



Swartland Municipality INTEGRATED DEVELOPMENT PLAN

Draft March 2025

ABOUT THE INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) is a municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- is adopted by council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is initially drafted and thereafter reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration and coordination of actions across sectors and spheres of government.

The centrality of municipal IDPs is articulated in section 35 of the MSA which describes IDPs as ***“the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality.”***

Since 2001, as required by the MSA, all municipalities have been developing and implementing IDPs with the aim of -

- providing household infrastructure and services where it is most needed;
- creating liveable and integrated cities, towns and rural areas;
- building vibrant and inclusive local economies; and
- facilitating community empowerment.



THE IDP IN YOUR POCKET

Swartland Municipality's IDP is a source of very valuable information for councillors, government officials and the Swartland community alike. To popularise the IDP and make it more easily accessible, Swartland Municipality has developed an **IDP website** that can be accessed from anywhere, at any time and from a variety of devices that have internet connection, including a smartphone. So, wherever you take your smartphone, you will be able to access the IDP.

Someone referred to the IDP as a "package of plans". In the IDP there are many references to policies, websites and documents. The Municipality wants to make it possible and easy for you to access, view or download these without having to leave the IDP website or contact the Municipality. It is as simple as clicking on the hyperlinks provided and viewing the information right there on your device.

You can literally take the IDP with you wherever you go - **the Swartland IDP in your pocket!**

To open the IDP website, scan the following QR code with your smartphone:



Or visit <https://sites.google.com/view/swartland-idp?usp=sharing>



AREA PLANS FOR 2025/2026

The five area plans are:

- Swartland North (Moorreesburg and Koringberg)
- Swartland East (Riebeek West and Riebeek Kasteel)
- Swartland West (Darling and Yzerfontein)
- Swartland South (Abbotsdale, Chatsworth, Riverlands and Kalbaskraal)
- Swartland Central (Malmesbury)

The area plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. Area plans provide ward committees with a systematic planning and implementation tool to perform their roles and responsibilities. They form the basis for dialogue between the Municipality and ward committees regarding the identification of priorities and budget requests and will also be used by ward committees for ongoing monitoring and evaluation throughout the year.

Area plans are part and parcel of the IDP and are reviewed every year together with the IDP. They contain information used in defining the Municipality's long-term strategy. The information is however on a detail level and not duplicated in the IDP.



EXECUTIVE MAYOR'S FOREWORD *[Updated March 2025]*



The IDP and community engagements

I am proud to present this Integrated Development Plan (IDP). The IDP is an important document that takes the Municipality forward into the next five years and beyond. IDPs are adopted by councils after a municipal election and are valid for the council's term of office.

The IDP has been developed through a participatory process that involved input from various stakeholders, including residents, businesses, and civil society organisations. It afforded them the opportunity to become involved in shaping Swartland's short-, medium-, and long-term future.

The participatory process ensures that the IDP reflects the needs and aspirations of our community and is aligned with their priorities.

I believe the community engagements were very successful. I wish to highlight the following:

- The information that was presented to the community and other stakeholders gave people a better understanding of the IDP.
- The way in which we interacted was generally well received, and residents participated in a very positive manner.
- We received a very good response via our Google Forms survey (874 responses).

The following issues were raised at almost all the engagements:

- Community safety
- Unemployment and skills development
- Social challenges
- More interaction with the youth as they can provide valuable contributions



The way forward

While our organisational culture is geared towards supporting the IDP, it is essential that everyone, including the community, demonstrates their commitment.

We will need to make a concerted effort to set priorities and plan effectively to meet our short-, medium- and long-term goals. The IDP is our business and guiding framework for the next 5 years, 10 years, and beyond.

During the first **5-year** period, we should look at what can be repaired, replaced or upgraded in each ward in a short time frame and with a limited budget.

During the next **10 years**, high priority should be given to a skills development centre and municipal court.

Over the **longer term**, the following, amongst others, should be given priority:

- A municipality that governs well.
- Addressing the three key Sustainable Development Goals for 2040, which include access to clean water, promoting green energy, and enhancing sustainable mobility.
- Transforming our towns into smart cities or small-town regeneration areas that are safe, green, globally connected, economically vibrant, and spatially integrated.
- Adequate planning for disasters.
- Attracting international investments in our towns.

While some may doubt the feasibility of our IDP, and not everyone may choose to support it, many of us will remain dedicated to its success.

I am confident that the IDP will be instrumental in guiding us towards realising our vision of a vibrant, prosperous, and inclusive Municipality. We remain committed to collaborating with our community, government partners, and stakeholders to ensure the effective implementation of the IDP and to fulfil its commitments.

ONE THING IS CERTAIN: OUR PLAN WILL BUILD A BRIGHTER FUTURE FOR EVERYONE.

Harold Cleophas
Executive Mayor



FROM THE DESK OF THE MUNICIPAL MANAGER *[Updated March 2025]*



The Integrated Development Plan (IDP) for the Swartland municipal area is instrumental in executing the organisation's strategy over the next few years. The plan is the result of listening and incorporating the ideas of our residents, businesses, community organisations and focus groups, our ward committees, employees and councillors.

The new five-year strategy was born at a strategy workshop with Council and management that was held on 23-25 November 2022. At this workshop a new inspiring vision and strategic goals were developed for the Swartland that formed the basis for the five-year strategy. More information can be found in Chapter 1.

The Municipality has done great work in the past. People who live and work here love the Swartland.

The management tone at the top, political stability and oversight, maturity, capacity of Mayoral Committee and a team that complements each other creates the environment for excellent performance at the Municipality.

Over the past 9 years our average capital spending was 92.49%, operating spending 95.19% and an average collection rate of 96.40% over the same period.

Between 2019/20 and 2023/24 the Municipality's financial sustainability improved positively resulting in an increase of funding capital projects from the capital replacement reserve from R47 million to R80.4 million and our spending on roads infrastructure from R20.5 million to R41.1 million.

99.2% of our urban households have access to piped water, 96.7% to sanitation, 97.8% to electricity and 86.7% to refuse removal (*2024 SEP Report*)

We are currently busy with the installation of civil engineering services to De Hoop Phase 2 A & 2 B Housing Project (1 515 erven), Moorreesburg Housing Project (652 erven) & Darling Phase 1 Housing Project (186 erven) at a total cost of R 314 821 670.00, which will be completed end of June 2025.



However, we should never become complacent. We must remain committed to plan for and deliver the necessary infrastructure to meet the growing needs of our area and its communities while maintaining the character of our towns. Swartland Municipality as an organisation must remain effective, efficient and ethical. We know we can do even better.

Our IDP may never be a document that collects dust on a shelf. The vision and strategic goals provide the roadmap to guide our decision-making, business planning and budget-setting processes for the next 5 to 10 years and beyond. The Plan will ensure we make the right choices.

Swartland Municipality is committed to ensure that our area will become a place ***where all our people can live their dreams.***

Joggie Scholtz
Municipal Manager



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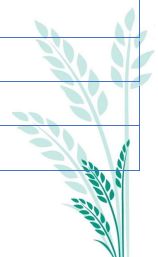
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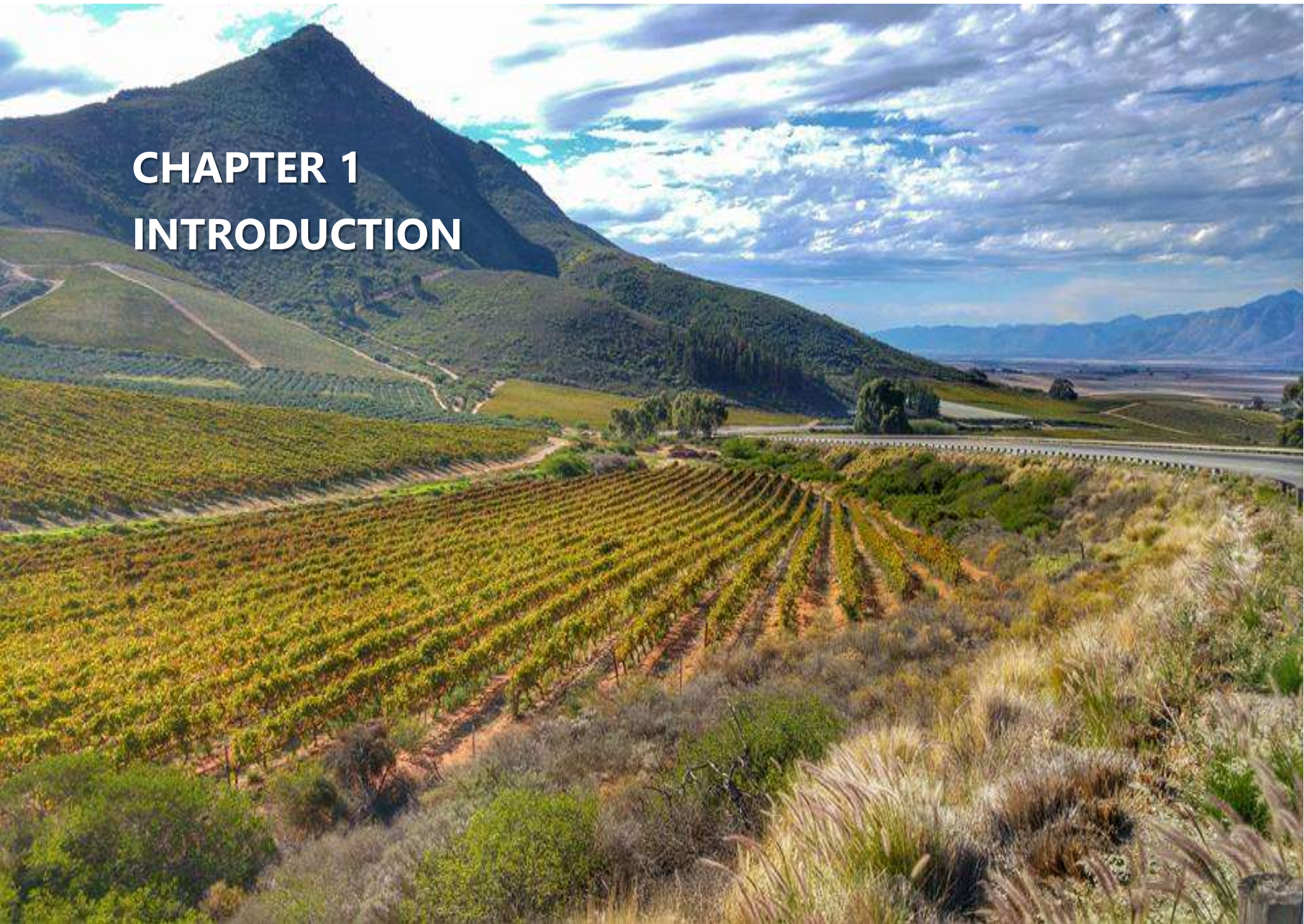


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CHAPTER 1

INTRODUCTION



1.1 OUR VISION FOR THE FUTURE *[Updated March 2025]*

The story of Thandi was used to get people dreaming of a better future. Thandi is a fictional little girl who was born in extremely poor circumstances with little hope for the future. I am sure that every one of us has a Thandi in our lives. The challenge posed at all the meetings was: What must change to improve Thandi's circumstances in such a way that she will have a better chance to be successful in life?

This method changed the mood of meetings from griping sessions to being very positive and focussed. It also resulted in really excellent and creative inputs from the participants, probably the best in years.

The strategy workshop with Council and management that was held on 23-25 November 2022 produced the following four important outcomes:

- (a) Our dream of a desired future for the Swartland.
- (b) Our Future Swartland
- (c) An inspiring new vision.
- (d) Five new strategic goals.

(a) Our dream of a desired future for the Swartland

During the above-mentioned strategy workshop, the participants were divided into five groups and given the task to write down their dream of a desired future for the Swartland. The desired future described below is a consolidation of the work of the five groups.

COMMUNITY SAFETY AND WELLBEING

We dream of a Swartland that is crime free. An area where people feel safe and don't get robbed. Where everyone can move freely without fear.

We see an area where children can safely play in streets and parks. Where they can safely walk or ride by bicycle to school. Where there is a culture of "my child is your child".

We see communities that are law-abiding. Where the causes of criminality are eradicated. Where there is an effective police force to provide the necessary protection.

We dream of a Swartland that is rich in social and cultural activities. Where all our communities live together in peace, harmony, love and compassion, taking responsibility for their actions. An environment where people respect each other, have opportunities to grow and develop and contribute to the economy.



We see a quality and affordable education system that moved beyond the traditional curriculum and can cater for the future educational needs. We see an area where proper health care is affordable and accessible for all residents.

We see open spaces, hiking trails and cycle tracks that promote an active and healthy lifestyle.

We see “Ubuntu” lived and practised by all to its fullest extent in Swatland.

ECONOMIC TRANSFORMATION

We dream of a Swatland where the economy has grown and attracted private and global investment. Where everyone has a job and where economic growth is sustained through education, skills development and entrepreneurial opportunities.

We see an abundance of vendors and entrepreneurs. No loitering and beggars on the streets. Small, medium and micro enterprises (SMME’s) are mentored to be sustainable.

We see skills transfer centres in all our areas and also on-line.

QUALITY AND RELIABLE SERVICES

We dream of a Swatland where everyone has access to excellent and sustainable services. Services that are provided at affordable rates and upgraded continuously. We see innovative ideas becoming a reality and the smarter management of resources. We see a community that is prepared to be co-responsible for the state of our infrastructure.

We see an integrated transport and effective commuting network with less vehicles on our streets and therefore less traffic congestion.

A HEALTHY AND SUSTAINABLE ENVIRONMENT

We dream of a Swatland where the biodiversity and wildlife are protected. Where the skies are blue (no pollution), the air is clean (no unhealthy emissions) and the environment is green (proper environmental conservation and improved health of the environment).

We dream of a Swatland where every citizen has access to safe, secure and affordable housing. Where the government and private sector work together to ensure that there is adequate housing for all and that those who are currently living in substandard housing are provided with better options.

We see a future where informal settlements are transformed into well-planned, sustainable communities with access to clean water, sanitation, electricity, and other basic services. Where these communities are designed with input from the residents themselves to ensure that their needs and aspirations are met.



A CONNECTED AND INNOVATIVE LOCAL GOVERNMENT

We dream of a world class Swartland that is globally connected. Where technology is utilised to make life easier to communicate commute and interact. Where every home has an optic fibre connection.

We see a Municipality that embraces innovation; with enhanced connectivity and collaboration, that can contribute to a prosperous and sustainable future.

We dream of a Municipality that leverages technology to better serve the needs of the community.

We see a Swartland where the smart city concept is used to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

(b) Our Future Swartland

We dream of Swartland 2040 that is valued for -

- being safe, healthy and prosperous;
- providing good governance, quality services and the ease of doing business with; and
- leading in technological innovation and environmental responsibility.

(c) Vision

Swartland forward-thinking 2040 - where people can live their dreams
Swartland vooruitdenkend 2040 - waar mense hul drome kan uitleef

(d) Strategic goals

- Community safety and wellbeing
- Economic transformation
- Quality and reliable services
- A healthy and sustainable environment
- A connected and innovative local government



1.2 2024 ELECTION – OUTCOMES AND PROSPECTS *[Added March 2025]*

Since the 2024 National Election South Africa is governed by a Government of National Unity (GNU). The points below should be noted in respect of this IDP.

(a) Foundational principles of the GNU

- Respect for the Constitution, the Bill of Rights in its entirety, a united South Africa, and the rule of law.
- Non-racialism and non-sexism.
- Social justice, redress and equity, and the alleviation of poverty.
- Human dignity and the progressive realisation of socio- economic rights.
- Nation-building, social cohesion, and unity in diversity.
- Peace, stability, and safe communities, especially for women and children.
- Accountability, transparency, and community participation in government.
- Evidence-based policy and decision-making.
- A professional, merit-based, non-partisan, developmental public service that puts people first.
- Integrity, good governance and accountable leadership.

(b) The GNU will only work if members -

- Put national interest first
- As far as possible sort out differences within the GNU and not in the public.
- Give each other space to manage their different power bases.
- Don't allow any individual to behave or talk in an irresponsible manner on other levels.
- Don't allow outside parties to drive a wedge between them.
- Allow the President to play a leadership role.
- Can show concrete improvements within 18 months.



1.3 LOCATION AND WARDS

The Integrated Development Plan (IDP) is applicable to the area of jurisdiction of Swartland Municipality. Swartland Municipality is situated in the West Coast District of the Western Cape. The size of the municipal area is 3 700 km².



Location in the Western Cape



Location in the West Coast District

The majority of the municipal area consists of farmlands, natural areas and coastal areas. The towns and settlements in the area are Malmesbury, Moorreesburg, Darling, Yzerfontein, Riebeek West, Riebeek Kasteel, Koringberg, Ruststasie, Ongegund, Riverlands, Chatsworth, Kalbaskraal and Abbotsdale.

The following municipalities share their borders with the Swartland Municipality:

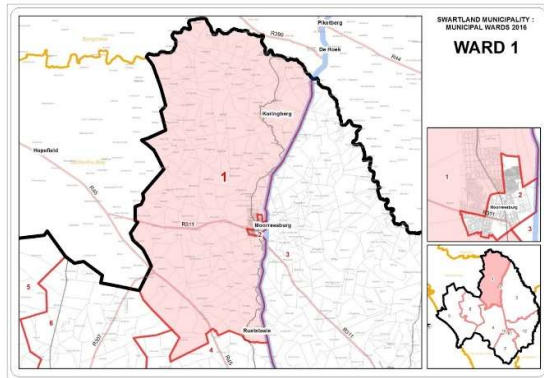
- The City of Cape Town (South)
- Drakenstein Municipality, Cape Winelands District (South-east)
- Bergrivier Municipality, West Coast District (North)
- Saldanha Bay Municipality, West Coast District (North-west)

Swartland municipal area is divided into 12 Wards. The urban settlements and rural areas within the different wards are described below.



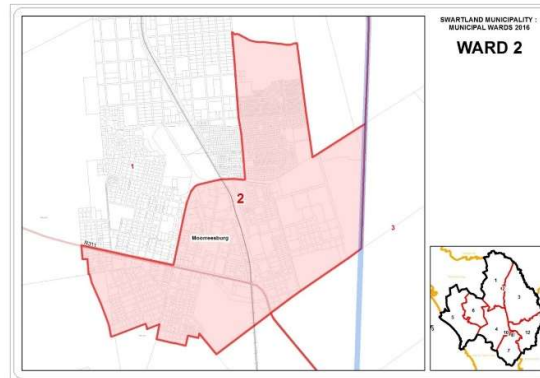
Ward 1

Koringberg, part of Moorreesburg and rural areas



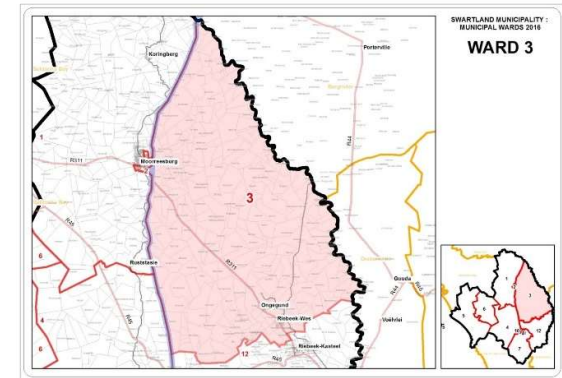
Ward 2

Moorreesburg



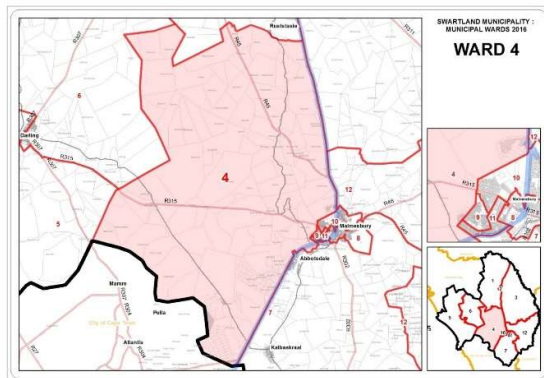
Ward 3

Riebeeck West, Ongegunnd and rural areas



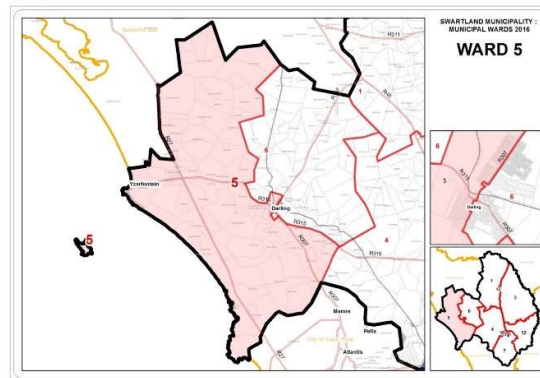
Ward 4

Chatsworth, Riverlands, Mount Royal (Malmesbury), Ruststasie and rural areas



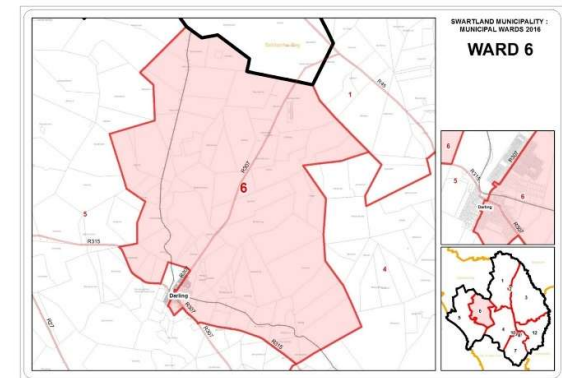
Ward 5

Yzerfontein, Jakkalsfontein, Grotto Bay, Ganzekraal, western part of Darling, Dassen Island and rural areas



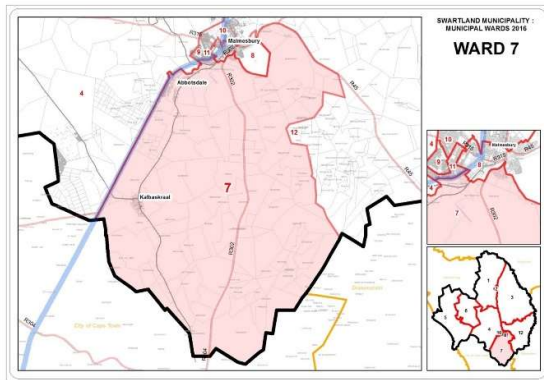
Ward 6

Eastern part of Darling and rural areas



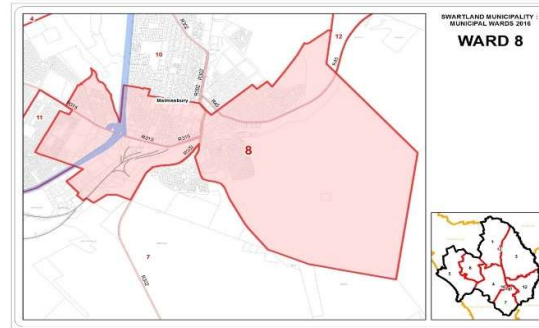
Ward 7

Abbotsdale, Kalbaskraal and rural areas



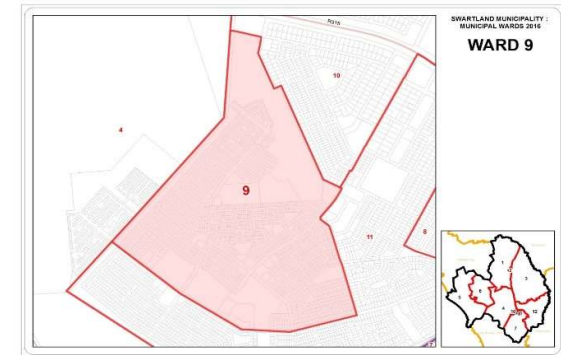
Ward 8

Malmesbury South and part of Wesbank



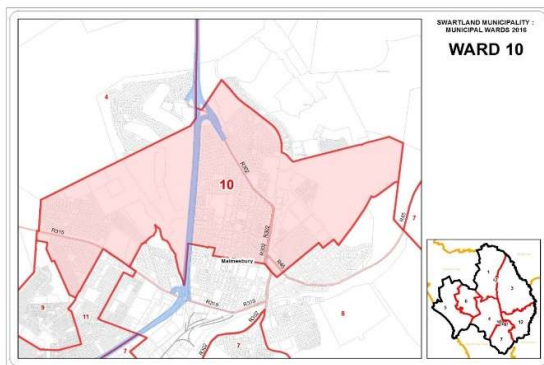
Ward 9

Ilinge Lethu



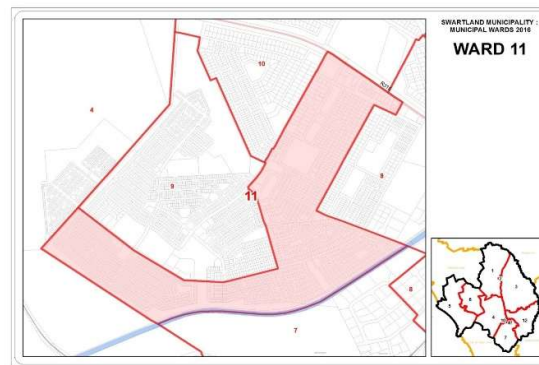
Ward 10

Malmesbury North (Panorama, Tafelzicht) and West (Schoonspruit)



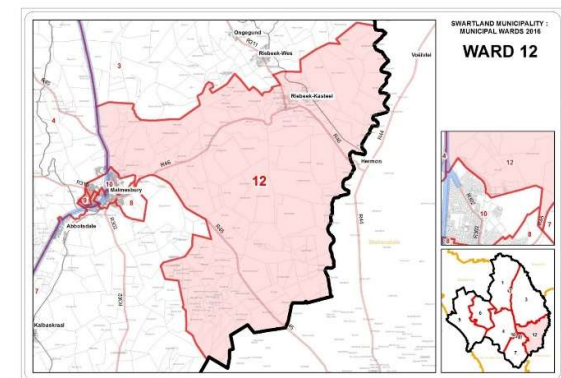
Ward 11

Part of Wesbank and Saamstaan



Ward 12

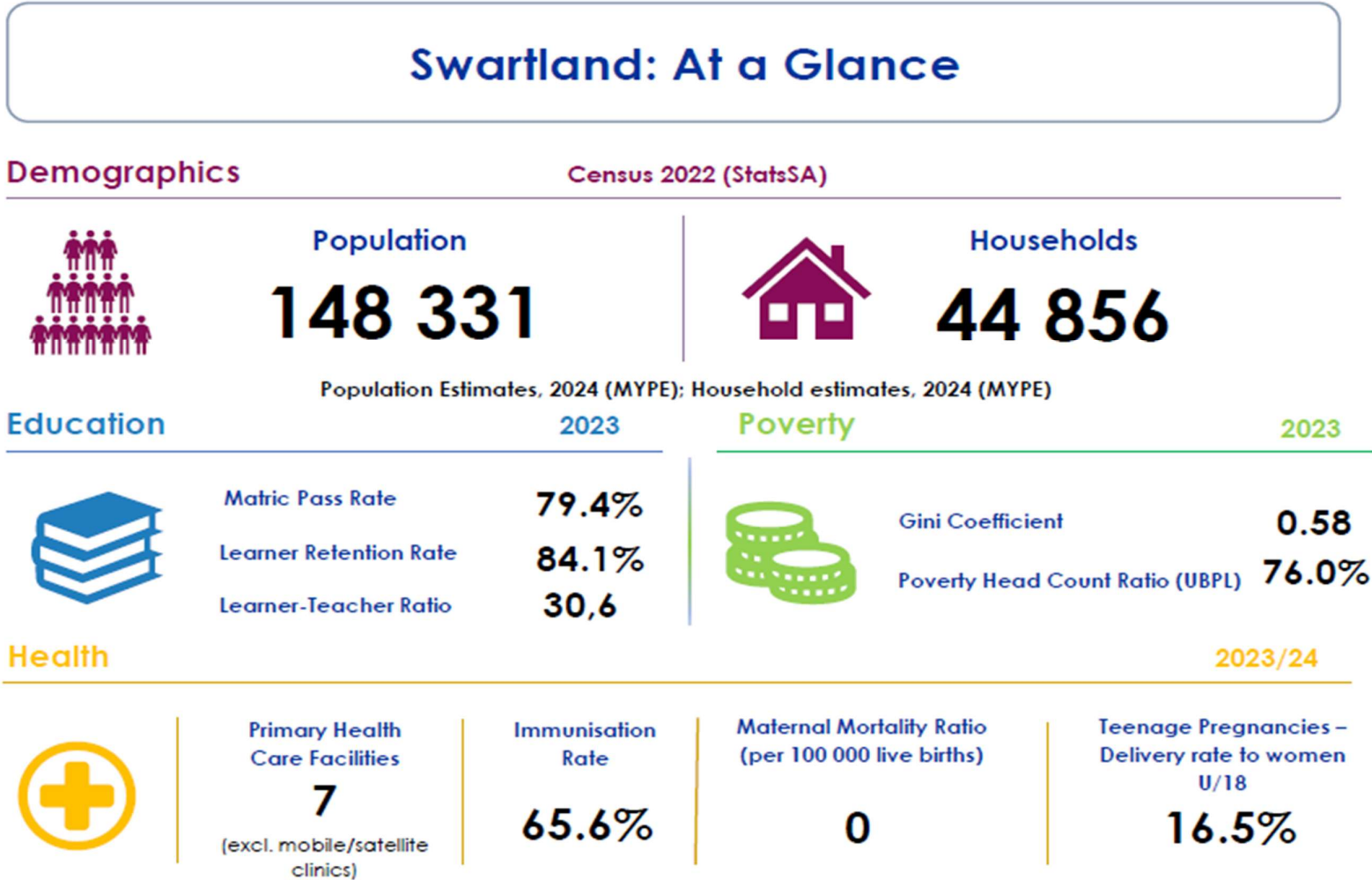
Riebeek Kasteel and rural areas



1.4 SWARTLAND PROFILE [Updated March 2025]

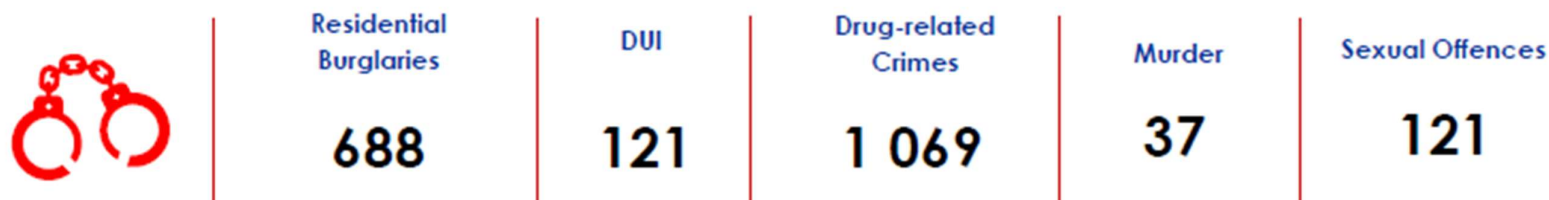
(a) Summary of demographic data [Updated March 2025 with figures from the Census 2022 and 2024 SEP report]

The information in the section was obtained from the Western Cape Government's 2024 Socio-economic Profile (SEP) Report and Census 2022.



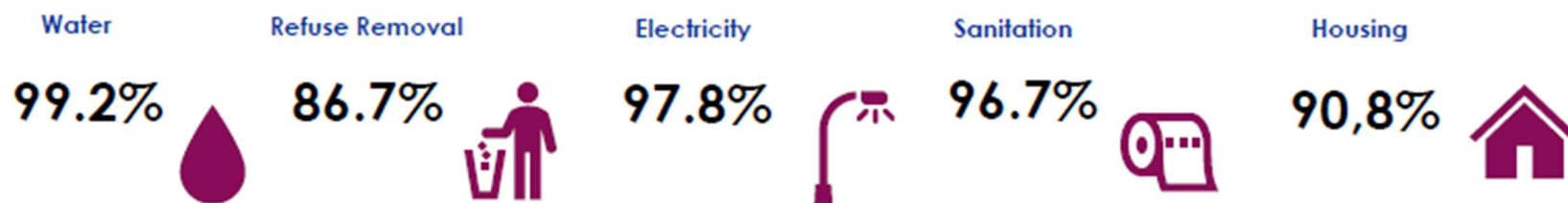
Safety and Security

Actual number of reported cases in 2023/24



Access to Basic Service Delivery

percentage of households with access to basic services, 2023 (Quantec)



Labour

2023

Unemployment Rate
(narrow definition)

13.6%



Socio-economic Risks

- | | |
|--------|--------------------------|
| Risk 1 | Job losses |
| Risk 2 | Low learner retention |
| Risk 3 | Low skills base (Labour) |

Largest 3 Sectors

Contribution to GDP, 2023

Manufacturing

21.9%



Agriculture, forestry and fishing

17.9%



Community, social and
personal services

15.0%



(b) Population [Updated March 2025 with figures from the Census 2022]

The information in the section was obtained from the *Census 2011, Community Survey 2016 and Census 2022 of Statistics South Africa*.

POPULATION COMPOSITION AND GROWTH

Group	2011	%	2016	%	Annual Growth 2011-2016	2022	%	Annual Growth 2011-2022
Black African	20 805	18.3%	20 965	15.7%	0.15%	27 073	18.3%	2.42%
Coloured	73 753	64.8%	87 070	65.1%	3.38%	95 106	64.1%	2.34%
Indian or Asian	585	0.5%	795	0.6%	6.33%	530	0.4%	-0.89%
White	17 780	15.6%	24 932	18.6%	7.00%	23 343	15.7%	2.51%
Other / Unspecified	838	0.7%	-	-	-	2 279	1.5%	9.42%
TOTAL SWARTLAND	113 762	100.0%	133 762	100.0%	3.29%	148 331	100.0%	2.44%

	Male	%	Female	%	Total	%
Black African	13762	19.1%	13311	17.4%	27073	18.3%
Coloured	45175	62.8%	49931	65.3%	95106	64.1%
Indian or Asian	288	0.4%	242	0.3%	530	0.4%
White	11491	16.0%	11852	15.5%	23343	15.7%
Other	1154	1.6%	1101	1.4%	2255	1.5%
Unspecified	14	0.0%	10	0.0%	24	0.0%
Total	71885	100.0%	76447	100.0%	148331	100.0%

The population increased from 113 762 in 2011 to 133 762 in 2016, and to 148 331 in 2022. The average growth rate was 3.3% per annum between 2011 and 2016 and 2.4% per annum between 2011 and 2022. In 2022 18.3% of the population was Black African, 64.1% Coloured, 0.4% Indian or Asian 15.7% White and 1.5% Other or Unspecified.



AGE GROUPS

Age	Male	%	Female	%	Total	%
0 - 4	6111	8.5%	6089	8.0%	12200	8.2%
5 - 9	5639	7.8%	5633	7.4%	11272	7.6%
10 - 19	11062	15.4%	11209	14.7%	22271	15.0%
20 - 29	12470	17.3%	13233	17.3%	25703	17.3%
30 - 39	12573	17.5%	12885	16.9%	25458	17.2%
40 - 49	9314	13.0%	9684	12.7%	18998	12.8%
50 - 59	7551	10.5%	8428	11.0%	15979	10.8%
60 - 69	4498	6.3%	5503	7.2%	10001	6.7%
70 +	2666	3.7%	3784	4.9%	6450	4.3%
Total	71885	100.0%	76447	100.0%	148332	100.0%

Group	2011	2016	2022
Children (0-14 years)	25.03%	25.32%	23.40%
Working age (15-65 years)	69.12%	69.13%	70.04%
Aged (65+)	5.85%	5.55%	6.56%

LANGUAGE MOST SPOKEN IN THE HOUSEHOLD

Language	2011	2016	2022
Afrikaans	76.2%	78.1%	73.5%
IsiXhosa	8.2%	12.3%	10.8%
English	4.3%	5.1%	7.0%
Sesotho	1.4%	1.2%	1.7%
Shona	-	-	1.4%

In 2022, 73.5% of the households Afrikaans is the language most spoken. This is followed by IsiXhosa (10.8%) and English (7.0%).



HOUSEHOLDS AND DWELLING TYPE

Households	2011	2022
Total households	29 324	44 856
Average household size	3.9	3.3

	Black African	%	Coloured	%	Indian or Asian	%	White	%	Other	%	Total	%
Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on farm	7651	68.3%	16404	80.4%	659	97.3%	11510	93.6%	209	74.6%	36434	81.2%
Traditional dwelling/hut/structure made of traditional materials	201	1.8%	376	1.8%	2	0.3%	60	0.5%	0	0.0%	638	1.4%
Flat or apartment in a block of flats/flat or apartment in a block of flats in a complex	85	0.8%	354	1.7%	5	0.7%	198	1.6%	19	6.8%	660	1.5%
Cluster house in complex	7	0.1%	30	0.1%	0	0.0%	67	0.5%	2	0.7%	105	0.2%
Town house (semi-detached house in complex)	7	0.1%	53	0.3%	0	0.0%	57	0.5%	2	0.7%	118	0.3%
Semi-detached house	219	2.0%	1642	8.0%	5	0.7%	119	1.0%	3	1.1%	1988	4.4%
Formal dwelling/house/flat/room in backyard/servants' quarters/granny flat/cottage	211	1.9%	447	2.2%	2	0.3%	149	1.2%	19	6.8%	828	1.8%
Informal dwelling/shack in back yard	1785	15.9%	662	3.2%	0	0.0%	42	0.3%	23	8.2%	2512	5.6%
Informal dwelling/shack not in backyard, e.g. in an	976	8.7%	305	1.5%	2	0.3%	67	0.5%	2	0.7%	1352	3.0%



	Black African	%	Coloured	%	Indian or Asian	%	White	%	Other	%	Total	%
informal/squatter settlement or on farm												
Caravan/tent	2	0.0%	2	0.0%	0	0.0%	2	0.0%	0	0.0%	5	0.0%
Other	54	0.5%	125	0.6%	3	0.4%	32	0.3%	2	0.7%	216	0.5%
Total	11197	100.0%	20399	100.0%	677	100.1%	12303	100.0%	280	100.4%	44856	100.0%

PLEASE NOTE: The results of the 2022 Stats SA Census were not available per ward or area by finalisation of this IDP.

1.5 LEGAL REQUIREMENTS IN TERMS OF THE MUNICIPAL SYSTEMS ACT 32 OF 2000

Section 25(1): Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality (Integrated Development Plan).

Section 25(2): An IDP adopted by a municipal council in terms of subsection (1) remains in force until an IDP is adopted by the next elected council.

Section 26: An IDP must reflect-

- the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets.



Section 29(b): The process followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must -

- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for -
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the integrated development plan; and
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- (d) be consistent with any other matters that may be prescribed by regulation.

Section 30: The Executive Mayor of a municipality must, in accordance with section 29 -

- (a) manage the drafting of the municipality's integrated development plan;
- (b) assign responsibilities in this regard to the municipal manager; and
- (c) submit the draft plan to the municipal council for adoption by the council.

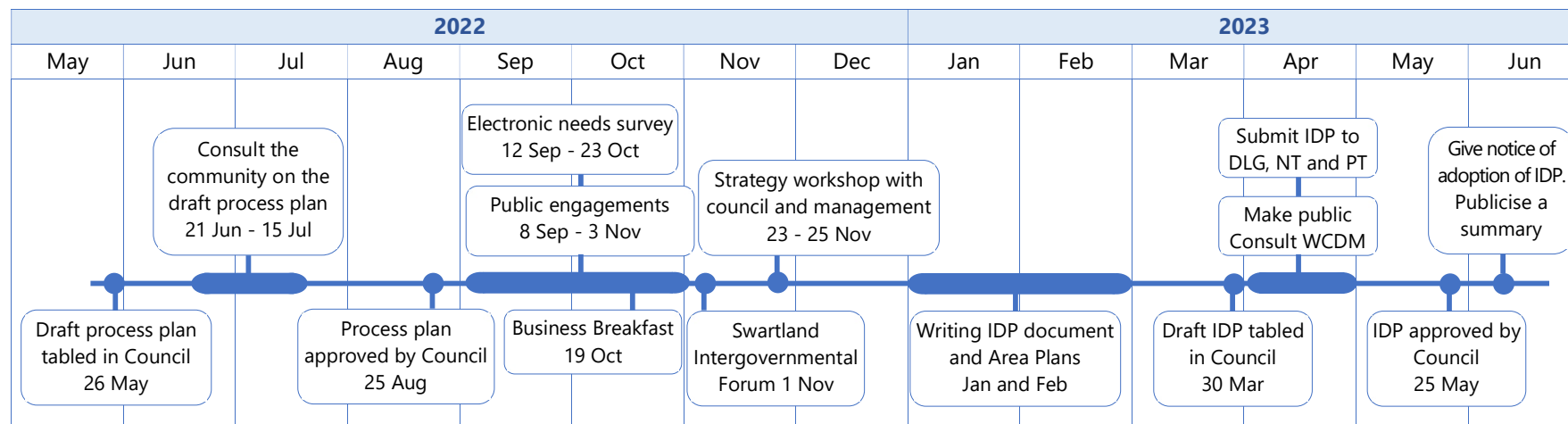
Section 35(1): An IDP adopted by the council of a municipality -

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

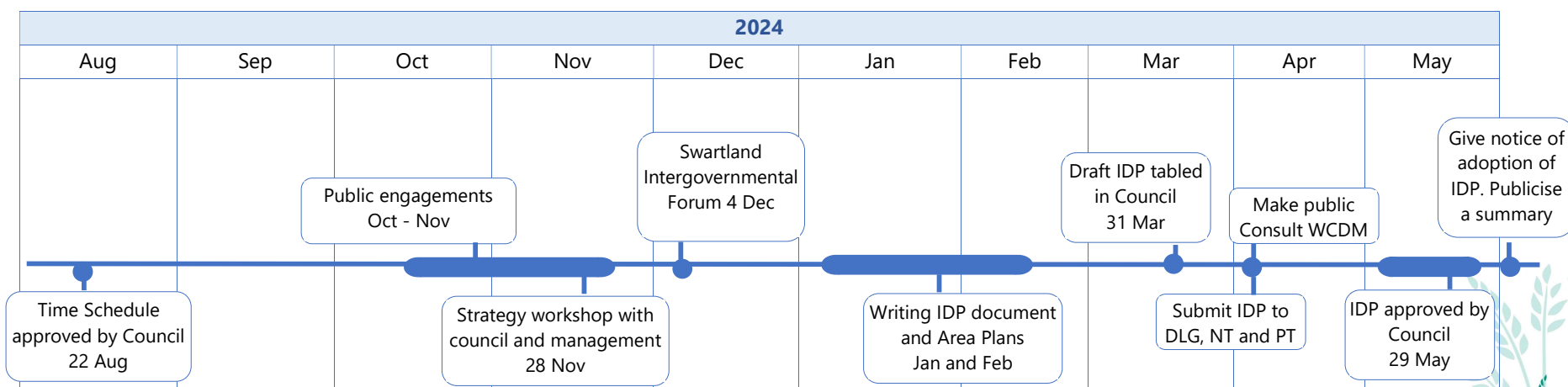


1.6 IDP PROCESS

(a) First year process



(b) Annual review process *[Updated March 2025]*



The IDP must be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP must be reviewed annually in order to -

- ensure its relevance as the Municipality's strategic plan;
- inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to -

- reflect and report on progress made with respect to the five-year strategy (and key outcomes) in the IDP;
- make adjustments to the strategy in the 5-year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the five-year strategy; and
- inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.



1.7 POLITICAL STRUCTURE

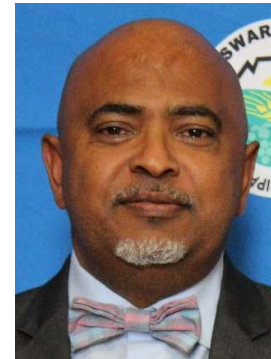
LEADERSHIP



Cllr Anet de Beer
Deputy Executive Mayor



Ald Harold Cleophas
Executive Mayor



Ald Michael Rangasamy
Speaker

MAYORAL COMMITTEE



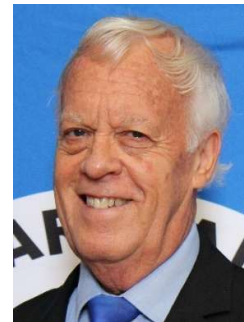
Ald Harold Cleophas
Executive Mayor



Cllr Anet de Beer
Deputy Executive Mayor



Cllr Nicolene Smit
*Member (MM,
Administration & Finance)*



Ald Tijmen van Essen
*Member (Technical &
Electrical Services)*



Cllr Albert Warnick
*Member (Community
Safety)*



Cllr Desiree Bess
*Member (Community
Development)*



WARD COUNCILLORS



AldL Marlene Nel
Ward 1



Cllr Desmond Pypers
Ward 2



Cllr Nicolene Smit
Ward 3



Cllr Richard Jooste
Ward 4



Ald Michael
Rangasamy
Ward 5



Cllr Albert Warnick
Ward 6



Cllr Allan Williams
Ward 7



Cllr Anet de Beer
Ward 8



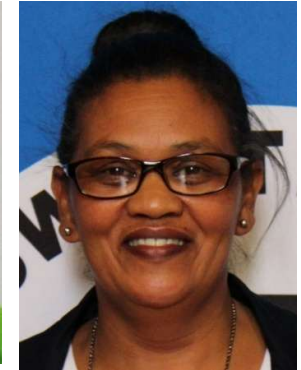
Cllr Mkhululi Ngozi
Ward 9



Ald Tijmen van Essen
Ward 10



Cllr Gerhardus White
Ward 11



Cllr Desiree Bess
Ward 12



PROPORTIONAL COUNCILLORS (in alphabetical order)



Cllr Amber Booyesen
VF Plus



Ald Harold Cleophas
DA



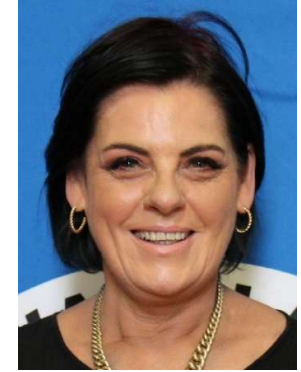
Cllr Megan Gaika
EFF



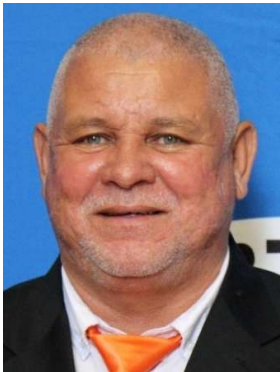
Cllr Cornelia Fortuin
ANC



Cllr Ilza Le Minnie
DA



Cllr Cornelle
O'Kennedy
DA



Cllr Jeremy Papier
GOOD



Cllr Bulelani Penxa
ANC



Cllr Catherine Pieters
ANC



Cllr Phakamini
Soldaka
ANC



Cllr Gerhard
Vermeulen
VF Plus



1.8 ORGANISATIONAL STRUCTURE



Joggie Scholtz
Municipal Manager

- Jurene Erasmus - *Internal Audit*
- Olivia Fransman - *Strategic Services*



Louis Zikmann
Civil Engineering Services

- Buildings and Infrastructure Maintenance
- Civil Operations and Maintenance
- Solid Waste & Trade Services
- Public Services & Project Management



Mark Bolton
Financial Services

- Fin Statements & Asset Management
- Budget, Costing & Reporting
- Credit Control
- Expenditure Management
- Revenue Management
- Financial Systems Admin
- Supply Chain Management



Thys Möller
Electrical Engineering Services

- ICT Services
- Electrical Infrastructure, Operations, Maintenance and Construction
- Electrical Planning and Design (Project Management)



Philip Humphreys
Protection Services

- Disaster Management, Fire and Emergency Services
- Traffic / Law Enforcement Operations & Vehicle Licensing Admin



Madelaine Terblanche
Corporate Services

- Properties, Contracts and Legal Administration
- Tourism, Library and Client Services
- Human Resources
- Secretariat and Records
- Communications and Public Relations



Jo-Ann Krieger
Development Services

- Development Management
- Community Development
- Human Settlements / Housing Admin
- Environmental Affairs



CHAPTER 2

POLICY FRAMEWORK



2.1 SUSTAINABLE DEVELOPMENT GOALS *[Updated March 2025]*

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Today, the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA) provides substantive support and capacity-building for the SDGs and their related thematic issues.

The Goals are the following:



End poverty in all its forms everywhere



End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Ensure healthy lives and promote well-being for all at all ages



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Achieve gender equality and empower all women and girls



Ensure availability and sustainable management of water and sanitation for all





Ensure access to affordable, reliable, sustainable and modern energy for all



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



Reduce inequality within and among countries



Make cities and human settlements inclusive, safe, resilient and sustainable



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy



Conserve and sustainably use the oceans, seas and marine resources for sustainable development



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development



2.2 NATIONAL POLICY

(a) National Development Plan 2030

THE PLAN IN BRIEF

By 2030

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.
- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40% from 6% to 10%.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.



- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

Critical actions

1. A social compact to reduce poverty and inequality and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

STRATEGIC OUTCOMES

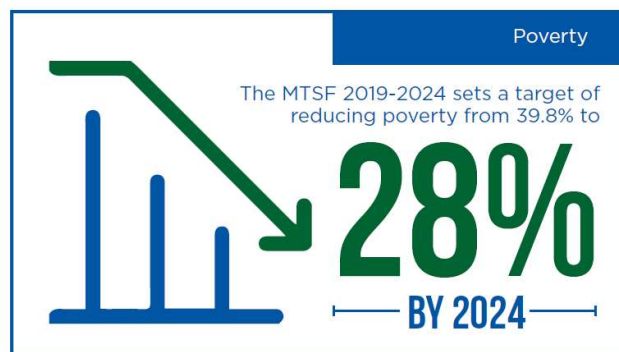
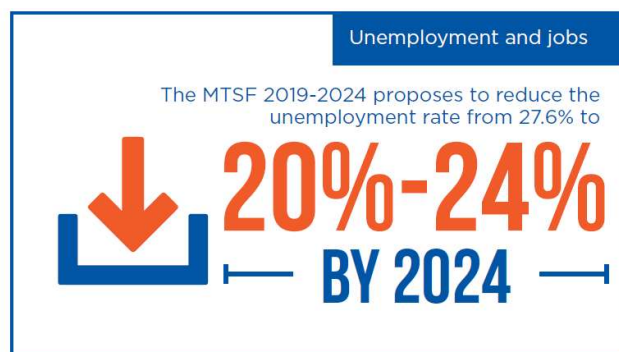
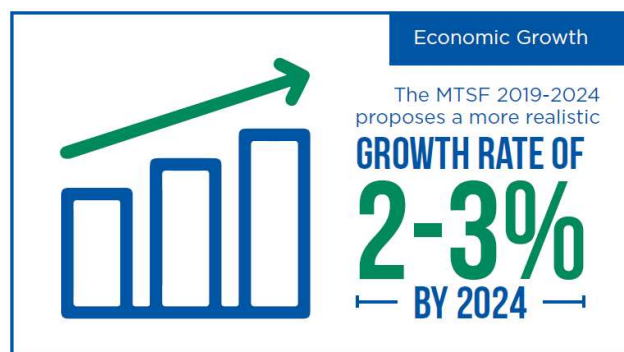
1. Economy and employment (Chapter 3)
2. Economic infrastructure (Chapter 4)
3. Environmental sustainability and resilience (Chapter 5)
4. Inclusive rural economy (Chapter 6)
5. South Africa in the region and the world (Chapter 7)
6. Transforming human settlements (Chapter 8)
7. Improving education, training and innovation (Chapter 9)
8. Health care for all (Chapter 10)



9. Social protection (Chapter 11)
10. Building safer communities (Chapter 12)
11. Building a capable and developmental state (Chapter 13)
12. Fighting Corruption (Chapter 14)
13. Nation building and social cohesion (Chapter 15)

(b) Medium Term Strategic Framework (2019-2024)

2024 TARGETS



SEVEN PRIORITIES

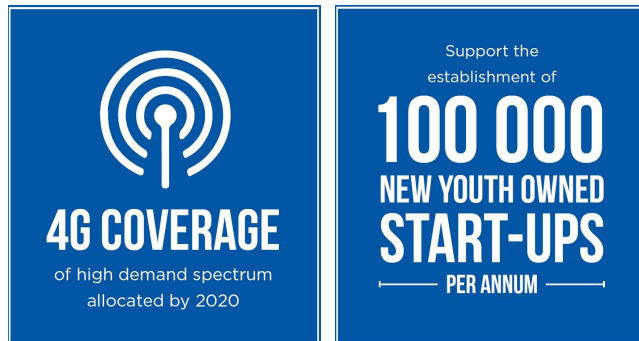
Priority 1: A capable, ethical and developmental state



Outcomes:

- Improved leadership, governance and accountability
- Functional, efficient and integrated government
- Professional, meritocratic and ethical public administration
- Social compact and engagement with key stakeholders

Priority 2: Economic Transformation and Job Creation

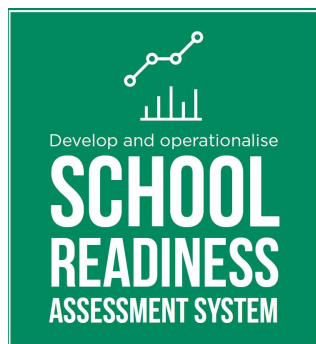


Outcomes:

- More decent jobs sustained and created
- Investing for accelerated inclusive growth
- Industrialisation, localisation and exports
- Improve competitiveness through ICT adoption, research and innovation
- Reduced concentration and monopolies and expanded small business sector
- Quality and quantum of infrastructure investment to support growth and job creation improved



Priority 3: Education, skills and health



Outcomes:

- Early childhood development
- Foundation Phase
- Intermediate and senior phases
- National senior certificate (further education & training band)
- Basic education infrastructure
- Expanded access to PSET opportunities
- Improved success and efficiency of the PSET system
- Improved quality of PSET provisioning
- A responsive PSET system
- Universal health coverage
- Life expectancy improved

Priority 4: Consolidating the social wage through reliable and quality basic services



Outcomes:

- Comprehensive developmental social welfare
- Social protection of children
- Comprehensive social security
- Sustainable community development interventions
- Integrated social protection information system
- Increased access to development opportunities for children, youth and parents/guardians including access to menstrual health and hygiene for all women and girls



Priority 5: Spatial integration, human settlements and local government

Land Fund established
by March 2020 and
**R3.6BN
ALLOCATED
OVER 5 YEARS**

90%
OF WATER USE
RIGHTS
ALLOCATED
to land reform projects (water use licences)

Outcomes:

- A coordinated, integrated and cohesive national spatial development plan to enable economic growth and spatial transformation
- Functional sub-national regional development in urban and rural spaces
- Integrated service delivery, settlement transformation and inclusive growth in urban and rural places
- Greenhouse gas emission reduction
- Municipalities prepared to deal with climate change
- Just transition to a low-carbon economy
- State of ecological infrastructure improved
- Sustainable land reform
- Agrarian transformation
- Spatial transformation through multi-programme integration in priority development areas
- Adequate housing and improved quality living environment
- Security of tenure
- Improve access to basic services
- Accessible, affordable, safe and reliable public transport
- Equitable access to land reform, housing, safe living environment, universal access and design and safe and affordable transport and ICT services



Priority 6: Social cohesion and safe communities



Outcomes:

- Fostering Constitutional Values
- Equal Opportunities, Inclusion and Redress
- Promoting Social Cohesion through increased interaction across space and class
- Promoting Active Citizenry and Leadership
- Fostering Social Compacts
- Fighting Corruption
- Reduced Organised Crime and levels of contact crimes
- Well-defended and secure cyberspace
- Effectively defended, protected, safeguarded and secured communities
- Social reintegration of offenders

Priority 7: A better Africa and world



Outcomes:

- A better South Africa
- A better Africa and world
- A peaceful and secure African continent



(c) National District Development Model and One Plan *[Updated March 2025]*

Cabinet approved the District Development Model (DDM) as an All of Government and Society Approach providing a method by which all three spheres of government and state entities work in unison in an impact-oriented way to speed up service delivery so ensuring that municipalities are properly supported and adequately resourced.

The DDM is an intergovernmental approach focusing on 44 districts and 8 metropolitan spaces for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging developmental efforts at the district/metropolitan level.

The main objectives of the DDM are to:

- To focus on the district or metropolitan spaces as the appropriate scale and arena for intergovernmental planning and coordination.
- To focus on the 44 districts and 8 metropolitan spaces as developmental spaces (IGR Impact Zones) and strategic alignment platforms for all three spheres of government.
- To produce a spatially integrated single government plan (as an intergovernmental compact) that guides and directs government-wide strategic investment spending, project delivery and accountability for each district and metropolitan space.
- This approach reinforces an outcomes-based IGR system where there is a systematic IGR programme and process associated with the formulation and implementation of a single government plan. This is a significant shift from a highly negotiated approach to alignment of plans to regulated cooperative governance's One Plan.
- To take development to communities as the key beneficiaries and participants in what government does.

Nationally, the DDM is expressed through the development of a One Plan. The One Plan is defined as an intergovernmental plan setting out a 25-30 years long-term strategic framework (consisting of short, medium and long-term actions) to guide investment and delivery in relation to each of the districts and metropolitan spaces. This plan for each space is to be jointly developed and agreed to by all three spheres of government.

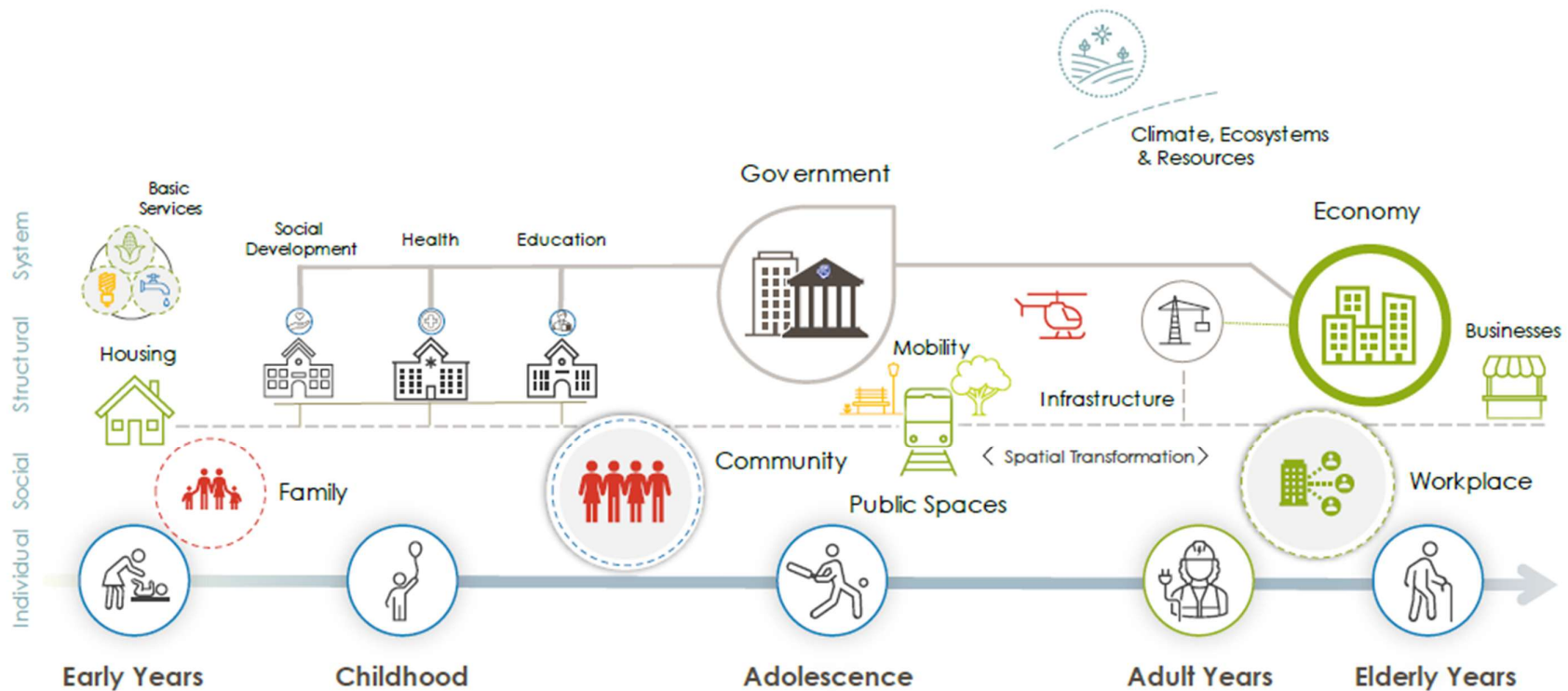


2.3 PROVINCIAL POLICY

(a) Provincial Strategic Plan 2025-2030 *[Replaced March 2025]*

A government that people trust.

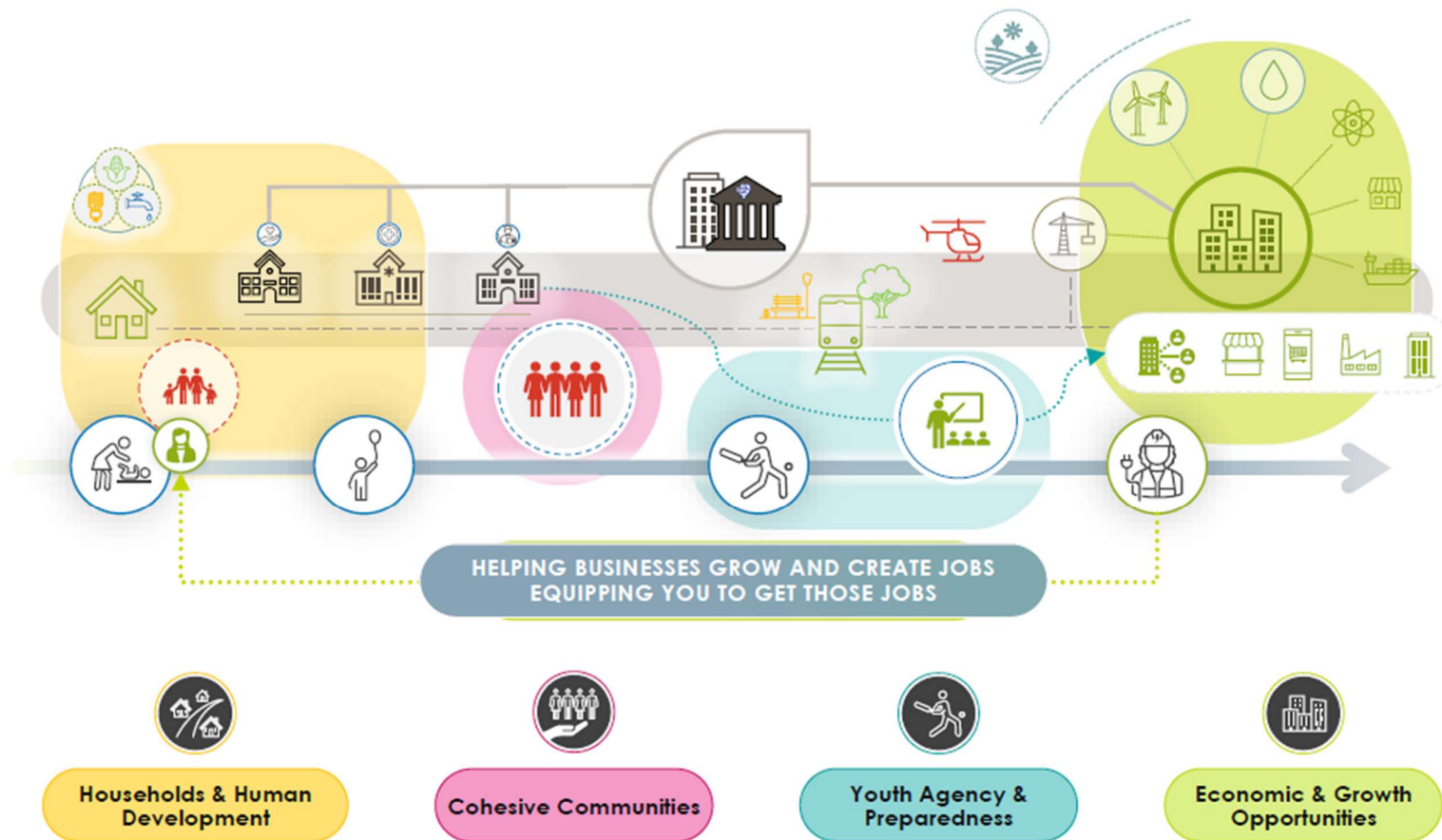
The strategic plan of the Western Cape Government outlines the goals and priorities for a five-year period. The Provincial Strategic Plan 2025-2030 begins by asking: What do residents need to progress and thrive at each stage of their lives?



For Every Stage of Life

To support residents throughout the life course, the PSP identifies four integrated impact areas where government departments work towards the common goal of providing targeted support and enabling residents across critical life areas.

The four integrated impact areas are set out in the graphic above and explored in more detail in this section





Households and Human Development



A household is the foundation of human development, offering safety, comfort, and a nurturing environment that shapes daily life and future aspirations.

FOCUS AREAS



Improved Access to Employability and Economic Opportunities

People have access to the tools, ability and agency to work and take up economic opportunities.



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.



Improved Child Wellbeing

Children have access to health, nutrition, responsive caregiving, and early learning opportunities.



Increase the Wellbeing and Agency of Adults and Older Persons

Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.

Ministerial Priorities

- Jobs.
- A strong foundation for early learning.
- Ensuring the health and nourishment of small children.
- Providing accessible healthcare.
- Addressing child food insecurity through synergy between NGOs, agriculture, education, and health sectors.
- Reduced waiting times in healthcare queues.





Cohesive communities are the bedrock of society, weaving individual lives into a vibrant, interconnected whole. They provide support, and safety, fostering environments where people feel secure and engaged.

FOCUS AREAS



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.



Safe and Secure Communities and Infrastructure

Rural and urban communities and infrastructure are protected through locally owned safety initiatives, enabled by area-based and collaborative whole-of-society approaches.



Effective and Responsive Law Enforcement

Equitably resourced law enforcement agencies respond effectively to community safety needs, fostering trust, reducing crime, and ensuring the protection of residents.



Increase the Wellbeing and Agency of Adults and Older Persons

Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.

Ministerial Priorities

- Protect and elevate the status of Indigenous languages.
- Preserve the rich tapestry of our collective history and identity.
- Improve safety in and around schools.
- Enhance community safety by reducing violence.
- Half the number of road fatalities.
- Strengthen community-based safety
- Improve LEAP and SAPS oversight.
- Create a culture of safety among residents.
- Victim and perpetrator recovery programme.
- Develop disability-friendly major towns.
- Establish 'double safety net' dorpiess.
- Increase the quantity and scale of recreational, sporting, and cultural events.





Youth Agency & Preparedness

Empowered youth have the agency to shape their future and drive the cultural and economic vibrancy of the Western Cape.

FOCUS AREAS



Improved Access to Employability and Economic Opportunities

Young people have access to the tools, ability & agency to work and take up economic opportunities.



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.



Increase Youth Resilience, Civic, Educational and Economic Participation

Youth are resilient, actively engage in civic activities, and meaningfully participate in their learning, training opportunities and the economy.

Ministerial Priorities

- Improve learning outcomes across grades.
- Reintroduce school sports to contribute to the holistic development of learners.
- Develop and implement a new service delivery model for libraries.





Economic and Growth Opportunities

Economic growth brings tangible benefits to the residents of our province.

FOCUS AREAS



Driving Growth Opportunities through Investment

Diverse economic opportunities attract investment for businesses to grow.

Growth for Jobs Portfolio



Stimulating Market Growth through Exports and Domestic Markets

Businesses have strong access to domestic and international markets, increasing tourism and goods and services exports.

Growth for Jobs Portfolio



Energy Resilience and Transition to Net Zero Carbon

Businesses and people have access to reliable, low-carbon and cost-effective sources of energy.

Growth for Jobs Portfolio



Water Security and Resilience

A secure water future enables the well-being of people and businesses to grow.

Growth for Jobs Portfolio



Technology and Innovation

Ideas and technologies are harnessed by businesses and people, improving productivity and creating more opportunities.

Growth for Jobs Portfolio



Ministerial Priorities

- Mitigate loadshedding.
- Business support.
- Agricultural support.
- Market Access.
- Food Security.
- Securing investment to increase the quantity and scale of recreational, sporting, and cultural events.
- Securing and managing water resources for the current and future needs of the province.

Transversal Impact Areas

The two transversal impact areas of the Provincial Strategic Plan—Spatial Transformation, Infrastructure and Mobility, and Resource Resilience—focus on the structural and environmental factors that influence service delivery.

**Spatial Transformation,
Infrastructure, and Mobility**



Coordinated spatial planning, infrastructure, and mobility increase equitable value and access to economic opportunities, public spaces, services, and recreation.

Coordinated spatial planning, infrastructure, and mobility increase equitable value and sustainable development, providing access to economic opportunities, public spaces, services, and recreational facilities.

PORTFOLIO FOCUS AREAS



**Infrastructure and the
Connected Economy**



**Safe and Secure
Communities and
Infrastructure**



**Improved Spatial
Transformation and Social
Infrastructure**



TRANSVERSAL OUTCOMES



Access to Basic Services & Shelter

Households have increased access to basic services and improved shelter.



Investment in Social Infrastructure

Investment in social infrastructure improves access to health, education, social development and recreation opportunities.



Spatial Transformation and Resilience

Infrastructure investment drives spatial transformation and improves spatial resilience.



Safe and Efficient Mobility

Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities.

Ministerial Priorities

- Grow our economy through spatial transformation and development facilitation.
- Accelerate speed and scale of infrastructure development and maintenance.
- Explore and adopt alternative delivery materials and models, building technologies, and AI solutions.
- Future-proof our province through improved disaster and climate change resilience.
- Build the infrastructure sector through a skills focus and trusted infrastructure pipeline.
- Accountable local government delivering services that our residents deserve.
- Private sector involvement.
- Unlock and secure new funding sources, including CSI.
- New regional and private hospitals.
- Invest in school infrastructure.
- Preserve heritage while enabling development.



Resource Resilience



The Western Cape is a resilient region and thrives through proactive, collaborative action in the face of climate change, shocks and stressors.

The Western Cape is resilient and thrives through proactive, collaborative action in the face of climate change, shocks and stressors.

PORTFOLIO AND TRANSVERSAL FOCUS AREAS



Effective Approach to One Health and Disaster Management

The Western Cape effectively prevents, detects, and responds to threats to the health and wellbeing of its residents and improves the health, livelihoods, and ecosystem integrity of humans, animals, plants, and the environment.



Enhanced Resilience to Climate Change

The Western Cape enhances resilience to climate change by reducing, mitigating, and adapting to climate risks and impacts on infrastructure, human wellbeing, ecosystems, and the economy.



Sustainable Agriculture and Ecological Infrastructure

Sustainable agriculture and restored ecological infrastructure improve food access and mitigate natural disasters.

Ministerial Priorities

- Future-proof our province through improved disaster and climate change resilience.
- New disaster, crisis and emergency budget guidelines.
- Water resources are secured and managed to meet the current and future needs of our growing province.



(b) Western Cape Joint District and Metro Approach

The Western Cape Government specific approach to the DDM is called the Joint District and Metro Approach (JDMA). The JDMA envisages for the three spheres of government to converge, using IGR engagements, to develop similar Western Cape strategic, development and planning priorities with aligned budgets an accelerated implementation for service delivery.

The JDMA -

- is a geographical (district) and team based, citizen focused approach;
- has the output of a single implementation plan to provide planning and strategic priorities, developmental initiatives, service delivery and capacity building;
- has the desired outcome of improving the living conditions (lives) of citizens;
- has a horizontal interface (between provincial departments) and a vertical interface (National, Provincial and local government spheres);
- does not exclude local municipalities;
- is not a functions and power debate; and
- promotes collaboration using the District Coordinating Forum as the governance instrument for co-planning, co-budgeting and co-implementation to strengthen service delivery to communities.

Central to the **Western Cape's** JDMA is the principles of co-planning, co-budgeting, co-implementation and its translation into service delivery to communities. As such a JDMA Implementation Plan for the West Coast was developed in 2020 which DCoG advised meets the requirements for a First Generation One Plan.



2.4 DISTRICT POLICY

(a) One West Coast Plan *[Updated March 2025]*

Central to the **Western Cape's JDMA** is the principles of co-planning, co-budgeting, co-implementation and its translation into service delivery to communities. As such the District Coordinating Forum (DCF) adopted the initial JDMA Implementation Plan in July 2021 for the West Coast which DCoG advised met the requirements for a 1st Generation One Plan. The West Coast Plan scored the highest of all the JDMA Plans of the Districts in the Province, an overall 2.5 out of 3.

The Plan is formulated jointly by all three spheres of government. The plan is approved and adopted by all three spheres of government. The Western Cape Government plays a leading role in respect of the Province. The Plan provides a good summary of national and provincial frameworks that should guide its development and priorities and does elevate the implications of some of these for the district.

The WCD Implementation Plan cannot and does not replace existing prescribed development, departmental strategic and annual performance plans that each government sphere, department and state entity is responsible for. It is rather informed by these plans and once adopted it will guide the review of these plans and budgets. The plan will not necessarily detail or cover the full range of responsibilities that each sphere, department and entity must execute. **It focusses on the major commitments and changes required to catalyse and advance socio-economic transformation.**

The plan is also not a simple summation of entity plans but a strategic collaboratively synthesised plan that articulates development outcomes, targets and commitments. It is not in the same form or detail as existing long-term plans (sector plans, IDPs, PSPs or GDSs) and does not play the same role as these plans. It is an intergovernmental framework not belonging to any sphere or department. It is in the form of an intergovernmental and social compact that sets the broad direction, targets and synergies to inform all planning

During 2023 the DCF tasked the IDP Managers of the West Coast collaborating with Department of Local Government (DLG) to review and update the Plan to address some of the gaps identified in the assessment. Various role-players supported the review process and the work done by the IDP Managers and DLG.

The DCF resolved to name the updated Plan the **One West Coast Plan** with the tagline **Weskus Beskus**.



(b) West Coast District Municipality IDP goals and objectives

Vision: Weskus the caring centre for innovation and excellence

Mission: Promote drivers of change, by leading well-co-ordinated and innovative initiatives to achieve sustainable and integrated development of West Coast.

Objectives:

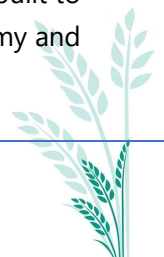
1. Care for the social well-being, safety & health of all our communities
2. Promote regional economic growth and tourism
3. Co-ordinate and promote the development of bulk and essential services and transport infrastructure
4. Foster sound relationships with all stakeholders, especially local Municipalities
5. Maintain Financial Viability and Good Governance

District Service Delivery Focus

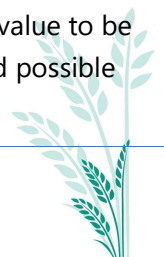
The functions assigned to District municipalities as per section 84 of the Municipal Structures Act will be taken into account during the next review and/or amendment cycle, however, particular emphasis will be placed on the below external focus areas:

Table 1: District service delivery focus

Focus area	Details
Water Management- Storage of water	Description Facilitating Underground Water Storage to ensure sustainable water provision.
	Linkage to restoring the social fabric theme The absence of water to households and/or business will be detrimental. Appropriate storage facilities are to be built to ensure water security and allay fear by business to retrench. In the event of increased unemployment, the economy and sustainability of all partaking in the value chain will have lasting consequences and increased crimes.



Focus area	Details
Waste Management	Description Providing Regional Landfill Site for Cederberg and Matzikama Municipality.
	Linkage to restoring the social fabric theme The appropriate management and rehabilitation of a landfill site is crucial. This will further allow for the value chain to be derived from waste materials. Waste management is deemed to be an environmental crisis and through this, the opportunities to better households and educating the citizens on waste streams will likely have a reduction in waste to landfill and perhaps a secondary economy to be established
ICT Connectivity	Description Providing satisfactory connectivity to the West Coast District area by means of satellite technology
	Linkage to restoring the social fabric theme There is a high dependency on connectivity and the need for uninterrupted business processes or account management. Whilst the incumbents at the main office have the benefit to access the municipal suit of programs etc. the outside offices experience challenges which add to the inefficient manner in which certain processes are been dealt with. The first priority will be to give equal access to the outside offices to the suit of products and secondly to allow for areas connectivity from our municipal owned network
Fire Fighting	Description Enhance own service to adhere to SANS code – add 4 staff members to establishment every 6 months. Agreements to perform service to local municipalities.
	Linkage to restoring the social fabric theme Rendering and efficient and effective service to the residents is essential without duplicating servicing costs. The value to be derived can be captured through community interventions / partnerships and by allowing education, training and possible employment opportunities in much needed areas which is isolated from main towns.



Focus area	Details
System assistance including mSCOA (financial & non-financial)	Description Negotiating to provide service on behalf of B-municipalities that were experiencing system and/or capacity problems.
	Linkage to restoring the social fabric theme mSCOA has been a challenging implementation programme/project yet allowed for closer collaboration and the possibilities to be of assistance and thus reducing implementation costs (which is to be subsidised by the account holders) to the respective partnering local municipalities. In essence, the value spent needs to triple in value towards stakeholders.
Energy – facilitation of green energy	Description Reduce carbon & optimise infrastructure. Considering energy generation towards the IRR plan
	Linkage to restoring the social fabric theme <p>The costs of conventional energy generation and the increases thereof is not sustainable. The focus on green energy which will give benefit to the property owner as well as that of the municipal owned network will be of great benefit for a longer and sustained period.</p> <p>The opportunities through possible reduction of costs and deriving value through implementation can only be of benefit to the broader citizen base.</p>



2.5 MUNICIPAL POLICY

(a) Status of sector plans and policies *[Updated May 2025]*

Sector plan/policy	Responsible official	Current status	Approval date
CIVIL ENGINEERING SERVICES			
Integrated Waste Management Plan	Esias de Jager	Approved	Dec 2022
Pavement Management System	Jonhill Spies	Updated	2024
Sewerage Master Plan	Esias de Jager	Approved	Jun 2020
Sport Policy	John Barlow	Approved	2015
Street Name Policy	John Barlow	Approved	Sep 2019
Transport Master Plan	Jonhill Spies	Approved	2020
Water Conservation and Water Demand Management Strategy	Esias de Jager	Approved	2018
Water Master Plan	Esias de Jager	Approved	Jun 2020
Water Services Development Plan	Esias de Jager	Approved	July 2023
CORPORATE SERVICES			
Client Service Charter	Ilse Loock	Approved	2024
Communication Policy	Mart-Marié Haasbroek	Approved	April 2024
Communication Strategy	Mart-Marié Haasbroek	Approved	April 2024
Contract Management Policy	Madelaine Terblanche	Approved	Sep 2022
Disability Policy	Sunet de Jongh	Approved	Dec 2018
Employment Equity Plan	Sunet de Jongh	Approved	Jul 2023
Employment Equity Policy	Sunet de Jongh	Approved	Apr 2016
External Bursary Policy	Sunet de Jongh	Approved	Apr 2017
HIV/Aids in the workplace Policy	Sunet de Jongh	Approved	Apr 2016
Human Resources Plan	Sunet de Jongh	Approved	Jul 2023
Internship Policy	Sunet de Jongh	Approved	Apr 2016
Leasing of halls policy	Felicia Williams	Reviewed, not amended	2023
Lending Policy for library material	Ilse Loock	Reviewed, not amended	May 2023
Organogram	Sunet de Jongh	Approved	Mar 2024
Privacy Policy	Mart-Marié Haasbroek	Approved	Jun 2021



Sector plan/policy	Responsible official	Current status	Approval date
Public Participation Policy	Mart-Marié Haasbroek	Reviewed, not amended	May 2021
Recruitment and Selection Policy	Sunet de Jongh	Approved	Sep 2022
Relocation Assistance Policy	Sunet de Jongh	Approved	Oct 2022
Social Media Policy	Mart-Marié Haasbroek	Approved	April 2024
System of Delegations	Madelaine Terblanche	Reviewed	May 2023
Transfer of Municipal Assets Policy	Madelaine Terblanche	Approved	Mar 2015
Ward committee constitution	Nicolette Brand	Approved	July 2024
Website Placement Policy	Mart-Marié Haasbroek	Approved	2010
Workplace Skills Plan	Sunet de Jongh	Completed	1 May 2024
DEVELOPMENT SERVICES			
Air Quality Management Plan	Sheldon Visagie	Approved	Jul 2019
Climate Change and Hazard Risk Areas Study	Alwyn Zaayman	Approved	2014
Growth Model	Alwyn Zaayman	Approved	2018
Guidelines on ECD	Hillary Balie	Approved	2020
Housing Pipeline	Sylvester Arendse	Approved	May 2024
Housing Plan	Sylvester Arendse	Approved	May 2022
Integrated Coastal Management Programme	Alwyn Zaayman	Draft	2020
Local Drug Action Plan	Hillary Balie	Approved	2020
Occupational Health and Safety Policy	Sheldon Visagie	Approved	2020
Social Development Policy and Strategy	Hillary Balie	Approved	2017
Persons with Disability Policy	Hillary Balie	Approved	May 2021
Spatial Development Framework	Alwyn Zaayman	Amended	2025
ELECTRICAL ENGINEERING SERVICES			
Disaster Recovery Plan and Business Continuity Plan for the IT function	Johan Pienaar	Reviewed and amended	2022
Electricity Master Plans	Thys Möller	Reviewed and approved	2022
FINANCIAL SERVICES			
Asset Management Policy	Arina Beneke	Reviewed and amended	May 2024
Budget Implementation Policy	Hilmary Papier	Reviewed and amended	May 2024
Cash Management and Investments Policy	Riaan Alberts	Reviewed and amended	May 2024
Cost Containment Policy	Mark Bolton	Reviewed, not amended	May 2024



Sector plan/policy	Responsible official	Current status	Approval date
Credit Control and Debt Collection Policy	Preston Sheldon/N Miggel	Reviewed, not amended	May 2024
Debt and Borrowing Management Policy	Riaan Alberts	Reviewed, not amended	May 2024
Fleet management policy	Arina Beneke	Reviewed and amended	May 2024
Funding and Reserves Policy	Riaan Alberts	Reviewed and amended	May 2024
Indigent Policy	Preston Sheldon/N Miggel	Reviewed, and amended	May 2024
Preferential Procurement Policy	Pieter Swart	Amended	Aug 2024
Insurance Management Policy	Arina Beneke	Approved	May 2024
Management and administration of immovable property	Arina Beneke	Review and amended	May 2024
Property Rates Policy	Louwrence Lesch	Reviewed, not amended	May 2024
Supply Chain Management Policy	Pieter Swart	Amended	Mar 2024
Tariff Policy	Louwrence Lesch	Reviewed and amended	May 2024
Policy on Unauthorised, Irregular or Fruitless and Wasteful Expenditure	Mark Bolton	Reviewed and amended	May 2024
OFFICE OF THE MUNICIPAL MANAGER			
Economic Development and Recovery Plan	Olivia Fransman	Approved	May 2024
Enterprise Risk Management Policy	Jurene Erasmus	Approved	Dec 2023
Fraud Prevention and Anti-Corruption Strategy	Jurene Erasmus	Approved	Dec 2023
Internal Audit Charter	Jurene Erasmus	Reviewed and Approved	Nov 2024
Internal Audit Strategy	Jurene Erasmus	Approved	Aug 2023
Integrated Development Plan	Olivia Fransman	Approved	Mar 2025
Performance Management and Development Policy	Olivia Fransman	Amended	Jun 2024
Performance & Risk Audit Committee Charter	Jurene Erasmus	Reviewed and Approved	Dec 2024
Reward for Furnishing Information i.r.o. Fraud, Corruption, Theft, Vandalism or any criminal activity	Jurene Erasmus	Approved	May 2022
Risk Management Strategy	Jurene Erasmus	Approved	May 2024
PROTECTION SERVICES			
Business Continuity and Disaster Recovery Plan	Roysten Harris	Reviewed	Mar 2024
Core Municipal Disaster Risk Management Plan	Roysten Harris	Reviewed	Mar 2024
Support in the case of Small Disasters	Roysten Harris	Reviewed	Aug 2021
Safety Plan	Phillip Humphreys	Approved	May 2023



(b) Financial Plan [Updated March 2025]

A FINANCIAL PERSPECTIVE - FINANCING THE FUTURE GIVEN THE STRUCTURAL WEAKNESSES IN THE MACRO ENVIRONMENT

RISKS IMPACTING THE MUNICS RESOURCE ENVELOPE

- Growth in expenditure for municipal operations outstripping realistic revenue generation growth potential.
- Division of the national allocations to local government inequitable.
- South Africa's strained international relations.
- Top-heavy SA National Government Structure.

WHAT THE COVID-19 PANDEMIC HAS TAUGHT US

Although the National State of Disaster has been lifted on 5 April 2022, the impact of a depressed economy on municipalities' operations and affordability on its consumers will be with us for some time.

One of the major lessons learnt during the deepest time of the pandemic was **resilience**. Short- and medium-term financial plans had to be changed, including amended positions on cash flow projections, collection rates, expenditure priorities, -programs and -plans and associated funding arrangements, etc.

Even though the collection rate dropped to a low of 90% Swartland Municipality's Finance Department did not give in to pressure during COVID-19 lockdown by allowing a blanket approach of non-payment.

Where other municipalities took this stance, the financial impact of such actions, persist to the current.

29 million South Africans receive grants – with only 7.4 million taxpayers.

18 million South Africans receive state welfare grants, with another 11 million relying on the state's R350 grant, almost 4 years later.

South Africans receiving government grants increased from 2.5 million in the nineties to 29 million in 2022.

Government wants to give more people larger grants. However, there are not enough taxpayers or economic growth to fund the growing welfare bill.



CHALLENGES FACING MUNICIPALITIES

- Local and international economy – recessions
- Electricity supply constraints
- Electricity demand (diminishing)
- A failing State
- Potential of drought
- Ability to collect revenue in challenging environments
- Growing population of non-paying consumers (expanding subsidy package)
- Capital implementation
- Impact of aging infrastructure
- Changes in regulatory environment e.g. MPRA, mSCOA Regulations, GRAP etc.

MUNICIPAL FOCUS AREAS

- If National Government (COGTA) does not lead/assist as purported, municipalities must find innovative ways to play its part in opening the economy
- Municipalities need to plan to be resilient
- Focus on providing effective municipal services to all
- Ensure optimal tariff structures
- Affordable consumer tariffs
- Considering the impact of general valuations on owners
- Keep on doing the right things
- Reduce overtime on non-core service delivery
- Investment in economic infrastructure growing the revenue base

EXAMPLE OF OPENING THE ECONOMY

Opening the local economy not only to stimulate economic growth, but to draw more professionals to the area. Challenges around inhibiting growth should be priority. Swartland Municipality is in completion stages of the Moorreesburg waste water treatment works which is an example of not inhibiting growth.



With total envisaged investment of around R600 million for water and sanitation, what would the approximate return be by 2030?

ELECTRICITY: COST REFLECTIVITY IS KEY FOR SUSTAINABILITY

- Declining sales yet demand increasing (connections)
- Changing load profiles
- The Cost of supply study proved that SM's tariff structure is in line with reality
- Levels of cross subsidisation must be understood in order to restructure, using the principle revenue neutrality
- Service/fixed charges are key
- We see a move to commercial and residential Time-of-use tariffs in the future
- Protection of the poor
- Customers installing SSEG and exporting excess electricity to the grid

MOTIVATION FOR REVIEWING WATER TARIFF STRUCTURE

Fixed charges to all customers based on consumer category

Historically, water use in the highest tariff block provided a mechanism to subsidize lower-usage and indigent customers. However, after the drought, consumption in the highest block is greatly reduced. Thus, cross subsidization now hardly benefits low usage and indigent customers.

The current tariff structure is largely based on volume of water consumed, meaning exogenous factors can control water revenues. Examples are climate change, industrial efficiency gains, domestic plumbing improvements, etc. that all reduce water consumed and revenues.

Fixed charges – independent of water consumption – provide 24% of water's total revenues.

TARIFF RESTRUCTURING OR NOT?

Should we not start considering different proposals and each to be modelled to determine the best option to ensure revenue stability and minimal impact on consumers? For example:

- Change fixed charge from consumer category to property value for all domestic customers
- Only relevant to domestic customers



Advantages of this proposal:

- Improved revenue stability
- Higher percentage of revenue are recovered independent of consumption
- Ability to target subsidies to lower and indigent customers

Disadvantages of this proposal, however, is the dependency on accuracy of municipal property real values.

CAN THE CURRENT PROVISION OF FREE SERVICES BE MAINTAINED?

- Free water and sanitation to approximately 8 764 indigent customers including informal settlements reduced as a result of improved vetting processes
- mandated 6kl per National government
- Electricity provision of 50kWh is applicable, plus provision of free electricity in Eskom supplied areas to around 8 764 households
- Approximately 40% of households on residential properties receive subsidized refuse removal
- Property rates subsidised to R105 000
- These services amount to approximately R91 million annually and are funded from the Local Government Equitable Share Grant.

REVENUE STREAMS AND COLLECTION OF DEBT

Even with the best of tariff structures, policies on tariff determinations, ultimately collection of cash is the most important imperative of ensuring a sustainable Municipality. The Municipality's Debt Collection and Credit Control Policy is therefore important to be fluid in different circumstances.

For Swartland Municipality this was evident during the COVID-19 pandemic as it was the case when the Council in May 2020 forfeited around R70 million in revenue with a multiplier effect of never being recovered. This was done to ease economic hardship.



MODELLING CONSIDERATIONS

Threats	Realities
<ul style="list-style-type: none">▪ Staff costs▪ Business as usual▪ Growth in net debtors▪ Eroding electricity sales▪ Socio-economic profiles▪ Cost of compliance▪ Function creep▪ Ward demarcation (cost of providing services to e.g. Silvertown)	<ul style="list-style-type: none">▪ Impact of staff regulations▪ Choice and quality of expenditure▪ Genuine impoverishment▪ Global Inflationary pressure▪ Increasing relief▪ Surplus creep▪ Social demands▪ Spending lag

SIGNIFICANT COST DRIVERS FURTHER IMPACTING THE COST OF SERVICES

- Cost of/and multiplier effect of inflationary pressures and load shedding crippling the economy
- Fuel price increases and its impact on disposable income levels and on service delivery
- Spiralling cost of keeping the Municipal areas clean
- Cost of expanding Fleet and "Functions"
- Electricity Bulk Purchases – 33% of total operating expenditure
- Total Salaries – 26% of total operating expenditure
- Fuel cost – 19% budget increase



The impact of the cost of compliance – Budget request of R54mil for Landfill site and R34mil for rehabilitation

Still having the deficit and funding these costs, the tariff need to increase to around R265

ARE WE RENDERING ALL OUR SERVICES IN THE MOST COST EFFECTIVE MANNER?

SMART USE OF EQUITABLE SHARE

The current number of indigents in the Swartland municipal area are approximately 8 764. Growth over next three years to increase by 2800 x 70% due to the addition of low cost housing units. How do we guard against impact of 70% of LCH adding to our expenditure without adding to revenue generation?

Summary of equitable share	2025/2026	2026/2027	2027/2028
Allocation from National Treasury	R165 310 000	R175 560 000	R183 499 000
Free basic services for indigent households	-R91 092 735	-R107 563 086	-R128 260 827
Financing of other community services and servicing informal settlements	-R74 217 265	-R67 996 914	-R55 238 173
Surplus / (-Deficit)	R -	R -	R -

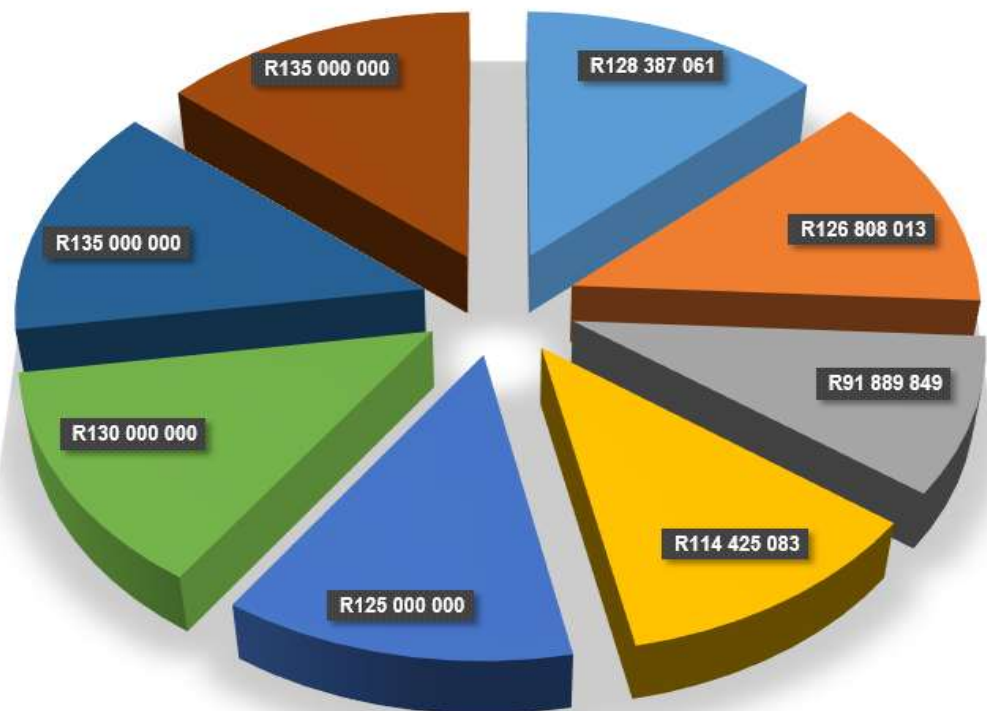
WHY IS IT IMPORTANT FOR COUNCIL TO PROTECT/DEFEND THESE INVESTMENTS?

We cannot just plan for 5 years – Need to plan for future real infrastructure needs beyond the 5 years, otherwise we will land into a situation like other municipalities being over-borrowed.

Question remains.....
What must be financed with loans?



PROJECTED CRR CAPACITY



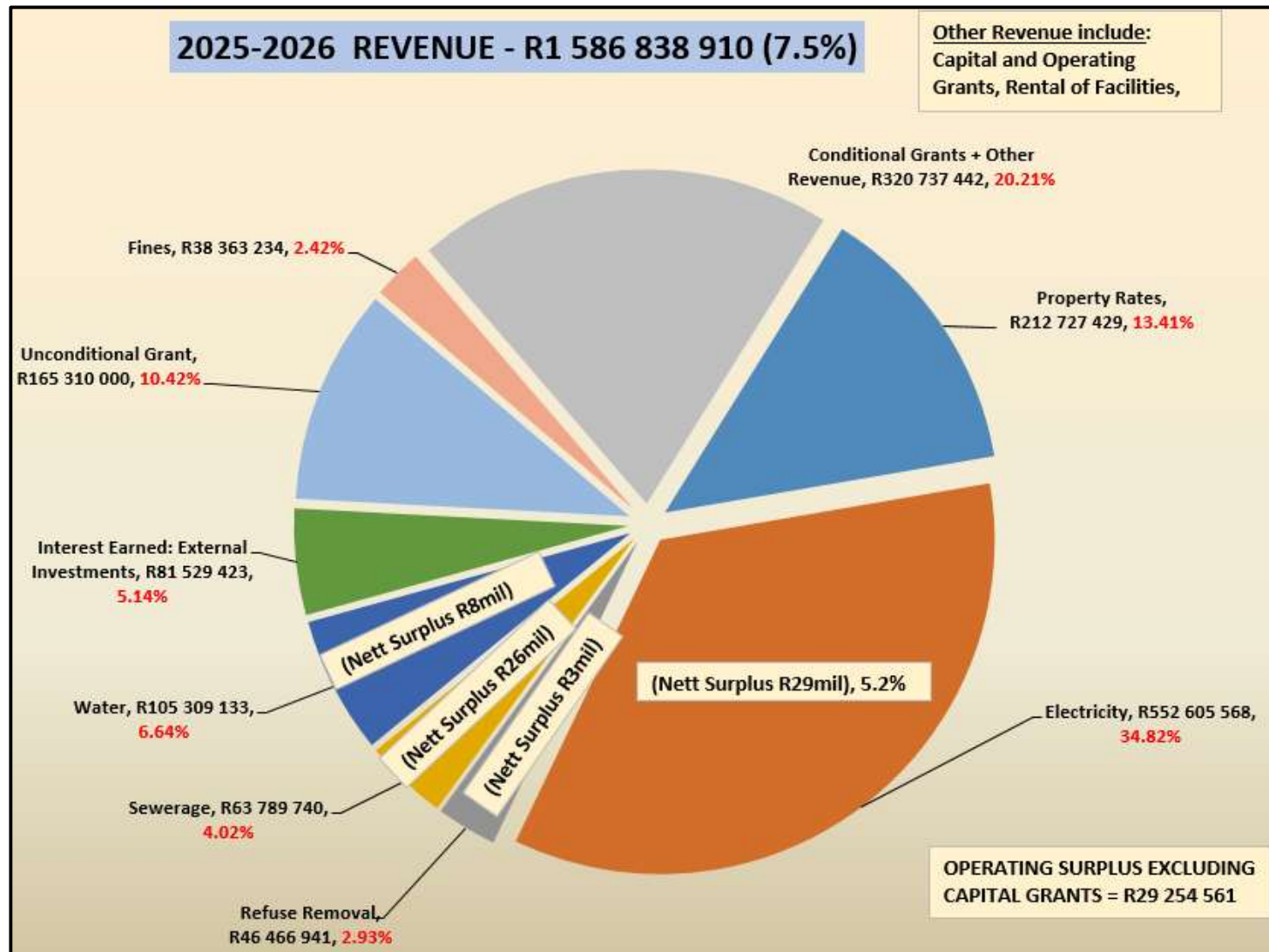
■ 2020-2021 ■ 2021-2022 ■ 2022-2023 ■ 2023-2024 ■ 2024-2025 ■ 2025-2026 ■ 2026-2027 ■ 2027-2028

GEARING RATIO AND IMPACT OF BORROWING

Current Long-term Debt Amount	R33 358m
Current Audited Gearing Ratio	11.14%
Projected Gearing Ratio - Including R40 mil loan	13.3%



ENVISAGED REVENUE STREAMS



MODELLING OF FUTURE INCREASES

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Property rates	-25% & -20%	3.9%	4.9% & 6.5%	5.9% & 6.9%	-10% & 0%	4.9% & 6.9%	5.9% & 6.9%	5.9% & 6.9%
Sanitation	0%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%
Refuse removal	0%	5.9%	7.5%	9.9%	11%	11%	11%	11%
Water	0% & 4.9%	3.5%	4.5% & 5.9%	4.9% & 7%	4.9% & 5.9%	4.9% & 5.9%	4.9% & 5.9%	4.9% & 5.9%

APPROACH

Must continue to assess future financial sustainability based on:

- Impact of OPEX on tariffs and ultimately cash
- Level of consumer collections
- Impact of capital funding requirements on cash
- Level of gearing anticipated
- Level of cash reserves required
- Guard against unrealistic increase in expenditure given the economic conditions
- Leveraging of property portfolio
- Accessing all available grant and private funding?
- Is innovation/space for alternatives driving our business model?

At any given time, we are always busy with a 1-3 year financial plan (budget) – Directors commit to 3-year tenders



ENSURING LONGER-TERM FINANCIAL SUSTAINABILITY

- What serves as a basis for long term financial planning?
- Are we prioritising real investment decisions in terms of the growth nodes in our SDF?
- Proceed in ensuring a balance between the have-nots and those able to pay? Do we say no to more low cost housing units?
- We need to prioritise protecting and expanding our revenue streams and not only spending our budgets.
- We must tap-into all available grant funding as borrowing is going to become more expensive.

It's imperative that we give effect to broadening Council's revenue base by extending in the Yzerfontein Area by way of a SMART City (the likes of a Mount Royal)






WHAT ARE WE GETTING RIGHT

- Swartland Municipality is rated amongst the best three municipalities in the country
- Budget informed by multi-year real financial modelling
- Sound financial policies, practices and management oversight arrangements - resulting in financial discipline
- Excellent financial position
- Cash flow grip: past → present → future
- Allocations informed/influenced by financial position
- Infrastructure Investment prioritized per council's financial strategy

There are no quick fix solutions to the complex financial issues we face, but we'll be remembered by our resolve.



Executive Mayor, Harold Cloephas's ambitious infrastructure investment in the Swartland area to ensure development and dignified living conditions. This budget aims to address the pressing needs of its growing community through significant investments in infrastructure, housing, job creation and essential services. The graphic below outlines some of the key highlights and major allocations within this 2025-26 MTREF Draft Budget:

	HOUSING AND RELATING INFRASTRUCTURE	R598 m	<ul style="list-style-type: none"> •R204mil Malmesbury De Hoop, R178.3mil Topstructures •R35mil Darling, R25.5mil Topstructures •R19mil Moorreesburg, R103mil Topstructures •R33.5mil Silvertown
	WATER AND SANITATION	R183 m	<ul style="list-style-type: none"> •Upgrading of treatment plants •Replacement of water networks
	ROADS AND STORMWATER	R151 m	<ul style="list-style-type: none"> •R96.5mil, New Roads •R46mil, Resealing of Roads •R2.3mil, Stormwater
	WASTE MANAGEMENT	R57 m	<ul style="list-style-type: none"> •R54mil, Building of New Cell •R39.4mil, Management of Landfill Site •R16.2mil, Sweeping of Streets & Illegal Dumping
	PARKS AND RECREATION	R13 m	<ul style="list-style-type: none"> •Building & Upgrading of various Facilities



Spatial Development Framework (Executive Summary) [Updated March 2025]

STATUS OF THE SWARTLAND SPATIAL DEVELOPMENT FRAMEWORK (SDF), 2023-2027

The Swartland SDF, 2023-2027 will be adopted as a core component of the 5th generation Swartland Integrated Development Plan (IDP) (Municipal Systems Act Section 26(e)). The rewrite of the SDF includes the review of the next five-year cycle SDF projects and 20 year development plan and alignment of it with the Capital Expenditure Framework of Swartland Municipality. The rewrite forms part of Swartland IDP development cycle.

PURPOSE AND VISION

The purpose of the SDF, 2023-2027 is to guide growth and development in the municipal area or space in a sustainable manner. Hence, future growth, development and land use planning departs from a vision and principles that underscore the protection, creation (development) and support (change) of integrated, sustainable settlements and liveable environments to enable economic and social prosperity.

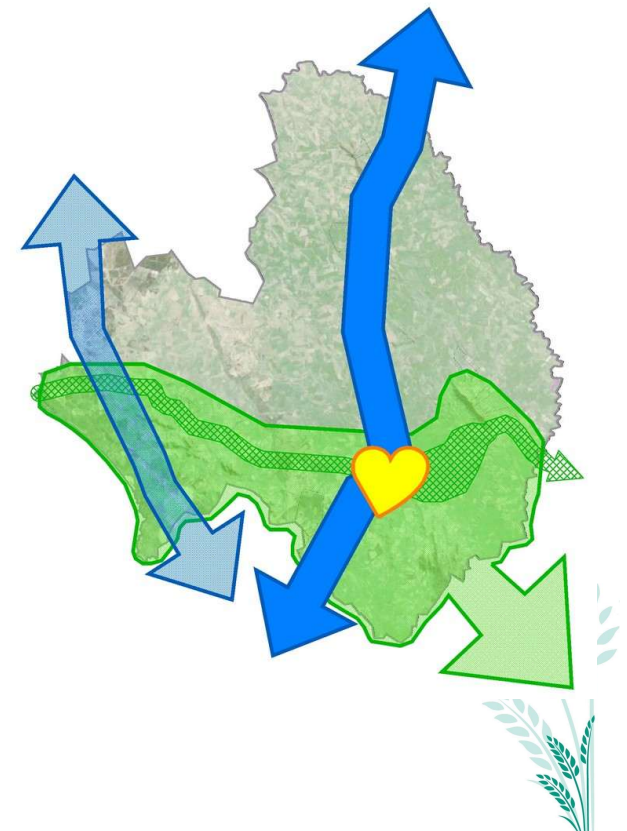
Therefor the spatial vision for the Swartland is:

"An economically prosperous region and sustainable living environment for all residents in the Swartland."

The vision is derived from a SWOT analysis of the Swartland concluding that the dual N7 is a powerful North South connector and R45 and R315 from the Riebeeek Valley to Yzerfontein is vibrant and growing tourism corridor running East West. Both connectors present a variety of economic opportunities within the conservation worthy agricultural and natural landscape, intersecting at and pivoting around Malmesbury, the heart of the Swartland.

VALUES AND PERFORMANCE QUALITIES

Planning shifted from separate development and modernism with its basis of functionalism to human and nature centred approaches to settlement making. Such settlements are scaled for pedestrians (neither pedestrians nor vehicles dominate); are compact (with high building densities); are integrated; composite parts reinforce each other; have a strong spatial feel with well-defined public spaces and have complex spatial structures offering choices i.e. intensity of interaction, privacy of living conditions, lifestyles, housing options and movement systems (physical, social and economic integration). Well-performing settlements and regions have qualities of Liveable Environments and Sustainable Settlements. These performance qualities are defined and described below:



Definition, Features and qualities

Liveable Environments

A liveable settlement satisfies more than the basic needs of a community as the individual as well as the community's needs for social facilities and health facilities are met. Quality of life is key. (Van Kamp et al, 2003)

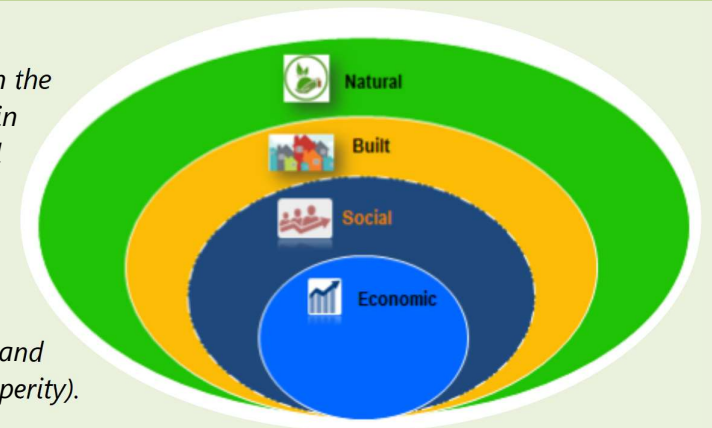
Liveable environments are recognised by the present relationship between people and their settlements and features economic growth, accessibility and Place identity.

Sustainable Settlements

Well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity (Department of Local Government and Housing, 2005).

A sustainable settlement improves the liveability of a settlement by reducing the impact on the environment through reduced use of resources and the generation of less waste.

Sustainable settlements present the future relationship between settlement and environment and features Ecological integrity (Planet), Social justice (People) and Economical effectiveness (Prosperity).



STRUCTURAL TOOLS

Four spatial measures, definition, scale, flexibility and intensity, create positive settlements. Each spatial measure consists of two opposite measures or structural tools as per the table below:

Spatial Tools	Structural Tools	Result (Form)
Define	Continuity and Discontinuity (of movement and built form)	Nodes, Connectors, High ways, Form
Scale	Externalisation and Localisation	Axis, Routes, Corridors
Flexibility	Same and Different (Homogeneity and Heterogeneity)	Same and mixed use
Intensity of use	Reinforcement and Sparsity (intensity of use)	Centres, Hubs, Corridors, Conservancies

These structural tools are enhanced by policies such as coastal management including setback lines and bioregional categories.

STRATEGY

The SWOT analysis outlines the challenges and opportunities of the biophysical, social and economic and built environments (as per the Status Quo report) within the Swartland region.

<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Access value chains Industrial Development Zone (IDZ) in Saldanha Proximity to Cape Town ▪ Access to information ▪ Governance and regulation (Spatial Planning and Land Use Management Act (SPLUMA)) ▪ Access to tertiary education ▪ World economy ▪ World nature conservation initiatives ▪ Catalytic projects enabling the provision of infrastructure 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Economic globalisation and exporting scarce resources ▪ Climate change ▪ Urbanisation Population growth ▪ Availability of and expensive potable water ▪ Poverty
<p>Strengths</p> <ul style="list-style-type: none"> ▪ Settlements Malmesbury – regional development anchor, Moorreesburg & Darling – rural development centres – agricultural and agri-tourism Tourism nodes (Riebeek Valley and Yzerfontein) ▪ Water sources / courses Berg-, Diep- and Groenrivier ▪ Land cover Mountains and hills (Paardeberg, Porseleinberg and Kasteelberg) ▪ Diversity in agriculture Natural coastal belt (West Coast) ▪ Infrastructure Roads (N7, R27, R45, R46, R315) ▪ Economy Highest contributors To Employment - commercial services and agriculture To Gross Domestic Product - Commercial services and manufacturing 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Maintenance of infrastructure Maintenance and upgrading of infrastructure to provide for future development ▪ Land demand and shelter Housing backlog ▪ Low levels of income Unemployment Dependency on municipal support ▪ School dropouts Dependency on subsidies



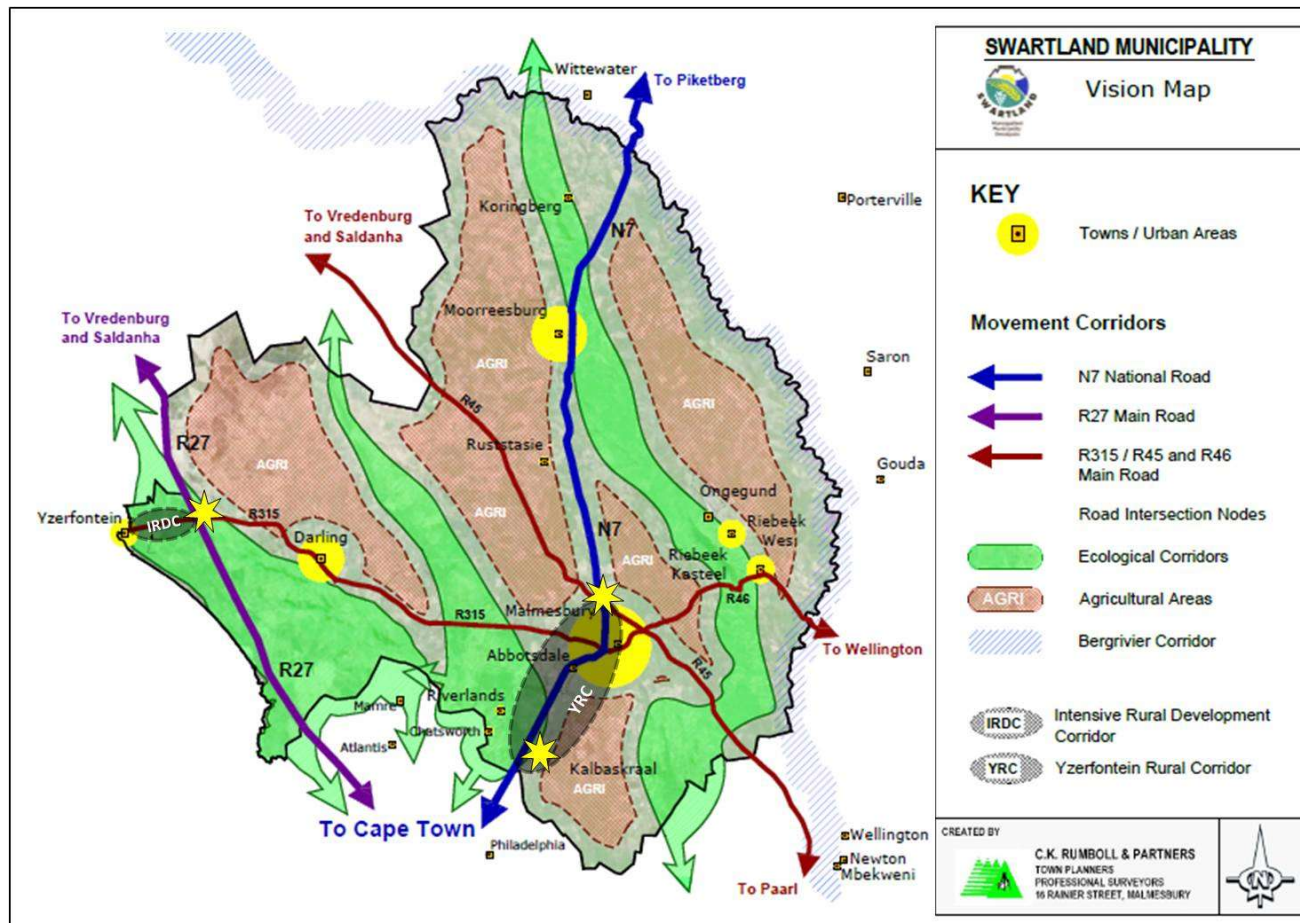
Within settlements, the following transitions are important:

From	To
<p>Development in the sixties fragmented communities and destroyed the unique character and quality of life in rural settlements as it caused:</p> <ul style="list-style-type: none"> ▪ Unsympathetic architecture and structure ▪ Wide roads and excessive black tar surfaces ▪ Conflict between pedestrians and motorcars ▪ Security gates, telephone poles, masts and satellite dishes ▪ Loss of continuous open spaces ▪ Minimal landscaping (and being repeated day zero) 	<p>Rejuvenate and grow settlements to be liveable, diverse and enable the population to be economically mobile.</p> <ul style="list-style-type: none"> ▪ Promote complementing architecture and plant trees ▪ Soften main roads in settlements and calm traffic ▪ Promote pedestrian and cycling pathways (non-motorised transport) ▪ Reticulate services underground (communication) instead of above ground ▪ Promote open spaces as part of an open space network ▪ Encourage landscaping and require each land unit being created to plant two trees ▪ Prepare for climate change ▪ Protect the agricultural landscape
<p>Landscapes determines the status of assets and includes Agricultural landscape, Wilderness landscape, Waterways and connectors, Cultural-historical landscape, Connector routes and Corridors, social Foci and Community facilities and activities</p>	<p>Enhance landscapes and utilise assets as tourist destinations</p>
<p>Settlement urban edges were delineated for 5-, 10- and 20-year horizons whilst low densities prevailed.</p>	<p>Intensify land uses within settlement edges in accordance with the Swartland Municipality: Land Use Planning By-law.</p>
<p>Swartland Municipality owns 1337.2ha common land and 3 208.7ha in total. A vacant land audit identified developable land within the urban areas.</p>	<p>Enhance economic mobility and sustainable settlements</p>
<p>Density norms were determined for each town. A densification rate was determined, and infill development is encouraged in order for settlements to achieve its 50-year's density parameters.</p>	<p>Promote rejuvenation of settlement whilst keeping precinct character including infill development, increased floor factor and where subdivisions or renewal development can occur.</p>



To attain this vision, the overall goal or mission is:

- To promote conservation and tourism and linking the West Coast National Park to the City of Cape Town boundary and establish a Climate Change Corridors, one west of the R27 and along the West Coast and another unrelated corridor from the Riebeeck Mountains to the Paardeberg.
- To enhance the economic opportunities presented at intersections and along the dual N7 (North South) and the R45 and R315 (East West).
- Through strengthening the sense of place of Swartland settlements and rural areas whilst enhancing opportunities to establish sufficient business and industrially zoned land.



Hence the following objectives drive the Swartland SDF:

SPATIAL OBJECTIVES

The spatial objectives and strategies of the SDF will be informed by the IDP's strategic objectives and the Swartland SDF Vision:

Spatial objective	Strategies
Objective 1: <i>Grow economic prosperity</i> [Economic Environment] IDP Strategic Goal 2 - Economic transformation	1. Protect Swartland's competitive trade advantage 6. Grow (change) economic potential and trade advantage, strengthen mobility and economic links, stimulate diversification and product development 11. Develop Swartland's competitive advantage, new markets and economic sectors (e.g. tourism)
Objective 2: <i>Proximate convenient and equal access</i> [Economic Environment] IDP Strategic Goal 3 – Quality and reliable services	2. Protect economic vibrancy 7. Provide (change) sustainable infrastructure and services (smart growth) 12. Provide land for residential and industrial development
Objective 3: <i>Sustain material, physical and social well-being</i> [Social Environment] IDP Strategic Goal 1 - Community safety and wellbeing	3. Protect safety and security 8. Provide (change) of social infrastructure and services (as per norm) to facilitate smart growth 13. Manage risk and disaster (man-made and natural)
Objective 4: <i>Protect and grow place identity and cultural integrity</i> [Built Environment] IDP Strategic Goal 5 - A connected and innovative local government	4. Protect heritage resources 9. Grow cultural potential 11. Develop competitive advantage, new markets and economic sectors.
Objective 5: <i>Protect ecological and agricultural integrity</i> [Biophysical or Natural Environment] IDP Strategic Goal 4 - A healthy and sustainable environment	5. Protect food and water security and formalise conservation of Critical Biodiversity Areas 10. Grow conservation potential and apply bioregional classification and coastal management 11. Develop competitive advantage, new markets and economic sectors (e.g. tourism and utilities)



As per Swartland IDP, the strategic goals are:

- 1 - Community safety and wellbeing
- 2 - Economic transformation
- 3 - Quality and reliable services
- 4 - A healthy and sustainable environment
- 5 - A connected and innovative local government

SECTORAL PLAN DIRECTIVES

There are two sector plans and one strategy providing spatial and development directives as per the table below:

	Local Economic Development	Human Settlement Plan	Disaster Management Strategy
Economic sector and rural development	1. Improve local competitive advantages	S2: Enhancing settlement integration and economic mobility. (Well-located land)	Assurance activities This element considers all assurance providers available to the institution and integration of their scope of responsibility.
Stable environment	2. Attract business to locate and grow here.	S3: Delivery according to corporate capabilities. (Secured funds. Sustainable Infrastructure)	Monitoring of the achievement of the risk management strategy and assess whether or not key milestones are achieved. More importantly it is also monitoring whether the risk management strategy is producing the sustainable outcomes as originally envisaged.
Policy and enabling environment	3. Make local markets work better to increase opportunity for small business	S2: Enhancing settlement integration and economic mobility. (Well-located land) S3: Deliver according to corporate capabilities. (Secure funds. Sustainable infrastructure)	Structural configuration and institution structure in terms of committees and reporting lines to give effect to the risk management policy.



	Local Economic Development	Human Settlement Plan	Disaster Management Strategy
Human capital and labour	4. Attract more rate paying citizens to live here.	S3: Delivery according to corporate capabilities (Secured funds, Sustainable Infrastructure)	Accountability, roles and responsibilities and delegation of the authority and responsibilities to give effect to the risk management policy. (Refer to individual guidelines, included in this framework, for the specific roles and responsibilities of each role player).
Investment, capital expenditure	5. Make it easier for local citizens to access economic opportunity.	S1: Responding to demand over the whole spectrum of income groups. (Implementation Agents) S3: Delivery according to corporate capabilities (Secured funds, Sustainable Infrastructure)	Risk management activities and risk assessment processes and methodologies, monitoring activities and risk reporting standards to give effect to the risk management policy.



LAND REQUIREMENTS

Land requirements for future settlement development are tabulated below:

WARDS	1 & 2	3	4	5 & 6	7	8 – 11	12	
Land Required for:	Moorrees-burg	Riebeek West	Riverlands & Chatsworth	Darling & Yzerfontein	Kalbaskraal & Abbotsdale	Malmesbury	Riebeek Kasteel	Total
Subsidised housing	140.1	46.5	37	131	76.4	360.2	41	832.2
Affordable housing	156.5	39.8	29	117.3	55.5	256.6	30.6	685.3
Private housing	138.7	35.3	20.4	103.6	20.8	270.5	100	689.3
Total land required: 5 years	35.2	19.8	17.7	57.7	37.5	130.3	23.1	<u>321.3</u>
Total land required: 20 years	423.3	121.6	79.3	351.9	152.7	757	171.6	<u>2 206.8</u>
Land as per SDF	127.9	75.8	31.7	389.4	59.7	1 110.1	59.5	<u>1 854.1</u>
Shortfall	307.4	45.8	54.7	(37.5)	93	(222.8)	112.1	352.7
* All areas given in hectare (ha)								
* Koringberg (Ward 1 and 2) not included in Vacant Land Audit								

Table 2: Additional land required in Swartland urban areas

Land for future growth is under-provided for at 352.7ha. While sufficient provision was made for land in the next 5 years, there is not sufficient land identified for the long term (next 20 years).



LAND SUPPLY AND SETTLEMENT FORM

To limit the extent of land required, settlement Form and Function should be enhance through integration:

Integration					
Wards	Towns	Functional Integration	Social Integration	Offer a wider variety of housing types	Spatial Integration
Wards 1 and 2	Moorreesburg / Koringberg	A safe pedestrian and cycling route along Main Road. Commercial uses in Rosenhof reinforced.	A centrally located community node between Moorreesburg and Rosenhof.	Different typologies and densities in brown field developments.	Integrated development along link road between Rosenhof and central Moorreesburg.
	Ruststasie	Minimal provision of social infrastructure.	Social infrastructure provided for surrounded local community	As above	Mixed use.
Ward 3	Riebeek West	Provision of additional social and community services in new housing project area.	A community sports complex to serve bigger community.	Different housing typologies and densities.	Infill development in areas to achieve a more effective urban form. Mixed use development along main pedestrian and activity routes.
	Ongegund	Limited social services	More efficient use of sports facilities	Different housing typologies and densities.	Infill development on vacant land to support a more effective urban form.
Ward 4	Riverlands & Chatsworth	Central community node, social infrastructure and transport route between Riverlands and Chatsworth.	Central community node between towns where different social activities incl. sport, recreation and education are provided.	Different housing typologies and densities.	Central community node along the transport route between Riverlands and Chatsworth.
Ward 5	Yzerfontein	Social infrastructure specifically for large, retired community.	Integrated community open space system. Link coastline with continued pedestrian walkway.	Different housing typologies and densities.	Mixed and alternative uses along activity roads enhancing tourism and scenic potential.
Ward 6	Darling	Smaller and better placed social and commercial services in northern section of Darling.	A central community plain along connecting route between northern and southern parts of Darling.	Different housing typologies and densities in brown field developments.	Mixed uses along activity streets. Infill development on vacant land in town.



Wards	Towns	Functional Integration	Social Integration	Offer a wider variety of housing types	Spatial Integration
Ward 7	Kalbaskraal & Abbotsdale	Improved social infrastructure in central location accessible to community.	Public areas along Diep River to be integrated into an open space system.	Support subdivisions of larger erven to increase densities.	
Wards 8 to 11	Malmesbury, Wesbank & Ilinge Lethu	More social and commercial services in Wesbank and Ilinge Lethu along activity streets within walking distance.	An integrated and active open space network along Diep and Platteklip Rivers. Integrated community sport facilities.	Different housing typologies and densities in brown field developments.	Mixed uses along Bokomo/Darling Road to integrate Malmesbury and Wesbank. Develop between Malmesbury and Abbotsdale.
Ward 12	Riebeek Kasteel	A commercial and social node in Riebeek Kasteel East. Promote formal pedestrian walkways between Riebeek Kasteel and Riebeek Kasteel East.	Development reinforced along connecting route between Riebeek Kasteel and Riebeek Kasteel East.	Different housing typologies densities in brown field developments. Infill higher density development along connecting route.	Mixed use along link road between Riebeek Kasteel East and central part of Riebeek Kasteel.

BULK INFRASTRUCTURE CAPACITY

The development of land is dependent on availability of bulk infrastructure and services and contributes to the economy and future development in Swartland settlements. The need for water and sewerage infrastructure is very high in Chatsworth and Riverlands. Overall, there is a need for upgraded water infrastructure in all settlements except Malmesbury. Improved sewerage capacity is required in Koringberg, Moorreesburg, Kalbaskraal, Darling and Yzerfontein. The need for increased electrical capacity, although indicated as medium, is high in Ilinge Lethu (9) and Saamstaan (11) as it is also required to unlock the catalytic project planned at De Hoop. Electricity upgrades are also required in Riebeek West and Kasteel.



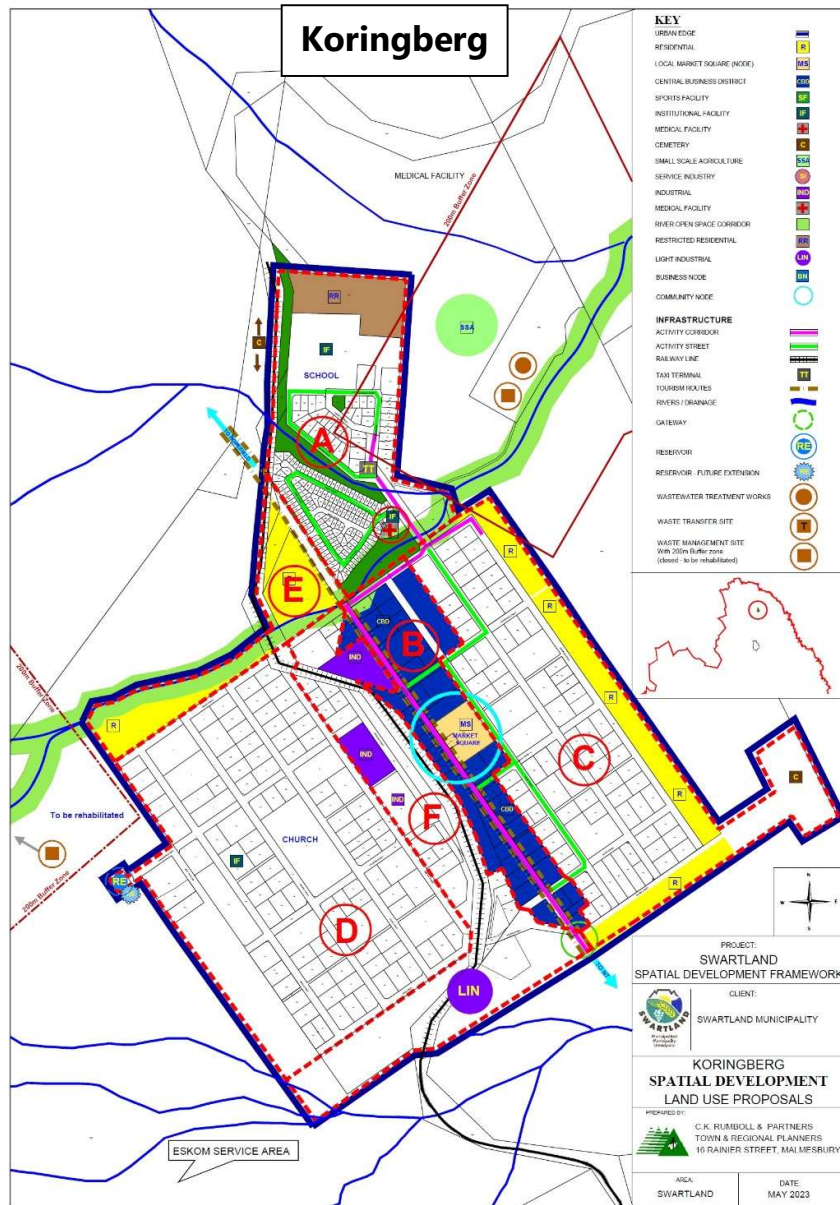
Infrastructure Status Quo in settlements												
Ward	1	2	3	4	5	6	7	8	9	10	11	12
Electricity	A	A	Ltd	A	A	A	A	MP	MP	MP	UR	Ltd
Water	SNE	SNE	SNE	NPG	SNE	SNE	SNE	NR	NR	NR	NR	SNE
Sewerage	OL	InS	S	UR	NU	RU	S	S	S	S	S	S
High Need	H	H	H	VH	H	H	M	L	M	L	M	H
A – Adequate, Ltd – Limited, MP – Making provision, SNE - Sufficient, no extension capacity, InS – insufficient, S – Sufficient, UR – upgrade require, NPG – require new pumping gear, OL – Overloaded, VH – very high – L- low, H – High, NU – non and require upgrade, NR – new reservoir												

Table 3: Swartland Infrastructure Status Quo

DEVELOPMENT PROPOSALS PER SWARTLAND SETTLEMENT:

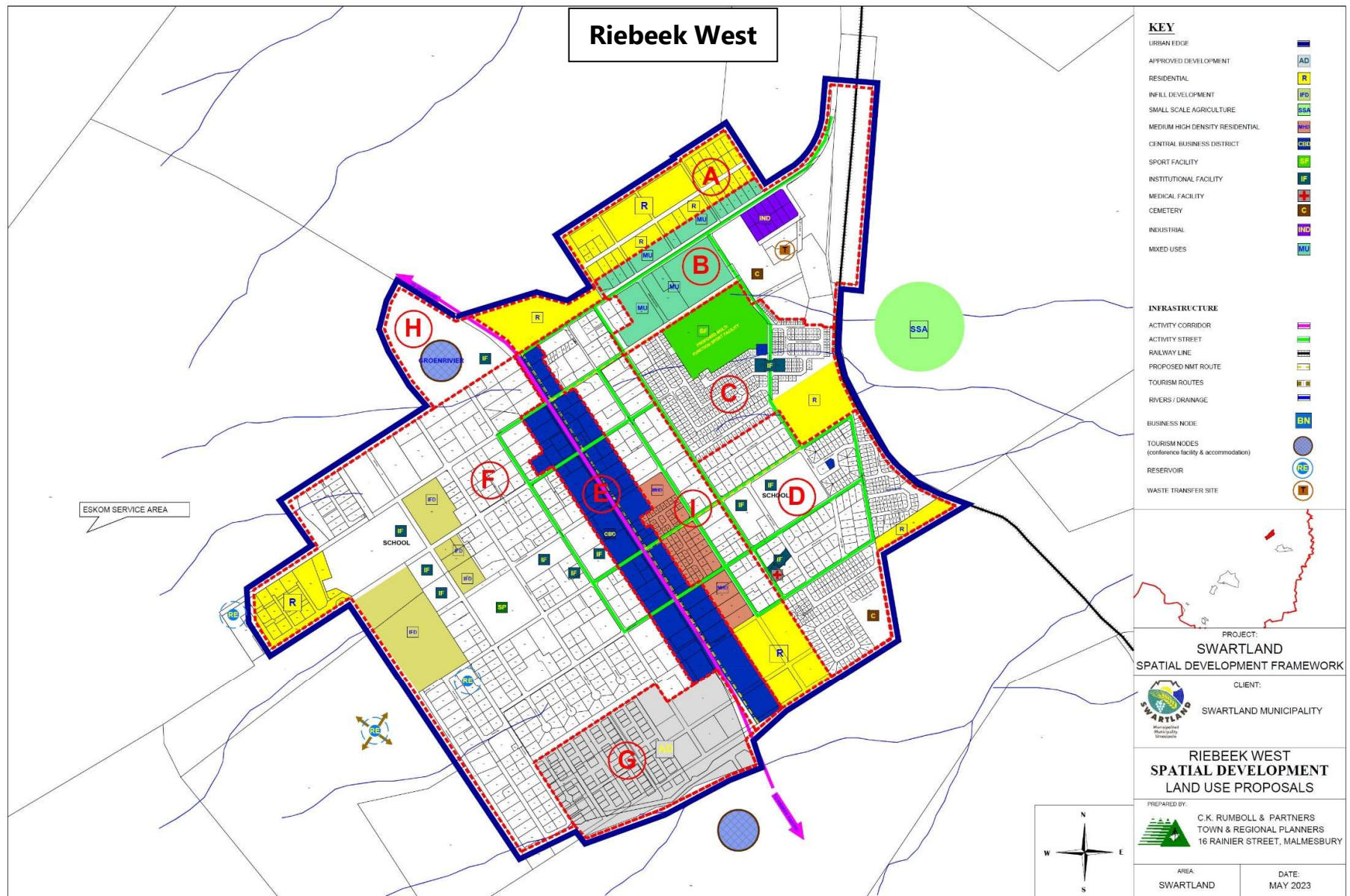
The themes and strategies translate into the following development proposals for Swartland settlement

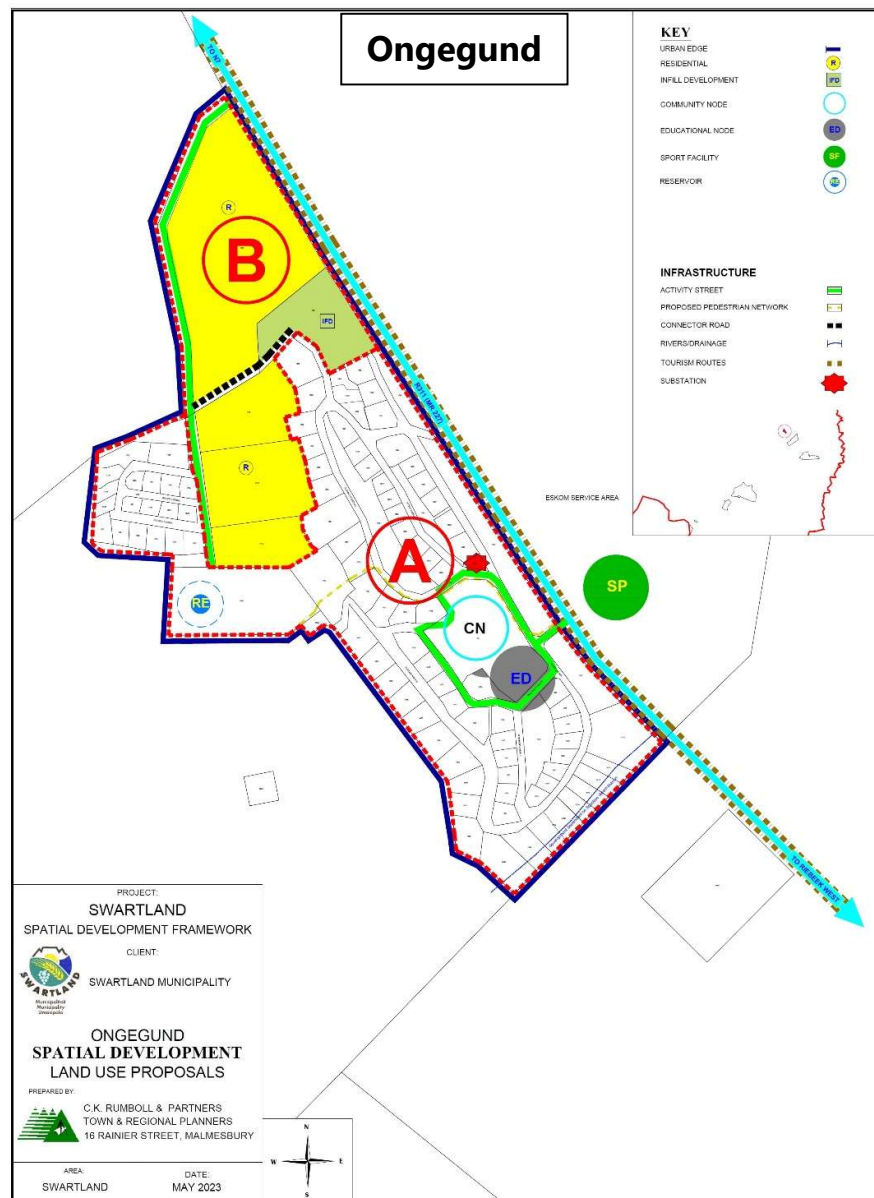




Koringberg: As small rural town, develop town and its surrounding as a tourism and agri-tourism node



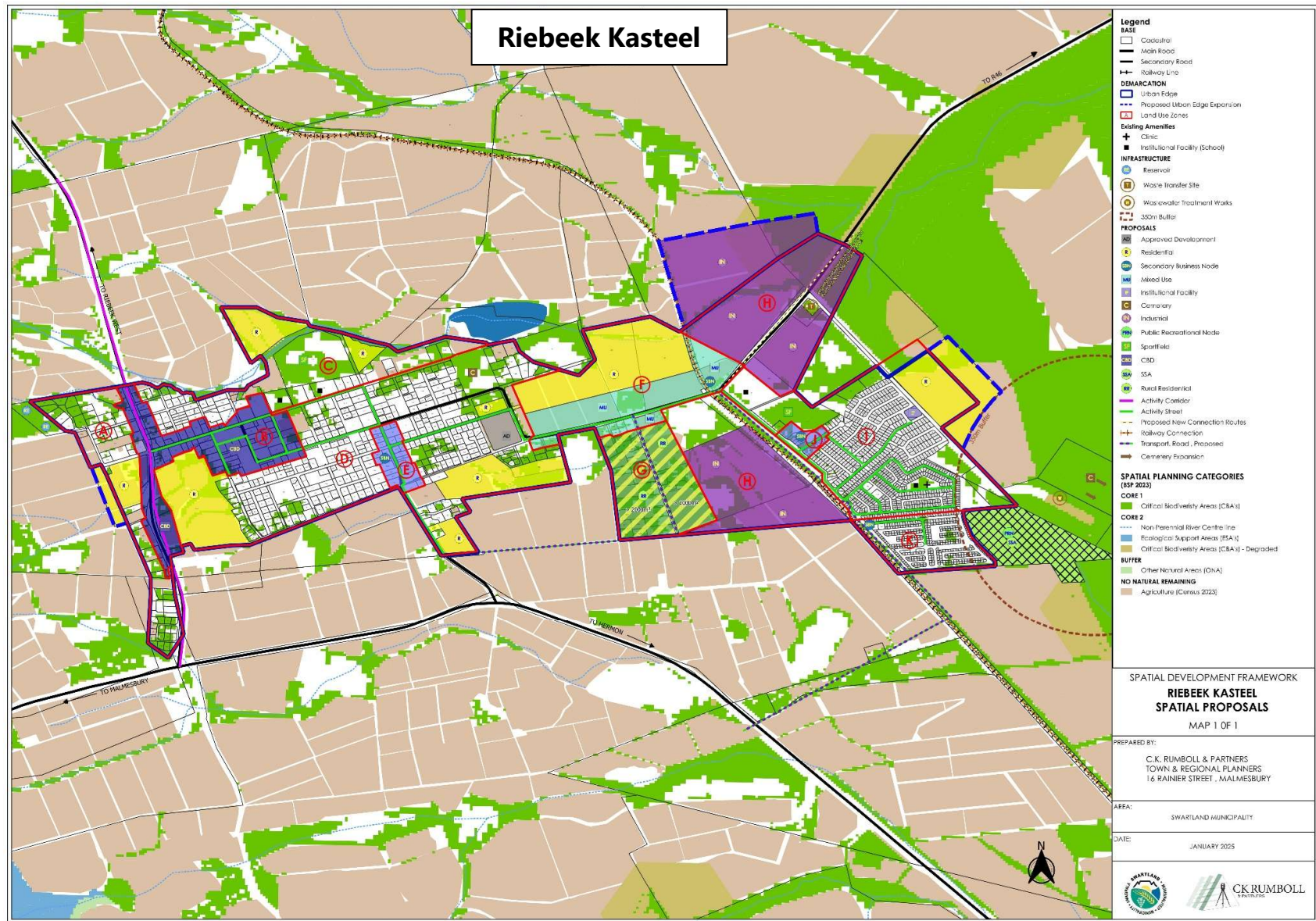


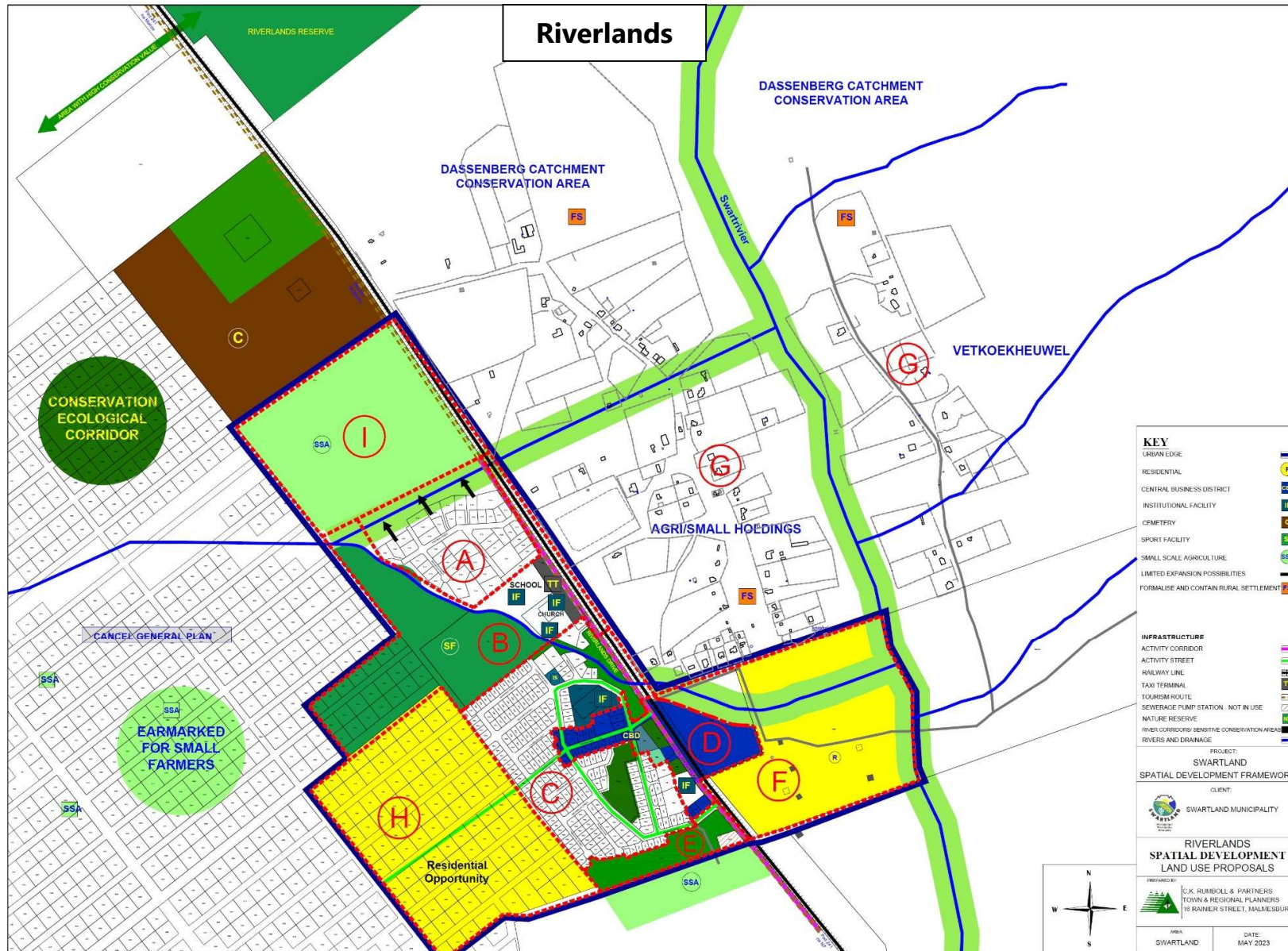


Riebeeck West, Ongegund and Riebeeck Kasteel: As small agricultural service centre, development proposals of the Valley include:

- Enhance tourism and agri-tourism, and protect heritage resources
- Provide residential land for Human Settlement housing schemes and private development that promote mix use and integration settlements.
- Maintain and strengthen agricultural service centre

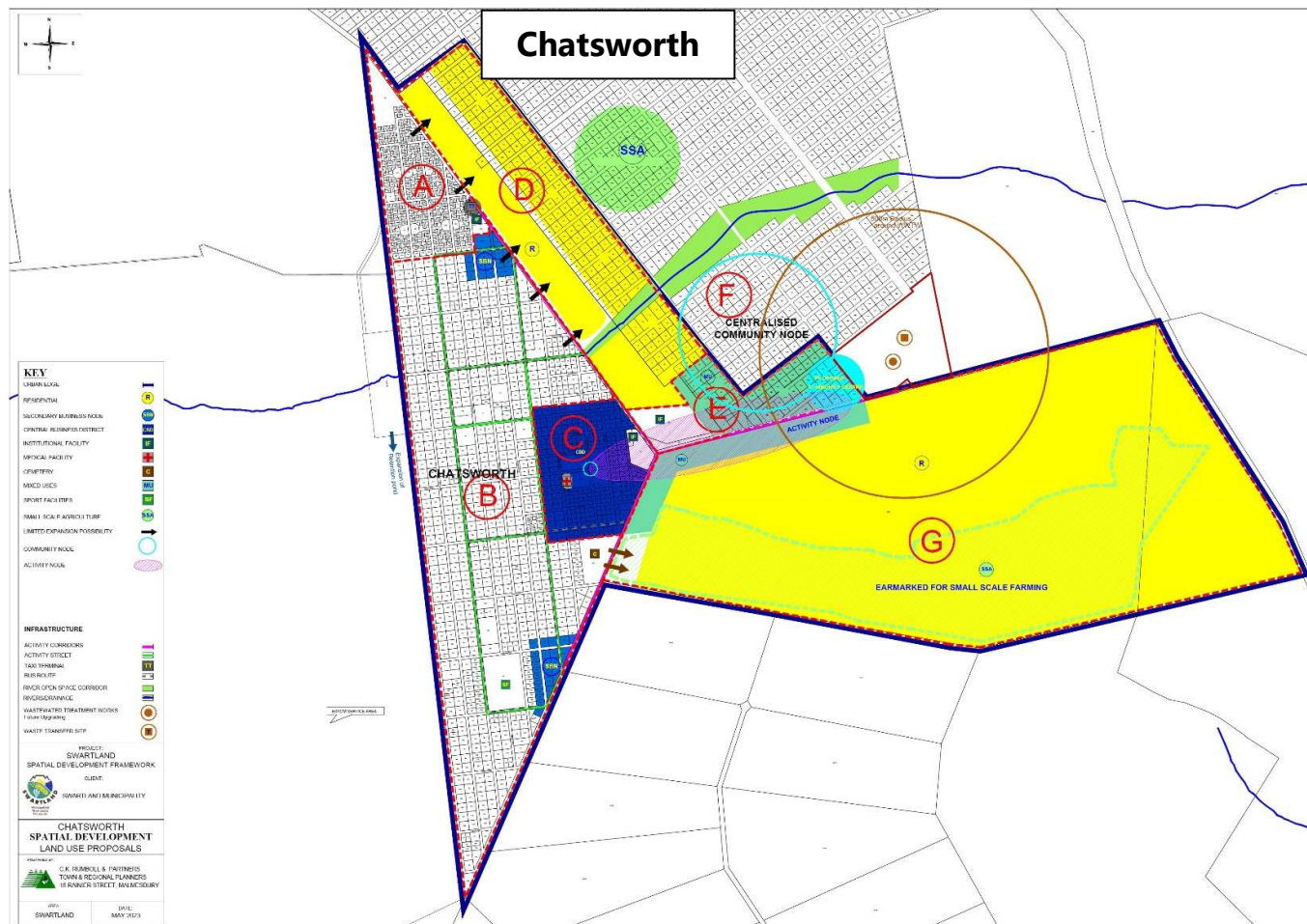






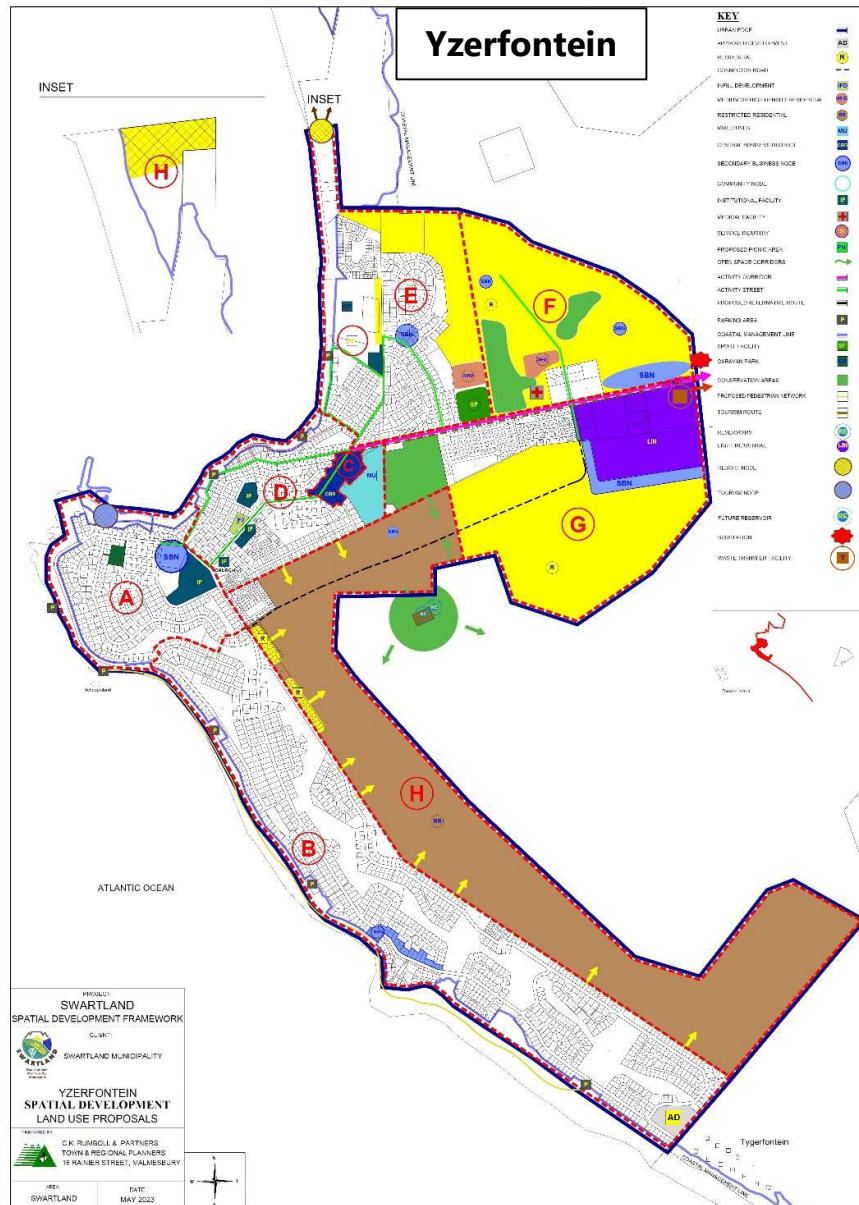
Chatsworth and Riverlands: As residential towns development proposals include:

- Enhance and strengthen natural conservation
- Provide residential land for Human Settlement housing schemes (including formalising Silvertown) and agricultural land for small holdings (Vetkoekheuwel)
- Enhance and strengthen the agricultural corridor along the N7 south of Malmesbury



- Strengthen service centre and institutional opportunities
- Provide residential area for Human Settlement housing schemes
- Strengthen tourism and agri-tourism in the surroundings
- Enhance the integration of agriculture and conservation



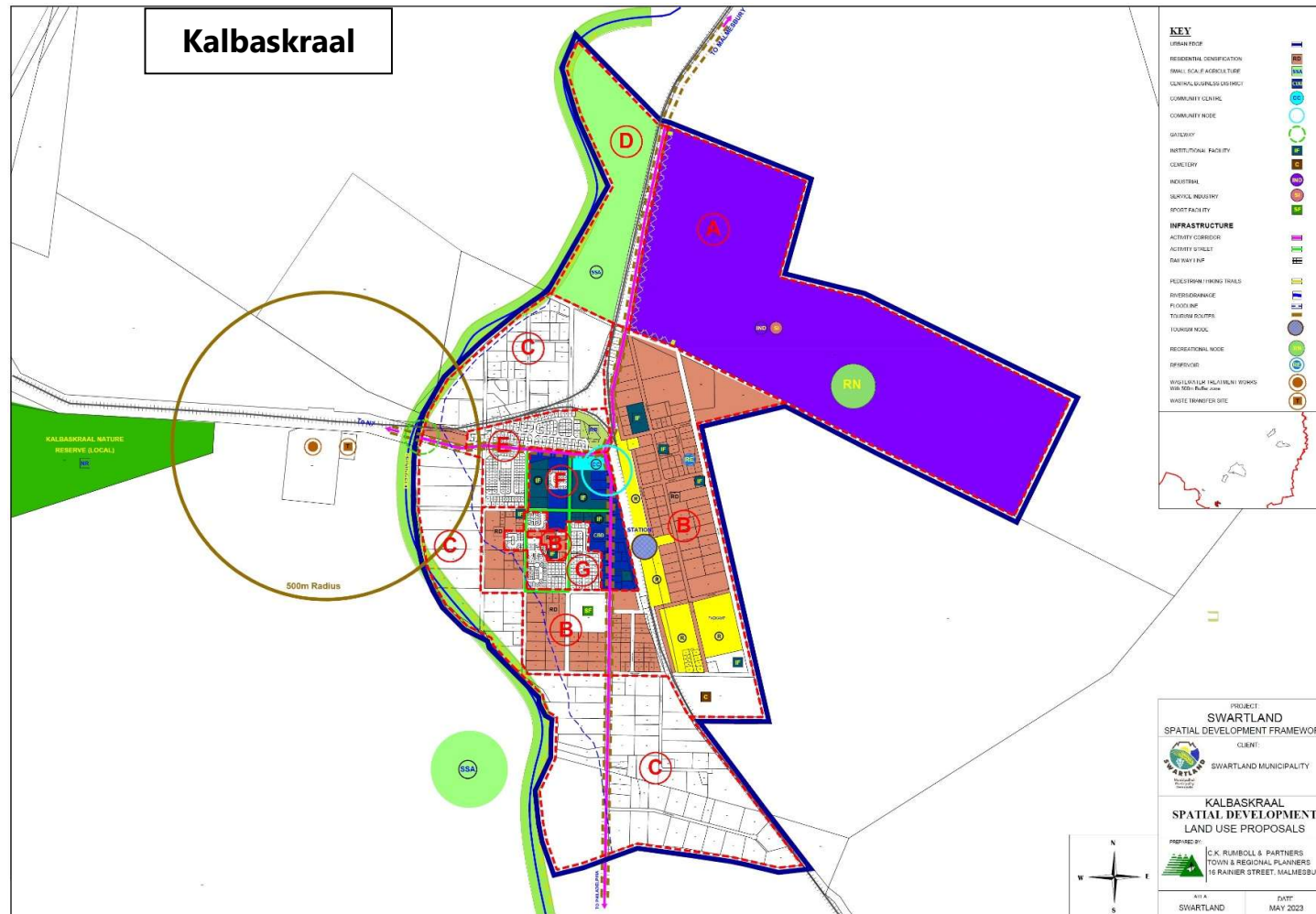


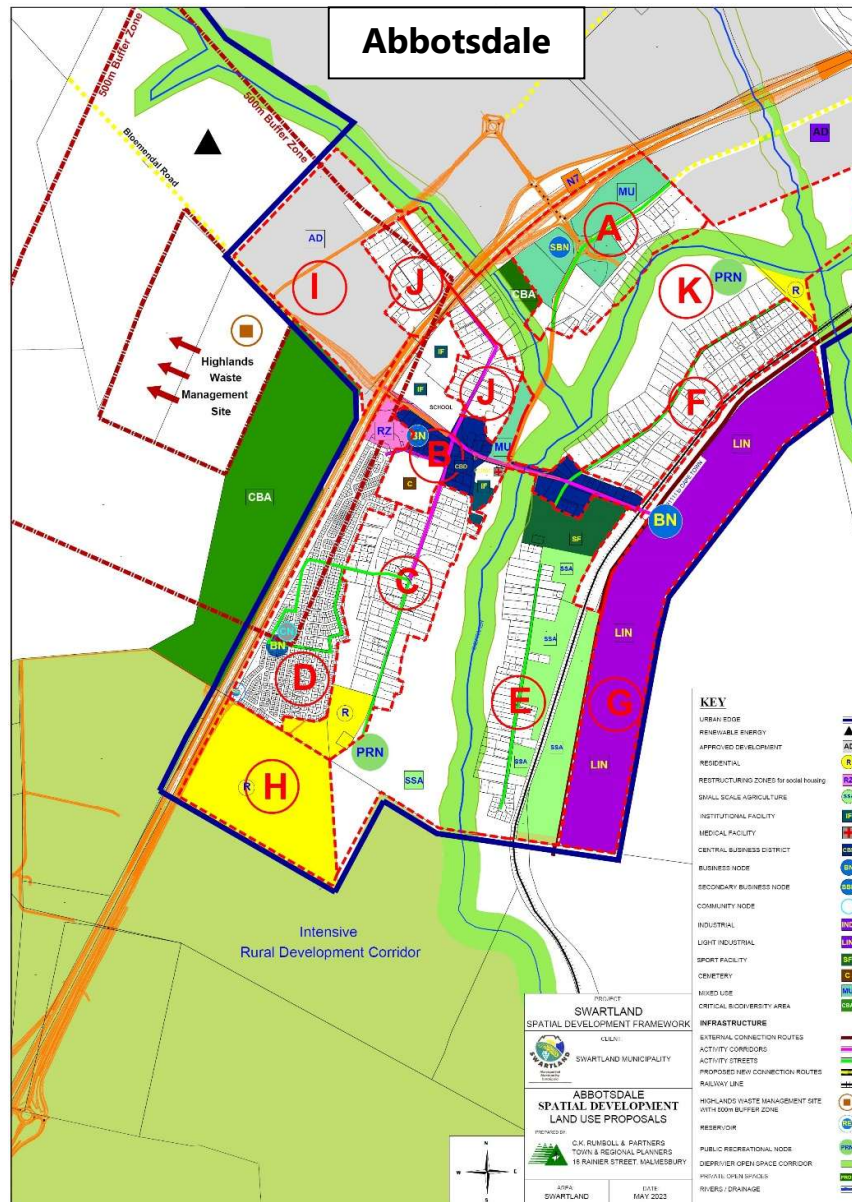
Yzerfontein: As holiday town development proposals include the strengthening of tourism within the town and eco-tourism in its surroundings as well as a demarcated overlay zone and By-Law amendment to accommodate the film industry.



Kalbaskraal: As residential town, development proposals include:

- Enhance and strengthen agricultural corridor along the N7 south of Malmesbury
- Provide sufficient zoned land for industrial development
- Provide residential land for Human Settlement housing schemes

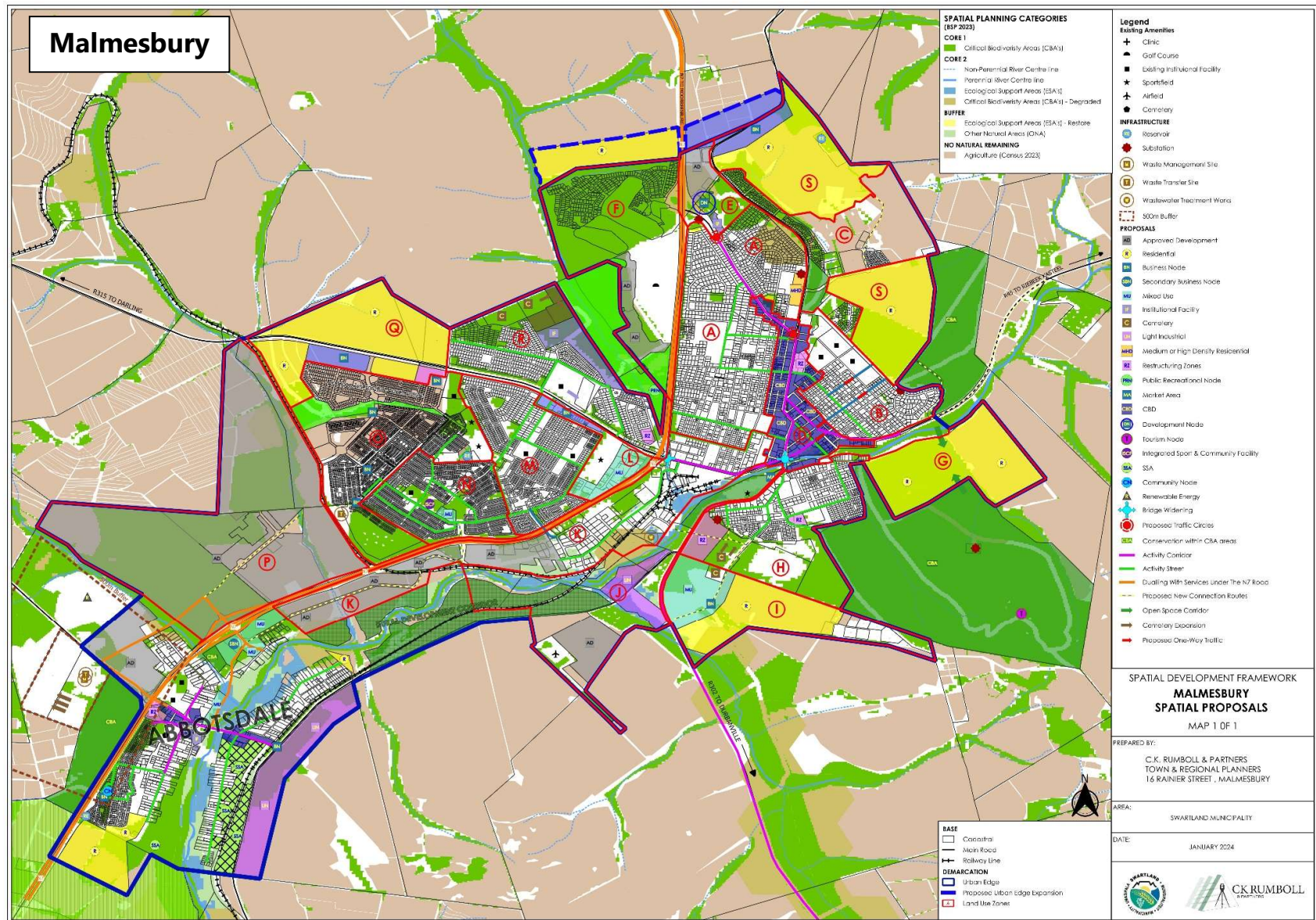




Malmesbury and Abbotsdale: As regional and service centre development proposals include -

- Provide sufficient zoned land for industrial and commercial development
- Provide sufficient zoned land for residential development
- Balance protection of heritage resources (built, conservation and social) and industrial development
- Enhance tourism



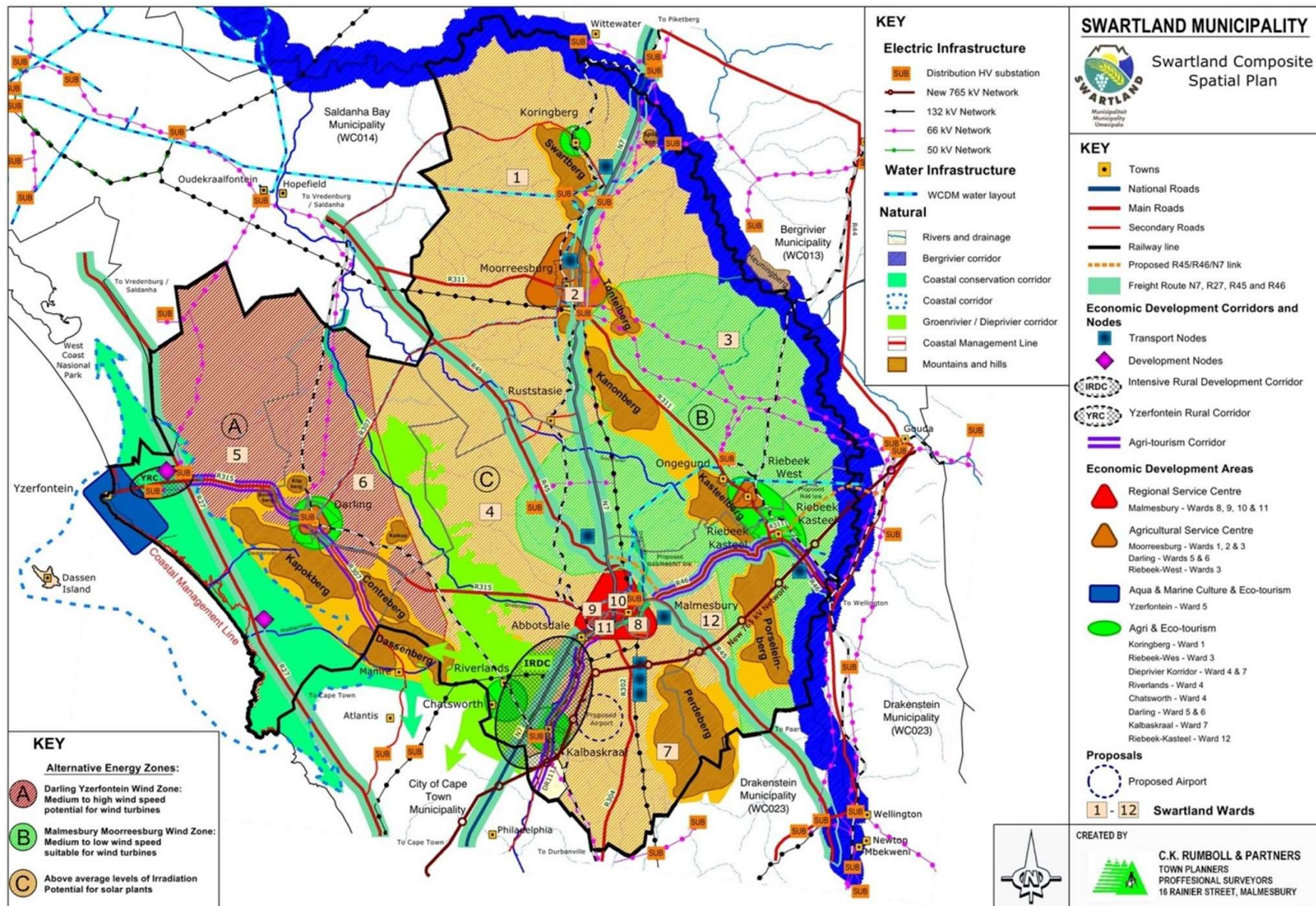


DEVELOPMENT PROPOSALS FOR THE SWARTLAND REGION:

- Promotion of the N7 rural corridor south of Malmesbury
- Promotion of transport and tourism node development on N7 (R45 and Klein Dassenberg) and R27 (R415)
- Enhance the formalisation of the Paardeberg as a world wine and conservation destination (cross border activity).
- Promote Darling and Yzerfontein as a world biodiversity and film destinations
- Promote the coastal conservation park as an extension of the West Coast Park.
- Promote the Diep River as a historic link between Swartland and Cape Town (cross border activity).
- Finalisation of declaration of Critical Biodiversity Areas (including Renosterbos remnants around Malmesbury and in Swartland).
- Enter into further negotiations with the national Department of Agriculture to exempt land earmarked for urban development.
- Implement economic mobility proposals according to ward needs.
- Enhance partnership through the establishment of a development forum.

These proposals conclude the spatial plan for the Swartland and are illustrated by the **Composite Spatial Plan** below:





(c) Economic Development Plan

INTRODUCTION

Neither the public sector, nor the private sector on their own, has all the insights and answers. However, by combining insights, power of influence and resources, much more is possible. This strategy aims to establish improved economic development cooperation amongst stakeholders – to systematically identify and utilise more beneficial economic opportunities.

This strategy is a response to the need to improve performance of the local economy, to benefit local citizens. Economic Development is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms/SMEs.

Sustainable jobs are created mainly in the private sector, which creates wealth from markets. To grow the economy, businesses need to increase their revenues by competing successfully in markets, which are increasingly contested by global competitors. To grow the local economy, competitive local firms need to earn more revenue from external markets, and spend much of this locally, for more money to flow into the local economy. In addition, improved competitiveness of local firms in local markets ensures that less money flows out of the economy. Distribution within the economy takes place through wages and purchases from other businesses.

STRATEGY

Points of departure

The following points of departure are important in the identification of potential interventions for the economic development of Swartland Municipal Area:

- All interventions must be realistic and implementable to have an impact.
- Distinguish between short-, medium- and long-term interventions.
- Support worst-affected sectors.
- Be responsive to businesses in crisis through information, communication, guidance, support to access funding and advocacy.
- Government does not have the fiscal resources to affect the economic plan and it requires other stakeholders and resources from private sector to contribute.
- An integrated aligned approach that includes all three spheres of government will be needed.

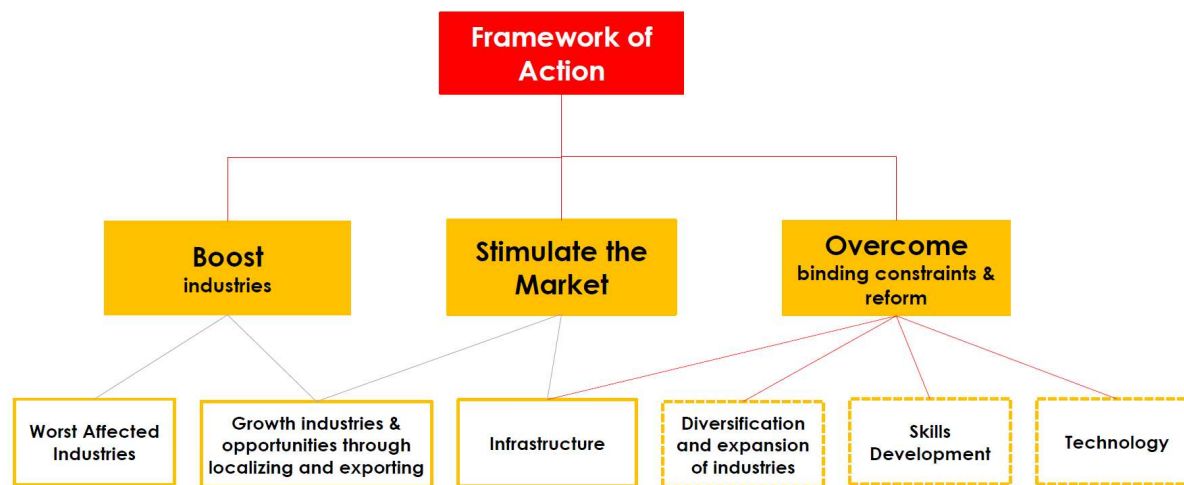


Approach to economic development

In support of the above National and Provincial directives, the Swartland Municipality aims to stimulate sustained growth in the Swartland jurisdiction, by promoting and implementing a set of mutually supportive economic-, spatial- and social-development initiatives.

The main aim is to increase employment - which leads to increased quality of life, social cohesion and sustainability. Employment is a consequence of increased investment by the private sector and/ or by the public sector institutions. To stimulate growth, Swartland must compete effectively with the alternatives, to secure such investment. In addition, growth can also be enhanced by attracting persons employed in other municipalities, to live in Swartland.

Framework of action



(i) BASIS FOR THE DEVELOPMENT OF IMPLEMENTATION COMMITMENTS

National and provincial initiatives to which local government can contribute

National	Provincial
<p>National Development Plan</p> <ul style="list-style-type: none"> Establish a competitive base of infrastructure, human resources and regulatory frameworks. Realise a developmental, capable and ethical state that treats citizens with dignity. A social compact to reduce poverty and inequality, and raise employment and investment Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water <p>SA Economic Reconstruction and Recovery Plan</p> <ul style="list-style-type: none"> Ensuring optimal revenue collection, fiscal sustainability, improved efficiency of spending, elimination of wastage and corruption and improved state capacity to collect revenue Regulatory changes to reduce the cost of doing business and facilitate ease of doing business Skills development and a population that is equipped for the new normal Communication and the digital economy 	<p>Western Cape Strategic Plan</p> <ul style="list-style-type: none"> Building and maintaining infrastructure Creating opportunities for job creation through skills development Creating an enabling environment for economic growth through resource resilience <p>Western Cape Economic Recovery Plan</p> <ul style="list-style-type: none"> Red tape support to remove administrative and legislative blockages Drive improvements in the planning and approvals system Efficiency improvement in government procedures and administrative systems across a range of sectors including SMMEs, formal and informal businesses as well as the tourism sector. Support municipalities to drive government spending on the development, maintenance and protection of core infrastructure, particularly on labour intensive projects. Focus on identifying the necessary enabling infrastructure gaps. Improve SMME access to WCG initiatives and opportunities Support growth through facilitating access to finance Provide support to businesses (e.g. advisory services and training) Increase employment through internships and skills programmes Improve access to skills opportunities specifically focused on the capability of youth. Support businesses and municipalities through technical, regulatory and financial knowledge development, sharing and partnerships

Other initiatives in this document to which local government can contribute

- Support to stimulate demand as businesses are challenged to remain operational. Particularly, businesses in the retail and trade, construction and general services sectors.



- Consider municipal utilities and tax relief or reprieves (like interim concession on carbon tax, PAYE, etc.)
- Support businesses to learn about any opportunities that may exist in their sector
- Communication initiatives are still not optimally reaching businesses and increased awareness of websites hosting business information and support available, needs to occur
- Businesses need to be fed tips and be given assistance on how they could take their business digital
- Effectiveness with dealing with investor queries, applications and by extension creating an overall investment friendly business climate can significantly benefit the pursuits of municipalities in seeking development and job creation through investment
- Wesgro's role is to attract visitors, both international and domestic to visit the Western Cape. Our event partnership provides various levels of support to leisure events where opportunities exist to promote the Western Cape as an attractive destination
- Buy local from struggling businesses and strengthen SME supply chain inclusion – without hampering effectiveness and efficiency principles.

(ii) CONCLUSION AND THE WAY FORWARD

Swartland Municipality is committed to support economic development in order to attract investments and make the Swartland an area of choice to do business.

The Municipality cannot grow the economy or create jobs. Therefore, to implement this plan, a partnership between the public and private sector is inevitable.

The national, provincial and other initiatives identified above provides a framework within Swartland Municipality can develop its own implementation commitments, i.e. how and where the Municipality can become involved or provide support to economic development initiatives.

(d) Disaster Management Plan *[Updated March 2025]*

INTRODUCTION

Disaster Management has its origin in civil defence which started during the Second World War when communities organised themselves to protect their properties and lives. After years of responses to disasters the Government promulgated the Disaster Management Act in 2002 with amendments in 2015 in order to put the emphasis on prevention rather than response.

When is it a disaster? Disaster means a progressive or sudden, widespread or localised, natural or human-caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure of the environment, 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 the effects using only their own resources. (Disaster Management Act)



In practice this means that when a municipality has reached the end of its own capacity or capability it may declare a local disaster. When a district then gets involved and more than one municipality is involved, a district disaster may be declared. If more than one district has reached its capacity, a provincial disaster may be declared.

The following basic terminology should also be taken note of:

- **Hazard:** means a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption or environmental damage (UNISDR:2007)
- **Vulnerability:** means the degree to which an individual, household, community or an area may be adversely affected by a disaster (DMA 57:2002)
- **Risk:** means the likelihood of harmful consequences, including losses of lives, livelihoods and property, injuries, disruption of economic activities or environmental damages, arising from the combination of hazards with exposed and vulnerable people and assets (UNISDR:2009)

LEGISLATION

The main pieces of legislation which impacts on the Municipal IDP and this Disaster Management chapter are:

- The Disaster Management Act (2002)
- Municipal Systems Act (2000)
- Municipal Structures Act (1998)
- The Constitution of SA (1996)

From this legislation, especially the Disaster Management Act, subsequent policies were drawn up for the West Coast which then includes the Swartland Municipal area:

- The Disaster Management Risk Assessment was done in April 2006 and reviewed in 2012 and 2018.
- The West Coast Disaster Management Framework (June 2006 --- Updated in 2015). This framework forms the basis and gives guidance to the execution of the disaster management function in the Swartland.

Both the Municipal Systems Act and the Disaster Management Act requires the inclusion of a Disaster Management Plan into the IDP of the municipality. It would however not be practical to include the complete Disaster Management Plan with all its annexures. The complete plan is an annexure to this IDP.

It is our aim to include disaster management in the planning and execution stages of all IDP projects. This will ensure the integration of disaster management into the IDP and will ensure that all plans and projects are focused on contributing to disaster risk reduction and disaster preparedness – thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the Swartland Municipality.



Swartland has its own Disaster Management Plan linked to that of the West Coast District Plan. This plan is reviewed annually. From the Disaster Management Plan, line functions can draw their own plans and standard operating procedures.

INSTITUTIONAL CAPACITY

The National/Provincial and District Disaster Management Frameworks give direction to municipalities to establish the necessary institutional arrangements and corporate disaster management structure. Disaster management capacity is still a big challenge to the Swartland as the Chief Fire Officer coordinates disaster management.

Although the Protection Services Department is assigned with the Disaster Management function and should direct and facilitate the disaster risk management process, it cannot perform the whole spectrum of disaster risk management activities on its own. Disaster risk management is everybody's business. Therefore, it is required that each municipal department assigns a person or section within the department to be the nodal point for disaster management activities in that department. The same applies to National and Provincial departments operating within the Municipality.

DISASTER MANAGEMENT ADVISORY FORUM (DMAF)

A DMAF was established and meet twice a year or when required. Disaster management is also a standing item on the Top Management meeting of the Municipal Manager. Top management therefore have the opportunity to discuss any disaster management issues at this monthly meeting.

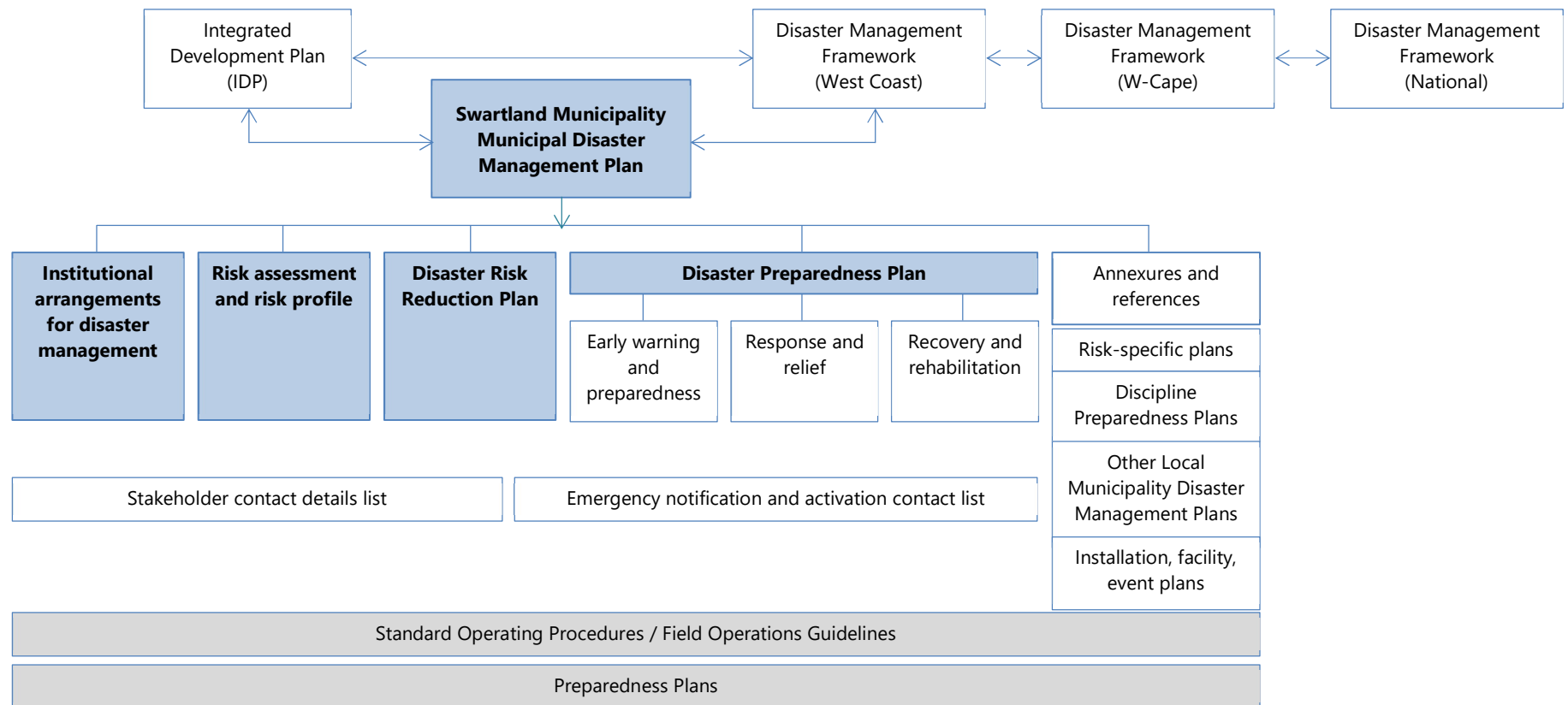
DISASTER MANAGEMENT CENTRE

The West Coast Disaster Management Centre opened in September 2008. The building is located within the Swartland Municipal Area (in Moorreesburg). It provides a 24-hour call taking and dispatch facility. This facility is used as a Joint Operation Centre (JOC) during disasters, but also as a venue for planning sessions outside disaster periods. A tactical facility is available as well as offices for various emergency services. The aim is ultimately to make it a one stop centre for all incident reporting. This Centre is a big advantage to the Swartland Municipality as it is too costly for Swartland to have its own Disaster Management Centre.



SWARTLAND: CORPORATE DISASTER MANAGEMENT STRUCTURE

The blue blocks indicate the core Municipal Disaster Management Plan included in the Municipal IDP



RISK ASSESSMENT

The West Coast disaster management risk assessment was done in April 2006 and reviewed in 2012. This assessment indicated the total risks for the West Coast but also specific risks that were present in each local municipality. The complete documents is available on www.westcoastdm.co.za

The following disaster risks for the Swartland Municipal area were identified during this assessment process and these risks require preparedness plans:

- Fire
- Drought/water scarcity
- Floods (Severe Weather)
- Road accidents
- Wind
- HIV/Aids
- TB

The SANS 31010 suggests that a risk assessment should be done every three years. A new risk assessment was done in 2018 with the following top risks identified:

- Drought
- Alien invasive species
- Water supply disruption
- Floods
- Seismic activity
- Wildfires
- Animal diseases
- Land Invasion"
- Protest Actions

During March 2020 the world (and South Africa) came to know the Corona Virus which had a devastating effect on the health of people. In February 2023 the President declared a National state of disaster over load shedding, President Ramaphosa words " *it will enable us to provide practical measures that we need to take to support businesses in the food production, storage and retail supply chain, including for the rollout of generators, solar panels and uninterrupted power supply,*"



The review of the risk assessment of the Swartland Municipality is now due.

RISK REDUCTION

Risk reduction plans for the Swartland Municipality can be perused in the Core Disaster Management Plan. Risk reduction measures are included in the budgeted projects that are funded in the Swartland Municipal operating and capital budgets. Where there are other measures that fall outside the mandate of the Municipality, the Municipality will lobby and motivate the need for the project in the correct government or societal sector.

The total structure of the Municipality, with every member of staff and every resource, will be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

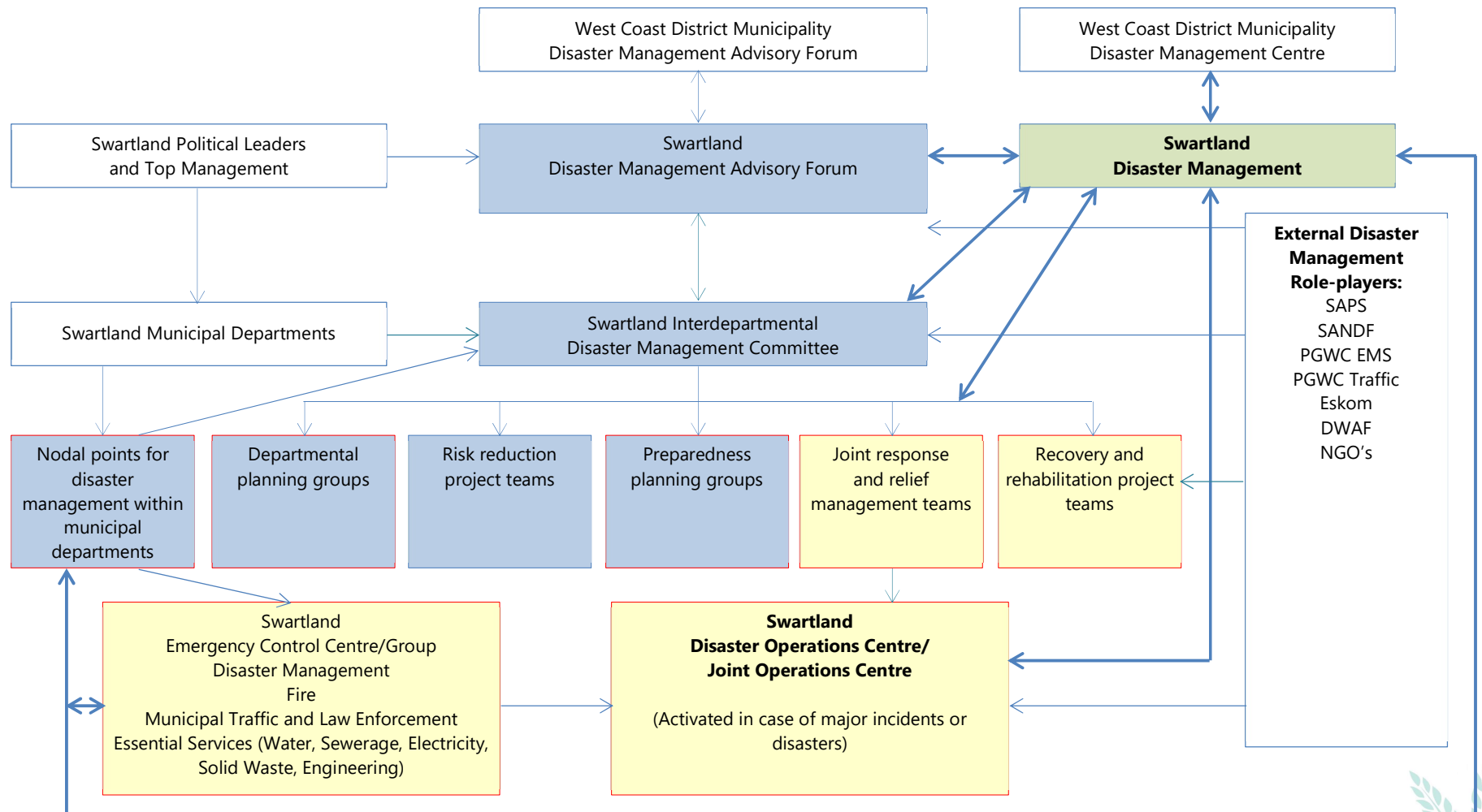
Risks	Mitigation Actions
1. Fires	<ul style="list-style-type: none"> ▪ Awareness campaigns in high-risk areas ▪ Alien vegetation clearing ▪ Creating and maintaining fire breaks ▪ Fire hydrant maintenance plan
2. Floods	<ul style="list-style-type: none"> ▪ Clearing /cleaning rivers and riverbanks (debris, alien invasive plants, excessive reeds, etc.) ▪ Maintenance of culverts ▪ Storm water systems maintenance ▪ Determining and updating of flood lines (important for development planning) ▪ River and catchment management ▪ Engineering parameters
3. Drought / Water scarcity	<ul style="list-style-type: none"> ▪ Bulk water capacity and resources to always be considered in development planning ▪ Awareness campaigns for demand reduction/conservation ▪ General usage of water-saving devices ▪ Effective management strategies and equipment /infrastructure in place for water resource management
4. Covid-19	<ul style="list-style-type: none"> ▪ Slowing the spread ▪ Testing and treatment ▪ Quarantine and Isolation ▪ Civil compliance ▪ Humanitarian relief and food security ▪ Economic recovery ▪ Communication



Risks	Mitigation Actions
5. Load shedding	<ul style="list-style-type: none"> ▪ Procure emergency standby power supplies (Generators) for Critical Customer interfacing offices ▪ Negotiated exclusion (12 months) of Swartland Water Treatment works from the load shedding schedule. ▪ Procuring additional generators to provide standby power to water and sewage pump stations ▪ Revised budget for emergency fuel for generators and fleet vehicles ▪ Visible law enforcement during load shedding to prevent theft ▪ Awareness campaign/hotline to prevent theft of infrastructure ▪ Allowing customers that meet the requirements to connect Small Scale Embedded Generators (SSEG) to the municipal Network and to export energy into the network. ▪ Approach Eskom to consider participation in the Load Curtailment Programme (where possible and within the rules) ▪ Issue an RFP for the connection of renewable IPP to the municipal grid to provide and additional source of energy to reduce the cost of electricity and to support the grid when the Eskom supply is available.



SWARTLAND CORPORATE DISASTER MANAGEMENT STRUCTURE



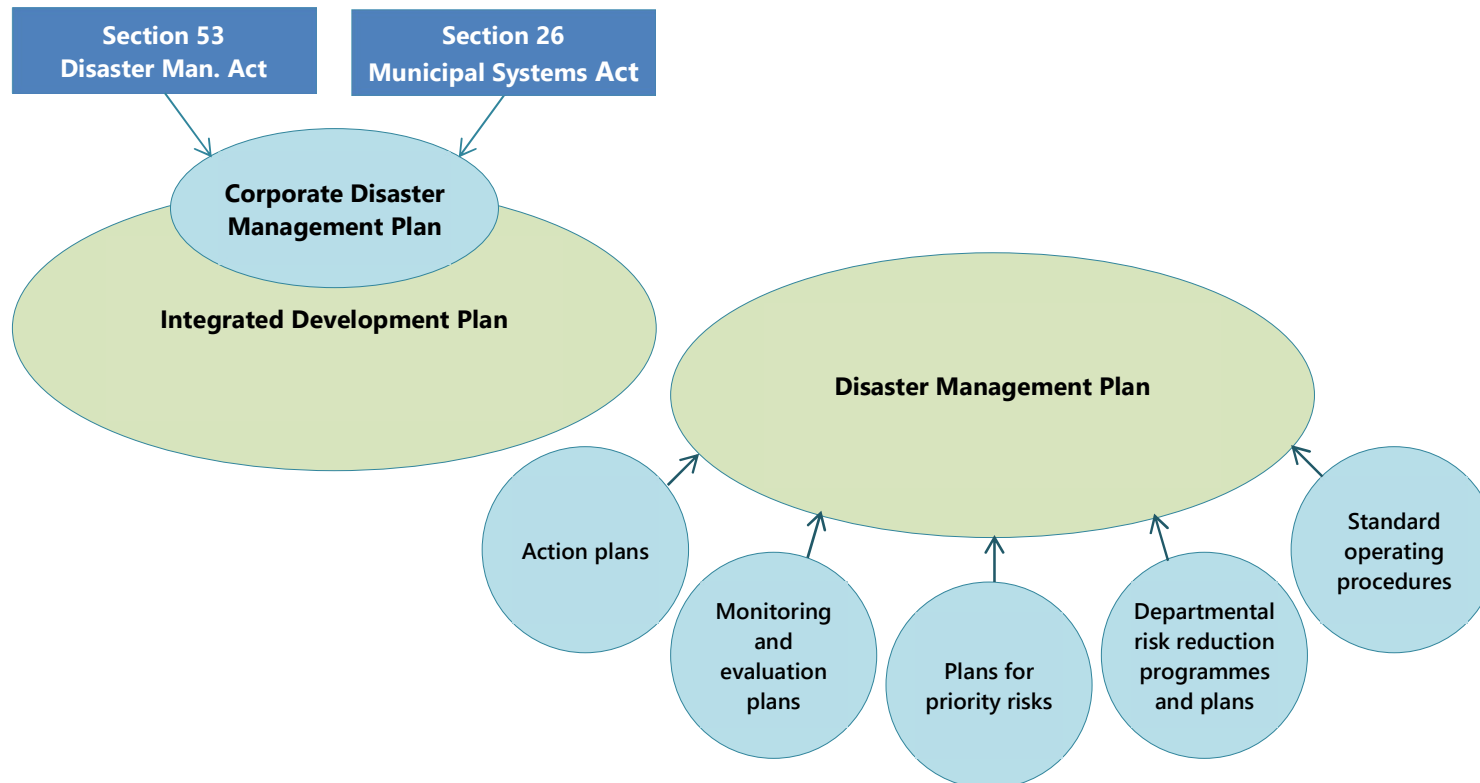
RECOVERY AND REHABILITATION

Recovery and rehabilitation teams will be convened to manage recovery and rehabilitation after disasters/ major incidents, mostly on a project management basis. Municipal departments responsible for the maintenance of specific infrastructure are also responsible for the repair or replacement of such infrastructure after disasters.

FUNDING

The success and implementation of all the above planning is dependent on adequate funding and the identification of the sources of funding. Funding to reduce risks, to prepare for and respond to disasters should be made available.

The figures below indicate how the disaster management plan fits into the IDP.



(e) Safety Plan *[Updated March 2025]*

This section was provided by Uys van der Westhuijzen, Safety Coordinator for Swartland Municipality.

Outlook for the next 5 to 10 years

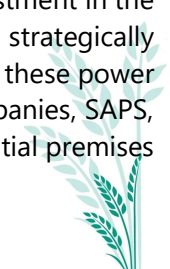
There will be an increase of people moving into the Swartland municipal area due to the successes it achieved over the past years with regards to service delivery, community projects and the perceived safe and secure environment due to, amongst others, good governance and cooperation between relevant role players. As a result of an increase in population figures, unemployment in the rural areas will definitely increase as well over the next 5 to 10 years. Unemployment is inevitable due to the current strained economical and socio-economic welfare environment. This will definitely lead to an increase in crime which will not only have a negative effect on our secure environment, but also a disastrous effect on much needed investment opportunities in the rural areas.

Another serious situation arising from the successful execution of policing actions in the Metro environment is the relocation of criminal “bases” from the city into the rural areas, affecting not only the rural towns and informal settlements, but also the farming communities. Gang-related so-called “turf wars” will become a reality and can lead to the serious destabilisation of communities if not addressed timeously. The recent surge in gang-related incidents in Wesbank vividly demonstrates how quickly violence and crime can escalate, posing a serious threat to community safety. These incidents serve as a stark reminder of the ongoing challenges faced by residents, law enforcement, and local authorities in maintaining peace and security. This situation will require a strong, well equipped and competent police operating in close cooperation with Swartland Municipality's Law Enforcement / Traffic Department and strong Neighbourhood- and Farm Watches.

The judiciary system is in a downwards spiral. Inadequate investigations, courts not functioning effectively and sentences that do not scare criminals anymore, do not support the effective work of SAPS. Community members have sometimes given up on the reporting of crime due a perceived opinion that “nothing will come of it anyway”. The short to medium term outlook seems that it does pay to do crime.

Many state departments, NGOs, business and community structures keep on operating in silos. The need for a joint, all-inclusive and integrated approach towards crime to attain a common goal, seems not to be a priority. Departments of Education, Labour, Social Services and many others as stated in the National Rural Safety Strategy, must form part of the “fight” against crime.

Load shedding has been addressed to some extent; however, recent sporadic short periods of load shedding remain a concern for the foreseeable future. This continued occurrence, although limited, is another factor that will not only have a negative effect on the economy of and investment in the area but will also contribute to a substantial increase in crime. Criminals will continue to exploit the different stages of load shedding by strategically planning and executing their activities around the schedules. SAPS, communities, businesses, and municipalities remain vulnerable during these power outages due to the interruption of electricity. The consequences often include delayed or, in some cases, no response from security companies, SAPS, and other emergency responders due to communication failures. Theft of infrastructure, housebreaking, and theft at business and residential premises



are just some of the crimes that escalate during these periods. Furthermore, load shedding will continue to disrupt traffic control, leading to congestion, non-operational traffic lights, and an increased risk of road accidents and violations of standard traffic regulations. It is critically important to implement solutions that ensure the provision of reliable alternative power sources to mitigate the risks that load shedding poses to safety and security.

The violence within local schools underscores the urgent need to address the challenges faced by the youth. To ensure their safety, the concept of a "walking bus" should be integrated into daily life, with parents and community members collaborating to protect children from bullies and drug merchants during their commutes. The initiative aims to create a sense of community, reinforcing the idea that schools should be safe places where youth can prepare for a better future without fear of criminal influences. This proactive approach involves community engagement, neighbourhood watch programmes, and community awareness initiatives to collectively safeguard the well-being of schoolchildren.

The above situation clearly indicates that the criminal environment requires a well-coordinated and holistic approach with the participation of not only SAPS, Law Enforcement and Traffic, but supported by civil society, including amongst others business, agriculture and relevant state departments. This places an additional burden on an already financially strained community because they will again be requested to assist by way of finances, time, resources, etc. to help curb the increase of crime.

Most important safety issues:

- Drug and Alcohol abuse including gangsterism
- Gender Based Violence
- Homeless individuals
- Infrastructure theft
- Illegal structures
- Unemployment
- Stock theft

Current reality

Swartland Municipality needs to take note of the fact that rural communities can be subdivided roughly into three categories, Rural Towns, Rural Informal Settlements and Farming communities, Farming communities can be subdivided into commercial and subsistence farmers. Each entity requires a different approach towards safety and security whilst having similarities in many areas.

The term "Rural Community" is sometimes defined as local towns and informal settlements thereby excluding the farming communities. This perception is enforced by the inadequate visibility of Police, Swartland Municipality Law Enforcement and Traffic presence in the so-called farming areas. This



perception needs to be rectified and is it a matter of urgency that elements applicable as stated in the National Rural Safety Strategy be operationalised in these areas.

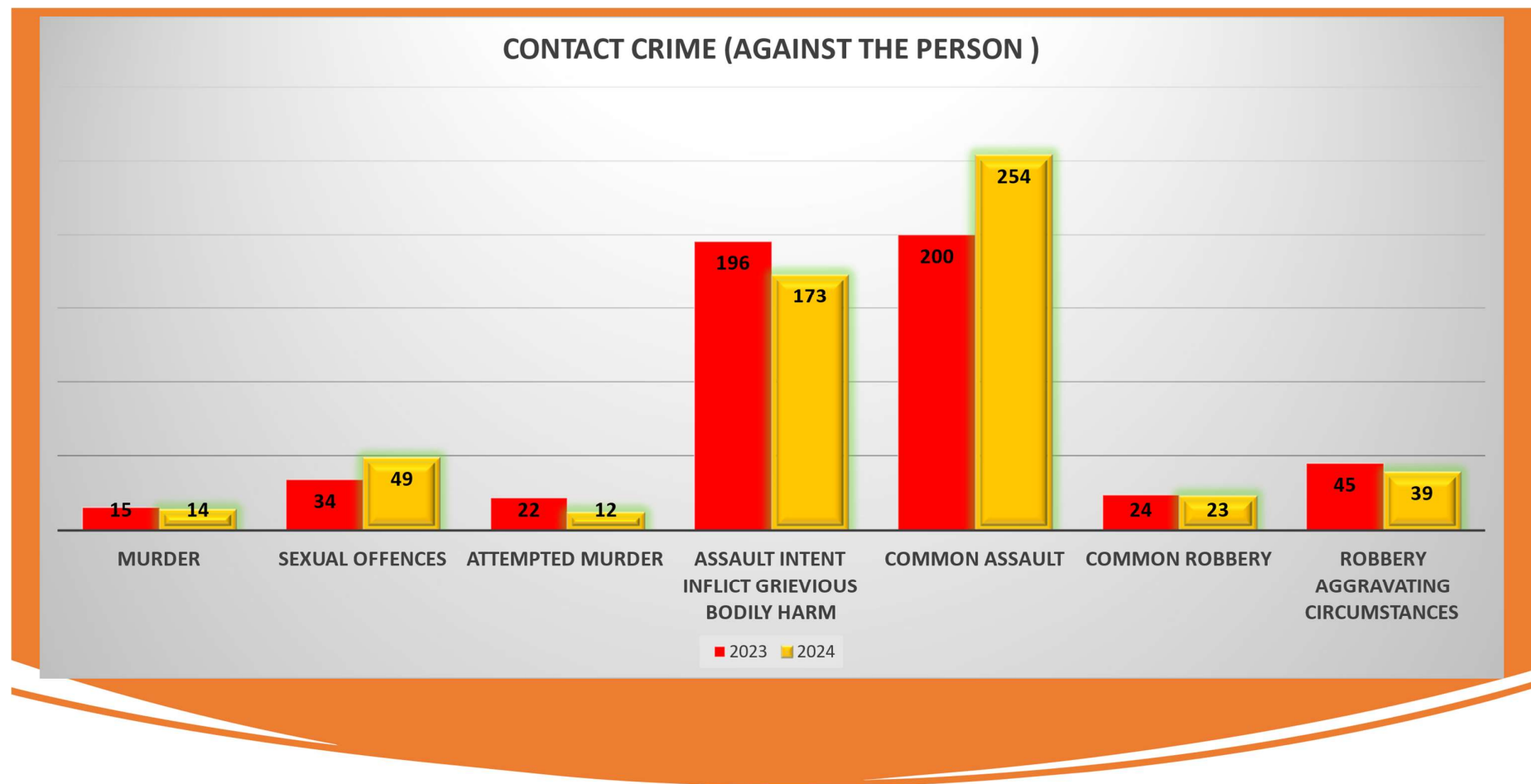
Drug and substance abuse is a major threat and has become a lucrative “business” not only in the towns but also on the farms. The theft of farming infrastructure, produce and non-ferrous metal is a direct outcome of the above-mentioned crime. The current inadequate visibility of safety and security entities in the farming areas, creates the perception that farms are lucrative targets for criminals.

Neighbourhood- and Farm Watches are present in the different areas in Swartland Municipality's area of responsibility but needs guidance, training and assistance to enable them to expand their footprint. Training such as firefighting and first aid is crucial to ensure that they can re-act as first responders in an emergency whilst waiting for assistance. The Community in Blue system together with these two entities can be utilised as force multipliers with the focus of providing in time information to amongst other prevent crime from happening or apprehending of criminals and addressing community issues before it develops into a serious situation.

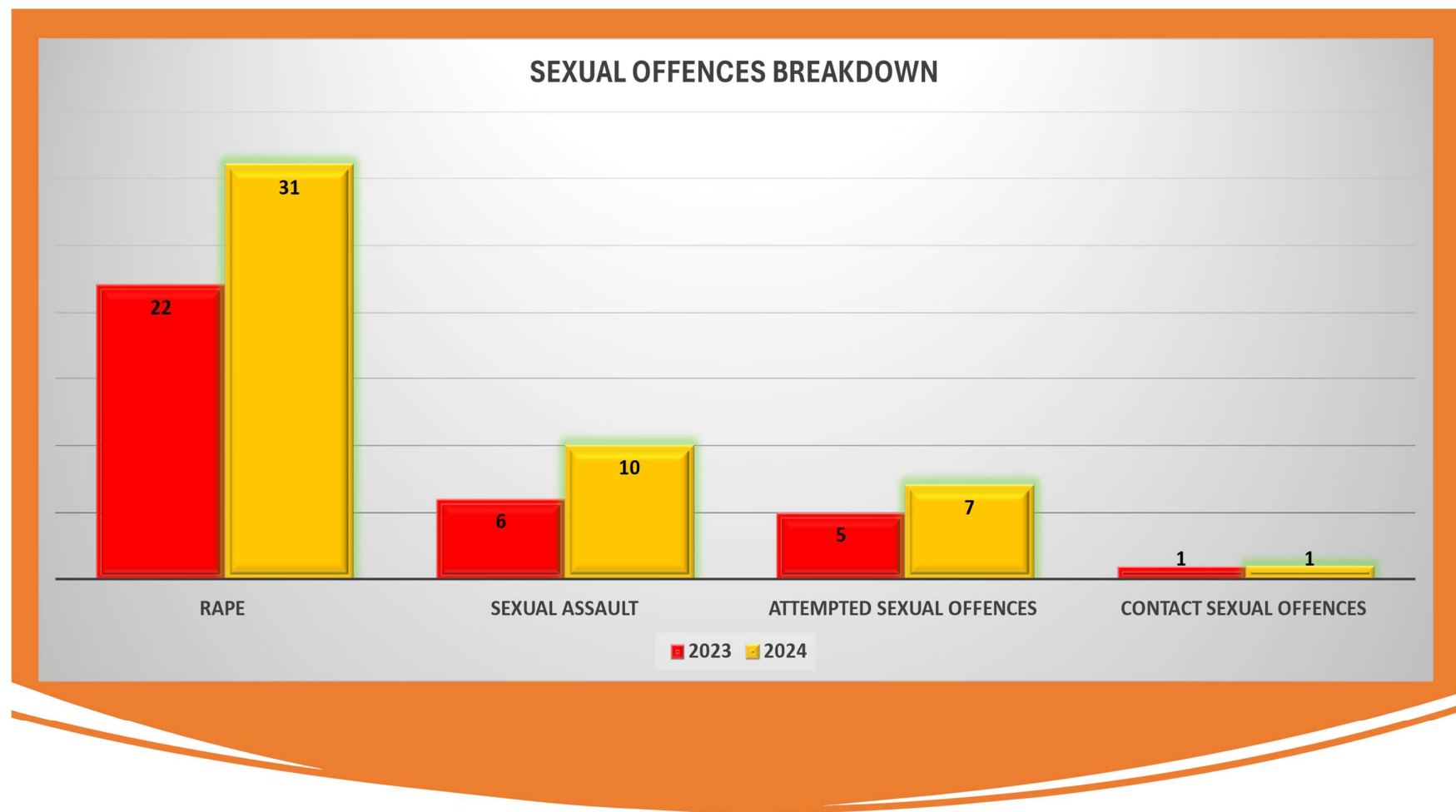
The following crime statistics covers Darling, Malmesbury, Moorreesburg and Riebeek SAPS precincts.



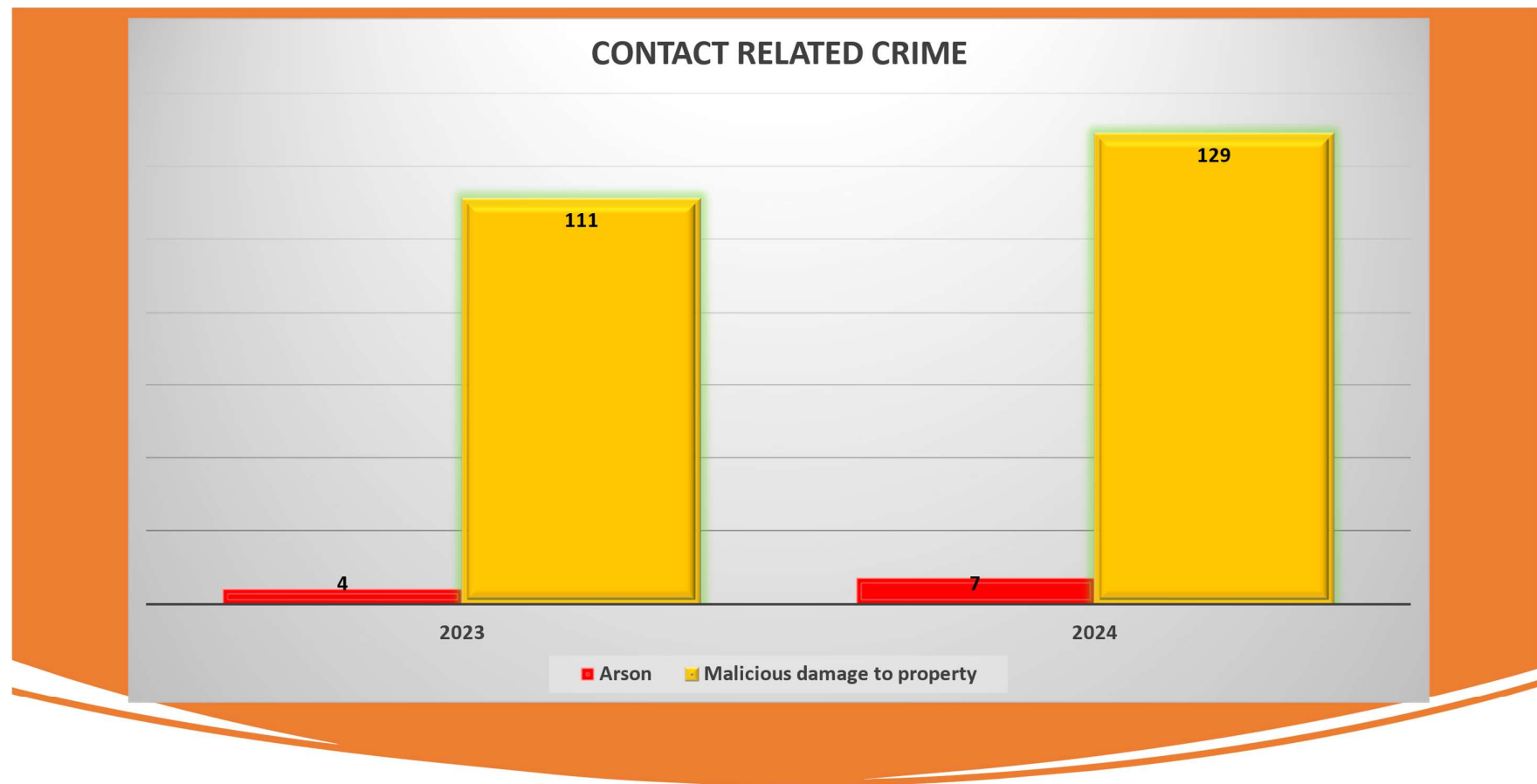
Contact crime for the period October 2023 to December 2023 compared to the period October 2024 to December 2024



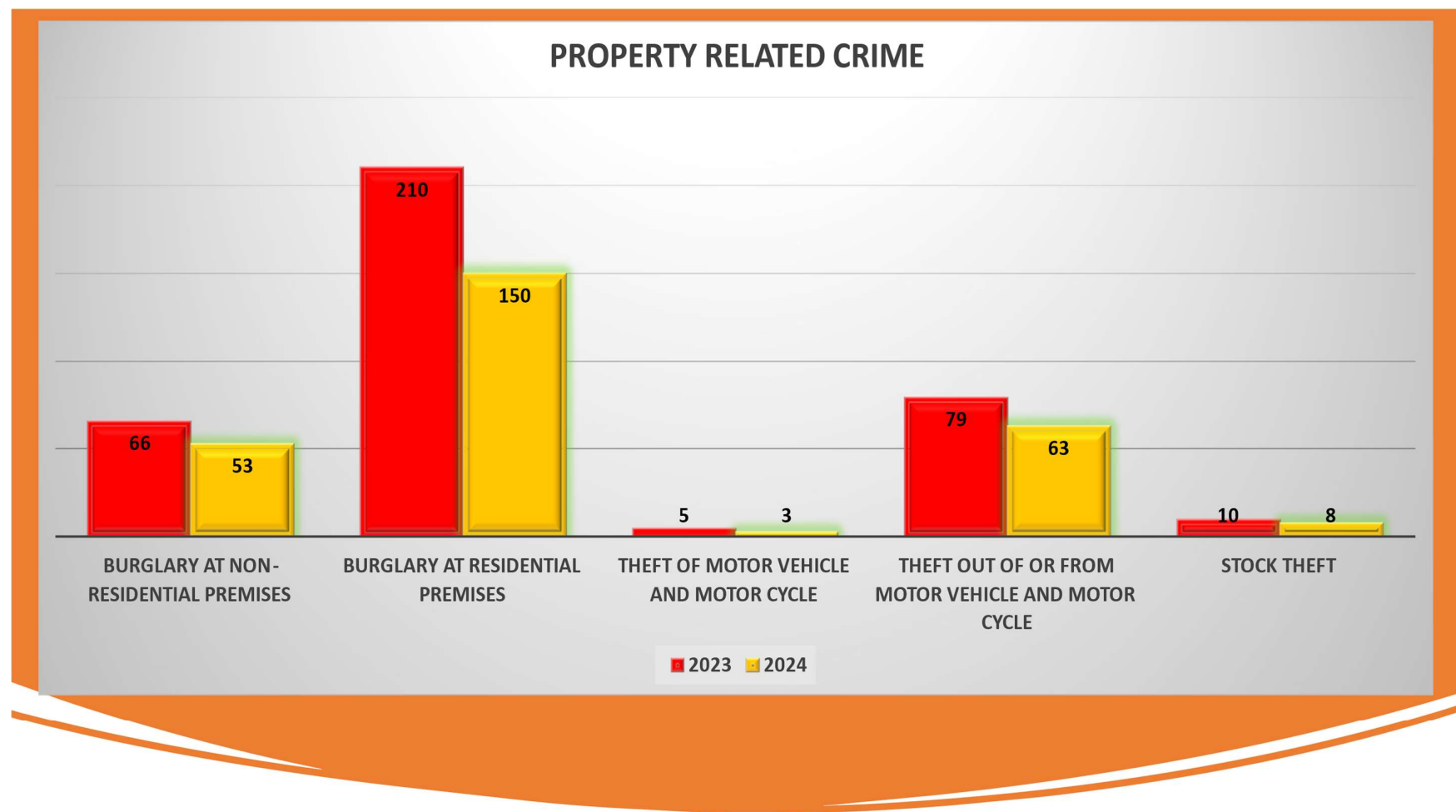
Sexual offences breakdown for the period October 2023 to December 2023 compared with the period October 2024 to December 2024



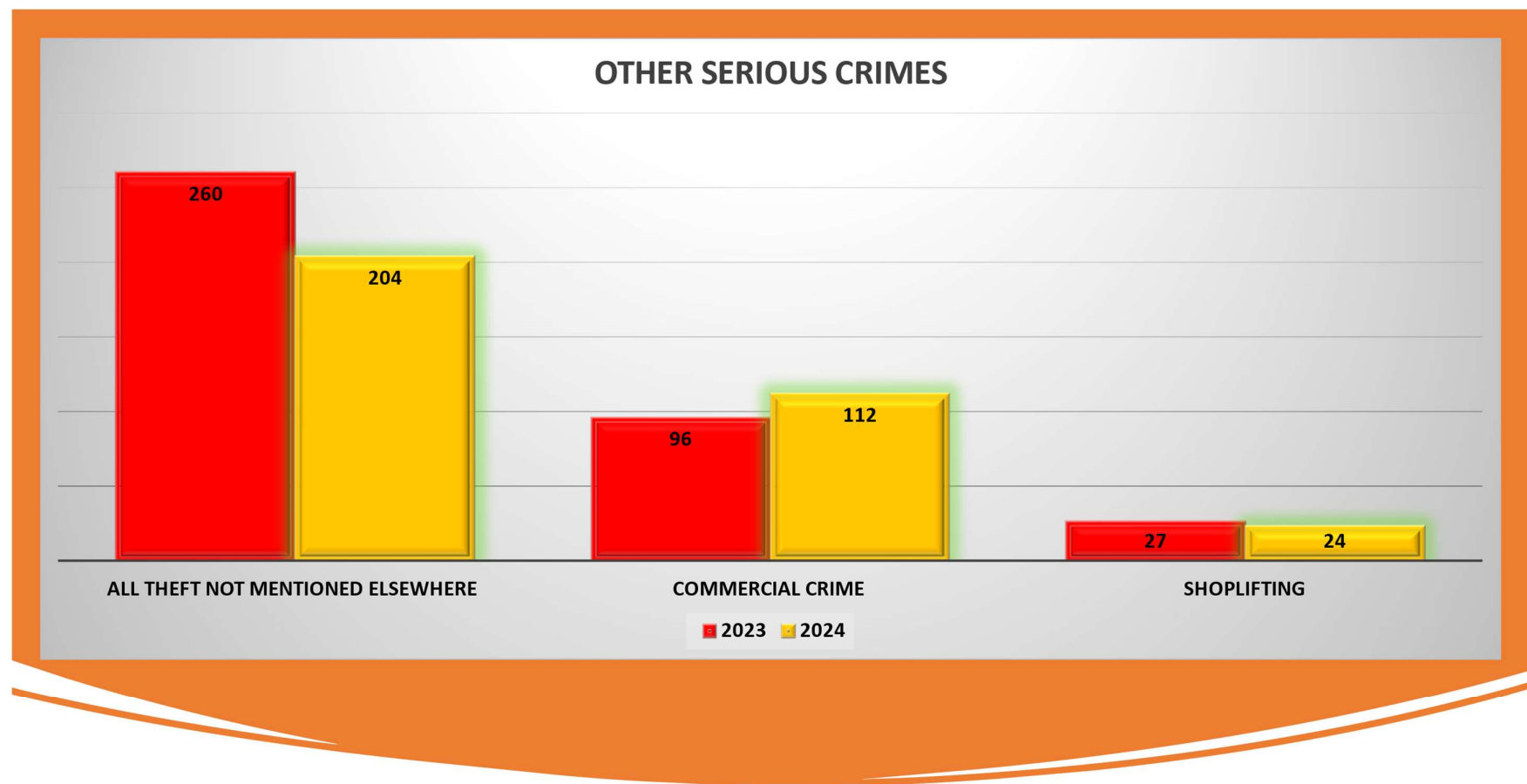
Contact Related Crime for the period October 2023 to December 2023 compared with the period October 2024 to December 2024



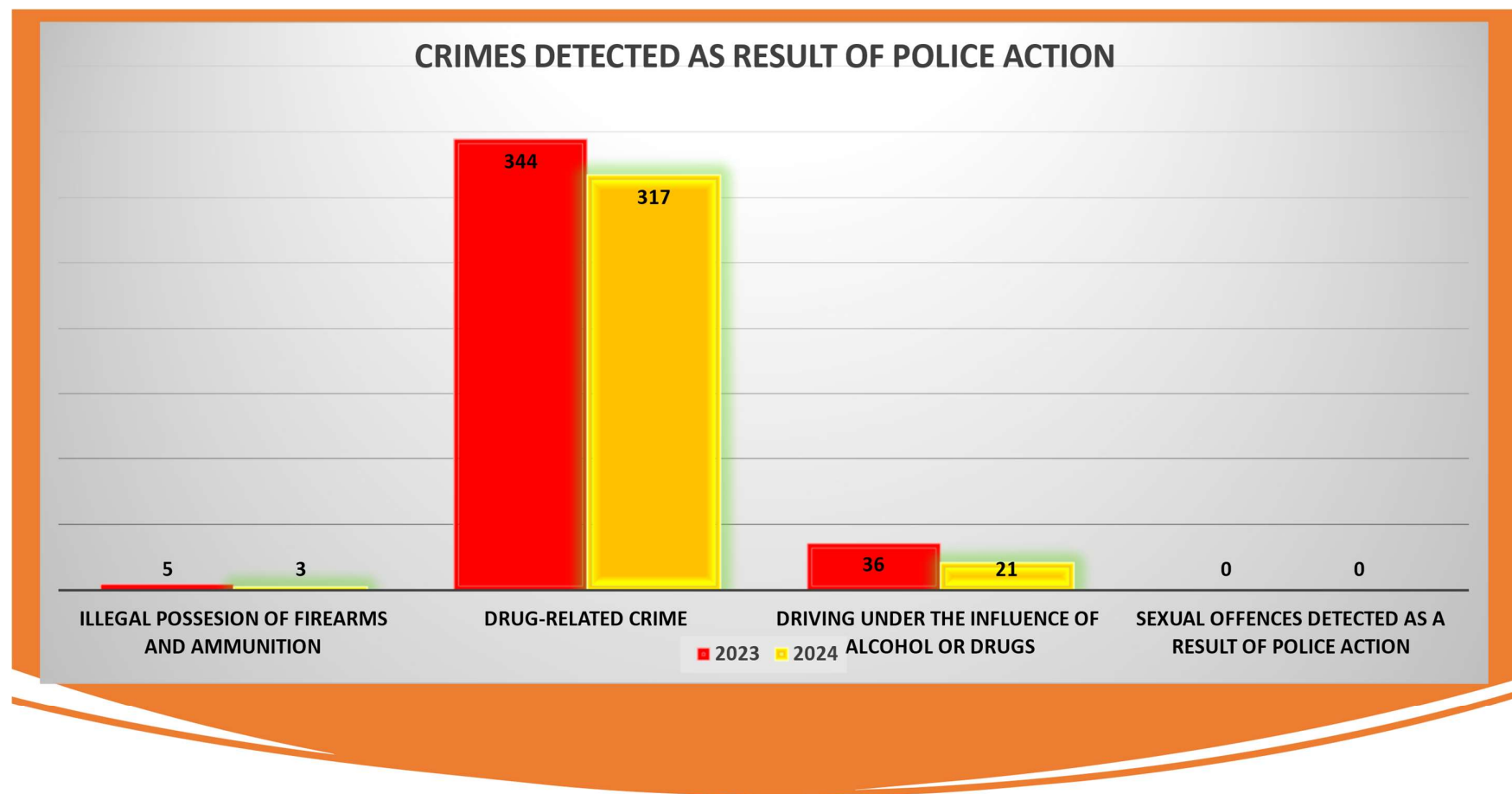
Property Related Crime for the period October 2023 to December 2023 compared with the period October 2024 to December 2024



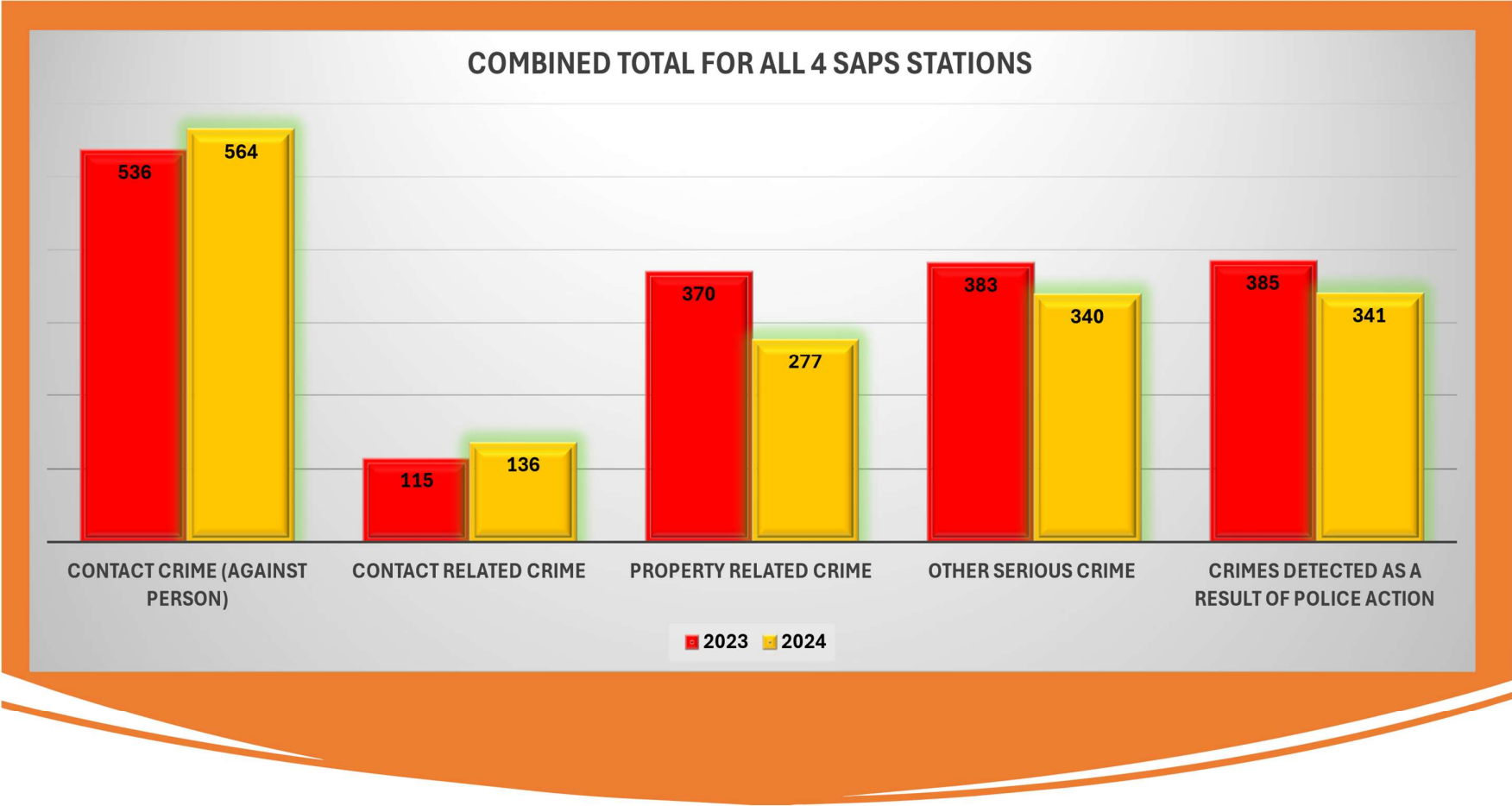
Other Serious Crime for the period October 2023 to December 2023 compared with the period October 2024 to December 2024



Crimes Detected as a result of Police Action period October 2023 to December 2023 compared with the period October 2024 to December 2024



Combined Crime as indicated for all four SAPS stations October 2023 to December 2023 compared with the period October 2024 to December 2024



A close examination of the statistics reveals a significant decline in *PROPERTY-RELATED CRIMES*, dropping from 370 in 2023 to 277 in 2024, as well as in *OTHER SERIOUS CRIMES*, which decreased from 383 in 2023 to 340 in 2024. This positive trend could be attributed to enhanced community security measures, increased law enforcement visibility, and economic factors that may have contributed to a reduction in property-related offenses. Additionally,



the ongoing collaboration in cross-border operations between municipalities (Law Enforcement and K9 Units) and key role-players has undoubtedly played a role in these improvements. The dedication and persistence of communities, SAPS, law enforcement agencies, and other stakeholders in achieving this outcome, deserve recognition.

A key factor worth noting is that SAPS initiated its festive season operational deployment earlier than in previous years. This proactive approach has once again contributed to creating a safer environment during peak times, reinforcing the importance of high-visibility policing and joint operations among all relevant role-players.

However, the rise in *CONTACT CRIMES* (from 536 to 564) and *CONTACT-RELATED CRIMES* (from 115 to 136) is a growing concern. While the root causes are complex, contributing factors may include substance abuse, alcohol misuse, and prevailing socio-economic challenges within the community. Addressing these issues will require a multi-faceted approach, including community engagement, targeted interventions, and enhanced social development initiatives.

The true "red light" and a matter of grave concern for SM is the alarming increase in serious sexual offenses. Reported cases of *RAPE* have surged from 22 to 31, *SEXUAL ASSAULT* from 6 to 10, and *ATTEMPTED SEXUAL OFFENSES* from 6 to 7. These statistics serve as a stark reflection of the deterioration of the moral fabric within our communities and highlight an urgent crisis that demands immediate attention.

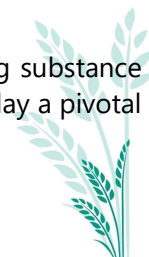
It is imperative that we critically assess the effectiveness of current programmes, activities, and operations designed to combat these crimes. This escalating threat cannot be addressed through isolated efforts; rather, it calls for a multi-faceted, coordinated response. A Whole of Society Approach (WOSA)—where every sector of the community plays a role—is essential. However, this crisis also necessitates a Whole of Government Approach (WOGA), ensuring that dedicated, professional, and strategic interventions are implemented at all levels.

This evil is not solely a policing issue; it requires a collaborative response from multiple stakeholders. Agencies such as the Liquor Authority, Gender-Based Violence (GBV) teams, Safer Schools initiatives, and other key organisations must step up their involvement. Addressing the root causes—including alcohol abuse, social instability, and systemic failures—must be a priority if we are to turn the tide against these heinous crimes.

Of particular concern is also the decrease in *CRIMES DETECTED AS A RESULT OF POLICE ACTION*, which fell from 383 to 340. This decline could indicate reduced proactive policing, possible personnel shortages, resource constraints, or a decrease in law enforcement-led interventions against offenses such as drug possession, illegal firearm possession, and DUI cases. To reverse this trend, police and other law enforcement agencies must enhance their visibility and take a more proactive stance in crime prevention.

Maintaining and further improving these crime trends will require sustained collaboration between law enforcement, local authorities, and the community to ensure safer neighbourhoods for all.

Addressing the above challenges requires a multi-faceted approach. First, there is a need for targeted interventions aimed at addressing substance dependencies and improving socio-economic conditions. Community-based initiatives, support programmes, and outreach efforts could play a pivotal role in mitigating these contributing factors.



Simultaneously, fostering a culture of heightened security consciousness within the community is imperative. Individuals must be educated to exercise vigilance regarding their surroundings, emphasising the importance of not leaving valuables in plain sight within vehicles and ensuring the proper securing of premises. This education should extend to prompt reporting of any suspicious activities to relevant authorities.

By addressing both the root causes and the immediate opportunities for crime, a comprehensive strategy can be developed to curtail the surge in not only Contact and Contact related crimes, but also contributing towards the positive downwards trend of Property Related and Other Serious Crime offenses. This approach not only seeks to enhance the safety of the community but also encourages a collective sense of responsibility and awareness among its members. Only through unified, decisive, and sustained action can we hope to protect our communities, uphold justice, and restore the dignity of those affected

Ensuring a sustainable future for the Swartland Municipal area

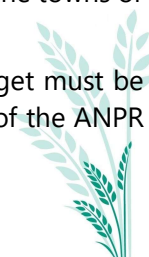
- 1. Youth:** There is a serious need to get the youth involved in programmes that will keep them out of “crime’s” way, especially over weekends. This does not only apply to towns, but also to the farming communities. Sport is one of the best tried and tested methods to counteract this. It will not only ensure that the youth is kept busy, but it also instils an edge of competitiveness within the individual, the team and/or the area. Due to this, the participants may develop a sense of responsibility and eagerness to ensure that they will perform well during the sport event, ensuring they will refrain from using drugs or alcohol. These events must be utilised by different role-players like SAPS to regenerate moral values and principles amongst our communities. Topics like Gender Based Violence, Moral Decline, Teenage Pregnancy, Financial Independence, etc to be exploited.

Suggestion: A budget needs to be allocated to ensure that our suggestions can be piloted. The suggestion is to have four events, quarterly. The success of these events will determine the way forward. The Departments of Agriculture, Sport, Social Services and other relevant National/Provincial and Local Departments, that pay grants to organisations, must be approached to assist with the budget. Swartland Municipality already runs many well-established programmes that can interface with this project.

- 2. ANPR Camera Systems:** There are currently 58 Automated Number Plate Recognition (ANPR) cameras in the Swartland municipal area. Most of these cameras were bought and placed by way of finances provided by business, individuals and communities. 15 of these cameras are currently financially supported through funding allocated by Swartland Municipality.

Communities, in the Swartland municipal area, are already placed under financial strain after having to install ANPR cameras to increase security in their areas. More cameras will definitely be purchased and placed in specific spots identified to be “problematic areas”, whether inside the towns or in the agricultural, rural areas.

Monitoring costs of these cameras, to ensure everyone’s safety, must be considered to form part of a Rural Safety budget. This budget must be compiled in cooperation with all the Agri, FW, NHW, NGO’s and other relevant stakeholders who wish to contribute to the extension of the ANPR footprint.



Suggestion: By-laws must be drafted to ensure sharing of information gathered by ANPR systems in Swartland Municipality's public areas. Generic specification of cameras to be drafted to ensure sharing of info can be done between the different platforms. The enforcement of service providers to participate in the E2 initiative must be investigated. The strategic placement of this system must be facilitated by the CSF within Swartland Municipality which will send a clear signal to criminals to avoid this area, as already experienced in some of the neighbourhoods in Swartland Municipality.

All service providers, organisations or individuals who wish to place a camera operating in the public domain, must provide the relevant information with regards to the make of the camera, capability, position, owner, contact details and who controls the database, to a specified security-vetted individual as identified by Swartland Municipality.

A well-developed information-sharing platform, integrated with that of the District Municipality and all relevant stakeholders, must be in place to ensure that swift response to a call can happen if and when required. This will enhance the capability of not only SAPS but also that of Law Enforcement, Traffic and other relevant role-players in addressing crime in a preventative manner rather than a re-active response.

- 3. Law Enforcement:** The current reality, with regards to visible policing, is shocking in not only the rural towns in Swartland Municipal area, but even worse in the rural, agricultural areas. This is amongst several other reasons why theft of farm infrastructure and stock are on the increase. The lack of an adequate number of police vehicles and personnel on the ground are further examples of the deterioration of visible policing. There is also a perception that the current Law Enforcement as well as K9 and Traffic capability are only available to the rural towns and its communities. The lack of visibility of policing in the Swartland Municipality rural areas will lead to the further deterioration of an already strained security environment.

Suggestion: The allocation of funds to at least purchase two double cabin utility vehicles must be considered to allow them to be utilised in the Swartland Municipality agricultural areas. Malmesbury and Riebeek should be grouped as one sector and Moorreesburg and Darling to be grouped as another sector. This will allow for a swift response capability due to these two sectors being of similar size. Law Enforcement Reservists/Peace Officers (Volunteers) need to be recruited from within these two sectors because the principle known as "From the Community, For the Community" is a tried and tested practise that shows success in many areas similar to the Swartland municipal region. Budget must be obtained to train and equip these individuals. Utilisation of individuals as first responders in these areas will be voluntary, thereby no need for funding of salaries. Visible policing is the most cost-effective method to curb crime (crime prevention) compared to response after a crime was committed (crime combating). This will allow for future expansion as well indicating to the agricultural sector that Swartland Municipality Law Enforcement is available and ready to serve both the rural towns and farms. This will unlock the sharing of resources, personnel and funds and will definitely lead to a "win-win" situation for all. Importantly is the fact that all activities must be intelligence driven enabling pro-active actions and response in an integrated manner. These actions must be supported by an effective justice system (court) with proper sentencing. The development of a Municipal Court needs serious consideration to assist LE to effectively address the current inadequate sentencing of offenders.



- 4. Homeless Individuals:** The current situation of vagrants, homeless people and loiterers is becoming a major safety and disruptive factor in many of the towns in Swartland municipal area. Their numbers are increasing and incidents are escalating and may very soon disrupt into not only verbal abuse but physical violence. This situation will have a negative influence on not only the tourism industry but also scare off possible investors wanting to re-locate from other areas that have already deteriorated due to a nationwide crisis of homelessness.

Suggestion: Funds for a continuous awareness campaign must be budgeted for, to inform all members of the community to not provide food, shelter or cash to homeless people and vagrants (adults or children). This campaign must enable relevant entities, business etc., to donate funds and/or deliver produce to a specific fund created and maintained by Swartland Municipality in cooperation with public enterprises, to create a space for these people and to allow for its expansion into the development of a further programme where these people can participate in the re-discovery of their dignified humanity.

Swartland Municipality, in cooperation with local businesses and other relevant stakeholders, must consider obtaining possible unoccupied buildings. These buildings will only serve as a secure place to sleep, shower and where 1 hot meal will be provided for supper. A similar outreach programme had proven to be a winning recipe during COVID. This will enable SAPS and Law Enforcement to be able to remove homeless people from the streets whilst providing an alternative living arrangement.

The inclusion of NGOs in cooperation with schools, local government and relevant role-players by means of an integrated and joint approach, might enable the establishment of projects such as food gardens, feeding schemes for old age homes etc that can keep the children busy on a long-term basis. These projects not only keep them busy and out of harm's way but teaches them how to earn money whilst creating a better community.

- 5. Environmental Design:** There is a lack of addressing rural safety pro-actively when town planners and relevant institutions embark on the development and/or extension of towns and other rural spaces. Examples such as inadequate street lightning, where many workers need to walk to and from work in the early morning and late at night. Also, bridges and alleys, that can provide shelter or hiding places due to the construction type, can pose as popular spots for criminals and vagrants. The placement of hospitals, clinics, police stations are amongst the most crucial institutions that need to be properly situated. Taxi ranks and bus terminals need to be properly investigated to ensure correct placement. Taxi pick-up points need to be placed strategically to address the needs of pedestrians to prevent them walking long distances creating unnecessary risks, especially to the elderly. The granting of licenses and operating of liquor outlets and entertainment areas close to educational institutions is a major risk to children.

Suggestion: Town planners, developers and relevant institutions must involve relevant state departments, such as SAPS and civilian organisations by way of public participation processes before embarking on new developments and the issuing of licenses to, amongst others, scrap and second second-hand dealers as well as liquor outlets, bars and shebeens. Unused buildings need to be properly secured/blocked off to prevent criminals from stealing and vandalising infrastructure. The placement of transformers and sub-stations must be strategically placed to make it difficult for criminals to destroy or vandalise these as well.



6. **Petty Crime:** There is a current disrespect and flagrant disregard towards the adherence of law and order as well as a total lack of discipline in the Swartland municipal area. This leads to, amongst others, the non-adherence of traffic regulations and speed limits, jaywalking, non-payment of fines, urinating and drinking in/on the streets etc. Loud music and selling of liquor out of residences and premises that are not authorised by the Swartland Municipality, are also one of the many contributing factors leading a community into a complete diminishing of law and order.

This situation can quickly escalate into one where business and members of communities, may decide that a town/area has become too unsafe for its children and too unstable for businesses etc, that they would rather re-locate to a safer environment as has happened in towns in other areas of the RSA. This will lead to the collapse of many towns and eventually its municipalities.

Suggestion: Swartland Municipality, through its Law Enforcement as well as Traffic department in cooperation with SAPS and relevant stakeholders, must compile a specific programme to address the so-called petty crime in the Swartland municipal area. These programmes, enforcing by-laws, must be communicated to the public in Swartland Municipality newsletters, attached to its invoices, communicated through the local radio stations and other relevant platforms. This will create an environment of confidence and trust in the community. The enforcement of these activities by way of harsh fines or sentences, such as the cleaning of streets, working in the Swartland Municipality community gardens, cleaning of public toilets etc, will contribute in the development of Swartland Municipality into a stable, investment-friendly and prosperous community.

7. **Technology:** The slogan “work smarter not harder” comes to mind when speaking about technology. Personnel cost has become a major challenge for Business as well as for state entities in the safety and security environment. The utilisation of technology is a possible force multiplier when budget constraints prevent the expansion in the HR environment. The utilisation of drones, strategically placed CCTV and ANPR cameras, thermal and night vision equipment, different types of AI systems, information gathering platforms, integrated communication systems to effect response etc are some examples that can contribute to enhancing service delivery in this environment without necessarily increasing personnel.

Suggestion: SM must utilise its network and liaise with applicable role-players and entities in the technology field as well as with other Municipalities to obtain inputs with respect to ways and means to ensure the effective inclusion of technology in the safety and security environment. A centralised operational, information gathering and monitoring centre in cooperation with civilian entities and Provincial departments, will enhance response to emergencies, creating safer communities and lead to the restoring of trust in law enforcement agencies such as SM LE and SAPS.

8. **Undocumented and Illegal Foreigners:** The presence of undocumented and illegal foreigners has emerged as a significant and pressing concern within the jurisdiction of the SM AoR. This multifaceted issue has given rise to heightened apprehension among local communities due to a notable increase in criminal incidents, including instances of violence and homicides, often involving individuals who lack proper documentation.

One alarming trend is the correlation between undocumented foreigners and the rental of apartments within local communities, often facilitated by local South Africans. This dynamic not only raises concerns about the legality of these arrangements but also contributes to the exacerbation of



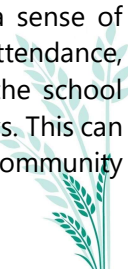
tensions among various communities. The resulting strain is palpable and can lead to increased social discord as locals grapple with issues related to immigration status and its impact on their neighbourhoods.

Moreover, the influence of undocumented foreigners extends to the retail sector, particularly within Spaza shops. Many of these businesses are either rented or owned by individuals without proper documentation, further complicating matters in the event of criminal activities. The lack of verifiable information on these undocumented individuals makes it challenging for law enforcement agencies to effectively address and resolve criminal cases involving them. The complexity of the situation is evident in the intricate web of relationships, legal ambiguities, and socio-economic factors that surround the undocumented and illegal foreigner issue.

Suggestion: Effectively tackling this challenge necessitates a comprehensive approach, urging close collaboration among local authorities, community leaders, and law enforcement agencies. In the short term, the implementation of targeted By-Laws could serve as a 'quick win' solution. This collaboration should be directed towards the formulation of strategies aimed at regulating living arrangements, closely monitoring business operations, and establishing transparent communication channels among the diverse stakeholders. This collective effort is pivotal not only for fortifying community security but also for fostering equitable and just treatment of all individuals within the AoR, regardless of their immigration status.

9. **Data Collection and Intelligence gathering:** The current methodology for interpreting and assessing crime, socioeconomic factors, and urban design challenges has proven inadequate, fostering the exacerbation of crime and social discord. This detrimental impact is not confined solely to communities but extends to schools surrounding identified trouble spots, often recognised as crime "hot spots." The absence of a centralised and comprehensive database compounds these challenges, encompassing critical information such as the existence of illegal spaza shops, unregulated liquor operations operating beyond standard trading hours, poorly illuminated areas, unsafe pathways for children commuting to and from school, instances of loitering, and widespread non-attendance of school by many children.

Suggestion: To address these issues effectively, there is a pressing need for a re-evaluation and enhancement of data collection and intelligence gathering processes. A centralised database that consolidates information on various elements, including but not limited to, illicit spaza shops, unauthorised liquor establishments, poorly lit areas, and unsafe school routes, would significantly contribute to understanding the dynamics at play. Establishing a comprehensive and centralised database is imperative. This repository should systematically capture information on illegal spaza shops, uncontrolled liquor operations, poorly lit areas, unsafe school routes, and other relevant factors. Regular updates and collaboration with various stakeholders, including law enforcement, local authorities, and community leaders, are crucial for its effectiveness. We must encourage active community participation in data collection efforts. Residents must be empowered to report observations and concerns, fostering a sense of ownership and collaboration in addressing the identified challenges. Collaborate with schools to implement initiatives that promote attendance, safety, and well-lit pathways for students. Engage with parents, teachers, and students to understand specific challenges faced in the school environment and develop targeted solutions. Implement targeted crime prevention programmes to change the perception that crime pays. This can involve community awareness campaigns, mentorship programs for at-risk youth, and initiatives that emphasise the positive outcomes of community



cooperation. Conduct regular assessments of the data collected to identify emerging trends and adapt strategies accordingly. Flexibility and responsiveness are key in addressing the evolving nature of crime and social challenges. By prioritising comprehensive data collection and intelligence gathering, coupled with strategic community engagement and targeted interventions, it is possible to pave the way for a more informed, collaborative, and effective approach to enhancing social cohesion and mitigating crime in communities.

10. Local School Environment: Effectively addressing the prevalent issue of schoolchildren carrying weapons and selling drugs within educational institutions necessitates a proactive approach. One strategic measure is the implementation of advanced security technologies, including metal detectors and "sniffer" technology, at the entrances of local schools. This immediate action can significantly contribute to creating a safer and more stabilised environment within school premises.

- a) **Metal Detectors:** Placing metal detectors at school entrances serves as a practical deterrent against the entry of weapons. Regular screenings can identify concealed objects, enhancing the safety of both students and staff. This measure acts as a visible commitment to prioritising the well-being of everyone within the school community.
- b) **"Sniffer" Technology:** Integrating "sniffer" technology, which detects illicit substances, further fortifies school security. This technology can identify and deter the presence of drugs, contributing to a more controlled and drug-free environment within the school grounds.
- c) **Immediate Impact:** The implementation of these technologies provides an immediate impact on the safety and security of schoolchildren. It creates a tangible barrier against potential threats, fostering a sense of security and well-being within the school community.
- d) **Department of Education Involvement:** Recognising that the safety of children is paramount, the Department of Education should actively endorse and invest in these security measures. Their commitment and buy-in are instrumental in ensuring the widespread adoption of such technologies across schools.
- e) **Collaboration with Safer Schools:** Engaging with Safer Schools initiatives is crucial for the successful implementation of security measures. Safer Schools can provide valuable insights, training, and support in integrating these technologies effectively. Collaboration between the Department of Education, school administrations, and Safer Schools ensures a comprehensive and coordinated approach to enhancing school safety.
- f) **Education and Awareness:** Alongside the introduction of security technologies, there is a need for ongoing education and awareness programmes. These initiatives can inform students, teachers, and parents about the purpose and benefits of the security measures, fostering a sense of collective responsibility for maintaining a secure school environment.

The deployment of metal detectors and "sniffer" technology represents a proactive and practical solution to address the pressing issue of arms and drug-related activities among schoolchildren. The collaboration between educational authorities, Safer Schools, and the wider community is pivotal to ensure the successful implementation and sustained effectiveness of these security measures. By prioritising the safety of students, educational institutions can create an environment conducive to learning and personal development.



11. Spaza Shops: The recent tragic incidents involving the sale of unsafe food by certain Spaza Shops, which resulted in the deaths of children in various parts of South Africa, have prompted the State President to declare an emergency on this matter. While SM has been fortunate that no fatalities have occurred within its Area of Responsibility (AoR), these events serve as a critical warning sign that must not be ignored.

Although the sale of food itself is not typically classified as a security issue, Spaza Shops are often located in areas where there is an increased risk of criminal activity. These establishments frequently attract large gatherings of children and adults, especially late at night, making them potential hotspots for loitering, anti-social behaviour, and crime.

Suggestion: Authorities must strictly regulate business hours to limit late-night activity and reduce crime risks. A regularly updated database of Spaza Shop owners and property landlords should be maintained for better accountability and compliance. Policies should be reviewed to allow more “relevant” licensing regulations towards Spaza Shops, enhance food safety regulations, and implement regular inspections. Educational initiatives for shop owners, landlords, and the community should be promoted, along with stronger collaboration between law enforcement and local authorities. These measures aim to ensure that Spaza Shops operate safely, legally, and in the best interest of the surrounding communities.

12. Municipal Police: The present deficiency in SAPS resources, encompassing personnel, vehicles, and necessary equipment, presents a formidable challenge. To rectify this situation successfully, Swartland Municipality must seriously consider the re-establishment of a Municipal Police, representing the only viable alternative to guarantee effective policing within the jurisdiction. Expanding on this, the establishment of a Swartland Municipal Police is essential for several reasons:

- a. **Localised Response:** A dedicated municipal police allows for a more localised and responsive approach to law enforcement. Officers familiar with the specific challenges and dynamics of the community can enhance the effectiveness of policing.
- b. **Resource Allocation:** By having its police, SM can strategically allocate resources based on the unique needs of the area. This includes deploying personnel to crime hotspots, ensuring adequate patrol coverage, and equipping officers with the necessary tools for effective law enforcement.
- c. **Community Engagement:** A municipal police provides opportunities for increased community engagement. Local officers can build trust and collaborate with residents, leading to better intelligence gathering and proactive crime prevention initiatives.
- d. **Tailored Training:** Officers within a municipal police can receive specialised training tailored to address the specific challenges faced by the community. This includes understanding local socio-economic factors, cultural nuances, and crime patterns.
- e. **Collaboration with SAPS:** While establishing a municipal police, collaboration with the South African Police Service (SAPS) remains crucial. Coordination and information-sharing between the municipal police and SAPS can strengthen overall law enforcement efforts.

13. Budget: To ensure success, SM must allocate a sufficient budget that aligns with its top priority—Safety. By making safety the foremost concern and providing the necessary financial resources, SM can foster a secure and efficient environment, ultimately enhancing overall performance and sustainability.



14. Conclusion: In conclusion, the establishment and adequate funding of a Municipal Police and Municipal Court, backed by the proposed activities, plans and key stakeholders outlined in this document, will not only foster a safer environment for our communities but also create investment-friendly opportunities. These initiatives will contribute to the upliftment and empowerment of our youth, elders, and all those who aspire to a free and just South Africa.



CHAPTER 3 ANALYSIS



3.1 NEEDS FROM POLITICAL LEADERSHIP

Executive Mayor's Manifesto: 2021-2026 and beyond

A GLIMPSE AT THE FUTURE

The manifesto of the Executive Mayor must speak to the future planning of the Municipality, but also to the needs and challenges identified during his inauguration speech on 16 November 2021.

- Beginning of a journey
- Not the Municipality of 25 years ago
- From a current future to a preferred future
- Smart city syndrome / Small town revitalisation
- A future where we focus on innovation and technology
- We live in an ever-changing world. Some don't like but it is inevitable.

OUR PRIORITIES FOR THE FUTURE

All linked, the success of the one is dependent on the success of the other.

- Sustainability
- Safe and caring communities
- Opportunities
- Good governance and financial management

(a) Sustainability

- Resource Management – Ensure adequate and sustainable water supply to residents and businesses for now and in the future – Storing capacity
- Long term Infrastructure planning, implementation and maintenance to ensure sufficient capacity for expansion and economic growth
- Road and sidewalk improvements
- Electricity sustainability – green energy
- Clean towns - end illegal dumping

All of these issues are critical to ensure that economic opportunities and growth are sustainable in the long run.



(b) Safe and caring communities

- Law Enforcement must assist in crime prevention through cooperation with all law enforcement stakeholders and role-players
- End and prevent illegal activities including gangsterism and illegal racing
- Social development and sustainability
 - Facilitate access to the economy
 - Promote child safety and development
 - Lobbying for and assisting vulnerable groups, including older persons and gender based violence victims.

Safety and social development are interdependent - Safety creates opportunities and opportunities flourish in safe spaces.

(c) Opportunities

- Tourism promotion of entire region
- Local economic development
- Skills development for the youth
- EPWP programs to aid in skills transfer and employment opportunities.
- Promote our towns to attract investment and economic development and growth.

(d) Good governance and financial management

- Clean audits, but more important service delivery
- Responsible financial management
- Creates confidence and attracts investment, ease of doing business.
- Fiscal discipline
- Continue to reduce red tape for investors and businesses



3.2 NEEDS FROM MUNICIPAL LEADERSHIP *[Updated March 2025]*

The following needs were captured at the Strategy workshop of 23 to 25 November 2022 (*see paragraph 3.3(f)*):

- Establish a "Social Regeneration forum". Identify the lead department and supporting officials from other departments.
- Make the "Smart City" concept part of the IDP.
- Investigate the possible development of global partnerships.
- Share "Social Regeneration" business plan with Quinton Adams. Lobby for funding from the Provincial Government.
- Make funding available for "Social Regeneration".
- Plan for future sustainable energy. Consider calling for "proposals" to establish a solar farm on Klipkoppie.
- Future Tariff methodology, NERSA rule changes and Cost-of-Supply Studies.
- Wheeling Framework to facilitate the wheeling of energy and the use of system charges.
- Investigate the possibility of a pilot in the Swartland for the "Smart City" concept.
- Develop a corporate identity image. Develop a user manual for it.

The following needs were captured at the Strategy workshop of 28 November 2024:

- Ongoing discipline starts at home at schools initiative.
- Implement training initiative of The World Needs a Father.
- Develop a action plan for gangsterism in the Swartland area.
- Expanding to additional communication platforms.

3.3 COMMUNITY NEEDS

Community needs were obtained by means of -

- An **online needs survey** that was done by means of Google Forms.
- **Meetings per area with community representatives.** Representatives included inter alia community leaders, NGO's in the area concerned, sector representatives, representatives of vulnerable groups and SMME's. Five meetings were held, one in each of the following areas: northern area (Moorreesburg and Koringberg), eastern area (Riebeek West and Riebeek Kasteel), western area (Darling and Yzerfontein), southern area (Riverlands, Chatsworth, Kalbaskraal and Abbotsdale) and central area (Malmesbury, Wesbank and Illinge Lethu).



- **Meetings per focus group with specific key role-players.** The focus groups involved were Safety, Health, Education, Agriculture, Business, Tourism, Religion and Sport.
- A **meeting** with the **big businesses** in the Swartland.
- Meetings with each of the 12 municipal **ward committees**. Ward committees were asked to prioritise all community in respect of their wards.
- **Strategy Workshop** with Council and management was held on 23-25 November 2022, 12 December 2023, and 28 November 2024.
- **Open days** were held in all the Swartland areas between 30 January 2023 and 8 February 2023.

(a) Online needs survey



Swartland Municipality conducted an online community needs survey by means of Google Forms between 12 September 2022 and 23 October 2022. The questionnaire was available in English, Afrikaans and isiXhosa.

The Swartland community was informed of the survey through inter alia the Municipality's website and Facebook page, WhatsApp, articles in the local newspapers, emails and mass SMS's to municipal account holders.

The number of responses was 874 in total - 247 Afrikaans, 627 English and 1 isiXhosa.

The survey consisted of three parts -

In Part 1 the respondents had to answer questions about him- or herself: the area in which they live, their dwelling type and their age group.

In Part 2 the respondents had to make three selections from a list of Swartland Municipality's functions which according to them need the most urgent attention in the area where they live.

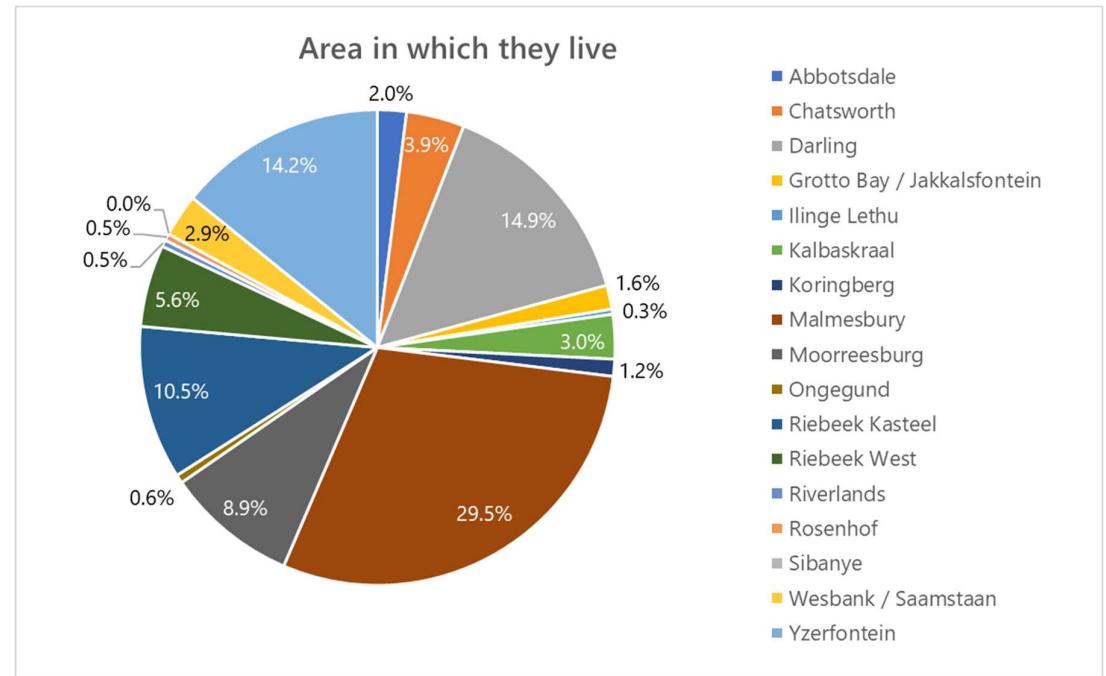
In Part 3 the respondents had to make three selections from a list of Western Cape Government's functions which according to them need the most urgent attention in the area where they live.



RESULTS

Area in which they live	Number	%
Abbotsdale	17	1.9%
Chatsworth	34	3.9%
Darling	128	14.6%
Grotto Bay / Jakkalsfontein	14	1.6%
Ilinge Lethu	3	0.3%
Kalbaskraal	26	3.0%
Koringberg	10	1.1%
Malmesbury	254	29.1%
Moorreesburg	77	8.8%
Ongegund	5	0.6%
Riebeek Kasteel	90	10.3%
Riebeek West	48	5.5%
Riverlands	4	0.5%
Rosenhof	4	0.5%
Sibanye	0	0.0%
Wesbank / Saamstaan	25	2.9%
Yzerfontein	122	14.0%
Non-Urban	13	1.5%
TOTAL	874	100.0%

Age group	Number	%
15-19	4	0.5%
20-29	44	5.0%
30-39	153	17.5%
40-49	206	23.6%
50-59	187	21.4%
60-69	195	22.3%
70+	85	9.7%
TOTAL	874	100.0%



FUNCTIONS THAT NEED THE MOST URGENT ATTENTION

Respondents had to make 3 selections for Swartland Municipality's Functions as well as for the Western Cape Government's functions. Below are the total of the selections.

Swartland Municipality's Functions

	Function	Number	%
1	Electricity	262	10.0%
2	Traffic and law enforcement	249	9.5%
3	Streets and storm water (incl. sidewalks)	215	8.2%
4	Local economic development	206	7.9%
5	Social development	180	6.9%
6	Environmental management and protection	173	6.6%
7	Parks	152	5.8%
8	Fire fighting and emergency services	144	5.5%
9	Street lights	100	3.8%
10	Refuse removal	85	3.2%
11	Sewerage	80	3.1%
12	Tourism	71	2.7%
13	Water	70	2.7%
14	Cemeteries	59	2.3%
15	Sports Fields	56	2.1%
16	Libraries	29	1.1%

Western Cape Government's functions

	Function	Number	%
1	Community Safety	560	21.4%
2	Health	255	9.7%
3	Education	235	9.0%
4	Economic Development and Tourism	234	8.9%
5	Housing	196	7.5%
6	Social Development	174	6.6%
7	Transport	162	6.2%
8	Cultural Affairs and Sport	80	3.1%
9	Agriculture	72	2.7%

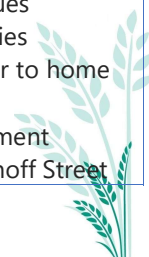


(b) Meetings per area with community representatives

Five meetings were held during September and October 2022, one in each of the following areas: northern area (Moorreesburg and Koringberg), eastern area (Riebeek West and Riebeek Kasteel), western area (Darling and Yzerfontein), southern area (Riverlands, Chatsworth, Kalbaskraal and Abbotsdale) and central area (Malmesbury, Wesbank and Ilinge Lethu).

Throughout the Municipality's public engagements, a video of "The story of Thandi" was used. Thandi is an imaginary girl who was born in extremely poor circumstances with little hope of a better future. People were challenged with the question "What must change to improve Thandi's circumstances in such a way that she will have a better chance to be successful in life?" This helped people to focus on the real needs and challenges (the "Thandi's in their own areas"). Below, in no particular order, are the inputs received from community representatives.

Area North		Area East	
Ward 1: Koringberg, part of Moorreesburg and rural areas	Ward 2: Moorreesburg	Ward 3: Riebeek West, Ongegund and rural areas	Ward 12: Riebeek Kasteel and rural areas
<ul style="list-style-type: none"> ▪ Lack of opportunities ▪ Economic growth and development ▪ A high school ▪ No supervision or control over children ▪ Pedestrian crossings and bus stops for children (safety) ▪ Cleaning and repairing of sidewalks 	<ul style="list-style-type: none"> ▪ Support groups for families and rehab centre (alcohol and drugs) ▪ Recreational facilities for young children (children on street) ▪ Shortage of police / neighbourhood watch ▪ Bring back family values ▪ Transport for jobs outside town and for elderly / disabled people to clinics ▪ Business investments in town ▪ Housing ▪ Street dwellers create a danger in front of shops 	<ul style="list-style-type: none"> ▪ A high school ▪ Activities or programmes for children (sports, arts and culture, educational) ▪ Registered crèche's (ECD) ▪ Entrepreneur or development centres ▪ Participation from private sector (funding) ▪ Survey of Thandi's in the area ▪ Tourism development ▪ More communication (Local Newspaper, social media) ▪ Info hub (LED) ▪ Job opportunities 	<ul style="list-style-type: none"> ▪ Upgrading of sidewalks: Madeliefie Street ▪ Pedestrian route between Riebeek Kasteel East and Riebeek Kasteel ▪ Wheelie bins for households ▪ Formalisation of a second entrance for New Rest Valley as it only has one ▪ Upgrading of streetlights (New Rest Valley) ▪ Hospital for the Riebeek-Valley ▪ Public transport ▪ High school ▪ Extra classrooms at Primary school ▪ Local economic development ▪ Law enforcement needs to be more present (patrol) ▪ Assistance with social issues ▪ Upgrading of sport facilities ▪ Library and internet closer to home ▪ Housing ▪ Agricultural skill development ▪ Sidewalks in Pieter Cruythoff Street



Area Central			
<i>Ward 8: Malmesbury South and part of Wesbank</i>	<i>Ward 9: Ilinge Lethu</i>	<i>Ward 10: Malmesbury North (Panorama, Tafelzicht) and West (Schoonspruit)</i>	<i>Ward 11: Part of Wesbank and Saamstaan</i>
<ul style="list-style-type: none"> ▪ Small business development ▪ Alcohol, drug abuse and crime ▪ Homeless people ▪ Awareness programme rollouts (youth, GBVF and disabled) ▪ Stakeholder engagement and support from Municipality ▪ Public and businesses need to work together. ▪ Municipality and NPO's need to communicate 	<ul style="list-style-type: none"> ▪ Substance abuse is a problem. ▪ Unemployment ▪ Social support from Municipality ▪ Better infrastructure ▪ Sport and recreation facility 	<ul style="list-style-type: none"> ▪ Social and skills development for children that dropped out of school during COVID-19 ▪ Communication with ward residents ▪ Industrial areas near Malmesbury (job creation) ▪ Informal trade (facilitating assistance to entrepreneurs) ▪ Streamline business processes. ▪ More visibility of SAPS and law enforcement ▪ Improve infrastructure. ▪ Affordable services ▪ Query point in Wesbank concerning services ▪ Speedbumps in Hackney Street near play park ▪ Upgrading of play park on the corner of Brahmaan - and Nguni Streets 	<ul style="list-style-type: none"> ▪ Speedbumps in Tortelduif Street ▪ Planting of trees in De Hoop ▪ Fencing around the apartment buildings ▪ Programmes for children who don't attend school. ▪ Alcohol and drug abuse ▪ Skills development ▪ Swimming pool ▪ Redevelopment of dumping site into vegetable gardens ▪ Overpopulated schools ▪ Assist small farmers and businesses. ▪ SAPS station in our ward ▪ GAP Houses ▪ Hospital ▪ Better use of RSEP tower ▪ Speedbumps in Kanarie – and Anemoon Streets ▪ Bring back junior councillors



Area West		Area South	
<i>Ward 5: Yzerfontein, Jakkalsfontein, Grotto Bay, Ganzekraal, western part of Darling, Dassen Island and rural areas</i>	<i>Ward 6: Eastern part of Darling and rural areas</i>	<i>Ward 4: Chatsworth, Riverlands, Mount Royal (Malmesbury), Ruststasie and rural areas</i>	<i>Ward 7: Abbotsdale, Kalbaskraal and rural areas</i>
<ul style="list-style-type: none"> ▪ Tarring of 5th Street Yzerfontein ▪ R27/R315 - Eliminate the existing danger at the crossing and absence of appropriate emergency lanes. ▪ Rates of community halls are too high. ▪ Dependence on grant is a problem. ▪ High school for Darling ▪ Find a site for informal trading (look at logistics and financial training) ▪ Darling North parks and play areas ▪ Emergency services, critical care (surgical ward) ▪ Job creation (informal job market and red tape for small business) 	<ul style="list-style-type: none"> ▪ Amandelboom Crescent: Sewerage from Industrial area connects with residential area and causes blockage. ▪ Floodlights need to be replaced in Amandelboom Crescent ▪ Speed bumps in Vygie Street ▪ Social economic development ▪ Alcohol and drug abuse ▪ Teenage pregnancy is a problem. ▪ Higher education / skills centre ▪ Recreational facilities ▪ Business hub (LED empowerment) ▪ Upgrade cemetery (water, toilets) ▪ Police station (Asla) 	<ul style="list-style-type: none"> ▪ Police station ▪ High School ▪ Tarred road ▪ Drainage and sewerage systems ▪ Unemployment ▪ Sport fields ▪ Cemetery ▪ Clinic (Day Hospital open 5 days a week) ▪ Housing ▪ Library upgrade ▪ Streetlights ▪ Swimming pool ▪ Bus shelter ▪ Play parks ▪ Municipal ground for community food garden ▪ Tourism (Fynbos) 	<ul style="list-style-type: none"> ▪ Community Hall (Kalbaskraal) ▪ Municipal service centre (Die Kraaltjie) ▪ High- and primary school (Kalbaskraal) ▪ Upgrading of De Oewer Street and streetlights (Kalbaskraal) ▪ Upgrading of streetlights (Kalbaskraal) ▪ Speedbumps in Main Road (Kalbaskraal) ▪ Toilets for railway camp and houses to be inspected (Kalbaskraal) ▪ Installation of park and braai places (Kalbaskraal) ▪ Housing ▪ Unemployment ▪ Public Transport ▪ Upgrading of clinic ▪ Soil for vegetable garden and flea market ▪ Stormwater problem ▪ Rehabilitation and tarring of Kerk Street and the road to the school (Abbotsdale) ▪ Fencing around cemetery and water availability (Abbotsdale) ▪ Streetlights near Bambino's (Abbotsdale)



Area West		Area South	
			<ul style="list-style-type: none"> ▪ Brick paving at community centre (Abbotsdale) ▪ Lighting at the netball court (Abbotsdale) ▪ Request a soup kitchen (Abbotsdale) ▪ CCTV in crime hot spots

(c) Meetings per focus group with specific key role-players

Meetings were held during September and October 2022 with the following focus groups: Safety, Health, Education, Agriculture, Business, Tourism, Religion and Sport.

The Municipality asked each focus group the following questions:

- Do you know what your sector is planning for the Swartland area?
- What is the sector's outlook for the next 5 to 10 years?
- What strategic interventions have already been budgeted for?
- How can Swartland Municipality and the sector take hands to ensure a more sustainable future for the sector?
- Any other issues that you want to bring under Swartland Municipality's attention.

The inputs received are summarised below per focus group.

AGRICULTURE	
<ul style="list-style-type: none"> ▪ Rising cost of agricultural land that impact on municipal rates and taxes. ▪ Safety, theft, vandalism - crime should be addressed in a more holistic manner. ▪ Social issues such as alcohol and drug abuse, school dropouts, teenage pregnancies and unemployment. ▪ Partnership with Swartland Municipality regarding electricity and water needs as well as the potential for a collective beneficial partnership. 	<ul style="list-style-type: none"> ▪ Traffic problems - agricultural machinery are increasing in size and becoming more and more difficult to move through towns. ▪ The provision of a municipal household waste removal service on farms should be investigated. ▪ Municipal land adjacent to provincial or national roads should not be leased to farmers for grazing unless properly fenced.



BUSINESS

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Municipality and business sector to work together to create a safer environment. ▪ Create a partnership between Municipality and business chambers ▪ Taxation of businesses (more affordable tax rates) ▪ Sustainable power (look into sustainable power sources and better rates) in collaboration with businesses ▪ Generator for traffic department (motor shops are unable to register vehicles affecting business) ▪ Fibre in industrial area ▪ Make provision for small businesses (SMME's) ▪ Plots for small businesses ▪ Industrial sector is not "friendly" to businesses. ▪ TVET Colleges- training and skills school ▪ Gap in skills development at school ▪ Industrial area seeks own by-laws | <ul style="list-style-type: none"> ▪ Inform people about regulations (session on legislation or regulations for the business sector so that they can understand it better) ▪ Explain tender process to businesses. ▪ Construction industries are struggling to find artisans. ▪ Artisanship (school where children can work with their hands) ▪ Municipality should not only provide service but also bring sectors in the Swartland together. ▪ Legislation is the business sector's biggest obstacle. ▪ The curriculum of the colleges must be adapted so that it keeps up with the realities of the world. ▪ We need to look at SETA's for training |
|--|--|

EDUCATION

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ More primary and high schools ▪ Libraries for schools ▪ Schools with a main focus on agriculture and engineering subjects ▪ Businesses with Department of Education and Swartland Municipality to discuss initiative of schools | <ul style="list-style-type: none"> ▪ Collaborative schools to improve education in no-fee schools. ▪ Technical school skills are important for the future. Also, the provision of skills development centres. ▪ Mobile schools may also be an option. ▪ Skills centres |
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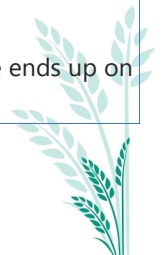


HEALTH

- | | |
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| <ul style="list-style-type: none"> More funding and vehicles are needed for Emergency Medical Services (EMS) Community structures must work with EMS to help with less serious incidences while EMS only work with emergencies. Re-establish full package of care in next 5 years. Make health everyone's business so that we can all work together. Infrastructure is not on a level to address all the services in respect of primary healthcare. This is a big need. A replacement clinic is planned for Riebeek Kasteel while plans to upgrade clinics are on the table for Moorreesburg and Darling. | <ul style="list-style-type: none"> Clinics in Chatsworth and Abbotsdale will be open five days a week in 2023. Mobile dental bus is needed. Elective theatre work has become urgent. Strengthen current systems to improve quality and efficiency of care |
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RELIGION

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| <ul style="list-style-type: none"> Believe must be creating in the community (culture of Swartland) The culture of the town. We have to work hard on it. Culture must be lived out. Prayer meetings (get together regularly and pray for each other) Integration communication Town must keep the "tranquillity" All parts of religion must come together (churches must be together-one body) Help each other and the community Contribution to values Municipality should involve churches in conversations Marriages is a problem in the Swartland (not lasting) Socio economic problems Street dwellers is a problem Reward System is being misuse (people get things they did not work for or vandalise things given to them. They lose the value for things) Job creation Churches must also pass on the things they are busy with to Municipality | <ul style="list-style-type: none"> Pressure of water and sewerage (what is being done so that it can keep up with Swartland' s growth) Swartland eco hub With growth, there must also be control Municipality must also pass on positive information to the community in the IDP. Safe houses / Larger night shelter Influx of young professionals, faith sector's focus must be to create a place for the young people Struggling with violence in Wesbank & Ilinge Lethu Each church must do its part to avoid duplication Parkrun good platform to get community together A healthy mind makes the body healthy. List of social issues from Swartland so that churches can pray for them Division is one of the major issues in the country Referral framework must be explained to the church e.g. if someone ends up on the street where they can be referred |
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SAFETY

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| <ul style="list-style-type: none"> ▪ Problem with protesting groups regarding housing ▪ Where will all the people who come in live and where will they work ▪ As our towns grow, so must job creation ▪ Safety will depend on what the community looks like i.e. no work, food causes people to start doing crime ▪ Social circumstances of people (roll over to safety) ▪ Create an environment where people work, children go to school and can play in the road. People can roam freely (law enforcement) ▪ Safe environment is not just SAPS Municipality also has an important role ▪ Resources must grow with the development of the town ▪ Community safety forum ▪ Funding and manpower are a problem for safety ▪ Street dwellers is getting out of control ▪ Land availability for businesses ▪ Lobby with Minister for expansion of SAPS ▪ Expanding law enforcement's capabilities ▪ More money for armed response ▪ Sustainable future: in evening more visibility of law enforcement and apply discipline ▪ Accountability of SAPS and Law Enforcement ▪ SAPS needs to communicate with external partners also | <ul style="list-style-type: none"> ▪ SAPS needs active participation from community (Make people aware of the safety in their area. It is also each person's responsibility) ▪ Economic area gets effected by poverty area ▪ Crime is a key to the demise of economic growth ▪ Socio-economic crime ▪ Accountability and pride of a community = safe community ▪ Change the mind-set of "runners" - it starts with young children. If children have respect for the blue uniform, they grow up with that mind-set ▪ Neighbourhood – and farm watches: lobby for a change in legislation for them to get more power (for support) ▪ Municipal Law Enforcement does not have much power ▪ Rural reservist (engage with Minister of Agriculture for rural reservists) ▪ Intervention with Department of Justice ▪ Work towards having control of crime ▪ Respond to calls ▪ Proposal: each town has its own safety hub, and this is how they communicate with each other (law enforcement) ▪ Engagement with Farm safety / Rural safety ▪ Safety needs of each town in the Swartland area ▪ Municipal Court |
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SPORT

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| <p><i>"A child in sport is a child out of court"</i></p> <ul style="list-style-type: none"> ▪ Equipment on fields in place ▪ Building a stadium could bring in money ▪ Multipurpose facility - buildings in Wesbank that are empty can be used ▪ Other avenues of investing in facilities ▪ Infrastructure needs to improve | <ul style="list-style-type: none"> ▪ Arcadia Street's tennis courts need to be repaired for the children ▪ Transformation and integration of all sport types ▪ Swartland Municipality must refer clubs to each other. Many people start a club with few members. They may link up with other clubs that are already established. ▪ Social cohesion |
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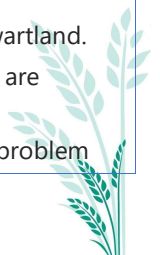
SPORT

- | | |
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| <ul style="list-style-type: none"> Fields must not belong to one club. It is a community field. Proposal: Solar panels on the roofs of field's podiums All sports clubs must be under one union. Make it easy to play sport Municipality should communicate more with the sports sector Big sports unions should be able to control clubs. Municipality should try to transfer powers to big sports unions Surface of courts (tennis and netball) - courts are dangerous to play on Look at recreational facilities DCAS too much red tape | <ul style="list-style-type: none"> Administer sports so that each place can have their teams Facilitate different clubs on a field Suggestion: Mayoral cup from Swartland Municipality, to bring together all sports or have a sports day for funding for sports then call it the Swartland Cup Too many sports on one facility. Town grows but sports facilities remain the same Kalbaskraal' s netball courts are not used because there are no teams. Maybe Swartland Municipality should reach out to sports to determine the need Moorreesburg is the centre of Netball (West Coast) but courts are not of good quality (surface) Moorreesburg pilot for all weather purpose turf Why different tariffs for different sports clubs (Junior & senior)? Need for more junior leagues |
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TOURISM

Info obtained from the tourism sector using a Google Forms survey

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| <ul style="list-style-type: none"> Swartland known as the most diversified and desired tourism destination in South Africa. To be one of top 3 regions to visit when visiting the Western Cape To have the Swartland region highlighted as an exciting destination with a wide variety of activities for visitors to enjoy. The development of each town's unique character and characteristics. Good support and maintenance of tourism attractions. Assistance to the private sector and tourism organisations' initiatives. Development and maintenance of a variety of activities that appeal to the tourist. e.g. bike and walking trails; outdoor gyms and play parks for vacationers; Cleanliness of all the towns Safety of towns and attractions. (increasing crime - burglaries, theft, gang violence) | <ul style="list-style-type: none"> Less red tape for entrepreneurs/ tourism (event licence procedure simplified.) Openness and encouraging policies that can ignite new development in the existing sectors Aggressive promotion of what we already have to offer People have different understandings/ideas of what tourism development entails and how the formal tourism structures must get involved. The involvement of the wider community in the formal tourism structures is and remains an issue because involvement is voluntary and unpaid. A shortage of public transport for tourists. Road sign applications and event permit applications take too long. Cooperation between the businesses and respective towns in the Swartland. Technology must be used smartly to market the region - web pages are outdated Collecting statistics of visitor numbers has always been and still is a problem |
|---|---|



TOURISM

Info obtained from the tourism sector using a Google Forms survey

<ul style="list-style-type: none"> ▪ Inclusive development and involvement of all communities. ▪ Recognition of the role that the private sector and volunteers play in the tourism sector of the Swartland Municipal area. ▪ Adequate funding to the tourism organisation. Their main task is marketing and fundraising. Tourism organisations' financial contribution is indirect. ▪ Sustainable power ▪ We would love to see the uniqueness of the Swartland re-focused and promoted, as well as new initiatives to lure more spending feet. ▪ We see a trendy and contemporary environment that will promote and inspire a high standard of living. ▪ Financial input from the tourism sector can assist with the upliftment of the homeless and underprivileged. ▪ High petrol prices, accommodations being too expensive, high living costs ▪ Municipal services and amenities cannot always keep up in season. ▪ Yzerfontein' s Municipal Caravan Park: Upgrade the playground for children and the cottages. ▪ Upgrade harbour toilets (Yzerfontein) ▪ Ease the process of applying for road signs and event permits - specifically also the turnaround time with answers. 	<ul style="list-style-type: none"> ▪ Clear skills development drive to ensure people and competent and can create jobs/ tourism opportunities, rather than seeking jobs. ▪ Upgrade tourism offices and make it more appealing ▪ The scattering of litter in reserve areas, e.g. the Triangle Road in Malmesbury and along the beach at Yzerfontein ▪ Tourism development involves collaboration with other Tourism Departments (DEDAT) to exploit training opportunities for SMMEs. ▪ The development of tourism routes, e.g. mountain bike trails ▪ Upgraded offices and technology, development programmes for officers ▪ Crime, unemployment and addressing social problems surrounding street children and vagrants ▪ We need to get buy-in from local tourism businesses and products ▪ Attend tourism expos and shows ▪ Obtain funding, sponsorship for interesting and sustainable events
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(d) Big businesses

A meeting was held with big businesses in the Swartland on 19 October 2022. The following inputs were received at the meeting:

- We need to have discussions with universities about a campus in the Swartland.
- Risks in our region that affect the Municipality: Electricity, water (storage and reuse) and security (national and rural).
- Work on a solution for electricity (sustainable/ renewable energy).
- Water is a potential problem (drought).
- Lack of safety has a big impact (policing and rural safety).
- Coordination of CCTV system on farms is needed.



- Grow the formal economic sector.
- Road passing Fair Cape is a safety risk.
- Market the Swartland effectively.
- Do not change the character of our rural towns when developing.
- Businesses need to buy into each other's plans.
- Business engagements need to be done on a continuous basis.
- Cleaning project for the Diep River.
- Businesses should have mentorships and internships.
- Continue building on the partnerships with the Municipality.
- Communication between Municipality and businesses.
- Assist with water availability and electricity.
- Municipality should not just build houses but also develop communities.
- Cater for a balanced supply of housing to ensure a sustainable income.
- Availability of hospitals and schools has a positive impact on businesses.
- Big businesses cannot exist without water availability. Municipality must take water intensive (milk) businesses into consideration when applying higher water tariffs during water restriction.
- Speeding of vehicles on the road passing Fair Cape is a safety risk for businesses.
- Skills development is important.
- Taxes on businesses must not deter a competitive environment for businesses to want to invest in the Swartland (enabling environment).
- Businesses must grow with their environment.
- Employment is necessary for a better health.



(e) Top 10 ward committee priorities *[Updated March 2025]*

Meetings were held with each of the 12 municipal ward committees between 28 October 2025 and 7 November 2025.

The ward committees used a prioritisation model (MS Excel) to determine the top 10 priorities of the ward based on the scoring of each ward committee member. Using the same Excel model, the top 10 priorities of all the wards was determined by totalling the individual ward scores. The top 10 ward committee priorities are shown in the tables below. A full list of the top 10 priorities for each of the 12 wards can be found in the Area Plans.

Safety	Fire Fighting	Water	Economic	Electricity	Cemetries	Recreational	Roads	Waste	Social
Priority	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6			
1	Fire Fighting services	Cemetries	Proper sport field	Water infrastructure improvements	Full time Law Enforcement presence	Cemetery Facilities Upgrade			
2	Investment promotions	Economic growth and development	Upgrade play park in Voortrekker Road	Wheelie bins	Economic Development	Electricity Pricing			
3	Cemeteries	Reliable power backup	Bylaw Enforcement	New street lights	Informal Market Zone	Local Municipal Service Office			
4	Traffic and road safety challenges	Recreational Facilities	Local Economic environment	Firefighting service infrastructure	Firefighting Infrastructure	Employment			
5	Pool safety and enclosure	Full-time firefighting services	Community Safety	Substance dependency programmes	Yzerfontein Community Hall Renovation	Full time Healthcare services			
6	Online pre-paid electricity service	Transforming public spaces	Library Expansion	Swimming pool	Upgrade road infrastructure at Yzerfontein Community Hall	Electrical System Upgrades			
7	Economic growth and development	Shelters for vulnerable individuals	Fire Fighters Reaction Time	Improved service delivery	Town Revitalisation	24/7 Law Enforcement			
8	Community safety	Clean public spaces	Youth Development	Investment promotions	Road Infrastructure Improvement	Alternative energy			

Priority	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
9	New street lights	Empowering businesses	Reduce Eskom Dependence	Road infrastructure	Community Safety availability	Upgrading of Sportsfield
10	Sport facility refurbishment	Affordable municipal services	Child Welfare Services	Public facilities	Road Upgrades (Darling)	Recreational Facility

Priority	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
1	Food security	Visible law enforcement	Sidewalk Construction	Fire Fighters Response Time	High-Mast Lighting	Community Safety
2	New Street lights	Disobedience of traffic rules	SMME Support	Water Security	Unemployment rate	Streetlight Repair
3	Developing and upgrading sport facilities	More prepaid points to purchase electricity	Streetlights	Sustainable energy	Rehabilitation centre	Comprehensive Town Plan
4	Upgrading of netball court (Abbotsdale)	Removal of illegal housing structures	Community Safety	Law enforcement presence	High Tariffs	Fire Fighting services
5	Employment	Preservation of heritage sites	Feeding Schemes	Recycling	Shopping centre	Social Development
6	Road safety	Upgrading of Playpark in Flokkie street	Fencing of Park	Substance abuse	Fire Fighter Response Time	Upgrading infrastructure
7	Library	SMMEs Support	Fire Station	Illegal dumping	Security Cameras	Increase law enforcement
8	Road infrastructure (Kalbaskraal and Abbotsdale)	Rehabilitation Centre	Safe Haven for Children	Natural Preservation	Street Lights	Renewable Energy



Priority	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
9	Upgrading of sport facilities (Kalbaskraal)	Maintenance of infrastructure	Safety at Sport fields	Business Development		
10	Upgrading the Kraaltjie	Illegal littering	Road Infrastructure Improvement	Upgrading of Water infrastructure		

(f) Strategy Workshop *[Updated March 2025]*

The initial strategy workshop with Council and management was held on 23-25 November 2022. The outcomes of this workshop are contained in sections 1.1 (vision and strategic goals), and 3.2 (needs from municipal leadership) of this IDP.

The goal of the 3-day session was to develop a new vision and strategic goals for the Municipality.

On day one, the Municipal Manager set the scene for the workshop and the Executive Mayor laid out his dream for the Swartland. Guest speakers helped to lay the foundation for the strategic conversation. The speakers that participated were:

- Prabin Govender (Deputy Director of Urban Development Policy, CoGTA) discussed the idea of a "Smart City."
- Quinton Adams ("The Shackbuilder") discussed social regeneration.
- Herman Jonker (DEDAT) provided an economic review.
- Uys van der Westhuizen (the Municipality's coordinator for safety) talked about safety in the Swartland.
- Kim Engel (Provincial Treasury) discussed the MERO, PERO, and SEP reports.

During the rest of the three days, it was the councillors and managers turn to discuss strategies:

- The Municipality's Senior Manager Development Management discussed the Spatial Development Framework
- The Director Electrical Engineering Services spoke about energy initiatives and opportunities
- Directors and division heads laid out their department's initiatives for the next five to ten years
- Participants were divided into groups with the task to write down their dream of a desired future for the Swartland.

At the end of day 3, the participant groups gave feedback on their dreams, from which a vision and strategic goals for the new Integrated Development Plan were formulated.

A Strategy Workshop with Council and management was held on 12 December 2023



The speakers that participated were:

- The Executive mayor laid the ground on unpacking the IDP
- Nadia Rinquest (Provincial Treasury) discussed the MERO, PERO, and SEP reports.
- Directors unpacked the IDP and actions that were applicable to their respective areas
- Novus 3 presented the Capital expenditure framework
- Xolelwa Kashe-Katiya presented scenario planning in local government

A Strategy Workshop with Council and management was held on 28 November 2024

The speaker that participated at the Strategic session were:

- The Municipal Manager set the scene of the session
- Prabin Gordon from COGTA did a presentation on the SMART City concept that was piloted at Swartland Municipality.
- Each director of Swartland Municipality did a presentation on the feedback on the strategic KPIs in the IDP document.



(g) Open days

Joint open days were held between 30 January 2023 and 8 February 2023 for the Spatial Development Framework (SDF) as well as the Integrated Development Plan (IDP). Inputs were received for the towns as in the table below:

Moorreesburg	Chatsworth
<ul style="list-style-type: none"> Development of a sports park for use by Dirkie Uys High and Primary School The sports park must also serve to offer courses for the whole community 	<ul style="list-style-type: none"> Streetlights in Mountain view road Retirement home
Yzerfontein	Darling
<ul style="list-style-type: none"> The road down to Kusweg should be a one-way; there are no sidewalks Medical facility Retirement Homes Speedbump in Atlantic Street Paving sidewalks at Pearl Bay Upgrade of water and sewerage system Make provision for electricity, sewerage, and water for future growth Accessibility to Yzerfontein: Only one road into the town 	<ul style="list-style-type: none"> Cable theft is a big problem Electricity purchasing points: Existing purchase points close early and people who work late cannot buy electricity anywhere (Maybe online purchasing) A structure for Neighbourhood watch and emergency first aid responders
Abbotsdale	Wesbank
<ul style="list-style-type: none"> Small bridge in Darling Road is full of cracks. Upgrade bridge for two cars (double lanes) 	<ul style="list-style-type: none"> Darling road: It is a very busy and dangerous road for scholars to cross. Is there a possibility to refute the dirt road on the Darling Road to connect with the N7 direction Abbotsdale.
Riebeek Kasteel	
<ul style="list-style-type: none"> Activities to keep children busy after school Programmes to motivate young adults to study further Business hub for formal and informal businesses Splash pool Bus shelters for children Sport indoor centre Library Police structure close to Riebeek Kasteel Soccer fields across sewerage work Upgrading of town square 	



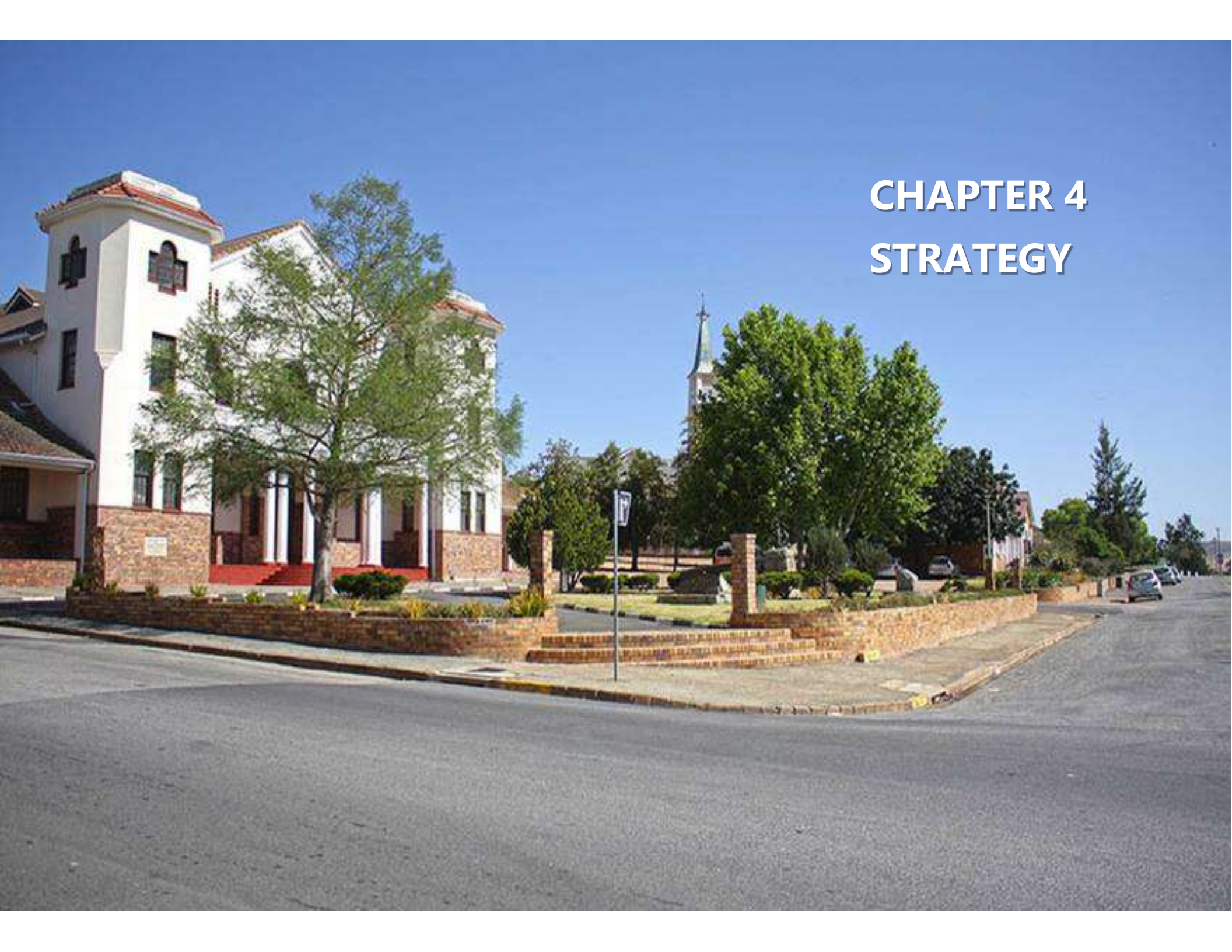
3.4 TOP STRATEGIC RISKS *[Updated March 2025]*

The top strategic risks in no particular order are:

1. Ineffective governance
2. Insufficient revenue from tax base and trading services to meet all other service demands
3. Community safety and compliance with laws and regulations
4. Imbalance between the three pillars of sustainable development i.e. environment, economy and people
5. Unsafe and unhealthy working conditions and environment
6. Inadequate IT management and IT systems, business continuity and disaster recovery processes
7. Insufficient access to water resources
8. Ageing and non-expansion key of infrastructure
9. Global warming (External Risk)
10. In-migration, land invasion and population growth
11. Potential developers not investing in Swartland
12. Failed State (External Risk)



CHAPTER 4 STRATEGY



4.1 STRATEGIC GOAL 1 - COMMUNITY SAFETY AND WELLBEING

(a) Our dream for Community Safety and Wellbeing

We dream of a Swartland that is crime free. An area where people feel safe and don't get robbed. Where everyone can move freely without fear.

We see an area where children can safely play in streets and parks. Where they can safely walk or ride by bicycle to school. Where there is a culture of "my child is your child".

We see communities that are law-abiding. Where the causes of criminality are eradicated. Where there is an effective police force to provide the necessary protection.

We dream of a Swartland that is rich in social and cultural activities. Where all our communities live together in peace, harmony, love and compassion, taking responsibility for their actions. An environment where people respect each other, have opportunities to grow and develop and contribute to the economy.

We see a quality and affordable education system that moved beyond the traditional curriculum and can cater for the future educational needs. We see an area where proper health care is affordable and accessible for all residents.

We see open spaces, hiking trails and cycle tracks that promote an active and healthy lifestyle.

We see "Ubuntu" lived and practised by all to its fullest extent in Swartland.

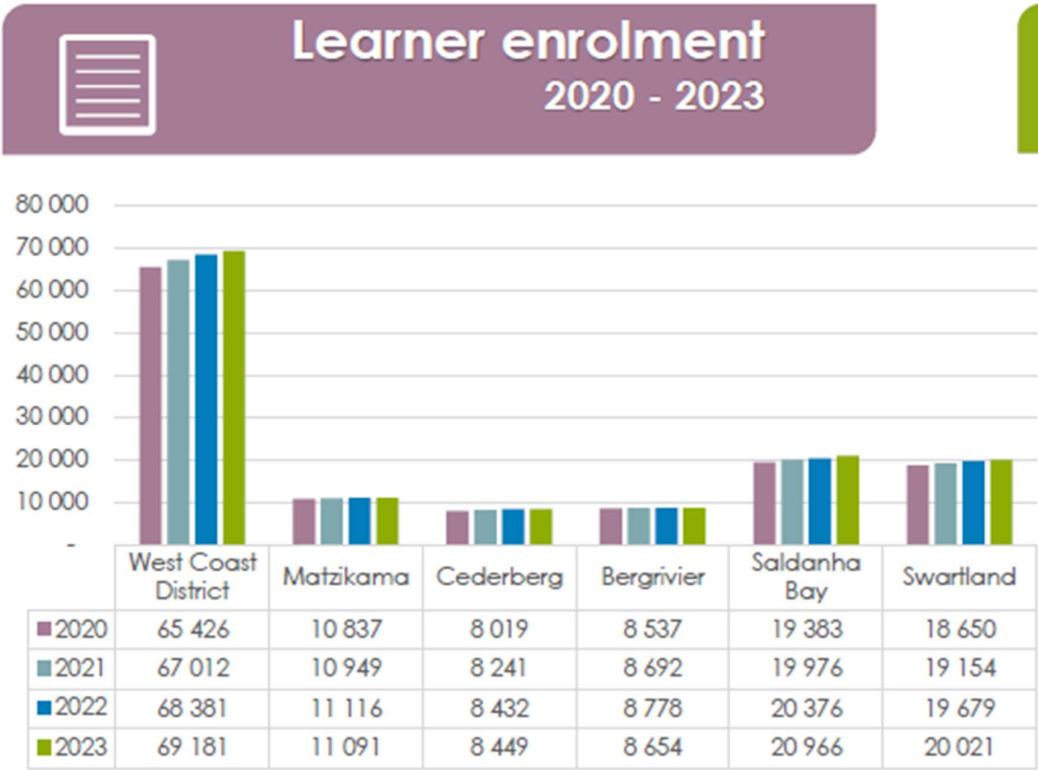
(b) Context *[Updated March 2025]*

The information in this section was obtained from the *Western Cape Government's 2024 Socio-Economic Profile (SEP) Report*. The information forms the context within which the longer-term strategy for Goal 1 was formulated.



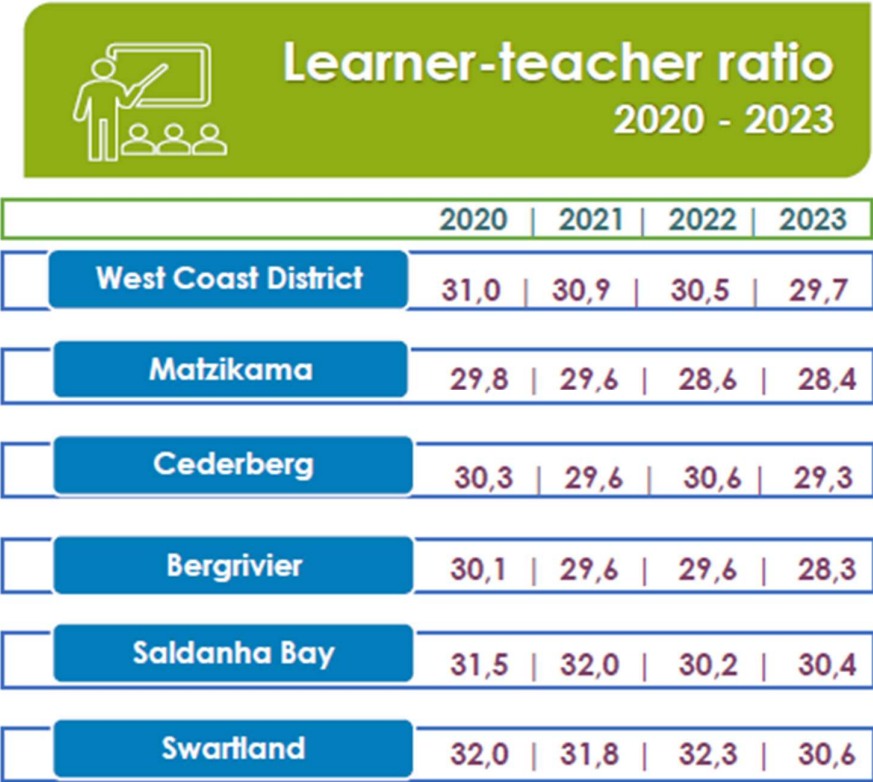
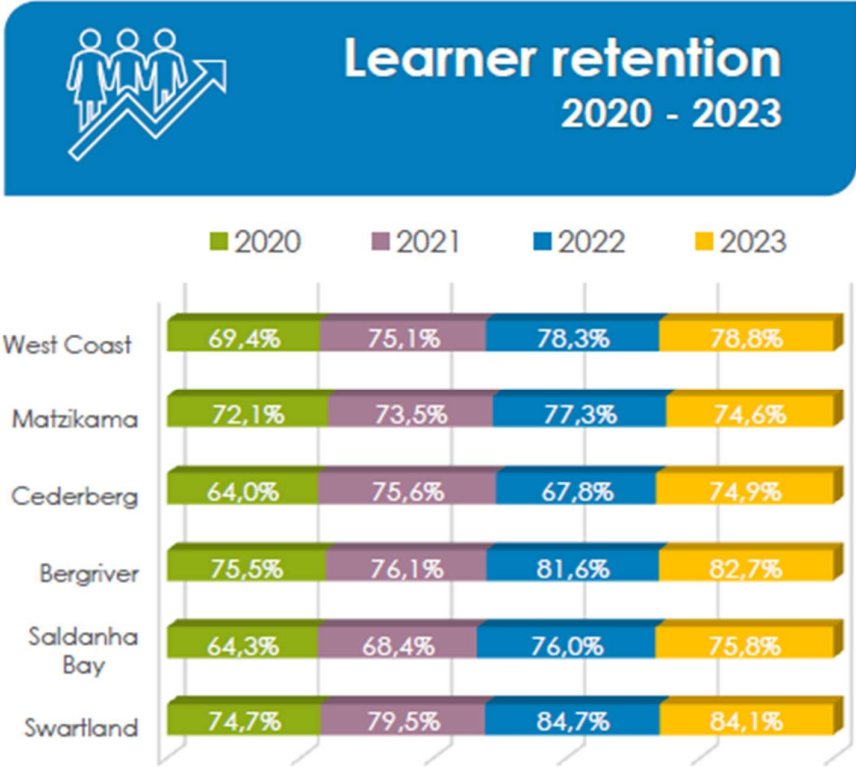
Learner enrolment

In 2023, Swartland reported a total of 20 021 learners enrolled, representing a significant portion of the West Coast District’s overall school enrolment. The steady enrolment figures in Swartland reflect a region where educational institutions play a crucial role in the local community, ensuring that young people have access to education in a relatively rural setting. Careful monitoring of trends in student numbers and potential shifts in demographic patterns will be key in anticipating future needs for school capacity and educational services.



Education infrastructure and facilities

Swartland is home to 32 public schools, 75 per cent of which are classified as no-fee schools, highlighting a strong commitment to providing education to students from lower-income households. The significant proportion of no-fee schools reflects efforts to reduce financial barriers to education, ensuring that children from economically disadvantaged families are not excluded from formal schooling. Additionally, 20 of Swartland’s schools are equipped with libraries, which is an important indicator of the region’s commitment to fostering a learning-rich environment. Libraries play a vital role in promoting literacy, enhancing students' learning experiences, and encouraging independent study. Despite these positive infrastructure indicators, Swartland still faces challenges in maintaining and improving educational resources across its schools. There is a continued need for investment in both physical infrastructure and digital technologies to keep up with educational demands and ensure equitable access to learning materials.



Learner Retention Rate

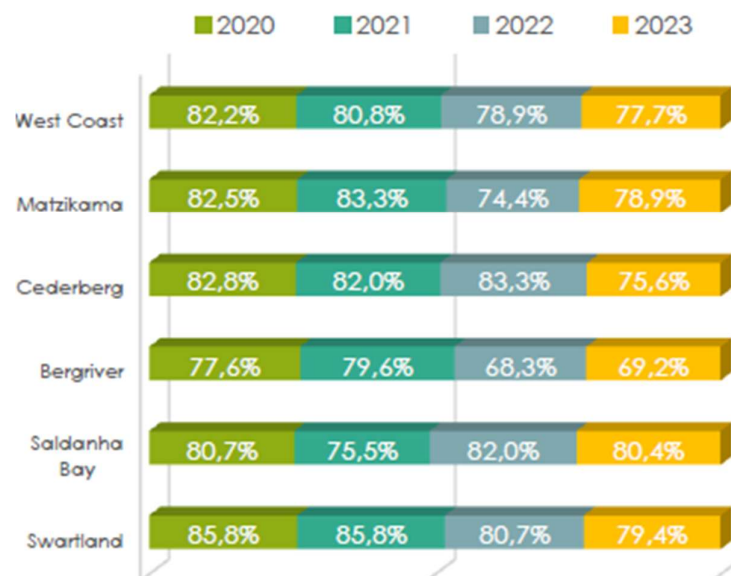
Swartland's learner retention rate for grades 10 to 12 stands at 84.1 per cent, which is notably higher than the average retention rate of 78.8 per cent for the West Coast District. This high retention rate indicates that the municipality is effectively retaining its students through secondary education, a positive reflection of the region's efforts to provide quality learning experiences, community support, and engaging educational programmes. A strong retention rate is also linked to lower dropout rates, which are influenced by factors such as teacher-student relationships, school environment, and community involvement. In Swartland, this retention rate is a sign of student commitment to completing their high school education, and it suggests that the region is making progress in addressing challenges such as economic hardship, family responsibilities, and access to resources that often contribute to early school-leaving.

Learner teacher ratio

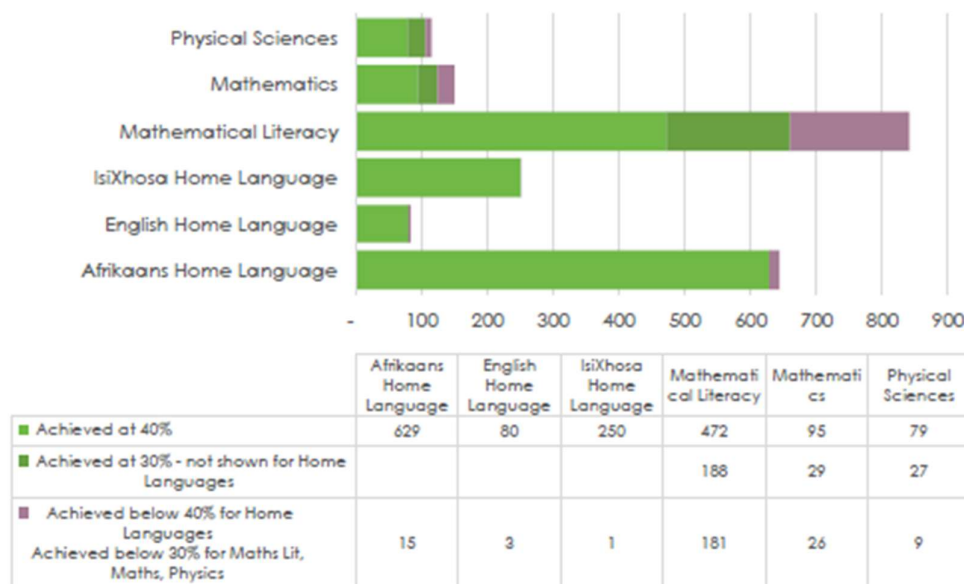
Swartland's learner-teacher ratio is reported at 30.6 students per teacher, slightly above the West Coast District average of 29.7. A higher learner-teacher ratio can affect the quality of instruction and the ability for teachers to provide individualised attention, which is particularly important in senior grades when students need more targeted support for their academic progress. While the ratio in Swartland is not dramatically high, it does indicate a need for continuous investment in teacher recruitment and professional development. Reducing the learner-teacher ratio through additional qualified educators would help ensure that Swartland's students receive the attention they need to succeed academically.



Matric outcomes 2020 - 2023



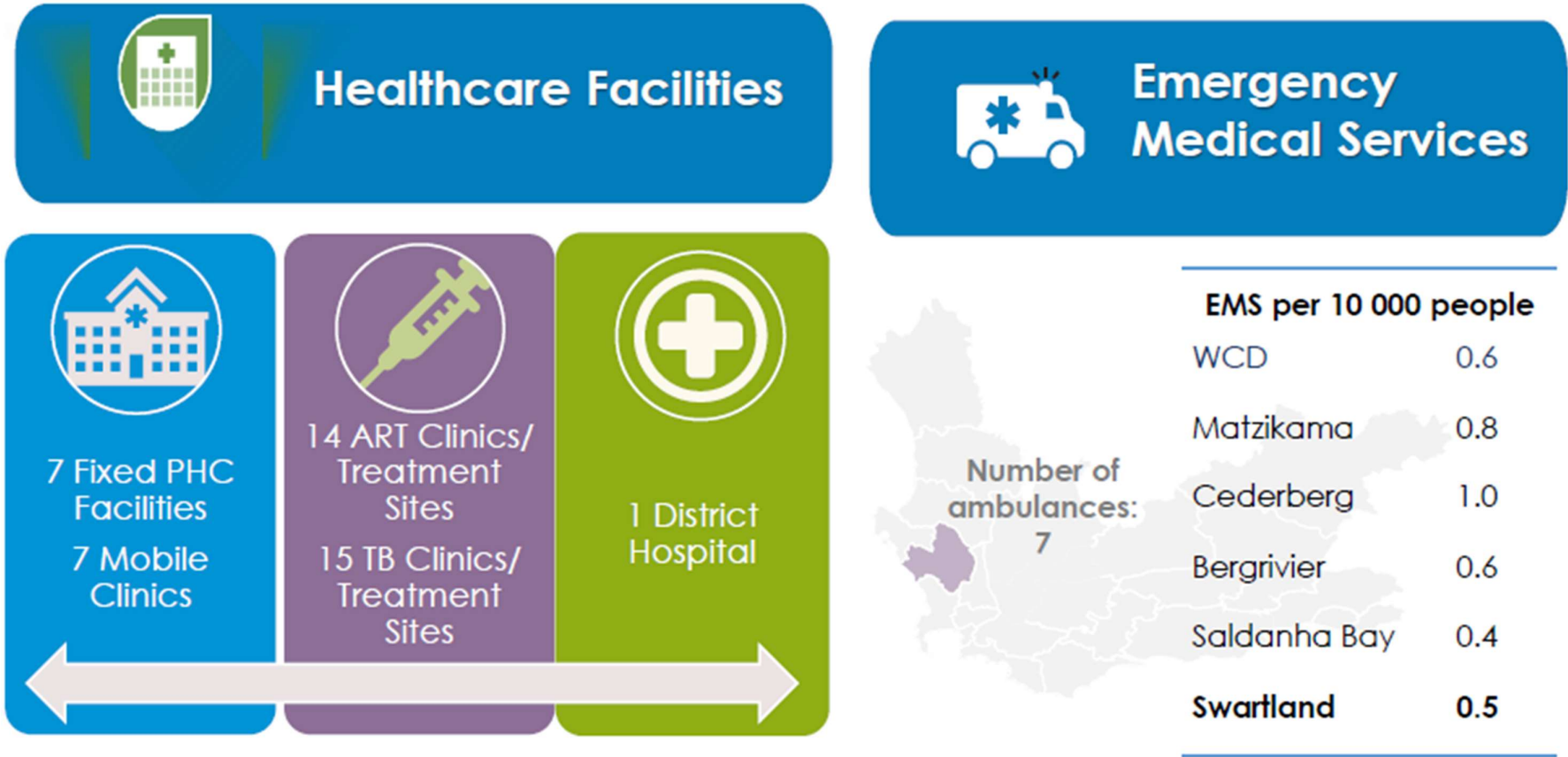
Matric subject outcomes Swartland 2023



Swartland achieved a matric pass rate of 79.4 per cent in 2023, which is slightly above the West Coast District's overall pass rate of 77.7 per cent. This indicates that Swartland is performing relatively well in preparing its learners for the final examinations and post-school opportunities, including higher education, vocational training, and employment. The matric pass rate is often viewed as a key indicator of a region's educational success, reflecting the effectiveness of the schooling system and the support available to students. Although the pass rate in Swartland is encouraging, it still leaves room for improvement, particularly in addressing disparities in learner outcomes. Factors such as teaching quality, student motivation, access to study materials, and the support systems in place all play a role in shaping matric results. Continued efforts to improve teaching methodologies, enhance student support, and provide resources for struggling learners will be essential to ensure that more students can achieve success in their final year of schooling.

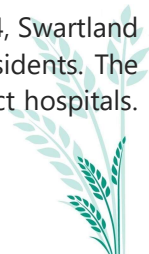


Health




Healthcare facilities

In Swartland, healthcare services are primarily delivered through a network of Primary Healthcare (PHC) clinics and hospitals. As of 2023/24, Swartland had 7 fixed PHC clinics, 7 non-fixed clinics. The municipality is served by 1 district hospital, providing essential health services to its residents. The broader West Coast District has 26 fixed PHC clinics and 38 non-fixed clinics. Additionally, the West Coast District is supported by 7 district hospitals. The healthcare infrastructure in the West Coast ensures that health services are accessible across the population.




Emergency medical services

Swartland’s emergency medical services (EMS) face challenges due to the limited number of operational ambulances available per 10 000 population. With just 0.5 ambulances per 10 000 people, the municipality has one of the lowest ambulance-to-population ratios in the region. The West Coast District maintains a slightly higher ambulance availability with 0.6 ambulances per 10 000 people. A higher number of ambulances is more likely to ensure a quicker response and broader reach for medical emergencies, offering an advantage in terms of healthcare responsiveness and coverage.



Maternal Health



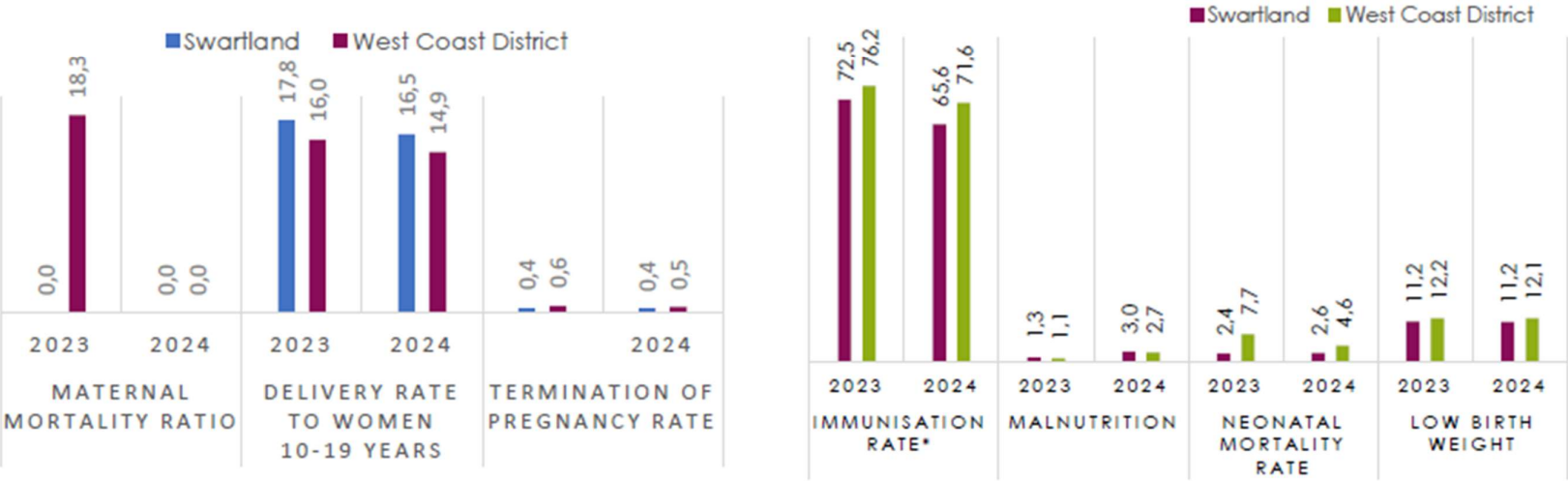
Child Health

SWARTLAND 2023: Maternal Health Indicators

- Maternal deaths in facility : 0
- Deliveries in facility u19 years : 228
- Termination of pregnancy : 170

SWARTLAND 2023: Child Health Indicators

- Live births under 2500g (low birth weight) : 129
- Inpatient deaths 6-28 day : 3
- Immunisation u1 year : 1 722
- Severe acute malnutrition u5 years : 16

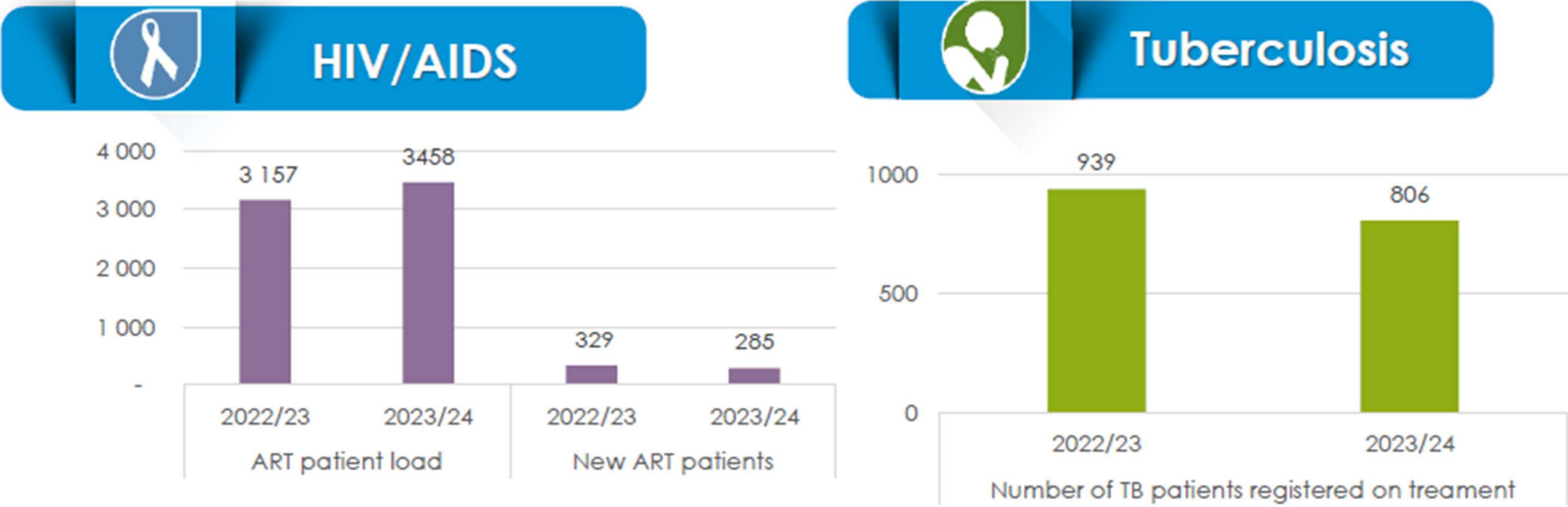


Maternal health

Maternal health indicators in Swartland have shown some concerning trends in recent years. The municipality's maternal remained at zero in 2024. The delivery rate for women aged 10-19 years decreased marginally to 16.5 in 2024, while the termination of pregnancy rate remained steady at 0.4 in 2024, same as the previous year. Maternal healthcare in Swartland requires ongoing attention to ensure consistent improvements. In comparison, the broader West Coast District recorded a maternal mortality ratio of 18.3 in 2023, but showing significant improvement from 2024, where it was zero. West Coast's delivery rate for women aged 10-19 years is consistently lower than Swartland's, reflecting also reduced teenage pregnancies in 2024.

Child health

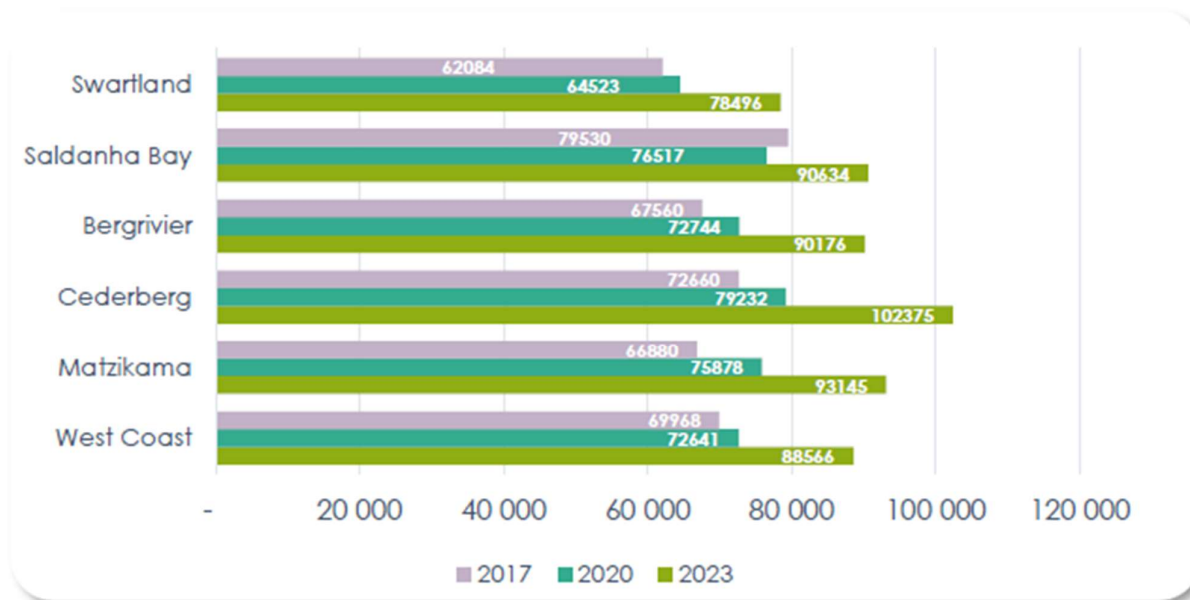
Swartland's child health indicators, including immunisation rates and malnutrition, show worsening indicator results. Swartland' immunisation rate declined to 65.6 in 2024; at the same time severe acute malnutrition also worsened, and the neonatal mortality rate (per 1 000 live births) increased from 2.4 in 2023 to 2.6 in 2024; low birth weight indicator remained stable.



Swartland has made strides in managing the HIV/AIDS and TB burden, though the figures remain notable. The total number of registered ART patients in Swartland rose from 3 157 in 2022/23 to 3 458 in 2023/24, indicating a steady increase in treatment coverage. Despite this, the municipality recorded relatively fewer new ART patients, with 329 in 2022/23 and 285 in 2023/24. At the same time, the number of TB patients registered for treatment fell from 939 in 2022/23 to 806 in 2023/24, with an accompanying reduction in treatment sites from 16 to 15.



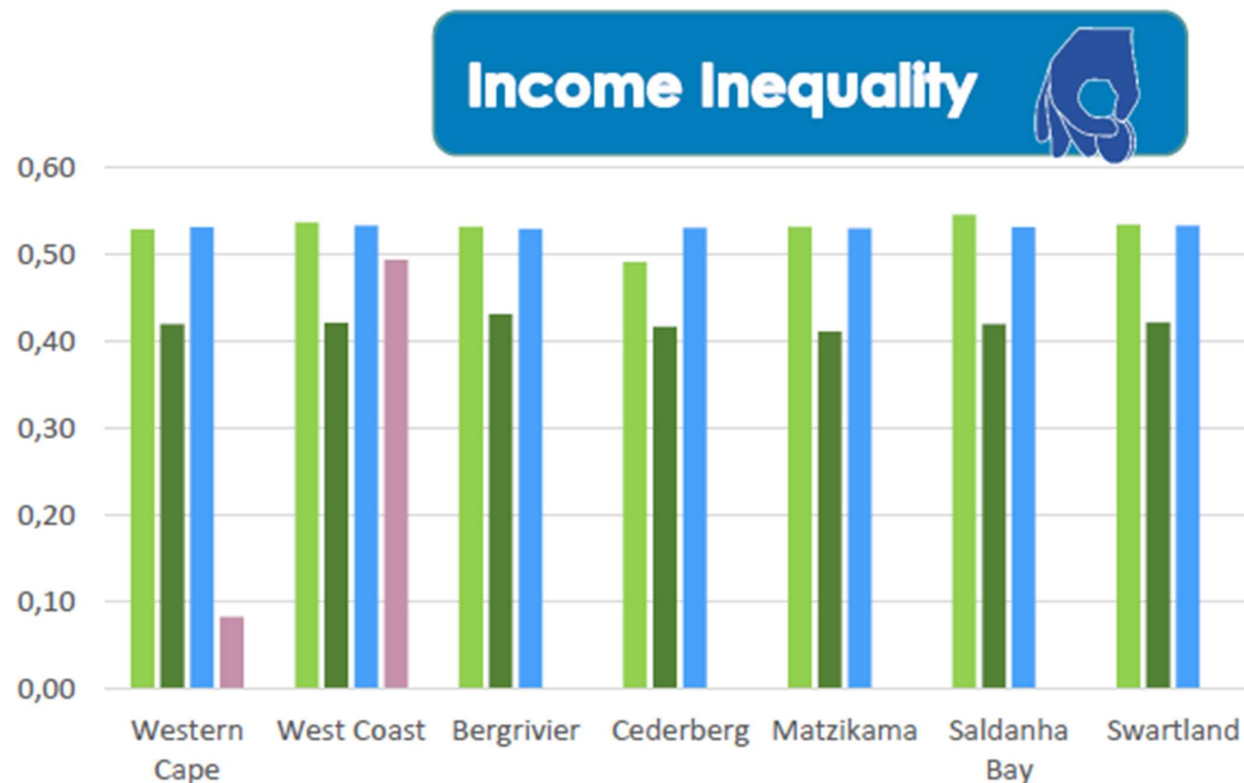
POVERTY



Between 2017 and 2023, both Swartland and the broader West Coast region show consistent increases in **GDPR** per capita, signalling general economic growth. However, Swartland consistently lags behind the West Coast, which has a higher **GDPR** per capita across the entire period. For instance, in 2017, the West Coast **GDPR** per capita stood at R69 968, compared to Swartland's R62 084. This disparity slightly widens by 2023, with the West Coast projected at R88 566 and Swartland at R78 496. While both regions experience positive growth, the gap in per capita **GDPR** reflects an underlying economic stratification, potentially pointing to Swartland's reliance on industries with lower productivity or slower growth compared to other parts of the West Coast.

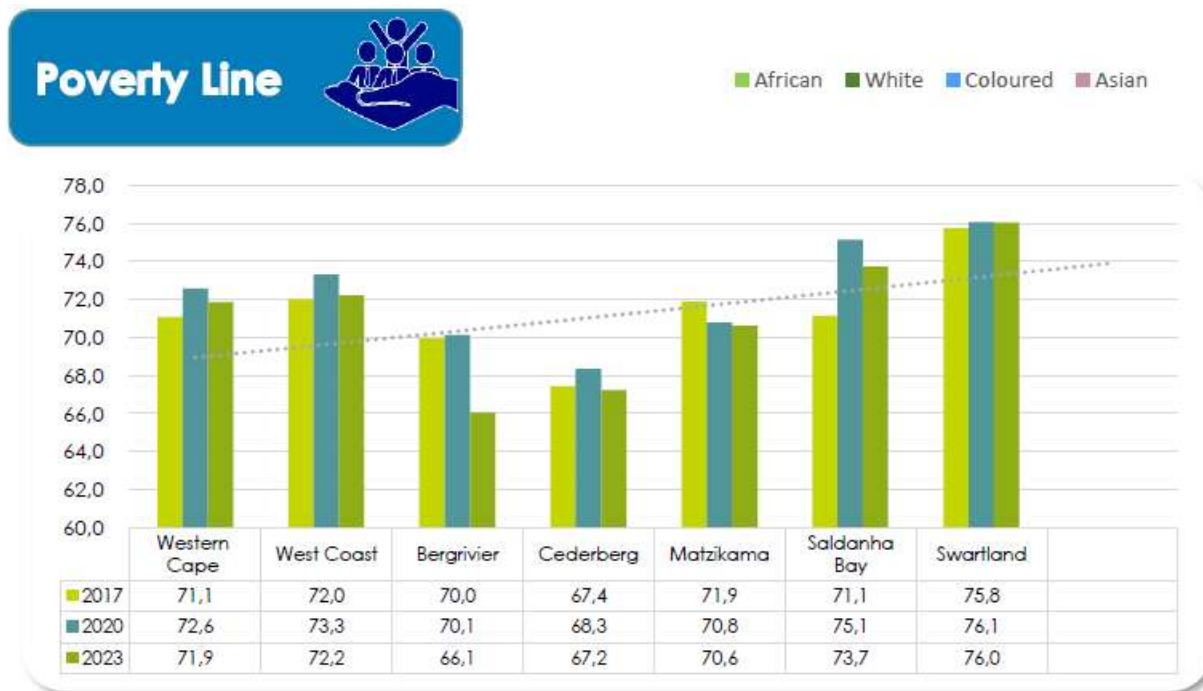


The **income inequality** data for both the West Coast and Swartland reveals a concerning level of disparity. The Gini coefficient for both regions is relatively high, with values hovering around 0.58 across both the District and Swartland. This indicates a considerable level of income inequality across the District, where a significant portion of the wealth is concentrated among a smaller proportion of the population. In Swartland, income inequality among different racial groups (African, White, and Coloured) aligns closely with the broader West Coast, although racial disparities in wealth and income remain evident. This unequal distribution exacerbates social divisions and can undermine overall economic mobility, with poorer communities, particularly in Swartland, finding it more difficult to access economic opportunities or improve their standard of living. The high inequality index signals the need for more targeted interventions in Swartland to address structural inequalities, particularly in education, skills development, and economic diversification.

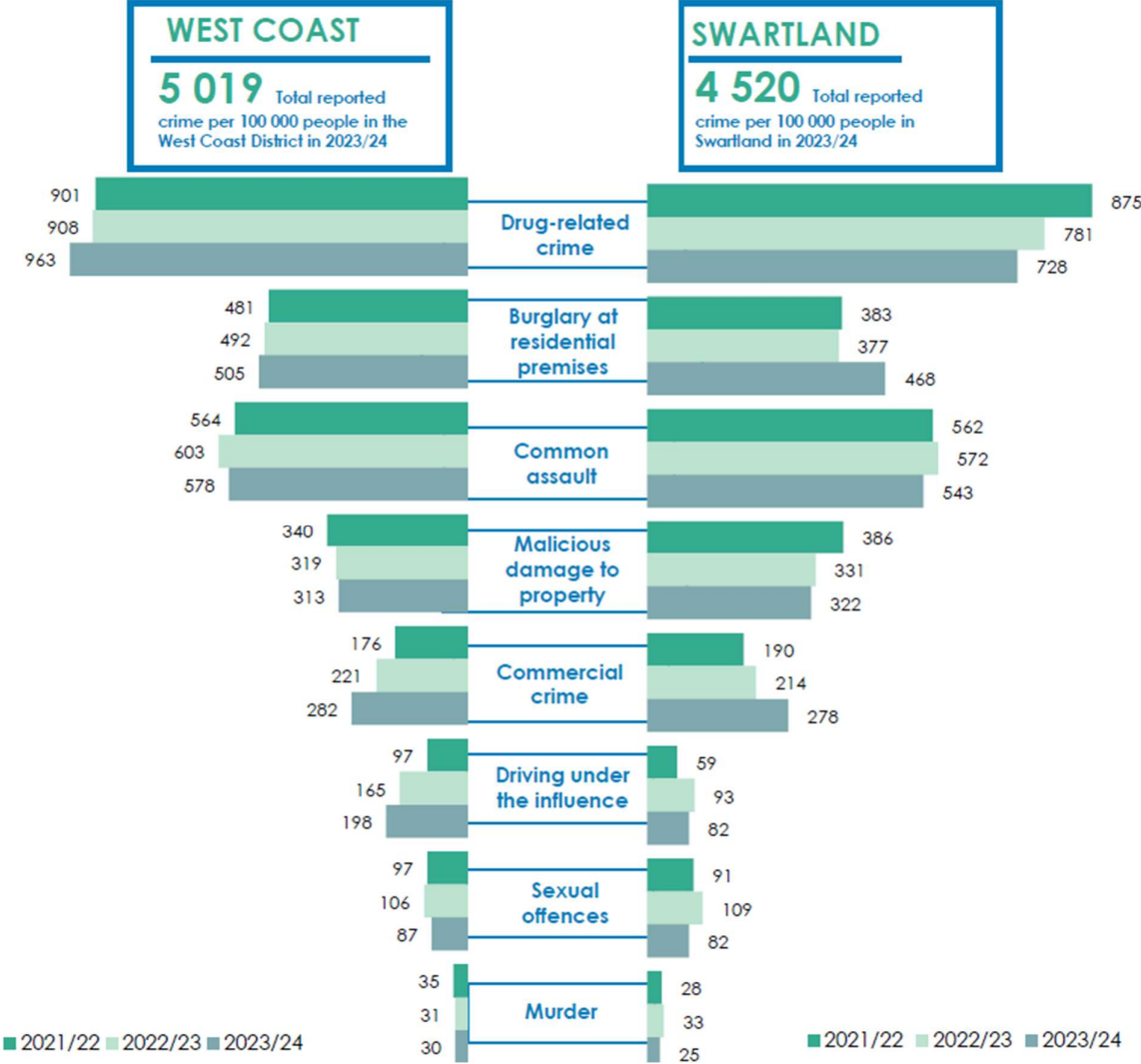


When examining the **poverty** headcount index, both the West Coast and especially Swartland experiencing alarming poverty levels, with Swartland consistently reporting higher per centages of its population living below the upper bound poverty line (UBPL). In 2023, Swartland had a poverty rate of 76.0 per cent, compared to 71.9 per cent for the West Coast. Over the past decades, the poverty levels in both regions have remained stubbornly high, with only marginal improvements, despite the overall rise in GDP per capita. The sustained poverty levels in Swartland are indicative of systemic challenges, including limited access to quality education, healthcare, and employment opportunities. In contrast,

while the West Coast is also plagued by significant poverty, its slightly lower poverty rates suggest that broader regional economic activities may offer more access to wealth generation, or that poverty alleviation programmes have had a relatively greater impact. These persistent poverty rates underscore the importance of targeted socio-economic interventions, particularly in Swartland, to address the underlying causes of poverty, such as rural isolation, inadequate infrastructure, and skills gaps.



SAFETY





Murder

Swartland has generally recorded lower murder rates compared to the West Coast. In 2023/2024, the murder rate in Swartland stands at 25 per 100,000 people, compared to the West Coast's rate of 30. Over the last year, Swartland's murder rate has decreased, from 33 in 2022/23 to 25 in 2023/24. Similarly, the West Coast's murder rate has seen a slight decline, though the gap remains. The lower murder rate in Swartland may indicate a more stable social environment, potentially linked to stronger community policing or social support programmes. However, both areas continue to face challenges related to violent crime, which impacts local security and public confidence.

Sexual Offences

Swartland saw a significant drop in sexual offences in 2023/24, with 82 reported per 100 000 people, compared to 109 in 2022/23. The West Coast region also dropping, to a rate of 87 in 2023/24. While the decrease in Swartland is promising, the overall rate of sexual offences remains a serious concern in both regions. This is further influenced by underreporting, social stigma, or insufficient access to support services for victims.



Drug-related Offences

Drug-related crime rates have seen a decrease in Swartland, from 875 per 100 000 in 2021/22 to 728 in 2023/24. This trend contrasts with the West Coast, where drug-related crime has steadily increased, from 901 per 100 000 in 2021/22 to 963 in 2023/24. This divergence might reflect differences in local law enforcement efforts, drug abuse prevalence, or regional policing priorities. The decrease in Swartland may indicate more effective drug control measures or shifts in drug consumption patterns. However, the general trend of high drug-related crimes across both regions is a major challenge for community safety and health.

Driving under the influence (DUI)

Swartland's DUI rate shows a slight improvement, dropping from 93 in 2022/23 to 82 in 2023/24. In comparison, the West Coast region has experienced an increase, from 165 in 2022/23 to 198 in 2023/24. Again, as with drug related crime, this highlights a contrasting trend, where Swartland appears to have a better trajectory in reducing alcohol and drug-related driving offences. Efforts like road safety campaigns, stricter enforcement, and educational initiatives in Swartland may be contributing to this positive change. However, the West Coast's rising DUI rates suggest that further action is necessary to curb dangerous driving behavior in the area.

Residential Burglaries

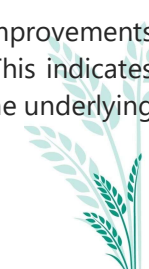
Swartland experienced a notable increase in residential burglaries, with a sharp rise from 377 per 100 000 in 2022/23 to 468 in 2023/24. Although the West Coast also saw an increase, it was not as sharp, increasing slightly from 492 to 500 in the same period. The uptick in Swartland may be indicative of socio-economic pressures, such as unemployment or poverty, which often correlate with property crimes. This also points to a need for improved residential security measures and increased community policing to address the rising burglary rates.

Common Assault

Common assault rates in Swartland have seen a decline, dropping from 572 per 100 000 in 2022/23 to 543 in 2023/24. The West Coast also saw a decrease in common assault from 603 in 2022/23 to 578 in 2023/24. While Swartland shows a positive reduction, the overall rates across both regions remain high. Increased social tensions, limited access to mental health services, and substance abuse are often linked to common assaults, indicating a potential need for further community-based interventions and conflict resolution programmes.

Damage to Property

Swartland's rate of malicious damage to property has decreased steadily from 386 per 100 000 in 2021/22 to 322 in 2023/24, signalling improvements in local security and community stability. The West Coast has also seen a consistent decline, from 340 in 2021/22 to 313 in 2023/24. This indicates progress made in curbing vandalism and property destruction. However, these crimes remain a concern, and ongoing efforts to address the underlying causes, such as youth disillusionment or economic hardship, may be necessary.



Commercial Crime

Commercial crime in Swartland has shown a marked increase, from 214 per 100 000 in 2022/23 to 278 in 2023/24. Similarly, the West Coast region also saw a rise in commercial crime, from 221 in 2022/23 to 282 in 2023/24. The rise in commercial crime may indicate growing challenges for businesses across the District, including fraud, theft, and cybercrime. Enhanced business security, better fraud detection measures, and stronger law enforcement targeting commercial crimes could help curb these offenses.

(c) Alignment with National and Provincial policy *[Updated March 2025]*

Strategic Goal 1 aligns with the following policy documents as indicated:

National Development Plan	Medium-Term Strategic Framework: 2019-2024	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 8 (Transforming human settlements) Chapter 9 (Improving education, training and innovation) Chapter 10 (Promoting health) Chapter 11 (Social protection) Chapter 12 (Building safer communities). 	<ul style="list-style-type: none"> Priority 3: Education, skills and health Priority 4: Consolidating the social wage through reliable and quality basic services Priority 6: Social cohesion and safe communities 	<ul style="list-style-type: none"> Households and Human Development Cohesive Communities

(d) Key issues and major backlogs

COMMUNITY SAFETY

Traffic and law enforcement: <ul style="list-style-type: none"> Stray Animals MOU between City of Cape Town and Swartland Municipality re animal impoundment (Atlantis) Shortage of resources – personnel, vehicles, office space Challenge Department of Justice regarding prosecution of regular offenders AARTO Illegal dicing / drag racing Land invasion/land grabs 	Fire and emergency services: <ul style="list-style-type: none"> Limited resources – personnel, vehicles, infrastructure and equipment Temporary firefighting system Areas without fire protection Response times SANS Code vs Current status Radio Communication Lack of an effective control room
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<ul style="list-style-type: none"> ▪ Protest actions ▪ Payment rate of traffic fines ▪ Demand for service delivery in towns (Kalbaskraal / Abbotsdale / Riverlands and Chatsworth) 	
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COMMUNITY WELLBEING

- Malmesbury small farmers land acquisition
- Lack of government service delivery to entrepreneurs
- Lack of database of entrepreneurs and business
- The provision of low-cost housing electricity in Eskom areas

(e) Strategic initiatives and targets *[Updated March 2025]*

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
1.1 SMME development	SMME's Policy developed and approved by Council by June 2024. ¹	✓					
1.2 Social regeneration	Social Regeneration Strategy developed and approved by Council by June 2025		✓				
1.3 Take action against Gender-Based Violence and Femicide (GBVF)	GBVF Strategy developed and approved by Council by June 2026			✓			
1.4 Youth Development	Youth Policy developed and approved by Council by June 2027				✓		
1.5 Improve the prosecution of law enforcement offenders	Establishment and financial viability of a municipal court investigated and reported to Council by June 2025		✓				
1.6 Animal pound for the Swartland area	(1) Animal bylaw developed and approved by Council by June 2025		✓				

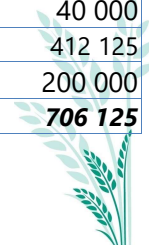
¹ KPI removed due to duplication.



Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
	(2) Available land identified and the possibility of a pound investigated by June 2026			✓			
1.7 Integrated operational emergency room	(1) Viability and feasibility study in collaboration with all role-players conducted by June 2026			✓			
	(2) CCTV camera bylaw developed by June 2025		✓				
1.8 Increase law enforcement presents in all towns	Establishment of law enforcement offices in all Swartland towns investigated and reported to Council by June 2028					✓	
1.9 Document management	Document storage facility / space secured by June 2024	✓					
1.10 Strategic establishment and placement	Study on the issue of structural fires and veld fires finalised and reported to Council by June 2024	✓					
1.11 Extension of Traffic and Law Enforcement Services	Establishment of a learners licence centre for Riebeek Valley by June 2026			✓			
1.12 Sufficient office space for Protection Services	Do a feasibility study in respect of new offices for Protection Services in Malmesbury and report to Council by June 2027				✓		

(f) Three year capital budget - Strategic Goal 1 [Updated March 2025]

Directorate	Department / Function	2025/2026	2026/2027	2027/2028
Development Services	Equipment	50 000	52 000	54 000
	Community Development	0	0	0
	Environmental Affairs / Yzerfontein Caravan Park	36 000	38 000	40 000
Protection Services	Traffic / Law Enforcement Operations	1 022 020	836 430	412 125
	Disaster Management, Fire and Emergency Services	300 000	300 000	200 000
Subtotal		1 408 020	1 226 430	706 125



(g) How the community can contribute

It is the responsibility of each Swartland resident to help the Municipality to ensure the safety and wellbeing of their community.

It is important to want to be a part of making your communities safety. Join your local Neighbourhood Watches or interact with them. Get a Safety Champion (Champions are public figures who express their commitment to community safety and well-being planning) in each street that can keep your area up to date on any issues.

Wellbeing at a community level is important for building resilience. Involvement and support for each other can improve resilience and help people tackle challenges and opportunities as they arise.

Communities can do the following to contribute to community safety and wellbeing:

- Encourage and assist local Law Enforcement in their efforts to maintain safety and order to help reduce crime and promote community safety.
- Advocate for and support measures that enhance public safety, such as traffic safety, fire safety, and emergency preparedness.
- Become involved in local government processes and actions.
- Foster social connections and a sense of belonging, which can reduce isolation and loneliness.
- Encourage physical activity through community events or initiatives.
- Provide support for social and health services, such as counselling and support groups.

(h) Major successes since previous year *[Updated March 2025]*

i. Swartland Community Safety Forum

The successful establishment of the Swartland Community Safety Forum (CSF) by SM, marks a significant milestone, especially when compared to other municipalities still grappling with the challenge of forming their own CSFs. Beyond this initial accomplishment, the operationalisation of the CSF stands out as another noteworthy achievement. This is particularly commendable due to the active involvement and collaboration of various stakeholders, as outlined in both the relevant policy document and consultations with key players.

It's crucial to recognise that the CSF is currently in its early operational phase, a period marked by steady progress. Despite the gradual pace, the forum has successfully engaged multiple stakeholders who play essential roles, demonstrating a commitment to an integrated and collaborative approach. This forward momentum bodes well for the continued development and effectiveness of the CSF in enhancing community safety.



ii. Automatic Numberplate Recognition Platform

The achievement of the CSF's "Camera" Workstream is remarkable, thanks to a highly effective collaboration and consultation process. This meticulous approach paved the way for a successful tender process, resulting in the appointment of a proficient Camera Monitoring Service Provider. As a direct outcome, 30 additional slots for Automatic Number Plate Recognition (ANPR) cameras were allocated in the SM area, all without incurring any additional monitoring costs.

This accomplishment represents a significant leap forward in enhancing safety within the SM area of responsibility. This success serves as a testament to the CSF's dedication to staying at the forefront of innovative solutions in its ongoing mission to safeguard the well-being of the community.

iii. Purchase and Placement

The meticulous strategic planning involved in identifying optimal Automatic Number Plate Recognition (ANPR) camera positions within the SM area of responsibility is a testament to the CSF's commitment to excellence. The collaboration with diverse stakeholders in this process underscores the CSF's adherence to the Whole of Society Approach (WOSA), as outlined in its policy. This comprehensive approach ensures that all facets of the community are considered, reinforcing the inclusivity and effectiveness of the CSF's initiatives.

One notable outcome of this strategic planning is the active participation of organisations and individuals who, recognising the importance of community safety, have voluntarily acquired their own ANPR cameras. These individuals and groups seamlessly integrated their devices into the appointed Service Provider's database, all at no additional cost to the SM. This not only showcases the effectiveness of the CSF's engagement strategy but also highlights the genuine willingness of people to contribute and collaborate in fostering a safer environment for everyone. It exemplifies the power of collective effort and community spirit in creating a secure space for all residents.

iv. Critical Communication

The ongoing investigation into implementing a crucial communication platform for residents through radios signifies a strategic and forward-thinking initiative. The success of the initial demonstration has not only garnered support from SM but has also prompted collaboration with key partners, namely Agri Western Cape and the West Coast District Municipality (WCDM). This collaborative effort has culminated in the establishment of a pilot project, which is currently being executed at the WCDM Joint Operations Centre (JOC) on behalf of SM and other stakeholders.



The anticipated positive outcomes of this project have the potential to revolutionise critical communication practices. The platform will serve as a game-changer, allowing local community organisations, including Neighbourhood- and Farm Watches, to establish direct communication channels with various Control/JOC centres. This connectivity extends not only to SM but also to the WCDM and the other four local municipalities within the WCDM area of responsibility.

The envisioned benefits include the streamlined coordination of emergency services and responses. By facilitating direct communication with the relevant authorities, this platform will play a pivotal role in ensuring that emergency assistance is deployed to the right location promptly, equipped with the necessary resources. This initiative underscores the commitment of the SM via the CSF to leveraging advanced communication technologies for the greater safety and well-being of the community.

v. Area Based Teams

The operationalisation of the Area Based Teams (ABT) pilot in the SM area of responsibility stands as a significant milestone, highlighting both the Western Cape Provincial Government's (WCPG) trust in SM's ability to successfully execute allocated projects and the foresight of SM itself. Beyond merely combating crime, SM has consistently advocated for a multi-disciplinary approach to address the broader social issues affecting its communities in a comprehensive and integrated manner.

This forward-thinking approach has prompted the SAPS to adapt their crime analysis methodologies, enabling more integrated operational planning. The CSF's requests to the ABT for executing not only law enforcement activities but also addressing Social Cohesion and Urban Design challenges are now met with a more robust and holistic planning process. The collaborative efforts between the CSF and ABT are poised to play a pivotal role in addressing not only criminal activities but also the underlying social issues that contribute to community challenges.

The well-structured CSF is ideally positioned to ensure that the three area-based workstreams can seamlessly execute their roles and responsibilities in a coordinated, integrated, and joint manner. This strategic alignment is crucial for creating a safer space for all residents, reflecting the commitment of SM to fostering a holistic and inclusive approach to community safety and well-being.

vi. Community Development

As part of the Social Regeneration programme, we've engaged with the National Coordinator of Missing Children South Africa and embarked on the following programmes in 2024:



- Missing Children Training on the process and protocol of missing children to Swartland Municipal Ward Gender Based Violence Ambassadors and role players on 20 August 2024 where 37 people attended and the attendees used the awareness referral pathway to educate and make communities aware about the protocol to follow.
- The Children Conference was held on 20 September 2024 where government departments and NGO's that delivers services to women and children attended the conference (85 attendees). The focus was on awareness of human trafficking and again the protocol and referral pathway of missing children.
- A pilot project for missing children was done at SCORE as part of the school holiday programme was held on 26 September 2025 and children were made aware of safety especially making the children aware that if friend stay together, they stay safe. (223 children were reached).

vii. Darling Skate Park

The opening of the Darling Skate Park represents a major success in community development and engagement. By collaborating with local government officials, businesses, and community members, the project not only provides recreational facilities but also fosters a sense of belonging and unity. Additionally, the generous donations of skateboards and safety gear demonstrate the power of corporate social responsibility in supporting youth activities and promoting safety. The involvement of experienced skaters further adds value by providing mentorship and guidance to new enthusiasts, ensuring a safe and enjoyable experience for all. Overall, the Darling Skate Park stands as a shining example of how collaborative efforts can lead to major successes in enriching communities and empowering individuals.

i. Darling Intercultural Space (RSEP Project)

The town of Darling was the second town in the Swartland to benefit through RSEP. Early in 2016 our Speaker Michael Rangasamy met with Marc Glaudemans (professor) from the Fonty's School of Fine and Performing Arts from Tilburg in the Netherlands over a weekend visiting Darling. Since then, Swartland Municipality together with the Darling project team works in collaboration with Fonty's School of Fine and Performing Arts and CPUT students on planning /design a project for Darling. The outcome from the first collaboration the students identified various interventions namely:

Tourist markets; safety- pedestrians; wifi; walking; shelters –along routes; gathering-play; events; play; recreation; festival; seasonal; learning



Follow up visits from the students to Darling took place in 2017 and Swartland Municipality have used these design interventions from the students to design and develop/implement the amphitheatre, the male and female dressing rooms associated with the amphitheatre, projects as experience on site, that we are very proud off.

4.2 STRATEGIC GOAL 2 - ECONOMIC TRANSFORMATION

(a) Our dream for Economic Transformation

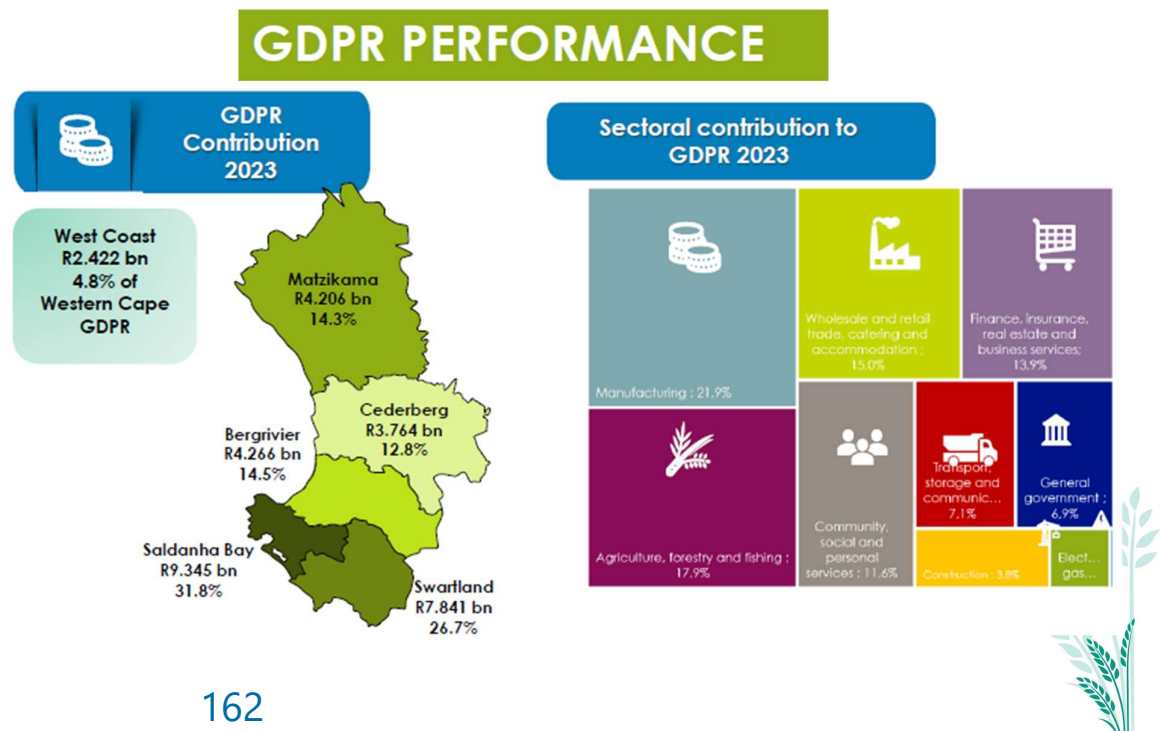
We dream of a Swartland where the economy has grown and attracted private and global investment. Where everyone has a job and where economic growth is sustained through education, skills development and entrepreneurial opportunities.

We see an abundance of vendors and entrepreneurs. No loitering and beggars on the streets. Small, medium and micro enterprises (SMME's) are mentored to be sustainable.

We see skills transfer centres in all our areas and also on-line.

(b) Context *[Updated March 2025]*

The information in this section was obtained from the *Western Cape Government's 2024 Socio-Economic Profile (SEP) Report*. The information forms the context within which the longer term strategy for Goal 2 was formulated.



GDP Performance (MERO 2024-25)

The Swartland municipal economy is the second largest in the WCD, contributing 26.7 per cent to the total GDPR in 2023, amounting to R7.8 billion. The manufacturing, agriculture, and wholesale and retail sectors make up the bulk of the Swartland economy (60 per cent), indicating economic diversification across primary, secondary and tertiary service sectors. As the economy becomes more diversified, the Swartland workforce reflects this shift, with 17.6 per cent of the population employed in skilled occupations, 33.5 per cent in semi-skilled roles, and 48.9 per cent in low-skilled positions. This balanced labour force, alongside the steady growth in key sectors, underscores Swartland's evolving economic structure.

Swartland's tertiary sector is particularly robust, with wholesale and retail trade, catering, and accommodation leading at 15.0 per cent, thanks to a thriving retail sector concentrated in Malmesbury. Community, social, and personal services contribute 11.6 per cent, reflecting continued demand for services from the elderly and people living with disabilities. The finance, insurance, real estate, and business services sector, while slightly lower than in some other municipal areas, still makes a substantial contribution at 13.9 per cent, underscoring a solid financial and business services foundation.

Manufacturing is a key driver, contributing the highest at 21.9 per cent, highlighting Swartland's strong industrial base. The sector primarily consists of agri-processing activities, including meat processing and wine production in Riebeek-Kasteel, dairy production in Darling, and wheat milling and animal feed production in Malmesbury and Moorreesburg. Notable local producers include Darling Romery, Roelcor Malmesbury, Pioneer Foods, Sasko, Wesfed Feeds, Nova Feeds, and Group 35 Milling. The wineries along the Darling Wine Route and the farms along the Swartland Wine & Olive Route significantly contribute to tourism in the area. Additionally, the municipal area hosts Swartland, a local wood processor based in Moorreesburg with a nationwide presence, renowned for its wooden and aluminium windows and doors. Dynamic Bags in Moorreesburg is a leader in manufacturing heavy-duty bulk bags used for transporting agricultural and other bulk products and is a trusted supplier of various textiles for commercial purposes.

The construction sector adds 3.8 per cent, reflecting continued investment and expansion to meet the growing demand for goods and services. The electricity, gas, and water sector, though smaller at 1.7 per cent, remains vital in supporting overall economic activities. The primary sector, particularly agriculture, forestry, and fishing, is significant, contributing 17.9 per cent to the GDPR, underscoring the importance of agricultural activities. Mining and quarrying contribute minimally at 0.1 per cent, reflecting a lesser focus on extractive industries.

The importance of economic diversity in Swartland is clearly illustrated when examining the sectoral contributions to its total GDPR growth of 0.2 per cent in 2023. The most significant contributors to economic growth included the transportation, finance, general government, and community service sectors which contributed between 0.2 and 0.4 percentage points to GDPR growth for the year.

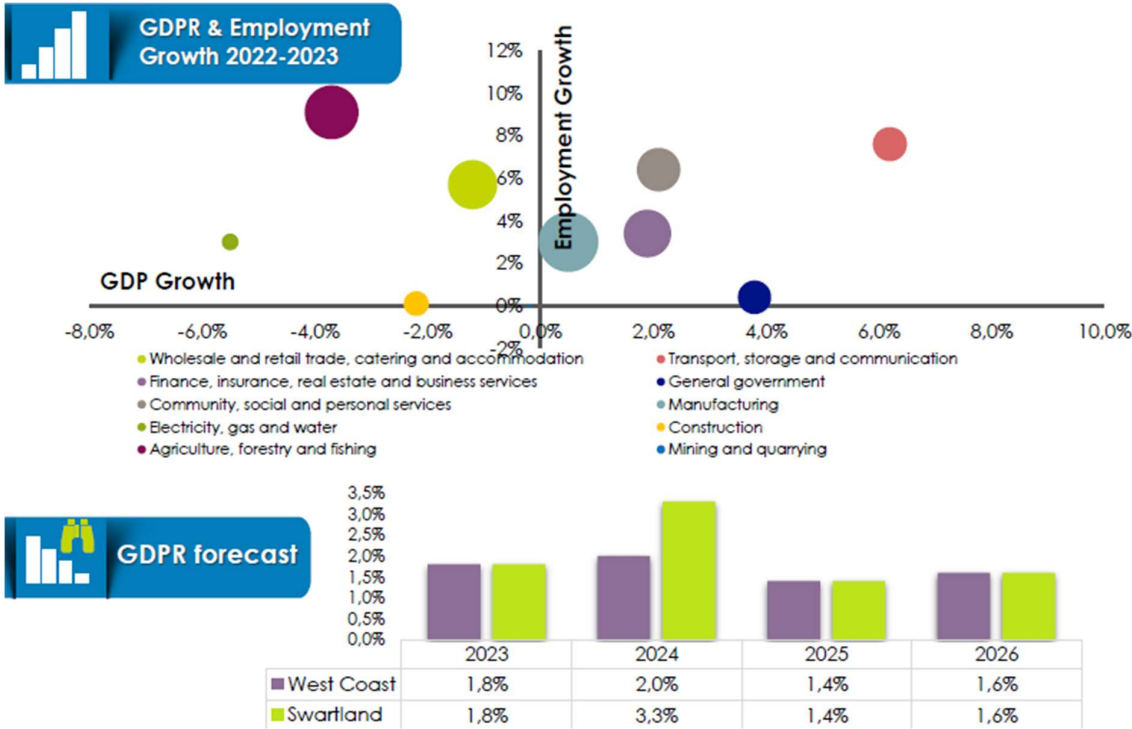
On the other hand, the agriculture and wholesale sectors saw the largest net-negative contributions to GDPR growth (0.7 and 0.2 per centage points respectively). This negative contribution was underpinned by challenges associated with the growing season in the wake of adverse weather phenomena, and general budgetary pressure on consumers given the high interest- and inflation environment which ran its course throughout 2023.

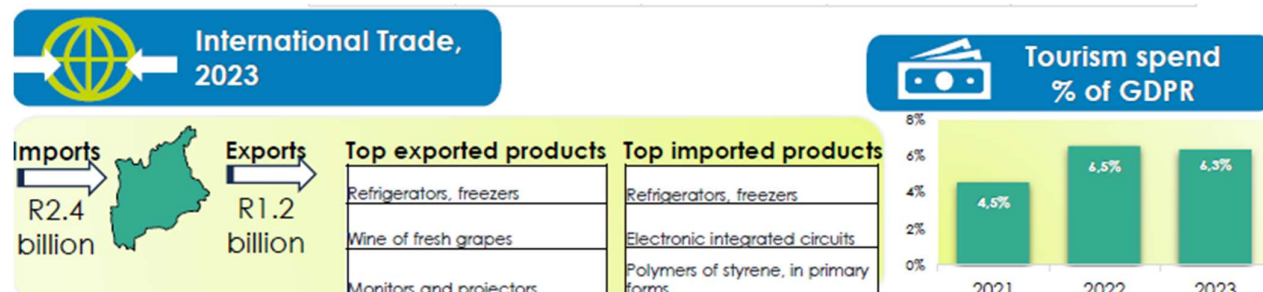


In 2023, Swartland recorded a trade deficit of R1.2 billion, with total exports amounting to R1.2 billion and imports totalling R2.4 billion. This marks a significant improvement in the deficit from 2022 but a marked drop in exports. The drop in exports, particularly in the manufacturing sector, can be attributed to a decrease in demand for key export products. The decline in imports is reflective of the decline in GDP performance within the manufacturing and larger industrial sector.

Of the total exports (R1.24 billion) in 2023, the top three exported products were monitors and projectors (R242.3 million), wine and fresh grapes (R254 million), and refrigerators/freezers (R258.7 million). These exports highlight Swartland’s diverse industrial base, with a strong presence in electronics, agriculture, and manufacturing. The top export partners for Swartland were Namibia (R277.4 million), China (R123.3 million), and Botswana (R115.5 million).

In 2023, the top three products imported by Swartland municipal area were polymers of styrene in primary forms (R139.2 million), electronic integrated circuits (R185.3 million), and refrigerators/freezers (R551.1 million). These imports reflect a broad range of production requirements, without a specific industry focus, indicating Swartland’s diverse manufacturing and industrial needs. The top import partners for Swartland were China (R1.7 billion), India (R129.1 million), and Namibia (R105.9 million). This wide range of imports highlights the area’s reliance on global markets for various components and materials essential for its industrial and manufacturing sectors.





GDP Forecast

Swatland's economic growth is projected at 3.3 per cent in 2024, with agriculture growing by 5.8 per cent and finance by 2.5 per cent, indicating strong performance. However, the mining and quarrying sector is projected to decline by 8.5 per cent, and the transport, storage, and communication sector is expected to decrease by 10.7 per cent, which could impact overall economic stability. The construction sector is also expected to decline by 2.1 per cent. In 2025, the overall economic growth is expected to moderate to 1.4 per cent, with agriculture growing by 4.2 per cent and mining growing by 5.1 per cent.



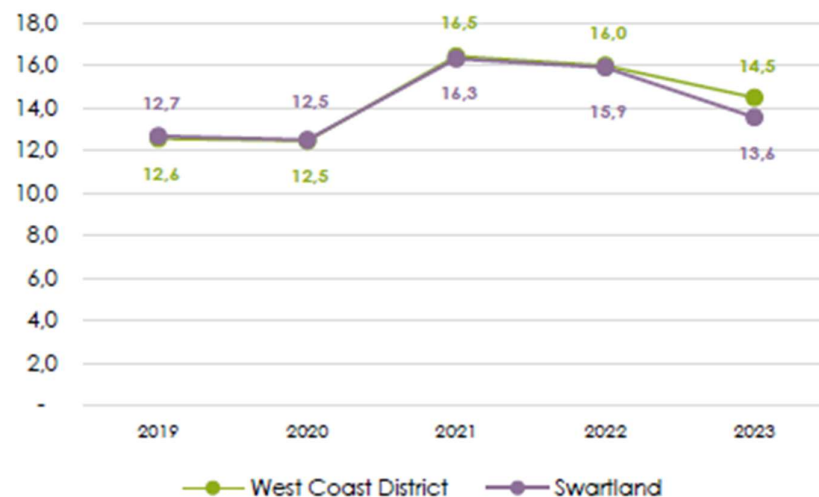
LABOUR MARKET PERFORMANCE

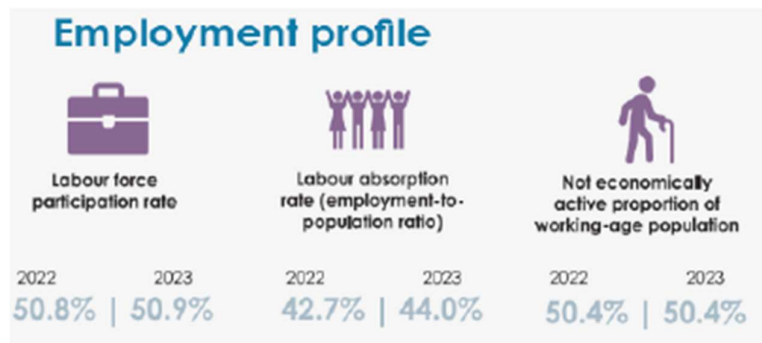
Top 5 Sectors for job gains and job losses (FTE) 2022-2023

 Other retail sale in non-specialised stores	275	 Social work activities without accommodation for the elderly and disabled	-846
 Retail sale of clothing, footwear and leather articles in specialized stores	151	 Mixed farming	-418
 General public administration at Local Government level	140	 Wholesale of construction materials, hardware, plumbing and heating equipment and supplies	-355
 Manufacture of cement, lime and plaster	119	 Construction of roads and railways	-200
 Manufacture of prepared and preserved meat, including sausage; by-products (hides, bones, etc.)	110	 Other processing and preserving of meat	-127



Unemployment rate (%) 2019-2023





Labour Market Performance (MERO 2024-25)

The Swartland region accounted for 25.5 per cent of employment in the District, providing 46 483 jobs. The economy is diverse, with a thriving retail sector in Malmesbury, which serves as the commercial hub of the region, alongside a strong public sector presence. In Swartland's employment landscape over the past decade, the total number of FTE jobs has increased steadily, with the total reaching 28 824 FTE jobs in 2023. This marks a year-on-year growth of 4.7 per cent, continuing the positive trend of job creation observed since 2019, when the region experienced a remarkable 15.7

per cent growth. However, the economic recovery has not been without its setbacks. The region experienced a significant decline in 2020, with a -9.7 per cent drop in FTE jobs, largely due to the economic disruptions caused by the COVID-19 pandemic.

Prior to this, the region saw consistent growth from 2014 to 2019, with notable increases each year. The sharpest increases were recorded between 2016 and 2017, with a 6.9 per cent year-on-year growth, and between 2017 and 2018, with a 5.7 per cent growth. Even after the pandemic-induced downturn, Swartland's job market demonstrated resilience, returning to positive growth in 2021 with 1.7 per cent growth and a stronger recovery in 2022 (4.7 per cent).

The overall growth in FTE jobs indicates a positive trajectory for Swartland's labour market, which reflects the ongoing development of both primary and tertiary sectors in the area. Despite occasional slowdowns, Swartland continues to experience steady job creation, with 2023 marking the highest FTE job number since the start of the data series. However, challenges such as skill mismatches, infrastructure gaps, and economic volatility may still pose risks to maintaining sustainable growth.

Swartland's labour market is anchored by agriculture, retail, manufacturing, and public administration sectors. The retail sector, particularly non-specialised stores in Malmesbury, is the largest source of formal employment, providing 3 275 full-time equivalent (FTE) jobs. Agriculture also plays a central role, with mixed farming and grape cultivation employing 2 469 and 1 520 people, respectively. Public administration adds another substantial contribution, with 1 634 jobs in local government, as well as positions in provincial and national government sectors. Manufacturing industries, including livestock slaughtering and fresh milk processing, further contribute to the local economy, creating 767 and 709 jobs, respectively. These sectors combined form the backbone of Swartland's economy, offering a broad base of employment opportunities.

Despite the economic diversity, the workforce in Swartland is predominantly semi-skilled and low skilled, with 33.5 per cent classified as semi-skilled and 48.9 per cent as low-skilled. This skill distribution highlights the need for continued investments in education and skills development to support



workforce mobility and productivity. The area's economic structure, with its strong emphasis on agriculture, retail, and public services, has resulted in a large cohort of low-skilled and semi-skilled workers. Addressing the skills gaps in the region is crucial for sustaining growth and improving the employability of residents, ensuring that Swartland can leverage its diverse economic activities for broader, inclusive development.

Between 2022 and 2023, the region saw a total of 795 new jobs created, but this was outweighed by the loss of 1 946 jobs, resulting in a net employment decline of 1 151 jobs when contrasting the top five sectors for job losses and job gains. The tertiary sector, particularly in retail (including non-specialised stores and clothing retail) and public administration, saw notable job gains. Other key contributors to job growth were the manufacture of cement, lime, and plaster, along with the processing of preserved meat products. These sectors benefited from ongoing consumer demand and investments in construction materials.

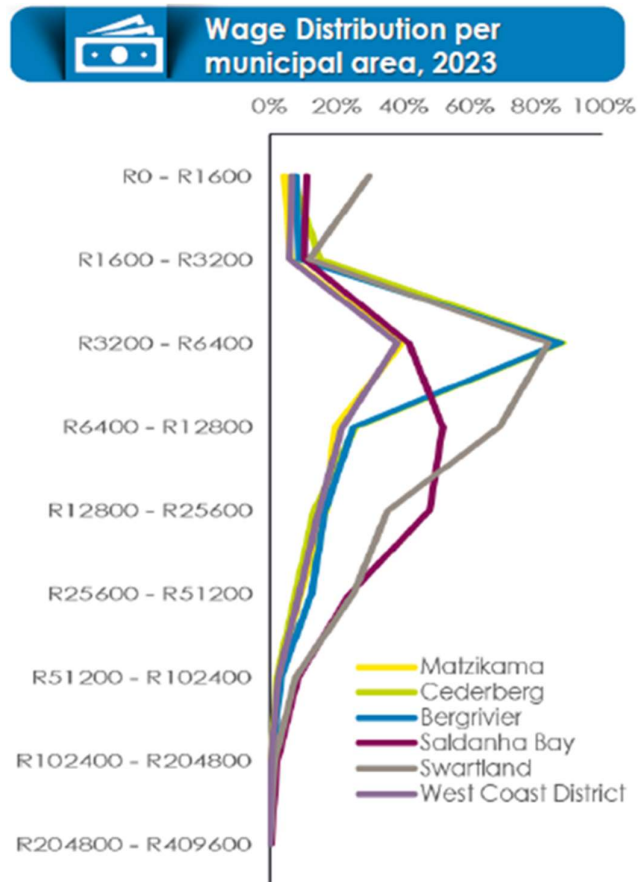
However, the primary and secondary sectors faced substantial job losses, with mixed farming suffering the most significant decline, losing 418 jobs. The social work sector also experienced severe setbacks, with a loss of 846 jobs, followed by the wholesale of construction materials and the construction of roads and railways, which together saw a combined loss of over 500 jobs.

These challenges, including structural shifts in agriculture, high operating costs, and difficulties in recruitment and retention of skilled workers, have dampened the region's employment prospects. Addressing these issues will require strategic investments in infrastructure, skills development, and policies to reduce barriers for small businesses and boost growth in key industries.

Economic and job growth in Swartland has been anchored around the services industry, particularly the transport, storage, and communication sector. This sector continues to form the backbone of Swartland's economy, providing vital infrastructure and connectivity that support agriculture, retail, and other industries in the region. The finance, insurance, real estate, and business services sector, while contributing 13.9 per cent to GDP, saw moderate growth in employment and GDP, showing that this high-value sector remains a key driver of Swartland's economic development. The wholesale and retail trade, catering, and accommodation sector, a major employer, experienced a slight decline in GDP, despite a notable increase in employment.

Manufacturing demonstrated resilience due to ongoing industrial activity and local production, especially in cement and processed foods. On the other hand, the construction sector faced slowdown. In the primary sector, agriculture, forestry, and fishing remain vital to the region's employment, with a significant 9.1 per cent rise in employment, although the sector saw a decline in GDP contribution (-3.7 per cent). Despite facing challenges such as climate change, rising input costs, and fluctuating market prices, agriculture continues to be a central pillar of Swartland's local economy. Conversely, mining and quarrying remained a minor sector, contributing minimally to both GDP and employment, with virtually no change in its performance.





Wage Distribution

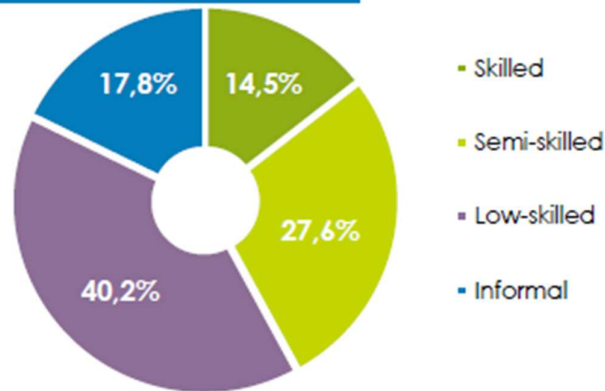
Across the municipalities, the wage disparity based on formal employment is evident, with most individuals earning close to the basic minimum wage: those earning above the minimum wage (approximated as higher than R3 200) constitute 21.6 per cent of the population. On the other hand, those earning between R25 600 and R51 200 account for 9.0 per cent, highlighting districtwide income inequality and the limited disposable income available to afford basic services.

The wage band data for the WCD in 2023 highlights trends in its key industries. The agriculture, forestry, and fishing sector, a major employer, has 58.8 per cent of its workforce in the R3 200 - R6 400 band, reflecting its labour-intensive and lower-wage nature. Similarly, accommodation and food services, linked to tourism, saw 57.1 per cent of workers in the same band, emphasising its reliance on service-based jobs.

In contrast, industries like manufacturing and mining and quarrying, vital to the District's economy, show higher wage distributions. Manufacturing has 35.9 per cent in the R6 400 – R12 800 band, while mining and quarrying has 48.5 per cent in the R12 800 – R25 600 band, highlighting the demand for semi-skilled and skilled labour. These patterns in 2023 reveal a divide between labour-intensive, lower-wage sectors and higher-paying, skilled industries.



Skill Level % Contribution, 2023



Skills Distribution

The workforce in Swartland is predominantly semi-skilled and low skilled, with 33.5 per cent classified as semi-skilled and 48.9 per cent as low-skilled. This skill distribution highlights the need for continued investments in education and skills development to support workforce mobility and productivity. The area's economic structure, with its strong emphasis on agriculture, retail, and public services, has resulted in a large cohort of low-skilled and semi-skilled workers. Addressing the skills gaps in the region is crucial for sustaining growth and improving the employability of residents, ensuring that Swartland can leverage its diverse economic activities for broader, inclusive development.

(c) Alignment with National and Provincial policy *[Updated March 2025]*

Strategic Goal 2 aligns with the following policy documents as indicated:

National Development Plan	Medium-Term Strategic Framework: 2019-2024	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 3 (Economy and employment) Chapter 6 (An integrated and inclusive rural economy) Chapter 9 (Improving education, training and innovation) 	<ul style="list-style-type: none"> Priority 2: Economic transformation and job creation 	<ul style="list-style-type: none"> Economic Growth and Opportunities

(d) Initiatives to which local government can contribute

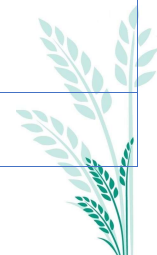
- Support to stimulate demand as businesses are challenged to remain operational.
- Consider municipal utilities and tax relief or reprieves (like interim concession on carbon tax, PAYE, etc.)
- Support people and businesses to access the economic relief measures



- Support businesses to learn about any opportunities that may exist in their sector
- Communication initiatives are still not optimally reaching businesses and increased awareness of websites hosting business information and support available, needs to occur
- Businesses need to be fed tips and be given assistance on how they could take their business digital
- Effectiveness with dealing with investor queries, applications and by extension creating an overall investment friendly business climate can significantly benefit the pursuits of municipalities in seeking development and job creation through investment
- Wesgro's role is to attract visitors, both international and domestic to visit the Western Cape. Our event partnership provides various levels of support to leisure events where opportunities exist to promote the Western Cape as an attractive destination
- Buy local from struggling businesses and strengthen SME supply chain inclusion – without hampering effectiveness and efficiency principles.

(e) Strategic initiatives and targets [Updated March 2025]

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
2.1 Skills development	Investigate the establishment of a skills development centre and submit a report to Management meeting by June 2025		✓				
2.2 Global networks and an active participant in global knowledge exchange	Investigate global partnerships and submit a proposal to the Mayoral Committee by June 2025		✓				
2.3 Investment Promotion / Marketing	(1) Improve investment by creating an online platform by June 2026 to share information with investors			✓			
2.4 Assist and support SMME	(1) Develop a SMME Policy and submit to Council by June 2024	✓					
	(2) Ensure the organisation of an annual SMME summit or indaba	✓	✓	✓	✓	✓	
	(3) Ensure the investigation of SMME hubs in the Swartland area and submit report to the Management meeting by June 2025		✓				
2.3 Improving the ease of doing business	Create an automated one stop shop for all business enquiries by June 2026			✓			



(f) Three-year economic development budget (operating) - Strategic Goal 2 [Updated March 2025]

Directorate	Department / Function	2025/2026	2026/2027	2027/2028
Office of the Municipal Manager	Strategic Services	30 000	30 000	30 000
Subtotal		30 000	30 000	30 000

(g) How the community can contribute

Communities can contribute to economic transformation in several ways:

- Be informed of the process of starting a registered business.
- Participate in the municipal planning processes.
- Communities can support local businesses, such as through buying locally sourced goods or services, to promote economic growth and sustainability.
- Communities can create an environment that supports entrepreneurship, such as through providing access to funding or resources, to promote innovation and job creation.
- Communities can invest in infrastructure, such as transportation or broadband networks, to improve access to markets and increase economic activity.
- Collaboration with neighbouring communities, businesses, and organisations can help to create a more diverse and resilient regional economy.
- Communities can promote sustainable economic practices, such as supporting environmentally friendly businesses or promoting energy efficiency, to support long-term economic growth and stability.

(h) Major successes since previous year [Updated March 2025]

ii. SMME's

Swartland Municipality held a SMME Indaba was held on 17 May 2024 where 13 Entrepreneurs exhibited their products and 25 other entrepreneurs engaged with the financial institutions that gave them information on how to grow their business and become sustainable. In total 85 people attended the Indaba. Numerous trainings were conducted, and we have a database of the SMME's. Identification of Micro business was done to capacitate and strengthen their businesses to be sustainable and have access to markets. More that 200 entrepreneurs accessed the start-up-tribe online training sessions.



iii. Red Tape Reduction

Our building plan submission being done electronically through The Building Plan Portal. Our first 8 months of the financial year the average time to finalise a building plan was 11,76 days.

At the moment we are busy with development to extend a similar electronic process for land use application submissions and also to make the necessary linkage with the geographic information system (GIS).

iv. De Zwartland Werf – Economic Node Development

In the 2023/2024 financial year, a pivotal milestone was reached with the initiation of a strategic economic node development project (De Zwartland Werf). This node is earmarked to accommodate a comprehensive array of amenities, including a shopping mall, residential structures, and a private hospital. The project's noteworthy success can be attributed to the exceptional efficiency and proactive approach demonstrated by the Municipality, creating an environment conducive to investment.

The initiative has not only encouraged economic growth but has also yielded a substantial number of employment opportunities. Short-term employment opportunities were created during the design and construction phases, with ongoing efforts to expand the node, while long-term employment prospects are sustained by the operational retail businesses and will subsequently extend to the hospital's staff. This development serves as a compelling testament to the Swartland Municipality's commitment to fostering a business-friendly and investment-attractive landscape, underscoring its dedication to robust economic development.

v. Accelerating development in the Swartland

Malmsbury's rapid growth stems from factors like highway upgrades, good governance and affordability. To sustain this, Swartland Municipality prioritises proactive development strategies, focusing on accessible, infrastructure business hubs. Updating the Spatial Development Framework and Land Use Planning By-Law, streamlines land use and building plan applications electronically, reducing travel and CO2 emissions.

This environmentally friendly process encourages green developments, ensuring sustainable growth and resource conservation in the Swartland region. This project obtained runner-up placement in the whole Western Cape for the Best Red Tape Reduction – Ease of doing business Municipal project at the Service Excellence Awards of Western Cape Government in April/May 2024.



4.3 STRATEGIC GOAL 3 - QUALITY AND RELIABLE SERVICES

(a) Our dream for Quality and Reliable Services

We dream of a Swartland where everyone has access to excellent and sustainable services. Services that are provided at affordable rates and upgraded continuously. We see innovative ideas becoming a reality and the smarter management of resources. We see a community that is prepared to be co-responsible for the state of our infrastructure.

We see an integrated transport and effective commuting network with less vehicles on our streets and therefore less traffic congestion.

(b) Context *[Updated March 2025]*

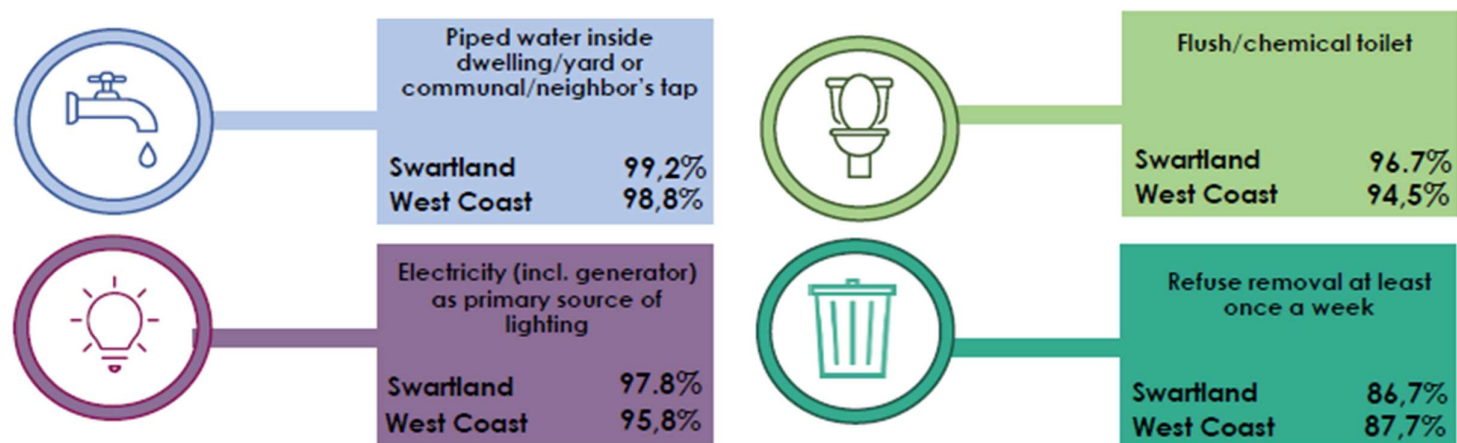
The information in the section was obtained from the *Western Cape Government's 2024 Socio-economic Profile (SEP) Report and Census 2022*. The information forms the context within which the longer-term strategy for Goal 3 was formulated.



The mix of dwelling types are as follows:



The services in the Swartland area are as follows:



(c) Alignment with National and Provincial policy *[Updated March 2025]*

Strategic Goal 3 aligns with the following policy documents as indicated:

National Development Plan	Medium-Term Strategic Framework: 2019-2024	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 4 (Economic infrastructure) 	<ul style="list-style-type: none"> Priority 4: Consolidating the social wage through reliable and quality basic services Priority 5: Spatial integration, human settlements and local government 	<ul style="list-style-type: none"> Households & Human Development Resource Resilience Spatial Transformation, Infrastructure, and Mobility



(d) Loadshedding resilience

We are often asked: Why does Swartland Municipality not simply leave the ESKOM grid? It is however not as easy and simple as it sounds. For **any** municipality to generate and provide electricity without ESKOM, infrastructure and generation capacity worth millions of rands is needed. For almost all municipalities in South Africa this is not financially possible or feasible.

Swartland Municipality has however taken certain steps, and we are continuing to plan additional measures to try and mitigate the impact of loadshedding wherever possible.

What are we doing to reduce the impact of loadshedding?

- Swartland Municipality is part of the Western Cape Provincial Government's Energy Resilience Project. Since the announcement thereof we have undertaken various feasibility studies and viability studies to determine if alternative energy generation at a reasonable price is possible.
- Swartland has an approved SSEG net metering residential tariff which allows residential customers to sell excess energy back to the municipality. This will be extended to accommodate commercial and industrial customers.
- We will be submitting infeed tariffs for industrial and commercial customers to NERSA as part of our tariff increase application. If approved it will allow not only residential but also Industrial and Commercial customers to sell excess energy to the municipality.
- We are in the process of updating our Electricity By-Law to incorporate SSEG (Small Scale Embedded Generation) and, implementing a SSEG Policy while also improving our SSEG procedures and application process. This will assist with the regulation of SSEG installations and safeguard the municipal electrical staff and the electrical network as well as the customers.
- We are in the process of developing a Framework for Wheeling of energy from Renewable energy producers (IPP's) to customers in our area by making use of the municipal network.
- We are in the process of purchasing emergency standby generators and battery back-up power supplies to ensure the continuation of service delivery - of critical infrastructure such as water and sanitation pump stations and critical customer facing office facilities.
- The Municipality is also looking at making municipal land available for the possible development of renewable energy plants from which the municipality can purchase energy to lessen the reliance on Eskom and possible reduce the input cost of bulk electricity purchases.

It is not within the financial means of any municipality to eradicate loadshedding. All efforts are now on lessening the impact wherever possible and to ensure legislation, by-laws and policies are in place so that residents (those who are able to do so) can equip themselves with ways and means to lessen the impact of loadshedding on their daily lives through alternative energy means such as residential solar panels and invertors.



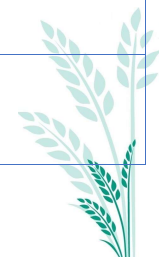
(e) Key issues and major backlogs

KEY ISSUES

Civil Engineering Services: <ul style="list-style-type: none"> Compliance with a multitude of legal requirements, directives, rules and instructions that hampers the effective delivery of services Retaining and appointment of skilled and experienced technical personnel Occupation of land which requires bulk infrastructure which is not consistent with water and sewer services master plans Ageing infrastructure Future augmentation of bulk water resources Future cost for the development of a new cell at the Highlands Landfill 	Electrical Engineering Services: <ul style="list-style-type: none"> Compliance with safety and legal requirements. Available bulk supply Capacity from Eskom at Yzerfontein and Darling Impact of Eskom loadshedding on infrastructure and increase in theft of conductors Malmesbury South-West: Electricity supply capacity shortage for new developments and unauthorised informal housing units Increased unauthorised informal housing units in existing areas. Escalation of dangerous illegal connections Escalation of vandalism and theft Retaining and appointment of skilled and experienced technical personnel and inadequate personnel numbers affecting quality of service delivery and revenue protection Maintenance of and expanding of streetlights networks in the Eskom areas of supply Obsolete, aged and overloaded electrical infrastructure
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MAJOR BACKLOGS

WARDS 1 AND 2	
KORINGBERG	MOORREESBURG
Sewerage <ul style="list-style-type: none"> Sewer reticulation network poorly developed and must be extended. Wastewater Treatment Works is overloaded and must be upgraded. 	Sewerage <ul style="list-style-type: none"> Illegal discharge of storm water in the sewer collection system results in overloading and failure during storm events. Localised frequent blockages in the sewer collection system.
Storm water <ul style="list-style-type: none"> No formal piped storm water drainage system. 	Storm water <ul style="list-style-type: none"> Maintenance of the No-Go River. Regular blockages and flooding in Rosenhof.



WARDS 1 AND 2	
<ul style="list-style-type: none"> There are many unlined channels which causes erosion and maintenance problems 	<ul style="list-style-type: none"> Upgrading of systems in the vicinity of Royal Street and Rosenhof
Water <ul style="list-style-type: none"> Poorly developed network, small diameter pipes, low pressure and flow condition and open ring mains. Sections of the water reticulation network are obsolete and must be upgraded. Secondary chlorination at reservoirs must be implemented. 	Water <ul style="list-style-type: none"> Obsolete infrastructure, pipe breakages, leaking valves and leaking hydrants. Poorly developed network, shortage in shut-off valves. Secondary Chlorination at reservoirs must be implemented.
Streets <ul style="list-style-type: none"> Backlog resealing programme coupled with deterioration of road infrastructure. Many roads are not constructed with kerbstone and formal sidewalks. 	Streets and traffic <ul style="list-style-type: none"> Numerous problems are encountered with safe access to the N7 from both entrances to town, particularly the southern entrance. During winter months problems with bad vision is experience due to fog. Backlog of street resealing programme, deterioration of road infrastructure
Electricity <ul style="list-style-type: none"> Eskom area of supply. Street lighting inadequate. 	Electricity <ul style="list-style-type: none"> Old and Obsolete mini-substations and oil filled switchgear.

WARDS 3 AND 12	
<i>RIEBEEK WEST / RIEBEEK KASTEEL</i>	
Sewerage <ul style="list-style-type: none"> Illegal discharge of storm water in the sewer collection system results in overloading an failure during storm events. Sewer reticulation network poorly developed in Riebeek West and must be extended. 	
Storm water <ul style="list-style-type: none"> Poorly developed infrastructure, regular flooding in the surroundings of Dennehof Street and Riebeek Kasteel East. 	
Water <ul style="list-style-type: none"> Poorly developed network, small diameter pipes, low pressure, flow condition and open ring mains. Sections of the water reticulation networks is obsolete and must be upgraded. Secondary Chlorination reservoirs must be implemented. Poor condition of Ongegund reservoir and pump station must be upgraded. 	
Streets	



WARDS 3 AND 12	
<ul style="list-style-type: none"> ▪ Backlog in resealing programme with accompanied by deterioration of road infrastructure. ▪ Many roads are not constructed with kerbstone and formal sidewalks 	
Electricity	
<ul style="list-style-type: none"> ▪ PPC town's network capacity for development limited. ▪ Street lighting is inadequate. ▪ Eskom Area of supply 	

WARDS 4 AND 7	
<i>CHATSWORTH AND RIVERLANDS</i>	<i>KALBASKRAAL AND ABBOTSDALE</i>
Sewerage	Sewerage
<ul style="list-style-type: none"> ▪ Sewerage systems must be extended. ▪ Waste Water Treatment Works must be upgraded. 	<ul style="list-style-type: none"> ▪ Sewerage system in Kalbaskraal is limited and should be expanded.
Storm water	Storm water
<ul style="list-style-type: none"> ▪ Formal system is limited to housing projects and 5th Avenue Chatsworth. ▪ Regular flooding of residences and erven. ▪ Upgrading of storm water infrastructure in Chatsworth. 	<ul style="list-style-type: none"> ▪ No formal storm water drainage system, excluding low cost housing extensions.
Water	Water
<ul style="list-style-type: none"> ▪ Secondary Chlorination at reservoirs must be implemented. ▪ Bulk supply system cannot supply in the demand during peak months. ▪ Water supply is under pressure due to illegal connections and wastage of water. 	<ul style="list-style-type: none"> ▪ Reservoir capacity must be increased for new developments. ▪ Bulk supply system cannot supply in the demand during peak months. ▪ Secondary Chlorination at reservoirs.
Streets	Streets
<ul style="list-style-type: none"> ▪ Gravel roads needs to be upgraded. ▪ Construction of a bus route in Chatsworth 	<ul style="list-style-type: none"> ▪ Gravel roads needs to be upgraded.
Electricity	Electricity
<ul style="list-style-type: none"> ▪ Eskom area of supply ▪ Street lighting inadequate 	<ul style="list-style-type: none"> ▪ Eskom Area of supply ▪ Street lighting inadequate



WARDS 5 AND 6	
DARLING	YZERFONTEIN
Sewerage <ul style="list-style-type: none"> ▪ Regular blockages in Darling North. ▪ Waste water treatment works is at capacity and must be upgraded to supply future demand ▪ Water borne sewerage system must be extended to the industrial area. 	Sewerage <ul style="list-style-type: none"> ▪ Yzerfontein has no formal waste water treatment works as well as no water borne sewer system.
Storm water <ul style="list-style-type: none"> ▪ Poorly developed system in Darling, upgraded of open channels along streets. ▪ Many areas have no formal piped systems. ▪ Many channels are unlined causing erosion and maintenance problems. 	Storm water <ul style="list-style-type: none"> ▪ Poorly developed system in the area of Carter Street, Buitekant Street, 6th Avenue and Felicia Crescent.
Water <ul style="list-style-type: none"> ▪ Poorly developed network, small diameter pipes, low pressure and flow conditions and open ring mains. ▪ Sections of the water reticulation network are obsolete and must be upgraded. ▪ Reservoir capacity must be increased for further developments. ▪ Water supply to the industrial area must be increased to supply future demand. 	Water <ul style="list-style-type: none"> ▪ Secondary chlorination at reservoir must be implemented.
Streets <ul style="list-style-type: none"> ▪ Backlog resealing programme coupled with deterioration of road infrastructure. ▪ Curbs and formal sidewalks lack in many streets. 	Streets <ul style="list-style-type: none"> ▪ Backlog resealing programme coupled with deterioration of road infrastructure.
Electricity <ul style="list-style-type: none"> ▪ Replacement of obsolete substations and networks ▪ Upgrading of supply capacity subject to Eskom network expansion 	Electricity <ul style="list-style-type: none"> ▪ Supply capacity inadequate for major developments ▪ Upgrading of supply capacity subject to Eskom network expansion



WARDS 8, 9, 10 AND 11

MALMESBURY

Sewerage

- Illegal discharge of storm water in the sewer collection system results in overloading and failure during storm events.
- Localised frequent blockages in the sewer collection system.
- Obsolete infrastructure causing regular blockages
- Upgrading of distribution network is needed
- Upgrading of main connectors in Voortrekker Street from swimming pool to Bokomo Road to accommodate future demand

Storm water

- Maintenance of Illinge Lethu and Wesbank storm water system
- Channel under Voortrekker Street from the Post Office to Bokomo Road
- Retention structure in river north of the swimming pool
- Maintenance of Diep-and Platteklip rivers

Water

- Portions of the water network are outdated and need to be upgraded
- Reservoir capacity should be increased for future development
- Secondary chlorination should be implemented at reservoirs

Streets

- Backlog of resealing programme, deterioration of road infrastructure
- Upgrading of Bokomo / Voortrekker Road intersection
- Upgrading of Piketberg / Voortrekker Road intersection

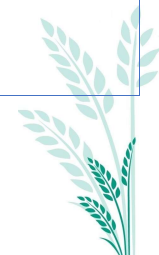
Electricity

- Replacement of obsolete substations and networks.
- No supply capacity available for any developments west of the N7 not yet implemented. New 132/11kV substation and 132kV transmission line to be committed to allow services approval of further developments west of the N7.



(f) Strategic initiatives and targets *[Updated March 2025]*

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
3.1 Water resource augmentation	(1) Berg River Voëlvelei Augmentation Scheme (BRVAS) - conclusion of section 33 process by July 2023	✓					
	(2) Submit report to Council by November 2023 to consider a water supply agreement with the DWS to partake in the BRVAS	✓					
3.2 Bulk water supply system that is fit for future	(1) Develop a 15 year priority project list by December 2025			✓			
	(2) Submit report to Council by March 2025 to consider direct purchase of water for Chatsworth from City of Cape Town.		✓				
3.3 Extension of the Highlands landfill site	(1) Development of cell 2 by March 2027				✓		
	(2) Identify measures and report to Council on organic waste diversion by June 2027				✓		
3.4 Ensure sufficient infrastructure that is fit for future	Master plans reviewed and updated if required annually by June	✓	✓	✓	✓	✓	
3.5 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Investigate and report to the Portfolio Committee annually by June on the status quo condition of surfaced roads	✓	✓	✓	✓	✓	
3.6 Wheeling framework development	(1) Develop a draft Wheeling Framework by June 2024	✓					
	(2) Submit Wheeling Framework to Council for approval by June 2025		✓				
3.7 Ensure bulk infrastructure capacity that is adequate for future developments	Master plans reviewed and updated if required annually by June	✓	✓	✓	✓	✓	



Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
3.8 Optimally maintain electrical network infrastructure	Submit motivated budget to the Budget Office annually by November (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	✓	✓	✓	✓	✓	
3.9 Ensure sustainable electricity tariffs	Submit application to Nersa for approval annually by June	✓	✓	✓	✓	✓	
3.10 Facilitate grid access for renewable energy generation	Develop a bylaw for small-scale embedded generation (SSEG) by June 2024	✓					

(g) Three year capital budget - Strategic Goal 3 [Updated March 2025]

Directorate	Department / Function	2025/2026	2026/2027	2027/2028
Infrastructure and Civil Engineering Services	Equipment	58 000	60 000	62 000
	Parks and Recreation	1 252 000	1 879 950	1 912 675
	Sewerage	13 536 000	4 982 000	18 230 109
	Sports Fields	958 645	297 470	0
	Roads	60 741 299	60 585 204	27 657 675
	Storm water	618 000	620 000	1 122 000
	Water Services	24 714 092	42 225 331	78 734 149
	Buildings and Infrastructure Maintenance	1 562 000	34 000	36 000
	Solid Waste and Landfill Management	33 846 461	5 529 126	17 384 800
	Cemeteries	300 000	0	0
Electrical Engineering Services	Equipment	400 000	420 000	500 000
	Electrical Infrastructure, Operations, Maintenance and Construction	85 683 000	59 085 450	57 134 808
Subtotal		223 669 497	175 718 531	202 774 216



(h) How the community can contribute

The community should become co-responsible for the state of the Swartland's infrastructure.

Citizens in the Swartland area have a responsibility to provide the correct information, to understand that there are various priorities requiring attention, to be reasonable and to trust that the Municipality has their interest at heart.

Residents can assist the Municipality in protecting the infrastructure e.g., by reporting vandalism, cable theft and illegal dumping.

Residents must be informed about the Municipality's services and communicate this information correctly to the other members of their community.

Do not assume that the information people or social media give you, is necessarily accurate; rather call the Municipality or check the municipal website and/or Facebook page to make sure you have the correct facts.

The community can -

- provide valuable feedback to service providers, which can help them improve their services and identify areas for improvement; and
- engage in discussions with the Municipality, sharing their experiences and offering suggestions for improvement.

Overall, community involvement is critical to ensure quality and reliable services, as it provides valuable insights and feedback to the Municipality which can help to continuously improve their services.

(i) Major successes since previous year *[Updated March 2025]*

i. Electrical

- We have revised the electricity by-law to now also include SSEG (Small Scale Embedded Generation) and Wheeling as initiatives in the municipality to expand on the renewable energy drive.
- We have implemented Export tariff for all customer categories (SSEG) to allow commercial and industrial customers to install Solar panels and sell excess electricity to the municipality.
- The municipality successfully implemented the TID (Token Identifier Project) without any major issues by the due date of 24 November 2024 and all prepaid customers could continue to use their prepaid meters and reload prepaid tokens onto the meters.
- We successfully implemented Load curtailment to our biggest customer together with Eskom and the customer to ensure we limit the impact of load shedding on the operations of the customer.



- Swartland signed a PPA (Power purchase agreement) with Darling Green Utility (DGU) to enable DGU to reach financial closure and put them on a path to supply renewable energy to the municipality by October 2024. The 1 MWp solar plant was successfully commissioned in March 2025, and we are now purchasing a portion of our energy requirements from DGU.
- We have completed a Cost of supply study to determine the real cost of supplying different customer categories with electricity. The study also included a tariff analysis and tariff restructuring exercise. The results of the study will be presented to NERSA for consideration and then an implementation plan will be developed for the implementation of the new tariffs. Due to the nature extend of the changes proposed and the impact this will probably only be implemented in the 2025/26 financial year.
- The adequate provision of streetlighting will remain a challenge in especially the Eskom areas of supply. We took over the operation and maintenance of a very poor network with inadequate lighting in many areas. With the limited resources at our disposal, we are doing our best to keep the lights on and install additional lights within the available budget.
- We have managed to implement all our capital projects and spend > 90% of our capital budget. The replacing of old and obsolete equipment is on track, and we will once again this year replace oil filled mini-substations and Ring main units while also installing new electronic relays in some of our main substations.
- We have submitted applications to Eskom for upgrading of the Bulk Supply points to 'three (3) of the municipality's infeed points to enable us to create an environment where the economy can grow. Once the capacity is made available new developments in the area can be approved. Of the three applications the one to Klipfontein Substation has been finalised and implemented.
- The construction of the 132/11 kV Substation at De Hoop is well on track. The Record of Decision (ROD) from the Department of Environmental Affairs and Development Planning for the construction of the 132 kV line is expected within the next few weeks then we can also start with the construction of the 4.5km Double Circuit line to interconnect the new substation with the Eskom network.
- The implementation of the Online Vending system, which allows customers to purchase prepaid electricity tokens via Cellphone, Internet portals, banking Apps and at ATM, was successfully launched on 01 December 2025 to the delight of many of our customers.
- The municipality identified two parcels of land, one outside Darling and one outside Malmesbury which it plans to make available for the potential development of Solar Energy plants. To de-risk the land we have completed an Environmental Assessment report and received an Environmental Record of Decision, and the land use of the sites has been adapted to make provision for solar energy plants. The municipality aims to go to market shortly for the construction of a solar plant on the Malmesbury site.



4.4 STRATEGIC GOAL 4 - A HEALTHY AND SUSTAINABLE ENVIRONMENT

(a) Our dream for a Healthy and Sustainable Environment

We dream of a Swartland where the biodiversity and wildlife are protected. Where the skies are blue (no pollution), the air is clean (no unhealthy emissions) and the environment is green (proper environmental conservation and improved health of the environment).

We dream of a Swartland where every citizen has access to safe, secure and affordable housing. Where the government and private sector work together to ensure that there is adequate housing for all and that those who are currently living in substandard housing are provided with better options.

We see a future where informal settlements are transformed into well-planned, sustainable communities with access to clean water, sanitation, electricity, and other basic services. Where these communities are designed with input from the residents themselves to ensure that their needs and aspirations are met.

(b) Context *[Updated March 2025]*

The information in this section forms the context within which the longer-term strategy for Goal 4 was formulated.

Housing:

Swartland has a population of 35,688 households and features a balanced mix of urban and rural characteristics. A high percentage of households, 90.8 per cent, reside in formal dwellings. The remaining households are distributed as follows: 1.6% live in traditional dwellings, informal dwelling/shack 8.7% in informal dwellings or shacks, and 0.5% in other dwelling types. As of May 2025, there were 16,956 people on the housing waiting list.

Urbanisation:

Due urbanisation, with Cape Town as one of the three metropolitans experiencing the highest growth, the development potential of Swartland increased. The Swartland population increased from 113 782 in 2011, to 133 762 in 2016, and to 148 331 in 2022 as new people urbanise and in-migrate. The average growth rate was 3.3 % per annum between 2011 and 2016, and 2.4 % per annum between 2011 and 2022. As a high percentage of these people are dependent on state subsidised housing, the challenge is to create compact liveable urban areas. Swartland's population is projected to grow steadily at 1.6 per cent annually until 2029, though household growth rates are fluctuating, indicating possible housing supply issues or larger household sizes.

Urban Edges:

The guide and control orderly development of the built environment are demarcated for five (5) and twenty (20) periods years in accordance with the planning principles as advocated in SPLUMA and LUPA. The urban edges of the towns in the Swartland protects high value agricultural land and



encourage compact urban form, spatial integration (Malmesbury and Abbotsdale) whilst providing for additional land to address the future urban growth.

Climate Change:

Swartland faces a number of environmental threats, including from deteriorating ecosystem functioning, water security concerns, floods, wildfires and coastal erosion. At the same time, modelling of climate systems allows us to anticipate what the climate will look like later in the century, and hence where and how the environmental risks are likely to intensify. Climate change will result in decreases in rainfall in all seasons, with the biggest total decrease in winter.

World nature conservation initiatives:

The proposed West Coast Conservation Corridor from the West Coast National Park on the northern boundary (Saldanha Municipality) along the Swartland coastline towards the south to the Blaauwberg Conservancy in the Cape Metropolitan area.

(c) Cape West Coast Biosphere

Biosphere Reserves (BR) are national sites of terrestrial and coastal or marine ecosystems, or a combination thereof designated under United Nations Educational, Scientific and Cultural Organization (UNESCO) Man and Biosphere (MAB) programme to promote conservation and sustainable development based on local community efforts and sound science. The MAB Programme was launched in the early 1970s and was substantially revised in 1995 with the adoption by the UNESCO's General Conference of the Seville Strategy and the Statutory Framework of the World Network of Biosphere Reserves (WNBR).

Sites are designated by the UNESCO International Co-ordinating Council of the MAB Programme at the request by the State concerned. Individual Biosphere Reserves remain under the sovereign jurisdiction of the State where they are situated. Collectively, all biosphere reserves form a World Network in which participation by States is voluntary. Biosphere Reserves are much more than "protected areas" and they should not be viewed as islands isolated from its surroundings, but rather as an integral part of a regional planning and development strategy aimed at promoting sustainable development.

With the above being said, the Cape West Coast Biosphere Reserve (CWCBR) was registered in 2000 with UNESCO as South Africa's 2nd Biosphere Reserve. The CWCBR was established in terms of Section 21 of the Companies Act (61 of 1973) as an association incorporated not for gain to manage the operations of Biosphere Reserve in terms of the requirements of UNESCO's Man and the Biosphere Programme.



(d) Alignment with National and Provincial policy *[Updated March 2025]*

Strategic Goal 4 aligns with the following policy documents as indicated:

National Development Plan	Medium-Term Strategic Framework: 2019-2024	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 5 (Ensuring environmental sustainability and an equitable transition to a low-carbon economy) Chapter 8 (Transforming human settlements and the national space economy) 	<ul style="list-style-type: none"> Priority 5: Spatial integration, human settlements and local government 	<ul style="list-style-type: none"> Households and Human Development Resource Resilience Spatial Transformation, Infrastructure, and Mobility

(e) Key issues and major backlogs



Climate change



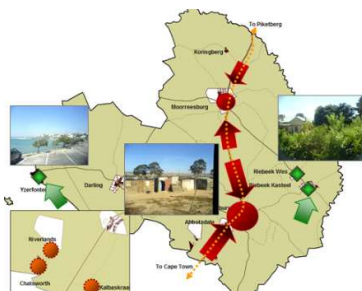
Unemployment



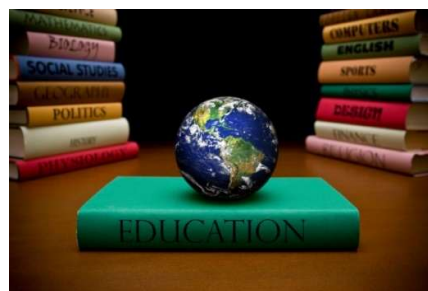
Housing backlogs



Poverty



Migration



Education



Infrastructure & service delivery



Water supply

(f) Strategic initiatives and targets *[Updated March 2025]*

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
4.1 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing in the Swartland Area	(1) Investigate and report to council the advantages of Municipal housing accreditation by June 2025		✓				
	(2) Develop a housing pipeline annually by May	✓	✓	✓	✓	✓	
	(3) Obtain land use rights for mixed housing developments annually by June and submit a report to the Municipal Manager	✓	✓	✓	✓	✓	
	(4) Appoint credible social housing institution to build and manage social housing and submit a report to the Municipal Manager by June 2026			✓			
4.2 Alignment of capital expenditure framework between spatial planning, engineering and financial services	Develop a capital expenditure framework in collaboration with DEADP and the Development Bank of SA and submit a report to the Management meeting by June 2026			✓			
4.3 Climate change study	Do a study of climate change mitigation and adaptation and report to the Management meeting by June 2026			✓			

(g) Three year capital budget - Strategic Goal 4 *[Updated March 2025]*

Directorate	Department / Function	2025/2026	2026/2027	2027/2028
Development Services	Development Management	-	-	-
	Human Settlements / Housing Administration	51 094 362	39 735 985	52 576 713
Subtotal		51 094 362	39 735 985	52 476 713



(h) How the community can contribute

Each person is responsible to contribute to this environment.

A sustainable community manages its human, natural, and financial capital to meet current needs while ensuring that adequate resources are available for future generations.

Communities can also contribute to ensure a healthy and sustainable environment by doing the following:

- Create a beautiful green space by planting trees and shrubs in an area in need of improvement.
- Ask local businesses to adopt-a-spot and take care of it
- Report graffiti to your local authorities
- Conduct a recycling drive in your neighbourhood or your business (report illegal dumping)
- Donate gently used clothes to needy organisations and shelters and identify other items that you can reuse
- Form a community garden sustainable food production
- Start a neighbourhood compost bin
- Reduce the use of your electrical applications
- Reduce waste by recycling, composting, and reducing their consumption of single-use products.
- Conserve resources like water and energy by using them efficiently and reducing their use where possible.
- Educating others about the importance of sustainability and environmental protection, community members can inspire more people to take action and make a positive impact.

Overall, the community plays a critical role in creating a healthy and sustainable environment, and by taking action and working together, they can help to protect the planet for future generations.



 <p>EDUCATE</p> <p>When you further your own education, you can help others understand the importance and value of our natural resources.</p>	<p>Trees provide food and oxygen. They help save energy, clean the air, and help combat climate change.</p>  <p>PLANT A TREE</p>	 <p>-SHOP- WISELY</p> <p>Buy less plastic and bring a reusable shopping bag.</p>
 <p>reduce REUSE recycle</p> <p>Cut down on what you throw away. Follow the three “R’s” to conserve natural resources and landfill space.</p>	<p>BIKE MORE DRIVE LESS</p> 	<p>CONSERVE WATER</p>  <p>The less water you use, the less runoff and wastewater that eventually end up in the ocean.</p>

(i) Major successes since previous year

i. Housing

395 houses were built in De Hoop Phase 1 Housing project in Malmesbury.



4.5 STRATEGIC GOAL 5 - A CONNECTED AND INNOVATIVE LOCAL GOVERNMENT

(a) Our dream for a Connected and Innovative Local Government

We dream of a world class Swartland that is globally connected. Where technology is utilised to make life easier to communicate commute and interact. Where every home has an optic fibre connection.

We see a Municipality that embraces innovation; with enhanced connectivity and collaboration, that can contribute to a prosperous and sustainable future.

We dream of a Municipality that leverages technology to better serve the needs of the community.

We see a Swartland where the smart city concept is used to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

(b) Context

The information in this section forms the context within which the longer-term strategy for Goal 5 was formulated.

INNOVATION

Innovation is synonymous with newness. It has to do with observing, noticing, reading the weak signals to create something new or to offer something that has never been used in a given context before. Often, being innovative has to do with anticipating change by noticing how people are living their lives.

There are two reasons why innovation is important:

- The first is to expand and improve impact across the municipal area. Innovating around the way the Municipality delivers services can enable the organisation to serve more people, with less money, less time, and better quality.
- The second reason is to avoid becoming irrelevant or out of touch with the Municipality's constituents. Fail to pick up on the weak signals, or to observe the changes in human life and human interaction in the area, and you will lose relevance and, therefore, support from citizens.

Innovation can help to:

- offer better service delivery
- reduce costs
- build relationships with communities



- establish new partnerships and relationships

Information and data must be shared to enable innovation within our organisation, our communities and the local economy.

CONNECTIVITY

Connectivity is community building. It guides the better use technology to shape policy, make informed decisions, and deliver quality public services. It changes the way we engage with our community – using existing and new platforms to engage with residents and businesses. Local government is in the business of making connections. Whether it is connecting commuters to workplaces, older adults to recreation centres, students to campuses, or families to parks, it is a municipality's job to bring residents together and bring out the best in people.

What is however needed is a new mindset, a new set of glasses, a new way of looking at things.

It is necessary for Swartland Municipality to commit to partnerships and cooperation between governments, the private sector and the community to lead change. The Swartland is part of a wider national and global community, and relationships with other South African and international towns and organisations will be mutually beneficial.

The Swartland must become a global role-player, home to globally oriented people, jobs and businesses and sustained investment in infrastructure and a great living environment. The Swartland must be an active participant in global knowledge exchange.

Global orientation and connection will lead to local opportunities and benefits.

DIGITAL TOOLS AND TECHNOLOGY

The adoption of digital tools and technologies can help the Municipality to streamline its operations, improve service delivery, and enhance communication with citizens.

For municipalities, information technology (IT) plays an important role. At every turn, municipalities must think outside the box about making things work better. An understanding and appreciation for how technology can achieve this must be in a municipality's corporate DNA, detailed and committed to in strategic plans.

Modern technology is needed for the effective delivery of local services, especially as employees and workplaces rely on mobile technology to help them do their jobs. IT infrastructure is essential for how local services connect and operate. Increased use of digital technology is needed to support business and the economy.

Digital tools and technologies can help the Municipality to make public data available to citizens, businesses, and other organisations. This can promote transparency, collaboration, and innovation.



SMART CITY CONCEPT

Municipalities can promote the Smart City concept that uses data to optimise city services, reduce energy consumption, and improve public safety.

A smart city is a concept that refers to the integration of technology, data, and innovation to improve the quality of life for its residents and the sustainability of its urban environment. The goal of a smart city is to create a more efficient, connected, and liveable city by leveraging advancements in information and communication technology (ICT).

In a smart city, various urban systems, including transportation, energy, waste management, and public safety, are integrated and optimised to enhance their performance and reduce their environmental impact. For instance, a smart transportation system may utilise real-time data to manage traffic flow, optimise public transportation routes, and reduce congestion. A smart energy system may leverage renewable energy sources to power city infrastructure and optimise energy use in buildings.

The implementation of smart city technologies also involves citizen engagement and participation to ensure that the needs and priorities of the community are addressed. This may include initiatives such as open data portals, citizen feedback platforms, and community-based innovation programmes.

Overall, the concept of a smart city aims to create a more sustainable, efficient, and liveable urban environment that can better meet the needs of its residents and businesses.

Term “smart” is generally associated with a range of technological and digital concepts and interventions, especially ICT. There also seems to be a particular focus on 4IR (4th Industrial Revolution) technologies.

However, in addition to this technology-intensive interpretation, smart could also mean “intelligent”, or “knowledge-intensive”.

The understanding of the term “technology” could be expanded to also include innovative approaches, techniques and processes, as well as non-conventional interventions and scientific innovation.

Word “city” has multiple meanings in the smart city conversation. It is a catch-all phrase that includes various types of settlements, or parts of settlements. It could refer to any of the following:

- Cities, towns and villages of any size, including those in rural locations.
- Municipalities (metropolitan, district, local).
- A custom-built greenfield development (“city”) which may or may not be linked to an existing city.
- Large new precinct developments linked to an existing city (e.g. business parks).
- Upgrading or retrofitting aspects (e.g. transportation or connectivity) or parts (e.g. an educational precinct) of an existing city or town.
- New residential, commercial or mixed-use developments, such as privately developed gated communities.



(c) Alignment with National and Provincial policy *[Updated March 2025]*

Strategic Goal 5 aligns with the following policy documents as indicated:

National Development Plan	Medium-Term Strategic Framework: 2019-2024	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 7 (Positioning South Africa in the World) Chapter 9 (Improving education, training and innovation) Chapter 13 (Building a capable and developmental state) Chapter 14 (Fighting corruption) Chapter 15 (Transforming society and uniting the country) 	<ul style="list-style-type: none"> Priority 1: A capable, ethical and developmental state Priority 2: Economic transformation and job creation Priority 7: A better Africa and world 	<ul style="list-style-type: none"> Youth Agency & Preparedness Economic and Growth Opportunities

(d) Strategic initiatives and targets *[Updated March 2025]*

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
5.1 Innovative local government	Ensure the development of an innovation policy and submit to the Mayoral Committee by June 2026			✓			
5.2 Inter-connected towns and Municipal buildings	Ensure the development of an ICT masterplan for connectivity and submit to the Mayoral Committee by June 2025		✓				
5.3 "Smart City" concept	Ensure the development of a proposal for implementing the "Smart City" concept in the Swartland and submit to the Mayoral Committee by June 2025		✓				
5.4 Increased use of digital technology	Ensure the development of a proposal for the increased use of digital technology to support business and the			✓			



Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
	economy and submit to the Mayoral Committee by June 2026						
5.5 Improved corporate image and communication	(1) Develop a proposal for innovative ways to use existing and new platforms to engage with residents and businesses and submit to the Mayoral Committee by June 2025		✓				
	(2) Investigate and submit a report to the Mayoral Committee by June 2025 on a digital people-centred application		✓				
	(3) Investigate the feasibility of a full time customer care centre and submit a report to the Mayoral Committee by June 2026			✓			
	(4) Finalise and establish a corporate identity manual and submit to Mayoral Committee by June 2024	✓					

(e) Three year budget - Strategic Goal 5 *[Updated March 2025]*

Directorate	Department / Function	2025/2026	2026/2027	2027/2028
Corporate Services	Equipment	30 000	32 000	34 000
	Secretariat and Records Management	0	0	0
	Properties, Contracts and Legal Administration	500 000	500 000	500 000
	Tourism, Library and Client Services	43 478	43 478	0
Financial Services	General and equipment	168 000	75 600	671 900
Office of the Municipal Manager	General and equipment	24 000	24 000	24 000
Electrical Engineering Services	ICT Services	2 082 530	2 668 050	2 306 800
Subtotal		2 848 008	3 343 128	3 536 700



(f) How the community can contribute

By working together community members and the Municipality can build a connected and innovative local government that serves the needs of everyone in the community.

The community can contribute to a connected and local government by attending community meetings, connecting with local representatives, whether its your councillor or a Municipal worker. Tune in to local stations and build strong personal networks.

The community can also contribute to a connected and innovative local government by doing the following:

- Provide feedback on local government services and initiatives, which can help local government officials identify areas for improvement and make more informed decisions.
- Attend local government meetings and events to stay informed about local government initiatives and provide input on decisions.
- Support local businesses and initiatives to help build a thriving local economy and promote innovation in the community.
- Get involved in community initiatives, such as volunteer programmes, neighbourhood clean-ups, or community development projects, which can help to build a stronger sense of community and foster innovation.
- Use technology to communicate with local government officials and access services to help to create a more connected and innovative government.

Overall, the community plays a critical role in creating a connected and innovative local government, and by staying informed, getting involved, and providing feedback, they can help to create a more responsive and effective local government that meets the needs of the community.

(g) Major successes since previous year [Updated March 2025]

ii. Communication:

Over the past year, the Swartland Municipality has increased the number of platforms used for communication. Electronic platforms continue to be the most effective and affordable way for mass communication. The Swartland Municipality Facebook Page has now exceeded forty thousand followers, continuing to grow month on month, increasing two-way interaction between the Municipality and the community. The platform also offers a direct messaging platform that residents use to contact the municipality with queries, which are then designated to the relevant departments and uploaded on to the collaborator system to track.



The Municipality has additionally launched a LinkedIn platform, focusing more on business and job seeker communication. This is a platform which is used internationally as a PR and communication platform to showcase the more professional and business minded side of a business. This platform has grown to close to a thousand followers.

The newest platform used is our WhatsApp Channel. This is part of the functionality of the instant messaging application, WhatsApp, that is used across South Africa. This allows for a broadcast platform to unlimited numbers and could, in time, reduce the use of SMS's as a form of mass communication. The platform allows for an unlimited number of characters to be sent, along with graphics etc. to smartphone users. The platform now exceeds 4400 followers and page insights show that messages shared on the WhatsApp channel reaches approximately 5600 accounts.

Swartland Municipality has approved its first ever corporate identity guidelines. The CI allows for a more unified brand identity across all platforms and refreshed our existing branding material.

Swartland Municipality has also rolled out its first ever smartphone application. The Collaborator Citizen application or app is a mobile application that integrates with our existing operating system. It allows residents to report service delivery challenges, receive municipal accounts and get important notifications and news directly on their phones. The expansion of the application functionality is ongoing and the team is investigating additional functionality possibilities to create online system that allows users to easily access municipal services from their phone.

The process of redesigning the municipal website is also underway with a tender process underway to appoint a service provider to do the redesign.

iii. Procured Indigent Vetting System

Leveraging the advancements of the Fourth Industrial Revolution (4IR) and embracing digitisation can have a transformative impact on service delivery. This automated Indigent Vetting Platform integrates with government systems, creating a value proposition for the municipality from a access and sustainability point of view. It streamlined and improved the process of indigent applications for those unable to pay for municipal services, particularly in poor communities. Transitioning from a manual, paper-based system to an accessible, paperless, and expeditious electronic process is a significant step towards efficiency and inclusivity.

During April 2023, the Municipality went out on tender for the provision of a web-based indigent management and income verification system. This was done to address Auditor General queries, and to increase Swartland Municipality's ability to identify unlawful indigent applications through an electronic verification system linked to the department of Home Affairs, SASSA and other lawful credit regulatory systems.

The process currently in use:



1. Digital Transformation: The process embraces a comprehensive digital transformation by automating and digitising the entire indigent support application process. These includes electronic submissions, document uploads, and real-time application status tracking.
2. Artificial Intelligence (AI) and Automation: The process Integrate AI and automation technologies to streamline application vetting processes. AI algorithms help analyse data and identify qualifying criteria, expediting the approval process.
3. Data Analytics for Decision-Making: Utilise data analytics tools to analyse trends, identify patterns, and make data-driven decisions.
4. Cloud-Based Storage of applications and supporting documentation: Implement cloud-based solutions to ensure scalability, flexibility, and accessibility. Cloud platforms enhance data storage, security, and overall system performance.
5. Mobile Accessibility: The process was designed for the applications to be mobile-friendly, i.e., handhelds to perform applications and auditing when officials are in the field.
6. Block chain for Security and Transparency: Explore block chain technology for enhanced security and transparency in data management between the municipal financial system and the third party's system. This build trust in the community by providing an immutable and transparent record of transactions.
7. Cybersecurity Measures: Implement robust cybersecurity measures to safeguard sensitive data and ensure the privacy of applicants. This is crucial for building trust in the electronic application process.
8. Continuous Innovation: The process aims to foster a culture of continuous innovation, staying abreast of emerging technologies and incorporating them into the system as appropriate.

By embracing the principles of the Fourth Industrial Revolution, the project not only expedite the application process, but also paved the way for more efficient, transparent, and citizen-centric service delivery, contributing to the overall improvement of support services for indigent households.

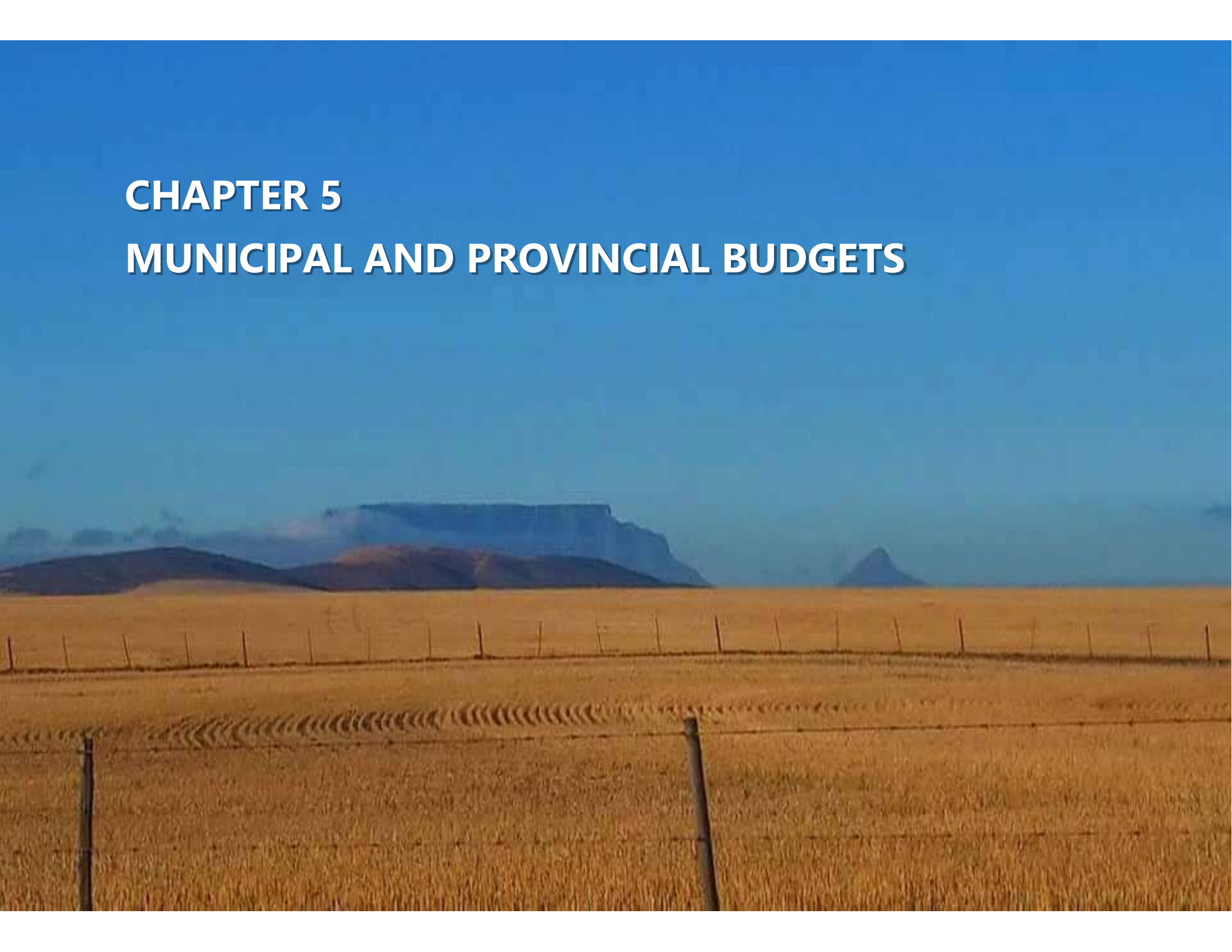
Had the vetting system not been implemented, the indigent register would have inaccurately stood between 9 909 – 10 135 during February 2024. Thanks to our diligent vetting process, the current register now accurately reflects 9 010 qualifying indigent households, spread through Swartland municipal area.

The vetting and audit of the indigent register have been instrumental in rectifying inaccuracies and ensuring that indigent benefits are allocated to those truly in need. This process underscores our commitment to transparency, accountability, and responsible governance.



CHAPTER 5

MUNICIPAL AND PROVINCIAL BUDGETS



5.1 MUNICIPAL BUDGETS

(a) Three-year capital budget per department *[Updated March 2025]*

Department	Division / Service	2025/2026	2026/2027	2027/2028
Office of the Municipal Manager	Equipment MM	12 000	12 000	12 000
	Equipment Council	12 000	12 000	12 000
Subtotal		24 000	24 000	24 000
Infrastructure & Civil Engineering Services	Equipment	58 000	60 000	62 000
	Parks and Recreation	1 252 000	1 879 950	1 912 675
	Sewerage	13 536 000	4 982 000	18 230 109
	Sports Fields	958 645	297 470	0
	Roads	60 741 299	60 585 204	27 657 675
	Storm water	618 000	620 000	1 122 000
	Water Services	24 714 092	42 225 331	78 734 149
	Buildings and Infrastructure Maintenance	1 562 000	34 000	36 000
	Solid Waste and Landfill Management	33 846 461	5 529 126	17 384 800
	Cemeteries	300 000	0	0
Subtotal		137 287 389	116 213 081	145 139 408
Corporate Services	Equipment	30 000	32 000	34 000
	Secretariat and Records Management	0	0	0
	Properties, Contracts and Legal Administration	500 000	500 000	500 000
	Tourism, Library and Client Services	43 478	43 478	0
Subtotal		573 478	575 478	534 000
Development Services	Equipment	50 000	52 000	54 000
	Community Development	0	0	0
	Development Management	0	0	0
	Human Settlements / Housing Administration	51 094 362	39 735 985	52 476 713
	Caravan Park Yzerfontein	36 000	38 000	40 000
Subtotal		51 290 362	39 825 985	52 570 713



Department	Division / Service	2025/2026	2026/2027	2027/2028
Electrical Engineering Services	Equipment	400 000	420 000	500 000
	ICT Services	2 082 530	2 668 050	2 306 800
	Electrical Infrastructure, Operations, Maintenance and Construction	85 683 000	59 085 450	57 134 808
Subtotal		88 165 530	62 173 500	59 941 608
Financial Services	Financial Services General	168 000	75 600	671 900
Subtotal		168 000	75 600	671 900
Protection Services	Traffic/Law Enforcement Operations and Vehicle Licensing Administration	1 022 020	836 430	412 125
	Disaster Management, Fire and Emergency Services	300 000	300 000	200 000
Subtotal		1 322 020	1 136 430	612 125
TOTAL		279 019 887	220 024 074	259 493 754

(b) Ten largest capital projects - 2025/2026 [Updated March 2025]

Project	Budget	Source(s) of finance
Roads Swartland: Construction of New Roads	44 027 405	CRR & MIG
Malmesbury De Hoop 132/11kV Substation, 132kV transmission line, servitudes and 132kV Eskom connection	30 730 014	External Loan
Malmesbury De Hoop Serviced Sites (Streets & Stormwater)	23 685 013	DHS
Highlands: Development of new cell	23 435 581	MIG & External Loan
Malmesbury De Hoop Development: Electrical Bulk supply upgrading	17 821 124	INEP
Roads Swartland: Resealing of Roads	15 500 000	CRR & MIG
Malmesbury De Hoop Serviced Sites (2000)	10 315 000	CRR
Moorreesburg Development 645 IRDP erven. Electrical infrastructure and	7 550 000	CRR
Water networks: Upgrades and Replacement	6 700 000	WSIG
Malmesbury De Hoop Serviced Sites (Sewerage)	6 923 312	DHS

The ten largest capital projects represent a total budget of R 186 687 449 which is 66.9% of the total capital budget.



(c) Three year capital budget per IDP strategic goal [Updated March 2025]

Strategic Goal	2025/2026	%	2026/2027	%	2027/2028	%
1: Community safety and wellbeing	7 942 020	2.85%	1 136 430	0.52%	612 125	0.24%
2: Economic transformation	0	0	0	0	0	0
3: Quality and reliable services	223 669 497	80.16%	175 718 531	79.86%	202 774 216	78.14%
4: A healthy and sustainable environment	44 560 362	15.97%	39 825 985	18.10%	52 570 713	20.26%
5: A connected and innovative local government	2 848 008	1.02%	3 343 128	1.52%	3 536 700	1.36%
TOTAL	279 019 887	100.0	220 024 074	100.0	259 493 754	100.0

(d) Three year operating budget per IDP strategic goal [Updated March 2025]

Strategic Goal	2025/2026	%	2026/2027	%	2027/2028	%
1: Community safety and wellbeing	133 562 193	9.23%	140 933 717	9.00%	148 775 821	9.95%
2: Economic transformation	30 000	0.0	30 000	0.0	30 000	0.0
3: Quality and reliable services	953 497 821	65.90%	1 020 205 636	65.14%	1 088 795 490	72.83%
4: A healthy and sustainable environment	167 150 862	11.55%	199 613 360	12.75%	39 267 616	2.63%
5: A connected and innovative local government	192 735 509	13.32%	205 425 453	13.12%	218 105 618	14.59%
TOTAL	1 446 976 385	100.0	1 566 208 166	100.0	1 494 954 545	100.0



5.2 SWARTLAND MUNICIPALITY'S FINANCIAL ALLOCATIONS *[Updated March 2025]*

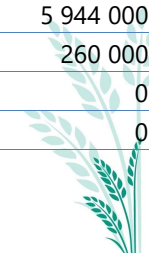
(a) The Division of Revenue Bill (DORA) - Government Gazette 52061 of 7 February 2025 *[Updated March 2025]*

Grant	2025/2026	2026/2027	2027/2028
Equitable share	165 310 000	175 560 000	183 499 000
Local Government Financial Management Grant	1 700 000	1 800 000	1 969 000
Municipal Infrastructure Grant (MIG)	25 405 000	27 293 000	28 388 000
Integrated National Electrification Programme (Municipal) Grant	21 322 000	20 868 000	21 811 000
Integrated National Electrification Programme (Eskom) Grant	172 000	0	0
Water Services Infrastructure Grant	17 044 000	0	0
Expanded Public Works Programme	1 969 000	0	0
TOTAL	232 922 000	225 521 000	235 667 000

(b) Provincial Gazette Extraordinary 8892 of 7 March 2024

Note: The Provincial budget was not yet available at the time when the IDP document was finalised. This is merely due to the fact that the National budget was postponed to the 12th of March 2025.

Grant	2024/2025	2025/2026	2026/2027
Informal settlements upgrading partnership grant	18 686 000	3 000 000	3 000 000
Human Settlements Development Grant	164 948 000	224 958 000	229 000 000
Financial assistance for maintenance and construction of transport infrastructure	170 000	190 000	199 000
Library service: Replacement funding for most vulnerable B3 municipalities	6 572 000	6 792 000	6 974 000
Community Library Services Grant	5 480 000	5 492 000	5 739 000
Thusong Service Centres Grant (Sustainability: Operational Support Grant)	150 000	0	0
Resourcing funding for establishment and support of a K9 unit	3 772 000	4 100 000	4 220 000
Resourcing Funding for establishment of Law Enforcement Rural Safety Unit	5 712 000	5 838 000	5 944 000
Municipal accreditation and capacity building grant	249 000	249 000	260 000
Title Deeds Restoration Grant	30 000	26 000	0
Development of sport and recreation facilities	500 000	0	0



Grant	2024/2025	2025/2026	2026/2027
Community Development Workers Operational Support Grant	38 000	38 000	38 000
TOTAL	206 307 000	250 683 000	255 374 000

5.3 PROVINCIAL BUDGETS *[Updated March 2024]*

Note: The Provincial budget was not yet available at the time when the IDP document was finalised. This is merely due to the fact that the National budget was postponed to the 12th of March 2025.



ANNEXURE 1

DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2025/26 (pilot)

The following indicators are being reported on as a **pilot** during the 2025/2026 financial year:

OUTPUT INDICATORS FOR QUARTERLY REPORTING

EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes
EE3.21	Percentage of planned maintenance performed
ENV3.11	Percentage of recognised informal settlements receiving basic waste removal services
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed
TR6.13	KMs of new municipal road network
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time
WS1.11	Number of new sewer connections meeting minimum standards
WS2.11	Number of new water connections meeting minimum standards
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)
WS3.21	Percentage of callouts responded to within 48 hours (water)
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services
LED3.11	Average time taken to finalise business license applications
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process



LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission
GG1.21	Staff vacancy rate
GG1.22	Percentage of vacant posts filled within 6 months
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)
GG2.12	Percentage of wards that have held a quarterly councillor-convened community meeting
GG2.31	Percentage of official complaints responded to through the municipal complaint management system
GG5.11	Number of active suspensions longer than three months
FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget
FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget
FM1.13	Total Operating Revenue as a percentage of Total Operating Revenue Budget
FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget
FM1.21	Funded budget (Y/N) (Municipal)
FM3.11	Cash/Cost coverage ratio
FM3.13	Trade payables to cash ratio
FM3.14	Liquidity ratio
FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)
FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website
FM6.13	Percentage of tender cancellations
FM7.11	Debtors payment period
FM7.12	Collection rate ratio

COMPLIANCE INDICATORS FOR QUARTERLY REPORTING

- C1 Number of signed performance agreements by the MM and section 56 managers:
- C2 Number of ExCo or Mayoral Executive meetings held:



- C3 Number of Council portfolio committee meetings held:
- C4 Number of MPAC meetings held:
- C6 Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:
- C7 Number of formal (minuted) meetings - to which all senior managers were invited- held:
- C8 Number of councillors completed training:
- C9 Number of municipal officials completed training:
- C10 Number of work stoppages occurring:
- C11 Number of litigation cases instituted by the municipality:
- C12 Number of litigation cases instituted against the municipality:
- C13 Number of forensic investigations instituted:
- C14 Number of forensic investigations concluded:
- C15 Number of days of sick leave taken by employees:
- C17 Number of temporary employees employed:
- C18 Number of approved demonstrations in the municipal area:
- C19 Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings:
- C20 Number of permanent environmental health practitioners employed by the municipality:
- C22 Number of Council meetings held:
- C23 Number of disciplinary cases for misconduct relating to fraud and corruption:
- C24 Number of council meetings disrupted
- C25 Number of protests reported
- C26 R-value of all tenders awarded
- C27 Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:
- C28 R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:



- C29 Number of approved applications for rezoning a property for commercial purposes:
- C30 Number of business licenses approved:
- C32 Number of positions filled with regard to municipal infrastructure:
- C33 Number of tenders over R200 000 awarded:
- C34 Number of months the Municipal Managers' position has been filled (not Acting):
- C35 Number of months the Chief Financial Officers' position has been filled (not Acting):
- C36 Number of vacant posts of senior managers:
- C38 Number of filled posts in the treasury and budget office:
- C40 Number of filled posts in the development and planning department
- C42 Number of registered engineers employed in approved posts
- C43 Number of engineers employed in approved posts:
- C44 Number of disciplinary cases in the municipality:
- C45 Number of finalised disciplinary cases:
- C47 Number of waste management posts filled:
- C49 Number of electricians employed in approved posts:
- C51 Number of filled water and wastewater management posts:
- C56 Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)
- C57 Number of registered electricity consumers with an embedded generation system
- C58 Total non-technical electricity losses in MWh (estimate)
- C59 Number of municipal buildings that consume renewable energy
- C61 Total number of chemical toilets in operation
- C63 Total volume of water delivered by water trucks
- C67 Number of paid full-time firefighters employed by the municipality



- C68 Number of part-time and firefighter reservists in the service of the municipality
- C69 Number of 'displaced persons' to whom the municipality delivered assistance
- C71 Number of procurement processes where disputes were raised
- C73 Number of structural fires occurring in informal settlements
- C74 Number of dwellings in informal settlements affected by structural fires (estimate)
- C76 Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders
- C77 B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
- C78 B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
- C79 B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
- C84 Number of building plans submitted for review
- C86 Number of households in the municipal area registered as indigent
- C89 Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum
- C92 Number of agenda items deferred to the next council meeting
- C93 Number of awards made in terms of SCM Reg 32
- C94 Number of requests approved for deviation from approved procurement plan
- C98 Number of building plan applications approved
- C100 Quarterly salary bill of suspended officials
- C102 Number of incidents of improper disposal of medical waste responded to by the municipality
- C103 Number of notifiable medical condition investigations following the prescribed protocols
- C104 Number of foodborne disease outbreak investigations following the prescribed protocols

OUTPUT INDICATORS FOR ANNUAL REPORTING

- ENV4.11 Percentage of biodiversity priority area within the municipality



TR6.11	Percentage of unsurfaced road graded
WS5.31	Percentage of total water connections metered
GG3.12	Percentage of councillors who have declared their financial interests
FM2.21	Cash backed reserves reconciliation at year end
FM3.12	Current ratio (current assets/current liabilities)
FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
FM5.12	Percentage of total capital expenditure funded from capital conditional grants
FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets
FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property
FM7.31	Net Surplus /Deficit Margin for Electricity
FM7.32	Net Surplus /Deficit Margin for Water
FM7.33	Net Surplus /Deficit Margin for Wastewater
FM7.34	Net Surplus /Deficit Margin for Refuse

OUTCOME INDICATORS FOR ANNUAL REPORTING

EE4.4	Percentage total electricity losses
HS3.5	Percentage utilisation rate of community halls
HS3.6	Average number of library visits per library
HS3.7	Percentage of municipal cemetery plots available
TR6.2	Number of potholes reported per 10kms of municipal road network
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline
WS3.2	Frequency of water mains failures per 100 KMs of pipeline
WS3.3	Frequency of unplanned water service interruptions



WS4.1	Percentage of drinking water samples complying to SANS241
WS4.2	Percentage of wastewater samples compliant to water use license conditions
WS5.1	Percentage of non-revenue water
WS5.2	Total water losses
WS5.4	Percentage of water reused
FD2.2	Fire Services function in accordance with prescribed requirements
GG1.1	Percentage of municipal skills development levy recovered
GG1.2	Top management stability
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)
GG4.1	Percentage of councillors attending council meetings
FM1.1	Percentage of expenditure against total budget
FM2.1	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)
FM2.2	Percentage change in cash backed reserves reconciliation
FM3.1	Percentage change in cash and cash equivalent (short term)
FM4.1	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure
FM4.2	Percentage of total operating expenditure on remuneration
FM4.3	Percentage of total operating expenditure on contracted services
FM5.1	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure
FM5.2	Percentage change of renewal/upgrading of existing Assets
FM5.3	Percentage change of repairs and maintenance of existing infrastructure
FM7.1	Percentage change in Gross Consumer Debtors' (Current and Non-current)
FM7.2	Percentage of Revenue Growth excluding capital grants
FM7.3	Percentage of net operating surplus margin



COMPLIANCE INDICATORS FOR ANNUAL REPORTING

- C5 Number of recognised traditional leaders within your municipal boundary
- C21 Number of approved environmental health practitioner posts in the municipality
- C31 Number of approved posts in the municipality with regard to municipal infrastructure:
- C37 Number of approved posts in the treasury and budget office:
- C39 Number of approved posts in the development and planning department:
- C41 Number of approved engineer posts in the municipality:
- C46 Number of approved waste management posts in the municipality:
- C48 Number of approved electrician posts in the municipality:
- C50 Number of approved water and wastewater management posts in the municipality:
- C52 Number of maintained sports facilities
- C53 Square meters of maintained public outdoor recreation space
- C54 Number of municipality-owned community halls
- C60 Total number of sewer connections
- C62 Total number of Ventilation Improved Pit Toilets (VIPs)
- C95 Number of residential properties in the billing system
- C96 Number of non-residential properties in the billing system
- C97 Number of properties in the valuation roll
- C101 Number of dismissals for fraud and corruption

COMPLIANCE QUESTIONS FOR ANNUAL REPORTING

- Q1. Does the municipality have an approved Performance Management Framework?
- Q2. Has the IDP been adopted by Council by the target date?
- Q3. Does the municipality have an approved LED Strategy?



- Q4. What are the main causes of work stoppage in the past quarter by type of stoppage?
- Q5. How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
- Q6. When was the last scientifically representative community feedback survey undertaken in the municipality?
- Q7. What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
- Q8. Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:
- Q9. Does the municipality have an Internal Audit Unit?
- Q10. Is there a dedicated position responsible for internal audits?
- Q11. Is the internal audit position filled or vacant?
- Q12. Has an Audit Committee been established? If so, is it functional?
- Q13. Has the internal audit plan been approved by the Audit Committee?
- Q14. Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
- Q15. Does the internal audit plan set monthly targets?
- Q16. How many monthly targets in the internal audit plan were not achieved?
- Q17. Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?
- Q18. What economic incentive policies adopted by Council does the municipality have by date of adoption?
- Q19. Is the municipal supplier database aligned with the Central Supplier Database?
- Q20. What is the number of steps a business must comply with when applying for a construction permit before final document is received?
- Q22. Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
- Q23. Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
- Q24. Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
- Q25. Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?

