



bbbbbb

Munisipaliteit • U-Masipala • Municipality

OVERSTRAND



INTEGRATED DEVELOPMENT PLAN

2007/8 – 2011/12



Compiled in terms of the Local Government: Municipal Systems Act, 2000
(Act 32 of 2000)



	Page
Preface	1
Vision, Mission and Strategic Priorities	2
Foreword	3
1. INTRODUCTION AND BACKGROUND	
Integrated Development Plan	5
Integrated development process	5
Second generation IDP	6
Service Delivery and Budget Implementation Plan (SDBIP)	6
2. CURRENT REALITY	
Introduction	7
Geographical Consideration	8
Population Growth	8
Economic Growth	10
Human Development	11
Socio Economic Profile	13
Council's contribution towards the eradication of poverty/unemployment	14
Council's contribution towards Social development/upliftment	16
Well being of households	17
2.2 Organisational analysis	21
2.2.1 Structures of municipality	21
2.3 Analysis of the status quo on service levels	23
2.3.1 Basic Services	24
2.3.2 Transformation and Institutional Capacity	37
2.3.3 Good Governance	40
2.3.4 Municipal Financial Viability	42
2.3.5 Local Economic Development	43
3. FUNCTIONAL ANALYSIS	
3.1 Linkage of functional area/services with strategic objective/priorities	44
3.2 Description of functional areas	44
4. LOCAL ECONOMIC DEVELOPMENT	
4.1 Situational analysis of economic growth	63
4.2 Overstrand development perspective	64
4.3 Long term growth and development	64
4.4 Local Economic Development Strategy	65
4.5 The key priority areas of stakeholders	66
4.6 Proposed interventions to propel LED	67
4.7 Special projects/partnerships	73

5.	IDP PLANNING WITHIN THE BROADER NATIONAL AND PROVINCIAL CONTEXT	
5.1.1	Strategic Alignment	76
5.1.2	Integration of provincial and local strategies	77
5.1.3	Participation in National and Provincial Programmes	79
5.1.4	Overstrand's reaction to National and Provincial guidelines for growth and development	80
5.1.5	LGMTEC one-on-one engagements	86
6.	SECTORAL PLANS	
6.1	Housing Services	90
6.1.1	5 Year Housing Delivery Plan	
6.2	Community Safety	
6.2.1	Disaster Management Plan	94
6.3	Sustainable Municipal Services	
6.3.1	Water Services Development Plan	93
6.3.2	Integrated Transport Plan (Overberg District Plan)	97
6.3.3	Pavement Management System Plan	98
6.3.4	5 Year Infrastructure Plan	99
6.4	Management of Resources	
6.4.1	Spatial Development Plan	106

Preface

THE 8 PRINCIPLES OF BATHO PELE

- **CONSULTATION** - The public should be consulted about the level and quality of the services they receive from us and, wherever possible, should be given a choice about the services that are offered
- **SERVICE STANDARDS** - The public should be told what level and quality of public services they will receive so that they are aware of what they can expect from us.
- **COURTESY** - The public should always be treated with courtesy and consideration.
- **ACCESS** - All members of the public should have equal access to the services they are entitled to.
- **INFORMATION** - The public should be given full, accurate information about the public services they are entitled to receive.
- **OPENNESS AND TRANSPARENCY** - The public should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.
- **REDRESS** - If the promised standard of service is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, the public should receive a sympathetic and positive response.
- **VALUE FOR MONEY** - Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

The following vision, mission and strategic priorities were formulated in November 2006 following a series of workshops between councillors, officials and the communities

Our Vision

**To be a centre of excellence for the community
Om vir die gemeenskap 'n sentrum van uitnemendheid te wees
Kukuba liziko elibalaseleyo eluntwini**

Our **mission** is to deliver optimal services in support of sustainable economic, social and environmental goals

Ons **missie** is om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale- en omgewingsdoelwitte te lewer

Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo

Strategic Objectives

The following **strategic objectives** will form the basis of our new IDP cycle:

- ❖ Provision of democratic and accountable governance
- ❖ Provision and maintenance of municipal services
- ❖ Management and conservation of the natural environment
- ❖ Creation and maintenance of a safe and healthy environment
- ❖ Promotion of tourism, economic and rural development

Die volgende **strategiese prioriteite** sal die basis vorm vir ons nuwe GOP siklus

- ❖ Daarstelling van 'n demokratiese en verantwoordbare regeerfunksie
- ❖ Voorsiening en instandhouding van munisipale dienste
- ❖ Bestuur en bewaring van die natuurlike omgewing
- ❖ Skepping en instandhouding van 'n veilige en gesonde omgewing
- ❖ Bevordering van toerisme, ekonomiese en landelike ontwikkeling

Ezizwangciso eziphambili zilandelayo zizakubasisiseko seSicwangciso Sophuhliso Oludibeneyo elitsha (IDP)

- ❖ Ukubonelela ngolawulo lwedemokhrasi nolunenkathalo
- ❖ Ukubonelela ngeenkono zikamasipala nokuzigcina zilungile
- ❖ Ukulawula nokulondoloza indalo
- ❖ Ukudala nokugcina indawo ekhuselekileyo nenempilo
- ❖ Ukukhuthaza uphuhliso lokhenketho, uqoqosho nophuhliso lwasemaphandleni

Foreword by the Executive Mayor

An Integrated Development Plan (IDP) is a key document in the life of a municipality. It seeks to guide both its residents and staff and to clearly set out the strategic direction of the council and how it will allocate its limited resources.



INTERGOVERNMENTAL RELATIONS (IGR)

Local Government is also entitled to an equitable share of national revenue, including transfers to allow people to receive a minimum basket of free basic services such as water and electricity. In addition, there are capital transfers made to local government for example, via the Municipal Infrastructure Grant (MIG).

The equitable share is unconditional: provinces and local government can spend it as they need, within national guidelines, plans and priorities, while the conditional grants require specific monitoring provisions, specifications relating to the purpose for which the grants are to be used and timelines for implementation.

The Municipal Finance Management Act, 2003 spells out the necessary interaction between the three spheres and the need for assistance and capacity-building. It regulates the timing of intergovernmental grants to assist municipalities in preparing multi-year budgeting.

THE INTEGRATED DEVELOPMENT PLANNING PROCESS

The IDP process is a good example of IGR in practice, because the IDP is a government-wide expression of development commitments aligned to a number of national and regional objectives.

A local IDP is a strategic planning tool. A credible IDP requires skills and capacity. The ability to manage its implementation intergovernmentally is a mutual challenge across all spheres. This is the core of the challenge of co-operative governance and finds strategic expression in the work of the IGR Forums.

INTER GOVERNMENTAL RELATIONS AND STAKEHOLDER RELATIONSHIPS

Intergovernmental relations promote relationships with a wide range of stakeholders, through multi-sphere dialogue. This includes liaison with local government, provinces, sector departments and other state and non-state actors to promote service delivery, economic growth and social upliftment.

For example, the IDP focuses on development outcomes and a particular geographical space. These outcomes must be socio-economically and environmentally sustainable, and also be supported by appropriate institutional arrangements. Forceful partnerships and

networks of organisations in a district or regional space economy will also support and maximise its development potential.

ECONOMIC PARTNERSHIPS

Creating strong stakeholder partnerships with the private sector can facilitate growth and investment opportunities. Such partnerships are vested in mutual interests, so a common understanding of the space economy between stakeholders is essential. A credible IDP must reflect economic development choices that are based on joint and strategic analysis of the National Spatial Development Plan (NSDP), the Local Economic Development (LED) Plan, the Spatial Development Framework (SDF), the Land Use Management Plan and the broader economic growth objectives of government as reflected in the Accelerated and Shared Growth Initiative of South Africa (ASGISA) and Medium Term Strategic Framework (MTSF) policies.

Om enige munisipaliteit te laat werk is dit noodsaaklik dat daar so wyd as moontlik met alle rolspelers geskakel moet word deur wykskomitees, organisasies en belangegroepes sodat die werklike behoeftes van ons mense bepaal kan word. Die diversiteit van ons gemeenskap en die kwesbaarheid en bewaring van ons natuurlike hulpbronne, tesame met 'n helder en duidelike visie wat deur sterk leierskap en effektiewe bestuur onderskraag word, moet die basis wees van die strategie om die toekoms binne te gaan.

My opregte dank aan al die Raadslede, wykskomitees, belangegroepes en individue vir hulle insette in die GOP wat ter tafel gele word. Besondere dank aan Me Desiree Arrison vir haar entoesiasme waarmee sy werk, asook aan al die personeel vir hulle harde werk.

I trust that this IDP will guide into effective planning and implementation in such a way as to make the Overstrand a prosperous and proud community.

With our new vision namely: **“TO BE A CENTRE OF EXCELLENCE FOR THE COMMUNITY. OM VIR DIE GEMEENSAP ‘N SENTRUM VAN UITNEMENDHEID TE WEES”** I am looking forward to the future.

Let us do what Pres Thabo Mbeki said at his State of the Nation address to Parliament, 3 February 2006.

“We cannot allow that government departments become an obstacle to the achievement of the goal of a better life for all because of insufficient attention to the critical issue of effective and speedy delivery of services.”

We must always remind ourselves that we are a government with departments in our own right.

Thank you

Clr Theo Beyleveldt

EXECUTIVE MAYOR

May 2007

CHAPTER 1

1. INTRODUCTION AND BACKGROUND

1.1 Integrated Development Plan

Integrated development planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in the municipality.

Through Integrated Development Planning which necessitates the involvement of all relevant stakeholders, a municipality:-

- Formulates a clear vision, mission and values;
Identifies its key development priorities;
- Formulates appropriate strategies;
- Develops the appropriate organizational structure and systems to realize the vision and mission; and
- Aligns resources with the developmental priorities.

In terms of the Local Government: Municipal Systems Act, No 32 of 2000 (Systems Act) all municipalities have to undertake an IDP process to produce IDP's. As the IDP is a legislative requirement it has legal status and it supersedes all other plans that guide development at local government level. Municipalities have Local Economic Development Strategies and Spatial Development Frameworks which inform the IDP, the latter represents the operational synthesis of the former.

In a nutshell, the IDP process entails an assessment of the existing level of development and the identification of key development priorities. The vision and mission statements for the long term development flow from the aforesaid, with specific reference to critical developmental and internal transformational needs. The development strategies and objectives will be directed at bridging the gap between the existing level of development and the vision and mission.

Chapters 4 and 5 of the Systems Act determine that a strategic planning process of integrated development planning within a system of participatory governance must be followed by each municipality to ensure that the changing needs, concerns and priorities of the communities can be addressed.

1.2 IDP Process

The Overstrand Municipality will adopt its second cycle IDP during the period of April/May 2007 after a public participation process which started in August 2006 with the approval of its IDP public participation framework. During this time the process involved councillors, officials, ward committees and the Overstrand Municipal. Within this process all the roleplayers eg Council, Ward Committees and the municipality revised the Corporate Strategy (Vision, Mission and Strategic priorities).

To guide this process the Executive Mayor, as part of his responsibilities in terms of the Local Government: Municipal Structures Act, No 117 of 1998 (Structures Act) identified certain key service areas to be focussed on. This was done at the Mayoral Committee meeting in August 2006 during the delivery of the IDP/Budget directional speech.

1.3 Second Generation IDP

We are now in the process of approving our second generation IDP with the focus on getting things done. Our first round of IDP's went through a cycle of IDP conferences, IDP Hearings, LGMTEC one-on-one engagements as well as Provincial assessments. This has led to adaptation of our focus on a "credible IDP" for the new 5 year cycle, and this includes the following:

- A rigorous and robust analysis to underpin municipal plans (shared between the three spheres of government);
- Establishment of partnerships between government and other stakeholders for implementation;
- A clear long term strategy;
- Accurately costed infrastructure/service backlogs and projected increases; Spatial and infrastructure modelling and land use policies clearly distinguishing land use areas and targets;
- Community involvement in planning and delivery;
- Institutional delivery capacity;
- Full costing and budget implications; and
- Alignment with national and provincial programmes.

1.4 Service Delivery and Budget Implementation Plan (SDBIP)

The production of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement under the Local Government Municipal Finance Management Act, Act No 56 of 2003 (MFMA).

The SDBIP is the process plan and performance indicator/evaluation for the execution of the budget. Overstrand produced and adopted a SDBIP as part of its budgetary processes in line with the guidelines and requirements issued by National Treasury.

The SDBIP is being used as a management, implementation and monitoring tool that will assist and guide the executive mayor, councillors, municipal manager, senior managers and the community. The plan serves as an input of the performance agreements of the Municipal Manager and directors. It also forms the basis for the monthly, quarterly, mid-year and the annual assessment report and performance assessments of the municipal manager and directors.

The SDBIP provides in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. The SDBIP for 2007/08 will be approved by the Executive Mayor at the end of June 2007.

CHAPTER 2

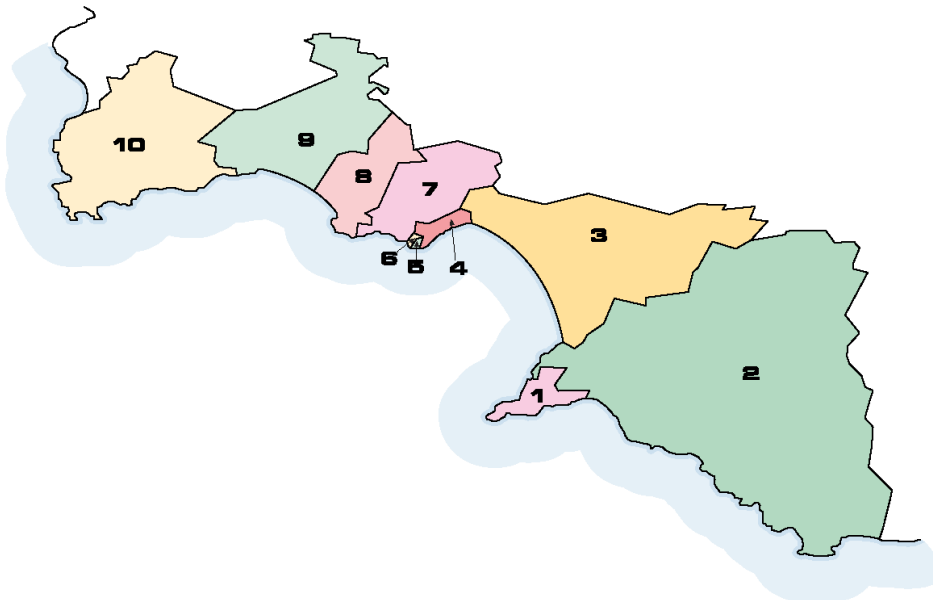
2.1 CURRENT REALITY

2.1.1 Introduction

The Overstrand Municipality (WC032) was established in terms of Provincial Notice 494/2000 published in Provincial Gazette 5591 (Western Cape) dated 22 September 2000. It is an amalgamation of the areas of the earlier municipalities of:

- Hangklip-Kleinmond;
- Greater Hermanus;
- Stanford; and
- Gansbaai

Description of the Wards



1. Kleinbaai, Franskraal, Blompark, Masekhane and a portion of Gansbaai;
2. The rest of Gansbaai, De Kelders, Pearly Beach, Baardskeerdersbos, Viljoenshof en Witthoogte.
3. Stanford and Voëlklip;
4. Hermanus and Mount Pleasant;
5. A portion of Zwelihle;
6. The rest of Zwelihle;
7. Sandbaai, Onrus, Vermont and Ertjiesvlei;
8. Hawston and Fisherhaven;
9. Kleinmond, Proteadorp, Overhills, Honingklip; and
10. Palmiet, Betty's Bay, Mooisuitsig, Pringle Bay and Rooi Els.

In terms of Section 155 of the Constitution of the Republic of South Africa 1996, there are 3 categories of municipalities. The Overstrand has been classified as a category "B" or local municipality that is a municipality that shares municipal executive and legislative authority in its area with a category "C" municipality within whose area it

falls. The relevant category "C" or District Municipality is the Overberg District Municipality (DC3).

2.1.2 Geographical Considerations

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 has a land area of approximately 2 125 km², with a population density of 27 people per square kilometer. The municipal area has a coastline of approximately 200 km, stretching from Rooi Els in the west to Quinn Point in the east and including three remarkable blue flag beaches, namely Kleinmond, Grotto and Hawston.

The area includes the Kogelberg Biosphere Reserve which is only one of 2 such areas in the Republic. It is commonly referred to as the heart of the Cape floral kingdom as roughly one fifth of all known fynbos species occurs here. At the Botriver estuary we find the Arabella luxury resort with the international championship Arabella golf course, international award winning AltiraSPA health spa and five star hotel. Just outside of Gansbaai we find the "Grootbos" nature reserve area. As a result of its commitment to excellence and diversity this reserve has already received numerous National and International awards.

The coastal areas include the well known "Grotto Beach" which has received the prestigious international "Blue Flag" award for 4 consecutive years. Danger Point was the site of the famous sinking of the "Birkenhead".

The region is internationally famous for the abundance of whales which visit Walker Bay on an annual basis to mate and calve. The Hermanus area has been given the tag of "The best land based whale-watching site in the world".

Internationally, it is now also increasingly becoming known for shark-cage diving in the Gansbaai area.

Tourism is therefore 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.

2.1.3 Population Growth

The Overstrand is also characterised by the most rapid population growth in the Overberg District. Between 2001 and 2006, the Overstrand population grew by 4.0% per annum compared to the District average of 2.5%.

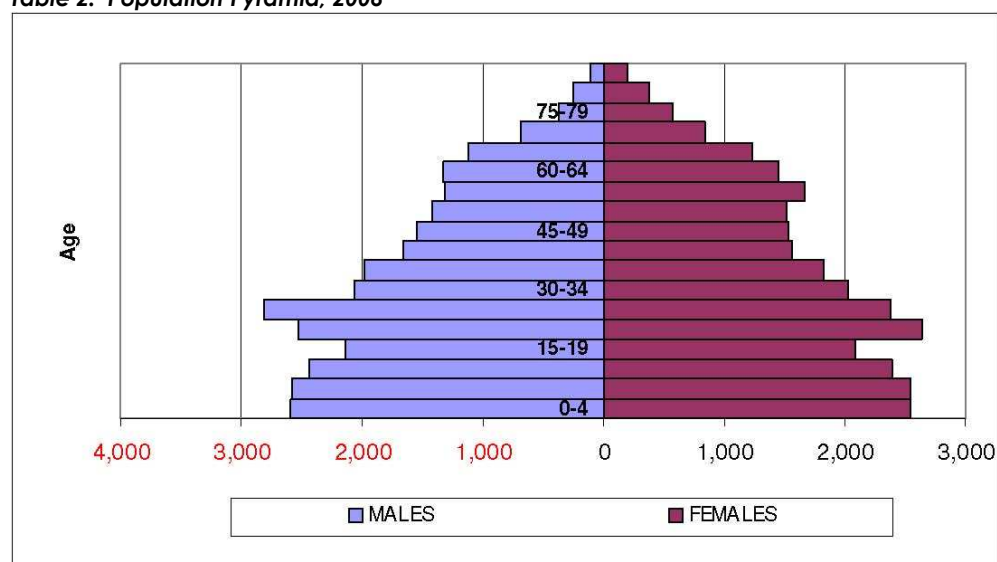
Table 1: Population growth, 1996 - 2010

Area	1996	2001	Rate %	2006 Projection	Rate %	2010 Projection	Rate %
Overberg District Total	159 033	203 520	5,6	232 590	2,8	251 201	2,0
Overberg DMA				256			
Cape Agulhas	22 011	26 182	3,8	29 627	2,6	31 742	1,8
Overstrand	37 315	55 738	9,9	70 451	5,3	80 459	3,6
Swellendam	24 620	28 075	2,8	30 190	1,5	31 124	0,8
Theewaterskloof	74 272	93 276	5,1	101 804	1,8	107 011	1,3

1996 and 2001 Source: Statistics SA

2006 and 2010 Source: Centre for Actuarial Research, UCT

Provincial Treasury Socio-Economic Profile for Overberg District and Local Municipalities, 2006

Table 2: Population Pyramid, 2006

Source: Centre for Actual Research, 2005 (population projections for the Western Cape 2001–2025)

The age-dependency ratio (total number of 0-14-year olds plus 65+-year olds)/working-age population, i.e. number of 15-64-year olds) for the Overstrand has increased from 55.70 per cent in 2001 to 57.81 per cent in 2006 (the highest in the Overberg District), rising to 60.61 per cent by 2010. The median age of the Overstrand population for 2006 is 30.

All age cohorts recorded positive growth between 2001 and 2006, for both males and females. Particularly fast growth occurred in the 85+ years of age-cohort, which grew at an average of 11 per cent per annum, although coming off a small base. Faster growth was also registered for the 70 -74 (9.6%), 75 -79 (8.5%) and 30 -34 (7.1%) years age-cohorts. Slower growth occurred for people aged between 55 and 59 as well as between 20 and 24 years of age.

2.1.4 Economic Growth

Table 3: Sectoral contribution to the GDP at 2004 & annual average growth

Sector	GDP 2004 constant 2000 prices, R million	Percentage contribution per sector (2004)	Average annual growth (1995-2004) (%)	Average annual growth 2000-2004 (%)	Percentage change 2003-2004
Agriculture, forestry & fishing	64	6.2%	2.4	1.6	2.0
Mining	1	0.1%	-21.6	-15.8	-14.1
Manufacturing	179	17.2%	0.9	0.6	4.1
Electricity & water	7	0.7%	-5.6	-7.1	-7.0
Construction	85	8.2%	2.2	3.4	3.5
Wholesale & retail trade; catering & accommodation	249	24.0%	8.0	8.3	12.0
Transport & communication	81	7.8%	8.7	7.4	5.4
Finance & business services	232	22.4%	4.9	6.4	5.9
Community, social & other personal services	58	5.6%	0.2	-0.4	-1.5
General government services	81	7.8%	-1.2	0.2	-0.1
Total	1 038	100.0	3.4	4.1	5.4

Source: Socio Economic Profile calculations based on Quantec research data

Overstrand remains one of the key strategic players in influencing the Overberg district's economic performance, given its huge contribution to economic development in the regional context. Overstrand contributed 31,3% of the GDP in the Overberg. Between 1995 and 2004 the Overstrand economy grew by 3,4% per annum. This is faster than the district's average growth of 2,6%. Most of the economic activity is presently occurring in Hermanus, but Gansbaai shows all the signs of fast growing economic activity. The completion of the Bredasdorp/Gansbaai junction road will also have a major impact in Gansbaai and surrounding areas. The local economy is driven largely by the fishing industry, wholesale and retail trade sector, the catering and accommodation sector and the finance and business sector. However, whilst boasting a relative well-diversified economy the municipality faces major challenges to future development and long-term sustainability. The most important of these challenges are:-

- ❖ The combined impact of ageing key infrastructure and insufficient human and water resources
- ❖ Bulk infrastructure constraints
- ❖ Limited land for further housing and other developments due to the sensitive nature of the natural environment. This is the reason for the focus on Botrivier as possible industrial development hub for Overstrand
- ❖ High unemployment rate (21,7% on overall) outstripping employment creation

The tarring of the road between Caledon and Hermanus via the Hemel-en-Aarde valley can play a major role in boosting further economic development and the efficient mobility of people and goods.

2.1.5 Human Development

During 2004 and early 2005 the Department of the Premier of the Western Cape launched a study to measure the state of development in the province. The two most important tools used in the study are the **City Development Index (CDI)** and the **Human Development Index (HDI)**.

The CDI is an average of the following indices:-

- Infrastructure (water, sewerage, telephone and electricity available);
- Waste (solid waste removal available);
- Health (life expectancy divided by infant mortality);
- Education (adult literacy and gross enrolment ratio); and
- Income (mean household income).

The HDI is an average of the following indices:-

- Health (based on life expectancy);
- Education (based on adult literacy and gross enrolment indices); and
- Income (based on mean household income, since GDP is unavailable)

Adult literacy is defined as at least seven years of schooling and gross enrolment ratio means the complete learner (schoolchild) population.

The following table depicts the CDI for the Overberg local municipal areas, whilst graphs 1 to 2 show the comparison between the relevant area and the provincial average. It is important to note that the higher the CDI index scores the more positive the influence on human and economic development will be in that particular area.

Table 4: Local municipal CDI figures, 2005

Municipal area	Infrastruc- ture	Waste	Health	Education	Income	CDI
Cape Agulhas	0,80	0,84	0,70	0,80	0,78	0,78
Overstrand	0,76	0,89	0,68	0,82	0,79	0,79
Swellendam	0,75	0,72	0,70	0,79	0,73	0,74
Theewatersklo of	0,67	0,75	0,68	0,81	0,74	0,73
PROVINCE	0,79	0,89	0,68	0,86	0,82	0,81

Source: Department of the Premier: Measuring the State of development in the province of the Western Cape, 2005

From the table and the graphs on CDI figures it is evident that:-

- Overall the local municipalities scored relatively well on the CDI index, with Overstrand attaining the highest score
- Overstrand is in most of the CDI measured areas almost on par with the provincial situation

- With respect to health services it is noticeable that in Overstrand the municipal performance equals that of the province

Graph 1: Overstrand Municipal CDI

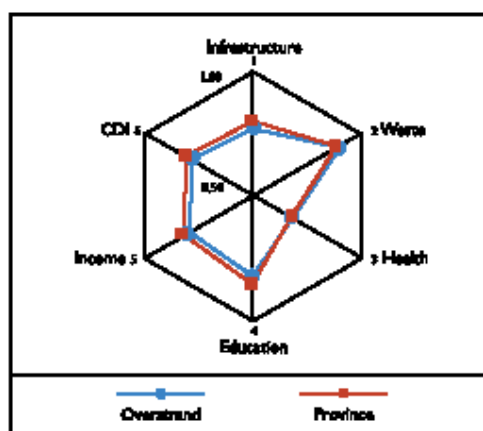


Table 5: 1995 and 2005 HDI figures for the Overberg

Municipality	Health	Income	Education	HDI 1995	HDI 2005
Cape Agulhas	0,67	0,78	0,60	0,56	0,69
Overstrand	0,64	0,79	0,77	0,62	0,73
Swellendam	0,67	0,73	0,75	0,57	0,72
Theewaterskloof	0,63	0,74	0,75	0,59	0,71

Source: Department of the Premier: Measuring the state of development in the province of the Western Cape, 2005

The provincial averages for the HDI measuring categories are:-

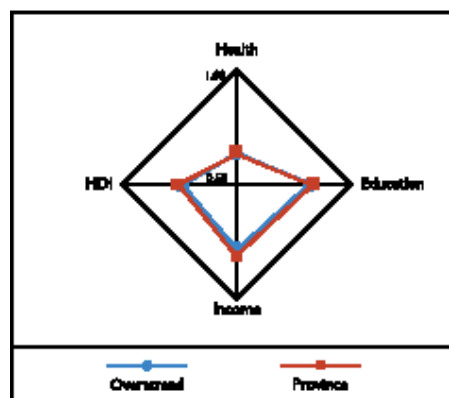
- Health – 0,63
- Income – 0,84
- Education – 0,68
- Overall provincial HDI – 0,72

Looking at the above figures the following general remarks for the district as a whole should be considered in future planning actions:-

- The considerable increase in HDI between 1995 and 2005 is evident and can primarily be contributed to increased service delivery over a wide spectrum. The municipalities in the district should work together and in unison with the provincial government to continue on this growth path
- The extremely low income levels in comparison to the provincial average, which is indicative of the high levels of poverty. Poverty alleviation should therefore be high on the development planning agenda
- With regard to the health category it is evident that the district is either out-scoring or equalling the provincial average and the provincial government should thus ensure that the relative high levels of health

services are maintained in future because this will have a direct impact on the HDI of the district

Graph 2: Overstrand Municipal HDI



In Overstrand the situation is almost on par with or even better than the provincial situation. The following aspects should be noted:-

- With an increase of 0,11 point over a period of ten years, the area still has the highest HDI in the district. What is noticeable though, is that the difference between Overstrand and the other areas has decreased
- The overall HDI score is higher than the provincial average and in two of the categories, i.e. health and education, the municipality also outperformed the province
- It is worrying that in an area well known for the affluent people residing there, the income index is still quite considerably lower than the provincial average.

2.1.6 Socio Economic Profile

The following table shows the poverty pockets in the Overberg. We have highlighted those that relate to the Overstrand:

Table 6: Poverty pockets in the Overberg

CAPE AGULHAS	OVERSTRAND	SWELLENDAM	THEEWATERSKLOOF
Bredasdorp	Urban areas	Swellendam	Urban areas
Self build area	Beverly Hills	Railton	Side Saviwa informal area
Kleinbegin	Overhills	Smartie Town	Riviersonderend informal area
Zwelitsha	Zwelihle	White City	New France: Botrivier
Queenstown	Informal areas	Wit Langa (Saw Mill)	People in backyards
Volstruiskamp	Masakhane	Rural areas	Uitsig
Riverside	Die Kop	Infanta	Middleton
Napier	Mount Pleasant (2 nd Phase)	Malagas	Dumping/Scavenger
Nuwerus/Deurgangskamp	RDP houses in Stanford		Goniwe Park

Struisbaai	Gansbaai/Blompark		
Struisbaai Noord	In the Mountain: Hawston		Slangpark
Arniston/Waen-huiskrans	Westdene: Hermanus		Beverly Hills
Kassiesbaai	Eluxolweni		
Rural areas	Kleinmond		Waterworks
Ouplaas	Oorlaai Stasie		Site View
Elim	Informal settlement		Melrose
Klipdale	Mooiuitsig		Hillside
Protom	Rural areas		Rural areas
Rüens	Farms		Tesselaarsdal
	Spanjaardskloof		Voorstekraal
	Buffeljagtsbaai		Boesmanskloof
			Farms: Villiersdorp and Grabouw
Source: Department of Social Development, 2004			

2.1.7 Council's contribution towards the eradication of poverty and unemployment

Council's intention is to create job opportunities that do not compete with the services of fulltime employees to local residents of Overstrand.

LOCAL LABOUR PROMOTION PROJECTS

The Local Labour Promotion Project (LLPP) of the Overstrand Municipality provides income opportunities to communities with high unemployment and poverty levels. This is achieved by allowing the unemployed, those who are in service payment arrears and other needy groups within the communities to be part of the delivery of municipal services and the construction of new public facilities.

This project was devised as a means of effecting socio-economic upliftment, as part of the local authority's strategy to bring about poverty alleviation through job creation whilst enhancing the prospects of reducing outstanding municipal consumer debt. This concept embarked on an initiative in terms of which debtors, particularly those who were unemployed, were targeted for participation in a local capital project aimed at addressing a communal back log in terms of facilities. Participants would earn a weekly wage whilst contributing financially towards the reduction of their outstanding municipal debts.

A unique aspect of this project is that pensioners and disabled people can make use of agents/surrogates who do the work in their stead and receive 60% of the wage. The remaining 40% is used towards writing off the debt of the pensioner / disabled person (**signing agreement**). For each rand deducted, Council contributes R2.00 towards their arrears. People are thus given the opportunity to build some pride by doing work in return for writing off their debts, while at the same time being an asset for the community

Since the start of this project in 2005 246 job opportunities were created, which included 15 women and 1 disabled person. To date the municipal debt has been reduced by an amount of R824 000.

The main objectives of the LLPP are to

- Create employment
- Reduce poverty
- Reduce outstanding municipal debts
- Transfer/develop skills
- Create facilities, built infrastructure, better service delivery
- Draw people into the economy (opening bank accounts)
- Build pride of ownership in the community
- Involve communities in developing their areas

Various social upliftment projects are also executed as LOCAL LABOUR PROMOTION PROJECTS e.g

- ❖ Paving of cul-de-sacs in PDA areas
- ❖ Development of playparks
- ❖ Paving of sidewalks
- ❖ Beautification of residential areas through planting of trees etc
- ❖ Improvement/development of informal trading areas
- ❖ Upgrading of clubhouses, community halls and other public amenities

CLEANING PROGRAMME

Council's pilot project was rolled out by means of employment of 18 local contractors with job opportunities for 90+ people during the 2006/07 financial year. Through these projects road reserves are being kept clean in all areas across the Overstrand. Contractors are remunerated according to the level of cleanliness in the designated areas and not the volume of refuse removed. This programme thus ensures that improved levels of cleanliness are maintained.

POVERTY RELIEF (PROTEA)

(Poverty Relief through the Organised Treatment and Eradication of Aliens)

This project, which is funded by the Department of Water Affairs and Forestry (DWAFF) in conjunction with the municipality, is an empowerment initiative whereby members of the local community who have been assisted to obtain the necessary expertise and equipment, successfully compete in providing an alien vegetation clearing service through a tender process. This project has seen the creation of 239 sustainable employment opportunities.

BUSINESS TRADING

More trading areas/facilities are being established for informal traders. This creates opportunities for locals to sell their produce in an organized manner at a very low rental per stand.

SUPPLY CHAIN

In terms of the tender preferences approved by the Municipality for contractors, the emphasis is on local employment.

2.1.8 Council's contribution towards Social Development/Upliftment

SPACES FOR SPORT

The excitement of the 2010 Soccer World Cup paved the way for the development of an upmarket regional sports facility in Gansbaai. The Overstrand Municipality was, through foresight and pro-active initiatives, in the position to reserve ample land for the construction of a communal sports facility right in the centre of the previously separated Black, White and Coloured communities.

Sport is regarded as a factor capable of uniting communities. With the assistance of sponsors such as Barclays/Absa (International Spaces for Sport Programme), the Department of Cultural Affairs, Sport and Recreation (Western Cape) and the Grootbos Foundation, a multi-million rand project is being launched. Phase 1 of the project will include one soccer field (with a synthetic surface sponsored by the English Premier Soccer League), one rugby field (surrounded by a full-size athletic track) and two more soccer/hockey/cricket fields.

The facility is similar to the community sport sites that Barclays has established across the United Kingdom and is the first flagship outside the UK. The facility is linked to environmental and tourism projects. The facilities will also add value to the education and development of learners from the new high school to be established immediately adjacent to the lovely sport facilities.

The product, regarded as a regional facility for the Overberg region, has been identified as a fan park for the 2010 World Cup and has received full support to be marketed as a base camp for the African Federation Cup to be hosted in 2009 and for the preparatory events planned for 2010.

The facility will indeed satisfy the needs of the sports people of the Overstrand and will be regarded as a proud legacy of the 2010 World Cup.

MULTI-PURPOSE CENTRE

The multi-purpose centre in Hawston will provide office accommodation for at least six government departments to render their services at a local level. The centre will also boast a main hall with seating for 500, in-door sporting facilities and an amphitheatre.

JUNIOR TOWN COUNCIL

A special effort is made to engage the school going youth through the Junior Council, which is fully representative of all Overstrand Communities – demographically as well as geographically. Not only are opportunities created to inform the junior councillors about the municipality, but they are also granted an opportunity to give feedback on their projects to council.

The Enlighten Education Trust, an Overstrand based non-governmental organization, is facilitating the Junior Council as an educational project on

behalf of the Overstrand Municipality

2.1.9 Well being of households

EDUCATIONAL LEVELS

The Overstrand has 27 per cent of the 77 schools in the Overberg District and an educator: learner ratio of 39, which is higher than the District average of 37. The illiteracy rate (i.e. the percentage of people over 14 years of age with less than Grade 7) is fairly low at 19.0 per cent in the Overstrand compared to the corresponding rate of 27 per cent for the Overberg District.

Census 2001 results confirm the above assessment, which shows that only 4.2 per cent of the people in the Overstrand had no schooling, compared to 7.3 per cent for the Overberg District and 5.7 per cent for the Western Cape.

Table 7: Distribution of schools and educator/learner ratios, 2006

AREA	NUMBER OF SCHOOLS	EDUCATOR/LEARNER RATIO
Overberg District	93	37
Cape Agulhas	12 (15,6%)	37
Overstrand	21 (27%)	39
Swellendam	23 (29,9%)	35
Theewaterskloof	37 (48,1%)	37

Source: Provincial Treasury Socio-Economic Profile for the Overberg District and local municipalities, 2006

A comparison of the population figures (Table 1) and the number of schools per municipal area shows that:-

- Although Overstrand has the second largest population in the district it has the second smallest number of schools. It is a known fact that there is serious overpopulation in schools in the area. There is a great demand for high schools in Greater Hermanus, Gansbaai and Kleinmond.

Growth in the number of children requiring access to schools is increasing, while schools are already over populated. It is believed that a school that can only accommodate 400 children are being required to cater for 1000 children. The provision of a high school in Gansbaai is especially critical and the municipality will urge urgent attention Provincial Government.

Table 8: Overstrand, highest level of education attained, 2001

Education levels	Western Cape	ODM	Overstrand
No schooling	5.7%	7.3%	4.2%
Some primary	15.2%	21.9%	14.7%
Completed primary	7.9%	10.0%	7.1%
Some secondary	36.5%	32.8%	33.8%
Grade 12/Std 12	23.4%	19.4%	26.7%
Higher	11.2%	8.7%	13.5%

Source: Census 2001

Table 9: Illiteracy rate

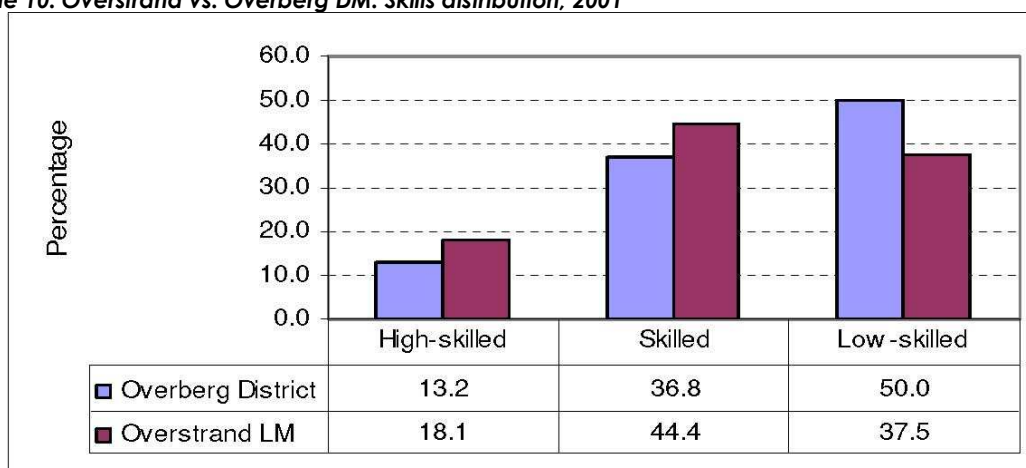
OVERBERG	CAPE AGULHAS	OVERSTRAND	SWELLENDAM	THEEWATER
27%	24%	19%	35%	32%

Source: Provincial Treasury Socio-Economic Profile for the Overberg and Local Municipalities, 2006

The higher educational attainment of Overstrand translates into a better skilled labour force.

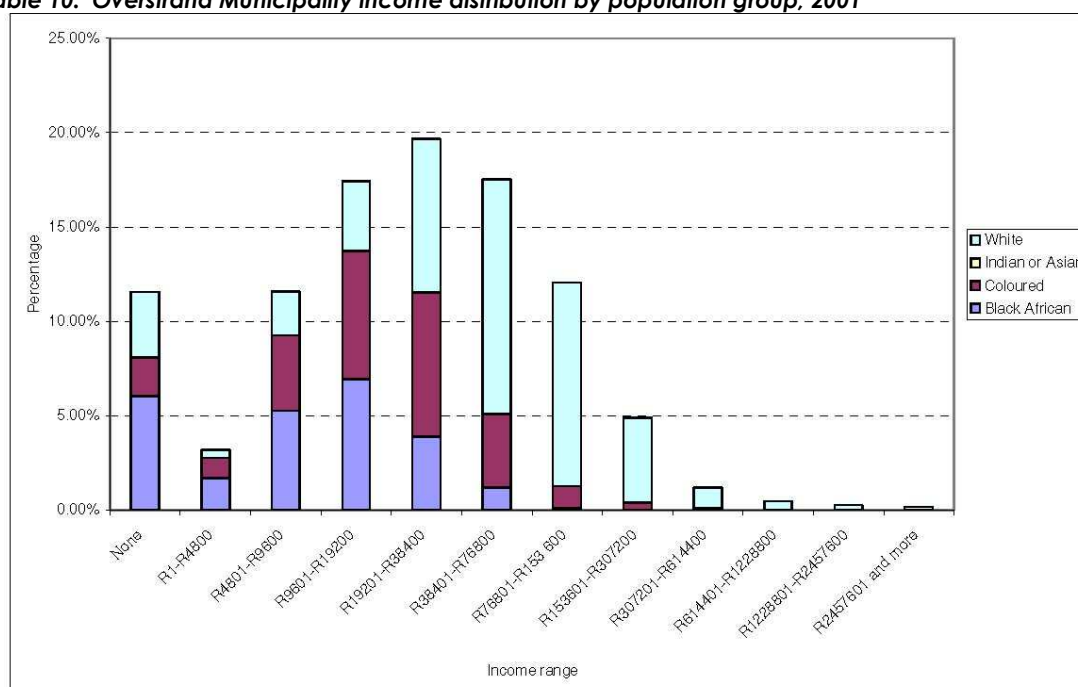
Skills distribution

The high educational attainment translates into a better-skilled labour force for the Overstrand LM (see Table 3) About 37.5 per cent of the labour force is classified as low-skilled, thus more favourable than the rest of the District, which registered 50.0 per cent.

Table 10: Overstrand vs. Overberg DM: Skills distribution, 2001

Source: Census 2001

The Municipality has a very high proportion of people who are considered to be skilled (44.4%) while the proportion of highly skilled individuals is also well above average at 18.1 per cent. The better-skilled workforce in the Overstrand can also be linked to the well-diversified economic base, as opposed to other municipalities in the region, such as Swellendam and Theewaterskloof, which are predominantly agrarian. Agriculture contributed less than 7.0 per cent of total Overstrand economic output in 2004.

Table 10: Overstrand Municipality income distribution by population group, 2001

Source: Statistics South Africa: Census 2001

Income poverty

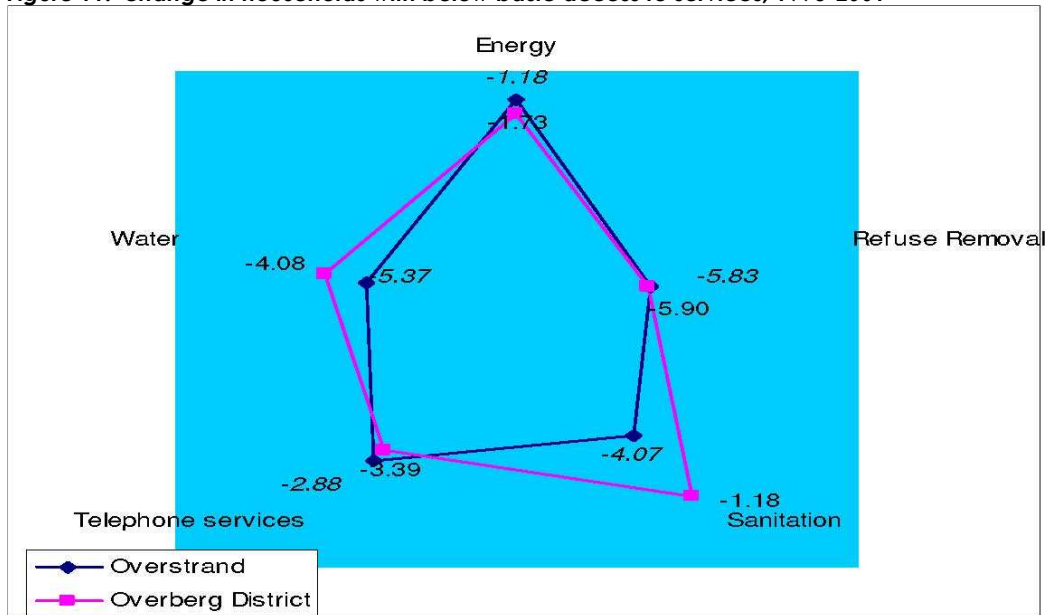
According to Census 2001 data, the population of the Overstrand is relatively well-off, compared to the rest of the District. A larger proportion of households earned between R9 600 and R76 800 per year (57.6% compared to 55.9% for the District), while a smaller proportion earned less than R9 600 per year: 26.3 per cent compared to 28.3 per cent for the district.

In addition, a significantly higher proportion of households earned more than R76 800 (19.5%). However, a slightly larger percentage of households earned no income in the Overstrand compared to the District (10.8% compared to 9.7%). African households dominated the group of households earning less than R9 600. Whites dominated the upper-income brackets.

Access to basic services

Figure 11 compares the performance of Overstrand against that of the Overberg in respect of the delivery of basic services, i.e. energy, water, refuse removal, telephone services and sanitation. The Municipality decreased the proportion of households with less than basic access to services faster than the District in water and sanitation provision and performed on par with the District in the other areas.

Figure 11: change in households with below basic access to services, 1996-2001



Sources: Statistics South Africa: Census 2001; DBSA: Community profile database

2.2 ORGANISATIONAL ANALYSIS/GOVERNANCE AND PUBLIC PARTICIPATION STRUCTURES

2.2.1 Structure of the municipality

The structure of the municipality has three distinct components:

- Political
- Administrative
- Public Participation Structures

1. Political Structure

The current political governance structure of the Municipality is as follows:

Table 12: Overstrand Political Governance

POLITICAL PARTY	NR OF SEATS
Democratic Alliance	10
African National Congress	7
African Christian Democratic Party	1
Independent Democrats	1

In its establishment notice issued in 2000 the Overstrand was a Municipality with a collective Executive system. This system remained in existence until the 11th of June 2003.

On that date the system or type was changed by the Provincial Government to that of a municipality with a Mayoral Executive System combined with a Ward Participatory System. The Executive Mayor established a Mayoral Committee consisting of 4 Councillors.

The governance organs are:

- Council
- Executive Mayor
- 3 x Portfolio Committees
- 10 x Ward Committees

The 10 Ward Committees are chaired by the relevant directly elected Ward Councillor. The 3 Portfolio Committees are each chaired by a member of the Mayoral Committee. The Overstrand Municipal Advisory Forum (OMAF) is also chaired by the Executive Mayor and the Deputy Mayor and includes representation from the 10 elected ward committees.

2. Administrative Structure

The administrative component was restructured in June 2006 to align with the five National Key Performance Areas and has been divided into the Office of the Municipal Manager and 4 directorate's i.e.

OFFICE OF THE MUNICIPAL MANAGER

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council.

The office of the Municipal Manager consists of the Municipal Manager and Head: Management Services. The latter office also incorporates Internal Audit, Communication Services, Human Resources, IT Services, Strategic Planning and Legal & Council Support services.

DIRECTORATE: FINANCE

The core function of this directorate is to ensure sound financial management.

This directorate consists of the Chief Financial Officer as head of the directorate and the Financial Services, Expenditure, Income and Supply Chain Management sections.

DIRECTORATE: COMMUNITY SERVICES

The main function of this directorate is to ensure that co-operative governance and public participation take place in decentralised administrations and that service delivery takes place.

This directorate consists of a Director, deployed Area Management staff and the Protection Services, Corporate Services and Housing sections.

DIRECTORATE: ECONOMIC DEVELOPMENT

The main function of this directorate is to promote economic development initiatives, tourism, sustainable job creation, poverty reduction and shared growth that integrates and connects the municipality, its citizens and its natural resources.

The directorate Economic Development & Tourism consists of a Director and a Local Economic Development Management section where municipal job creation projects are centred.

DIRECTORATE: INFRASTRUCTURE AND PLANNING

This directorate's focus is the planning of infrastructure, development planning and control, property management, environmental management and building control. This directorate consists of a Director Infrastructural Management, Environmental Services, Town Planning and Building Control.

3. Public Participation Structures

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

- Its 10 ward committees as well as
- The Overstrand Municipal Advisory Forum (OMAF)

The Ward Committees are chaired by the respective elected ward councillors and meet 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 Committees 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 administrative and logistical support necessary to ensure the functioning of these ward committees is provided by Council. At decentralised administrative offices the Area Managers ensure that ward committees function properly in terms of the legal framework and Council's approved policy.

The Overstrand Municipal Advisory Forum (OMAF), consisting of 4 member representatives of each of the 10 ward committees, has an Overstrand wide focus and is chaired by the Executive Mayor as well as his Deputy. 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.

2.3 ANALYSIS OF THE STATUS QUO ON SERVICE LEVELS

Keeping in mind the new vision for the municipality, of "Being a centre of excellence for the community", the various functional managers were asked to provide a status report on the current service levels of their different functional areas. This information will also provide a profile of the different wards per service area.

The information which follows reflects the current status of the services within the municipality in relation to the 5 National KPA's viz.

- Basic Services and Infrastructure
- Transformation and institutional capacity
- Good governance
- Financial viability
- Local Economic Development

2.3.1 Basic Services and Infrastructure

ROADS				
The area is serviced by 400km surfaced (tar) roads and 193km gravel roads. Surfaced roads are generally in a good condition with 77% in a good/very good condition and 23% in a fair or poor condition. Gravel roads are generally in a fair condition with 80% in a fair or good condition and 20% in a poor or very poor condition. Although the gravel roads are still in a fair condition, the average gravel thickness is only 58mm (ideal is 150mm). It is expected that the condition of the gravel roads will deteriorate rapidly during the next two years and that allowance should be made to re-gravel most of the gravel roads.				
	Tarred:		Gravel: Approximately R45 million required over next five years to re-gravel all gravel roads in Overstrand.	
HANGKLIP-KLEINMOND				
	Current reality:	78 km tarred roads in "reasonable" condition but deteriorating to "poor".	Current reality:	89 km gravel roads generally in "poor" to "very poor" condition" with average gravel thickness of 29 mm.
	Restriction:	Lack of funds to finance ongoing resealing and rehabilitation programme.	Restriction:	Lack of funding, and Lack of suitable road building material.
GREATER HERMANUS				
	Current reality:	205 km tarred roads in "reasonable" condition but deteriorating to "poor".	Current reality:	85 km roads generally in "poor" condition with average gravel thickness of 80 mm.
	Restriction:	Lack of funds to finance annual resealing and rehabilitation programme.		Lack of funding, and Lack of suitable road building material.
STANFORD				
	Current reality:	15,5 km with 16% in "average to poor" condition whilst 84% is considered "acceptable".	Current reality:	6 km with 66% in "average to poor" condition whilst 34% is considered "acceptable" with an average gravel thickness of 45 mm.
	Restriction:	Lack of funds to finance annual resealing and rehabilitation programme.		Lack of funding, and Lack of suitable road building material.
GANSBAAI				
	Current reality:	100.3 km in total comprising primary, secondary, main tertiary and tertiary roads.	Current reality:	28.9 km in total comprising secondary, main tertiary and tertiary roads.
	Restriction:	Resurfacing costs for first two years estimated at R1,290 million.	Constrain:	Lack of funding, and Lack of suitable road building material.

STORM WATER				
HANGKLIP-KLEINMOND				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Approximately 80 km open groundwater channels spread throughout Kleinmond, Betty's Bay, Pringle Bay and Rooi Els. No formal storm-water system in Betty's Bay, Pringle Bay and Rooi Els resulting in buildings often being flooded during high rainfalls. 	<i>Constrain:</i>	Considerable capital expenditure required to address this problem.
GREATER HERMANUS				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Approximately 30 km open groundwater channels in the system. Approximately 60 km piped stormwater system Approximately 13 km lined channels 	<i>Constrain:</i>	<ul style="list-style-type: none"> Budget required to provide for labour-intensive cleaning of channels. Pipes not necessarily sized to master plans – cannot carry heavy storms/floods Lack of personnel to keep system clean
STANFORD				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Only RDP housing area has conventional underground pipe system. In Stanford North, irrigation channels fulfil secondary storm-water drainage function. Stanford South has quarter-round surface concrete channels. 	<i>Constrain:</i>	Budget required to provide for labour-intensive cleaning of channels in Stanford North and South.
GANSBAAI				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Only Gansbaai CBD and post-1990 developments have formal drainage system. 	<i>Constrain:</i>	Maintenance a grave concern whilst loose sand causes many problems in most areas.

WATER			
<p>The average daily demand for potable water in the Overstrand Municipal area is 20MI/day. The amount of water available from current sources is 34MI/day. All areas have sufficient water for the foreseeable future although the source at Stanford is under pressure. A ground water study has been commissioned to advise the Municipality on possible solutions and alternatives for Stanford. The groundwater study for Hermanus yielded encouraging results and the first 3 production boreholes will be commissioned in June 2007. Exploration for additional groundwater sources in Hermanus continues.</p> <p>The Municipality operates four water treatment plants namely Buffels River, Kleinmond, Preekstoel and Franskraal. The water treatment plants at Buffels River and Franskraal are being upgraded at the moment. The remaining two plants (Kleinmond and Preekstoel) will also require upgrading in the next four years.</p> <p>The Municipality has the capacity to store 60MI of purified water. There is a shortage of 30MI storage space to cater for peak demands, emergencies and future developments.</p> <p>The water reticulation network consists of 687km of different sizes, materials, quality and age. Approximately 30% (230km) is in a very poor condition (notably Betty's Bay, Pringle Bay, Fisherhaven, Onrusrivier, Hermanus Central and Voelklip) and will have to be replaced in the foreseeable future. In certain areas there is a shortage of fire hydrants.</p>			
	Reticulation network:	Water purification:	Storage capacity:
HANGKLIP-KLEINMOND			
	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Network comprises 150 km pipes • Betty's Bay and Pringle Bay network in very poor condition with water losses of up to 60% being experienced. 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Water purification plants serving Betty's Bay, Pringle Bay and Rooi Els undergoing upgrades which will result in sufficient capacity until 2014. • Kleinmond's water purification plant utilised to maximum capacity and needs to be upgraded. 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Reservoir capacity at Kleinmond and Pringle Bay sufficient. • Shortages exist at Rooi Els and Betty's Bay.
	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Annual budget to replace network systematically. 	<p><i>Constrain :</i></p> <ul style="list-style-type: none"> • Funding. 	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Funding
GREATER HERMANUS			
	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Network comprises 270 km pipes of varying quality and age. • Replacements required in the following towns: • Fisherhaven—21,672 m • Onrus—24,646 m • Voëlklip—46,492 m • Hermanus Central—38,346 m 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Preekstoel water purification plant has sufficient capacity at present but will require upgrading in the medium term (3 years). 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Reservoir capacity is 35MI. • Shortages in reservoir capacity is 13MI.
	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Budget per area required. 	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Insufficient qualified personnel 	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Funding

STANFORD			
	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Network comprises 32 km pipes of different sizes, quality and age. • Shortage of fire hydrants to be eliminated over time. 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Water is obtained from a spring which is chlorinated. 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Town supplied via 1,5Mll reservoir. • Extensions will necessitate second reservoir within two years.
	<p><i>Constrain:</i></p>	<p><i>Constrain:</i></p>	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Funding
GANSBAAI			
	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Bulk system = 15,148 km • Greater Gansbaai network = 115,140 km • Pearly Beach Network = 23,235 km 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Water purification plants at Franskraal are being upgraded which will result in sufficient capacity until 2017. 	<p><i>Current reality:</i></p> <ul style="list-style-type: none"> • Reservoir capacity is 12Ml. • Shortages in reservoir capacity are 7Ml. • New reservoirs required for: <ul style="list-style-type: none"> ○ De Kelders ○ Gansbaai ○ Kleinbaai ○ Franskraal
	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Funding improvements to Greater Gansbaai and Pearly Beach areas alone estimated to amount to R47,167 million. 	<p><i>Constrain:</i></p>	<p><i>Constrain:</i></p> <ul style="list-style-type: none"> • Funding

SOLID WASTE				
<p>This service is entrusted with the removal and disposal of refuse be it domestic business or industrial. The management of dump sites and refuse transfer stations, in terms of the relevant DWAF permit requirements is a key activity. The amount of waste disposed of increases substantially during the holiday season as a result of the influx of visitors. This division is also actively involved in the Coastcare programme of the Department Environment as well as the Western Cape Clean up Campaign (WECCO)</p>				
HANGKLIP-KLEINMOND				
	<i>Current reality:</i>	<ul style="list-style-type: none"> • New tender for haulage and chipping for three year period • Recycling at source • New Solid Waste Management by-law since 1 December 2006 • Baboon resistant bins are available to residents in baboon affected areas • Business will be supplied with 240 l wheely bins • Awareness campaigns on baboons and waste management 	<i>Constrain:</i>	
GREATER HERMANUS				
		<ul style="list-style-type: none"> • New tender for haulage and chipping for three year period • Recycling at source • New Solid Waste Management by-law since 1 December 2006 • Baboon resistant bins are available to residents in baboon affected areas • Community clean-up projects • Awareness campaigns on baboons and waste management • Rehabilitation of old landfill sites in progress 	<i>Constrain:</i>	
STANFORD				
	<i>Current reality:</i>	<ul style="list-style-type: none"> • New by-law for Solid Waste Management <p><i>Future plans:</i></p> <ul style="list-style-type: none"> • Budget for new satellite station 07/08 • Start with recycling at source 	<i>Constrain:</i>	

GANSBAAI				
		<ul style="list-style-type: none"> • Providing chipping of bush waste facilities • Upgrading of landfill site • New Solid Waste Management by-law • Providing a new refuse compactor as well as a sewerage tanker <p><i>Future Plans</i></p> <ul style="list-style-type: none"> • Recycling at source starts in September 2007 • Providing chipping of bush waste facilities from July 2007 		

SEWERAGE				
<p>The Municipality operates five Waste Water Treatment Works (WWTW) namely at Kleinmond, Hawston, Hermanus, Stanford and Gansbaai. The WWTW at Gansbaai is totally overloaded and it is being upgraded from 300 kl/day to 2,000 kl/day at the moment. The WWTW at Hawson is nearing capacity and will require upgrading in 2008/09.</p> <p>The sewerage reticulation network serves 54% of households in Overstrand (18,770 sites). The remaining 46% (15,720 sites) are serviced by conservancy - and septic tanks. Due to concerns about groundwater pollution, it would be advisable to phase out conservancy - and septic tanks. It is however not feasible to implement conventional systems everywhere. Alternative and innovative methods will have to be found to address the problem.</p>				
	<i>Reticulation:</i>		<i>Purification:</i>	
HANGKLIP-KLEINMOND				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Only 20% of Kleinmond served by water-borne sewerage system. Remainder has septic tanks/sewerage storage tanks serviced by vacuum tankers. Latter not a long-term solution and network will need to be upgraded systematically. 	<i>Current reality:</i>	<ul style="list-style-type: none"> Capacity of sewerage works sufficient.
	<i>Constrain:</i>	<ul style="list-style-type: none"> Funding Appropriate, feasible and sustainable technical solution. 	<i>Constrains:</i>	
GREATER HERMANUS				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Following systems utilised: <ul style="list-style-type: none"> Conventional Small diameter Sewerage tanks Septic tanks Two sewerage tankers serve the following areas: <ul style="list-style-type: none"> Fisherhaven Hawston (old town) A section of Westcliff Fernkloof Rural area 	<i>Current reality:</i>	<ul style="list-style-type: none"> Two Waste Water Treatment Works (WWTW) are operated in the area namely Hermanus and Hawston. Capacity at Hermanus WWTW is sufficient. Hawston WWTW is nearing capacity and will require upgrading in 2008/09.
	<i>Constrains:</i>	Funding to reticulate areas served by septic and conservancy tanks	<i>Constrains:</i>	

STANFORD				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Conventional suction tanks and septic tanks are utilised Operates one 12-kiloliter sewerage tanker and one trailer with a capacity of 6 kiloliters. 	<i>Current reality:</i>	<ul style="list-style-type: none"> One senior employee operates sewerage works which has a daily capacity of 500 kilolitre. Stanford North's sewerage will need to be catered for – both in terms of plant and qualified operator.
	<i>Constrains:</i>	<ul style="list-style-type: none"> Funding 	<i>Constrains:</i>	
GANSBAAI				
	<i>Current reality:</i>	<ul style="list-style-type: none"> Sewerage network installed in Blompark and Masakhane housing areas only. One 10,000-liter truck and two 6,000-liter trucks service all other properties from De Kelders to Pearly Beach as well as the rural areas of Viljoenshof, Baardskeerdersbos and adjacent farms. Capacity needs to be increased to meet demand. 	<i>Current reality:</i>	<ul style="list-style-type: none"> Capacity of existing sewerage works is 300 kilolitre per day. Current inflow approximately 500 kiloliter per day. Upgrade in progress.
	<i>Constrains:</i>	<ul style="list-style-type: none"> Funding Appropriate, feasible and sustainable technical solution. 	<i>Constrains:</i>	

ELECTRICITY				
Electricity supply is in the process of doubling the capacity to the area by working in co-operation with Eskom to upgrade the regional supply from Houw Hoek all the way to Gansbaai. This stimulates but also underpins economic growth in the area.				
The Overstrand Municipality along with ESKOM, are joint suppliers of this service. The rapid development of technology in the electrical field has given rise to an increased demand by consumers for additional capacity to provide for operation of this technology. This in turn had led to the backlog in the provision of infrastructure to provide for this increased demand as well as maintaining and upgrading existing networks.				
<i>Electricity purchased from ESKOM:</i>				
HANGKLIP-KLEINMOND				
	<i>Current reality:</i>	<ul style="list-style-type: none"> • 6 MVA 		
	<i>Constrains:</i>	<ul style="list-style-type: none"> • Shortage of skilled artisans country wide. • Growth of demand has also placed strain on the existing manpower 		
GREATER HERMANUS				
	<i>Current reality:</i>	<ul style="list-style-type: none"> o 25 MVA 		
	<i>Constrains:</i>	<ul style="list-style-type: none"> • Shortage of skilled artisans country wide. • Growth of demand has also placed strain on the existing manpower 		
STANFORD				
	<i>Current reality:</i>	<ul style="list-style-type: none"> • 2MVA 		
	<i>Constrains:</i>	<ul style="list-style-type: none"> • Shortage of skilled artisans country wide. • Growth of demand has also placed strain on the existing manpower 		
GANSBAAI				
	<i>Current reality:</i>	<ul style="list-style-type: none"> • 12 MVA 		
	<i>Constrains:</i>	<ul style="list-style-type: none"> • Skilled artisans country wide. • Growth of demand has also placed strain on the existing manpower. 		

Housing Services

As a result of population growth (natural and in-migration), specifically in the lower income categories, the Overstrand needs to urgently identify appropriate land to address the subsidies housing need. A comprehensive land identification audit has been compiled, and an analysis based on the municipality's waiting list indicates the areas where a current need for state housing exists.

In conjunction with the above study the Overstrand has also developed a spatial management concept as a guide to the management of land use and the development within the municipality. This concept together with the spatial plan must be viewed as an informed response to understanding the spatial dynamics of the relationship between growth potential, anthropogenic impacts, socio-economic factors and natural features and processes.

The primary objective of this concept is to, within a well-defined land use management framework, direct growth and development to areas with the highest potential and physical capacity to accommodate long-term sustainable growth. Urban extension areas have however been restricted in areas where, inordinate growth, for varying reasons, would be counter-productive to achieving sustainable development objectives. Areas where urban extension areas have been restricted are Rooi-Els, Pringle Bay, Betty's Bay, Kleinmond and Pearly Beach. According to the Spatial Development Framework (SDF) these areas will mainly remain tourism areas, so the need for land to be used for Gap and Social Housing in line with the BNG (Breaking New Ground) in such areas must be further investigated. Limited growth has been provided for in Stanford.

The Overstrand Local Municipality Housing Plan aims to provide human settlement development, its location and investment in housing in the Overstrand, within the broader context of the promotion of social and economic development. Also a programme for Special Needs cases as identified in the Housing Act No 107 of 1996 (Section 2(e)(viii)) is being rewritten with the assistance of the Department of Social Development and Health. Special needs are not enshrined in the National Housing Code. However, due to the development pressure on the ground and the crisis surrounding HIV/AIDS (with the vast numbers of orphans and vulnerable children), subsidies (Institutional Subsidy Scheme) will be made available. It must be noted that funding will not be released if the project has not been identified in terms of the municipality's IDP. Operationally the Housing Plan is anchored on the broad objectives of the Breaking New Ground Plan which are premised on:

- Accelerating delivery of housing as a strategy for poverty alleviation and ensuring that property can be accessed by all as an asset for wealth creation and empowerment;
- Leveraging growth in the economy, combating crime, promoting social cohesion and improving the quality of life for the poor;
- Supporting the function of the entire residential market to reduce duality within the sector;
- Utilizing housing as an instrument for the development of sustainable human settlements in support of spatial restructuring.

The new housing instruments and the institutional arrangements recommended in *Breaking New Ground* provide an important shift in urban development that enables an understanding of how through housing, the socio-economic and spatial restructuring of the Overstrand can be tackled.


The municipality has 10 informal settlements of various sizes spread throughout its area. The biggest of these settlements is in Zwelihle in Hermanus. Poverty and unemployment are at its highest levels in these areas. Services in these areas are lacking in respect of electricity. It is estimated that a backlog of approximately 5000 subsidised housing units will exist over the next 2 – 3 years in the Overstrand. Needs analysis indicated that demand outstripped capital expenditure capacity 12 to 1.

As part of its management plan in respect of informal housing areas, the municipality has developed a unique method of controlling this activity. All the inhabitants in this area are captured on a central data base which makes management thereof easier. This data base is updated on a regular basis to stay abreast of any changes.

The Municipality was presented with awards for the best subsidy home builder in 2005 by NHBRC at both provincial and national levels.

Houses built since 1997	Verified waiting list	Squatters	Back yard dwellers
4762	4771	2667	4320

Alternative building technologies need to be explored. NGO initiatives in this respect will be encouraged and where these appear advantageous will be incorporated in systems. Initial attempts to elicit community support have been less encouraging as communities tend to prefer conventional technologies. A constraint is that funding and specifications for low cost housing are a national and provincial and not easily susceptible to local influencing. Design options to promote less uniformity will be examined and employed where financially feasible. Self-help elaboration based on existing grants will be examined and employed where financial viability is evident.

-  *Health Services* are rendered throughout the area by a network of clinics. This service has been transferred to the Provincial Administration from the 1st of April 2005. Emphasis is placed on infant care, family planning, HIV/Aids and TB treatment. Processes are in place to manage the transition as well as functioning of the health care sector in line with the laid down Provincial protocols and guidelines. In relation to HIV/Aids as well as TB the municipality will continue to actively engage with service providers and NGO's in the fight against these illnesses.

Since 2004 the District Municipality has been charged with Environmental Health Services.

Environmental management services

This department is responsible for the management of 5 local authority nature reserves in the Overstrand. This includes Fernkloof Nature Reserve, the flagship of the Overstrand as well as the monitoring and management of 3 Blue Flag beaches.

A close partnership exists between the municipality and NGO's such as Coastcare, Overstrand Conservation Foundation and the Botanical Society. The department is also involved in large outside funded projects such as Agulhas Biodiversity Initiative (A.B.I) as a partner with Cape Nature and S.A.N. Parks. The conservation section is also involved as a full board member of the Kobia Board of Directors for the Biosphere Nature Reserve.

Active environmental education at all levels is also driven by this section. Alien vegetation control is a DWAF funded special project worth R4 million per year.

Monitoring of borehole water usage, advising the department on issues, and collaborating town planning plan, on the control of baboon troop movements are among the responsibilities of this department.

One aspect of the current reality that increasingly will require attention is the reality of Global Warming resulting from increasing CO₂ and other emissions and the longer term effects on the environment, biodiversity and tourism. Timeous action to ensure adequate water supplies, also employing technologies such as desalination is foreseen while intergovernmental collaboration across the local, provincial and national spheres will be maintained as to access appropriate technologies as they become available. Ways into which Overstrand can benefit from the growing international market in carbon credits will be explored.

Alien invasive species pose the major threat to the exceptional indigenous biodiversity in the Overstrand. While the Municipality is deeply involved in Working for Water initiatives on alien control, it also has a substantial budget of its own for control on municipal nature reserves and public land. NGO initiatives such as those of botanical societies with their hack groups and the targeted contributions of the Overstrand Conservation Foundation. The Municipal budget fore alien control has grown by 60% in the past year. Initiatives by the Overstrand have also brought a further R6 million to 2007/2008 programmes. The extension of protected areas in collaboration with conservation groups is promoted by the municipality. Conservation-worthy municipal land has been, and will continue to be transferred to agencies such as the National Biodiversity Institute to provide better ecological gradients promoting ecosystem integrally. The promotion of Marine Protected Areas, especially in the buffer areas of the Kogelberg biosphere is one such area receiving attention. While supporting the initiatives of NGO's and other levels of government the Municipality cannot accept a primary responsibility for conservation if other levels of Government cannot service them. While environmental bodies are organized under an umbrella organization better integrated approaches to issues and a more pragmatic approach to the integration of environmental needs and development demands of economic and social progress are needed. A dialogue between environmental groups and those involved in development initiatives is essential if outcomes acceptable to all sectors of the community are arrived at.

Community facilities

Council is in possession of 12 community halls of which three are managed by the particular local community. All community facilities are within a radius of not more than 2 km from its targeted community. Council contributes towards the upgrading of existing community halls in terms of the needs identified by the communities.

Overstrand Municipality also participates in the roll out programme of Multi Purpose Community Centres (MPCC's). A facility to the value of approximately R9 million is under construction in Hawston. Council contributed R750 000 out of own funding for phase 1 (main hall with indoor sporting facilities) and intends to contribute a further R1 million for phase 2 (office block). Phase 1 will become operational by May 2007. An amount of R3 million will be sourced from government departments to complete the office block. The MPCC is being developed in conjunction with the Provincial Department of Social Services.

Fire fighting and Disaster Management

The fire fighting system utilised by the Overstrand is one that is largely made up of volunteers/reservists, full time council officials and as volunteer community members.

Ongoing training in first aid, fire fighting and rescue methods are given to staff in order to improve their skill and safety awareness levels.

A limited fire prevention service in respect of permit applications and inspections is offered.

Traffic Services

The main responsibility of this section is the enforcement of the various provisions of Road Traffic Legislation. Other services rendered include motor vehicle licensing, vehicle roadworthy testing and learner and driver testing.

Along with the Provincial Road Traffic Authorities we exercise joint responsibility for law enforcement and road safety initiatives in our area and the level of co-operation amongst the staff is excellent.

Law Enforcement

The establishment of this unit has improved capacity to enforce the relevant municipal and national legislation. Our traffic and law enforcement staff enjoys a good working relationship with the SAPS and other law enforcement agencies. The main focus of this section is to enforce municipal by-laws and regulations and they deal with all complaints about uncontrolled dogs, illegal dumping, hawker control and general anti-social behaviour

Building services

This section has two distinct functions i.e

- The maintenance of existing council facilities
- The regulation of building activities

The building construction industry in the Overstrand is a thriving business and can be viewed as an indicator of the strong economic growth the area has experienced over the past few years.

The average period of approval for a building plan submitted is fourteen days. Building statistics for the period March 2006 – February 2007 are as follows:

Area	Plans approved	Rand Value
Gansbaai	636	238,506,410
Hermanus	1083	485,600,900
Kleinmond	597	219,485,490
Stanford	98	37,569,775
		R981,162,575

2.3.2 Transformation and Institutional Capacity

The Overstrand Municipality, like all other local authorities countrywide, faces a series of challenges namely:

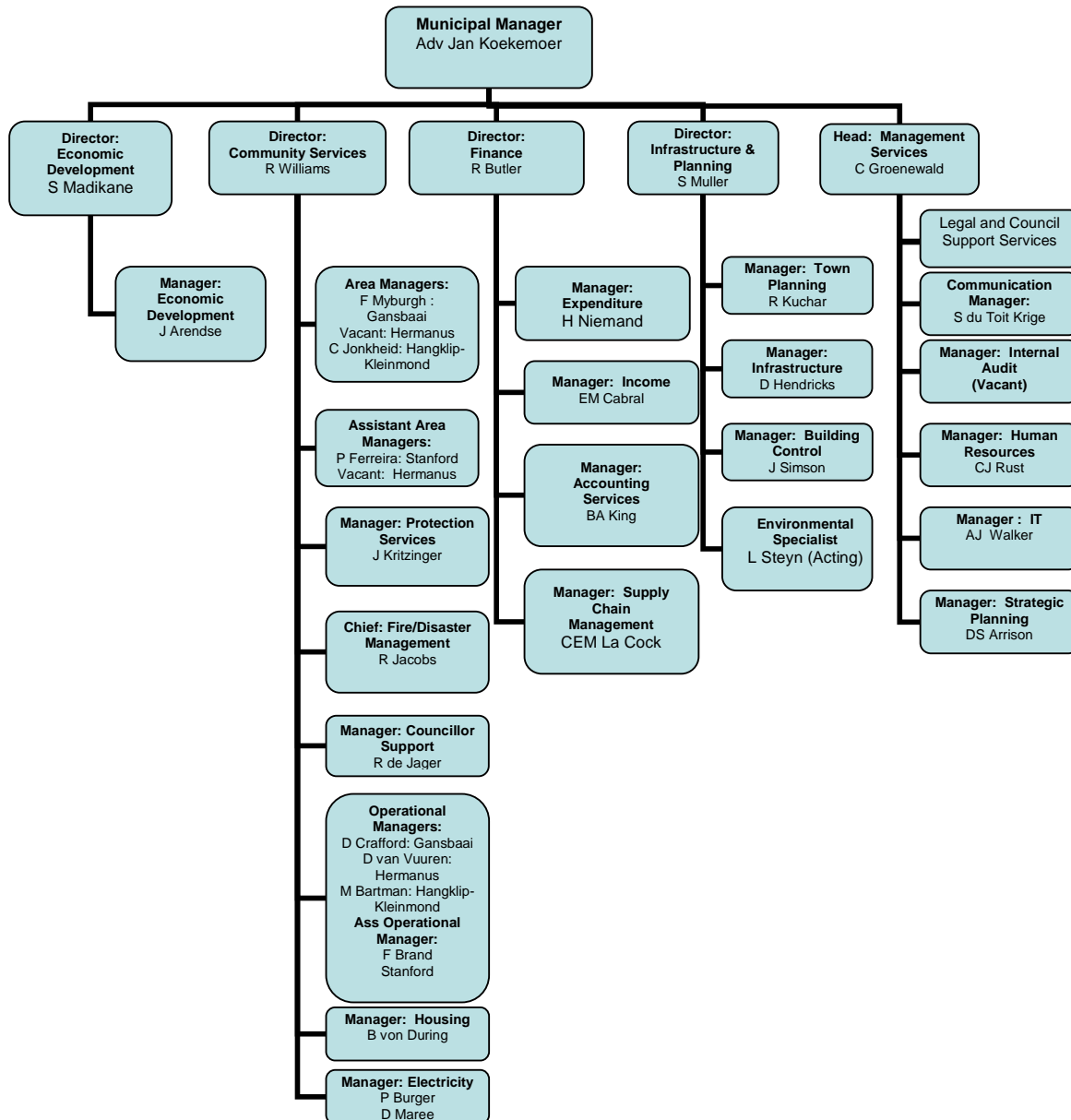
- Provision of basic services on a sustainable basis
- Stimulating local economic development
- Sound management of its financial affairs
- Strengthening continued community participation in the affairs of Local Government
- Provision of subsidised / low cost housing
- Development of a social strategy
- Growing population, unemployment and poverty
- Continued reformation in local government

Organisational design

Together with the re-appointment of the Municipal Manager by the new council, the macro organogram of the municipality was revised. It now consists of the Office of the Municipal Manager (Management Services) and the following directorates, namely: Economic Development, Community Services, Finance and Infrastructure and Planning.

The above mentioned action also underpins/accomodated the National KPA's for local authorities that were announced on 1 August 2006.

Macro Organisational Structure (1st Three levels)



🚩 Employment Equity (EE)

During the restructuring process the implementation of EE principles was limited as a result of various collective agreements (i.e. Placement). In spite of this the municipality has made great strides in improving its employee profile at all levels in order to be more representative of the community it serves. Training of designated employees is also creating opportunities to acquire the necessary skills to enable them to function as key role players in the municipality.

The top management of the Municipality is fully compliant with employment equity standards, consisting of the Municipal Manager and 4 Directors. It exists of one

ethnic Black, two Coloured and two white persons. Due to the placement process white persons are over represented in the rest of the senior management and this will be addressed when vacancies occur, subject to the competency of applicants. (In this paragraph top management refers to the Municipal Manager and Directors and senior management to the rest of the management cadre).

An interim EE policy has been finalized and cognizance of the demographics of the population is taken into account during the recruitment and selection processes.

Training and Development

Overstrand Municipality endorses the need to combine skills challenges beyond legislative compliance by budgeting more than the 1% prescribed and also takes on the broader skills demands of the Integrated Development Plan (IDP) and economic development.

The Overstrand Municipality, like all other local authorities, must submit a Workplace Skills Plan to LGSETA in terms of the Skills Development Act, No 97 of 1998 and related legislation. It is the role and function of the Skills Development Facilitator to gather, facilitate and analyse information in relation to the Workplace Skills Plans which will meet the needs of the organization, individual learners, the sector and national skills priorities.

When compiling the Skills Plan cognizance is taken of the essential need to link the skills requirements to the Municipality's IDP as well as its strategic priorities and its service delivery focus areas.

IDP

The Integrated Development Plan for the Overstrand municipality was compiled in-house for the past five year cycle. The second generation IDP has also been developed in the same manner and will be tabled in council on the 28 March 2007.

Human Resources

The Human Resources Section is rendering a supportive function to the Office of the Municipal Manager and the different directorates. The Manager: Human Resources is assisted by three HR Practitioners specialising in the following fields:

Personnel Administration
 Recruitment and Selection
 Employment Equity
 Training and Development (Budget of R600 000)
 Organisational Development (Job Descriptions for 836 permanent approved positions on the Organisation Structure)
 Labour Relations (including disciplinary hearings in accordance with Disciplinary Code).

There are also three senior clerks stationed at Hermanus, Gansbaai en Kleinmond respectively, assisting with Personnel Administration.

Occupational Health and Safety

An Occupational Health and Safety Committee was established in October 2006. Officials underwent relevant training to act as Occupational Health and Safety Representatives.

Information Technology

The municipality has a comprehensive and expanding IT network and communications infrastructure. An IT strategy, IT project and equipment status report and an IT Risk Analysis and Assessment (which resulted in the compilation of an IT Risk Register) are in place.

2.3.3 Good Governance

Public Participation, Accountability and Transparency

The municipality publishes a newsletter, the Overstrand Bulletin, five times a year to inform residents about important municipal matters and the latest developments with regard to LED. There is an equal distribution of editorial space to all three official languages of the Western Cape, ensuring that provincial language policy is promoted. The major stories are published in all three languages, but photo's and community-specific matters are changed in the different language sections to provide greater variety and exposure to the municipality in the newsletter.

The municipality has developed its own website. The municipality also presents a week long exhibition called the Municipal Showcase during October of each year to highlight its achievements, and also to educate residents and scholars on the workings of the municipality.

Ward Committees

Ward committees are utilised to enhance participatory democracy at local level in the following ways:

1. It is the official consultative body in that ward for
 - participating in the preparation, implementation and review of the integrated development plan
 - participating in the establishment, implementation and review of a performance management system
 - participating in the preparation of the budget
 - participating in strategic decisions of the municipality relating to the provision of municipal services in terms of Chapter 8 of the Systems Act, 2000.
2. It is the official body with which the ward councillors will liaise regarding any matter affecting the ward and more specifically items on the agenda of the municipality affecting that ward in particular.
3. The ward councillor must give regular feedback at ward committee meetings on council matters as required in the Code of Conduct for Councillors.

4. It is the official body which will receive representations from the community regarding municipal matters in that ward.
5. The ward committee select 4 representatives to serve on the Overstrand Municipal Advisory Forum (OMAF) to represent the ward's viewpoint and to participate when consulted by the Municipality on matters affecting the Overstrand municipal area in general.

The above must not be interpreted to mean that a ward councillor or the municipality must always liaise with the ward committee before a decision is taken. A ward councillor may not be instructed by a ward committee on how to vote on any matter which serves before the municipality.

The ratio per ward committee is an average of 6 organisational representatives: 4 individuals. Women have a 32% representation on average.

Council Meetings

Council developed a four week meeting cycle (calendar month) to perform their legislative duties. The meeting cycle accommodates formal ward committee meetings in week two, portfolio committee meetings in week three and executive mayoral meetings and council meetings in week four. Council's agenda is therefore distributed in week one to allow ward committee/public consultation to be considered at portfolio committee and other council meetings. The meeting cycle also makes provision for council recesses and major political events.

Co-operative Governance

Overstrand Municipality co-operates and interacts with local and district municipalities and national and provincial government through various established structures/programmes.

Communication

Overstrand's image among residents can be improved by promoting a greater understanding of the municipality's role.

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

The transformation of governance in South Africa is another factor to keep in mind. Some residents do not always know who is responsible for what and have expectations that can not be met.

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. municipal newsletters, annual report, website, imbizo's etc.
- Partnerships with leading organizations in the communities and the ward committees by using an open door policy and giving support to community activities.

2.3.4 Municipal Financial Viability

Revenue capacity

The Municipality had a total revenue base of R280 million in the 2005/06 financial year, which is projected to grow by 19.2 per cent between 2005/06 and 2006/07. The projected overall Medium-term Expenditure Framework (MTEF) growth in total revenue is 7.7 per cent p.a.

The Municipality is heavily dependent on locally-sourced own revenue, which constituted 77 per cent of total revenue for the 2005/06 financial year. Transfers from national and provincial governments constituted 5.9 per cent of total revenue.

Table 14: Overstrand major revenue sources and projected MTEF growth in revenue

Source	Adj budget	Percentage of total revenue	Budget		Medium-term estimate		Growth	
			2005/06	2006/07	2007/08	2008/09	05/06-06/07	MTEF
R'000	2005/06	2005/06	2006/07	2007/08	2008/09	05/06-06/07	MTEF	
Transfers	16 637	5.9%	53 098	37 515	25 761	219%	-41.5%	
Main sources of own revenue, of which	215 605	77.0%	236 447	270 593	294 946	9.7%	14.4%	
Property rates	62 897	22.5%	71 244	78 178	85 214	13.3%	9.7%	
Electricity	69 741	24.9%	77 823	89 490	97 544	11.6%	15.0%	
Water	37 503	13.4%	38 442	43 091	46 969	2.5%	12.0%	
Sanitation	23 151	8.3%	24 672	30 573	33 325	6.6%	23.9%	
Refuse removal	22 313	7.9%	24 266	29 261	31 894	8.7%	20.6%	
Other								
All other sources of revenue	47 788	17.1%	44 318	51 421	55 243	-7.8%	16.0%	
Grand total	280 030	100.0%	333 863	359 529	375 950	220.9%	7.7%	

Source: Provincial Treasury Local Government revenue database

In the 2005/06 financial year, own revenue was dominated by electricity charges and property rates, which contributed 24.9 per cent and 22.5 per cent of total revenue respectively. Other sources of revenue, such as external loans (R21 million), internal advances (R24.6 million) and ad hoc financing, constituted 17.1 per cent of total revenue.

Over the MTEF period, transfers are projected to decline by minus 41.5 per cent,

while own-sourced revenue is expected to grow by 14.4 per cent. In the case of own sourced revenue, it is important to consider whether the growth is a result of an increase in the size of the revenue base or of tariff hikes, the latter might not be sustainable as services might become unaffordable to the poor.

Electricity and property rates will continue to be the major sources of income for the Overstrand. For example, electricity charges are projected to contribute 32.9 per cent and 33.0 per cent of total own revenue in 2006/07 and 2007/08, respectively. All other sources of revenue are projected to grow by 2.4 per cent over the MTEF period.

Indigent Policy

Council approved a revised Indigent Policy in May 2006. In the new policy the average consumption levels of households to qualify for a subsidy was increased from 12 kilolitres of water per month over a period of 12 months to 15 kilolitres and from 150 kWh of electricity per month over a 12 month period to 300 kWh. The two income categories provided for in the previous policy were replaced by only one, namely twice the amount of the social pension as paid by the State. The duration of the indigent subsidy will in future be open ended with regular audits by the municipality at households to confirm their status. This will be more cost-effective than the current system of re-applying every six months and going through a drawn out process. The cost of the audits will be funded from the National Government's equitable share subsidy. The policy will be applied retrospectively to accommodate those applicants who were disqualified in the past in an effort to bring relief to poor households.

Local Government: Municipality Property Rates Act, No 6 of 2004

All properties in the Overstrand were valued in 2002. A new valuation is imminent in terms of the Property Rates Act. Overstrand's 90% rebate on agricultural land is as far as could be established the highest rebate on agricultural land in the country.

2.3.5 Local Economic Development

Extensive consultation to formulate a LED strategy was held and the results of that can be found on pages 64 to 65 of this document. A Development Agency to be funded by the IDC to identify and develop bankable development projects is also in the process of being set up and will be functional by mid 2007.

CHAPTER 3

FUNCTIONAL AREAS OF MUNICIPAL ACTIVITIES

What follows is an analysis of the respective functional areas of the municipality in relation to the main priorities, constraints faced and functional strategies. The functional areas are grouped under the relevant strategic priority as set out in the vision and mission statement.

It has been formulated in this manner to demonstrate the linkage between the strategic priorities and the relevant functional area, which underpins that priority.

3.1 Linkage of strategic priorities/objectives with functional areas/services with a special focus on Service delivery and Infrastructure Development

3.1.1 PROVISION OF DEMOCRATIC AND ACCOUNTABLE GOVERNANCE

- Strategic Planning
- Human Resources
- Communications
- Gender Equity
- Internal Audit
- Legal and Council support
- Information Communications and Technology
- Area Management
- Law Enforcement, Traffic, Fire and Disaster Management
- Corporate Administration
- Maintenance of municipal services (roads, stormwater, water, sanitation, parks, sportsgrounds and beaches)
- Housing and Community Development
- Solid Waste
- Fleet Management
- Electricity distribution and Street lightning
- Economic Development & Tourism
- Town Planning/Spatial Development/Property Administration
- Building Services
- Infrastructure & Planning

3.1.2 PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES

- Human Resources
- Communications
- Information Communications and Technology
- Area Management
- Corporate Administration

- Maintenance of municipal services (roads, stormwater, water, sanitation, parks, sportsgrounds and beaches)
- Solid Waste
- Fleet Management
- Electricity distribution and Street lightning
- Town Planning/Spatial Development/Property Administration
- Infrastructure & Planning

3.1.3 MANAGEMENT AND CONSERVATION OF THE NATURAL ENVIRONMENT

- Communications
- Area Management
- Town Planning/Spatial Development/Property Administration
- Infrastructure & Planning

3.1.4 CREATION AND MAINTENANCE OF A SAFE AND HEALTHY ENVIRONMENT

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

3.1.5 PROMOTION OF TOURISM, ECONOMIC AND RURAL DEVELOPMENT

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

3.2 Description of functional areas and their priorities

3.2.1 Strategic Planning and Performance Management

In terms of Systems Act, the design and implementation of a Performance Management System (PMS) became a legal requirement on the 1st of July 2002. Regulations with compulsory key performance indicators (KPI's) have already been published.

The Overstrand Municipality was one of three municipalities in the Western Cape which participated in a national pilot performance management project funded by the National Department of Local Government.

A Strategic Office has been established resulting in the following:

- Assistance being rendered to managers
- A performance management framework has been accepted
- Responsible for the annual IDP consultation and compilation process
- Process re-engineering enhancing competency training is being implemented throughout the organisation
- Submission of business plans (SDBIP) as part of 2007/2008 budget and forthcoming budgets

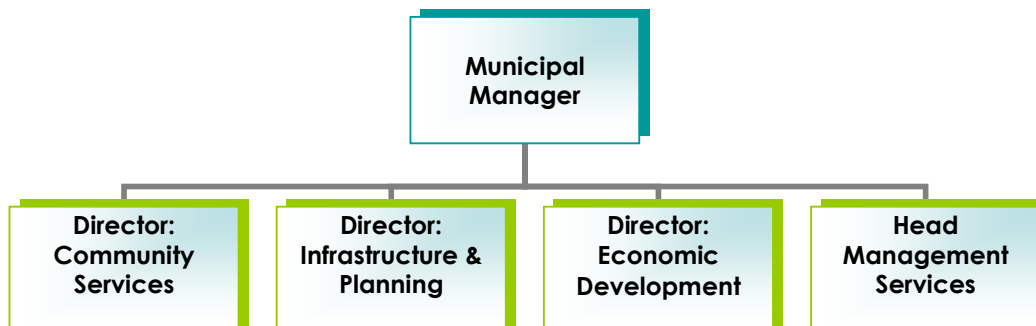
In conclusion, it is important to note that the purpose of such a system is not punitive in nature but rather to ensure effective resource utilisation.

3.2.2 Human Resources

The creation of the Overstrand Municipality came about after the amalgamation of the four previous administrations of Hanglip-Kleinmond, Greater Hermanus, Stanford and Gansbaai.

This amalgamation created certain institutional inequities i.e. remuneration, which has been addressed. The organisation has been restructured to form a single corporate entity. This restructuring was vital to ensure continued service delivery and clear functional responsibilities for officials.

The current macro organisational structure:



The main purpose of this service (HR) is to guide, advise and assist management to determine and acquire the right quantity and quality of employees, and to ensure the optimal utilisation and management of employee resources.

The main priorities of this service include:

- Advise management and council on HR matters to comply with labour legislation
- Ensure efficient organisational structures and evaluation of posts
- Ensure staff development
- Ensure an effective HR support system and Employee Assistance Programmes (EAP)
- Ensure effective Occupational Health and Safety Support systems (OHS)
- Ensure effectively managed recruitment and selection processes

3.2.3 *Legal and Council support services*

The main function of this service is to render a comprehensive administrative and legal support service to the political structures which include the committees of Council, the Executive Mayor as well as the corporate structure.

The main priorities of this service include:

- Rendering a comprehensive secretarial service to the Portfolio Committees, Mayoral Committee and Council
- Handling appeals in terms of Section 62 of the Systems Act
- Rendering a legal service to the municipality

3.2.4 *Gender Equity*

The general and supported assumption is that the Local Government sphere is best placed to address the needs of local communities. Unless a gender responsive approach is applied in service provision, developmental plans will not necessarily have a positive impact.

An Overstrand Gender Task Team had been established. A vision/mission and strategic objectives have been agreed upon. The Gender Strategy should complement the other transformation initiatives in Local Government by consistently observing the following core issues:

- Respect for the human rights of individuals and communities
- A people centred approach
- Consideration for the needs of community groups
- Building capacity for effective participation and delivery
- Encourage women to actively participate in the public domain

3.2.5 *Internal Audit*

- *Main priority:*
 - Continuous internal auditing according to a risk based audit plan and internal audit program
- *Constraints:*
 - The perception that internal audit is a disciplinary function
 - Resistance to the use of internal audit as a management tool
- *Functional strategies:*
 - Promoting appropriate ethics and values within the organization
 - Ensure the implementing and maintaining effective controls
 - Communicate with management for their inputs on risk assessment and risk management
 - Ensure that internal audit resources are appropriate, sufficient and effectively deployed to execute the approved plan

- Report process to the Audit Committee

3.2.6 **Information Communications and Technology**

- *Main priority:*
 - Establishment of proper IT management, upgrade of the IT network and communications infrastructures and entrenchment of IT disciplines and training
- *Constraints:*
 - Historical insufficient investment in IT
 - Inadequate and partially obsolete IT infrastructure
 - Obsolete and unsupported network
 - Inadequate network and communications infrastructure
 - Historical lack of effective management of IT resulting in serious risks and backlogs
- *Functional strategies:*
 - Stabilization, upgrade, development and management of IT, network and communications infrastructures
 - Establishment of proper backup, disaster recovery and business continuity procedures
 - Establishment of full corporate management of IT by implementation of an IT steering committee, monitoring of usage of IT facilities, measurement of IT service delivery and full corporate participation in the development and integration of IT systems and infrastructure
 - Provision of the IT solutions and service delivery required by the business at best cost

3.2.7 *Communications*

- *Main priority:*
 - Improve the public image of the Overstrand Municipality
- *Constraints:*
 - Negative perception of the Municipality amongst some residents
- *Functional strategies:*
 - Empowerment of front line staff through training and motivation
 - Facilitate and maintain formal and informal communication processes
 - Formation of partnerships with stakeholders
 - Design an effective communication strategy

3.2.8 Area Management

The main function of this service area is to ensure the provision of services to the various towns and communities in the Overstrand area in an integrated sustainable manner. Another key focus area is to promote democratic and accountable governance via the functioning of the ward committees.

The main priorities of this service include:

- Ensuring administrative support services on a decentralised basis
- Ensuring a customer care in decentralised areas
- Facilitating the public participation process
- Facilitating community development
- Provision of library services
- Provision of cemetery services
- Ensuring the extension, upgrading and maintenance of infrastructure
- Management of Caravan Parks
- Management of incoming mail in decentralized areas
- Management of sport infrastructure

3.2.9 Corporate Administration

The main function of this service is to render a comprehensive administrative support service to the corporate structure of the municipality.

The main priorities of this service include:

- Provision of an electronic mail registration service
- Dealing with applications submitted in terms of the Promotion of Access to Information Act (PAIA)
- Provision of an afterhour emergency services helpdesk for municipal services.
- Management of corporate head office, auditorium and banqueting hall

3.2.10 Protection services: Fire Fighting and Disaster Management

- *Main priority:*
 - Provision of an adequate Fire Protection Service and Disaster Management System
- *Constraints:*
 - Primarily based on a volunteer system
 - Basic training levels
- *Functional strategies:*
 - Improve fire-fighting and rescue capabilities
 - Improve personal safety of fire-fighters
 - Improve public knowledge of fire prevention
 - Improve fire safety standards of premises with fire risks

-
- Maintain and update the Disaster Management Plan in conjunction with ODM
 - Improve training levels

3.2.11 Protection Services: Traffic and Law Enforcement

- *Main priority:*
 - To plan and execute a sustainable programme of road traffic and by-law enforcement.
- *Constraints:*
 - Disregard for road traffic legislation and municipal by-laws and regulations
- *Functional strategies:*
 - Enforcement of Road Traffic Act and Municipal regulations
 - Improve public awareness of road safety
 - Ensure high payment levels of penalties
 - Management of Traffic and Law Enforcement resources
 - Provision of effective card license process
 - Management of fire services (oversee Fire Chief)
 - Update and formalize by-laws
 - Investigate an integrated law-enforcement system

3.2.12 Fleet Management

- *Main priority:*
 - Provision of a comprehensive fleet management service for the Overstrand Municipality
- *Constraints:*
 - Limited ownership by users of vehicles
 - Lack of standardised transport policy
- *Functional Strategies:*
 - Delivering of a cost effective fleet management service
 - Improvement of driver skill levels
 - Development of a policy on vehicle usage

3.2.13 Sport and Recreation

This functional area includes sport and recreation, caravan parks, beaches, parks, community halls and commonages.

- *Main priority:*
 - Management of sport and recreation, caravan parks, beaches, parks and commonages
- *Constraints:*
 - High sports field maintenance costs
 - Proper management skills not available
 - Vandalism of recreational facilities
 - Lack of policy
 - Insufficient funding
- *Functional strategies:*
 - Maintain parks and public open spaces in the Overstrand
 - Manage caravan parks
 - Maintain clean and safe beaches
 - Maintain sportfields
 - Investigate alternative management methods for caravan parks
 - Development of a policy and funding strategy

3.2.14 Housing and Community Development

- *Main priority:*
 - To facilitate and maintain sustainable low cost and affordable housing development in the Overstrand and to develop an enabling environment for social housing opportunities
 - Policy alignment of all housing issues between all three sphere's of government
 - Identify land for special needs cases
 - Co-ordination of community development initiatives
- *Constraints:*
 - Growing backlog of housing units
 - Growing informal settlements
 - Limited basic services in informal settlements
 - Limited availability of suitable land for housing and cost thereof
 - Cost of infrastructure
 - Unnatural growth in backyard dweller numbers
 - Lack of management in backyard dwellers
 - HIV AIDS cases

- *Functional strategies:*
 - Development of an integrated plan and housing policy
 - Management of informal settlements via an electronic data base
 - Management of housing capital projects
 - Management of approved 5 year housing plan (See Annexure B)
 - Applications to Province for housing projects in view of completed land audit
 - Facilitate the establishment of comprehensive amenities
 - Management of rental stock
 - Research on alternative building methods
 - Strategy to look at backyard houses for rental
 - Identify land for Social Housing and Special Needs cases
 - Management of housing administration

3.2.15 Infrastructure Services

This section is responsible for the following:

- Master planning of engineering infrastructure (water, sewerage, roads, stormwater and electricity)
- Procurement of consulting and contracting services for infrastructure projects
- Project management of infrastructure projects
- Management of grant funding i.e MIG, EPWP and LOTTO
- Engineering comments on town planning and applications
- Approval of engineering services designs and standards for new developments
- Compilation of services agreements for new developments
- Liaison with consultants, developers and contractors
- In-house design and support for Local Labour Promotion Projects (LLPP)
- Special studies like desalination and groundwater

3.2.16 Water Provision

- *Main priorities:*
 - Potable water treatment and distribution
- *Constraints:*
 - Treatment and distribution systems inadequate
 - Backlog in rural areas
- *Functional strategies:*
 - Development and management of resources and licensing
 - WSDP updating
 - Bulk service planning / distribution masterplanning
 - Water project implementation
 - Monitoring of quality and compliance
 - Demand and loss management programmes

3.2.17 Electricity Distribution and Streetlighting

- *Main priority:*
 - To supply reliable, affordable and cost-effective electricity
- *Constraints:*
 - Backlog in provision and maintenance of infrastructure
 - Deterioration of networks in coastal areas
 - Risk of non compliance with distribution license conditions
 - Rapid development placing enormous strain on existing infrastructure
 - Uncertainty of REDS
- *Functional strategies:*
 - Measurement of provision of services
 - Installation of monitoring equipment
 - Inspection and repair of equipment
 - Compilation and execution of electrical master plan
 - Installation of new equipment

3.2.17 Sanitation

- *Main priorities:*
 - Sewerage removal, treatment and disposal of final effluent
- *Constraints:*
 - Limited sewerage treatment capacity in certain parts of Overstrand
 - Collection and treatment systems inadequate
 - Backlog in network infrastructure
 - Backlog in rural areas
- *Functional strategies:*
 - WSDP updating
 - Sanitation project implementation
 - Effluent quality monitoring

3.2.18 Solid Waste

- *Main priorities:*
 - Refuse removal, recycling and disposal on landfill site
- *Constraints:*
 - Gansbaai and Stanford disposal facilities inadequate

- *Functional strategies:*
 - Develop Integrated Waste Management Strategy
 - Implement bulk service planning
 - Solid Waste project implementation
 - Ensure permit compliance
 - Ensure Waste minimisation
 - Development of alternative mechanisms/conventional methods
 - Development of rehabilitation sites

3.2.19 Roads

- *Main priorities:*
 - Extension and maintenance of existing road infrastructure
- *Constraints:*
 - High increase in vehicular traffic on local as well as Provincial roads
 - High cost of road maintenance material
 - Limited funds for preventive maintenance and resealing
 - Limited funds for surfacing of gravel roads
 - Inadequate capacity of road infrastructure resulting in traffic congestion along R43 / R44
- *Functional strategies:*
 - Implement road surfacing programme
 - Implement planned road maintenance program
 - Develop and Implement traffic management plans
 - Maintain and expand Pavement Management System

3.2.20 Public Transport

- *Main priorities:*
 - Promotion of public transport in conjunction with ODM and provincial government
 - To promote a safe and efficient transport network
- *Constraints:*
 - High increase in vehicular traffic on local as well as Provincial roads
- *Functional strategies:*
 - Initiate and implement public and non-motorized transport projects
 - Facilitate and co-operate with the Overberg District Municipality (ODM) whose function it is to promote and establish accessible, sustainable and affordable public transport for the communities of Overberg and the Overstrand

3.2.21 Stormwater

- *Main priority:*
 - To provide and maintain an adequate stormwater service
- *Constraints:*
 - High infrastructure costs
 - Service backlog
- *Functional strategies:*
 - Execute stormwater maintenance plan
 - Develop and Implement stormwater master plan

3.2.22 Buildings Services

- *Main priority:*
 - Control of all building works in the Overstrand
- *Constraints*
 - High levels of vandalism
 - Limited maintenance funding
 - Limited office accommodation facilities for staff
 - Limited inspection capacity
- *Functional Strategies:*
 - To evaluate all building plans
 - To provide information relating to submission of building plans
 - To provide reliable building statistics
 - To inspect all building works
 - To provide building control
 - To project manage civic buildings, capital projects and building maintenance projects

3.2.23 Town Planning/Spatial Development/Property Administration

- *Main priority:*
 - Ensure a safe, healthy and sustainable environment for inhabitants of Overstrand through proper town planning
 - Ensure proper administration of council owned property
- *Constraints:*
 - Compatibility with the Provincial spatial development framework
 - Different town planning schemes
 - Low levels of law enforcement
 - Sensitive environment

-
- Urban sprawl
 - Lack of planning in rural areas
 - Unbalanced urban fabric
 - Lack of proper database on council owned property
- *Functional strategies:*
 - To effectively address reasonable social needs and expectations of the community
 - To develop and sustain an environment which supports tourism and LED of the Overstrand region as a whole
 - To promote a safe and efficient transport infrastructure network
 - Maintain and upgrade the GIS
 - Ensure compliance to all relevant legislation
 - *Planning principles:*
 - In addition to the above, the following planning principles must be taken into account when any development is contemplated:
 - ❖ Promote integration of built and non-built environments
 - ❖ Promote compaction and densification
 - ❖ Promote integration of uses and activities
 - ❖ Promote continuity of urban development
 - ❖ Promote environments, to break the syndrome of vehicle dependence
 - ❖ Promote collective places and spaces, as opposed to individual buildings
 - ❖ Promote multi-functionality

3.2.24 Environmental Conservation

- *Main Priority:*
 - Conservation of all ecological and evolutionary processes and biodiversity
- *Constraints:*
 - Lack of personnel
 - Environmental Education (Public)
 - Law Enforcement (Lack of personnel)
- *Functional Strategies:*
 - The establishment and maintenance of living environments that will contribute to the quality of life of all inhabitants within the Overstrand Municipal area.
 - The conservation of all ecological processes, natural systems and scenic beauty and the conservation of bio-diversity in the natural environment.
 - The wise and sustainable utilization of natural resources.
 - The creation of a high standard of environmental quality in the urban environment, and the protection of valuable architectural, cultural, historical, visual and natural elements in it.

- The protection of the environment against disturbances, deterioration, destruction or impacts resulting from man induced causes.
- The development of a sound conservation ethic within the local communities by involving them in all aspects of environmental management.

3.2.25 Economic Development

- *Main priority:*
 - Promotion of local economic development
- *Constraints:*
 - Lack of reliable readily accessible data
 - Limited institutional capacity in respect of LED
 - Limited access routes
 - Limited control over marine resource depletion
- *Functional strategies:*
 - Co-operation with other organs of state to promote economic development
 - Adoption of economically friendly policies
 - Provide the infrastructure in support of local entrepreneurs
 - Empowering local communities to become self employing
 - Establishment of network with funding agencies
 - Compilation of a local services supplier data base for the Overstrand Area
 - Development of a comprehensive LED strategy
 - Identify opportunities for economic development
 - Job creation through Local Labour Promotion Projects (LLPP)

3.2.26 Tourism

- *Main priority:*
 - Finalisation of an integrated tourism strategy for the Overstrand
- *Constraints:*
 - Un co-ordinated marketing of the area
 - Limited linkages with the rest of Overberg region
 - Limited buy-in to tourism from certain sectors
 - Limited economic tourist orientated accommodation
 - Limited access routes to and in natural attraction
- *Functional strategies:*
 - Improvement and enhancement of current tourism initiatives in the Overstrand area
 - Improvement of marketing initiatives
 - Establish close links with regional tourism bodies
 - Compilation of accurate accessible tourism database

- Promote broader community participation in tourism initiatives
- Integration of local tourism bureaux
- Participation in annual tourism indaba
- Encourage the improvement and availability of tourist amenities

3.2.27 Rural Development

- *Main priority:*

Finalisation of a rural development strategy

- *Constrains:*

- Lack of reliable readily accessible data
- Lack of a planning process to promote sustainable rural and agricultural development
- Lack of a integrated development and planning initiative in rural and urban areas with a view to mutual support

- *Functional strategies:*

- Initiating a rural development planning process in close collaboration with the rural and farming community, agricultural departments, nature conservation and other relevant role players.
- Develop and maintain a strong local economic base in rural areas
- Identifying, in collaboration with all the relevant role players, the different soil types in the Overstrand rural areas and plan the utilization of it to its full potential.

3.3 FINANCIAL MANAGEMENT

The Municipality has been classified as a 'high capacity' Municipality in terms of the national financial management reform programme at a local government level. Overstrand launched its MFMA Change Project at the end of June 2004 with the key project goals being:

- Implementation of the MFMA and Generally Recognised Accounting Practice (GRAP);
- Creation of a better link between the IDP and budget decision making processes;
- Improving the financial governance framework of the Municipality;
- Improving the quality of financial reporting; and
- Improving the financial management capacity of the Municipality.

3.3.1 Functional Analysis

The functional analysis has been formulated to demonstrate the linkage between the strategic priorities and the relevant functional area, which underpins that priority.

❖ PROVISION OF DEMOCRATIC AND ACCOUNTABLE GOVERNANCE

- Expenditure: Salaries and Creditor Administration

- Income
- Accounting Services
- Supply Chain Management

❖ **PROVISION AND MAINTENANCE OF MUNICIPAL SERVICES**

- Expenditure: Salaries and Creditor Administration
- Supply Chain Management
- Income
- Accounting Services

Description of elements of financial management and their priorities

3.3.1.1 *Supply Chain Management*

- *Main priorities:*
 - To ensure the provision of a supply chain management system which is transparent, efficient, equitable, competitive, ensures best value for money for the Municipality, applies the highest possible ethical standards and promotes local economic development.
 - To ensure professional and legal financial services to manage the supply chain / procurement administration process.
- *Functional strategies:*
 - To ensure effective co-ordinating supply chain management processes.
 - To ensure compliance and consistency with all applicable regulations, policies and other legislation.
 - To ensure proper control and management of the municipal stores function.
 - To develop and establish a database and skills list of existing and prospective suppliers/tenderers.
- *Managerial priorities:*
 - Capacity building of functional staff.
 - Improvement of internal control measures and systems.
 - To promote work ethics.
 - Review and implementation of workflow processes and manuals.
 - To review and implement effective policies and by-laws.
- *Constraints:*
 - Lack of proper trained and skilled staff.
 - Lack of skilled non-financial managers who are involved in the process.
- *Risks:*
 - Insufficient internal control systems.
 - Transactions that are not processed by the SCM unit.
 - Financial implications for Council in awarding tenders and contracts that do not comply with legislation.

3.3.1.2 Income

- *Main priorities:*
 - To ensure the levying of service charges and property rates and the collection of all income owing to the Municipality.
- *Functional strategies:*
 - To provide and maintain an effective customer focused service to deal with client queries.
 - To ensure a sustainable implementation of Council's indigent policy.
 - To ensure proper administration with regards to the annual review and calculation of property rates and tariffs.
 - To effectively administrate and maintain debt management including the writing off, of irrecoverable debts.
 - To produce regular management performance information relating to income collection.
 - To compile and revise tariff policies and structures.
 - To ensure the monthly reading of electricity and water meters.
 - To timeously send out accurate and understandable service charges and rates bills.
 - To commission the valuation of properties for the purpose of property rates assessments.
 - To maintain the data input of debtors accounts.
- *Managerial priorities:*
 - Capacity building of functional staff.
 - Improvement of internal control measures and systems.
 - Promote work ethics.
 - Review and implementation of work flow processes and manuals.
 - To review and implement effective policies and by-laws.
- *Constraints*
 - Lack of trained staff and skilled personnel.
 - Reliability of data.
 - Availability of competent and reliable contractors for disconnection of services.
 - Absence of by-laws that can be enforced in the entire area for example in the case of tampering.
 - Low levels of law enforcing.
 - Inadequate information received for services such as sundries, sewerage pumps, etc. rendered.
- *Risks*
 - Increase of water and electricity losses due to tampering and theft.
 - Loss of property rates due to unauthorised building improvements on private land.
 - Income loss due to power failures re Eskom.

- Seasonal changes due to environmental factors.
- Lack of information or incomplete information received that is being obtained from the various departments regarding services rendered resulting in the loss of income.

3.3.1.3 *Financial Services*

- *Main priorities:*

- To provide sustainable professional financial services to Council, Management and various external bodies in respect of year-end and in-year financial reporting, financial management, the operational and capital budget, and the implementation of the Municipal Finance Management Act (MFMA) and international accounting standards.

- *Functional strategies:*

- Proper co-ordinating of annual budget process.
- Ensure timeous annual closedown of accounts and annual financial statements.
- To produce regular financial reports as required by Council, in accordance with applicable legislation.
- Completion of annual financial report (including response to Auditor-General report).

- *Managerial priorities:*

- Capacity building of functional staff.
- Improvement of internal control measures and systems.
- Promote work ethics.
- Review and implementation of workflow processes and manuals.
- Review and implement effective policies and by-laws.

- *Constraints:*

- Lack of trained staff due to a loss of skilled personnel.
- Financial implications for Council regarding changes in international financial accounting standards.
- Recruitment of suitably qualified staff to fill vacancies.

- *Risks:*

- Continuous changes of financial guidelines in respect of reporting formats.
- Continuous changes in international accounting standards,
- Availability of specialised service providers to implement rapid changes in local government financial accounting.
- Ensure proper financial management support and internal control measures to ensure compliance to financial and accounting legislation.

3.3.1.4 Expenditure

The main purpose of this service area is the provision of professional financial services to management and council in respect of the salary budget process, payroll and creditors administration.

- *Main priorities:*
 - Co-ordination of the annual salary budget process
 - Staff payroll administration
 - Project management/re-engineering
 - Creditors payment administration
 - Financial management support and control

- *Functional strategies:*
 - To ensure effective co-ordinating creditors and payroll management processes.
 - Strive to ensure compliance and consistency with all applicable regulations, policies and other legislation.
 - To provide and maintain an effective stakeholder focused service.
To produce regular information relating to payroll and creditors

- *Managerial priorities:*
 - Capacity building of functional staff.
 - Improvement of internal control measures and systems.
 - Promote work ethics.
 - Review and implementation of workflow processes.
 - Review and implement effective policies and by-laws.

- *Constraints*
 - Lack of skilled non-financial managers who are involved in the process.
 - Time lost in process to have documentation signed by senior officials.
 - Lack of supply chain management policy.

- *Risks*
 - The non-compliance to financial and accounting legislation.
 - Late payments of creditors due to non compliance documents.

CHAPTER 4

LOCAL ECONOMIC DEVELOPMENT

Shared growth that integrates and connects the municipality, its people and its natural resources [a 10 – 15 yr plan]

4.1 Situational Analysis

Overstrand's economy cannot be divorced from the economy of Cape Town, to the wider south coast region and the hinterland of the Overberg District. The economy of the Eastern Cape also has a significant impact on the Overstrand economy, with the bulk of in-migration being low-skilled work-seekers from the Eastern Cape. The area's recorded population grew at an annual rate of 7% between 1985 and 2001 with an estimated growth of just under 8% since 2001 (Total population 70 446 (2006)). This is the third highest in the province and can be attributed in part to the high in-migration into the area. The unemployment is at 21.7% (2001) and the illiteracy rate is at 19% (persons over 14). The strategy therefore takes note of developments in these areas and positions Overstrand in its wider economic context and spatial economy.

The local economy has grown at roughly the same rate as the province, namely 3.2% per annum between 1995 and 2004. Key active sectors contributing to the Gross Geographical Product of the area are trade & catering, finance & business services, manufacturing, construction, government services and transport sectors. Within this the trade and catering and transport sectors has been the fastest growing, followed by business services and construction. Government services and manufacturing have been in decline. The sectors employing the largest number of people are the trade and catering, community services, agriculture, government and construction sectors. The biggest job losses have been in the agricultural and manufacturing sectors.

There are two dominant features of the local economy that merit high level attention. First, the future of the Overstrand economy cannot be separated from the region's natural heritage. The physical beauty of the area is its single biggest asset, but the natural resource base may also limit growth if resources are not effectively managed. In Overstrand the economy and its ecology are inseparable. The municipality has a fairly diversified economy and a great potential for tourism

The second is the highly racialised and geographically concentrated poverty of the area. Economic forces (e.g. the decline in fishing and the seasonality of tourism and agriculture) impact negatively on the semi-skilled and unskilled workforce of Overstrand, while the growth sectors have benefited mainly the wealthy. In migration of poor and unskilled people to the area is associated with rising rates of poverty and inequality. Other than the formal safety nets of grants, the poor depend on informal work (construction) or on the third economy of illegal livelihoods (e.g. perlemoen poaching). Eighty-nine percent of Africans and 78% of Coloured live below the household subsistence level of R1 600 per month, compared to just 10% of whites. One third of whites earned in excess of R6 400 per month, 1% of Coloureds and just 14 Africans

In the Overstrand municipal area Hermanus has, according to a provincial study on the potential of towns in the Western Cape, been identified as a regional growth and development centre. The Hermanus/Fisherhaven Corridor will therefore be a strong focal area within the Overstrand municipal development planning arena. Because of the bottle-neck problems already experienced, special emphasis will have to be placed on the upgrading of the road between Fisherhaven and Hermanus and also through Hermanus.

4.2 The Overstrand Municipal Development Perspective



Kleinmond and Stanford are being regarded as towns with medium to lower growth and development potential. Both towns offer excellent opportunities for tourism development, but both are sensitive to extensive development and especially to insensitive types of development. Kleinmond is situated in the transitional zone of the Kogelberg Biosphere Reserve. The areas of Bettys Bay, Hangklip, Pringle Bay and Rooi Els, all situated within the transitional zone of the Kogelberg Biosphere Reserve, are being regarded as holiday towns with little or no potential for development outside of housing and recreation. The same applies to the smaller holiday towns in the vicinity of Gansbaai.

4.3 Long term growth and development

Overstrand Municipality has recognized that unless it is able to stimulate growth and ensure it is shared, it will not be able to meet its development mandate. The strategy outlines longer-term vision on the economic future of the Overstrand with a view of ensuring that it accomplishes sustainable growth that addresses the fundamental issues of poverty and unemployment.

Based on these the following goals and indicative programme has been drafted based on a consultative process involving all stakeholders over the last year.

Goals

The proposed goals of the Overstrand economic development strategy are to:

- a. Increase economic growth to 6% per annum by 2014
Indicator: GGP, level of consumption of services (water, electricity), value of total and commercial building plans approved
- b. Sustain the natural resource base for future generations
Indicator: Ecological footprint, continued biosphere and blue flag status
- c. Broaden participation in the economy
Indicator: Black land ownership as a percentage of total land ownership, % of contracts awarded to local black economic empowerment (BEE) firms, number of black owned businesses as a % of total business ownership and achievement of the respective sector charter targets
- d. Halve official unemployment by 2014
Indicator: Unemployment statistics, municipal and business figures on the number of additional jobs created.
- e. Halve poverty by 2014
Indicator: Percentage and number of people living below the household subsistence level, percentage and number of people without adequate shelter and/or basic services.
- f. Build the human capital of the residents of Overstrand, especially the poor, in line with the changing needs of the economy
Indicators: Average level of education, accredited training providers in the municipal area, percentage and number of trainees who have secured employment, analysis of the number of people in unskilled, semi-skilled and highly skilled jobs.

4.4 Local economic development strategy

The strategy comprises eight strategic interventions namely to:

- i. Facilitate the development of the priority economic sectors in Overstrand, by utilizing all resources at its disposal including sector development interventions being driven by other spheres of Government to grow the priority sectors identified as tourism, creative industries, fishing and agriculture
- ii. Facilitate connectivity between different types of communities, different interests and the various towns in the Overstrand with a focus on public transport
- iii. Develop the infrastructural capacity of the Overstrand and ensure an enabling spatial framework by utilising inter alia municipality assets
- iv. Develop "and deploy" a marketing strategy for the Overstrand
- v. Create an enabling environment for business development and growth with a focus on SMME support
- vi. Manage the natural resources and state assets with the assistance of other spheres of government in a manner that ensures the long-term transformation and sustainability of the economy
- vii. Promote the development of the economies of the poor through job creation programmes
- viii. Assist with developing the human resource and skills base of the people of Overstrand with the creation on training capacity.

Given the size and budget of Overstrand, not all the interventions can be implemented simultaneously. The list of potential interventions generated in the consultative process is therefore prioritised based on impact and ease of implementation to distill those interventions which could unlock growth. The priority interventions clustered into the priorities for each of the primary stakeholders in the process.

4.5 The key priority areas of stakeholders can be defined as follows:

Municipality

- Collection of economic information, both statistics and trends
- Putting in place an enabling policy environment that includes a spatial development framework denoting areas for economic development, a sustainability strategy to protect the natural resources of the area and the reduction of red tape for businesses seeking rezoning or licenses
- Mobilising resources for the development of infrastructure – services, public transport, tourism sites
- Creating opportunities and tools to develop small businesses through procurement, a partnership with Red Door and the development of a small business programme for the area
- To improve the capacity of the tourism bureaus
- Creating platforms for dialogue and partnerships with business, communities and other spheres of government
- Identifying and releasing land for economic activities such as marine farming, markets, ECD centres and job centres.

Private Sector

- Grow the key economic sectors and maximize job creation within this
- Marketing of the area
- Developing the skills and capacity of the tourism sector, including partnering with the municipality to develop the tourism bureaus
- Putting in place skills programmes to develop workers and young people wanting to enter the job market
- Partnering with government to both maintain the current assets and building new assets, in particular to develop the harbours

Community/ NGO sectors

- Development of the education sector in the area through post-school training opportunities, teacher advancement programmes, exchanges, competitions for school goers.
- Broadening the bridging club which provides a link between communities
- Skills development programmes aimed at enhancing local talent and economic opportunities
- Provision of ECD services
- Development of Skills and Jobs centres which will offer training and placement service

4.6 Proposed interventions to propel Local Economic Development

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
4.6.1	Tourism sector support	To expand and develop the sector	2006	Province and district and private sector	Province and private	Expanded sector and GGP
	Development of a tourism strategy	Provide a framework to guide future tourism development	2008	Municipality, tourism bureaus, major tourism businesses		Strategy adopted and guiding development
	Development of Stony Point	Additional attraction Broaden the economic ownership	2008	Municipality, Cassidra,		Community partnership and site operational
	Development of additional trails, foot paths and bicycle paths	Diversification of tourism attractions	2007-8	Municipality, tourism bureaus and new tourism companies		Publicity on new trails Expansion in no of visitors
	Kogelberg Biosphere	To conserve and manage the biosphere	On-going	Province, municipality and CapeNature	t.b.c.	Resourced and implemented biosphere plan
	Blue Flag Beaches	To retain blue flag status	On-going	Municipality and donors	t.b.c.	Resourced and implemented Blue Flag plan
	Development of a country team base facility	Home base for a team to practice	2010	Province, private sector, donors	t.b.c.	Completion of site
	Creation of 2010 fanpark	Attract tourists to the area	2010	Municipality and private sector	t.b.c	Fanpark operational
	Partnership with Province in respect of new enterprise development	Transform the ownership profile of the industry	Ongoing	Province and municipality	Province: t.b.c.	No of new HDI enterprises
4.6.2	Creative industries sector support	To develop the sector	2006	Province	Province	Expanded sector contribution to GGP
	Partnership with Province linked to their sector programme	To expand the sector	2007-8	Province and municipality	Province	No of new/expanded industries
	Partnership with CCDI	To develop the local craft sector	2007	Province, municipality, Hermanus Whale Festival and Gansbaai market tenants		Development of local crafts
4.6.3	Fishing industry sector support	To diversify and expand the industry	2007	National, Province, private sector and municipality	Province	Expanded sector contribution to GGP
	Development of an aquaculture sector strategy including the identification of land and	To expand the sector	2007	Municipality		Strategy Land-use agreements Partnership agreements

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	partnerships between large and small firms					
	Development of the harbours	See infrastructure development				
	Partnership with province re sector support	To expand the sector	2007	Municipality, Province, Sector lobbies	Province	MOU
4.6.4	Agriculture	To diversify and expand the sector	2007-9	Municipality, Province and farmers	Province	Diversified and expanded sector with greater ownership from HDI
	Develop an agricultural sector strategy indicating potential enhancement areas and opportunities	To provide a framework for investment	2007/8	Province, municipality and farmers	Province	Strategy
	Develop a small scale farmers programme	To facilitate inclusivity and broaden the economic base	2008	Municipality and province	Province	No of small scale farmers who have secured land and support

4.6.5 Connectivity

Connectivity refers to bridging the divisions between places and people. The key interventions include:

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Provide bus or another public transport connectivity between towns	To facilitate access and mobility between towns	2007	Municipality and Province	t.b.c.	No. of people using public transport and routes available
	Identify and plan for non-motorised transport routes between towns	See infrastructure intervention for details				
	Bridging club – an existing civic initiative to bridge the divide between communities	To facilitate inter-community linkages	End of 2007	Bridging club members in civil society	Private	Increased interaction and joint proposals and projects
	LED linkages between Overstrand and Port St Johns	To provide expert input into LED debate	End 2008	Council	t.b.c	Increased GGP in such areas

4.6.6 Infrastructure development

Nationally government has increased its investment in infrastructure as a strategy to accelerate growth. This provides an opportunity for Overstrand, whose current capacity in respect of water, electricity and waste either exceeds or is nearing capacity. Of particular concern is access to water and waste services. In addition transport connectivity is inadequate. Key interventions proposed include:

Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
Develop the harbours and Waterfront areas	To increase the productive and recreational capacity of the current harbour infrastructure to stimulate economic growth	2009	Municipality and Marine and Coast Management	National Dept of Environmental Affairs MCM and private sector	Turnover and number of people using the harbour
Water, energy and waste services	To ensure an enabling infrastructure base	2006 – 8	Municipality		Basic service capacity to meet the demands of growth
Provide bicycle paths infrastructure	<ul style="list-style-type: none"> To encourage non-motorised transport To create low-skills job opportunities To market Overstrand as a sustainable energy destination 	2008	Municipality and Province	Province Dept of Transport and EPWP linked to tourism interventions	Kilometers of non-motorised transport paths
Support development the road between Gansbaai and Bredasdorp	To facilitate improved movement of goods and people	2007	Province	Province	Road in place
Facilitate R43 upgrading and Hermanus by-pass	To reduce the congestion in the town	2008	Province and private sector	Province	By-pass in place
Develop Gansbaai market/ multi-purpose centre	To provide a site for the development and sale of crafts and related local products	2007	Municipality and private sector		Market operating effectively

4.6.7 Marketing

Overstrand has not adequately branded itself in the market either provincially in the Western Cape, nationally or internationally. Where limited advertising has happened it has not presented a cohesive and integrated picture of the area. The lack of agreement on the brand image, institutional vehicle and strategy has hampered the growth of the tourism sector and economic development and was identified as the

priority. Given the size of the municipality this will need to be driven by the private sector with limited support from the municipality.

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Marketing	To expand the number of visitors to and spend in Overstrand	2007 and on-going	Tourism bureaus, business chambers, Municipality, District and Cape Town Routes Unlimited		Increased tourist numbers
	Get agreement on a brand and strategy and institutional vehicle	To improve the marketing of Overstrand	2007			Brand in place
	Develop place strategies linked to the municipal-wide strategy	To expand the marketing programme benefits	2007			Town strategies in place
	Create capacity to drive the marketing initiative	To manage the marketing programme	2008			Marketing vehicle in place
	Tourism bureaus coordinated and capacitated and linked to business with an integrated structure	To link the bureaus to a municipal-wide programme and enhance service delivery	2007	Municipality in partnership with private sector		Networked and improved tourism bureaus

4.6.8 Enabling business environment

The trade and retail and business services sector are the backbone of the current economy along with tourism. All these businesses require an efficient municipality. In addition, small to medium businesses constitute the largest group of businesses in the Overstrand. The business development strategy needs to be cognizant of this, and create opportunities appropriately. The two key projects agreed are:

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Economic information management and dissemination	To collect baseline information and provide the dataset to investors	2007-8	Municipality		Economic information release
	Planning review to standardise zoning schemes and reduce red tape	To provide a framework for sustainable development	2007	Municipality		Single accessible planning scheme

4.6.9 Resource and asset management

Overstrand economy is reliant on the natural resource heritage of the area. Managing this in a sustainable manner based on bio-regional planning principles and objectives is key to the long-term retention of Overstrand's competitive advantage.

Currently the economy of Overstrand is almost exclusively white owned. There is a need to broaden participation in the economy and to change the patterns and profile of ownership to represent the demographics of the area. State assets in the form of land and buildings offer an exciting opportunity to do this. Key interventions therefore include:

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Sustainability strategy and programme	To conserve the resource base of the area	2007	Municipality		Programme in place
	Release key municipal land sites	To restructure apartheid geography and promote black participation and ownership in the economy	2007-8	Municipality		Release of land to HDI partners

4.6.10 Economies of the poor

Currently the area has a growing poor population. The poor tend to be locked into geographic spaces and are often disconnected from the economic hub because of a lack of transport. Addressing this need is covered under the connectivity and infrastructure interventions. However more is needed to address the needs of the poor and ensure economic growth is shared. Interventions proposed include:

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Review, refocus and expand the RED Door to identify new opportunities and facilitate BEE access	To enlist the support of RED Door and other enterprise support programmes and to expand their impact on LED	2006 and on-going	Province and Municipality	Province	Revised mandate and programme
	Create a development fund to research new opportunities for BEE entrepreneurs	To stimulate SMMEs	2007-8	Municipality and private sector	.	
	Support	To broaden the	2007	Province,	Province &	No. of

	cooperatives focusing on small scale agriculture linked to organic products	agricultural sector		Municipality and local farmers	Municipality t.b.c.	beneficiaries and turnover of cooperatives
	Continue and expand the Local Labour Promotion Project	To reduce municipal debt To provide employment to the unemployed	2006 - 8	Municipality		Reduced debt and short-term jobs created
	Set up and support a Youth Advisory Centre	To provide centre to guide unemployed youth	2007 - 9	Umsobomvu and Municipality		No of serviced youth
	Create job centres (could be linked to Red Door and EPWP and LLPP) linked to skills training centres. One such centre being planned is the Mthimkhulu	To provide a place where people can register for work and at the same time access training	2007	Municipality and non-profit organisations		Job centres established and no. of people trained and linked to work opportunities

4.6.11 Human resource development

The lack of skills is one of the key constraints to economic growth, in particular the mismatch between the skills of available labour and the demands of the market. However, skills' training to meet the market demand is not enough for long term sustainable human development. The development of children and higher education and training are also needed. Interventions proposed include:

Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
Schools development programme in partnership with NGOs	To improve the skills levels of future school leavers	2007- 8	NGOs	Donors and Provincial Education department	Increased educational levels
Early childhood development programme	To provide foundational skills to pre-school children	2008	Municipality, CBOs, NGOs, FBOs and Province	Dept of Social Services	ECD centres and students
Volunteer database of mentors, trainers and other resource people	To establish a database of volunteers and provide training for the volunteers	2006	Municipality	Red Door	List of volunteers
Work with BEE forum to develop black management development programme	To improve BEE management skills	2008	Municipality, BEE chamber and private sector	Private sector funded	Black managers trained

	Activity	Objective	Delivery date	Responsibility & stakeholders	Budget	Indicator
	Creation of skills development centres linked to job centres	See job centres (26)				

4.7 Special Projects / Partnerships

The municipality has identified partnership programmes with high potential impact on provision of job opportunities, small enterprise development and skills development. This is meant to capitalise on growth, focus on drivers and linking skills transfer with what underpins the growth rate in the area.

4.7.1 The Cape Film Commission (CFC)

The Studio City South Africa is situated in Grabouw at the borders of the Overstrand and Theewaterskloof municipalities.

The Cape Film Commission (CFC) is the official representative of the City of Cape Town and the Province of the Western Cape for the economic development, **Marketing and Promotion** of the film industry, through growth integration and transformation.

The existence of the Film project is to position the Western Cape as a Globally competitive film destination thereby:

- creating sustainable jobs,
- boosting tourism,
- driving the development of local content,
- creating business opportunities and
- the development of core skills

The initiative because of its proximity to the natural beauty and striving economy of the Overstrand presents many opportunities that will propel economic development in the area.

4.7.2 Umthimkhulu Village (Kleinmond) Towards a Model Town An Integrated Developmental Approach

The "Village Centre" which is earmarked as an ASGISA project and has potential support from the Deputy Presidents' office also forms part of strategic partner in changing the socio-economic profile of the community of Kleinmond and make a positive impact in addressing economic growth through people's participation.

- Job training and small business development
- Create 100 new jobs linked to Kogelberg Biosphere Reserve
- Continuing education centre
- Sustainable ecological systems centre
- Amphitheater and cultural activities
- Small market-shops

4.7.3 The Development Agency

The Overstrand Municipality received a grant from the Industrial Development Corporation (IDC) to fund the establishment and initial operation of a Development Agency. The Agency shall act as the implementation arm of the LED directorate in the Municipality in order to co-ordinate, communicate and implement a development program. It shall further assist the municipality to fast track economic development towards achievable levels by **identifying and establishing bankable projects that can attract investment**. In addition the Agency in its establishment stages has identified a critical mass of projects which forms part of accelerating economic growth. (List can be found in the founding statement of the Development Agency.)

The legal status of the proposed Development Agency would be a municipal entity in terms of the Systems Act and the MFMA and a private company in terms of the Companies Act, No 61 of 1973.

Objectives of the Development Agency

- To act as the implementation arm of the Overstrand Municipality's Local Economic Development Strategy and the Integrated Development Plan for the purpose of implementing economic, social and environmental friendly projects within the Overstrand Municipal area;
- To undertake feasibility / viability studies on options for the development of municipal assets, so as to establish those options which will deliver optimal short, medium and long-term benefits to the municipality;
- To promote and develop the economic potential of the Overstrand Municipal area;
- To realize the optimal income from the identified and undertaken projects;
- To make a significant contribution to the socio-economic transformation process and job creation to guarantee maximum participation by all stakeholders;
- To create and stimulate Black Economic and Broad Based Black Economic Empowerment opportunities;
- To leverage and facilitate maximum public support and private sector investment around opportunities which offer economic and development potential;

PROPOSED PROJECTS TO BE FACILITATED AND DEVELOPED BY THE DEVELOPMENT AGENCY (MUNICIPAL ENTITY)

AREA	PRECINCT / MANDATE AREA	PROJECT	SECTOR
1. Kleinmond / Hangklip	<ul style="list-style-type: none"> • Palmiet • Harbour • Lagoon / Blue Flag 	<ul style="list-style-type: none"> • Resort (Campsite Lagoon) • Regeneration of Industrial Area • Leisure Facilities 	<ul style="list-style-type: none"> Real Estate / Tourism Tourism / Commercial Tourism Commercial
2. Hawston	Hawston Gateway	<ul style="list-style-type: none"> • Retail Development • Mix use 	<ul style="list-style-type: none"> • Commercial Tourism,

	<ul style="list-style-type: none"> • Abalone 		Commercial, Real Estate
3. Hemel & Aarde	<ul style="list-style-type: none"> • Masivune "let's Harvest" 	<ul style="list-style-type: none"> • Hydroponics / Chicken farming • Hiking trail / overnight accommodation, adventure / Eco Tourism 	<ul style="list-style-type: none"> • Agriculture Tourism
4. Zwelihle, Mt Pleasant, W/Cliff	<ul style="list-style-type: none"> • Ubuntu 	<ul style="list-style-type: none"> • Urban Renewal / SMME Development / Second Economy 	<ul style="list-style-type: none"> • Commercial Tourism
5. WestCliff	<ul style="list-style-type: none"> • Aquaculture 	<ul style="list-style-type: none"> • Seaweed Farming etc 	<ul style="list-style-type: none"> • Commercial Agriculture
6. Standford	<ul style="list-style-type: none"> • The Junctions • Waterfront 	<ul style="list-style-type: none"> • Regeneration, Retail • Leisure / recreation 	<ul style="list-style-type: none"> • Commercial, Tourism • Tourism, Commercial
7. Gansbaai	<ul style="list-style-type: none"> • Harbour • Masibambane Kleinbaai / Shark 	<ul style="list-style-type: none"> • Renewal / Leisure • Sport / SMME / Second Economy • Recreation / Leisure 	<ul style="list-style-type: none"> • Commercial / Tourism • Commercial Tourism • Recreation / Tourism

4.7.4 Umsobomvu Youth Fund

The municipality has entered into a partnership with the Fund to establish a Youth Advisory Centre (YAC) to assist young people with access to resources including entrepreneurial opportunities. Through this programme the youth will be well prepared to take advantage of services and resources available to them to improve their livelihoods.

The objectives of the programme are;

- To provide young people with access to information on education and training, employment, self-employment, citizenship and health and wellbeing,
- To provide young people with access to internet services for livelihoods information and computers for typing livelihood related documents.
- To provide young people with career counseling (employment and self employment),
- To provide young people with support in accessing exit opportunities,
- To provide case management to young people that have attended YAC services,

CHAPTER 5

5.1 IDP PLANNING WITHIN THE BROADER NATIONAL AND PROVINCIAL CONTEXT

5.1.1 Strategic Alignment

The alignment of strategies as well as programs between the three spheres of government is becoming increasingly important. This is to ensure amongst others, integration, maximum utilisation of available resources, targeted programs as well as strengthening intergovernmental relations. The proposed intergovernmental relations legislation emphasises and provides the framework for co-operative governance.

The vision of the Western Cape Provincial Government is underpinned by the strategy of “*IKapa Elihlumayo* “. This strategy which has eight key focus areas is the vision of **Dignity, Equity and Prosperity** for all the people of the Western Cape.

These eight focus areas are:

1. Building human capital

Equipping people to have the necessary skills and expertise to be able to play a meaningful role in the community and business sector.

2. Building social capital with the emphasis on youth

This strategy aims to arrest and reverse the decline in social capital in the province visible in prevalent drug abuse amongst the youth, alcohol abuse, HIV/AIDS, TB and gang activities

3. Strategic infrastructure investment

The goal of this plan is to provide the physical infrastructure that supports growth, labour market participation and general well-being in the Province.

4. Micro Economic Strategy

The overall goal of this strategy is to guide and direct provincial involvement in the private sector to ensure appropriate growth levels.

5. A Provincial Development Framework (PSDF)

The PSDF will provide a common framework for the targeting of provincial service delivery and regulatory interventions.

6. Co-ordination and Communication

To deliver the first five priorities would require excellent co-operation and a common sense of purpose between the provincial and local spheres as well as with civil society and the business sector.

7. Improved Financial Governance

Without the diligent and well targeted use of its financial resources – the ideals in IKAPA Elihlumayo will not be fully attained if at all.

8. Rationalisation of Municipal and Provincial rendered services

This relates to the rationalization of services between provincial and municipal spheres to achieve optimisation and clear accountability lines.

5.1.2 Integration of Provincial and local strategies

If one looks at the Provincial strategy one can see the similarities between it and the Corporate Strategy of the Overstrand. The following are examples of such areas of synergy:

1. Building human capital

The Overstrand through its annual skills plan also has a clear role to play in capacitating its staff to perform the functions required of them whether it be by providing Basic "ABET" training, more refined Project Management training, or even client service training. Personal development is a key aspect of ensuring that local government delivers services as effectively as possible.

2. Building social capital with the emphasis on youth

The inauguration of our Junior Council as a platform for the development of our future leaders is an essential component of investing in the future of our country. Values such as dignity, respect for society's norms as well as acting as positive role models for their youth peers are essential.

It is intended to use this forum as a platform for engaging our youth to determine programmes and actions to assist in their wholesome development.

3. Micro Economic Strategy

The Overstrand through the development of its LED strategy acknowledges the role of the business sector as a source of economic growth to create jobs and to reduce the levels of unemployment. It will be important that our strategy aligns with provincial initiatives like the **Real Enterprise Development (RED) DOOR** concept a Provincial initiative with an office in Hermanus, which aims to promote and provide assistance to SMME enterprises. The RED DOOR is a one-stop shop where new and existing businesses are able to access a single point to seek assistance.

4. Strategic Infrastructure Investments

The bulk of the capital investment undertaken by this council over the last four (4) years has been in the field of infrastructure services be it upgrading, extending or installing new services. This is essential to ensure that economic activity remains vibrant while at the same time striving to improve the well being of the residents of the Overstrand. It is foreseen that this investment pattern will continue.

5. A Spatial Development Framework (SDF)

The SDF for the Overstrand has been finalised taking into account the PSDF. The SDF will follow the same route as that of the revision of the IDP.

6. Co-ordination and Communication

Co-operative Governance and regular communication between the spheres of government is essential in respect of integrating programmes. Linkages between joint strategies and programmes are essential. Examples of co-operative forums are the newly established Premier's Intergovernmental Forum (PIF) as well as the Provincial Advisory Forum (PAF).

An intergovernmental financial forum was started during the course of 2005 to facilitate financial planning between local and provincial government and goes by the acronym of MTEC.

7. Improving Financial Governance

The optimal use of municipal resources in a targeted way is essential in order to meet its priority service areas. This approach has been followed during the IDP/Budget review for 2007/2008.

8. The Rationalization of Municipal and Provincial rendered services

In respect of this area much progress has been made in the last two years to ensure clarity in respect of accountability lines. Example of issues resolved are as follows:

- Water and Sewerage Services
- Electricity distribution
- Environmental Health and
- Primary Health Care Services

The municipality has committed itself to working within these processes in a spirit of co-operative governance to deal with any outstanding issues.

5.1.3 Participation in National and Provincial Programmes

In addition to the above the municipality is also a participant in the following national and provincial programmes:

MIG Programs

These are programs which have been instituted to enable municipalities to provide essential infrastructure in their particular areas. The MIG funds available for the 2007/2008 financial year will be spent in the following infrastructure disciplines namely water, sewer and stormwater.

Extended Public Works Programme (EPWP)

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

In the infrastructure sector the emphasis is creating additional work opportunities through the introduction of labour-intensive construction methods. Labour intensive construction methods involve the use of an approximate mix of labour and machines, with a preference for labour where technically and economically feasible, without compromising the quality of the product. The Overstrand Municipality is committed to support this initiative by government.

Infrastructure projects are already in the process of registration for training purposes.

CDW's (Community Development Workers)

A total of three persons have been allocated to our area as part of the ongoing CDW learnership programme. Their main goals are to identify needs and problems with the delivery of services, improve awareness and undertake advocacy work to put people in touch with opportunities and to improve access to services through referral and advice.

WECCO (Western Cape Clean up Campaign)

This is an initiative of the Provincial Government to improve the state of the environment. The funds which have been made available to the Overstrand have been well utilised resulting in the Overstrand being crowned the winner of the Provincial Cleanest Town competition for two years in succession.

5.1.4 Overstrand's reaction to National and Provincial guidelines for growth and development

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
Provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography	A complete potential study of towns in the Western Cape	All the municipalities in the Overberg work collectively, together with the provincial sector departments, within the agreed Overberg space economy "picture" of shared areas of impact	Identifying key potential areas for development and promoting shared growth
Act as a common reference point for national, provincial and local governments to analyse and debate the comparative development potentials of localities in the country by providing a national mapping of potential	A complete Provincial Spatial Development Strategy	A combined map of Overberg potential	Council approval of key enabling documents i.e Spatial Development Framework, LED strategy and IDP
Identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending	A complete Strategic Infrastructure Plan	The provision of services and infrastructure to the best possible level, but with an infrastructure development focus in the shared areas of impact (high potential areas)	The provision of basic services and infrastructure to the best possible level including accelerated delivery
	Reducing geographic and socio-economic inequality	Human development to enable people to develop to their full potential	<ul style="list-style-type: none"> • Human development to enable people to develop their full potential • Addressing issues of inequality and improved income for a better quality of life

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
	Increasing economic growth	Economic development with full participation for all and with focus on both the First and Second Economies	Sustainable economic development in keeping with the natural beauty. Special focus on the second economy and creation of links to booster the economy
	Increasing employment and economic participation		Increasing access to land and resources, planning economic spaces. Adopt user friendly polices that promote mushrooming of economic enterprises
		To provide effective and efficient corporate support services with regard to human resources, legal services, administration and communication	To provide effective and efficient corporate support services with regard to human resources, legal services, administration and communication
		Management and control of the financial functions of the municipality in such a manner that the present and future effectiveness of Council's services, programmes and activities are ensured in a sustainable manner	Management and control of the financial functions of the municipality in such a manner that the present and future effectiveness of Council's services, programmes and activities are ensured in a sustainable manner
Economic growth is a prerequisite for the achievement of other policy objectives, key amongst which would be poverty alleviation	The Micro-Economic Strategy	The District Economic Development Framework, together with the following strategies and policies:-	Adoption of the LED strategy. Focus on the second economy including creative programmes benefitting the poor
		Job creation by means of the eradication and control of alien vegetation	Strengthening of PROTEA project
		Rehabilitation of the natural and urban environment	

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
		Continuous district growth and development planning and implementation	
		Land Reform Strategy	5 Year housing plan exist Approved SDF
		SMME development and training	Making land available for SMME development
		Development of and/or assistance with individual economic development projects	Partnership with RED DOOR
		Tourism Development Strategy	Supporting the formation of a new Destination Marketing Organisation (DMO) in the Overstrand
		Tourism Marketing Strategy	Supporting the formation of a new DMO in the Overstrand
		District Crime Prevention Strategy (non-negotiable)	
		Development of National Parks and Nature Reserves (Support role)	
		Promotion of bio-diversity conservation	Sustainable environmental management based on bio-regional planning objectives
Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens, should therefore be focused on localities of economic growth and/or economic potential	Strategic infrastructure investment	Revision of Water Services Development Plans and a holistic needs approach, management and planning i.r.o. the provision of water	Overarching needs approach, management and planning in relation to water supply and purification
		Provision of housing	Provision of housing

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
		Development and proper maintenance of the roads network	Provision, upgrading and maintenance of roads, streets, pavements and storm water systems
		Upgrading of the harbours and boat slipways in the region	Maintenance of boat slipways and environs
		The provision of fire fighting and disaster management services	The provision of fire fighting and disaster management services
		Promotion of public transport	Promotion of public transport
		Provision of Integrated Waste Management Plan and the promotion of regional regulation	Adoption and proclamation of a new by-law on solid waste management
		Attention to cemeteries	Maintenance to cemeteries
		Effective and efficient management of Council's resorts in order to promote tourism development	Effective and efficient management of Council's resorts in order to promote tourism development
		Effective and efficient management of funding for infrastructure development in the whole of the Overberg Region	Effective and efficient management of funding for Infrastructure development in the Overstrand.
Efforts to address past and current social inequalities should focus on people not places	Building social capital with an emphasis on youth	A complete Youth Development Strategy	Implementation of programmes targeted to the youth in partnership with relevant partners such as UMSOBOMVU and the Junior Town Council

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
	Building human capital with an emphasis on youth	A complete HIV/Aids Strategy	Financial and other resource support to NGO's Internal HIV/Aids strategy Alignment of future plans with newly developed National HIV/Aids plan
		Community Care Strategy	Development of a Social Strategy
		A complete and fully inclusive human development strategy, focusing on increasing the Index of Human Development of all inhabitants	Socio Economic Analysis to be implemented (ward based)
		Provision of environmental health services in order to protect inhabitants and make a contribution to economic development	Provision of environmental health services.
		A complete Human Rights Strategy	
		Development of a District Cultural Heritage Strategy	Development of heritage inventory and strategy for Overstrand
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres	Provincial Spatial Development Framework	Approved District Spatial Development Framework (to be revised according to NSDP and PSDF)	Approved Spatial Development Framework
	Co-ordination and Communication	Corporate Services-goal underpinned by the following strategies:-	Corporate Services underpinned by following strategies.
		Deliver general services to the organization in order to optimize the day-to-day functioning thereof	Deliver general services to the municipality in order to improve the developmental role there-of

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	IKAPA ELIHLUMAYO PERSPECTIVE	OVERBERG DISTRICT	OVERSTRAND MUNICIPALITY RESPONSE
General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives	General Outcome Goals/Key Objectives
		Facilitate and promote personnel matters and training in order to increase the internal capacity of the organization optimally	Facilitate and promote personnel matters and training in order to increase the development of human resources and internal capacity
	Improving financial governance	A Financial Services-goal underpinned by the following strategies:-	Financial Services underpinned by the following strategies.
		To execute accounting services in accordance with national policy and guidelines	Execution of accounting services in accordance with National policy and legal prescriptions .
		Income management through the registration of levy-payers, levies, delivery of levy returns and the reconciliation and management of debtors	Effective management of income to provide efficient linkage between planning and budgeting
		To control and manage expenditure within budgetary limits and to ensure that creditors are paid in a timely fashion	Manage expenditure within budgetary limits in order to improve municipal investments through effective allocation of resources
		Control and manage all Council's IT networks, with special reference to the central processing unit (main frame)	Existing IT policy exist

5.1.5 LGMTEC – ONE-ON-ONE ENGAGEMENTS

In the spirit of co-operative governance municipalities were provided with opportunities to present their key investments which they are embarking on in terms of their IDP, and a list of the existing future projects directly dependent on provincial/national resources for implementation.

Overstrand took part in these sessions and the following is an outcome of these sessions.

(a) Key municipal challenges presented:

Key challenges include:

- Access to land (land availability)
- No Home Affairs Department in the area and it is considered to accommodate the department in the MPCC in Hawston.
- High population growth in the area / growth in specific areas / youthful population
- The needs for more schools in the area / Transport for school children
- The need for ambulance services
- More libraries are needed in the area
- There is a need to focus more on environmentally sustainable economic and developmental issues
- Water resources and purity in many areas
- High backlog of housing in the area, due to in-migration

(b) Issues/Actions and links to Departments

Departmental linkage	Issues raised
Department of Education	<ul style="list-style-type: none"> • Growth of the number of children with regard to schools; schools are over populated. It is believed that schools that can only cater for 400 children are accommodating 1000 children. • A high school in Gansbaai is a critical need; this needs to receive urgent attention. This need to be in alignment with planned expansion of sport activities. • The children have to travel far from Gansbaai, to Caledon and then to Hermanus to attend high school at present. • Children are not able to get to their school facilities and activities. • High school in Hermanus is 40% over occupied and the Department of Education needs to look at another school in Hermanus
Department of Public Works	<ul style="list-style-type: none"> • Bus transport is a major problem. • The children have to come from Mount Pleasant to Hermanus; the municipality is concerned about the safety of the children. • Public transport between different towns is non-existent

	<ul style="list-style-type: none"> • The municipality wants to construct two stadiums, where the Provincial Department promised some assistance. • Sewerage treatment works based in Gansbaai • Gansbaai is the fastest growing area and there is a growing number of services • Problems access to accounts, linking it to the District and Province • Easy access to Main roads is a need. • Electricity network is battling to keep up; there is a need to negotiate with Eskom • Upgrading of the waste management site in Gansbaai. • Gansbaai has been identified as a major growth point
Department of Health	<ul style="list-style-type: none"> • The area is being serviced by 4 ambulances • In Hermanus and Gansbaai there is no ambulance in the area • There is a need for a high school, transport and ambulance • There is a clinic on municipal land next to the civic centre; there is a need for transport to take people to the clinic • There is a request from the municipality to move the clinic to the Provincial Hospital. • The community in Stanford is getting a clinic. • The municipality mentioned that there is a need for separate transport from the ambulance. • The Department of Health is currently embarking on hiring more officials. • It was emphasized that in terms of the Sustainable Human Settlement, that health, education needs to plan and priorities in a collective manner. • Zwelihle in the area is getting a new clinic. • The municipality requested the Department of Health to involve the municipality in the Provincial Health Forums.
Department of Cultural Affairs and Sport	<ul style="list-style-type: none"> • Some of the libraries made presentations to Provincial Government for assistance • The issue regarding libraries needs to be addressed as well as health issues • One sport facility in Gansbaai at present while there are many sports activities being done in the community. • The community received external funding for sport
Department of Economic Affairs and Tourism	<ul style="list-style-type: none"> • Fast tracking of project approvals by province i.e ROD's / EIA's • Promotion of economic enterprises and skills development • Heritage survey was conducted by SARA legislation. Sara is giving more then R1million for assistance of the heritage project. There is more assistance needed

	<p>from National and Provincial Government.</p> <ul style="list-style-type: none"> • Management of Nature reserves was funded by Provincial Government, but the funds dried up. • There needs to be more involvement of women in economic development projects and programmes. • Enterprise development for 07/08 Ikapa Funds. There is a budget of R7 million and it is hoped that the funding will be enough. • Socio-economic profiling. The Community Development Workers need to do their planning in line with the municipality, especially where the socio-economic profiling is concerned. • There needs to be ward profiling of the various wards of the municipality • There needs to be a skills development strategy developed and a skills audit conducted
Department of Environmental Affairs and Planning	<ul style="list-style-type: none"> • More building plans are being approved • There are some delays in the 'Record of Decision' (ROD) approvals. • A comprehensive Spatial Development Framework will support some developments. • The Department would like the municipality to involve them in the drafting of their Spatial Development Framework. The department admitted that they have not previously been involved in the drafting of the municipality's SDF. Furthermore there needs to be consensus on the drafting of the SDF between the department and the municipality.
Department of Housing	<ul style="list-style-type: none"> • Housing project identified to built 10 000 housing units. • Hermanus and Gansbaai housing project on a long term, where the Hermanus housing project depends on the development. • The total allocation of R4, 5 million to the municipality has been allocated through the MIG Funding. The municipality complained that the funding is limited, although the infrastructure development can go ahead.
Department of Water Affairs and Forestry	<ul style="list-style-type: none"> • Water is a scarce resource in the area, and there need to be critical intervention. • There is a R 269 million backlog in water services • There is a five-year study that is being conducted in underground water and it looks promising. Furthermore there is no need to look at desalination as an alternative source. • The water capacity has fallen behind in all areas and there is a need for upgrading of the water services. There is a cost estimation of R40 million to upgrade water services • There is a reservoir backlog
Department of Premier	<ul style="list-style-type: none"> • How far is the municipality with its SDF? • Is the SDF in alignment with the PGDS?

	<ul style="list-style-type: none"> • There is furthermore a need for more gender specific issues in the PGDS and the GDS • The municipality started with an LED Strategy in 2000, which is completed and was a joint project with the DBSA
Department of Land Affairs	<ul style="list-style-type: none"> • The kind of housing instruments utilized by the municipality. There will be a follow up meeting with the municipality and the Department of Local Government and Housing. • There are land audits and strategies in place.
Department of Community Safety and Security	<ul style="list-style-type: none"> • The area is known for Abalone poaching and drugs. • The municipality made land available for the police station in Hawston. • There is a limited role of municipality in crime prevention • The municipality mentioned that the police in the area are not getting sufficient support from the courts. • The municipality highlighted that law enforcement of municipal by-laws is in need of attention.
Department of Treasury	<ul style="list-style-type: none"> • The department of the Treasury is communicating with the municipality.
Department of Social Development	<ul style="list-style-type: none"> • The Local Advice Committee is involved in a flower project. • The municipality is involved in gender and youth • The municipality is involved with Umzobombo youth fund and has received funding. • The community development workers need to establish the amount of grants coming in to the area.

CHAPTER 6

SECTORAL PLANS

6.1 HOUSING SERVICES

6.1.1 FIVE YEAR HOUSING DELIVERY PLAN

Introduction

It has often been said that the only constant in this world is change. This, in many respects, is true. We, therefore, have to review and align our approach to changing circumstances. Housing as it was previously implemented has undergone significant legislative, socio-economic and implementation changes. It is thus, imperative for Overstrand Municipality to adjust to the changing circumstances and to consider new methods and initiatives in the delivery of housing.

A Legislative Perspective

The constitutional imperative in the Bill of Rights, (Act No 108 of 1996, section 26) that, "Everyone has the right to have **access** to adequate housing" While not a first generation right, these rights and entitlements are essential in an open and democratic society. Two essential elements of section 26, is the right to access. This implies among other things, the availability of suitable land and other resources for the realization of this right.

The second refers to adequate housing. The question commonly being asked in this regard is: What is adequate housing? Over the past 10 years certain minimum construction and engineering standards were established and from time to time these standards have come under review, in particularly with respect to the size of housing unit and the types of materials used. It should be remembered that the top structure is dependent on the remainder of the subsidy after infrastructural cost have been deducted.

Increasing Costs-Its Effects

In recent times and with preparation for the 2010 world cup soccer tournament gaining momentum, engineering and construction costs (both labour and materials) have increased exponentially. The effect of this on RDP housing is that while subsidies had been increased recently, these increases are being neutralized by increased construction costs. Therefore, to maintain reasonable minimum standard of housing, we have to, not only, think innovatively but to employ state supported methods such as the Expanded Public Works Program (EPWP) where some costs could be mitigated. The EPWP could be very easily linked to the Local Labour Promotion Project (LLPP) successfully operated by this municipality.

The Functions of Municipalities

Schedule 4b and 5b of constitution sets out municipal competencies. Housing remains a National and Provincial function. The transfer of this function to municipalities is done either through legislation or by assignment.

The Housing Act, No 107 of 1997, while it had been amended, e.g. Housing Amendment Act No 4 of 2001, section 9 of the act had remained unchanged and sets out the functions of municipalities with respect to housing delivery.

Section 9 (1) "Every municipality **must**, as part of the municipality's process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to:

- a) Ensure that:
 - i. The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis
 - ii. Conditions not conducive to the health and safety of the inhabitants of the area of jurisdiction are prevented or removed
 - iii. Services in respect of water, sanitation, electricity, roads , stormwater drainage and transport are provided in a manner which is economically efficient
- b) set out housing delivery goals in respect of its area of jurisdiction
- c) identify and designate land for housing development
- d) initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction
- e) provide bulk engineering services are not provided by specialist utility suppliers and,
- f) plan and manage land use and development

Crucial to the concept of access to housing is (Section 9 (1) (c), to identify and designate land for housing development.

The Need for Affordable Housing

The recently approved Spatial Development Framework (SDF) had in terms of national and provincial guidelines, and within the designated urban edges, identified areas of suitable land for urban extension. However, not all land is suitable for, particularly low cost housing.

Land, for example, with reasonably steep gradients, as in Kleinmond, or where there are rock formations, eg parts of Schulphoek, could make building a very expensive exercise. For the past 12 years housing developments focused almost entirely on low cost housing. With the passage of time other factors, not least among them, an increase in household incomes to the extent that many applicants now find themselves exceeding the maximum income limit of R3500 as laid down by national housing, having come to the fore.

In order to accommodate these applicants, national housing in conjunction with financial and other institutions have introduced a new category of income earners

with incomes of between R3500 – R10, 000, generally referred to as “affordable or gap” housing. Some financial institutions have lowered the limit from R3500 to R1500.

In a recent publication , a financial institution launched a new division catering specifically for the lower end market and had revised its limit to between **R1500** to R7500 and will finance housing costing up to R250 000.

In considering the foregoing, and whilst not neglecting the demand for low income housing, a shift in focus for Overstrand should be towards affordable housing to assist those persons who were unable to access the housing market because their income was too high for RDP housing and too low to compete in the expensive market which characterizes most areas in the Overstrand. For this purpose Overstrand municipality has identified areas throughout its area of jurisdiction to cater specifically for affordable housing.

A low cost housing project is planned for Mount Pleasant, concurrently with the affordable housing project.

Capacity Building

Preparation for the 2010 world cup tournament is gaining momentum and in the process absorbing huge amounts of resources. The increases in costs of labour and materials are already being felt and as a consequence the cost of housing tenders has been significantly higher than the estimated costs.

In his 2006/07 Budget speech the MEC for housing laid strong emphasis on capacity building. National government in an attempt to combat growing poverty had initiated the EPWP as a means of empowering and providing skills for unemployed people. Overstrand has for the past few years successfully managed the LLPP through employing the unemployed on labour intensive projects. This presents Overstrand with an opportunity to expand its local labour promotion programme, and to embrace aspects of the expanded public works programme, whereby, in co-operation with the Dept of Labour (DoL) and, an accredited service provider, can provide training for person in the construction disciplines. An accredited service provider (with DoL) will provide instructors, (paid by DoL) to train unemployed persons. The participants are drawn from the municipality's list of persons in arrears on their municipal accounts. The municipality deducts a certain percentage from the wage earned to address arrear service charges.

Safe and Healthy Environment

The planning of a housing project entails other very important aspect entrenched both in the Bill of Rights, ie, the right to a safe environment, and also in section 9 of the Housing Act, (9), (1)(ii) that conditions not conducive to health and safety.....are prevented or removed. This must also be read with section 9 (1) (a)(iii) that, services in respect of water, sanitation electricity, roads, storm-water drainage and transportare provided.

Informal housing is particularly vulnerable and planning in such circumstances must be controlled. Informal shacks are erected haphazardly without considering health or safety risks to the entire community. The consequences of living in over-crowded

conditions increases the risk of the spread of diseases and, in recent times, contributed significantly to social problems in these settlements. **It must become the function of the Social Upliftment Officer to educate people in informal settlements on the dangers of overcrowding.**

The construction of informal unit should, for the safety of the entire community, be more strictly controlled. In areas designated for informal settlement spaces between shacks should be sufficiently spaced to prevent the spread of fires, and to allow fire trucks access during emergencies. Communities should also be made aware of the consequences of using inflammable materials.

Conclusion

The function of municipalities, with respect to housing and, with the approval and funding from province, is to ensure access to adequate housing. Because of the increases in construction costs it is imperative that Overstrand consider more innovative methods, by embracing state sponsored, initiatives, to build capacity as an attempt to reduce poverty.

This function of the Upliftment Officer is crucial in providing a safe and healthy environment by drawing attention to the dangers of over-crowding, the positioning of shacks and the use of dangerous materials. While the search for , suitable land for low cost will continue the main focus for the next five years will be the provision of affordable housing to allow those persons who, previously, did not qualify for low cost housing the opportunity to own a home. In this way Overstrand could be reasonably confident of providing balance in its housing programme, and meeting the needs of its community.

6.2 SAFETY

6.2.1 DISASTER MANAGEMENT

The Plan

In terms of Section 53(1) of the Disaster Management Act No 57 of 2002: (1) each municipality must, within the applicable municipal disaster management framework-

(a) Prepare a disaster management plan for each area according to the circumstances prevailing in the area

(b) Coordinate and align the implementation of its plan with those of other organs of state and institutional roleplayers

(c) Regularly review and update its plan, and

(d) Through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Municipal Systems Act No 32 of 2000), consult the local community on the preparation or amendment of its plan.

Overstrand Municipality has developed a Disaster response, recovery and rehabilitation plan which forms an integral part of the Integrated Development Plan. Issues of policy and strategy are contained in the Disaster Management Plan. Overstrand Municipality is in the process of compiling an Overstrand Disaster Management Framework in line with that of the District Municipality.

As part of our structure Overstrand Municipality established a control room to improve response. A service level agreement for fire brigade services exist between the Municipality and the District Municipality.

Definition of Disaster

"A disaster means a progressive or sudden, widespread or localised, natural or human-caused occurrence which causes or threatens to cause:

57 (i) death, injury or disease;

(ii) damage to property, infrastructure or the environment;

(iii) or disruption of the life of a community;

and is of a magnitude that exceeds the ability of those affected by the disaster to cope with its

effects using only their own resources"

Delegations of the Council

Powers of the Chief: Disaster Management:

The Council approved the appointment of the Municipal Manager as the Chief: Disaster Management and empowered the Municipal Manager to exercise all powers, functions and duties conferred or imposed upon Overstrand Municipality in all matters of disaster management, excluding any matter which cannot be delegated by legislation, with the Director: Community Services and the Manager: Protection Services as Deputy Chiefs: Disaster Management.

Command and control: At the site of the disaster

When an incident occurs that compels the direct involvement of more than one department, it is essential that a Joint Operations Centre (JOC) is established at the scene of the disaster for orderly handling of the situation. The decisions that are made should be consensus decisions and no one should prescribe to the various specialists as to how they must perform.

In the event of an emergency where maintaining law and order, the retention of internal security, the investigation of transgression or the prevention of crime is an issue, the SAPS will be in charge of all actions at the scene of the disaster, and all emergency services will be under the guidance of the SAPS. The SAPS will establish a Joint Operations Centre (JOC) at the scene of disaster or take over command of the JOC that has already been established by other disciplines.

In the case of a natural disaster, such as a flood, or a serious incident where no crime is suspected, Disaster Management will be in control of the situation and the SAPS and other involved role-players will support Disaster Management at the scene of disaster.

6.3 SUSTAINABLE MUNICIPAL SERVICES

6.3.1 WATER SERVICES DEVELOPMENT PLAN (2007/2008)

Executive Summary

1. Background

Every Water Service Authority has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.

WSDP LEGISLATION AS SET OUT IN THE STRATEGIC FRAMEWORK FOR WATER SERVICES (SEPTEMBER 2003)

The primary instrument of planning in the water services sector is the WSDP. The following policies apply to the WSDP:

- All WSA's must develop a WSDP.
- A new plan must be developed every five years and the plan should be updated as necessary and appropriate in the interim years.
- The WSDP must be integrated with the IDP of the municipality, as required in terms of the Municipal Systems Act.
- The WSDP must integrate water supply planning with sanitation planning.
- The WSDP must integrate technical planning with social, institutional, financial and environmental planning. The planning of capital expenditures must also be integrated with the associated operational and maintenance requirements and expenditures.
- The WSDP must be informed by the business plans developed by water services providers and with the plans of any regional water services providers, as relevant.
- The plan must take into account the impact of HIV/Aids on future water demand.
- The WSDP must integrate with the catchment management strategy.
- The planning process must take into account the views of all important stakeholders, including communities, through a consultative and participatory process. Every effort must be made to ensure the adequate and meaningful participation of women in consultation forums.
- The draft plan must be made available for public and stakeholder comment and all comments made must be considered when preparing the final plan.
- The contents of the WSDP must be communicated to all important stakeholders, including DWAF.
- A WSA must report annually and in a public way on progress in implementing the plan.

The primary purpose of the WSDP is to assist WSA's to carry out their mandate effectively. It is an important tool to assist the WSA to develop a realistic long-term investment plan which prioritises the provision of basic water services, promotes economic development and is affordable and sustainable over time.

The Water Services Development Plan of Overstrand Municipality was prepared for the 2003/2004 financial year in terms of the requirements of the Water Services Act

(Act 108 of 1997) and in accordance with the DWAF's WSDP preparation guidelines (July 2001). DWAF prepared a new set of WSDP guidelines (Revision 9 – July 2005) and Overstrand Municipality will update the 2003/2004 WSDP for the 2007/2008 financial year according to these guidelines. For the 2007/2008 financial year only the executive summary of the 2005/2006 WSDP was updated.

The Management Area of Overstrand Municipality includes the following urban and peri-urban areas.

Urban Areas:

- Hermanus / Sandbaai / Onrus / Vermont / Hawston / Fisherhaven
- Gansbaai / De Kelders / Franskraal / Pearly Beach
- Stanford
- Kleinmond / Betty's Bay / Rooi Els / Pringle Bay
 - Peri-urban /Rural Dense Areas:
- Baardskeerdersbos
- Spanjaardskloof
- Sandfontein
- Buffeljags
- Viljoenshof(Wolwengat)

2. Methodology

Formalization of this Water Services Development Plan for 2007/2008 will be performed in a methodology summarised as follows:

1. Identify the community needs and issues regarding water and sanitation raised during the 2007/2008 IDP processes.
2. Visit and inspect operations of all water and sanitation infrastructure (reservoirs, pipelines, pump stations, treatment works, etc.)
3. Study most recent technical reports and spatial development reports as input data to various sections of technical reporting required in terms of the DWAF Guidelines for WSDPs.
4. Discussions with technical and operational staff of water and sanitation services as well as financial managers within the municipal structure.

During the preparation of the WSDP for 2007/2008 the following norms will be applied in terms of the identification of, the implementation time scale of and the affordability of water and sanitation issues:

- Basic water and sanitation services to each and every household
- Continuity of water supply for community health and to attract industrial development. *(items considered include adequate supply sources, infrastructure peak capacity, storage capacities and maintenance).*
- Improved water quality to ensure community health and to attract tourism *(evaluation of raw water, treatment and disinfection methods)*
- Rehabilitation of ageing infrastructure in order to ensure the long-term sustainability of the service
- Monitoring and control of water loss as laid down in National policies.
- Adequate pressure to all consumers

3. Purpose of a Water Services Development Plan

A WSDP is prepared in order to provide information for current and future planning to local and national authorities. It further acts as a regulating and monitoring device to ensure efficient water and sanitation services conforming to appropriate standards.

The DWAF guidelines for the preparation of a WSDP require that the following aspects be addressed:

- Consumer profile - present and future (No. of consumers by category, income distribution, annual economic growth rate)
- Service levels profile (info from IDP) (coverage of water and sanitation services, number consumer units inadequately serviced)
- Goals for future service levels (within affordability levels)
- Public health programme (for users of basic sanitation service)
- Quality of service (quality of water to SABS standards , response time to queries and complaints)
- Water sources and quality (yields, management, monitoring, planning for future development)
- Water and Sanitation Infrastructure (present and future extensions and upgrading)
- Demand Management (tariff structures, leak detection, water conservation by-laws, etc)
- Institutional and management
- Financial implications of required works/projects (Affordability)

4. Recommendation

Generally the study has found that the Area Managers have identified most of the important issues and taken the necessary steps to improve the service and / or make provision on the present and immediate budgets for future projects to address most issues related to the water and sanitation budgets.

The following important recommendations from the 2003/2004 WSDP are however highlighted:

(Refer to Section 14 of the WSDP for a complete list of projects, estimated costs and implementation time frame.)

- The summer peak water abstraction rate for Kleinmond from the Palmiet River is almost at the daily abstraction rate allowed in terms of the DWAF permit/agreement (average rate for year only 30% of maximum daily abstraction rate). This matter should be renegotiated to enable Kleinmond to plan the required future upgrading of bulk water infrastructure.
- The majority of water and sanitation infrastructure is old and will in future require replacement and upgrading decisions. At present no decision making tools exist such as an O&M data basis. The operational teams at all the management areas within Overstrand Municipality should therefore establish and maintain a central water and sewage systems infrastructure repair and maintenance database to facilitate future management decisions on infrastructure replacement projects.
- The present booster pump station at Franskraal represents a risk for the maintenance of continuous summer peak water supply. It should be replaced and upgraded into a new pump station designed for the future peak summer

demands on the combined bulk water supply system of Gansbaai and De Kelders.

- The implementation of a waterborne sewerage scheme for Gansbaai and De Kelders is of high priority in terms of the risk of underground water resource contamination as well as the present overloaded conditions of the existing Gansbaai WWTW.
- Present water sources for Greater Hermanus are sufficient until about 2008. The various studies to enable final decisions on and the timeous development of additional water sources should be continued with over the next two financial years.
- The present water demand of Stanford appears to be at the yield of the Stanford spring (summer periods). This source should be quantified for summer use and a planning study to supplement the source should be carried out.
- The Buffels River WTW operates during summer peak periods under overload conditions of the sedimentation tanks, resulting in poor quality water supplied to consumers. The upgrading of the sedimentation tanks to match the capacity of the sand filters is an immediate short term requirement.
- The abnormally high water losses and number of pipe breakages experienced in Betty's Bay should receive priority. A programme for the rehabilitation of the Betty's Bay reticulation network should be budgeted for and implemented in terms of data base indications prioritising areas where most breakages occur.
- Part of the Overstrand MIG funding should annually be directed at the elimination of water and sanitation service backlogs within the low income consumers sector.
- A database should be compiled of all farms that fall within the larger Overstrand Municipal area for analysis of existing and future service levels and effect on municipal taxation levels.
- The water sumps and pump stations at Klipgat and De Kelders are highly contaminated by chlorides from the sea with corrosion of reinforcing in progress. Rehabilitation of these two structures must receive priority to avoid future reconstruction.
- The water supply to the community in Viljoenshof (Wolvengat) should be improved to minimize health risk.

5. The road Ahead

- To compile a WSDP according to DWAF's new WSDP guidelines (Revision 9 – July 2005) for the next 5 year cycle.
- The full schedule of projects as included and priorities in terms of the above norms in the 2003/2004 Water Services Development Plan, should be used as input into the WSDP and IDP revision processes for 2008/2009 by the responsible officials.
- The WSDP that will be drafted for the next five year cycle should be approved by the Council as its water and sanitation 5-year road map.

6.3.2 INTEGRATED TRANSPORT PLAN

The **Integrated Transport Plan** for the district municipality was approved by the district Council in June 2006, but on condition that the plan be immediately revised and that the consultants appointed by the Provincial department involve the district and local municipalities more intensively. The vision of the Integrated Transport Plan is to provide an equitable, environmentally and tourist friendly transport system for all the Overberg's people. The goals are:-'

- Provide public transport options for rural communities
- Promote non-motorized transport
- Improve and integrate transport planning
- Develop transport as economic growth tool

Under each of the mentioned goals a set of objectives were identified. During the next five years Council should be focusing on the realization of these objectives.

6.3.3 PAVEMENT MANAGEMENT SYSTEM

Executive Summary

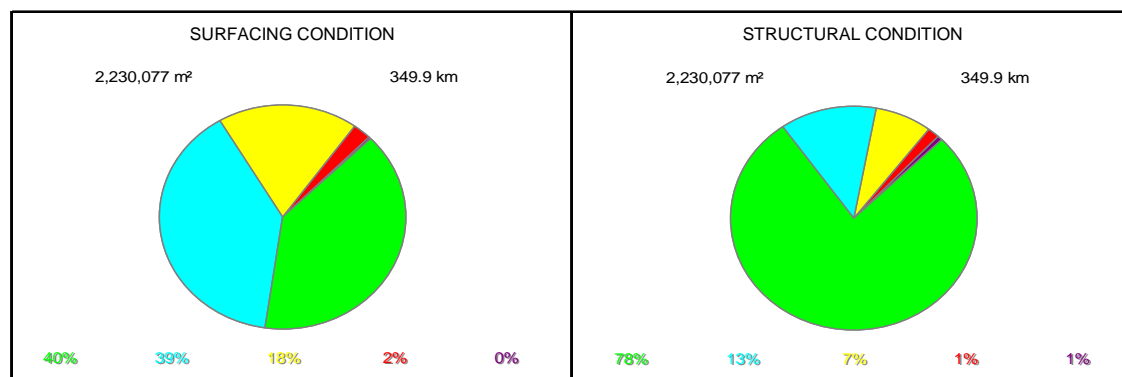
V&V Consulting Engineers were appointed by the OVERSTRAND MUNICIPALITY to develop a Pavement Management System (PMS). Their report presents a network level proposal for maintaining the roads in the area through an assessment of the network based on methodical visual ratings of each pavement section.

With implementation of a system is contemplated it can be divided into a network and project level. It must be emphasised that the PMS is essentially a **network level tool**. Visual assessment forms the basis of evaluating the condition of the road network and the need for specific actions. The collected information is processed to provide output for top management for **strategic planning and budgeting purposes** as well as for maintenance engineers for tactical planning and execution purposes.

Different road sections require different types of maintenance varying from routine and normal to heavy rehabilitation. Possible project types range from routine maintenance (e.g. patching), to normal maintenance (resurfacing) through to heavy rehabilitation (e.g. thick overlays and reconstruction). With the limited funds available it is important that these funds be spent at the right place at the right time to ensure optimum use of funds. The use of PMS is generally accepted as essential for determining the maintenance and upgrading needs/programmes for pavements in a network of roads.

These programmes provide a good assessment of the total funds required to meet the maintenance needs of the network and, in most cases, of the type of maintenance required. **The needs of individual projects should, however, be verified by further investigation to allow for additional unrecorded factors.**

The total length of the network is 349.9km with an estimated replacement value of R273 million. The average condition of **the network can be rated as good**, with 2% of the surfacing and 2% of the structure in the poor to very poor category.



It is further estimated that the remaining lives of the surfacing and structures are 7 and 12 years respectively. The estimated Funding Backlog at this stage is R 6 million with the following immediate needs:

- Resurfacing (over the next 2 years): **R 3.7 million**
- Rehabilitation (over the next 5 years): **R 10.8 million**

6.3.4 FIVE YEAR INFRASTRUCTURE PLAN

Overstrand Municipality
Directorate of Infrastructure and Planning

Five year capital estimate

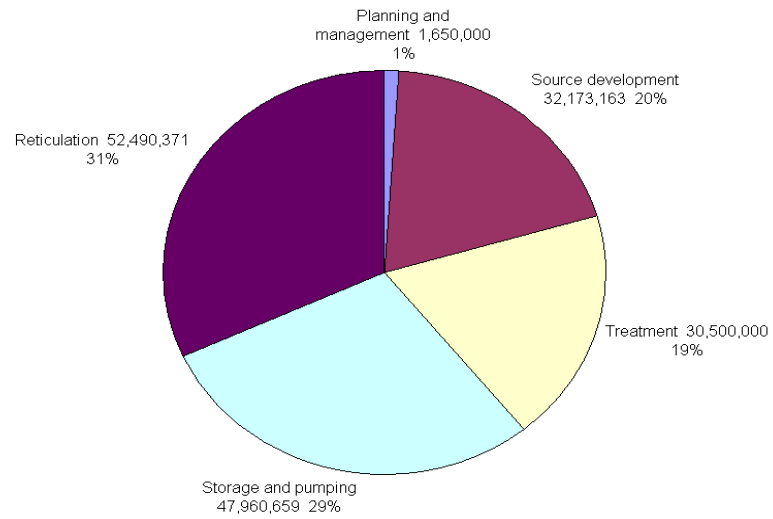
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total
Water total	15,793,855	37,710,610	34,097,164	37,573,864	32,422,626	22,969,930	180,568,048
Sewerage total	12,420,000	26,350,000	16,760,000	19,470,000	18,880,000	20,840,000	114,720,000
Roads and Storm Water total	24,063,195	38,850,000	39,272,500	28,681,125	29,373,931	31,119,128	191,359,879
Total	52,277,050	102,910,610	90,129,664	85,724,989	80,676,557	74,929,057	486,647,927
MIG		4,000,000					
Library		16,000,000					
Bulk Services Contribution		10,000,000					
		30,000,000					
Additional required		72,910,610					

Overstrand Municipality
Directorate of Infrastructure and Planning

Five year capital estimate

Water	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total
Planning and management	-	700,000	210,000	270,000	230,000	240,000	1,650,000
Master plan	-	100,000	100,000	150,000	100,000	100,000	550,000
WSDP	-	500,000	-	-	-	-	500,000
MIS	-	100,000	110,000	120,000	130,000	140,000	600,000
Source development	2,660,000	2,894,413	6,430,625	7,968,125	6,674,375	8,205,625	32,173,163
Buffels Rivier	-	-	-	-	-	-	-
Kleinmond	-	-	-	-	-	-	-
Greater Hermanus	2,500,000	1,750,663	4,705,625	6,318,125	4,824,375	5,105,625	22,704,413
Stanford	-	643,750	1,375,000	250,000	1,500,000	1,500,000	5,268,750
Greater Gansbaai	160,000	500,000	350,000	1,400,000	350,000	1,600,000	4,200,000
Treatment	7,973,000	10,250,000	7,750,000	7,500,000	5,000,000	-	30,500,000
Buffels Rivier	4,773,000	250,000	250,000	-	-	-	500,000
Kleinmond	200,000	-	7,000,000	-	-	-	7,000,000
Greater Hermanus	-	-	500,000	7,500,000	5,000,000	-	13,000,000
Stanford	-	-	-	-	-	-	-
Greater Gansbaai	3,000,000	10,000,000	-	-	-	-	10,000,000
Storage and pumping	3,605,855	13,319,659	8,100,000	10,929,200	10,222,600	5,389,200	47,960,659
Buffels Rivier	-	-	581,000	3,602,200	3,981,600	-	8,164,800
Kleinmond	-	1,036,659	-	-	-	-	1,036,659
Greater Hermanus	1,036,659	3,283,000	5,019,000	4,221,000	3,618,800	3,389,200	19,531,000
Stanford	2,569,196	3,000,000	-	330,400	-	-	3,330,400
Greater Gansbaai	-	6,000,000	2,500,000	2,775,600	2,622,200	2,000,000	15,897,800
Reticulation	1,555,000	10,546,539	11,606,539	10,906,539	10,295,651	9,135,105	52,490,371
Buffels Rivier	900,000	1,440,000	2,400,000	1,800,000	1,189,112	-	6,829,112
Kleinmond	-	250,000	350,000	250,000	250,000	278,566	1,378,566
Greater Hermanus	555,000	5,488,615	5,488,615	5,488,615	5,488,615	5,488,615	27,443,073
Stanford	-	1,089,642	1,089,642	1,089,642	1,089,642	1,089,642	5,448,212

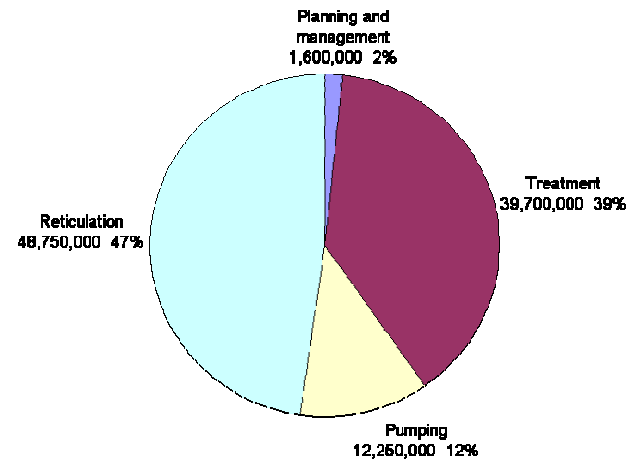
Greater Gansbaai	100,000	2,278,282	2,278,282	2,278,282	2,278,282	2,278,282	11,391,408
Water total	15,793,855	37,710,610	34,097,164	37,573,864	32,422,626	22,969,930	164,774,193



Overstrand Municipality
Directorate of Infrastructure and Planning

Five year capital estimate

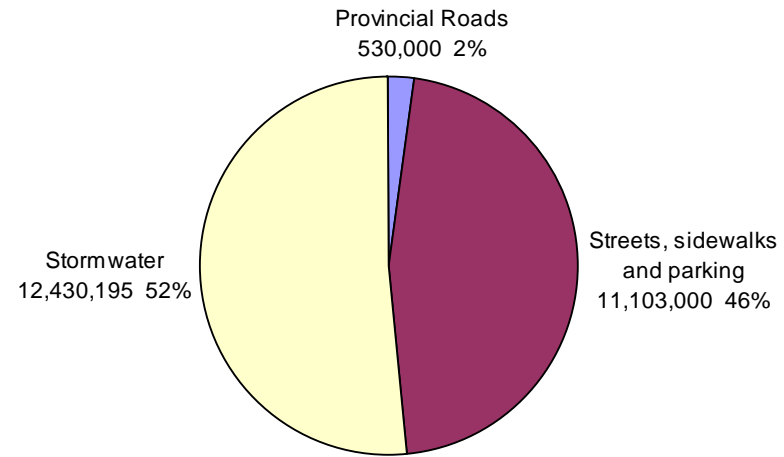
Sewerage	2006/07	2007/08	2008/09	2009/10	2009/10	2009/10	
Planning and management	-	600,000	260,000	220,000	280,000	240,000	1,600,000
Master plan	-	500,000	150,000	100,000	150,000	100,000	1,000,000
MIS	-	100,000	110,000	120,000	130,000	140,000	600,000
Treatment	4,500,000	14,700,000	6,500,000	6,500,000	6,000,000	6,000,000	39,700,000
Hangklip	-	-	-	-	-	-	-
Kleinmond	-	-	-	500,000	6,000,000	-	6,500,000
Greater Hermanus	-	-	500,000	6,000,000	-	6,000,000	12,500,000
Stanford	-	2,700,000	6,000,000	-	-	-	8,700,000
Greater Gansbaai	4,500,000	12,000,000	-	-	-	-	12,000,000
Pumping	2,920,000	1,500,000	2,000,000	2,750,000	2,600,000	3,400,000	12,250,000
Hangklip	-	-	-	-	-	-	-
Kleinmond	200,000	-	250,000	-	350,000	-	600,000
Greater Hermanus	1,320,000	-	750,000	1,000,000	1,250,000	1,500,000	4,500,000
Stanford	1,400,000	500,000	-	750,000	-	900,000	2,150,000
Greater Gansbaai	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Reticulation	5,000,000	9,550,000	8,000,000	10,000,000	10,000,000	11,200,000	48,750,000
Hangklip	-	-	-	-	-	-	-
Kleinmond	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,300,000	13,800,000
Greater Hermanus	-	2,500,000	1,500,000	2,500,000	1,500,000	1,500,000	9,500,000
Stanford	-	2,500,000	1,500,000	2,000,000	2,500,000	3,000,000	11,500,000
Greater Gansbaai	3,000,000	2,300,000	2,500,000	2,750,000	3,000,000	3,400,000	13,950,000
Sewerage total	12,420,000	26,350,000	16,760,000	19,470,000	18,880,000	20,840,000	102,300,000



Overstrand Municipality
Directorate of Infrastructure and Planning

Five year capital estimate

Roads and Storm Water	2006/07	2007/08	2008/09	2009/10	2009/10	2009/10	
Planning and management	-	350,000	100,000	375,000	120,000	400,000	1,345,000
ITP	-	500,000	-	-	-	-	500,000
PMS	-	350,000	100,000	375,000	120,000	400,000	1,345,000
Provincial Roads	530,000	13,800,000	13,500,000	1,350,000	950,000	1,000,000	30,600,000
Hangklip	-	-	-	-	-	-	-
Kleinmond	80,000	400,000	-	-	-	-	400,000
Greater Hermanus	450,000	13,000,000	13,000,000	900,000	950,000	1,000,000	28,850,000
Stanford	-	-	500,000	-	-	-	500,000
Greater Gansbaai	-	400,000	-	450,000	-	-	850,000
Streets, sidewalks and parking	11,103,000	12,050,000	12,652,500	13,285,125	13,949,381	14,646,850	66,583,857
Hangklip	1,400,000	2,500,000	2,625,000	2,756,250	2,894,063	3,038,766	13,814,078
Kleinmond	825,000	750,000	787,500	826,875	868,219	911,630	4,144,223
Greater Hermanus	7,203,000	7,000,000	7,350,000	7,717,500	8,103,375	8,508,544	38,679,419
Stanford	250,000	300,000	315,000	330,750	347,288	364,652	1,657,689
Greater Gansbaai	1,425,000	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259	8,288,447
Stormwater	12,430,195	12,400,000	13,020,000	13,671,000	14,354,550	15,072,278	68,517,828
Hangklip	-	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	5,525,631
Kleinmond	1,000,000	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259	8,288,447
Greater Hermanus	10,430,195	8,000,000	8,400,000	8,820,000	9,261,000	9,724,050	44,205,050
Stanford	600,000	650,000	682,500	716,625	752,456	790,079	3,591,660
Greater Gansbaai	400,000	1,250,000	1,312,500	1,378,125	1,447,031	1,519,383	6,907,039
Roads and Storm Water total	24,063,195	38,850,000	39,272,500	28,681,125	29,373,931	31,119,128	167,296,684



6.4 MANAGEMENT OF RESOURCES

6.4.1 Spatial Development Plan

EXECUTIVE SUMMARY

OVERSTRAND MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

- FINAL -

This executive summary briefly outlines the key elements of the final draft Overstrand Spatial Development Framework

BACKGROUND

In terms of the Municipal Systems Act 2000 (Act 32 of 2000) every new Local Municipality must prepare its own **Integrated Development Plan (IDP)** to guide development planning and management for the next five year period. As the IDP is a legislative requirement, it has a legal status and therefore supersedes all other plans that guide development at local government level. The core components of an IDP are as follows:

- i. **Analysis**
 - A sectoral assessment of the existing level of development
- ii. **Development Strategies**
 - The municipality's vision
 - The Council's development priorities and objectives
 - The Council's development strategies
- iii. **Projects**
- iv. **Integration (sectoral plans)**
 - A Spatial Development Framework
 - A Disaster Management Plan
 - Integrated Financial Plan
 - Other Integrated Programmes
 - Key performance indicators and performance targets
- v. **Approval**
 - Council adopts its IDP and links it to the Municipal budget.

Due to the increasing development pressure and population growth in the Overstrand Municipal area, it has become necessary to undertake new and appropriate spatial planning for the entire area. Although a number of structure

plans had been previously compiled for different areas in the Overstrand Municipal area, there is no overall co-ordinating spatial policy plan.

The Overstrand Municipality commenced with the preparation of their current IDP in August 2006.

Urban Dynamics, Town and Regional Planning Consultants were already in the process of compiling the spatial sectoral input, this being the Spatial Development Framework (SDF), as an integral input into the IDP process.

This SDF was compiled in two phases.

The specific terms of reference for **Phase I** being to provide a spatial development perspective/ analysis of the existing status quo of the municipal area as an integral spatial sectoral input into the ongoing IDP Process.

The specific terms of reference for **Phase II** being to on the basis of the ongoing IDP process, compile an integrated review and consolidation of all existing planning into one consolidated SDF plan as a spatial sectoral input to the IDP that includes the following:

- i. A strategic review, and integration of all existing relevant spatial planning frameworks into one consolidated spatial development framework for the entire municipal area;
- ii. The objective of the project therefore being to largely consolidate existing spatial policy and plans, undertaking a strategic review of policies based on existing data and the strategies/ priorities forthcoming from the IDP;
- iii. The project utilises existing available data bases, with the public consultation process being undertaken as an integral part of the IDP's public consultation processes;
- iv. **This information would then on an integrated basis be utilised to compile a strategic Spatial Development Framework (SDF) for the total municipal area as per the directives of the National Department of Constitutional Development.**

1. OBJECTIVE OF THE STUDY

A Spatial Development Framework (SDF) is one of the Sectoral Plans of an IDP. According to the Municipal Systems Act 2000 (Act 32 of 2000), the purpose of an SDF is to provide general direction to guide decision making on an ongoing basis, aiming at the creation of integrated, sustainable and habitable regions, cities, towns and residential areas. Included in a SDF are:

- A Spatial Analysis of the Municipality (trends and issues);
- Localised spatial development principles, and
- Maps that indicate the spatial objectives and strategies that are sufficiently specific to inform land management and investment decisions.

The objective of the **Spatial Development Framework**, is to, together with the involvement of communities and authorities, create a spatially based policy framework whereby changes, needs and growth in the Overstrand Municipal area can be managed positively to the benefit of everyone. It focuses on how land is to be used within the broader context of protecting the value of the Overstrand Municipal area as a natural resource and enhancing the sub-region as a popular eco-tourist destination. In particular, it will strive to improve the functioning of the local urban and natural environmental systems. It will further identify local opportunities for future local urban development and conservation and make recommendations as to where and how development or conservation should be managed. In doing so, the plan will make policies for specific land portions and issues to assist decision making with regard to spatially related matters for the next 5 to 10 years.

2. APPROACH, PROCESS AND METHODOLOGY FOLLOWED

In the past, planning was seen as a technical exercise concerned with preparing a set of plans and supporting documentation for a future desired end state of urban development. This approach ignored the fact that planning is concerned with all of man's activities and the changing systems in which these activities take place. It is now recognized that **planning is a continual and incremental process** linked to the dynamics of economics, social values, lifestyle patterns, technology, legislation and the availability and management of environmental resources. Acceptance of this fact demands that planning be viewed as a fundamentally cyclical process and not a single act.

An important objective of the Integrated Development Planning process is to involve the communities and authorities of the area in the formulation of **integrated multi-sectoral** based policy guidelines, ensuring that future planning and development in the Overstrand Municipal Area is managed in a **sustainable manner**. "Sustainable development is generally defined as '**development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs**.'" (Moss, 2000:33). Within this context sustainable development relates to balancing three interlinked factors, namely **human well-being, economic efficiency** and **environmental integrity**.

Further to this, the SDF is underpinned by the concept of **Bioregional Planning**. This being a process whereby bio-diversity conservation is viewed as a prerequisite for sustainable development.

This plan, once finalised and approved, will not affect any existing property rights. Further to this, no guideline policy contained in this Plan, or any proposal regarding land uses, which may arise from it, creates any rights or exempts any person from his obligation under any other law.

The Overstrand Spatial Development Framework is being prepared in accordance with the **Integrated Development Planning process**, which identifies relevant concerns, problems, issues and opportunities through public participation, surveys and analysis. This process is aimed at identifying the opportunities inherent to the area and formulating multi-sectoral strategies as to how these can be utilised and expanded to address the area's weaknesses.

The SDF process, which is a core component of the overarching IDP, involves the following three phases:

Phase I: Development Perspective (Spatial Analysis):

- Collation of relevant information
- Identification of issues and opportunities

Phase II: Development Strategy (Spatial Development Principles):

- Determination of the vision / mission for the area and the formulation of strategies and policies

Phase III: Implementation:

- Prioritisation of projects, linked to budgets and implementation planning.

In order to achieve an effective implementation of the planning process, it is critical that the methodology of the process ensures that the product (policies / plans):

- **is focused on strategic issues;**
- **is action orientated;**
- **is integrated with other aspects of administration and environmental management;**
- **is capable of implementation;**
- **reflects the need and opinions of stakeholders, and**
- **upholds the interests of the community as a whole.**

To ensure an effective planning methodology, it is critical that the process encompasses two fundamentally interlinked processes, the one being a **technical planning process** (information collection and synthesis) and the other a **participatory/consulting process** (identifying problems and issues, scoping workshops, input from stakeholders, interest groups etc.). This methodology will ensure that the process and its products are focused on the relevant strategic issues.

The advantages of public consultation in planning being:

- The increased transparency and participation ensures that the planning proposals are reflective of the concerns and issues raised by the public and therefore increases the acceptability of the plan as viewed by the public;
- The planning proposals are reflective of the communities' needs and aspirations;
- The communities are well informed with respect to matters of process and progress, and

- Participation gives the public confidence in the proposals and therefore they are more willing and able to aid in the implementation and monitoring of policy proposals.

In order to ensure the **realisation** of a plan that is truly representative of community aspirations, the working process must acknowledge the importance of the interrelationship of these two elements (technical and consultative processes). The methodology agreed to, in consultation with the relevant councillors, officials, key stakeholders and consultants, would ensure the balanced integration of these two processes.

The methodology is based on the formulation of a **representative IDP steering committee** (Overstrand Municipality Advisory Forum - OMAF) and a **technical working group** for the whole municipal area. The process being informed by public scoping meetings undertaken in conjunction with the stakeholders of the specific area. These meetings will highlight problems and issues relating to the study area that in turn will enable the planners and technical team to use this input to formulate policies and strategies. The public scoping meetings will therefore form a critical component in the formulation of an understanding of the status quo of the study area.

3. CONTEXT AND ANALYSIS (VOLUME I: DEVELOPMENT PERSPECTIVE)

In order to obtain a perspective of the study area, a critical understanding of the Overstrand Municipal area was gleaned through a strategic analysis of the current:

- **policy context and role of the sub-region;
existing concerns, issues and opportunities**
- **the natural, built and socio-economic characteristics of the area**

Volume I: Development Perspective provides the necessary baseline information to enable the informed compilation of a relevant policy framework.

Planning Policy Context

An understanding of existing planning policy, within which this planning initiative for the Overstrand Municipal area will take place, is important. It was considered critical to adopt a broader view and not to focus solely on the study area in isolation of the numerous social, economic and other spatially related inter-relationships that are taking place between the towns and their surrounding area.

This study therefore has striven to display an active consistency with the under-mentioned planning initiatives and identified key policy issues:

- Bio-regional Planning Framework for the Western Cape Province (Dennis Moss Partnership, May 2000)
- Towards a Coastal Zone Policy for the Western Cape (Dennis Moss Partnership, July 2001)

-
- Overberg Spatial Development Framework Plan (Dennis Moss Partnership, November 2001)
 - Overberg District Council: Integrated Development Plan, (Dr. J Prins, September 2002)
 - Southern Overberg Sub-regional Structure Plan, (MLH Architects and planners, July 1994)
 - Streekstruktuurplan vir die kusgebied Macassar tot Gouritsrivier
 - Overstrand Municipality Integrated Development Plan (2003)
 - Guidelines for coastal land use, (SM Schneier, April 1988)
 - Greater Hermanus Sub-regional Structure Plan (Urban Dynamics, July 2000)

 - Gansbaai Geïntegreerde Ontwikkelingsplan, (Roy Steele, 2000/2001)
 - Kleinmond SDF Volume II , (TV3, July 2002)
 - Kleinmond Coastal and Mountain Nature Reserve: Management Plan, (MSF Jones, Oct,1994)
 - Development Profile for the Municipality Hangklip – Kleinmond (Dr J Prins, Dec 1999 – Feb 2000)
 - Hangklip-Kleinmond SDF, (TV3, Planning Partnership, Omniplan, June 2001)
 - Rooi Els/Kleinmond Nature Area: Rooi Els/ Kleinmond Advies Komitee

 - Hangklip-Kleinmond Environmental Management Plan, (P Badenhorst, March 2001)
 - Betty's Bay Local Structure Plan Vol 1, (TV3, May 2000)
 - The Groot Vleie of Betty's Bay, (Gardiner & Day, June 1982)
 - Pringle Bay Structure Plan (Plan Associates, Dec 1989)
 - Pringle Bay Beachfront Management Plan, (CSIR, March 1988)
 - Hermanus CBD Urban Design, (Gapp Architects & Urban Designers, Jan 2002)

 - Structure Plan for the Kleinriviersvlei and Klein River Area: Draft Report 2: Volume II, (Dennis Moss Partnership, Oct 1990)
 - Groter Gansbaai Ruimtelike Plan, (Steyn Larsen Townplanners, 2000)
 - Groter Gansbaai Oorgangsraad: GOP (2000 / 2001)
 - Baardskeedersbos Ruimtelike Ontwikkelingsraamwerk (Plan Consult Oktober 2000)
 - Stanford Struktuurplan, (Plankonsult, Mei 1992)
 - A Concept Structure Plan for Stanford: a growth management and development plan, (Kruger Roos Architects, 1998)
 - Scoping and Environmental Impact Report: Relocation of Informal Settlement from Stanford Water Source to an alternative location
 - Rooi Els: A Development Framework, (Planning Partnership, Dec 1990)
 - Birkenhead Development And Conservation Policy: Volume II, (First Plan, Dec 2002)

- Conservation Plan for De Kelders coast and caves, (Overberg Conservation Services, Dec 1998)
- Management Proposals for the Groot Vleie Betty's Bay (Jan 1996)
- Palmiet River Catchment Management Plan (Aug 2000) Identification of concerns, issues and opportunities

Due to the varying attributes of the different areas within the Overstrand Municipal area, thorough scoping exercises were undertaken in Rooi Els, Pringle Bay, Betty's Bay, Kleinmond, Fisherhaven, Hawston, Greater Hermanus, Stanford, Greater Gansbaai, Pearly Beach, Baardskeerdersbos, Buffeljags and Viljoenshof. The advantage was that local area specific issues and concerns were identified for each area by the local residents, interested and affected parties and community based organisations.

In order to achieve a systematic and methodical appraisal and synthesis of the opportunities, issues and concerns, forthcoming from the process, the data gleaned from the workshops was recorded and summarised. ***The information forthcoming from the scoping meetings was used to identify and focus the critical issues facing the study area.***

Analysis of Natural and Urban Environment

- **Bio-physical environment**

The Overstrand Municipal area was analysed in terms of its climate, topography, drainage, fauna, flora, the impact of the Cape Action Plan for the Environment (C.A.P.E) Project, soil types and agricultural potential, heritage resources and conservation areas.

The setting created by the natural beauty of the Overstrand Municipal area is its most important asset. The combination of its distinctive coastline with its beautiful beaches, as well as its moderate climate, makes the area increasingly attractive as a residential area and a tourist destination. The potential economic benefits of tourism which can be realised from the natural source base are unlimited should these resources be managed on a sustainable basis.

- **The urban environment**

This section was concerned with an analysis of the current urban environment of the Overstrand Municipal area. The analysis was based on the findings of detailed surveys and public meetings / workshops. It focused on the areas of Rooi Els, Pringle Bay, Betty's Bay, Kleinmond, Fisherhaven, Hawston, Greater Hermanus, Stanford, Greater Gansbaai, Pearly Beach, Baardskeerdersbos, Buffeljags and Viljoenshof.

4. POLICY FRAMEWORK (VOLUME II: SPATIAL DEVELOPMENT STRATEGY)

The most important challenge facing the Overstrand Municipal area is to ensure that the local community and its urban managers have a realistic vision of the future and a strategy that will ensure a pragmatic approach to future opportunities and challenges.

In recognition of this, the point of departure of the policy formulation process has been to review what the interested and affected parties have said about the problems and issues relating to the study area. On the basis of the analysis and through an appraisal of the identified issues and opportunities, a vision, goals and objectives were articulated which were used to underpin the formulation of a policy framework, policy proposals and action programmes / implementation priorities which would ultimately inform decision-making.

During meetings and workshops with the public, IDP Representative Forums, the IDP Steering Committee, municipal officials and Councillors, the following vision was developed for the Overstrand Municipality.

THE VISION

Overstrand Municipality is striving to be the most desirable destination to visit, stay and do business.

In order to achieve this vision for the Overstrand Municipal area, the following goals for this planning initiative were identified:

- **To implement an effective management system for the protection of biological diversity and ecosystems through the co-operation of all concerned;**
- **To develop and maintain a strong local economic base in rural areas, through the promotion of non-consumptive tourism and the role of agriculture in the municipal economy;**
- **To protect and conserve the heritage resources of the area;**
- **To provide an environmentally and economically sustainable bulk service infrastructure and road transport network;**
- **To address the social needs and expectations of all sections of the community;**
- **To promote the conservation and sustainable use of natural resources in the Overstrand Municipality, and**
- **To ensure that ongoing pressure and its spatial implications are managed in a sustainable manner that protects the unique character of the existing cultural landscape and the place-specific character and form of the existing settlement pattern.**

It is important to note that the vision for the 2nd generation of IDP's has been revised during the November 2006 strategic sessions with councillors, officials and the communities.

5. POLICY FORMULATION AND PROPOSALS (VOLUME II: SPATIAL DEVELOPMENT STRATEGY)

The objective of this section of the study was to, on a strategic basis, define Spatial Planning Categories in terms of the principles of Bio-regional Planning and formulate spatial policies that will define how the identified IDP related goals and objectives are to be met. To meet the identified goals and objectives, a policy framework was compiled which will form the context within which the Overstrand Municipal area is to be managed. A policy framework and action area proposals were compiled for the following *nine strategic areas of concern*:

- Nature Conservation / Bio-regional Planning
- Spatial Management
- Agricultural Land Use
- Rural Land Use
- Development Pattern / Spatial Management
- Urban Land Use Management
- Transportation and Traffic
- Bulk Service Infrastructure
- Heritage / Landscape Conservation

5.1 Spatial Implication and proposals

Based on the foregoing policies, area specific spatial proposals were compiled for each of the following areas:

- Rooi Els
- Pringle Bay
- Betty's Bay
- Kleinmond
- Fisherhaven
- Hawston
- Greater Hermanus
- Stanford
- Greater Gansbaai
- Pearly Beach
- Baardskeerdersbos
- Buffeljags
- Viljoenshof

Further to the above, proposals were also compiled for:

- Conservation areas
- Agricultural areas
- Industrial areas

6. CONCLUSION

In conclusion, this Overstrand Municipal Spatial Development Plan achieves the following:

- It provides status quo information on the current land use, transport routes, location of resources, data from relevant planning initiatives, SPC's, identified goals and objectives as well as a depiction of policies and strategies with spatial implications;
- It identifies development constraints and opportunities;
- It provides a spatial policy framework at a Municipal wide level of planning;
- It proposes desired spatial growth patterns illustrated on maps, and
- It identifies the location of IDP strategies and projects illustrated on maps

It should further be noted that every effort has been made to ensure that this SDF is compiled in accordance with the strategies and objectives as reflected in the SDF's and the IDP's of National, Provincial, District and Local municipalities. It is also consistent with applicable national, provincial legislation on environmental management, agriculture, water and gives effect to national and provincial plans and planning legislation. It furthermore includes up-to date planning concepts regarding socio-economic development, bio-regional planning and sustainable development.

The Overstrand Municipal SDF complies with the principles of equality, efficiency, integration, environmental sustainability, dignified spatial environments and fair and good governance.