

Munisipaliteit • U-Masipala • Municipality

OVERSTRAND



IDP

AMENDED INTEGRATED DEVELOPMENT PLAN **2022/2027**

31 May 2022

Final IDP of previous council as accepted by
the newly elected council in terms of section 25 (3),
Municipal Systems Act (MSA), 2000

#overstrand4all

#C4ourself

Note: Amendment to Chapter 13:
Performance Management was
approved on 29.3.2023



We belong



We care



We serve

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ABBREVIATIONS

AQMP	Air Quality Management Plan	MSA	Municipal Systems Act
AR	Asset register	MTREF	Medium Term Revenue Expenditure Framework
ART	Anti retrieval treatment	NDP	National Development Plan
CBD	Central Business District	NYDA	National Youth Development Agency
CRO	Chief risk officer	ODM	Overberg District Municipality
CRU	Community residential unit	OMAF	Overstrand Municipal Advisory Forum
CWP	Community Worker Program	OS	Overstrand Strategy
DCF	District Coordinating Forum	PACA	Participatory Appraisal of Competitive Advantage
DEA	Department of Environmental affairs	PCF	Premiers Coordinating Forum
DEA&DP	Department of Environmental Affairs and Development Planning	PM	Performance management
DMP	Disaster Management Plan	PMS	Pavement Management System
DoE	Department of Energy	PSDF	Provincial Spatial Development Framework
DORA	Division of Revenue Act	PSG's	Provincial Strategic Goals
DoSD	Department of Social Development	PSP	Provincial Strategic Plan
DTPW	Department of Transport and Public Works	RBIG	Regional Bulk Infrastructure Grant
ECD	Early Childhood development	SALGA	South African Local Government Association
EHP	Emergency Housing project	SCOA	Standard Chart of Accounts
EMT	Executive Management team	SDBIP	Service Delivery and Budget Implementation Plan
EPHP	Enhanced People's Housing project	SDF	Spatial Development Framework
EPWP	Expanded public works program	SEMF	Strategic Environmental Management Framework
FP	Financial plan	SEZ	Special economic zone
GMS	Growth management strategy	SIME	Strategic Integrated Municipal Engagement
HDI	Human development index	SO	Strategic Objective
ICC	Incident command centre	SPLUMA	Spatial Planning Land Use Management Act
ICS	Incident command system	TB	Tuberculosis
ICT	Information communication technology	TMT	Top management team
IDF	Integrated Development Framework	WfW	Working for Water
IDP	Integrated Development Plan	WSDP	Water Services Development Plan
IUDF	Integrated Urban Development Framework	WTW	Water treatment works
ITP	Integrated Transport Plan		
IWMP	Intregated Waste Management Plan		
JDMA	Joint District and Metro Approach		
JPI	Joint Planninig Initiative		
KPA	Key performance area		
KPI	Key performance indicator		
LDAC	Local Drug Action Committee		
LED	Local economic development		
LTFP	Long term financial plan		
MFMA	Municipal Finance Management Act		
MIG	Municipal Infrastructure Grant		
MOD	Mass Participation, Opportunity and Aceso, Development and Growth programme, rolled out at 180 schools across the Province		

SYNOPSIS: STRATEGIC DIRECTION FOR 2022/2027

OUR VALUES, VISION, MISSION, 3 C'S AND STRATEGIC OBJECTIVES

Our Values



Munisipaliteit
U-Masipala
Municipality



We belong
We care
We serve

O Opportunities for all

V Value the input of our communities

E Economic growth for the benefit of all

R Recreational activities in a safe environment

S Sustain service excellence and productivity

T Teamwork in achieving success

R Recognising the needs of our diverse society

A Acknowledge the need to conserve our bio-diversity


N No to corruption and maladministration

D Development within a sustainable environment



IDP

AMENDED INTEGRATED DEVELOPMENT PLAN
2022/23 – 2026/27



Munisipaliteit
U-Masipala
Municipality

Vision

To be a centre of excellence for the community.

Mission

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

Mayor's 3 C's

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

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

Strategic goals

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

#Overstrand4all

#C4ourself

Typically, an IDP has a 5-year lifespan, meaning that the current 5 year adopted in May 2017 ends on 30 June 2022 (2017/18 – 2021/22). Due to the LG elections held so late in 2021 the newly elected Council had insufficient time to develop a fully-fledged new 5-year IDP. The Municipal Systems Act provides a recourse to Councils in that a *newly elected municipal council may adopt the IDP of its predecessor with or without amendments*. In November 2021, the newly elected Overstrand Council resolved to adopt the current 5-year IDP with amendments. **The final amended IDP will be effective for the period 1 July 2022 up to 30 June 2027.**

The strategic direction of the final IDP for 2022/2027 was amended to reflect the wording **Overstrand for all** in the Mission statement to read: *“Creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL.**”*

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

The vision and strategic goals **remain unchanged.**

Council acknowledges the environment as our most treasured asset therefore it must be the basis on which we build our local economy.

Council resolved to adopt the current 5-year IDP of its predecessor with amendments, with the firm intention that the strategic direction will change when the IDP is reviewed and amended in the 2022/23 financial year for adoption in May 2023 (draft in May 2023). Inclusive service delivery to all communities in the Overstrand is the cornerstone of the newly elected Council through **#Overstrandforall.**

Foreword by the Executive Mayor

The 2021 Local Government elections ushered in a new 5-year term of office of Council on 17 November 2021. The late elections in November 2021 provided the newly elected Council of Overstrand Municipality with insufficient time to develop a new Integrated Development Plan (IDP), therefore on 25 November 2021 Council resolved to adopt the IDP of the previous Council with amendments.



Through the amended IDP, the Overstrand Municipality is committed to execute our core Constitutional mandate of service delivery to all residents. Hence the incorporation of "Overstrand for all" in our Mission statement. The aim of this term of office is to ensure a dignified life for all in the Overstrand amidst tough demands on our municipal budget.

During my inaugural address I shared the 3 C priorities for this term, which are:

1. Communication;
2. Crime Prevention & Law Enforcement and
3. Ease of doing business with Overstrand.

The Mayoral 3 C's form part of our strategic agenda as stated in this amended IDP.

The Municipal Budget funds the implementation of the amended IDP, therefore delivery on our IDP strategic goals requires the necessary funding. In setting the service delivery priorities for the 2022/23 financial year we were again challenged to balance the budget with the income we have. To aid the Municipality in its delivery task, I emphasise the importance of collaboration between the Overstrand Municipality and other spheres of government, private sector, non-governmental organisations and the community at large.

During this 5-year term, the IDP will be reviewed annually and progress on its implementation will be assessed.

I extend a word of gratitude to all stakeholders who contributed to the compilation of this amended IDP for 2022/2027 and the Administration who will execute its implementation.


DR. ANNELIE RABIE
EXECUTIVE MAYOR

Foreword by the Municipal Manager



Integrated development planning is a legislated process whereby the Municipality prepares a 5-year strategic plan which is known as the Integrated Development Plan (IDP). This document presents the amended IDP of the Overstrand Municipality for the 5-year period from 1 July 2022 to 30 June 2027. The public should be aware that as the Local Government Elections 2021 only transpired on 01 November 2021 and the inauguration of the new council on 17 November 2021, this council, due to time constraints, was not able to develop a new IDP. Hence, the current IDP was adopted with certain amendments.

As the principle strategic planning document in the Municipality, the IDP addresses the development needs of our communities and the organisation within clearly defined strategic objectives and measurable key performance indicators (KPI's) for the next 5 years. To ensure that we stay on course with our planned deliverables, the IDP will be reviewed annually within the 5-year cycle.

The IDP is the investment plan of the whole of government (i.e., all three spheres of government: local, provincial and national). Thus, the cooperation and support of government departments are therefore pivotal to deliver on this IDP as the analysis of our community needs have shown that there are needs being the sole responsibility of provincial and national government.

The Municipal budget should fund the implementation of the amended IDP. The adverse impact of the current economic climate on available municipal funding to deliver municipal services is a sobering reality. However, with this amended IDP the Municipality remains committed to deliver quality municipal services to all residents within the limited funding available.

My sincere appreciation to Council, the administration and all external role-players for their valued contribution to this amended IDP.

A handwritten signature in black ink, appearing to read 'Dean O'Neill'. The signature is stylized and fluid, written over a horizontal line.

DEAN O'NEILL
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

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

Five-year cycle of the IDP

Country wide new councils were constituted after the November 2021 local government elections and each council is legally compelled to develop and adopt a single, inclusive strategic plan (i.e., Integrated Development Plan – IDP) for their term of office. Legally newly elected councils can adopt the IDP of its predecessor with or without amendments following a prescribed process. Due to the LG elections held so late in 2021 the newly elected Council had time constraints to develop a new 5-year IDP. In November 2021 the newly elected Overstrand Council resolved to adopt the current 5-year IDP with amendments.

This document constitutes the final amended IDP of the Overstrand Municipality for the period 2022/2027.

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

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

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

Why an Integrated Development Plan (IDP)?

Chapter 1 states the introduction and background by noting the legal context of the IDP, explaining

This document constitutes the final amended Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027

the IDP process and the key timeframes followed to develop this amended IDP.

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

Who are we?

Chapter 2 provides a strategic analysis with an overview of the municipal area and highlights the key socio-economic data that informs the development needs in Overstrand. The reviewed ward priorities for 2022/23 are also addressed.

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

Chapter 3 reflects on the institutional arrangements in the municipality and gives a situational analysis of our performance against the five national key performance areas for the 2018/19 – 2020/21 financial years.

In determining where we are currently, we also assessed our Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) of which the outcome is detailed in Chapter 4.

Where do we want to go?

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

Chapter 4 states our amended strategic direction- detailing our vision, mission, 3 C's and 5 strategic objectives that will be pursued during the amended

IDP cycle. The status of delivery on the major projects identified in the amended IDP is provided under the relevant sections.

The newly elected Overstrand Council resolved to adopt the current 5-year IDP with amendments.

The vision was retained, but **the Mission amended** to reflect the wording **Overstrand for all** to read: *“Creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL.**”*

Our Values- “We belong, We care, We serve” remain unchanged.

What do we want to achieve?

Continuing with Chapter 4 (Strategic directives)

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

Our 5 strategic objectives were retained and are:

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

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

How will we get there?

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

The municipal Budget funds the delivery of the IDP and in **Chapter 14 (Financials and Budgetary Annexures)** the funding allocations for the next 3 years (2022/23 – 2024/25) is shared.

How will we measure progress in attaining our strategic objectives?

In **Chapter 13 (Performance Management)** the planned key performance indicators (KPI’s) and targets for the 2022/2027 IDP cycle is stated.

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

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

CHAPTER 1

INTRODUCTION AND BACKGROUND

This document constitutes the final amended Integrated Development Plan (IDP) of the Overstrand Municipality for the period 1 July 2022 – 30 June 2027.

As allowed in terms of Section 25(3)(a) of the Municipal Systems Act (MSA)

1.1 Introduction

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

The **amended 2022/2027 IDP** has been developed to respond to the needs identified by the Overstrand Community, as well as institutional requirements that will enable the Municipality to address these needs. This IDP also aligns to Global, National, Provincial and District Planning Frameworks to ensure a holistic and integrated approach to development within the Municipality.

This IDP is a plan, which will inform our communities on how the Overstrand Municipality will utilize its resources for the coming 2022/23 financial year in order to deliver on the amended IDP of 2022/2027.

1.2 Legal Context

IDP compilation and annual review

The IDP is compiled for a 5-year period and reviewed annually within the 5-year period in terms

of Chapter 5 of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000).

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

1.3 IDP process

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

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

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

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

The annual review is not a replacement of the five-year IDP (master plan) and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five-year strategy (and key outcomes) and proposes adjustments to the strategy if necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP.

1.4 Adoption of the IDP of its predecessor by the newly elected council

▶ CHAPTER 1: INTRODUCTION AND BACKGROUND ▶

Typically, an IDP has 5-year lifespan, meaning that the current 5 year adopted in May 2017 ends on 30 June 2022 (2017/18 – 2021/22). Countrywide new Councils were elected in November 2021 and said Councils has to decide on the future of the IDP. Due to the LG elections held so late in 2021 the newly elected Overstrand Council resolved to adopt the current 5-year IDP with amendments.

The Municipal Systems Act provides a recourse to Councils in that a *newly elected municipal council may adopt the IDP of its predecessor with or without amendments*. Consequently, the Overstrand Council resolved to adopt the current 5-year IDP with amendments.

Five-year cycle of the IDP

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

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

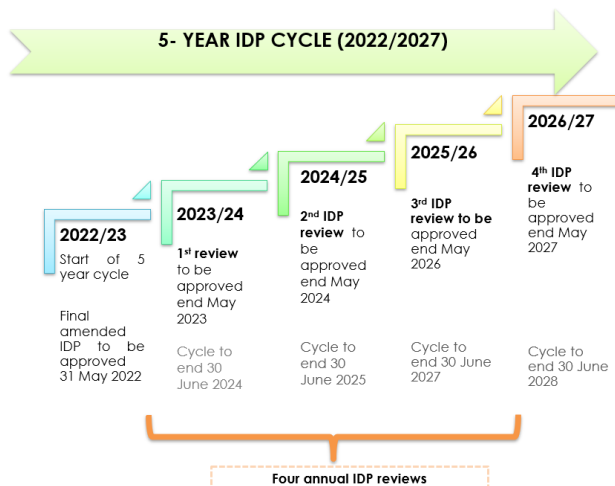


Figure 1: IDP life cycle

IDP/ Budget process timeframe

On 24 August 2021 the Overstrand Municipal Council approved the IDP and Budget time schedule, detailing the process for the IDP and Budget development for the 2022/23 financial year.

Key deliverables were:

- 14-18 November 2021 - Election of new ward committees for the 5-year term.
- 24 – 27 January 2022 - Ward committees met to review and reprioritise current ward priorities for 2022/23.
- 14 -17 February 2022- Public ward feedback meetings- ward committees obtained public input on the current reviewed ward priorities for 2022/23.
- 15 March 2022- Convened the Overstrand Municipal Advisory Forum (OMAF) presented the strategic direction for the draft amended IDP and the Mayor had an open discussion session.
- **30 March 2022**- Draft amended IDP, Draft Water Services Development Plan (WSDP) for 2022/23, Draft 2022/23 MTREF Budget, Draft Top Layer Service Delivery Budget Implementation Plan (SDBIP) for 2022/23 and Final Annual report and Oversight Report for 2020/21 **tabled in Council**.
- April 2022- Public consultation period on draft amended IDP and draft Budget for 2022/23.
- 29 April 2022- Closure of public comment period on the draft amended IDP, draft Water Services Development Plan (WSDP) and draft Budget for 2022/23.
- 9 May 2022- Provincial government SIME assessment (previously referred to as LGMTEC) of draft amended IDP and draft Budget for 2022/23.
- **31 May 2022** – Final amended IDP for 2022/2027, Final 2022/23 WSDP and Final 2022/23 MTREF Budget **to serve before Council for approval**.

1.5 Provincial assessment of Draft amended IDP and draft Budget for 2022/23

The Western Cape Provincial Government annually assesses the draft IDP's, and Budgets of municipalities and feedback is given at the the Strategic Integrated Municipal Engagements assessment (SIME; previously referred to as LGMTEC) to be held in April/May 2022.

Integrated Development Planning

"It is recommended that the Municipality should:

- *Adopt the IDP of the predecessor for the full term of council which is 2022-2027, but may amend such plan in terms of section 34(b) of the MSA as there is no other legal provision within the MSA to adopt a new IDP;*
- *In the event of adopting the IDP of the predecessor with amendments as reflected in the tabled IDP, follow the IDP amendment process in accordance with Regulation three (3) of the MSA Regulations prior to final adoption of the IDP;*
- *Ensure the tabling and adoption of a process plan for 2022-2027 prior to the final adoption of the IDP in May 2022;*

Response:

Municipality will adopt IDP of its predecessor with amendments in May 2022.

- *Include in the final IDP to be adopted in May 2022, an updated table on the status of sector plans in the final IDP to indicate when a sector plan is due for review.*

Response: Agreed.

- *Lastly, the Municipality is encouraged to consider the various recommendations and suggestions of national and provincial sector departments included in section 2.2.4 of this report dealing with IDP Alignment."*

Response: Noted

Table 1: SIME assessment recommendations, draft amended IDP

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

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

Budget allocates available money to meet the objectives of IDP.

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

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

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

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

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

Risk Management –

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

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Overstrand's updated strategic risk register for the 2020/21 financial year are cited below:

Table 2: Overstrand updated strategic risk register for 2020/21

Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Inability to curb the transmission and spread of COVID-19	<p>COVID-19 global outbreak has been declared a National Disaster by the President of the Republic of South Africa on 15 March 2020.</p> <p>Rapid spread of the virus globally (started in China - Wuhan) - Pandemic Disease</p> <p>High infection and death rates are reported globally</p>	<ul style="list-style-type: none"> People travelling from and to the areas affected by the virus Unhygienic environment Negative public behaviour - ignorance/ deliberate disregard to laws and regulations Lack of effective control strategies to curb the spread of the disease 	<ul style="list-style-type: none"> Disruption of local economic activities (e.g cancellation/ halting of events and tourism visits) Closure/ shutdown of businesses Poor economic growth Loss of revenue/ inability to recover debt from sick/ unemployed or financial distressed consumers Delays in receiving materials from suppliers (supply chain disruptions) Disruption in the provision of critical municipal services, resulting in poor and/ or ineffective service delivery Loss of life (public and workforce) Increasing number of infections 	High	<ul style="list-style-type: none"> Disaster Management Act Regulations, as amended, promulgated on 18 March 2020 - lockdown and movement restrictions Disaster management unit that is working in collaboration with other government spheres and institutions Disaster Management Plan in place Weekly decontamination of government buildings and hotspot areas Public awareness's - distribution of flyers, pamphlets, placards and media releases with information from relevant sources, i.e internal communication, WHO, NICD, Western Cape Dept of Health. Law enforcement, SAPS and SANDF that enforces Disaster Management Regulations Government vaccination roll-out Internal Audit and Risk Oversight Structures 	High
Electricity outage	Eskom unable to supply uninterrupted electricity, resulting in load-shedding, unavailability of extra capacity and unplanned outages on Eskom networks.	<ul style="list-style-type: none"> Insufficient electricity and/ or energy supply from Eskom (National-wide problem) Theft and vandalism 	<ul style="list-style-type: none"> Loss of potential revenue. Disruption of public service delivery by the municipality and other institutions, e.g Interruption in water supply, etc Sewerage spillages Constraints on new developments. 	High	<ul style="list-style-type: none"> Standby generation capacity at critical buildings and infrastructure Mobile generators Suction tankers for sewerage pump stations Infrastructure maintenance budget 	High

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
<p>Protest action / Civil unrest</p>	<p>Protest action results due to the socio economic conditions in Overstrand and the inability of government (local, district, provincial and national) to fulfil the basic needs of the community.</p> <p>Civil unrest refers to public violence due to outright criminal activity without any specific demands.</p>	<ul style="list-style-type: none"> ▪ Deteriorating socio economic conditions. ▪ Lack of funding to fulfil the basic needs of all of Overstrand's residents. ▪ Policy indecision by National Government. ▪ National/ local government elections - political instigation ▪ Criminal elements infiltrate peaceful protest actions to instigate riots. ▪ Statements by politicians encouraging communities to disregard law and order. ▪ Opportunistic criminals take advantage of protest actions when the resources of the SAPS and Law Enforcement are used for crowd control. ▪ Lack of Public Order Police unit in Overstrand area 	<ul style="list-style-type: none"> ▪ Damage to or destruction of property, injuries and loss of life of municipal staff and members of the public. ▪ Business continuity implications: Damage or destruction of municipal property; municipal officials unable to attend work due to threats or road closures. ▪ Limited ability to deliver specific services during the duration of the protest. (Solid waste removal, traffic and law enforcement, fire services, etc.) ▪ Public, SAPS and/or Law Enforcement use deadly force to defend themselves against violent protestors (no Public Order Police unit in Overstrand) ▪ Decrease in tourism, which in turn worsen the socio economic conditions. ▪ Deteriorating trust between communities and the Municipality. 	<p>High</p>	<ul style="list-style-type: none"> ▪ Local Economic Development and Social Development Departments in place to implement programmes to improve the socio economic conditions in Overstrand. ▪ Traffic and Law Enforcement Units to respond to protest actions and civil unrest. ▪ Collaboration with the SAPS to plan for and deal with protests and riots. ▪ Utilisation of an eviction contractor. ▪ Court interdicts ▪ Business Continuity Framework ▪ Collaboration between councillors and municipal officials to engage with communities to find solutions to problems giving rise to protest actions. ▪ Indigent Policy and related subsidies ▪ Municipal Infrastructure Grants (MIG) 	<p>High</p>

▶ CHAPTER 1: INTRODUCTION AND BACKGROUND ▶

Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
<p>Illegal land invasion and land grabbing</p>	<p>Uncontrolled land invasion and land grabs.</p> <p>Illegal land occupation is a major problem in most urban environments across the country, due to economic disparities between the poor and rich. The problem is further exacerbated by rapid urbanisation coupled with rural-to-urban migration.</p> <p>PIE Act process takes long to be executed, thus difficult to evict land grabbers</p>	<ul style="list-style-type: none"> ▪ Migration into informal settlements (Urbanisation) ▪ Housing backlog. Some people occupy the land illegally as a way of forcing the ▪ government to provide them with houses ▪ Lack of support from the housing department ▪ Lack of co-operation with province ▪ Deliberate disregard for municipal bylaws. ▪ Political instigation ▪ Poverty 	<ul style="list-style-type: none"> ▪ Overpopulation of informal areas. ▪ Increased fire hazard in densely populated areas. ▪ Increased health risks e.g dangerous gasses released from former dumping sites, etc. ▪ Lack of basic services such as water and sanitation, resulting to continuous protest actions ▪ Illegal electricity connection ▪ Unstructured buildings and close construction impedes access to the houses during an emergency. ▪ Safety of officials is compromised, especially electricity department and law enforcement. 	<p>High</p>	<ul style="list-style-type: none"> ▪ Pro-active patrols by OM Law Enforcement at vacant land under threat ▪ Outsourced illegal land invasion contractor ▪ Court interdicts ▪ Monitoring and reporting of illegal land invasive by the community at large, including neighbourhood watch 	<p>High</p>
<p>Infrastructure capacity not able to serve growing needs.</p>	<p>With a continuous increase in Overstrand's population, the demand for services will exceed the Municipality's current capacity to deliver.</p>	<ul style="list-style-type: none"> ▪ Lack of understanding of the process for the planning and approval of new developments. ▪ Lack of funding / insufficient budget allocation to expand infrastructure capacity. ▪ Poor long term planning. ▪ Urbanisation and growing population ▪ Eskom not able to supply extra capacity for growing demand 	<ul style="list-style-type: none"> ▪ Inadequate provision of basic municipal services. ▪ Water restrictions and interruptions. ▪ Constraints on new developments. ▪ Increased cost to implement emergency interventions. ▪ Loss of potential revenue. ▪ Social unrest ▪ Pollution of environment due to inadequate sewerage treatment and waste disposal. ▪ Negative impact on tourism. 	<p>High</p>	<ul style="list-style-type: none"> ▪ Forward planning of needs for new infrastructure is done continuously (e.g. master plans). ▪ Sources of grant funding for capital projects are tapped as far as possible. ▪ Development contributions are levied on large developers to upgrade infrastructure. ▪ Municipal funding (self-funding and borrowings) for infrastructure projects. 	<p>High</p>

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Inability to improve socio-economic conditions of disadvantaged communities	<p>Unsavory living conditions in the disadvantaged communities</p> <p>Environment not conducive to raise young people</p>	<ul style="list-style-type: none"> ▪ Stagnant economic growth that leads to less job opportunities. ▪ Migration of unskilled/low skilled labour to Overstrand, in search for better opportunities. ▪ High levels of inequality and segregation in the Overstrand area due to profile of the inhabitants (high wealth retirees and holiday-makers in comparison to the unemployed and poor). ▪ Impact of Covid-19 pandemic 	<ul style="list-style-type: none"> ▪ Decaying social fabric (Drug abuse, increased crime, teenage pregnancy, school drop-out, etc) ▪ Unemployment/ Insufficient labour intensive job opportunities ▪ Poverty ▪ Widening gap between the rich and the poor. ▪ Increasing crime and lawlessness ▪ Deteriorating social conditions. 	High	<ul style="list-style-type: none"> ▪ Utilising national government poverty alleviation programmes to provide assistance to households living in severe poverty. ▪ Making use of supply chain as an economic lever, e.g social responsibility, PPPFA and regulations, promotion of local labour, etc ▪ Training programmes for the unemployed, entrepreneurship to promote work opportunities and job readiness ▪ Outreach Thusong initiatives involving different government departments/ institutions (Information hub) ▪ Co-operate with social partners i.e NGO'S, CBO's Schools, on specific social issues. ▪ Implement Youth-focused Programmes and activities. ▪ Low-cost housing development, MIG projects and other community development grants from other spheres of government ▪ Monitoring of the indigent register 	High
Declining growth in important/ major sectors i.e. Tourism, Agriculture/ Aquaculture and Services Sector	Stagnant and declining economic growth experienced over time can have a negative impact in smaller economies like ours.	<ul style="list-style-type: none"> ▪ international and national conditions can impact negatively on local economies ▪ Drop in business confidence ▪ Discouraged investors ▪ COVID-19 impact 	<ul style="list-style-type: none"> ▪ Ineffective economic development projects and programmes. ▪ Failing business initiatives ▪ Lack of entrepreneurship ▪ Stagnant local economic growth ▪ Decline in employment opportunities/ loss of job opportunities. ▪ Deteriorating socio economic conditions. ▪ Business closure ▪ Less exposure of the destination/ area. 	High	<ul style="list-style-type: none"> ▪ Public-Private Partnership dialogues instituted. ▪ Providing linkages to support programmes, technical and financial support (business rescue packages) ▪ Providing linkages to support SMME's with technical and financial support ▪ Facilitate access to funding from other spheres of government ▪ Collaborating with National Government on initiatives regarding tourism, economic and social development 	High

▶ CHAPTER 1: INTRODUCTION AND BACKGROUND ▶

Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Sustained financial viability - possible inability to generate and sustain adequate income/ revenue to meet short and long term obligations	<p>Make provision for long term existence financially, operationally and achieving strategic objectives.</p> <p>The ability to meet short and long term obligations.</p> <p>To finance infrastructure needs.</p>	<ul style="list-style-type: none"> ▪ Cost and effort of compliance is expensive and a long term cost burden. ▪ High public expectations in relation to affordable institutional capacity. ▪ Substantial water and electricity losses (ageing infrastructure). ▪ Negative economic climate ▪ Fluctuating grant allocations from National & Provincial government. ▪ Nationally negotiated remuneration above inflation. ▪ Financial distress caused by COVID-19. 	<ul style="list-style-type: none"> ▪ Inability to retain skilled and adequate staff. (competing with nearby metro/big municipalities) ▪ Intervention from National and Provincial government. ▪ Substandard services leading to public dissatisfaction. ▪ Ageing and deteriorating infrastructure. 	High	<ul style="list-style-type: none"> ▪ IDP aligned to key objectives. ▪ Budget is aligned to IDP. ▪ SDBIP is informed by the IDP and budget. ▪ Regular performance monitoring and evaluations (performance management system). ▪ Monthly monitoring of audit actions plan. ▪ Long term financial plan ▪ Monitoring of collection rate. ▪ Public participation with regard to the IDP and budget process. ▪ Dedicated revenue and debt collection department. 	Medium
Affordability of municipal service	Unaffordable municipal services could impact on the financing of the budget.	<ul style="list-style-type: none"> ▪ Internal factors: ▪ Cost of services ▪ Ageing infrastructure ▪ Political considerations ▪ Extra capacity required in some departments to meet demand for services during tourist seasons and events. ▪ External factors: ▪ Population migration ▪ Fluctuation in market behaviour (e.g. tourism) ▪ Increase in unemployment ▪ Salary negotiations ▪ NERSA ▪ Economic downturn impacting on all ratepayers 	<ul style="list-style-type: none"> ▪ Public dissatisfaction ▪ Taxation reaching the limits of affordability. ▪ Public dissatisfaction - protest action ▪ Revenue target not met. 	High	<ul style="list-style-type: none"> ▪ Monthly monitoring of collection rate. (NT norms ratios) ▪ Monthly monitoring of number of indigent households. ▪ Dedicated revenue and debt collection department. ▪ Tariffs aligned to the cost of services. ▪ Periodic assurance on revenue processes. ▪ Communities' consultations (OMAF, Budget Public participation, Ward Committee meetings). 	Medium

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Lack of water resources. (dams, boreholes, springs and river retraction)	<p>Limited water resources</p> <p>High cost of utilising abundant water resources. (seawater)</p> <p>District, provincial and nationwide issue</p>	<ul style="list-style-type: none"> ▪ Urbanisation, population growth, new residential/ business developments (Increasing demand) ▪ Climate change ▪ Increase in agriculture, leading to increased extraction of ground water and water from rivers. ▪ Environmental pollution increase cost of water treatment or make water unfit for human consumption. ▪ Increase in alien vegetation (consume more water than indigenous) 	<ul style="list-style-type: none"> ▪ Water restrictions ▪ Social unrest ▪ Decrease in property values. ▪ No new developments. ▪ Health implications ▪ Increase in cost of water. 	High	<ul style="list-style-type: none"> ▪ Water Master plan ▪ Water conservation bylaw ▪ Clearing of alien vegetation. ▪ Water Services Development Plan ▪ Water source augmentation planning ▪ Water demand management and conservation ▪ Water sources and treatment plants being operated and maintained. 	Medium
Business continuity - Loss of critical business data	<p>Management of the backup(s) and disaster recovery environment.</p> <p>The Senior ICT Systems Administrator: Corporate Support Services and Systems is responsible for tape back-up administration with the ICT Systems.</p> <p>The Administrator: ICT Help Desk Services fulfils the role when the above-mentioned person is on leave.</p> <p>DR hardware infrastructure to accommodate the mSCOA production environment.</p>	<ul style="list-style-type: none"> ▪ Cyber attacks ▪ Poor management of the backup(s) and disaster recovery environment. ▪ Lack of cycle back-up of systems. ▪ Software recovery fails. ▪ Unforeseen systems growth or new systems. 	<ul style="list-style-type: none"> ▪ Data loss which will affect service delivery. ▪ Reputational damage ▪ Inability to recover production environment. ▪ Audit implications (audit requirements for backup and restore) ▪ New capital budget will be required to upgrade all systems. ▪ Legal implications (requirements for record keeping) 	High	<ul style="list-style-type: none"> ▪ Backup Policy and back-up schedule is in place to ensure administrator take care to do back-up. ▪ Manual backup of larger SQL database to ensure a backup exists. ▪ Recovery and testing is done annually and reported to the ICT Steering Committee. ▪ Annual review of the ICT disaster recovery plan for all the application systems. ▪ Scheduled functional ICT disaster recovery plan testing of all systems 	Medium

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Susceptibility of municipal staff and councillors to engage in fraud and corruption.	Municipal staff and councillors can abuse their positions to commit acts of fraud and corruption.	<ul style="list-style-type: none"> ▪ The authority and/or access to resources of municipal staff and councillors present opportunities for the abuse of power to commit fraud and corruption. ▪ Lack of ethics ▪ Financial distress ▪ Lack of training, guidelines and awareness. ▪ Opportunistic acts due to weak internal controls. ▪ Enticement by suppliers, organised crime syndicates and members of the public. ▪ Threats of physical harm 	<ul style="list-style-type: none"> ▪ Financial losses ▪ Unauthorised, irregular and fruitless and wasteful expenditure. ▪ Reputational damage ▪ Lack of service delivery ▪ Decline in economic growth. ▪ Public dissatisfaction ▪ Social unrest / Protest action ▪ Litigation to set aside corrupt or fraudulent administrative actions. ▪ Municipality can be held liable for damages that are caused due to fraudulent or corrupt administrative actions. ▪ The municipality can be put under administration by the relevant sphere of government 	High	<ul style="list-style-type: none"> ▪ Code of Conduct for Municipal Staff Members ▪ Code of Conduct for Councillors ▪ Code of Ethics for Municipal Staff ▪ Human Resource Management (pre-employment screening, orientation, etc.) ▪ Councillor orientation ▪ MFMA regulations ▪ Internal and external audits. ▪ CCTV ▪ Supervisory checks and reviews. ▪ Separation of duties and authorities. ▪ Policies (SCM, Contract Management, Asset Management, Administration of Immovable Property, Fraud Prevention and Anti-Corruption, Budget, Virement, Delegations of Powers and Duties) ▪ Council oversight over budget spending. 	Medium
Inconducive environment for ease of doing business.	<p>Legislation implemented by national government or agencies, provincial government or agencies and policies and bylaws of the Municipal Council.</p> <p>Red tape, especially for local SMMEs..</p>	<ul style="list-style-type: none"> ▪ Generally, municipalities operate in an over-regulated environment that hinders ease of doing business (red-tape). ▪ Slow decision-making process that discourages investment ▪ Municipal policies not in line with the changing environment/ context. ▪ Lack of knowledge of laws, regulations and by-laws by SMME's (ability to comply) 	<ul style="list-style-type: none"> ▪ Discourage investment in the local economy ▪ Stagnant local economic growth (GDP) ▪ Low business confidence ▪ Conflict between businesses and law enforcement. 	High	<ul style="list-style-type: none"> ▪ Inform SMME's and potential investors on compliance matters ▪ Red-tape reduction i.e. improved processes w.r.t application for informal trading stalls; building control and planning applications; providing assistance with business licensing ▪ Establishment of red-tape reduction Champions ▪ Introduction of Mayoral First Thursday Engagements with the public 	Medium

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Management of solid waste (inability to effectively manage solid waste)	<p>Inadequacy of solid waste infrastructure.</p> <p>Diversion of waste from landfill site</p> <p>Alternatives to landfills</p> <p>National Environmental Management Waste Act of 2008</p>	<ul style="list-style-type: none"> Population growth Lack of education and awareness regarding recycling (proper allocation of waste). Costs to implement recycling and other alternative options for diversion of waste from landfill. Costs to build new infrastructure. Informal waste pickers at landfills. 	<ul style="list-style-type: none"> Health and safety implications (unremoved solid waste) Environmental consequences (pollution of water and soil, harm to fauna and flora) A growing backlog will cost more to resolve and to create the necessary infrastructure. Failure to comply with licence conditions and legal requirements for the removal and safe disposal of solid waste. Municipal officials can be criminally charged and the municipality placed under administration. 	High	<ul style="list-style-type: none"> Education programmes Maintain high standard solid waste facilities. Compliance with permit conditions. (yearly audits) Integrated waste management plan - Reduce, reuse, recycling Solid waste forums (district and provincial) Investigation of waste to energy options to divert waste (bio-gas). Construction of new facilities 	Medium

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Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
Failure to provide/ render effective fire and rescue services to the public, to fulfil constitutional mandate.	<p>Inadequate firefighting fleet</p> <p>Vehicle shortages, specifically specialised vehicles.</p> <p>Old, deteriorated vehicles</p> <p>Fire services is a mandated municipal function in accordance with Section 83 and 84 (1)(j) of the Municipal Structures Act and Section 155, 156 and Schedule 4B of the Constitution.</p>	<ul style="list-style-type: none"> Limited/ lack of specialised emergency vehicles (fire, rescue and disaster management) Fire fleet (specialized vehicles) capacity not able to serve growing needs. Insufficient budget allocation to procure specialised vehicles. Old, deteriorated vehicles break down shortly after repairs. Shortage of available replacement parts for old vehicles, due to the age of the vehicles. 	<ul style="list-style-type: none"> During large fires, no vehicles are available in certain towns (fire services not delivered, promptly). Non-compliance with the SANS 10090 Community protection against fires. Loss of life Decline in economic growth Damage to property (municipal and community property) Business Continuity implications (loss of electricity supply, destruction of municipal infrastructure, etc.) Municipality can be held liable (civil and criminal) for damage to property, injuries and loss of life which could have been prevented if adequate specialised emergency vehicles were available. Public dissatisfaction 	High	<ul style="list-style-type: none"> Standard operational procedures in place regarding the usage of fire vehicles Vehicle maintenance procedures in place, i.e maintenance schedules Limited Fire Fleet budget Utilisation of aerial support from provincial government and own funding. Making use of external service providers with specialized vehicles and equipment Usage of any available fire vehicle to provide fire services 	Medium

▶ CHAPTER 1: INTRODUCTION AND BACKGROUND ▶

Risk Description	Risk Background	Cause of risk	Consequences	Inherent Risk Exposure	Current Controls	Residual Risk Exposure
<p>Failure to provide/ render effective Disaster Management Function</p>	<p>Disaster Management is a mandated municipal function from May 2016, in accordance with the Disaster Management Act.</p> <p>Unable to deliver an effective and efficient service for Disaster Management due to resource constraints as well as the non-existence of an Incident Command Centre (ICC) and Incident Command System (ICS).</p> <p>There are 4 regulated key performance areas (KPA's) and 3 enablers for Disaster Management function which must be implemented.</p>	<ul style="list-style-type: none"> ▪ Lack of resource capacity (Personnel and infrastructure) ▪ No early warning systems for major flooding or severe climate and weather related incidents. ▪ Insufficient budget allocation to execute disaster management function. ▪ Current policy was not approved/ adopted by Council ▪ Lack of formal training for Disaster Management staff 	<ul style="list-style-type: none"> ▪ Staff is insufficient; non-compliance to the Disaster Management Framework. ▪ Decline in tourism and economic growth. ▪ Municipality can be held liable if untrained fire fighters are injured or killed during incidents. (fire fighters not trained in disaster management) ▪ Injuries and loss of life. ▪ Disease outbreak. ▪ Damage to property ▪ Municipality can be held liable (civil and criminal) for damage to property, injuries and loss of life which could have been prevented if an adequate disaster management unit was in place. 	<p>High</p>	<ul style="list-style-type: none"> ▪ In-house/ informal training through fire drills and lectures to be conducted on a daily basis. ▪ Limited professional training courses for personnel. ▪ Disaster Management Policy ▪ Implementation of the Disaster Management Plan. ▪ Provincial appointed service provider to conduct disaster risk assessment in the municipal area ▪ Internal disaster risk assessments performed by the disaster department 	<p>Medium</p>

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The **COVID-19 global outbreak (i.e., Corona virus)** has been declared a National Disaster by the President of the Republic of South Africa on 15 March 2020. The Corona virus pose a risk to both the organisation and the community at large and the municipality has since put measures in place to mitigate the spread of the virus. Some of the measures include:

- Overstrand Municipality is promoting SOCIAL DISTANCING in an effort to slow down the spread of the virus in our community as much as possible. This is a conscious effort to reduce contact between people to slow down the spread of the virus. The situation is being assessed on a daily basis and is subject to frequent and rapid change.
- All municipal offices remain open, however, strong precautions are being taken to ensure a heightened level of hygiene and social distancing. The Hawston swimming complex, day camps and picnic spots are closed until further notice.
- Circulars are continuously issued to staff on the prevention, control and management of the CORONAVIRUS (COVID-19) in the organisation. Similarly media statements are also issued to the public on a continuous basis.

* Refer to Chapter 11- Disaster Management Plan for a high-level overview of the Municipality's response to COVID-19 since the start of the nationwide lockdown (March 2020).

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

Risk Description	IDP goal linkage	IDP strategy linkage	Budget linkage - Programmes/Projects
Inability to curb the transmission and spread of COVID-19	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (c) Enhancement of Fire and Disaster Management	OPEX: Covid-19 pandemic disinfection of municipal buildings, taxi ranks and informal settlements.
Electricity outage	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	CAPEX: R50 400 000
Protest action / Civil unrest	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (b) Law enforcement	CAPEX: R895 314 (ICS CENTRE), R913 872 (CCTV)
Effects of climate change on the natural environment and infrastructure.	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (d) Environmental Management	Climate change impacts incorporated into relevant master plans and project specifications; no specific CAPEX or OPEX linkage.
Lack of water resources.	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	CAPEX: R20 000 000 R 6 691 000 OPEX: R 1 690 000 R 500 000
Infrastructure capacity not able to serve growing needs.	SO 2:	KPA OS 1 (a)	CAPEX: R14 000 000 R 31 000 000 OPEX: R 1 400 000

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Risk Description	IDP goal linkage	IDP strategy linkage	Budget linkage - Programmes/Projects
	Provision and maintenance of municipal services.	Effective development of Municipal Infrastructure	R 500 000
Deteriorating socio economic conditions.	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	Local Economic Development and Social Development Departments OPEX (dedicated cost centres)
Susceptibility of municipal staff and councillors to engage in fraud and corruption.	SO 1: Provision of democratic, accountable and ethical governance.	KPA OS 2(c) Sound municipal administration / institutional development	Part of the control environment for all departments of Overstrand Municipality; no specific OPEX linkage.
Sustained financial viability	SO 1: Provision of democratic, accountable and ethical governance	KPA OS 3 (a) Effective Financial Management	Part of the responsibilities of the Finance directorate and other municipal staff; no specific OPEX linkage.
Inconducive environment for ease of doing business.	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	Transversal in the organisation.
Slow growth in important/ major sectors i.e. Tourism, Agriculture/ Aquaculture and Services Sector	SO 5: Promotion of tourism, economic and social development.	KPA OS 5 (c) Local Economic Development and Tourism	Partner with WESGRO / DEDAT for Economic intelligence / Business retention approaches
Affordability of municipal services.	SO 1: Provision of democratic, accountable and ethical governance	KPA OS 3 (a) Effective Financial Management	Transversal in the organisation. OPEX
Management of solid waste (inability to effectively manage solid waste)	SO 2: Provision and maintenance of municipal services.	KPA OS 1 (a) Effective development of Municipal Infrastructure	CAPEX: R3 815 260 OPEX: R 84 171 000
Failure to provide/ render effective fire and rescue services to the public, to fulfil constitutional mandate.	SO 4: Creation and maintenance of a safe and healthy environment.	KPA OS 4 (c) Enhancement of Fire and Disaster Management	CAPEX : R600 000
Failure to provide/ render effective Disaster Management Function	SO 4: Creation and maintenance of a safe	KPA OS 4 (c) Enhancement of Fire and Disaster Management	CAPEX : R600 000 OPEX: Budget is allocated for fire and Disaster Management function

Risk Description	IDP goal linkage	IDP strategy linkage	Budget linkage - Programmes/Projects
	and healthy environment.		
Business continuity - Loss of critical business data	SO 1: Provision of democratic, accountable and ethical governance	KPA OS 2(b) Effective Communication and community development	DR HOST SERVER WITH ATTACHED STORAGE-REPLACEMENT EOL CAPEX: R250 000

Table 3: Alignment of strategic risk register with IDP, Budget and PM, 2021/22

RISK MANAGEMENT FUNCTIONALITY

Overstrand Municipality elected to no longer be part of the Shared Services Risk Management in the Overberg District. Consequently, Overstrand Municipality appointed a Chief Risk Officer (CRO) with effect from 15 October 2019. Overstrand's CRO reports directly to the Municipal Manager.

The following risk management focus areas will be prioritised during 2022/23:

- Refresher training for Risk Champions, Risk Action Owners.
- Prioritise Fraud and Cyber Security Risk and proper recording of unforeseen risks with supplemented risk actions.
- Review the effectiveness of the implementation of the Code of Ethics for Municipal Staff.
- Review the Business Continuity Framework and related plans.
- Review of risk management documents.
- Continuous Strategic and Operational Risk mitigation and dedicated efforts to improve the risk profile and maturity.
- Research for an appropriate and user-friendly Risk Management System that will enable efficient implementation of risk management processes within the municipality.
- Identify training needs for the department and the relevant risk management stakeholders.

In addition to the 2022/23 focus areas, the following is planned for Risk Management over the medium term (5 years of the IDP cycle):

- Review of Ethics and Fraud Prevention Frameworks in order to achieve acceptable recognition for Ethics and fraud prevention based on surveys from the public we serve.
- Enterprise-wide awareness programs and activities on Risk Management throughout the entire Municipality. Should be embedded and promoted at all levels.
- Embedded cultural shift from silo-based risk management to Enterprise Risk Management.
- Aim to achieve and maintain the highest level of risk maturity through Annual Risk Assessments and monthly review by Management.
- Explore the different options to improve Risk Management Software to support the Municipality's risk maturity aim.
- Set trend in development of quality standard procedures for Business Continuity, ICT and Disaster

▶ CHAPTER 1: INTRODUCTION AND BACKGROUND ▶

Management, Identification and Preventative Measures for Strategic and Unforeseen Risks.

- Annual reviews of risk documents, processes, activities (risk implementation plan), training, awareness campaigns, testing the adequacy of risk action plans and effectiveness of Combined Assurance.

Progress (July 2021 – January 2022) on the risk management priorities cited above:

- The risk management software requirements and suggested improvements were communicated to the service provider. A newer version of the current module, which has additional system requirements was recommended by the Supplier. The Risk Management Unit is currently exploring the best option.
- Compiled a Risk Management Implementation Plan for 2021/22 financial year;
- Continuous monitoring the status of the risk registers and risk action plans and provide monthly/ quarterly and annual reports to various statutory and non-statutory committees;
- Annual review and development of risk management documents/ frameworks, *i.e.* policies, strategies, plans and Standard Operating Procedures (SOPs);
- Periodic reporting on the implementation plan to different statutory and non-statutory committees;
- Conducted annual risk assessments per directorate, engaging all directors and heads of departments;
- Streamlining risk related documents and processes with National Treasury's Public Sector Risk Management Framework, King Code of Governance for South Africa, Committee of Sponsoring Organisations of the Treadway Commission (COSO), International Organisation for Standardisation (ISO 31000) and other relevant best practises;
- Regular communication and periodic updates from Risk Champions;
- Continuous communication and periodic updates with the Supplier *re* Risk Management System (Ignite Risk Assist Module), with regards to system improvements;
- Continuous professional development - attending Provincial CAE and CRO Forums, for skills enhancement and sharing best practices;
- Provided continuous assistance to municipal employees on Risk Management matters.

Fraud and Risk Management Committee (FARMCO) meetings during 2021/22:

Date	Quorum	Risk Management Feedback
15 October 2021	Yes	The Committee considered and noted all Risk Management reports tabled for deliberation.
4 February 2022	Yes	The Committee considered and noted all Risk Management reports tabled for deliberation.

Table 4: FARMCO Meetings held during the 2021/22 financial year

CHAPTER 2

STRATEGIC ANALYSIS

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

2.1 Overstrand Overview



Figure 2: Overstrand areas map

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

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

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

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

The Municipality covers a land area of approximately 1708 km², with a projected population of **110 856** people (Western Cape Provincial Treasury, SEP 2021) and covers the areas of **Hangklip-Kleinmond, Greater Hermanus, Stanford and Greater Gansbaai**.

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

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

Ward Delimitation

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



Figure 3: Overstrand Wards 2021

2.2 Overstrand municipal area at a glance

The information in this section is based on the following statistical data resources, Statistics SA (2011 Census & 2016 Community Survey), Provincial Treasury Municipal Economic Review Profile, MERO (2021) and Socio-Economic profile (SEP 2021) and the municipality's own records.

2.2.1 Demographic profile

Population trends

The Municipality's population **increased** by 56 721 people over a period of 20 years from 1996 to 2016.

Overstrand's population **has increased** steadily from **80 432** in 2011 to **93 407** in 2016. Between 2011 and 2016 the population growth in Overstrand was 16.1 per cent.

The **projected population growth** for the period 2021 – 2025 are cited below.

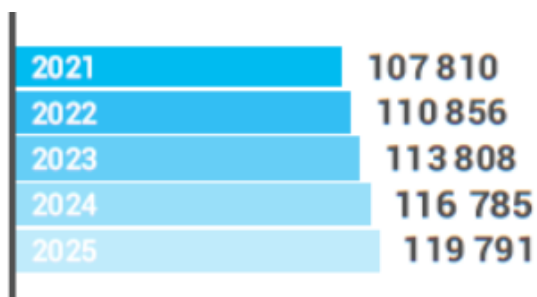


Figure 4: Overstrand population projections for 2021-2025

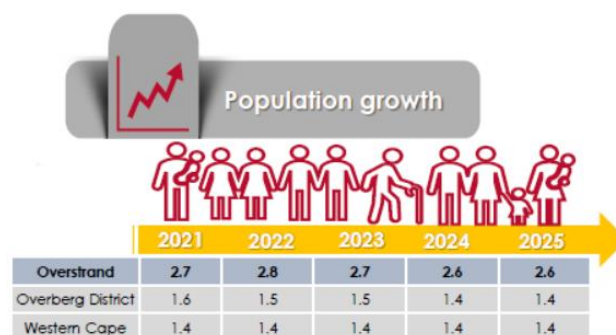


Figure 5: Overstrand projected population growth rate, 2021-2025

The population of the Overstrand municipal area is expected to increase from **107 810** in 2021 to **119 791** in 2025 (Figure 4), making it the second most populated municipal area in the Overberg District. The Overstrand municipal area is expected to have the **fastest average annual population growth rate of 2.7 per cent** compared with the other municipal areas in the Overberg district (Source: Provincial Treasury, MERO 2021).

From figures 4 and 5 above it is evident that **Overstrand has a growing population** that will increase the **demand for housing, employment, service delivery and related infrastructure developments**. The increased population growth will therefore place increased pressure on the municipal resources to develop new as well as maintain existing infrastructure. The ability to work from home has enabled households to move away from the economic hubs and settle in smaller towns such as Hermanus. This trend can be a valuable injection for the local economy as well as the municipality in terms of income generation, despite the increased demand for services (Source: Western Cape Provincial Treasury, MERO 2021 and SEP 2021).

Projected population distribution per Ward, 2022

Projections are based on the 2011 Census figures, and the old Wards, some calculated adjustments had to be made to isolate figures for certain areas in some Wards and to add them to the new Ward 14. These impacted specifically on Wards 1, 2, 11, and 14.

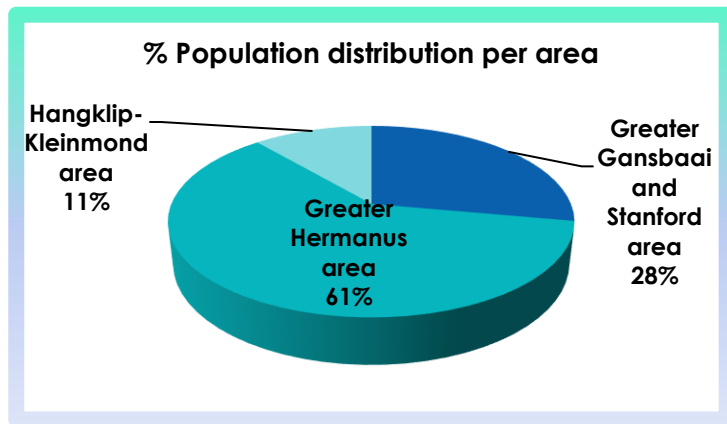
Areas	Ward	2022 projection
Stanford, Thembihle	1	7 511
Gansbaai North-East, Masakhane	2	9 464
Hermanus	3	5 882
Westcliff, Mount Pleasant, Hemel & Aarde Valley	4	10 752
Zwelihle South	5	8 746
Zwelihle North	6	8 999
Sandbaai, Hemel & Aarde Estate	7	5 653
Hawston, Fisherhaven & Honingklip	8	12 972
Kleinmond, Proteadorp, Mountain View, Palmiet, Beverley Hills, Ext 6	*9	3 371
Pringle Bay, Overhills, Mooiuitsig, Betty's Bay, Rooiels	10	9 149
Baardskeerdersbos, Eluxolweni, Pearly Beach, Buffeljagsbaai, Franskraal	11	8 892
Zwelihle North-West	12	7 353
Onrus & Vermont	13	7 099
Blompark, De Kelders, Gansbaai South-West, Van Dyksbaai	*14	5 013
GRAND TOTAL		110 856

Table 5: Projected population by ward, 2022

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

Zwelihle (wards 5, 6 and 12) in Hermanus has the largest population totaling 25 098 residents (2022 projection). During 2018 the Zwelihle area in Hermanus experienced land invasions resulting in **an estimated** 5000 population increase in the area. Therefor the 2022 projected population of 25 098 for Zwelihle (referred in table 5 above) **excludes** the estimated 5 000 population increase due to land invasions. As stated elsewhere in this document the municipality aims to provide water and sanitation services where land invasions occurred within funding available.

% Population distribution per area



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

Hangklip-Kleinmond comprises wards 9 and 10.

Greater Gansbaai and Stanford comprises wards 1, 2, 11 and *14 (new ward from 2021)

Figure 6: Population distribution per area, 2022

Source: 2022 population projections, based on 2011 Census, Stats SA

Households

The total number of households within the municipal area increased from **35 385** in the 2019/20 financial year to a total of **35 451** in the 2020/21 financial year. This indicates an **increase of .0187%** in the total number of households within the municipal area over the financial years (2019/20 -2020/21).

Household	2018/19	2019/20	2020/21
Number of households in municipal area	34 782	35 385	35 451
Number of indigent households in municipal area	7 630	7 595	7 278

Table 6: Total number of households

As per table 6 above, the total number of indigent households decreased from 7 595 households in 2019/2020 to 7 278 households in the 2020/2021 financial year. This indicates a decrease of 4.17% in the total number of indigent households within the municipal area over the financial years (2019/20-2020/21).

Racial composition

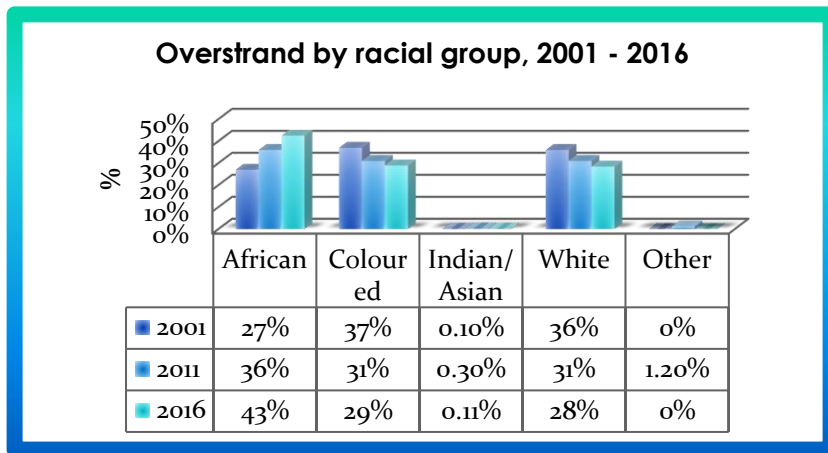


Figure 7: Population by racial group

Figure 7: In both 2011 and 2016 the African community formed the greater proportion of the population in the municipality followed by the Coloured community.

In 2016 the proportion of the Coloured, White and Asian populations all decreased slightly.

Age Cohorts

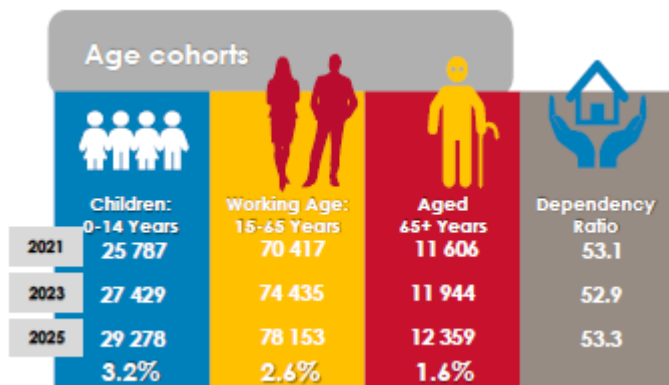


Figure 8: Overstrand Age cohorts, 2021- 2025

Source: Western Cape Provincial Treasury, SEP 2021

Between 2021 and 2025, the largest population growth is expected to occur in the **child cohort (0 - 14 years)** with an expected annual average growth of 3.2 per cent. The working age and aged cohorts are anticipated to grow by 2.6 and 1.6 per cent respectively. The growth in the child and working age cohorts indicate that the municipal area is no longer perceived to be only a retirement destination of choice, but that it is able to attract a younger, working-age demographic in search of work opportunities and an improved work-life balance.

2.2.2 Social profile

Education

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

Literacy rate

The literacy rate in Overstrand was recorded at **87.5 per cent in 2011** which is higher than the average literacy rates of the Overberg district (81.1 per cent) and the rest of South Africa (80.9 per cent), but on par with

▶ CHAPTER 2: STRATEGIC ANALYSIS ▶

Western Cape (87.2 per cent). (Literacy refers to a person 14 years and older who have successfully completed 7 years formal education (passed Grade 7/Standard 5).

Learner enrolment



Table 7: Learner enrolment, 2018 - 2020

Learner enrolment in the Overstrand municipal area **increased** by 834 learners from 12 781 in 2018 to 13 615 in 2020. (Source- Provincial Treasury, MERO, 2021).

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

Learner retention rate (Grade 10 -12)

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

Learner retention in the Overstrand municipal area **improved** from 63.4 per cent in 2018 to 71.4 per cent in 2020 (Source- Provincial Treasury, MERO, 2021).

Education facilities

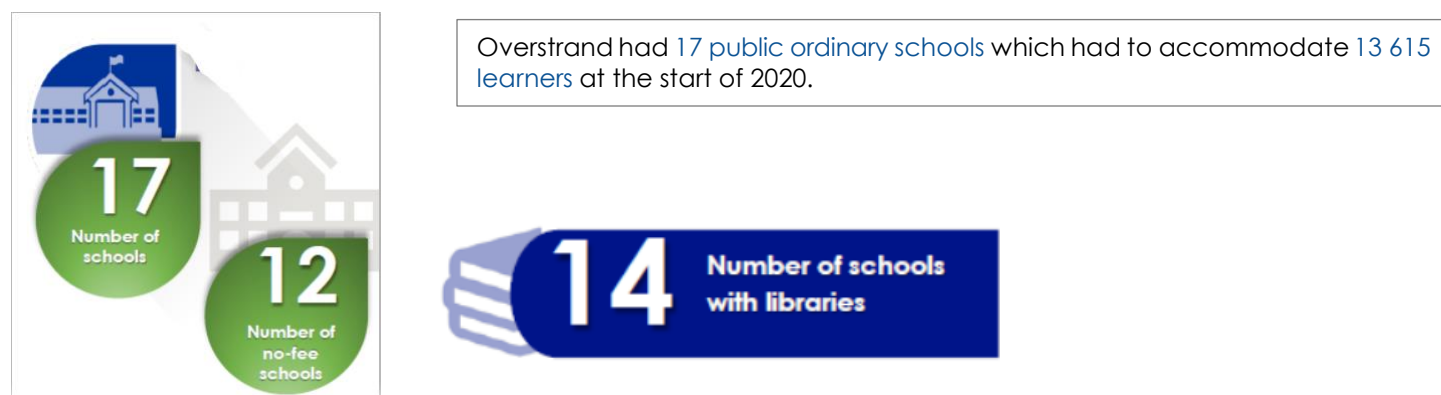


Figure 9: Overstrand Education facilities, 2019

Matric pass rate

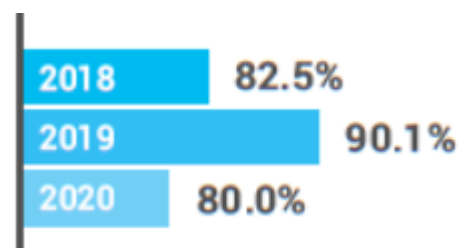


Table 8: Overstrand matric pass rate, 2018 - 2020

The matric pass rate in Overstrand **regressed** from 82.5 per cent in 2018 to 80 per cent in 2020 (Source- Provincial Treasury, Overstrand Socio-Economic profile 2021).

The disrupted school year as a result of the COVID-19 lockdown measures could have influenced the academic performance of many learners.

OVERSTRAND MUNICIPALITY: FIVE-YEAR EDUCATION INFRASTRUCTURE INTERVENTION PROGRAM- OVERBERG EDUCATION DISTRICT (Updated 18 March 2022)

Looking at the various pressure points it is clear that there is a dire need for additional learning space to be provided in the Overstrand in the next 5 years.

There are currently **TWO** new schools planned to commence with construction within the next 5 years:

- **The New Hermanus Technical High School on the site at the Sandbaai Meent (Planning to start off in 2022/23) - Proposed site is Erf (RE/2825)**
- **A new Hermanus Primary School (PS) for the Zwelihle area (Planning to start in 2024/25) – Available site is urgently required.**

Dealing with the challenge of over utilization and the lack of space is done through the supply of Mobile classrooms to the schools, and width expansion at existing schools to increase the capacity.

The very urgent need for the TWO additional school sites in the proposed Schulphoek development remains. There is no more space available for placement of additional mobiles at any of the existing Zwelihle school sites.

HERMANUS:

Hermanus HS: Need for width expansion with 10 additional classrooms and the accompanying facilities. This is much needed as the capacity of the school needs to be increased to that of an extra-large school (Above 1200 learners). The size of the school grounds justifies the expansion. Width expansion is the fastest and most cost-effective route to deal with pressure for additional space.

Qhayiya SS

The old school buildings were replaced on the same small site.

The need for another High School site remains.

The replacement school is too small for the number of learners (**Current enrolment at 2 214 learners and growing**)

In Excess of 10 mobile classrooms placed at the school. The average class size is in excess of 50 learners across most of the grades.

New Hermanus Technical HS:

Planned on the Sandbaai meent site to be delivered in the next 5 years should bring some relieve regarding the need for demand for High School space.

Primary school over utilisation

Hermanus:

Hermanus PS: Indications are that here is just no space for expansion at this school.

There are currently no plans to start with the planning or building of a new Primary school to relieve pressure in the Zwelihle area.

There is currently immense enrolment pressure on **Zwelihle (1616) and Lukhanyo (1 769) Primary Schools with the learner numbers.**

HAWSTON:

Hawston Secondary School:

The repurposing of the school should be considered to allow for curriculum and LOLT expansion. Residential development in the area creates the need for language diversity.

The availability of space on this large site provides the opportunity for curriculum expansion with the possible introduction of STEAMAC streams.

Hawston PS was recently completed as a newly built replacement school.

KLEINMOND:

Need for a High school was indicated.

GANSBAAI:

Gansbaai Academia:

This facility had outgrown its initial capacity is to be expanded by 10 classrooms (2021/22, 23) to relieve the existing pressure and to increase the existing capacity of the school in excess of 1 250 learners.

A further need for expansion was identified based on the continued growth and expansion along the Hermanus – Stanford – Gansbaai corridor.

Current enrolment at Gansbaai Academia - 1282

Laerskool Gansbaai is scheduled for maintenance in 2021/22.

The low enrolment and the very low utilisation ratio at **Gansbaai LS** when compared to the other two primary schools in Gansbaai is a cause for concern. The origins of inconsistency need to be addressed by changes to the admission policy of the school as there are no additional Primary Schools planned for Gansbaai in the immediate future.

School	Instruction rooms (Ratio)	Classrooms (Ratio)	Enrolment
*Gansbaai LS	23 (Ratio: 15.1)	20 (Ratio: 18.3)	348
*Gansbaai PS	22 (Ratio: 29,1)	19 (Ratio: 33,7)	641
*Masakhane PS	24 (Ratio: 40,2)	24 (Ratio: 40,2)	965

With definite growth in population numbers in Gansbaai and the surrounds there will be an increase in the need for the existing schools to grow their numbers and work towards achieving more balanced utilisation rates.

It should be noted that even though these infrastructural interventions are planned and envisaged to be implemented, it could be impacted upon by budgetary constraints. This might necessitate adjustments in the implementation dates. This process will however be managed in consultation with the Overberg Education District office in accordance with the agreed priorities.

Spatial Planning and School Sites

This reflects the planning for a period of approximately 5 years. Due to the rapid development in terms of commercial, residential and industrial expansion the longer-term needs for school sites must be catered for by the Overstrand Municipality.

Consideration of plans for residential developments of note or residential zoning should always recognize the need for the provisioning of sites to build schools. It is imperative that the Directorate of Physical Resources of the WCED and the Overberg Education District office are consulted during these processes.

We have noted with thanks the support of the Overstrand Municipality with the upgrade of sport facilities (astro turf) of Hermanus HS but encourage similar support at disadvantaged schools in areas such as Hawston, Mount Pleasant and Zwelihle.

Future School sites required

In the Hermanus Area: 2 High school sites (3.5ha), 2 Primary School sites (2,5ha) as proposed in the Schulphoek Development.

The proposed site in the Fisherhaven area is to be retained. This is in line with the current residential development in the Hawston/Fisherhaven Area.

A future High School site for **Kleinmond** is to be identified and set aside before a future high school can be considered for this town. This consideration will be dependent on the demand/justification in terms of learner numbers and priority in terms of budgetary capacity.

Health

Burden of Disease profile of Overstrand Municipality & Overberg District

5 Major causes of death, Mortality Data

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

Table 9: 5 Major causes of death, mortality data: Overstrand & Overberg

Source: Department of Health, March 2019

COVID-19 cases, deaths and vaccinations

As at 14 January 2022 the reported **Covid-19 cases** in the Overstrand Municipal area totaled **11 594** of which 11 007 cases are recovered and 284 active. **Deaths due to Covid-19** totaled 303 in the municipal area.

47 721 individuals in the Overstrand municipal area, have been **vaccinated**, 43 723 of these individuals have been fully vaccinated (*Western Cape Department of Health, 14 January 2022*).

Health facilities

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

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

Overstrand Municipality has a total of 11 **primary health care facilities** consisting of 4 clinics, (fixed) 5 satellite clinics (non-fixed), 1 community day centre and 1 district hospital. (*Source: Western Cape Provincial Treasury, SEP 2021*).

Overstrand has **2 ambulances per 10 000 inhabitants** which is above the District average of 1 ambulance per 10 000 people. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

HIV/AIDS and Tuberculosis (TB)



Area	Total Registered patients receiving ART		Number of new ART patients	
	2019/20	2020/21	2019/20	2020/21
Cape Agulhas	951	964	109	97
Overstrand	6 000	5 997	639	388
Overberg District	13 712	13 490	1 547	1 050

A total of 5 997 registered patients received antiretroviral treatment (ART) in the Overstrand Municipality in 2020. Overstrand, represent 44.45 per cent of the patient's receiving ART in the Overberg District.

In 2019 the number of new ART patients was 639, **decreasing** to 388 in 2020.

(*Source: Provincial Treasury, SEP 2021*)

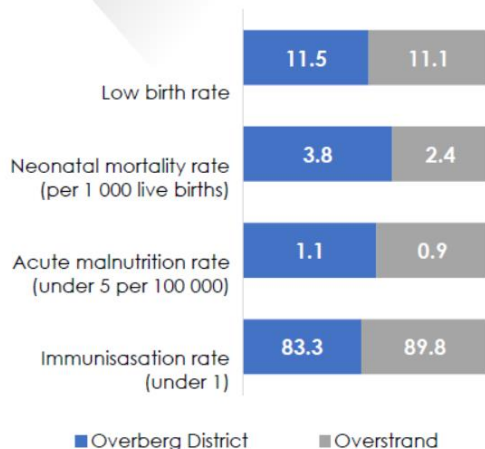
Figure 10: Overstrand HIV/AIDS figures, 2019 – 2020/21

The number of Tuberculosis (TB) cases **decreased** from 578 in 2019 to 521 in 2020.

Child Health



Child health



Immunisation rates in the Overstrand area **increased** from 78.1 per cent in 2019/20 to 89.8 per cent in 2020.

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

The **number of malnourished children** under five years (per 100 000) in Overstrand **increased (worsened)** from 0.5 to 0.9 in 2020.

Neonatal mortality rate (NMR) (per 1 000 live births) in the Overstrand municipal area **decreased** from 7.7 to 2.4 in 2020. (Measured as the number of neonates dying before reaching 28 days of age, per 1 000 live births in a given year.)

The **low-birth-weight** indicator was recorded at 11.1 per cent, down from 12.2 per cent recorded in 2019. (Percentage of all babies born in facility that weighed less than 2 500 g).

Figure 11: Overstrand health indicators, child health, 2020

Maternal health

The **maternal mortality rate** in the Overstrand area and Overberg District is zero deaths per 100 000 live births in 2019.



Maternal health

	Maternal Mortality Rate		Delivery rate to women under 20 years		Termination of pregnancy rate	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
Overstrand	0.0	0.0	11.5	10.5	0.7	0.9
Overberg District	0.0	22.1	13.1	14.0	0.6	0.7

The **delivery rate to women** under 20 years in Overstrand **decreased** from 11.5 per cent in 2019/20 to 10.5 per cent in 2020/21.

The **termination of pregnancy rate** was recorded at 0.9 per cent in 2020 in the Overstrand area, **slightly higher** than the District 0.7 per cent.

Figure 12: Overstrand vs District maternal health, 2020

Poverty

GDPR Per Capita

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

At **R72 685 in 2020**, Overstrand's real GDP per capita is above that of the Overberg District's (R69 643), but below that of the Western Cape (R84 967). GDP per capita increased from R63 103 in 2014 (Source- Provincial Treasury, Overstrand Socio-Economic profile 2021).

Income Inequality - Gini coefficient

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

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

Income inequality in the Overstrand municipal area has **gradually worsened** from 0.596 in 2014 and 0.625 in 2017 to 0.648 in 2020. This may be attributed to the growth of poor informal settlements in the municipal area, such as Zwelihle, which contrasts heavily with high-income enclaves such as Arabella Country Estate. Income distribution in the municipal areas of the Overberg District (OD) is becoming more unequal, highlighting the importance of various social interventions made by local, provincial and national government (Source: Provincial Treasury MERO, 2020 and SEP 2021).

Household income

The annual income for households living within the Overstrand municipal area is divided into three categories i.e., the proportion of people that fall within the low-, middle- and high-income brackets. Poor households fall under the low-income bracket, which ranges from no income to just over R50 000 annually (R4 166 per month). An increase in living standards can be evidenced by a rising number of households entering the middle- and high-income brackets.

Amount (2016)	Overberg District	Overstrand	
No income	12.6	15.9	Low income
R1 – R6 327	2.2	2.9	
R6 328 – R12 653	3.6	4.2	
R12 654 – R25 306	14.6	12.4	
R25 307 – R50 613	21.2	17.3	Middle Income
R50 614 – R101 225	18.0	15.2	
R101 226 – R202 450	12.8	13.9	
R202 451 – R404 901	8.9	10.4	High income
R404 902 – R809 802	4.3	5.1	
R809 803 – R1 619 604	1.3	1.8	
R1 619 605 – R3 239 208	0.3	0.4	
R3 239 209 or more	0.2	0.3	

Approximately **52.7** per cent of households in Overstrand fall **within the low-income bracket**, of which 15.9 per cent have no income. 39.5% of households fall in the middle-income bracket with 7.6% in the high income bracket.

Table 10: Overstrand household income, 2016

A sustained increase in economic growth within the Overstrand municipal area is needed if the 2030 NDP income target of R110 000 per person, per annum is to be achieved.

Human Development Index (HDI)

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

In 2020, the HDI score for Overstrand was at **0.777 the highest** in the Overberg District (OD). The Overstrand HDI score exceeds both the average District (0.750) and Provincial scores (0.769) (Source: Provincial Treasury, SEP, 2021).

Safety and Security

Murder

Within the Overstrand area, the number of **murders decreased** from 65 in 2019/20 to 56 in 2020/21. The murder rate (per 100 000 people) decreased from 62 in 2019/20 to 52 in 2020/21, while the murder rate for the Overberg District decreased from 46 in 2019/20 to 39 in 2020/21.

Sexual offences

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

The rate of sexual violence in South Africa is amongst the highest in the world. Sexual offences in the municipal area **increased** by 8.6 per cent from 105 occurrences per 100 000 people in 2019/20 to 115 in 2020/21. The rate across the District in turn decreased ever so slightly from 101 in 2019/20 to 98 in 2020/21.

Drug related crime

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

The **Drug related crime rate** in the Overstrand area **decreased** by 2.9 per cent to 1 053 occurrences per 100 000 people between 2019/20 to 2020/21. The rate across the Overberg District as a whole decreased slightly from 880 occurrences in 2019/20 to 867 in 2020/21 (1.5 per cent decline).

Driving under the influence (DUI)

Despite concerted efforts by government our roads are still considered amongst the most dangerous in the world. The number of cases of driving under the influence of alcohol or drugs per 100 000 people in the Overstrand area show a **decrease** of 56.6 per cent from 283 in 2019/20 to 123 in 2020/21. The DUI rate for the municipal area was **notable higher** than that of the District (101) and the Provincial (53) average.

Residential burglaries

Residential burglaries in the municipal area **decreased sharply** from 1684 reported incidents in 2019/20 to 1306 in 2020/21. The burglary rate per 100 000 people subsequently decreased by 24.5 per cent to 1211 in 2020/21. Despite the decrease, the 2020/21 total was still significantly higher than the District total of 823.

Road user fatalities

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

Fatal crashes in the municipal area decreased from 23 in 2019/20 to 8 in 2020/21. Road user fatalities in the Overstrand municipal area also decreased from 33 to 10 across this period.

2.2.3 Local economic profile

The Overstrand municipal area is the smallest municipal area in the Overberg District in terms of geographical spread but is the **second-largest economy** in the district. In 2019 the Overstrand municipal area economy was valued at **R6.6 billion** and contributed **31.3 per cent** to the Overberg District economy during the year.

	2012	2013	2014	2015	2016	2017	2018	2019	2020e	2021f	2022f
Overberg District	3.4%	3.4%	3.6%	1.7%	0.8%	2.6%	0.6%	0.3%	-5.1%	5.1%	2.9%
Western Cape	2.9%	2.6%	2.4%	1.4%	1.1%	1.2%	0.8%	0.4%	-6.7%	4.6%	2.5%
— Theewaterskloof	3.9%	3.9%	4.6%	1.7%	0.4%	3.5%	0.6%	0.3%	-3.7%	5.5%	3.3%
— Overstrand	2.6%	2.6%	2.4%	1.4%	0.8%	1.6%	0.2%	-0.2%	-6.6%	4.2%	2.3%
— Cape Agulhas	3.1%	2.9%	2.9%	1.6%	1.1%	1.7%	0.6%	0.4%	-6.5%	5.0%	2.6%
— Swellendam	4.2%	4.2%	4.5%	2.4%	1.3%	3.2%	1.3%	1.1%	-4.3%	6.2%	3.3%

Table 11: GDP growth per municipal area, Overberg District, 2012 - 2022

The economy of the Overstrand municipal area is estimated to have **declined/contracted** by 6.6 per cent in 2020. This is the largest contraction in the Overberg District during 2020. In 2021, GDP growth in the Overstrand municipal area is forecast to increase to 4.2 per cent. In the 2022 forecast period, Overstrand municipal area is expected to register an annual growth rate of 2.3 per cent, which is lower than the anticipated growth rates of the Overberg District and Provincial economies (*Western Cape Provincial Treasury, MERO, 2021*).

Between 2015 and 2019 the Overstrand municipal area created an average of 474 jobs per annum. In 2019, the Overstrand municipal area contributed 27.6 per cent to employment in the Overberg District (i.e., 36 600 jobs).

Also refer to Chapter 9 – Local Economic Development.

2.2.4 Socio-economic impact of COVID 19 in Overstrand

The significant contraction in the local economy of 6.6 percent in 2020 is estimated to have resulted in 2 591 job losses in the Overstrand municipal area. Along with the increasing unemployment rate, the associated reduction in household income will increase the demand for public sector support. An increase in the number of indigent households due to COVID-19 is also anticipated. Furthermore, there will be additional pressure on the local municipality as revenue collection may be hampered. However, the same level of services will still be required (*Source: Western Cape Provincial Treasury, MERO, 2021*).

The COVID -19 pandemic which has been prevailing since March 2020 has had a significant impact on the socio-economic conditions in the Overstrand. Tourism, a key economic sector in the Overstrand, has been severely affected. Job losses in this sector will increase unemployment and poverty.

In February 2021, Overstrand Tourism (i.e., Cape Whale Coast Tourism) conducted a survey amongst tourism businesses to assess the impact of Covid-19 in the municipal area. The survey was distributed to 90 tourism business owners and yielded a 38% response rate.

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Survey summary:

Findings	Comments
1. 21% thought Feb's business was satisfactory, 41% disappointed, 38% thought better than expected.	○ Accommodation has cut rates to attract clients
2. 41% said business was the same in Feb 2021 v Feb 2020, rest was equal split between better/worse	○ March is looking a bit better
3. 56% are optimistic about the future with 35% not sure	○ Point made about need for return of international visitors
4. 53% still had 75 – 100% staff employed. 21% had 50 – 75% staff employed.	○ Positive about support from local market
	○ Call for maintaining hospitality service levels
	○ Concern about 3 rd lockdown expressed
	○ May – July not looking good.

2.3 Community needs

2.3.1 Current ward priorities reviewed

During January – February 2022 the ward communities reviewed their current ward priorities for the 2022/23 IDP process.

The 2022/23 reviewed ward priorities for Overstrand Municipality are cited below:

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

Priority 2022/23	Ward 1		Ward 2	
	Ald. Dudley Coetzee		Ald. Theodorah Ngqinata	
	Description	Area	Description	Area
1	Housing	Stanford	Stormwater	Masakhane
2	Upgrade of Library/Technology Resource & Information Centre relocated to Community Hall area	Thembelihle, Stanford	Housing	Masakhane
3	Revitalization of Stanford CBD (include Signage Guidelines as part of the CBD revitalisation) Upgrade of entrances (R43 link) – Greening & Gardening (part of revitalization of CBD)	Stanford	Caretakers Residence: Soccer field (External Funds)	Masakhane
4	Tarring of Gravel Roads in Stanford	Stanford	Ambulance services	Masakhane
5	Replacement of Roof Structure – Municipal Offices	Stanford	Streets	Masakhane
6	Stormwater (Ad Hoc)	Stanford, Thembelihle	Education (need tertiary institution)	Masakhane
7	Replacement/Refurbishment of vehicles/plant equipment	Stanford	Pedestrian access intersection (industrial area)	Masakhane
8	Electrification of Haven (Emergency Housing Project)	Thembelihle	Upgrade of Main Road 28 (Hermanus – Gansbaai)	Gansbaai
9	Floodlights (soccer field) (Ad-hoc)	Stanford	Sidewalks	Masakhane
10	Education: High School	Thembelihle, Stanford	Business Centre	Masakhane

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Priority 2022/23	Ward 1		Ward 2	
	Ald. Dudley Coetzee		Ald. Theodorah Nqinata	
	Description	Area	Description	Area
11	Upgrade minor road (Wortelgat)	Stanford	Improvement/extension of taxi rank as well as establishment of pick-up points	Masakhane/ Gansbaai/ Blompark
12	Riverfront Development	Stanford	Refuse drop off facilities for domestic use	Masakhane
13	Fire Truck	Greater Stanford	Community Hall / Thusong Centre	Masakhane
14	Roads: Upgrade of Provincial Road (R43) (between Stanford & Gansbaai)	Stanford/ Gansbaai	Play park	Masakhane
15	Roads: Tarring of road between Stanford and Papiessvlei (DR 1218)	Stanford	Traffic Calming - Raised Intersection (Taxi Rank)	Masakhane
16	Traffic Calming	Stanford	Replacement/Refurbishment of vehicles/plant equipment	Gansbaai- All areas
17	Taxi Rank (development of informal trading areas)	Thembelihle	Centre for the Elderly	Masakhane
18	Upgrading of public boat launching site (Du Toit street)	Stanford	Youth Centre	Masakhane
19			Safehouse for vulnerable people	Masakhane
20			ECD's – Land & Services	Masakhane
21			Installation of swimming pool (External Funding)	Greater Gansbaai Area
22			Solar Geysers	Masakhane
23			Land for Emerging Farmers	Masakhane
24			CCTV Cameras	Greater Gansbaai Area
25			Cemetery (Planning phase)	Masakhane
26			Churches – Land	Masakhane
27			Back yard dwellers – Land	Masakhane

Table 12: Wards 1 and 2, reviewed priorities for 2022/23

Priority 2022/23	Ward 3		Ward 4	
	Ald. Kari Brice		Cllr. Ronald Nutt	
	Description	Area	Description	Area
1	Completion of CBD revitalization - Taxi Rank upgrade, Long St upgrade, CBD entrance upgrade and welcome to Hermanus sign, Uniform signage, Street lights review, The overdue implementation of a managed parking solution, Removal of illegal car washers (or create a managed dedicated car wash zone), Urban management of Swallow Park, Dealing with vagrants in CBD	Hermanus CBD	Westcliff speed calming measures	Especially Westcliff Drive and Church Street, Cr Arundel street and Canterbury street
2	Baboon Management Programme - Continuation thereof Repair and extension of existing electric baboon fence	Voëlklip / Fernkloof	Taxi Rank and a facility for busses, Dahlia Street opposite Moffat Hall/ alternatively at Malva street	Mount Pleasant
3	Upgrade and maintenance of Cliff Path Upkeep of paths and clearing of vegetation along the paths, litter	Cliff Path	Sidewalks: Westcliff road - Uitkyk, China Town, Dahlia Street, Aster Street, Heide street	Mount Pleasant

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Priority 2022/23	Ward 3		Ward 4	
	Ald. Kari Brice		Cllr. Ronald Nutt	
	Description	Area	Description	Area
	control, signage, regular patrols, municipal alien clearing, enforcement of dogs by-law, safety at Marine Pool area & upgrade ablution facilities at Marine Pool			
4	Hermanus Sports Centre access road and parking areas	Hermanus	CCTV Security cameras - Westcliff, Tulip, Aalwyn, Roos, Street	Westcliff
5	Preservation of Fernkloof Nature Reserve Proclamation as World Heritage site, Finale PAMP document, Revision of Fernkloof Advisory Board, CCTV surveillance, upgrade of facilities	Fernkloof Nature Reserve	Upgrading outside front area of Huis Lettie Theron	Westcliff
6	Protection Services CCTV surveillance camera upgrade ward wide, extended patrolling hours in CBD, patrols on Cliff path, domestic waste issues (by-law & fining), Illegal dumping ward wide, speed blitzes 7 th and 10 th streets Voëklip, speed blitzes Main Rd, Mountain Dr Impala St, Talana Rd, Northcliff	Entire ward 3	Extension of Still Street from New Harbour to start of Cliff Path-access Road to western end of Cliff Path and parking/lookout area	Westcliff
7	Traffic Calming Traffic Light at Brug st, Main Rd Intersection Eastcliff, 2 x speed bumps or chicanes and speed signs Mountain Drive (opp. Ef 4754), Speed calming table Jose Burman Rd Hermanus High School, Speed calming 10 th St Voëklip		Upgrading Mount Pleasant Sports Ground	Mount Pleasant
8	Public Transport Collaborative initiative with Taxis to review operating times and routes, Hermanus – Voëklip until 17h00, Hermanus – Gansbaai, Hermanus – Kleinmond		Upgrading of play park	Mount Pleasant
9	Fernkloof Drive, Hermanus Heights Future status of the Gravel section		Extended centre at Moffat Hall	Mount Pleasant
10	Tarring sidewalks <ul style="list-style-type: none"> - Fernkloof. Theron St, Main Rd – Lakewood Village to Main Rd, Voëklip general, Northcliff. Mountain Rd (suburb side) - Northcliff . Main Road, Flower St-De Goede St. - Hermanus Heights. Fairways Ave/ Fernkloof Drive in vicinity of Bosko Church 		Upgrading of storm water system Mount Pleasant and Industrial Area	Mount Pleasant and Industrial area

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Priority 2022/23	Ward 3		Ward 4	
	Ald. Kari Brice		Cllr. Ronald Nutt	
	Description	Area	Description	Area
	- Eastcliff, vicinity Generations School Eastcliff as per pavement management system.			
11	Tourist bus facilities Tourist drop off facilities, Tourist toilets in CBD (manned and maintained)		Widening of Hospital Road, Angelier, Malva till Sonneblom Street	Increase kerb radius corner Hospital/ Ravenscroft Road
12	Beaches Lockers/plaque at Kammabaai, Ablution facilities upgrade Voëklip, Kammabaai and Marine Pool		Maintenance of boundary wall/gates at Mount Pleasant cemetery	Mount Pleasant
13	Street lights	St Peters Lane. CBD Northcliff, Voëklip	Purchasing of Tables & Chairs- Moffat Hall	Mount Pleasant
14	Dog park/ dog signage for beaches - Review dog by-law, beach walking zones Beach walking zones (on lead/off lead) to be designated and clearly signed Beach walking zones to be policed by Law Enforcement	Entire ward 3	Razor wire at the Mount Pleasant Sports Grounds	Mount Pleasant
15	Continued upgrade of sewerage and storm water systems	All suburbs of ward 3	Wall at Mount Pleasant Informal settlement	Mount Pleasant
16	Ward 3 Development - De Mond Erf 4771 (adjacent to OK Mini Mart) Voëklip		Speed calming Mount Pleasant (Tulip, Alwyn, Kalkoentjie streets)	Mount Pleasant
17	Outdoor public gym	Beach areas or existing park – Ward 3	Upgrading of Mount Pleasant business centre. Open for more businesses	Mount Pleasant
18	Hermanus Cemetery - Weed and alien cleansing, Extension of memorial wall Vagrant concern, Protection Services assistance needed			
19	Dog Park Request for fenced dog park adjacent to play park on Impala St side. Northcliff	Northcliff		
	Provincial mandates Speed Calming R43 / 7 th St Voëklip 2-Traffic light Cnr Main Rd and Brug St. Eastcliff			

Table 13: Wards 3 - 4, reviewed ward priorities for 2022/23

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Priority 2022/23	Ward 5		Ward 6	
	Cllr. Simphiwe Silo		Cllr. Vuyisani Bandeza	
	Description	Area	Description	Area
1	Zwelihle Police station	Ward 5	Zwelihle Police station	Ward 6, Zwelihle
2	CCTV Cameras in Ward 5	Ward 5, Zwelihle	Building of disabled friendly youth centre	Ward 6, Zwelihle
3	Disable friendly youth centre	Ward 5, Zwelihle	Building facilities for Social development, SASSA, Home Affairs etc.	Ward 6, Zwelihle
4	Building facilities for Government departments (SASSA, Home Affairs, and Police Station etc.)	Ward 5, Zwelihle	Building facilities for small business entrepreneurs	Ward 6, Zwelihle
5	Upgrading of Zwelihle sports grounds including Artificial turf	Ward 5, Zwelihle	Upgrading of Zwelihle Sports Grounds	Ward 6, Zwelihle
6	Sidewalks & Speed calming	Ward 5, Zwelihle	Removing of asbestos roof and replace new roof at old location houses	Ward 6, Zwelihle
7	Upgrading of sewerage system in Zwelihle	Ward 5, Zwelihle	Housing	Ward 6, Zwelihle
8	Zwelihle Library	Ward 5, Zwelihle	Upgrading of sewerage system in Zwelihle	Ward 6, Zwelihle
9	Housing	Ward 5, Zwelihle	CCTV cameras	Ward 6, Zwelihle
10	Extensions of the existing community hall / construction of a new community hall	Ward 5, Zwelihle	Play Park: TRA Still Street	Ward 6, Zwelihle
11	Additional streetlights in ward 5	Ward 5, Zwelihle	Business hub/industrial area (building facilities for small business entrepreneurs)	Ward 6, Zwelihle
12	Erecting wall separating Asazani Informal Settlement & Steve Biko Street	Ward 5, Zwelihle	Upgrading of early childhood development facilities	Ward 6, Zwelihle
13	Erecting wall between Christ Hani Street and Transfer station	Ward 5, Zwelihle	Training, skills development, and capacity building programmers	Ward 6, Zwelihle
14	Land / Site for Churches	Ward 5, Zwelihle	Upgrading of storm water system	Ward 6, Zwelihle
15	Business hub/industrial area (building facilities for small business entrepreneurs)	Ward 5, Zwelihle	Upgrading of Zwelihle Community Hall (Acoustic tiles)	Ward 6, Zwelihle
16	Capacity building programmes (Youth, Educational Programs)	Ward 5, Zwelihle	Boundary wall from Hlobo till Mzathi Street	Ward 6, Zwelihle
17	Subsoil drainage at Lobi street	Ward 5, Zwelihle	Streetlights for Buntu, Martin Pike, Fortewu Streets, Ziphunzana Informal Settlement	Ward 6, Zwelihle
18	Upgrading of storm water system	Ward 5	Sidewalks & speed calming measures	Ward 6, Zwelihle
19	Upgrading of all ward 5 play parks	Ward 5, Zwelihle	Upgrading of netball basketball court opposite Zwelihle Sport Ground	Ward 6, Zwelihle
20			Outdoor gym	Ward 6, Zwelihle
21			Upgrading Zwelihle Taxi Rank	Ward 6, Zwelihle
22			Playgrounds and maintenance of play parks	Ward 6, Zwelihle

Table 14: Wards 5 -6, reviewed priorities for 2022/23

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Priority 2022/23	Ward 7		Ward 8	
	Cllr. Hybre Lombard		Cllr Arnie Africa	
	Description	Area	Description	Area
1	Security/ CCTV (Spotlight at corner of Kusweg)	Sandbaai	Sewerage (reticulation) (MIG)	Hawston 1, 2 & 3, Fisherhaven
2	Streetlights & Lights along coastal area	Sandbaai	Storm water upgrading	Fisherhaven & Hawston
3	Upgrading and development of sewer system	Sandbaai	Storm water and tarring of remaining circles	Hawston
4	Improve storm water system - storm water channels / piped	Sandbaai	Sport complex, Pavilion at Hawston sports grounds	Hawston
5	Upgrade of beach area and facilities and Connection of two beaches – road – easier to reach toilets and connection of VOS path as well as new toilet block at Western beach Sandbaai and Sport and recreational facilities along coastal path/beaches.	Sandbaai coast	Traffic calming	Hawston & Fisherhaven
6	Upgrading and development of roads and sidewalks	Sandbaai	Sidewalks	Hawston & Fisherhaven
7	Beautifying entrances to Sandbaai and open spaces (development)	Sandbaai	Parking at Hawston cemetery	Hawston
8	Traffic Calming in Sandbaai	Sandbaai	Businesses (land or stands for our local entrepreneurs to become more successful as high renting prices in town)	Hawston
9	Upgrading and maintenance of Sandbaai Hall	Sandbaai	Tarred / Dust Controlled Roads	Fisherhaven & Hawston
10	Upgrade and maintenance of play parks (as per ward priority list)	Sandbaai	Streetlights (includes the back road between Hawston and Fisherhaven)	Hawston & Fisherhaven
11	Planting median with vegetation with thorns	Median	Land availability (ECD, land for establishment of a training (skills) facility)	Hawston
12	Notice board along Sandbaai Main Road / entrance	Sandbaai	Police station	Hawston
13	Sustainable transport – non motorized transport project	Sandbaai	Urgent need for CCTV	Hawston & Fisherhaven
14	Public transport	Sandbaai	Play Parks	Hawston
15	Free Wi-Fi Hotspots	Sandbaai	Care / Service Centre for elderly	
16			Construct a pedestrian bridge over the R43 to ensure the safety of all to cross the R43 (long term goal)	Hawston
17			Youth programmes (funding & training)	Ward 8
18			Upgrading the status of Hawston slipway to that of a formally registered harbour	Hawston
19			Hawston Camp Site Upgrade	Hawston
20			Padda Vlei clean-up	Hawston
21			Thusong Center extension	Hawston
22			Relocate informal residents (bush dwellers)	Fisherhaven
23			Regular Bush burns	Fisherhaven
24			Stop dumping on commonage	Fisherhaven
25			Slipway management and poaching control	Fisherhaven

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Priority 2022/23	Ward 7		Ward 8	
	Cllr. Hybre Lombard		Cllr. Arnie Africa	
	Description	Area	Description	Area
26			Better maintenance of graveyards and providing planks and scaffoldings to undertakers	
27			Land for cremations centre	
28			Health Facilities	Hawston
29			Fire station or vehicle for/stationed in Ward 8	Hawston
30			Housing	Hawston

Table 15: Wards 7 - 8, reviewed priorities for 2022/23

Priority 2022/23	Ward 9		Ward 10	
	Cllr. Grant Cohen		Cllr. Theresa Els	
	Description	Area	Description	Area
1	Upgrading of sewerage system including Wastewater Treatment Plant	Kleinmond/ Proteadorp/ Mountain View	Stormwater drainage networks	Betty's Bay, Pringle Bay & Rooiels and Overhills informal settlement
2	Water pipe replacement including ring water feed to Heuningkloof	Kleinmond	Maintenance of roads. Taring of roads	Kleinmond, Betty's Bay, Pringle Bay, Rooiels (Ward wide)
3	Revitalizing plan for Proteadorp including upgrading of roads and sidewalks (Old Proteadorp)	Proteadorp	Water pipe replacements	Pringle Bay, Rooiels, Betty's Bay
4	Development of Main Beach sport facility & Development and upgrade of informal market sites – Main beach day camp	Kleinmond	Beautification of entrances, public places, municipal office buildings, streets, beach facilities and public amenities etc.	Overhills Betty's Bay Pringle Bay Rooiels Mast Bay *(jointly with ward 9)
5	Upgrading of storm water & drainage system	Kleinmond/ Proteadorp/ Mountain Avenues	Maintenance of Community Halls ward wide & ECD Centres	Ward wide
6	Improvement of slipway facilities & Broadening of slab (next to fish tables)	Kleinmond	Housing project in Kleinmond and Mooiuitsig	Kleinmond & Mooiuitsig
7	Passenger elevator for Kleinmond Library	Kleinmond	Proper delivery of sewerage and sanitation services	Ward wide
8	Improvement of roads including speed calming measures	Kleinmond/ Proteadorp/ Mountain View	Bus stops (new project)	Overhills & Mooiuitsig
9	Town Hall upgrade and Proteadorp Community hall upgrade	Kleinmond	Improving Waste Management Services, baboon proof bins and cleanliness of all towns and the environment with emphasis on recycling	Ward wide
10	Site plan of disaster management centre with upgrade of Fire station and relocation of Law Enforcement and Traffic offices to the	Kleinmond	Provision and upgrading of sport and recreation facilities: - Upgrading of play parks; - Rudimentary sports ground/large playground for Mooiuitsig;	Mooiuitsig Overhills Betty's Bay

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Priority 2022/23	Ward 9		Ward 10	
	Cllr. Grant Cohen		Cllr. Theresa Els	
	Description	Area	Description	Area
	municipal yard, space for learners and drivers licenses needed		Further upgrades/ rounding-off of Kleinmond Soccer Field	
11	Improvement of streetlights	Kleinmond	Promotion of community safety, control centres and camera projects via structures such as neighbourhood watches, Community-Police Forum, etc., as well as creating the capacity for firefighting and protection.	Rooiels, Pringle Bay, Betty's Bay, Overhills *(jointly with ward 9)
12	Installation of safety cameras (LPR + PTZ)	Kleinmond	High School/ Educational opportunities (land to be identified in Kleinmond Development Study)	Kleinmond/ Betty's Bay
13	Beautification of entrances	Kleinmond		
14	Maintenance of rugby field	Kleinmond		
15	Extension of bridge over lagoon	Kleinmond	-	
16	Upgrade of sports facilities (including new plan for new sports at Golf Club grounds, bicycle track upgrade	Kleinmond		

Table 16: Wards 9 -10, reviewed priorities for 2022/23

Priority 2022/23	Ward 11		Ward 12	
	Cllr. Steven Fourie		Cllr. Masibongwe Sihlahla	
	Description	Area	Description	Area
1	Stormwater: Additional Outlet	Franskraal	Electrification of ward 12 informal settlement	Ward 12, Zwelihle
2	Sidewalks	Franskraal	Upgrading of early childhood development facilities	Ward 12, Zwelihle
3	Roads	Franskraal, Pearly Beach / Eluxolweni, Baardskeedersbos, Buffeljagsbaai	Solar heat geysers	Ward 12, Zwelihle
4	Housing	Buffeljagsbaai	Additional Community Hall	Ward 12, Zwelihle
5	Plot clearing - overgrown properties	Franskraal/Pearly Beach & other	Business hub/industrial area (building facilities for small business entrepreneurs)	Ward 12, Zwelihle
6	Electricity (Upgrade existing infrastructure MV/LV & mini sub)	Franskraal/ Pearly Beach	Free WIFI	Ward 12, Zwelihle
7	Sewer reticulation	Franskraal	Training, skills development, and capacity building programmers	Ward 12, Zwelihle
8	Stormwater (Ad Hoc)	Ward 11 (All Areas)	After care school programmes (Sport & Recreation)	Ward 12, Zwelihle
9	Tarring of Municipal streets	Pearly Beach / Baardskeedersbos	Housing	Ward 12, Zwelihle
10	Irrigation - sports field (pump, pipeline & control equipment) Grey Water	Eluxolweni, Pearly Beach	Upgrading of storm water system	Ward 12, Zwelihle
11	Replacement/Refurbishment of vehicles/plant equipment	Franskraal/ Pearly Beach/ Baardskeedersbos	Upgrading of sewerage system in Zwelihle	Ward 12, Zwelihle

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Priority 2022/23	Ward 11		Ward 12	
	Cllr. Steven Fourie		Cllr. Masibongwe Sihlahla	
	Description	Area	Description	Area
12	Replacement of Boardwalks	Pearly Beach	Streetlights	Ward 12, Zwelihle
13	Primary Health Care (expansion of existing clinic)	Eluxolweni	Playgrounds and maintenance of play parks	Ward 12, Zwelihle
14	Electrification of informal Settlement	Eluxolweni	CCTV Cameras	Ward 12, Zwelihle
15	Youth Development Centre	Eluxolweni	Building of disabled friendly youth centre	Ward 12, Zwelihle
16	Extension of Community Hall	Eluxolweni	Changing room for Jikeleza basketball court	Ward 12, Zwelihle
17	New sport facility & multi-purpose centre	Buffeljagsbaai		
18	Public Transport (Services)	Buffeljagsbaai/ Eluxolweni		
19	Satellite Police Station	Pearly Beach		
20	Fire Skit Unit	Buffeljagsbaai/ Baardskeerdersbos/ Pearly Beach/ Wolvengat		
21	Roads: Tarring of Proclaimed Provincial Road (DR 1206 between R43 and Buffeljagsbaais)	Buffelsjagbaai		
22	Roads: Tarring of Proclaimed Provincial Road (DR 1211 between Pearly Beach & Baardskeerdersbos and Minor Road MR 4026 between Uilenvlei & Grootbos)	Baardskeerdersbos/ Pearly Beach/ Grootbos		
23	Upgrade Public Launching site (Ad Hoc)	Buffeljagsbaai		
24	Traffic Calming	Pearly Beach/ Wolvengat		
25	Tarring of Parking Area (Blue Flag, Castle Beach, Pearly Beach)	Pearly Beach		
26	CCTV Cameras (subject to finalization of policy)	Pearly Beach		
27	Upgrade ablution facilities on coast line	Pearly Beach		
28	Domestic Refuse Services	Wolvengat		
29	Satellite Primary Health Care Centre	Buffeljagsbaai		
30	Upgrade of Franskraal Bowling grounds	Franskraal		

Table 17: Wards 11 - 12, reviewed priorities for 2022/23

Priority 2022/23	Ward 13		Ward 14	
	Cllr Charmaine Resandt		Ald. Riana de Coning	
	Description	Area	Description	Area
1	Efficient water quality management of Onrus Estuary	Onrus Lagoon	Housing	Blompark/ Beverley Hills
2	Construction and upgrade of Atlantic Drive		Construction of new sidewalks	De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai

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Priority 2022/23	Ward 13		Ward 14	
	Cllr Charmaine Resandt		Ald. Riana de Coning	
	Description	Area	Description	Area
3	Coastal path maintenance and extension	Onrus/Vermont	Extension of sewerage reticulation (MIG)	Gansbaai- All areas
4	Paving Coastal Parking areas		Roads	De Kelders/ Perlemoenbaai / Gansbaai, Blompark, Kleinbaai
5	Implementation/facilitation of Working for Water project to clear aliens and reduction of fire hazards on municipal property	Onrus/Vermont	Early Childhood Development facilities (Kleine Gansies etc)	Blompark/ Gansbaai
6	New additional ablution facilities at Onrus beach	Onrus	Upgrade of Provincial Tar Road (R43) (between Hermanus & including Main Road, Gansbaai)	Gansbaai
7	Construction and upgrading of sidewalks (including cycle paths), and the provision of formalized street parking at Onrus Trading Post	Onrus/Vermont	Testing Facility/Drivers License/Learners License	Gansbaai- All areas
8	Upgrading and maintenance of storm water and sewerage systems 1. Enclose open storm water channel in Shearwater/Petrel 2. Berg Street Onrus 3. Armadillo, Periwinkle, Barnacle, De Chatelaine, Rodyn, Bottom of R43		Tertiary Education – Skills Development	Gansbaai- All areas
9	Streetlights, include lighting at public parking areas	Onrus/Vermont	Replacement/ refurbishment of vehicles/ plant equipment	Gansbaai Residential Areas & S4S
10	Traffic calming	Onrus/Vermont	CCTV Cameras (subject to approval of policy, (Communal Sportsgrounds S4S)	Gansbaai
11	Development of land adjacent to Onrus Cemetery	Onrus	Roads (Deteriorating Road infrastructure)	Blompark
12	Upgrading and maintenance of roads	Onrus/Vermont	Electricity (Upgrading of existing infrastructure)	Gansbaai
13	Upgrading Marine Drive and Jan Rabie entrance – street furniture	Vermont	Development of additional parking areas	Kleinbaai (Adhoc funding)
14	Protection status of the green belts	Onrus/Vermont	Upgrade of municipal works yard	Gansbaai
15	Affordable housing	Onrus/Vermont	Kleinbaai Slipway Boardwalk/ Road rehabilitation	Kleinbaai
16	Welcome sign Vermont (similar to the Onrus sign)	Vermont/ Onrus	Kleinbaai Public Launching Site (Upgrading of Kleinbaai harbour)	Kleinbaai (Ad Hoc)
17	De Wet Hall maintenance	Onrus/Vermont	Upgrading/ beautification Entrance	Kleinbaai
18	CCTV Cameras	Onrus/Vermont	Stormwater (Ad Hoc)	Gansbaai- All areas
19	Upgrading and maintenance of Play Parks and Open Spaces	Onrus	Expansion of existing cemetery	Blompark
20			Rehabilitation Centre for homeless persons – Fully staffed and equipped)	Gansbaai

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Priority 2022/23	Ward 13		Ward 14	
	Cllr Charmaine Resandt		Ald. Riana de Coning	
	Description	Area	Description	Area
21			Upgrade Tidal pool area	Kleinbaai

Table 18: Wards 13 - 14, reviewed priorities for 2022/23

2.3.2 Summary of Provincial and National government needs

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

A summary is listed below:

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

Table 19: Summary of Provincial and National government needs

2.3.3 Ward specific project allocations discontinued

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

2.4 Concluding remarks on situational analysis

Summary of the key data trends

The population of Overstrand is estimated at 110 856 people in 2022, making it the second most populated municipal area in the Overberg District. This total is expected to grow to 119 797 by 2025, equating to an average annual growth rate of 2.7 per cent, **the highest in the District.**

Overstrand has a growing population, between 2021 and 2025, the largest population growth is expected to occur in the **child cohort (0 - 14 years)** with an expected annual average growth of 3.2 per cent. The working age and aged cohorts are anticipated to grow by 2.6 and 1.6 per cent respectively. The growth in the child and working age cohorts indicate that the municipal area is no longer perceived to be only a retirement destination of choice, but that it is able to attract a younger, working-age demographic in search of work opportunities and an improved work-life balance. The increased population growth will consequently

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

Social indicators that have moved in a positive direction include an improvement in the learner retention rate (Grade 10 -12), increase in learner enrollment, improvement in the immunization rate, improvement in the neonatal mortality rate, decrease in teenage pregnancies measured by the delivery rate to women under 20 years, decrease in TB patients, slight decrease in registered patients receiving anti-retroviral treatment (ART), and an improvement in the quality of life (measured by the Human Development Index- HDI).

Indicators that are of concern include a regression in the matric pass rate, increased income inequality and safe and security concerns.

In terms of growing the local economy, the Municipality is mandated to “create an enabling environment for local economic development”. The current global Covid-19 pandemic (Corona virus) has had and continue to have severe socio-economic consequences throughout the globe. Closer to home, the Overstrand is also experiencing the adverse socio-economic impact of COVID-19 on our local economy and community. The tourism industry was severely affected by travel restrictions throughout the country. As it is one of the leading contributors to economic growth in the Overstrand municipal area, this will have a significant negative impact on the overall economic performance of the municipal area. The significant contraction in the local economy of 6.6 percent in 2020 is estimated to have resulted in 2 591 job losses in the Overstrand municipal area. Along with the increasing unemployment rate, the associated reduction in household income will increase the demand for public sector support. Furthermore, there will be additional pressure on the local municipality as revenue collection may be hampered. However, the same level of services will still be required.

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

CHAPTER 3

SITUATIONAL ANALYSIS PER NATIONAL KPA'S

3.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.1.1 Powers and Functions

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

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

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

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

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

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

Table 20: Municipal functions by Overstrand

The structure of the Municipality has three distinct components:

3.1.2 Political Governance Structure

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

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

The **Municipal Council** comprises 27 Councillors.

Councillors per political party are:

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

The portfolio committees are:

- Finance and Tourism;

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

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

Name of councillor	Capacity and Political party	Ward representing or proportional
Annelie Rabie	Executive Mayor (DA)	Proportional
Lindile Ntsabo	Deputy Executive Mayor (DA)	Proportional
Grant Cohen	Speaker (DA)	Ward 9
Frederick Africa	Councillor (DA)	Ward 8
Vuyisani Bandeza	Councillor (LP)	Ward 6
Kari Brice	Councillor (DA)	Ward 3
Dudley Coetzee	Councillor (DA)	Ward 1
Riana de Coning	Councillor (DA)	Ward 14
Rugene Dees	Councillor (ACDP)	Proportional
Theresa Els	Councillor (DA)	10
Steven Fourie	Councillor (DA)	11
Elnora Gillion	Councillor (DA)	Proportional
Malcolm David Grimbeek	Councillor (FF+)	Proportional
Tembile Gwele	Councillor (EFF)	Proportional
Andrew Komani	Councillor (DA)	Proportional
Clinton Lerm	Councillor (DA)	Proportional
Hybré Lombard	Councillor (DA)	Ward 7
Kholiswa Nggandana	Councillor (LP)	Proportional
Msa Nomatiti	Councillor (DA)	Proportional
Theodorah Ngqinata	Councillor (ANC)	Ward 2
Ronald Nutt	Councillor (DA)	Ward 4
Charmaine Resandt	Councillor (DA)	Ward 13

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Name of councillor	Capacity and Political party	Ward representing or proportional
Masibongwe Sihlahla	Councillor (ANC)	Ward 12
Simphiwe Silo	Councillor (ANC)	Ward 5
Connie Tafu-Nwonkwo	Councillor (ANC)	Proportional
Jacobus van Staden	Councillor (FF+)	Proportional
Stephen Williams	Councillor (DA)	Proportional

Table 21: Overstrand Councillors per political party, February 2022

Speaker:



Cllr. Grant Cohen

Mayoral Committee Composition:



**FINANCE & TOURISM/
Executive Mayor**
Dr Annelie Rabie



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



**LOCAL ECONOMIC
DEVELOPMENT**
Ald. Elnora Gillion



COMMUNITY SERVICES
Cllr. Ronald Nutt



MANAGEMENT SERVICES
Cllr. Arnie Africa



**INVESTMENT &
INFRASTRUCTURE**
Cllr. Clinton Lerm

3.1.3 Administrative Governance Structure

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

Top Management team (TMT)



Dean O'Neill
Municipal Manager



Soli Madikane
**Local Economic
Development (LED) &
Social Development and
Tourism**



Roderick Williams
Community Services

Figure 14: Overstrand Mayoral Committee, February 2022

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

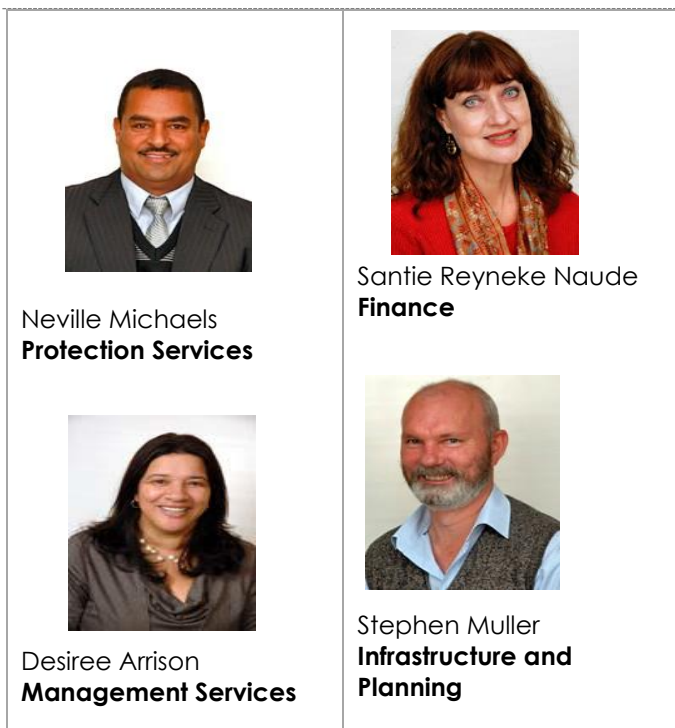


Figure 14: Overstrand Top Management Team

The administrative component is aligned with the National Key Performance Areas and has been divided into the Office of the Municipal Manager and 6 Directorates.

Brief functional breakdown per Directorate:

DIRECTORATE	FUNCTIONS
Office of the Municipal Manager	Internal Audit, Risk Management, electoral unit, Directors
Management Services	Human Resources, Labour Relations & Occupational Health & Safety (OHS), Strategic Services, Legal Services, Additional Court, Council Support Services, Communication, ICT
Community Services	Area Management, Operational Services, Libraries, Housing administration, Sport & Recreation
Protection Services	Traffic, Law enforcement & Task team, Fire & Disaster Management and Security Services
Local Economic Development (LED) and Social Development and Tourism	LED, Social Development, Tourism
Infrastructure and Planning	Engineering Services, Engineering Planning,

DIRECTORATE	FUNCTIONS
	Environmental Services, Town Planning, GIS, Property Administration, Building Control, Solid Waste and Electro technical Services
Financial Services	Financial Services, Accounting Services, Expenditure and Asset, Revenue and Valuation, Supply Chain Management

Table 22: Overstrand Directorates, end February 2022

Intergovernmental Relations (IGR)

The municipality actively participates in the following Provincial IGR forums:

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

3.1.4 Public Accountability

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

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

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

The Ward Committees are chaired by the respective elected ward councillors and meet (except when Council is in recess) on a scheduled monthly basis. Quarterly meetings are advertised on bill boards, media and with loudhailers in certain areas to enhance participation by the broader communities. A formal agenda is followed and inputs from these committees are fed into the Portfolio Committee and then on to the Mayoral Committee. The Ward Committees have an opportunity to consider items on the formal council agenda which have a direct bearing on their specific areas.

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

Functional **ward committees** are established in all 14 wards and meet on a monthly basis as part of Council's monthly meeting cycle.

Overstrand municipality managed to implement and maintain a successful ward committee system in all wards since 2003. Ward committees are acknowledged and respected as official public participation structures of the Municipality. Meetings of ward committees are scheduled as the first meetings (followed by Port-

folio committees, Executive Mayor and Council) in Council's monthly meeting cycle. An average number of nine meetings (open to the public) per ward committee are held per annum. The meetings include four quarterly statutory report back meetings.

Ward Committees are responsible for the identification and communication of needs within their local wards as specified in the municipal council's IDP and budget processes. These "need assessment" sessions are held annually with the ward committees between September – January. The costing for the highest prioritised needs/ projects is also done for budgeting purposes. The Municipality developed a ward committee consultation register in order to manage and respond to:

- recommendations from respective ward committees;
- monitor that important/statutory notifications serve before ward committees;
- resolve possible long outstanding infrastructure maintenance issues raised by ward committees.

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

The Ward Committee Rules for Overstrand Municipality were revised by Council in August 2021. In terms of the revised Rules, a Ward Committee consists of representatives from organisations, sectors and/or geographical blocks (areas) in the ward. During November 2021 the election of the new generation of ward committees were concluded.

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

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The provision of the follow-up training programme in conjunction with province to Ward Committee members.

COVID-19 PANDEMIC: PROTOCOLS FOR WARD COMMITTEE MEETINGS

The Executive Mayor supported a recommendation in 2020/2021 to host the Ward Committee meetings by way of combination of physical attendance and electronic platforms. The administration developed protocols in the last-mentioned regard, inclusive of the following:

- Ward Committee members to be assisted to download the MsTeams App on their Cell phones in order to join the meetings virtually.
- The Administration to provide technical support to Ward Committee members in order to resolve the challenges with connectivity to the virtual platform.
- Report back meetings must advertise in local media including an invitation to attend a meeting via a virtual platform. Ward Committee members, Councilors, administrative personnel, media, and the public (in event of report back meetings) can apply in advance for a link to attend a meeting via the virtual platform.
- Only residents of a particular ward, are approved for electronic links to attend the particular Ward Committee meeting.
- The names of the last-mentioned residents are to be included in the attendance register of the particular meetings.
- Responsible senior managers for the ward committees in decentralized administrations must ensure compliance with COVID-19 protocols, including, social distancing, wearing of masks, provision sanitizer and screening.
- If a meeting cannot take place due to a possible challenge(s), Ward Committee members and other affected must be informed of the postponement of the particular meeting.
- The Municipality will host the Ward Committee meetings by way of combination of physical attendance and electronic platforms in 2022/2023 if the State of Disaster relating to COVID-19 pandemic is not terminated. In the event that the last-mentioned State of Disaster is terminated the Municipality may consider to only host meetings by way of physical attendance.

Ward Committee Elections took place from 15 until 18 November 2021 at 21 venues located within the demarcated 14 wards of the Municipality. A number of 5,956 registered voters (IEC's voters roll) resident in the 14 wards participated in the Ward Committee Elections.

OVERSTRAND MUNICIPALITY					
ANALYSIS: RESULTS FOR WARD COMMITTEE ELECTIONS: 15-18 November 2021					
Ward	Organisation/ Sector	Geographical Block	Female	Youth	Voter turnout
1	7	3	1	1	660
2	7	3	3	0	366
3	8	2	4	1	344
4	10	0	5	0	359
5	5	5	6	1	177
6	5	5	3	0	415
7	8	2	2	0	382
8	10	0	4	1	349
9	6	4	1	0	490
10	7	3	4	0	537
11	7	3	6	1	470
12	4	6	8	2	685
13	9	1	4	0	366
14	9	1	3	0	359
Total	102	38	54	7	5959

Table 23: Overstrand ward committee election results 2021

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

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

3.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

KPA & Indicators	Municipal Achievement	Municipal Achievement	Municipal Achievement
	2018/19	2019/20	2020/21
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	68	71	71
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	99.88%	84.54%	99.60%

Table 24: Employment Equity numbers & % budget spent on Workplace Skills plan

3.2.1 Occupational Levels- Race

The table below categories the number of employees by race within the occupational levels as at end January 2021.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	3	0	1	0	1	0	1	7
Senior management	0	2	0	1	0	0	0	0	3
Professionally qualified and experienced specialists and mid- management	2	15	0	24	4	6	0	11	62
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	12	74	0	36	12	27	1	35	197
Semi-skilled and discretionary decision making	91	163	0	31	33	85	0	45	448
Unskilled and defined decision making	157	152	1	9	24	32	0	3	377
Total permanent	263	409	1	102	73	151	1	95	1095
Non- permanent employees	0	0	0	0	0	0	0	0	0
Grand total	263	409	1	102	73	151	1	95	1095

Table 25: Overstrand Occupation levels by race, end January 2022

3.2.2 HR Policies and Plans

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

The table below shows the HR policies and plans that are approved as at end December 2021:

Approved policies	
Name of policy	Date approved/ revised
COVID Plan	Approved by Municipal Manager: 26/05/2020

Table 26: Overstrand approved HR policies

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

3.2.3 Vacancy Rate

The approved organogram for the municipality had **1197** posts as at the **end of January 2022**. The actual positions filled are indicated in the tables below by post level and by functional level. **102** Posts were vacant at the end of **January 2022**, resulting in a vacancy rate of **8.52%**.

Vacant posts are budgeted for.

Table below indicates the vacancies within the municipality as at end **January 2022**:

Per Post Level		
Post level	Filled	Vacant
MM &MSA section 57 & 56	7	0
Middle management (T14-T19)	67	1
Admin Officers (T4-T13)	660	90
General Workers (T3)	361	11
Total	1095	102
Per Functional Level		
Functional area	Filled	Vacant
Municipal Manager	11	2
Management Services	49	7
Financial Services	103	11
Community Services	650	41
Protection Services	151	18
Infrastructure and Planning Services	126	15
Economic Development Services	5	8
Total	1095	102

Table 27: Overstrand vacancies, end January 2022

3.2.4 Employment equity targets and progress

Overstrand's current Employment Equity Plan (EEP) covers the period 01 July 2020 to 30 June 2023.

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

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

Year – EE plan	African		Coloured		Indian		White	
	Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
2018/19	330	324	507	533	2	3	222	214
2019/20	344	329	510	538	4	3	220	206
2020/21	334	329	339	562	2	2	215	200

Table 28: Progress EE targets/ Actual by racial classification (Total Workforce)

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
2017/18	R 339 417 641	R 1 981 500	R 1 978 826.20	99.87%
2018/19	R385 086 003	R1 928 354	R1 926 041.96	99.88%
2019/20	R411 692 823	R2 505 041	R2 117 702.74	84.54%
2020/21	R447 248 028.00	R2 098 565.49	R2 091 668.00	99.60%

Table 30: Budget allocated and spent for 2017/18 – 2020/21

3.2.5 Workplace Skills plan (WSP)

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

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

Financial year	Number of employees that received training
2017/18	354
2018/19	382
2019/20	342
2020/21	268

Table 29: Skills development of Overstrand employees – 2017/18 – 2020/21

Skills development – Budget allocation

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

3.2.6 Implications of the Local Government Municipal Staff Regulations and Guidelines

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

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

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

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

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The Municipality is planning to review its organogram with the assistance from the Western Cape Department of Local Government.

3.3 BASIC SERVICE DELIVERY

3.3.1 Access to basic services

Proportion of Households with minimum level of basic services			
Description	2018/19	2019/20	2020/21
Electricity service connections	82%	100%	100%
Water - available within 200 m from dwelling	100%	100%	100%
Sanitation - Households with at least VIP service	100%	100%	100%
Waste collection – kerb side collection once a week	100%	100%	100%

Table 31: Overstrand access to basic services, 2018/19 – 2020/21

* excludes indigent households

Proportion of households with Service backlogs

Service Backlogs as at 2020/21				
Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	33 886	100%	0	0%
Sanitation	34 199	100%	0	0%
Electricity	25 972	100%	0	0%
Waste management	33 895	100%	0	0%

Service Backlogs as at 2020/21				
Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Housing	31 672	89.3%	3779	0%

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

Table 32: Overstrand service backlogs, 2020/21

Water and Sanitation Access:

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

According to the 2011 (i.e., the latest) census figures there are still small backlogs in terms of water and sanitation services in the rural areas of the Overstrand Municipality. According to the national Strategic Framework for Water Services, farm owners are water services intermediaries, and are therefore responsible for the provision of water services to people living on their property. This provision is included in the Overstrand Water Services Bylaws. Basic water and sanitation services are being provided where land invasions occurred, within budget constraints.

The Water Services Bylaw has been reviewed. A public participation process is currently in progress before Council approval and promulgation.

Electricity Access:

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

Refuse Removal Access:

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

Farming areas requiring access to municipal services:

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

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

3.3.2 Basic service delivery challenges

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

Service Area	Challenge	Actions to address	Progress made in 2020/21 to address challenge
Water & sewerage	Aging infrastructure	Continuous upgrades	Water meters were also replaced for more accurate billing. Water pipes were replaced during the 2020/21 financial year that will continue in the 2021/22 financial year.

Service Area	Challenge	Actions to address	Progress made in 2020/21 to address challenge
Sewerage systems	Foreign objects in sewer lines that cause blockages and additional maintenance of sewer lines.		<p>SEWERAGE BLOCKAGES 2020/21 = 2119 2019/20 = 1899 An increase of 220 sewer blockages occurred during 2020/21 financial year.</p> <p>SEWERAGE SPILLAGES 2020/21 = 214 2019/20 = 191 An increase of 23 sewer spillages occurred during 2020/21 financial year.</p> <p>A 12% increase for both sewer blockages and spillages for 2020/21 occurred. The covid 19 pandemic had a big impact on the planned/pro-active maintenance due to the staggard working schedules – therefore we mostly had to respond re-actively.</p>
Water	Water meter replacement	Losses incurred on the water distribution networks	Water meter contract commenced during 2020/21. 2515 water meters were replaced during the 2020/21 financial year.

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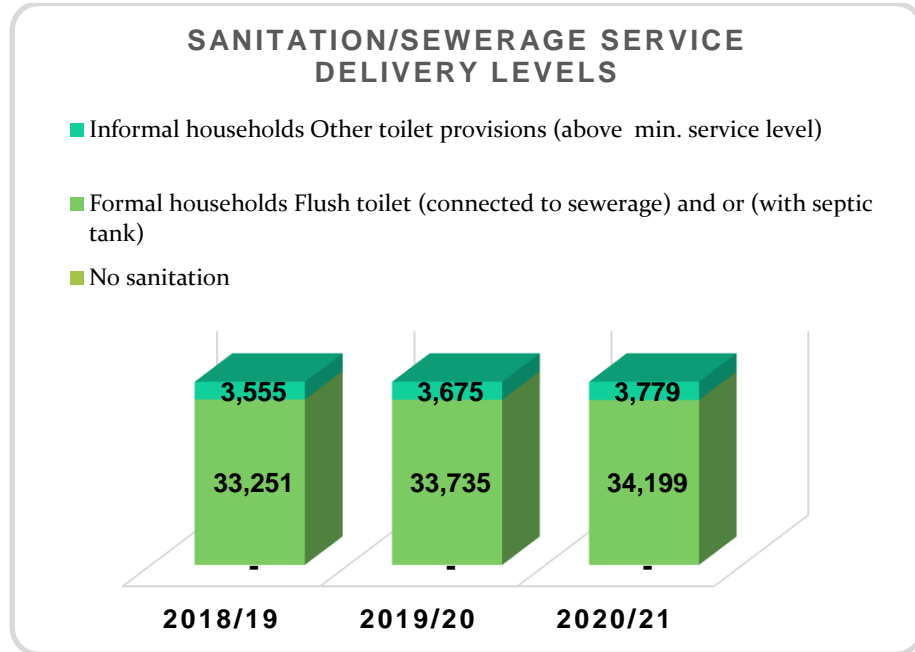
Service Area	Challenge	Actions to address	Progress made in 2020/21 to address challenge	Service Area	Challenge	Actions to address	Progress made in 2020/21 to address challenge
	Water pipe replacement	Water burst incurred in the water distribution network	A total of R6 921 570 were spent in the 2020/21 financial year on water pipe replacements				and approved energy producers and energy traders to wheel energy over the municipal network.
Refuse	Illegal dumping	The addition of skips and swing bins in informal settlements and invaded areas	There is still a decrease in illegal dumping due to the additional skips and swing bins. 2020/21 = 27 2019/20 = 35		Theft of electricity (tampering), cables and vandalism	Theft and vandalism are 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	Potholes	Compliance to pothole repair turnaround time as per the IDP	Resealing of 17.5 kms of municipal road network.		Weakening Eskom 66/11kV Infrastructure	The various 66/11kV Eskom infrastructure that supplies the Overstrand area is in a deteriorating state and causes multiple unplanned/ prolonged outages in all Overstrand areas on a regular basis. This is a major concern for Overstrand and its consumers.	The Birkenhead 66kV Substation project has started. The project will strengthen the electricity supply and unlock the agriculture and industrial industry in Gansbaai area which is in desperate need for growth in employment
Electricity	Limited Eskom Capacity	The limited Eskom network capacity puts a constraint on development in Overstrand areas as Eskom cannot provide the applicable capacity requirements without having to do a full network upgrade.	Council approved that the municipality transition its energy supply, where feasible, to low carbon and renewable sources, in compliance with the revised Regulations on New Generation Capacity and all other relevant regulations, by: <ul style="list-style-type: none"> • Continuing with the Small-Scale Embedded Generation program • Developing renewable energy sources • Procuring renewable energy from Independent Power Producers; and • Making the municipality's electrical network available to compliant 				

Table 33: Overstrand basic service delivery challenges, 2020/21

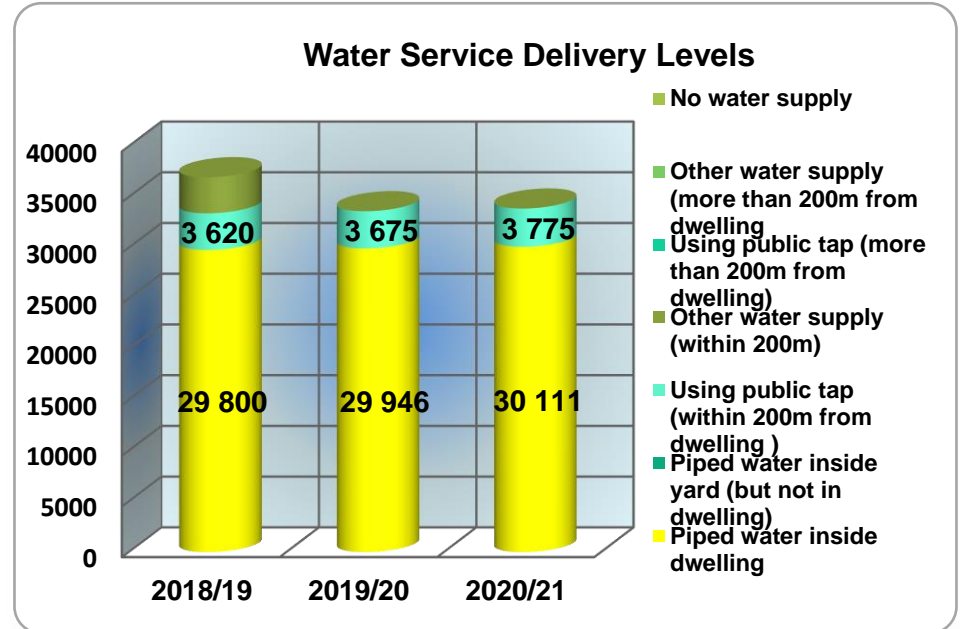
▶ CHAPTER 3: SITUATIONAL ANALYSIS PER NATIONAL KPA'S ▶

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

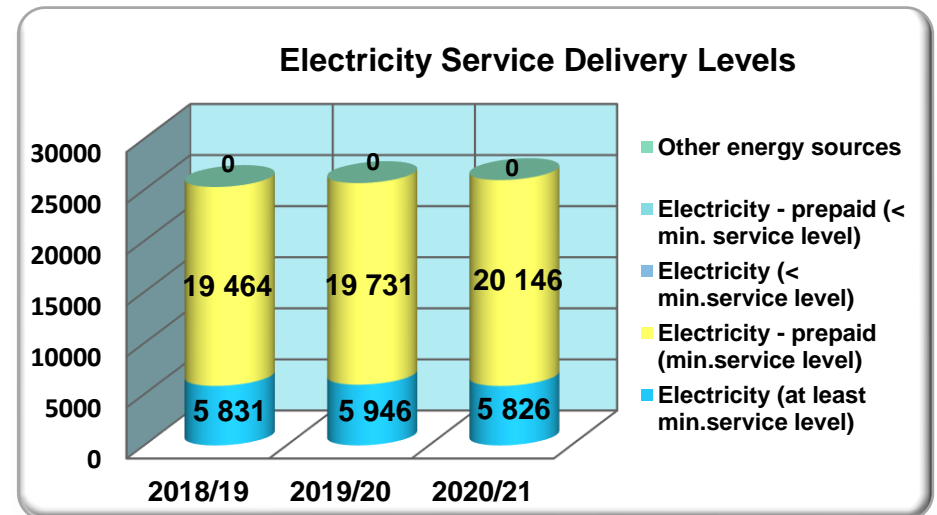
* For 2017/18, 2018/19, 2019/20 and 2020/21 the financial system (DB4) cannot differentiate totals – total households that received access to sanitation.



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



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



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

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

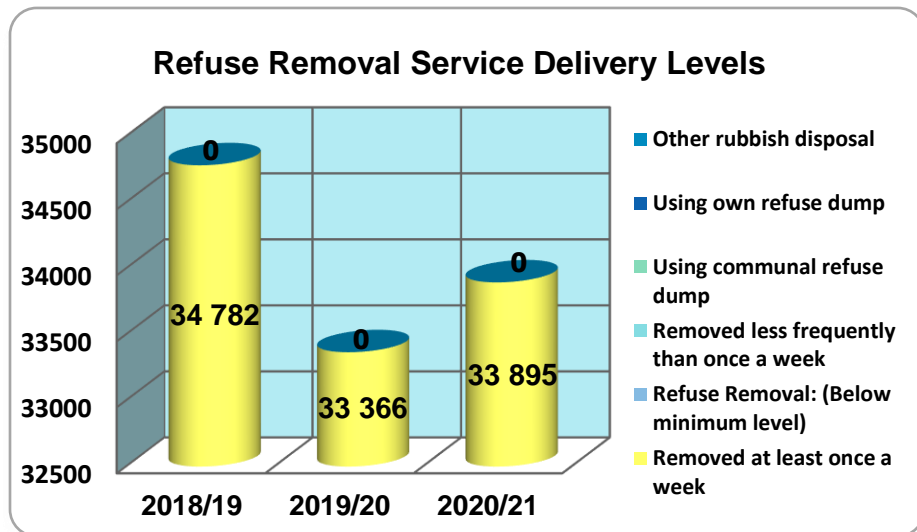


Table below gives an overview of tarred road infrastructure within the municipal area:

Tarred Road Infrastructure: Kilometres				
Year	Total tarred roads	New tar roads	Existing tar roads resealed	Tar roads maintained
2018/19	512	2.6	1.582 rehabilitation	512
2019/20	517	1.5	13 Resealed and 0.7 Rehabilitated	517
2020/21	622	4.2	17.5 Reseal	622

Table 34: Overstrand tarred road infrastructure, kilometers

Gravel roads

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2018/19	143	0	7	143
2019/20	138	0	5	138
2020/21	108	0	2	108

Table 35: Overstrand gravel roads, kilometers

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

Financial year	New & Replacements	Resealed	Maintained
	R		
2018/19	5 989 342	23 265 973	64 011 882
2019/20	20 961 425 (housing)	22 912 800	60 020 727
2020/21	1 306 364	30 691 007	30 289 454

Table 36: Overstrand maintenance and construction costs of roads

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

Storm water Infrastructure: Kilometres				
Year	Total Storm water measures	New storm water measures	Storm water measures upgraded	Storm water measures maintained
2018/19	4.224 km	4.224 km	0	567
2019/20	5.579	5.579	0	573
2020/21	6.632	4.059	0	577

Table 37: Overstrand storm water infrastructure, kilometers

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

Financial year	Storm water Measures	
	Capital	Maintained
	R'	
2018/19	6 328 804	5 789 458
2019/20	7 887 522	5 267 289
2020/21	17 044 056	5 981 650 (operational budget)

Table 38: Overstrand money spent on storm water projects

3.4 LOCAL ECONOMIC DEVELOPMENT

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

Description	Progress made in 2019/20 to address challenge
Lack of participation by key stakeholders	Created a public/private partnership with local stakeholders as a platform for dialogue.
Capacity contrast in HR funding	Expand and realign current staff compliment to fit current priorities.
No linking of LED strategies and Municipality town planning priorities	Input on the review of the SDF to integrate LED principals and practice.
Inadequate poverty alleviation initiatives	Promote home-based food gardens, socio-economic intelligence through research and partner with community-based organisations.

Description	Progress made in 2019/20 to address challenge
Sustainable LED & community projects	Resource mobilisation from other spheres of the government and partnering with stakeholders.

Table 39: Overstrand LED challenges

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

Job creation through EPWP projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2018/19	50	1048
2019/20	57	1060
2020/21	59	1238

Table 40: Overstrand job creation through EPWP projects

The main economic drivers in the Municipal area are:

Key Economic Activities	Description
Expanded Public Works Programme (EPWP) Projects	The EPWP stipend, which is paid directly into the pockets of the participants, have a positive impact on the economy particularly in the Retail Sector, as participants use their EPWP wages in the economy.
Informal Sector	The informal economy contributes exponentially to the Overstrand, with a massive figure of recorded informal traders in 2020. The rise was informed by the Covid 19 realities

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Key Economic Activities	Description
	faced by ordinary citizens who lost jobs through retrenchments, closure of major businesses etc. This created panic and might have caused market saturation of already existing goods and services provided by this sector. This sector plays a major role in ensuring key players become Economically Active. The growth in the sector was also motivated by the economic relief programmes introduced by the Department of Small Business and other agencies like the introduction of the Township and Rural Entrepreneur Programme (TREP).
Agriculture/ aquaculture	The LED department embarked on a Poverty Alleviation Program where households were assisted to plant vegetables to feed themselves.
Construction	Partnership with the Municipal Supply Chain Management (SCM) Department and LED promoted involvement of Emerging Contractors in Infrastructure Development through Sub-contracting in line with PPPFA Regs 9 & 4.

Table 41: Overstrand main economic drivers

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

KPA& Indicator	2018/19	2019/20	2020/21
Cost Coverage – (Available cash + Investments)/monthly fixed operational expenditure)	6,67	7,62	6,27
Total Outstanding Service Debtors to Revenue – (Total outstanding service debtors/annual revenue received for services)	10,07%	12,33%	11,37%
Debt coverage - (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	23,38	25,06	23,56

Table 42: Overstrand performance - municipal financial viability, 2018/19 – 2020/21

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

Detail	2018/19	2019/20	2020/21
	R'000	R'000	R'000
Original Budget	194 237	261 677	303,738
Adjustment Budget	174 748	275 800	280,086
Actual	172 777	211 057	254,800

Table 43: Capital expenditure 2018/19 – 2020/21

3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

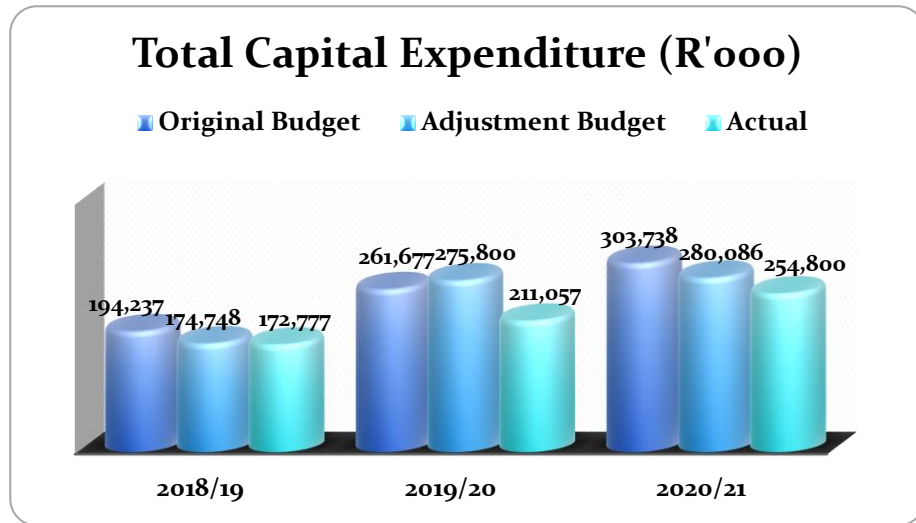


Figure 15: Capital expenditure 2018/19 - 2020/21

Figure 16 indicates the municipality's reliance on grants as a percentage for the past three financial years –

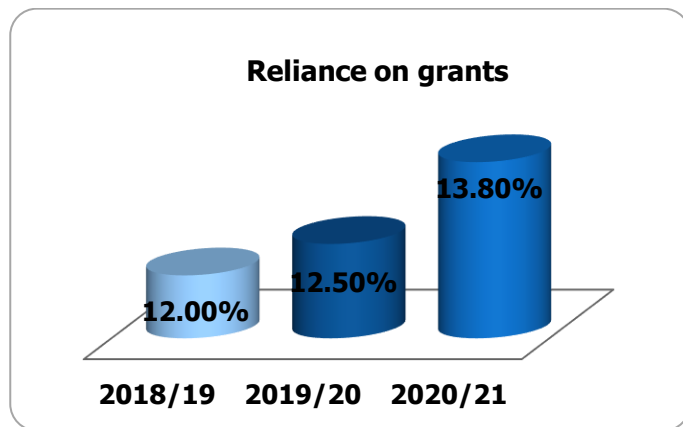


Figure 16: Overstrand reliance on grants, 2018/19 – 2020/21

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

CHAPTER 4

STRATEGIC DIRECTIVES

4.1 SWOT analysis

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

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

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

- **COVID-19 PANDEMIC**
 - Possible further negative impact of Covid-19 or other pandemic
 - Deteriorating socio, economic and political conditions
- **ADVERSE ECONOMIC CLIMATE AFFECTING THE REVENUE STREAM OF THE MUNICIPALITY:**
 - **Lack of funding**, resulting in inability to replace aging infrastructure and deteriorating fleet; high cost of a wide variety of equipment to render services
 - **Affordability of municipal services** due to the negative impact of cost drivers (fuel, electricity) and challenges with local employment levels.

- **URBANISATION**

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

- **EXCESSIVE RED TAPE:**

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

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

- **ETHICAL, PARTICIPATIVE AND ACCOUNTABLE GOVERNANCE**

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

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

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

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

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

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

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

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

** In considering the SWOT, Council took into consideration the negative impact of the COVID-19 pandemic and the resultant Lockdown Regulations and its ability to respond to the impact.*

4.2 The 2022/2027 amended IDP and its strategic focus areas and direction

The strategic direction of the final IDP for 2022/2027 was amended.

The **mission was amended** to reflect the inclusivity of all communities with the addition of "as an Overstrand for all", to read: "Creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL**. The vision, values, and strategic objectives of the current IDP remain **unchanged**."

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

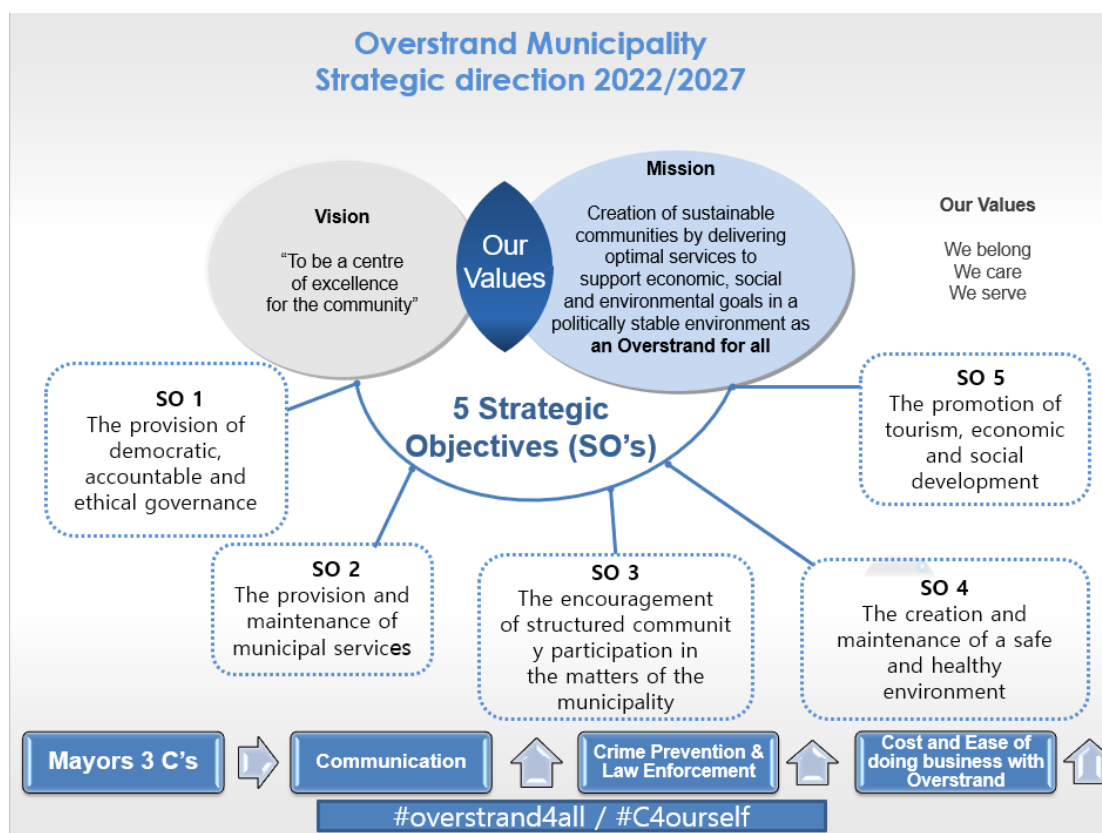


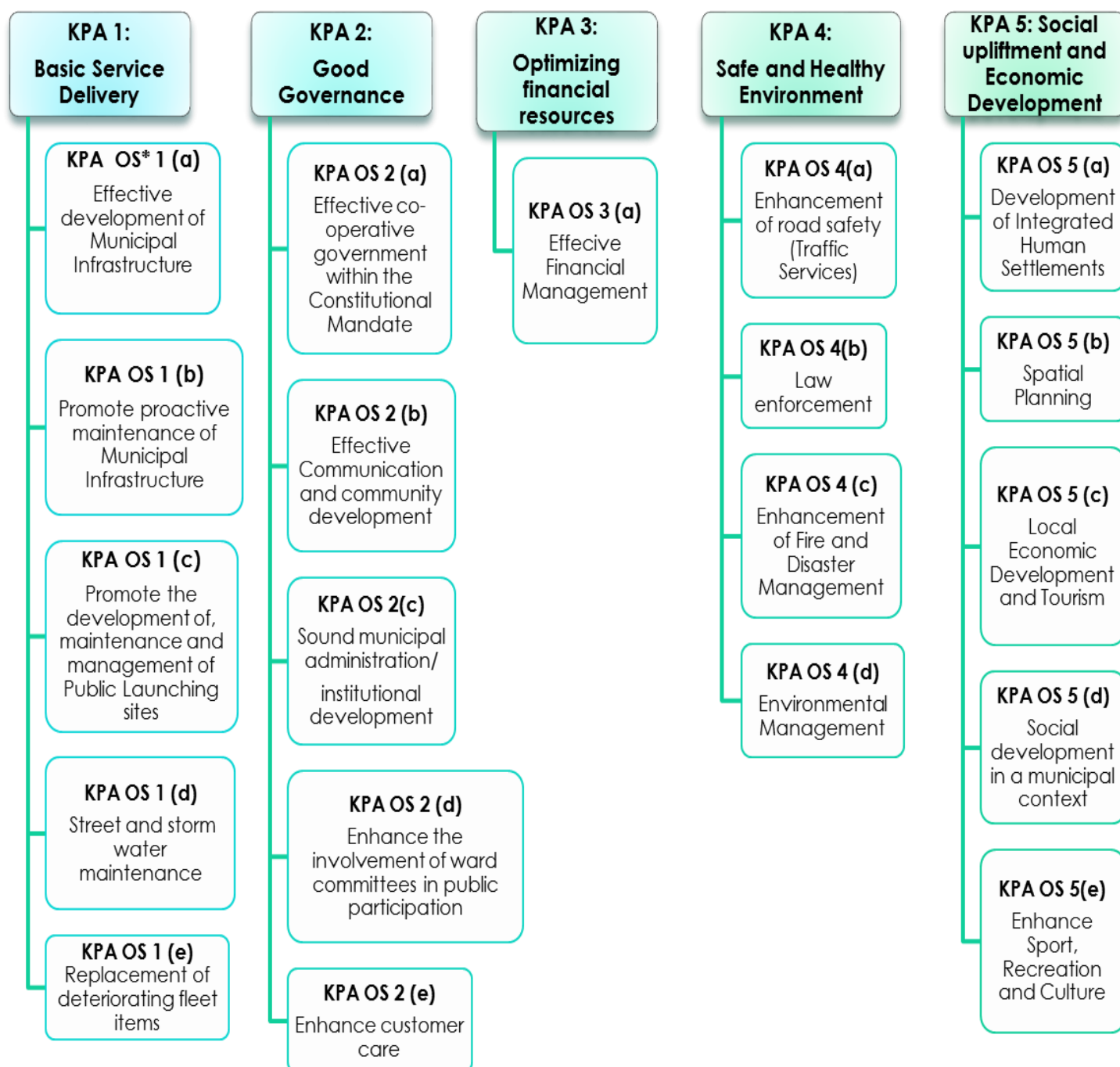
Figure 17: Overstrand Strategic direction 2022/2027

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

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

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

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



Note: OS*- Overstrand Strategy

Figure 18: Overstrand focus areas and strategies for 2022 and beyond

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

4.3 Putting programmes/plans/ strategy into action

KPA 1- BASIC SERVICE DELIVERY

KPA OS 1 (a)

Effective development of Municipal Infrastructure

1.1 Introduction

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

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

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

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

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

The objectives of the GMS are to:

Inform the SDF with an integrated densification policy that is area specific and sensitive to the character, heritage and environmental conditions unique to each area and town

- Integrate, update and rationalize service provision and infrastructure planning,
- Provide an integrated policy framework that will guide the detailed planning and design of market driven development initiatives and inform the compilation of more detailed precinct plans for specific areas or identified opportunities, and
- Align density patterns, trends and proposals with the land use management regulations, zoning schemes, infrastructure capacity and future infrastructure requirements.

The master plans for each basic infrastructure service were reviewed and realigned to support the GMS.

1.2 Water services

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

Water schemes	Supply areas
Buffels River water scheme	(Rooiels, Pringle Bay, Betties Bay); Buffels River Dam
Kleinmond water scheme	(Kleinmond): Palmiet River and fountain
Greater Hermanus water scheme	(Fisherhaven to Voëlklip): De Bos Dam and 3 well fields with 12 boreholes in total

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Water schemes	Supply areas
Stanford water scheme	(Stanford): "The Eye" Spring and 2 boreholes
Greater Gansbaai water scheme	De Kelders to Uilenkraalsmond): Kraaibosch Dam and 2 springs
Pearly Beach water scheme	(Pearly Beach): Pearly Beach Dam and Koekemoer Dam
Buffeljagsbaai water scheme	Buffeljagsbaai): borehole
Baardskeerdersbos water scheme	(Baardskeerdersbos): 2 boreholes

Table 44: Overstrand water schemes and supply areas

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

The quality of water supplied to consumers complied 98.76% with the SANS 0241 drinking water standards for the first two quarters of 2021/22, and the treated waste water effluent complied 82.66% with the applicable effluent standards over the same period. More detail is provided in the Water Services Development Plan (WSDP) summary in Chapter 8 of this document. The current WSDP was approved by Council on 29 May 2019. An updated WSDP will be tabled to Council in May 2022.

The main planning documents for water services are:

- The Water Services Development Plan 2019-2024 (currently under review)
- The Water Master Plan as revised in June 2021
- Comprehensive Bulk Infrastructure Master Plan (Water and Sanitation) – November 2010,
- Water Services Asset Register June 2021,
- Water Services Audit Report 2020/21 and
- Several feasibility studies for upgrade/refurbishment of water facilities,

including the Kleinmond and Buffelsrivier WTW's, and bulk water augmentation options for the Greater Hermanus area.

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

- Bulk and internal requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions), and
- Costs are based on 2021 prices,
- The figure for new facilities includes the development of a seawater desalination scheme in phases in Hermanus, i.e. to provide an additional water source.

Cost to implement the 20 years Water Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Water	R654	R400	R1058

Table 45: Cost to implement the 20-years Water Master Plan

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

Major water services projects planned for the short to medium term are:

- Expansion of the well fields in Hermanus,
- New reservoirs at Sandbaai, Pringle Bay and Gansbaai,
- Phased replacement and upgrade of the bulk and reticulation water systems in all areas,
- Refurbishment of De Bos and Buffels River Dam inlet structures and equipment,
- Refurbishment of the Kleinmond and Buffels River Water Treatment Plants,
- Water Treatment Plant (Stabilization) at Stanford,
- Water Treatment Plant for Buffeljagsbaai,

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- Direct waste water re-use scheme for Hermanus, and Seawater Desalination scheme,
- Possible transfer scheme from Theewaterskloof Dam for Hermanus and Kleinmond.

Plans to address the current water infrastructure breakdowns in the Kleinmond area in 2022/23 and beyond are included in the 3rd bullet above, i.e., phased replacement and upgrade of reticulation systems.

Progress (July 2017- January 2022) to attain the 2017/2023 water services targets mentioned above are:

- Two additional production boreholes were commissioned in the Gateway well field in Hermanus and an environmental assessment has commenced for the expansion of the Hemel-en-Aarde well fields.
- The construction of new reservoirs at Pringle Bay and Gansbaai were completed.
- The next phase of water pipe replacement was completed, with a focus on Betty's Bay, Pringle Bay, Rooiels and Kleinmond.
- A new water softening plant was commissioned at Stanford.
- A feasibility study has been completed on seawater desalination as water augmentation option for Hermanus.
- A detailed technical investigation on the refurbishment of the Buffels River and Kleinmond Water Treatment Plants was completed.
- Basic services have been installed at emergency housing areas.
- Security fencing have been improved at several water installations.

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

The 5-year drought period which was experienced specifically in the Greater Hermanus area has ended due to above average rainfall during the 2020 and 2021 rainfall seasons, and no water restrictions are

currently in place. In all the other Overstrand water schemes, the water sources are also at satisfactory levels.

The municipality took a pro-active approach some years ago by firstly implementing a water conservation and demand management program, and secondly diversifying its water resources. The result was an actual reduction in the municipality's total annual bulk water demand by 18.8% from 2008/09 to 2020/21, despite a rapidly growing population. The volume of water losses was reduced by 21% over the same period. More than 35% of the water demand of the Greater Hermanus area is now supplied from groundwater sources.

Water security in Overstrand

Groundwater sources were developed successfully in Hermanus, Stanford, Baardskeerdersbos and Buffeljagsbaai resulting in a significant reduction in the municipality's dependence on surface water sources. The drilling of two additional production boreholes for Hermanus was completed at Gateway during 2020, with the expansion of the well fields in the Hemel-en-Aarde Valley planned for the near future. In the medium term (7 to 10 years), a seawater desalination scheme is planned for the Greater Hermanus area, to assist in providing for the future water needs of the growing population.

Water conservation and awareness campaigns

- The water situation in Hermanus is posted weekly on social media by the municipality, e.g. Facebook and Twitter.
- Water scarcity bill boards exist at all the entrances to Hermanus.
- A bill board at the Gateway intersection, Hermanus, illustrates the level of the De Bos Dam and the average water consumption for the previous week, and is updated weekly.
- Each consumer receives a 24-month moving graph of water consumption at his/her property with their monthly accounts.
- A 3 year contract with a local theatre company is in place for staging puppet shows and live theatre shows with a water conservation theme

in all the Overstrand areas, targeting primary school learners.

- Presentations on water issues are made by municipal staff from time to time at ward committees, seminars etc.

Water conservation and demand management plan (WCDM)

Overstrand Municipality has a WCDM plan which includes the following activities:

- Replacement of aging water pipelines;
- Intelligent pressure management;
- Replacement of aging water meters;
- Remote monitoring of minimum night flows;
- Refinement of the link between the financial database and water distribution zones;
- Focused leak detection and repairs;
- Installation of water management devices;
- Raising public awareness on water conservation and demand management through the available media;
- Engage with large water users with a view of improving water use efficiency;
- Ensure that water and sewerage tariffs discourage excessive use of water;
- Maximize the use of treated waste water effluent for irrigation purposes to conserve potable water.

3-year infrastructure external loan- water & sewerage

- A 3-year infrastructure external loan was taken up for implementation of specific water and sewerage projects from 2018/19.
- The funds are being spent on the upgrades and replacement of aging bulk water and water reticulation infrastructure.
- All the Overstrand areas will benefit from this loan over the 3-year period 2018/19 – 2020/21.

Spending for the 2018/19 financial year amounted to R24.195 million, R32.33 million in 2019/20 with R35.4 million spent in the 2020/21 financial year.

Climate change

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

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

1.3 Sanitation services

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

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

The above waste water treatment plants (WWTW's) are all considered to have adequate capacity for the foreseeable future, except the Kleinmond WWTW, which will have to be upgraded in the near future, followed by the Hawston WWTW.

The waterborne sewerage drainage networks need to be extended in Kleinmond, Greater Gansbaai, Greater Hermanus, Hawston and Pearly Beach, while the entire towns of Betty's Bay, Pringle Bay, Rooiels, Baardskeerdersbos, and Buffeljagsbaai are still dependent on the sewerage tanker truck service. Several sewerage pump stations are in urgent need of upgrading and/or refurbishment, including at the

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Hermanus WWTW inlet works and at Zwingers Corner in Hermanus. Upgrades are also required to enable the decommissioning of the Peach House and Sportsgrounds pump stations in Zwelihle, and there is a need for installation of emergency power generators at several wastewater facilities. Some of the bulk sewer rising main pipelines will also need to be refurbished in future.

The main planning documents for sanitation services are:

- The Water Services Development Plan 2019-2024 as reviewed and approved by Council on 26 May 2021,
- The Sewerage Master Plan as revised in June 2021,
- Comprehensive Bulk Infrastructure Master Plan (Water and Sanitation) – November 2010,
- Sewerage Asset Register June 2021, and Water Services Audit Report 2020/21.
- Several feasibility studies for upgrade/refurbishment of wastewater facilities, including the Kleinmond, Hawston and Hermanus WWTW's.

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

- Bulk and internal requirements are included,
- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions),
- Costs are based on 2021 prices,

Cost to implement the 20-year Sewerage Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Waste Water	R1030	R200	R1 230

Table 46: Cost to implement the 20-year Sewerage Master Plan

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

Major sanitation services projects planned for the short to medium term are:

- Upgrade of the Stanford Waste Water Treatment Works (WWTW),
- Upgrade of sewerage pump stations,
- Upgrade of the Zwelihle sewer network,
- Upgrade of the Kidbrooke sewer,
- Extension of sewer networks in Kleinmond, Stanford and Gansbaai,
- Replacement of sewer rising main pipelines in Kleinmond and Greater Hermanus,
- Refurbishment/upgrade of components/processes at Hawston and Kleinmond WWTW's.

Progress (July 2017 – January 2022) to attain the 2017/2023 services targets mentioned above:

- The upgrade of the Stanford WWTW has been completed,
- The upgrade of the Bientang sewerage pump station in Hermanus has been completed,
- The upgrade of the Kidbrooke pipeline and construction of 2 new pump stations and rising mains in Onrus River have been completed.
- The next phases of the installation of waterborne sewer reticulation in Stanford, Kleinmond and Gansbaai were completed.
- Upgrades to the Zwelihle sewer network were completed.
- Security fencing at several wastewater facilities were improved.
- Basic sanitation services were installed at emergency housing areas.

Waste Management

Status of existing landfill sites

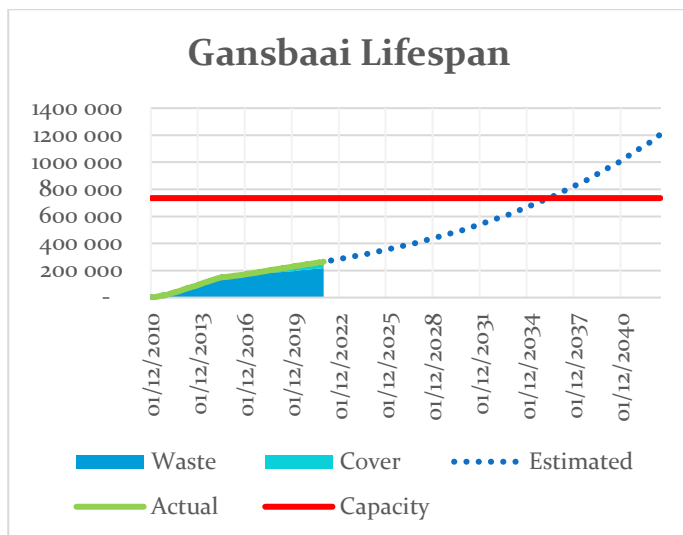
Overstrand Municipality has one operating licensed landfill site, located in Gansbaai. Currently the solid waste of Gansbaai, Pearly Beach and Stanford is transported to the Gansbaai landfill site. The updated estimated remaining lifespan is 14 years.

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The Karwyderskraal Regional Landfill which is owned by the Overberg District Municipality is used by Kleinmond, Hermanus, Grabouw, Botrivier and Villiersdorp to dispose of their waste.

Cell 3 of the Karwyderskraal Regional Landfill site was constructed by Overstrand Municipality and completed in March 2015. An agreement was signed between Overstrand Municipality and Overberg District Municipality that the site would be managed and operated by Overstrand until the cell 3 has reached capacity, which occurred at the end of March 2019.

Since the 1st of April 2019, when construction of cell 4 was completed, the management of the Karwyderskraal Landfill was transferred back to the Overberg District Municipality.



An agreement was concluded in 2018 between Overberg District Municipality, Theewaterskloof, and Overstrand Local Municipalities to dispose of their waste at Karwyderskraal Landfill for the life span of the entire landfill, currently estimated at 53 years.

The development of a fifth generation Integrated Waste Management Plan (IWMP) was completed in 2019/2020 for a 5 year period and addressed all the information required by DEADP.

Overstrand's 5th generation IWMP is aligned to the current Provincial IWMP.

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

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

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

Waste Management Licensing

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

With regard to rehabilitation compliance, alternative uses of closed landfill sites are pursued where possible, e.g. Pearly Beach Waste Water Treatment Works (WWTW), Kleinmond soccer field, Hawston housing project, replacing old landfill sites (in consultation with the Department of Environmental Affairs and Development Planning (DEADP; Waste Management)). Extension of the required rehabilitation dates was granted by DEADP for Pearly Beach, Stanford, Voëlkop, Onrus, Fisherhaven, and Hermanus.

Waste Information Management

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

Waste diversion

The Hermanus Transfer Station and the Material Recovery facility (MRF) were badly damaged in the riots of March and June 2018. An attempt was made to rebuild the MRF after the first riots, but it was again damaged during the riots in June 2018.

Walker Bay Recycling's sheds were also burned down resulting in an abrupt halt of recycling, including the two bag waste collection system in the Hermanus and Kleinmond areas.

The new clean recyclables MRF in Hermanus started operation in November 2021 and the collection of recyclables for the households (two bag collection system) was also restarted by the waste collections teams at the same time for the greater Hermanus and Kleinmond administrative areas.

In areas that have Swop Shops, children can take recyclables to the Swop Shop. The COVID 19 outbreak has affected the operation of these Swop Shops in the 2021/22 cycle again and could probably also have an impact on the 2022/23 cycle.

The delivery of the puppet shows for recycling was also affected by the COVID 19 outbreak. The shows were presented to smaller audiences this year to be able to comply with the COVID 19 protocols as required by the schools that would allow Story Team access to their students within the Overstrand municipal area. The shows were presented in Afrikaans, English and isiXhosa and targeted at Grade R to Grade 3 learners. This is to be continued in the current financial year if permitted under the COVID 19 restrictions and the scope of the educational awareness shows has been expanded going forward to also include the option of live theatre shows which will be aimed at older learners.

o **Seven Un-Rehabilitated landfill sites**

Overstrand has **seven un-rehabilitated landfill sites**. All seven sites (Pearly Beach, Stanford, Hermanus, Voëlklip, Onrus, Hawston, and Fisherhaven) have closure licenses. The department of Environmental Affairs National appointed Environmental Assessment Practitioners to assist the municipality with the closure licenses. All of the abovementioned sites must be rehabilitated and the estimated cost for the seven sites is R83.4 million, VAT excluded. Overstrand Municipality is exploring alternative ways to use these sites in order to save the rehabilitation cost. At Pearly Beach the new waste water oxidation ponds were constructed on the old

garden and builder's rubble site. A Waste License to mine the old Hermanus Landfill has been issued by the Department of Environmental Affairs to mine the old garden and builder's rubble site. The builder's rubble and sand will be used as fill material. Approval to move material from the Hawston landfill to Karwyderskraal Landfill has been granted by the Department of Environmental Affairs, thereby saving the rehabilitation cost of the site. The removal of the Hawston landfill waste body has taken place. The in-situ soil tests have been completed and the assessment report for the surrendering of the waste management license for the site was submitted and we are now busy in consultations with the Department regarding the way forward.

1.4 Electrical services

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

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

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

The main planning documents for electrical services are:

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

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

- Bulk and internal requirements are included,

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- Replacement of current infrastructure that is in a poor or very poor condition,
- Projects already started (and funded) are not included,
- Costs are in R x 10⁶ (millions), and
- Gansbaai master plan was updated December 2019 with new cost estimates. Master plan period from 2019 to 2029.
- Hermanus and Kleinmond master plans were updated in December 2019 with a plan period of 2019 to 2039.

Progress (July 2017- January 2022) to attain the 2017/2023 electrical services targets mentioned above are:

Cost to implement the 10 year Electricity Master Plans Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Electricity	R474	R269	R743

Table 47: Cost to implement Electricity Master Plans

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

Major electrical services projects planned for the short to medium term are:

- Gansbaai: CCTV, SCADA, Mini-sub and Medium Volt (MV)/ Low Volt (LV) Upgrade
- Upgrading of MV/LV networks and network security in Gansbaai area
- Upgrading of MV/LV networks and network security in Stanford area
- Upgrading of MV/LV networks and network security in Hermanus area
- Upgrading of MV/LV networks and network security in Kleinmond area
- Upgrading of MV/LV networks and network security in Hawston area
- Housing projects in Gansbaai area
- Housing projects in Stanford area
- Housing projects in Hermanus area
- Housing projects in Hawston area
- New Birkenhead 66kV Substation
- Housing projects in Kleinmond area.

- The Gansbaai: CCTV, SCADA, Mini-sub and Medium Volt (MV) / Low Volt (LV) Upgrade was completed in November 2017.
- The Beverley Hills/ Blompark portion of the Gansbaai Housing projects have started in January 2018. The Beverley Hills portion of the project was completed in September 2021.
- DOE funds are insufficient to complete all electrification on housing projects. To complete these projects successfully, DOE will need to provide more funds or council will need to provide bridge funding.
- New Birkenhead 66kV Substation – I&J has indicated that they want to increase their capacity from 2.1MVA to 8MVA. An official investigation study has been done and reports have been completed. Application has been made to Eskom for a new 66kV metering point.
- Re-electrification of Mandela Square in Zwelihle, Hermanus has been put on hold.
- The medium voltage and low voltage upgrade and replacement in the Overstrand area are in process.
- The Hawston Housing project started in February 2019 and will be completed over a two-year financial period. The installation of the electrical network was completed in Jan 2020 and 165 new houses have been connected at end January 2021. At end May 2021 all 377 houses were connected to the electrical network.
- The Gansbaai housing project started in September 2021. A total of 200 new electricity connections were provided by end of January 2022 completing the first phase of the multi-phased electrification project.

Energy saving initiatives:

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

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

Climate change:

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

To date (Jan 2022) we have thirty-two (32) connected installations in the Overstrand area.

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

All solar PV installations within the Overstrand Electricity Distribution area should be registered with Overstrand Municipality, even if they do not feed back electricity into the network.

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

Green Energy

Refer to the SSEG implementation mentioned above.

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

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

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

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

1.5 Roads

The **main road system** in the Overstrand Municipality consists of **National Road** N2 which runs east to west in the vicinity of Botriver along the Northern boundary of the Municipality for a length of 7.63 km. SANRAL is responsible for the maintenance and rehabilitation of national roads. The total length of **Provincial roads** in the area is 573km (230km surfaced and 343km gravel). The Municipality is responsible for the **local municipal roads** with a total length of 609km (431km surfaced and 178km gravel). The average condition for municipal roads is good to very good (*Source, Overstrand 2013 Integrated Transport Plan (ITP)*).

The Integrated Transport Plan (ITP) reviewed in May 2013 is summarised in Chapter 8 of the IDP.

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

The main planning documents for roads are:

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

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

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

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

Cost to implement the 10 year Roads and Transport Master Plan (Rm)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Roads and Transport	R312	R320	R632

Table 48: Costs of road infrastructure

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

Table below is an extract of the current ITP and states the progress of project implementation to date i.e., end January 2022.

Project Description	Town	Progress to date- end January 2022
TRAFFIC SIGNS, ROAD MARKINGS & ADVERTISING SIGNAGE		
Road signs and markings by Traffic Department and Operational Managers	Various	Ongoing
SURFACING OF GRAVEL ROADS		
As per roads surfacing programme	Various	Ongoing
UPGRADING OF INTERSECTIONS		
R43/Vermont Ave. For safety reasons. Provincial project. Construction started August 2011 – mid July 2013.	Hermanus	Completed
R43/Kidbrooke. For safety and capacity reasons. Provincial project. Construction started August 2011 – mid July 2013	Hermanus	Completed
UPGRADING OF ROADS & STORMWATER SYSTEMS		
Sandbaai upgrading gravel to surfaced roads	Sandbaai	Ongoing
Gansbaai upgrading gravel to surfaced roads	Greater Gansbaai Area	Ongoing
Masakhane main Storm water system to detention pond	Masakhane	Completed
Master planning of Storm water systems in all towns	All	Ongoing, Contracts implemented when funding becomes available. Hermanus CBD & Industrial Area contract completed.
PARKING		
Hermanus Station site phase I, 650 parking bays	Hermanus Station	Completed
Hermanus Station site phase II, 300 parking bays	Hermanus Station	Completed
Hermanus CBD, 300 bays in multi storey parking garage	Hermanus	Parking provided at the Woolworths centre
FACILITIES FOR THE DISABLED		
Ensure that all road traffic signs along routes have a minimum clearance height of 2.1 metres	All	Ongoing
Reserve adequate disabled parking bays in areas with high economic or tourist activity	All	Ongoing
Disabled friendly access to transport infrastructure	All	Ongoing
PUBLIC TRANSPORT		

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Project Description	Town	Progress to date-end January 2022
Redevelop Hermanus CBD Public Transport Facility	Hermanus	Planning in progress
Shelters on Sandbaai/Hermanus Link Road	Hermanus	Completed
TRAFFIC CALMING & PEDESTRIAN SAFETY		
Experimental speed humps at stop streets	Kleinmond	Implemented, to be monitored
NON-MOTORISED TRANSPORT (NMT)		
Expansion of <i>pedestrian facilities and cycle lanes</i>	Hermanus	Implementation will be prioritized and implemented in accordance with NMT Master plan and available funding
MAINTENANCE		
As per Road Maintenance Programme	All	Ongoing
ROAD CONSTRUCTION		
C0527.04: Upgrade TR28/1 – Mount Pleasant/Hermanus	Hermanus	Completed
Gansbaai to Elim (DR 1205), provincial project. Road upgrade from gravel to surfaced standard	Gansbaai	Completed
C0838.01 Upgrade DR1214 – Franskraal	Gansbaai	Completed
C0838.03 Regravel DR1264 – Kleinmond	Kleinmond	Completed
C0838.04: Upgrade MR269 – Hemel-en-Aarde (Upgrading and safely improvements to the MR269 Hemel-en-Aarde road)	Hermanus	Completed
C0986: Reseal sections of TR02701 from i/s with TR02801 to Rooi Els	Rooi-Els	Completed
Hermanus Parallel Road	Hermanus	Ongoing. Discussion has been undertaken with the Provincial Department of Transport for funding assistance

Table 49: Progress on implementation of Overstrand's current ITP projects, end January 2022

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

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

Refer to Chapter 7 section 7.6 for roads projects to be implemented by the Provincial Department of Transport and Public Works in the Overstrand Municipal area for the 2022/23 – 2024/25 MTEF.

Public transport services in Overstrand area

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

Non-motorised transport (NMT) in Overstrand area

No non – Motorized Transport plans exist in the Overstrand area, however certain initiatives has been rolled out in the Gansbaai, Hermanus and Kleinmond areas. These initiatives are focusing on universal access for physically challenged persons and the provision of adequate walkways and cycle lanes.

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

resulted in the successful implementation of the following projects:

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

Provincial Sustainable Transport Programme (PSTP)

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

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

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

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

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

The OSTP deals with the following matters:

- It outline the key factors affecting the current transport system within the jurisdiction of Overstrand Local Municipal area.
- It then formulates the broader vision for sustainable transport in Overstrand.
- Lastly, the OSTP proposes key strategies and interventions that will required to achieve the stated vision.

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

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

The following projects are funded and co-managed by the Department of Transport and Public Works and in the implementation phase:

- Gansbaai, Masakhane NMT Phase 2
- Kleinmond NMT Phase 2.

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

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

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

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

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

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

1.6 Summary

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

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

ESTIMATED CAPITAL INVESTMENT PER BASIC MUNICIPAL SERVICE SECTOR OVER 10 YEARS (2020 to 2030)			
Service	New and upgrades (Rm)	Refurbishment and replacement (Rm)	Total (Rm)
Water	R654	R400	R1054
Waste Water	R1030	R200	R1230
Electricity	R474	R269	R743
Roads and Transport	R312	R320	R632
Storm water	R239	R51	R290
Solid Waste	R61	R14	R75
TOTAL FOR ALL BASIC MUNICIPAL SERVICES	R2 770	R1 254	R4 024

Table 50: Total costs for all basic municipal infrastructure services

The total requirement for infrastructure over the next 10 years is **R4,024 billion (2021 prices)**. This equates to an average of R201m per year. The MIG allocation for 2021/22 is R 23 053 000 which equates to 11% of the requirement. The MIG allocation for 2022/23 is R 24 628 000 which equates to 12% of the requirement.

Municipal Infrastructure Grant (MIG)

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

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

Financial year	R-allocated for MIG projects	% spent
2014/15	R20 674 000	100 %
2015/16	R21 417 000	100%
2016/17	R21 030 000	100%
2017/18	R22 330 000	*80%
2018/19	R 21 639 000	100%
2019/20	R 32 010 000	*77%
2020/21	R21 618 000	100%

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

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

Table 51: MIG spending, 2015- 2021

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

The MIG allocation for 2021/22 is **R 23 053 000** and for the two coming years it's:

Year	Allocation
2022/23	R 24 628 000
2023/24	R 25 568 000

Table 52: MIG allocations 2022/23-2023/24

(For a list of the MIG projects for 2022/23 refer to **Chapter 14: Annexure B for Capital projects** to be funded from MIG amongst the other funding sources).

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Promote proactive maintenance of Municipal infrastructure

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

Maintenance Management Policy

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

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

Further objectives of the policy are:

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

The Maintenance Policy is currently under review which includes the review of all maintenance plans across the directorate.

Maintenance plans for the following services has been implemented:

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

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

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

Progress on the specific asset maintenance priorities set for 2020/21 are:

- Fleet Management (Currently completing the last of the purchasing of vehicles for the R 22 712 626.09)
- Reseal, Upgrading and Rehabilitation of Roads (R34 726 816.80 inclusive of VAT to be spent on the project for the current financial year- project to commence in Feb 2022. This relates to a target of 106 000 m² of maintenance. This amount included dust

control discussed below)

- Water meters (replacement of water meters are ongoing -project expenditure for the 2020/21 financial year will be R 3 350 000).

Asset maintenance priorities for 2021/22 are:

- Fleet Management
- Reseal, Upgrade and Rehabilitation of Roads
- Water Meter Replacement Program
- Water Pipe Replacement
- Storm Water Maintenance

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

Community facilities

The Municipality has developed **16 community halls** and a **Thusong Service Centre** (multi-purpose centre) of which four are managed by that particular local community. All community facilities are within a radius of not more the 2km from its targeted community. The Municipality contributes towards the upgrading of existing community halls in terms of the needs identified by the communities.

The extension of the Hawston Thusong centre will be elevated to the Joint District Approach that will ensure coherent planning, budgeting and implementation of service delivery projects in all districts by all three spheres of government — national, provincial and local. The departments that are interested in renting permanent office space will indicate their specific needs, this will inform and draft the building plans and the related

business plan for the development. Also the possibility of establishing a satellite Thong Service Centre in Gansbaai needs to be explored. The business plan to establish a satellite Thusong Service Centre was submitted to the Department Local Government for consideration and funding. Due to the COVID 19 pandemic, plans were delayed, However Overstrand municipal area was identified for such an implementation. Discussions is ongoing and earmarked for the next financial year.

The Hawston Thusong Service Centre is currently in operation with a hall, (can host indoor sport), kitchen, ablution facilities, administrative office, and four other offices. The operational budget of the Municipality makes provision for personnel and maintenance costs of the facility. The municipality needs an estimated amount of R6,7 million to build the much needed office block with break-away rooms. MIG funding for planning purposes was re-prioritized for housing project in Hawston during 2017/2018. No new funding has since been allocated for the extension of the Hawston Thusong Service Centre.

The Hawston Thusong Service Centre is central to all the communities within the Overstrand municipal area.

The available offices are being occupied by the Centre Coordinator, Community Development Worker, Municipal office for Ward Councillor, Department Social Development and an E-centre. The E-centre has twelve computers that does give access to persons who do not have their own computers and give free basic computer training to community members as well as controlled internet access. The services at the E-centre has been so well received that they have requested more space to accommodate a bigger training facility to cater for the need in the community.

SASSA also uses the Thusong Service Centre on a monthly basis as a service point (grant applications).

Annually or bi-annually, Thusong Open days are held during which time numerous National and

Provincial departments set up temporary offices in the Thusong Hall.

Mobile Thusong outreach programmes will be held in the other administrations. This is where all interested National and Provincial departments' set-up a temporary office in accessible venue for communities that otherwise cannot reach these departments.

The Thusong Service Centre Coordinator liaises and forms partnerships with different government departments and community based organisations to roll out programmes in the community.

The Thusong Programme provides integrated service and information from government to communities, close to where they live as part of a comprehensive strategy to better their lives.

Four important programmes are:

- Thusong open days (annually) where different National, Provincial departments and community organisations set up temporary service delivery offices at the Thusong Service Centre or in other areas.
- A provincial Thusong outreach is planned for Gansbaai 21 – 22 July 2022. As part of celebrating Public Service month an additional provincial outreach was requested for Zwelihle in September 2021, depending on the provincial outreach schedule.
- Municipal outreaches are planned for the areas of Stanford, Hangklip/Kleinmond Betty's bay , Overhills, and Hemel and Aarde valley should the municipality allocate sufficient funding for the program. Funds were allocated on the 2020/21 budget, however COVID 19 lockdown prevented the implementation of any municipal outreaches in the current financial year.

Municipal outreaches	Suggested Implementation Date
Betty's Bay	April 2022

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Municipal outreaches	Suggested Implementation Date
Stanford	April 2022
Pearly Beach / Eluxolweni	April 2022
Hawston	September 2022

- Municipal outreaches depend on the availability of government departments to render services as well as the level of lockdown.
- The Thusong coordinator plans to establish stakeholder groups for woman, children and youth. Plans to open a homework hub with volunteers (retired teachers, students) are well underway.
- The Thusong in partnership with different stakeholders is planning different events to address the social ills in our society.
- The older persons outreach programme is planned to take place once a month in the following areas: Kleinmond, Hawston, Mount Pleasant / Zwelihle, Stanford and Gansbaai.
- An Overstrand older person's event is planned for 29 March to celebrate Human Rights Day.
- On 30 and 31 March the Thusong will host an Overberg SAPS men's conference for Gender base Violence.
- We will assist SAPS in facilitating the establishment of youth against crime groups in each area as part of crime prevention awareness and peer education.
- Marketing and promoting the Thusong Service Centre as a service delivery point for people to access services from all 3 spheres of Government. This also includes special programmes and projects run on a month to month basis, e.g. holiday programmes, older persons program substance abuse awareness, skills development, Local Economic Development, etc.

Quarter	Total Beneficiaries
Jan –March 2021	7144
April – June 2021	6595
July – Sept 2021	3747

Quarter	Total Beneficiaries
Oct – Dec 2021	4764

Table 53: Summary Thusong beneficiaries 2021

Despite a lack of funding, the Thusong has established a good working relations with government departments such as the Government Communication and Information System (GCIS) to share resources when doing projects. The Provincial Department of Local Government is also willing to assist with catering and transport for municipal outreaches should there be a need. Partnerships with other sectors will be formed to roll out programs and projects.

Thusong Functionality Score card

The Provincial Department of Local Government has developed a functionality score card for the Thusong Service Centres which is a concise management reporting system describing the operational functionality of Thusong Service Centres and effectively drives the communication of agreed upon goals and actions and the distribution of accountabilities between role-players.

The functionality scorecard of the Overstrand Thusong Centre (Hawston) is shown in table 68 below:

As per the functionality scorecard below, the Overstrand Thusong Service Centre (Hawston) is categorised as a well-functioning Thusong Service Centre with an overall score of 95%.

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

Table 54: Thusong functionality scorecard

Thusong Ambassadors Program

- Overstrand Municipality appointed Thusong Ambassadors with funding received from Department Local Government Integrated Service Delivery (Thusong Programme). The ambassadors were appointed to increase the footprint of the Thusong Programme and assist members of the community with government services and dissemination of information.
- The Ambassadors are working from the Overstrand LED offices, situated at the respective administrations in Gansbaai, Stanford, Hermanus and Kleinmond as well as Overstrand Thusong Centre in Hawston and Moffat Hall in Mount Pleasant.
- They are not office based and mostly out in the field; so, it is advisable to phone them and schedule an appointment. With the digitalization of government services (online), the ambassadors are able to help those clients that are far from any service points in the comfort of their home.
- Since the appointment of the ambassadors in September 2021, they have assisted 3717 clients, completed data collection for Home Affairs outreaches, and assisted with 16 days programs as well as other special projects.

Library Site for new Zwelihle Library

The Municipality intend to build a new Library that will benefit the community of Zwelihle and the neighbouring communities e.g., Mount Pleasant and others. The planning process commenced in 2020/2021 and include an investigation to do the development with a private partnership.

It has been determined that the preferred site is not the old swimming pool complex, but rather the site on the corner of Mbeki and Schulphoek street. The library complex will consist of various phases i.e., main library, offices and facilities for the youth. Consultation took place since October 2020 at the ward committee and public ward committee meeting for planning of the library complex. An amount of R4,373,611 is made available in the 2021/2022 financial year to

complete phase 1 (main building) but the project could not commence due to the mentioned investigation. It is envisaged that the development will commence in 2022/2023 subject to the necessary approvals of the most feasible option.

KPA OS 1 (c)

Promote the development, maintenance and management of Public Launching sites

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

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

It was resolved by Council in 2017 that:

- the following PLS be de-registered, Rooi Els, Harderbaai (Onrus), King Street (Stanford), Blousloep (Franskraal), and Die Damme. The community of Rooi Els however requested that PLS in there are registered to remain open.
- the registration of Hawston slipway as public launching site be recommended to the Provincial Minister of Local Government, Environmental Affairs and Development Planning. The Municipality after various correspondence and engagements the matter is still unresolved.
- the public launching sites at Kleinmond, Kleinbaai, and Hawston (based on successful

- negotiations with affected provincial departments) be managed on a fulltime basis;
- the public launching sites at Maanschynbaai (Hangklip) Fisherhaven A (public), Prawn Flats (Klein River) Maanschynbaai (Klein River), Du Toit Street (Stanford) Blue Water Bay (Pearly Beach) and Buffeljagsbaaisbaai be managed during peak times; and
 - based on successful negotiations, the public launching sites at Fisherhaven Slipway B (Lake Marina), Maanschynbaai (Klein River), Prawn Flats (Klein River) and Blue Water Bay (Pearly Beach) be managed by public/private entities.

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

KPA OS 1(d)

Street and Storm water maintenance

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

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

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

The road network is managed through the use of a Pavement Management System (PMS). This system ensures that scarce funding allocated to the

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

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

Major challenges with storm water development and upgrade:

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

Funding requirements for street and storm water maintenance:

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

Council has embarked on a programme to improve the surfaces of gravel roads by dust proofing these roads. In 2018/19 an amount of R3 million was allocated for this purpose in Betties Bay, Pringle Bay, Fisherhaven and Pearly Beach. An additional amount of R3 million was allocated for the 2019/2020 financial year and R3 million will be requested for the 2020/2021 financial year as part of the dust control program. An amount of R 4 000 000 was budgeted for the 2021/22 financial year which includes dust control in the areas mentioned above as well as Fernkloof Drive in Hermanus).

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

Storm water upgrades are planned for Zwelihle in Hermanus, Kleinmond and Franskraal in Gansbaai, funded under capital projects in 2020/21. Funding worth R5 740 800,00 was allocated for the 2020/21 financial year for upgrading of networks in the mentioned areas. R4 million was allocated for the 2021/22 financial year, which is spend in the Hermanus and Kleinmond Areas. Funding will be requested as part of the 2022/23 budget for further network upgrades and new installations.

KPA OS 1(e)

Replacement of deteriorating fleet items

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

A fleet management policy has been approved by Council in March 2013. The Fleet Management Policy was revised in November 2020 and is currently being introduced to the workforce.

Funding for vehicle replacement and additional vehicles in respect of the 2018/19 and 2019/20 financial years respectively amounted to R14 950 000 and R18 870 000. R 22 626 920 was budgeted for 2020/21 financial year and only R 5 000 000 have been allocated on the draft budget for the 2021/2022 financial year.

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

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

KPA 2- GOOD GOVERNANCE

KPA OS 2 (a)

Effective co-operative government within the Constitutional mandate

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

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

KPA OS 2 (b)

Effective communication and community development

Communication

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

The Municipality publishes a monthly newsletter, the Overstrand Bulletin, to inform residents about important municipal matters. The Bulletin is posted with the municipal accounts in the language of the account holder's choice and extra isiXhosa copies are printed for distribution in public places and A3 posters are also printed to be placed in notice boards. Residents not receiving accounts

can read these newsletters in a posturized format on public notice boards, on strategically placed community information boards and also on the municipal website.

The municipality has its own website www.overstrand.gov.za on which news, general information, calls for tenders and quotes, IDP, SDBIP, Annual Report, Publications, advertisements and a lot more are placed. In 2014 the municipal website was upgraded by an external service provider to amongst other create a new look and feel. Information is updated as and when received. All legislative documents required to be placed on the website for compliance, are placed every month.

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

First Thursday allows and give:

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

Meetings are kept brief in order to accommodate as many people as possible and are open to everyone. The first Thursday initiative forms part of the Mayors 3 C priorities, one being Communication.

Media liaison is an ongoing activity and full use is made of the six community papers in the area, as well as the regional papers to keep the people

of Overstrand up to date with the latest developments.

Overstrand Municipality recognises that social media provide valuable opportunities to communicate with stakeholders and provide timely, accurate, and helpful information. In order to reach as many people as possible, Overstrand Municipality balances its communications programme by engaging in traditional media as well as social media. Overstrand Municipality is using Facebook and Twitter to engage with our communities. Both of these social media platforms have their own distinctive features and qualities, which make it suitable for municipal use. Currently the Municipal facebook page has about 33 486 followers and the numbers are gradually growing, and twitter account has about 1 733 followers (February 2022). Those platforms are very useful to convey municipal messages and there is a dedicated official who monitors and responds to when it is necessary.

Communication in the Overstrand requires specialized skills because of the composition of the population. 47 percent of the residents are Afrikaans speaking, with 10 percent English speaking. 37 percent of the population is Xhosa-speaking. Another factor that must be kept in mind is the literacy level, with about 12.5 percent of the population regarded as illiterate (*Source: Stats SA, 2016 Community Survey*).

Our communication strategies are:

- A multi-faceted communication approach that uses all available channels and different ways of communicating - not only information-giving but also motivational in nature.
- Developing existing and new communication channels to a sustainable and optimal level, e.g. community information boards, advertising, corporate branding, and signage, etc.

Partnerships with leading organizations in the communities and the Ward Committees by using

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an open-door policy and giving support to community activities.

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

Communication activities	Yes/No
Communication unit	Yes
Communication strategy	Yes
Communication Policy	Approved 29 March 2017
Customer satisfaction surveys	Yes, the last survey conducted in 2012/2013 financial year, next survey was planned for 2017/18 financial year, but due to protests and covid-19 pandemic it could not materialize. An online community snap survey was conducted in February 2022. 2574 responses representing all 14 wards, were received. A longer survey is planned by June/July 2022.
Functional complaint management systems	Yes
Newsletters distributed at least	Yes, monthly
Social media	Yes, Facebook & Twitter

Table 55: communication checklist

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

Placing messages where public will see it.

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

- **Flyers and brochures** – at the respective places such as: (old age homes, supermarkets, B&B's and restaurants etc.). In progress, currently the information is provided via the municipal bulletin (newsletter).

Information communication technology (ICT)

Overstrand municipality has a functional ICT unit.

- All ICT related Services and Systems are governed by the Overstrand ICT Steering Committee, under Chairmanship of the Municipal Manager.
- The ICT Steering Committee is properly mandated with an industry standard ICT Charter.
- All Directors are fulltime members of the ICT Steering Committee
- Two full time councilors are also fulltime members of the ICT Steering Committee.
- The ICT Steering Committee oversees, monitors and directs all ICT related initiatives to ensure on going alignment with Strategic Directives as stated in the IDP:
- Reference documentation presented to the ICT Steering Committee include:
 - YTD Budget plans and expenditure trends
 - Demand Management Plans
 - Projects plans
 - Presentations on Technology trends and emerging technologies and potential business benefits
 - Presentations on Directives and initiatives from Provincial and National Government and internal alignment strategies
 - The ICT Governance Framework guides the ongoing alignment procurement, and execution;
 - Report back on ICT related issues emanating from the Auditor General finding and monitoring of the municipal Audit Action Plan.
 - Implement and disaster recovery of all ICT related initiatives in collaboration

with lines of business.

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

- WC Local Government Broadband Implementation Strategy:
 - The municipality is on-boarded to the project and it has increased internet connectivity for the municipality.
 - The aim is to have more seamless integration to the Western Cape Government systems and backbone.
 - The Overstrand actively participates in all workgroup discussions and activities to drive interconnectivity between all Municipalities in the Western Cape and Overberg region.
 - To remain aware of the longer-term strategies to bring connectivity to all governmental buildings and all households, business benefits and ICT Shared Services.
- DPSA Corporate Governance Policy Framework and associated directives for implementation: the Overstrand and actively pursue compliance with all such Directives.
- mSCOA: Overstrand is participating with the service providers to facilitate integration between the financial system and other systems to ensure it is implemented in line with the requirements of mSCOA. The process of a fully integrated CRM process is continually evaluated in line with the service offering from the mSCOA implementation.

Key ICT focus areas for the short to medium term (extended six-year IDP cycle) are:

- Continual mSCOA implementation and deliverables;
- ICASA Applications for licensed band frequencies Overstrand wide for the data and digital radio systems;
- Continuous improvement of the Telephone infrastructure;
- Continuing the upgrade and refresh of municipal computers;
- Rollout of video conferencing equipment and

facilities to all towns.

- Ongoing strategic analysis of business systems and Processes to ensure optimal efficiency and productivity.

The 2022 progress on the ICT focus areas stated above is:

- ICT remains focused on facilitating integration with third parties, ensuring the Server Environment is compliant and capacitated, and that the Backup and Disaster recovery is in place.
- The RF Network is continuously being refined, and managed in line with strategic planning and service delivery requirements.
- As the required funds are available ICT continues with the upgrade and refresh of municipal computers. The immediate needs comprise of about 70 desktop computers and 20 laptops that replaces old unsupported computers and associated Operating Systems. This is to facilitate the updated software and systems deployed.
- Ongoing strategic analysis of business systems and processes are proactively done. This enables the municipality to determine productivity and streamlining gains, which are then documented as business cases. These business cases and proposals are submitted to the ICT Steering Committee and on approval are implemented.

Status of optic fibre roll-out in Overstrand

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

The Co-Building, One trench method was adopted by the Overstrand Municipality in September 2019 and the official roll-outs started in October 2019. There are at current 4 active installers in the Overstrand. Areas covered are Kleinmond (CBD, Heuning Kloof and Klein Parys), Hermanus (North Cliff, West Cliff, CBD, Fernkloof, Kwaiwater, Hermanus Heights, Sandbaai, Vermont) Gansbaai (De Kelders, CBD, Kleinbaai, Franskraal).

Applications for the remaining areas are processed as received and will continue into the 2021/22 financial year. 67% of Overstrand has fibre installation.

ICT role in the Municipality's response to the Covid-19 pandemic are:

- Facilitate mobile connectivity for remote working and increased internet connectivity.
- Organise and coordinate laptop and portable computers for remote work
- Change support, fault and incident management processes.
- Manage service providers and Service Level agreements (SLA's)
- Initiate and manage virtual conference facilities and facilitations
- Change internal user engagement and support model
- Employ systems that enable remote work such as terminal services, virtual private networks and firewall management.

Continuation of the ICT response to the Covid pandemic in the 2022/23 financial year:

- The remote work and video conference capabilities are expected to remain in place and will be expanded upon.
- Precautionary measures for support engagement and equipment sanitizing will remain in place.
- Systems that enable remote work will remain active, managed and secured.
- Ensuring collaboration (Microsoft Teams) licenses to all eligible municipal staff to facilitate communication.

KPA OS 2 (c)

Sound municipal administration/ Institutional development

There is a distinct difference between a municipal organisation and a private sector organisation given the fact that the municipal organisation is much more confronted with regulating legislation

as well as the fact the municipalities must fulfill its constitutional mandate.

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

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

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

This is however not where it ends; it finally must lead to proper performance management of all staff

within the organisation – an organisation that is also committed to fighting fraudulent behavior at all levels within the organisation.

Refer to section 3.2.6 in Chapter 3 for the implications of the Local Government Municipal Staff Regulations and Guidelines.

KPA OS 2 (d)

Enhance the involvement of ward committees in public participation

Refer to section 3.14 – Public Accountability in Chapter 3.

KPA OS 2 (e)

Enhance customer care

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

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

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

An Electronic Records and Document Management System (Collaborator) is managed by the Department: Council Support Services in the Directorate Management Services. Collaborator is a document management system through which correspondence is logged and distributed. Queries from the public or external parties of Overstrand Municipality, either in written form or telephonically, are captured on the Collaborator System. Written communication is captured on the

Correspondence solution on Collaborator and distributed to the relevant officials to provide feedback on the completion/solution of the customer's query. The official then writes a reply to the original author. This outgoing correspondence is also captured on Collaborator.

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

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

KPA 3 – OPTIMISING FINANCIAL RESOURCES

KPA OS 3 (a)

Effective financial management

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

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

Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and

expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

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

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

Spending budgets to maximise delivery

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

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

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

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

During the 2020/21 financial year, the Municipality managed to spend 90.97% of its capital budget, 98% of its operating budget and 100.15% of revenue was collected as a percentage of the total amount billed.

Financial Management Reforms

The Local Government: Municipal Regulations on a Standard Chart of Accounts (mSCOA), Notice 312 of

2014, Government Gazette No. 37577, have been gazetted by the Minister of Finance on 22 April 2014.

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

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

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

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

Impact of mSCOA on Local Government

Overall Objective

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

Specific Objective(s)

1. To achieve this main objective required a classification framework specific to Local

Government incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcomes and legislative reporting requirements to the maximum extent possible.

2. The development of this framework gave recognition to:

- international standards, guidance and best practice;
- labels and accounts defined to have readily available the information needed for local government budgeting (annual budgets, adjustment budgets and SDBIP) and reporting (monthly, mid-year performance assessment and annual financial statements);
- general alignment of financial reporting formats and the annual financial statements to key budget format reforms;
- alignment of budget and reporting formats with the Standards of GRAP and principles within the provisions of the transitional arrangements applicable to the different categories of municipality, especially recognising that local government uniquely operates in an accrual accounting and budgeting environment;
- consistent use of terminology across all municipalities by defining all accounts and labels in simple terms to support appropriate classification of transactions throughout all municipalities;
- standardisation across local government by clearly outlining the information requirements which will enable municipalities and their information system suppliers to develop software and report writing formats that are automated and compliant to reporting requirements governing Local Government;
- reporting on the “whole-of-local government”, and thus contribute to “whole-of-government” monitoring and evaluation;
- finding a solution for the separation of the general government sector, which “consists

of entities that fulfil the functions of government as their primary activity” and business activities that sell services at market prices within a local government environment, especially where the management of these functions tend to be closely interrelated with general government activities;

- minimising the cost of compliance and information gathering; and
- the classification framework must be kept simple and avoid unnecessary complexities to the maximum extent possible; this while ensuring the reform intent is maintained.

3. The mSCOA is applicable to all Municipalities, Municipal Entities and “Utilities” clearly indicating their applicability and relevance to a specific environment to assist customisation.

4. The improved quality of data will enhance the budget, financial reporting and other decision-making processes impacting on local government. The classification framework was formalised by issuing a SCOA Regulation in terms of the Municipal Financial Management Act.

5. The mSCOA regulations were gazetted by the Minister of Finance on 22 April 2014.

6. Overstrand was nominated as a pilot site in 2014 for the implementation of mSCOA and has thus prepared and implemented the budgets for the 2015/2016 and 2016/2017 budget years according to the SCOA framework, in a phased-in approach.

The final implementation date of 1 July 2017 on version 6.2 for all municipalities on a nation level did however not imply conclusion of the Chart. National Treasury (NT) has now released Version 6.6 of the Schedule A1 (the Excel Formats) in December 2021, which is aligned to Version 6.6 of the mSCOA classification framework and must be used when compiling the 2022/23 MTREF budget. NT subsequently also confirmed that Version 6.6.1 of the chart will be released through a patch to accommodate a few changes/conditions published in the 2022 Division of Revenue (DoR) Bill,

this must also be implemented when compiling the 2022/23 MTREF budget.

National Treasury advised already during December 2019 as follows –

On an annual basis, the mSCOA chart is reviewed to address implementation challenges and correct chart related errors.

By now, all municipalities should:

- Have acquired, upgraded and maintain the hardware, software and licences required to be and remain mSCOA compliant;
- Budget, transact and report on all six (6) legislated mSCOA segments and directly on the core financial system and submit the required data strings directly from this system to the Local Government Portal;
- Lock down the budget adopted by Council on the core municipal financial system before submitting the budget (ORGB) data string to the local government portal;
- Closed the core financial system at month-end as required in terms of the MFMA before submitting the monthly data string to the local government portal; and
- Generate regulated Schedules (A, B, C) directly from the core municipal financial systems.

If a municipality has not achieved the above level of implementation as yet, then the implementation of mSCOA in the municipality should be accelerated.

The National Treasury subsequently released communication during December 2020, stating the following: The National Treasury will conduct independent audits on all municipal financial systems in 2021 to determine to what extent the financial systems that are currently being used by municipalities comply with the minimum business processes and system specifications required in terms of mSCOA. These audits were initially planned for 2020, but due to restrictions on procurement processes and travel in terms of the COVID-19 pandemic it was postponed to 2021.

The results of the audits will also inform the new transversal tender for the procurement of municipal financial and internal control systems in 2022. Until

these audits have been concluded, and the results have been released, municipalities should exercise caution when changing their financial system to avoid purchasing a system that does not comply with the necessary mSCOA functionality requirements.

Important to note that NT now confirmed in MFMA Budget Circulars No. 112 (6 Dec 2021) the following:

However, should a municipality need to procure a new financial system, they must follow the processes set out in the MFMA read together with the Municipal Supply Chain Management Regulations and MFMA Budget Circulars No. 93, 98 and mSCOA Circulars No 5 and 6. In addition, National Treasury has not accredited any of the municipal financial systems available in the market and this should therefore not be advertised as a requirement in municipal tender documents.

National and Provincial Treasuries held extensive engagements with key system providers during which the system functionality on the following were demonstrated: IDP and budget, supply chain management (SCM), asset management, annual financial statements, revenue management, cash flow and period control. These engagements provided National and Provincial Treasuries with an understanding of what functionality is available on each system and what the key system related challenges are.

Important to note that NT however confirmed in MFMA Budget Circular No. 112 (6 Dec 2021) as follows “Municipalities that procured systems through the RT25-2016 transversal tender must approach the market to procure a new service provider for system support and maintenance. Due to the high financial investment in procuring financial systems, it is not cost effective to change financial systems every 3 to 5 years. Also, the expiry of the SLA does not necessitate the procurement of a new financial system - unless the system that is being used is not complying with the required business processes and system specifications.” From before-mentioned it can be derived that NT will not provide for any further communication to Local Government with regard to the before-mentioned release of audit results to assist municipalities with the

outcome of their process in this regard. It is rather stated in the circular again that "It should be emphasised that the onus to ensure compliance with the mSCOA Regulations and minimum system specifications as per MFMA Circular No. 80 and its Annexure B rests with the municipality and not the system vendor. Municipalities should ensure that they budget sufficiently to become and remain mSCOA compliant."

KPA 4 – SAFE AND HEALTHY ENVIRONMENT

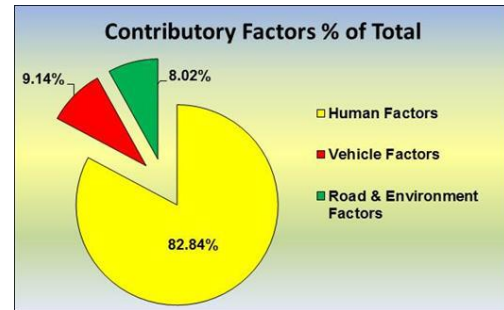
KPA 05 4 (a)

Enhancement of road safety (Traffic Services)

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

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

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



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

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

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

Initiatives planned for the short to medium term include:

- The Points Man Project,
- The Pincher Truck Project,
- Expansion of Street Committee Projects and CCTV Camera's for council.

Progress (July 2017 – January 2022) on the initiatives stated above are:

- Points Man Project – ongoing
- The Pincher Truck Project - ongoing
- CCTV Camera – phase 1 completed, 5 cameras installed to date.
- Expansion of Street Committee – Ongoing.
- LEAP PROJECT (Establishment of Reaction Unit)
- Social Safety Ambassadors - Unemployment Local Government Grant.

Planned key Traffic Services projects for 2022/23 are:

Road Safety and visible policing

- Traffic Services will be increasing the staff component to ensure safer road usage.
- They will do this by enhancing visible patrolling and maintain strong visibility in identified crime hotspots and potential trouble spots.
- Positions will be advertised soon.

Strengthening Overstrand Traffic Services

Generator

- Traffic Services in Hermanus is in the process of purchasing a backup generator to ensure that offices remain open/functional during power outages/ loadshedding.

K-53

- The Provincial Department of Transport has granted approval for new K-53 offices to be opened in Gansbaai. This will lighten the current workload of the staff in Hermanus who render these services for residents across Overstrand.

KPA OS 4 (b)

Law Enforcement

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

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

with the Promotion of Administrative Duties Act, Act 3 of 2000.

Why is By-law enforcement so important?

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

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

The Overstrand Municipal Safety Plan focuses on integrated increased visible patrols to prevent crime in all communities in an effort to deter Bylaw related offenses that have an impact on the quality of life of residents. **Under section 156 (1) (b) of the Constitution, read with Government Notice 1114 in Government Gazette 41982 of 19 October 2018, another of the competencies of the municipality is to appoint law enforcement officers to provide law enforcement services in its area of jurisdiction.** Government Notice 1114 gives power to Law Enforcement (i.e. peace officers) to deal with public safety crime and road traffic policing in the Jurisdiction. During the 2018/19 -2019/20 financial years the Western Cape Provincial Government allocated funding to establish a K9-unit in the Overstrand. The K9 unit is operational as the existing Law Enforcement officials have laid down the foundation on operationalizing the unit while the recruitment of K9 officials is finalized. The purpose of the K9 unit is to expand the capability of Law Enforcement in dealing effectively with public safety crimes such as poaching, drugs and narcotics and monitor and report on these crimes. Adopting a zero tolerance approach towards traffic, by-law and

other offences and promoting ethical conduct amongst all members are other key elements of the plan which will contribute to the creation of a peaceful, stable and prosperous community. The Safety Plan has been developed to incorporate Traffic, Law Enforcement and Fire Services and was submitted to the Department of Community Safety. This Safety Plan is reviewed by end June in a 3-year cycle in conjunction with all the relevant role players and is available from the Directorate Protection Services (028 313 8914). A Municipal Community Safety Forum (CSF) is in place and meets annually. The Safety plan is distributed to all CSF members.

The Overstrand Protection Services has now aligned itself with all relevant services in the Overstrand Municipal jurisdiction and is effectively fulfilling its legislative mandate within the broader law enforcement environment. In delivering on public safety services (i.e. municipal bylaw enforcement, traffic enforcement, fire and disaster management and security services), we will at all-time respect the fundamental rights of our citizens as enhanced in the Constitution. Our action is further guided by our unique Professional Code of Conduct and the principles of Batho Pele in our continuous strive towards the rendering of community orientated public safety services.

The current status of law enforcement is very challenging with key issues facing the functioning of this department viz. shortage of resources, budget constraints, and high level of absenteeism. Strain on existing personnel reserves general levels of crime, homelessness, anti-social behavior and general community apathy.

It is our firm intention, this financial year, to expand our partnership through local communication and fulfilling our role as an effective, community orientated public safety agency. In order to accomplish this we will work diligently towards carrying out the vision of Overstrand Municipality. We will ensure the delivery of equitable professional, effective and efficient public safety services and will strive towards continuous improvement of service excellence and delivery.

Police Ombudsman findings

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

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

In support of the Mayor's 3 C's one being "Crime Prevention & Law Enforcement" key projects for 2022/23 are:

- **Social Safety Ambassadors Project** - Local Government Unemployment Grant of R650 000 allocated to Overstrand Municipality. Overstrand Youth to benefit as EPWP participants in the 4 months Contract.
- **LEAP (Law Enforcement Advancement Plan) - Establishment of Reaction Unit Project** with the appropriation of R6,3 million allocated to Overstrand Municipality. The fight against crime in the Overstrand received a significant boost with the announcement of the Law Enforcement Advancement Plan (LEAP) funding for the Overstrand to tackle crime. The LEAP Project is jointly funded by the Western Cape Government in line with the Overberg Safety Plan. While safety is the primary responsibility of the South African Police Service, the Municipality

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

- 23 job opportunities in a 3-year fixed term will be created, Recruitment to commence shortly.

Additional Court

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

We are pleased to confirm that the Additional Court reflected a year-to-year increase in generated revenue and traffic related cases. The Additional Court did however face many challenges due to the imposed COVID lockdown which both impacted the Court's revenue stream and matters generated on the court roll. Even with these challenges the Additional Court preserved and achieved remarkable outcomes both in relation to number of court matters placed on the court roll and generated revenue. Based on a comparative analysis for the financial period 2019/2020 3924 traffic offenses, and 1305 non-traffic related offenses (including 1015 by – law, 57 building control, and 233 Business Act offense) went through the Additional Court during the financial year, in comparison to the 3 287 traffic offenses, and 2575 non-traffic offenses (including 2091 by – law, 17 building control, 467 Business Act and 1184 street and public places) went through the Additional Court during the 2020/2021 financial year. We can further confirm that based on a comparative analysis the Additional Court received payments for fines to the amount of R501 050 during the 2020/2021 financial year in comparison to R325 150 in the 2019 / 2020 financial year.

Ultimately the purpose and objective are to ensure that the 2022/23 financial year compare even more favorably than the previous financial year.

KPA OS 4 (c)

Enhancement of Fire and Disaster Management and Security Services

The reviewed 2021/22 Disaster Management Plan (DMP) is addressed in Chapter 11 of this document.

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

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

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

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

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

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

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

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

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

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

Establishment of an Incidence Command Centre (ICC)

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

Purpose of the ICC

The ICC is the physical location at which the coordination of information and resources takes

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

Role players of the ICC

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

Where to be established?

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

Expected timelines to operationalize the ICC?

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

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

Safety and Security Services

WHY SAFETY AND SECURITY IS IMPORTANT IN THE MUNICIPAL WORKING ENVIRONMENT

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

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

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

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

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

KPA OS 4 (d)

Environmental Management

State of the environment

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

The natural beauty of the Overstrand Municipal Area and its abundant environmental wealth are the regions greatest assets (*Overstrand Strategic*

Environmental Management Framework, June 2014). The Natural Resources, landscapes, ecosystems and green infrastructure forms the backbone of the municipal areas' existence.

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

Surface water resources

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

Indigenous Vegetation Types of the Overstrand Municipal Area

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

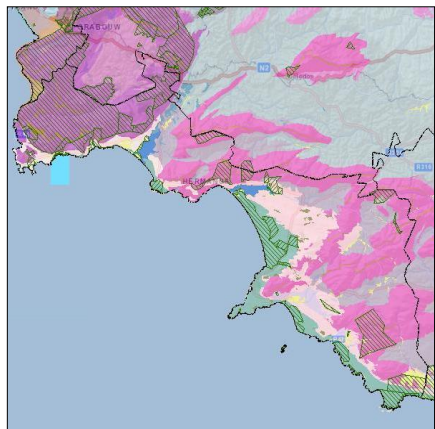


Figure 9: Distribution of Ecosystems in the Overstrand

Main vegetation types (>10% of municipal area)

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

Other vegetation types (<10% of municipal area)

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

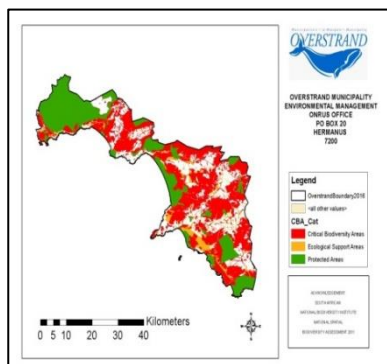


Figure 10: Overstrand Critical Biodiversity and Ecological Support Areas

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

According to the SANBI's Overberg Transformation Map, ± 111 500ha (65.65%) of the Overstrand Municipality is classified as "natural habitat", whilst

the remainder comprises degraded areas (3.44%); high density alien plant infested areas (6.93%); plantations (1.78%); intensively farmed areas (15.98% - excluding extensive grazing in natural vegetation); dams (0.14%); roads (3.60%); and urban areas (2.47%).

The Environmental Management Services Department consist of two sections.

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

Each Section manages its respective activities.

Overstrand's Biodiversity Conservation Section

Nature Reserves and Open Space Zone 1 (OSZ 1)

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

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

Fernkloof Nature Reserve (Hermanus) is the flagship Nature Reserve for the Overstrand Municipality, closely followed by the Kleinmond Coastal and

Mountain Nature Reserve and the Rooiels Nature Reserve that protects the fynbos ecosystem on the Rooiels peninsula. An application to have the Rooiels Nature reserve expanded has been submitted to Cape Nature by the Rooiels Conservancy in February of 2022.

Fernkloof Nature Reserve's Protected Area Management Plan (PAMP 2021-2025) was completed in 2020. In the February 2021 Council cycle the PAMP document served at the Ward Committee, Portfolio Committee and Mayoral Committee and was approved at the Council meeting of 24 February 2021. When forwarded through to CapeNature, they however requested minor changes to be made to the document before it can be sent through to Province. These changes will be submitted to CapeNature in March 2022.

The Fernkloof Nature Reserve has an Advisory Board with an approved bylaw, and co-management agreements with the Botanical Society of Hermanus, the Cliff Path Management Group and the Hermanus Hacking Group.

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

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

The Environmental Management Overlay Zone (EMOZ) document identifies the network of biodiversity corridors and areas of conservation importance that needs greater conservation status. The Open Space Network has been included in the Overstrand Environmental Overlay Zone as part of the SDF and the Zoning Scheme in order to assign

proper management status to the properties, to protect them under the zoning scheme and to provide for the development of formal management plans with supporting budgets for properties within each Ward.

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

Several long-term projects have been identified for the new financial year that needs attention for the benefit of the local communities and the environment. Some of these projects are in the planning phase in order to motivate for funding in the new financial year or has been through the planning phase and in the first phases of implementation.

The key projects are:

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

The Onrus River from Catchment to Estuary is a small system, about 17km in length, with a relatively small floodplain and it has been strongly influenced by anthropogenic developments in the catchment and have not been formally managed since the commissioning of the De Bos dam in 1976.

It is an important feeder of the Onrus Estuary, which in turn is an important estuary for recreational activities for the surrounding community and tourists visiting the town. The remaining Palmiet Wetland is currently the only natural filtering system that still keeps the estuary's water quantity and quality in balance. The small and only remaining piece of palmiet wetland is therefore of extreme ecological importance in this river system and needs to be protected at all cost.

This peatland covers an area of ± 33ha and is estimated to be 12 000 years old. What makes the Onrus River Palmiet Peatland so unique, is that it is the third deepest in South Africa with built-up layers of peat (organic material with a high carbon content), thanks to the accumulation of sediments and organic matter over thousands of years. It was therefore extremely important to ensure that the subsurface fire burning in the underground peat wetland was doused urgently.



Location of the Peat Palmiet Wetland in the Onrus River, Hemel and Aarde Valley.

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

In March 2019 a meeting was held with officials from the Working on Fire Programme to discuss the way forward for the implementation of an Operational Plan to extinguish the Onrus sub-surface fire. On 1 May 2019, a team of WoF was deployed on site to support the Overstrand Municipality in controlling and extinguishing the fire. The highly effective technique applied by WoF to extinguish the peat

fire, a spike branch spray (sprout), which was developed in 2018 by Mr Martin Bolton (a peat fire specialist) during his work in fighting peat fires in Indonesia. The spike branch is a pipe with holes (a sprout) that sprays water under pressure below the peat surface to rewet the peat in order to dose /suppress peat fires. Desiccated peat is hydrophobic and can therefore not be rewetted from the surface. Quite often water runs off along desiccation cracks into either adjacent drains/dongas/streams without rewetting the peat below the surface.

The spike branch spray approach is time-consuming, but effective in winning the fight against the subsurface fire, since it wets the peat below surface, and allows it to cool down, effectively dosing the fire by drowning it. The treatment consists of two spikes and a nozzle spray working on a 10x10 m grid, which treats (dosing/extinguishing) the subsurface fire for an extent of 1 m² at a time to a depth of 1.5 m.

Initially, progress was relatively fast but it slowed down at areas where the heat was very intense. Spots of up to 400oC have been measured just below the surface, therefore the heat can be four times higher with an increase in depth. Three intervention campaigns were implemented since the ignition of the substrate, until the fire was brought under control on 21 June 2019.



Working on Fire moved on site on Monday 29 April 2019 where the teams received training in applying the spike branch method.



WonF team working with the spike tool on site, rewetting the peat below surface and cooling the subsurface fire and eventually extinguishing it.

The Overstrand Municipality could not develop or implement this project without the guidance and support of the Wetland specialist, Dr Piet-Louis Grundling from the National Working for Wetlands Programme and the fire specialist Mr Martin Bolton from the National Working on Fire Programme. In partnership with these specialist and other specific government organisations and affected landowners a specialised fire suppression plan was implemented. The Overstrand Environmental Management Department played a huge role in the coordination of these efforts and in late October 2020 the Overstrand Municipality won an award from the National Wetlands Award 2020 programme under the category of "Stewardship" for the best coordinated project in the country. The project was coordinated by the Overstrand Environmental Department with support from the Overstrand Fire Department, EnviroWildfire, National and Provincial Working for Wetlands, LandCare and last but not least, the Landowners from Camphill School, Camphill Community and Hamilton-Russel. Our thanks also go out to these private landowners that submitted the Overstrand Municipality for an award, which we ultimately achieved.

Although the fire destroyed one third of the existing peat wetland, it escalated the wetland in the scientific sphere to such an extent that research projects were adapted to include the Onrus wetland into their national studies.



Head cut and peat degradation of the Onrus peat wetland

The Agricultural Research Council- Natural Resources and Engineering (ARC-NRE) under guidance of Dr Althea Grundling initiated, with funding support of the Water Research Commission, a project titled: Determine Peat Loss and Develop Management and Rehabilitation Protocols for Peatlands in South Africa.

So far, Agricultural Research Council – Natural Resources and Engineering research team, Overstrand Municipality (Environmental Management Department) staff and volunteers from Camphill Farm Community and Whale Coast Conservation dug more than 20 wells and piezometers along three transects at the Onrus Peatland to monitor water levels along the transects. Hamilton-Russel Vineyards sponsored the materials for the hydrology-monitoring network. The aim is to have hydrological and peat stratigraphy baseline data before and after rehabilitation and this field campaign was done under the guidance of peatland specialist Dr Piet-Louis Grundling, DFFE.



Monitoring wells being installed.

Vitally important data will be collected over a period of a minimum of two years, with the assistance of two full time master's students with input from PhD student. The first data might be available in October 2022.

Once data has been collected and analysed there will be a better understanding of how the system functions and then it can be decided on how best to rehabilitate and manage the system.

World Wetland Day theme for 2022: "Wetland Action for People and Nature" was celebrated on 2 February 2022 at the Onrus and Paddavlei wetland and joined by the Councillor of Infrastructure and Investment, Senior Officials from the Overstrand Municipality's Environmental Department, Fire Department, Scientist from the Agricultural Research Council, Landowners, Whale Coast Conservation and Paddavlei Eco Group.

2) Greater Overberg Water Fund:

Africa's urban population is expected to double over the next 20 years, posing an immense water challenge on cities and towns. Growing demand from a booming population and continued economic growth will further stress already scarce water resources. Many cities and towns source their water from rural landscapes which are increasingly affected by unplanned development and poor land management practices. Every city or towns water security is at risk if the health of its watershed degrades. Unhealthy watersheds can contribute to

pollution in rivers, wetlands and dams, potentially reducing water supply availability and increasing delivery costs. Nature is also under threat, as aquatic life suffers from lower water quality and drying rivers while wildlife loses critical habitats and food supply. It is imperative that our African cities and towns become wise stewards of the land where water comes from to ensure a sustainable and affordable supply of water.

Water Funds therefore are organizations that design and enhance financial and governance mechanisms which unite public, private and civil society stakeholders around a common goal to contribute to water security through nature-based solutions and sustainable watershed management.

The Greater Cape Town Water Fund was established in 2019 to help address the city's long-term water security concerns. The Water Fund is working with the City of Cape Town to develop and provide near-term ecological, social and economic benefits by introducing an innovative Water Fund model to protect rare fynbos habitats and secure more of Cape Town's freshwater resources for its citizens by ensuring the protection of the Catchments.

The Overberg has also been approached to demonstrate a Water Fund Programme and meetings with the international and national stakeholders and partners started in 2019, coordinated by the Agulhas Biodiversity Initiative (ABI) to include CapeNature, DWS, Overberg District Municipality, BGCMA, Overstrand Municipality's Environmental Department and other role players.

The objective of this Water Fund is to ensure water security and protection of the major Water Factories or Catchments in the Overberg that feed the many rivers, wetlands and estuarine systems of the Overberg. The Onrus River "Catchment to Coast" project is still identified as the demonstration project for the Greater Overberg Water Fund Project. The feasibility studies have however been paused for the time being until funding is available.

3) Hawston – Paddavlei Rehabilitation and Restoration Project:

The Paddavlei Rehabilitation and Management Plan has been completed and approved by DEA&DP on 3 March 2021.

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

The following recommendations for rehabilitation were identified:

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

In September 2021, a team of 4 EPWP members were assigned to implement the Management Plan. They are affectionately known as the A-Team. They have already done the following:

- Cleared a large area of dumped rubble around the paddavlei to open a flat, grassed area around the vlei.
- Cleared sections of invasive plants and cut and cleared around the paddavlei property.
- Removed dumped waste material from the surrounding site but this is ongoing due to continuous dumping by some members the community.

The A-team was further supported through efforts by WCC and the PEG. The PEG themselves do many clearing and waste removal activities in and around the Paddavlei site without any remuneration and they do this because of their love and passion for their area and to conserve the site for future generations.

4) Stanford Mill Stream Rehabilitation and Restoration Project:

This project is being implemented very successfully through collaboration between the Overstrand

Municipality, Whale Coast Conservation (WCC) and the Stanford Conservation Trust. During 2020 WCC funded the project through a small grants fund and funding was also given through the Table Mountain Trust. These funds were used to do alien clearing, plant indigenous vegetation, make pathways and create a family picnic area.

WCC has also secured funding from the Department of Environment, Forestry and Fisheries to continue work with the wetland project for 2021. This funding will be used to employ four local youth from the community.

This Mill stream project fits into the bigger river rehabilitation and reed beneficiation project. A further addition to this project will be the installation of a storm water sock at one of the main stormwater inlets to prevent any land-based litter from ending up in the system. WCC will also construct an artificial reedbed to further polish water entering the system.

5) Cape Dwarf Chameleon Project:

In partnership with Whale Coast Conservation (WCC), the Environmental Department works on saving the Cape Dwarf Chameleon (*Bradypodion pumilum* – Listed as Near Threatened).

WCC, with a group of volunteers remove these animals from properties that will be developed, properties due for planned and prescribed burns and even the waste transfer station where they have been found in garden refuse.

The chameleons are then relocated with the help of the Environmental Department and Permitting through CapeNature, to areas where they will be protected.

Unfortunately, due to Covid Lockdown Regulation this project slowed down but the OM and Whale Coast Conservation are still working closely together to ensure the future success of the project continues.



6) Thuma Mina Programme – Good Deeds Programme:

The project has been operational for the past 2 years but closed in December 2021. The new programme will be discussed with the Municipalities in early March 2022 to discuss the possible continuation of the programme.



7) Sandbaai Dune Rehabilitation Program

The Environmental Section is currently working closely with the Hermanus Operational Administration to appoint a Specialist to look the need for the rehabilitation of the Sandbaai beach and adjacent dune system. We hope to further roll out the program to both Onrus and Grotto beach as these beaches are under threat of dune erosion and accretion due to the removal and stacking of kelp. The movement of kelp was approved in the swimming policy but without the knowledge of the impact that this action could have on the coastal ecosystem. The kelp movement activity will be investigated and properly documented, and management plans implemented to prevent any further damage.

8) Overstrand Baboon Management Programme: Baboon Management

Within the Overstrand municipal area, there are approximately 14 baboon troops of varying sizes. The exact amount is unknown. There are “hotspot” areas which experience the presence of baboons more frequently than the rest of the municipal area. These are currently Rooiels, Pringle Bay, Kleinmond, Betty’s Bay and Hangklip, Onrus, Voelklip, Vogelgat, Hermanus Heights and Fernkloof. Not all the “hotspot” areas are high risk areas for baboon-human conflict or require urgent intervention, for example, the Rooiels community has baboons living within the urban area but does not feel that specific

intervention is required outside of what the community itself is currently providing.

Environmental factors such as fire or drought can also change the behavioural patterns of the baboon troops and therefore the risk potential for human-baboon conflict within specific areas changes over time.

The Overstrand Municipality (OM), the Western Cape Nature Conservation Board (CapeNature) and the Western Cape Provincial Department of Environmental Affairs and Development Planning (DEA&DP) concluded a Compactum in March 2019 in terms of the provisions of Chapter 4 of the Intergovernmental Relations Framework Act, 2015 (Act 13 of 2005).

The purpose of the Compactum was to create a mechanism to resolve the issue of the control and management of nuisance or damage-causing baboons that occur in the Overstrand Municipal Area.

In terms of the Compactum a Baboon Management Joint Task Team (BMJTT) was established to compile a Strategic Baboon Management Plan for the Overstrand Municipal Area. The mandate and terms of reference of the BMJTT are described in the Compactum.

On 4 September 2019, the cabinet of the Western Cape Government approved that:

“Only to the extent that is necessary as a matter of law in order to carry out the Compactum and the SBMP, the Western Cape Government hereby confirms a qualified Constitutional functional assignment to the Overstrand Municipality for the administration of the functional areas of “Animal control” and “Nature conservation” contained in Part A of Schedule 4 of the Constitution, in terms of section 156(4) of the Constitution; only for the purpose of the control and management of these baboon by way of implementation of the SBMP budgets, and only for the duration of the implementation of the SBMP”.

The assignment from the Western Cape Provincial Government provides the Overstrand Municipality

with a Constitutional mandate to implement the SBMP.

The purpose of this Strategic Baboon Management Plan is: "The sustainable management of local baboon populations, by keeping them out of urban areas."

In order to achieve the above purpose, the following results will be required:

Result 1: Adaptive management informed by

sound monitoring and evaluation and scientific research;

Result 2: Efficient regulatory requirements and support provided;

Result 3: Baboon troops monitoring and fences, including virtual fences, to keep baboons out of urban areas;

Result 4: Waste Management to ensure that waste is inaccessible to baboons;

Result 5: Public communications and awareness to enable stakeholder cooperation;

Result 6: Citizen partnership to enable localised institutional support.

In the Implementation Schedule of the SBMP, one of the actions required as part of Result 6 is the establishment of a Baboon Liaison Group (BLG). The purpose of the Baboon Liaison Group is to serve as a platform for the Overstrand Municipality to engage constructively with all stakeholders, specifically local organised civil society and local organised businesses, in matters regarding the implementation of the SBMP.

The mandate of the Baboon Liaison Group is to represent a public liaison function that forms a good working relationship between the Municipality and all stakeholders through honest and open communication and cooperation.

The objectives of the Baboon Liaison Group are:

- To be a vehicle that is representative of all the stakeholder groups of local areas in the municipal area that are affected by baboons;

- To provide a mechanism for the exchange of information between all stakeholders;

- To provide a forum for dialogue on the implementation of the SBMP; and

- To provide information, advice and support to the municipality regarding the implementation of SBMP.

Two BLG's have been developed to date,

1) the Eastern BLG that represents Vogelgat, Voelklip, Fernkloof, Hermanus Heights and Onrus; and the

2) Western BLG that represent the Pringle Bay, Betty's Bay, Kleinmond and Hangklip areas.

A "Terms of Reference" document has been developed for each that has been signed off by the Chairperson of the BLG.

In July 2020, Human Wildlife Solutions (HWS) were appointed to implement the Baboon Management Programme for the entire Overstrand. HWS has a 3-year contract with the Municipality that will expire in June 2023.

A total budget of approximately R24 million (excl Vat) over a 3-year period has been allocated to the Overstrand Wide Baboon Management Programme. The budget has been divided as follow:

Year 1 (20/21) = R 6 861 635.00

Year 2 (21/22) = R 9 962 840.00

Year 3 (22/23) = R6 945 750.00 (excl Hangklip, awaiting approval).

CapeNature, the Provincial Department and OM have attended 3 Baboon Management Joint Task Team Meetings (BMJTT) and 1 Annual Review meeting during the first year (2020/21) of the Baboon Management Programme. The Annual Review document is in draft form and will be made

available to the BLG members once reviewed and completed.

Currently the baboon management programme has a high success rate for keeping baboons out of the urban areas in projects such as Vogelgat, Voëlklip, Hermanus, Fernkloof and Hangklip. The troop known as the Pringle Bay troop is kept out of town successfully but there are currently a few individuals that are living in town. With the moratorium on the use of paintball markers on baboons still in place, it is very difficult to move these baboons out of the urban area of Pringle Bay and for the first time it has been recorded that these individuals are sleeping on the roof of houses at night.

The use of the Virtual Fence has been successful in Vogelgat, Hermanus, Pringle Bay and Hangklip areas but have not been successful in Betty's Bay due to the topography of the area and the high habituation of this specific troop.

The OM received Grant Funding of R450 000 from the Provincial Government to employ 10 beneficiaries out of the local community of Betty's Bay and Kleinmond to assist with the management of the Betty's Bay baboon troop and to find alternative methods to keep the baboons out of the urban area.

This project is planned to start in March 2022 in cooperation with the Service Provider who will be ensuring that skills transfer through on-the-job training and education is instilled into the team. The OM will manage the daily administration and staff matters of the team of 10 beneficiaries.

The current contract for the Service Provider will end in June 2023. If the Overstrand Baboon Programme is to continue in the Municipality a three-year tender process will be followed if another service provider is to be appointed to manage the Programme on behalf of the Municipality. The exact way forward for Baboon Management in the Overstrand is however unclear at this stage.

NOTE FROM ENVIRONMENTAL DEPARTMENT:

Baboons are a lifestyle choice and living on the urban fringe is a lifestyle choice. You will have to

take established preventative measures if you choose to live near natural areas, especially known baboon home ranges.

PRECAUTIONS:

- Make your premises unappealing to baboons
- Acknowledged baboon-proof electrified perimeter fencing is the best defense.
- Electrified barriers under the eaves prevent baboons from climbing onto the roof.
- Place security cameras, security system sensors and television antennae in protective housing or a safe place like the roof cavity.
- Completely enclose vegetable gardens and compost heaps or surround them with an electric fence.
- Avoid planting fruit trees.
- Cultivate indigenous plants.
- Feeding of birds also attract baboons and should be discouraged if you live adjacent nature reserves or open spaces or where baboon troops are known to traverse.
- Secure your house, install burglar bars and security gates with bars less than 8 cm apart.
- Windows must have a latch at each end of the opening edge so that baboons can't pull the frame and break the glass.
- Sliding doors must have night bolts to prevent baboons from lifting them off their tracks.
- Feed your pets inside only and conceal their food when they are not eating.
- Lock all doors and secure all windows.
- Put away all food sources.
- Ensure you have a lockable bin
- Secure your bin off the ground to a wall or pole. Baboons have difficulty opening upright bins as their own weight keeps the lid shut.
- Keep the bin locked on collection day.
- Store your bin in a lockable refuse room, garage or shed.



WHEN FACED WITH A BABOON IN YOUR HOUSE:

- Identify the baboon's escape route and make sure that its path is clear.
- Back away slowly if the baboon is near you.
- Keep pets out of the way.
- Do not approach the baboon
- Do not take food away or off a baboon
- Do not try to hit or chase a baboon.

9) Estuary Management

Subsequent to the gazetting of the National Estuarine Management Protocol (NEMP), DEA&DP has not yet issued a formal communication to the Overstrand Municipality requesting the Municipality to become the Responsible Management Authority (RMA) of the two estuaries, Buffers River and Onrus River. DEA&DP must approach the local municipality regarding the RMA function.

The following Estuary Management Plans are out for public comment by province:

- Klein
- Rooiels
- Buffels
- Uilkraal
- Heuningnes
- Onrus
- Bot/Kleinmond

The following Mouth Management Plans are out for public comment by province:

- Bot/Kleinmond
- Uilkraal
- Onrus.

The Onrus River Estuary Forum has secured external funding for the development of a Reed Maintenance Management Plan (RMMP).

In order to implement a RMMP approval must be granted by DEA&DP. The application submitted by the OREF was approved by DEA&DP on 2 February 2021. The reed management portfolio of the Forum will engage with the municipality and landowners

regarding the implementation of the Reed Maintenance Management Plan.

The full roll-out and implementation of the RMMP has slowed down after the discovery of peat in the Onrus wetland and estuary. Based on these findings by leading scientists the RMMP in its current format need to be reviewed in order to include the NEMA Listing Notice 2, Section 24. The matter is currently with the Appeals Unit of DEA&DP, reporting directly to Minister Anton Bredell.

10) Working for the Coast

Unfortunately, the project closed in 2019 and no new proposal has been offered to the Municipality.

The following Activities are Standard Operational Activities within the Biodiversity Conservation Section:

1) Invasive Alien Plant Management Plan

The Biodiversity Section is developing Alien Clearing Management Plans for the municipal reserves and open spaces, and implementing current Annual Plans of Operation (APO's) as funds are available. The Municipality is responsible for all Alien Clearing activities on Municipal nature reserves and open space 1 areas.

The Department is also assisting the Operational Department under Area Management with the capturing of their Alien Clearing Plans for Open Space 2 area, on the GIS system so that it becomes an integrated system for the entire Municipality.

Formal Co-Management agreements are signed annually with the Hermanus Hack Group (HHG), the Hermanus Botanical Society (HBS) and the Sandbaai VOS Coastal Management Group. These groups are then awarded areas, specifically in the Fernkloof Nature Reserve where they continuously remove any new growth in pristine areas. These areas are then clearly marked on our Alien Vegetation

Management Plan (AVMP) as “Restricted” for clearing by OSM clearing teams. Again, savings achieved in this regard can be more widely spread.

The Biodiversity Conservation Section has a total area of 6 500 hectares it needs to maintain and requires an amount of R11million per year. The total allocated amount for 2020/21 was R500 000 for AVM in the Overstrand. Due to the restraints of the Covid-19 lockdown regulations, only R5 400 of the allocated budget could be spent. Contractors were not allowed to work infield for a large period of the 2020/21 financial year. In the 2021/22 financial year an amount of R1,5 million was allocated to alien clearing. This amount was adjusted to R500 000 as spending was delayed due to appointment of contractors on the Environmental Maintenance Tender.

The Environmental Department's Biodiversity Section developed a 3 year “General Maintenance Tender” to improve the progress on AVM and other general maintenance activities. The tender was finally awarded on the 10th of January 2022.

2) Fire Management Plan

The Environmental Section of the Overstrand Municipality, along with the Fire department have been working developing a burning program for the entire Overstrand. This program aims specifically at biodiversity protection in our area as well as the added benefit of fire protection.

The 2020 – 2021 fire season, saw unfavourable conditions for controlled burns and efforts were focused on planning and preparation for the 2021 – 2022 burn season with a total of 617 hectares planned to be burned.

Parallel to this a comprehensive firebreak implementation program has already been rolled out Overstrand wide, comprising of a network of 256 kilometers of firebreaks (Defendable space) of which 163 kilometers is

actively maintained by the Overstrand Municipality and the rest are mainly on private land. The estimated cost to maintain these firebreaks is R3 million per year.

Coastal Management

Coastal Management Programmes are comprehensive policy statements with respect to various facets of coastal management, including access to coastal public property and coastal resources and the control of coastal development, amongst others.

The National Environmental Management: Integrated Coastal Management Act provides for the integrated management of South Africa's coastline to ensure the sustainable development of the coast.

The National Coastal Management Programme identified 9 Priority Areas.

Overberg District Municipality Coastal Management Programme: Situational Analysis Component (Mott McDonald PDNA, 2015)

High Priorities	Medium Priorities
Provision of coastal access	Management of slipways, jetties, boat launching facilities and harbours.
Control and monitoring of access	Programme of predicted expenditure and investment in coastal management
Provision and maintenance of access infrastructure	Upgrade and maintenance of infrastructure for jetties, piers, harbours.
Clarity on roles and responsibilities between district and local municipalities	Beaches
Integrated coastal management	Alignment with other plans, policies and programmes
Funding	Disaster management
Management of alien invasive species	Protection of coastal and marine species
Estuarine management	Consideration and maintenance of ecological processes
Coastal access signage	Conservation of biodiversity
Pollution from sewer systems and other	Scientific input into decision-making

High Priorities	Medium Priorities
sources of pollution (litter)	
Stormwater management	Waste Disposal
Erosion	Climate Change
Mobile dune management	Infrastructure and services
Aquaculture (local economic development and sustainable job creation).	Illegal developments
	Development of tourist facilities
	Lifesaving
	Archaeological, cultural and heritage sites.

Figure 11: ODM coastal management programme priorities

The **Overberg Coastal Management Programme** identified 9 priority areas with overarching goals:

Priority Area 1 – Facilitation of Coastal Access

Goal: To provide reasonable and equitable access to the Coast for all:

Objective 1: Ensure that the public has the right of physical access to coastal public property, and along the seashore on a managed basis, taking into account historic and cultural resources and activities;

Objective 2: Ensure that the public has the right of equitable access to the opportunities and benefits of the coast on a managed basis

Objective 3: Ensure that the public has reasonable access to registered public launch sites for coastal recreation.

Priority Area 2 Compliance and Enforcement

Goal: Promote compliance and enforcement of legislation to facilitate protection of coastal resources within the municipal mandate.

Objective 1: Improve compliance with coastal and other relevant laws and regulations

Objective 2: Ensure visible effective and coordinated law enforcement as mandated.

Implement coastal management bylaw along with local Municipality to ensure consistency.

Priority area 3: Estuaries

Goal: Ensure appropriate management and conservation of estuaries.

Objective 1: Develop and implement estuarine management plans for all estuaries.

Objective 2: Ensure estuarine management structures are in place of all estuaries.

Priority Area 4- Land and Marine Based Sources of Pollution and Waste

Goal: Minimise the impacts of pollution on the coastal environment.

Objective 1 Develop and implement pollution control and waste management measures to minimize and control harmful discharges into coastal ecosystems.

Objective 2: Monitor and manage polluting activities

Priority Area 5: Co-operative Governance and Local Government Support

Goal: Promote integrated and cooperative governance of the coastal zone and coastal planning / governance.

Objective 1: Assess potential institutional arrangements for coastal management

Objective 2: Promote partnerships to foster co-responsibility in coastal management.

Priority Area 6: Climate Change. Dynamic Coastal Processes and Building Resilient Communities.

Promote resilience to the effects of dynamic coastal process and environmental hazards and natural disasters.

Objective 1: Ensure coastal development and planning provides for the effects of climate change, natural hazards and dynamic processes.

Objective 2: Develop a uniform approach in dealing with existing infrastructure at risk and areas of coastal vulnerability.

Priority Area 7 – Natural Capital and Natural Resource Management

Goal: Promote conservation for biodiversity, ecosystem function and the sustainable use of natural resources.

Objective 1: Maintain and promote a network of coastal protected areas.

Objective 2: Identify and rehabilitate damaged or degraded coastal ecosystems and habitats.

Priority Area 8: Social, Economic and Development Planning

Goal: Promote sustainable local economic development.

Objective 1: Identify, develop and implement sustainable local economic development projects.

Priority Area 9 – Education and capacity Building.

Goal: Promote coastal awareness, education and training.

Objective 1: Promote public awareness about the Coastal Zone

At the moment Overstrand Municipality is unable to implement the ODM coastal programme due to lack of funding and capacity.

The Western Cape Government (WCG), Department of Environmental Affairs and Development Planning (DEADP), commissioned an audit of all historical and existing access points along the Overberg Coastline where the public have, and /or still wish to access the coast. This initiative is in support of the Overberg District Municipality and gives effect to the Provincial and Municipal Coastal management Programmes as well as the Provincial Coastal Access Strategy and Plan. The audit was conducted in January and February 2018.

A key facet of this audit was to identify a site to be used as a pilot study for the provision of coastal access to resolve an existing conflict for access. The Overberg District Municipal Council endorsed the selection of Middelvlei as the pilot study site at a Council meeting on 18 June 2018. The selection of Middelvlei as the pilot study site was further supported by the Overstrand Municipality.

The Executive Mayor of Overberg District Municipality (ODM) has issued a notice stating the agreed way forward with regards to the pilot study at Middelvlei/Sonesta:

- Middelvlei Homeowners Association can opt to a negotiated agreement with the ODM in consultation with Overstrand Municipality.
- Such an agreement can contain terms and conditions that govern issues such as accountability, liability, and assignation of responsibility for resources and functions such as maintenance and law enforcement.
- The agreement will be legally binding, and the terms and conditions will act as “rules” governing the access.

DEA&DP further indicated that the following issues that must be addressed as part of the investigation are the following:

- Numbers of visitors (seasonal variations may need to be planned for)
- Permissible and not permissible activities must be identified
- Measures for environmental protection
- Facilities/infrastructure to be installed; and
- Management of the site (including traffic, waste, ablutions, maintenance).

Overstrand Municipality continues to implement the Constitutional mandates as assigned to Local Government by Schedules 4B and 5B to the Constitution, in the coastal environment. The mandates are exercised in the following manner on an annual basis:

- Implementation of Municipal Planning functions by including the coastal setback lines in the Environmental Overlay Zone (Coastal Planning Scheme) as part of the Overstrand Wide Zoning Scheme. The Zoning Scheme is an enforceable bylaw;
- Management of Coastal Access points and routes to designated swimming beaches, coastal open spaces and coastal nature reserves. Coastal Access infrastructure is mapped, maintained and improved within the constraints of the annual operational budget allocation.
- Coastal Parks and Recreation Areas are managed by the Operational Services Section in terms of cleansing, solid waste management and maintenance services;

- Local Economic Development and Sustainable Tourism is promoted by means of the Blue Flag Programme, which provides eco-labelled facilities for tourists within the coastal environment;
- Coastal Open Space is implemented by the Field Rangers, assigned to the Biodiversity Conservation Division in the Environmental Management Section, Infrastructure & Planning Directorate;
- Coastal Nature Reserves are managed by the Biodiversity Conservation Section. Coastal infrastructure, vegetation, pollution, encroachment and fire regimes are managed within these protected areas;
- Maintenance of Municipal Fixed Assets and Liabilities. Where possible, management agreements have been drawn up between the Municipality and Hacking / Community organisations to assist with this programme.
- Co-operative Governance. Agreements are in place with the Cliff Path Management Group and other organizations for joint management of international tourist attractions such as the Hermanus Cliff Path. Overstrand Municipality attends Municipal Coastal Committee Meetings, Estuarine Forum Meetings and District or Provincial workshops where required. Overstrand Municipality works closely with the Department of Environmental Affairs and the Overberg District Municipality in the implementation of the Working for the Coast Programme.
- The Municipality is involved in the committee for the Cape Whale Coast Hope Spot Initiative and assists with programmes launched under this initiative.
- The Municipality supports community research and education programmes in partnership with the Whale Coast Conservation Foundation, the Dyer Island Conservation Trust and other institutions.
- Municipal Bylaws are enforced within coastal public places and estuaries.

Overstrand Municipal Overlay Zones

Overlay zones provides a mechanism for land use management whereby Council may give effect to specific guidelines contained in a spatial development framework or policy plan. These guidelines could (within specified areas) promote development, require a limitation of land uses, define additional, stipulate more or less restrictive development rules, or identify specific development rules. It provides a mechanism for elevating specific policy guidelines, as approved by Council, to land use regulations. An overlay zone will apply in addition to the base zone of a property. Three overlay zones have been compiled for the Overstrand municipal region namely a Heritage Protection overlay zone, Stanford overlay zone and an Environmental Management overlay zone. These overlay zones will be included in the current zoning scheme of Overstrand Municipality.

The following overlay zones apply:

A. ENVIRONMENTAL MANAGEMENT OVERLAY ZONE (EMOZ)

- 1) Mountain Catchment EMOZ
- 2) Coastal Protection Zone EMOZ
- 3) Riverine EMOZ
- 4) Urban Conservation EMOZ
- 5) Buffer Conservation EMOZ

B. HERITAGE PROTECTION OVERLAY ZONES (HPOZ)

- 1) Scenic Corridor HPOZ
- 2) Coastal Strip HPOZ
- 3) Betty's Bay Vlei area HPOZ
- 4) Hangklip Smallholdings Area HPOZ
- 5) Rooi Els HPOZ
- 6) Gansbaai HPOZ
- 7) Hawston Heritage Core HPOZ
- 8) Baardskeerdersbos HPOZ
- 9) Historic Core of Hermanus HPOZ
- 10) Onrust Peninsula, Lagoon and Camp Site Area HPOZ
- 11) Stanford HPOZ
- 12) Landscapes of High and Very High Significance HPOZ;

On 7 August 2020, the Overstrand Municipality Amendment by-law on Municipal Land-use planning, 2020, was gazetted. The Municipal Overlay Zones forms part of these documents. The

zones are currently implemented when reviewing development applications in terms of Town Planning, Property Administration and Building Plan submissions. The zones are also applicable to any Environmental Impact Assessments.

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

- Working on Fire – For the upkeep and maintenance of critical fire breaks and assistance during prescribed burns.
- Coordinates work with the National Turtle Rescue Network – Spearheaded by the Two Oceans Aquarium, where stranded marine turtles are collected, rehabilitated and rereleased in their natural habitat
- Part of the National Strandings Network – Where any stranding of marine life of significance is reported to the relevant authority, monitored or removed, depending on the needs of the animal.

Cape Whale Coast Hope Spot Initiative

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

The Cape Whale Coast Hope Spot, stretching for 230kms from Rooi Els to Quoin Point in the Western Cape, is one of these Nationally Proclaimed Hope Spots. It is unique in its combination of rich and abundant biodiversity, spectacular scenery and cultural heritage.

To date, over eighty (80) Hope Spots have been declared worldwide and in December 2014, Dr Sylvia Earle visited South Africa to inaugurate the first six Hope Spots on the African continent. On December 6th 2014, Dr Sylvia Earle and her team visited the Overstrand to officially launch the Cape Whale Coast Hope Spot (CWC-HS) with full support from the Overstrand Mayoral Committee.

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

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

The CWCHS Initiative will strive to achieve three main goals:

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

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

A long-term objective of the CWC-HS is the establishment of a Marine hub that will establish the Overstrand as a leader in coastal and marine

conservation. The current proposed site for this centre is in the New Harbour Hermanus and will serve as a hub for tourism, sustainable local marine industries, research and education. This process is still in progress. This centre will also serve as a base where all parties, Overstrand Municipality, CapeNature, Department of Fisheries, Tourism and local NGO sectors can work together as a unified group.

Overstrand's Environmental Management Section

The function of the Environmental Management Section is to promote a sustainable balance between environmental, social and economic development in accordance with Parts B of Schedule 4 and 5 of the Constitution.

In essence, this function can be divided into four main tasks as follows:

- Progressive development and implementation of a corporate Environmental Management System to reduce the environmental footprint of the Municipality.
- Evaluate all developments (development proposals, town planning applications, building plans and infrastructure projects) for environmental sustainability.
- Liaise and engage with stakeholders concerning the state of the environment and to advise the Municipal Council and Municipal officials on Environmental matters.
- Management of Air Quality and Climate Change impacts within the Municipal area.

Environmental Management System (EMS)

An Environmental Management System (EMS) is that part of an organization's overall management structure and arrangements that addresses the immediate and long-term impact of its activities, products, services, facilities and processes on the environment. By implementing an EMS the Municipality seeks to install 'Good Practice' procedures in the operational aspects.

The EMS encapsulates the following objectives in order to ensure effective and successful implementation:

1. To build institutional capacity at all levels of the OSM in order to ensure that the EMS is effectively implemented;
2. To enable on-going and incremental improvement in the management, protection and quality of the OSM environment;
3. To develop and maintain mechanisms to gather, compile and provide access to appropriate environmental information in order to enable informed decision-making on issues affecting the environment;
4. To monitor and evaluate the EMS related programmes and objectives;
5. To promote corporate environmental responsibility.

In order to ensure successful implementation of the IEMP, linkages have to be established with the responsible department/stakeholders to integrate the key objectives of the IEMP into their strategies and programmes.

The following set of principles forms the basis of all objectives and targets of the Overstrand Municipality's EMS.

- Recognize the intrinsic value of biodiversity and natural ecosystems by protecting and restoring them
- Develop and enable cooperative networks towards a sustainable municipality and town
- Enable communities to minimize their ecological footprint
- Modelling urban processes on ecological characteristics and processes to create a sustainable municipality and town to empower local communities to support the drive towards a sustainable town.

The Environmental Management System (EMS) is being implemented by the Municipality to measure the impacts of Municipal Service delivery on the natural environment.

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As part of the implementation of EMS, Standard Operating Procedures (SOP) are in place to standardise responses to incidences. There is currently a Sewage spillage SOP in place. The Waste Management and Storm Water sock SOP's are in draft formats.

An audit programme for 2021 has been drawn up where audit findings and recommendations will be made to the relevant Municipal department.

The Environmental Management Section has completed Environmental audits at the following municipal facilities during 2021; Waste Water Treatment Works (6), Water Treatment Works (8), Sewer pumpstations, Waste drop-off facilities (5), Garden waste drop-off facilities (1), Landfill sites (1), Transfer stations (3) and Municipal yards at the 3 administrations.

Audits are done in accordance with guidelines from the Water Research Commission and the CSIR. A systematic approach is followed by going through all the processes of a facility. Audit reports with findings and recommendations were completed for all the sites and presented to the relevant departments for improvement. Departments are expected to give written feedback with timeframes and budget on how recommendations will be implemented. As per the Environmental Management System, the Plan- Do- Check - Act cycle provides an interactive process to achieve continual improvement.



A positive outcome of the audits at the WWTW was the development of the "think before you flush" information pamphlet. Small items such as earbuds, wetwipes, plasters and cigarette buds end up in the sewer system, causing blockages at the treatment

works. This educational information was received very well by the general public, schools and operators of tourist accommodation facilities.



In June 2019, the Environmental Management Section partnered with the Dyer Island Conservation Trust in placing a trash collection storm water sock at the water drain outlet in the Gansbaai Harbour. This storm water drain net project has been dubbed "Project Storm" and it has the following goals:

- Minimise ocean bound marine pollution. Avoid injuries and ingestion by marine animals
- Collate waste statistics to drive change
- Recycle relevant waste
- Educate the public.

Through the storm water outlet audit, additional outlets have been identified and a progressive roll-out of the project is planned for the entire municipal area. Unfortunately, no progress has been made with the further implementation of this project. The Covid-19 pandemic has impacted on community organizations or companies willing to sponsor socks. Stakeholder engagement must be re-established during 2021 for the roll-out of this project.

The Kleinmond Natuurbewarings Vereniging (KNV) and NG Kerk Kleinmond Eko-Groep (KEG) expressed interest in the project and kindly helped with the purchase and installation of the stormwater nets. After the theft of the project storm net in Hawston in June 2021, the design of nets was reevaluated to prevent theft by using undesirable materials (e.g., plastic fixtures rather than metal).

a) Net Installation:

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The volunteer group installed five nets in Kleinmond and will clean the nets until 1 September 2021. Information on the logistics of cleaning the nets has been collected by the volunteers and added to this document as a guideline for the handover of cleaning responsibilities to the Municipality: Roads & Stormwater Department.

b) Net Cleaning & Maintenance:

It must be noted that the Kleinmond nets are smaller and therefore do not have the capacity to hold as much litter as the Gansbaai and Hawston Stormwater socks. The nets therefore require cleaning more often depending on rainfall. As the current Standard Operating Procedure (SOP) stands, the DICT (or a partner organisation) is responsible for litter classification and analysis. The volunteer group has already submitted litter analysis and classification count data directly to the Brenda Walters at the DICT. None of the municipal departments have the manpower/resources to count litter. It needs to be determined how often the collected litter should be analysed (refer to Action Table).

The NG KEG and KNV will continue to co-operate with the municipality and assist if required

Environmental Education: Story Team

In November 2021 Story Team completed an Educational Theatre programme for the Overstrand Municipality, focussing on the importance of the conservation of the catchment to coast areas (Including wetlands), also focussing on the importance of waste management and the impact thereof on water resources.



The Team visited schools in Gansbaai: Laerskool Gansbaai, Stanford: De Bron Primary school, Kleinmond: Laerskool Kleinmond, Hermanus: Hermanus Primary School.

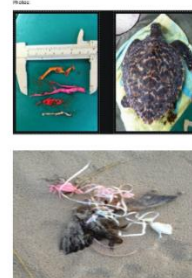


Our aim was to involve learners in the learning process. Encouraging them to become responsible adults and warriors for our environment. We want them to play with us, participate with our characters and empower themselves to make better decisions for the future. Story Team communicated important information regarding the conservation of our Environment and emphasised the negative impact of plastic pollution from catchment to coast. Learners are encouraged to take responsibility for their own environment and communities. The programme reached three hundred and eighty-three (383) learners with positive feedback from educators.

Balloon ban on Open Spaces:

The EMS placed a ban on the use of balloons on all municipal open spaces. In a media release and facebook post the dangers of balloons to the environment was communicated to the general public.

No balloons allowed in Overstrand Municipal Nature Reserves
 Balloons have become a symbol of celebration, a common sight at birthday parties, wedding and baby showers and just about any other festivity you can imagine.
 While balloons may add colour to your party they're also serious business for wildlife (birds, an alligators and the environment). As our saying goes, what goes up must come down. And when balloons come down, they don't float their way into a nearby rubbish bin.
 As mentioned, balloons cause problems for our wildlife. One such problem is their toxicity and other wildlife can mistake balloons for food, which can cause injury or even kill the animal. Balloon strings, too, can cause devastating injuries to wildlife when they become stuck or entangled in their mouth/fur/flying limbs.
 Many balloons are not biodegradable and should never be released. Like tires (balloons), Mylar balloons can also cause injuries to wildlife, but they pose another problem as each power company.
 Mylar balloons are covered in a thin foil. When that foil comes into contact with a power line or other electrical equipment as a substitute, it can cause an electrical surge that causes a fire or other resulting in property damage.
 Read another reason to stay the balloons for your next party! Consider that the gas that makes them float (helium or a toxic resource that isn't renewable) is the only element on Earth that is completely non-renewable.
 The problem is that many balloons have a just one of many uses for balloons, used by the local population. Helium has many other important uses, it has no real application in the world of partying. In fact, it's a very rare gas that's used in many other important applications and needs to come from conditions. Because of its cooling properties, helium is also used in the operation of superconductors, and it's used in air bags and gas in weather balloons.
 There are more sustainable alternatives if you're looking for a way to commemorate an occasion or celebrate a milestone.
 These include streamers, flags, banners, burning, dancing, inflatable, kites, pinwheels, coloured lights, lawn projects, water aerobics, etc.
 The Overstrand Municipality's Environmental Management Section under which the Management of Nature Reserves and Ecological Reserve Reserve as well as Ecological Reserve. Request all of our signage (banners) to be placed in the table. If you need more information on all the reasons you can contact our central team on 02833 38111 who will verify the duty of care.
<http://databases.asp?Database=Information>
<http://www.overstrand.gov.za/overstrand/overstrand-environmental-and-public-works-46494>



Air quality control

The Senior Environmental Manager has been appointed as the Air Quality Officer for the Overstrand Municipality and the Environmental Manager, with the two Environmental Officers assist with implementation of Air Quality activities. The Overstrand Municipality has a Council approved Air Quality Management Plan (summarised in Chapter 8 of this document) that is guided by the regulations in the Overberg District Municipality's Plan (ODM). This plan was reviewed and updated in the 2016/2017 financial year. The plan will be reviewed every 5 years in accordance with the IDP cycle.

Overberg District Municipality (ODM) has appointed District Health Officials who actively deals with the air quality transgressions within the Overstrand Municipal area. The Overstrand Municipality works with the District and Provincial Department of Environmental Affairs and Development Planning (DEADP) to deal with any complaints that are logged with the Municipality.

The Overstrand municipal area does not have enough air quality impacts to appoint a dedicated official in a post and current staff is monitoring as and when an incident occurs.

The ambient air quality monitoring station has been moved to the premises of Abagold, which was found to be more secure and less prone to vandalism.

Specific initiatives relating to air quality control planned in 2021/22 and 2022/23 are:

The current plan must be amended to address issues such as dust, noise, smoke and odour. A review of the AQMP must take place during the 2022/23 financial year.

Capacity building of staff is also a component which will be focused on.

Climate Change Response Strategy

Municipality's overarching response to climate change

Climate changes affect rainfall patterns, river run-off, estuarine functioning, sea surface temperature, mean sea level and fish stocks, as well as the frequency of storm events (Overstrand *Strategic Environmental Management Framework, June 2014*).

In the Overstrand Municipal Area, the most pertinent issues are likely to be:

- Water scarcity;
- Sea level rise ($\pm 30\text{cm}$ over the next 50 years, with associated impacts along the coast); and
- An increase in extreme weather and storms (resulting in more flooding and storm water management problems). The unpredictable effects of climate change, and the potential for dramatic changes to the natural environment in the future, makes it essential to plan well in advance of these changes taking place.

The Western Cape Government has released the Western Cape Climate Change Response Strategy: Vision 2050, for public discussion and comments. The intent of this strategy is to be a guiding document for all sector stakeholders who can play a responding role to climate change.

Currently it seems that the requirement for Needs and Response Plans are likely to only be obligatory for Metros and Districts. If the current version of the Climate Change Act passes.

Climate Change Response: Provinces and Municipalities (Chapter 3)

An MEC responsible for the environment and a Mayor of a metropolitan or district municipality, as the case may be, must—

- within one year of the publication of the National Adaptation Strategy and Plan contemplated in section 14 undertake a climate change needs and response assessment for the province or the metropolitan or district municipality, as the case may be;
- for the purposes of paragraph (c), assess the extent to which its constitutionally mandated functions are affected by climate change and formulate steps to address these effects in the performance of its functions;
- review and, to the extent necessary, amend the climate change needs and response assessment at least once every five years;
- within two years of undertaking the climate change needs and response assessment contemplated in paragraph (a), develop and implement a climate change response implementation plan as a component of and/or in conjunction with provincial, metropolitan or district municipality's planning instruments policies and programmes; and
- review and, to the extent necessary, amend the climate change response implementation plan at least once every five years.

The local municipality, however, still has a responsibility in terms of investing in ecological infrastructure. "Within the South African context, ecological infrastructure refers to naturally functioning ecosystems that deliver valuable services to people, such as healthy mountain catchments, rivers, wetlands, coastal dunes, and nodes and corridors of natural habitat, which together form a network of interconnected structural elements in the landscape. Ecological infrastructure is therefore the asset, or stock, from which a range of valuable services flow." (SANBI (2014). A Framework for investing in ecological infrastructure in South Africa. South African National Biodiversity Institute, Pretoria.)

The municipality also intends to be proactive with the compilation of a Climate Change Needs and Response Assessment, in line with Provincial documents. This will however only be drafted once the Environmental section has sufficient capacity. At this point, the main focus is environmental education on Climate change through, booklets, children theatre and social media posts.

Local government must work in cooperation with the PGWC so that the Provincial energy targets can be achieved. Areas of cooperation may include:

1. Increase energy efficiency in all municipal buildings: Embark on energy conservation measures to be applied in all local government owned and used buildings; audit of existing energy consumption in buildings; identification of potential measures for improved energy efficiency; systematic use of more efficient technologies and energy consumption practices.
2. Increase the public transport share of total transport modal shift; decrease the number of private vehicles into the town centre: focus on improving quality of public transport to the city centre; develop 'park and ride' facilities around the town centre; improve public transport within the city centre; and explore disincentives for private vehicles.
3. Assist in providing non-motorised transport: develop and implement a non-motorised transport strategy; bicycle plan, information and

awareness campaigns to encourage the use of bicycle and pedestrian pathways.

4. Assist in installing solar water heaters in municipality owned housing.
5. Assist in improving energy efficiency in the residential sector through energy efficient water heater by- law legislation, facilitating of the creation of EE mass roll out businesses, information dissemination campaigns.
6. Assist in improving energy efficiency in industrial and commercial facilities: information dissemination campaign on efficient lighting use in partnership with organised business.
7. Embark on initiatives to drive renewable energy supply and reduce CO2 emissions.
8. Assist Province to support economic competitiveness and increasing employment through its energy strategies and initiatives.

The Department of Forestry, Fisheries and the Environment (DFFE) has established a Climate Change and Biodiversity Forum for the Overberg region. Among the objectives of the forum, the following are identified:

- a) This forum provides a platform for local government in the Overberg District to coordinate, align, mainstream and implement adaptation responses to climate change which are specific to the Overberg District, and which recognises the interlinkages between climate change and biodiversity.
- b) Serve as a reference group to ensure consistent, integrated and coherent messaging for climate change-related outreach and awareness-raising activities in the Overberg District,
- c) Provide a platform for local government in the Overberg to share knowledge and build capacity through sharing information on forthcoming national, regional and international climate change-related events including but not limited to conferences, seminars, workshops and training opportunities.

OTHER CLIMATE CHANGE MITIGATION AND ADAPTATION PROJECTS INCLUDE:

1. The Invasive Species Management Strategy is a document drafted by the Environmental Services Departments, Biodiversity Section and it is drafted to be in line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act 10 of 2004. The document includes the identification, control and management of existing as well as new and emerging invasive species, in order to prevent them from spreading and through this assist with.
2. The Environmental Management Overlay document encompasses the entire Overstrand land area. This plan serves as a planning and management tool for the protection and conservation of all natural open spaces and natural systems. The outcome of this plan is to ensure the protection of ecosystem services that these natural assets provide, such as flood attenuation, waste absorption air and water purification, resource provision and recreational cultural benefits.
3. Dune Maintenance Management Plans at Pringle Bay and Betty's Bay. The sand dune system has been moving back and forth on a seasonal basis as part of an isolated or "pocket beach".

HERITAGE RESOURCES

The Municipal Area as a whole is considered to have high heritage significance in terms of its scenic, botanical, cultural/historical, social and archaeological value (*Strategic Environmental Management Framework, June 2014*).

Broad categories of Heritage Significance in the Overstrand area are:

- Historical:
- Khoi san
 - Lady Anne Barnard
- Architectural
- Danger point light house (visitor centre)
 - Moravian Mission House - Onrus

- Mooihawens - Betties Bay.

Aesthetic/Environmental - Significant views or vistas

- Hoys Koppie - cave and graves - Hermanus
- Stanford market square
- Various caves - Bientangs cave turned into restaurant
- Historical caves - De Kelders (klipgat)
- Botriver Lagoon - Marine Yacht Club (flying boat base during WW11)
- Leiwat channels "die Oog" - Stanford
- Groves of milk wood
- Dyer Island - seals, penguins, great white sharks, quano (tourist attractions)

Social - economic social or economic activity

- Hermanus Pieters Fontein
- Hesseque people frequently camped on the banks of the Bot river with cattle
- Moravian missionaries - Hemel & Aarde Leper colony
- Camphill school
- War memorial
- Marine Hotel
- Swallow park
- Schools.

Cultural traditions, public culture, oral history, performance or ritual

- Stanford church
- Anglican church - Hermanus (klip kerk)
- Moravian Mission House - Onrus
- Palehuse - Hawston
- Shipwrecks - (mini) - the Birkenhead (woman & children first)
- Old Harbour Hermanus - fishing and whaling (Museum)
- Harbour Kleinmond (being developed)
- Harbour Gansbaai
- Baarskeerders Bos - (small holdings) Leiwat
- Buffelsjags - historical shellfish.

Technological / scientific

- Radar stations - Stony point (WW11)
- Whaling station - Stony point
- Magnetic Observatory.

The Overstrand Heritage Survey was completed in 2009 and accepted by Heritage Western Cape in +-2010. This survey included mostly buildings.

A separate survey will have to be conducted on other heritage resources as much of the Heritage entities lie in Private ownership. The maintenance and preservation of the heritage resources are the private owner's responsibility.

In Overstrand mostly private entities are currently utilizing some of the heritage resources to unlock their economic potential in the area.

Funding is required for further surveys on heritage resources to unlock its economic development opportunities: for example

- Heritage walks (identifying Heritage points/structures of interest)
- Conservation areas - Stanford ranked no 3 in the Western Cape
- Harbours, caves (archaeological)
- Traditional roads and pathways
- Shipwrecks
- Museums.

KPA 5 – SOCIAL UPLIFTMENT AND ECONOMIC DEVELOPMENT

KPA 05 5 (a)

Development of integrated Human Settlements

HOUSING

1. BACKGROUND

1.1 Introduction

The Overstrand Municipality has aligned its vision with that of the Western Cape Provincial Government which promotes the development of integrated and sustainable human settlements with access to social and economic opportunities for all its citizens. Therefore, it is necessary that all spheres of government cooperate in fulfilling this vision.

To address an issue such as integrated and sustainable human settlements, a definite strategy is needed in the approach to housing. A simple definition of strategy is: 'A long term action plan in achieving a goal', for this reason the Overstrand Municipality has compiled a comprehensive 5-Year Human Settlement Strategy and programme guide / pipeline to improve integrated human settlement development and delivery within the municipality.

The purpose of this document is therefore to provide a link between the IDP (and its related sectoral plans) and the Overstrand Human Settlement Strategy as well as indicate how the strategy via the action plan will be implemented. Various Housing Programmes, each with its own projects that will run over a period of five-years will form the basis of this strategy.

2. Setting the context

In the process of developing a strategic housing plan for the Overstrand Municipality it became clear that an understanding must be developed for the existing legislative and policy guidelines that exist in the National and Provincial spheres of Government and which would inform any strategic planning that is being done by the Municipality.

To fully understand the context of housing in South Africa, a comprehensive legislative background is needed. It should be noted that all the relevant legislation and policy frameworks will not be discussed in this document due to its limited content. It has however been dealt with comprehensively in the Overstrand Housing Strategy.

International drive towards Sustainable Cities (as conducted in Dubai, February 2020) revisits how we undertake settlements as housing has a critical contribution to make.

National and Regional legislation form the basic foundation of how local legislation and policy

frameworks are implemented in the housing context in South Africa.

The following will facilitate an understanding of the legislative framework in which Housing is addressed in the different spheres of Government.

The Constitution of the Republic of South Africa

- The Housing Act, 1997
- Local Government Municipal Systems Act, 2000

National Policy guidelines impacting on housing may be found in mainly three sets of documents: firstly, the National Spatial Development Perspective (NSDP), secondly the Comprehensive Plan for the Development of Sustainable Human Settlements – “Breaking New Ground”, and thirdly the Housing Code.

In addition to the National Legislative context, a Housing Strategy has to be implemented within the framework, policies and strategies of the Provincial Government of the Western Cape. The following documents outline this foundation:

- The Western Cape's Provincial Spatial Development Framework (PSDF)
- Western Cape Sustainable Human Settlement Strategy
- Western Cape Strategic Five-Year Plan
- Strategic Objective 6: Developing Integrated and Sustainable Human Settlements
- Project Process Guide for Human Settlements Programmes: Updated 2017

Other important guiding instruments on local level that needs to be taken in account are the Overstrand SDF and the Overstrand Growth Management Strategy.

3. Identifying the issues

3.1 Problem statement

The following issues and problems regarding housing delivery in the Overstrand Municipal area were identified by way of a series of workshops, which included officials from the

Municipality and the Provincial Government, consultants involved in the compilation of the Growth Management Strategy and consultants appointed by the Provincial Government to facilitate a Human Settlement Plan for the Municipality:

- The current housing delivery model cannot address the current and future need for housing, as the growing demand continues to exceed supply. Much of this demand consists of families living in informal structures (in informal settlements and backyards).
- Current municipal DORA allocation does not allow the municipality to catch-up with its backlog.
- All the necessary supporting services e.g., social and economic facilities, police and health services do not accompany housing developments.
- The housing code does not make provision for higher density developments where properties are owned by beneficiaries. The code mostly provide for rental stock only in the development of higher density units
- The DORA-allocation needs to be increased if CRU-units are to be built by the municipality. Community Residential Units (CRU) is not currently provided by the Municipality.
- The Overstrand Municipality finds that Provincial Government's strategies are often generic and not practical at ground level. For example, spatial planning problems arise as a result of the tight urban edge. The limited land available in Hermanus proper (the major economic node) may not be suitable in terms of economic growth and opportunities.
- There are a huge number of back-yarders who are currently renting from the main beneficiary.
- Lack of proper functioning “Support Organisations” to commence with Enhanced People's Housing Project (EPHP).
- Ownership is also a problem. There is a historic problem in transferring title deeds to beneficiaries.
- Beneficiary education about ownership responsibilities.

- Housing Projects put an operational burden on the municipality and the normal tax base of the municipality.
 - The Overstrand Municipality is also faced by economic constraints in relative income groups and a gap in the property market. There are many families with a household income that exceeds the upper limit for subsidised housing, however not meeting the minimum to access mortgage finance due to their credit worthiness status. These households fall in the category R3 501 – R22 000. Provision also needs to be made for a category earning less than R3 500 per month on a rental basis.
 - One of the key challenges to the development of sustainable human settlements is the limited availability of well-located land if a site and service delivery model is followed. This is especially true for the Zwelihle, Kleinmond and Mount Pleasant areas.
 - High cost of the sustainable development with specific reference to energy efficiency in the development of human settlements. The technology used should be sustainable and practical. The housing codes need to consider the operation impact/expense of the technologies used.

3.2 Housing Demand

The Housing demand for Overstrand is notoriously difficult to pin down. Reasons include fluctuating demand, inclusion of households living in backyard dwellings, and inclusion of households living in overcrowded conditions to name a few. The problems are exacerbated by limited availability of suitable land and increasing cost of infrastructure. The housing demand, even the lowest number is simply a target to aim for when satisfying the quantitative aspects associated with the creation of integrated sustainable human settlements.

The total housing demand in the Overstrand municipality mainly consists of the people living in informal settlements as well as the number of backyard dwellers. It is important to note that there is no reliable information available on the number of

backyard dwellers, making it increasingly difficult to accurately plan for future housing needs in the Overstrand area. With respect to farm workers, in terms of Provincial Circular 10/2015 (as amended) a total of 5% of housing opportunities in a project must be reserved for farmworkers residing in the catchment area.

A Socio-Economic Study was undertaken by the Department of Human Settlements in conjunction with the Municipality to determine and gain a better understanding of the demand and need for low cost- as well as affordable housing. The study was undertaken for the whole Municipal area in pre-determined survey areas based on agreed upon criteria. The analysis and results of this study has been processed and a final report was compiled by the Consultants at the end of January 2017. The Report was workshopped and presented to Council on 13 April 2017 by the Consultants after which the final report was compiled. A final close out report served before Council at the end of June 2017.

The recommendation to Council included the following:

1. that the findings and recommendations made in the final report of the Overstrand Socio-economic Study, **be noted**;
2. that the Housing Chapter within the IDP will have to be reviewed as a result of the findings in the report **be noted**; and
3. that the housing programme as contained in the IDP will have to be reviewed, **be noted**.

The final Socio-Economic Study Report containing more detailed information on demand is available for public viewing on the Municipal Website (www.overstrand.gov.za).

Most of the recommendations made within the report to Council were incorporated into the Housing Strategy through initiatives such as making available serviced sites in terms of FLISP and IRDP Programmes. It was therefore taken into account and incorporated into the planning of housing developments, and it will continue to be done in future planned developments as well. The inclusion and incorporation of these recommendations are

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evident in some projects such as the Mount Pleasant IRDP Infill Project, Hawston IRDP Project and Gansbaai IRDP Project, where serviced sites have been and are currently being developed for qualifying beneficiaries.

The table below indicate the total units per informal area, this specify the demand that originates from people living in informal settlements.

TOWN	INFORMAL SETTLEMENT	TOTAL INFORMAL UNITS PER AREA JUNE 2020	TOTAL INFORMAL UNITS PER AREA JUNE 2021
Stanford	Die Kop	80	180
Gansbaai	Masakhane	1181	1181
Gansbaai	Beverly Hills	91	91
Kleinmond	Overhills	414	489
Zwelihle	Tsepe-Tsepe	186	256
Zwelihle	Serviced Sites	80	80
Zwelihle	Tambo Square	351	351
Zwelihle	Asazani	89	89
Zwelihle	Mandela Square (relocated to TRA)	250	250
Zwelihle	New Camp	52	52
Zwelihle	Transit Camp	208	171
Gansbaai	Buffeljagsbaai	15	15
Hawston	Erf 170	10	10
Emergency Housing (EHP)			
Mount Pleasant	EHP	26	54
Stanford	EHP	154	154
Zwelihle	EHP	230	150
Masakhan e	EHP	150	94
Eluxolweni	EHP	101	112
TOTAL		3 768	3779

Table 56: Overstrand total informal units, June 2020 & 2021

The total housing need (mainly consisting of informal settlements & backyard dwellers) within the Overstrand Municipality is indicated in the table below. It must be emphasized that the waiting list represents applications of beneficiaries for housing allocations and may exclude people that may qualify in terms of allocation criteria. The figures must therefore be viewed as minimum figures:

SUMMARY OF OVERSTRAND HOUSING DEMAND AS AT DECEMBER 2021				
	AREA	OCT 2021	NOV 2021	DEC 2021
1	Kleinmond	970	977	981
2	Betty's Bay	49	49	49
3	Hawston	957	970	972
4	Mt Pleasant	859	855	857
5	Zwelihle	5 293	5 296	5 296
6	Hermanus	134	135	139
7	Stanford	1 170	1 170	1 170
8	Gansbaai	4 359	4 365	4 367
TOTAL		13 791	13 817	13 831

Table 57: Summary housing waiting list, 2021

It is also important to note that the total figure above, represent the total number of households/units, not people. A general assumption can be made that the average household consists of between 4-6 individuals per unit.

4. Identifying Resources

4.1 Land

The Town specific spatial strategies and the current Spatial Development Framework highlights certain land use proposals which are significant to Housing proposals:

- Pringle Bay & Rooi Els: Approximately 30% of formal residential erven are vacant therefore there is no need for identification of additional land for housing provision.
- Betty's Bay: Current demand in Betty's Bay too small to warrant a separate low-income housing project.

- Kleinmond: Delivering housing for the low income residents is a priority. Land must still be acquired but poses a huge challenge. No land available outside the Urban Edge due to environmental constraints. An investigation to identify suitable land for integrated development was undertaken during 2017/2018. The investigation was completed during 2021. A survey and enumeration were done of all the backyard structures and informal settlement dwellers as part of the investigation. The survey was required in order to determine the need for various housing typologies within the area to allow for better planning of developments. The information gathered from the survey was incorporated into the report. The final report served before Council at the end of October 2021 and was approved. The next step is to consider the best options and apply for pre-planning funding at Department of Human Settlements to do the necessary detailed studies to commence with potential new projects. Potential projects have been included in the housing programme.
- Hawston/Fisherhaven: Hawston Planning Unit 4 (Overstrand Growth Management Strategy) is earmarked for service industrial development and Fisherhaven Planning Unit 6 which is earmarked for the development of houses and community facilities will be used to integrate the two towns. The identified portion of land has been included in the Hermanus West Provincial Catalytic Project and planning will be done by the Provincial Department of Human Settlements in conjunction with the Municipality. This area is discussed under the Priority Human Settlement Development Areas later in the Chapter.
- Hermanus West: The Growth Management Strategy identified opportunities for possible inclusionary housing development on Planning Unit 8. The urban edge can also be extended into the Fisherhaven/Hawston area to allow for the establishment of an integrated development area. The identified portion of land has been included in the Hermanus West Provincial Catalytic Project and planning will be done by the Provincial Department of Human Settlements in conjunction with the Municipality. This area is discussed under the Priority Human Settlement Development Areas later in the Chapter.
- Greater Hermanus: Vacant land study was conducted and concluded that the urban edge can be extended in the Fisherhaven/Hawston area to allow for the establishment of an integrated development area, providing a full range of housing types and land uses. The identified portion of land has been included in the Hermanus West Provincial Catalytic Project and planning will be done by the Provincial Department of Human Settlements in conjunction with the Municipality. This area is discussed under the Priority Human Settlement Development Areas later in the Chapter.
- Stanford: Development of an IRDP project on a 30-ha portion of Growth Management Strategy Planning Unit 9 commenced during April 2019. The portion of land was acquired during the 2013/14 financial year. Planning approval was received at the end of March 2018 and funding approval for the installation of civil infrastructure on 783 sites was received during April 2019. The installation of civil infrastructure was completed at the end of December 2020. Application for top structure funding was submitted to Department of Human Settlements during December 2021 and approval is awaited.
- Buffelsjagbaai: Application was made to extend the urban edge to include this area in the SDF and approval was received during April 2019. Application to register a housing project was submitted to DoHS during May 2019 and at their PPC Meeting (Project Planning Committee) but no decision was taken. A revised and updated application was resubmitted during July 2021 to the Provincial Department of Human Settlements for consideration.

In addition to the above-mentioned initiatives, the municipality is continually investigating all options regarding the availability of land for housing development. This includes public and private land and the possibility of purchasing land through the housing programmes. Initiatives currently underway are in Kleinmond, Hawston and Hermanus (Zwelihle/ Mount Pleasant). The Final reviewed Spatial Development Framework (SDF) served before Council on 27 May 2020.

PRIORITY HUMAN SETTLEMENTS DEVELOPMENT AREAS (PHSHDA's)

The purpose and objectives of the PHSHDA's are to target and prioritise areas for integrated housing human settlements development to ensure the delivery of housing in a broad range of housing typologies within an integrated mixed-use development under the circumstances of priority. The areas under consideration are:

- Areas of urgent housing need where there is an established high demand and low supply of housing opportunities ;
- Areas requiring upgrading and/or redevelopment for purpose of delivering housing choices including subsidised housing; and;
- Areas requiring improved access to infrastructure, amenities and services;
- Areas that supports the integration of different housing typologies and economic development.

The following legislation will be applicable;

1. Housing Act, No 17 of 1999 principles and section 3.2 (f)-(g);
2. Housing Development Agency (HDA) Act 23 of 2008, Section 7 (3);
3. Spatial Planning and Land use Management Act No 16 of 2013;
4. Infrastructure development Act No 23 of 2014;
5. National Development Plan (NDP)

6. Integrated Urban development Framework (IUDF)
7. National Spatial Development Framework (draft)
8. Human Settlement Framework for Spatial transformation and Consolidation (Final draft October 2019).

A declaration for the PHSHDA's was gazetted by the Minister of Human Settlements, Water And Sanitation in terms of Section 3 of the Housing Act (of 107 of 1997) read in conjunction with Section 7 (3) of the Housing development Agency Act , 2008 (No 23 of 2008), the Spatial Planning and Land Use management Act (SPLUMA)(No. 16 of 2013), and the infrastructure Development Act (No 23 of 2014) and declare 136 Priority Human Settlements and Housing Development Areas (PHSHDAs).

The PHSHDAs identified and gazetted on the 15 May 2020 Gazette No. 43316 (Volume 659) in the Overstrand Municipality are Fisherhaven, Hawston, Hermanus, Meerenbosch, Onrustrivier, Sandbaai, Vermont, Zwelihle, Overstrand Rural (Ward No 4,5,6,7,8,12,13).

The PHSHDAs intends to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms.

2. The PHSHDAs are underpinned by the principles of the National Development Plan (NDP) and allied objectives on the National Development Framework (NSDF) and the Integrated Urban Development Framework (IUDF) which includes:
 - a) **Spatial Justice:** reversing segregated development and creation of poverty pockets in the peripheral areas, integrate previously excluded groups and resuscitate declining areas,
 - b) **Spatial efficiency:** consolidating spaces and promoting densification and efficient communicating patterns;
 - c) **Access to connectivity, economic and social infrastructure:** ensure the attainment

of basic services, job opportunities, transport networks, education recreation, health and welfare to facilitate and catalyse increased investment and productivity;

- d) **Access to adequate accommodation:** emphasis is on provision of affordable and fiscally sustainable shelter in areas of high need; and
- e) **Provision of quality housing options:** ensure that different housing typologies are delivered to attract different market segments of appropriate quality and innovation.

3. Emphasis is placed on synchronising national housing programmes in these priority human settlements and housing development areas namely:

- a) **Integrated Residential Development Programme** provides a tool to plan, fund and develop integrated settlements that include all the necessary land uses and housing types and price categories to create integrated communities. It provides for subsidized, as well as finance linked housing, social and rental housing, commercial, institutional and other land uses to be developed.
- b) **Social Housing Programme in Restructuring Zones** provides for Social Housing located in specific localities (mostly urban) which have been identified as areas of opportunity (largely economic) where the poor have limited of inadequate access to accommodation, and where the provision of social housing can contribute to the overall structural, economic, social and spatial dysfunctionalities. It is also aimed to improve and contribute to the overall functioning of the housing sector and in particular the rental sub-component thereof, especially insofar as social housing is able to contribute to widening the range of housing options available to the poor.
- c) **Informal Settlements Upgrading Programme** provides for the structured in situ upgrading of informal settlements to address the social and economic exclusion of communities. It

remains evident that informal settlements provide new migrants and the urban poor an affordable point of access into towns and cities, although they are also associated with high degrees of physical and social vulnerability.

- d) **Finance Linked Individual Subsidy Programme** provides for the creation of an inclusive and vibrant residential property market which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder.
- e) **The Special Presidential Package (SPP) Programme on Revitalisation of Distressed Mining Communities** by developing and implementing human settlements spatial transformation plans for identified mining areas.
- f) **Enhanced People's Housing Process provides** for a process in which beneficiaries actively participate in decision-making over the housing process and housing product and make a contribution in such a way that: 1) Beneficiaries are empowered individually and collectively, 2) various partnerships are created, 3) social capital is retained and expanded upon, and 4) housing is valued as asset far beyond its monetary value.

4. Herewith, a significant portion of public funding will be directed to the PSHDAs with the intention of attracting private sector investments.

5. Each of the PSHDAs shall be underpinned with an implementation protocol as per the Intergovernmental Relations Framework Act, 2005.

4.2 Funding

In order to effectively execute the Overstrand Housing Strategy Five- Year Plan, various funding sources are needed. For any strategy to be successfully implemented it should be noted that funding allocations must be well structured according to the different needs and abilities of not only the Local Municipality involved but also the National and Provincial Departments.

Funding for housing development is generated via the three spheres of government. Local-, Provincial- and National Government are all financially accountable and responsible for the overall success of housing delivery.

Funding sources consist of the following

- Housing subsidy: Responsible for internal civil infrastructure and top structures.
- Municipal Infrastructure Grant (MIG):
- Responsible for bulk water, roads, storm water and street lighting.
- Municipality: Special needs
- Department of Energy (DoE): Bulk and internal electricity.

4.3 Human Resources

The Overstrand municipality appointed an Implementing agent to guide and handle the delivery of subsidized housing. This agent manages the planning and implementation of Overstrand housing projects in conjunction with the Municipality and Consulting Engineers. Implementing Agent Tender is linked to the provision of 3000 housing opportunities and once this milestone is reached, the Municipality will have to consider other alternatives. There is still a total of 1 571 housing opportunities left.

5. Housing Strategy

The main vision is to not only eradicate the current housing backlog, but to develop and plan for future integrated communities and settlements that would be able to sustain the growing needs for housing in such a way that all people will benefit from the housing developments. Thus it is imperative for clear and concise goals and objectives to be set out firmly supported by the vision.

The intention is to achieve the following three goals in order to realize the vision of sustainable and integrated human settlements:

- Accelerated delivery of housing opportunities
- A sense of ownership, rights and responsibilities amongst beneficiaries.

- Optimal and sustainable use of resources

Specific objectives need to be set in place to achieve the above-mentioned goals:

Objective 1: Upscale provision and implementation of serviced sites.

Objective 2: Increasing densities of new human settlement developments on well-located land.

Objective 3: Reduce bulk infrastructure as a constraint to human settlement development.

Objective 4: Acquiring well-located land for well-planned Integrated Human Settlements.

Objective 5: Provide a fair allocation of housing opportunities.

Objective 6: Increase beneficiary involvement in the development of housing opportunities.

Objective 7: Enhancing supply of new rental housing opportunities and encourage improved property management of rental stock.

Objective 8: Increase sustainable resource use by exploring alternative technologies and building methodologies.

Objective 9: Implement Overstrand Municipal Growth Management Strategy.

This vision will be achieved by implementing different programmes that are relevant to the specific projects undertaken. These programmes are discussed in more detail in the action plan under section 7.2

Since 1995 and up to the end of December 2021, a total of **6 380 housing units** have been provided in the Overstrand Municipal area.

These figures must be seen against the current estimated backlog of at least 13 831 names on the housing waiting list (end December 2021), a figure of 5050 estimated backyard dwellers and a currently undisclosed number of squatters which are not included in the above figures.

6. Action Plan

6.1 Introduction

A detailed action plan has been designed to reduce the backlog and address the current housing need. This Housing Strategy Five- Year Plan incorporates several housing programmes, each addressing different needs and is focused on specific projects.

The housing function within the Municipality has been re-organised, by placing the housing delivery process within the Directorate Infrastructure and Planning, whilst retaining housing administration in the Directorate Community Services. This facilitated a more streamlined process.

The funding sources for each of the projects are also indicated in the strategy and were discussed in section 4.2. The expenditures are allocated in the budget for the next five years. This strategy is designed in such a way that it makes provision to continue after the initial five years.

6.2 Housing programmes and Related Projects

The following housing programmes form part of the strategy:

1. Integrated residential Development Programme (IRDP)

This programme has been introduced to facilitate the development of integrated human settlements in well-located areas that provide convenient access to urban amenities, including places of employment. The Programme is aimed at creating social cohesion.

The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low, middle and high income groups. The land use

and income group mix will be based on local planning and needs assessment.

The projects that will form part of this programme include: Projects in Gansbaai (Blompark), Stanford and Hawston.

3. Upgrading of Informal Settlements

This Programme is aimed at the *in situ* upgrading of informal settlements. In circumstances where the terrain is not suitable for human settlement, residents may be relocated and settled elsewhere.

- The municipality promotes the upgrading of informal settlement programme (UISP) to improve the quality of life of affected residents.
- Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality. These include: Projects in Kleinmond, Zwelihle, Gansbaai (Masakhane and Beverley Hills).

4. Social Housing Programme in Restructuring Zones

This programme provides for Social Housing located in specific localities (mostly urban) which have been identified as areas of opportunity (largely economic) where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to the overall structural, economic, social and spatial dysfunctionalities.

It is also aimed to improve and contribute to the overall functioning of the housing sector and in particular the rental sub-component thereof, especially insofar as social housing is able to contribute to widening the range of housing options available to the poor.

The projects forming part of this programme include projects in Hawston, Mount Pleasant, Westcliff, Zwelihle and Gansbaai.

5. Finance Linked Individual Subsidy Programme

This programme provides for the creation of an inclusive and vibrant residential property market

which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder.

The projects forming part of this programme include projects in Hawston, Mount Pleasant and Gansbaai.

Informal Settlement Management

The municipality is following the strategy to manage existing informal settlements in order to promote a safe and healthy environment.

Administration

The informal settlements are being managed by the Department: Housing Administration (Directorate Community Services) in conjunction with the Directorate: Protection Services. The service of an independent service provider was procured to monitor and ensure the maintaining of open spaces amongst informal housing units on a daily basis.

The current number of 3 779 informal housing units exists in 18 informal residential areas/settlements within the Overstrand Municipal area (June 2021).

- All informal housing units are numbered with a unique number by the administration. Surveys with regard to the number of informal housing units are conducted on an annual basis. The municipality also performs periodic surveys with residents to update their information for the housing demand databases.
- Residents of informal settlements follow an informal process for the possible extension of their current informal housing unit. Consideration of requests is largely based on ensuring a safe and healthy environment for residents. Available informal housing sites that may become available due to relocation of a family, may also be allocated to a family that may be evicted from a property/ land elsewhere, within the Overstrand municipal area.

Infrastructure and services

- The municipality renders basic services in terms of potable water, sewer infrastructure (toilets), and cleaning services to all informal settlements. Toilet facilities and potable water taps are provided according to the following national ratios, namely:
 - ✓ Toilets: 1:5 families,
 - ✓ Water : 1:25 families
- A programme to provide pre-paid electricity to households in informal settlements is also in progress. At least 99.8 % of affected households received the service thus far. The completion of the programme is based on:
 - ✓ Availability of funding,
 - ✓ The relocation of families into new housing projects. The “Die Kop” informal settlement is for example located in an Eskom service area.

6. Upgrading of Informal settlement Programme (UISP)

The municipality promotes the upgrading of informal settlement programme (UISP) to improve the quality of life of affected residents. Various UISP projects are registered in the Five-year Housing Plan for Overstrand Municipality. The project in Eluxolweni, Gansbaai has been completed and the Zwelihle UISP project is ongoing in Hermanus. The Zwelihle UISP project consists of the upgrading of several different informal settlements and will be completed in different phase over different financial years as funding becomes available. In-situ upgrading of Beverly Hills Informal Settlement in Gansbaai commenced during the 2017/2018 financial year and was completed at the end of June 2020. Approval for the Masakhane UISP project was received during November 2019 and the project is ongoing.

7. Provision of Economic & Social Facilities

The Programme deals with the development of primary public, social and economic facilities within existing and new housing areas, as well as

within informal settlement upgrading projects, in cases where municipalities are unable to provide such facilities.

Project Hermanus/Zwelihle will form this programme. It will include upgrading of soccer fields, a crèche as well as new housing admin offices and a library.

8. Institutional Subsidies

The Institutional Housing Subsidy Programme has been introduced to provide capital grants to social housing institutions which construct and manage affordable rental units.

There are currently no projects being implemented in terms of this programme. Projects will however be identified by a process to establish restructuring zones as described under the heading of the Social Housing Programme."

9. Enhanced People's Housing Process (EPHP)

This is a government housing support programme that assists households who wish to enhance their houses by actively contributing towards the building of their own homes. The process allows beneficiaries to establish a housing support organisation that will provide them with organisational, technical and administrative assistance.

The projects that will form part of this programme will be identified as the need arises.

10. Emergency Housing Programme (EHP)

During the process of upgrading informal settlements, it may be necessary to temporarily re-locate households while services are being installed or formal houses are being built on sites previously occupied by informal structures. Funding under the Programme will be made available to municipalities as grants for the provision of temporary aid and assistance will be limited to absolute essentials.

A Temporary Relocation Area (TRA) was approved on the Housing Admin Site, Zwelihle, Hermanus, in order to temporarily relocate the families currently living in the various informal settlements in Zwelihle, whilst upgrading of those informal settlements are taking place.

The relocations will be done in phases and over a period of approximately five to eight years, depending on the availability of funding, until such time that all the informal settlements in Zwelihle has been upgraded.

Emergency Housing

In January 2018 council approved a process plan to address the need for emergency housing in the event of unforeseen circumstances, for example, evictions, natural disasters, etc.

Emergency Housing were provided in Kleinmond, Zwelihle, Mount Pleasant, Stanford and Masakhane.

Provides temporary housing relief in stress as a first phase towards a permanent housing solution. The following cases are provided for through the programme, namely:

- Persons living in dangerous conditions,
- The total destitute, and
- Assist households facing the threat of imminent evictions.

Communal toilets and portable water taps are also provided in accordance with the national norms.

11. Social Housing Programme

This programme applies only to "restructuring zones" which are identified by municipalities as areas of economic opportunity and where urban renewal/restructuring impacts can best be achieved. The Programme also aims at developing affordable rental in areas where bulk infrastructure may be under-utilised, therefore improving urban efficiency. The municipality has in collaboration with the

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Western Cape Human Settlement Department identified Restructuring zones and specific projects in Hermanus, Hawston and Gansbaai. The following restructuring zones have been approved by Provincial and National Departments for the Overstrand municipal area:

No	Location	Ownership	Erf No	Size
1.	Mount Pleasant	Municipality	243	5.6ha
2.	Mount Pleasant	Municipality	243	2ha
3.	Mount Pleasant	Municipality	243	1.09ha
4.	West Cliff	Communic are	7283	1.2ha
5.	Zwelihle	Municipality	243	3.4ha
6.	Gansbaai	Municipality	2430	0.46ha
7.	Gansbaai	Municipality	2430 & 210	3.83ha
8.	Gansbaai	Municipality	210	1.69ha
9.	Hawston	National Department of Public Works	572/8	12.6ha
10.	Hawston	Afdakrivier Eendoms Ontwikkeling	575/6	16.8ha

Table 58: Overstrand restructuring zones

However, as a result of the housing backlog it was resolved with the community that some portions be removed as restructuring zones and be developed as subsidized housing for beneficiaries.

The location of the properties listed in the above table is depicted on the maps below:

The map above shows the properties identified in the Hermanus area. Sites 1, 2 and 3 are located in Mount Pleasant, Site 4 is in West Cliff and Site 5 is in Zwelihle. Descriptions of the sites are depicted in the table above. **Sites 1, 2 and 5 has successfully been removed as restructuring zones, but would be developed for subsidized housing.**

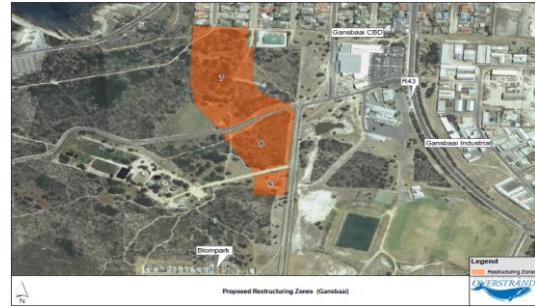


Figure 12: Hermanus area restructuring zone sites



Figure 13: Gansbaai area restructuring zone sites

The map above shows the properties identified in the Gansbaai area. Descriptions of the sites are depicted in the table above.



Figure 14: Hawston restructuring zone sites

The map above shows the properties identified in the Hawston. Descriptions of the sites are depicted in the table above.

Currently all the listed sites are vacant except for infrastructure. The first proposed to be out on tender is Site 3, a Portion of Erf 249, Mount Pleasant.

Current Status

Site 1 in upper Mount Pleasant and Site 2 in Lower Mount Pleasant has been identified as IRDP sites as agreed to with the Mount Pleasant community. Planning is currently in progress. Once planning is completed, and proposals have been evaluated, it will be determined what the future use of the site will be, i.e. A portion to be made available as serviced sites, a portion to be made available as rentals in terms of social housing, etc.

Council approved the terms on which land be made available for Site 3 in Mount Pleasant, further in principle approval was obtained from Council in 2021. The tender for the pilot project is being drafted and it is envisaged that the tender will be advertised in 2022 / 2023.

8. Community Residential Units (CRU)

This programme aims to facilitate the provision of secure, stable rental tenure for lower income persons/households. The grant includes funding for the capital costs of project development and future long-term capital maintenance costs. No CRU projects are currently envisaged due to negative implications for the Municipality in terms of administration and maintenance.

7.1. Policy adjustments

Since acceptance of its housing programme and policy in 2010, certain funding and implementation realities led to the Municipality accepting certain policy shifts in its housing strategy. The following measures were decided upon.

1. In situ upgrading of informal settlements was identified as top priority.
2. The provision of serviced sites in IRDP projects will receive priority above top structures.
3. The provision of serviced sites in IRDP projects for FLISP beneficiaries will receive priority.

This does not mean that no top structures will be provided, but rather that the availability of

funds will determine when top structures will be provided.

2. a. Age-based prioritisation

Age-based prioritisation is applicable to housing subsidy applicants of green- fields projects for households with head(s) (applicant/ and or spouse/cohabiting partner) are 35 years or older, subject to:

- (a) The particular household head(s) must be registered on the municipal demand database for a minimum period of three years prior to selection.
- (b) The household head(s) referred to in (a) turn 35 years of age within the calendar year of selection of potential beneficiaries for a particular project.
- (c) The following exceptions:
 - (i) A household is selected via the "quota for households affected by permanent disability"
 - (ii) The household is selected for an Institutional or Finance Linked Individual Subsidy programme (FLISP) subsidy,
 - (iii) The municipality's housing demand database no longer contains households head(s) being 35 years or older within the prescribed catchment area that meet the minimum registration period of three years.
 - (iv) In the case of (c)(iii) above the younger registered household head(s) from the housing demand database applicable to the catchment area should be selected within increments of five years in registration date order. For example, 35 to 39 years of age, 30 – 34 years of age until the available opportunities have been filled.
4. The Municipality accepted the Social Housing Programme as part of its Housing Strategy. The target groups that will be addressed are firstly those people that earn between R1500 and R3500 and who prefer a rental option and secondly those people that earn between R3501 and R7500 who do not qualify for a housing subsidy, but who can also not afford a housing loan in order to

acquire GAP housing. As soon as restructuring zones have been accepted and projects identified, the housing programme must be adjusted accordingly.

It is reiterated that CRU (Community Residential Units) would not be implemented until an appropriate management model is provided which does not require the Municipality to own, administer and maintain such units.

5. The provision of affordable serviced sites for income earners above R3501 to R22 000, who still cannot access a normal housing loan will be promoted by the Municipality and implemented as part of the Integrated Residential Development Programme. Several pockets of land have been identified in Hawston, Mount Pleasant and Gansbaai for this purpose and will be discussed under the projects later in this Chapter.
6. In the light of financial constraints, the current 5-year programme had to be extended to an eight to ten year programme in order to make it more affordable to the Municipality. Policy measures which impact on the 5-year programme had to be incorporated in the programme with immediate effect.

During September 2014 the Provincial Minister of Human Settlements released a Departmental Strategic Plan that impacts on the housing policy of the Municipality. The Goal of the Department is to enable a resilient, sustainable, quality and inclusive living environment. The strategic agenda of the Department to attain this goal is as follows:

- (a) Accelerating informal settlement upgrade as core delivery programme with a view to addressing the service backlog by 2016.
- (b) Promoting incremental housing through empowering citizens and providing targeted support with a view to facilitating real improvements in formal settlements over time.

(c) Enabling and facilitating major increase in affordable housing opportunities through partnerships to address the challenge that poor household earning between R3 500 and R22 000 experience in being able to access housing opportunities.

(d) Improving inter-governmental settlement planning and management in order to achieve better located higher density settlement patterns and improved service delivery.

(e) Consolidating an efficient and effective provincial human settlement department able to lead and manage the delivery process.

In an effort to accelerate the informal settlement upgrading programme the Department accepted that an incremental housing process with targeted support for those people that are the most deserving to receive housing assistance will be promoted.

The Municipality fully supports the Strategic Plan as adopted by the Provincial Minister of Human Settlements

Spatial integration of housing developments

Overstrand Municipality approach is to obtain spatial and economic integration in our housing developments. The aim is grow communities and income levels closer together as depicted in the approach per area below.

Kleinmond

Integration of a low cost housing project into existing suburbs



Figure 15: Kleinmond integrated housing development

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Low-income group integrated into the existing community with access to established schools, crèches, library, sport facilities and job opportunities.

Hermanus

In Hermanus the current housing development aims for spatial and economic integration through affordable housing, social housing and low-cost housing.



Figure 16: Hermanus three housing type's integration

Gansbaai



Figure 17: Gansbaai housing planning

In Gansbaai the housing planning also aims to grow communities closer together as depicted in the map above.

PROGRESS

Since July 2012 the following projects were launched in accordance with the 5-year programme, as well as special initiatives which were funded by the Department of Human Settlements:

No	PROJECT	PROGRESS	STATUS
1.	Access To Basic Services (ABS) Project	A total of 511 new toilet structures and 57 taps were installed in informal settlements by the end of April 2014.	2013/2014 Installation completed
2.	Eluxolweni, Pearly Beach (183 units & 28 wet cores)	Installation of civil services on 211 sites were completed at the end of June 2013. Construction of 183 units and 28 enhanced serviced sites were completed at the end of June 2015.	2013/2014 Services completed 2014/2015 Top structures completed
3.	Gansbaai GAP Project (155 sites)	Installation of civil services on 155 sites in Gansbaai commenced during December 2013 and completion was reached at the end of June 2015.	2014/2015 Services completed

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No	PROJECT	PROGRESS	STATUS
4.	Zwelihle UISP – 836 sites		
4.1.	Garden Site (58 sites & units)	Installation of civil services was completed at the end of June 2015. Construction of top structures commenced during May 2016 and was completed end of November 2016.	2014/2015 Service Completed 2016/2017 Top structures completed
4.2	Admin Site (164 sites)	Installation of civil services was completed at the end of April 2016.	2015/2016 Services Completed
4.3	Admin Site TRA (250 units)	Construction of 250 TRA units on 125 sites commenced during May 2016 and was completed at the end of December 2016. Installation of 125 wetcores were completed at the end of February 2017.	2015/2016/2017 250 TRA units & 125 Wetcores Completed
4.4	Admin Site (39 units)	Construction of 39 top structures commenced during January 2018 and was completed at the end of November 2018	2018/2019 Top structures completed

No	PROJECT	PROGRESS	STATUS
4.5	Site C2 (132 sites & units)	Installation of civil services commenced during September 2015 and was completed at the end of June 2016. Construction of top structures commenced during September 2017 and was completed at the end of October 2018.	2015/2016 Services Completed 2018/2019 Top Structures completed
4.6	Mandela Square (83 sites)	Installation of civil services commenced during February 2018 and practical completion was reached during March 2020. Installation of wetcores will commence in March 2020 and was completed during September 2020.	2020/2021 Services completed during March 2020. Wetcores completed during September 2020
4.7.	Transit Camp (126 sites)	In-situ upgrading and installation of civil services commenced during November 2020 and was completed	2020/2021 Services completed.

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No	PROJECT	PROGRESS	STATUS
		during June 2021.	
5.	Hawston IRDP (489 services)	Installation of civil services commenced during May 2017 and practical completion was reached at the end of July 2019.	2019/2020 Services completed
6.	Hawston IRDP (378 units)	Contractor established on site beginning of February 2019 and construction of top structures commenced during mid-February 2019 and was completed at the end of April 2021.	2020/2021 Top Structures completed.
7.	Swartdamrood IRDP (329 sites)	Installation of civil services was completed at the end of June 2015.	2014/2015 Services completed
8.	Swartdamrood Site A & B (179 units)	Construction of 48 units on Site A commenced during November 2015 and was completed at the end of March 2016. Construction of 131 units on Site B commenced during	2015/2016 48 Top structures completed 2016/2017 131 Top structures completed.

No	PROJECT	PROGRESS	STATUS
		May 2016 and was completed at the end of December 2016.	
9.	Mount Pleasant IRDP (200 sites)	Installation of civil services was completed at the end of June 2015.	2014/2015 Services Completed
10.	Mount Pleasant (172 units)	Construction of 172 units commenced during June 2015 and was completed at the end of March 2016.	2015/2016 172 Top structures completed
11.	Blompark IRDP (544 sites)	Installation of civil services commenced during November 2017 and practical completion was achieved during December 2019.	2019/2020 Services completed
12.	Beverly Hills UISP (100 sites)	Installation of civil services commenced during November 2017 and practical completion was achieved during May 2020.	2019/2020 Services completed
13.	Maskhane IRDP (296 sites)	Installation of civil services commence	2019/2020 254 Services Completed

No	PROJECT	PROGRESS	STATUS
		d during February 2019 and practical completion on 254 sites was achieved during December 2019. Balance of 42 sites was completed during June 2021.	2020/2021 42 Services completed
14.	Stanford IRDP (783 sites)	Installation of civil services commenced during May 2019.	2020/2021 – Services completed during December 2020.
15.	Masakhane UISP Projects (1184 sites)		
15.1	Masakhane UISP Phase 1 (201 sites)	Installation of civil services commenced during May 2020 and was completed during December 2020.	2020/2021 Services completed
15.2	Masakhane UISP Phase 2 (204 sites)	Installation of civil services commenced during January 2021 and was completed during June 2021.	2020/2021 Services completed

Table 59: Status of Human Settlements projects in Overstrand

Human Settlement projects planned for the 2020/2021 financial year:

Zwelihle UISP: Transit Camp (127 sites): Project entails the in-situ upgrading of this informal settlement and development of 127 enhanced

serviced sites. The scope entails the provision of A-Grade services and a funding application was submitted to DoHS during June 2019. Approval was received during February 2020. Contracts were finalised during March 2020 but due to the Covid-19 Pandemic, construction could only commence during November 2020 as this is an in-situ project with residents still residing on the site. Project was completed at the end of June 2021.

Site C1 IRDP Top Structures, Zwelihle: The 150 sites previously formed part of the Hermanus Affordable Housing Project in Zwelihle. Following discussions with the Zwelihle community, it was agreed that the sites would be developed as BNG housing for potential beneficiaries on the waiting list from Zwelihle. Approval was received from DoHS during August 2015 under the old subsidy quantum. A funding application was submitted to DoHS in terms of the current subsidy quantum during July 2019 and approval was received during February 2020. Construction will commence once contracts have been finalised. Due to the Covid-19 Pandemic, contracts were only finalised during November 2020 and contractor established on site during February 2021. Completion is planned for March 2022.

Mount Pleasant & Westdene Infill IRDP: Pre-planning studies commenced during 2018/2019. The Land Use Planning Application for all the sites excluding Area 8 in Upper Mount Pleasant was received during November 2020. The funding application for installation of civil infrastructure was submitted to DoHS during December 2020 and approval was received during September 2021. Contracts were subsequently finalised and the Contractor established on site during December 2021 for the first Phase of 101 sites. The Land Use Planning Application for Area 8 was submitted during August 2020 and approval was received during October 2021. The funding application for installation of civil infrastructure was submitted to DoHS during December 2021 and approval is now awaited. The project will be implemented over several financial years due to limited funding available from DoHS.

Masakhane UISP Phase 1 & 2: Funding application for the installation of civil infrastructure was submitted to DoHS at the end of May 2018. Approval

was received during November 2019. Due to the Covid-19 Pandemic, construction commenced during May 2020 when Level 4 lockdown restrictions allowed construction again. The first phase of the project entailed installation of civil infrastructure on 201 sites and was completed during December 2020. Commencement of the second phase of 204 sites commenced during January 2021 and was completed during June 2021. The project will be completed over a number of financial years due to limited funding from DoHS.

Human Settlement projects planned for the 2021/22 financial year:

Blompark IRDP Top Structures: The installation of civil infrastructure was completed during December 2019. A funding application was submitted to DoHS during September 2019 for the construction of 539 top structures. Funding approval was received during June 2021 however additional funding was required and an application was subsequently resubmitted. Final approval was received during September 2021 and the Contractor established on site during October 2021. The project will be implemented in phase over several financial years and the first phase of 150 units is planned for completion during June 2022.

Mount Pleasant & Westdene Infill IRDP Phase 1 (101 sites): Approval for the installation of civil infrastructure on the first 199 sites was received during September 2021. The 199 sites was further divided into different phases as a result of funding constraints. Contracts for the first phase consisting of 101 sites, were subsequently finalised and the Contractor established on site during December 2021. Completion of Phase 1 is planned for September 2022.

Masakhane UISP Phase 3: This is a multi-year project of which the first two phases were implemented and completed during the 2020/2021 financial year. The third phase comprises the installation of civil infrastructure on 317 sites and the Contractor established on site during September 2021 and completion is planned for May 2022.

Masakhane UISP Phase 4: This is a multi-year project of which the first two phases were implemented and

completed during the 2020/2021 financial year. The third phase is also currently in progress. Phase 4 comprises the installation of civil infrastructure on 158 sites and the Contractor established on site during November 2021 and completion is planned for July 2022.

Masakhane UISP Wetcores Phase 1 & 2: This project entails the construction of wetcores (toilet, tap and washbasin) on the completed phases of the Masakhane UISP project. The Contractor established on site during June 2021 and practical completion for both phases were reached during December 2021.

Masakhane IRDP Top Structures: Installation of civil infrastructure on 254 sites was completed during December 2019. Due to relocations of families residing on a portion of the site, the remaining 42 sites will be completed at the end of June 2021. An application for the construction of 295 top structures was submitted to DoHS during December 2020 and approval was received during September 2021. Feasibility and contractual arrangements are currently in process, and it is planned that the Contractor will establish during March / April 2022.

Transit Camp Wetcores: This project entails the construction of wetcores (toilet, tap and washbasin) on the completed enhanced service sites. The Contractor established on site during September 2021. Due to internal political issues amongst residents, the project was put on hold. The issues were resolved and the Contractor re-established during February 2022 and completion of the project is planned for June 2022.

Human Settlement projects planned for the 2022/23 financial year:

Blompark IRDP Top Structure: Final approval for 539 units was received during September 2021 and the Contractor established on site during October 2021. The project will be implemented in phase over several financial years and the first phase of 150 units is planned for completion during June 2022. The second phase of approximately 150 units will be implemented during 2022/2023.

Mount Pleasant IRDP Infill:

Approval for the installation of civil infrastructure on the first 199 sites was received during September 2021. The 199 sites was further divided into different phases as a result of funding constraints. The Contractor established on site during December 2021 and completion of Phase 1 is planned for September 2022. The second Phase of 98 units will commence after completion of Phase 1. Application for funding approval for the installation of civil infrastructure on Areas 8 & 10 was submitted to DoHS during December 2021 and approval is awaited. This will form Phase 3 of the project.

Stanford IRDP Top Structure: The installation of civil infrastructure was completed during December 2020. A funding application for construction of top structures was submitted to DoHS during December 2021 and approval is awaited.

Housing Admin Site TRA Refurbishment: During the 2016/2017 financial year, 250 temporary relocation units were constructed on the Housing Admin Site. The units were basically the shell of a normal BNG unit of 40m² further divided into two 20m² units to accommodate the families of Mandela Square whilst the upgrading of the informal settlement was taking place. An application for the refurbishment of these units to complete it as 125 BNG houses was submitted to DoHS during December 2020 and approval is awaited.

Tambo Square & New Camp, Zwelihle UISP: This forms part of the Zwelihle UISP project and will commence once the upgrading of Transit Camp & Asazani has been completed. Planning consultants are in the process of finalising the town planning layouts and preparing the Land Use Planning application. Submission for processing of the application by the Town Planning Department will be done once finalised. After receipt of Council approval, a funding application for the installation of A-grade services will be submitted to DoHS.

Tsepe-Tsepe, Zwelihle UISP: This forms part of the Zwelihle UISP project and is the final phase of the upgrading of the informal settlements in the area. It will commence once the upgrading of Tambo Square & New Camp has been completed. Planning consultants are in the process of finalising

the town planning layouts and preparing the Land Use Planning application. Submission for processing of the application by the Town Planning Department will be done once finalised. After receipt of Council approval, a funding application for the installation of A-grade services will be submitted to DoHS.

Kleinmond IRDP: The final report for the Land Investigation served before Council at the end of October 2021 and was approved. The next step is to consider the best options and apply for pre-planning funding at Department of Human Settlements to do the necessary detailed studies to commence with potential new projects.

Overhills UISP: The final report for the Land Investigation served before Council at the end of October 2021 and was approved. The next step is to consider the best options and apply for pre-planning funding at Department of Human Settlements to do the necessary detailed studies to commence with potential new projects.

Schulphoek Development

Negotiations initiated in 2018 by the Western Cape Department of Human Settlements (DoHS) led to the purchase of the Schulphoek land by the Municipality in December 2019. The purchase was funded by the DoHS. The municipality will make the land available to the DoHS for the implementation of a mixed-use housing development. The Land Availability Agreement (LAA) between the Municipality and DoHS was signed in February 2022. This area has also been declared a Priority Housing Development Area (PHDA) by the National Department of Human Settlements. Funding for planning studies have been allocated by DoHS for the development and the Consultant Team were appointed by DoHS with the Municipality forming part of the Steering Committee.

Greater Hermanus Priority Human Settlements & Housing Development Areas (PHSHDA's)

The Hermanus PHDA will bring about the spatial transformation of the area by integrating and consolidating the previously separated, underdeveloped, dormitory towns of Hawston and Fisherhaven into a new, integrated, fully functional, inclusive urban development towards the west of Hermanus. This initiative will be the new urban

expansion and centre of economic activity and growth for Hermanus. It will breathe new life into the underdeveloped and distressed communities of the area and at the same time take advantage of the opportunity for green fields development. Funding for planning studies have been allocated by DoHS for the development but all Consultants are appointed by DoHS with the Municipality forming part of the Steering Committee.

CONCLUSION

The main objective of this chapter in the IDP is to provide a clear understanding of the Overstrand Human Settlement Strategy and how it engages with the Five-Year Programme to act in accordance with the vision of creating sustainable human settlements.

In the process of achieving the vision, definite problems were identified. The strategy is designed in such a way that it addresses the problems with specific objectives.

A detailed action plan has been set in place to reduce the backlog and address the current and future housing need. This Housing Strategy Five-Year Plan will incorporate several housing programmes, each focused on and addressing different needs. The Overstrand municipality has compiled a comprehensive 5-Year Human Settlement Programme to guide and improve housing development and is specifically focused on delivery within the Municipality. [The Programme is updated and revised on a six-monthly basis due to the rapid changing environment in which it operates. Funding allocations from the Provincial Department of Housing are amended from time to time and subsidy amount are also revised from time to time.](#)

*** 5 year housing programme
(Version dated 22 March 2022 is attached below)**

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/ 2023	2023/ 2024	2024/ 2025	2025/2026	2026/2027	Total 5-Year Cost
				IRDP									
1	Integrated Residential Development Programme (IRDP)	3021	Stanford	621	162	Housing Subsidy	Per Site						
						Top Structures (includes house wiring)		R 23,400,000	R 13,000,000	R 13,000,000	R 13,000,000	R 18,330,000	R 80,730,000.00
						Amount Top Structures (783)		180	100	100	100	141	
						Transfer Fees			R 360,000	R 200,000	R 200,000	R 200,000	R 960,000.00
						MIG							R -
						Electric (Mun / DoE) 621		R 3,150,000	R 1,750,000	R 1,750,000	R 1,750,000	R 2,467,500	R 10,867,500.00
						Mun Bulk Electr							
													R 92,557,500.00
		*	Greater Hermanus (Hawston Sea farms) - Provincial Project			Housing Subsidy	Per Site						
						Indirect Cost		R 1,000,000					R 1,000,000.00
						Direct Cost (Services)							R -
						Number of sites (700)							
						MIG							
						Electric (Mun / DoE) (700)	Area supplied by Eskom						
													R 1,000,000.00

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
		Afdakrivier Purchase			Housing Subsidy	Per Site						
					Purchase			R 5,000,000				R 5,000,000.00
					Indirect Cost	Number of Services			R 1,000,000	R 1,000,000		R 2,000,000.00
					Direct Cost (Services)						R 5,000,000	R 5,000,000.00
					MIG							
					Electric (Mun / DoE)	Area supplied by Eskom						
												R 12,000,000.00
	3090.02	Blompark, Gansbaai	539		Housing Subsidy							
					Top Structures (includes house wiring)		R 22,360,000	R 20,190,000	R 18,070,000	R 15,300,000		R 75,920,000.00
						Number of top structures (539)	150	150	139	100		
					Transfer Fees & Retention			R 300,000	R 300,000	R 278,000	R 200,000	R 1,078,000.00
					MIG							R -
					Electric (Mun / DoE) 544		R 2,625,000	R 2,625,000	R 2,432,500	R 1,750,000		R 9,432,500.00
					Mun: Electric							R -
												R 86,430,500.00
	3223.02	Swartdamweg C1	150		Housing Subsidy							
					Top Structures (Includes house wiring)							R -
					Units							
					Transfer Fees & Retention		R 195,000					R 195,000.00
					MIG							
					Electric (Mun / DoE)							

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
					Muni: Electric							R -
												R 195,000.00
	3641	Mount Pleasant		315	Housing Subsidy							
					Indirect Cost							
					Direct Cost (Services)		R 8,260,000					R 8,260,000
						Number of sites	200					
					Transfer Fees							R -
					MIG							
					Electric (Mun / DoE)							
					Mun: Electric		R 0	R 1,750,000	R 1,750,000	R 1,750,000		R 5,250,000
												R 13,510,000
	3090.05	Masakhane	295		Housing Subsidy							
						Number of sites (296)						
					Top Structures (includes house wiring)		R 26,000,000	R 13,000,000	R 5,850,000			R 44,850,000
						Number of top structures (295)	150	100	45			
					Transfer Fees & Retention			R 300,000	R 200,000	R 90,000		R 590,000
					MIG							R -
					Electric (Mun / DoE)		R 2,625,000	R 1,750,000	R 787,500			R 5,162,500
					Mun: Electric							R 50,602,500

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
			Kleinmond IRDP	600		Housing Subsidy							
						Indirect Cost		R 800,000	R 1,000,000				R 1,800,000
						Direct Cost (Services)				R 1,500,000	R 2,000,000	R 3,000,000	R 6,500,000
							Number of sites 650			25	50	50	
						Top Structures (includes house wiring)					R 6,500,000	R 6,500,000	R 13,000,000
							Number of top structures 450				50	50	
						Transfer Fees & Retention							
						MIG							
						Electric (Mun / DoE)			R 0		R 875,000	R 875,000	R 1,750,000
						Mun: Electric							R -
													R 23,050,000
		*	Schulphoek			Housing Subsidy							
						Indirect Cost							R -
						Direct Cost (Services)		R 5,000,000	R 5,000,000	R 0	R 0	R 0	R 10,000,000
							Number of sites						
						MIG							
						Electric (Mun / DoE)							
						Mun: Electric							
													R 10,000,000
2	Housing Programme	No	Project	Units	Units	Funding Source	Action/Note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
			Kleinmond										

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost	
Upgrading of Informal Settlements Programme (UISP)		Overhills Informal Settlements	597		Programme GRANTS	Per Site							
					Indirect Cost		R 600,000	R 1,000,000				R	
					Direct Cost (Services)				R 1,500,000	R 3,000,000	R 3,000,000		
						Numer of sites (597)				50	100		
					MIG								
					Electric (Mun / DoE) 378			R 0	R 0	R 875,000	R 1,750,000		
													R 11,725,000.00
		Tambo Square & New Camp	82		Programme GRANTS	Per Site							
					Indirect Cost								
					Direct Cost (Services)				R 7,380,000.00				
						Number of sites				82			
					MIG								
					Mun: Electric					R 1,435,000			
													R 8,815,000
		Tambo Square & New Camp Wetcores	82		Programme GRANTS	Per Site							
					Indirect Cost								
					Direct Cost (Services)					R 1,435,000.00			
						Number of wetcores				82			

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
												R 1,435,000
		Tshepe-Tshepe & Serviced Site	90		Programme GRANTS	Per Site						
					Indirect Cost							R -
					Direct Cost (Services)					R 8,190,000.00		R 8,190,000
						Number of sites				90		
					MIG							R -
					Mun: Electric				R 0	R 1,575,000		R 1,575,000
												R 9,765,000
		Tshepe-Tshepe & Serviced Site Wetcores	90		Programme GRANTS	Per Site						
					Indirect Cost							R -
					Direct Cost (Services)						R 1,575,000.00	R 1,575,000
						Number of wetcores				90		
												R 1,575,000
			Units									
		Zwelihle greenfields			Programme GRANTS	Note/ Per Site						
	3496	Admin office site	125		Admin Site TRA (Upgrade)			R 4,632,603	R 4,632,603			R 9,265,206
						Number of households (125)		65	65			

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
						Hard Rock Funding						
						Transfers				R162,500.00		R -
						MIG						
						Mun: Electric 125		R 500,000	R 500,000			R 1,000,000
												R 10,265,206
	3090.04	Gansbaai Masakhane UISP	1184		Programme GRANTS	Per Site						
						Indirect Cost						
						Direct Cost (Services)	R 19,933,000					R 19,933,000
						Number of Sites 1184	285	0				
						Top Structures (includes house wiring)						R -
						Number of top structures (300)		100	110	90		
						MIG	R 11,013,000	R 9,500,000	6,000,000			R 26,513,000
						Electric (Mun / DoE) 1184	R 6,667,500	R 1,750,000	4,987,500			R 13,405,000
												R 59,851,000
	3090.04	Gansbaai Masakhane UISP - Wetcores	1184		Programme GRANTS	Per Site						
						Indirect Cost						
						Direct Cost (Services)	R 8,892,000	R 5,130,000				R 14,022,000
						Number of Sites 1184	475	285				
						MIG						R -
						Electric (Mun / DoE) 1184						R -

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OVERSTRAND HOUSING STRATEGY: FIVE-YEAR PROGRAM - 22 MARCH 2022

	Housing Programme	Project No	Project	Units	Serviced Sites	Funding Source	Action/note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
													R 14,022,000
			Buffeljagsbaai	50		Programme GRANTS	Per Site						
						Indirect Cost		R 300,000.00	R 600,000.00				R 900,000
						Direct Cost (Services)				R 1,000,000	R 2,000,000	R 1,000,000	R 1,000,000
							Number of Sites (50)				50		
						Top Structures (includes house wiring)	50					R 6,500,000.00	R 6,500,000
						Transfer Fees						50	
						MIG							R -
						Electric (Mun / DoE) 50						R 875,000	R 875,000
													R 9,275,000
3	Housing Programme	No	Project	Units	Units	Funding Source	Action/Note	2022/2023	2023/2024	2023/2024	2025/2026	2026/2027	Total 5-Year Cost
	Emergency Housing Programme (EHP)		EHP			Programme Grant			R 200,000	R 200,000	R 200,000	R 200,000	R 800,000
													R 800,000
4	Housing Programme	No	Project	Units	Units	Funding Source	Action/Note	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total 5-Year Cost
	Social Housing Programme (SHP)								R 4,000,000	R 4,000,000	R 4,000,000	R 4,000,000	R 16,000,000

KPA OS 5 (b)

Spatial Planning

Refer to the Spatial Development Framework (SDF) Chapter 10 in this document.

KPA OS 5 (c)

Local Economic Development (LED) and Tourism

Refer to the LED Chapter 9 in this document.

KPA OS 5 (d)

Social Development in a municipal context

Social development can be defined as a planned process, and an approach to the transformation of society that allows holistic development processes to take place towards the reduction or eradication of poverty, inequality and uneven or under development. Social development is thus a multidimensional process to achieve positive social change (Consolidating Developmental Local Government: Lessons from the South African Experience. Van Donk et al: 2008).

Since the goal of social development is to eradicate poverty and inequality it is important to understand what poverty is. Poverty is a multidimensional concept that includes not only income poverty, but also the denial of opportunities and choices most basic to human development to lead a long, healthy, creative life, and enjoy a decent standard of living, freedom, dignity, self-esteem, and respect of others. In general, when the economy prospers, households tend to enjoy a good standard of living, and when the economy declines so does people's standards of living.

For a more nuanced picture of poverty in the Overstrand, the *Western Cape Government's Socio-Economic Profile of Overstrand Municipality for 2021*

uses **GDPR per capita**¹, **income inequality**, **human development (as measured by the Human Development Index (HDI))**², **indigent households** and **free basic services** as indicators of the living standards of households living in the Overstrand.

Overall, human development has been improving across the Western Cape since 2014. In 2020, at 0.773, Overstrand's **Human Development Index** was higher than the District average and the Western Cape provincial average (0.769), **GDPR per capita** was R72 685 in 2020 which is notably higher than the District average of R69 643, but still well below the Western Cape average of R84 967.

However, **income inequality** or the distribution of wealth among a population as measured by the Gini coefficient has worsened in the Overstrand since 2014 (0.596) to 0.648 in 2020. However, this remains on target set by the National Development Plan of 0.6 by 2030. According to the *Western Cape Government's Socio-Economic Profile of Overstrand Municipality for 2021* the majority of the Overstrand's population is youth, aged between 15 – 34 years (34.6%), followed by the working age population aged between 35 and 60 years (30.7%).

Overstrand's population is projected to grow at an average annual rate of 2.7% to reach 119 719 by 2025. We will need to increase our efforts to ensure that service delivery keeps-up with the increased demand to ensure that our HDI keep improving and don't regress. Our population is already putting severe pressure on the capacity of educational institutions to accommodate learners. The biggest socio-economic risks identified for the Overstrand in the *Western Cape Socio Economic Profile* is: (1) Demand for services, (2) Protest action, and (3) Rising levels of inequality.

The COVID -19 pandemic which has been prevailing since March 2020 continues to hamper economic growth especially in the tourism sector. Things have been improving somewhat, but the local economy

¹ Per capita income is the average income in a population per year i.e. total income divided by the total population.

² The HDI assess the relative socio-economic development in a country through a composite of education, housing, access to basic services, health, life expectancy and infant mortality rate as indicators.

has not yet fully recovered from the damage done by COVID.

Social development must follow an integrated, holistic approach that involves different stakeholders. Local economic development, infrastructure development, health, environmental development housing, access to basic services, social relief, disaster management, public works and employment creation, skills development, improved livelihoods and community services for vulnerable groups are integral to the eradication of poverty.

It is important to understand that social development is not an exclusive local government competency, and welfare support in particular is performed by the national and provincial social development departments. Whilst the three spheres of government have different roles and responsibilities they cannot operate in isolation of each other. Intergovernmental relations are vital to ensure an integrated and holistic social development approach and effective service delivery to communities. Institutional holism between the three spheres of government as well as municipal departments is essential to ensure the roll-out of an integrated local government social development agenda. The District development model, which adopted by Cabinet in August 2019 is intended to provide a framework for a coordinated and integrated alignment of development priorities, and objectives between the three spheres of government.

The municipality has a key social development role to play through facilitating an integrated and holistic approach that recognizes the special needs of vulnerable groups, i.e.: children, youth, women, people with disabilities, the elderly and people infected and affected by HIV/AIDS. Ensuring that these vulnerable groups have access to services and opportunities are particularly important from a social development perspective.

Government, the private sector and civil society are invited to work with the municipality in an open and coordinated approach to alleviate and improve the conditions of the marginalised groups.

Efforts to improve their lives must be complemented through collaboration between stakeholders to ensure lasting change.

In 2019 the Overberg District Municipality established a district social development forum which is convened by the Western Cape Department of Social Development. The forum brings all the municipalities in the district together on a platform where common social challenges across the district can be addressed by the municipalities, the district and the Western Cape government.

Government recognizes Early Childhood Development (ECD) as central to the realization of the national development goals of reducing poverty and inequality. The policy environment for the ECD sector is undergoing changes and drafting a policy at this stage could be challenging, however we are committed to our stakeholders in working together on a strategy to improve the sector in the Overstrand.

In keeping with the dynamism of social conditions it is important to continuously collect the necessary socio-economic data to monitor and evaluate progress and to ensure that the necessary adjustments are made timeously.

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

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

- i. The extension of the existing clinic in Gansbaai at a cost of R15 million by the Western Cape Department of Health.
- ii. Boland College has expressed interest in establishing a campus in the Overstrand.

The Overstrand Spatial Development Framework (SDF), 2006 makes provision for future education and recreation facilities in the municipal area. It highlights the shortages of social amenities and supports the establishment of pre-primary and other educational institutions amongst others. These infrastructure developments will require financial investment by the National and Provincial governments and or other funding partners.

Planned Social Development initiatives for the period 2017/18 – 2022/23:

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

Overstrand Department of Social Development

Major Social Development initiatives planned for the short to medium term:

Activity	Target 2017/18	Annual achieved 2017/18	Target 2018/19	Annual achieved 2018/19	Target 2019/20	Annual achieved 2019/20	Target 2020/21	Achieved 2020/21	Target 2021/22	Target 2022/23
Develop social development policy by June 2018	1	0	1	0	-	0	0		-	0
Develop social development strategy by March 2019			1	1	1	1	1	1	1	1
Develop Early Childhood Development Policy by December 2017	1	0	1	0	1	0	0	0	1	0
Develop Early Childhood Development Strategy by March 2018	1	0	1	0	1	1	0		-	1
ECD Green Flag Awareness Campaign	1	1	1	0	1	0	0		1	0
Digitisation of ECD data base and monitoring	-	-	-	0	1	0	1		1	0
Overstrand Junior Town Council Project	1	1	1	1	1	1	1	1	1	1

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Activity	Target 2017/18	Annual achieved 2017/18	Target 2018/19	Annual achieved 2018/19	Target 2019/20	Annual achieved 2019/20	Target 2020/21	Achieved 2020/21	Target 2021/22	Target 2022/23
Overstrand Local Drug Action Committee (LDAC) quarterly meetings	4	1	4	1	4	0	4	0	4	4
Elderly rights awareness campaign	1	0	1	0	1	0	1	1	1	1
ECD Fire safety at selected municipal facilities	4	4	4	1	4	1	4		4	
Substance abuse training	1	1	1	0	1	0	0	0	1	
Disability awareness campaign	1	1	1	1	1	1	1	0	1	1
Women and Child abuse awareness	1	1	1	1	1	1	1	1	1	1
Establish and maintain a data base of community based organisations and NPO's in the Overstrand	-	-	1	1	1	1	0	0	1	1
Social Development Summit	-	-	-	0	1	1 (District Hosted)	0	0	1	0
Social dialogues across the municipality	-	-	-	0	4	2	0	1	4	

Table 60: Planned social development initiatives, 2017/18 - 2021/22

Mid-year progress (July 2021 –January 2022) on the Social Development targets for 2021/22:

- Develop social development policy by June 2018. The department does not yet have a policy in place. Early Childhood Development will move over to the Department of Education. Municipalities will still have a role to play in terms of the provision of partial care facilities and maintaining and monitoring those facilities that are

leased as child care facilities. This department regularly participates in National Dialogues involving this function shift. It is not clear at this stage how the Department of Basic Education will treat the facilities from where ECD's are operating.

- Develop social development strategy by March 2019. The only strategy in place is the one that appears in this IDP.
- ECD Green Flag Awareness Campaign. The campaign is on hold since a number of facilities are not registered due to documentation required from the municipality.
- Digitisation of ECD data base and monitoring. The National and Provincial Departments of Social Development has been rolling-out the Vangasali Campaign since 2020. In essence the Vangasali Campaign entails a national database with live data on every ECD facility. Despite the close proximity of municipalities to ECD facilities, we do not have access to the Vangasali database.
- A new model for youth participation that looks at much broader youth participation has been drafted as a municipal lead project. New youth structures will accordingly be established in 2022– Interim structures have already been introduced in a number of Wards. We have also had engagements with a number of these committees and are looking forward to the formal establishment of the youth structures during this financial year.
- Overstrand Local Drug Action Committee (LDAC) quarterly meetings. A decision was made to extend the LDAC to include local area-based drug action committees. The decentralised committees will enable broader participation of stakeholders in a particular area. The roll-out of this approach was severely delayed due to COVID 19 and other challenges. We have had engagements with are based groups and some are continuing. We are busy finalising our year plan and recommendations to the Executive and Senior Management for the appointment of new LDAC members. The Provincial Substance Abuse Forum, has become much more active and accessible and the Central Drug Authority also regularly join these meetings. This department is encouraged by the support available through these structures.
- Elderly rights awareness campaign. Instead of making the elderly aware of their rights, the department will be hosting elderly outreaches with the community based care centres to enhance the offering of services and opportunities available to the elderly. -COVID-19 prevented the full roll-out of this programme since it did not present the best circumstances for social events, especially the elderly. We are continuing with this programme and have already done one in 2022 and are planning more events with the elderly.
- ECD Fire safety at selected municipal facilities. The department continues to provide ECD facilities operating from municipal buildings with the required fire safety equipment and signage to enable their registration.
- Substance abuse training. The substance abuse training was aimed at broadening the capacity of community members to enable them to be a first point of reference for families and individuals facing substance abuse challenges. However, our focus now remains on strengthening our LDAC structures and stakeholders to enable them to have a bigger impact.
- Women and Child abuse awareness. During 16 Days of Activism against the abuse of women and children, the department was involved with the following initiatives to create awareness:
 - The official launch was on 25 November and SAPS, DSD and Hawston Health and Welfare organisation participated in the event which was attended by 36 people. From Thusong the law enforcement agencies and fire then did a motorcade through Hawston as well as Mount Pleasant and Zwelihle;
 - Approximately 70 officials participated in the motorcade with vehicles from law-enforcement, traffic, fire and disaster services, and SAPS;
 - We had a pamphlet drive at Whale Coast Mall;
 - A special 16 day of activism event against the abuse of women and children was event was hosted for the homeless and some other invitees (50 people attended);
 - 30 homeless received Christmas gifts with 16 days of activism information;
 - ECD awareness program around abuse in partnership with Hawston Library as well as fire safety with Overstrand Fire and Rescue teams. **(120 children);**

▶ CHAPTER 4: STRATEGIC DIRECTIVES▶

- 16 Days event with Hawston Library and fisherwomen as well as older persons in Hawston **(100 people)**;
- Weekend camp with victims of domestic violence in partnership with Department of Social Development - a two day intensive workshop on domestic violence, how to identify as well as how to deal with it;
- We distributed care packs for victims of abuse to all the police stations in our area with trauma rooms; and
- All the newly elected municipal councillors received a white ribbon to wear during 16 days.

Overstrand Department of Human Resources

Major Human Resources initiatives planned for the short to medium term:

Activity	Target 2017/18	Annual achieved 2017/18	Target 2018/19	Annual achieved 2018/19	Target 2019/20	Annual achieved 2019/20	Target 2020/21	Annual achieved 2020/21	Target 2021/22	Target 2022/23
Employment Equity Plan Reviewed as from June 2020 to June 2023	1	1	-	-	1	1	-	-	-	-
Employment Equity Committee meetings are held twice per annum	2	2	2	2	2	2	2	2	2	2
Convening of Local Labour Forum meetings nine per annum	9	8	9	9	9	7	9	7	9	9
Submission of Employment Equity Plan once every five years	1	1	1	0	0	0	1	0	1	0
Develop and submit annually comprehensive Employment	1	1	1	1	1	1	1	1	1	1

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Activity	Target 2017/18	Annual achieved 2017/18	Target 2018/19	Annual achieved 2018/19	Target 2019/20	Annual achieved 2019/20	Target 2020/21	Annual achieved 2020/21	Target 2021/22	Target 2022/23
† Equity reports to Department of Labour (DOL)										
Annually submit Workplace Skills Plan (WPSP) to LGSETA	1	1	1	1	1	1	1	1	1	1
Review of Sexual harassment policy	1	0	-	-	1	To be reviewed in 03/2021	-	0	0	*To be reviewed in 06/2022
Review of Occupational Health and Safety policy	1	0	-	-	1	To be reviewed in 03/2021	-	0	0	*To be reviewed in 06/2022
Review of HIV/ Aids policy	1	0	-	-	1	To be reviewed in 03/2021	-	0	0	*To be reviewed in 06/2022

Table 6i: Planned human resources development initiatives, 2017/18 – 2022/23

Note: Three policies in review process. Responsible person involved with Management of Covid Pandemic in the Workplace; therefore the said policies did not receive all the necessary attention.

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Enhance Sport, Recreation and Culture

The following sport facilities are available in the Overstrand Municipal area:

Area	Number of sport facilities	Type of sport facilities
Kleinmond	4	Rugby, Soccer and Netball Court.
Hawston	14	Rugby, Soccer, Netball, Cricket, Tennis, Athletic field and Swimming pool
Mt Pleasant	7	Rugby, Soccer, Netball Court, and Tennis
Zwelihle	7	Rugby, Soccer, Swimming Pool, and Dual use (Netball, Tennis, Basketball, 5 A soccer)
Stanford	4	Rugby Field, Soccer and Dual use (Netball and Tennis)
Gansbaai	9	Rugby, Soccer, Netball Court, Tennis, Cricket
Blompark	4	Rugby and Netball Court
Masakhane	3	Soccer and Netball Court
Eluxolweni	1	Dual use (Soccer and Rugby)

Table 62: Overstrand sport facilities per area

The Hawston Sports Complex was upgraded and expanded with new facilities. It is envisaged that many regional, provincial and national events will be hosted at this complex.

The municipal sport facilities are generally in a good condition due to the fact that they were not in use for the better part of 2020/2021 season due to Covid-19 regulations. There are pockets of playing surfaces that has been infested by moles. The municipality has made a commitment to install mole barriers in order to deal with issue of moles.

Other challenges with regard to various facilities will be addressed through implementation of master plans. The Municipality is currently busy compiling a Master Plan for Mt Pleasant Sports Field and it will be completed before the end of June 2022.

The Overstrand Municipality survey on sport infrastructure is revised annually so that information presented remains relevant. The mentioned report is available at the administration for information purposes. Projects from the prioritised list of projects may be funded from internal funding - and/ or external sources, e.g. MIG, LOTTO, National Sports and Recreation of South Africa (SRSA) over a period of time based on the availability of funding.

The Flood Lights installation project at Mount Pleasant Sports Field was completed, and the lights are now functional. Kleinmond Netball Club House extension was halted due to the lack of required manpower. Kleinmond Administration has budgeted for EPWP staff to complete the project by the end March or April 2022.

The municipality introduced the use of grey water to water grass surfaces where possible. Subject to purification of water and the installation of pipelines to affected sport grounds. With regard to over-used grass surfaces, the Municipality strives to obtain funding for the installation of synthetic turfs.

Other challenges are:

- vandalism in respect of infrastructure in some areas but in some we have managed to have a significant reduction due to existence of private security company.
- the over use of certain fields, especially soccer fields.

The Annual Overstrand Sport Festival

Consideration will also be given to continue with the Overstrand Sport Festival in 2022/2023. The following sport codes from different municipal areas will participate, namely:

- Netball
- Soccer
- Cricket
- Rugby

Objectives of the tournament are:

- To promote participation in sport in Overstrand.
- Using sport as a tool to prevent crime,
- To promote social cohesion in Overstrand,
- To present an opportunity for clubs to compete against each other, and

- To assist clubs and coaches to prepare their teams for next season.

Street Soccer/5-A- side soccer is a regular feature around our communities. It is an activity where young and old come together informally to play this short version of soccer. In 2022/23 the Municipality intend to continue with street soccer programs throughout Overstrand.

Objectives of Street Soccer are:

- Bridge the gap between the formal and non – formal sport.
- To promote social cohesion in Overstrand
- To present an opportunity for everybody to compete amongst each other.
- To promote healthy living lifestyle.
- And using sport as a tool to reduce crime and other social ills.

Whale Festival Boxing Tournament it also an annual event staged during Whale Festival. Top amateur boxers from across South Africa converge in Overstrand to compete against each other. This is the tournament that is organized in collaboration with provincial Department of Cultural Affairs and Sport. Overstrand continues to engage boxing stakeholders on a need to host national Championships in rural communities like Overstrand.

Before the whole world was strike by the Covid-19 pandemic we were in advanced negotiations to host the provincial championships. This was an attempt to put Overstrand in a better position to bid for National Championships. With everything slowly going back to normal we have revived the previous negotiation with relevant stakeholders, this means there is a very high possibility that the tournament will be staged in Hermanus for the 2022/2023 financial year.

Our local boxers do take part in both provincial and national championships, and they are part of Team South Africa.

Objectives of the tournament are:

- To promote boxing in Overstrand
- To present an opportunity for young boxers to

compete against each other.

- To use boxing to fight crime and other social ills
- To use boxing to reduce poverty.

Better Together Games is an annual event which provides an opportunity for all government officials to participate. Different sports codes namely:

- | | | |
|----------------------|-------------|--------------|
| • Touch rugby | • Athletics | • Golf |
| • 5 – A- side soccer | • Darts | • Cricket |
| • Fun run | • Netball | • Tug of war |

Objectives of the tournament:

- to further interdepartmental co-operation;
- to build the morale of staff members through healthy social interaction;
- to let officers at different levels and from different departments compete together in good sportsmanship;
- To promote the corporate identity of the Western Cape Government.

Annual Aerobic Marathon and fun run is the event that was founded in line with national Sport and Recreation pillar “Active Nation”. It’s an event that coincide with commemoration of AIDS Day. For 2020/2021 this event was hosted in Zwelihle Sports Grounds on 05 December 2020. These are activities:

- | | |
|--------------|--------------|
| • Fun Walk | • Zumba |
| • Fun Walk | • Functional |
| • Cutter box | |
| • Steppers | |

Objectives of the programme:

- To promote participation in healthy living lifestyle in our communities.
- Promoting awareness about Gender Based Violence, AIDS and drug abuse
- To promote social cohesion amongst communities.
- To promote aerobics and participation in athletics.

Youth Day Celebration is an annual event which takes place during the youth month (June 16). This event allows for the youth below the ages of 15 and

10 years to show case their talent. These are activities:

- 5 –A- side soccer
- Mini cricket
- Netball
- Poetry
- Karaoke

The Objective of the event:

- To celebrate youth month
- To promote social cohesion in Overstrand
- Educate youth about the importance of playing sport
- Educate about our youth about and other social ills
- To promote completion amongst youth.

Aquatic programme is the “learn to swim programme” which is designed to skill our youth on water safety programme. This programme is planned to take place in Hermanus and Hawston swimming pool.

Objectives of the programme:

- To create an awareness about water safety.
- To encourage competition amongst the local youth.
- To present an opportunity for establishment swimming clubs.
- To present an opportunity for talent identification.
- To promote a healthy life style.
- To equip our youth with necessary skills.

The regional Indigenous Games event will be hosted at a venue that will still be announced by province. Each year all relevant stakeholders come together to assess the previous event and to determine the venue for the next financial year.

Objectives of the programme:

- To promote more participation in physical activities
- To present opportunity for our youth to travel the world.
- To preserve our indigenous or cultural activities.

- To present an opportunity for talent identification.
- To encourage out youth to be role models.
- To equip our youth with necessary skills.

The implementation of all sport and recreational events will be implemented subject to the Disaster Management Act (no 57 of 2002), Regulations related to the COVID-19 pandemic.

CULTURE

A Traditional and cultural committee was established in October 2021. In December 2021 the committee was actively responsible for management of the initiation school in the Hemel and Aarde Farm together with various role players namely: Sport and Recreation office, Disaster Management, Law Enforcement, Infrastructure and Planning, Property administration and Provincial Department of Cultural Affairs and Sports.

The Committee must continue to engage locals residents about their programmes. Ideally, the Municipality would like to see a committee that can be self-sustaining with the Municipality playing a supporting role where a need arises. The Sport and Recreation office will remain part of this committee as an ex-officio member.

CHAPTER 5

FUNCTIONAL AREAS OF MUNICIPAL ACTIVITIES

The following is an analysis of the respective functional areas of the Municipality in relation to the main priorities, constraints faced and functional strategies. The functional areas are grouped under the relevant strategic priority/objective as set out in the vision and mission statement.

It has been formulated in this manner to demonstrate the linkage between the strategic priorities and the relevant functional area, which underpins that priority.

5.1 Linkage of strategic priorities/ objectives with functional areas/ services with a special focus on Service Delivery and Infrastructure Development.

STRATEGIC OBJECTIVE 1:

PROVISION OF DEMOCRATIC, ACCOUNTABLE AND ETHICAL GOVERNANCE

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

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

- Fleet Management
- Electricity distribution and Street lighting
- Economic Development & Tourism
- Town planning/ Spatial Development/ Property Administration
- Building Services
- Infrastructure & Planning
- Elections
- Valuations
- Finance Directorate.

STRATEGIC OBJECTIVE 2:

PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Human Resources
- Communications
- Information Communications and Technology
- Area Management
- Council Support Services
- Maintenance of municipal services (roads, storm water, water, sanitation, parks, sports grounds and beaches)
- Solid waste
- Fleet Management
- Electricity distribution and Street lighting
- Town planning/ Spatial Development/ Property Administration
- Infrastructure & Planning
- Corporate Projects
- Finance Directorate.

STRATEGIC OBJECTIVE 3:

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

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

- Communications
- Area Management

STRATEGIC OBJECTIVE 4:

CREATION AND MAINTENANCE OF A SAFE AND HEALTHY ENVIRONMENT

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

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

STRATEGIC OBJECTIVE 5:

PROMOTION OF TOURISM, ECONOMIC AND SOCIAL DEVELOPMENT

LINKAGE WITH MUNICIPAL FUNCTIONAL AREAS:

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

- Building Services
- Finance Directorate.

CHAPTER 6

SERVICE LEVEL AGREEMENTS

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

CONSUMER CARE CHARTER PREAMBLE

As it is our vision to be a centre of excellence for the community and our amended mission is *creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an **OVERSTRAND FOR ALL.***"

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

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

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

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

And in anticipation that you as client will:

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

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

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

- To do the best to provide a resolution that is to the satisfaction of all parties involved, within the bounds of legislative and policy requirements;
- To treat your complaint in an open and accountable manner and use it as an opportunity to learn and improve our service delivery to you; and
- To render services to our customers in a cost-effective manner.

Furthermore, we commit ourselves to the following regarding specific services:

ROADS AND STORM WATER INFRASTRUCTURE

Our purpose

To provide well maintained and safe roads and storm water infrastructure in accordance with the standards and specifications for municipal authorities. Due to the historical past of the Overstrand towns, storm water infrastructure is decaying. The Municipality embarked thus in the roll-out of storm water master planning on an annual basis.

Service quality

We commit ourselves to-

- Provide an efficient and safe road and storm water network that best meet the needs and priorities of all communities across the municipal area;
- Minimise disruptions to traffic and ensure the safety of road users as a result of service authorities and others undertaking works on roads;
- Implement a programme to execute planned maintenance of road and storm water infrastructure; and
- Identify and request funding for storm water systems that need to be upgraded to prevent flooding.

Our service standards

We will ensure that –

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

Our agreement with you

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

- maintain sidewalks; and
- maintain gravel roads.
- Road markings will be painted and maintained at all intersections as well as centre lines on primary roads;
- Notice of planned road closures will be given 24 hours before such closures

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

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

ELECTRICITY

Our purpose

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

Quality of electricity supply

We commit ourselves to

- Provide electricity of a quality, reliability and safety as stipulated in national legislation, NERSA licensing conditions

including national compulsory standards (NRS 041, - 047, - 048, 057, – 082).

- Supply voltage at 230V ($\pm 10\%$ deviation) between phase and neutral for single phase connections, and 400V ($\pm 10\%$ deviation) phase-to-phase on three phase connections.
- Limit planned municipal interruptions to not more than twice per year, with maximum 8 hours interruption per event.

Our service standards

We will:

- Install new connections within
 - 20 working days of receiving the application and proof of payment of the prescribed fees, if existing infrastructure is adequate and all requirements are met.
 - 30 working days of receiving the application and proof of payment of prescribed fees, or as otherwise agreed, if network extensions/upgrading are required.
- Answer 80% of customer calls within 20 seconds and on request provide an enquiry number.
- Respond to complaints on faulty streetlights
 - 95% of complaints to be resolved within 10 working days
 - 100% of complaints to be resolved within 15 working days.
- Respond
 - immediately to any reports of unsafe electrical infrastructure or any other urgent unsafe condition;
 - within 2 hours to any network faults; and within 10 working days of receiving a request for verification of a meter.
- Provide a quotation for services requested within 10 working days of

receiving the request, or if an investigation is needed, within 30 days.

- Read electricity meters at least once in every 3-month cycle.
- Allow at least 14 days after the date for payment stipulated on the account, before any disconnections are done.
- Ensure that reconnections are done within one working day after all outstanding amounts and reconnection fees have been paid in full.
- Provide easily accessible vending points for purchase of pre-payment tokens some of which must be open to the public 24 hours per day, seven days per week.
- Give notice of planned interruptions at least 48 hours in advance.

We are committed to:

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

Our agreement with you:

- Your application for electricity services constitutes an agreement between you and the Municipality in terms of which you pay the prescribed fee to connect to the services and thereafter your monthly invoice based on the tariff charged for the category of service you required.
- All aspects of the rendering of electrical services are governed by the Electricity Services By-law, as promulgated on 21 October 2016 in the Provincial Gazette of the Western Cape (also available on the municipal website).
- Consolidated accounts are rendered monthly to the address on record at the

Municipality. It is important, however, to note that not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the Municipality if you do not receive your account in order to make timely payment.

- Where a fixed fee is levied you as the owner or consumer must pay it irrespective of whether the electricity services are used or not.
- If you are not satisfied with your account, you may submit a reasoned written objection prior to the payment date but you are still liable for the payment until the matter is resolved through a process set out in the by-law.
- You may terminate your agreement with 5 working days' written notice, or the Municipality may terminate it if you have not used the service for a period of 6 months without arranging for its discontinuation, or you fail to pay for the service, or if you in any other way fail to comply with the by-law or compliance notices issued as per the by-law.
- Full payment of outstanding fees, including interest, a re-connection fee and other conditions as may be determined by the Municipality, apply when terminated services are requested to resume.

Entry to your premises:

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property.
- We will give consumers at least two days' notice if an authorised official needs to gain entry to your property to do an inspection or an investigation, unless such person is performing an inspection on unlawful use of electricity, in which case he/she may enter the premises at any time of the day and unannounced. Such person may request information to perform his duties.

▶ CHAPTER 6: SERVICE LEVEL AGREEMENTS ▶

- In case of an emergency an authorised official has the power of entry without prior notice.
- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

Restrictions and cut-offs:

- If circumstances so require, we may impose electricity restrictions in the whole or part of the Overstrand supply area.
- As part of a load shedding programme in an emergency, we may interrupt the supply of electricity to any premises without prior notice.
- If a consumer is in breach of his agreement or the by-law we will give 14 days' written notice and thereafter proceed to cut electricity supply to the premises.

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

- Adhere to relevant acts, regulations, the Electricity Services By-Law and electricity reduction notices.
- Ensure your household wiring is properly maintained and engage an appropriately licensed electrician to carry out any new wiring as per SANS 10142-1.
- Let us know promptly of any service difficulties or faults.
- Not tamper with the municipal electricity services and meter and to please report illegal tampering.
- Take adequate steps to protect your electrical appliances against damage due to interruptions and fluctuation in the electricity supply.
- Not redistribute electricity to any third parties.

- Ensure the electricity meter is free from obstruction to allow easy access for reading and maintenance.
- Always treat your electricity supply as alive, even during interruptions.
- Let us know as soon as possible should you have any difficulty to pay your account before the due date.
- Conserve electricity and make saving electricity a way of life.

WATER AND SANITATION

Our purpose

To provide consumers with potable water and appropriate sanitation services.

Water services quality

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

Vacuum Tanker Service

Overstrand Municipality is rendering a vacuum tanker service to properties in Gansbaai, Stanford,

Hermanus and Kleinmond areas where no sewer networks are installed.

Affected clients must monitor the sewer levels of their conservancy tankers and submit a request for service at least 72 hours before capacity of a tank is reached. Last-mentioned action will also promote the scheduling of requests (jobs) to be executed by the Administration.

Our service standards

We will:

- Respond to any reports about poor water quality within 12 business hours;
- Ensure that prolonged water supply interruptions (12 hours) are not more than 3 times per annum;
- Give 2 days prior notice in case of planned interruptions;
- Have an alternative supply of water available to meet basic needs in case of unplanned interruptions that last longer than 24 hours;
- Install new connections within 30 days of receiving the application and all prescribed requirements have been met;
- Clean up sewer overflows due to blockages in our system within 24 hours;
- Report the spillage of sewerage in a watercourse or sea to the relevant authorities within 24 hours of such occurrence;
- Promote the use of alternative water sources for irrigation and industry. Note that the use of grey water is allowed, but we may inspect such use and impose conditions;
- Upgrade and monitor telemetry systems, to act as an early warning system for e.g. pipe failures, reservoir overflows and sewer pump stations failures;

- Replace old consumer water meters in phases.
- Test water meters on request. If the meter complies with the specifications the consumer will be liable for the cost thereof. If the meter is faulty, there will be no cost for the consumer;
- Monitor and investigate individual municipal users, consumption on a monthly basis;
- Monitor and investigate abnormal high or low water consumption of consumers.
- Ensure that all requests for vacuum tanker services are rendered within 72 hours of receipt of requests by the Administration.
- Requests for vacuum tanker services received by the Administration after 15:00 to be executed after 16:30 on the same day must receive preference and will be charged at the applicable after hour tariffs.

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

We are committed to:

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

With regard to entry to your premises:

- Only authorised officials of the Municipality or its service providers, clearly identifiable as such, may require entry to your property, unless it is a case of an emergency

▶ CHAPTER 6: SERVICE LEVEL AGREEMENTS ▶

- Unless found that the consumer contravened the by-law, we will bear the expenses and restore the premises to its former condition if any work was done by us on your premises.

Restrictions, cut-offs:

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

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

- Adhere to relevant acts, regulations, the Water Services By-law and water restriction notices.
- Conserve water and make saving water a way of life.
- Ensure the water meter is free from obstruction to allow easy access for reading and maintenance.
- Keep your sewer inspection point free of obstruction and ensure the sewer boundary chamber is always accessible to the Municipality.
- Do not drink water where taps are clearly marked as not suitable for drinking purposes.
- Ensure your household plumbing is properly maintained and engage an appropriately licensed plumber to carry out any plumbing tasks.
- Let us know promptly of any service difficulties or faults.

- Do not tamper with the municipal water services system, and please report illegal tampering.
- Maintain pipes and fittings on your side of the water meter and report leaks on the municipal side.
- Do not flush foreign objects or pour oil, grease, paints, solvents, weed killer, toxic chemicals or other harmful materials into the sewer system.

SOLID WASTE MANAGEMENT

Our agreement with you:

1. The Municipality collects business and domestic refuse from built upon premises at a prescribed fee that is annually determined by Council resolution.
2. Even if you contract with an accredited service provider to collect your refuse and make no or limited use of the waste collection services rendered by the Municipality, you are still liable to pay the prescribed fee.
3. As the owner or occupier of premises on which domestic / business waste is generated you must notify the Municipality in writing within 7 days of the commencement of the generation of such refuse that 1) the premises are being occupied; 2) the number of occupants and 3) whether the refuse removal service is required for business or domestic purposes.
4. If the Municipality is of opinion that a property creates a nuisance, health risk, odor or a danger to the public due to insufficient refuse removals the Municipality may instruct the owner to make use of additional refuse removal services at an extra cost.
5. The number of bags / containers to be removed from each residential plot per collection will be determined by the Municipality.
6. Municipal accounts are rendered monthly at the address on record with the Municipality and not receiving your account does not relieve you of the obligation to pay for the services received. It is your responsibility to enquire from the

Municipality if not receiving your account in order to make timely payment.

7. The Municipality may charge availability tariffs in respect of vacant plots.
8. The owner/occupier of premises must notify the Municipality in writing if refuse collection services are no longer needed and a full calendar months' notice will apply. Keep in mind that contracting another service provider for refuse removal is not a reason for termination of the municipal refuse removal service—refer to item 2 above.

WE ARE COMMITTED TO:

- An effective, efficient and economically viable waste service and minimization and recycling of waste.
- An affordable and fair tariff for different users based on an open and transparent approach to the cost of solid waste services.
- Ensure regular and accurate accounts, provide adequate facilities accessible to all consumers to pay, query and verify accounts and quick response times to deal with complaints, queries and rectification of accounts should this be necessary.
- Within feasible intervals, provide our consumers with the opportunity to give us feedback in respect of the quality of services and the performance of the Municipality.
- Maintain the existing and further build a sound customer management system focused on good customer relations and customer satisfaction based on the Batho Pele Principles.

MINIMISATION & RECYCLING OF WASTE:

(Note this service in the Gansbaai and Stanford areas continued and has been restarted in the Hermanus area in the 2021/22 cycle, after completion of the new materials recovery facility).

- The Municipality reduces waste-to-landfill through recycling practices, use of clean small builders rubble as daily cover on the landfills and the chipping and composting of garden waste.
- The Municipality may require residents and

businesses to separate recyclable (e.g. paper, plastics, glass and metal) and non-recyclable waste and place the recyclables in a different receptacle, i.e. clear bags (as provided and/or directed) before 07:00 outside the entrance to the premises on the day of the week as specified for collection.

- The Municipality may also request these recyclable receptacles to be dropped off at places as directed.
- Unless acting according to the Municipality's waste by-laws, no one may temporarily accumulate, sort, store or stockpile recyclable waste on any premises without the municipality's permission.

SOLID WASTE SERVICE LEVELS & STANDARDS

We supply:

- An excellent and efficient door-to-door refuse collection service in high density residential areas.
- Bulk receptacles at central communal collection points.
- Drop-off points, transfer stations and landfills that are centrally located and licensed.
- Information and advice on solid waste matters via the municipal newsletter.

We collect:

- Domestic and business waste at least once per week on scheduled dates for different areas.
- Business waste more frequently if the type and/or volume of waste requires it or public health demands it or as requested by businesses.
- Bulk receptacles from communal collection points once per week or within 24 hours after being notified that a receptacle is full.

We will:

- Endeavour to answer 80% of all calls within 20 seconds.
- Return your call within 1 day.
- Investigate and respond to any complaints within 24 hours or on the following business day.
- Respond to written correspondence: a first response within 14 days and if an investigation is

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needed resolve the matter within 30 working days.

- Inform you of revised collection arrangements reasonably in advance.
- Resume a scheduled refuse collection service that was interrupted, as soon as possible and prioritise addressing backlogs.
- Provide dedicated bins for disposal of poisons, chemicals and electrical / electronic waste and asbestos at Kleinmond transfer station and Gansbaai Landfill.
- Provide baboon proof bins in problem areas upon payment.
- Keep streets, pavements and central business areas clean and litter **free** with the help of street sweepers and private cleaning contractors.
- Take care to avoid damage to containers or other property and to avoid nuisance to other residents or traders.

Waste types that we collect:

WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE		
Transfer Station / Drop-off	Days	Times
Gansbaai Landfill	Monday - Friday	08:00 - 18:00
	Saturdays & Public holidays	08:00 - 15:00
Stanford Drop-off Station	Monday - Friday	08:00 - 17:00
	Saturdays & Public holidays	09:00 - 14:00
Pearly Beach	Monday - Friday	08:00 - 17:00
	Saturdays & Public holidays	9:00 - 14:00
Weekend Drop-offs	24 / 7 / 365	

The Municipality collects domestic and business waste.

- Domestic waste is waste generated by people living in a dwelling house, flat, boarding house, old age home, group developments, schools, churches, sports and recreation centers.
- Business waste is waste generated on premises used for non-residential purposes and at residential premises where commercial activities take place. These premises are either zoned for

commercial activities or received consent use for such activities.

- Excluded from both domestic and business waste and thus not collected by the Municipality are garden waste, bulky waste, building waste, health care waste as well as hazardous, special and industrial waste types that have physical, chemical and/or toxic characteristics that require special handling, e.g. mining liquids, sludge, dead animals, etc. The Municipality will determine if waste items are not suitable for collection because of volume or type.

Refer to our website: www.overstrand.gov.za for the waste collection schedules.

WHERE & WHEN CAN THE PUBLIC DISPOSE OF GENERAL WASTE		
Transfer Station / Drop-off	Days	Times
Hermanus Transfer Station	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Public holidays	09:00 - 14:00
Hermanus Drop-off	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Public Holidays	09:00 - 14:00
Voëklip Drop-off Station	Mondays - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Public holidays	09:00 - 14:00
Hawston Drop Off	Monday - Friday	08:00 - 18:00
	Saturdays	09:00 - 16:00
	Public Holidays	09:00 - 14:00
Kleinmond Transfer Station	Monday - Friday	07:30 - 18:00
	Saturdays and Public holidays	08:00 - 16:00
Betties Bay Drop-off Station	Monday - Friday	08:00 - 16:00

Table 63: Public waste disposal time schedule

Waste receptacles:

- Bins of 240 litre have been approved as containers for business and domestic waste and these can be purchased by consumers at various commercial outlets in Overstrand,

baboon proof containers are obtainable from the Municipality or approved service providers at cost. In some areas black refuse bags will be accepted indefinitely.

- The Municipality will only collect approved containers which are not damaged and placed in the correct location and does not accept liability for lost or damaged containers.
- The Municipality may instruct a resident in an animal problem area to obtain one or, if necessary, more baboon proof containers from the Municipality or approved service provider.
- Bins must on your scheduled removal day be placed outside the entrance of your premises before 07h00 and taken back inside before sunset on the same day.

Waste disposal:

The Municipality has a few permitted waste disposal facilities, i.e. the Gansbaai landfill site and the Hermanus and Kleinmond Transfer Stations. All facilities receive general waste including domestic, business and garden waste. The sites also receive industrial waste which results inter alia from manufacturing, processing and maintenance activities but no hazardous waste of any quantity may be disposed of at these sites.

Different tariffs for the disposal of different waste types and volumes are payable but residents are allowed free disposal of general waste at the waste handling and disposal facilities determined by the Municipality.

Farm owners or occupiers are encouraged to also make use of the facilities as directed by the Municipality for the disposal of their domestic waste excluding health care and hazardous waste.

What about the waste types that we do not collect:

- The owner or occupier of premises on which garden or bulky waste (bulky means too heavy or big to fit into an approved container) is generated, shall ensure that such waste is removed and disposed of within a reasonable

time which, in the case of bulky waste, is maximum 14 days after generation thereof.

- The owner or occupier of premises on which building waste is generated and / or the person engaged in any activity which causes such waste to be generated must ensure that all building waste is removed weekly.
- Special industrial, health care and hazardous waste need to be stored, handled, collected, transported and disposed of in specific ways to ensure compliance with health and safety regulations, national standards and the Municipality's by-laws. Businesses and industries generating this kind of waste may only procure service providers that are accredited with the Municipality to collect, transport and dispose of such waste. Any person that will engage in activities which will generate such waste must—prior to the generation of such waste—notify the Municipality in writing of the expected or known composition of such waste and the quantity to be generated, how and where it will be stored, how it will be collected and disposed of and the identity of the accredited service provider who will be responsible for its removal, transportation and disposal. The Municipality will determine to which waste disposal facility such waste may be taken.
- A farm owner or occupier may dispose general household waste which may include **agricultural and farm waste**, on-site but if such waste exceeds the quantity for on-site disposal legislatively allowed or contains any quantity of hazardous waste, he must obtain the prescribed waste management license. The Municipality may request proof of such a license.

Your responsibilities:

- Clearly mark your waste bin with your stand number and place it before 07h00 on your scheduled removal day outside the entrance of your premises or in a location indicated by the Municipality and take it back inside before sunset on the same day.
- Use prescribed containers (baboon proof bins) in

problem animal areas.

- Ensure that nothing obstructs or hinders the refuse collectors in the rendering of their service and prevent domestic animals, e.g. dogs from interfering with receptacles on collection day.
- Make sure that your bin is clean, in a good condition, kept closed, does not contain waste that can injure the waste removal crew or complicate removal, e.g. unwrapped glass or liquid or bulky waste and do not place hot ash in your waste bin.
- Do not place anything in the waste container that could damage the refuse compactor because the Municipality will hold a careless owner/occupier liable for the full cost of such damage.
- Hotels, restaurants, etc. ensure that the daily putrescible waste (organic matter) is not placed in a receptacle where it contaminates other types of waste.
- Keep the pavement in front of or abutting your premises clean and free of refuse.
- Do not accumulate waste and cause a nuisance for other residents and if you make compost of your garden waste make sure it causes no bad odours or other environmental or health hazards.
- Minimise the waste you generate, recycle all your plastics, paper, glass and metals by putting them in the clear bags provided by us or dropping it off at the waste facilities we direct you to.
- Pay your municipal bill in full before or on the due date as displayed on your bill and notify us immediately of any change of address and/or ownership of the property for billing purposes.
- Promptly report service problems or faults to us
- If you are absent from your premises on collection day or a visitor to the area, respectively take your refuse to the nearest waste handling facility or place it in the refuse containers for this purpose if such are supplied in your area.

ENTRY TO YOUR PREMISES:

- Only authorised officials of the Municipality or its service providers clearly identifiable as such may require entry to your property.
- We will give a consumer notice if an authorised official needs to gain entry to your property to do an inspection or an investigation and such person may request information as needed to

perform his duties.

- An authorised official has the power of entry without prior notice in case of an emergency such as suspected environmental pollution.
- Where, in the opinion of the Municipality, the collection or removal of refuse is likely to result in damage to the premises or municipal property or injury to refuse collectors or any other person, the Municipality may suspend the service and require the owner or occupier to take measures to rectify the shortcomings where after the service will resume.

Littering and illegal dumping is not allowed and are offences that the perpetrator will be prosecuted for

- No person may drop, throw, deposit, spill, dump or discard in any other way litter or waste in a public place or road, a municipal drain, land, a vacant erf or stream.
- The Municipality will provide sufficient receptacles in towns and other public places for littering not to take place.
- No owner or occupier of land may use his land or allow it to be used for unlawful dumping of waste.
- Protect your land because, if the Municipality must remove litter or waste from your land or premises, the person having control of the land will be held liable for the removal costs and rehabilitation of the environment.

CHAPTER 7

GOVERNMENT POLICIES AND DIRECTIVES

This chapter provides an overview of the government directives that the IDP is aligned to.

7.1 Global directives

7.1.1 Sustainable development goals

Agreed by the 193 Member States of the United Nations (UN) in September 2015, the proposed Agenda, entitled “Transforming Our World: 2030 Agenda for Sustainable Development,” consists of a Declaration, 17 Sustainable Development Goals and 169 targets, a section on means of implementation and renewed global partnership, and a framework for review and follow-up.

The Millennium Development Goals (MDGs), which produced the most successful anti-poverty movement in history, serve as a springboard for the new sustainable development agenda adopted by world leaders in September 2015.

The new agenda is people-centred, universal, transformative and integrated. It calls for action by all countries for all people over the next 15 years in five areas of critical importance: *people, planet, prosperity, peace and partnership*. The agenda recognises that ending poverty must go hand-in-hand with a plan that builds economic growth and addresses a range of social needs, while tackling climate change.



7.2 National directives

7.2.1 National development Plan (NDP)

National Development Plan (2012) – Calls for a decent standard of living for all communities by 2030.

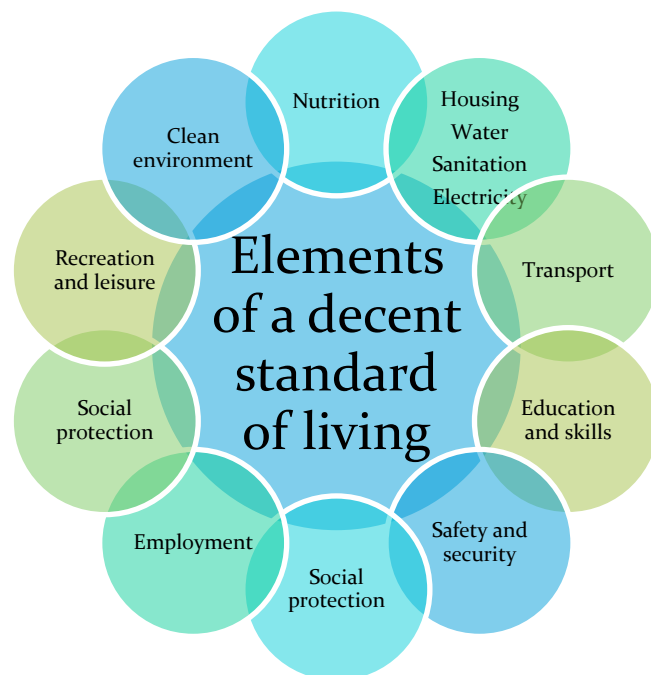


Figure 18: National Development Plan goals

IMPLEMENTING THE NDP

Medium Term Strategic Framework (MTSF)

The implementation of the NDP is being fast-tracked through the Medium-Term Strategic Framework, a five-year programme.

The Medium-Term Strategic Framework is government’s five-year implementation plan of the NDP, covering the period 2019-2024 and has 7 priority outcomes. The outcomes cover the focus areas identified in the NDP and Government’s electoral mandate.

The seven (7) priority areas of the 2019-2024 MTSF are:

Priority 1: A capable, ethical and developmental

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state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world.

The MTSF's structure is therefore the following:

- 7 Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

The monitoring framework monitors the outcomes, indicators and targets towards the achievement of priorities and will be used to enhance and include other monitoring tools such as Frontline Monitoring, Citizen Based Monitoring, Izimbizo, Presidential Hotline amongst others.

7.2.2 Back to Basics (B2B approach)

The 'Back to Basics' approach for Local Government was introduced at a Presidential Local Government Summit held on 18 September 2014 at the Gallagher Estate in Midrand, Johannesburg.

The impetus for the Summit was the need identified to improve the functioning of municipalities to better serve communities by getting the basics right.

To monitor the implementation on the B2B approach each municipality in the Country is required to quarterly submit the performance monitoring and reporting template to COGTA on the work of municipalities as directed by the Back to Basics approach.

Overstrand Municipality submits the quarterly reporting template to the National Department of Cooperative Governance and Traditional Affairs (COGTA). The B2B reporting has since ceased due to its incorporation into the Circular 88 quarterly reporting to COGTA.

7.2.3 District Development Model (DDM) and One Plans

Announcing the **District-Based Development Model** during the State of the Nation Address in June 2019, President Ramaphosa said the approach would focus on the 44 districts and eight metros to speed up service delivery, ensuring that municipalities are properly supported and adequately resourced.

This joint work is expressed through the formulation and implementation of a **“One Plan” which is a long-term strategic framework guiding investment, service delivery and development** in relation to each of the district and metropolitan spaces.

According to the Presidency, a pattern of operating in silos was a challenge identified by government that led to lack of coherence in planning and implementation and made monitoring and oversight of government's programme difficult.

7.3 Provincial directives

7.3.1 Provincial strategic goals

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2019-2024 builds on the firm foundations that were put in place during the last two terms of office.

This vision is expressed in the five strategic priorities identified for 2019-2024, Vision-inspired Priorities.



Figure 19: Western Cape Provincial strategic goals, 2019 -2024

The Western Cape Provincial Government developed an economic recovery plan in response to the Covid-19 pandemic. This plan supports the

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Provincial Strategic Plan (PSP) the Premier tabled at the opening of Parliament earlier this year (2020). The recovery plan focuses on three key areas; jobs, safety and wellbeing.

7.3.2 Western Cape Joint Planning Initiative (JPI's)

With the introduction of the District Development Model (DDM) approach by President Ramaphosa in the latter part of 2019 the Western Cape JPI's initiative ceased and is now incorporated into the Joint District Approach (JDA).

7.3.3 Western Cape Joint District and Metro Approach (JDMA)

In the Western Cape, national government's District Development Model is implemented through the **Joint District and Metro Approach (JDMA)**.

The JDMA is a team-based approach in each district and the metro that will result in a single implementation and support plan. Each district and the metro will have a team that includes each local municipality, the district municipality, all provincial departments, and relevant national departments. The JDMA will speed up service delivery and organise support to strengthen the capacity of municipalities. It will ensure that government services respond to the needs that have been identified with local communities. A JDMA Integrated Implementation Plan will be developed for each district/ metro every year (*Source: Western Cape Strategic Plan, 2019-2024*).

The Overberg Joint District and Metro Approach (JDMA) is functional and championed by the Western Cape Department of Local Government. Furthermore the Overberg District JDMA is administratively supported by the District Municipal Managers forum (DCF tech) and politically by the District Coordinating Forum (DCF) (comprising the Overberg Mayors).

Extracts: Overberg District Joint District/ Metro approach (JDMA) Status Report as at 28 February 2022

The Municipal Interface Team (MIT) was constituted in the Overberg and consists of representatives from

all municipalities, National and Provincial government departments, other stakeholders and are functioning effectively. Regular meetings are taking place to ensure that projects maintain their momentum and implementation are monitored.

The Team consists of the following members:

Department	Name of Official
National Department and other Partners	
Water and Sanitation	John Roberts
Agriculture, Land Reform and Rural Development	Esmeralda Reid
South African Police Services (SAPS)	Brigadier Donovan Heilbron
National Public Works and Infrastructure	Singatha Maholwana
Department of small business development	Winston Baatjies
Provincial Departments	
Agriculture	Japie Kritzinger (Head Office)
Social Development	Dianne de Bruyn (District)
Public Works	Nicky Brown (Head Office)
Health	Wilhelmina Kamfer (District)
Community Safety	Fuad Davis (Head Office)
Human Settlements	Elmay Pelsler (Head Office)
Provincial Treasury	Malcolm Booysen (Head Office)/ Steven Kenyon (Head Office)
Education	Lance Abrahams Gerrit Coetzee (Head Office) Hillary Smith
Economic Development	John Peters/ Fayruz Dharsey/ Johann Bester (Head Office)
Environmental Affairs & Development Planning	Helena Jacobs (Primary) Thea Jordan (Alternate) Project specific representatives: Lance Mcbain-Charles, Belinda Langenhoven (Waste Management) Keshni Rughoobeer & Raudhiyah Sahabodien (Development Facilitation and Spatial)
Municipalities	
Overberg District Municipality	Patrick Oliver
Swellendam	Annaleen Vorster
Overstrand	Rochelle Louw
Cape Agulhas	Tracey Stone
Theewaterskloof	Wilfred Solomons-Johannes
Established Committees	
Economic Cluster (Chaired by Solomzi Madikane)	
IDP Cluster (Chaired by Nikki Du Plessis; Support: Charmaine Mabasa)	

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JDMA PROJECT STATUS AS AT 28 FEBRUARY 2022

Following the support by the District Coordinating Forum (DCF – comprising Overberg Mayors), the Interface Team commenced with the

implementation of the various projects in the Overberg. As at 28 February 2022, project implementation status can be reported as follows:

- **Projects Completed**

Name of Project	Project Description
Establishment of a Safehouse in Cape Agulhas Municipality	<ul style="list-style-type: none"> • Best practice completed and shared with other JDMA groups. • Safe house remains operational and service offerings will now be further expanded to include gender-based violence programmes.
Safety strategy for the District	Community Safety and Security and Disaster Risk Management Plans are in place and operational.
Project funding List	<ul style="list-style-type: none"> • Summary of all Provincial Funding available to municipalities prepared and shared with municipalities which aided in budgeting and planning processes • An updated project list was circulated to municipalities. • Quarterly progress reports reflecting expenditure was circulated to all Municipal Managers.
Explore SMME, entrepreneurship development and job creation projects	<ul style="list-style-type: none"> • A SMME booklet was developed and was workshopped with SMME's
Red tape reduction strategies developed in consultation with all municipalities and distributed	<ul style="list-style-type: none"> • Individual sessions with all Local municipalities were completed and specific challenges identified was addressed. • Where additional needs arise – the team is available to provide such support.
Eradicate alien vegetation:	<ul style="list-style-type: none"> • The Department of Agriculture appointed 7 alien clearing contractors across the district, and they started with clearing in November 2020. – project ongoing.
Geohydrological Study of the status of boreholes	<ul style="list-style-type: none"> • CAM and TWK completed. The reports revealed the status of boreholes, post the drought and a subsequent wet year. • Positive feedback received about the impact of this project.
Expand on Rail Infrastructure	<ul style="list-style-type: none"> • Upgrade rail network from Somerset West to Grabouw: complete.
High Mast Lighting	<ul style="list-style-type: none"> • High mast lighting in Grabouw and Hermanus constructed and functional.
Funding secured and construction completed for a waste transfer station:	<ul style="list-style-type: none"> • Greyton and Genadendal completed.
Expand the fire function (New fire station and training of 100 officials) (NEW)	<ul style="list-style-type: none"> • Training Centre completed.

Table 79: Overberg District JDMA Status Report as at 28 February 2022, Projects completed

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• Projects Commenced & Under Way

Name of Project	Project Status
<p>Research to increase the yield of the Buffeljags irrigation system:</p>	<ul style="list-style-type: none"> • A service provider (Zutari) was appointed to undertake the pre-feasibility study on behalf of the WCDoA. • The Steering Committee held an inception meeting on 2 December 2021 with the service provider to initiate the start of the Pre-feasibility Study. A draft inception report has been finalised. • At the latest Steering Committee meeting held on 1 March 2022, the Service Provider presented 28 options which could result in increasing the storage and yield capacity of the Buffeljagsdam. <ul style="list-style-type: none"> ◦ A shortlist of 13 options will now be further explored with all relevant stakeholders. • The Project is progressing well.
<p>Upgrade rail access for fruit and flowers from the Overberg DM into the Cape Town Port for export purposes:</p>	<ul style="list-style-type: none"> • Phase 1: expand and upgrade the rail section between Somerset West and Grabouw (completed in the 19/20 year). • Phase 2: transform existing sheds/warehouses on the Elgin station into cooling facilities. Tender closes mid-April 2022. • Phase 3: <ul style="list-style-type: none"> ◦ Create additional smaller stations/loading facilities where farmers can drop/load produce onto the rail facilities. ◦ Upgrade the railway into Swellendam and further expansion into Cape Winelands. • Progress to date: <ul style="list-style-type: none"> ◦ A meeting was held on 15 February 2022 with Transnet Freight Rail to discuss progress on this project and confirmation received for on-going support for this initiative. ◦ A further site visit will be scheduled with Dutch delegation in April to further explore possible areas of collaboration.
<p>Secure new educational opportunities where land have been secured and budgets confirmed:</p>	<ul style="list-style-type: none"> • Grabouw Primary School: Through the JDMA structures, the Municipality in collaboration with the Department of Education and the Department of Public Works were able to agree on a land swap to release land for the development of a new primary school. • Latest update: The DTPW has issued the TWK Municipality with a formal offer which the Municipality will respond to once the matter has served before its council.

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Name of Project	Project Status
	<ul style="list-style-type: none"> • Due to a difference in the value of the two properties, the TWK Municipality was asked to look for additional land to supplement their property offering. • TWK presented 3 land options to supplement their offer of which DTPW selected 2 options. • All paperwork has been completed for the item to be tabled in Council. (The land involved in the swop will further be used for the expansion of health facilities and an ambulance station.) • As soon as approval from Council is received, the required due diligence steps will unfold. • Overstrand High School: <ul style="list-style-type: none"> ○ Overstrand Technical High School is supported by Dept of Education and DTPW. ○ Department of Education budgeted R5m for 2021/22 for planning. ○ Ongoing discussions to determine the best suited land for the school. – options being considered.
Drug Rehabilitation Facility	<ul style="list-style-type: none"> • Due to reprioritising of funding by DSD, other alternative options will be explored for the Drug Rehabilitation Facility project in the Overberg. The Drug Rehab Centre remains a priority project in the Overberg. • A formal request was done for the Dennehof property to be transferred to the Overberg District Municipality. • In the short term: DSD will be using the safehouse network facilities for out-patient treatment to assist rehab patients. DSD presented the available options at the recent DCF Tech.
Zwelihle Youth Centre:	<ul style="list-style-type: none"> • Human Settlements are in early planning stages for Schulphoek and development of Conceptual Development Framework making provision for a possible development of community facilities and/or a multi-purpose centre. • Meeting held between Premier, and Mayor, agreed to tentative programme: • Occupancy survey to be conducted. Once completed, the results will determine the way forward for the project.
Safe House Network:	<ul style="list-style-type: none"> • Project registered on District Safety Forum • The bigger strategic intent: To build a network of safehouses across the Overberg as a safe haven for women and children.

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Name of Project	Project Status
	<ul style="list-style-type: none"> • DSD will also use these facilities for out-patient treatment to assist rehab patients. • Project Supported by SAPS • Pilot the roll-out of gender violence programmes (CAM to pilot)
Safety projects	<ul style="list-style-type: none"> • Safety plan is in place. Will be reviewed 2021/22. • R2.1 million secured and allocated for the District Safety Forum Projects to strengthen existing structures and provide training and mediation.
Project to eradicate alien vegetation:	<ul style="list-style-type: none"> • DEA&DP updated and circulated the Western Cape Alien Invasive Species Strategy as well as Ecological Infrastructure Investment Framework (EIF) and catchment prioritisation report. • No funding available currently. • Support documentation was updated and re-circulated. Programs are in place and in line with the EIF objectives
ECD support programme:	<ul style="list-style-type: none"> • New ECD Registration Framework to be rolled out to the nominated areas Villiersdorp, Grabouw, Bredasdorp, Zwelihle. Dates to be confirmed by DSD • The completed registration framework was submitted to all JDMA municipal reps.
Waste Management: Operation of Cape Agulhas and Swellendam Landfill Sites – discussions ongoing:	<ul style="list-style-type: none"> • CAM is committed to the move to the Karwyderskraal regional waste site in the next 4-5 years. • TWK has an agreement in place to utilise the Karwyderskraal regional waste site. • Swellendam confirmed that they are still considering other options/alternatives and therefore cannot commit to the move to Karwyderskraal at present. <ul style="list-style-type: none"> ◦ A waste project meeting took place on 9 February 2022 to discuss the status of signed agreements for Karwyderskraal as well as the status of the overall waste management portfolio. Project is ongoing.
Design and implement an Asset care Programme - DBSA:	<ul style="list-style-type: none"> • Asset Care tender document is being prepared. <ul style="list-style-type: none"> ◦ Swellendam: An amount of R1m was allocated. ◦ Cape Agulhas: An amount of R800 000 for phase 1 • Revenue Enhancement <ul style="list-style-type: none"> ◦ Swellendam: R4m allocated for Revenue enhancement.
Funding was allocated to the Overberg District for the moving and eradication of outside toilets in Railton and Genadendal (Rectification Project) amounting to:	<ul style="list-style-type: none"> • Business plans have been developed by the respective municipalities and submitted to DWS for further funding related to sewerage infrastructure.

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Name of Project	Project Status
<ul style="list-style-type: none"> • Swellendam – R799 000 • Theewaterskloof – R1000 000 	<ul style="list-style-type: none"> • A TPA between the District and local municipality was drafted and submitted to the District. • Swellendam to provide co-funding for the project • Theewaterskloof in the process of a full assessment/ enumeration process for the project. • Meeting held with Human Settlements on Thursday 10 February 2022 resolved that HS engineers will conduct a site visit together with Municipal officials to determine the estimated cost to finalise the project. Possible co-funding support from HS secured.
<p>Container Park in Swellendam:</p>	<ul style="list-style-type: none"> • DEDAT secured R2.2m to Swellendam Municipality for the development in Smitsville. • The TPA is signed, and implementation has been initiated. • A Supplier Development workshop was hosted between the District and Swellendam Municipalities on 11 November 2021 to inform prospective beneficiaries. • Consultant appointed – in SCM for Barrydale container park • Progress to date: • First tranche payment made to Swellendam municipality from DEDAT in December 2021 • Second payment to be made in February 2022 • Management contractor appointed to oversee construction of the project appointed in Jan 2022 • Second contractor to finalise construction to be appointed by March 2022 • Departments involved: <ul style="list-style-type: none"> ○ DEDAT ○ Swellendam Municipality ○ SEDA will be co-opted .
<p>Shared Services project – Pound for stray animals</p>	<ul style="list-style-type: none"> • CAM, TWK and Overstrand confirmed to take part in the project. • The project to cover both the “pound section” as well as an “LED component”. • The TPA between the District and local municipalities was drafted and circulated to District. • Funds have been transferred to the District. • The DLG legal team in process to amend and update the current by-law and policies. Meeting was held 18 March 2022 to provide support in this regard.
<p>Water Security: Desalination plant, Hermanus</p>	<ul style="list-style-type: none"> • According to NPW the Regional Office has decided to re-submit the request for the Servitude.

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Name of Project	Project Status
	<ul style="list-style-type: none"> A follow up meeting will be scheduled with NPWI and the Overstrand Municipality to discuss progress.
New Public Transport Interchange – Cape Agulhas Municipality	<ul style="list-style-type: none"> RSEP Application is being considered (DEAD&P) Feedback by the end of the current financial year.
Funding for upgrading of Resorts	<ul style="list-style-type: none"> Funding for this project has been reprioritised due to challenges experienced with regards to Covid-19 Lockdown.
Small Harbour: Hermanus	<ul style="list-style-type: none"> A meeting is scheduled for 15 March 2022 with WESGRO to discuss a possible waterfront development.

Table 64: Overberg District JDMA, Projects under way as at 28 February 2022

- Projects not yet started**

Due to non-availability of funding the following project must still be initiated:

- Explore initiatives to address financial sustainability of municipalities
- Upgrading of the electricity network in Villiersdorp area
- Financial Contribution towards the repairs of the Grabouw Traffic Centre
- Suiderstrand road, Cape Agulhas Municipality.

UNDERSTANDING THE NEEDS OF THE COMMUNITY

The Municipal Interface Team members attended the IDP meetings in all the Local Municipalities as part of the JDMA consultation process, to get a better understanding of the needs and requirements of all communities. The Interface Team also met with the respective IDP Managers of Municipalities to further refine the outcomes of the IDP consultation sessions. This information/intelligence was used as a valuable starting point in identifying catalytic projects to be included in the 2021/22 JDMA Implementation Strategy.

JDMA “PROJECT LONG LIST”

Following the community meetings and the meetings that took place with the IDP Managers, municipalities had the opportunity to identify potential projects (“long list”) that are of a catalytic nature and will have the greatest potential impact on the Overberg and its people, to be considered for inclusion in the Overberg JDMA Implementation Strategy for the 2021/22 year. The following evaluation criteria was developed to independently evaluate projects. This evaluation criteria aims to facilitate an independent assessment of the proposed projects and enable the team to identify and prioritize the projects for final consideration.

Criteria	Weighting allocated (out of 2)
Does it respond to urbanization and growth requirements?	2
Does it positively contribute to disaster risk and vulnerability resilience?	1
Can it attract other funding/growth/investment/development opportunities?	2
Is it a Strategic non-operational project that have a District wide impact?	2
Collaboration required to implement projects of a transversal nature where no clear driver is identified?	2
Does it have a direct impact on the lives and wellbeing of people?	2
Does it assist small business directly?	1
Does it create sustainable jobs?	2
Does it have a direct impact on Spatial restructuring and transformation?	2
Does it provide access to basic service provision?	2
Sustainable safer collaborative communities?	2

PRIORITY PROJECTS (PER MUNICIPALITY) AFTER COMPLETION OF CRITERIA

The Interface Team agreed that the final selection of projects, from the priority list, will form part of the JDMA Implementation Strategy to be considered and confirmed by the JDMA Lead and the Municipal Managers at a DCF Tech level.

Note: Only Overstrand Municipality information included here.

Overstrand Municipality

Name of Project	Supporting Dept	Provincial Priority	DDM Priority
Upgrading of Kleinmond clinic (Proteadorp) to a day hospital with ambulance facilities	Health	Wellbeing	Integrated Service Provisioning
Zwelihle Youth Centre	DSD TPW Private Sector DLG (Thusong) Human Settlements	Wellbeing	Integrated Service Provisioning
Upgrading and new storm water network in Rooi Els, Pringle Bay, Betties Bay	MIG DLG DWS DBSA	Jobs	Infrastructure Engineering
Highmass Lights for new informal settlement in RSE	DLG	Safety	Infrastructure Engineering
Upgrade Kleinmond Fire station	TPW District JOC Provincial Fire (DLG)	Safety	Integrated Service Provisioning

Table 65: Overstrand Municipality, draft proposed JDMA projects for 2021/22 financial year

OVERBERG JDMA IMPLEMENTATION PLAN: ADOPTION OF THE PLAN

The Draft Overberg Implementation Strategy, complete with a long list of proposed catalytic projects as prepared by the Interface Team, is now ready for consideration by the DCF Tech and endorsement by the District and support by DCF, who will engage submissions made and make a final decision to endorse specific projects. The District Executive Mayor is to sign off the final document, after adoption by the DCF.

7.4 District directives

The Overberg district executes its coordinating role through convening the District IDP Managers Forum and District IDP Representative/Public Participation (PP) Communication Forum meetings.

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7.5 Alignment of Global, National, Provincial and District directives

Table 66: Alignment of government initiatives

GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
<p>1: End poverty in all its forms everywhere;</p> <p>2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	<p>Economy and Employment (chapter 3)</p> <p>Social protection (chapter 11)</p>	<p>Economic transformation and job creation</p> <p>Consolidating the social wage through reliable and quality basic services</p>	<p>Growth and jobs</p> <p>Empowering people</p>	<p>1. Get the basics right</p> <p>1.1 Ensure there is clean water and a sanitary environment for every community</p> <p>1.2 Provide a hygienic environment to live and play</p> <p>1.3 Give residents their power back</p> <p>1.4 Create and maintain public spaces for all to enjoy</p> <p>4. Bring jobs and investment to the local economy</p>	<p>To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy</p>	<p>The promotion of tourism, economic and social development</p>	<ul style="list-style-type: none"> - Create temporary employment through the EPWP program. - Support the informal sector. - Participate in the Community Work Program (CWP) that generates income to households. - Indigent subsidies to qualifying households. - Entrepreneur development and support - Promote early childhood development - Want to support food security programmes. - Promote home food gardening i.e. one hectare per household. - Implement- Cost and Ease of doing business with Overstrand (1 of Mayors' 3 C's)

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
3: Ensure healthy lives and promote well-being for all at all ages	Health care for all (chapter 10)	Education, skills and health	Safe and Cohesive communities Empowering people	1. Get the basics right 1.1 Ensure there is clean water and a sanitary environment for every community 1.2 Provide a hygienic environment to live and play 6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The promotion of tourism, economic and social development The provision and maintenance of municipal services	<ul style="list-style-type: none"> - Roll out of an Employment Wellness programme. - Rolling out of annual recreational events; Occupational Health programmes in communities and amongst staff. - Host sport events - Local Drug Action Committee established - Roll out of community cleaning projects engaging local service providers.
4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Improving education, training and innovation (chapter 9)	Education, skills and health	Empowering people Innovation and culture		To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	The promotion of tourism, economic and social development	<ul style="list-style-type: none"> - Developing youth focused support in partnership with the National Youth Development Agency (NYDA). - Participating in a NYDA/ NSFAS student recruitment drive. (Application for free education) - Lobby the Department of Education to establish entrepreneur High school. - Development of strategies linked to projects for vulnerable groupings <ul style="list-style-type: none"> - (A special focus on ECD), pilot after

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
							<ul style="list-style-type: none"> - school program; Coordinate learnerships for skills development.
5: Achieve gender equality and empower all women and girls	Social protection (chapter 11)		<p>Safe and cohesive communities</p> <p>Empowering people</p>	7. Govern in the interest of people	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The promotion of tourism, economic and social development	<p>Implement Municipal Employment Equity plan</p> <p>Partake in 16 days of activism campaign</p>
6: Ensure availability and sustainable management of water and sanitation for all	Environmental sustainability and resilience (chapter 5)	Spatial integration, human settlements and local government	<p>Growth and jobs</p> <p>Innovation and culture</p>	<p>1. Get the basics right</p> <p>1.1 Ensure there is clean water and a sanitary environment for every community</p> <p>1.2 Provide a hygienic environment to live and play</p>	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The provision and maintenance of municipal services	<p>Effective Development of Municipal Infrastructure</p> <ul style="list-style-type: none"> - Comprehensive Bulk infrastructure Master Plan (Water & Sanitation) <p>Effective Management, Operation and Maintenance of Municipal Infrastructure</p> <p>Continue to</p> <ul style="list-style-type: none"> - Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries) - Water Services Development plan (including water loss management)
7: Ensure access to affordable, reliable, sustainable and	Environmental sustainability and resilience (chapter 5)	Spatial integration, human settlements and	Growth and jobs	1. Get the basics right	To ensure the well-being of all in the Overberg through the provision of	The provision and maintenance of	<p>Effective Development of Municipal Infrastructure</p> <ul style="list-style-type: none"> - Electricity Master Plan

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
modern energy for all		local government	Innovation and culture	1.3 Give residents their power back (Eskom loadshedding)	efficient basic services and infrastructure	municipal services	Effective Management, Operation and Maintenance of Municipal Infrastructure - Continue to: Implement maintenance plans (roads reseal, potholes, storm water, mechanical, electrical and telemetry installations, parks, amenities, water meters, cemeteries)
8: Promote sustained, inclusive and sustainable economic growth , full and productive employment and decent work for all	Economy and Employment (chapter 3)	Economic transformation and job creation Spatial integration, human settlements and local government	Growth and jobs Empowering people	2. Build world class roads and public transport 4. Bring jobs and investment to the local economy	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	The promotion of tourism, economic and social development	- Creation of an environment conducive for LED. - Implement a contractor development programme - Promote and support entrepreneurship and innovation. - Capacity development programmes, mentoring and linkages to grow and develop business skills. - Introduction of a multi-stakeholder programme to access livelihoods and providing information. - Promote Investment in high production sectors. - Implement the PPPFA

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
							<p>regulations.</p> <ul style="list-style-type: none"> - Commit to the process of Red Tape reduction for the ease of doing business. - Operating a walk-in centre to access information. - Implement and cooperate on the Youth Accord to create opportunities for young people. - Implement- Cost and Ease of doing business with Overstrand (Mayors' 3 C's)
9: Build resilient infrastructure , promote inclusive and sustainable industrialization and foster innovation	Economic infrastructure (chapter 5)	Economic transformation and job creation	<p>Growth and jobs</p> <p>Mobility and spatial transformation</p> <p>Innovation and culture</p>	<p>2. Build world class roads and public transport</p> <p>4. Bring jobs and investment to the local economy</p>	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The provision and maintenance of municipal services	<ul style="list-style-type: none"> - Municipality currently has no resources to provide external ICT infrastructure.
10: Reduce inequality within and among countries	Nation building and social cohesion (chapter 15)	<p>Economic transformation and job creation</p> <p>A capable, ethical and developmental state</p>	Empowering people	7. Govern in the interest of people	To ensure good governance practices by providing a democratic and pro-active accountable government and	The promotion of tourism, economic and social development	<ul style="list-style-type: none"> - Promotion of BBBEE - Entrepreneurship development - Support of local service providers through SCM (Supply Chain Management) process - Skills training offered as

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
		A better Africa and world			ensuring community participation through IGR structures		part of the EPWP. - Adopt an empowerment policy to be implemented across directorates. - Engage SMMEs in productive work.
11: Make cities and human settlements inclusive, safe, resilient and sustainable	Building safer communities (chapter 12)	Spatial integration, human settlements and local government Social cohesion and safe communities	Mobility and spatial transformation Safe and cohesive communities	3. Be tough on crime and tougher on causes of crime	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Effective public safety and disaster management: - The implementation of integrated Law Enforcement operations with SAPS to prevent crime as well as Provincial Traffic to promote traffic safety. - Joint operations between Traffic and Law Enforcement in order to address by-law & traffic violations. - Procedures for both pro-active disaster prevention, and re-active disaster response and mitigation phases Implement- Crime Prevention & Law Enforcement (Mayors' 3 C's)
	Transforming Human Settlements (chapter 8)			5. Collaborate for sustainable housing	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The promotion of tourism, economic and social development	Development of sustainable human settlements: - Update and implement the five year housing master plan.

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
12: Ensure sustainable consumption and production patterns	Environmental sustainability and resilience (chapter 5)	A capable, ethical and developmental state	Innovation and culture		To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure		Performance Management System in place; Monitor performance of contractors (contract management).
13: Take urgent action to combat climate change and its impacts	Environmental sustainability and resilience (chapter 5)	A capable, ethical and developmental state	Safe and cohesive communities Innovation and culture Mobility and spatial integration	6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Promote and support recycling Implementation of Overstrand's Small Scale Embedded Generation Guidelines Develop a Climate Change response strategy
14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development (Life below water)	Environmental sustainability and resilience (chapter 5)	A capable, ethical and developmental state	Growth and jobs	6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Promote and support recycling
15: Protect, restore and promote sustainable use of terrestrial ecosystems , sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Environmental sustainability and resilience (chapter 5)	A capable, ethical and developmental state	Safe and cohesive communities	6. Adopt a holistic approach to keeping communities in good health	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	The creation and maintenance of a safe and healthy environment	Effective Environmental Management - Implement the Environmental Management Overlay Plan Effective Fire and Disaster Management Implement the Fire and Disaster Management Plan Develop and implement the Fire and Disaster

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GLOBAL Sustainable Development Goals (SDG's)	NATIONAL		PROVINCIAL WC Strategic Plan 2019-2024	<u>2021/2026 Local Government Term: "Political" guidance</u>	DISTRICT Overberg District Municipality IDP objective 2022/2027	LOCAL Overstrand Municipality IDP objective 2022/2027	Municipal response (Actions)
	National Development Plan (NDP) (2013)	Medium Term Strategic Framework (MTSF) (2019-2024)					
(Life on land)							Management Policy
16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Nation building and social cohesion (Chapter 15)	Social cohesion and safe communities	Safe and cohesive communities	7. Govern in the interest of people	To attain and maintain financial viability and sustainability by executing accounting services in accordance with National policy and guidelines To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures	The provision of democratic, accountable and ethical governance	Sound municipal administration / institutional development - Legal compliance and governance structures - Clean administration. Encourage structured community participation in the matters of the municipality - Public participation policy developed - Ward committee rules developed and reviewed as needed. Implement – Communication (Mayors' 3 C's)
	Building a capable and developmental state (Chapter 13)	A capable, ethical and developmental state					
	Fighting corruption (chapter 14)						
17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	South Africa in the region and the world (chapter 7)	A capable, ethical and developmental state A better Africa and World	Innovation and culture	7. Govern in the interest of people	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR structures	The encouragement of structured community participation in the matters of the municipality	Effective co-operative government within the Constitutional mandate Implement – Communication (Mayors' 3 C's)

7.6 Provincial Government departments investment footprint in Overstrand Municipal area

The Western Cape Government departments will be spending **R2.885 billion or (3.7 per cent)** of the 2022/23 provincial budget in the Overberg District.

Overberg District: 2022/23 Provincial budget in local municipal areas (R'000)

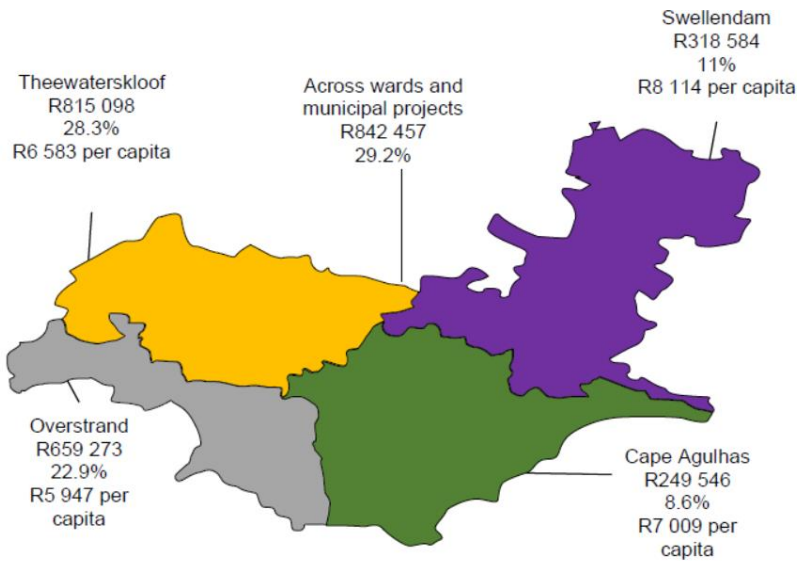


Figure 32: Provincial government investment in the Overberg district, 2022/23

Source: Western Cape Government, *Overview of Provincial Revenue and Expenditure, 2022*

As per figure 32 above, in 2022/23 the provincial spending in the **Overstrand Municipal area** will amount to **R659 273 million** and it represents **22.9 per cent** of the total provincial government spending in the Overberg District for the said period.

The outer year provincial government allocations to Overstrand Municipality amounts to R591 479 million in 2022/24 and R568 284 million in 2024/25 respectively.

Over the 2022/23 MTREF period (2022/23 – 2024/25) a total of **R1 159 billion** will be spent by the Western Cape provincial government in the Overstrand municipal area.

Estimated public expenditure on infrastructure over the MTREF (2022/23 – 2024/25)

For Overstrand Municipality the planned infrastructure investment over the three-year MTREF period amounts to **R755.7 million** (Source: *Western Cape Provincial Infrastructure Reporting Model 9IRM*) as of 3 March 2022).

Note: Your attention is drawn to the fact that the infrastructure projects and related capital projects are in various different stages of implementation, with some being in the planning phase, others in implementation with construction happening, and some are in the process of being finalized and therefore in the 'close-out' phase. The information may be subject to change, depending on fiscal constraints and the availability of resources.

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Summary of Provincial Infrastructure Projects & Programmes in Overstrand Municipality for the MTEF period 2022/23 – 2024/25

Department	No of Projects	Value of Projects and Programmes (R'000)					MTEF Total
		Infrastructure Transfers - Capital	New or Replaced Infrastructure	Non-Infrastructure	Rehabilitation, Renovations & Refurbishment	Upgrading and Additions	
DEA&DP (Cape Nature)	1	R0	R0	R0	R0	R1 000	R1 000
Education	1	R0	R41 000	R0	R0	R0	R41 000
Health	4	R0	R0	R1 044	R0	R602	R1 646
Human Settlements	11	R221 060	R0	R0	R0	R0	R221 060
Transport and Public Works	4	R0	R0	R0	R481 018	R10 000	R491 018
Grand Total	21	R221 060	R41 000	R1 044	R481 018	R11 602	R755 724

Table 67: Summary – Infrastructure projects in Overstrand Municipality over MTEF period 2022/23 – 2024/25

List of funded Provincial Infrastructure Investment Projects and Programmes in the Overstrand Municipality for the MTEF period 2022/23 – 2024/25

Department	Nature of Investment	Project ID	Project Name	MTEF Total (Rand)
Health	Upgrading and Additions	51177	Hermanus - Hermanus Hospital - New Acute Psychiatric Ward	R70 000
Health	Non-Infrastructure	51171	Gansbaai - Gansbaai Clinic - HT - Upgrade and Additions	R444 000
Health	Upgrading and Additions	16870	Gansbaai - Gansbaai Clinic - Upgrade and Additions (Alpha)	R532 000
Health	Non-Infrastructure	192073	Pearly Beach - Pearly Beach Satellite Clinic - HT - General maintenance (Alpha)	R600 000
DEA&DP (Cape Nature)	Upgrading and Additions	205892	Walker Bay Fence	R1 000 000
Human Settlements	Infrastructure Transfers - Capital	206641	Hawston Sea Farms (sites) IRDP	R1 000 000
Human Settlements	Infrastructure Transfers - Capital	200551	Kleinmond Overhills (378 sites) UISP	R1 000 000
Human Settlements	Infrastructure Transfers - Capital	206640	Hermanus Afdakrivier (land acquisition) IRDP	R6 000 000
Human Settlements	Infrastructure Transfers - Capital	206561	Wet Cores - Gansbaai Masakhane (wet cores) UISP	R6 000 000
Human Settlements	Infrastructure Transfers - Capital	200443	3641-01 - Mount Pleasant Development (215 services) IRDP	R8 260 000
Human Settlements	Infrastructure Transfers - Capital	200553	3639-xx01 - Hermanus Schulphoek (professional fees) UISP	R10 000 000
Transport and Public Works	Upgrading and Additions	3888	Buffeljagsbaai DM	R10 000 000
Human Settlements	Infrastructure Transfers - Capital	200549	3005-01 - Zwelihle (836 tb red 802 services) UISP	R17 820 000

▶ CHAPTER 7: GOVERNMENT POLICIES AND DIRECTIVES

Department	Nature of Investment	Project ID	Project Name	MTEF Total (Rand)
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	198015	C1000.1 Hermanus -Gansbaai	R25 228 000
Human Settlements	Infrastructure Transfers - Capital	200550	3090-03 - Gansbaai South Masakhane (1569 red 1184 services) UISP	R27 720 000
Human Settlements	Infrastructure Transfers - Capital	200441	3090-07 - Gansbaai South Masakhane (295 units) IRDP4	R39 000 000
Education	New or Replaced Infrastructure	188292	Hermanus Technical OBTSS1 Tech S	R41 000 000
Human Settlements	Infrastructure Transfers - Capital	200440	3021-02 - Stanford West (650 incl 783 units) IRDP	R49 400 000
Human Settlements	Infrastructure Transfers - Capital	200442	3090-xx06 - Gansbaai Blompark (544 units) IRDP	R54 860 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	194686	C838.6 Caledon -Sandbaai	R95 790 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	189940	C1000 Hermanus -Gansbaai	R360 000 000
GRAND TOTAL				R755 724 000

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS – HIGH LEVEL SUMMARIES▶

CHAPTER 8

OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES

A core component of an IDP is the inclusion and integration of the sector plans mentioned in section 26 (e-h) of the Municipal Systems Act (MSA). (Refer to Chapters 9-12 of this IDP)

In the revised IDP framework of COGTA (2012) these sector plans are grouped into two main categories, namely sector plans providing **overall development vision** of the municipality and sector plans that are **service oriented**.

a). Sector plans providing for the overall developmental vision of the municipality:

Most of these sector plans provide socio-economic vision and transformation - they are mandatory as required by the Municipal Systems Act. In terms of the MSA (Section 26) the following sector plans must be part of the IDP:

- Spatial Development Framework (SDF);
- Local Economic Development Plan (LED Plan);
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.

The compulsory sector plans that must be included in the IDP in terms of section 26 (e –h) of the Municipal Systems Act are discussed in Chapters 9-12 of this IDP.

b). Sector plans provided for and regulated by sector specific legislation and policies:

Various national legislations and policies provide for the development of **service delivery related sector plans** to regulate and guide the delivery of certain services in municipalities. These plans include amongst others:

- Water Services Development Plan (WSDP);
- Integrated Waste Management Plan (IWMP);
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS) / Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP);
- Sports and Recreation Plan, etc.

8.1 Overview of Sector and Operational Plans

SECTOR PLAN/ OPERATIONAL PLAN	CURRENT STATUS	IMPLEMEN- TING DIRECTORAT E	DUE FOR REVIEW
Water Services Development Plan (WSDP)	1 st Adopted, May 2009. Latest review approved by Council in May 2021.	Infrastructure & Planning	Next review to be tabled in Council in May 2022
Integrated Waste Management Plan (IWMP)	1 st Adopted, 28 May 2015	Infrastructure & Planning	2024/25
Local Integrated Transport Plan (LITP)	1 st Adopted, 2012	Infrastructure & Planning	2019/2020 Review still ongoing, Draft LITP in place
Overstrand Provincial Sustainable Transport Plan (Overstrand PSTP)	Adopted by Council on 31 October 2018	Infrastructure & Planning	No specific review date

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

SECTOR PLAN/ OPERATIONAL PLAN	CURRENT STATUS	IMPLEMEN- TING DIRECTORAT E	DUE FOR REVIEW
Integrated Human Settlement Plan	1 st Adopted, 2012	Infrastructure & Planning	Reviewed annually
Electricity Master Plan	1 st Adopted GB- 2005; HER – 2000; Kleinmond-2000	Infrastructure & Planning	2022 review in process, usually reviewed every 5 years unless there are major developments that need to be taken into account
Strategic Environmental Management Framework	1 st Adopted, June 2014	Infrastructure & Planning	Review complete
Air Quality Management Plan	1 st Adopted, May 2013	Infrastructure & Planning	Next review in 2022
Spatial Development Framework	1 st Adopted, 2006 Updated & approved May 2020	Infrastructure & Planning	Next review 2025
LED strategy	1 st Adopted, 2007	LED & Social Development & Tourism	Review in 2022/23
Overstrand economic recovery plan	Adopted, 24 February 2021	LED & Social Development & Tourism	2022/23
Disaster Management Plan	Adopted	Protection Services	Reviewed annually
Long term financial plan	1 st Adopted, May 2013	Financial Services	Reviewed annually
Pavement Management System	Updated May 2019	Community Services	Reviewed every 2 years

SECTOR PLAN/ OPERATIONAL PLAN	CURRENT STATUS	IMPLEMEN- TING DIRECTORAT E	DUE FOR REVIEW
Storm water master plans	In place	Infrastructure & Planning	No specific review date

Table 68: Overview of Overstrand sector and operational plans, February 2022

Climate change considerations in sector/master plans

Summary – How Overstrand's current master planning include climate change considerations?

Sector/Master plan	Climate change considerations
Water Services Development Plan (WSDP)	Climate change is discussed in the WSDP under water sources. Mitigation measures such as diversification of water sources and water demand management are discussed in the WSDP.
IWMP	Goals 3 & 4 of the IWMP has a link to the Overstrand IDF & SDF (2014 towards 2050) which refers to EO 4. Threats posed by climate change and natural disasters are reduced. Reference is also made the Western Cape Provincial Spatial Development Framework (March 2014) policy R4: Recycle and recover waste.
Electricity Master Plan	No considerations are currently made.
Integrated Human Settlement Plan	The planning and development of human settlements are informed by the strategic plans as adopted by the Municipality and linked to the strategies of the SDF which specifically incorporates climate change resilience strategies.
Local ITP	One of the strategic objectives on the Overstrand Provincial Sustainable Transport Plan is to increase NMT and public transport patronage and mode share,

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

Sector/Master plan	Climate change considerations
	along with technological advancements. This will help to reduce CO2 emissions, tackle climate change, and improve air quality.
Storm water master plans	Stormwater master plans and systems has/will be developed in line with currently environmental legislation and must be compatible with cultural and scenic landscapes. It will not involve the conversion of high potential agricultural land or compromise ecosystems.
AQMP	The following goals are listed in the AQMP: To ensure effective and consistent air quality management, linked to climate change response To engage with stakeholders to raise awareness with respect to air quality management and climate change response These goals forms part of the long term planning, for the implementation of the AQMP.
SEMF	The EMF identifies process areas linking areas of natural vegetation, wetlands and watercourses. These process areas support not only current ecological processes, but also makes provision for evolutionary processes to continue. It is anticipated that adequate spatial provision for such processes could help local biodiversity to the advent of future climate change.
SDF	The SDF incorporates climate change resilience through scenario planning, development plans and strategies which include the mapping of areas requiring dedicated strategies to adapt to climate change and mitigate the impact of climate change. This is done through biodiversity plans and

Sector/Master plan	Climate change considerations
	environmental overlay zones etc. Areas important for climate change resilience will require proper management and conservation through a range of mechanisms including land-use planning, environmental impact assessments, protected area expansion, and collaboration with industry sectors to minimize their spatial footprint and other impacts. The above principles have also been adopted as part of Overstrand Municipal Land Use Scheme as the Environmental and Heritage

This section will provide a high-level summary of the status of service-oriented sector plans to ensure the realisation of integrated development in the IDP

8.2 Water Services Development Plan (WSDP)

Status

The first WSDP for Overstrand Municipality was approved by Council in May 2009.

The latest version of the Overstrand WSDP was for 2019-2024, and was reviewed and approved by Council on 26 May 2021. The WSDP will again be updated and submitted to Council for approval in May 2022.

- The overarching objective of the WSDP is to progressively plan and ensure efficient, affordable, economical, and sustainable access to water services to all residents, to promote economic development.

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

Critical issues addressed in the WSDP are:

▪ Administration	▪ Water Resources Profile
▪ Demographic Profile	▪ Water Conservation and Demand Management Profile
▪ Service Level Profile	▪ Financial Profile
▪ Socio Economic Background Profile	▪ Institutional Arrangements Profile
▪ Water Services Infrastructure Profile	▪ Social and Customer Services Requirements Profile
▪ Operation and Maintenance Profile	▪ Needs Assessment
▪ Associated Services Profile	

Strategies to be implemented or recommendations from the WSDP for inclusion in the IDP are:

- The WSDP supports the overarching strategic goals of Overstrand Municipality, and all projects listed in the WSDP are therefore linked to a strategic goal of the municipality. The complete list of projects identified in the WSDP is included in the WSDP IDP Sector Input Report annexed to the IDP.
- The phased implementation of the Water and Sewer Master Plans, the continuation and extension of the Water Conservation and Water Demand Management Programme, and the successful continuation of the long-term support contract for the operation and maintenance of bulk water services infrastructure are some of the main water services goals.

The Executive Summary of the latest WSDP or Water Services IDP Sector Input Report is

available on the Overstrand Municipal Web Site under Strategic Documents.

8.3 Integrated Waste Management Plan (IWMP)

Status of the IWMP

The 2019/20 Overstrand IWMP was adopted on 27 May 2020.

Extract from the 5th generation IWMP of May 2020:

The **strategic objectives** for integrated waste management in Overstrand Municipality can be summarized as follows:

- To ensure that Waste Management in the Overstrand Municipal Area complies with South African and International environmental standards so that it is beneficial to industrial and agricultural growth and the public's right to a clean and healthy environment.
- To minimize the entrance of material of value into the waste system.
- To reduce all waste so that nothing of value nor anything that can decompose, gets disposed.
- To store, dispose or treat all waste that cannot be avoided nor reduced at licensed facilities with regular operational and environmental monitoring and in accordance with regulatory requirements.

For these strategic objectives to be met, a series of implementation instruments (**action plans**) will need to be implemented. The instruments are the following:

- Strengthened education, capacity and advocacy towards Integrated Waste Management;
- Improved integrated waste management planning and implementation for efficient waste services and infrastructure;

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

- Effective and efficient use of resources;
- Improved compliance with environmental regulatory framework.

The latest 5th generation IWMP is available on the Overstrand Municipality website, www.overstrand.gov.za/ strategic documents.

8.4 Integrated Transport Plan (ITP)

Status

The ITP was initially adopted in May 2012 and thereafter reviewed in May 2013. The 2019/20 review is in process. The Provincial Department of Transport and Transport Works is assisting municipalities to review their ITP's.

The 2019/20 review has been hampered by the COVID 19 pandemic and is still in progress. A draft Overstrand LITP is in place.

Transport needs emanating from the ITP include:

- Increase of capacity for main transport routes into, through and around towns and villages;
- Provision of regular and safe public transport on all the routes, including upgraded public transport facilities for commuters;
- A solution to seasonal problems of congestion and parking at popular local tourist destinations;
- Provision of facilities for non-motorised transport and the disabled;
- Increased road rehabilitation and maintenance.

Refer to Chapter 4, section 1.4. Roads, table for progress on the implementation of the ITP.

8.5 Integrated Human Settlement Plan

Status

Refer to the detailed Housing Master Plan discussion in Chapter 4 of this document.

8.6 Electricity Master Plan (EMP)

Status

The Electricity Master Plan is a planning document used to identify risks in the networks and aid in the planning and realizing of budgetary needs.

The first Electricity Master Plan for Gansbaai was compiled in 2005, Hermanus in 2000 and Kleinmond in 2000.

Gansbaai master plan with a period from 2019 to 2029 was updated in December 2019 with new cost estimates. The Hermanus and Kleinmond master plans were updated in December 2019 with a plan period of 2019 to 2039.

Critical issues addressed in EMP are:

- To make provision for future upgrades and improve networks.
- To comply with all relevant legislation.

Strategies to be implemented or recommendations from EMP for inclusion in IDP are:

- Implement the Electricity Master Plans over 25 year period. Implementation will be dictated by budget allocations.

8.7 Strategic Environmental Management Framework (SEMF)

Status

The SEMF was approved in June 2014, with the Integrated Development Framework (IDF).

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

Purpose

The SEMF was initiated to guide the future planning of the Overstrand region, to strive towards attaining sustainable development. The SEMF is an attachment to the Integrated Development Framework (IDF) Towards 2050 document that has been developed for the Overstrand Municipal Area and informs, inter alia, the policies and associated implementation mechanisms contained therein.

The primary purpose of the SEMF is to inform decision-making by officials regarding development and land-use applications in the geographic area to which the SEMF applies.

In summary, the SEMF is aimed at providing information that can be used by the authorities to support them in making informed decisions that will take development in the "right direction." The idea is to find the best possible match between protecting natural and cultural resources (i.e. preventing their loss or degradation), whilst addressing the need for development to address pressing social needs, such as housing provision and poverty.

SEMF Implementation

The SEMF will be implemented by the Overstrand Local Municipality, with the support of the Overberg District Municipality, the DEA&DP and the DEA, in line with the IDP, SDF, and the Overstrand Towards 2050 IDF documents.

Review of the SEMF

The SEMF is to remain a live document that will need to be updated on a regular basis to ensure that it remains relevant given the changing environmental and socio-economic conditions and availability of new information in the Municipal Area. Changes to the SEMF must be subject to a public participation process as determined by the EMF Regulations of 2010.

8.8 Air Quality Management Plan (AQMP)

Status

The AQMP for Overstrand Municipality was first adopted in May 2013. The plan was reviewed in the 2016/17 financial year and approved by Council on 31 May 2017.

The AQMP is up for review in 2022/23. The current plan must be amended to address issues such as dust, noise, smoke and odour.

AQMP Implementation Plan

Timeframes

Short term (6 to 12 months)

The Environmental Section has two officials to manage and implement compliance of air quality matters in the Overstrand Region. Currently the section can only react on complaints from the public. These complaint registers are forwarded to the Provincial Air Quality Forum on a monthly basis. The Air Quality Officer attends quarterly Air Quality Forum meetings.

Medium-term (1-2 years)

Appointment of a dedication official to deal with the management of Air Quality matters and the development of an air quality by-law.
Appointment of an official to deal with the monitoring and compliance of Air quality matters.

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 1: Effective air quality management

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 2: Develop, implement and maintain an air quality management system

TARGET	ACTIVITIES	TIMEFRAMES
Compilation of an emissions inventory for the Overstrand	Compile an emissions inventory of all industrial sources.	Medium term
Compilation of an emissions inventory for the Overstrand	Compile an inventory of all small boilers.	Long term
Establish an air quality monitoring agreement with District and Province.	Sign Service level agreements with District and Province to assist with air quality monitoring within the Overstrand municipal area.	Long term

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 3: Establish a climate change response strategy

TARGET	ACTIVITIES	TIMEFRAMES
Compilation and implementation of a climate change response strategy.	To promote environmental best practices and cleaner development technologies amongst all stakeholders	Long term
Compilation and implementation of a climate change response strategy	To reduce ozone depleting substances and greenhouse gas emissions, in line with national and international requirements.	Long term

TARGET	ACTIVITIES	TIMEFRAMES
To strengthen and build capacity in air quality management	Attend and facilitate training and development in air quality management to the staff of the Environmental Management Section	Continuous
TARGET	ACTIVITIES	TIMEFRAMES
Compilation and implementation of a climate change response strategy	Establish an emission reduction strategy	Long term

GOAL 1: To ensure effective and consistent air quality management, linked to climate change response

OBJECTIVE 3: Establish an emissions reduction strategy

TARGET	ACTIVITIES	TIMEFRAMES
Biomass burning	Liaise with fire services to assist in air pollution practices.	Medium – Long term
	Obtain information from Fire & Rescue Department with regards approved burning permits, location of veld fires and extent of areas burnt, in order to maintain and update a database.	Medium- Long term
Municipal Waste treatment and Disposal.	Develop an emissions inventory of waste burning sources (incinerators, sewage and waste water treatment works)	Medium-Long term

▶ CHAPTER 8: OVERSTRAND SERVICE ORIENTED SECTOR PLANS- HIGH LEVEL SUMMARIES▶

TARGET	ACTIVITIES	TIMEFRAMES
	Ensure all operating incinerators are permitted.	Medium-Long term
	Maintain a current database of permitted and non-permitted landfill sites.	Medium-Long term

GOAL2: To engage with stakeholders to raise awareness with respect to air quality management and climate change response

OBJECTIVE 1: To promote co-operation amongst all spheres of Government, business, industry and civil society.

TARGET	ACTIVITIES	TIMEFRAMES
To strengthen and build capacity in air quality management.	Attend District Air Quality Officer's Forum to engage in air quality and climate change related matters.	Short term
To strengthen and build capacity in air quality management	Attend Provincial Air Quality Officer's Forum to engage in air quality and climate change related matters.	Short-Medium term
To strengthen and build capacity in air quality management	Attend National Air Quality Lekgotla to engage in air quality and climate change related matters.	Medium term
Provide a mechanism where air quality related complaints can be logged.	Establish and facilitate an air quality complaints register.	Continuous
Improve public awareness with issues related to air quality management and climate change.	Conduct and facilitate environmental education sessions with civil society.	Continuous

GOAL 3: To ensure effective and consistent air quality compliance monitoring & enforcement

OBJECTIVE 1: To improve air quality compliance monitoring and enforcement

TARGET	ACTIVITIES	TIMEFRAMES
Promulgation of an Air Quality by-law.	Compilation, approval and implementation of an air quality by-law for Overstrand Municipality.	Long term
Establish a compliance monitoring system.	Ensure that industries/small businesses adhere to air quality by-law.	Long term

CHAPTER 9

LOCAL ECONOMIC DEVELOPMENT

STRATEGIC DIRECTION

2022/23 – 2026/27

2022/23 Review

The negative impact experienced during the pandemic (Covid-19) set the municipal economy on a downward trend. The area is largely depended on tourism and its fledging sectors largely comprise of small businesses. This had potential for a negative collection rate and increase in the indigent people but not at a large scale as anticipated.

Council approved a Covid-19 economic recovery plan for the Overstrand Municipality on 24 February 2021. The impact of the Government support provided to SMME's went a long way in assisting SMME's to improve their business offerings and also assisted in nudging the economy towards the right direction. The relaxation of the pandemic levels created a very conducive environment for businesses to operate and start the recovery process.

1. LED mandate in Local Government

Local Economic Development (LED) gives local government, the private sector and the not-for-profit sector the opportunity to work together in finding ways of dealing with challenging socio-economic issues and build a sustainable economy. It aims to create jobs by growing the economy and in the process decrease poverty.

Local Government as the closest sphere to the people has a constitutional mandate to undertake a developmental approach when implementing policies. Therefore, through LED local government can meet the basic needs of the people by establishing an environment

(whether directly or indirectly) that will create jobs and alleviate poverty in a sustainable manner.

Maximum economic growth can be achieved by streamlining LED throughout the municipal efforts in service delivery.

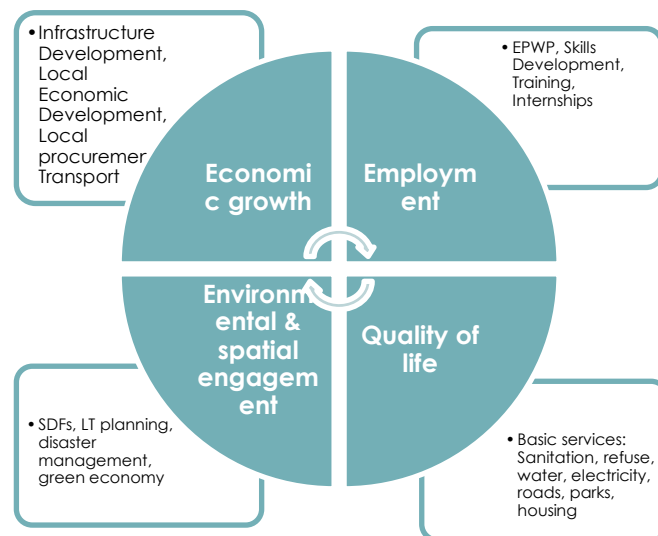


Figure 20: Municipal Levers

LED must build an attractive investment environment enabling opportunities such as jobs, skills and resources that enable entrepreneurship and supports social change.

2. Status of the local economy

Covid 19 impact on the local economy were:

Job losses due to closing down of businesses in the Overstrand resulted in high numbers of the unemployed. The municipal area is estimated to have lost 2 591 jobs in 2020 owing to the economic impact of COVID-19 (*Western Cape Provincial Treasury, MERO 2021*).

Some citizens were exposed to job insecurity. LED embarked on Household and Community gardens with the view to deal with food insecurity.

Decline in demand of goods and services slowed down economic growth and created an inability to pay.

2.1 Formal Economy

▶ CHAPTER 9: LOCAL ECONOMIC DEVELOPMENT ▶

Economic growth in the Overstrand municipal area is supported by the three top performing sectors i.e., Finance, Insurance, real estate and business services 23.6%, Wholesale and retail trade, catering and accommodation 20.2%, and Manufacturing 15.5% (2019).

2.2 Informal Economy

The informal economy is a valuable source of employment for 32.6 per cent of the area's workers. The trade sector is the largest source of informal employment (47.9 per cent). Other noticeable sources of informal employment are the transport (41.7 per cent), construction (39.1 per cent) and community services (36.3 per cent) sectors. (*Western Cape Provincial Treasury, MERO, 2021*).

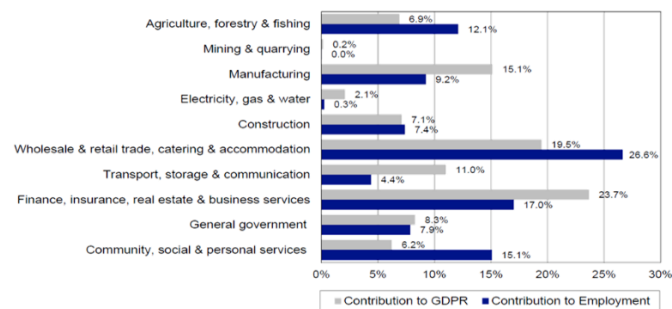
2.3 Main economic challenges in Overstrand

Sector	2019f	2020f	Trend 2019f - 2023f
Primary Sector			
Agriculture, forestry and fishing	2.0	-1.6	-2.3
Mining and quarrying	-0.3	4.0	4.3
Secondary Sector			
Manufacturing	2.9	6.4	8.4
Electricity, gas and water	0.2	1.0	1.0
Construction	-1.4	0.7	1.7
Tertiary Sector			
Wholesale and retail trade, catering and accommodation	1.6	2.6	4.6
Transport, storage and communication	2.1	4.0	6.0
Finance, insurance, real estate and business services	1.7	2.8	4.0
General government	-0.3	-0.7	-1.4
Community, social and personal services	1.3	1.9	2.7
Total	1.5	2.5	3.8

Source: Urban-Econ based on BER, 2019 (f denotes forecast)

Figure 21: Overberg District GDP forecast per sector, 2019-2020 (%)

Quite a few sectors are expected to grow positively, and these are job creators such as manufacturing and some tourism industries. The municipality must work closely with growing sectors and support those that are struggling to ensure a fair balance towards recovery.

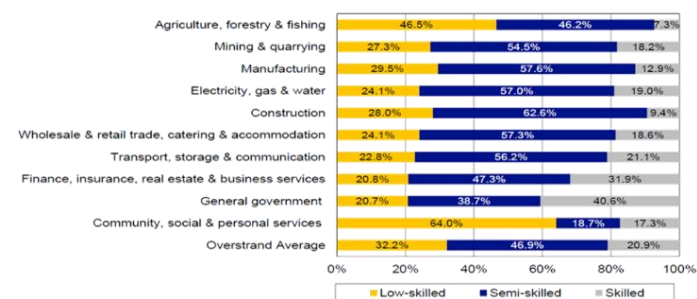


Source: Quantec Research, 2019

Figure 22: Overstrand sectoral GDP and employment contribution, 2017 (%)

The major contributors to employment are mainly in the Tourism industry, significant of the area as a tourist destination, interesting to note, it not always the high GDP contribution that signifies high employment – this is illustrated by the graph above.

The Overstrand sectors employment and skills base is majority semi-skilled followed by unskilled labor. There is a need to focus on skills development that matches the demand in the job market. The economy can best recover with a balanced view on skills development. The private sector must ensure appropriate and accredited skills development for staff, to retain jobs.



Source: Quantec Research, 2019

Figure 23: Overstrand skills levels per sector, 2017 (%)

Source: Municipal Economic Review and Outlook 2019

GDP SECTOR FORECAST – WHO WAS PREDICTED TO HAVE GROWTH POTENTIAL – TOP 5?

RATING	SECTOR	FORECAST 2010 -2023
1	Manufacturing	8.4
2	Transport, storage and communication	6.0
3	Wholesale and retail trade, catering and accommodation	4.6
4	Mining and quarrying	4.3
5	Finance, insurance, real estate and business services	4.0

The above sectors must be supported to make meaning of the jobs now initiative/drive. According to the forecast, these sectors are set to have growth potential and must be harnessed in the recovery stages through a variety of levers.

EMPLOYMENT TO GDP- WHO EMPLOYS THE MOST PEOPLE RELATIVE TO GDP- TOP 4?

RATING	SECTOR	CONTRIBUTION TO GDP	CONTRIBUTION TO EMPLOYMENT
1	Wholesale and retail trade, catering & accommodation	19.5%	26.6%
2	Finance, insurance, real estate & business services	23.7	17%
3	Community, social and personal services	6.2%	15.1%
4	Agricultures, forestry and fishing	6.9%	12.1%

The drive to maintain jobs and bringing people back to productive work can be achieved through the sectors identified above with both growth potential and contribution to employment.

EMPLOYMENT- WHO EMPLOYS THE MOST UNSKILLED AND SEMI-SKILLED LABOUR PEOPLE RELATIVE TO GDP- TOP 6?

RATING	SECTOR	LOW-SKILLED	SEMI-SKILLED
1	Agriculture, forestry and fishing	46.5%	46.2%
2	Manufacturing	29.5%	57.6%
3	Construction	28%	62.6%
4	Mining & quarrying	27.3%	54.5%
5	Wholesale & retail trade, catering and accommodation	24.1%	57.3%
6	Electricity, gas & water	24.1%	57%

With targeted skills development initiatives, a gradual progression towards low-skilled to other levels can be achieved within the above sectors.

3. Municipal response

3.1 Local Economic Development (LED) Strategy

The LED Strategy was initially adopted in 2007.

3.2 Overstrand Municipal economic response plan to the COVID-19 pandemic

Current status:

The recovery plan was first discussed with Councilors in a workshop then put through the Portfolio committees and then to the MAYCO for approval.

Status of implementation?

The strategies mainly focus of stimulating the economy by supporting entrepreneurial efforts and bringing back people to work so as to nudge the economy forward.

Implementation thereof is reported quarterly to Council and take into consideration efforts done by the other Directorates. Currently the municipality created over 1500 jobs and provided over 400 permits to the *Informal Sector*. The focus of the plan is to create an environment in an unusual situation for ease of doing business. Destination Marketing to ensure that the tourism products remain in business all the time.

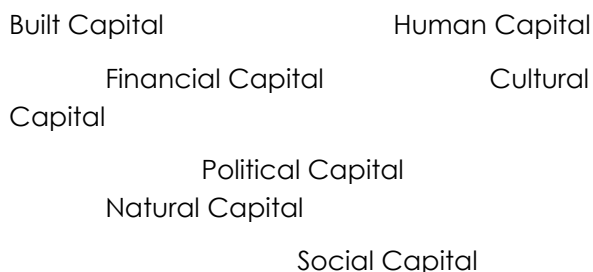
Linkage between current LED strategy and the municipal economic recovery plan?

The recovery strategy drive in a not so usual way the implementation of LED strategies and provides relief to local businesses to continue growing the local economy.

3.3 Municipal economic recovery plan strategies

▶ CHAPTER 9: LOCAL ECONOMIC DEVELOPMENT ▶

The creation of jobs will be implemented in consideration of the availability of funding (new and existing resources) including outside resources from the Private Sector and other spheres of government. The following capitals create a conducive environment to explore to the municipal advantage:



The First Step is to Improve and Expand on Public Employment Programmes (Pep's)

- Existing business plan aligned to the grant and municipal projects shall include opportunities created through the procurement process by specifying local labour requirement including Contractor Development through sub-contracting;
- Community Works Programme currently accommodate more than 400 active participants - the municipality to assist with identifying decent work and accommodate participation in community gardens across the municipal geo-political boundary;
- Provide support to expand programme to achieve full site status of 1000 participants;

The municipality shall proactively lobby other spheres of Government at Provincial and National level with EPWP budget to implement work opportunities which the municipality shall co-ordinate and manage on behalf (the municipality shall consider the availability of PPEs for outside workers and workspaces and other tools of trade for office based workers);

Long Term Strategies:

Strategy	Description	Deliverables
Eco-Tourism	To build cultural and environment awareness and to minimise the impact of tourism on the environment and to create employment opportunities for the local people.	<ul style="list-style-type: none"> • Municipalities to work together with Cape Nature to market the Kogelberg Biosphere Reserve; • Develop electronic and printable maps of routes of adventure trails (drawing on local technology such as the SOS mobile app as used in (Grabouw and Oak Valley); • Engage with SANParks, Cape Nature and landowners to buy-in for routes; • Roll out signage along routes (drawing lessons from Greyton MTB and hiking route experience)
Agri-Tourism	To grow the touring of agricultural areas in the Overberg	<ul style="list-style-type: none"> • Get farms to develop and better their tourism offerings; • Municipality to make liquor licenses applications easy for wine farms so that they can offer more tourism products such as wine tasting;
Growth Potential	To match the growth potential of the region to the future growth possibilities	<ul style="list-style-type: none"> • Impact on human, physical capital; • Acquisition of future skill and health of the people; • Access to public goods; • Capacity of communities and economies to sustain future negative.

Table 69: Overstrand Economic response plan, Long term strategies

▶ CHAPTER 9: LOCAL ECONOMIC DEVELOPMENT ▶

Short Term Strategies:

Strategies	Description	Activities
Communication	The roll out of the proposed activities will be communicated positively throughout, in building hope and lasting relationships throughout.	<ul style="list-style-type: none"> • Stories of hope • Profiling of local businesses; • Amplifying Municipal work (infrastructure projects completed; tenders awarded and capital budget implementation); • Positive stories from the community; • Life and best practices in the townships including life; • Invite other spheres of government in implementation of the plan
Destination connect	No Boundary approach to tourism ensuring a coordinated and seamless exploration of the District with a view of increasing the number of bed nights spent in the region.	<ul style="list-style-type: none"> • Promote and develop a Culinary Restaurant Route of the Overberg. (offer packages that are not time specific); • Compile events and festivals calendar; • Profile Home of stars and celebrities as ambassadors; • What to do (places to visit); • Route development in partnership with private Sector; • Agro-tourism routes – agro-tourism establishments and expansion;
Mayoral/ Executives business visits	Towards a business retention approach to encourage local business to thrive and the creation of a conducive	<ul style="list-style-type: none"> • Itinerary for business visits; • Dialogues with key product owners (tourism etc.); • No of issues affecting local

Strategies	Description	Activities
	environment for ease of doing business.	<ul style="list-style-type: none"> • businesses resolved; • Virtual platform meetings with businesses outside CBD.
Branding and product development	To create a unified marketing exercise and approach for the Overstrand with one brand.	<ul style="list-style-type: none"> • Improve signage; • Revamp Cape Country unified tourism information service (marketing each node or town individually). • Strengthen Local Tourism Offices.
Maximise events hosting for tourism development	Attract more sustainable events and reintroduce funding of festivals as key to attracting visitors in the area	<ul style="list-style-type: none"> • Develop events strategy with complementary measures for easier applications and streamlined municipal support. • Lobby Wesgro for financial support.
Support Local Tourism Organizations (LTO's)	To act as a link between businesses and municipality and alignment with health protocols.	<ul style="list-style-type: none"> • The Overstrand will assist existing LTO's with governance and administrative support, • Adhere with post COVID 19 requirements; • Develop marketing and PR tools to attract visitors and;
Emerging Farmer support	Equip farmers with skills and equipment through rescue packages.	<ul style="list-style-type: none"> • Identify all new and existing small farmers; • Link with support agencies and stakeholders; • Provide land for food gardens and support households with food garden start-up kits.
SMME support	Provide support to SMME's to comply and	<ul style="list-style-type: none"> • Establishment of SMME support programme;

▶ CHAPTER 9: LOCAL ECONOMIC DEVELOPMENT ▶

Strategies	Description	Activities
	assistance for financial support through rescue plans.	<ul style="list-style-type: none"> • Mobilise enterprise development support agencies and stakeholders; • Facilitate access to rescue packages and other relevant support • Keep an updated SMME database and provide permits to trade, • Refugee economic support programme and support to comply, • Collaborate with Home Affairs to confirm correctness of documentation
Informal sector development	Support informal sector and promote informal economy linkages with the formal economy.	<ul style="list-style-type: none"> • Audit informal trading sector in the Overstrand; • Mobilize and formalise the sector to measure the size and locate the relevant players; • Partner in infrastructure development and other investment opportunities; • Provide support programmes to informal traders and emerging contractor/service provider; • Establish informal trading associations and support the existing structures representing informal traders;
Job creation	Effective implementation of Public Employment Programmes in partnership with other spheres of	<ul style="list-style-type: none"> • Assess the number of jobs created per specific area of opportunity; • Type of jobs created and who benefited from them;

Strategies	Description	Activities
	government and promote creation of job opportunities by the private sector.	<ul style="list-style-type: none"> • Matching skills need and those available in the local workforce; • Facilitate creation of jobs through the implementation of capital projects and intensify EPWP and CWP gains; • Partner with companies for the establishment of a job placement centre to be able to quickly identify and fill jobs where there is a need; • Explore national and provincial programmes on job incentive scheme that can be partnered with the private sector.
Boost Economic Activity	Identify and take advantage of value chains.	<ul style="list-style-type: none"> • Focus on the economic multiplier each intervention can deliver; • Local spend to increase the demand of goods and services and nudge the economy forward
Collaborate on SCM/LED business and enterprise development	Procure goods and services within a prescribed Enterprise Development Programme that support local Contractors and Service Providers as much as possible.	<ul style="list-style-type: none"> • Develop a District database; • Create a platform to share request for quotations and tenders; • Assess business opportunities / gaps in the district;
Ease of Doing Business and Reduction of Red Tape.	Identify areas and issues prohibiting ease of doing business for consideration and	<ul style="list-style-type: none"> • Engage the Department of Small Business and DEDAT Red Tape Units to assist in: - setting up systems,

Strategies	Description	Activities
	<p>implementation by administrative departments.</p> <p>Identify areas of improvement and develop a scorecard to constantly review.</p>	<ul style="list-style-type: none"> - Identify ease of doing elements and scorecard and assist with implementation, - Report to the MM, Mayor and EMT on progress.

Table 70: Overstrand Economic response plan – Short term strategies

4. Key programmes to address the economic development goals in Overstrand

4.1 Stakeholder mobilization

The execution of the LED Mandate must be informed by all relevant stakeholders for the desired impact to be achieved. It acknowledges and calls for a realization of key drivers such as effective communication across the spectrum where no effort is spared in ensuring sufficient buy-in from all affected parties; ensuring a broad participation through well democratized processes. Constant community engagements and professional business mobilization are central objectives towards a successful accomplishment of stakeholder mobilization.

The latest initiative embarked upon by LED through the Overberg District Forum is the Jobs Summit. A task team has since been appointed whose main will be to mobilize key stakeholders in the Overberg to engage in Job Creation activities. The Job summit did not materialize due to the restricted movement of stakeholders, but this has gained traction with the introduction of the Universal database with inclusion of large employers such as Abalone factories, Retailers etc.

4.2 Youth focus initiatives

Youth unemployment is becoming a concern for the municipality, about 35% of 18 000 are

unemployed therefore addressing youth unemployment can assist in developing a solid investment into the Youth which can have a direct positive bearing on the current and future economic growth as well as skills retention that ensures sustainable transformation.

An office space is set aside at the new LED premises to be used by young entrepreneurs as a Business Hub. The initiative is aimed at assisting young entrepreneurs with office equipment necessary to administrate their business. Computers with internet access including WiFi are provided to SMME's who which to do various things regarding their businesses, such as compliance, tender searches, registration of grants etc. We are currently planning to make use of the Multi-purpose Centre based at the New Harbour and Building 9515 in Zwelihle as a Youth Centre.

Discussions are underway to host the NYDA satellite offices in the same space as the Business Hub. The idea is to facilitate closing of the gap between the entrepreneurs and the NYDA services. Leadership change from the NYDA office came with a different strategy and this was put on hold. It can still be pursued further as the presence of NYDA is a need in the Overstrand.



Township and Rural Entrepreneur Information session with SEDA, Blampark ,Gansbaai

4.3 Capacity building programme

The major gap identified within the ailing South African economy of which the Overstrand is a microcosmic is that of skills shortage. If the

economy has to grow it will be aided by a well-structured capacity building programme. The central objective is the strategic support of SMME's (encouraging the use of local resources in a manner that enhance economic opportunities). Focus on hard and soft skills to meet the demands of the economy.



Launch of the emerging contractors support programme Tusk and Builders Express

4.4 Monitoring and Evaluation

LED must be seen to be adding value in changing people's lives and that it demonstrates positive economic growth that has the ability to offer sustainable jobs and skills that are aligned to the demands of the community. The focus is to assess impact of LED projects with the end goals of ensuring accountability and corporate governance.

4.5 Flagship unit projects

Flagship projects contain a detail and comprehensive scale of employment creation initiatives established to comprehend and contribute immensely in accomplishment socio-economic growth and impact. Flagship projects include:

- 4.5.1 Oceans and Green Economies (Sustainable Initiatives);
- 4.5.2 Emerging Contractor Development Programme;
- 4.5.3 EPWP (Expanded Public Works Projects);
- 4.5.4 Supply Chain and LED collaboration,
- 4.5.5 Community Works Programme

- 4.5.6 AgriParks / AquaHubs
- 4.5.7 Growing the Informal Economy
- 4.5.8 BBBEE compliance initiative aimed at empowering both the emerging contractors development program and supplier development
- 4.5.9 Community Based LED Projects
- 4.5.10 Street Car Wash project utilizing Waterless Technology.
- 4.5.11 Jobs Summit to be executed in collaboration with the Overberg District Forum.

LED Supply Chain Management

The municipality will whenever the procurement of goods and services arises apply the constitutional imperatives governing supply chain management in terms of section 217 of the constitution in relation and alignment to section 152 and 153 of the constitution as well as the 2030 vision outlined in the national development plan.

Enabling the municipality to give effect to sections 152 and 153 of the constitution and in doing so:

- The Overstrand Municipality will explore all possible avenues of procurement strategies before any commitment for any procurement process will be authorized.
- The municipality will ensure that all envisaged expenditure after the budget has been approved will be populated in the various department's procurement plans.
- The LED department will together with the SCM department and user department agree on the proposed procurement strategy after an in depth analysis of the market forces was performed.
- No procurement process will be allowed outside of the authorized signed off procurement plans of the municipality , as this will ensure that all procurement expenditure are aligned to a procurement strategy.
- The LED department and budget office will report quarterly to council all expenditure incurred via its procurement strategies and whether it was compliant with in terms of the alignment of the procurement plans with the

procurement strategies.

- The reporting in terms of the above will be in terms of the top layer performance indicators of all senior managers.

As the municipality support to grow the economy the above will be implemented.

The discussions between SCM and LED have culminated in a draft Implementation Guide to assist budget holders in dealing with the Empowerment of Emerging Contractor and Suppliers. Workshops will be held to bring budget holders up to speed within the next two months to ensure implementation beginning of the 2019/2020 financial year. Consultation with Budget holders is an ongoing process and the new political direction is currently in discussion on the a guideline document that will facilitate participation of small businesses in doing business with the municipality.

The challenge with empowering emerging contractors is that of funding. LED is in talks with TUSK organisation to address the gap in terms of funding, procurement of equipment and materials and skills gap. Task has a memorandum of understanding with Standard Bank to provide finance, Builders Warehouse to supply building materials upfront with payment due in 60 days after delivery of goods. Negotiations with TUSK are currently on hold till the completion or approval of the guidelines by council.

Expanded Public Works Programme

The EPWP program is bearing fruit in terms of the marked drop of the unemployment rate in the Overstrand.

The unemployment rate fell from 2016 where it was at 19.1% to the current where it is sitting at 14.8%. Undeniably the EPWP public works program is playing a significant role in reducing unemployment rate particularly through creation of Full Time Equivalent (FTE) employment opportunities.

Status of Agri-parks

An **Agri-park (AP)** is a networked innovation system (Not only physical buildings located in single locations) of agro-production, processing, logistics, marketing, training and extension services, located in District Municipalities. As a network, it enables the growth of market-driven commodity value chains and contributes to the achievement of rural economic transformation (RETM).

The Overstrand Municipality a recognised historically fishing community with active fishing and Aquaculture activities as providers of major work opportunities, to take advantage of this sector within the context of AGRIPARKS the Overstrand Municipality is to establish an AQUA HUB. One of the components of an Agri-park is a **Farmer Production Support Unit (FPSU)**, which in the context of this Municipality will be a Fisher Production Support Unit.

Below is a model of an FPSU with its functions.

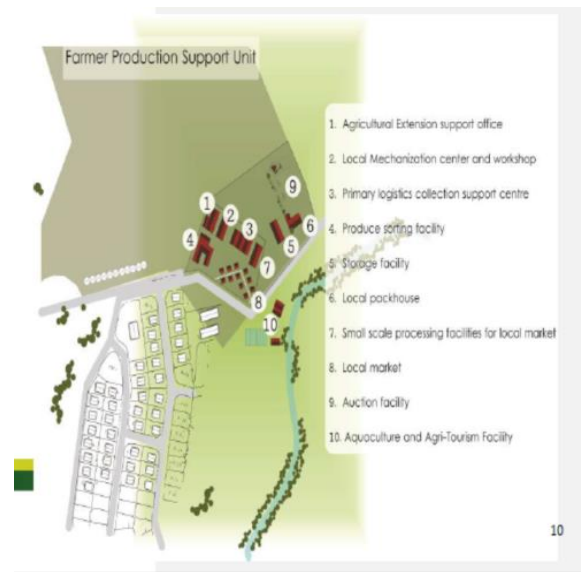


Figure 24: Farmer Production Support Unit (FPSU)

Hermanus Aqua – FPSU

The FPSU that was earmarked for the new harbour in Hermanus Land acquisition with Public Works is still a challenge.

A portion of Erf 248 Hermanus (Back of Port) has been identified as a potential site for the establishment of the FPSU infrastructure. The formal land availability agreements and necessary planning procedures have not been concluded (*Department of Rural Development and Land Reform (DRDLR), Overberg District Rural Development Plan, Summary March 2017*).



Figure 25: Preliminary FPSU site- Hermanus

Focus commodities

The Hermanus Aqua Farmer Production Support Unit will support fisher folk that catch wild abalone and fish.

Processing Opportunities

Once at sufficient production levels, the FPSU may include a multipurpose handling facility through phased modular expansion and increased functionality to maximise year-round use. These may include the following:

- Small abalone and fish handling and processing facility with cooling, freezing, drying and packing, dispatch of produce to processing facilities and the RUMC – 500m²
- Local market facility to sell produce locally – 50 m²
- Small meeting and internet facility – 100m².

Tourism and other opportunities

Individual and community-based enterprises to take up incentivised investment opportunity arising from the following:

- Revitalising of the harbour (i.e., improved access to land and infrastructure) through the Operation Phakisa port revitalisation programme.
- The Hermanus harbour being reserved for marine tourism purposes (i.e., fishing fleet being relocated to Gansbaai harbour), with increased opportunities for marine eco and adventure tourism (e.g. boat-based whale and dolphin watching, charter fishing, kayak trips, diving etc.) and support services (e.g. restaurants, seafood retail outlets).

The DRDLR has prioritised Agri-park implementation in Suurbraak, **Hermanus**, Struisbaai and Ariston for the 2017/18 financial year. Here the focus will be on the establishment of the necessary Farmer Production Support (FPSU) Infrastructure as well as support to emerging farmers, fisher folk and the local community within the FPSU catchments. The Agri-parks programme is currently non-existent and has ceased to operate further guidelines and direction will be provided by the department responsible DRDLR to confirm any participation progress. This will therefore have a negative impact on the programme and projects defined below.

Hermanus FPSU projects

Table- Projects identified for implementation during the 2017/2018 financial year:

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Project Name	Project Description	Settlement	Branch	Budget Year	Budget	Status/Progress
FPSU site identification and formalisation	<ol style="list-style-type: none"> 1. Land identification 2. Determine ownership to check municipal by-laws in terms of the land: 3. Formalise agreements 	Hermanus	REID	2017/2018	Business plan to determine budget	The site has been identified. Talks are underway to secure the right of use from the Department of Public Works. Feasibility study completed.
Marketing Institution	Establishment of a marketing institution to serve all fruit producers	Hermanus	REID/WCDoA	2017/2018	Business plan to determine budget	Project linked to FPSU
Capacity building and training of emerging farmers/Fisher Folk	SEDA for institutional building and business training for farmers	Hermanus	REID	2017/2018	Business plan to determine budget	Project linked to FPSU
Hermanus Cooling Facility and Marketing area	Establishment of a cooling facility and marketing area	Hermanus	RID	2017/2018	R2 500 000,00 Business plan to determine budget	Project linked to FPSU
Capacity Building and empowerment of women	Active involvement of rural women	Hermanus	REID & Women, children and people with disability	2017/2018	Business plan to determine budget	Project linked to FPSU
Recruitment and training of NARYSEC youth	<ol style="list-style-type: none"> 1. Recruitment of unemployed youth 2. Skills training 3. Deployment of community service 	Hermanus	NARYSEC	2017/2018	Business plan to determine budget	The graduates will be deployed in organisations as interns in the second quarter

Table 71: Hermanus FPSU projects 2017/18

Agri-park commitments:

- Infrastructure Development over the 2018/19 and 2019/2020 financial years – R77 million;
- Equipment purchased for the cooperatives to the tune of R4.5 million comprising of a 4x4 bakkie, 2 fishing boats and office equipment.

Challenges of the Agri-park initiative are:

- No clear implementation strategy
- Project approval process
- Cumbersome and complicated reporting structure (changes new rules)
- Funding Model with slow procurement practices that retard the implementation.

5. Tourism

Tourism Marketing Strategy

Travel restrictions were introduced to minimize the movement the contact with people and also in a way addressing the spread of the virus, created a drop in tourist numbers, especially international numbers, thus creating a negative impact on the industry that led to the loss of income and joblessness.

According to the Tourism, 2020 report released by Statistics South Africa, foreign arrivals dropped by 71% from just over 15, 8million in 2019 to less than 5 million in 2020. The overall number of travelers (arrivals and departures) decreased by 71,0% between 2019 and 2020.

In 2020, the volume of tourists decreased by 72,6% from 10,2 million in 2019 to 2,8 million in 2020. The distribution of tourists by region of residence shows that 74,8% of the tourists who arrived in South Africa in 2020 were residents of the Southern African Development Community (SADC) countries 1, 5% were from 'other' African countries. These two sub-regions constituted a total of 76,3% of tourists from

Africa. Residents of overseas countries made up 23,6% of the tourists.

The focus, therefore, was to encourage local tourists to travel taking advantage of the time spent through the restrictions and the appetite of local travelers to explore the area.

Actions to achieve progress in reviving the tourism sector to grow:

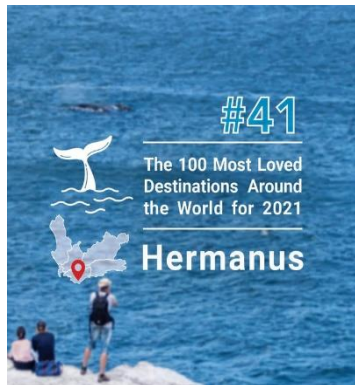
- Promoting nature and gastronomy experiences to create positive online sentiment
- Development of cycling, biking and marine life viewing to attract more visitors
- Package and market uniqueness through lens of experiences – abalone, penguins, whales, sharks
- Leveraging event tourism
- Supporting film applications and discounting those with destination marketing impact.

The Cape Whale Coast strategy intent focussed on sustained growth through:

- Promote the Overstrand as a preferred leisure and events destination
- Continue focus on domestic markets
- Improve the ease of doing business for tourism businesses
- Raise the global profile of the Cape Whale Coast
- Drive geographic spread of tourism benefits throughout the Overstrand
- Grow visitor numbers and yield
- Promote an environmentally responsible tourism offering to benefit all communities
- Improve visitor experiences (quality and service excellence)
- Develop industry partnership programmes

Furthermore, the Cape Whale Coast has created a marketing strategy that is aimed at the following objectives:

- increase visitor numbers
- increase visitor demographics
- longer stays
- increased spending
- increased visitor experience



Aarde winery named as one of the Top 50 World's Best Vineyards and the best in Africa. A Gansbaai nature reserve was also listed on Condé Nast Traveler 2022 Gold List.

Route development and its advantage

Route development is key to a tourist experience therefore the promotion of the following, directly links our marketing strategy to highlight the following

- Adventure
- Art
- Gastronomy
- Health and Wellness
- Nature
- Responsible tourism
- Romance
- Science/Research.

Annual Event Calendar

Events play a critical role in bringing feet to the destination but due to restrictions of movement and restrictions imposed on events this has created a lull in this respect, wherein events could not be organized due to restrictions in numbers. We have now introduced step by step according to the allowances to the number of people ensuring that the events happen to achieve what the organization aims to achieve.

Updates on regional festivals and events can be found on the Cape Whale Coast website www.whalecoast.info

The tourism industry is important for the benefits it brings to the Overstrand and due to its role as a commercial activity that creates demand and growth for many more industries. Tourism not only contributes towards more economic activities but also generates more employment, revenues and play a significant role in development. Partnerships between the public and private sector are critical in unlocking the value of tourism.

Possible initiatives/opportunities for Tourism and economic growth

To ensure economic recovery, Tourism has identified the following levers as a priority going forward

- Reviving Supply
- Reigniting Demand
- Strengthening Capacity
- Destination connect (enhancing destinations in the Overberg).

Some of the platforms unto which we so take advantage:

- The Tourism Sentiment Index (TSI) - a travel data intelligence solution created by acclaimed destination marketing agency Destination Think - released Leading Places: The 100 Most Loved Destinations Around the World for 2021, with Hermanus rated in the Top 50 at #4.
- Four Western Cape towns were identified in the top 100 most loved places in the world. All the towns in the Cape Whale Coast stand to benefit from the achievement as visitors do not have geographical boundaries when they explore. The rating highlights Hermanus as a world-class destination and a firm favourite on the global travel bucket list.
- Joining the UNESCO Creative Cities Network in October 2019 as a Creative City of Gastronomy – the first in Africa – continues to be one of the Cape Whale Coast's biggest opportunities for setting the destination apart as a culinary hub. This accolade is supported by a Hemel-en-

The Overstrand's perception as a holiday destination has been augmented by the categorisation as a "zoom town", considered for its proximity to Western Cape's economic hubs and the availability of good schools, infrastructure and golf courses.

Business Tourism

Promotion of business tourism will focus mainly at assessing a need for conference facilities that will be establish the destination as a conferencing venue with the ability of attracting people who appreciate nature and businesses wanting to launch new products. The excellent road infrastructure makes the Overstrand accessible and the proximity to an international airport adds to the attractiveness of this destination.

The introduction of a coworking space with share offices in Hermanus has complemented business tourism to the region.

Bleisure (Business and Leisure) tourism was dealt a blow and the signs point to a very slow recovery. Business travel will take longer to recuperate as many companies reverted to online meetings.

Creative and Cultural Activities

The Overstrand attracts visitors from different cultures and backgrounds. Entrepreneurs with cultural tourism product offerings are assisted with access to markets and development. The promotion of cultural activities within the many communities are explored.

Recreational facilities

Recreational facilities catering for youth and families can be supplied through the development of harbours and caravan sites. The introduction of adventure activities such as the mountain biking routes in the Hemel-en-Aarde Valley and events along the Blue Flag facilities (depending on desirability and environmental considerations) attract more tourists. There are a

number of markets which provide livelihoods to traders and a space for communities to meet.

Technology

The introduction of advanced technology could lead to establishment of many new smaller companies. This is an opportunity for start-up businesses that are not concerned about geographical location – wanting to venture into a more diverse and less vulnerable economic base. Partnering with relevant associates could facilitate broadband Wi-Fi zones providing reasonable and easy access communication for visitors and residents alike. The continuous upgrade of technological offerings for marketing and branding purposes is needed to make the Overstrand more appealing to visitors via the touch of a button. This would enable the use of social media as a tool to market and brand the area to potential and existing visitors. It creates awareness about the destination and allows for follow-up on visitor interest.

Film Production Tourism

The Overstrand has seen a growth in filming and has become one of the preferred national and international film destinations in South Africa due to its unrivalled natural beauty and proximity to Cape Town and the Cape Town International Airport.

Filming Advantages:

- Vast diversity of natural and architectural locations within a small geographic area
- Experienced film crew and skills development
- Availability of English language talent
- Excellent communication and transport infrastructure
- Long daylight hours in summer
- Same time zone as Europe
- breath taking locations
- low production costs.

Economic Advantages to the Overstrand:

- Professional Filming and Photography

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- have a strong influence on tourist decision making and
- contributes positively to economic impact.

Marketing the Overstrand as a destination

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



Marketing of the area has to be complemented by highlighting major achievements and communicating these to stakeholders at all time. The following strategies will be followed to market the region:

Supporting the tourism sector through efficient and effective Local Tourism Offices (LTO);

- Developing in partnership with the LTO. Drafting a marketing plan with achievable outcomes to market the destination locally and internationally, through various marketing actions, such as:
 - Tourism shows and exhibitions
 - Hosting of media, film crews and trade
 - Website marketing
 - Media advertising
 - Joint marketing agreements with other

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

Tourism Branding

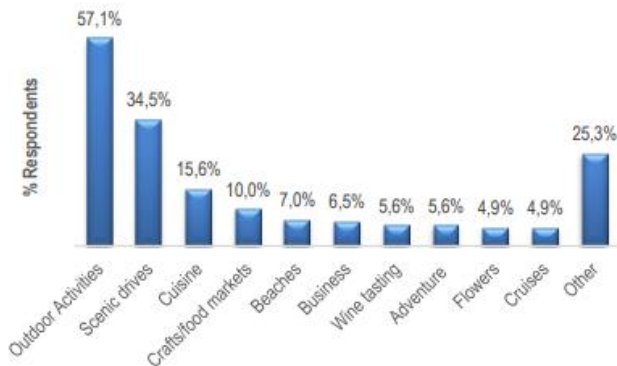
The branding of Overstrand as the Whale Coast is critical in creating a brand name that is appealing to local and international visitors. The integration of other offerings within the outlying towns complements the brand and its appeal. As a travel brands the Cape Whale Coast is finding success by creating content that emotionally resonates with travellers. Good storytelling-based marketing evoke a feeling, which leads to increased interest, brand loyalty and ultimately, a transaction. Improved activity on digital platforms are employed to have quality engagement with our visitors and learn about what they do while they are in the region. Social media platforms include the following:

	f	in	tv	+
	whalestrandtourism	whalecoast	@whalecoast	#apewhalecoast
	Regional Economic Tourism	WesternTourism	@regioet	#WesternTourism@regioet
	Hermanus Tourism Bureau	HermanusTourism	@HermanusTourism	#HermanusHermanus
	stanfordtourism	stanford	@stanfordtourism	#stanford@stanfordtourism
	Gansbaai Tourism	gansbaai_tourism	@GansbaaiTourism	#Gansbaai

The Cape Whale Coast is known as an adventure destination with one of only three Western Cape

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marathons being held here, the annual Walkerbay Outdoor, Race2Stanford triathlon and the annual Wines2Whales mountain bike stage race. Our scenery and scenic outdoor spaces remain our biggest attraction.



Top activities undertaken in the Overberg in 2020, Wesgro

Seasonality

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

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

High Season-	December – February
Mid-Season -	March – April / September – November
Low Season -	May - August

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

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

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

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

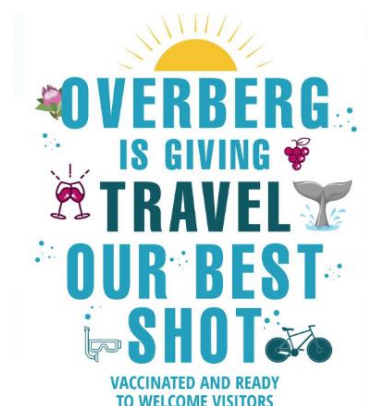
Tourism and development

The Safe Eat Pledge cape whale coast

This restaurant pledges to operate in accordance to the following:

- Employees who fail the screening are not permitted to work.
- Employees must wear a mask at work.
- Employees must wash their hands every 30 minutes.
- We sanitize tables and chairs between every guest visit and all high-touch areas every 30 minutes.
- We ask guests to assert that they are healthy and have not been in close contact with anyone who has tested positive for Covid-19.
- All guests must wear masks when not at their table.
- We collect guest contact information for every party to aid in contact tracing should that be necessary.
- We are proactively working to create a safe environment for all.

Please contact flloyd@overstrand.gov.za should you wish to share any feedback
THANK YOU FOR DINING WITH US!



2020 and 2021 focused and ensuring that visitors felt safe when frequenting Overstrand hospitality

establishments and the Safe Eat Pledge was one such campaign to foster consumer confidence.

Tourism growth is reflected in the general development of the area. This includes the improvement of tourism infrastructure in disadvantaged communities to support emerging enterprises. During the pandemic Overstrand entrepreneurs showed a resilience and continued to reinvent themselves and develop offerings to accommodate the changing demand. Examples are delivery services, frozen meals and online tutored wine tastings. Local small businesses are incorporating the rich history and culture in line with the tourism trend where the demand is for immersive experiences where visitors participate in activities. Tourism businesses are combined and mapped to ensure that visitors can easily move on a route where different activities and products are presented for a multi-faceted experience. Assistance is provided to ensure that the products and services comply with international expectations and complement other nearby products. An increase in wine tourism and hiking have been noted. Assistance with marketing and linkage to market are given to ensure business development.

6. Key projects

6.1 Proclaimed small fishing harbours

Strategies adopted by National Public Works through the Small Harbours Unit are expected to be implemented through operation Phakisa process in the 2019/20 (awards) financial year.

The development of small harbours for both Gansbaai as a fishing harbour and Hermanus for both fishing and tourism will make a positive impact throughout the Overstrand as indicated in the map below.

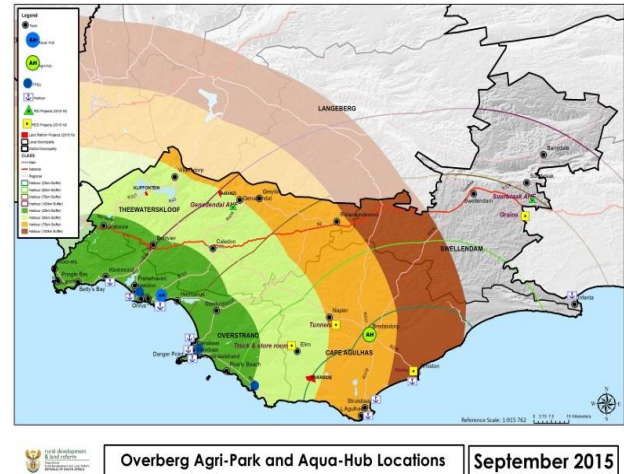


Figure 26: Overberg Agri-parks and hubs locations

The capital development injection for both harbours Gansbaai and Hermanus is complete. The strategy owned by the Department of Public Works is still relevant.

Gansbaai harbour is earmarked for development to the tune of R500 million as outlined in the Spatial Economic Development Framework (SEDF).

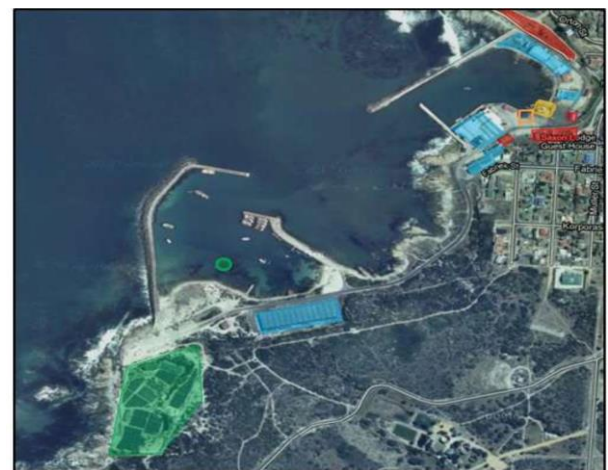


Figure 27: Map of the proposed Gansbaai harbour development

Hermanus New Harbour development phases as per SEDF financial structure is proposed as follows:

IMPLEMENTATION PHASE	CAPITAL COST ESTIMATE (RM)	%
PHASE 1: 2015-2019 Short Term Improvements	R 121 384 250.00	45%
PHASE 2: 2020-2024 Intermediate Development	R 48 095 400.00	18%
PHASE 3: 2025-2029 - Ultimate Development	R 99 099 900.00	37%
TOTAL	R 268 579 550.00	100%



Figure 28: Map of the proposed Hermanus harbour development

Progress as at 1 March 2018:

- The clearing of sunken boats is completed and currently busy with other infrastructure development programmes to improve services in harbours.
- Leasing and development is held back due to bureaucratic processes and lack of co-ordination between Public Works and the Department of Agriculture and Fisheries. (The work was carried out by the Department).

Challenges with the Small Harbours project are:

- Slow implementation processes that frustrates local businesses;
- Political climate resulting in changing of Ministers;
- No consideration of ease of doing business; and
- Environment that is not healthy for business.

State of Agriculture in Overstrand

This brief insertion is provided on request of the Western Cape Department of Agriculture.

The information was sourced from the Department of Agriculture, Western Cape Provincial Treasury and Statistics SA 2011 Census.

Contribution to local economic growth

The Agriculture, Forestry and Fishing sector comprised R268.1 million (or 6.4 per cent) of the Municipality's GDP in 2015. It displayed moderate growth of 1.8 per cent for the period 2005 - 2015, but growth has nevertheless slowed marginally in the post-recessionary period (the sector experienced a growth rate of 1.1 per cent over the period 2010 - 2015). This sector is the second smallest sector in Overstrand's local economy.

Agriculture, forestry and fishing employed 10.4 per cent of the Municipality's workforce in 2015. Employment growth over the period 2005 - 2015 has contracted by 0.9 per cent per annum on average. Employment picked up significantly after the recession and grew at a rate of 3.8 per cent per annum on average since 2010. On net employment, 663 jobs have been lost since 2005 - not all of the jobs lost prior to and during the recession have been recovered. The labour force in the primary sector is characterised by a relatively large proportion of low- and semi-skilled labour (*Western Cape Provincial Treasury, 2016 Socio-Economic profile*).

Agricultural production

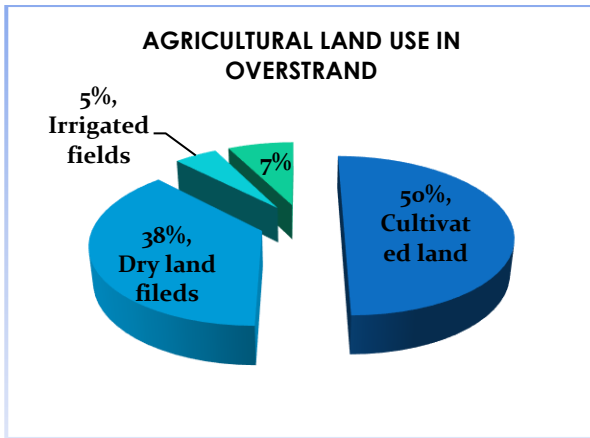


Figure 29: Agricultural land use in Overstrand

50% of the agricultural land in Overstrand is cultivated (Provincial Department of Agriculture).

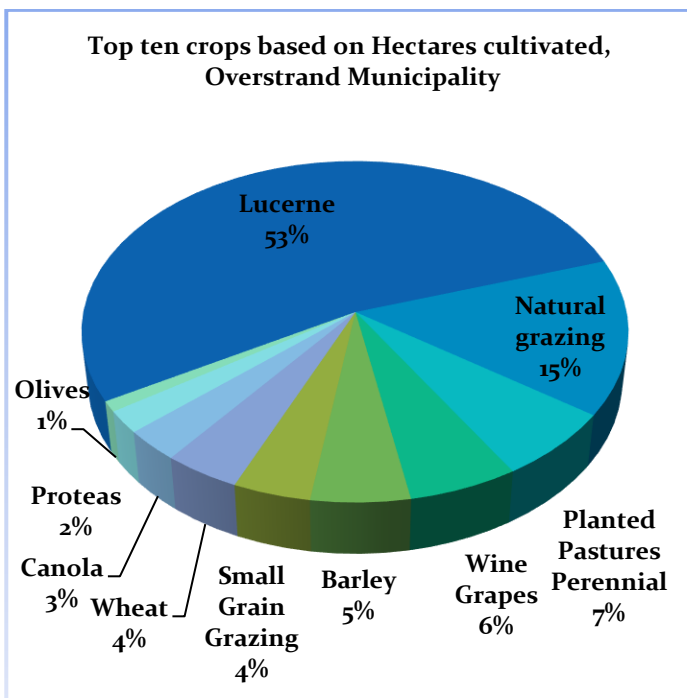


Figure 30: Top 10 crops cultivated in Overstrand

Lucerne, Natural grazing and planted pastures are the top three crops produced in the Overstrand Municipality.

Cattle, sheep and pigs are the top three livestock farmed with in Overstrand. (Note: Poultry farming is evident in Overstrand, although not reflected in the stats from Department of Agriculture)

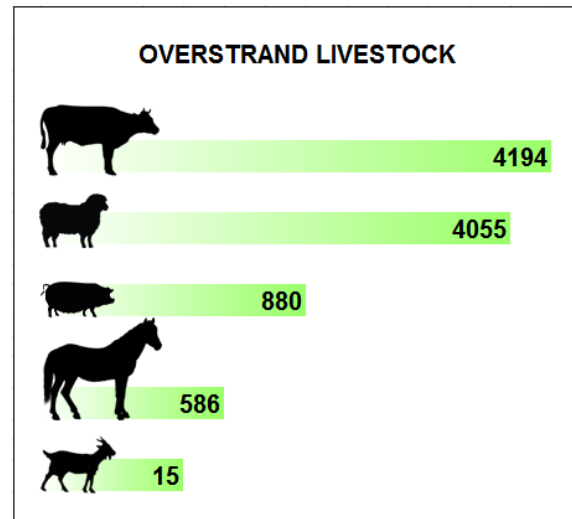


Figure 31: Top livestock in Overstrand

Tourism is a key economic driver in the Overstrand area. The info graph below reflects that accommodation (61 establishments), restaurants (26), wine farms (26), hiking (22) and conference/function venues (17) are the top 5 agri-tourism activities in Overstrand.

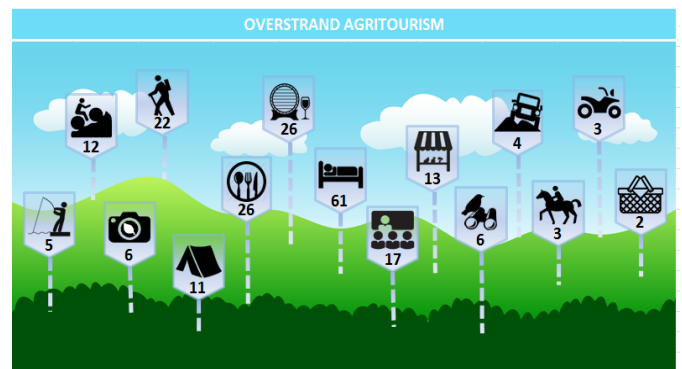


Figure 32: Agri-tourism activities in Overstrand

The number of agriculture households by **type of agricultural activity** in the Overstrand Municipal area is: (2011 Census)

Animals only	Crops only	Mixed farming	Other
338	581	306	180

Agricultural demographics

According to Census 2011 there are **1405 households** involved in agricultural activities in Overstrand.

Agricultural households by population group of household head, Overstrand Municipality	
Black African	420
Coloured	258
Indian/Asian	1
White	713
Other	14

Table 72: Agricultural households in Overstrand, 2011

The male/female composition of the agricultural households in Overstrand is: **1105 males** and **300 females**.

The number of agricultural households by **age group** of household head in Overstrand Municipality is:

Less	1
15-35	281
35-45	343
36-55	257
56- 64	236
64+	286

Table 73: Agricultural households by age group

The majority of the agricultural household heads in Overstrand is aged between 35-45 followed by the 64+ age group.

The number of agricultural households by **education** level of household head in Overstrand Municipality is:

No schooling	40
Grade 1 to grade 11/Std9	613
Grade 12/Std. 10	332
Completed tertiary	409
Other	10

Table 74: Agricultural households by education

The majority of agricultural household heads in Overstrand completed a grade 11 (Std.9) education.

Social needs of Agri-workers in Overstrand

In 2013 the Department of Agriculture commissioned a survey on the social needs of agri-workers (*formally termed farm workers*) in the Overberg district.

The main survey findings for the Overstrand Municipality were:

60% of the 200 farmers sampled in Overstrand, participated in the survey.

Social Participation: The results show that while over 50% of individuals do participate in community organizations if more education could take place around the use of certain organisations such as stokvels this could have a very positive impact on societies in these areas.

Household Service's Needs: Household service needs centered around three major definable areas i.e. health, education and labour. In the case of health a third of all respondents indicated that they needed health check-ups, while other critical services required were immunization of children. In respect to education the bulk of the needs centered in transportation to schools as well the provision of school uniforms, while with respect to "Labour" the bulk of the respondents in this category required help with negotiating compensation for occupational injury, while other areas of concern were acquiring UIF and assistance with settling labour disputes (30%).

o A critical issue that has also been raised is the fact that households do not have access to a market for trading purposes, this has important implications with respect to household income generation and sustainability.

Monthly Household Income: The bulk of farm worker households fell into very low income categories. In total 46% of households earned below R3000, while only 26% earning above R5000. This translated into a per capita income of R600 per individual per household in the lowest income households

Issues of Land Tenure: Three major issues have been outlined through the analysis. The majority of respondents indicated they needed assistance with

respect to accessing land for small scale framing ventures, while 27% indicated they needed similar assistance so that they could farm on a subsistence basis. The last issue that was raised was around the formalization of current tenure in this respect 25% of respondents indicated they needed help in this regard.

Role of the Department of Agriculture

The role of the Western Cape Department of Agriculture is to facilitate implementation of the Comprehensive Rural Development Programme (CRDP) through the Rural Development Co-ordination Programme.

Its role is focused on:

- *creating vibrant sustainable rural communities-engaging with the communities and assisting community organisations; and*
- *facilitating the development of farm workers – through training and development initiatives.*

(Overberg District, Rural Development Plan, October 2016, Dept. of Rural Development and Land Reform)

Overstrand LED & Tourism Directorate collaboration with Provincial Department of Agriculture

Emerging farmers support to implement the rain water harvesting tanks, technical support in water and land testing, research on land utilization within current farms to promote maximum land use (Tourism). Support was given by the Department of Agriculture in ensuring implementation of installation of water tanks and a study done by Department of Agriculture to assess the land availability that could be used to promote Agri -Tourism.

Overstrand LED & Tourism Directorate collaboration with Commercial farms in municipal area

- Strandveld Farmers Union for the implementation of the Farm Workers study in dealing with socio-

economic challenges faced by farmers. Recommendations suggested during the study are integrated in our Thusong programme as an outreach.

- Collaboration on economic participation of farm workers including employment opportunities and learnerships for skills development. We promote registration on the unemployment database for employment opportunities Overstrand wild.
- The Chairman of the Western Cape Farmers Union resides within the Overstrand – collaborate to deal with potential xenophobic challenges in employment creation. Conflict regarding xenophobic behaviour has subsided in the region with the collaboration of SAPS, Farmers and the Community.
- Sustainable farming practices with potential to promote tourism in the Stanford area. Study conducted by the Department of Agriculture (Aerial Study) is complete. The municipality still need to interact with that so it can form part of the Spatial Development Framework (SDF)
- Wine Route Marketing. The existing wine routes are currently a buzz with the visitors and have indicated positive numbers.

CHAPTER 10

REVIEWED MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK (MSDF)

10.1 Background

The formulation of a Spatial Development Framework (SDF) is a core component of the IDP (Section 26 (e), Municipal Systems Act, Act 32 of 2000).

The SDF is:

- A long-term, forward planning instrument.
- Spatially indicates the long-term growth & development path of the municipality.
- Co-ordinates the spatial implications of all strategic sector plans (engineering, housing, community services etc.) of a municipality.
- Gives physical effect to the vision, goals and objectives of the municipal IDP.
- Informs land use management in the Municipality.

The intention of this Chapter is not to duplicate the adopted SDF of 2020, but merely to orientate readers regarding its role and function, vision, key policy directives as well as to provide a summary of some of its growth management and spatial proposals. Readers can therefore peruse the full reviewed SDF document (2020) on the municipal website (refer to <https://www.overstrand.gov.za/en/documents/town-planning/strategic-documents-1>)

The review of the Overstrand MSDF took place by means of a tender process. The tender brief and scope of work can be summarised, as follows:

- To review, align and update the 2006 MSDF to ensure compliance with the new National, Provincial and District Legislation, Policies, Principles and Frameworks.
- To update and merge the MSDF (2006) with the Overstrand Integrated Development Framework (IDF: 2014) and the Overstrand Strategic Environmental Management Framework (EMF: 2014) which informed the aforementioned IDF.
- To strategically, as a separate and consistent

exercise, update the Overstrand Growth Management Strategy (OMSGMS).

- To compile the MSDF in such detail, to enable future motivation to the Department of Environmental Affairs and Development Planning (DEADP), for all land within the new urban edge to be approved as urban areas in terms of the National Environmental Management Act, 1988 (NEMA).
- To review the SPC's in accordance with the latest specifications and updated maps that relate to the context of the Spatial Planning Category (SPC) guidelines.

The key deliverables are a strategic MSDF, as well as the strategically reviewed Overstrand Growth Management Strategy (Source: *Overstrand Municipality, final 2020 SDF report*).

10.2 Status of the Overstrand Municipality's SDF and process of compiling the reviewed MSDF

The Overstrand MSDF (2020) was adopted as part of the 2020/21 IDP review and amendment process on 27 May 2020.

The key steps in the process of compiling the draft MSDF were, as follows:

- Project Inception
 - Convening the Intergovernmental Steering Committee (ISC)
- Situational Analysis
 - Data collation and synthesis
 - Compilation of draft status quo report
 - Comment/ input from ISC
 - Revision of draft status quo report
 - Final draft situational analysis report for inclusion in first draft MSDF
- First Draft MSDF (2020)
- Statutory 60 day commenting period (Feb-April 2020)

- Draft MSDF (2020) was tabled in Council, 25 March 2020
- Final reviewed MSDF adoption by Council on 27 May 2020 together with the 2020/21 IDP review and amendment.

10.3 Overstrand's reviewed MSDF (2020) Vision and Strategic Policy Directives

The Overstrand Municipality is striving to be the most desirable destination to visit, stay and do business in. The MSDF spatial vision is to effect an accountable Overstrand by means of implementing a range of strategic actions, based on the MSDF strategic spatial policy directives. The spatial directives being:

- 1) A liveable Overstrand
- 2) An environmentally sustainable and resilient Overstrand
- 3) A memorable and distinctive Overstrand
- 4) An Overstrand that enables a prosperous and diverse economy
- 5) Vibrant and exciting urban areas
- 6) An accessible and connected Overstrand.



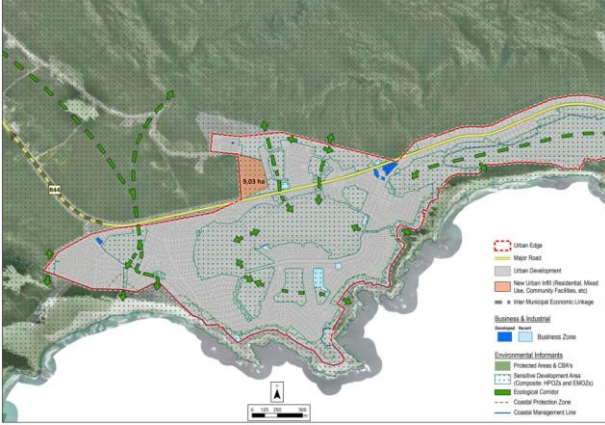
10.4 Summary of the spatial proposals in the reviewed Municipal Spatial Development Framework (MSDF) 2020

The table is a summary of the MSDF spatial proposals per area. It contains the spatial plans of all settlements as per the MSDF 2020, as well as an emphasis on new urban development/extension areas.

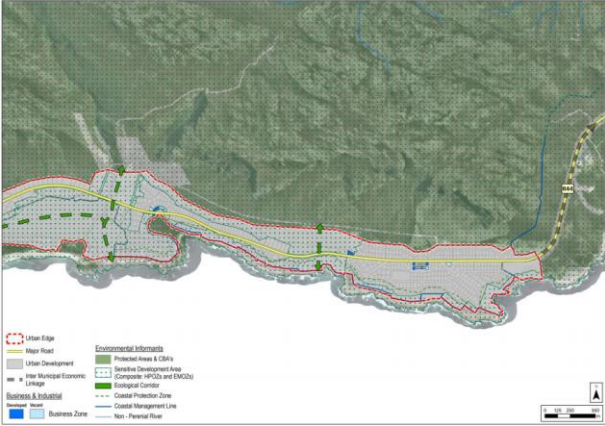
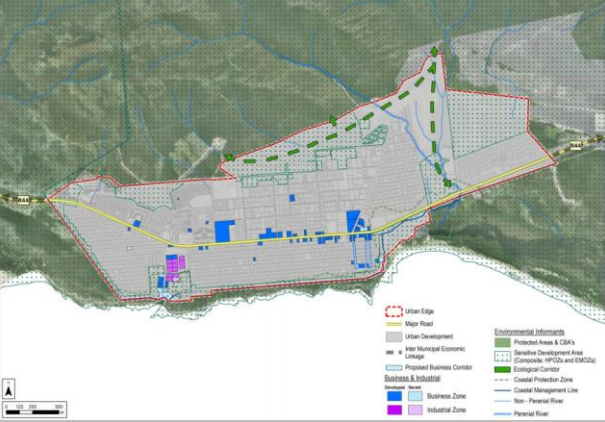
Readers are advised to peruse the complete MSDF and OMSGMS reports on the municipal website for a better understanding of context and detailed relating to the proposals on a per area basis. Link <https://www.overstrand.gov.za/en/documents/to-wn-planning/strategic-documents-1> to access the two documents from the Overstrand website.

Source: Overstrand 2020 MSDF report informed by the Overstrand Growth Management Strategy (OMSGMS).


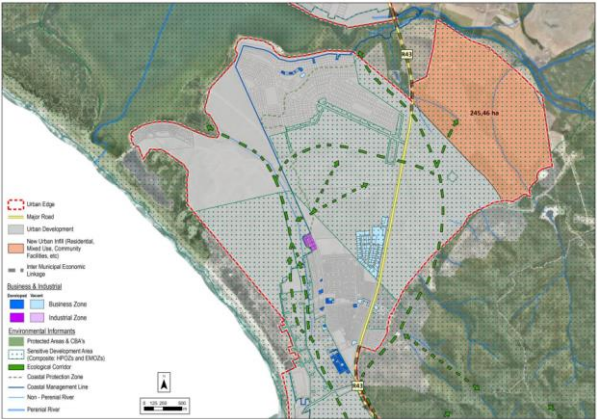
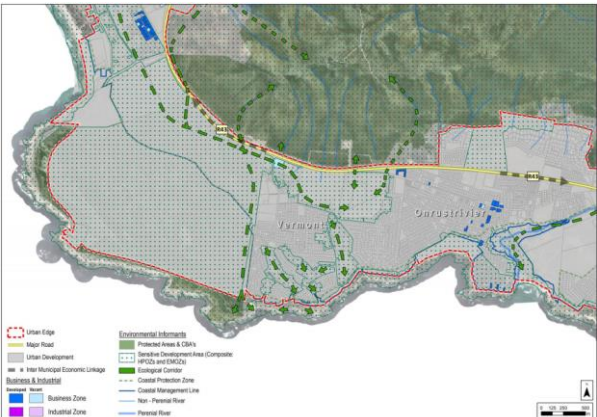
▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

Area	Spatial proposal plans	New urban development areas
Rooiels		<p>Key to the future of Rooiels is to protect the vast environmental resources within and surrounding the settlement. The unique characteristics of Rooiels include its location along the coastline within a pristine natural setting. The MSDF proposal for this settlement is underpinned by these functions.</p> <p>A New Urban Development area is proposed on the southern periphery of the settlement. The land area is ± 1.12ha in extent and was included by realignment of the urban edge with the coastal management line.</p>
Pringle Bay		<p>Key to the future of Pringle Bay is to protect the vast environmental resources within and surrounding the settlement. Pringle Bay functions as a popular holiday destination and retirement destination. Both Pringle Bay and Rooiels also functions as dormitory towns to the town of Kleinmond.</p> <p>No new urban development is proposed for Pringle Bay and the development of the existing vacant erven are prioritised.</p>
Betty's Bay	<p style="text-align: center;">Betty's Bay West</p> 	<p>Spatial proposal for Betty's Bay west and east, which is predominantly focused on sensitive development related to unique biodiversity areas with a significant inner urban wetland system.</p> <p>The development of the existing vacant erven is prioritised. A New Urban Development area is proposed on the northern periphery of the settlement, directly abutting the R44 to the south. The land area is ± 9.03ha in extent, and is intended for higher density human settlement development as well as potentially mixed-use development, based on the housing need for Betty's Bay identified in the situational analysis of the SDF, 2020.</p> <p><i>*Note – General response on April 2022 public comments on draft amended IDP related to Betty's Bay West:</i></p>

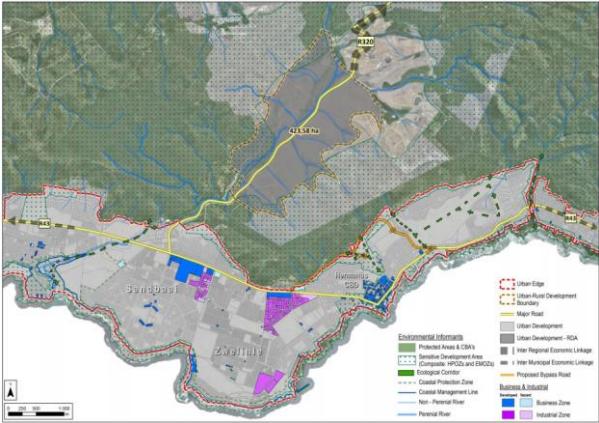
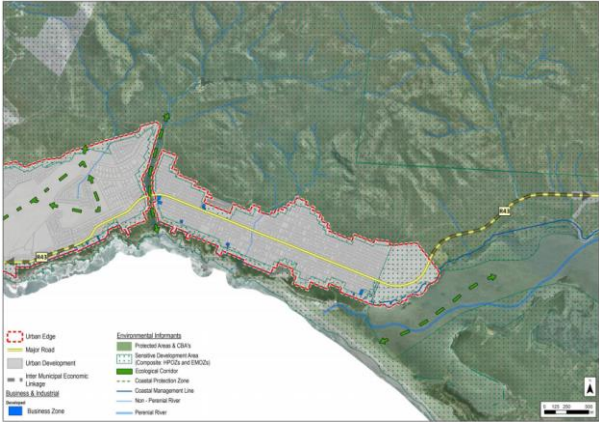
▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

Area	Spatial proposal plans	New urban development areas
	<p style="text-align: center;">Betty's Bay East</p> 	<p>The public participation took place during the draft of the 2020/2021 SDF. However, development proposed is still subject to an Environmental Impact Assessment and Town Planning applications. These two processes do entail full public participation to be undertaken.</p>
<p>Kleinmond</p>		<p>Kleinmond predominantly functions as a retirement, residential and holiday destination. Kleinmond also functions as the higher order service centre to the settlements of Rooiels, Pringle Bay and Betty's Bay. In this regard, it is important that adequate provision be made for the expansion of the commercial and service industrial components of Kleinmond.</p> <p>No new urban development areas are proposed for Kleinmond and the urban edges of the settlement are retained. This is mainly due to the extensive amount of vacant land within the settlement as well as the sensitive biodiversity areas surrounding the town. A new housing project is, however, in the process of being established to address the housing need of Kleinmond.</p> <p>An investigation into new development areas for housing development was undertaken and approved by Council during October / November 2021. The next step is now to identify the best options and apply for pre-planning funding at Department of Human Settlements to do the necessary studies to start a new project.</p>

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Area	Spatial proposal plans	New urban development areas
Arabella & Benguela Cove		<p>The two settlements of Arabella and Benguela Cove are both urban developments-rural development areas (in the form of rural residential estates) where residential opportunities are provided with high quality amenities within pristine natural settings. Arabella is well known for its golfing facilities and pristine natural setting, whilst the Benguela Cove development concept integrates residential opportunities with planted vineyards and its natural estuarine landscapes.</p> <p>Key to the development concept of these two urban development/rural development areas is that both are secure and enclosed environments. Other than adhering to the aforementioned spatial development principles. The spatial map was updated in the SDF 2020 to indicate and include Arabella Phase 2.</p>
Fisherhaven and Hawston		<p>Fisherhaven and Hawston collectively form the growth point within the Overstrand Municipality. By virtue of land availability, Fisherhaven has the potential to deliver a substantial amount and variety of residential opportunities within the human settlement development context (i.e. including community facilities and economic opportunities).</p> <p>The New Urban Development land area is ± 245.46ha in extent and is subsequently intended for higher density mixed use human settlement development, based on the housing need for the Greater Hermanus. Primary land uses envisioned for the New Urban Development area will include residential development with required community facilities as well as mixed use development required to effect a integrated economically sustainable and spatially just settlement component.</p>
Greater Hermanus	<p style="text-align: center;">Hermanus West</p> 	<p>No new urban development areas or urban edge amendments are proposed for Hermanus West. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p>




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Area	Spatial proposal plans	New urban development areas
	<p style="text-align: center;">Hermanus Central</p> 	<p>Spatial proposal for Hermanus Central, being the core of the town in terms of economic activity with industrial agglomerations as well as the CBD as the most dominant economic land uses. The high-density residential area of Zwelihle, is also located in this area. No new urban development areas or urban edge amendments are proposed for Hermanus Central with densification as the proposed tool to accommodate population growth as well as the housing need in accordance with the review/update of the OMSGMS. The formalization of Zwelihle should be addressed in the revision of the Human Settlements Plan for the Overstrand.</p>
	<p style="text-align: center;">Hermanus East</p> 	<p>The urban edge for Hermanus East was updated in order to align itself with the boundaries of the Fernkloof Nature Reserve. No new urban development or extension is proposed for the area. This is mainly due to the extensive amount of vacant land within the settlement as well as densification proposals for the area.</p>


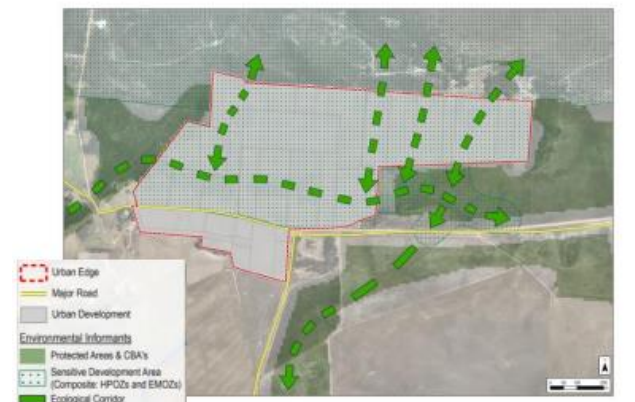

▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶

Area	Spatial proposal plans	New urban development areas
<p>Stanford</p>		<p>Key to the future of Stanford is retaining and enhancing its heritage character and resources.</p> <p>A New Urban Development area is proposed on the eastern periphery of the settlement, directly abutting the R326 to the north and the existing industrial area to the west. The land area is ± 34.39ha in extent and is intended for higher density human settlement development, based on the housing need for Stanford identified in the situational analysis phase of this project.</p> <p>The said 2031 projected housing need for Stanford amounts to 953d.u. which, based on a density of 20du/ha results in a land area requirement of ±48ha.</p> <p>This is obviously in excess of what is required to accommodate the housing need and associated land uses and therefore densification will be required.</p> <p>Primary land uses envisioned will include residential development with required community facilities as informed by the said situational analysis, and mixed-use development.</p>
<p>De Kelders</p>		<p>No new development is proposed for De Kelders, it is however recommended that the town be densified in accordance with the OMSGMS, along with the simultaneous upgrading of the and required civil services provision.</p>

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Area	Spatial proposal plans	New urban development areas
Gansbaai		<p>New urban development areas</p> <p>Spatial proposal for Gansbaai, which is predominantly focused on sensitive development related to unique biodiversity areas.</p> <p>No new development areas are proposed for Gansbaai. In order to accommodate the housing need for Gansbaai, densification should be encouraged in accordance with the relevant OMSGMS.</p> <p>In addition to the aforementioned densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p>
Franskraal & Birkenhead		<p>No new development areas are proposed. In order to accommodate the housing need for Franskraal & Birkenhead, densification should take place in accordance with the proposals made in the OMSGMS 2010 or as revised.</p>
Pearly Beach		<p>Spatial proposal for Pearly Beach, which is predominantly focused on sensitive development related to unique biodiversity areas</p> <p>No new urban development is proposed for Pearly Beach. Densification will be required in order to accommodate the Overstrand/Greater Gansbaai housing need as well as associated land uses. Primary land uses envisioned for new urban development areas will include residential development with required community facilities as well as potential mixed-use development.</p>

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Area	Spatial proposal plans	New urban development areas
<p>Baardskeerder sbos</p>		<p>The attributes of Baardskeerdersbos and its environs, warranted the entire inclusion thereof in a local area HPOZ. Most of the privately owned land in the northern part of the settlement consist of biodiversity corridors and was also therefore included in an urban conservation EMOZ.</p> <p>The development footprint will be contained within the defined rural edge of the town.</p>
<p>Wolvengat</p>		<p>Wolvengat is a rural settlement similar in nature to Baardskeerdersbos and consists of a prominent biodiversity corridor system. Most of the settlement is therefore included in an urban conservation EMOZ.</p> <p>Wolvengat does not consist of any internal services infrastructure.</p> <p>There is no new development proposed for Wolvengat.</p>
<p>Buffeljagsbaai</p>		<p>Buffeljags is a small residential community associated with abalone farming along the easternmost coastal border of the Overstrand. The settlement is not serviced by any services infrastructure.</p> <p>The urban edges were amended to accommodate future growth (subject to funding approval). The boundaries of the previously bisected urban edges were combined to create a singular rural settlement defined by a single urban boundary.</p>

10.5 Capital expenditure framework (CEF)

10.5.1 Background

The Capital Expenditure Framework (CEF) of a municipality can be defined to “include all the infrastructure requirements (engineering, social and other capital requirements) that falls within the mandate of the municipality and is funded by the municipality and includes own funding, grants received as well as borrowing raised by the municipality itself. It is an important tool in ensuring that long-term infrastructure investment decisions are timeously made in a financially viable way to support the Integrated Urban Development Framework objectives in facilitating transformation.” (COGTA Guidelines, 2018). A CEF therefore provides a link between spatial planning and financial planning, and also links to infrastructure planning, which is crucial to accommodate the spatial development strategies and maintain existing services infrastructure.

There is currently no specification for a SPLUMA-compliant CEF. However, the National Department: Cooperative Governance commissioned a guide to aid the public and private sectors in preparing a Capital Expenditure Framework for municipalities. The draft guidelines (TE COGTA/V8) are aimed at the larger Intermediate City Municipalities (ICM). However, Overstrand Municipality, Western Cape Provincial Government and the Development Bank of South Africa (DBSA) is currently undertaking the drafting of a Capital Expenditure Framework (CEF) for Overstrand Municipality.

10.5.2 The Overstrand CEF

10.5.2.1 Capital Revenue

The Municipality provided a break-down of funding sources as budget input to the CEF. The information provided the affordability envelope per financial year for the period 2019-2030. The total affordability envelope for the period amounts to R 1 455 637 971. The revenue sources and total available capital funds are presented in the Table below.

Table 75 Overstrand Revenue Sources for the period 2019 -2030

Funding Source	Rand Value
Capital grants	622 937 971
Financing	648 000 000
Cash reserves and funds	184 700 000
Total (Affordability Envelope):	1 455 637 971

10.5.2.2 Basic Engineering Services

The Overstrand engineering departments provided estimated costs for the engineering infrastructure that would be required to service the Municipality for the 2019–2030-year period (this included maintenance of existing infrastructure as well as provision of new infrastructure). Engineering infrastructure included (i) waste water infrastructure (ii) electricity, (iii) roads and transport, (iv) stormwater and (vi) solid waste infrastructure.

Detailed costing and prioritisation for each SDF proposal has not yet been undertaken.

The total engineering costs for the 2019–2030-year period amounts to approximately R 3 338 677 309.

10.5.2.3 Budget Gaps / Surplus

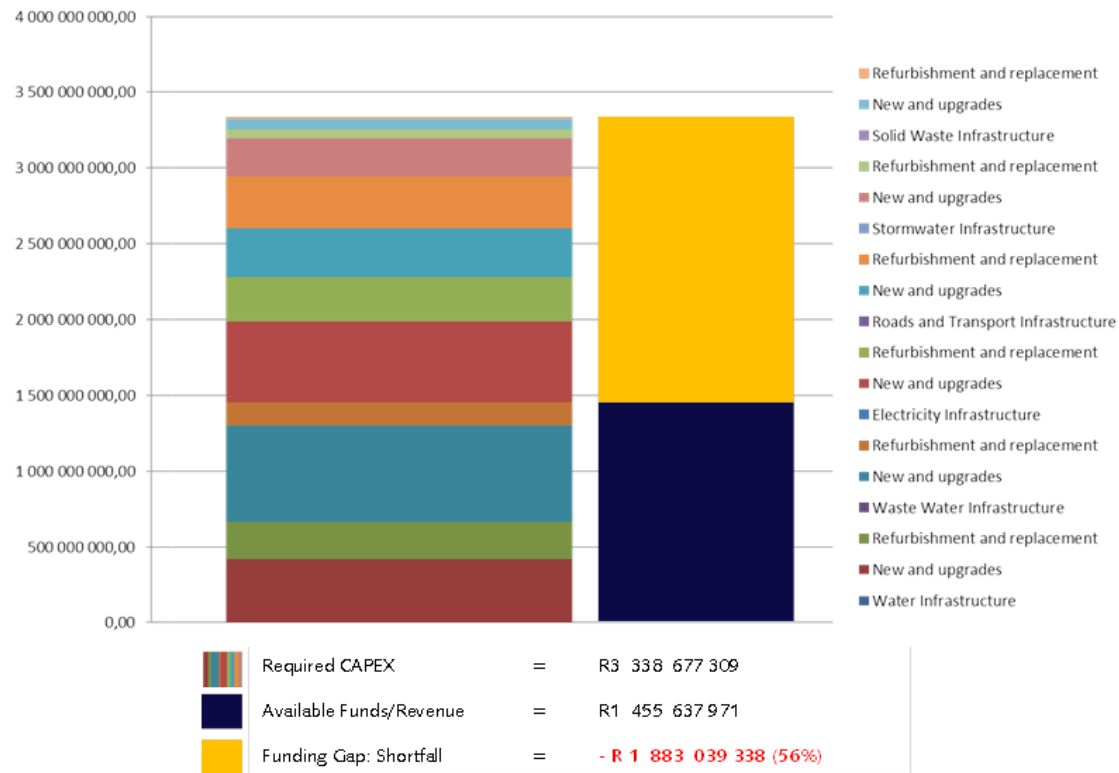
The total available Capital Expenditure (affordability envelope) to Overstrand Municipality for the 2019-2030 amounts to R 1 455 637 971. However, based on available data, approximately R 3 338 677 309 is required for the listed engineering infrastructure required for the same period. It is therefore estimated that the Overstrand will have a shortfall of approximately R 1 883 039 338 over the period 2019-2030 (i.e., a 39,99% shortfall). The breakdown of the total available capital expenditure, infrastructure costs and the shortfall/surplus for the Overstrand is presented in Table 77.

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SERVICE	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Water Infrastructure											
New and upgrades	19 457 459	34 500 332	36 115 099	48 339 479	46 745 282	31 214 604	38 135 717	40 042 503	44 999 539	47 249 516	31 694 151
Refurbishment and replacement	17 236 193	18 098 002	19 002 902	19 953 048	20 950 700	21 998 235	23 098 147	24 253 054	25 465 707	26 738 992	28 075 942
Waste Water Infrastructure											
New and upgrades	34 575 106	36 303 861	59 066 554	65 492 757	68 767 395	64 548 075	67 775 479	48 650 646	51 083 178	69 150 619	72 608 150
Refurbishment and replacement	10 805 092	11 345 346,41	11 912 614	12 508 244	13 133 657	13 790 339	14 479 856	15 203 849	15 964 042	16 762 244	17 600 356
Electricity Infrastructure											
New and upgrades	59 526 600	50 805 140	36 899 876	44 981 024	38 301 210	38 608 155	42 592 930	52 937 229	44 414 527	62 340 078	61 914 285
Refurbishment and replacement	20 394 981	21 414 730	22 485 467	23 609 740	24 790 227	26 029 738	27 331 225	28 697 786	30 132 676	31 639 310	33 221 275
Roads and Transport Infrastructure											
New and upgrades	13 000 000	13 650 000	19 845 000	23 731 313	24 917 878	29 354 476	30 822 200	39 398 812	41 368 752	43 437 190	45 609 050
Refurbishment and replacement	24 195 469	25 405 243	26 675 505	28 009 280	29 409 744	30 880 231	32 424 243	34 045 455	35 747 728	37 535 114	39 411 870
Stormwater Infrastructure											
New and upgrades	11 375 000	11 943 750	18 053 438	21 850 172	22 942 680	24 089 814	25 294 305	26 559 020	27 886 972	29 281 320	30 745 386
Refurbishment and replacement	3 898 930	4 093 876	4 298 570	4 513 499	4 739 174	4 976 132	5 224 939	5 486 186	5 760 495	6 048 520	6 350 946
Solid Waste Infrastructure											
New and upgrades	10 000 000	11 025 000	5 512 500	8 682 188	9 116 297	6 381 408	4 020 287	-	-	-	16 288 946
Refurbishment and replacement	1 084 182	1 138 391	1 195 310	1 255 076	1 317 830	1 383 721	1 452 907	1 525 553	1 601 830	1 681 922	1 766 018
Total for all basic municipal services	225 549 011	239 723 672	261 062 834	302 925 818	305 132 073	293 254 930	312 652 235	316 800 093	324 425 445	371 864 824	385 286 374
Capital Expenditure / Infrastructure Affordability Envelope	139 148 832	110 322 760	133 992 750	110 983 780	112 542 807	124 195 375	130 947 098	137 803 924	149 772 159	151 858 489	154 069 998
Funding Gaps (shortfall/surplus)	-86 400 179	-129 400 912	-127 070 084	-191 942 038	-192 589 266	-169 059 555	-181 705 137	-178 996 169	-174 653 286	-220 006 336	-231 216 376

Table 76: Overstrand, total available capital expenditure, infrastructure costs and the shortfall/surplus

▶ CHAPTER 10: SPATIAL DEVELOPMENT FRAMEWORK ▶



10.5.3 Conclusion and Recommendation

The current CEF is not complete when measured against the COGTA methodology and content requirements and represents the best first effort with the available data to date. The items and actions listed above under subsection 7.5.1 of the MSDF(2020) should be undertaken during the next review of the Municipal long term financial planning and IDP to ensure greater alignment with the SDF. The Overstrand engineering Master Plans are currently being updated based on the 2020 MSDF spatial proposals / latest OMSGMS when adopted.

The Overstrand Municipality, together with other role players (Provincial Departments and DBSA), will proceed with the drafting of the Capital Expenditure Framework, however the format of the document is still being finalised.

10.6 Spatial plans developed beyond the SDF

Overstrand Municipality has compiled a range of spatial plans beyond the legislative requirement of an SDF.

The additional spatial plans adopted by the Municipality are noted below and includes:

- Review of the Overstrand Municipality Spatial Growth Management Strategy, 2010 (OMSGMS, 2010);
- Baardskeerdersbos Precinct Plan
- Danger Point Precinct Plan
- Kleinbaai Nodal Plan
- Hermanus CBD Revised Plan
- Housing Plan.

10.6.1 OVERSTRAND MUNICIPAL SPATIAL GROWTH MANAGEMENT STRATEGY (OMSGMS)

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

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

To address these concerns, the municipality developed a Growth Management Strategy (GMS) 2010. The OMSGMS forms part of the current MSDF 2020 and the Municipality has started the review and

update process of the OMSGMS in line with the current MSDF 2020.

10.7 Land available for development in Overstrand

Both public and private land is available for development. Whether it be for housing or economic development. Public Private Partnerships (PPP) is found to be the key in unlocking and acquiring land and further to gain capital in order to develop land.

In terms of the type of develop that should occur on the land (public or private) available: Key areas have been identified to address the housing backlog, however in order to create sustainable developments mixed land use must be developed. South Africa's economy is a free market and therefore developments on private land are market driven.

10.8 SDF linkage with the Integrated Urban Development Framework (IUDF), 2016

Purpose of the IUDF

The IUDF is a national government framework that responds to urbanization challenges and opportunities.

“More than half of the world's population lives in cities - it is projected that **70%** will be living in urban areas by **2050**”.

“More than 60% of South Africans live in urban areas, and this figure is projected to increase to **70%** and **80%** by **2030** and **2050** respectively”.

Cabinet approved the IUDF on 26 April 2016.

Next step:

Implementation of the short term (2016/19) priority actions as identified in the IUDF implementation plan.

Core elements of the IUDF

The IUDF's overall outcome – **spatial transformation**: reversing the inefficient spatial patterns in a way that promotes both social and economic development while protecting the environment.

The IUDF proposes 3C growth model= **compact, connected & coordinated** cities and towns as opposed to fragmented development. **Land, transport, housing, and jobs** are key structuring elements critical for the attainment of the outcome.

The overall objectives are to create efficient urban spaces by:

- Reducing travel costs & distances
- Aligning land use, transport planning & housing
- Preventing development of housing in marginal areas
- Increasing urban densities & reducing sprawl
- Shift jobs & investment towards dense peripheral townships
- Improve public transport & the coordination between transport modes.

Overstrand SDF response to the Integrated Urban Development Framework (IUDF)

Development of the IUDF started in November 2012 and was finalised in 2016. The Overstrand Municipality's SDF 2020 is aligned with the broad principles of the IUDF of creating **compact, connected** and **coordinated** cities and towns as opposed to fragmented development. This is further recognized in the vision of the SDF 2020.

Integrated sustainable human settlements are being implemented in terms of the National Housing Code in partnership with the Department of Human Settlements according to the Housing Strategy in the IDP and further recognised in the SDF 2020.

10.9 HERMANUS CENTRAL BUSINESS DISTRICT (CBD) REVITALISATION PLAN

During 2000 the Municipality undertook a CBD Revitalization study for Hermanus.

This study was completed in 2002. A total of 13 projects/interventions were identified in this study.

In accordance with the above projects/interventions the Overstrand Municipality and the private sector have made considerable investments in the CBD giving effect.

Overstrand Municipality has completed most of the projects proposed in the study, for instance –

- CBD Relief Road
- Upgrade of Cliff Top
- Redevelopment of Market Square
- Gearings Point upgrade
- Implementing the station precinct
- Etc.

The proposal was implemented during the period of 2002 to 2012 at an estimated cost of ±R80 million.

The private sector has also heavily invested into the CBD Revitalization Strategy.

Construction work on commercial, residential, parking and landscaping projects to an estimated amount of ±R225 million has been completed.

Various projects are in an advanced phase of planning and approval. Implementation of these projects have commenced. Projects which are identified in the CBD Revitalization Strategy include the Taxi Rank, Mitchell Street Precinct and the Main Road's traffic calming measuring.

STUDY AREA

The study area is referred to as the Hermanus Central Business District (CBD). In the context of Hermanus, this refers to the central area of town, bounded by the coastline to the south and east, Lord Roberts Street to the north and the municipal precinct to the west of Royal Street. The CBD is located along the R43 coastal route, connecting Betty's Bay, Onrus, Stanford and Gansbaai. Hermanus is the last significant destination on this route, which continues beyond Hermanus, inland to Stanford and along the coast to Gansbaai.

CHAPTER 11

DISASTER MANAGEMENT PLAN

The intention of this Chapter is not to duplicate the reviewed DMP.

The reviewed 2021/22 DM plan comprises the following Annexures:

ANNEXURES

Annexure A	: Veld Fire Management Plan
Annexure B	: Flood Management Contingency Plan
Annexure C	: Public Violence Contingency Plan
Annexure D	: Strategic Risk Register
Annexure E	: Disaster Management Preparedness Plan: Gansbaai
Annexure F	: Disaster Management Preparedness Plan: Stanford
Annexure G	: Disaster Management Preparedness Plan: Hermanus
Annexure H	: Disaster Management Preparedness Plan: Kleinmond
Annexure I	: Emergency Resource Telephone List: Hermanus
Annexure J	: Emergency Resource Telephone List: Gansbaai / Stanford
Annexure K	: Emergency Resource Telephone List: Kleinmond
Annexure L	: Covid-19 Contingency Plan

The next review of the DMP is planned in the 2022/23 financial year.

LEGAL FRAMEWORK

The Disaster Management Act (sec 53) stipulates that each Municipality must prepare a Disaster Management Plan/Framework for its area according to the circumstances prevailing in the area, after consulting with the District Municipality and other Local Municipalities within the area of the District Municipality.

Overstrand Disaster Management Plan:

- a. Forms an integral part of the Municipality's Integrated Development Plan;
- b. Anticipate the types of disasters that are likely to occur in the municipal area as well as their possible effects.

The Disaster Management Plan place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households.

INSTITUTIONAL CAPACITY

Overstrand Municipality has a functional Fire & Disaster Management Department within the Directorate: Protection Services.

A Joint Operation Centre (JOC) is activated as and when the need arises. The JOC is operated from the Fire station in Hermanus.

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

RISK REDUCTION

- Risk awareness programs
- Risk prevention programs
- Formal and informal training with regard to emergency services and disaster relief
- Research in formal and informal settlements with regard to location, growth and development
- Upgrading of vehicles, equipment and protective clothing.

▶ CHAPTER 11: DISASTER MANAGEMENT PLAN ▶

DISASTER RISK REGISTER / STRATEGIC RISK REGISTER

Annexure D, Overstrand reviewed DMP, Source by WCDM

HAZARD	HAZARD				Vulnerability						CAPACITY						Relative Risk Rating	Relative Risk Priority		
	SCORE	Score: 4. Very Likely 3. Likely 2. Unlikely 1. Rare	Score: 4. Monthly/weekly 3. Every 1 - 2 years 2. Every 2 - 5 years 1. Every 5 - 10 years	Score: 4. Major 3. Serious 2. Minor 1. Negligible	Hazard Rating	Vulnerability Score: 4. Extremely Vulnerable 3. Seriously Vulnerable 2. Slightly Vulnerable 1. Not Vulnerable					Vulnerability Rating	Capacity Score: 4. Very Good 3. Good 2. Poor 1. Very Poor							Capacity Rating	
		Probability	Frequency	Severity		Political	Economical	Social	Technological	Environment		Physical Planning and Engineering	Societal Capacity	Economic Capacity	People Capacity and Competencies	Management Capacity				Institutional capacity
Drought	3	3	4	10	1	4	4	3	4	16	2	3	1	3	1	1	11	14.545	extremely high	
Wildland fire	4	4	4	12	1	3	3	2	2	11	2	3	2	2	3	2	14	9.429	high	
Social conflict	3	4	3	10	1	4	3	2	2	12	2	2	1	2	3	3	13	9.231	high	
Tsunami	3	1	3	7	1	4	3	3	3	14	2	2	1	2	2	2	11	8.909	high	
Structural fire	4	4	3	11	2	2	2	2	1	9	2	3	2	2	2	2	13	7.615	high	
Coastal erosion	3	4	2	9	1	2	2	2	3	10	2	2	2	2	2	2	12	7.500	high	
HAZMAT: ocean spill	2	2	4	8	1	2	2	1	4	10	2	2	2	2	2	1	11	7.273	high	
Pest infestation	3	4	2	9	1	3	3	1	3	11	3	2	3	2	3	2	15	6.600	tolerable	
Nuclear event	1	1	4	6	1	3	3	2	4	13	3	2	1	2	2	2	12	6.500	tolerable	
Endemism	3	4	2	9	1	3	3	1	3	11	3	3	2	3	3	2	16	6.188	tolerable	
Water supply disruption	3	4	2	9	1	3	3	2	1	10	2	3	2	3	3	2	15	6.000	tolerable	
HAZMAT: road	3	2	2	7	1	2	2	2	3	10	2	2	2	2	2	2	12	5.833	tolerable	
Disruption of electricity	4	4	2	10	1	2	2	2	1	8	2	3	2	3	3	2	15	5.333	tolerable	
Floods	4	3	3	10	1	2	2	2	1	8	2	3	2	2	3	3	15	5.333	tolerable	
Shipping incident	2	2	3	7	1	2	2	1	3	9	2	3	2	2	2	1	12	5.250	tolerable	
Sea level rise	3	1	2	6	1	2	2	2	3	10	2	2	2	2	2	2	12	5.000	tolerable	
Storm surge	3	3	2	8	1	2	2	2	2	9	2	2	2	3	3	3	15	4.800	tolerable	
Human diseases	4	4	3	11	1	2	2	1	1	7	3	3	3	3	3	3	18	4.278	tolerable	
Severe weather	3	4	1	8	1	2	2	2	1	8	2	2	2	3	3	3	15	4.267	tolerable	
Aircraft incident	2	2	2	6	1	2	2	2	2	9	2	2	3	3	3	3	16	3.375	low	
Road incident	4	4	1	9	1	1	2	1	1	6	3	3	2	3	3	3	17	3.176	low	

DEFINITIONS, TERMINOLOGY AND ABBREVIATIONS

Abbreviations

CAPEX	Capital Expenditure
ICC	Incident Command Centre
IDP	Integrated Development Plan
JOC	Joint Operations Centre
NGO	Non-government Organization
OPEX	Operational Expenditure
SAPS	South African Police Services
WCEMS	Western Cape Emergency Medical Services

- Disaster:** A progressive or sudden, widespread or localized, natural or human-caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure or the environment; or disruption of a community; and is of a magnitude that exceeds the ability of those affected to cope using only their own resources.
- Disaster risk management:** The systematic process of using administrative decisions, organization, operational skill and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises of all forms of activities, including structural and nonstructural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.
- Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro meteorological and biological) or induced by human processes (environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is

characterised by its location, intensity, frequency and probability

- Risk:** The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions
- Vulnerability:** The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

AMENDMENTS/UPDATES

DATE OF REVIEW	DETAILS OF PAGE(S) AMENDED OR REPLACED
22 March 2013	Par 5: Top 10 risks; Par 9: Population Profile Par 15: Post vacant
7 April 2014	Annexure H, K and L was removed, Appendix I was replaced by strategic risk register
9 April 2015	Par 1.8 Taken out Par 1.9 Taken out Par 3.4 Amended Par 4.3 Amended Par 5 Amended
20 April 2016	Par 8.1 Amended Par 9 Amended Par 10 The Corporate Disaster Management Plan in Context taken out Par 12 Roles and responsibilities replaced with Directorate Directives
2017	Emergency Contact numbers amended
2018	Emergency Contact numbers amended
2019	Rename of Annexures Additional contact persons for Annexure I, J & K
2020	Par 7 updated to figures published in IDP (27 May 2020) Par 8 updated to figures published in IDP (27 May 2020) Par 9 updated to figures published in IDP (27 May 2020) Par 11 updated, to include Incident Command Centre, Councillors and NGO's Annexure L: new addition

DATE OF REVIEW	DETAILS OF PAGE(S) AMENDED OR REPLACED
	Emergency Contact numbers amended
2021	

1.2 For projects identified in the IDP	x	New function – no projects in place. No budget for projects
--	---	---

2018/19 Disaster Risk Assessment by Province

The main hazards for **Overstrand Municipality** have been classified as:

- Drought
- Wildland fires
- Social conflict
- Tsunami
- Structural fires
- Coastal erosion
- Hazmat: ocean spill.

The hazards pose a risk to the environment, industry, the economy; livestock and human life.

Top risks of the Overstrand Municipality

Top 10 risks (in no particular order) for Overstrand Municipality are:

- Wildfires
- Alien Invasive Species (Vegetative)
- Hazmat Incidents: Roads
- Civil Unrest
- Road Accidents
- Storm Surge/Coastal Flooding
- Sea-Level Rise
- Floods (Storm water)
- Urban Fires (Informal/Formal)
- Endemism (Loss to Biodiversity)
- Drought.

Disaster Management Analysis for Overstrand Municipality

1. A Hazard, Risk and Vulnerability Assessment (HRAVA) have been performed:

	YES	NO	Comments, if no
1.1 For the Municipal Area		x	Budget and capacity constraints

2. The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:

	YES	NO	Comments, if no
2.1 For the Municipal Area	x		
2.2 For projects identified in the IDP		x	New function – no projects in place. No budget for projects

3. Appropriate disaster preparedness, response and recovery plans have been developed for a risk that cannot be prepared or mitigated:

	YES	NO	Comments, if no
3.1 For the Municipal Area	x		
3.2 For projects identified in the IDP		x	New function – no projects in place. No budget for projects

4. The Municipality has instituted the following disaster management requirements:

	YES	NO	Comments, if no
4.1 Established a functional Disaster Management Centre		x	Budget Constraints
4.2 Appoint a Head of Centre		x	Don't have a Centre
4.3 A functional Disaster Management Advisory Forum		x	DMAF to be established. Provincial Government hosted presentation on importance of DMAF

▶ CHAPTER 11: DISASTER MANAGEMENT PLAN ▶

	YES	NO	Comments, if no
4.4 A Disaster Management (DM) Plan has been developed	x		
4.5 This DM Plan does include Sectoral Plans	x		

	YES	NO	Comments, if no
7.2 District Municipal Disaster Management Centre	x		
7.3 Provincial Disaster Management Centre	x		

5. Disaster Management has functional systems that comply with the following:

	YES	NO	Comments, if no
5.1 GIS data for disaster management		x	Limited DM capacity
5.2 Risk reduction planning		x	Limited DM capacity
5.3 Early warning system		x	Budget constraints
5.4 Preparedness, response and recovery planning (Generic Plan)	x		

6. These systems are linked to:

	YES	NO	Comments, if no
6.1 Other line functions in the Municipality		x	Overberg District
6.2 Other Municipalities	x		
6.3 Security Forces (SAPS and SANDF)		x	Overberg District DMC
6.4 Provincial MES		x	Overberg District DMC
6.5 Provincial Departments		x	Overberg District DMC
6.6 The National Disaster Management Centre		x	Overberg District DMC

7. The Municipal Disaster Management Plan is completed, submitted and approved by (answer where applicable):

	YES	NO	Comments, if no
7.1 Other Municipalities in District Municipal Area	x		

Budget allocation for 2022/23

The operating budget for Fire & Disaster Management for 2022/23 – 2024/25 are stated below:

Vote description	2022/23 Medium Term Revenue & Expenditure Framework		
	R thousand		
	Budget Year	Budget Year	Budget Year
	2022/23	+1 2023/24	+2 2024/25
Vote 8_ Protection Services			
8.5 Fire Brigade	27,968,915	29,808,624	31,374,681
8.8 Disaster Management	2,413,682	933,682	939,558

(Note: amounts include salaries)

Fire & Disaster Management received no allocation in the capital budget for 2022/23.

How does Overstrand Municipality deal with disaster risk management (especially related to climate change) and do the Municipality's response translate into changes to development planning?

The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss. A people-centred early warning system necessarily comprises four key elements: knowledge of the risk; monitoring, analysis and forecasting of the hazards; communication or dissemination of alerts and warnings; and local capabilities to respond to the warnings received.

With the threat of increasing disasters of climate change, in many countries' steps have already been taken to reduce this vulnerability to weather and climate dangers, such as floods, heat waves and drought and cyclones. Climate adaptation change is a relatively new concern, but it can appeal to a rich tradition that spans many decades of disaster reduction practices risk.

In South Africa, the Overstrand Municipality's comprehensive water resource management programme involved practical measures such as clearing of invasive alien plants, a public awareness campaign, a programme of leak detection and repair, and ground water drilling.

Overstrand Municipality's response to the COVID-19 pandemic

Policy guidelines

In responding to the COVID-19 pandemic the Overstrand Municipality has developed the following policy guidelines:

- A COVID-19 Contingency Plan is in place and being implemented. The COVID 19 Contingency Plan will be read in conjunction with the Overstrand Disaster Management Plan.
- A Terms of Reference for the Overstrand Municipality's Relief Committee was developed. The committee comprises of Directors.
- Overstrand Municipality: Plan Food Relief through Food Kitchens was developed and operational until September 2020.
- The Municipality's response is also guided by the various Regulations impacting Local Government issued by National Government since the start of the nationwide lock down on 27 March 2020.

Structure

On 15 March 2020 the Joint Operation Centre (JOC) was activated by the Senior Manager Chief Fire, Rescue and Disaster Management & Security, as a

response to mitigating the spread of Covid-19 in the Overstrand Municipal area.

The Overstrand Relief Committee (composing of Directors) was established and is a co-ordinating structure that will ensure collaboration of all internal and external stakeholders to execute the matters listed below as specified in the Regulation dated 25 March 2020:

- Provision of water, sanitation and electricity services,
- Hygiene education, communication and awareness,
- Waste management and cleansing,
- Municipal public spaces, facilities and offices,
- Customary initiations and cultural practises,
- Isolation and quarantine,
- Monitoring and enforcement,
- Municipal operations and governance,
- Institutional arrangements and development of Covid-19 response plans and
- Precautionary measures to mitigate employee health and safety risks.

All actions of the Relief Committee are guided by National Legislation and the Overstrand Municipality Disaster Management Plan.

The Incident Command Centre is open 24/7, the centre is at the Fire Station in Hermanus. Daily conference calls are taking place with the Overberg District Municipality and other role players (SAPS, LEO, Traffic, DSD etc.) for the dissemination of information.

Overstrand Head: Disaster is working closely with Dr. Mostert, the Head of Health Provincial in Hermanus.

Brief overview of the COVID-19 related programmes/ interventions by Overstrand Municipality:

Overstrand Disaster Management has been coordinating a number of activities in conjunction with other departments.

- Facilities have been identified which will be used as **Isolation and Quarantine sites**.
- **Homeless** were housed at the Moffat Hall in Mount Pleasant, Hermanus until the end of August 2020. Meals were provided to them on a daily basis.
- **Awareness raising**
Continuous communication with the public through Overstrand FB page. Flyers are distributed to communities for educational purposes.
- **Sanitisation**
Overstrand Fire Services decontaminate premises where active cases of COVID-19 were identified by EMS. Fire Services are decontaminating offices and have assisted the court and SAPS with the same.

The Municipality deployed staff members (permanent and EPWP workers) to disinfect Taxi ranks, public toilets communal toilets in informal settlements twice per day. Offices, Community buildings used as shelter for the homeless and food kitchens as well as other private buildings used as food Kitchens (based on discretion of the administration) are disinfected on a weekly basis.

Soap was distributed to vulnerable communities for hygiene purposes.

- **Occupational Health and Safety (OHS)**

A draft infectious disease plan was developed.

Essential staff are being issued with personal protective equipment (PPE) (face mask / gloves / hazmat suits etc.)

A total of 14 health workers were appointed by the OHS department (Human Resources) to screen employees on a daily basis before they commence with their duties. The contract of employment for the said employees are renewed every 3 months.

The OHS Department also issued hand sanitizers, mask and gloves within the organisation.

- Public making use of municipal offices are screened, has to adhere to social distancing and must wear a face mask.
- Overstrand Municipality remains committed to service delivery and **all essential services** continued during the lockdown period.
- Staff deployment levels occur according to the Regulations and Covid-19 level.

- **Food Relief through Food Kitchens**

The Municipality efforts to provide food relief during the COVID-19 disaster in the country was implemented as a temporary measure, with available funding. The delivery of ingredients to soup kitchens was operationalized between April and September 2020. Overstrand Municipality merely assisted with ingredients.

- **FOOD GARDENS**

This project is to be implemented across the municipality in two forms. The first being the One Garden One Household and community gardens in identified communities. An amount R250 000 was made available in the 2020/21 financial year. The aim is to promote self-reliance and food security for poor communities. R1.9 million has been made available through an equitable grant and the tender has been finalised to continue with the One Household One Garden project. The distribution will happen before the end of this financial year (i.e., 2021/22).

- **Assistance to municipal account holders**

The Overstrand Council implemented a number of measures for a period from April 2020, to assist businesses and residents during the COVID-19 nationwide lockdown period, these included the following COVID-19 relief:

- temporary auto classification status adjustment for holiday accommodation establishments, thus the application of residential rates tariffs;
- extended payment arrangements for businesses and residential customers;
- leased properties rental exemption.

- the deferment of payment of Municipal accounts from April 2020 to August 2020 for those who found themselves financially strapped during this period. Businesses could apply to pay these accounts over six months and individuals over a maximum of twelve months.

In addition to this all residents who had their water reduced to a drip system have had the flow opened for the duration of the hard lockdown and no auxiliary charges were levied on prepaid electricity purchases up to the end of June 2020. People who rented property from the Municipality and were unable to use it for the purpose for which it was rented, were not be charged rent for a period. While the municipality could not dictate to private landlords, it was hoped that they too would find a way of assisting their tenants, particularly small businesses, who had not been able to use their rented premises because of the lockdown.

• **Economic and Social Development support during COVID 19**

It was envisaged that the proposed actions implemented by the government to combat the spread of the virus will have devastating effect on the both the economic situation and the social well-being of the poor communities. The lockdown exposed the levels of inequality and poverty mainly in disadvantaged communities. Local businesses are hit hard by the lockdown as this impact on the demand of goods and services critical to the survival of local economies.

How is the Municipality assisting local business during the 2nd, 3rd and 4th waves of the pandemic?

- 92 SMME's assisted to apply for the Western Cape Relief Fund in all LED Offices in the Overstrand and 19 were successful.
- More than 20 SMME's participated in a 5 days first virtual training at the LED E-learning Centre on Business Practices and recovery during and post Covid-19 by Nedbank with WIFI services provided by the Overstrand Municipality for SMME's.

- Permit applications for SMME's.
- Assist SMME's with being compliant in criteria and requirements for funding application.
- Assist SMME's to understand the regulations to ensure compliance with the Disaster Management Act.

SMME SUPPORT ENVIRONMENT

Included in this sector are the following sub-sectors: construction, landscaping, manufacturing and designs, agriculture, services sector etc.

- To ensure that SMME's receive information timeously a WhatsApp group with all SMME's in the Overstrand was created. The purpose of the group is to ensure quick, credible and verified information reaches SMME's as fast as possible. This promoted dialogue and peer support including understanding of each other's businesses. From inception, the SMME WhatsApp group started with 246 SMME's. WhatsApp groups continues to be an information and networking tool.
- Information on business support regarding operations during Covid-19 critical to business survival therefore LED prepared to tackle queries regarding business-related enquiries, an average of 20 inquiries a day, telephonically, email and WhatsApp can be provided to the business fraternity. Compliance environment SMME's registered with CIPC to apply for essential permits online and more than 30 complying businesses were assisted.
- Business rescue environment as announced by government – information made available to as many businesses as possible through Facebook platforms and Tourism offices database by email. The relief fund for distressed small-scale farmers - 12 small scale farmers in the Overstrand were assisted to submit their applications to the Department of Agriculture.

Social relief assistance provided in the 2nd wave of the pandemic (Dec 2020 onwards)

One household one food garden initiatives including the utilisation of municipal land to grow food for the benefit of the community.

COVID-19 social relief assistance initiatives planned for 2021/22 and beyond

- Dignity programmes
- Indigent support
- Food gardens.

TOURISM FOCUS DURING COVID-19

Tourism is one of the sectors most affected by the Covid-19 pandemic, impacting economies, livelihoods, public services, and opportunities on all continents. All parts of its vast value-chain have been affected. It is one of the world's major economic sectors. It is the **third-largest export category** (after fuels and chemicals) and in 2019 accounted for **7% of global trade**.

Tourism supports one in 10 jobs and provides **livelihoods for many millions more** in both developing and developed economies. In a coastal region such as the Overstrand it is estimated that tourism supports one in 15 to 20 jobs.



100 to 120 MILLION

- As many as 100 million direct tourism jobs are at risk, in addition to sectors associated with tourism such as labor-intensive accommodation and food services industries that provide employment for 144 million workers worldwide. Small businesses (which shoulder 80% of global tourism) are particularly vulnerable.
- Women, who make up 54% of the tourism workforce, youth and workers in the informal economy are among the most at-risk

categories.

- Destinations such as the Overstrand that are most reliant on tourism for jobs and economic growth are likely to be hit hardest. In Africa, the sector represented 10% of all exports in 2019.

The survival of businesses throughout the tourism ecosystem is at risk without continued government support and although government have taken impressive action to cushion the blow to tourism, to minimise job losses and to build recovery in 2021 and beyond, more needs to be done, and in a more co-ordinated way. Cape Whale Coast initiatives to assist recovery include:

- A Safe Eat Pledge was designed and adopted by numerous local eateries to gain consumer confidence.
- Seats on the Streets was initiated to support social distancing at restaurants. This was unfortunately hindered by the alcohol ban. This links to the support given to the pavement economy to stimulate the economy as well as
- Supporting the many Saturday markets to open for trade as soon as regulations allowed.
- A rates reduction for guesthouses during the period when they could not receive travellers.
- The COVID-19 pandemic and the resulting work from home (WFH) culture drove an exodus of the young professionals from cities to smaller towns. Several Overstrand villages have benefitted from this due to proximity to trading hubs such as Cape Town and are now included in the "zoom town" cluster where lifestyle and work can be balanced with wellness benefits.
- Business collaboration to expand market access. Examples include: A work sharing space selling lunch, a garage selling a baker's produce.
- Assistance with Tourism Relief Fund and other government incentive applications.

The Covid-crisis is an opportunity to rethink tourism for the future. Tourism is at a crossroads and the measures put in place today will shape the tourism of tomorrow.

- Industry updates regarding regulations and related requirements through digital platforms

as well as a targeted approach with direct WhatsApp communication. Assisting with the interpretation of beach and parks opening and closures, alcohol trading hours and filming allowances provided challenges.

- Dialogue with industry bodies and tourism stakeholders.
- Sector support including assistance with access to business rescue packages available i.e. TERS submissions and BizPortal registration to retrieve permits to trade. Liaising with foreign tourists, SAPS and Disaster Management regarding international flights and transport arrangements.
- Assisting national and provincial government with information regarding tourists and tourism landscape.

✚ Assisting foreign tourists with regulation interpretation

✚ informing on Covid testing sites, prices and timeline for results

✚ Indicating accommodation assisting with emergency workers, isolation or quarantine.

- Development of tourism campaigns relevant to the opening of the economy – #WeAreOpen, alignment with Wesgro on provincial tourism campaign – One Day (a virtual tour performed by local tour guides) and other digital spaces such as #VirtualTravelSA and #TravelChatSA.

Assistance provided to the local tourism industry in the 2nd - 4th waves of the pandemic (Dec 2021 onwards)

- Media visits and trade appointments ensure that the Cape Whale Coast remains top of mind when travel plans are made.
- Radio broadcasts and influencer promotion.
- Communicating that the Overberg is South Africa's leading district in terms of vaccination rate. Restaurants made efforts to ensure that staff were vaccinated, and protocols observed to keep clients safe.
- Focus on work from Overstrand home potential with proximity to the Cape Town International Airport and availability of good schools,

infrastructure, and golf courses.

- Supporting events to attract weekend visitors. Communicating events, markets and festivals.
- Assisting small tourism business to comply with regulations such as zoning and funding applications.
- Applications have been made for funding for tourism projects.

Post COVID-19 initiatives planned to assist the local tourism industry for 2021/22 and beyond?

- Professional filming and photography have a strong influence on tourist decision making and contributes positively to economic impact. Because of the commercial and promotional benefits, Cape Whale Coast Tourism aims to position the Overstrand as a competitive filming destination by offering a reduction in tariffs granted that certain criteria are met. A reduction of up to 50% of Professional Filming and Photography Tariffs was approved granted that certain conditions are met. These efforts are paying off as a Sony production filmed in Kleinmond had an economic impact calculated at R2 581 884 with 1947 bed nights booked at an average price of R838.73 per room. Total accommodation income R1.633m. CNN has twice broadcasted Overstrand marine life productions to a potential of 150m viewers. This marketing exposure can't be bought.
- CBD revitalization with the creation of economic spaces such as weekend markets to attract more visitors to areas with a low footfall. This addresses the informal sidewalk economy that benefits the formal economy. Business owners have also taken it on themselves to beautify the area with mural paintings and hanging baskets.

Grave site space

The Municipality prepared the land of the Overstrand Regional Cemetery, at Karwyderskraal with basic infrastructure to be utilised for possible mass burials due to the COVID-19 pandemic.

A number of **1920 burial** sites were prepared at the Overstrand Regional Cemetery at Karwyderskraal to date. One burial took place at the last-mentioned cemetery.

A number of **780 burial** sites were developed at the Palmiet graveyard in Kleinmond by the Municipality. The graveyard was closed in the past due to a challenge with a high-water table in the area. Burials at the particular graveyard commenced from 10 April 2021.

Cemetery Policy and a By-law to be recommended to Council by 30 June 2022.

WAY FORWARD

Analysts predicted early in 2020 an uncertain environment for the next 36 months and it therefore requires flexibility in our planning.

The National Treasury at the time projected real economic growth of 3.3 per cent in 2021, following an estimated contraction of 7.2 per cent in 2020. Real GDP growth was expected to moderate to 1.9 per cent in 2022 and 2023.

It was also confirmed then that the outlook remained highly uncertain, and the economic effects of the pandemic would be far-reaching. There were 1.7 million fewer jobs by the third quarter of 2020 compared to the same period in 2019. Rising unemployment and income losses have entrenched existing inequalities.

The National Treasury MFMA Budget Circular No. 112 (6 Dec 2021) advised as follows:

"The world economy is expected to grow by 4.4 per cent this year. This is lower than the 4.9 per cent that was anticipated when tabling the medium-term budget policy statement (MTBPS). The Omicron variant of the coronavirus caused many countries to impose restrictions to manage its spread. In addition, continued imbalances in global value chains have limited the pace of the world's economic recovery.

The South African economy has not been shielded from these global developments. National Treasury

has revised South Africa's economic growth estimate for 2021 to 4.8 per cent, from 5.1 per cent at the time of the MTBPS.

This revision reflects a combination of the impact of changes in the global environment, along with South Africa's own unique challenges. Commodity prices, which have supported South Africa's economic recovery, slowed in the second half of 2021.

Also, violent unrest in July, and restrictions imposed to manage the third wave of COVID-19 further eroded the gains South Africa made in the first half of the year.

Industrial action in the manufacturing sector, and the re-emergence of loadshedding, also slowed the pace of the recovery.

Real Gross Domestic Product (GDP) growth of 2.1 per cent is projected for 2022. Over the next three years, GDP growth is expected to average 1.8 per cent.

Headline inflation is expected to remain between 3 to 6 per cent target range over the 2022/23 MTEF.

In summary, the tax revenue in 2021/22 was higher than projections and this was mainly due to commodity price rally. However, these are projected to be short term, and as such long-term spending commitments should not be made based on short term revenue benefits. There are measures in place to reduce expenditure to narrow the budget deficit.

The following macro-economic forecasts must be considered when preparing the 2022/23 MTREF municipal budgets."

In view of the detrimental impact of unstable electricity supply by Eskom on a national level, also impacting on the municipality, compounded by the exorbitant Eskom annual increases in tariffs with regard to bulk supply and lately the unexpected multiple fuel price increases it thus once more remains relevant that for this budget cycle we are faced with an extremely challenging task of balancing the cost of providing basic services to the residents of the Overstrand, as well as tourists to our area, with the income we are able to generate from these services.

CHAPTER 12

FINANCIAL PLAN

The inclusion of a financial plan (FP) in the IDP is a key requirement in terms of section 26 (h) of the Municipal Systems Act (MSA).

12.1 Status of Overstrand's financial position as at end December 2021

In terms of Section 72 of the Local Government Municipal Finance Management Act No. 56 of 2003 (MFMA) the Accounting Officer must by 25 January of each year assess the budget and performance of the municipality during the first half of the financial year. A report on such assessment must in terms of Section 72(1)(b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury.

Once the Mayor has considered the report, he must submit the report to Council by 31 January in terms of Section 54(1)(f) of the MFMA.

No financial problems or risks from a budgetary implementation or financial management perspective reported.

The declaration of a National State of Disaster: COVID-19 resulting in a national lockdown since March 2020. This status has since been extended on a regular basis, and is still in place, although currently at an eased level.

One of the main challenges for the municipality is the subsequent risk of an increase in outstanding debtors. The municipality continues to apply credit control measures in instances where agreements for extended payment periods are not honoured.

In terms of overall performance in implementing its 2020/2021 budget, Overstrand Municipality has met its budget performance targets set for operating revenue.

The capital implementation plan for the first six months of the financial year reflected a spending of

43.43% (inclusive of current commitments of orders in progress) of the Adjusted Capital Budget of R271.5m.

The municipality started the 2020/2021 financial year with a positive cash balance of R612.7 million. The December 2021 closing balance is R640.9 million.

Mid-Year Review

Section 28 of the MFMA prescribes that the municipality must also review the budget performance and may approve a revised budget during the course of the financial year through an adjustments budget.

The budget steering committee, senior officials and managers reviewed the mid-year budget performance during December 2021 and January 2022.

The adjustments budget was approved by Council in January 2022.

Impact of the Covid-19 pandemic on the municipal budget in 2019/20, 2020/21 and 2021/22 (1st six months)

No financial problems or risks from a budgetary implementation or financial management perspective to be reported. It is however important to note that as a country and as a municipality, we are faced with two major phenomena, firstly, the financial impact of the COVID-19 Pandemic on municipalities, and secondly, the impact of the downgrade on South Africa's credit rating. As a result of the crisis, municipalities are under pressure to provide certain services to assist in curbing the spread of this virus.

A special COVID-19 Adjustments Budget containing the adjustments with regard to the COVID Equitable Share was approved by Council in September 2020.

The debtors' level increasing trend observed during May to June 2020 has stabilized and the 12-month rolling average payment rate has since shown a slight movement from 96,95% in June 2020 to 98,79% at the end of December 2021. The roll-over application for the unspent portion of the COVID Equitable Share was approved by and included in

▶ CHAPTER 12: FINANCIAL PLAN ▶

the Adjustments Budget to Council in November 2021.

Financial ratio's

The assessment of the financial health and performance is an integrated process involving a review of a municipality's audited annual financial statements and audit report using selected financial ratios/norms.

The results of the financial ratios/norms are used to support financial decisions and to identify factors

which may influence the financial stability of the Municipality.

It is also to enable timely corrective action where service delivery may be at risk. The assessment is according to the selected key financial ratios/norms as per National Treasury MFMA Circular No. 71

Table 76 below indicates the Overstrand Municipality's performance over the past 3 years, as at 30 June 2021, in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

Description	Basis of calculation	2018/19	2019/20	2020/21
		Audit outcome	Audit outcome	Audit outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	6.67	7.62	6.27
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	10.07%	12.33%	11.37%
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	23.38	25.06	23.56

Table 77: National KPI's for financial viability and management

Debt Coverage: Refers to financial viability measured in terms of the municipality's ability to meet its service debt obligations within the year.

Service debtors to revenue: Refers to financial viability measured in terms of the total outstanding service debtors, expressed as a percentage of revenue received for Services.

Cost Coverage: Refers to financial viability measured in terms of the available cash to cover monthly fixed operating expenditure.

The results of these financial ratios confirm the financial stability of the Municipality. Overall, the financial viability assessment of the municipality in terms of the annual audit also indicates that the municipality has prudent, responsible, and transparent financial management.

The key long term financial considerations to consider in order to remain financially sound

- The historic, and still real challenge is to accommodate the divergent needs of the different communities and still promote tourism. This challenge manifests itself in a number of ways, including the need to provide a high level of service and create quality infrastructure which is only used to its full capacity during peak but short holiday periods but also as a challenge the affordability concern of retirees whose income in real terms is declining, and indigents who cannot afford to pay for the high level of service.
- The municipality has installed infrastructure that provides a high level of service to its residents. This speaks to the relatively low levels of backlogs. It needs to be emphasized however that the high level of service infrastructure does imply that asset management requires

significant budgetary allocations to repair and maintain as well as replacement of infrastructure at the appropriate time in future.

- The National State of Disaster: COVID-19 as declared in March 2020 and the subsequent national lockdown since end of March 2020 had a very severe impact on the economy with a prolonged effect, Municipalities are thus still at risk of an increase in outstanding debtors.
- Given the current economic climate referred to, as well as the completion of housing projects on an ongoing basis, an increase in the number of indigent households is expected over the MTREF.
- As reflected in the draft budget documentation, qualifying indigent households will receive 10 kl of water, 7 kl of sewerage and 50 units of electricity free per month. The Municipality anticipates that the number of indigents will increase over the next 3 years to at least 7500 households in 2024/25.
- The Municipality must be mindful of under spending on capital budget on an annual basis; Specific emphasis must be given to grant funded expenditure.
- The affordability of tariff increases for the community at large is of great importance to the municipality and the level of services versus the associated cost is a constant consideration at executive management- and Budget Steering Committee level.
- It thus remains relevant that, with the risk of subsequent waves of the COVID pandemic a reality, even in view of progress made with vaccination to a percentage of the population, and poor economic conditions furthermore impacting on the severe negative effect on unemployment levels, an extremely challenging task of balancing the cost of providing basic services to the residents of the Overstrand, as well as tourists to our area, has to be managed with the income we are able to generate from these services.

11.2 Status of the Long-Term Financial Plan (LTFP)

The Overstrand Municipality appointed INCA Portfolio Managers in 2014 to prepare a Long Term Financial Plan.

Since 2015 the report was updated as at 30 June annually, with the latest financial information. The latest 2021 update aimed to review the conclusions reached in 2014, together with the annual updates and based on the latest available information, in reporting on the findings.

For the recent revision, the summary of the demographic-, economic- and household infrastructure perspective was updated with the latest available information as published by iHS Global Insight. The historic financial analysis was updated with the information captured in the municipality's *unaudited* financial statements of 30 June 2021. In particular, the capital budget assumptions and funding mix assumed by the municipality for the 3 years from 2021/22 to 2022/24 were accommodated in the revision of the model.

Unlike the original assignment, no renewed analysis of the Asset Register, review of municipal documents (viz. IDP, Master Plans, etc.) and conversations with management were undertaken.

Overstrand raised External Long Term Debt of R 40m during 2020/21. The Gearing Ratio amounted to 37% in 2020/21. The overall improvement in the Gearing Ratio over the past few years can mainly be attributed to reduced borrowing and positive growth in Operational Revenue realised during the year.

The level of investment in CAPEX was an increased amount of R280 million 2020/21 compared to R211 million the year before.

Overstrand has managed to maintain Collection levels at 98.64% for the past 3 years, up to 2020/21.

The municipality implemented cost containment over the past six years and maintained stable collection rates, and a balanced funding mix, thus historically creating the ability to generate cash from

operations which resulted in a stronger cash position. Despite the impact of the pandemic, a liquidity ratio of 2.45 was achieved in FY2021, suggesting that the municipality will be able to service its liabilities as and when it becomes due. This ratio has, however, declined from FY2020, but should not be cause for concern given the municipality's history of strong financial management. The impact of continuous pressure on the municipality to keep tariff increases very low in view of the extreme Eskom electricity tariff increases up to date on the municipal account, as well as above inflation nationally negotiated salary increases, fuel price increases and multiple other cost items increasing annually above inflation is identified as risks.

In terms of Liquidity, Overstrand holds sufficient Cash and Investments to provide for all statutory requirements which includes: Cash backed reserves, Short term provisions, Earmarked/Ceded Investments, and Unspent conditional grants.

Purpose of the LTFP

The latest version of IPM's Municipal Financial Model was populated with the latest available financial, demographic and economic data of Overstrand and calibrated against the municipality's MTREF. Due to the incremental adjustments made on the model each year we always place more reliance on the latest outcome, i.e. this 2021 estimate.

With the 2019 revision, the opinion was that, compared to a selection of municipalities in the Western Cape the household bill for a basket of services, Overstrand LM's household bill appears reasonable. The sluggish economy (at 0% growth), the growing number of indigent households, poverty and relatively high unemployment rate, the Municipal Revenue Risk Indicator (MRRI) has increased from "Medium" in the previous update to "Medium to High" in the 2020 assessment. A comparison of the Average Household Bill for the Middle Income- and Affordable Range of a selected number of municipalities in the WC (extracted from Budget Table SA14 as posted on the National Treasury local government database or the municipalities' websites), based on the 2021/22

tariffs, implies that Overstrand's household bill is currently on the higher end of the scale when compared to its peers. Strong consumer debtors' aging profile and a higher than anticipated 100% consumer debtors' collection rate in FY2021.

This is partly due to the relief measures applied during the height of pandemic lockdowns, but also reflects the strong collection efforts implemented by management. The cash generated by operations unfortunately declined, however remained at levels observed between 2018 and 2019. As expected, debtors older than 90+ days increased as a percentage of total consumer debtors, though this should normalise as the residents and the municipality adjust to the setbacks that have been observed. The provision for bad debts increased but remain insufficient to cover all debtors older than 90+ days.

The current 2021 revision provides confirmation that the current population growth rate remains the highest in the district and is still notably higher than that of the Western Cape (1.80%) and the national population growth rate of 1.40% p.a. The high population growth rate in Overstrand is still mainly driven by the influx of lower income job seekers and indigent households, which increases the cost of delivering services to the informal settlements in which these households reside.

The increase in population density between 2010 and 2020 bears testimony to this phenomenon. This is also reflected in the unemployment rate and the household income distribution in the municipality.

The forecast surplus analysis indicates that operational surpluses will be under pressure throughout the planning period, which is contrary to the operational surpluses posted historically, though in line with the results posted during the most recently completed financial year. It is, however, noted that cash generation ability will improve over the longer term as the collection rate remains strong. Noteworthy is the expected decline in cash generated from operations over the MTREF period, which calls for increased focus on preservation of liquidity and the maintenance of minimum liquidity requirements over the short term.

The MTREF capex budget of the municipality is financially feasible but reflects a funding mix that is highly reliant on cash. The long-term forecast therefore rebalances the funding mix, by placing a larger reliance on external borrowing. This funding mix, as proposed, will safeguard liquidity and prevent the depletion of cash resources.

By comparing backlogs of sanitation, water, electricity and refuse removal in urban as well as non-urban areas, Overstrand municipality performed better with regards to all four services than the average of all the municipalities in the Overberg district. Overstrand also outperformed the average across the province in three of the infrastructure categories. Electricity services could still improve compared to the provincial average. Based on these averages, service provision in Overstrand compares very well with other municipalities in the province.

OUTCOME OF THE INDEPENDENT FINANCIAL ASSESSMENT

In light of the lower levels of cash generated from operations, one could have expected a lower level of reliance on own cash resources. The heavier reliance on own cash and reserves, compared to 2020, was, however, budgeted for and did not have a significantly detrimental effect on the finances of the municipality.

Overstrand still managed to maintain their historically healthy liquidity levels, although the liquidity ratio did decline from 2020. It was also noted that the cash position declined as a result of utilizing money specifically assigned for housing contracts that was unused during 2019 and was kept in an interest-bearing account.

The debt service cover ratio, which is an indication of the municipality's ability to service its debt from cash generated by operations, deteriorated to 1.71 from 3.12 in FY2020. The gearing ratio remained at 37% (which is within the recommended norm) and the debt service to total operating expenditure ratio remained at 7% (below the maximum norm of 8%), indicating that the municipality's current debt profile is affordable.

The concerted effort, however, to maintain the liquidity and cash position of the municipality is evidenced in the healthy liquidity ratio of 2.47 as at FYE2021, which is above the norm of 1.5 to 2. The cash coverage ratio (including 3 months operational expenditure) remained in good standing at 1.65 in FY2021.

The unencumbered cash and investments of R 612.7 million were sufficient to cover minimum liquidity required comprising of short-term provisions (R 50 million), cash backed funds and reserves (R 3.2 million), unspent conditional grants (R 24 million), and the 3 months operating expense provision (R 293.3 million); resulting in a cash surplus of R 242.2 million at year end.

Positively, the bulk (80%) of current assets is represented by cash and cash equivalents, which highlights this strong liquidity position. Consumer debtors (representing 9.7% of current assets) are managed well, with 61.5% of gross consumer debtors being current. The provision for doubtful debts has increased from a coverage of 76% to 98% coverage of debtors older than 90 days currently.

STRENGTHS

- Overstrand LM has a proven ability to generate cash from operations despite experiencing a total operating deficit (excl. capital grants) for the first time since 2016.
- A high liquidity ratio of 2.47 in 2021, supported by a high cash and cash equivalents balance, suggesting that the municipality will be able to service its liabilities as and when it becomes due. Though it has to be mentioned that the liquidity ratio has declined from the previous year, it is not yet perceived to be a cause for concern, due to historically strong liquidity management.
- Strong Consumer Debtors aging profile and a high Consumer Debtors Collection Rate, as well as historically prudent financial management, helped the municipality maintain a healthy financial position despite the serious detrimental effects that the Covid-19 pandemic has had.
- Low level of grant dependency.

- High surplus of cash after minimum liquidity requirements as well as three months' operating expenditure have been covered.

WEAKNESSES

- Below recommended expenditure on repairs and maintenance on capital assets as a percentage of Property, Plant & Equipment as well as Investment property.
- Creditor's days ratio in excess of the NT norm. Not currently a threat, but if not managed properly may result in potential cashflow challenges.
- Higher reliance on cash and reserves in the capital funding mix contributing to the declining liquidity ratio and deteriorating cash balances.

▶ CHAPTER 12: FINANCIAL PLAN ▶

The budget projection for the next three financial years is as follows: Table A4

WC032 Overstrand - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand									
Revenue By Source									
Property rates	233 093	240 910	261 222	275 637	275 637	275 637	287 941	300 836	314 308
Service charges - electricity revenue	378 693	415 960	442 792	499 317	499 317	499 317	541 692	582 115	625 557
Service charges - water revenue	129 858	133 037	131 113	132 168	132 168	132 168	138 138	144 354	150 851
Service charges - sanitation revenue	77 719	80 925	87 094	87 631	87 631	87 631	90 962	94 874	98 953
Service charges - refuse revenue	61 763	68 256	72 198	74 741	74 741	74 741	78 850	83 502	88 427
Rental of facilities and equipment	6 278	5 735	4 068		3 440	3 440	4 573	4 778	4 989
Interest earned - external investments	41 767	48 146	30 504		27 456	27 456	24 871	25 991	27 161
Interest earned - outstanding debtors	4 193	5 040	4 244		4 681	4 681	3 982	4 161	4 348
Dividends received									
Fines, penalties and forfeits	25 672	18 211	1 095		20 223	20 223	20 344	22 188	23 174
Licences and permits	2 526	1 975	2 227		2 538	2 538	2 636	2 750	2 869
Agency services	4 885	4 376	6 189		6 680	6 680	7 858	8 211	8 580
Transfers and subsidies	106 306	123 140	140 895		157 281	157 281	166 184	174 999	192 746
Other revenue	83 673	139 226	96 156	126 909	138 535	138 535	121 898	93 814	57 920
Gains		3 890	7 545						
Total Revenue (excluding capital transfers and contributions)	1 156 425	1 288 828	1 287 342	1 196 404	1 430 329	1 430 329	1 489 928	1 542 572	1 599 883
Expenditure By Type									
Employee related costs	368 000	382 572	437 874	463 804	478 188	478 188	504 478	522 622	551 734
Remuneration of councillors	10 573	11 282	11 219		12 216	12 216	12 335	12 837	13 360
Debt impairment	17 500	23 434	12 138		13 544	13 544	13 564	13 699	13 836
Depreciation & asset impairment	131 114	134 574	140 110	145 663	145 663	145 663	146 596	145 685	148 275
Finance charges	44 921	46 570	48 805		51 804	51 804	48 056	47 734	47 159
Bulk purchases	242 614	278 548	298 272	353 707	353 707	353 707	384 161	417 237	453 161
Other materials	35 049	42 302	45 042		50 093	50 093	52 137	51 837	55 539
Contracted services	186 336	178 363	208 095	247 340	251 333	251 333	269 929	279 215	293 223
Transfers and subsidies	486	560	8 710	12 324	12 774	12 774	13 057	13 060	13 582
Other expenditure	71 333	91 238	110 367	141 620	151 597	151 597	150 658	137 287	121 456
Losses	610	1 639	303						
Total Expenditure	1 108 536	1 191 082	1 320 936	1 364 457	1 520 918	1 520 918	1 594 971	1 641 213	1 711 326
Surplus/(Deficit)	47 890	97 746	(33 594)	(168 053)	(90 589)	(90 589)	(105 043)	(98 641)	(111 443)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	31 952	37 392	37 219		47 062	47 062	72 254	31 368	32 611
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)			8 465	14 243	3 597	3 597	12 662		
Transfers and subsidies - capital (in-kind - all)	26 685	3 730	18 757						
Surplus/(Deficit) after capital transfers & contributions	106 526	138 868	30 848	(153 810)	(39 931)	(39 931)	(20 127)	(67 273)	(78 832)
Taxation									
Surplus/(Deficit) after taxation	106 526	138 868	30 848	(153 810)	(39 931)	(39 931)	(20 127)	(67 273)	(78 832)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	106 526	138 868	30 848	(153 810)	(39 931)	(39 931)	(20 127)	(67 273)	(78 832)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	106 526	138 868	30 848	(153 810)	(39 931)	(39 931)	(20 127)	(67 273)	(78 832)

WC032 Overstrand-Table A5 - Budgeted Capital Expenditure by vote, functional classification and funding source

WC032 Overstrand - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand									
Capital expenditure - Vote									
Multi-year expenditure to be appropriated									
Vote 1 - Council & Mayor's Office									
Vote 2 - Municipal Manager & Internal Audit									
Vote 3 - Management Services				3 715	3 245	3 245	1 815		
Vote 4 - Finance				60	60	60	60		
Vote 5 - Infrastructure & Planning	63 169	15 575	73 712	190 806	162 435	162 435	198 128	102 598	99 011
Vote 6 - Protection Services	4 809			354	704	704	300		
Vote 7 - Economic and Social Development & Tourism				45	45	45	45		
Vote 8 - Community Services	66 541	58 300	36 053	4 297	6 267	6 267	735		
Vote 9 - Costing Services									
Vote 10 - Main Ledger Services									
Capital multi-year expenditure sub-total	134 520	73 875	109 765	199 277	172 756	172 756	201 083	102 598	99 011
Single-year expenditure to be appropriated									
Vote 1 - Council & Mayor's Office			352						
Vote 2 - Municipal Manager & Internal Audit									
Vote 3 - Management Services	295	3 966	2 288						
Vote 4 - Finance		22	57						
Vote 5 - Infrastructure & Planning	28 195	93 905	80 221	40 514	34 755	34 755	17 475		
Vote 6 - Protection Services		12 064	8 160	7 535	8 893	8 893	2 492		
Vote 7 - Economic and Social Development & Tourism		375	498						
Vote 8 - Community Services	10 672	26 849	53 459	27 449	21 575	21 575	14 970		
Vote 9 - Costing Services									
Vote 10 - Main Ledger Services									
Capital single-year expenditure sub-total	39 162	137 181	145 035	75 498	65 223	65 223	34 937	-	-
Total Capital Expenditure - Vote	173 682	211 056	254 800	274 775	237 979	237 979	236 020	102 598	99 011
Capital Expenditure - Functional									
Governance and administration									
Executive and council	7 231	4 049	7 054	3 775	3 775	3 775	1 875		
Finance and administration	295	2	355	5	5	5	5		
Internal audit	6 936	4 048	6 699	3 770	3 770	3 770	1 870		
Community and public safety									
Community and social services	68 172	112 758	96 981	79 999	85 262	85 262	53 438	29 934	19 697
Sport and recreation	5 164	1 330	16 072	9 991	4 117	4 117	7 261		
Public safety	23 923	9 981	22 886	7 752	7 674	7 674	2 500	8 704	13 297
Housing	4 809	15 694	8 425	7 897	9 605	9 605	2 792		
Health	34 276	85 753	49 598	54 359	63 865	63 865	40 885	21 230	6 400
Economic and environmental services									
Planning and development	13 407	6 865	29 200	19 511	14 211	14 211	14 068	7 164	6 000
Road transport	1 346	1 220	8 466	7 987	3 412	3 412	1 478		
Environmental protection	12 061	5 645	20 734	11 524	10 799	10 799	12 590	7 164	6 000
Trading services									
Energy sources	84 872	87 384	121 565	171 489	134 731	134 731	166 639	65 500	73 314
Water management	28 893	21 428	10 436	68 211	35 311	35 311	65 389	22 000	24 314
Waste water management	12 270	31 752	35 574	51 982	37 334	37 334	39 970	19 000	23 400
Waste management	42 210	26 893	57 190	47 481	57 480	57 480	57 736	24 500	19 100
Other	1 499	7 311	18 365	3 815	4 606	4 606	3 544	-	6 500
Total Capital Expenditure - Functional	173 682	211 056	254 800	274 775	237 979	237 979	236 020	102 598	99 011
Funded by:									
National Government	30 445	31 528	35 100	45 754	43 754	43 754	72 254	31 368	32 611
Provincial Government	35 615	85 965	48 390	600	3 308	3 308			
District Municipality									
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	25 514			65 201	64 061	64 061	51 447	21 230	6 400
Transfers recognised - capital	91 574	117 493	83 490	111 555	111 123	111 123	123 702	52 598	39 011
Public contributions & donations		3 730	23 919						
Borrowing	36 495	50 476	45 443	94 066	72 761	72 761	80 175	50 000	60 000
Internally generated funds	45 613	39 358	101 949	69 154	54 094	54 094	32 143		
Total Capital Funding	173 682	211 056	254 800	274 775	237 979	237 979	236 020	102 598	99 011

11.3 Financial strategies

Overstrand Municipality identified the following strategies to ensure sound financial management over the medium to long term.

Strategy	Status of the strategy- update please
Revenue raising strategies	The municipality's revenue streams will be maximised: <ul style="list-style-type: none"> - Assessment rates; - Revenue from trading services; - Agency fees and fines; - Sundry revenue e.g. property management, and other revenue; - Grants - Donor funding from international agencies - Public Private Partnership - Applying Strict credit control measures;
Asset Management strategies	Asset conservation and supply of basic services as a constitutional obligation; Ensure that assets are properly accounted for and safeguarded, as averaging on the municipal assets will drive the economic growth and sustainable development of the Municipality.
Financial management strategies	Compliance with GRAP Standards; Prepare annual financial statements timeously; Compliance with the municipal Standard Chart of Accounts (mSCOA); Maintain an effective financial management system, to ensure proper reporting; Sustainable multi-year forecasts.
Capital financing strategies	<ul style="list-style-type: none"> - Municipal infrastructure has a long term economic life and the general principle will be applied that future users of infrastructure should contribute towards the payment for capital expenditure by servicing the loans taken up to provide adequate

Strategy	Status of the strategy- update please
	infrastructure as required; <ul style="list-style-type: none"> - Overstrand will maintain its process of utilizing the following main sources of financing to fund CAPEX, e.g. Grants, External Borrowing and Internal Revenue generated. - Bulk infrastructure contributions as might be available, to fund applicable capital projects.
Operational Financing strategies	<ul style="list-style-type: none"> - Business planning links back to priority needs and master planning, and informs the detail operating budget appropriations; - consideration of the economic realities and the subsequent prioritisation criteria for compilation of the Operational budget; - Requirement of Top Management to discuss budget proposals and affordability;
Strategies that would enhance cost-effectiveness	<ul style="list-style-type: none"> - Further operational efficiencies to be identified, - reduction in non-core expenditure and consideration of reviewing service level standards.
Strategy	Status of the strategy- update please
Revenue raising strategies	The municipality's revenue streams will be maximised: <ul style="list-style-type: none"> - Assessment rates; - Revenue from trading services; - Agency fees and fines; - Sundry revenue e.g. property management, and other revenue; - Grants - Donor funding from international agencies - Public Private Partnership - Applying Strict credit control measures;

▶ CHAPTER 12: FINANCIAL PLAN ▶

Strategy	Status of the strategy- update please
Asset Management strategies	Asset conservation and supply of basic services as a constitutional obligation; Ensure that assets are properly accounted for and safeguarded, as averaging on the municipal assets will drive the economic growth and sustainable development of the Municipality.
Financial management strategies	Compliance with GRAP Standards; Prepare annual financial statements timeously; Compliance with the municipal Standard Chart of Accounts (mSCOA); Maintain an effective financial management system, to ensure proper reporting; Sustainable multi-year forecasts.
Capital financing strategies	<ul style="list-style-type: none"> - Municipal infrastructure has a long term economic life and the general principle will be applied that future users of infrastructure should contribute towards the payment for capital expenditure by servicing the loans taken up to provide adequate infrastructure as required; - Overstrand will maintain its process of utilizing the following main sources of financing to fund CAPEX, e.g. Grants, External Borrowing and Internal Revenue generated. - Bulk infrastructure contributions as might be available, to fund applicable capital projects.
Operational Financing strategies	<ul style="list-style-type: none"> - Business planning links back to priority needs and master planning, and informs the detail operating budget appropriations; - consideration of the

Strategy	Status of the strategy- update please
	<p>economic realities and the subsequent prioritisation criteria for compilation of the Operational budget;</p> <ul style="list-style-type: none"> - Requirement of Top Management to discuss budget proposals and affordability;
Strategies that would enhance cost-effectives	<ul style="list-style-type: none"> - Further operational efficiencies to be identified, - reduction in non-core expenditure and consideration of reviewing service level standards.

Table 78: Overstrand financial strategies

11.4 Financial related policies

Overstrand Municipality has the following financial related policies in place:

FINANCIAL RELATED POLICIES IN PLACE
Asset Management Policy
Borrowing policy
Budget policy
Contract management policy
Customer Care, Credit Control and Debt Collection Policy
Funding & Reserves policy
Indigent Policy
Investment Policy
Long term financial planning and implementation policy
Payday Policy
Petty Cash Policy
Rates Policy
Supply Chain Policy
Tariff Policy
Virement policy
Travel- and Subsistence Policy
Special Rating Areas Policy
Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
Cost Containment Policy

Table 79: Overstrand financial related policies

One of the additions to these policies in 2016, is the Special Rating Areas Policy, aimed at further

investment into areas where, through co-operation between municipalities and private business, municipal top-up services could serve to uplift areas to address or prevent degeneration in order to address public safety, and to support and encourage property investment.

The top-up municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure in a Special Rating Area (SRA).

Special Rating Areas (SRA's) is municipal facilitation of an additional rate levied on property, payable by owners in a defined area, to raise funds for the improvement or upgrading of such an area. SRA's thus provide a formal structure through which to finance top-up services can be financed.

The top-up services provided by SRA's enhance and supplement municipal services already provided by the municipality. Services offered within an SRA do not replace the services of the Municipality, but rather complement and supplement those services. Individual SRA's are unique in nature due to geographical settings, population density, zonings and property values.

The cost of the top-up municipal services allows individual property owners to benefit from a well-managed neighbourhood, including a shared sense of communal pride, safety and social responsibility.

The establishment of three (3) SRA's were approved by Council in March 2020. Two (2) of these areas obtained approval for an extension, to implement as from 1 July 2021.

11.5 Status of mSCOA compliance

As from 01 July 2017 the seven mSCOA segments (Funding Segment, Function Segment, Item Segment, Project Segment, Costing Segment, Regional Segment, and Municipal Standard Classification Segment) must be embedded in the Municipal Accountability Reporting Cycle and reviewed and monitored at all municipal budget

forums as well reflected in all reporting to all external stakeholders such as National Treasury via a Web-enabled LG database interface.

Overstrand Municipality has been implementing Phase 1 to Phase 4 and piloting mSCOA from 01 July 2015.

During the piloting phase, many lessons have been learnt and documented by National Treasury. New insights and a better understanding of the complexities of the mSCOA implementation resulted in a multiple series changes to the initial system functionalities as envisaged during the piloting implementation phase.

The project plan for the Web-Enablement roll-out of the system received from Bytes Universal Systems, provided an indication of the dates envisaged for the roll-out of the respective modules/core elements.

(The service provider the SAMRAS Financial System at the time, Bytes Universal Systems, was subsequently sold to SOLVEM in December 2020. Overstrand Municipality received correspondence on 31 December 2020 from the service provider (Bytes Systems Integration) for the financial system currently in use (SAMRAS), inclusive of the following notification to National Treasury:

"This letter serves to advise that the service provider for the SAMRAS system has changed from Altron TMT (Pty) Ltd to Solvem Consulting (Pty) Ltd. The effective date of the business transfer is the 1 December 2020. The transfer of the resources will be the 1 January 2021".

It was confirmed that the SAMRAS product and service offerings remain the same. The full resource team transfers in a section 197 process and hence continuity of service will be uninterrupted to current clients. Council and the administration will thus still find reference to Bytes Systems Integration in documentation providing background/historic context.)

The service provider also advised that the start dates as indicated on the plan, should be

regarded as an indication of the release date for further testing by municipalities. These dates should however not be regarded as the final successful implementation dates for the respective modules into the live production environment. Communication with the service provider is taking place on a regular basis with the attendance of all SAMRAS User group workshops and meetings by senior Finance Directorate - and ICT Department staff in this regard.

In providing insight regarding monitoring of progress with the development and implementation of web-based modules, the following background - Virtual sessions and a user group meeting took place on 14-15 October 2020, allowing municipalities to obtain feedback from the service provider with regard to progress made with development of the respective Web Modules as well as updates from these municipal sites where specific web module testing was in process.

The mSCOA committee currently follows a process of monitoring progress with regard to before-mentioned development and implementation of web-based modules at sites as we become aware of information. Assurance of successful implementation of web-based modules and the organogram are regarded as a pre-requisite for embarking on implementation of these modules.

This development will be closely monitored and any important matters impacting on the Overstrand contract, service rendering levels, etc. will be reported to Council, with the continuation of quarterly reports as part of the Budget Report, due to the process currently still not leading to a close-out report in the current financial period.

CHAPTER 13

PERFORMANCE MANAGEMENT

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision of the municipality as set out on page 8 and in Chapter 4 of this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

Performance management and integrated development planning are two sides of the same coin:

- the IDP sets out what a municipality intends to achieve, i.e. what the community can expect and
- the Performance Management System (PMS) manages, measures and evaluates the extent of achievement thus assisting the community to inspect what it expected
- Every Municipality depends on the performance of each and every employee in order to succeed in attaining its objectives and meet its performance targets
- Accordingly, the management of performance involves the entire administration.

Performance Management in Overstrand Municipality is guided by the approved Performance Management Framework (PMF) of 25 June 2014. The PMF was reviewed on 30 May 2018. The PMF is in review for alignment with the Municipal Staff Regulations GN 890 and Guidelines for implementation GN 891 of 20 September 2021.

13.1 Organisational Performance

The overall performance of the municipality is managed and evaluated by a municipal scorecard (**Top Layer SDBIP**) at organisational level and through monitoring and evaluation of the detailed Departmental Service delivery budget implementation plan (SDBIP) at directorate and departmental (H.O.D) levels. The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the municipality as a whole, reflecting the performance on each strategic objective and service delivery priorities. The SDBIP includes non-financial and financial key performance indicators. The preliminary key performance indicators (KPI's) and performance targets contained in the 2021/22 draft Top Layer SDBIP are stated in section 13.3 below.

13.2 Individual Performance

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both simultaneously. Overstrand Municipality monitor and evaluated the performance of its entire workforce (T3 to Municipal Manager).

**FINAL AMENDMENT TO THE INTEGRATED DEVELOPMENT PLAN (IDP) FOR THE CURRENT FINANCIAL YEAR (2022/23),
CHAPTER 13: PERFORMANCE MANAGEMENT**

29 March 2023

Reason for the proposed amendment:

To ensure **consistency** between Chapter 13: Performance Management in the approved 2022/27 Integrated Development Plan (IDP) of 31 May 2022 and the approved 2022/23 Service Delivery and Budget Implementation Plan (SDBIP) of 28 June 2022.

13.3 Planned delivery for the 2022/23 financial year

Table below indicates the key performance indicators (KPI's) and targets set for the 2022/23 financial year. The KPI's and Targets are finalised annually with the approval of the Service Delivery and Budget Implementation Plan (SDBIP) in mid-June. **Revisions are indicated in red text.**

Table 8o: KPI's and Targets for 2022/23

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	100% of the operational conditional grant (Libraries, CDW's) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW's)	Director: Community Services	100%	20%	50%	75%	100%	100%	100%	100%	100%
Basic Service Delivery	The provision and maintenance of municipal services	m ² of roads patched and resealed according to Pavement Management System within available budget	m ² of roads patched and resealed	Director: Community Services	110,000	0	15,000	65,000	110,000	110,000	110,000	110,000	110,000

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Basic Service Delivery	The provision and maintenance of municipal services	Quality of effluent comply 80% with general or special limit in terms of the Water Act (Act 36 of 1998)	% compliance	Director: Infrastructure & Planning	80%	80%	80%	80%	80%	80%	80%	80%	80%
Basic Service Delivery	The provision and maintenance of municipal services	Quality of potable water comply 98% with SANS 241	% compliance with SANS 241	Director: Infrastructure & Planning	98%	98%	98%	98%	98%	98%	98%	98%	98%
Basic Service Delivery	The provision and maintenance of municipal services	Limit unaccounted water to less than 26% {(Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre sold x 100}	% of water unaccounted for	Director: Community Services	25%	-	-	-	25%	25%	25%	25%	25%
Good Governance and Public Participation	The encouragement of structured community participation in the matters of the municipality	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per annum	Director: Community Services	70	14	14	14	28	70	70	70	70
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	Submit 3 progress reports on the revision of the top 10 risks as a corrective action to the Top Management Team	Number of progress reports submitted	Municipal Manager	3	-	1	1	1	4	3	4	3
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	Sign section 56 performance agreements with all directors by the end of July	Number of agreements signed	Municipal Manager	6	6	-	-	-	6	6	6	6

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	Monitor the implementation of the action plan developed to address all the issues raised in the management letter of the Auditor General and submit 3 progress reports to Executive Mayor	Number of progress reports monitored and submitted to Executive Mayor	Municipal Manager	3	-	1	1	1	4	3	4	3
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2022 to be completed by Sept 2022 and the current period - October - December 2022 to be completed by February 2023	Number of appraisals	Municipal Manager	12	6	-	6	-	12	12	12	12
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	Draft the annual report and submit to the Auditor-General by end of August	Draft Annual report submitted	Municipal Manager	1	1	-	-	-	1	1	1	1
Local Economic Development	The promotion of tourism, economic and social development	Submit three progress reports on LED, Social Development and Tourism initiatives to the Portfolio Committee	Number of progress reports on LED Social Development and Tourism initiatives submitted	Director: Economic & Social Development	3	-	1	1	1	3	3	3	3

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Local Economic Development	The promotion of tourism, economic and social development	Support 180 SMME's in terms of the SMME Development Programme by 30 June	Number of SMME's supported	Director: Economic & Social Development	180	-	90	-	90	180	180	180	180
Local Economic Development	The promotion of tourism, economic and social development	Report on the projects/ initiatives in collaboration with other stakeholders for local economic development, social development and tourism	Number of projects / initiatives collaborated on	Director: Economic & Social Development	28	7	7	8	6	28	28	28	28
Local Economic Development	The promotion of tourism, economic and social development	The number of job opportunities created through the EPWP programme and as per set targets (business plan as per grant agreement - FTE's, translates to 1300 work opportunities) (MPPMR Reg. 10 (d))	Number of temporary jobs created	Director: Economic & Social Development	1300	-	520	300	480	1300	1300	1300	1300
Local Economic Development	The promotion of tourism, economic and social development	Support 70 SMME's in terms of the Emerging Contractor Development Programme by 30 June	Number of Emerging Contractors supported	Director: Economic & Social Development	70	0	35	0	35	70	70	70	70
Local Economic Development	The promotion of tourism, economic and social development	Managers LED, Social Development and Tourism report on the hosting of at least two joint	Report on the mobile Thusong outreach programme	Director: Economic & Social Development	2	-	1	-	1	1	1	1	1

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
		mobile Thusong outreach for the financial year to the Director Economic, Social Development and Tourism by 30 June											
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure) (MPPMR Reg. 10 (g))	Ratio achieved	Director: Finance	4.6	-	-	-	4.6	4.6	4.6	4.6	4.6
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (MPPMR Reg.10 (g))	Ratio achieved	Director: Finance	16	-	-	-	16	16	16	16	16
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services) (MPPMR Reg. 10 (g))	% achieved	Director: Finance	11%	-	-	-	11%	11%	11%	11%	11%

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Financial statements submitted to the Auditor-General by end August	Financial statements submitted	Director: Finance	1	1	-	-	-	1	1	1	1
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Submit a reviewed long term financial plan to the CFO by end of October	Reviewed long term financial plan submitted	Director: Finance	1	-	1	-	-	1	1	1	1
Basic Service Delivery	The provision and maintenance of municipal services	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements (MPPMR Reg. 10 (b))	Number of Indigent households	Director: Finance	7300	7300	7300	7300	7300	7300	7300	7300	7300
Municipal Financial Viability and Management	The provision of democratic, accountable and ethical governance	Achieve a debt recovery rate not less than 98% (Receipts/total billed for the 12 month period x 100)	% Recovered	Director: Finance	98%	98%	98%	98%	98%	98%	98%	98%	98%
Basic Service Delivery	The provision and maintenance of municipal services	Limit electricity losses to 7% 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	Director: Infrastructure & Planning	7%	-	-	-	7%	7%	7%	7%	7%

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Basic Service Delivery	The provision and maintenance of municipal services	Report on the implementation of the Water Service Development plan annually by the end of October	Report submitted	Director: Infrastructure & Planning	1	-	1	-	-	1	1	1	1
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10 (f))	% of the training budget spent on implementation of the WSP	Director: Management Services	100%	20%	40%	60%	100%	100%	100%	100%	100%
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	Review the Municipal Organisational Staff Structure by the end of June	Structure reviewed	Director: Management Services	1	-	-	-	1	1	1	1	1
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	92% of the approved and funded organogram filled {(actual number of posts filled divided by the funded posts budgeted) x100}	% filled	Director: Management Services	92%	92%	92%	92%	92%	92%	92%	92%	92%
Municipal Transformation and Institutional Development	The provision of democratic, accountable and ethical governance	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity	The number of people from EE target groups employed	Director: Management Services	75	75	75	75	75	75	75	75	75

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
		plan (MPPMR Reg. 10 (e))											
Basic Service Delivery	The creation and maintenance of a safe and healthy environment	Annually review and submit draft Disaster Management Plan to Council by the end of March	Reviewed plan submitted	Director: Protection Services	1	-	-	1	-	1	1	1	1
Basic Service Delivery	The creation and maintenance of a safe and healthy environment	Arrange public awareness sessions on Protection Services	Number of sessions held	Director: Protection Services	110	15	22	35	38	110	110	110	110
Basic Service Delivery	The creation and maintenance of a safe and healthy environment	Review Community Safety Plan in three year's cycle, by end of June 2025 in conjunction with the Department of Community Safety	Plan reviewed	Director: Protection Services	0	-	-	-	0	0	1	0	0
Basic Service Delivery	The creation and maintenance of a safe and healthy environment	Collect R20,000,000 Public Safety Income by 30 June (Actual revenue, excluding the fine impairment amount)	R-value of public safety collected income	Director: Protection Services	R20,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R20,000,000	R20,000,000	R20,000,000	R20,000,000
Basic Service Delivery	The provision and maintenance of municipal services	Provision of water to informal households (excluding invaded state owned land and private land) based on the standard of 1 water point to 25 households (MPPMR Reg. 10 (a))	The number of taps installed in relation to the number of informal households (excluding invaded land unsuitable for housing and private land).	Director: Community Services	328	-	-	-	328	328	262	262	262

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Basic Service Delivery	The provision and maintenance of municipal services	Provision of water to informal households on invaded land with available funding. (Land Invasion, refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of taps installed for informal households on invaded land with available funding.	Director: Community Services	80	-	-	-	80	80	80	80	80
Basic Service Delivery	The provision and maintenance of municipal services	Provision of cleaned piped water to all formal households within 200 m from households (MPPMR Reg. 10 (a))	No of formal households that meet agreed service standards for piped water	Director: Community Services	30 412	-	-	-	30 412	30 716	31 023	31 333	31 647
Basic Service Delivery	The provision and maintenance of municipal services	Provision of refuse removal, refuse dumps and solid waste disposal to all formal households at least once a week. (A household is a residential unit being billed for the particular services rendered by way of the financial system (SAMRAS) (MPPMR Reg. 10 (a))	Number of formal households for which refuse is removed at least once a week	Director: Community Services	34 234	-	-	-	34 234	34 576	34 922	35 271	35 624

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
Basic Service Delivery	The provision and maintenance of municipal services	Provision of refuse removal, refuse dumps and solid waste disposal to all informal households at least once a week (MPPMR Reg. 10 (a))	Number of weekly removal of refuse in informal households (Once per week = 52 weeks per annum)	Director: Community Services	52	-	-	-	52	52	52	52	52
Basic Service Delivery	The provision and maintenance of municipal services	Provision of Electricity: Number of metered electrical connections in formal areas (Eskom Areas excluded) (Definition: Refers to residential households (RE) and pensioners (PR) as per Finance department's billed households) (MPPMR Reg. 10 (c))	Number of formal households that meet agreed service standards	Director: Infrastructure & Planning	22 500	-	-	-	22 500	22 500	22 500	22 500	22 500
Basic Service Delivery	The provision and maintenance of municipal services	Percentage of a municipality's capital budget actually spent on capital projects identified for the financial year in terms of the municipality's IDP ((Actual amount spent and commitments on projects as identified for the year in the IDP/Total amount budgeted on	% of the capital budget spent	Municipal Manager	95%	5%	20%	55%	95%	95%	95%	95%	95%

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
		capital projects)X100} (MPPMR Reg. 10 (c))											
Basic Service Delivery	The provision and maintenance of municipal services	The provision of sanitation services to informal households (excluding invaded state owned land and private land) based on the standard of 1 toilet to 5 households (MPPMR Reg. 10 (a))	The number of toilet structures provided in relation to the number of informal households (excluding invaded land unsuitable for housing and private land)	Director: Community Services	1020	-	-	-	1020	785	785	785	785
Basic Service Delivery	The provision and maintenance of municipal services	Provision of sanitation services to informal households on invaded land with available funding. (Land Invasion refers to the illegal occupation of land, with the intention of establishing dwellings /a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of toilets provided for informal households on invaded land with available funding	Director: Community Services	105	-	-	-	105	105	105	105	105
Basic Service Delivery	The provision and maintenance of municipal services	Provision of sanitation services to formal residential households. (A household is a residential unit being billed for the	No of formal residential households which are billed for sewerage in accordance	Director: Community Services	30 724	-	-	-	30 724	31 031	31 342	31 655	31 971

▶ CHAPTER 13: PERFORMANCE MANAGEMENT

National KPA	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Annual Target 2022/23	QUARTERLY TARGET				Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Annual Target 2026/27
						Sept' 22	Dec' 22	Marc' 23	June' 23				
						Targets 2022/23							
		particular services rendered by way of the financial system (SAMRAS)) (MPPMR Reg. 10 (a))	to the SAMRAS financial system										
Basic Service Delivery	The provision and maintenance of municipal services	100% of the Municipal Infrastructure Grant (MIG) spent by 30 June (Actual MIG expenditure/Allocation received)	% Expenditure of allocated funds	Director: Infrastructure & Planning	100%	5%	40%	62.40%	100%	100%	100%	100%	100%
Local Economic Development	The promotion of tourism, economic and social development	Develop a Tourism strategy to be approved by the Executive Mayor by 30 June 2023	Approved tourism strategy	Municipal Manager	1	0	0	0	1	-	-	-	-
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	Implementation of the Business Service request portal on Collaborator by 30 March 2023	Functional Business service request portal	Municipal Manager	1	0	0	1	0	-	-	-	-
Good Governance and Public Participation	The provision of democratic, accountable and ethical governance	Communication strategy approved by the Executive Mayor by 30 June 2023	Approved Communication strategy	Municipal Manager	1	0	0	0	1	-	-	-	-

13.4 Implementation of MFMA Circular 88, Addendum 3 of 20 December 2021

The objective of Circular No. 88 is central to bringing greater coherence and alignment between the planning, budgeting and reporting of municipalities and to streamline reporting. The outcome of the process is to set a singular, differentially applied set of performance indicators for all of local government.

Reporting on MFMA Circular 88 was piloted in all municipalities, except metro's in the 2021/22 financial year and is set to continue in the 2022/23 financial year. For the pilot process all municipalities except metro's are required to attach the performance indicators in **a dedicated Annexure** to the IDP (outcomes template) and SDBIP (output template) which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness.

For this pilot process, the applicable indicators as included in **Annexure A** (outcomes template) will be monitored and reported on, on a quarterly and annual basis, to the provincial departments of Cooperative Governance and Traditional Affairs (COGTAs) and the national Department of Cooperative Governance (DCoG). During the continuing pilot, no reporting in the MSA section 46 statutory Annual Performance Report (APR) for municipalities other than metros will be required. Overstrand Municipality has started reporting on the indicators since the 2021/22 financial year. It is the intention of the DCoG that the piloting of the MFMA Circular No. 88 indicators will lead to replacing the Local Government: Planning and Performance Management Regulations of 2001.

CHAPTER 14

FINANCIALS AND BUDGETARY ANNEXURES

14.1 Budget Summary

Consolidated overview of the 2022/23 MTREF- Overstrand Municipality				
FINAL BUDGET				
R'	Adjusted Budget 2021/22	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Total Revenue	1,489,211,751	1,583,069,343	1,582,164,447	1,640,718,947
Total Expenditure	1,520,917,890	1,594,971,364	1,641,213,108	1,711,326,037
Surplus/ (Deficit) for the year	-31,706,139	-11,902,021	-59,048,661	-70,607,090
Total Capital Expenditure	237,978,890	236,019,596	102,598,000	99,011,000

The detailed final capital budget for 2022/23 is attached as Annexure B in this chapter.

▶ CHAPTER 14: FINANCIALS ▶

14.2 Reconciliation of IDP strategic objectives and budget (Revenue) (SA4)

WC032 Overstrand - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)											
Strategic Objective	Goal	Goal Code	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
The provision of democratic, accountable and ethical governance	Good Governance	1	328,011	347,612	362,831	357,072	360,937	360,937	384,994	403,517	424,829
The provision and maintenance of municipal services	Basic Service Delivery	2	752,662	802,791	847,454	939,483	927,890	927,890	1,021,099	1,026,542	1,094,056
The encouragement of structured community participation in the matters of the municipality	Good Governance	3									
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	70,070	59,673	53,573	56,809	62,245	62,245	55,744	65,535	72,839
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	64,318	119,873	87,926	124,072	138,140	138,140	121,233	86,571	48,994
Total Revenue (excluding capital transfers and contributions)			1,215,062	1,329,949	1,351,784	1,477,435	1,489,212	1,489,212	1,583,069	1,582,164	1,640,719

Table 81: SA 4 - IDP and Budget linkage (Revenue)

14.3 Reconciliation of IDP strategic objectives and budget (Operating expenditure) (SA5)

WC032 Overstrand - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)											
Strategic Objective	Goal	Goal Code	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
The provision of democratic, accountable and ethical governance	Good Governance	1	222,134	217,320	257,275	283,779	295,755	295,755	313,331	312,142	324,001
The provision and maintenance of municipal services	Basic Service Delivery	2	576,651	641,935	696,761	761,149	766,057	766,057	810,381	856,098	917,291
The encouragement of structured community participation in the matters of the municipality	Good Governance	3	1,250	725	1,382	1,125	1,125	1,125	2,079	729	729
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	141,579	171,527	161,460	194,170	197,488	197,488	203,544	208,681	218,906
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	166,921	159,574	204,057	254,784	260,493	260,493	265,636	263,563	250,398
Total Expenditure			1,108,536	1,191,082	1,320,936	1,495,006	1,520,918	1,520,918	1,594,971	1,641,213	1,711,326

Table 82: SA 5 - IDP and Budget linkage (operating expenditure)

14.4 Reconciliation of IDP strategic objectives and budget (Capital expenditure) (SA6)

WC032 Overstrand - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)											
Strategic Objective	Goal	Goal Code	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
The provision of democratic, accountable and ethical governance	Good Governance	1	7,231	4,049	7,054	3,775	3,775	3,775	1,875		
The provision and maintenance of municipal services	Basic Service Delivery	2	84,872	87,384	121,565	171,489	131,231	131,231	166,639	65,500	73,314
The encouragement of structured community participation in the matters of the municipality	Good Governance	3							817		
The creation and maintenance of a safe and healthy environment	Safe and Healthy Environment	4	33,896	27,005	47,383	25,640	24,897	24,897	11,736	8,704	13,297
The promotion of tourism, economic and social development	Economic Development and Social upliftment	5	47,683	92,618	78,798	73,871	78,076	78,076	54,953	28,394	12,400
Total Capital Expenditure			173,682	211,056	254,800	274,775	237,979	237,979	236,020	102,598	99,011

Table 83: SA 6 - IDP and Budget linkage (Capital expenditure)

▶ CHAPTER 14: FINANCIALS ▶

14.5 Government allocations for the 2022/23 – 2024/25 MTREF period

The table below reflects the various transfers and grants by the national and provincial governments to Overstrand municipality for the 3-year budget period (MTREF).

Table 84: SA 18- Transfers and grants to Overstrand Municipality

WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:									
<u>Operating Transfers and Grants</u>									
National Government:	99,544	110,994	138,372	127,977	127,977	127,977	152,183	162,497	179,530
Operational Revenue: General Revenue: Equitable Share	96,068	106,697	134,322	123,897	123,897	123,897	141,896	155,547	170,708
Energy Efficiency and Demand-side [Schedule 5B]							5,000	4,200	6,000
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1,926	2,635	2,500	2,530	2,530	2,530	2,593		
Local Government Financial Management Grant [Schedule 5B]	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Municipal Disaster Grant [Schedule 5B]		112							
Municipal Infrastructure Grant [Schedule 5B]							1,144	1,200	1,272
Provincial Government:	23,028	10,691	10,371	65,956	77,188	77,188	71,715	58,692	39,216
Capacity Building		148							
Capacity Building and Other	22,891	380		9,570	11,670	11,670	10,903	9,397	9,953
Housing				55,241	57,360	57,360	57,714	46,190	26,000
Infrastructure				1,145	8,158	8,158	3,098	3,105	3,263
Libraries, Archives and Museums		7,287	7,651						
Other		2,750	2,575						
Road Infrastructure – Maintenance	137	126	145						
Other Grant Providers:			66,268						
<i>Households</i>			66,268						
Total Operating Transfers and Grants	122,572	121,685	215,011	193,933	205,165	205,165	223,898	221,189	218,746
<u>Capital Transfers and Grants</u>									
National Government:	25,901	39,077	27,618	46,754	44,754	44,754	72,254	31,368	32,611

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WC032 Overstrand - Supporting Table SA18 Transfers and grant receipts									
Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4,262	7,000	6,000	18,519	18,519	18,519	21,331	7,000	7,314
Municipal Infrastructure Grant [Schedule 5B]	21,639	32,010	21,618	23,053	21,053	21,053	23,484	24,368	25,297
Water Services Infrastructure Grant [Schedule 5B]				5,182	5,182	5,182	27,439		
Provincial Government:	25,463	1,500	732	52,859	63,881	63,881	38,785	21,230	6,400
Capacity Building and Other			732						
Housing	25,463			52,259	61,765	61,765	38,785	21,230	6,400
Infrastructure				600	2,116	2,116			
Road Infrastructure		1,500							
Total Capital Transfers and Grants	51,364	40,577	28,350	99,613	108,635	108,635	111,039	52,598	39,011
TOTAL RECEIPTS OF TRANSFERS & GRANTS	173,936	162,262	243,361	293,546	313,801	313,801	334,937	273,787	257,757

The system of intergovernmental transfers to municipalities is intended to assist them in combating poverty and strengthening their own capacity to provide services. **Between 2022/23 and 2024/25, Overstrand Municipality will receive national and provincial transfers totaling R 886 481 000.**

The equitable share is an unconditional grant which is the largest proportions of all the national transfers to Overstrand Municipality accounting for 63 per cent of national transfers in 2022/23.

The largest national conditional grant in 2022/23 is the water services infrastructure grant of R27 439 000.

BUDGETARY ANNEXURES

ANNEXURE B

FINAL CAPITAL BUDGET FOR 2022/23

FINAL CAPITAL BUDGET 2022/23 – 2024/25 MTREF

Table 85: Capital Budget 2022/23 – 2024/25, Overstrand Municipality

Local Area	Ward	Project Description	Project Manager	Funding Source	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
					COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
		EXECUTIVE & COUNCIL			5,000		5,000						
Overstrand	Overstrand	MINOR ASSETS COUNCIL	D Arrison	Surplus	5,000		5,000						
		FINANCE AND ADMINISTRATION			1,870,000		1,870,000						
Overstrand	Overstrand	EMERGENCY AND OPERATIONAL DIGITAL RADIO SYSTEMS	C Johnson	Surplus	700,000		700,000						
Overstrand	Overstrand	MINOR ASSETS ICT ORGANIZATION WIDE	C Johnson	Surplus	600,000		600,000						
Overstrand	Overstrand	UPS REPLACEMENT	C Johnson	Surplus	500,000		500,000						
Overstrand	Overstrand	MINOR ASSETS FINANCE	S Reyneke	Surplus	60,000		60,000						
Overstrand	Overstrand	MINOR ASSETS MANAGEMENT SERVICES	D Arrison	Surplus	10,000		10,000						
		PUBLIC SAFETY			2,792,127		2,792,127						
Hermanus	Ward 03	GREATER HERMANUS TRAFFIC DEPT REMOVAL OF OBSOLETE OLD ROOFING AND CEILING AND REPLACE WITH NEW ROOF AND CEILING	R Fraser	Surplus 21-22-Non-Tariff-R/O	1,000,000		1,000,000						
Overstrand	Overstrand	GENERATOR FOR TRAFFIC SERVICES	R Fraser	Surplus-Non-Tariff-R/O-22	450,000		450,000						

▶ CHAPTER 14: FINANCIALS ▶

				2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET			
Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
Overstrand	Overstrand	INCIDENT COMMAND CENTRE (OLD SQUASH COURTS)(F1/2)	L Smith	Surplus(Ins)	770,000		770,000						
Overstrand	Overstrand	INCIDENT COMMAND CENTRE (OLD SQUASH COURTS)(F2/2)	C Johnson	Surplus	272,127		272,127						
Overstrand	Overstrand	MINOR ASSETS PROTECTION SERVICES	N Michaels	Surplus	300,000		300,000						
PLANNING & DEVELOPMENT					1,390,000	87,704	1,477,704						
Overstrand	Overstrand	MINOR ASSETS LED	S Madikane	Surplus	45,000		45,000						
Hawston	Ward 08	HAWSTON INDUSTRIAL BUSINESS HUB	D Hendriks	Land Sales-R/O-21	200,000		200,000						
Overstrand	Overstrand	PROJECT MANAGEMENT UNIT-ICT EQUIPMENT & FURNITURE	D Hendriks	MIG		87,704	87,704						
Kleinmond	Ward 09	PURCHASE OF ERF 4013 BETTY'S BAY&ERF 11472 HERMANUS	A le Roux	Surplus-R/O-22	100,000		100,000						
Kleinmond	Ward 09	KLEINMOND COMMUNITY PROJECT OLD KCIH	D Hendriks	Surplus-R/O-22	700,000		700,000						
Overstrand	Overstrand	MINOR ASSETS INFRASTRUCTURE & PLANNING	S Muller	Surplus	345,000		345,000						
COMMUNITY SERVICES					2,887,003		2,887,003						
Onrus/Ver mont	Ward 13	ONRUS BEACH ABLUTION AND FACILITIES UPGRADE(F1/2)	T Marx	Surplus-Non-Tariff-R/O-22	556,527		556,527						
Onrus/Ver mont	Ward 13	ONRUS BEACH ABLUTION AND FACILITIES UPGRADE(F2/2)	T Marx	Land Sales-R/O-21	633,476		633,476						
Zwelihle	Ward 12	NEW ROOF TRADING SWARTDAM ROAD	T Marx	Surplus-R/O-22	875,000		875,000						

▶ CHAPTER 14: FINANCIALS ▶

Local Area	Ward	Project Description	Project Manager	Funding Source	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
					COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
Kleinmond	Ward 09	OUTDOOR GYM EQUIPMENT MOUNTAIN VIEW	D Van Rhodie	Operating Cash-WSP-R/O	87,000		87,000						
Overstrand	Overstrand	MINOR ASSETS COMMUNITY SERVICES	R Williams	Surplus	735,000		735,000						
		LIBRARIES			4,373,611		4,373,611						
Zwelihle	Ward 12	ZWELIHLE LIBRARY	A Wyngaard	Surplus (Ins)21-22 R/O	4,373,611		4,373,611						
		SPORT & RECREATION			2,300,000	200,000	2,500,000		8,703,600	8,703,600		13,297,000	13,297,000
Hawston	Ward 08	UPGRADE HAWSTON SPORT COMPLEX STADIUM	D Hendriks	MIG		200,000	200,000		5,835,600	5,835,600		4,000,000	4,000,000
Hawston	Ward 08	UPGRADE HAWSTON SPORT COMPLEX STADIUM(F2/2)	D Hendriks	Surplus-Non-Tariff-R/O-22	250,000		250,000						
Mount Pleasant	Ward 04	UPGRADE MOUNT PLEASANT SPORT GROUNDS	D Hendriks	MIG								6,000,000	6,000,000
Hermanus	Ward 03	HERMANUS SPORT FACILITY IMPROVEMENT	R Kuchar	Surplus-R/O-22	1,900,000		1,900,000						
Sandbaai	Ward 07	RESTORATION AND UPGRADE OF BEACH AREA INCLUDING FACILITIES	T Marx	Operating Cash-WSP-R/O	150,000		150,000						
Overhills	Ward 10	FLOODLIGHTS OVERHILLS SOCCERFIELD	D Hendriks	MIG					2,868,000	2,868,000		1,297,000	1,297,000
Hawston	Ward 08	UPGRADE HAWSTON SWIMMING POOL	D Hendriks	MIG								2,000,000	2,000,000
		HOUSING			2,100,000	38,785,000	40,885,000		21,230,000	21,230,000		6,400,000	6,400,000

▶ CHAPTER 14: FINANCIALS ▶

					2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
Overstrand	Overstrand	LCH SERVICES CONSTRUCTION CONTRACTS	D Hendriks	Construction Contracts		39,785,000	39,785,000		21,230,000	21,230,000		6,400,000	6,400,000
Hawston	Ward 08	HAWSTON NEW HOUSING DEVELOPMENT R43 WALL	D Hendriks	Surplus-R/O-22	2,100,000		2,100,000						
ROADS					2,008,203	10,581,600	12,589,803		7,164,400	7,164,400		6,000,000	6,000,000
Stanford	Ward 01	STANFORD TAXI RANK UPGRADE ROOF FOR TRADING	F Myburgh	Surplus (Ins)	334,466		334,466						
Masakhane	Ward 02	MASAKHANE HOUSING PROJECT BUS ROUTE(PHASE 1)	D Hendriks	MIG		7,581,600	7,581,600		7,164,400	7,164,400			
Zwelihle	Ward 06	EMERGENCY HOUSING PROJECT SCHULPHOEK	T Steenberg	Surplus-Non-Tariff-R/O-22	920,000		920,000						
Fisherhaven	Ward 08	CURBING AND TARRING PAVING OF SIDEWALKS	T Marx	Operating Cash-WSP-R/O	180,000		180,000						
Onrus	Ward 13	CONSTRUCTION AND UPGRADING OF ATLANTIC DRIVE WALKWAY	T Marx	Operating Cash-WSP-R/O	200,000		200,000						
Vermont	Ward 13	CONSTRUCTION AND EXTENSION OF COASTAL PATH	T Marx	Operating Cash-WSP-R/O	200,000		200,000						
Stanford	Ward 01	REVITALISATION OF CBD	F Myburgh	Surplus-Non-Tariff-R/O-22	173,737		173,737						
Blompark	Ward 14	REHABILITATE ROADS BLOMPARK	D Hendriks	MIG		3,000,000	3,000,000						
Masakhane	Ward 02	MASAKHANE HOUSING PROJECT BUS ROUTE(PHASE 2)	D Hendriks	MIG								6,000,000	6,000,000
ELECTRICITY					33,358,000	32,031,000	65,389,000	15,000,000	7,000,000	22,000,000	17,000,000	7,314,000	24,314,000
Gansbaai	Multi-ward Gb Area	FKRAAL KBAAI BHEAD NEW 66 11KV SUBSTATION (F1/5)	D Maree	EL23/24	5,800,000		5,800,000	5,000,000		5,000,000			

▶ CHAPTER 14: FINANCIALS ▶

			-	-	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
Gansbaai	Multi-ward Gb Area	FKRAAL KBAAI BHEAD NEW 66 11KV SUBSTATION (F2/5)	D Maree	EL 22-R/O	9,169,000		9,169,000						
Gansbaai	Multi-ward Gb Area	FKRAAL KBAAI BHEAD NEW 66 11KV SUBSTATION (F3/5)	D Maree	DBSA-21-22 R/O		1,731,000	1,731,000						
Gansbaai	Multi-ward Gb Area	FKRAAL KBAAI BHEAD NEW 66 11KV SUBSTATION (F4/5)	D Maree	BICL 21-22 R/O	6,500,000		6,500,000						
Gansbaai	Multi-ward Gb Area	FKRAAL KBAAI BHEAD NEW 66 11KV SUBSTATION (F5/5)	D Maree	INEP		14,300,000	14,300,000						
Overstrand	Overstrand	ELECTRIFICATION OF LOW COST HOUSING AREAS (F1/2)	K d Plessis	INEP		7,031,000	7,031,000		7,000,000	7,000,000		7,314,000	7,314,000
Overstrand	Overstrand	ELECTRIFICATION OF LOW COST HOUSING AREAS (F2/2)	K d Plessis	DBSA-21-22 R/O		8,969,000	8,969,000						
Hermanus	Ward 03	HERMANUS MV LV UPGRADE REPLACEMENT(F1/2)	K d Plessis	EL23/24/25	3,000,000		3,000,000	4,500,000		4,500,000	8,000,000		8,000,000
Hermanus	Ward 03	HERMANUS MV LV UPGRADE REPLACEMENT(F2/2)	K d Plessis	EL 22-R/O	3,000,000		3,000,000						
Kleinmond	Ward 09	KLEINMOND MV LV NETWORK UPGRADE(F1/2)	K d Plessis	EL 22-R/O	2,416,000		2,416,000						
Kleinmond	Ward 09	KLEINMOND MV LV NETWORK UPGRADE(F2/2)	K d Plessis	EL24/25				2,000,000		2,000,000	2,500,000		2,500,000
Hawston	Ward 08	HAWSTON MV LV UPGRADE REPLACEMENT(F1/2)	K d Plessis	EL 22-R/O	2,415,000		2,415,000						
Hawston	Ward 08	HAWSTON MV LV UPGRADE REPLACEMENT(F1/2)	K d Plessis	EL24/25				2,000,000		2,000,000	2,500,000		2,500,000
Gansbaai	Multi-ward Gb Area	GANSBAAI STANFORD MV LV UPGRADE REPLACEMENT	D Maree	EL24/25							2,000,000		2,000,000
Overstrand	Overstrand	ELECTRICITY TRANSFORMERS CAPITAL	S Muller	EL23/24/25	1,058,000		1,058,000	1,500,000		1,500,000	2,000,000		2,000,000

▶ CHAPTER 14: FINANCIALS ▶

				2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET			
Local Area	Ward	Project Description	Project Manager	Funding Source	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
		REPLACEMENT CONTINGENCY											
		WATER			27,355,201	12,615,000	39,970,201	19,000,000		19,000,000	23,400,000		23,400,000
Overstrand	Overstrand	REFURBISHMENT OF BULK WATER INFRASTRUCTURE	H Blignaut	EL23/24	1,000,000		1,000,000	800,000		800,000			
Overstrand	Overstrand	FENCING AT WATER INSTALLATIONS	H Blignaut	EL23/24	700,000		700,000	550,000		550,000			
Overstrand	Overstrand	REPLACEMENT OF OVERSTRAND WATER PIPES(F1/2)	H Blignaut	EL23/24/25	13,642,000		13,642,000	3,000,000		3,000,000	10,000,000		10,000,000
Overstrand	Overstrand	REPLACEMENT OF OVERSTRAND WATER PIPES(F2/2)	H Blignaut	EL22 -R/O	2,830,000		2,830,000						
Overstrand	Overstrand	WATER FACILITIES CONTINGENCY	H Blignaut	EL23/24/25	500,000		500,000	500,000		500,000	500,000		500,000
Kleinmond	Multi-ward Kleinmond Area	REFURBISHMENT OF KLEINMOND BUFFELS RIVER WTW	H Blignaut	EL24/25				11,000,000		11,000,000	9,000,000		9,000,000
Kleinmond	Multi-ward Kleinmond Area	ACCESS ROADS TO KLEINMOND BUFFELS RIVER WTW UPGRADE	H Blignaut	EL23	1,000,000		1,000,000						
Hermanus	Multi-ward Hermanus Area	UPGRADE HERMANUS WELL FIELDS PHASE 2(F1/2)	H Blignaut	EL23/24/25	2,600,000		2,600,000	2,000,000		2,000,000	3,100,000		3,100,000
Hermanus	Multi-ward Hermanus Area	UPGRADE HERMANUS WELL FIELDS PHASE 2(F2/2)	H Blignaut	EL21-R/O	2,203,201		2,203,201						
Masakhane	Ward 02	UPGRADE WATER LINES & NEW BOOSTER PUMPSTATION VALVES	D Hendriks	MIG		7,000,000	7,000,000						
Stanford	Ward 01	UPGRADE BULK WATER	D Hendriks	MIG		5,615,000	5,615,000						
Gansbaai	Multi-ward Gb Area	REFURBISH KRAAIBOSCH PUMP STATION PANEL	H Blignaut	EL23	1,000,000		1,000,000						

▶ CHAPTER 14: FINANCIALS ▶

Local Area	Ward	Project Description	Project Manager	Funding Source	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
					COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
De Kelders	Ward 02	DE KELDERS WTW MEMBRANE REPLACEMENT	H Blignaut	EL23/25	800,000		800,000				800,000		800,000
Pearly Beach	Ward 11	PEARLY BEACH WATER TOWER REFURBISH	H Blignaut	EL24				750,000		750,000			
Gansbaai	Multi-ward Gb Area	FRANSKRAAL WTW FILTERS REFURBISH	H Blignaut	EL23	400,000		400,000						
Zwelihle	Ward 06	EMERGENCY HOUSING PROJECT SCHULPHOEK	T Steenberg	Surplus-Non-Tariff-R/O-22	280,000		280,000						
Overstrand	Overstrand	EHP WATER PROVISION FOR INFORMAL SETTLEMENTS	T Steenberg	Surplus-Non-Tariff-R/O-22	150,000		150,000						
Mount Pleasant	Ward 04	BASIC SERVICES FOR EMERGENCY HOUSING	T Steenberg	Land Sales-R/O-21	250,000		250,000						
Hermanus	Multi-ward Hermanus	PREEKSTOEL BIO PLANT FILTERS REFURBISH	H Blignaut	EL24				400,000		400,000			
		SEWERAGE			28,661,638	27,439,000	56,100,638	16,000,000		16,000,000	13,100,000	6,000,000	19,100,000
Overstrand	Overstrand	SEWERAGE FACILITIES CONTINGENCY	H Blignaut	EL23/24/25	500,000		500,000	700,000		700,000	700,000		700,000
Gansbaai	Ward 02	GANSBAAI CBD SEWER NETWORK EXTENSION	H Blignaut	EL22-R/O	2,000,000		2,000,000						
Kleinmond	Multi-ward Kleinmond Area	KLEINMOND WWTW REFURBISH UPGRADE (F1/2)	H Blignaut	EL23/24	9,300,000		9,300,000	8,900,000		8,900,000			
Kleinmond	Multi-ward Kleinmond Area	KLEINMOND WWTW REFURBISH UPGRADE (F2/3)	H Blignaut	EL22-R/O	2,241,638		2,241,638						
Kleinmond	Multi-ward Kleinmond Area	KLEINMOND WWTW REFURBISH UPGRADE (F2/2)	H Blignaut	WSIG		10,900,000	10,900,000						
Overstrand	Overstrand	FENCING AT SEWERAGE INSTALLATIONS	H Blignaut	EL23/24/25	500,000		500,000	800,000		800,000	600,000		600,000

▶ CHAPTER 14: FINANCIALS ▶

Local Area	Ward	Project Description	Project Manager	Funding Source	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
					COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
Overstrand	Overstrand	UPGRADING OF PUMPSTATIONS & RISING MAINS (F1/2)	H Blignaut	EL23/24/25	7,100,000		7,100,000	4,400,000		4,400,000	10,000,000		10,000,000
Overstrand	Overstrand	UPGRADING OF PUMPSTATIONS & RISING MAINS (F2/2)	H Blignaut	WSIG		16,539,000	16,539,000						
Overstrand	Overstrand	UPGRADING OF PUMPSTATIONS & RISING MAINS (F3/3)	H Blignaut	EL22-R/O	3,900,000		3,900,000						
Hermanus	Multi-ward Hermanus Area	HERMANUS WWTW UPGRADE SCREENS RAS SLUDGE DEWATERING	H Blignaut	EL24				1,200,000		1,200,000			
Hawston	Ward 08	HAWSTON WWTW REFURBISH AND UPGRADE	H Blignaut	MIG								6,000,000	6,000,000
Zwelihle	Ward 06	EMERGENCY HOUSING PROJECT SCHULPHOEK	T Steenberg	Surplus-Non-Tariff-R/O-22	1,400,000		1,400,000						
Overstrand	Overstrand	EHP SEWER PROVISION FOR INFORMAL SETTLEMENTS	T Steenberg	Surplus-Non-Tariff-R/O-22	620,000		620,000						
Hermanus	Multi-ward Hermanus Area	REROUTE HERMANUS WWTW TREATED EFFLUENT IRRIGATION PIPELINE	H Blignaut	EL23/25	1,100,000		1,100,000				1,800,000		1,800,000
		STORMWATER			1,635,789		1,635,789		8,500,000	8,500,000			
Masakhane	Ward 02	MASAKHANE HOUSING PROJECT BULK STORMWATER (PHASE 2)	D Hendriks	MIG					4,500,000	4,500,000			
Hermanus	Multi-ward Hermanus Area	STORMWATER NETWORK	T Marx	Surplus-Non-Tariff-R/O-22	385,789		385,789						
Sandbaai	Ward 07	SANDBAAI STORMWATER PROJECT-LONG STREET	T Marx	Land Sales-R/O-21	1,250,000		1,250,000						
Proteadorp	Ward 09	UPGRADE STORMWATER INFRASTRUCTURE-PROTEADORP, MOUNTAIN VIEW, EXT 6 & OVERHILLS	D Hendriks	MIG					4,000,000	4,000,000			

▶ CHAPTER 14: FINANCIALS ▶

Local Area	Ward	Project Description	Project Manager	Funding Source	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
					COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
					1,581,342	1,962,378	3,543,720				6,500,000		6,500,000
		WASTE MANAGEMENT											
Stanford	Ward 01	UPGRADE STANFORD DROP OFF(F1/2)	C Mitchell	DBSA-21-22 R/O		1,742,378	1,742,378						
Stanford	Ward 01	UPGRADE STANFORD DROP OFF(F2/2)	C Mitchell	Surplus (Ins)	241,342		241,342						
Zwelihle	Ward 12	HERMANUS TRANSFER STATION UPGRADING OF INFRASTRUCTURE	D Nel	Surplus-Non-Tariff-R/O-22	1,250,000		1,250,000						
Voelklip	Ward 03	VOELKLIP DROP OFF AND MINI DROP OFF ELECTRIC FENCING	C Mitchell	Surplus-Non-Tariff-R/O-22	90,000		90,000						
Overstrand	Overstrand	HERMANUS NEW WASTE MANAGEMENT FACILITY	C Mitchell	DBSA-R/O-22		220,000	220,000						
Gansbaai	Multi-ward Gb Area	TROMMEL SCREEN FOR GANSBAAI LANDFILL	C Mitchell	EL25							6,500,000		6,500,000
		GRAND TOTAL			112,317,914	123,701,682	236,019,596	50,000,000	52,598,000	102,598,000	60,000,000	39,011,000	99,011,000

FUNDING:	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
EXTERNAL LOAN 23/24/25(GENERAL CAPITAL)	50,000,000		50,000,000	50,000,000		50,000,000	60,000,000		60,000,000
EXTERNAL LOAN 21(ROLL OVER)	2,203,201		2,203,201						
EXTERNAL LOAN 22(ROLL OVER)	27,971,638		27,971,638						
SURPLUS	3,572,127		3,572,127						
SURPLUS 21/22 ROLL OVER	5,675,000		5,675,000						

▶ CHAPTER 14: FINANCIALS ▶

FUNDING:	2022/23 BUDGET			2023/24 BUDGET			2024/25 BUDGET		
	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL	COUNCIL FUNDED	EXTERNAL (GRANTS)	TOTAL
SURPLUS NON-TARIFF INFRASTRUCTURE 21/22 (ROLL OVER)	7,526,053		7,526,053						
LAND SALES 20-21(ROLL OVER)	2,333,476		2,333,476						
OPERATING CASH-WSP-R/O	817,000		817,000						
SURPLUS INSURANCE	1,345,808		1,345,808						
SURPLUS INSURANCE 21-22(ROLL OVER)	4,373,611		4,373,611						
BULK CONTRIBUTIONS INFRASTRUCTURE LEVY 21-22(BCIL) (ROLL OVER)	6,500,000		6,500,000						
DBSA-PUBLIC CONTRIBUTION 21-22 (ROLL OVER)		12,662,378	12,662,378						
CONSTRUCTION CONTRACTS		39,785,000	39,785,000		21,230,000	21,230,000		6,400,000	6,400,000
MIG		23,484,304	23,484,304		24,368,000	24,368,000		25,297,000	25,297,000
INEP		21,331,000	21,331,000		7,000,000	7,000,000		7,314,000	7,314,000
WATER SERVICES INFRASTRUCTURE GRANT		27,439,000	27,439,000						
GRAND TOTAL	112,317,914	123,701,682	236,019,596	50,000,000	52,598,000	102,598,000	60,000,000	39,011,000	99,011,000

ANNEXURE TO THE IDP FOR 2022- 2027

ANNEXURE A- IMPLEMENTATION OF MFMA CIRCULAR 88, ADDENDUM 3 OF 20 DECEMBER 2021

*Note the OUTCOMES template will be populated and reported on as per the timelines from DCoG

Refer to Chapter 13- section 13.4 in the IDP for detail on Circular 88.

MUNICIPAL NAME:

WC032 Overstrand LM

Outcome Indicator Planning Template:2022-23

Only when an indicator or data element is not reported during the pilot

Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Medium term target for 2026/27	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
OUTCOME INDICATORS FOR ANNUAL MONITORING							
EE4.4	Percentage total electricity losses						
	EE4.4(1)	(1) Electricity Purchases in kWh					
	EE4.4(2)	(2) Electricity Sales in kWh					
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline						
	WS3.1(1)	(1) Number of blockages in sewers that occurred					
	WS3.1(2)	(2) Total sewer length in KMs					
WS3.2	Frequency of water mains failures per 100 KMs of pipeline						
	WS3.2(1)	(1) Number of water mains failures (including failures of valves and fittings)					
	WS3.2(2)	(2) Total mains length (water) in KMs					
WS3.3	Frequency of unplanned water service interruptions						
	WS3.3(1)	(1) Number of unplanned water service interruptions					
	WS3.3(2)	(2) Total number of water service connections					
WS4.1	Percentage of drinking water samples complying to SANS241						
	WS4.1(1)	(1) Number of water sample tests that complied with SANS 241 requirements					
	WS4.1(2)	(2) Total number of water samples tested					
WS4.2	Percentage of wastewater samples compliant to water use license conditions						
	WS4.2(1)	(1) Number of wastewater samples tested per determinant that meet compliance to specified water use					
	WS4.2(2)	(2) Total wastewater samples tested for all determinants over the municipal financial year					
WS5.1	Percentage of non-revenue water						
	WS5.1(1)	(1) Number of Kilotres Water Purchased or Purified					
	WS5.1(2)	(2) Number of kilolitres of water sold					
WS5.2	Total water losses						
	WS5.2(1)	(1) System input volume					
	WS5.2(2)	(2) Authorised consumption					
	WS5.2(3)	(3) Number of service connections					
WS5.4	Percentage of water reused						

Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Medium term target for 2026/27	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
ENV5.1	WS5.4(1)	(1) Volume of water recycled and reused (VRR)					
	WS5.4(2)	(2) 1.a Direct use of treated municipal wastewater (not including irrigation)					
	WS5.4(3)	(3) 1.b Direct use of treated municipal wastewater for irrigation purposes					
	WS5.4(4)	(4) System input volume					
ENV5.1	ENV5.1(1)	(1) Number of coastal water samples classified as "sufficient"					
	ENV5.1(2)	(2) Total number of recreational coastal water quality samples taken					
ENV5.2	ENV5.2(1)	(1) Number of inland water sample tests within the 'targeted range' for intermediate contract recreational					
	ENV5.2(2)	(2) Total number of sample tests undertaken					
HS3.5	HS3.5(1)	(1) Sum of hours booked across all community halls in the period of assessment					
	HS3.5(2)	(2) Sum of available hours for all community halls in the period of assessment					
HS3.6	HS3.6(1)	(1) Total number of library visits					
	HS3.6(2)	(2) Count of municipal libraries					
HS3.7	HS3.7(1)	(1) Number of available municipal burial plots in active municipal cemeteries					
	HS3.7(2)	(2) Total capacity of all burial plots in active municipal cemeteries					
TR6.2	TR6.2(1)	(1) Number of potholes reported					
	TR6.2(2)	(2) Kilometres of surfaced municipal road network					
GG1.1	GG1.1(1)	(1) R-value of municipal skills development levy recovered					
	GG1.1(2)	(2) R-value of the total qualifying value of the municipal skills development levy					
GG1.2	GG1.2(1)	(1) Total sum of standard working days, in the reporting period, that each S56 and S57 post was occupied					
	GG1.2(2)	(2) Aggregate working days for all S56 and S57 Posts					
GG2.1	GG2.1(1)	(1) Functional ward committees					
	GG2.1(2)	(2) Total number of wards					
GG2.2	GG2.2(1)	(1) Sum of the total number of recognised traditional and Khoi-San leaders in attendance at municipal					
	GG2.2(2)	(2) The total number of traditional and Khoi-San leaders within the municipality					
	GG2.2(3)	(3) Total number of Council meetings					
GG4.1	GG4.1(1)	(1) The sum total of councillor attendance of all council meetings					
	GG4.1(2)	(2) The total number of council meetings					
	GG4.1(3)	(3) The total number of councillors in the municipality					