



Annexure to Item 8.2

Swartland Municipality

AMENDMENTS TO THE INTEGRATED DEVELOPMENT PLAN

**Memorandum in terms of Regulation 3(2)(a) of the Municipal Planning
and Performance Management Regulations, 2001**

Draft March 2026

SECTIONS THAT ARE UPDATED OR AMENDED

Section	Page
Forewords	
▪ Municipal Manager, Joggie Scholtz [Updated]	1
Chapter 1: 1.3 Swartland Profile [Updated]	3
1.5 IDP Process [Updated]	6
1.8 Organisational Structure [Updated]	7
Chapter 2: Policy Framework	8
2.2 National Policy [Updated]	8
2.5 Municipal Policy [Updated]	10
Chapter 3: Analysis	34
3.3 Community Needs [Updated]	34
(e) Top 10 Ward committee priorities [Updated]	34
Chapter 4: Strategy	37
4.1 Strategic Goal 1: Community Safety and Wellbeing [Updated]	37
4.2 Strategic Goal 2: Economic Transformation [Updated]	49
4.3 Strategic Goal 3: Quality and Reliable Services [Updated]	58
4.4 Strategic Goal 4: A Healthy and Sustainable Environment [Updated]	62
4.5 Strategic Goal 5: A connected and innovative Local Government [Updated]	63
Chapter 5: Municipal and Provincial Budgets	66
5.1 Municipal Budget [Updated]	66
5.2 Swartland Municipality's Financial Allocations [Updated]	68
5.3 Provincial Budget [Awaiting Provincial budgets]	69
Annexure 1: DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2026/27 (pilot)	70

FROM THE DESK OF THE MUNICIPAL MANAGER *[Updated March 2026]*



The Integrated Development Plan (IDP) for the Swartland municipal area is instrumental in executing the organisation's strategy. 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 92.99%, operating spending 95.29% and an average collection rate of 96.29% over the same period.

The Municipality's financial sustainability in terms of funding capital projects from the capital replacement reserve was R79.64 million for 2024/25 and our spending on roads infrastructure was R22.7 million.

99.3% of our urban households have access to piped water, 96.9% to sanitation, 98.4% to electricity and 86.8% to refuse removal *(2025/26 MERO Report)*

We completed the installation of civil engineering services to De Hoop Phase 2 A and a portion of 2 B Housing Project (1 515 opportunities), Moorreesburg Housing Project (652 opportunities) & Darling Phase 1 Housing Project (186 opportunities) 30 June 2025. We are currently busy with the installation of civil engineering services to De Hoop 2B, of which section G (246 opportunities) is completed and Section L (329 opportunities) will be completed during this financial year. The total cost for De Hoop is estimated at R 314 821 670.00. The balance of the project will be completed within the next 2 financial years link to the availability of funds from the Department of Infrastructure.

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

CHAPTER 1: INTRODUCTION

1.1 SWARTLAND PROFILE *[Updated March 2026]*

(a) Summary of demographic data *[Updated March 2026 with figures from the Census 2022 and 2025/26 MERO report]*

Swartland Municipal Area: At a Glance

DEMOGRAPHICS



Population

Census 2022 (StatsSA)

148 331



Household

Census 2022 (StatsSA)

44 856

GENDER, AGE AND RACE DYNAMICS

Population by Age Group



0-14 years
Children
23.40%



Working age population
15-65 years
70.04%



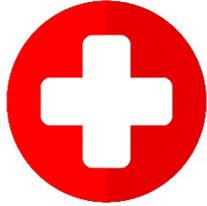
65+ years
Aged
6.56%



Racial Composition

Indian or Asian	0.4%
White	15.7%
Black African	18.3%
Coloured	64.1%
Other / Unspecified	1.5%

HEALTH



Primary Health Care Facilities

6

(excl. mobile/satellite clinics)

Teenage pregnancy

Delivery rate
women aged 10 – 19

16.9%
(2024/2025)

Immunisation Rate

59.7%
(2024/2025)

EDUCATION

Learner- Teacher Ratio 32.5%

Learner Enrolment 20 686 (2025)

Learner Retention Rate 73.8% (grades 10 to 12)

Matric Pass Rate 88.7% (2024)



POVERTY, INCOME & INEQUALITY

Gini Coefficient 0.540 in 2024 vs 0.558 in 2019

Poverty Headcount Rate (LBPL) 53.9%



BASIC SERVICE DELIVERY

Access to
Housing
93.3%



Access to Water
99.3%



Access to Refuse
Removal
86.8%



Access to
Electricity
98.4%

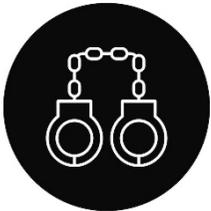


Access to
Sanitation
96.9%



SAFETY AND SECURITY

Actual number of reported cases in 2024



Residential
Burglaries
686

DUI
118

Drug-related
Crimes
996

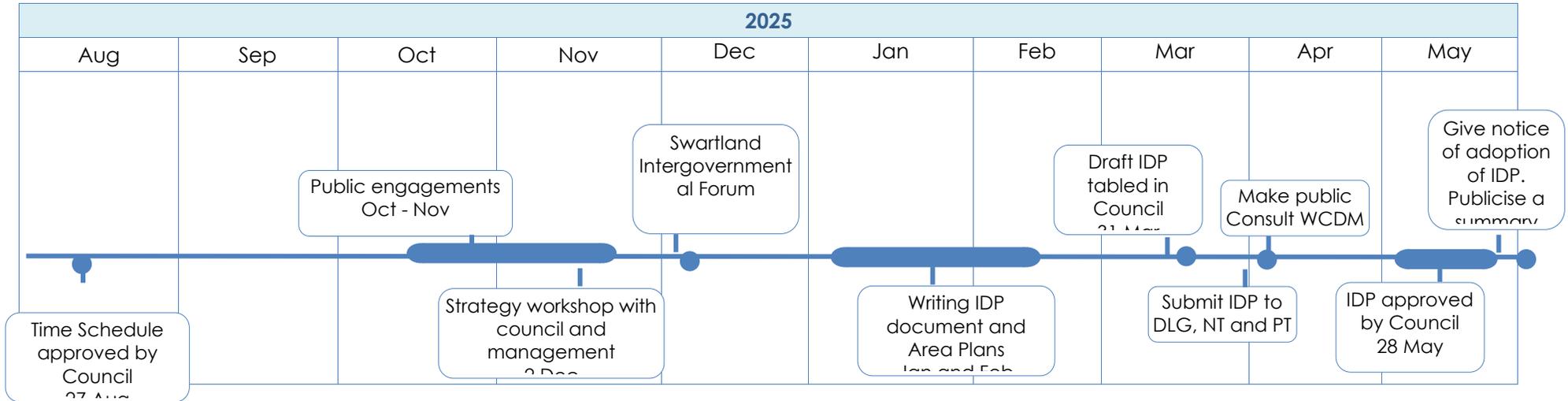
Murder
36

Sexual
Offences
118

1.5 IDP PROCESS

1.2 IDP PROCESS

(b) Annual review process *[Updated March 2026]*



1.8 ORGANISATIONAL STRUCTURE *[Updated March 2026]*



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)



Henry Witbooi
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

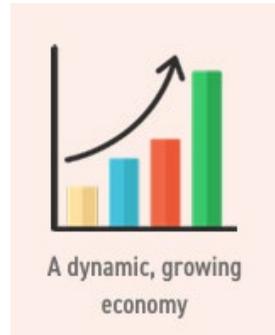
- Development Management
- Community Development
- Human Settlements / Housing Admin
- Environmental Affairs

CHAPTER 2: POLICY FRAMEWORK

2.2 National Policy

(a) Medium Term Strategic Framework (2024 - 2029) *[Updated March 2026]*

The MTDP 2024–2029 sets out five goals for the next five years. These are intended to guide the actions of government in pursuing the goals of the NDP.



To achieve these five goals, the MTDP identifies the following three Strategic Priorities that will be implemented across the state:

Strategic Priority 1: Drive inclusive growth and job creation.

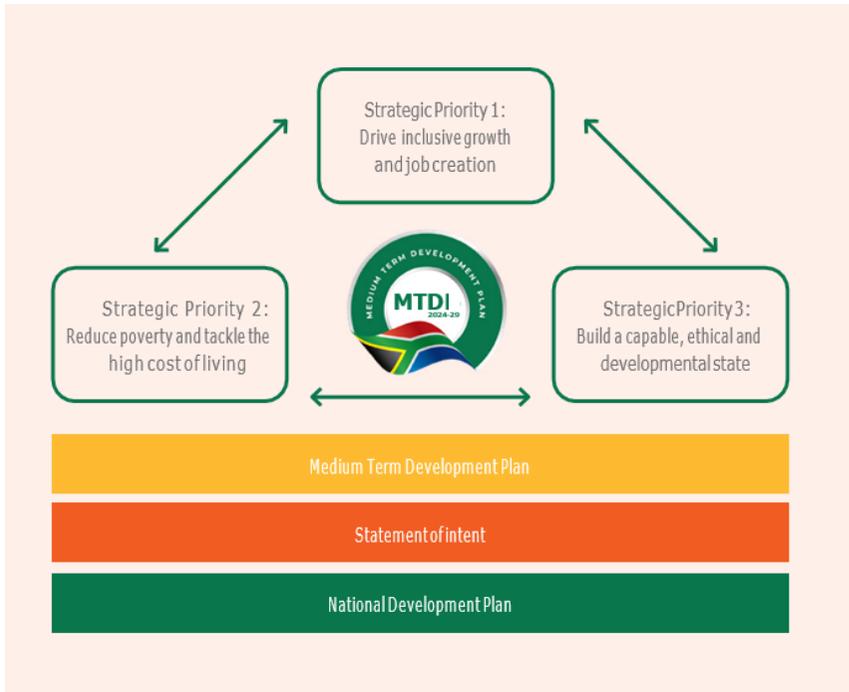
All spheres of government, clusters, and sectors must prioritise interventions aimed at stimulating more rapid and inclusive growth. Rapid, inclusive, and sustained economic growth is essential to achieve all five goals of government. A growing economy means more jobs, reduced poverty, and greater revenues supporting expanded social spending. Moreover, inclusive growth is necessary to promote social cohesion and reduce crime. Achieving more rapid growth requires government to focus on creating the conditions for increased private sector investment, innovation, productivity, and international competitiveness. In the medium term, a target growth rate of above 3.0% will be required by 2029 to support a sustained increase in employment.

Strategic Priority 2: Reduce poverty and tackle the high cost of living.

Strategic Priority 2 seeks to reduce poverty and tackle the high cost of living. Its interventions provide a means through which South Africans can rise above poverty that has been passed down from one generation to the next. Approximately 30.3 million South Africans (55.5% of the population) live in poverty, as defined by the national upper-bound poverty line. Of this, a total of 13.8 million people (25% of the population) experience food poverty. An extensive social protection system is therefore necessary to avert destitution for more than half of the South African population

Strategic Priority 3: Build a capable, ethical, and developmental state.

Achieving the first two Strategic Priorities will require a capable state that can deliver on the country’s developmental objectives. Several interventions that build the capability of the state will be outlined in Chapter 5. Effective policymaking requires a clear vision and priorities, institutions of decision-making that are robust and adaptable to ensure policy coherence and make choices when trade-offs occur, and the capacity to implement these consistently and effectively.



2.5 MUNICIPAL POLICY

(a) Status of sector plans and policies *[Updated March 2026]*

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
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	Review not amended	May 2025
Communication Strategy	Mart-Marié Haasbroek	Review not amended	May 2025
Contract Management Policy	Madelaine Terblanche	Reviewed, not amended	February 2026
Disability Policy	Sunet de Jongh	Approved	Dec 2018
Employment Equity Plan	Sunet de Jongh	Approved	Sep 2025
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	Mar 2026
Lending Policy for library material	Ilse Loock	Reviewed, not amended	Mar 2026
Organogram	Sunet de Jongh	Approved	May 2025
Privacy Policy	Sunet de Jongh	Approved	Jun 2021
Public Participation Policy	Mart-Marié Haasbroek	Reviewed, amended	Dec 2025

Sector plan/policy	Responsible official	Current status	Approval date
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	Reviewed, not amended	May 2025
System of Delegations	Madelaine Terblanche	To be reviewed May 2026	May 2025
Transfer of Municipal Assets Policy	Madelaine Terblanche	Reviewed, not amended	February 2026
Rules and Procedures for Ward Committees	Nicolette Brand	Approved	July 2024
Website Placement Policy	Mart-Marié Haasbroek	Approved	2010
Workplace Skills Plan	Sunet de Jongh	Completed	1 May 2025
DEVELOPMENT SERVICES			
Air Quality Management Plan	Sheldon Visagie	Approved	Jul 2019
Climate Change and Hazard Risk Areas Study	Alwyn Zaayman	Approved	Feb 2026
Growth Model	Alwyn Zaayman	Approved	2018
Guidelines on ECD	Hillary Balie	Approved	2020
Housing Pipeline	Sylvester Arendse	Approved	Feb 2026
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	2025
Social Development Policy and Strategy	Hillary Balie	Approved	2025
Persons with Disability Policy	Hillary Balie	Approved	May 2021
Street Name Policy	Alwyn Zaayman	Approved	Sep 2019
Spatial Development Framework	Alwyn Zaayman	Amended	2025
ELECTRICAL ENGINEERING SERVICES			
Disaster Recovery Plan and Business Continuity Plan for the IT function	Johan Pienaar	Reviewed	May 2025
Electricity Master Plans	Thys Möller	Reviewed and approved	May 2025
FINANCIAL SERVICES			
Asset Management Policy	Arina Beneke	Reviewed and amended	May 2025

Sector plan/policy	Responsible official	Current status	Approval date
Budget Implementation Policy	Hilmary Papier	Reviewed and amended	May 2025
Cash Management and Investments Policy	Riaan Alberts	Reviewed, not amended	May 2025
Cost Containment Policy	Mark Bolton	Reviewed, not amended	May 2025
Credit Control and Debt Collection Policy	Preston Sheldon/N Miggel	Reviewed, not amended	May 2025
Debt and Borrowing Management Policy	Riaan Alberts	Reviewed and amended	May 2025
Fleet management policy	Arina Beneke	Reviewed and amended	May 2025
Funding and Reserves Policy	Riaan Alberts	Reviewed and amended	May 2025
Indigent Policy	Preston Sheldon/N Miggel	Reviewed, and amended	May 2025
Preferential Procurement Policy	Pieter Swart	Amended	Mar 2025
Insurance Management Policy	Arina Beneke	Reviewed, and amended	May 2025
Management and administration of immovable property	Arina Beneke	Reviewed, not amended	May 2025
Property Rates Policy	Louwrence Lesch	Reviewed, not amended	May 2025
Supply Chain Management Policy	Pieter Swart	Amended	Mar 2025
Tariff Policy	Louwrence Lesch	Reviewed and amended	May 2025
Policy on Unauthorised, Irregular or Fruitless and Wasteful Expenditure	Mark Bolton	Reviewed and amended	May 2025
OFFICE OF THE MUNICIPAL MANAGER			
Economic Development and Recovery Plan	Olivia Fransman	Approved	May 2025
Enterprise Risk Management Policy	Jurene Erasmus	Reviewed and Approved	Mar 2025
Fraud Prevention and Anti-Corruption Strategy	Jurene Erasmus	Reviewed and Approved	Mar 2025

Sector plan/policy	Responsible official	Current status	Approval date
Internal Audit Charter	Jurene Erasmus	Reviewed and Approved	Nov 2025
Internal Audit Strategy	Jurene Erasmus	Reviewed and Approved	Feb 2026
Integrated Development Plan	Olivia Fransman	Approved	May 2025
Performance Management and Development Policy	Olivia Fransman	Amended	Jun 2025
Performance & Risk Audit Committee Charter	Jurene Erasmus	Reviewed and Approved	Dec 2025
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 2025
PROTECTION SERVICES			
Business Continuity and Disaster Recovery Plan	Roysten Harris	Reviewed	Feb 2026
Core Municipal Disaster Risk Management Plan	Roysten Harris	Reviewed	Feb 2026
Support in the case of Small Disasters	Roysten Harris	Reviewed	Mar 2025
Safety Plan	Phillip Humphreys	Approved	May 2023

(b) **Financial Plan** *[Updated May 2026]*

A FINANCIAL PERSPECTIVE - FINANCING THE FUTURE GIVEN THE STRUCTURAL WEAKNESSES IN THE MACRO ENVIRONMENT COMPOUNDED BY THE IMPACT OF THE MIDDLE EAST CRISES

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.
- Impact of the middle east war on the already weak SA economy growth

CURRENT MIDDLE EAST WAR - South Africa is not in a position to absorb or provide some form of relieve to cushion the shock of much higher oil prices. An elevated oil price means higher prices across the SA-Economy. High inflation has the effect of higher food prices because of the link to agriculture because of the flow of fertilizer that flows through the Strait of Hormuz. All of this will pressure the cost of living with the SARB ultimately keeping interest rate higher for longer. The challenge however lies in the uncertainty of SA being able to navigate this uncertain period.

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 32 million in 2025.

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 – downturn, it is estimated that the global economy will realise a downturn of a reduced 2.7%
- Electricity supply constraints costing the municipality in excess of R40 million
- A failing State
- Potential of drought when considering the state of the WC Water Supply System
- 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. mSCOA Regulations, GRAP etc.
- Struggling South African Economy (Local and Geopolitical tensions/war placing further strain on the SA-economy)
- Middle East War, Brent crude increasing by around 50% since start, will result in continued upward pressure on cost of living;
- Resultant reduced disposable income levels compounding prevailing poverty levels/conditions in our area;
- Funding to address additional service delivery challenges; i.e service delivery fit for future need;
- More expensive/expanded service delivery model tipping scale?
- Revenue leakage where approved tariffs are not billed for other services not part of the municipal account;
- Fuel price increases and its impact on disposable income levels;
- National risks impacting financial sustainability;
- Increasing cost of fuel on the municipal operations;
- Slower recovery of the economy;
- Ability to collect revenue in challenging environments;

- The upward pressure and multiplier effect of increases in staff salaries above inflation.

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
- The awarding of certain multi-year tenders to be prohibited given the reduction of grants in outer years
- National risks impacting financial sustainability
- Revenue streams from trading and economic services insufficient, given the impact of Capital budget programs and Indigents on the Operating account
- Fluid policy environment allowing for rapid changing economic circumstances
- Future operational cost as a result of accelerated housing opportunities, Landfill sites cost of compliance and Rehabilitation, ± R87.3mil costs over the next 4 to 6 years

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

- 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 & SANITATION BASED ON A COST OF SUPPLY STUDY TO INFORM FUTURE FIT

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 8 918 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 8 146 households
- Approximately 40% of households on residential properties receive subsidized refuse removal
- Property rates subsidised to R105 000

- These services amount to approximately R98 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.

To have a zero tolerance approach when consumers are able pay but don't.

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) ▪ Impact of increased oil prices ▪ Cost of living ▪ Agriculture supply chains under pressure 	<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 ▪ Housing opportunities ▪ Dignified living

SIGNIFICANT COST DRIVERS FURTHER IMPACTING THE COST OF SERVICES

- Cost of/and multiplier effect of inflationary pressures as a result of the middle East war
- 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 – 32% of total operating expenditure
- Total Salaries – 28% of total operating expenditure
- Fuel cost – 45% budget increase
- More expensive/expanded service delivery model tipping scale?

- Solid Waste Cost Drivers Growing faster than Revenue Generated from the Service

SMART USE OF EQUITABLE SHARE

The current number of indigents in the Swartland municipal area are approximately 8 918. 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?

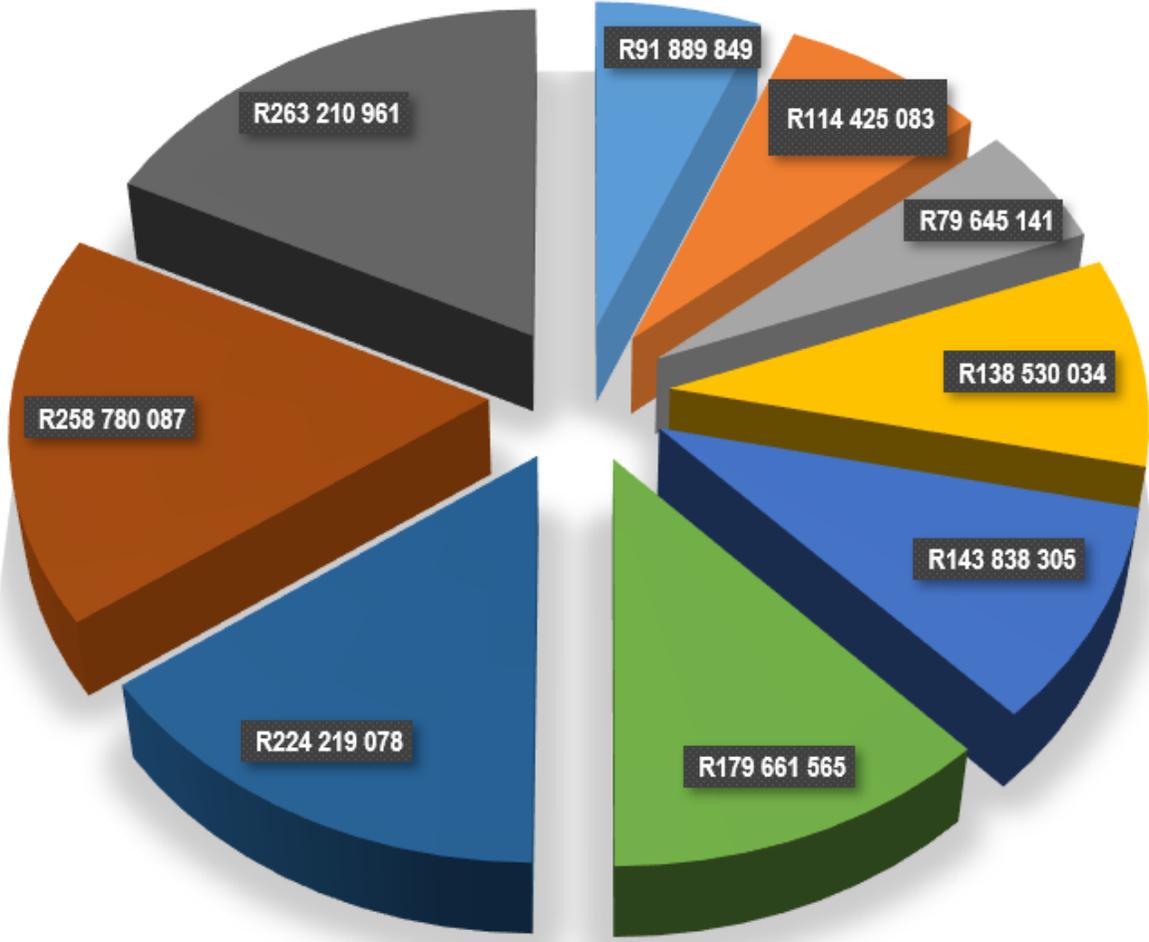
Summary of equitable share	2026/2027	2027/2028	2028/2029
Allocation from National Treasury	R175 682 000	R185 898 000	R188 509 000
Free basic services for indigent households	-R97 890 910	-R115 058 163	-R135 780 180
Financing of other community services and servicing informal settlements	-R77 791 090	-R70 839 837	-R52 728 820
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.

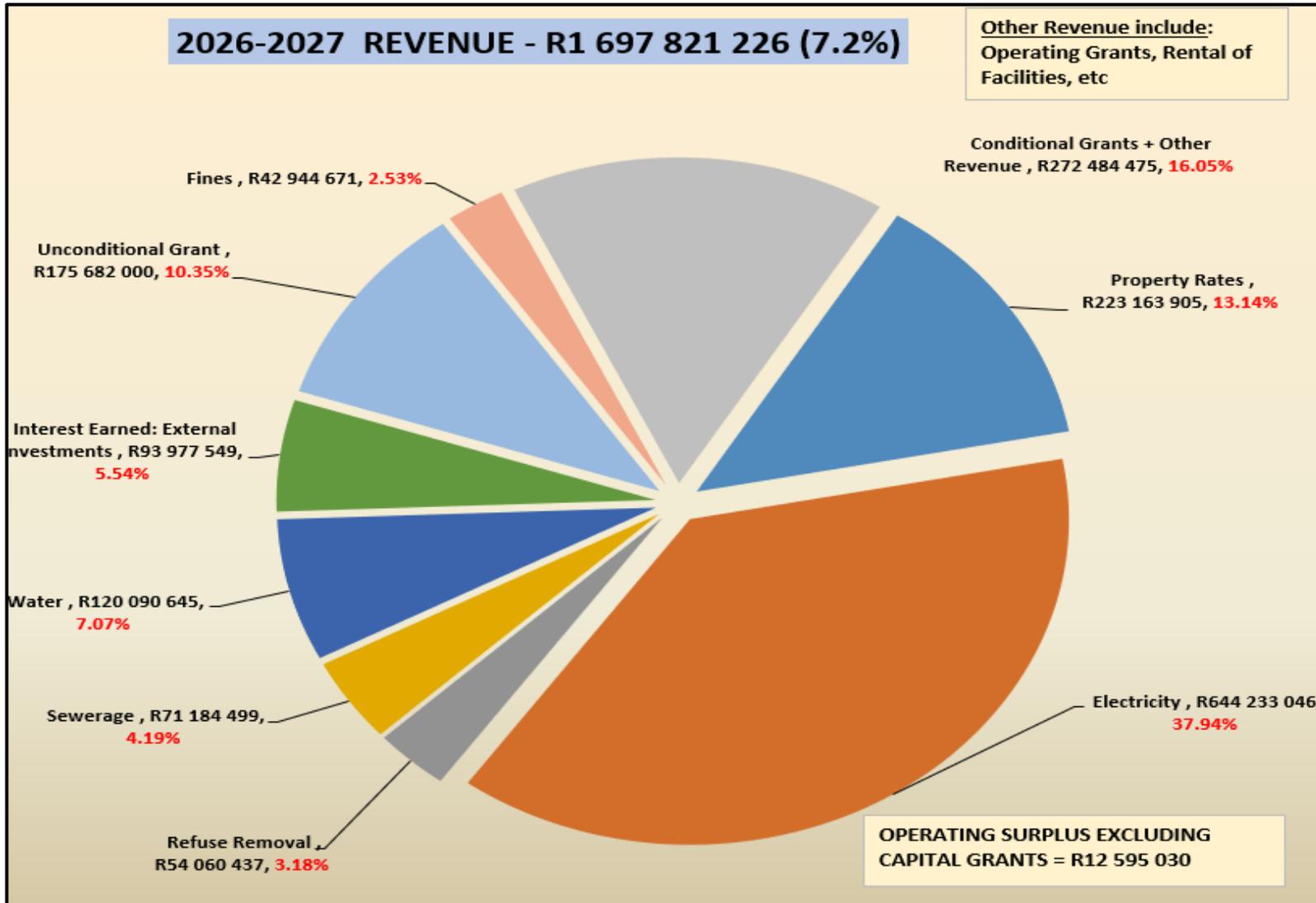
Question remains.....
What must be financed with loans?

PROJECTED CRR CAPACITY



■ 2022-2023 ■ 2023-2024 ■ 2024-2025 ■ 2025-2026 ■ 2026-2027 ■ 2027-2028 ■ 2028-2029 ■ 2029-2030 ■ 2030-2031

ENVISAGED REVENUE STREAMS



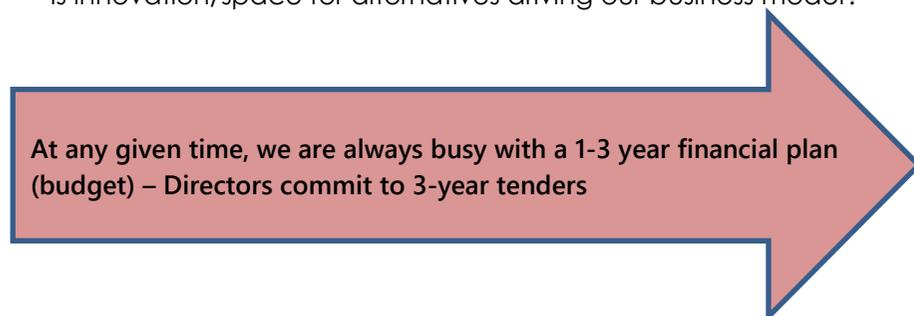
MODELLING OF FUTURE INCREASES

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Property rates	3.9%	4.9% & 6.5%	5.9% & 6.9%	-10% & 0%	4.9% & 6.9%	3.7%	4.1%	4.1%
Sanitation	5.9%	5.9%	5.9%	5.9%	5.9%	4.9% & 5.9%	4.9% & 5.9%	4.9% & 5.9%
Refuse removal	5.9%	7.5%	9.9%	11%	11%	8.9% & 11.5%	8.9% & 11.5%	8.9% & 11.5%
Water	3.5%	4.5% & 5.9%	4.9% & 7%	4.9% & 5.9%	4.9% & 5.9%	3.9% - 4.9%	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 2026-27 Draft MTREF:

	HOUSING AND RELATED INFRASTRUCTURE	R482 m	<ul style="list-style-type: none"> •R73.6mil Malmesbury, R256.5mil Topstructures •R29.4mil Darling •R92.8mil Moorreesburg Topstructures •R21.7mil Silvertown & R8.2mil Dalsig
	WATER AND SANITATION	R264 m	<ul style="list-style-type: none"> •Upgrading of treatment plants •Replacement of water networks
	ENERGY RESILIANCE	R266 m	<ul style="list-style-type: none"> •R185mil, Electricity infrastructure •R81mil, Bulk upgrade
	ROADS AND STORMWATER	R120 m	<ul style="list-style-type: none"> •R55.3mil, New Roads •R63.3mil, Resealing of Roads •R1.6mil, Stormwater
	WASTE MANAGEMENT	R81 m	<ul style="list-style-type: none"> •R63mil, Management of Landfill Site •R18.4mil, Sweeping of Streets & Illegal Dumping
	PARKS AND RECREATION	R17 m	<ul style="list-style-type: none"> •Building & Upgrading of various Facilities

d) **Disaster Management Plan [Updated March 2026]**

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.

- Section 1 of the DMA defines a “disaster” to mean the following:

“...a progressive or sudden, widespread or localised, natural or human-caused occurrence which–

(a) Causes or threatens to cause–

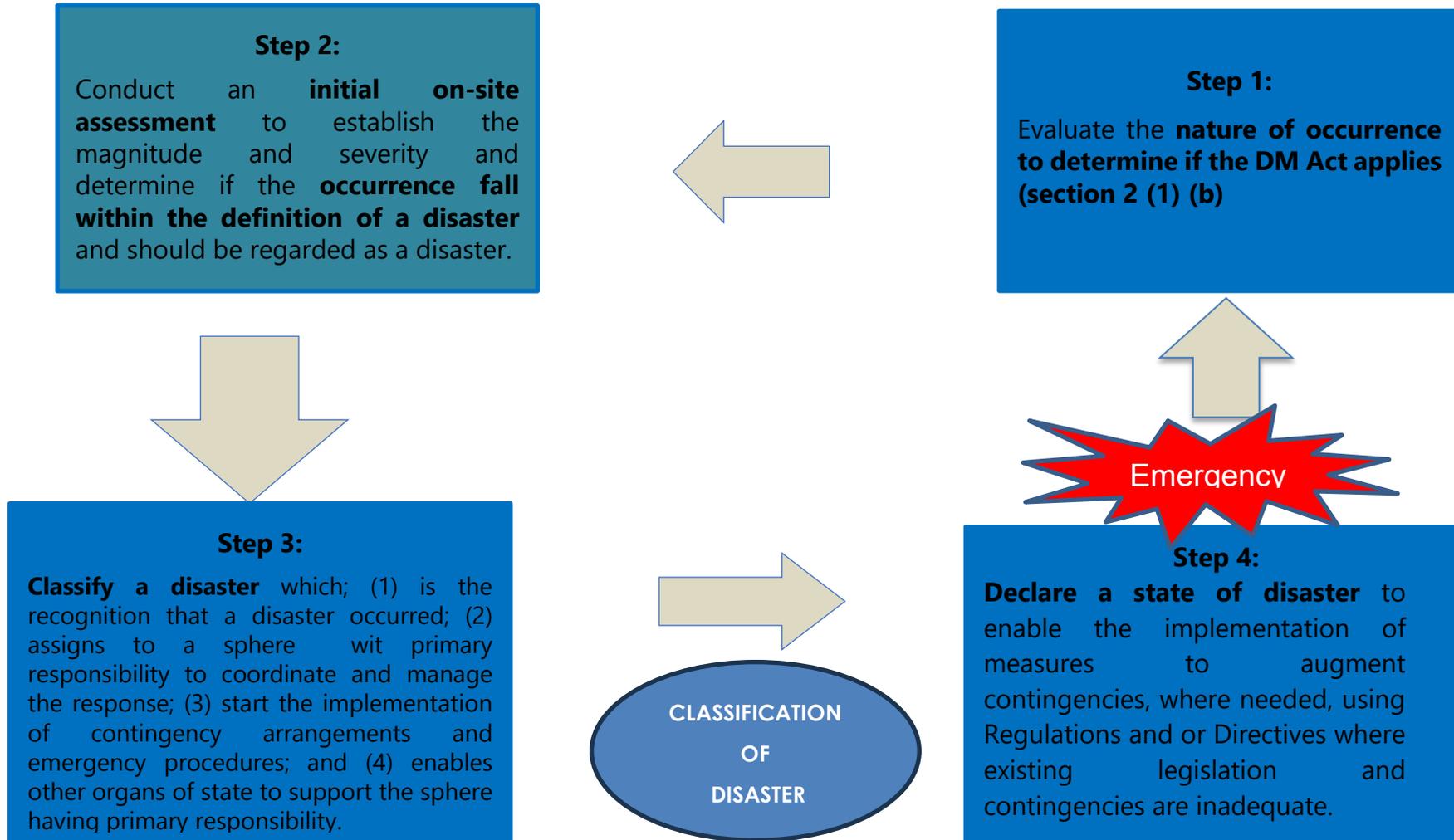
(i) Death, injury or disease;

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

(i) Significant disruption of the life of a community; and

(a) Is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their resources

FOUR STEPS IN THE LEGISLATIVE VALUE CHAIN



Conduct an initial assessment to amongst other things, establish whether the disastrous event should be regarded as a disaster and the basis for which sphere of government should be assigned primary responsibility to coordinate and manage the disaster through a classification in terms of Section 23 read with 35 (disasters within a province) and 49 (disasters within a municipality) of the DMA.

The purpose of classifying a disaster as either a local, provincial or national disaster is to:

- i. formally determine that a disaster exists;
 - assign primary responsibility to a particular sphere of government for the coordination and management of the disaster.
- i. ensure that a sphere of government is accountable for the disaster; and
- ii. enable organs of state in other spheres to assist the sphere having primary responsibility, to deal with the disaster or its consequences.

NB: The Head of the National Centre, by virtue of the powers assigned by section 12 of the DMA, in terms of section 23(1), is responsible to:

- (a) assess the magnitude and severity or potential magnitude and severity of the disaster and
- (b) classify the disaster as a local, provincial or national disaster.

****A disaster must be treated as a local disaster pending a final classification by the NDMC.**

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)

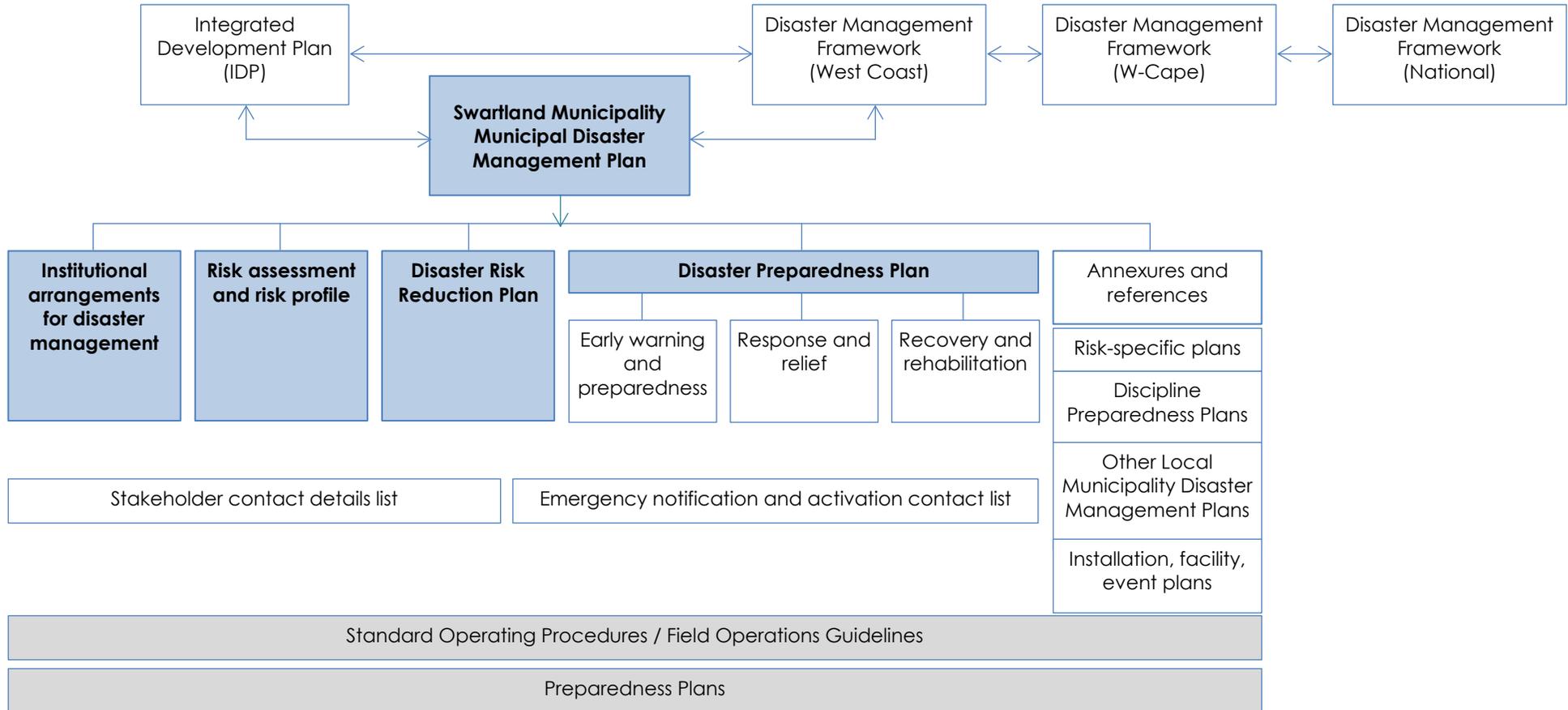
A DMAF was established and meet twice a year or when required. Disaster management is also a standing item on the Top Management meeting of the Municipal Manager. Top management therefore have the opportunity to discuss any disaster management issues at this monthly meeting.

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

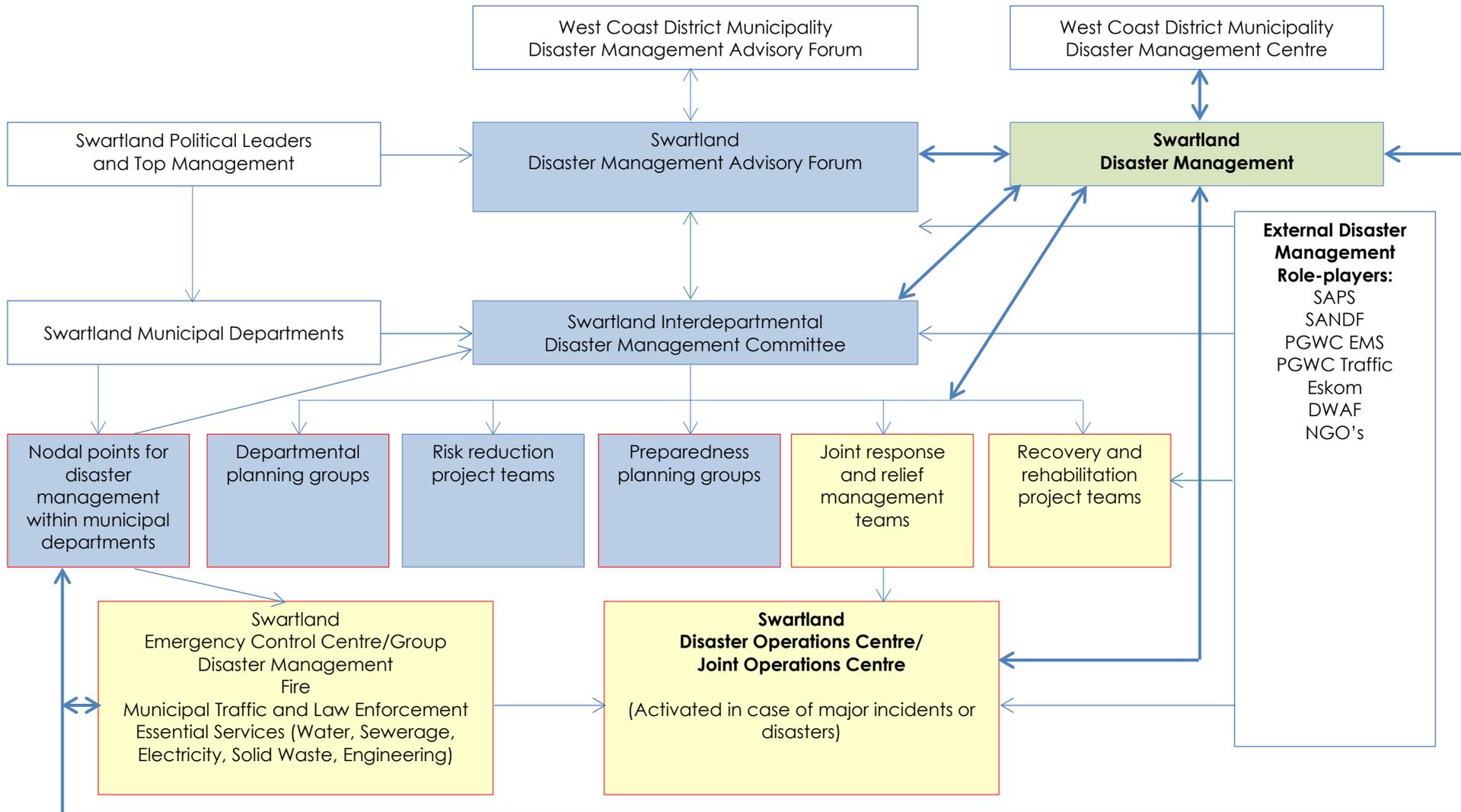
Risk reduction plans for the Swartland Municipality can be perused in the Core Disaster Management Plan. Risk reduction measures are included in the budgeted projects that are funded in the Swartland Municipal operating and capital budgets. Where there are other measures that fall outside the mandate 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



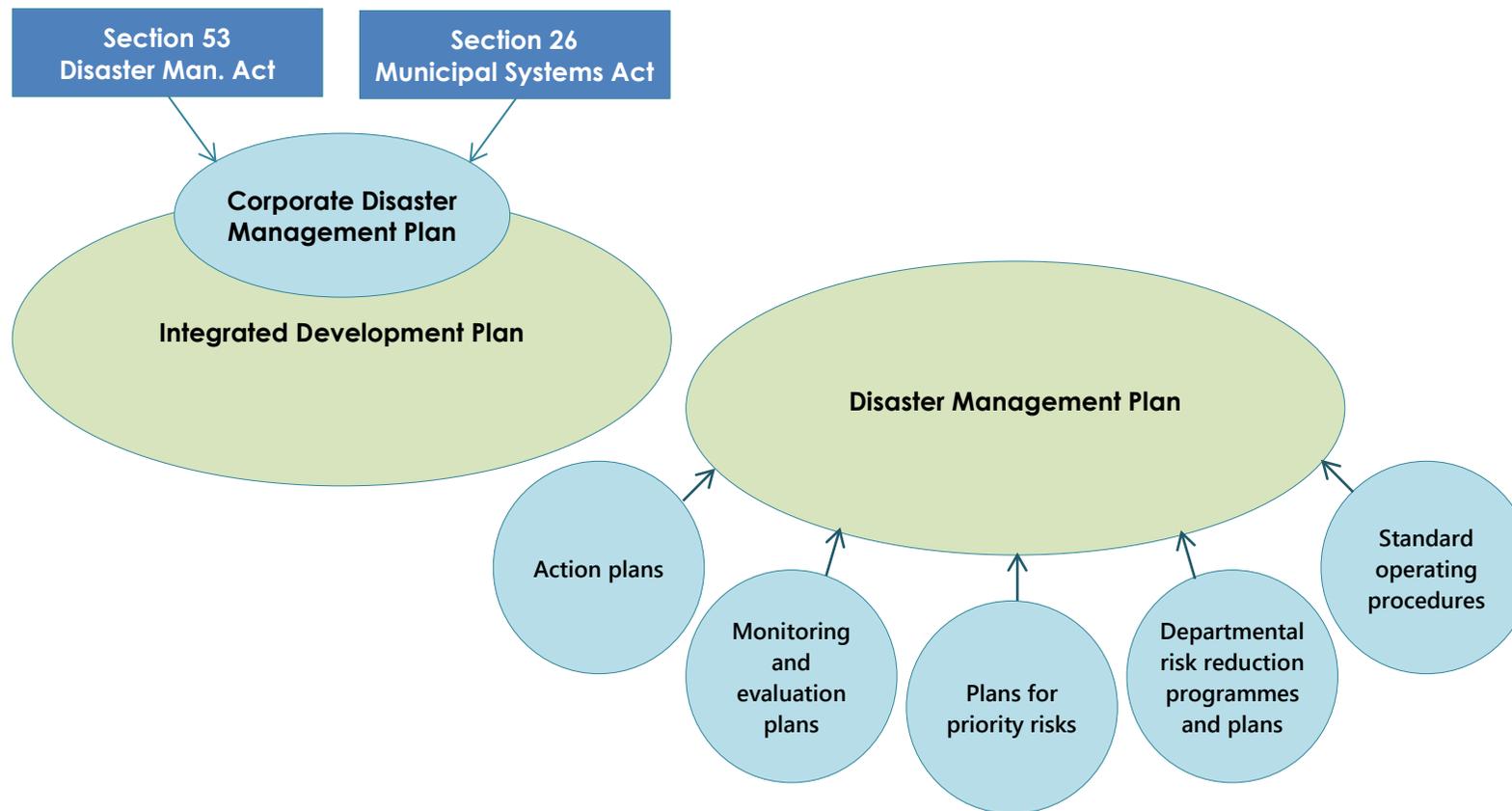
RECOVERY AND REHABILITATION

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.



CHAPTER 3: ANALYSIS

3.3 COMMUNITY NEEDS

(e) Top 10 ward committee priorities **[Updated March 2026]**

Meetings were held with each of the 12 municipal ward committees between 27 and 30 October 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 totaling 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	Fulltime fire Fighting services	Rosenhof Cemetery Fence	Proper sport field	Water infrastructure improvements	Full time Law Enforcement presence	Upgrade cemetery toilet facility				
2	Investment promotions	Economic growth and development	Upgrade play park in Voortrekker Road in Riebeek West	Wheelie bins	Economic Development	Speedbump in Darling				
3	Cemetries	Reliable power backup	Visible Law Enforcement Officers	Firefighting service infrastructure	Informal Market Zone	Thusong Centre Service				
4	Traffic and road safety challenges	Recreational Facilities	Local Economic environment	Substance dependency programmes	Firefighting Infrastructure	Employment				
5	Upgrade of sidewalks in Moorreesburg	Fulltime firefighting services	Security Cameras	Swimming pool	Yzerfontein Community Hall Renovation	Full time Healthcare services				
6	Speedbump in Kanaal street in Koringberg	Upgrading of public spaces	Library Expansion		Upgrade road infrastructure at	Electrical System Upgrades				

Priority	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
				Improved service delivery	Yzerfontein Community Hall	
7	Economic growth and development	Fencing of playpark in Sentrum Street	Fire Fighters Reaction Time	Investment promotions	Town Revitalisation	Fulltime Law Enforcement presence
8	Security at sport facility	Clean public spaces	Youth Development	Road infrastructure	Speedbump in Atlantic Drive in Yzerfontein	Alternative energy
9	New street lights	Empowering businesses	Reduce Eskom Dependence	Public facilities	Law Enforcement officers fulltime	Upgrading of Sportsfield
10	Sport facility refurbishment	Create small business hubs	Child Welfare Services	Cemeteries for Riverlands and Chatsworth	Road Upgrades (Darling)	Recreational Facility

Priority	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
1	Food gardens	Visible law enforcement	Sidewalk Construction	Fire Fighters Response Time	High-Mast Lighting	Municipal Police
2	New Street lights	Disobedience of traffic rules	Establishment of Entrepreneurial Hub	Water Security	Unemployment rate	Streetlight Repair
3	Developing and/or upgrading sport facilities (Abbotsdale)	More prepaid points to purchase electricity	New Streetlights	Sustainable energy	Rehabilitation centre	Comprehensive Town Plan
4	Upgrading of netball court (Abbotsdale)	Removal of illegal housing structures	Community Safety	Law enforcement presence	Constructing of sidewalks at the Red shop in Alfa Street	Fire Fighting services
5	Employment	Preservation of heritage sites	Feeding Schemes	Recycling	Shopping centre	Social Development
6	Speed bumps in Lang- and Violtjie Street, Abbotsdale	Upgrading of Playpark in Floksie street	Fencing of Park	Substance abuse	Fire Fighter Response Time	Upgrading of ageing infrastructure

Priority	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12
7	Library	SMMEs Support	Fire Station	Illegal dumping	Security Cameras	Increase law enforcement
8	Tarring of streets in Kalbaskraal and Abbotsdale	Rehabilitation Centre	Safe Haven for Children	Natural Preservation	Street Lights	Renewable Energy
9	Upgrading of sport facilities (Kalbaskraal)	Maintenance of infrastructure	Safety at Sport fields	Business Development	Speedbumps at the corner of Flamink & Bokmakierie Street	Complete wall behind erf 1052 and 1062
10	Upgrading the Kraaltjie	Illegal littering	Road Infrastructure Improvement	Upgrading of Water infrastructure		

CHAPTER 4: STRATEGY

4.1 STRATEGIC GOAL 1 - COMMUNITY SAFETY AND WELLBEING

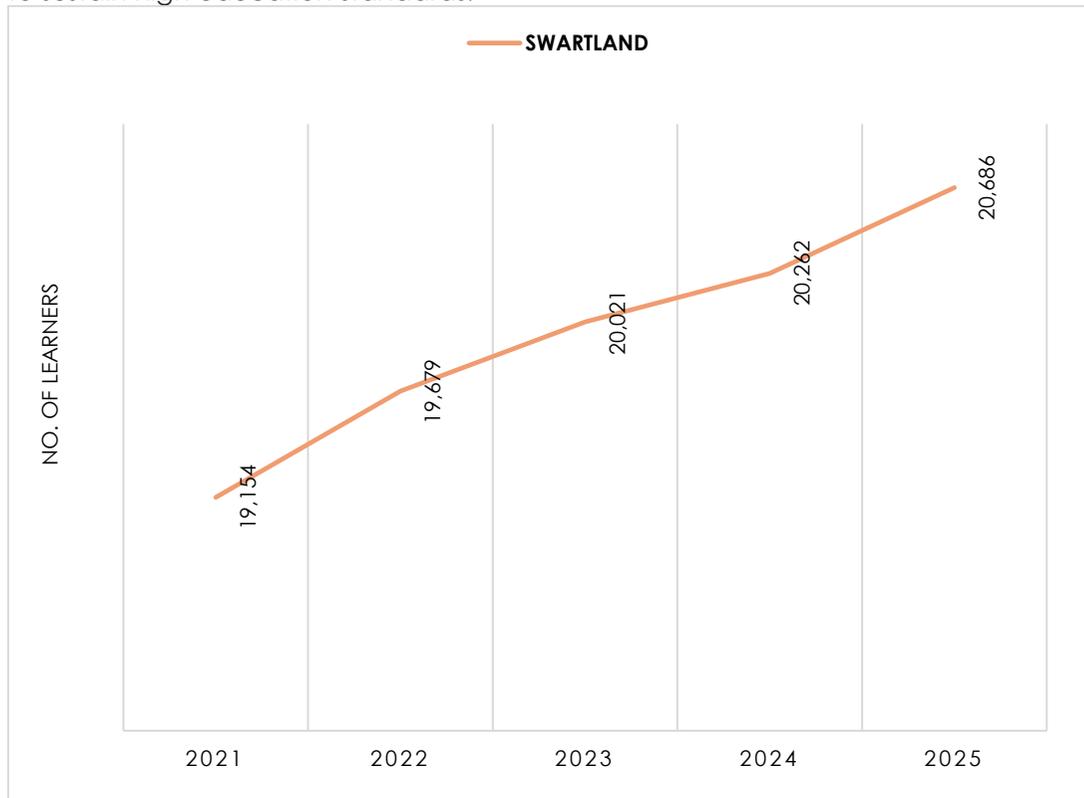
(b) Context [Updated March 2026]

(c) The information in this section was obtained from the *Western Cape Government's 2025-26 MERO Report*. The information forms the context within which the longer-term strategy for Goal 1 was formulated.

EDUCATION

Learner enrolment

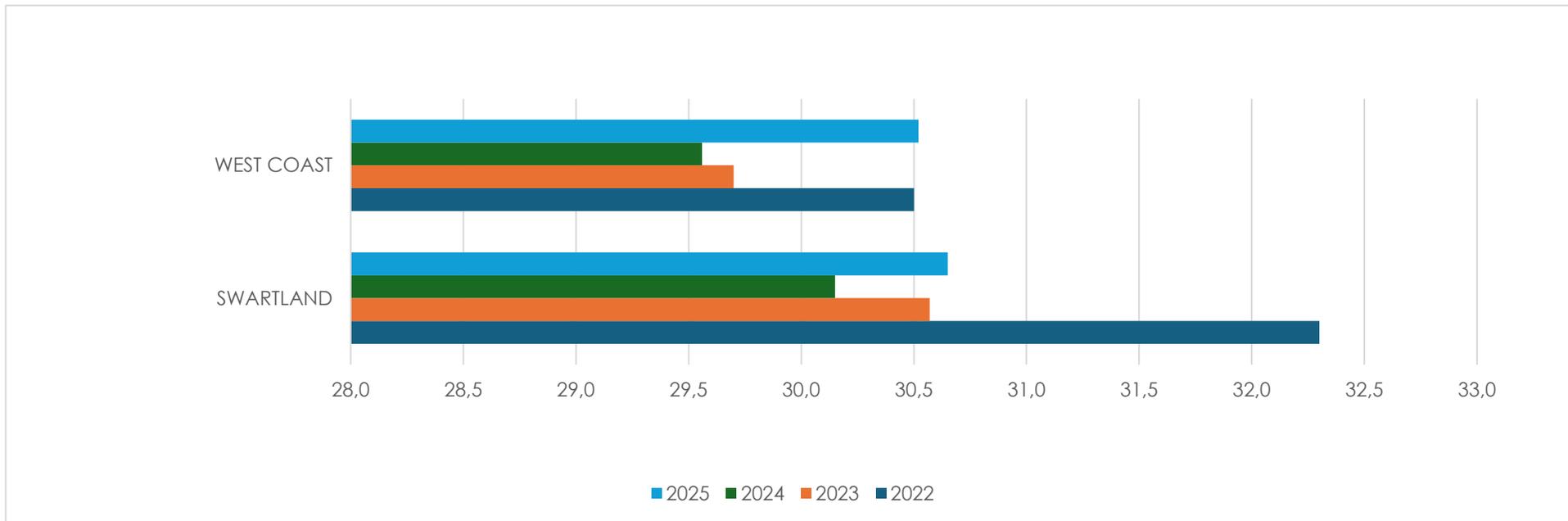
Learner enrolment in the Swartland area increased to 20 686 in 2025, up from 20 262 in 2024, continuing a steady upward trend that has been evident since 2021. This growth suggests enhanced access to education and a rising awareness of its value within the community. However, increasing enrolment also presents challenges, particularly regarding the capacity of infrastructure, availability of teaching staff, and the ability to sustain high education standards.



Education infrastructure and facilities

In 2025, the Swartland municipal area hosts 33 public schools, with 72.7 per cent designated as no-fee schools, underlining a strong dedication to making education accessible for students from lower-income households. This high proportion of no-fee schools demonstrates deliberate efforts to minimise financial obstacles, promoting inclusivity for children from economically vulnerable families and supporting their right to education. Furthermore, 14 of these schools have libraries, signalling the municipality's commitment to creating enriched learning environments. Libraries are crucial socioeconomic assets that foster literacy, enhance academic performance, and encourage independent learning, key factors in breaking cycles of poverty. However, despite these positive strides in educational infrastructure, the Swartland Municipality continues to face challenges in upgrading and maintaining resources. Sustained investment in physical facilities and digital technologies is essential to meet growing educational demands and guarantee equitable access to quality learning materials across all schools.

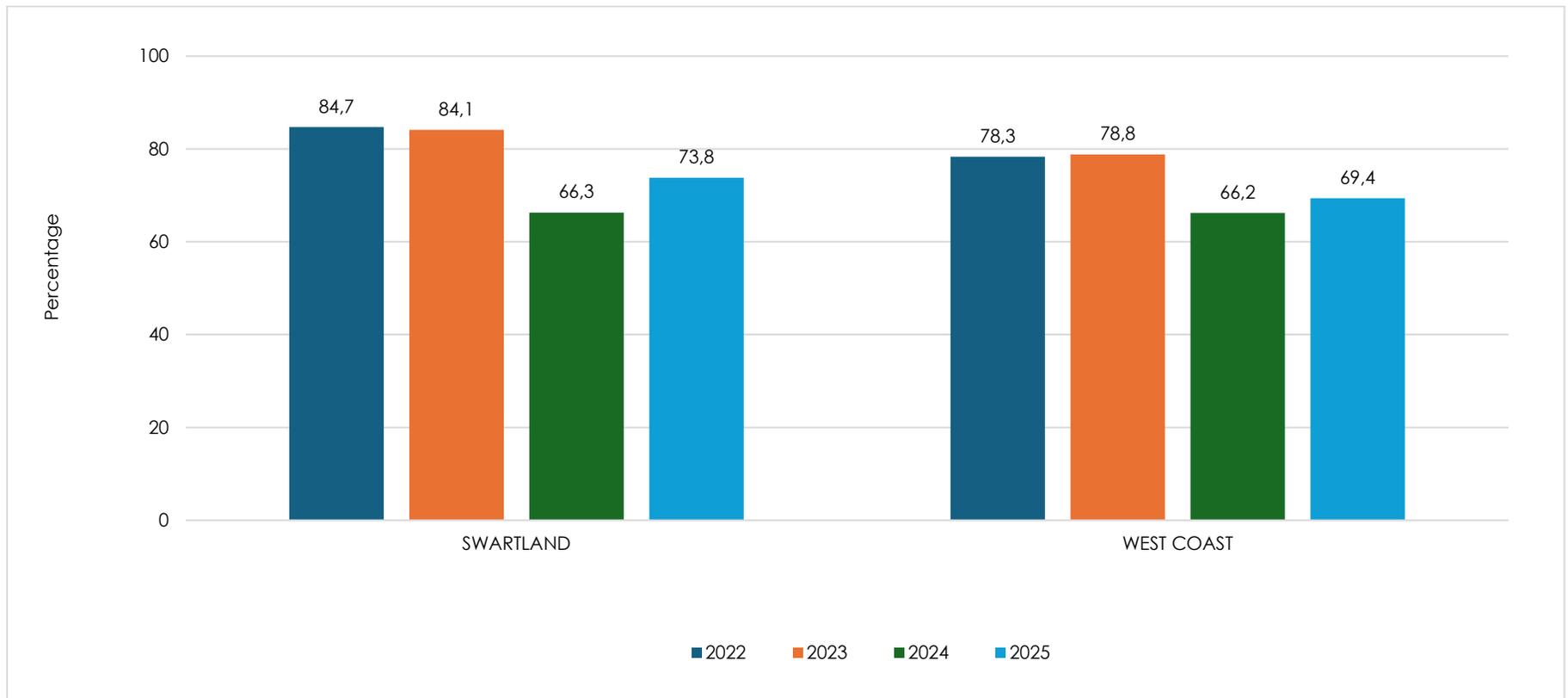
LEARNER TEACHER RATIO, Swartland, 2022 – 2025



Learner Retention Rate

Swartland's learner retention rate for grades 10 to 12 is 73.8 per cent, surpassing the WCD's average of 69.4 per cent. This comparatively high retention rate reflects the municipality's success in keeping students engaged through secondary education, indicating effective delivery of quality teaching, supportive community involvement, and meaningful educational programs. Higher retention rates can lead to reduced social costs linked with early school leaving, such as unemployment, crime, and dependency on social welfare. They also contribute to long-term economic growth by fostering a more competent and competitive labour force, attracting investment and improving the municipality's economic outlook. The retention success highlights the need to continue and expand support programs, focusing on vulnerable students facing economic hardships or additional family responsibilities. It also suggests investing in holistic educational strategies integrating academic support with social services to maintain and improve retention rates.

GRADE 10-12 LEARNER RETENTION RATE, Swartland, 2022 – 2025

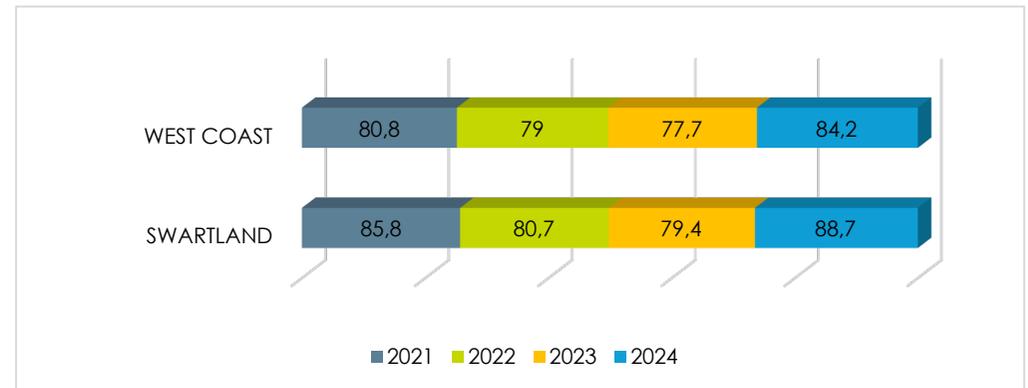


Learner teacher ratio

Swartland has a learner-teacher ratio of 32.5 per cent, which is slightly higher than the WCD average of 30.5 per cent. Although this difference is not extreme, a higher ratio can impact the quality of education by limiting teachers' ability to offer personalised support, particularly in senior grades, where learners often require more focused academic guidance. This suggests an ongoing need to invest in teacher recruitment and development. Reducing the ratio by employing more qualified educators could significantly enhance student learning outcomes and academic success in the region.

Education Outcomes

Swartland achieved a matric pass rate of 88.7 per cent in 2024, surpassing the WCD average of 84.2 per cent. This performance indicates that Swartland effectively prepares its learners for post-school opportunities, including higher education, vocational training, and employment. The matric pass rate serves as a key indicator of a region's educational success, reflecting the effectiveness of the schooling system and the support available to students. However, while the pass rate is encouraging, it highlights the need for continuous efforts to address disparities in learner outcomes. Factors such as teaching quality, student motivation, access to study materials, and support systems play a crucial role in shaping matric results. Ongoing investment in improving teaching methodologies, enhancing student support, and providing resources for struggling learners will be essential to ensure that more students can achieve success in their final year of schooling. Improved matric pass rates contribute to a more skilled workforce, which is essential for economic development. Investing in education yields long-term economic benefits by equipping individuals with the skills and knowledge necessary to participate in and contribute to the economy.

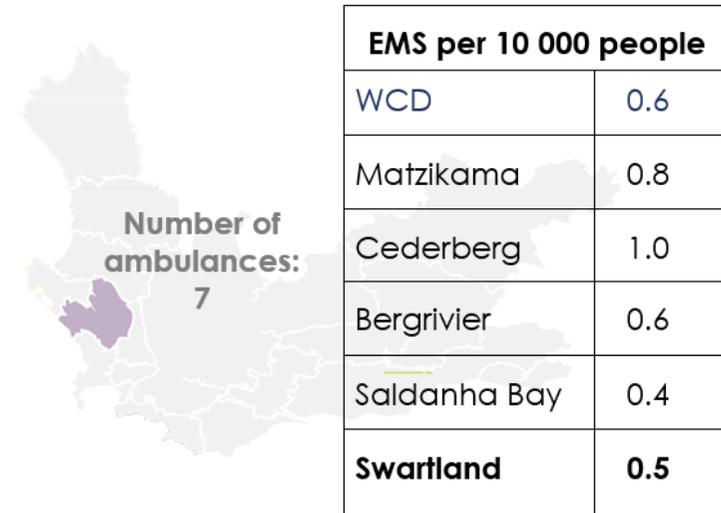


Improved matric pass rates contribute to a more skilled workforce, which is essential for economic development. Investing in education yields long-term economic benefits by equipping individuals with the skills and knowledge necessary to participate in and contribute to the economy.

Health

South Africa's healthcare system comprises both public and private providers, with health facilities playing a vital role in delivering services to the country's diverse population. The government is primarily responsible for healthcare delivery through the public sector, while the private sector offers alternatives for those who can afford private care. The public system operates on a referral basis, where patients first access primary care at clinics and are then referred to the District or provincial hospitals for more specialised treatment as necessary.

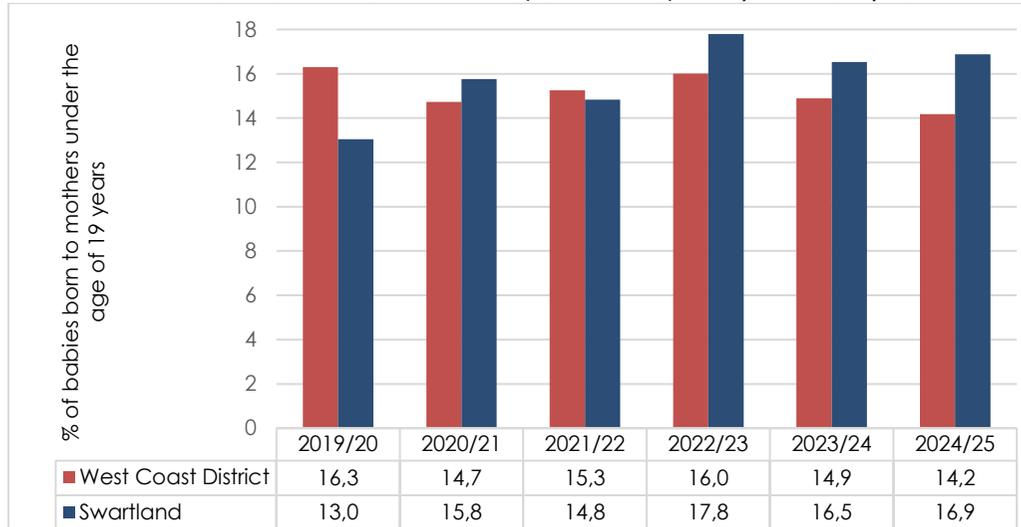
Healthcare and Emergency medical services



Maternal and Child Health

Maternal health is a vital component of public health, focusing on the wellbeing of women throughout pregnancy, childbirth, and the postnatal period. In South Africa, several factors impact maternal health, including high teenage pregnancy rates, the frequency of pregnancy terminations, and persistent challenges with maternal mortality. These issues influence maternal and infant health outcomes and highlight deeper social and economic factors affecting access to healthcare and reproductive decision-making.

DELIVERY RATE TO WOMEN 10 – 19 YEARS, Swartland, 2019/20 – 2024/25



TERMINATION OF PREGNANCY RATE, Swartland, 2019/20 – 2024/25

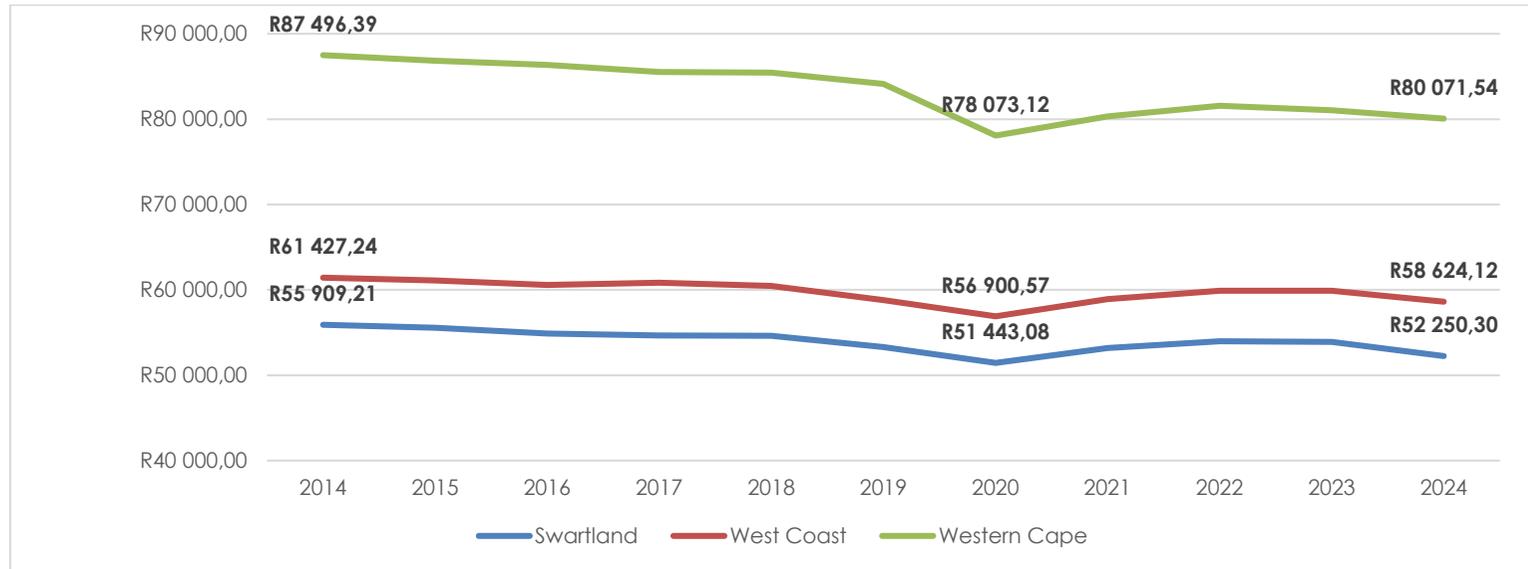
Municipality	Termination of Pregnancy Rate					
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
West Coast District	0.4	0.5	0.5	0.6	0.5	0.5
Swartland	0.0	0.2	0.2	0.4	0.4	0.3

INCOME & INEQUALITY

- (d) Although the real GDP per capita is a measure that reflects changes in the overall well-being of the population, it doesn't mean that everyone in the economy will earn the same amount of money. In other words, while GDP per capita gives an idea of the average income in a region, it doesn't necessarily represent the income distribution within the population.
- (e) Between 2014 and 2024, both Swartland and the broader West Coast region demonstrate steady growth in GDP per capita, indicating overall economic progress. Despite this upward trend, Swartland consistently trails behind the West Coast, which maintains a higher per capita GDP throughout the period. For example, in 2014, the West Coast recorded a GDP per capita of R61 427.24, while Swartland's was R55 909.21. By 2024, this gap slightly increases, with the West Coast projected at R58 624.12 and Swartland at R52 250.30. Although both regions grow, the

widening disparity highlights an underlying economic imbalance, possibly due to Swartland's dependence on lower-productivity or slower-growing industries relative to the rest of the West Coast.

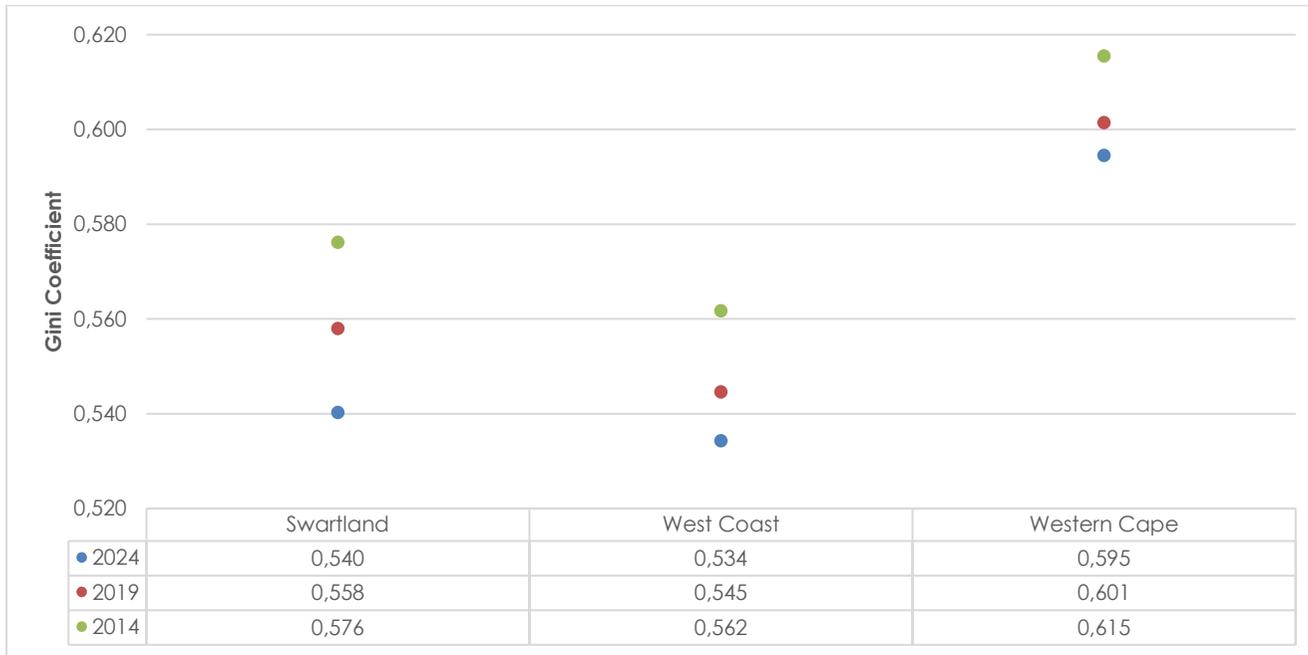
GDPR PER CAPITA, Swartland Municipality, 2021-2024



Income Inequality

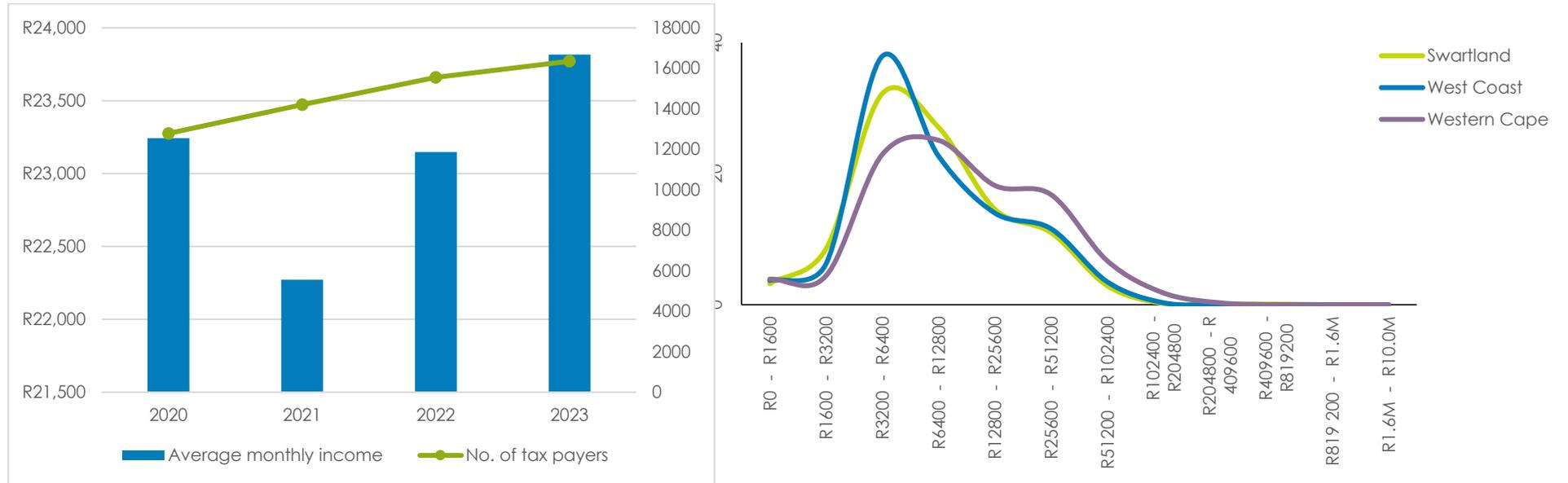
The Swartland municipal area achieved a Gini coefficient of 0.540 in 2024, surpassing its earlier targets. Although this marks an improvement over the past decade, the figure remains high, as values above 0.450 typically indicate substantial income inequality. This disparity highlights the stark divide between individuals in well-paid jobs or wealthier households and those with significantly lower earnings, primarily rural and farm workers, who continue to experience limited job opportunities, lower wages, and increased economic insecurity. Tackling these inequalities is essential, not only to promote social justice but also to ensure long-term economic stability and growth. This underscores the urgent need for focused policies and interventions to narrow income gaps and advance inclusive development.

GINI COEFFICIENT, Swartland Municipality, 2014 - 2024



Income Patterns

INDIVIDUAL TAXPAYERS AND TAXABLE INCOME, Swartland, 2020-2023

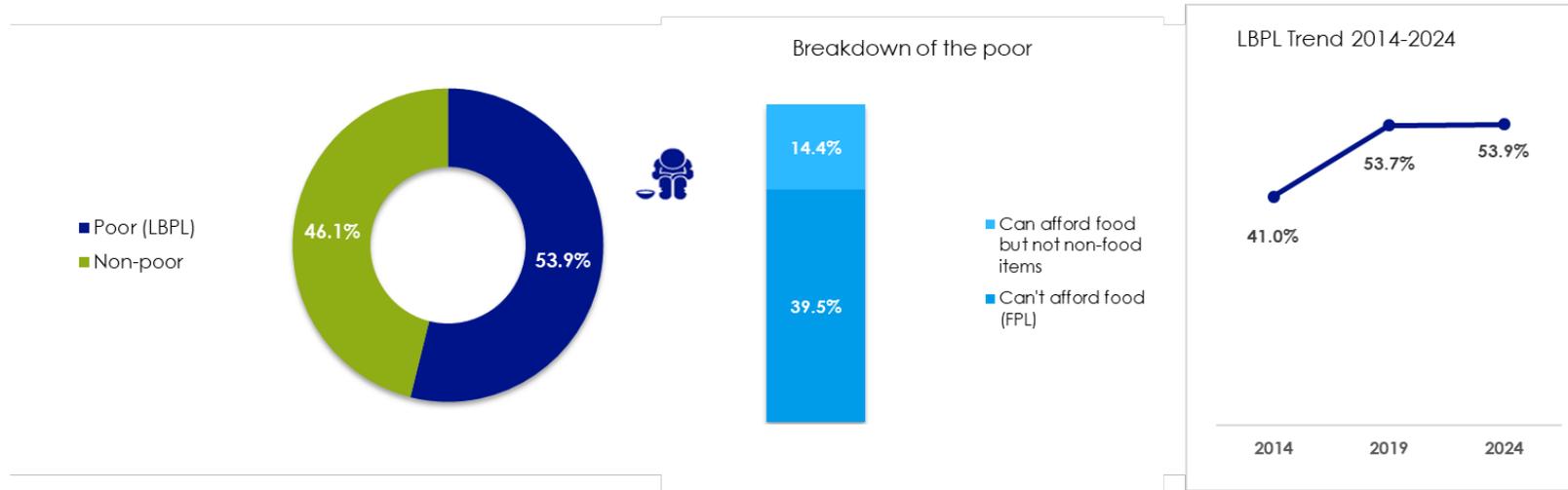


The wage distribution in Swartland is heavily skewed toward the lower income brackets, with the majority of full-time equivalent (FTE) workers earning between R3,200 and R6,400 per month. A significant number also fall within the R6 400 to R12 800 range. High-income earners, however, are notably scarce- only 672 individuals earn more than R25 600 per month, and just seven people are in the top income bracket of R1.60 million to R10.0million annually. This disparity highlights a weak middle class and a minimal presence of affluent earners. Addressing this imbalance requires targeted interventions to expand access to higher-paying jobs, invest in education and skills development, and support small business growth. Such efforts could help raise household incomes, reduce inequality, and strengthen the region's economic resilience.

POVERTY

Poverty remains a key challenge, with a significant proportion of the population living below the lower-bound poverty line (LBPL). The poverty headcount ratio measures the proportion of the population that does not earn enough to afford basic food and selected non-food items, highlighting the vulnerability of many households. The LBPL specifically represents the income threshold below which individuals cannot secure adequate levels of both food and essential non-food needs, which, as of May 2024, is set at R1 109 per person per month.

POVERTY HEADCOUNT RATE, Swartland Municipality, 2014-2024

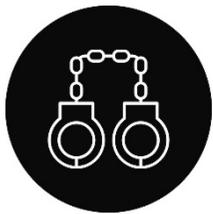


SAFETY AND SECURITY

The crime data for the Swartland municipal area reveals a mixed safety profile, with progress in reducing some categories of property crime but persistent or rising levels in substance-related and violent offences. The patterns highlight both effective law enforcement in certain areas and growing social challenges linked to substance abuse and economic stress.

SAFETY AND SECURITY

Actual number of reported cases in 2024



**Residential
Burglaries**
686

DUI
118

**Drug-related
Crimes**
996

Murder
36

**Sexual
Offences**
118

(c) Alignment with National and Provincial policy **[Updated March 2026]**

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

National Development Plan	Medium-Term Strategic Framework: 2024-2029	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"> ▪ Strategic Priority 2: Reduce poverty and tackle the high cost of living 	<ul style="list-style-type: none"> ▪ Households and Human Development ▪ Cohesive Communities

e) Strategic initiatives and targets **[Updated March 2026]**

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		✓				
	(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 KPI removed due to duplication.

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
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 Riebeeck 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 2026]**

Directorate	Department / Function	2026/2027	2027/2028	2028/2029
Development Services	Furniture and Office Equipment	52 000	54 000	56 000
	Community Development	2 509 000	2 104 000	37 456 000
	Environmental Affairs / Yzerfontein Caravan Park	1 038 000	40 000	42 000
Protection Services	Traffic / Law Enforcement Operations	1 271 803	426 950	1 039 750
	Disaster Management, Fire and Emergency Services	7 930 000	200 000	200 000
Subtotal		12 800 803	2 824 950	38 793 750

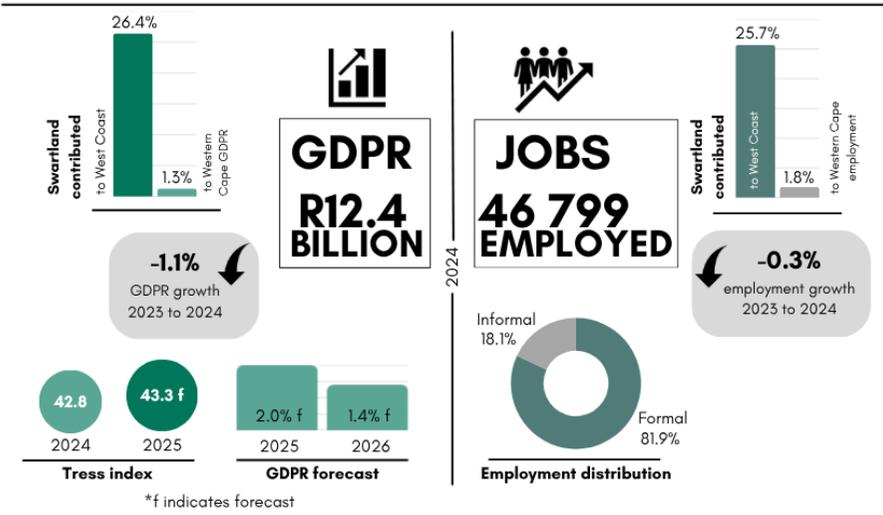
4.2 STRATEGIC GOAL 2 - ECONOMIC TRANSFORMATION

(a) Context **[Updated March 2026]**

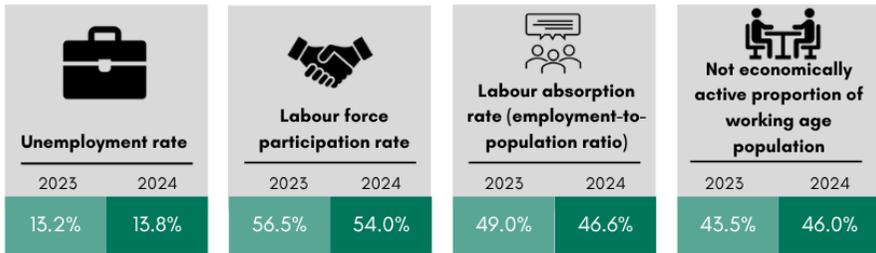
The information in this section was obtained from the *Western Cape Government's 2025/26 Municipal Economic Review and Outlook (MERO)*. The information forms the context within which the longer term strategy for Goal 2 was formulated.

GDPR and employment,

Swartland, 2024



EMPLOYMENT PROFILE



FTE jobs per town and main sector, Swartland, 2024



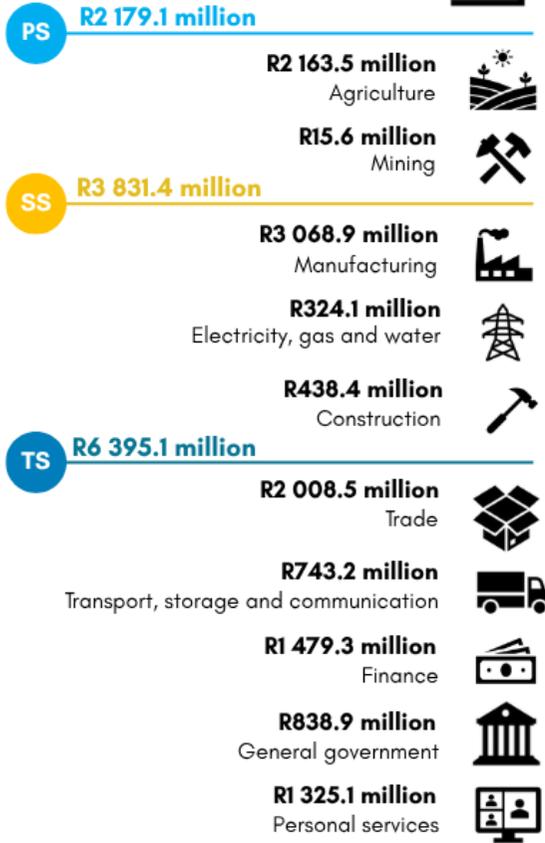
The Swartland municipal area's economy contracted by an estimated 1.1 per cent in 2024, reflecting an agricultural slowdown and rising input-cost pressures across primary industries. This downturn was accompanied by a 0.3 per cent decline in employment, while the unemployment rate increased to 13.8 per cent in 2024. The labour-force participation rate also fell, suggesting that fewer working-age individuals were either employed or actively seeking work. Although short-term performance weakened, Swartland remained a core driver of the West Coast District's (WCD) economy, contributing 26.4 per cent to the District gross domestic product per region (GDPR) and 25.7 per cent to total employment, highlighting its structural importance and regional resilience. Additionally, the tress index, a measure of economic concentration, stood at 42.8 in 2024 and is projected to rise marginally to 43.3 in 2025, indicating incremental diversification rather than renewed concentration. A value approaching 50 typically denotes moderate sectoral concentration; thus, Swartland's index reflects a balanced yet still agriculture-led structure, where production and employment remain rooted in primary activities but supported by service-sector expansion.

The Municipality's GDPR is forecast to recover gradually, expanding by 2.0 per cent in 2025 and 1.4 per cent in 2026, indicating improving national inflation dynamics, an easing of input-cost pressures, and a modest rebound in agricultural output following recent climatic volatility. Nationally, stabilising energy supply and firmer consumer sentiment are expected to support retail and services, while regionally, logistics and agro-processing investment within the West Coast corridor may stimulate secondary-sector growth. Locally, incremental infrastructure maintenance, renewed private investment in agro-business, and expanding tourism activity are likely to support the recovery, signalling the beginning of a cyclical rebound rather than sustained acceleration.

Spatially, Malmesbury continues to serve as the administrative and economic driver of the Municipality, with employment concentrated in public administration, education, and retail, making it the most diversified and service-oriented centre. Moorreesburg follows as a secondary hub, with a presence of government and service-sector employment, while Darling and Riebeek West retain a primary-sector orientation through mixed farming and related activities. Riebeek Kasteel functions as an agro-processing node, particularly in meat and fruit preservation, whereas Yzerfontein's employment base is centred on retail and tourism, reflecting its integration into the coastal leisure economy. This spatial pattern highlights a centralised service core anchored by Malmesbury and peripheral agricultural and tourism nodes that remain sensitive to cyclical conditions yet integral to local resilience.

GDPR distribution, Swartland, 2024

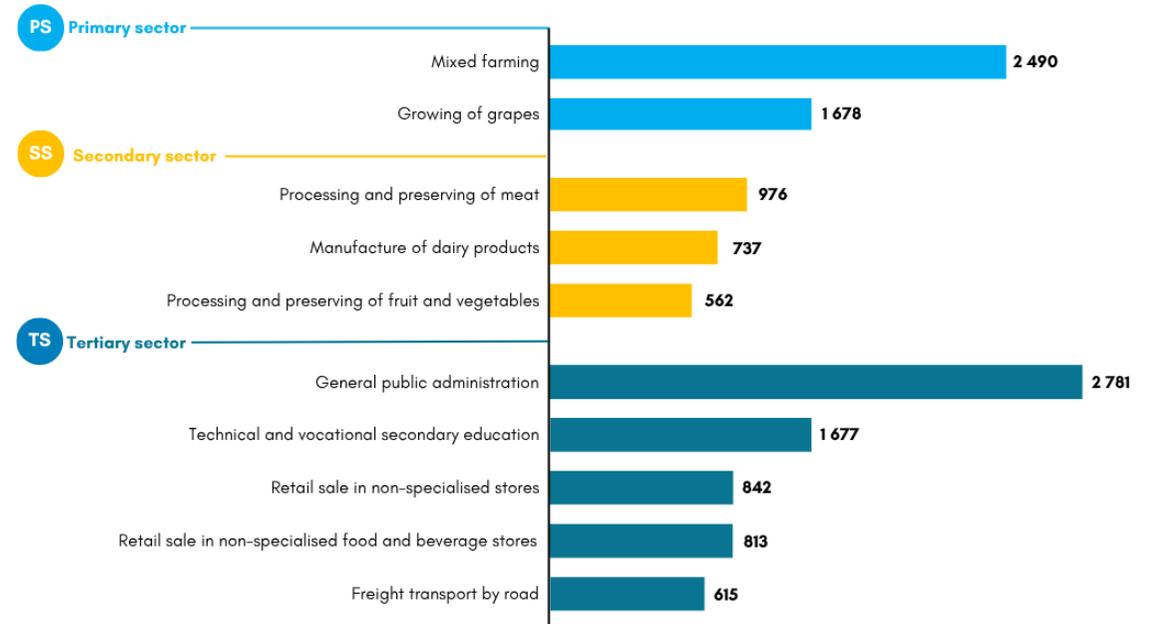
GDPR distribution,
Swartland, 2024



R12 405.6 million
Total Swartland GDPR

Top 10 sectors by number of FTE jobs, Swartland, 2024

Top 10 sectors by number of FTE jobs,
Swartland, 2024

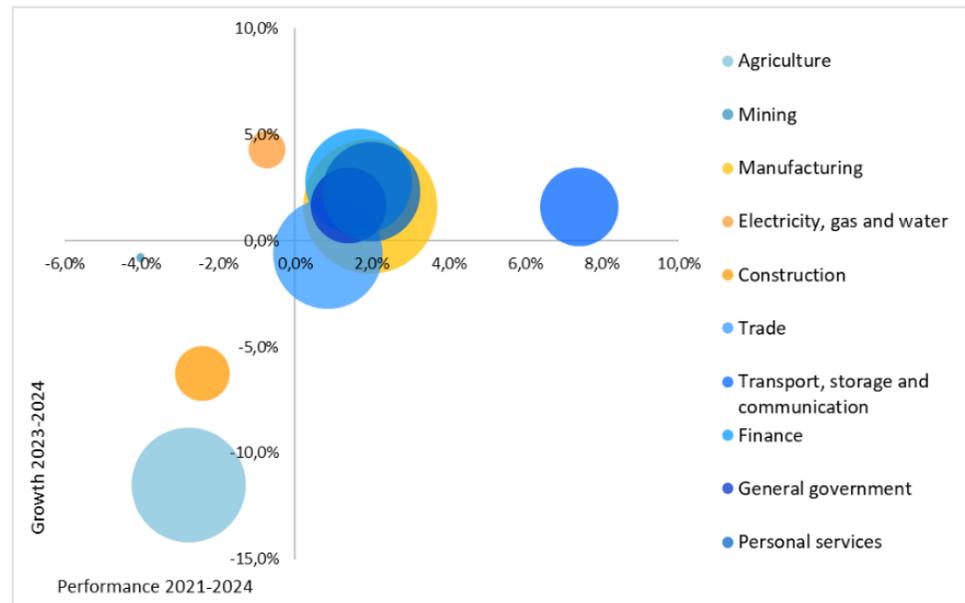


The employment profile is shaped by a combination of public-sector stability and land-based production. General public administration (2 781 jobs) remains the largest single employer, highlighting the Municipal and Provincial government's stabilising influence on local employment. Mixed farming (2 490 jobs) and grape cultivation (1 678 jobs) follow, revealing the enduring dominance of the primary sector. Notably, technical and vocational secondary education (1 677 jobs) signals an emerging shift toward human-capital formation, which is essential for long-term diversification.

The Swartland municipal area also exhibits meaningful forward linkages within its agricultural base: meat processing, dairy production, and fruit and vegetable processing together employ nearly 2 300 workers, revealing an integrated agro-industrial chain. Retail (1 655 jobs) and freight transport (615) extend these value chains, reflecting both local consumption and the distribution of agricultural goods. The reliance on farming and government employment remains a source of stability but limits growth potential. To unlock inclusive employment, Swartland must strengthen light manufacturing, logistics, renewable energy, and rural tourism, sectors capable of absorbing semi-skilled labour and diversifying incomes. In line with national strategy, the renewable-energy value chain offers scalable employment opportunities for semi-skilled workers, while rural and community-based tourism has been recognised as one of the most inclusive employment sectors, especially for women, youth, and semi-skilled labour.

GDPR performance per sector, Swartland, 2021-2024

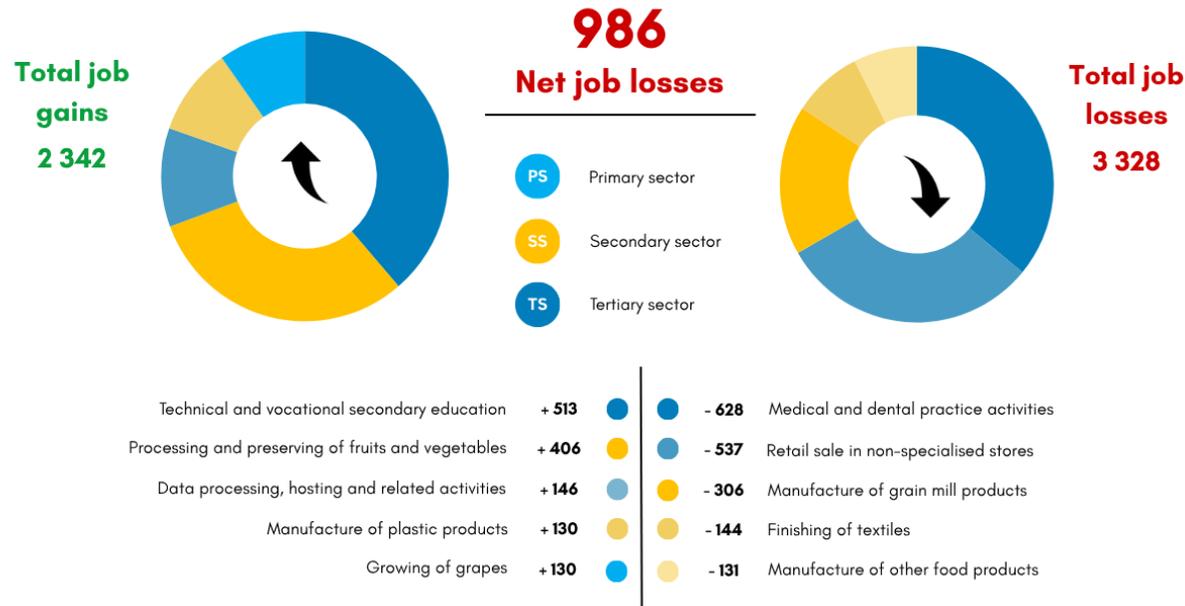
GDPR performance per sector, Swartland, 2024



Sectoral growth patterns highlight Swartland's cyclical vulnerabilities. The transport, storage and communication sector was the standout performer between 2021 and 2024, registering strong growth over both the medium and short term due to expanded freight and logistics activity. Manufacturing, finance, and personal services also grew consistently, reflecting diversification into secondary and tertiary activities. In contrast, agriculture contracted sharply (11.5 per cent in the short term), exerting the greatest drag on overall GDP given its weight in the local economy. Construction similarly underperformed, constrained by high borrowing costs and fewer private projects. The divergence between growing service sectors and struggling primary industries captures a structural transition: Swartland is modernising, but at the cost of short-term output volatility and rural employment pressures.

Top 5 sectors for job gains and losses, Swartland, 2023-2024

Top 5 sectors for formal job gains and losses, Swartland, 2024



Labour market trends align with this sectoral composition. The formal labour market recorded a net loss of 986 jobs in 2024, revealing contraction across key service and production activities. Job gains were led by technical and vocational education (513) and fruit-and-vegetable processing (406), supported by smaller increases in data processing (146), plastic manufacturing (130), and grape cultivation (130). These gains demonstrate the stabilising influence of education and agro-processing, which continue to drive the local economy. However, these were outweighed by major losses in medical and dental services (628), retail trade (537), grain-mill manufacturing (-306), textile finishing (144), and other food production (131). The decline in healthcare and retail reflects weaker household purchasing power, while industrial job losses underscore cost pressures and lower factory utilisation. Spatially, Malmesbury remained relatively resilient through public-sector and education-related hiring, whereas Darling and Riebeeck West experienced greater agricultural job losses. Overall, the employment pattern illustrates a labour market adjusting downward, with resilience confined to skill-intensive and agro-linked activities. Future job creation will depend on stimulating private investment, strengthening SME participation in value chains, and linking workforce development directly to Swartland's comparative advantages in logistics, green energy, and high-value processing, priorities already identified in the Swartland Spatial Development Framework (2023–2027).

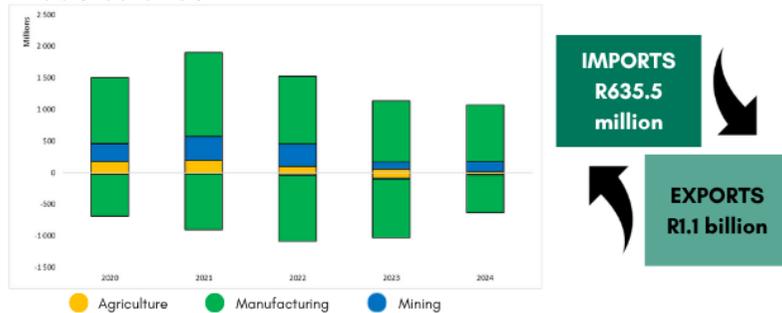
Trade profile, Swartland, 2024

Swartland forms the southern portion of the WCD, creating a bridge between the West Coast and Cape Winelands districts and incorporating elements of both. The exports for which Swartland is principally known are wine, specialised joinery and building supplies. The majority of wine produced in this municipal area in 2024 was exported to Europe, with the United Kingdom (R61.0 million) and the Netherlands (R32.0 million) being the two main buyers. Builders' joinery and carpentry of wood products were also exported, largely to the United Kingdom (R81.4 million) and the United States (R76.9 million).

Swartland Trade Profile, 2024



Trade balance



Swartland imports a significant amount of manufactured goods, many of which are used in building or the manufacture of building materials. In 2024, these products included aluminium bars, rods and profiles, sawn wood, wood fibreboard and styrene polymers, as well as mechanical appliances for spraying or dispersing liquids and powders. The single most imported product was plastics for the packaging of goods, which primarily came from Italy (R51.6 million) and Spain (R10.8 million).

From 2020 to 2024, Swartland's ratio of exports to imports has declined. The volume of exports has fallen notably since 2021, almost halving by 2024. This has resulted in a deteriorating trade balance, which stood at R440.7 million in 2024.

Top 3 imported products



Top 3 exported products



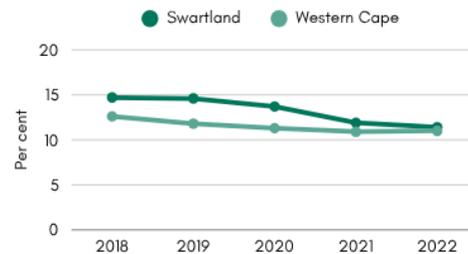
Top 3 import destinations



Top 3 export destinations



Proportion of businesses registered as exporters



Dry-farming and bush vine winemaking

One of several highly prized winemaking regions in the Western Cape, Swartland is somewhat distinctive in its style of wine production. In contrast to most other regions, which rely on irrigation for grape cultivation, the Swartland makes use of dry-farming and bush vine style cultivation, as these approaches (long preserved by local farmers and winemakers) are best suited to the type of land found in this municipal area.² The dry-farming method has shaped the region's identity and is lauded for its focus on natural and sustainable processes.

Thanks to a combination of hot, dry summers and cool breezes off the Atlantic and the presence of a diverse range of soil types, the Swartland lends itself to the cultivation of several grape varieties, including Syrah, Pinotage and Chenin Blanc.³ The climatic conditions of the area and the use of dry-farming and bush vine cultivation methods result in unique wines with intense flavours and distinctive tastes, setting the Swartland region apart.⁴

Not only do these factors make wine exports from the area highly sought after, but they also sustain an industry that is able to respond to the challenges increasingly brought about by climate change, as well as the constraints on profitability in the broader winemaking industry.

(c) Alignment with National and Provincial policy [Updated March 2026]

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

National Development Plan	Medium-Term Strategic Framework: 2024-2029	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">▪ Strategic Priority 1: Drive inclusive growth and job creation	<ul style="list-style-type: none">▪ Economic Growth and Opportunities

e) Strategic initiatives and targets [Updated March 2026]

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 (Reason: Duplication)	(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 <u>2027</u>			✓			

(f) Three-year economic development budget (operating) - Strategic Goal 2 [Updated March 2026]

Directorate	Department / Function	2026/2027	2027/2028	2028/2029
Office of the Municipal Manager	Strategic Services	300 000	300 000	300 000
Subtotal		300 000	300 000	300 000

4.3 STRATEGIC GOAL 3 - QUALITY AND RELIABLE SERVICES

(b) Context [Updated March 2026]

The information in the section was obtained and updated with figures from the Census 2022 and 2025/26 MERO report

BASIC SERVICE DELIVERY

BASIC SERVICE DELIVERY

Access to
Housing
93.3%



Access to Water
99.3%



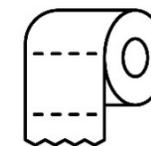
Access to Refuse
Removal
86.8%



Access to
Electricity
98.4%



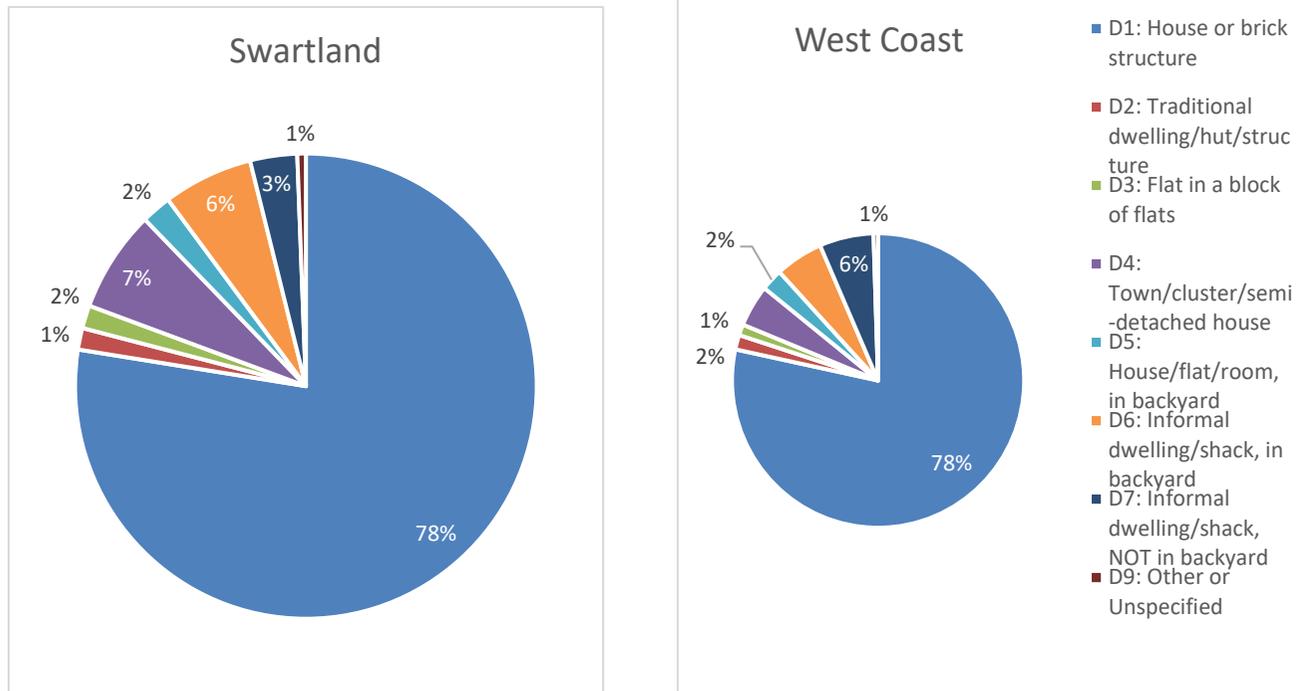
Access to
Sanitation
96.9%



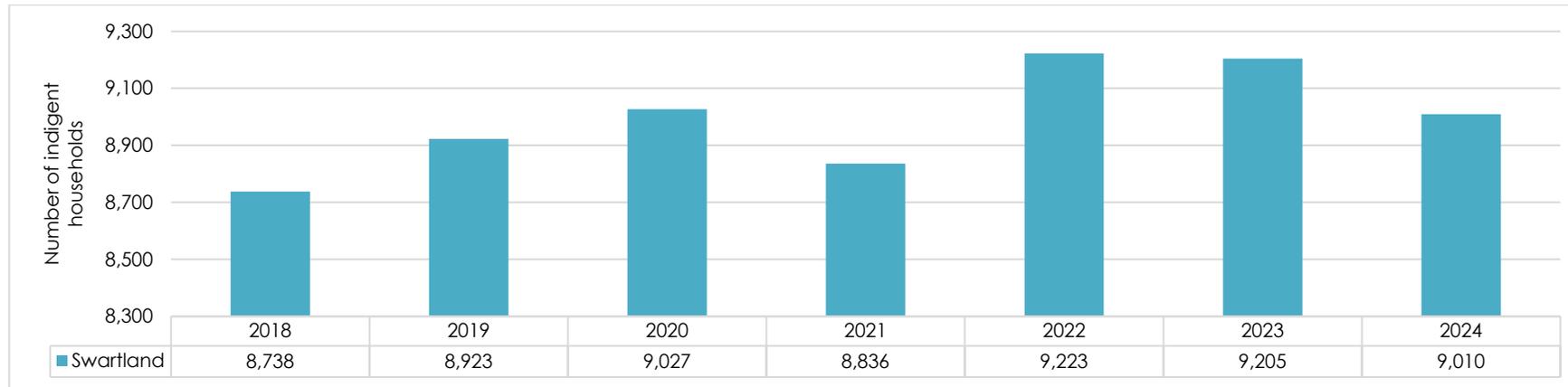
Housing and Household Services

Among the 36 601 households (MYPE 2025) residing in the Swartland area, a noteworthy 93.3 per cent enjoyed access to formal housing, surpassing the rate observed in the broader WCD, which stood at 83.6 per cent.

HOUSING TYPES, Swartland Municipality, 2024



INDIGENT HOUSEHOLDS, Swartland Municipality, 2022 – 2024



(c) Alignment with National and Provincial policy [Updated March 2026]

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

National Development Plan	Medium-Term Strategic Framework: 2024-2029	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 4 (Economic infrastructure) 	<ul style="list-style-type: none"> Strategic Priority 3: Build a capable, ethical and developmental state 	<ul style="list-style-type: none"> Households & Human Development Resource Resilience Spatial Transformation, Infrastructure, and Mobility

(d) Loadshedding resilience [Remove March 2026]

~~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 infoed 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 inverters.~~

(f) Three year capital budget - Strategic Goal 3 **[Updated March 2026]**

Directorate	Department / Function	2026/2027	2027/2028	2028/2029
Infrastructure and Civil Engineering Services	Furniture and Office Equipment	60 000	62 000	64 000
	Sewerage	8 238 000	23 613 950	32 830 025
	Buildings and Maintenance	34 000	36 000	2 250 000
	Cemeteries	-	-	600 000
	Parks and Recreational	1 960 498	1 994 950	2 029 675
	Roads	56 229 245	32 589 950	41 964 924
	Swimming Pools	-	-	5 450 000
	Sportgrounds	5 587 470	440 000	200 000
	Stormwater	620 000	622 000	624 000
	Water	41 335 095	87 721 735	9 365 0634
	Refuse	6 011 430	8 642 385	23 194 750
	Electrical Engineering Services	Machinery and Equipment	540 000	500 000
Electrical Infrastructure, Operations, Maintenance and Construction		55 136 000	69 238 727	66 578 205
Subtotal		175 751 738	225 461 697	269 956 213

4.4 STRATEGIC GOAL 4 - A HEALTHY AND SUSTAINABLE ENVIRONMENT

(d) Alignment with National and Provincial policy *[Updated March 2026]*

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

National Development Plan	Medium-Term Strategic Framework: 2024-2029	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"> Strategic Priority 3: Build a capable, ethical and developmental state 	<ul style="list-style-type: none"> Households and Human Development Resource Resilience Spatial Transformation, Infrastructure, and Mobility

f) Strategic initiatives and targets *[Updated March 2026]*

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 † Investigate the appointment of a credible social housing institution and submit a report to			✓			

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
	<u>the Municipal Manager by June 2026</u>						
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 2026]

Directorate	Department / Function	2026/2027	2027/2028	2028/2029
Development Services	Development Management	1 450 000	-	-
	Human Settlements / Housing Administration	44 846 000	60 896 000	34 329 000
Subtotal		46 296 000	60 896 000	34 329 000

4.5. STRATEGIC GOAL 5 - A CONNECTED AND INNOVATIVE LOCAL GOVERNMENT

(a) Alignment with National and Provincial policy [Updated March 2026]

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

National Development Plan	Medium-Term Strategic Framework: 2024-2029	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) 	<ul style="list-style-type: none"> Strategic Priority 3: Build a capable, ethical and developmental state 	<ul style="list-style-type: none"> Youth Agency & Preparedness Economic and Growth Opportunities

National Development Plan	Medium-Term Strategic Framework: 2024-2029	Western Cape's Provincial Strategic Plan: 2025-2030
<ul style="list-style-type: none"> Chapter 14 (Fighting corruption) Chapter 15 (Transforming society and uniting the country) 		

(b) Strategic initiatives and targets [Updated March 2026]

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 2027			✓			
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 economy and submit to the Mayoral Committee by June 2026 2027			✓			
5.5 Improved corporate image and communication (Reason for KPI to be moved to June 2027: The investigation is extensive and will require time, supported by both a strategic framework and comprehensive research. Advances in technology and its application in	(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		✓				

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
local government have also reshaped the potential scope and objectives of a customer care centre. However, capacity constraints within the Communications Office—due to competing priorities such as the website upgrade, Corporate Identity Guide implementation, mobile app development, other projects, and crisis communications—have limited the ability to dedicate sufficient focus to this complex initiative.)	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 2027			✓	✓		
	(4) Finalise and establish a corporate identity manual and submit to Mayoral Committee by June 2024	✓					

(c) Three year budget - Strategic Goal 5 [Updated March 2026]

Directorate	Department / Function	2026/2027	2027/2028	2028/2029
Corporate Services	Furniture and Office Equipment	32 000	34 000	36 000
	Secretariat and Records Management	100 000	100 000	50 000
	Properties, Contracts and Legal Administration	100 000	100 000	100 000
	Tourism, Library and Client Services	121 739	43 478	43 478
Financial Services	General and equipment	985 600	433 800	525 000
Office of the Municipal Manager	General and equipment	144 000	24 000	24 000
Electrical Engineering Services	ICT Services	4 552 164	2 727 118	3 894 115
Subtotal		6 035 503	3 462 396	4 672 593

CHAPTER 5: MUNICIPAL AND PROVINCIAL BUDGETS

5.1 MUNICIPAL BUDGETS

(a) Three-year capital budget per department *[Updated March 2026]*

Department	Division / Service	2026/2027	2027/2028	2028/2029
Office of the Municipal Manager	MM: Furniture and Office Equipment	12 000	12 000	12 000
	Council: Furniture and Office Equipment	132 000	12 000	12 000
Subtotal		144 000	24 000	24 000
Civil Engineering Services	Furniture and Office Equipment	60 000	62 000	64 000
	Sewerage	8 238 000	23 613 950	32 830 025
	Buildings and Maintenance	34 000	36 000	2 250 000
	Cemeteries	-	-	600 000
	Parks and Recreational	1 960 498	1 994 950	2 029 675
	Roads	56 229 245	32 589 950	41 964 924
	Swimming Pools	-	-	5 450 000
	Sportgrounds	5 587 470	440 000	200 000
	Stormwater	620 000	622 000	624 000
	Water	41 335 095	87 721 735	9 365 0634
Refuse	6 011 430	8 642 385	23 194 750	
Subtotal		120 075 738	155 722 970	202 858 007
Corporate Services	Furniture and Office Equipment	32 000	34 000	36 000
	Corporate Services General	100 000	100 000	50 000
	Properties, Contracts and Legal Administration	100 000	100 000	100 000
	Tourism, Library and Client Services	121 739	43 478	43 478
Subtotal		353 739	277 478	229 478
Development Services	Furniture and Office Equipment	52 000	54 000	56 000
	Development Management	1 450 000	-	-
	Community Development	2 509 000	2 104 000	37 456 000
	Caravan Park Yzerfontein	1 038 000	40 000	42 000
	Human Settlements / Housing Administration	44 846 000	60 896 000	34 329 000
Subtotal		49 895 000	63 094 000	71 883 000
Electrical Engineering Services	Machinery and Equipment	540 000	500 000	520 000
	ICT Services	4 522 164	2 727 118	3 894 115
	Electrical Infrastructure, Operations, Maintenance and Construction	55 136 000	69 238 727	66 578 205

Department	Division / Service	2026/2027	2027/2028	2028/2029
Subtotal		60 198 164	72 465 845	70 992 320
Financial Services	Furniture and Office Equipment	36 000	38 000	40 000
	Financial Services General	949 600	395 800	485 000
Subtotal		985 600	433 800	525 000
Protection Services	Machinery and Equipment	65 000	70 000	75 000
	Traffic/Law Enforcement Operations and Vehicle Licensing Administration	1206803	356 950	964 750
	Disaster Management, Fire and Emergency Services	7 930 000	200 000	200 000
Subtotal		9 201 803	626 950	1 239 750
TOTAL		240 854 044	292 645 043	347 751 555

(b) Ten largest capital projects - 2026/2027 [Updated March 2026]

Project	Budget	Source(s) of finance
Roads Swartland: New Roads	40 313 247	CRR + MIG
Malmesbury De Hoop Serviced Sites	30 000 000	DHS
Malmesbury De Hoop Serviced Sites (2000) Electrical	21 300 000	CRR
Roads Swartland: Resealing of Roads	13 387 000	CRR + MIG
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline	12 471 127	CRR + MIG
Moorreesburg Development 600 IRDP erven. Electrical infrastructure and	7 850 000	CRR
Bokomo Road: Pipe replacement	7 000 000	CRR
Purchase of Fire Station from WCDM (Wesbank)	6 400 000	CRR
Pipe Replacement: Obsolete Infrastructure	6 000 000	CRR
Replace oil insulated switchgear and equipment	5 500 000	CRR

The ten largest capital projects represent a total budget of R150 221 374 which is 45% of the total capital budget.

(c) Three year capital budget per IDP strategic goal [Updated March 2026]

Strategic Goal	2026/2027	%	2027/2028	%	2028/2029	%
1: Community safety and wellbeing	12 060 803	5.01	2 730 950	0.93	38 695 750	11.13
2: Economic transformation	1 100 000	0.46	-	-	-	-
3: Quality and reliable services	175 751 738	72.97	225 461 697	77.04	269 956 212	77.63
4: A healthy and sustainable environment	45 936 000	19.07	60 989 999	20.84	34 427 000	9.90
5: A connected and innovative local government	6 005 503	2.49	3 462 396	1.18	4 672 593	1.34
TOTAL	240 085 044	100.0	292 645 042	100.0	347 751 555	100.0

(d) Three year operating budget per IDP strategic goal [Updated March 2026]

Strategic Goal	2026/2027	%	2027/2028	%	2028/2029	%
1: Community safety and wellbeing	150 701 252	8.94	161 968 204	10.27	174 005 047	9.48
2: Economic transformation	300 000	0.02	300 000	0.02	300 000	0.02
3: Quality and reliable services	1 120 583 227	66.49	1 102 538 115	69.92	1 215 972 253	68.75
4: A healthy and sustainable environment	206 758 484	12.27	92 455 535	5.86	145 513 378	8.23
5: A connected and innovative local government	206 883 233	12.28	219 653 028	13.93	232 995 856	13.17
TOTAL	1 685 226 196	100.0	1 576 914 882	100.0	1 768 786 534	100.0

5.2 SWARTLAND MUNICIPALITY'S FINANCIAL ALLOCATIONS [Updated March 2026]**(a) The Division of Revenue Bill (DORA) - Government Gazette 54086 of 6 February 2026 [Updated March 2026]**

Grant	2026/2027	2027/2028	2028/2029
Equitable share	175 682 000	185 898 000	188 509 000
Local Government Financial Management Grant	1 800 000	1 900 000	2 000 000
Municipal Infrastructure Grant (MIG)	25 680 000	28 129 000	28 907 000
Integrated National Electrification Programme (Municipal) Grant	44 137 000	21 811 000	22 797 000
Expanded Public Works Programme	2 121 000	0	0
TOTAL	249 420 000	237 738 000	242 213 000

(b) Provincial Gazette Extraordinary 8892 of 7 March 2024 [Updated March 2026]

Grant	2026/2027	2027/2028	2028/2029
Informal settlements upgrading partnership grant	3 361 000	7 118 000	11 221 000

Grant	2026/2027	2027/2028	2028/2029
Human Settlements Development Grant	214 842 000	116 824 000	173 008 000
Financial assistance for maintenance and construction of transport infrastructure	4 765 000	186 000	8 686 000
Library service: Replacement funding for most vulnerable B3 municipalities	7 040 000	7 110 000	7 182 000
Community Library Services Grant	5 966 000	6 026 000	6 086 000
Resourcing funding for establishment and support of a K9 unit	4 473 000	4 666 000	4 876 000
Resourcing Funding for establishment of Law Enforcement Rural Safety Unit	5 944 000	6 211 000	6 490 000
Title Deeds Restoration Grant	297 000	250 000	270 000
Community Development Workers Operational Support Grant	39 000	39 000	39 000
Regional Socio Economic (RSEP)	R300 000	R0	R0
Municipal Fire Service Capacity Support Grant	R250 000	R0	R0
TOTAL	247 277 000	148 430 000	217 858 000

5.3 PROVINCIAL BUDGETS

Will be inserted with the final IDP during May 2026.

ANNEXURE 1 [Updated March 2026]

DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2026/27 (pilot)

The following indicators are being reported on as a **pilot** during the 2024/2025 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
- 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 24 hours (sanitation/wastewater)
- WS3.21 Percentage of callouts responded to within 24 hours (water)
- GG1.21 Staff vacancy rate
- GG1.22 Percentage of vacant posts filled within 3 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 at least one 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
- GG5.12 Quarterly salary bill of suspended officials
- 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
- 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
- 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
- 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
- FM4.31 Creditors payment period
- 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

QUARTERLY COMPLIANCE INDICATORS

- C1. Number of signed performance agreements by the MM and section 56 managers
- C2. Number of 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 conducted
- C15. Number of days of sick leave taken by employees
- C16. Number of permanent employees employed
- 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 a mini grid-based system in the municipal service area
- 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
- C86. Number of households in the municipal area registered as indigent
- C89. Number of meetings of the 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

COMPLIANCE QUESTIONS

- 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 role-player?
- 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?

OUTPUT INDICATORS FOR ANNUAL REPORTING

- ENV3.11 Percentage of known informal settlements receiving basic refuse removal services
- 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
- ENV5.1 Recreational water quality (coastal)
- ENV5.2 Recreational water quality (inland)
- 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
- 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)
- GG2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)
- 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

ANNUAL COMPLIANCE INDICATORS

- 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 fields and 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