to be included in the development of the new IWMP generation where possible/applicable. The assessment is summarised as follows:

- Introduction and general description: Requires reference to recommendations made in the assessment report.
- Strategic linkages: The IWMP must be aligned to the Integrated Development Plan (IDP), Provincial Spatial Development Framework (SDF) as well as the municipal SDF, the Western Cape IWMP and National Waste Management Strategy 2011. Indicate what will be incorporated in the IDP.
- Public participation: Include proof of public participation.
- The latest solid waste legislation must be included in the IWMP, including Municipal by-laws.
- The latest demographic information must be used from Census 2011.
- Budget and capital and operational expenditure should be shown.
- The IWMP must indicate service areas the level of free basic services and tariffs and tariff reviews.
- The IWMP must indicate an updated status of waste management licenses and compliance of waste management facilities.
- The previous IWMP does not include a waste stream characterisation.
- The IWMP must indicate which awareness and education campaigns have been successful to date, the cost of these campaigns and how the Municipality plans to improve on them.
- The IWMP must include a gaps and needs analysis.
- Implementation budget and human resources must be shown.
- There was no monitoring or review programme in the IWMP.

3. 30 JUNE 2014 – 30 JUNE 2015 EVALUATION

As per the Waste Act, this report must evaluate the implementation of the IWMP in terms of the following:

- a. the extent to which the plan has been implemented during the period;
- b. the waste management initiatives that have been undertaken during the reporting period;
- c. the delivery of waste management services and measures taken to secure the efficient delivery of waste management services, if applicable;
- d. the level of compliance with the plan and any applicable waste management standards;
- e. the measures taken to secure compliance with waste management standards;
- f. the waste management monitoring activities;
- g. the actual budget expended on implementing the plan;
- h. the measures that have been taken to make any necessary amendments to the plan;
- i. in the case of a province, the extent to which municipalities comply with the plan and, in the event of any non-compliance with the plan, the reasons for such non-compliance; and
- j. any other requirements as may be prescribed by the Minister.

To reflect the required information, the extent to which action items and goals listed above were implemented are described below:

3.1 AWARENESS AND EDUCATION

The two-bag separation at source system was expanded to the Hawston and Mount Pleasant areas. Before the launch of the system in these areas, awareness campaigns were conducted and pamphlets were distributed to all residents which explained exactly how the system works. Also as part of this awareness and education was conducted at the schools of these areas. The pupils performed on stage on how to recycle and how the process works. The performances took place at the Mount Pleasant Primary School as well as the Hawston Primary School.

The Overstrand complies with this goal of the IWMP.

3.2 QUANTIFYING PREVENTION, POST COLLECTION RECOVERY, POST COLLECTION COMPOSTING & DATA COLLECTION

The ongoing implementation of this goal is under way and accurate data has been used to determine the portions of waste diverted from landfill. The monthly data is also reported to the Integrated Pollutant and Waste Information System (IPWIS) by the Municipality. This information is summarised as follows:

Month	Waste Diverted				Waste Disposed				
	Builder's Rubble used as Cover at Gansbaai (tonnes)	Builder's Rubble used as Cover at Karwyderskraal (tonnes)	Chips used as Cover at Gansbaai (tonnes)	Chips Composted at Karwyderskraal (tonnes)	Recycled at Gansbaai (tonnes)	Recycled at Hermanus (tonnes)	Total % diverted	Disposed at Gansbaai landfill (tonnes)	Disposed at Karwyderskraal (tonnes)
Jul-14	6.52	698.96	68.58	1 368.10	32.37	275.48	41%	3 512.95	
Aug-14	219.44	765.50	67.88	822.88	9.98	205.53	59%	3 336.46	
Sep-14	202.16	1 203.27	55.60	697.40	42.68	204.84	42%	3 265.68	
Oct-14	83.50	1 319.51	67.88	744.40	46.43	233.34	44%	3 123.67	
Nov-14	215.52	1 018.93	63.42	650.56	32.59	209.69	36%	3 853.64	
Dec-14	22.20	1 530.01	40.52	308.82	34.05	223.29	35%	3 945.07	
Jan-15	0.00	281.17	30.22	489.01	26.19	285.35	22%	3 935.38	
Feb-15	0.00	864.88	46.04	364.36	36.72	244.29	33%	3 228.86	
Mar-15	0.00	1 778.04	42.12	355.58	30.68	223.50	45%	3 000.50	
Apr-15	302.90	851.68	13.76	766.84	34.88	204.69	33%	2 945.69	1 511.48
May-15	15.50	1 708.61	64.50	864.20	21.29	170.34	40%	2 399.60	1 818.94
Jun-15	29.58	1 773.28	39.60	155.60	30.95	207.16	34%	2 246.17	2 057.31
Year Total	1 097.32	13 793.84	600.12	7 577.75	378.81	2 687.48	37%	38 793.69	5 387.73
Average Monthly	91.44	1 149.49	50.01	631.48	31.57	223.96		3 232.81	1 795.91
Average Daily (6day)	3.52	44.21	1.92	24.29	1.21	8.61		124.34	69.07

From the table above, it can be seen that on average, 37% of the Overstrand's solid waste stream has been diverted. This is over and above the proposed target of 15% by 2015 of the Western Cape IWMP.

The Material Recovery Facilities at Gansbaai and Hermanus are operating as intended and private contractors have been appointed to operate the facilities. Walker Bay Recycling runs the Hermanus MRF and Enviroser runs the Gansbaai MRF.

Establishing a small composting facility at the Gansbaai landfill was not found to be a feasible option, but garden waste is chipped and transported to the Karwyderskraal landfill where composting takes place.

Data recording will continue to be improved as the entrance upgrade at the Hermanus MRF started during the evaluation period, which includes the installation of a new weighbridge.

The Overstrand is therefore fully compliant with these goals.

3.3 ENGINEERED WASTE DISPOSAL FACILITIES & MONITORING OF WASTE DISPOSAL

During the time that the Karwyderskraal landfill was not operational, the Overstrand Municipality disposed all of their waste at the permitted Gansbaai landfill. A new landfill cell was constructed at the Gansbaai landfill and completed in June 2014 in order to provide sufficient disposal airspace.

The Overstrand Municipality also constructed the new disposal cell at the Karwyderskraal landfill, which was completed in March 2015. The Gansbaai landfill therefore does not receive the entire Overstrand waste stream any longer, only the eastern portion of the Overstrand's waste is disposed at Gansbaai and the rest at Karwyderskraal.

All of the waste management facilities in the Overstrand were internally audited in the period and those that require external audits were externally audited as required.

The Overstrand is therefore fully compliant with these goals.

3.4 COLLECTION SERVICE REVIEW

This item was completed before the start of this evaluation period. New collection routes were established in 2012. Waste collection is available throughout the Municipality.

3.5 CLEANSING

Cleansing services are rendered by the Municipality in all Overstrand areas. Public refuse bins and "weekend drop-offs" have been established throughout the Overstrand in order to reduce littering and illegal dumping. Illegal dumping is cleaned once per week and/or as reported by the public.

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3.6 SOLID WASTE EXPENDITURE DURING EVALUATION PERIOD

The actual solid waste management expenditure from 30 June 2014 to 30 June 2015 was as follows:

DEPARTMENT	Salaries R	General R	Repairs R	Capital R	Contrib R	Total R	Income R	Balance R
Waste Management (GFS 1500)								
Solid Waste Planning	704 109.64	1 634 484.35	127 251.87	2 890.23	50 036 365.88	52 505 101.97	37 640.00	52 467 461.97
Refuse Removal : KM	2 040 060.48	1 077 972.71	357 817.08	38 999.15	0.00	3 514 749.42		3 514 749.42
Refuse Removal : HM	9 042 633.52	3 721 246.95	606 815.38	42 924.81	0.00	13 413 620.66	90 522.48	13 323 098.18
Refuse Removal : SF	922 902.19	355 570.39	93 678.22	10 478.06	0.00	1 382 628.86		1 382 628.86
Refuse Removal : GB	3 784 740.42	1 200 711.57	425 688.72	90 677.32	0.00	5 501 798.03		5 501 798.03
Solid Waste Disposal								
Blay	112 028.80	30 704.04	2 111.08	12 533.34	0.00	157 377.26		157 377.26
Solid Waste Disposal								
Haw	98 314.17	31 221.94	1 345.90	40 005.27	0.00	170 887.28		170 887.28
Solid Waste Disposal								
Vklop	111 310.15	94 669.96	1 149.97	21 049.03	0.00	228 179.11		228 179.11
Solid Waste Disposal SF	255 523.83	65 388.00	8 155.51	98 928.52	0.00	427 995.86	1 639.14	426 356.72
Solid Waste Disposal								
Pheach	0.00	58 554.95	0.00	264 205.39	0.00	322 760.35		322 760.35
Solid Waste Disposal KM	620 240.22	223 560.00	9 662.73	702 173.89	0.00	1 555 636.84	1 789.44	1 553 847.40
Solid Waste Disposal HM	1 021 833.09	696 501.62	143 302.69	2 175 862.39	0.00	4 037 499.79	173 656.18	3 863 843.61
Solid Waste Disposal GB	402 716.51	337 687.54	51 820.54	1 629 960.43	0.00	2 422 185.02		2 422 185.02
OS Solid Waste Disposal	0.00	16 709 106.05	0.00	167 474.71	0.00	16 876 580.76	4 057 361.00	12 819 219.76
Refuse Income	0.00	0.00	0.00	0.00	0.00	0.00	56 592 433.30	-56 592 433.30
Subtotal	19 116 413.02	26 237 380.08	1 828 779.69	5 298 062.54	50 036 365.88	102 517 007.21	60 955 041.54	41 561 959.67
						Loss on Sale of Assets	TOTAL	-
								41 561 959.67

3.7 IWMP REVIEW AND UPDATE

The Municipality decided to update the 2012 IWMP to the next generation to keep the goals and actions relevant and to address the comments received by the D:EA&DP. The new generation IWMP was developed during the 2014/2015 period and not finalised by 30 June 2015. The next annual IWMP report will evaluate the compliance with the new IWMP.

4. CONCLUSIONS AND RECOMMENDATIONS


Based on the goals that were set in the 2012 IWMP for each solid waste management category it is evident that the Overstrand Municipality followed the IWMP and implemented all items planned for. This is also evident from the Municipality identifying that the 2012 IWMP needed to be updated before the recommended 5-year cycle in order to keep the goals and implementation up to date and relevant.

The Overstrand Municipality is committed to deliver efficient waste management services as is evident from the basic services they render as well as the supporting functions by implementing awareness and education, post-collection recycling, garden waste chipping and composting.

It is recommended that the draft 2015 IWMP is finalised so that implementation on new goals and objectives can start in order to continue to improve solid waste management in the Overstrand and build on previous successes.

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