

CHAPTER 4

FUNCTIONAL AREA SERVICE DELIVERY REPORTING

FUNCTIONAL ANALYSIS

What follows is an analysis of the respective functional areas in relation to the constraints faced, main priorities and functional strategies. The functional areas are grouped under the relevant directorates.

4.1 OFFICE OF THE MUNICIPAL MANAGER

PERFORMANCE MANAGEMENT

A key outcome of this process was the acceptance by the Executive Mayor of the Service Delivery and Budget Implementation Plan (SDBIP) for 2007/2008 in terms of the MFMA in June 2006. This plan encompasses a functional business plan for each management unit as well as a capital budget implementation plan where applicable.

CORPORATE STRATEGY

In order to provide strategic direction to the service delivery efforts of the Municipality the following Corporate Strategy was adopted by Council as part of its IDP for the 2007/2008 financial year.

Vision

To be a centre of excellence for the community

Mission

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

Strategic Priorities

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

REVISED IDP 2007/2008

We believe that before we can allocate our available resources, we must first understand the needs and desires of our communities and residents. By looking ahead and asking our public what they need, we establish a vision for what level of service we will provide, along with which resources will be necessary to provide them.

COMMUNICATION

Main priority:

Improve the public image of the Overstrand Municipality

Functional strategies:

Empowerment of front line staff through training and motivation
Facilitate formal and informal communication processes
Formation of partnerships with stakeholders
Design an effective communication strategy

During the 2007/2008 financial year a Customer Satisfactory Community Survey was conducted with the following results:

General satisfaction with service delivery over 90%

Overstrand Municipality received an overwhelmingly positive response regarding its performance from ratepayers in the Overstrand Customer Perception Survey that was conducted during April and May this year.

Ninety-five percent of the respondents said that they are satisfied with the municipality's performance in general, and 91% indicated that service delivery improved during the past two years. Confidence in the municipality to provide a good quality of life compared to other municipalities stands at 87 %.

A total of 1411 responses were received by the end of May after physical questionnaires had been mailed to all municipal account holders at the end of March 2008 and an electronic version had been made available on the Municipality's website.

Of the respondents, 842 were male and 553 female. The majority were Afrikaans-speaking (871), followed by English-speaking (405) and Xhosa-speaking (35). A total of 1070 respondents have been living in the area for longer than five years.

Regarding the services of the Community Services Directorate, it is clear that the decentralisation of area management won general approval, with 90% of respondents indicating satisfaction. The satisfaction with the delivery of basic services, namely water provision, solid waste management (refuse removal) and electricity, all stands on or above 90%. Ratepayers are also very happy with the management of fires and disasters (91%), with roads (59%) and traffic control (69%) achieving the lowest levels of satisfaction.

The Finance Directorate received a satisfaction rate of 94% for its billing system, 91% for its client services and 90% for the management of its procurement systems.

With regard to the Directorate Economic Development, there was 87% satisfaction with the way tourism is being handled and 81% for the management of economic opportunities.

In terms of the services of the Directorate Infrastructure and Development Planning, 79% satisfaction was recorded for environmental management, 76% for property development and 73% for town planning services.

The management of human resources received a rate of 85%, strategic planning 84% and communication 83%.

Satisfaction with Community Facilities varied from 92% for libraries to 53% for public toilets.

For services delivered by other spheres of government, the highest rates were for social welfare (86%), clinics (85%) and education (82%), while home affairs (64%) and arterial roads (71%) received the lowest ratings.

Almost a full house indicated that they receive their monthly accounts regularly and that they find these accounts to be clear, correct and understandable. Although 30% still pay their accounts in cash at the Rates Hall, the rest is using other payment options, such as Paynet, the Post Office, debit orders, the Internet and cheque payments.

A total of 86% regard their accounts as affordable, and 96% always pay their bills. If there is a problem, 96% will make arrangements or pay at least in part.

Just over half of the respondents knew who their ward councillors are, but an even higher percentage is of the opinion that they will get easy access to these councillors if necessary. Although just 15% attended a feedback meeting recently, more than 60% thinks that ward committees are an effective communication channel.

The municipality also published the Overstrand Bulletin on five occasions during this 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 presented 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.

Constraints:

Negative perception of the municipality amongst some residents

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

GENDER

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.

A Gender task team with the Mayoress as patron was established in March 2008. The vision of the committee is to respect human rights in general and to uphold the rights of all people, women and children in particular, and to applaud the immense contribution of women to life. The committee is made up of the following four focal points:

- Women & Gender
- Children & Youth
- HIV Aids
- Disability

The committee was involved in a number of projects which benefited many. Some of the projects include an HIV AIDs "Thanksgiving Day" where clothing and food parcels were collected for individuals affected by the disease. During Child Protection Week, blankets were donated to 50 underprivileged children from the Mount Pleasant area.

INTERNAL AUDIT SERVICES

The main function of this service is to provide an internal audit service to the Municipality in line with the statutory requirements contained within the MFMA.

The main priorities of this service include:

- Establishment of an internal audit unit
- Establishment of an audit committee
- Production of an annual risk based internal work plan
- Provision of ongoing advice to the accounting officer and audit committee

The sound management of a municipality's financial resources is essential for the sustained delivery of services. To ensure compliance with relevant norms and standards the Auditor-General's office conducts an annual audit of the municipality's finances. The outcomes of such audit are subject to public scrutiny to ensure transparency and accountability.

The Internal Audit Unit of the Overstrand Municipality was re-established on 1 August 2007 with the appointment of the Manager: Internal Audit. As the Unit had not been functional for a period of time, it had to be built up from scratch.

In October 2007, a risk analysis was performed on the Overstrand for the first time. The workshops were well attended and managers and directors provided active participation. The final risk analysis was ready for distribution in December 2007. The Risk Analysis was presented to Council and the Audit Committee, after which a risk based audit plan was compiled and approved by the Audit Committee.

Numerous audits were performed during the year, the reports of which provided recommendations for the implementation of improved controls and processes, thereby adding value to the

Municipality. A highlight is that millions of rand were collected and more are in the process of being collected which would otherwise have been lost to the Municipality.

As the capacity of the Unit is inadequate, three private internal audit firms were contracted to do certain audit assignments. The Manager: Internal Audit and the respective auditees were more than satisfied with the reports.

The Manager: Internal Audit underwent various professional training sessions, most of which were funded by National Treasury. These training sessions were extremely valuable to the Unit due to the many new developments and focus areas in local government and the Internal Audit profession.

A draft Fraud Prevention Plan for the Overstrand was compiled and workshopped twice with all directors, managers, Councillors, the Audit Committee and Union Representatives. The Plan should be adopted by Council in 2008/09.

INFORMATION COMMUNICATIONS TECHNOLOGY

The main priority of the function is the establishment of proper ICT management, upgrade of the ICT network and communications infrastructures and entrenchment of ICT disciplines and training

Functional strategies:

- Stabilization, upgrade, development and management of ICT, network and communications infrastructures
- Establishment of proper backup, disaster recovery and business continuity procedures
- Establishment of full corporate management of ICT by implementation of an ICT steering committee, monitoring of usage of ICT facilities, measurement of ICT service delivery and full corporate participation in the development and integration of IT systems and infrastructure
- Provision of the ICT solutions and service delivery required by the business at best cost

Various projects such as the investigation for the implementation of Radio Frequency Network with Voice over IP for entire Overstrand subject to ICASA approval as well as the ICT training centre was completed and is in operation.

Constraints:

- Historical insufficient investment in ICT
- Inadequate and partially obsolete ICT infrastructure
- Obsolete and unsupported network
- Inadequate network and communications infrastructure
- Historical lack of effective management of ICT resulting in serious risks and backlogs

4.2 INFRASTRUCTURE AND PLANNING

ENVIRONMENTAL CONSERVATION

Main priority:

- Management of protected areas
- Annual evaluation to determine effectiveness of all functional processes
- Drafting/revision of environmental conservation policies
- Sustainable environmental management

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.

Strengthening of the Environmental Management Section

The Municipality took the decision to re-focus and strengthen the Environmental Management function of the organization. Previously the focus was on Environmental Conservation whereas the modern trend is toward Environmental Management.

The section was strengthened by the appointment of three new Environmental Management Officers. The new officers, together with the manager of the section, are now developing an Integrated Environmental Management Plan for the Overstrand Municipality.

Baboon Monitor Program

Many of the urban areas of the Overstrand Municipality are frequently visited by troops of baboons. These baboons sometimes create damage to properties, tear open refuse bags and frighten residents.

The Municipality, in partnership with Cape Nature, initiated a job creation project whereby 14 local residents are employed to monitor the movement of baboons in Hermanus. The aim is to intercept the troops as they descend from the mountains and herd them back up the mountain.

The program works very well and has resulted in a sharp drop of reported incidents of baboon damage in Hermanus.

Baboon proof bins

The Overstrand area lies in a narrow strip of land, between the sea and the mountain. Because of this, baboons do not have far to walk to access alternative food sources.

This has led to refuse bags being torn open and refuse strewn into the streets. A project was launched and a refuse bin was designed, which could not be opened by baboons. These bins are now issued to residents in these areas at a cost. Residents are afforded various options to finance the purchase of these bins.

Should the problem surface in other areas, the project will be rolled out to these areas to alleviate the problem.

TOWN PLANNING

Main priority:

Ensure a safe, healthy and sustainable environment for inhabitants of Overstrand through proper town planning

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 that break the syndrome of vehicle dependence
- Promote collective places and spaces, as opposed to individual buildings
- Promote multi-functionality

The main focus of this section is ensuring the uniform implementation of the relevant Spatial Development Frameworks and Scheme Regulations as well as the Land Use Planning Ordinance (Ordinance 15 of 1985) (LUPO)

Establishing a Town Planning monitoring and tracking system

The Town Planning Section of the Municipality received on average 32 town planning applications per month. Many of these applications are quite complex and has to follow many difficult statutory processes.

In order to keep track of these applications and follow their progress through the processes, a computerized Town Planning Monitoring and Tracking System has been commissioned.

Key outcomes

- To ensure proper integration between the planning decisions and the financial control systems
- To provide general information on an ongoing basis to the public
- To effectively manage progress of planning applications
- To ensure electronic linkages between the IDP and SDF

Key Challenges

- Alignment of the different sets of data
- To capture necessary data
- To provide data in a format compatible with other systems such as the financial, GIS, engineering ECT.

Integrated Zoning Scheme

The Overstrand Municipality was established by amalgamating many smaller local authorities. Each of the previous authorities had their own zoning scheme. This led to many problems and it has been decided to establish an Integrated Zoning Scheme for the Overstrand Municipality in order to promote uniformity and consistency

Key outcomes

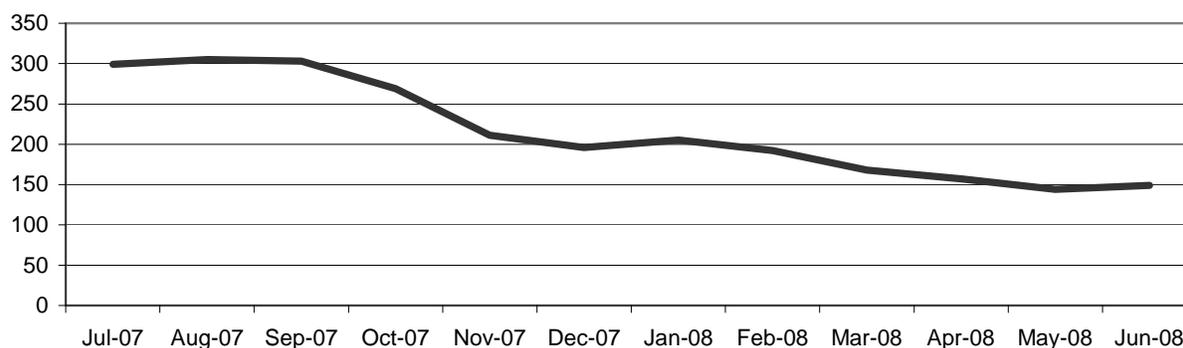
- To establish one Zoning Scheme for the Overstrand Municipal area
- To align the zoning conditions with strategic documents such as the PSDF, Coastal Development Framework, Bioregional Planning Principles, etc.

Key Challenges

- To ensure that property rights are not affected
- To align property rights with strategic frameworks
- To create a conducive environment which simultaneously is developmental and sensitive to the built and natural environment
- To create a user friendly and easily understandable document

Town Planning Applications					
Month	Carried forward	Received	Completed	Outstanding	Backlog
Jul-07	577	46	52	571	299
Aug-07	571	30	24	577	305
Sep-07	577	30	32	575	303
Oct-07	575	39	73	541	269
Nov-07	541	37	95	483	211
Dec-07	483	29	44	468	196
Jan-08	468	28	19	477	205
Feb-08	477	29	42	464	192
Mar-08	464	23	47	440	168
Apr-08	440	27	38	429	157
May-08	429	33	46	416	144
Jun-08	416	37	32	421	149
Total		388	544		
Average per month		32	45		

Backlog



Geographic Information System (GIS)

The Municipality established a new Geographic Information System (GIS) section under the Directorate of Infrastructure and Planning. The new GIS section was established in January 2008. The section is staffed by one part time manager and one full time GIS technician.

The objective of the section is to establish the Municipal GIS by performing the following tasks:

- Develop a GIS policy,
- Develop procedures associated with the GIS,
- Purchase software updates,
- Training of staff,
- Clean the GIS database, and
- Acquire and/or purchase additional data.

During the first six months (January to June 2008), the following has been achieved:

- Software:

An inventory of the GIS software was compiled which revealed some illegal copies and outdated software. This has resulted in the upgrading and purchase of 8 copies of ArcView

9.2 and one copy of ArcPublisher which will be used in conjunction with the free ArcReader and which will make the distribution of GIS to remote sites for view and printing easier.

- Data:

Work has started on the following four key data set of the Municipality:

- Property data,
- Road centre lines, road names and street numbers,
- Demographic data,
- Aerial photography.

The main focus is on accuracy and completeness of the data as well as synchronizing the GIS data with SAMRAS, IMQS, Papyrus and the extended WGS system.

Training:

People are central to the effective functioning of GIS. Regardless of how sophisticated the computer systems are they stand or fall on the people who are involved with the system. To this end a number of meetings have been held to begin to build a GIS user community within the municipality. We have begun to assess the GIS skill level of staff involved with GIS and draw up plans for training based on these skills

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

ROADS INFRASTRUCTURE

Main priorities:

- Extension and maintenance of existing road infrastructure
- Promotion of public transport in conjunction with ODM and provincial government
- To promote a safe and efficient transport network

Functional strategies:

- Implement road surfacing programme
- Implement planned road maintenance program
- Develop and Implement traffic management plans
- Maintain and expand the Pavement Management System

The provision of functional roads and stormwater network is the main focus of this functional area. In respect of the extension and maintenance of the designated provincial roads (R43 and R44), we share dual authority with the Provincial Government as the designated roads authority.

Provision and maintenance of roads and sidewalks in Hermanus have provided major challenges for the Municipality.

Projects have been identified through the pavement management system, as well as inputs from non-government organisations. A major portion of the roads budget has been set aside for rehabilitation and resealing of various roads.

Construction has entailed the provision of a new connection road (Calcutta Road), between Church Street and Marine Drive, in Hawston. This has provided a decent tar road and wider pavements for the inhabitants.

Various sidewalks in the CBD and Zwelihle were identified for upgrading. In Zwelihle, sidewalks were provided in front of the school and crèche, with a raised pedestrian crossing to provide safe access for the children. Sidewalks in the CBD were upgraded to provide safe walking conditions, as well as wheelchair friendly access points.

All work undertaken within town boundaries on designated provincial roads, are funded as joint initiatives on a 80/20 basis (Province 80 and Overstrand 20). The regulation of passenger transport services is a function of the ODM in terms of the Municipal Structures Act.

Constraints:

- High increase in vehicle 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

WATER AND SEWERAGE SERVICES

This area renders an essential basic service to residents of the Overstrand. The Hermanus area is under severe water stress hence the need to not only manage the demand but also to conserve this scarce resource. A water conservation programme is in place in the Hermanus area.

The Overstrand Municipality was appointed as the water services authority as from 1 July 2003. The result of this is that we have been authorised to perform the functions of supplying potable water as well as domestic waste water and sewerage disposal systems.

Potable Water

Boreholes for the supply of additional drinking water for Baardskeedersbos & Buffeljachtsbaai

The rural communities of Baardskeedersbos and Buffeljachtsbaai have been struggling with a shortage of potable water of acceptable quality for some years. The Directorate of Infrastructure and Planning embarked on a project to alleviate this by drilling boreholes as close as possible to the community.

As these are small communities removed from bigger centers it was not possible to allocate water from existing sources. New sources close to the community had to be found. A ground-water specialist, SRK Consulting was tasked with the investigation to find suitable sites for drilling. This was quite a challenge as it was not easy to find the correct water bearing rock formations/strata close to the communities to drill into.

Two boreholes were drilled in Baardskeedersbos of which one produced a higher than expected yield and the other one was unsuccessful.

In Buffeljagchtsbaai the circumstances were less favorable for finding good potable water because the community is situated less than 100 m from the high water mark. A site was identified and one borehole drilled. Testing showed a yield adequate to supply the community with a sustainable source of water. The quality of the water is however poor and further water quality tests are now being done to determine the best way to treat the water to comply with national drinking water quality standards. This might entail reverse osmosis or nano-filtration to remove the high concentration of salts from the water which causes the brackish taste.

Additional drinking water supplied to Hermanus Baardskeedersbos and Buffeljagchtsbaai – 100% households with access within a 100km radius

Gansbaai WWTW under construction 90% completed
Franskraal WTW upgrading 100% completed

The Overstrand Municipality also continued in the DWAF programme in providing information to guide the tracking, reviewing and improving of water quality. In particular, the system can be used for:

- ✓ Monthly review of legislative compliance
- ✓ Identification of areas requiring urgent attention thus allowing effective and efficient allocation of resources
- ✓ Quarterly summary review (trend analysis, effectiveness of remedial actions, etc)

BUILDING CONTROL

Main priority:

Control of all building works in the Overstrand

Functional Strategies:

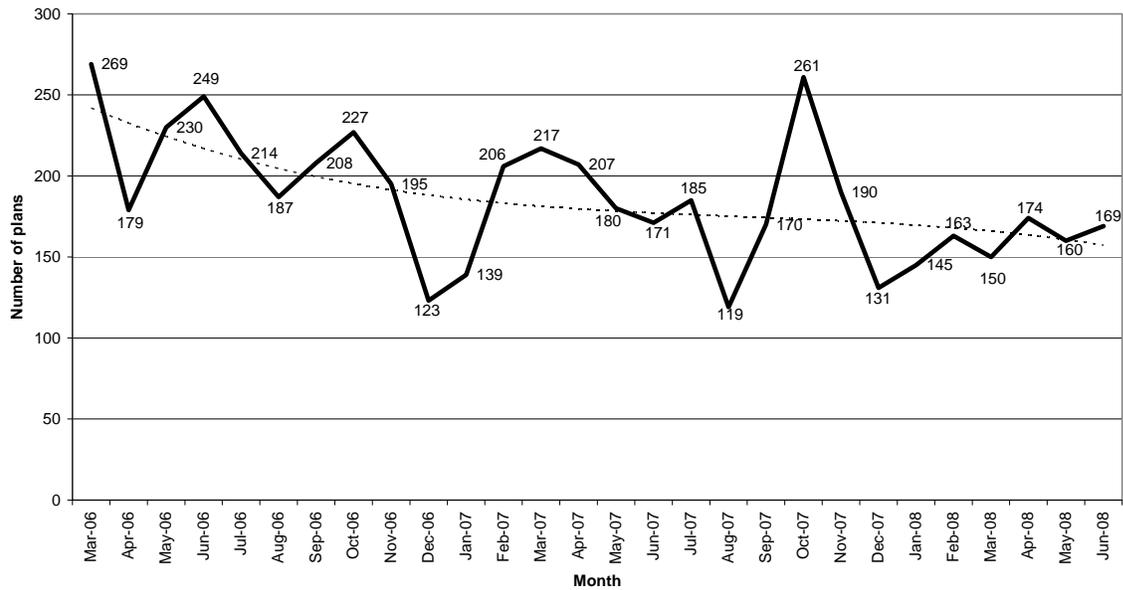
- To evaluate all building plans
- To provide information relating to submission of building plans
- To provide reliable building statistics
- To inspect all building works
- To provide building control
- To project manage civic buildings, capital projects and building maintenance projects

This division has three distinct functions i.e:

- ❖ The maintenance of existing Council facilities;
- ❖ The regulation of building activities;
- ❖ Awarding and monitoring of municipal capital projects.

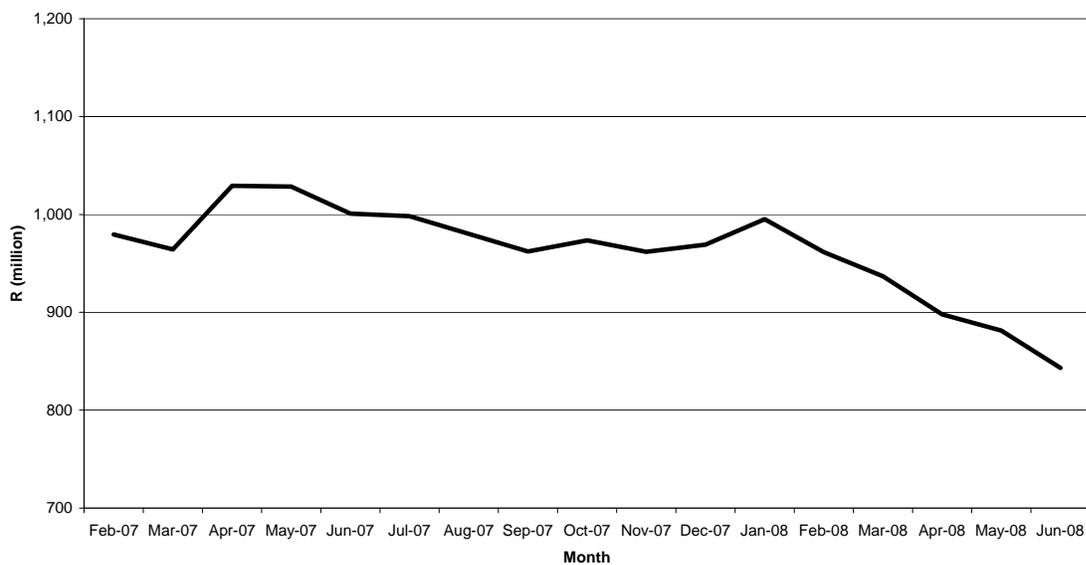
The building construction industry in the Overstrand is a thriving business and can be viewed as an indicator of the strong economic growth the area has experienced over the past few years.

Overstand Municipality
Total number of building plans approved



The average period of approval for a building plan submitted is fourteen days. Approximately 180 applications are submitted on a monthly basis. During this year systems were integrated and law enforcement training programme for the building inspectors were finalised.

Overstand Municipality
Value of Building Plans Approved
12 month rolling average



Constraints:

- High levels of vandalism
- Limited maintenance funding
- Limited office accommodation facilities for staff
- Limited inspection capacity

4.3 COMMUNITY SERVICES

PROTECTION SERVICES

FIRE FIGHTING AND DISASTER MANAGEMENT

Main priority:

Provision of an adequate Fire Protection Service and Disaster Management System

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 Overberg District Municipality (ODM)
- Improve training levels

The fire-fighting system utilised by the Overstrand is one that is dependent on volunteers/reservists. It consists of a small component of full time council officials and a large component of volunteer community members and municipal officials.

During 2007/08 this service responded to a total of 503 incidents. The main categories were –

	2007/08	2006/07	2005/06
Veld and bush fires	157	177	209
Residential fires	28	26	27
Informal dwellings	40	49	51
Commercial fires	7	6	12
Vehicle fires	10	6	14
Refuse fires	62	10	27
MVA	76	63	34
Rescue	4	8	8
Other fires	2	5	9
Veld fires large	0	5	46
Special Services	116	40	52
Liquid & Gas fires	0	0	3
Hazmat	0	4	11

Additional equipment was purchased and existing equipment was upgraded during this financial year. Ongoing training in first aid, fire fighting and rescue methods were 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. This municipality enjoys a good working relationship with the ODM with which we have concluded a mutual assistance agreement. This division has also compiled an integrated Disaster Management Plan taking into account the uniqueness of each area. A disaster management framework for the area is being compiled in conjunction with the ODM.

Constraints:

- Primarily based on a volunteer system
- Basic training levels

TRAFFIC AND LAW ENFORCEMENT SERVICES

Main priority:

To plan and execute a sustainable programme of road traffic and by-law enforcement

Functional strategies:

- Implementation of Road Traffic Act (Act 29 of 1989) and Municipal regulations
- Improve public awareness of road safety
- Ensure high payment levels
- Management of Traffic and Law Enforcement resources
- Provision of effective card licence process
- Management of fire services

Traffic Services

This section's main responsibility is the enforcement of the various provisions of Road Traffic Legislation. Other services rendered include motor vehicle licensing, vehicle roadworthy testing as well as 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. During the period 1 July 2007 – 30 June 2008 the following statistics were recorded:

	2007/08	2006/07	2005/06
Traffic offences	31 814	24 115	28 888
Vehicle licences	23 024	29 954	38 229
Roadworthy tests	3 239	6 843	3 437
Learners licences	1 430	1 508	2 026
Driver licences	660	700	1 112
Card licence conversions	6 641	4 492	4 480

The traffic centre in Hermanus which houses a Grade "A" testing centre offers residents a "one stop" shop service where one can obtain a learner driver's licence, a driver's licence, roadworthy certificate and payment of traffic offences.

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 from uncontrolled dogs, illegal dumping, hawker control and general anti-social behaviour.

They attended to 3485 complaints for the period 2007/2008

Constraints:

- Limited staffing levels
- Disregard for road traffic legislation and municipal by-laws and regulations

ELECTRICITY SERVICES

Main priority:

To supply reliable, affordable and cost-effective electricity

Functional strategies:

- Measurement of provision of services
- Installation of monitoring equipment
- Inspection and repair of equipment
- Compilation and execution of a master plan for electricity
- Installation of new equipment

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.

The electricity industry is in the process of undergoing a radical transformation. It is intended to change the manner in which electricity is currently supplied and to create Regional Electricity Distribution Suppliers (REDS). The services currently being rendered by Municipalities will be taken over by these REDS. Negotiations in this regard are continuing.

During the year, the key focus of this service area was to comply with the relevant SABS codes (047 and 048) governing the quality of service as well as quality of supply. Various upgrades and or extensions of the existing infrastructure were undertaken within the limit of available resources.

Installation of Medium and Low Voltage Cables, Minisubs, Kiosks and Streetlights for Masakhane Informal Housing

The control of informal settlements in the Gansbaai area was firmly executed over the past more than ten (10) years. The processes followed embarked on close co-operation and thorough consultation with the local residents. This resulted into a healthy working relationship which paved the way for the successful relocation of more than 400 families that used to stay in shacks in a completely unorganised environment. Their living conditions were awkward, unhealthy, unsafe and unacceptable.

The Overstrand Municipality decided to provide land and to demarcate sufficient informal stands with proper access roads, ablution facilities, potable water and other basic services. The relocation of the families was completed successfully within six (6) months and the local community was very grateful and satisfied.

However, as the basic needs of the community were satisfied, it changed to a higher level where families were in a position to install electrical equipment such as fridges, lighting and televisions. As a result, illegal electrical connections were made at neighbouring formal houses. These connections were causing serious unsafe situations. The general public (including kids as young as 2 – 10 years) were exposed to it and it was found that youngsters were involved in the repair of faulty installations (sometimes in wet and rainy conditions). This was extremely dangerous and it was decided to address the problem.

An amount of ±R3 million was needed for the rectification of the situation. Approximately 350 of the almost 700 plots were electrified during phase I. Funding of the project was forthcoming from resources made available by the Department of Minerals and Energy (DME), the Overstrand

Municipality (internal funding) as well as a portion of the prize money won in the 2006 VUNA Award competition.

The project entails the installation of 2 200 m low voltage cable, 36 kiosks, 23 streetlights and three (3) mini substations at a cost of R2.75 million. The project was executed in a labour intensive way and 980 workdays that ensued in the process, brought relief to the unemployment situation in the area. When the first phase was activated, an agreement was reached with the beneficiaries to combat and prevent any future illegal connections that may cause unsafe situations. Ever since, the original problem disappeared and the commitment of the community to honour their agreement with the municipality is regarded as an example of a workable and effective partnership between the community and the local authority.

Audit of Electricity Meters

Meetings were held with the ward committee members of Zwelihle (wards 5 & 6) to discuss illegal electricity distribution / wiring between formal and informal houses. An electricity meter audit was rolled-out to the Zwelihle residential area and the following statistics were provided by the contractor:

• Number of meter audits	=	1486
• Meter sealing	=	28
• Meter replacement	=	0
• Tamper investigations	=	25

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

WASTE MANAGEMENT SERVICES

Main priorities:

Refuse removal, recycling and disposal on landfill site

Functional strategies:

- Develop Integrated Waste Management Strategy
- Implement bulk service planning
- Solid Waste project implementation
- Ensure permit compliance
- Ensure waste minimisation

The 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.

Community drop-off facilities

Because of problems providing a refuse removal service in the informal areas of Zwelihle, a project was initiated to install four drop-off facilities. These facilities consist of a concrete floor, surrounded by four walls with access provided. The purpose of these facilities is to provide neat and hygienic areas to the community to dispose of their domestic waste, small amount of builder's rubble and

garden waste. It is also meant to take bulky waste, for example mattresses at one end of the community drop-off facility.

Swing bins are installed on the inside of the construction and refuse is deposited into these bins. An area is also provided for larger items, eg. mattresses, beds, furniture, etc. The construction is also provided with water to facilitate the cleaning thereof.

These structures are serviced once a day by a cleaning team, with a vehicle, so that refuse and the larger items may be removed to the waste transfer station.

Cleaning projects

Due to the rapid growth of Hermanus and its immediate surrounds, cleaning services have come under increasing pressure and are unable to maintain the areas to a satisfactory standard.

A project was initiated whereby the area is divided into geographical units. Specifications were drawn up, which included the unique requirements for each area.

Tenders were called for and awarded per area. This ensured that everyone had a chance to submit a tender and that the maximum number of job opportunities was created.

It is envisaged that this project will create an awareness and pride amongst the inhabitants of the areas.

Gansbaai landfill site

Gansbaai landfill site has been upgraded at a cost of R6,4 million. A cell has been created for the household garbage according to environmental act. The cell is fitted with a storm water pipe which is connected to a leakage tank to prevent any leakage of lye draining into the ground and pollute any underground water. Drop-off facilities were also built at the landfill site for residents to drop off their refuse. Three bore holes were drilled to monitor any possible pollution.

RECYCLING FROM DOMESTIC HOUSES (QUANTITIES ARE IN TONS)								
PAPER	GLASS	CARTON	TINS	HL1*	PLASTIC	PETE*	HD*	CMW*
176,226	161,270	24,542	23,310	20,094	18,038	15,594	9,804	2,011
RECYCLING AT TRANSFER STATION								
PAPER	GLASS	CARTON	TINS	HL1	PLASTIC	PETE	HD	CMW
94,974	205,417	53,102	16,584	16,419	47,758	12,222	7,357	0,225
570 TONS RECYCLABLE MATERIAL ARE COLLECTED ANNUALLY FROM BUSINESSES BY WALKER BAY RECYCLING								
950 TONS OF SCRAP METAL AND OTHER RECYCLING MATERIAL WERE BOUGHT DIRECTLY FROM PRIVATE INDIVIDUALS BY WALKER BAY RECYCLING								
*HL1	OFFICE PAPER							
*PETE	SOFT DRINK AND WATER BOTTLES							
*HD	MILK- AND SHAMPOO BOTTLES; AND OTHER PLASTIC CONTAINERS							
*CMW	SOFT PAPER - LIKE TEA AND PORRIDGE CARTON CONTAINERS							

The amount of waste disposed of increases substantially during the holiday season as a result of the influx of visitors.

Constraints:

Gansbaai and Stanford disposal facilities inadequate

RECREATIONAL AMENITIES

Main priority:

Management of sport and recreation, caravan parks, beaches, parks and commonages

Functional strategies:

- Maintain parks and open spaces in the Overstrand
- Manage caravan parks
- Maintain clean and safe beaches
- Maintain the umbrella sports body established for the Overstrand
- Maintain sportfields
- Investigate alternative management methods for caravan parks

The functional areas falling under this heading include beaches, play parks, sportsfields as well as caravan parks. As a popular holiday destination these facilities are well utilized over holiday periods.

Toilets and washbasins

Due to the number of informal areas in Overstrand, provision of toilet and washing facilities has become a problem. A number of areas were identified with the help of the local communities and toilets blocks and washing areas were constructed.

With the help of the Mayoress, money was raised to construct 17 toilets

Coupled to the cleaning projects, it is envisaged that the community accepts responsibility for the cleanliness of these facilities.

Bus shelters

Communities have also identified the need for bus shelters for schoolchildren as well as members of the public. Strategic areas were identified by members of the Ward Committees and taxi industry and 4 bus shelters were constructed.

Swimming pool

Although Hermanus is a seaside resort, it does not have a swimming pool in town which can cater for the needs of the residents. Some of the schools have also started participating in swimming galas but there are no adequate training facilities or a venue, for competitions.

A project was initiated by the Executive Mayor for the provision of such a facility and this has now been constructed to the amount of R3 million between Mount Pleasant and Zwelihle. The pool is of Olympic size and will meet the requirements for the hosting of competitive galas.

Playgrounds (children's parks)

Keeping the younger generation entertained by providing a venue where parents can take their children to play and relax, was identified by various committees.

To cater for this request, a number of playgrounds were constructed and equipped with apparatus to keep children entertained, as well as providing a safe environment.

Footpaths

Hermanus, with its coastline and rich fauna and flora, provides the ideal venue for long, relaxed walks.

Along with the Cliffpath Management Group, who also provided funding, the municipality has set about reconstructing the existing, damaged footpaths, as well as providing additional walks.

Community halls

Council is in possession of 14 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. The municipality 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. The MPCC is being developed in conjunction with the Provincial Department of Social Services.

Constraints:

- High sports field maintenance costs
- Some caravan parks operating at a loss
- Vandalism of recreational facilities

HOUSING AND SOCIAL 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

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

The main activities of this section are as follows:

- Administration of existing housing schemes;
- Administration of corporate housing;
- Planning for the development of subsidized housing projects;
- Management of informal housing areas; and
- Creating of social housing development opportunities

The Overstrand Municipality is home to approximately 10 informal settlement areas, the largest one being in Zwelihle. A backlog of approximately 4770 formal units exists in the Overstrand area.

As part of its management plan in respect of informal housing areas, the municipality has developed a unique method of controlling this activity.

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

All the inhabitants in this area are captured in 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 highlight for this review year includes:

- Completion of 182 low cost houses in Hawston;
- Comprehensive informal settlement management plan implemented;

Constraints

- Growing backlog of housing units
- Growing informal settlements
- Limited basic services in informal settlements
- Cost of infrastructure
- Unnatural growth in backyard dweller numbers
- Lack of management in backyard dwellers

LIBRARY SERVICES

The Overstrand Municipality maintains eight libraries throughout its area starting from Bettys Bay through to Gansbaai.

Libraries have a key role to play in raising the literacy levels of the members of the community which it serves. It also serves as a point of reference for students and members of the public wishing to undertake academic research.

The Hawston library also houses a Library Business Corner (LBC) as part of the Provincial Government's initiative to empower local communities to acquire basic business skills.

The book circulation and member figures for the 2007/2008 calendar year are reflected below:

	BOOK CIRCULATION	MEMBERS
▪ Bettys Bay	13 363	10 809
▪ Kleinmond	135 394	46 196
▪ Hawston	52 312	35 975
▪ Mount Pleasant	54 737	16 545

▪	Zwelihle	36 880	19 039
▪	Hermanus	256 198	7 800
▪	Stanford	22 918	1 749
▪	Gansbaai	124 100	3 079

This function is listed as a provincial function in the Constitution of South Africa, 1996 and constant calls are made that this function should be fully funded by Government, as is the case with primary health care.

FLEET MANAGEMENT

Main priority:

Provision of a comprehensive fleet management service for the Overstrand Municipality

Functional Strategies:

- Delivering of a cost effective fleet management service
- Improvement of driver skill levels
- Development of a policy on vehicle usage

A highlight for this function was the adoption of a fleet management policy by council during May 2008 as well as the electronic daily monitoring of vehicles with tracking devices (where installed) done through NETSTAR tracking system.

Constraints:

- Limited ownership by users of vehicles
- Lack of standardised transport policy

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

A highlight for this function was the implementation of the functioning of the 24 hour control room.

4.4 LOCAL ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

Main priority:

Promotion of economic development initiatives, tourism, ensures sustainable job creation and poverty reduction with a shared growth that integrates and connects the municipality, its people and its natural resources.

Functional strategies:

- Co-operation with other organs of state to promote economic development
- Adoption of economically friendly policies
- Providing needed support to local entrepreneurs and growing the second economy
- Empowering local communities to become self employed
- Establishment of network with funding agencies
- Compilation of a local services supplier data base for the Overstrand Area
- Promotion of local employment

The promotion and stimulation of sound local economic development practices are essential to reduce the levels of unemployment and poverty in the area.

The following are some of the activities for the year under review.

Masakhane Training Centre

When the former primary school in Masakhane, Gansbaai was moved to the newly built classrooms, an opportunity was identified to upgrade the existing buildings in order to use it for skills development of jobless residents in the area. The property belongs to the municipality and funds were made available to do the renovations.

A partnership was established between the Overstrand Municipality, the Department of Public Works and Transport (Western Cape), Boland College and Hawkins, Hawkins and Osborne (HHO) (the contractor responsible for the construction of a tar road between Gansbaai and Bredasdorp). HHO was inter alia obliged to fund a non-construction training programme to the amount of more than R4 million. Although this allocation was meant to be spent in the Bredasdorp/Elim area (phase I), all opportunities could not be taken up and the pro-active steps taken by Overstrand Municipality resulted into a situation whereby 250 jobless residents were trained in various fields such as tourism operators, garment making, cooking, cloth painting, sewing, pottery, life skills and other. The local tourism and hospitality industry benefited largely by this training as more than 30% of these students were taken up in the local economy in the meantime. The latest addition to this project was the purchasing of twelve (12) industrial sewing machines. The ladies involved in the Nolwandle Sewing Project will use these equipment to produce conference bags, clothing and painted cloths which is very popular amongst our foreign visitors.

The Development Agency

Overstrand in partnership with the Industrial Development Corporation [IDC] has established a Development Agency whose role will be to initiate and fast – track economic growth and development in identified precincts on behalf of the municipality. The Agency will conduct feasibility and identify bankable projects that can attract direct in investment.

Setting up of the Agency

LEGAL STATUS

OLEDA was established as a private company PTY (LTD) in terms of the Companies Act, 1973 (Act No. 61 of 1973) and as a Municipal entity in terms of the Municipal Systems Act, 2000 (Act No. 32 of 2000) and the Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

OVERVIEW

The establishment of the Overstrand Local Economic Development Agency (OLEDA) came at an opportune time, when we have experienced significant economic growth and Development in the Overstrand. The growth has in many instances not shared nor been able to grow in line with new labour entrants in the market. The Overstrand Municipality realized the need to increase its economic growth and development potential to increase the level of investment in the area. Most important sectors being **manufacturing which has potential for increasing job opportunities, property investment linked to maintaining growth in the construction industry, retail and commercial and tourism / leisure**. Therefore in a nutshell, OLEDA acts as the development arm of the Municipality with special focus on Local economic development in the main towns of the Overstrand.

Council has **further approved and welcomed** new Board members nominated from different sectors in the community. The board members will bring in invaluable wealth of experience in ensuring the success of the company. Board members operate **on a non-executive basis** and meet as and when needed, with the aim of meeting once a quarter. The Agency is 100% owned by the Overstrand Municipality and financed by the Industrial Development Corporation through a grant of R 18 million. The funds are accessed over a period of 5 years and tied into a phased model namely pre-establishment phase, establishment phase and operational phase. OLEDA is presently in the pre-establishment phase and have completed their business plan to move into the next phase.

All the necessary arrangements have been completed and a CEO will be engaged in the next financial year. The Municipality is on course to fulfilling the mandate of promoting social and economic development in terms of section 152 (1c) and 153 (a) of the constitution.

Aquaculture development and focus

- Identification of potential areas to establish aqua farms
- Study on specific species and viability assessment
- Making land available for aquaculture and zoning accordingly.

Preferential Procurement Policy

The municipality as the major buyer of both services and products plays a key role in stimulating growth through budget spends. These services and projects are sourced locally as much as possible to stimulate economic growth in the area.

Preparing for 2010: Hermanus CBD renewal.

The municipality embarked on a project of renewal, conservation and development of the Central Business District (CBD) of Hermanus.

The project identified twelve development areas in the CBD, mostly aimed at promoting:

- local economic development,
- tourism,
- preservation of heritage structures,
- natural environmental renewal and conservation, and
- traffic and parking improvements.

In anticipation of the impact of the 2010 Soccer World Cup Tournament, the Council decided to accelerate the implementation of the Hermanus CBD renewal project.

During the 2007/08 financial year the tourism and parking facilities were upgraded at Gearings Point at a cost of R4,5m.

Planning was also done in 2007/08 for the upgrading of Market Square, which will include tourism facilities, facilities for informal and small traders and parking. The estimated cost of the upgrading of Market Square is R5,0m and will be completed during the 2008/09 financial year.

Constraints:

- Lack of reliable readily accessible data
- Limited institutional capacity in respect of LED
- Limited access routes
- Limited control over marine resource depletion

TOURISM

Main priority:

To grow the market to increase the length of time spent in the area, to expand the range of tourism products available and finally to increase the number and types of visitors.

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 bureaus
- Participation in annual tourism indaba
- Encourage the improvement and availability of tourist amenities

Overstrand is renowned for its natural beauty. Protecting and rehabilitating the natural resource heritage of the area is key to the continued economic success of tourism.

Currently there are four tourism bureaus within the Municipal area i.e. Hangklip-Kleinmond, Hermanus, Stanford as well as Gansbaai.

Council provided financial and in-kind support to the respective tourism bureaus as well as festivals during the review period.

Overstrand Marketing Organisation

The organisation was set up as a partnership between the municipality and the private sector. Private sector contributes about R3, 5 million through a tourism levy to market and realize tourism opportunities in the Overstrand.

RURAL DEVELOPMENT

Main priority of this function is the Finalisation of a rural development strategy

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.

Constraints:

- 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

4.5 FINANCIAL MANAGEMENT

4.5.1 Financial Services

Main priority of the service area is 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.

4.5.2 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.

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 with financial and accounting legislation.
- Late payments of creditors due to non compliance documents.

4.5.3 INCOME MANAGEMENT

The main priority of this function is 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.

One of the highlights for this section was the recovering of municipal account debt from creditor payments

This project was initiated during the 2006/2007 financial year and had as its objective to recover outstanding municipal debts from the suppliers who supplied goods and services to the Municipality.

During the initial implementation period of the project (2006/2007) an amount of only R55'068 was recovered from creditors. This grew to an impressive R450'413 during the 2007/2008 financial year.

The dramatic increase was mainly achieved by including the emerging contractors and their labourers into the pool of creditors from whose payments the Municipal Account debt was being recovered. These emerging contractors are tasked with the delivery of goods and services to the Municipality through its Local Labor Promotion Project (LLPP).

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.

4.5.4 *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.

The SCM policy makes provision for the following:

- ✓ Tender documents to be made available free of charge to Historically Disadvantaged Individuals (HDI's)
- ✓ Simplified and un-complicated bidding information to assist new and emerging enterprises including language sensitivity
- ✓ Bidding advice centre for assistance to new and emerging SMME's
- ✓ Micro enterprises are entitled to early payment cycles starting as early as 5 days

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 properly 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.