



DRAFT INTEGRATED DEVELOPMENT PLAN 2026/27



**THE HOME OF GOOD GOVERNANCE SERVICE
EXCELLENCE & OPPORTUNITIES FOR ALL**

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Foreword by the Executive Mayor

FOREWORD BY THE EXECUTIVE MAYOR

The newly elected council of November 2021 adopted the 5th Generation Integrated Development plan in terms of Section 25(3) of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) (MSA). A municipal council may adopt the IDP of its predecessor, with or without amendment. The advent of Covid-19 has caused the need for a global reset at all levels of society. The Cederberg is not exempt and must align its plans and processes accordingly. The seemingly imminent collapse of South Africa's electricity energy grid commonly referred to as "loadshedding" creates added urgency for a need to revise and evaluate all past plans and strategies which impact our societal wellbeing. The council therefore will make amendments to the integrated development plan to suite the development trajectory of Cederberg.

The IDP is an enabler for mutual accountability towards the attainment of agreed development priorities. It constitutes a social contract between the Council and residents of the Cederberg area and is fundamental for development within Cederberg Municipality. A significantly large number of our resident live in a poverty trap in part inherited from past discriminatory policies, and in part as a result of the inability to create jobs within our democratic dispensation.

Most of our poor are young while the old struggle to provide nutrition and basic healthcare for their families. They are often unaware of the basic services available to them. In this regard the Council needs to enhance its Indigent Outreach program and do everything in its power to register as many indigents as possible on our Indigent register. This will enable most citizens to access basic services which can bring relief to destitute families.

Local government is evaluated by its ability to provide services and promote socio responsiveness to public needs. Furthermore, local government is both the most intimate sphere of government and the one that has a direct bearing on the everyday lives of citizens.

There are five steps, representing a level of achievement, from the lowest level. The five steps are:

- 1) Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.
- 2) Getting the basics right. Provide for the most fundamental needs of our citizens by getting the basic service delivery right.
- 3) Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can utilise their opportunities.
- 4) Helping our citizens to be successful by enabling opportunities and driving local economic growth.
- 5) Creating a better future for all by taking a firmly sustainable approach to our environment.

From the Municipality's side we are committed to:

A professional service to every town, settlement and to the rural areas;

Foreword by the Executive Mayor

- Create an environment for local economic development that can facilitate job creation in order for ordinary citizens to take responsibility and break free from the cycle of poverty;
- Good financial planning and control, free of any form of corruption;
- The spending of municipal funds in a responsible and transparent manner;
- And a productive workforce with a high work ethic and a high standard of customer care.

I would like to take this opportunity to thank all who have participated in the amendment of the IDP. This IDP is a product of a collective of individuals and groupings including the private sector, the NGO's and the business community who participated in the IDP/Budget Review.

I would also like to thank my fellow Councillors, the Municipal Manager, all Directors and the IDP team and support staff who contributed to the compiling of this document. We are all integrally linked in the quest to ensure that our people receive the services they deserve. Our collective dream and goals are a clean town, clean water, and clean administration. This revised IDP is our roadmap to achieve ultimate success in the delivery of basic services to our people. I wish to invite all to become part of this journey.

I thank you.

Azrial Scheepers

Executive Mayor

Acknowledgement from the Municipal Manager

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

It is generally accepted that the broader public are fully aware of the origin, purpose and implementation of the Integrated Development Plan. This perception does not seem to be always correct and may be debatable, as not everybody is equally familiar with local government legislation.

The IDP has its origin from the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) (MSA) with its core components specified in Section 26 of the MSA.

Section 36- Municipality to give effect to integrated development plan.

“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.”

I wish to thank each member of the community, who participated in the planning process. I am sure that by attending you have gained insight in the workings of your Municipality and met the responsible officials.

I want to extend my appreciation for the support given by government departments to Cederberg Municipality. I know that through building and strengthening relationships we can attend to our community's needs. More so we can adhere to our constitutional mandates as stated in Chapter 3 of the Constitution of the Republic of South Africa, act 108 of 1996 with regards to the principles of co-operative government and intergovernmental relations.

I would also like to thank each municipal official that contributed to the consultation processes and to preparing this document; and to each councillor for guidance and inputs received.

This is to also remind ourselves that integrated development planning never ends and demands total commitment from all municipal officials all the time.

Gerrit Matthyse

Municipal Manager

EXECUTIVE SUMMARY

This document represents the *Integrated Development Plan 2026/2027* of the Cederberg Municipality. This document is an amendment to the initial five-year cycle that started in July 2022 and ends in June 2027.

The IDP is regarded as the key strategic document that guides, in particular, municipal operations, but also consolidates municipal-wide strategies and plans of other tiers of government. The local context which government performs integrated development planning is explained in the first chapter. It provides a vision statement to ensure alignment of the municipal vision, objectives and strategies. The second chapter gives a spatial analysis of the municipality which includes the swot analysis, demographic profile, socio-economic profile and joint district and metro approach. Chapter three provide the political and administrative institutional analysis of the municipality. Chapter four gives guidance to the municipal operations within a framework of key performance areas and key performance indicators. Reference is also made to sector plans as core components of an IDP and as municipal policy requirements. Chapter five and six prepare municipal action plans linked to the vision statement to guide municipal operations. Financial planning (including funded and unfunded projects) and performance management are discussed based on the Service Delivery and Budget Implementation Plan and the Municipality's Performance Management System Framework.

The IDP planning process include extensive public participation and engagement with various stakeholders and was completed in accordance with the adopted Process Plan. In this regard, ward councillors and ward committees play key roles in channelling inputs from communities to the municipal administration. Ward Committee meetings were held in September and October 2025. A second round of public engagements was held in April 2026 where the community's comments for the IDP 2026/27 was obtained.

The focus throughout the process was to re-prioritize the needs of communities within a developmental approach and broader service delivery framework. In this regard, the 2026/27 municipal budget includes (as did the previous budget) mostly infrastructure-related projects to ensure sustainable service delivery.

This executive budget section will be included and finalized with the adoption of the Final by 30 May 2026.

It is important to note that the IDP includes funded projects in the 2026/27 budget (including EPWP-funded projects) and a list of 'unfunded needs', most of which are not associated with the mandate of a local municipality. Hence, the Municipality acknowledges the imperative to facilitate, as far as possible, mandatory responses from the other tiers of government to these community needs.

1.1 INTRODUCTION

The Local Government: Municipal Systems Act (MSA) No. 32 of 2000 mandates municipalities to undertake developmental oriented planning, to ensure that they achieve their constitutional mandates (see Sections 152 and 153 of the Constitution). To this end, the Cederberg Municipality's Integrated Development Plan (IDP) serves as a strategic framework that guides the Municipality's planning and budgeting over the course of each political term. In order to provide democratic and accountable government for local communities, the Municipality consulted both internal and external stakeholders in the IDP development process. The key projects identified for implementation in the IDP were sourced from communities and other stakeholders through various public participation platforms. We wanted to create a more inclusive society by working towards a greater economic freedom for all the people of the area.

The IDP forms the framework and basis for the Municipality's Medium-term Expenditure Framework (MTEF), annual budget and performance management system (PMS), and seeks to promote integration by balancing the economical, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

The IDP is prepared within the first year after the newly elected Council has been appointed and must be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the Municipality.

1.2 THE FIFTH (5TH) GENERATION IDP

The first generation IDP's dealt with the period 2002-2007 and the second generation IDP's with the period 2007-2012, the third generation IDP's with the period 2012-2017 and the fourth generation IDP's with the period 2017-2022. Municipalities entered the fifth five-year IDP cycle with the municipal elections in November 2021. The new council that was constituted after the elections immediately started preparing a new five-year IDP 2022-2027 and adopted it in May 2022.

Section 34 of the MSA requires that a municipality must annually review its IDP and may amend it in accordance with a prescribed process. This constitutes the first amendment to the fifth generation IDP of the Cederberg Municipality.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also -

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the Municipality.

-
- are driven by the management team and systems within the Municipality with implementation regularly monitored during the year through the performance management system.
 - contain a long-term development strategy that can guide investment across the municipal area.
 - provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders.

1.3 POLICY AND LEGISLATIVE CONTEXT FOR INTEGRATED DEVELOPMENT PLANNING

The IDP process is guided by various legislations, policies, and guides, which a municipality must carefully consider when compiling the Strategic Document. The legislation and policies are outline in

1.3.1. Constitution of the Republic of South Africa

Section 152 of the Constitution of South Africa and the MSA have a substantial impact on the traditional role of local government. Over and above the delivering of municipal services, municipalities must now lead, manage and plan development through the process of Integrated Development Planning. Sections 152 and 153 of the Constitution prescribe that local government should oversee the development process and municipal planning and describe the following objects of local government:

- To ensure the sustainable provision of services.
- To provide democratic and accountable government for all communities.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To give priority to the basic needs of the communities.
- To encourage involvement of communities and community organisations in matters of local government

1.3.2. White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find suitable ways to address their social, economic and material needs and improve the quality of their lives”.

1.3.3. Municipal Systems Act (MSA), 32 of 2000

In terms of the MSA, all municipalities are obligated to undertake a process of preparing and implementing IDPs. The Act defines Integrated Development as one of the core functions of a municipality in the context of its developmental orientation. According to Section 25 (1) of the MSA; Each municipal

council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates, and coordinates plans and considers proposals for the development of the municipality.
- Aligns the resources and capacity of the municipality with the implementation of the plan.
- Forms the policy framework and general basis on which annual budgets must be based.
- Complies with the provisions of this chapter.
- Is compatible with National and provincial development plans and planning requirements binding on the municipality in terms of legislation.

1.3.4. Municipal Finance Management Act (MFMA), 56 of 2003

In terms of the MFMA, the Mayor of a municipality must;

- Co-ordinate the process for preparing the annual budget and for reviewing the municipality's IDP and budget related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table to the municipal council a time-schedule outlining key deadlines for
 - The preparation, tabling and approval of the annual budget.
 - The annual review of the IDP in terms of Section 34 of the MSA; and budget-related policies
 - The tabling and adoption of any amendments to the IDP and the budget -related policies
 - Any consultative processes forming part of the processes referred to in sub-paragraphs

Section 21 (2) of the MFMA states that, when preparing the annual budget, the Mayor of a municipality must:

- Consider the municipality's Integrated Development Plan
- Take all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the MSA considering realistic revenue and expenditure projections for future years

1.3.5. Municipal Planning and Performance Management Regulations (2001)

These Regulations make provision for the inclusion in the IDP of the following:

- The institutional framework for the implementation of the IDP
- Investment and development initiatives in the Municipality
- Key performance indicators and other important statistical information
- A financial plan
- A spatial development framework

1.3.6. Intergovernmental Relations (IGR) Framework Act, 13 of 2005

The Act recognises the importance of local government's full participation in intergovernmental relations, as it is the key site of service delivery and development. Therefore, municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. The effective implementation of the IDP can only be attained if government across all spheres is committed towards the common goal of rendering quality services; hence the IGR Act seeks to enhance alignment between spheres of government.

1.4 STRATEGIC FRAMEWORK OF THE IDP

It is recognized that the intention of integrated development planning is to consolidate different functional planning activities together into a coherent whole. However, the actual emphasis of current integrated development planning clearly remains in a spatially focused environment. Although some elements of a higher strategic nature are contained, they are seldom explored to become the directional focus of work plans and sector initiatives.

It is local government's responsibility to plan and develop municipal areas. The Constitutional mandate is to align management, budgeting and planning functions to its objectives and gives a clear indication of the intended purpose of municipal integrated development planning.

The Municipal Council of Cederberg Municipality acknowledges its constitutional responsibility and understands the importance that strong political leadership and sound administration and financial management plays in the effective functioning of a municipality and has reviewed its vision, mission and values to ensure it lives out its mandate.

1.5 VISION, MISSION, VALUES

The vision of the Cederberg Municipality is set out below.



The home of good governance,
service excellence and
opportunities for all

To achieve the above vision the Cederberg Municipality will:



The values that drive the work of the Cederberg Municipality are depicted below:



1.6 STRATEGIC OBJECTIVES

In pursuit of its vision and mission, the Council set the following seven strategic objectives:

S01	Improve and sustain basic service delivery and infrastructure development
S02	Strive for financial viability and economic sustainability
S03	Promote Good Governance, Community Development & Public Participation
S04	Facilitate, expand and nurture sustainable economic growth and eradicate poverty
S05	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade
S06	Facilitate social cohesion, safe and healthy communities
S07	Develop and transform the institution to provide a people-centred human resources and administrative service to citizens, staff and Council

Table 1: Strategic Objectives

1.7. ALIGNMENT WITH INTERNATIONAL, NATIONAL AND PROVINCIAL POLICY DIRECTIVES

1.7.1. International Policy Directive

Sustainable Development Goals

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected - often the key to success in one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large.

The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. “The SDGs provide us with a common plan and agenda to tackle some of the pressing challenges facing our world such as poverty, climate change and conflict.

The Goals are the following:



1.7.2. National Policy Directives

National Development Plan

In May 2010 President Jacob Zuma appointed the National Planning Commission, an advisory body made up of 26 experts drawn largely from outside the government, to draft a vision and national development plan.

The commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

1. Too few people work.
2. The quality of school education for black people is poor.
3. Infrastructure is poorly located, inadequate and under-maintained.
4. Spatial divides hinder inclusive development.
5. The economy is unsustainably resource intensive.
6. The public health system cannot meet demand or sustain quality.
7. Public services are uneven and often of poor quality.
8. Corruption levels are high.
9. South Africa remains a divided society.

On 11 November 2011 the vision statement and the plan were released for consideration. The Commission consulted widely on the draft plan. The National Development was handed to President Zuma in August 2012 and was adopted by cabinet in September 2012.

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The graphic below demonstrates the close link between capabilities, opportunities and employment on social and living conditions. It shows how leadership, an active citizenry and effective government can help drive development in a socially cohesive environment.

Progress over the next two decades means doing things differently. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.

-
- Encouraging strong leadership throughout society to work together to solve problems.

The National Development Plan provides a strategic framework to guide key choices and actions that will hold people accountable and finding innovative solutions to challenges. What South Africans need is for all of us to be active citizens and to work together - government, businesses, communities - so that people have what they need to live the lives they would like.

This vision for South Africa in 2030 is divided into 13 specific goals. These are:

1. Health care for all
2. Safety and freedom from fear
3. Economy and employment
4. A skilled workforce
5. Economic infrastructure
6. Vibrant rural communities
7. Sustainable human settlements
8. Accountable local government
9. A healthy natural environment
10. South Africa's place in the world
11. Efficient public service
12. Inclusive social protection
13. Nation building and social cohesion

Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) is government's policy position to guide the future growth and management of urban areas. In the economic history of humanity, urbanisation has always been an accelerator of growth and development, bringing about enormous changes in the spatial distribution of people and resources, and in the use and consumption of land.

The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa: By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements. For this to happen the country must:

- Clarify and relentlessly pursue a national vision for spatial development.
- Sharpen the instruments for achieving this vision.
- Build the required capabilities in the state and among citizens.

The IUDF's overall outcome - spatial transformation - marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and

coordinated cities and towns. Informed by this outcome and the NDP's vision for urban South Africa, the IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns. Importantly, this vision for South Africa's urban areas recognises that the country has different types of cities and towns, each with different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced:

- **Spatial integration:** To forge new spatial forms in settlement, transport, social and economic areas
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration

Medium Term Development Plan (MTDP): 2024/29

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasizing development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. Inclusive growth & job creation (Apex priority) - driving economic interventions across all spheres of government.
2. Reducing poverty & tackling the high cost of living - ensuring social protection and economic inclusion.
3. Building a capable, ethical & developmental state - enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.

-
- Poverty Reduction & Social Interventions: WCG’s social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
 - Building a Capable State: The WCG’s governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

Back-To-Basics

The Back-to-Basics approach is designed by COGTA to ensure that all municipalities perform their basic responsibilities and functions. “We cannot solve today’s problems with the same level of thinking that created the problems in the first place” (Albert Einstein). We need to do things differently if we want different solutions. We must change our paradigm to focus on serving the people and not extractive elites. The Constitution and other legislation spell out our responsibilities and tasks. The five pillars of the Back to Basics approach is as follows:

1. ***Put people and their concerns first*** and ensure constant contact with communities through effective public participation platforms. This is the essence of our ‘back to basics’ approach.
2. Create conditions for decent living by consistently ***delivering municipal services*** to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
3. Be well governed and ***demonstrate good governance and administration*** - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
4. Ensure ***sound financial management and accounting*** and prudently manage resources so as to sustainably deliver services and bring development to communities.
5. Build and maintain ***sound institutional and administrative capabilities***, administered and managed by dedicated and skilled personnel at all levels.

The Back-to-Basics approach has as its main aim the institutionalisation of good performance in municipalities and integrates information to ensure that current challenges in the local government sphere are adequately addressed.

Cederberg Municipality currently updates Back-to Basics information on a monthly basis.

District Development Model

In order to address the past shortcomings of integrated development planning, national government conceptualised and launched the District Development Model (DDM) as an intergovernmental relations mechanism for all three spheres of government to work jointly and to plan and act in unison. The rationale for the initiative is twofold: (1) to address the lack of coherence in planning and implementation that has made monitoring and oversight of

government's programmes difficult and (2) to ensure the effective implementation of government's seven priorities (see later section on the Western Cape specific approach to the DDM namely the Joint District and Metro Approach).

State of the Nation Address 2026

President Cyril Ramaphosa delivered his 2026 State of the Nation Address (SONA) on 12 February 2026. The theme of the SONA was "A nation that works for all". Below is a summary of the SONA:

FOCUS AREA	SUBJECT	NATIONAL ACTION
National Reflection	Democratic Heritage	- Commemorate the 1956 Women's March and the legacy of the 1976 youth uprising. - Reaffirm constitutional values of equality, dignity and non-racialism.
National Security	Organised Crime	- Intensify operations against organised crime syndicates using intelligence-led policing. - Deploy multidisciplinary teams to dismantle criminal networks.
	Gang Violence	- Deploy the South African National Defence Force to assist police in areas affected by gang violence and illegal mining.
	Police Capacity	- Recruit 5,500 additional police officers to strengthen law enforcement capacity.
	Gun Control	- Strengthen enforcement of firearm licensing and possession regulations.
Fighting Corruption	Anti-Corruption Reforms	- Strengthen the Special Investigating Unit, National Prosecuting Authority and Hawks. - Introduce the Whistle-Blower Protection Bill to criminalise retaliation against whistle-blowers.
	Procurement Reform	- Reform procurement systems and finalise Public Procurement Act regulations by mid-2026.
Water Security	Water Infrastructure	- Invest over R156 billion in water and sanitation infrastructure over the next three years.

	Water Governance	- Establish a National Water Crisis Committee to coordinate national responses to water shortages.
	Institutional Reform	- Establish the National Water Resource Infrastructure Agency to manage water infrastructure and mobilise investment.
Local Government Reform	Municipal Performance	- Finalise a revised White Paper on Local Government. - Introduce differentiated municipal responsibilities and stronger national intervention powers.
Economic Growth	Inclusive Growth	- Implement the Medium Term Development Plan to accelerate economic growth and job creation.
	Infrastructure Investment	- Invest more than R1 trillion in infrastructure over three years. - Use public-private partnerships and infrastructure bonds to mobilise investment.
Energy Reform	Energy Security	- Continue restructuring Eskom and establish an independent transmission entity.
	Renewable Energy	- Expand renewable energy generation and attract private investment in the electricity market.
Logistics and Transport	Rail and Ports Reform	- Allow private rail operators access to national rail networks. - Establish public-private partnerships in port terminals and rail corridors.
Industrial Development	Trade and Manufacturing	- Protect and expand manufacturing sectors such as steel, automotive and mining.
	Critical Minerals	- Expand exploration and beneficiation of critical minerals for global markets.
Agriculture	Agricultural Growth	- Support farmers through blended finance programmes and deploy 10,000 agricultural extension officers.
	Disease Control	- Vaccinate the national cattle herd to combat foot-and-mouth disease.

Tourism	Visa Reform	- Expand the Electronic Travel Authorisation system for faster tourist visa processing.
Small Business Development	SME Support	- Provide R2.5 billion in funding to more than 180,000 small businesses and extend credit guarantees.
Employment Creation	Youth Employment	- Expand public employment programmes such as the Presidential Employment Stimulus, EPWP and Community Works Programme.
Education and Skills	Basic Education	- Strengthen early childhood development and improve literacy and numeracy outcomes.
	Skills Development	- Reform the skills development system and strengthen TVET colleges and workplace training.
Social Protection	Poverty Reduction	- Continue and redesign the Social Relief of Distress Grant to support livelihoods and employment pathways.
Housing	Urban Development	- Promote housing closer to economic opportunities and expand affordable housing options.
Health	Health System Reform	- Invest in hospital infrastructure and continue preparatory work toward the National Health Insurance system.
	HIV Prevention	- Roll out Lenacapavir injections to prevent HIV transmission.
Gender-Based Violence	GBV Response	- Expand survivor support services, shelters and specialised courts for sexual offences.
Immigration and Borders	Border Management	- Strengthen border infrastructure, technology and enforcement capacity.
Public Administration	Professionalisation of Public Service	- Implement legislation to ensure merit-based appointments and mandatory lifestyle audits for senior officials.

Digital Transformation	e-Government	- Launch Digital ID and expand online government services through the MyMzansi platform.
International Relations	African Integration	- Advance regional integration through the African Union and African Continental Free Trade Area.
	Global Diplomacy	- Promote solidarity, equality and sustainability in global governance platforms such as the G20.
National Dialogue	Social Cohesion	- Expand the National Dialogue process across the country to develop a national compact and guide future development planning.

Table 2: State of the Nation Address 2026

Operation Vulindlela

Operation Vulindlela is a joint initiative of the Presidency and National Treasury to accelerate the implementation of structural reforms and support economic recovery. Operation Vulindlela is a National Treasury Growth Paper published in 2019, setting out binding constraints on growth & reforms required. It was established in October 2020 to support the President and Cabinet to drive the implementation of priority reforms. The following are achievements of phase 1 and priorities of phase 2 in relation to water and energy.



Energy

Accelerating market reform for long-term energy security and a competitive economy

Achievements in Phase I

- Regulatory changes to enable private investment in electricity generation
- National Transmission Company of South Africa established as an independent entity
- Electricity Regulation Amendment Act passed to introduce a competitive electricity market
- Rooftop solar more than doubled in one year as a result of tax incentives and feed-in tariffs
- World-class renewable energy procurement programme revived with over 10 GW of wind, solar and storage currently in procurement

Priorities for Phase II

- 1 Complete the restructuring of Eskom and establish an independent Transmission System Operator
- 2 Establish a competitive wholesale market for electricity generation
- 3 Streamline the regulatory framework for energy projects through the Energy Security Bill
- 4 Reform the electricity distribution industry to establish financially and operationally sustainable distribution companies
- 5 Strengthen and expand the national transmission network



Water

Investing in water infrastructure and ensuring a secure and reliable supply of water

Achievements in Phase I

- Water use licenses backlog cleared - unlocking billions in investment
- National Water Resources Infrastructure Agency Act passed to provide for a dedicated agency to own and manage bulk water infrastructure
- Water quality monitoring system reinstated for the first time since 2014 to enable effective intervention in failing municipalities
- Raw Water Pricing Strategy revised to ensure cost recovery and renewed investment in infrastructure
- Water Partnerships Office established to develop pipeline of PSP projects in the water sector

Priorities for Phase II

- 1 Develop a National Water Action Plan and establish a coordination structure to ensure water security
- 2 Implement institutional reforms to improve the management of water resources
- 3 Strengthen the regulation and oversight of water service provision
- 4 Support the introduction of private sector partnerships in the water sector

Phase 2 priorities relating to Local Government, spatial inequality and digital transformation:



Local government

Institutional, governance and financial reforms to address the root causes of deteriorating performance

Priorities for Phase II

- 1 Shift to a utility model for water and electricity services to ensure financial and operational sustainability
 - Require all metros to establish or appoint ring-fenced, professionally managed and independently licensed utilities for water & sanitation and electricity within two years, with support from National Treasury and line departments.
- 2 Standardise and professionalise the appointment of senior officials in local government
 - Ensure that all Municipal Managers and CFOs meet the minimum standards for qualifications, experience and integrity, and extend the mandate of the Public Service Commission to oversee compliance at local government level.
- 3 Review the institutional structure of the local government system through an updated White Paper on Local Government
 - Publish an updated White Paper on Local Government to outline a modern and fit-for-purpose local government system, including a review of powers and functions as well as the appropriateness of the two-tier system.
- 4 Review the funding model and functions assigned to local government, including the use of conditional grants
 - Undertake a review to ensure that local government revenue matches its responsibilities, and that funding mechanisms incentivize improved service delivery performance.



Spatial inequality

Creating dynamic cities that support economic growth and generate employment

Priorities for Phase II

1	Revitalise and restore passenger rail services	Complete the restoration of strategic corridors and upgrading of stations and rolling stock, and develop a roadmap for the future of passenger rail.
2	Strengthen demand-side housing policy to support densification	Redesign the First Home Finance programme to increase uptake, and introduce a demand-side rental subsidy for affordable housing.
3	Release public land and buildings for affordable housing and other development	Make available under-utilized land owned by national government departments and entities through sale or long-term lease for affordable housing.
4	Clear the backlog of title deeds and make the titling system more accessible and affordable	Address obstacles to titling by resolving outstanding planning approvals for subsidized housing developments, raising the small estates threshold, and establishing mechanisms to resolve disputes over ownership.
5	Review land use, building and other regulations to enable low-cost property developments	Review the current regulatory framework to support low-cost developments, for example by relaxing land use zoning schemes in certain areas to allow households to build a second or third dwelling.



Digital transformation

Investing in digital public infrastructure to enhance service delivery and expand financial inclusion

Priorities for Phase II

1	Develop and implement a Digital Transformation Roadmap for South Africa	Put in place a clear, practical roadmap to drive catalytic projects, overseen by an Inter-Departmental Working Group on Digital Transformation.
2	Implement digital identity for secure and remote access to services	Establish universal biometric enrolment and introduce a foundational digital identity system, together with a digital wallet for citizens to access their digital ID, drivers license and other verifiable credentials.
3	Establish a data exchange for evidence-based policymaking and service delivery	Create a data exchange to integrate key administrative databases, enabling improved programme design and targeting while reducing leakages and fraud.
4	Introduce digital payments for cost-effective and dignified transactions	Enable real-time payments at no cost through multiple channels to reduce cash transactions, and establish a payment bridge for government departments and agencies to make payments to citizens directly.
5	Create trusted digital channels for accessing information and services	Relaunch Gov.za as a fully functional platform for citizens to access information and services, and make procurement and other government data transparent.

1.7.3. Provincial Policy Directives

Western Cape Provincial Strategic Plan 2025-2030

The Provincial Strategic Plan 2025-2030 is a comprehensive policy document as roadmap for execution. The plan includes four strategic portfolio priorities as set out in the following diagram:



Figure 1: Western Cape Strategic Goals

The PSP 2025-2030 builds on the Recovery Plan’s framework, retaining the four priorities—Growth for Jobs, Wellbeing, Safety, and Innovation, Culture & Governance—but evolves their conceptualisation as "portfolios" to reflect their strategic role in government. Wellbeing is renamed Educated, Healthy, and Caring Society to better reflect the scope of the portfolio, and the apex priority for the five-year period is helping businesses to grow and create jobs and equipping residents to get those jobs. This iteration introduces an Integrated Change Strategy, which prioritises a resident -centric approach to service delivery and resilience and emphasises enhanced integration across the four portfolios.

Joint District and Metro Approach (JDMA)

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

- is a geographical (district) and team based, citizen focused approach;

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

One Cape 2040

The One Cape 2040 vision was adopted by the Western Cape Government and other key institutions in the Province in 2013. One Cape 2040 envisages a transition towards a more inclusive and resilient economic future for the Western Cape region. It sets a common direction to guide planning, action and accountability. To this end, it identifies six transitions:



Figure 2: Vision: One Cape 2040

Provincial Spatial Development Framework (PSDF)

In 2014 the Western Cape Government adopted the Provincial Spatial Development Framework (PSDF). Its purpose is to address the lingering spatial inequalities that persist as a result of apartheid's legacy - inequalities that contribute both to current challenges (lack of jobs and skills, education and poverty, and unsustainable settlement patterns and resource use) and to future challenges (climate change, municipal fiscal stress, food insecurity and water deficits), This PSDF provides a shared spatial development vision for both the public and private sectors and serves as the guide to all sectoral

considerations with regard to space and place. The PSDF serves to guide the location and form of public investment and to influence other investment decisions by establishing a coherent and logical spatial investment framework.

The PSDF puts in place Province-wide collaborative arrangements to align public investment in the built environment - including transport, infrastructure and facilities - towards realising the spatial vision. It aims to coordinate, integrate and align national, provincial and municipal plans, policies and strategies.

The PSDF provides the spatial development policy framework through which the various PSGs will drive economic growth, improved natural resource management and resource use efficiencies, and the development of more sustainable and integrated settlements.

The logic underpinning the PSDF's spatial strategy is to:

- CAPATALIZE and build on the Western Cape comparative strengths (e.g. gateway status, knowledge economy, lifestyle offering) and leverage the sustainable use of its unique spatial assets.
- CONSOLIDATE existing and emerging regional economic nodes as they offer the best prospects to generate jobs and stimulate innovation.
- CONNECT urban and rural markets and consumers, fragmented settlements and critical biodiversity areas (i.e. freight, logistics, public transport, broadband, priority climate change ecological corridors, etc.)
- CLUSTER economic infrastructure and facilities along public transport routes (to maximise the coverage of these public investments and respond to unique regional identities within the Western Cape.

The policy framework covers provincial spatial planning's three interrelated themes, namely:

PSDF THEME	FROM	TO
RESOURCES	Mainly curative interventions	More preventative interventions
	Resource consumptive living	Sustainable living technologies
	Reactive protection of natural, scenic and agricultural resources	Proactive management of resources as social, economic and environmental assets
SPACE-ECONOMY	Fragmented planning and management of economic infrastructure	Spatially aligned infrastructure planning, prioritisation and investment
	Limited economic opportunities	Variety of livelihood and income opportunities
	Unbalanced rural and urban space economies	Balanced urban and rural space economies built around green and information technologies
SETTLEMENT	Suburban approaches to settlement	Urban approaches to settlement
	Emphasis on 'greenfields' development and low density sprawl	Emphasis on 'brownfields' development
	Low density sprawl	Increased densities in appropriate locations aligned with resources and space-economy
	Segregated land use activities	Integration of complementary land uses
	Car dependent neighbourhoods and private mobility focus	Public transport orientation and walkable neighbourhoods
	Poor quality public spaces	High quality public spaces
	Fragmented, isolated and inefficient community facilities	Integrated, clustered and well located community facilities
	Focus on private property rights and developer led growth	Balancing private and public property rights and increased public direction on growth
	Exclusionary land markets and top-down delivery	Inclusionary land markets and partnerships with beneficiaries in delivery
	Limited tenure options and standardised housing types	Diverse tenure options and wider range of housing typologies
	Delivering finished houses through large contracts and public finance and with standard levels of service	Progressive housing improvements and incremental development through public, private and community finance with differentiated levels of service

Figure 3: Provincial Spatial development framework theme

1.7.4. State of the Province Address 2026

Premier Alan Winde delivered his 2026 State of the Province Address (SOPA) on 25 February 2026. The theme "At the tip of Africa, There is a Place..."

FOCUS AREA	SUBJECT	PROVINCIAL ACTION
Economic Growth and Jobs	Job Creation	- Prioritise economic growth as the primary driver of employment. - Target further reductions in unemployment through investment and sector development.
	Investment Promotion	- Advance major investment projects including R600 million in green hydrogen, R1.8 billion in manufacturing, R105 million in technology, R250 million in the green economy and R400 million in solar energy.

	Infrastructure Pipeline	- Develop a provincial infrastructure investment pipeline valued at approximately R152 billion with over 50 investment-ready projects.
	Export Expansion	- Expand export markets through trade promotion and international partnerships via Wesgro.
Infrastructure and Logistics	Ports and Freight	- Support reforms to improve efficiency at the Port of Cape Town. - Expand the Ports Project Management Unit to coordinate freight logistics across Cape Town, Saldanha and Mossel Bay.
	Transport Infrastructure	- Improve freight and logistics coordination to support economic competitiveness and exports.
Energy Security	Energy Resilience	- Expand the provincial Energy Resilience Programme and increase electricity generation capacity through independent power producers.
	Municipal Energy	- Allocate funding to municipalities to enhance energy security and reduce reliance on the national grid.
Agriculture and Rural Economy	Agricultural Exports	- Expand agricultural export markets to more than 78 countries.
	Sector Development	- Strengthen agriculture and agri-processing industries supporting over 250 000 jobs.
	Ecological Infrastructure	- Rehabilitate ecological infrastructure and clear invasive species to improve water security and agricultural sustainability.
Education	School Infrastructure	- Invest approximately R1.5 billion in new schools and classrooms.
	School Expansion	- Open additional schools in high-demand areas and expand classroom capacity through new infrastructure.
Housing and Human Settlements	Affordable Housing	- Continue integrated housing developments such as Conradie Park and complete additional residential units.
	Spatial Transformation	- Promote mixed-use developments combining housing, education and economic opportunity.
Safety and Security	Crime Prevention	- Strengthen provincial law enforcement operations including integrated vehicle checkpoints.
	Law Enforcement Technology	- Procure advanced vehicle scanners to detect firearms, drugs and human trafficking.

Health Care	Health Infrastructure	- Invest nearly R500 million in new healthcare facilities including developments in Hanover Park, Knysna and Mossel Bay.
	Health Innovation	- Introduce AI-enabled diagnostic systems such as retinal screening and CT brain imaging to improve medical outcomes.
Social Development	Child Welfare	- Implement the Khulisa Care programme to address early childhood nutrition and development.
	Youth Transition Support	- Pilot independent living programmes for youth leaving foster care and child-care centres.
	Social Work Systems	- Deploy digital tools such as the Social Work Integrated Management System to improve service delivery and reduce administrative burdens.
Digital Transformation	Government Innovation	- Introduce AI-enabled service platforms and digital systems to improve citizen interaction with government services.
Road Safety and Mobility	Road Enforcement	- Expand traffic enforcement operations and enhance road safety monitoring through checkpoints and technology.
Provincial Development Vision	Inclusive Growth	- Position the Western Cape as a leading investment destination and centre of economic growth in South Africa.

Table 3: State of the Province address 2026

1.7.5. West Coast District Integrated Development Plan

Cederberg Municipality have aligned its Integrated Development Plan to the West Coast District Municipality’s Integrated Development Plan. The following planning framework for the WCDM is used for improving inter-governmental alignment and service delivery integration.

Cederberg Municipality participates in all district wide IDP and IGR engagements with the intention to strengthen the horizontal alignment with the West Coast District Municipality as well as the neighbouring local municipalities in the region.

At the district municipality level, the strategic objectives have been derived from those regional development imperatives that confront the district at present and will continue to confront the district. The WCDM’s strategic intent and vision for the following five years can be summarised as follows:

<p>VISION OF WCDM</p> <p>Weskus the caring centre for innovation and excellence</p>
<p>MISSION OF WCDM</p> <p>Promote drivers of change, by leading well-coordinated and innovative initiatives to achieve sustainable and integrated development of the West Coast</p>

1.8 STRATEGIC ALIGNMENT

Cederberg Municipality, through its IDP strives to align its strategic objectives with national and provincial government. The matrix below exhibits alignment between these three spheres of government.

CEDERBERG STRATEGIC OBJECTIVES	WEST COAST DISTRICT GOALS	PROVINCIAL STRATEGIC GOALS	NATIONAL DEVELOPMENT PLAN	NATIONAL KPA	2019-2024 MTSF PRIORITIES
Improve and sustain basic service delivery and infrastructure development	Coordinate and Promote the development of bulk and essential services and transport infrastructure	Innovation, culture & governance	Economic infrastructure	Basic Service Delivery	Consolidating the social wage through reliable and quality Basic Services
Strive for financial viability and economic sustainability	Maintain financial Viability and Good Governance	Growth for jobs	Building a capable and developmental state	Municipal Financial Viability and Management	Building a Capable, Ethical and Developmental State
Promote Good Governance,	Maintain financial			Good Governance	Building a Capable,

CEDERBERG STRATEGIC OBJECTIVES	WEST COAST DISTRICT GOALS	PROVINCIAL STRATEGIC GOALS	NATIONAL DEVELOPMENT PLAN	NATIONAL KPA	2019-2024 MTSF PRIORITIES
Community Development & Public Participation	Viability and Good Governance	Innovation, culture & governance	An integrated and inclusive rural economy	and Public Participation	Ethical and Developmental State
Develop and transform the institution to provide a people-centred human resources and administrative service to citizens, staff and Council				Municipal Transformation and Institutional Development	
Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Promote regional economic growth and tourism	Growth for jobs	Economy and Employment	Local Economic Development	Economic Transformation and Job Creation
Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Care for the social well-being, safety and health of all our communities	Educated, Healthy & Caring Safety	Transforming human settlement and the national space economy	Basic Service Delivery	Spatial Integration, Human Settlements and Local Government
Facilitate social cohesion, safe and healthy communities	Care for the social well-being, safety and	Safety and Educated, Healthy & Caring Safety	<ul style="list-style-type: none"> ∇ Promoting Health ∇ Building safer communities 	Basic Service Delivery	Social Cohesion and Safe Communities

Table 4: National, Provincial, District and Municipality Strategic Alignment

1.9 IDP AND BUDGET PROCESS

According to Section 28 (1) of the MSA a municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The process plan outlines the programme to be followed and provides detail on the issues specified in the Act. The time schedule for the IDP and budget were adopted by Council on 28 August 2025.

1.9.1. Purpose of the IDP Process Plan

The Municipality developed an IDP and Budget Time Schedule, which serves as a “plan to plan” of the 5-year IDP of Cederberg Municipality. The IDP and Budget Time Schedule were approved by Council on 28 August 2025 with resolution number RB 9.1.1/28-08-2025 and contains clear deliverables and specific timeframes. The purpose of the time schedule is to indicate and manage the planned activities and processes that the Municipality will follow to review the IDP.

The purpose of the process plan is to indicate the various planned activities and strategies on which the Municipality will embark on. The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP informed budget. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process was undertaken. In addition, it identifies the activities in the process around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the Municipality’s annual report.

1.9.2. The roles and responsibilities in the IDP process

STAKEHOLDERS	ROLES & RESPONSIBILITIES
Council	As the ultimate political decision-making body of the municipality, council must consider, adopt and approve the IDP
Executive Mayor (Together with Mayoral Committee)	<ul style="list-style-type: none"> • Manage the drafting of the IDP • Assign the responsibility in this regard to the Municipal Manager • Submit the draft plan to municipal council for adoption • Submit final IDP and Budget to Council for adoption
Municipal Manager	The Municipal Manager is responsible and accountable for implementation of the Municipality’s IDP and the monitoring of progress with the implementation plan, responsible for advocating the IDP process and nominates persons in charge of different roles

STAKEHOLDERS	ROLES & RESPONSIBILITIES
IDP/PMS Section	<p>The IDP/PMS section reports to the Office of the Municipal Manager, and is required to manage and co-ordinate the IDP review process, ensure IDP/Budget integration, the roll out of the Performance Management System and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> • Preparing the Process Plan for the development of the IDP • Day to day management of the IDP process • Ensure involvement of different role-players • Adjustments of the IDP in accordance with the MEC’s proposals are made • Respond to comments and queries • Ensure that the IDP is vertically and horizontally aligned • Ensure proper documentation of the IDP • Submit the reviewed IDP to the relevant authorities
Budget Steering Committee	<p>The Budget Steering Committee is responsible for recommending the budget as well as any other budget related issues such as changes in internally funded projects, prior to approval by council. This Committee is chaired by the Executive Mayor, with chairpersons of portfolio committees and all section 57 managers as members.</p>
Ward Committees	<p>Ward Committees are a major link between the municipality and the residents. As such their role is to:</p> <ul style="list-style-type: none"> • Ensure communities understand the purpose of the IDP, Budget and Performance management processes • Assist the municipality in prioritizing the ward specific needs • Facilitate public consultation and participation within their wards • Provide feedback to their communities on the adopted IDP and Budget

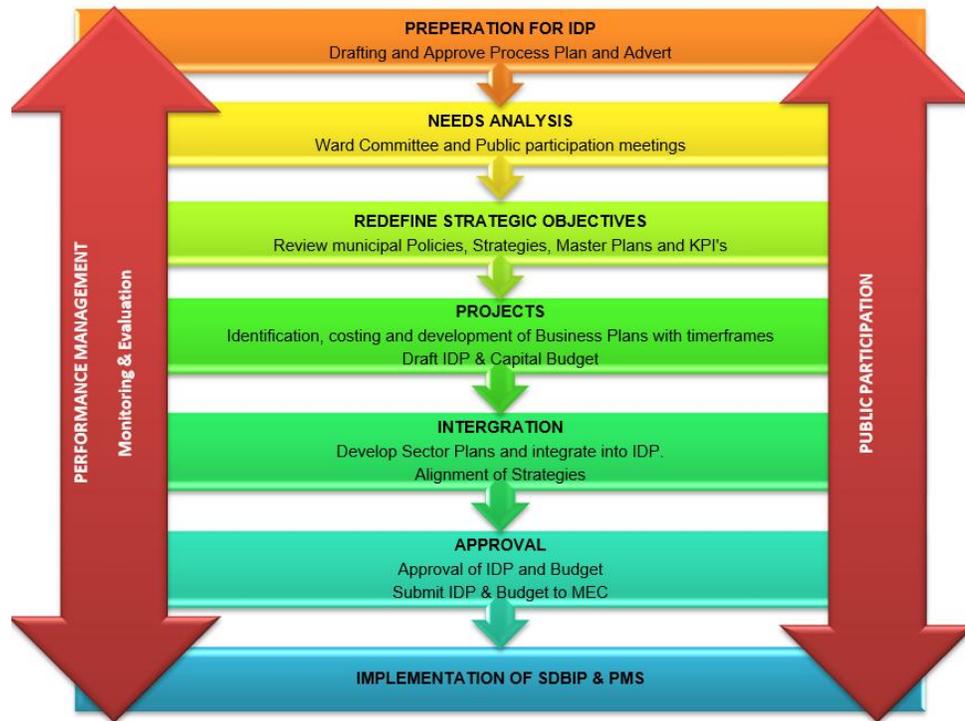
Table 5: Roles and Responsibilities

1.9.3. The IDP process

The Integrated Development Process Plan indicates that public participation has to be held, alignment process, activities and role players. The Municipality had a door-to-door campaign during October 2016 to solicit meaningful inputs from the community for the Five Year (2017-2022) IDP. The campaign was a huge success. 2 999 Households were surveyed across the Cederberg area which result in a 10% sampling relates to 29 990 people. There after the Municipality reviewed the IDP in 2018/19, 2019/20, 2020/21, 2021/22 and the needs were reprioritised by the ward committees. For the 2022/23 IDP the municipality

build on the 2016 identified inputs and engaged on a public engagement roadshow during January and February 2022 to solicit inputs and for the priorities to be reprioritized. The same process took place during September and October 2025 for the 2026/27 IDP. The Ward Committees reprioritised the ward priority needs during September and October 2025.

Below is a summary of the IDP and budget process:



IDP and Budget Process

Below is a summary of activities in terms of the IDP process that were followed during the financial year:

TIME SCHEDULE FOR IDP PROCESS							
NO	ACTIVITY/TASK	RESPONSIBLE OFFICIAL	TARGET DATES				
			IDP	BUDGET	PMS		
AUGUST 2025							
1	2024/25 4 th Quarter Performance (Section 52) Report tabled to Council	IDP/PMS		26/08/2025	26/08/2025		
2	Submit monthly report on the budget for period ending 31 July 2025 within 10 working days to the Executive Mayor	CFO		14/08/2025			
3	Table Final Process Plan and IDP/PMS/Budget Time Schedule for approval by Council	IDP/PMS	30/08/2025				
4	Table Annual Performance	IDP/PMS		28/08/2025	28/08/2025		

	Report and Annual Financial Statements to Council				
5	Submit the Annual Performance Report and Annual Financial Statements to the Auditor-General	IDP/PMS CFO		30/08/2025	30/08/2025
SEPTEMBER 2025					
6	Submit Process Plan & IDP/Budget key deadlines to Provincial Government and West Coast District Municipality	IDP/PMS	01/09/2025		
7	Advertisement of Process Plan & IDP/PMS/Budget Time Schedule on website/local newspaper/notice boards	IDP/PMS	05/09/2025		
8	Make public the 4 th Quarter 2024/25 Performance Report	IDP/PMS			05/09/2025
9	Submit the 4 th Quarter Performance Report to Provincial Treasury, National Treasury and Department of Local Government	IDP/PMS			05/09/2025
10	Provincial Public Participation Forum	IDP/PMS			
11	Submit monthly report on the budget for period ending 31 August 2025 within 10 working days to the Executive Mayor	Manager Budget		12/09/2025	
12	Ward Committee consultation sessions on IDP/Public engagements	IDP/PMS & Public Participation	08-30/09/2025		
OCTOBER 2025					
13	Submit 1 st Quarter Performance Report (Section 52) to Council	IDP/PMS		30/10/2025	30/10/2025
14	Submit monthly report on the budget for period ending 30 September 2025 within 10 working days to the Executive Mayor	Manager Budget		14/10/2025	
15	Submit the 1 st Quarter Performance Report to Provincial Treasury, National Treasury and Department of Local Government	Manager Budget		21/10/2025	
NOVEMBER 2025					
16	Make public the 1 st Quarter Performance Report				03/11/2025
17	Submit monthly report on the budget for period ending 31	Manager Budget		14/11/2025	

	October 2025 within 10 working days to the Executive Mayor				
18	Strategic Workshop with Council	Municipal Manager	24-27/11/2025		
DECEMBER 2025					
19	Provincial IDP Managers Forum	IDP/PMS	04&05/12/2025		
20	Provincial Public Participation Forum Meeting	IDP/PMS	04&05/12/2025		
21	Submit monthly report on the budget for period ending 30 November 2025 within 10 working days to the Executive Mayor	Manager Budget		12/12/2025	
JANUARY 2026					
22	Submit monthly report on the budget for period ending 31 December 2025 within 10 working days to the Executive Mayor	Manager Budget		15/01/2026	
23	Submit Mid-Year Performance Assessment Report to Executive Mayor	IDP/PMS			23/01/2026
24	Submit Mid-Year Budget Assessment to Executive Mayor	CFO		23/01/2026	
25	Submit 2nd Quarter Performance Report to Council	IDP/PMS			29/01/2026
26	Table Draft Annual Report 2024/25 to Council	Municipal Manager			29/01/2026
27	Submit Mid-Year Budget and Performance Report to Council	IDP/PMS CFO		29/01/2026	29/01/2026
28	Submit Mid-Year Budget and Performance Report to Provincial Treasury, National Treasury and Department of Local Government	Municipal Manager			29/01/2026
29	Submit the 2 nd Quarter Performance Report to Provincial Treasury, National Treasury and Department of Local Government	IDP/PMS		30/01/2026	30/01/2026
FEBRUARY 2026					
30	Make public the Annual Report for comments	IDP/PMS			06/02/2026
31	Make public the Mid-Year Budget and Performance report	Municipal Manager			06/02/2026
32	Make public the 2nd Quarter Performance Report	IDP/PMS			06/02/2026
33	Mid-Year Performance Evaluations Senior Managers	Municipal Manager			10/02/2026

34	Submit monthly report on the budget for period ending 31 January 2026 within 10 working days to the Executive Mayor	Manager Budget		13/02/2026	
35	Council considers and adopts 2025/26 Adjustment Budget and potential revised 2025/26 SDBIP	Municipal Manager		26/02/2026	26/02/2026
MARCH 2026					
36	Advertise the approved 2025/26 Adjustments Budget and submit budget and B Schedules to National Treasury and Provincial Treasury as required per legislation (within 10 working days)	Manager Budget		12/03/2026	
37	Submit monthly report on the budget for period ending 28 February 2026 within 10 working days to the Executive Mayor	Manager Budget		13/03/2026	
38	Budget Steering Committee Meeting	CFO		17/03/2026	
39	Table Draft IDP / BUDGET/ SDBIP & SDF to Council	Municipal Manager	31/03/2026	31/03/2026	31/03/2026
40	Table Oversight Report to Council	Municipal Manager			31/03/2026
APRIL 2026					
41	Submit the draft IDP, SDBIP and budget to Department of Local Government, National, Provincial Treasury and West Coast District Municipality	IDP/PMS CFO	03/04/2026	03/04/2026	03/04/2026
42	Advertise the Draft IDP, SDBIP, budget, SDF and other required documents and provide at least 21 days for public comments and submissions	IDP/PMS CFO	03/04/2026	03/04/2026	03/04/2026
43	Make public the Oversight Report within 7 days of its adoption (MFMA-Sec129)	IDP/PMS			07/04/2026
44	Submit the Annual Report and Oversight Report to the provincial legislature as per circular (MFMA-Sec 132)	IDP/PMS			07/04/2026
45	Submit monthly report on the budget for period ending 31 March 2026 within 10 working days to the Executive Mayor	Manager Budget		16/04/2026	
46	Performance Evaluations Senior Managers	Municipal Manager & IDP/PMS			16/04/2026

47	Submit 3 rd Quarter Performance Report to Council	IDP/PMS			22/04/2026
48	Consult the Draft IDP, SDBIP and Budget with the Ward Committee	IDP/PMS CFO	07-29/04/2026	07- 29/04/2026	07- 29/04/2026
MAY 2026					
49	Closing of comments and representations on the Draft IDP, Budget & SDF	IDP/PMS & CFO	08/05/2026	08/05/2026	
50	Submit monthly report on the budget for period ending 30 April 2026 within 10 working days to the Executive Mayor	Manager Budget		15/05/2026	
51	Budget Steering Committee Meeting	CFO		14/05/2026	
52	MAYCO meeting to recommend the Revised IDP and the budget to Council (at least 30 days before the start of the budget year)	Municipal Manager	22/05/2026	22/05/2026	
53	Council to adopt Revised IDP, Budget (at least 30 days before the start of the budget year)	Municipal Manager	28/05/2026	28/05/2026	
JUNE 2026					
54	Provincial IDP Managers Forum	IDP/PMS	04 & 05/06/2026		
55	Make Public the 3 rd Quarter Performance Report				03/06/2026
56	Place the IDP, multi-year budget, all budget-related documents and all budget-related policies on the website	IDP/PMS CFO	03/06/2026	03/06/2026	
57	Submit a copy of the revised IDP to the MEC for LG (within 10 days of the adoption of the plan)	IDP/PMS	12/06/2026	12/06/2026	
58	Submit approved Budget to National and Provincial Treasuries (both printed and electronic formats)	CFO	12/06/2026	12/06/2026	
59	Submit a copy of the revised IDP to West Coast District Municipality	IDP/PMS	12/06/2026		
60	Submit the 3 rd Quarter Performance Report to Provincial Treasury, National Treasury and Department of Local Government				05/06/2026
61	Give notice to the public of the adoption of the IDP (within 14 days of the adoption of the plan)	IDP/PMS CFO	12/06/2026	12/06/2026	

	and budget (within 10 working days)				
62	Submit to the Executive Mayor the SDBIP and performance agreements for the budget year (no later than 14 days after the approval of an annual budget)	Municipal Manager			14/06/2026
63	Submit monthly report on the budget for period ending 31 May 2026 within 10 working days to the Executive Mayor	Manager Budget		12/06/2026	
64	Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (within 28 days after approval of the budget)	Municipal Manager			30/06/2026
65	Place the performance agreements on the website	IDP/PMS			30/06/2026
66	Submit copies of the performance agreements to Council and the MEC for Local Government as well as the national minister responsible for local government (within 14 days after concluding the employment contract and performance agreements)	IDP/PMS			30/06/2026
JULY 2026					
67	Submit the SDBIP to National and Provincial Treasury within 10 working days of the approval of the plan			14/07/2026	
69	Make public the projections, targets and indicators as set out in the SDBIP (no later than 10 days after the approval of the SDBIP)	IDP/PMS			14/07/2026
70	Make public the performance agreements of the Municipal Manager and senior managers (no later than 14 days after the approval of the SDBIP)	IDP/PMS			14/07/2026
71	Submit monthly report on the budget for period ending 30 June 2026 within 10 working days to the Executive Mayor	Manager Budget		14/07/2026	
AUGUST 2026					
72	2025/2026 4 th Quarter Performance (Section 52) Report tabled to Council	IDP/PMS			27/08/2026

73	Submit monthly report on the budget for period ending 31 July 2026 within 10 working days to the Executive Mayor	Manager Budget		14/08/2026	
74	Table Final IDP/PMS/Budget Time Schedule for approval by Council	IDP/PMS	27/08/2026		
75	Table Annual Performance Report and Annual Financial Statements to Council	IDP/PMS		27/08/2026	27/08/2026
76	Submit the Annual Performance Report and Annual Financial Statements to the Auditor-General	IDP/PMS CFO		31/08/2026	31/08/2026

Table 6: IDP Process

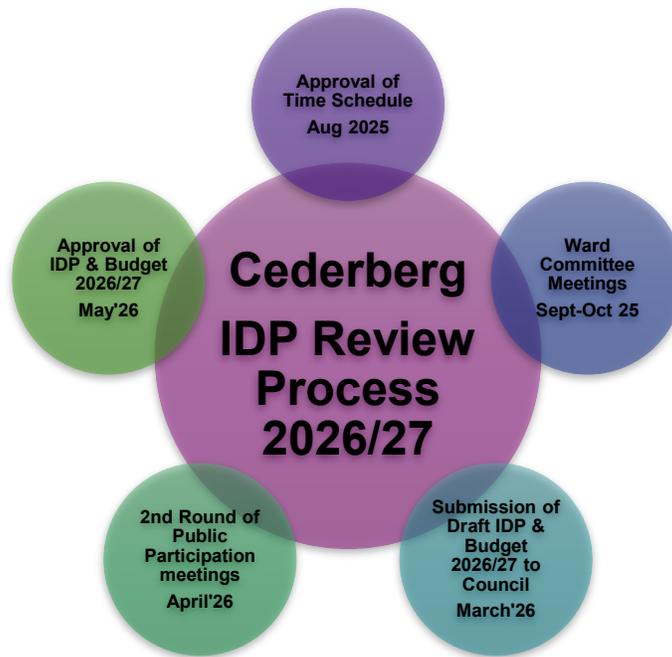


Figure 4: Preparation Process for the IDP

CHAPTER 2

This chapter provides an overview of the situational analysis and statistics. The chapter also indicates the developmental challenges Cederberg Municipality is facing such as poverty, unemployment, service backlogs etc. This is crucial as it provides the municipality and its social partners with deep insight into the local socio-economic trends. The statistics in this chapter was sourced from, Stats SA, Quantec survey's and Socio-Economic Profile.

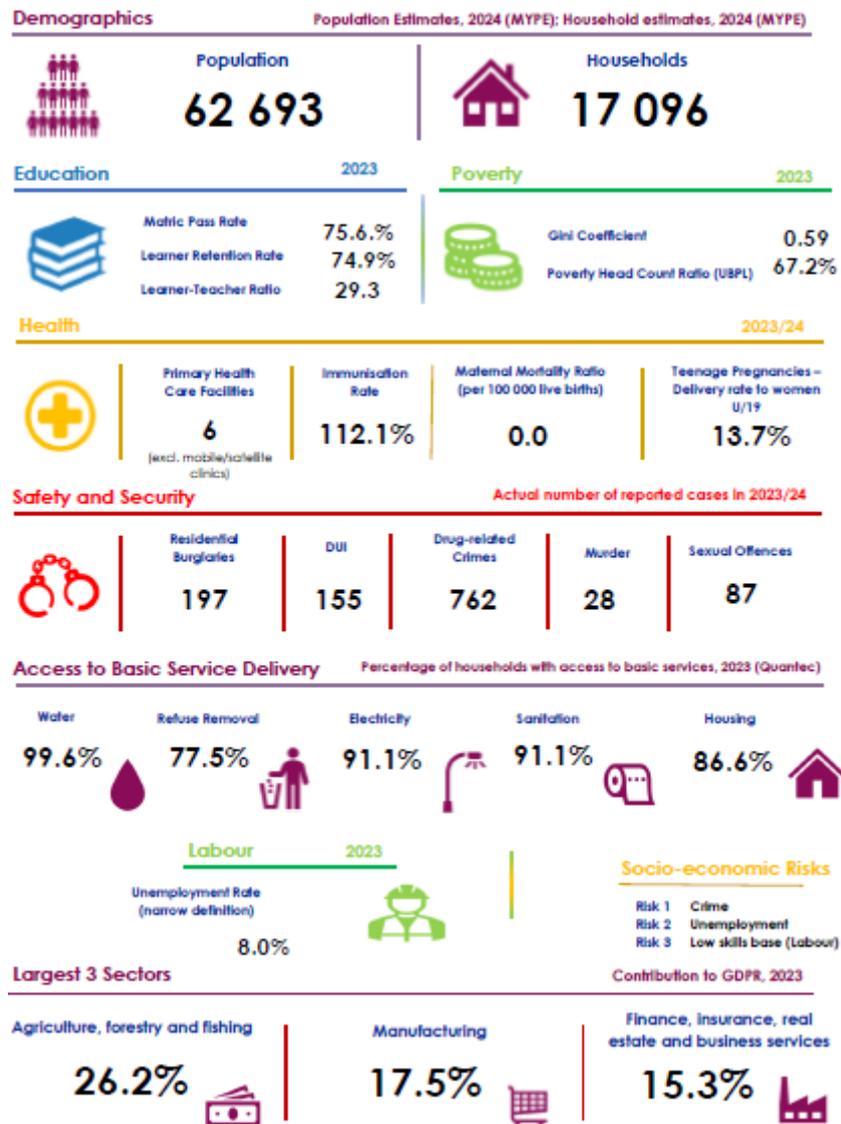


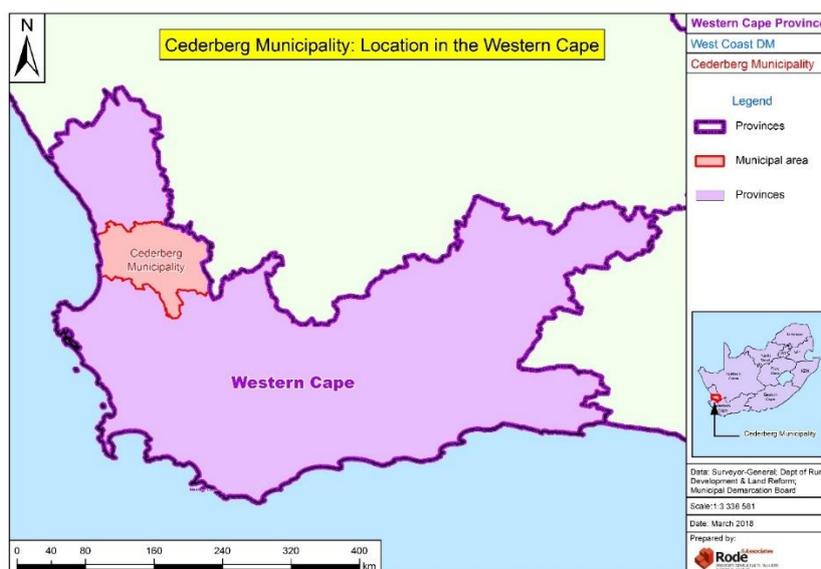
Figure 5: Socio-Economic Profile 2024

2.1 CEDERBERG SPATIAL ANALYSIS

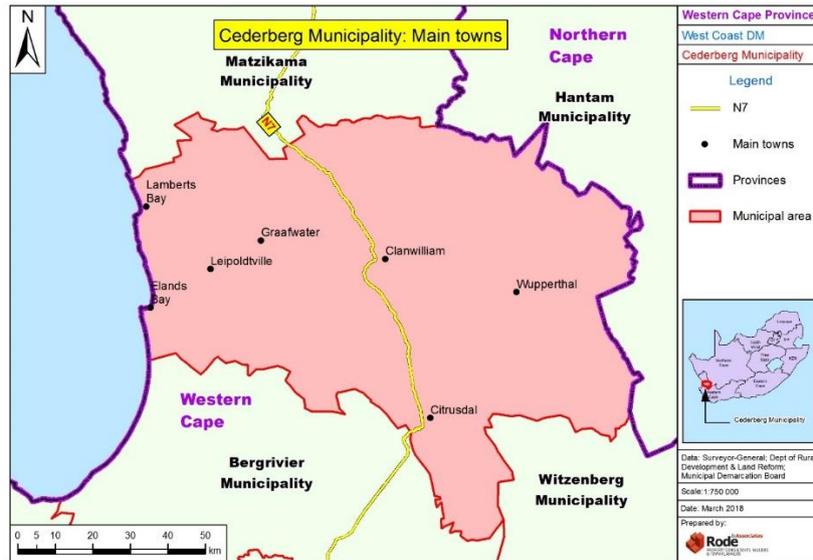
The jurisdiction of the Cederberg Municipality covers an area of 8 007 km², which constitutes 26% of the total area (viz. 31 119 km²) of the West Coast District Municipality within which it is located. The Cederberg Municipality is situated in the northern segment of the district and wedged between the Matzikama Municipality (to the north) and the Bergrivier Municipality (to the south). It is bordered to the east by the Hantam Municipality in the Northern Cape Province. Clanwilliam is the main town and is located more or less in the middle of the municipal area. The other settlements are Citrusdal, Graafwater, Leipoldtville, Wupperthal, Algeria, Leipoldtville, and the coastal towns of Elands Bay and Lamberts Bay.

The landscapes of the Cederberg, routinely described as spectacular and rugged, make it a haven for hikers, rock climbers and outdoor enthusiasts. Clanwilliam, the largest town in the municipal area, is famous for its annual wildflower displays and the rare Clanwilliam cedar tree, which is found exclusively in this region. The town also serves as a gateway to the majestic Cederberg mountains. Clanwilliam Dam is a critical resource for local farmers. Citrusdal, surrounded by orchards, is celebrated for its exceptional citrus produce, while Graafwater is home to the Heerenlogement cave, which served as a welcome respite for travellers as early as 1661. Wupperthal, a picturesque and historically significant town, is renowned for its traditional thatched-roof houses, rooibos tea and leather products.

The following maps show the location of the Municipality in the province and the regional location with the main towns.



Maps 1: Location in the Province

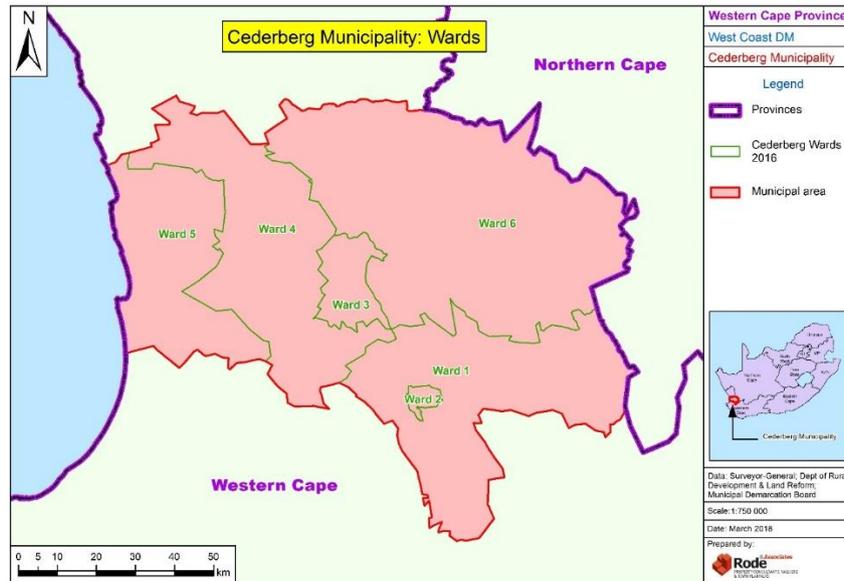


Maps 2: Regional Location and Main Towns

The Cederberg Municipality consists of 6 electoral wards, with wards 1, 4 and 5 being the largest in terms of population. The table below lists the 6 wards by place name with the approximate number of persons in each ward (this is from the 2011 Census and it is the latest available data providing a breakdown of the population per ward):

Ward No	Description	Number of persons
1	Citrusdal (rural area)	9 849
2	Citrusdal (town area)	7 178
3	Clanwilliam	7 674
4	Graafwater	8 515
5	Elands Bay, Lamberts Bay and Leipoldtville	9 141
6	Wupperthal	7 411

Table 7: Municipal Wards



Maps 3: Municipal Wards

2.2 CEDERBERG MUNICIPALITY SWOT ANALYSIS

	STRENGTHS	WEAKNESSES
Institutional	<ul style="list-style-type: none"> Pool of skilled individuals linked to business and municipal management has been broadened internally Excellent track record in delivery of quality human settlement projects Functional libraries and museums 	<ul style="list-style-type: none"> Limited collaboration efforts between spheres of government specifically Provincial Government High wage bill inside the municipality Relatively high turn-over of strategic positions within the municipality Limited institutional capacity in respect of Disaster Management positions and functional structures Under spending on infrastructure repairs and maintenance indicates inefficient urban growth and risks to the environment. Shortage of middle-income housing opportunities Impact of poor land use planning decisions on economic efficiency, municipal viability, and vulnerability to disasters Lack of basic services in the same informal areas Understaffed in the critical areas of service delivery Gender Inequality on Management and top Management Level Underutilisation of the goodwill of residents and businesses

	STRENGTHS	WEAKNESSES
Natural Capital	<ul style="list-style-type: none"> • Wide diversity of scenic landscapes • Limited fire risks due to continuous monitoring and maintenance of alien vegetation • Strong focus on conservation of the natural environment • Alien vegetation management and monitoring initiatives minimise fire risks 	<ul style="list-style-type: none"> • Inability to optimise the strategic and economic utilisation of municipal owned land and property • Slow pace of land reform, especially in rural areas • Ensuing wildfires cause a range of imbalances, leading to adverse environmental and socio-economic results • Dry and warm climate trends make green vegetation dry and flammable, coupled with alien vegetation invasion impacts on run-off, indigenous vegetation, and coastal dune systems, and exacerbates fire risk • Water shortage across all settlements in Cederberg that are predominantly dependent on river and/or groundwater abstraction system for water supply with high risk of experiencing insufficient flow volumes during prevailing drought conditions • Shortage of electricity in certain areas Clanwilliam and Graafwater which hampers future development and approval of building plans
Economic	<ul style="list-style-type: none"> • Vibrant informal trading industry • Large market demand for affordable housing for middle income earners • Variety of established festivals with huge expansion opportunities • Established commercial agricultural businesses in the agricultural sector • The area is home to iconic and globally renowned agricultural products such as rooibos tea and citrus. 	<ul style="list-style-type: none"> • High expectation of rural communities for municipality to create jobs • Land market and topography reinforce segregated development patterns • Poor maintenance of CBD infrastructure and public amenities • Seasonality of the economy and employment • Limited progress with BBBEE at a local level • High level of inequality (wide gap between rich and poor) • Relatively high rate of unemployment and poverty • Skills gap in basic business techniques • Limited entrepreneurial culture amongst local people • Limited access for SMMEs to sustainable business opportunities • Economy is highly dependent on its underlying natural resource base, which is vulnerable due to climate change and urban pressure

	STRENGTHS	WEAKNESSES
Social/Culture	<ul style="list-style-type: none"> • Urban Conservation Guidelines and other strategies to maintain our cultural and architectural heritage • Goodwill amongst residents and NGOs to assist with development and social relief initiatives in a collective and integrated manner • Functional youth advisory desk/ vibrant • Establishment of Cederberg Sports Council and Ward Forums • Establishment of Cederberg Farmworkers Forums in all wards 	<ul style="list-style-type: none"> • High levels of teenage pregnancies • Dependency on social grants and wage income by the poor • High levels of alcohol & substance abuse especially amongst the youth • Increasing level of Gender Based Violence against women & children • Increasing levels of drug related crime and crime induced poverty • Limited opportunities for youth development • High drop-out rate in school • Limited integration of communities • Inadequate awareness campaigns for parents and children (Parental Rights Skills and Children at Risk Programmes)

Table 8: Strengths and Weaknesses

	OPPORTUNITIES	THREATS
Institutional	<ul style="list-style-type: none"> Improvement of strategic, administrative and implementation systems driven by urgency of rebuild programme Reviewing of the organisational structure of the municipality Improve on effective inter-governmental relations with other spheres Skills development opportunities associated with rebuild programme and supported by Expanded Public Works Programme (EPWP) Promote good work ethic amongst staff and councillors Opportunities for the youth, through the optimal utilisation of facilities Upgrading of bulk infrastructure Review of all Infrastructure Master Plans & ISDF Improve or Expanded Public Works Programme (EPWP) & Community Works Programmes (CWP) Use SETA's and Learnerships to improve skills pool amongst the youth in critical local government skill demand Exploring of public private partnerships to improve service delivery 	<ul style="list-style-type: none"> Diminishing partnerships between private sector and NGO's to improve service delivery and facilitate development of government Limited co-operation between local government and private business sector Developers taking advantage of expedited planning approval processes resulting in forms of development which are inefficient and undesirable Limited support / co-operation from other spheres of government
Natural Capital	<ul style="list-style-type: none"> Changing of vegetation from alien to indigenous will positively affect fauna which depends on the vegetation for survival. Replanting programme to be implemented 	<ul style="list-style-type: none"> Infrastructure development on coastal dunes, in critically endangered ecosystems and in high hazard areas for extreme climate events should be avoided Climate change likely to result in sea level rise and increased vulnerability to coastal storms Fluctuating rainfall patterns will impact on water infrastructure and water supply, impacting on unsustainable water supply and water quality issues

	OPPORTUNITIES	THREATS
Economic	<ul style="list-style-type: none"> • Spatial restructuring and urban consolidation opportunities arising from rebuild programme. Possible opportunity to secure well-located but more affordable land, as well as consolidating neighbourhoods through appropriate mixed use and mixed income development in well-located nodes • Development and business incentives offered as part of rebuild programme (Contractor Development Programme for Black SMME's) • Establishment of a SMME Incubator • Positive knock-on effects of rehabilitation and reconstruction efforts, such as increased activity in construction sector • Optimal utilisation of municipal owned land and properties • Sound financial management and viability • Development-oriented political and administrative leadership • Development of Integrated Sustainable Rural Development Strategy to promote land and economic ownership • Fluctuations in the tourism industry opening new opportunities for black SMME's • Collaboration and improved coherence amongst established and emerging businesses • Growth in both domestic and international tourism markets • Job opportunities, skills development and public-private collaboration arising from rebuild programme • Reinvigoration of Cederberg through context sensitive social housing (e.g. Khayalithsa, Riverview etc.) • Promote festivals/events to attract more visitors 	<ul style="list-style-type: none"> • Lack of youth development program • High level of inequality • Influence of foreigners over spaza shops • Permanent closure of businesses affected COVID-19 • Increase in alcohol abuse and drug related crimes • High unemployment contributes to poverty and increases crime • Workers laid off as result of disaster disengage from economy due to limited alternative opportunities • Accelerated in-migration based on perceived employment and housing opportunities associated with Rebuild programme

	OPPORTUNITIES	THREATS
Social/Culture	<ul style="list-style-type: none"> • Social upliftment through youth development program • Establishment of a Cederberg Youth Council • Commitment to strengthening local government sphere • Improved access for people with disability • Functional youth advisory desk, to provide school learners with access to bursaries and career guidance • Establishment of Cederberg Arts and Culture Forum • Integration of communities arising from social housing development • Effective communication platforms with the community • Established effective intergovernmental relations • Integration and alignment of strategic planning processes 	<ul style="list-style-type: none"> • Unrealistic expectation of rapid and complete recovery from residents and business owners • Unrealistic demand from residents for service delivery and infrastructure development

Table 9: Opportunities and Threats

2.3 DEMOGRAPHIC PROFILE

The table below includes, amongst other information, the population size and the number of households in the municipal area. Overall, the population in the Cederberg municipal area is characterised by ‘normal’ growth trends and changing dynamics.

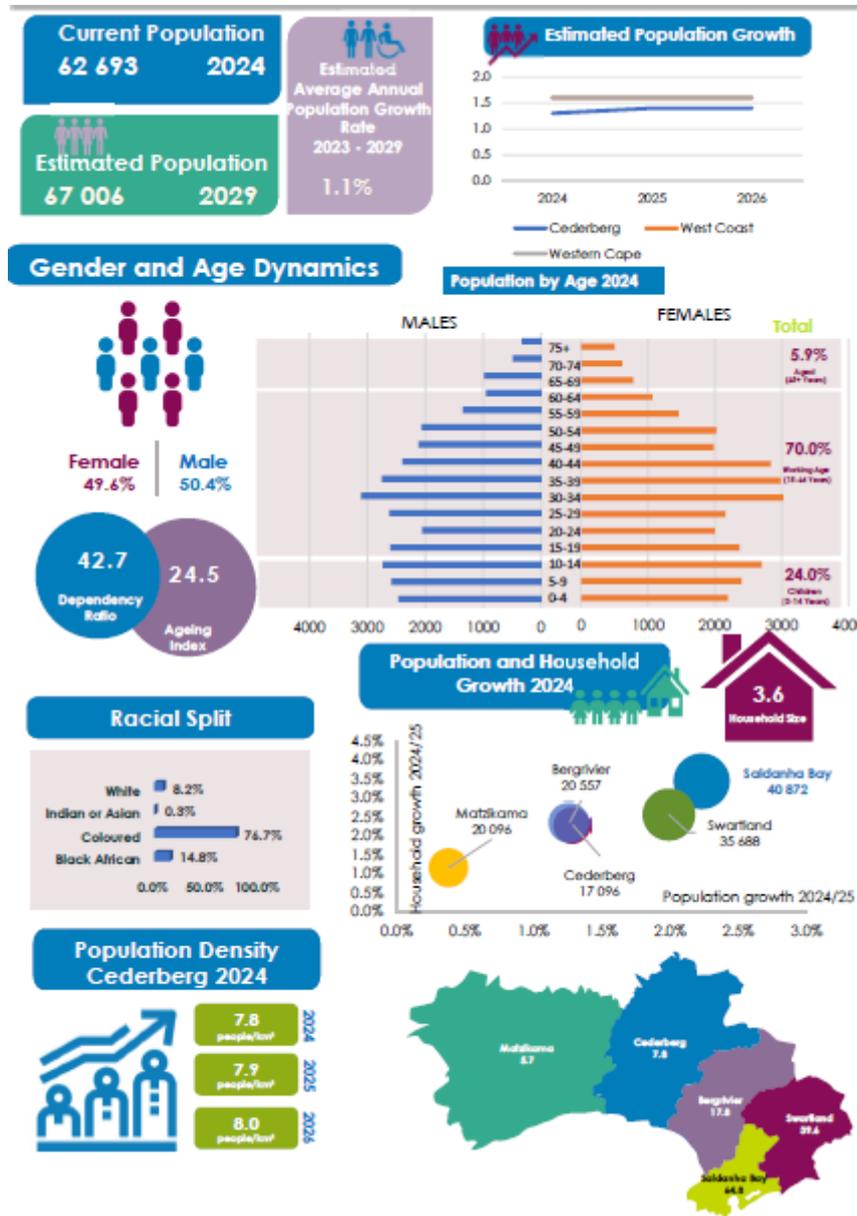


Table 10: Demographic Profile

2.3.1 Population Growth

In 2024, the Cederberg Municipality has a population of 62 693, making it the least populous Municipality in West Coast District. The projected increase to 67 006 by 2029, reflecting an average annual growth rate of 1.1 per cent between 2023 and 2029, highlights a changing demographic landscape with important economic implications. This population increase is likely to drive demand for goods and services, stimulating local economic activities. As the consumer base expands, businesses may experience heightened sales, prompting potential investments and expansions. Notably, sectors such as retail, healthcare, and education stand to benefit from this demographic shift, as increased population density often

correlates with greater service utilization.

Gender, Age and Race Dynamics

In socio-economic analysis, the sex ratio, indicating the balance between males and females within a population, emerges as a pivotal marker of demographic trends and societal intricacies. Analyzing the sex ratio through an economic lens reveals significant insights into demographic trends and their socio-economic implications. The slight male predominance in the West Coast District, with a ratio of 50.4 per cent males to 49.6 per cent females, is duplicated exactly in the Cederberg area.

Demographics of the Municipality

Clanwilliam, the largest town in the municipal area, had a 2011 population of close to 7 700 persons, with more than 2 300 households. The estimated need for subsidised housing in the town, together with Citrusdal, is more than 55% of the total need for low-cost housing in the municipal area.

Cederberg Municipality accounted for 13.2% of the population within the West Coast District in 2011 and 13.3% in 2017. In this regard, the availability of economic opportunities - within a growing economy - to especially young adults do impact on net population growth rates, i.e. jobseekers relocating to where economic opportunities are.

2.4 SOCIO-ECONOMIC PROFILE

The indicators highlighted in this section attempts to provide some insight into the community's ability to transform itself in a manner, which improves the capacity to fulfil its aspirations. This section of the profile outlines some of the education, health, safety and security, household income, gender dynamics, as well as information on the number of individuals accessing social grants and the type of grants accessed within the Cederberg Municipal Area.

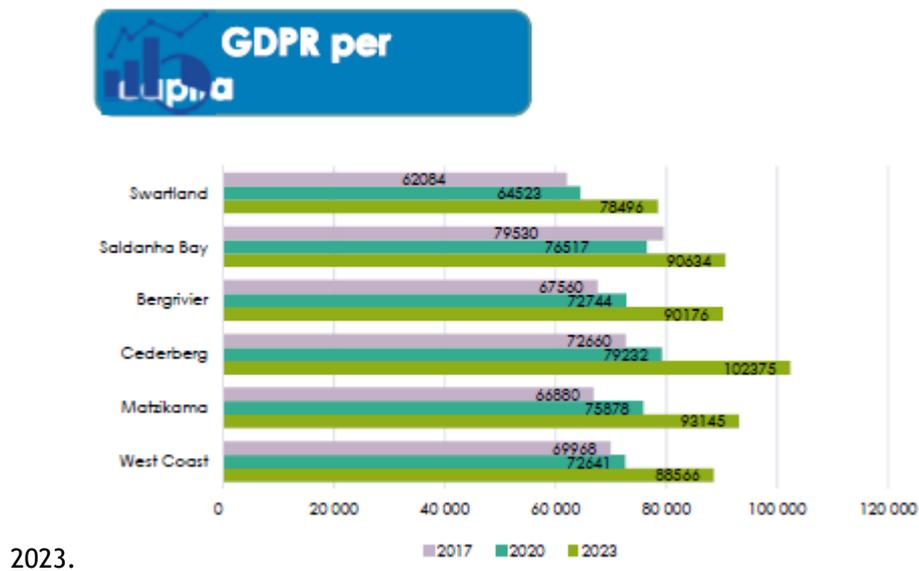
2.4.1 Cederberg Economic Profile

The economy in the Cederberg Municipality is characterised by the following:

1. **Agriculture:** Cederberg Municipality is known for its production of fruits, including citrus, grapes, and olives, as well as rooibos tea. The municipality also has a thriving livestock industry, including dairy farming and sheep farming. The agriculture sector provides employment opportunities for many people in the municipality and contributes significantly to the local economy.
2. **Tourism:** Cederberg Municipality has a unique natural beauty, which attracts many tourists to the area. The municipality is home to several nature reserves and parks, including the Cederberg Wilderness Area and the Clanwilliam Dam, which offer opportunities for hiking, camping, and water sports. The municipality also has a rich cultural heritage, including rock art sites and traditional San communities, which attract tourists interested in cultural tourism.
3. **Small-scale manufacturing:** The municipality has a small-scale manufacturing industry, which includes the production of leather goods, textiles, and crafts. This industry provides employment opportunities for many people in the municipality and contributes to the local economy.
4. **Mining:** The municipality has a limited mining industry, which includes the extraction of clay, sandstone, and quartz. This industry provides employment opportunities for some people in the municipality and contributes to the local economy.

An increase in the real regional Gross Domestic Product (GDP) per capita, which measures the GDP per person, occurs when the rate of real economic growth surpasses the rate of population growth. In 2023, the Cederberg municipal area had a per capita GDP of R102 375, the highest in the District. While real GDP per capita reflects changes in the overall well-being of the population, it is important to note that not everyone in an economy will earn the same income as indicated by the real GDP per capita measure. While a high GDP per capita is generally desirable, it is essential to consider its distribution and the well-being of all segments of the population. Addressing income disparities, promoting inclusive growth, and addressing sustainability concerns are critical in higher per capita GDP regions.

The Figure below indicates the GDP performance for the WCD municipalities between 2017 and



Graph 1: GDP per Capita (Source: Socio-Economic Profile 2024)

An increase in the real regional Gross Domestic Product (GDP) per capita, which measures the GDP per person, occurs when the rate of real economic growth surpasses the rate of population growth. In 2023, the Cederberg municipal area had a per capita GDP of R102 375, the highest in the District. While real GDP per capita reflects changes in the overall well-being of the population, it is important to note that not everyone in an economy will earn the same income as indicated by the real GDP per capita measure. While a high GDP per capita is generally desirable, it is essential to consider its distribution and the well-being of all segments of the population. Addressing income disparities, promoting inclusive growth, and addressing sustainability concerns are critical in higher per capita GDP regions.

Income Inequality

South Africa contends with one of the highest levels of global inequality, as indicated by the widely utilized Gini index. This stark economic disparity is observable in the uneven distribution of income, discrepancies in access to opportunities, and regional economic variations. The National Development Plan (has set an ambitious objective of diminishing income inequality in South Africa, with the aim of reducing the Gini coefficient from 0.7 in 2010 to 0.6 by 2030.

In the specific case of Cederberg, its Gini coefficient experienced a consistent increase from 0.59 in 2015 to 0.61 in 2021, likely exacerbated by the economic repercussions of the COVID-19 pandemic on employment and overall economic conditions. However, there was a notable decrease to 0.59 in 2022. This decline in the Gini coefficient suggests progress towards realizing the NDP's goal of reducing income inequality within the Cederberg area. The socio-economic implications of this improvement may encompass enhancements in social equity, greater economic stability, and improved overall well-being for the community.



Graph 2: *Income Inequality (Source: Socio-Economic Profile 2024)*

Human Development Index (HDI)



Graph 3: *Human Development (Source: Socio-Economic Profile 2021)*

The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number

between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

There has been a general increase in the HDI for the Cederberg area, from 0.66 in 2017 to 0.71 in 2020. There has been a similar upward trend for the West Coast District as well as for the Western Cape.

Location Quotient

A Location Quotient provides an indication of the comparative advantage of an economy in terms of its production and employment. An economy has a Location Quotient larger or smaller than one, or a comparative advantage or disadvantage in a particular sector when the share of that sector in the specific economy is greater or less than the share of the same sector in the aggregate economy.

The Cederberg Municipality (in 2018) had a relative high comparative advantage in the primary sector compared to the district (1.10), the province (5.59) and the country as whole (2.27). This is normal given the nature of the primary sector in the area, which is essentially resource-based agriculture. At the secondary level, the 2018 Location Quotient for Cederberg also shows a comparative advantage compared to the district (1.00), province (1.21) and national (1.29) - explaining the negative growth in the manufacturing sector since 2015. An assessment of the tertiary sector suggests neither a comparative advantage nor disadvantage compared to the district (0.95), although comparative disadvantages exist compared to the Western Cape (0.67) and South Africa (0.72) - 2017 had a similar scenario.

Tress Analysis

A Tress analysis determines the level of diversification or concentration of the economy for a geographical area. A Tress Index of zero represents a totally diversified economy, while

an Index of closer to 100 indicates a more concentrated or vulnerable economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, etc.

The 10 industry Tress Index (in 2018) for the Cederberg economy hovers around 46, which suggests a slightly concentrated economy but diversification amongst certain economic sectors. The inclusion of additional subsectors to represent either 22 or 50 industries (74.2 and 77.2 respectively), result in rather different outcomes, whereby the local economy is more vulnerable and susceptible to exogenous factors.

The district's Tress Index of around 43.8 as measured by 10 industries suggests that the district economy is slightly more diversified in terms of this metric. The measurements by 22 and 50 industries show largely the same pattern as in the local economy of Cederberg Municipality.

Building activity

The square metreage of (new) residential building space completed in the municipal area over the period 2004 to 2017 averaged around 9967m² per annum. An annual average of 103 residential units was erected over this period with substantial building activity occurring in 2010 (417 units) and 2014 (438 units). This was because of government-driven housing supply for the indigent. The average size of a house built in 2016 (216m²) and in 2017 (219m²) is almost double and five times more than in 2015 and 2014, respectively, i.e., the new supply of

housing in 2016 and 2017 was market-driven with average property values above R1 million.

The square metreage of (new) non-residential building space completed in the municipal area over the period 2004 to 2017 averaged around 5611m² per annum. An annual average of around 8 non-residential units was erected over this period with most of the building activity occurring between 2004 and 2010 (about 25 700m²) and a dramatic increase in 2017 (26 284m²) — more than the combined square metreage completed in the previous 10 years.

per cent) are in the formal sector while 4 377 18.3 per cent) are informally employed Most of the formally employed consisted of low skilled 52.1 per cent) and semi-skilled 34.7 per cent)workers Although the skilled category only contributed 13.2 per cent to total formal employment 2021 it outpaced the other two categories in terms of average annual growth between 2016 and 2020 the skilled cohort grew on average by 1.1 per cent (albeit off a small base) while the semi-skilled category grew by 0.9 per cent while the low skilled contracted by 0.4 per cent The growth in the skilled category reflects the market demand for more skilled labour and the need for skills development Evidently, the demand for skilled labour is on the rise which implies the need to capacitate and empower low skilled and semi-skilled workers.



2.4.2 Employment Status

Cederberg's unemployment rate of 11.1 per cent in 2021 was below that of the district's 16.0 per cent and considerably lower than that the Western Cape's unemployment rate of 25.1 per cent. The unemployment rates are concerning given that this estimate is based on the narrow definition of unemployment i.e. the percentage of people that are actively looking for work, but unable to find employment. In turn, the broad definition refers to people that want to work but are not actively seeking employment (excludes those who have given up looking for work).

Formal and Informal Employment is estimated that Cederberg's total employed will in 2021 amount to 23 962 workers of which 19 585 81.7

2.4.3 Labour Market Performance

In terms of employment, Cederberg area accounts for 14.5 per cent of the District's workforce, providing 26 443 jobs. The local labour market is largely composed of low-skilled (51.8 per cent) and semi-skilled (34.9 per cent) workers. The share of skilled workers (13.4 per cent) is also significant, reflecting the increasing demand for expertise in agri-business, manufacturing, and the growing tourism sector.

The strong GDP growth in Cederberg saw 1 633 jobs created across the labour market in 2023 alone. Of this, there were 889 jobs formal jobs and 780 jobs in the informal sector. This growth marks continued recovery post COVID-19. Furthermore, the positive trends in labour force participation (up by 2.5 percentage points) and labour absorption (3.3 percentage points) point to a decrease in both the economically inactive population and the number of unemployed (decreasing by 1.4 percentage points in 2023).

An analysis of the spatial tax data assesses the jobs growth based on the number of establishments in a region. Results from the data analysis shows that Cederberg, after being on an upward trajectory, lost 3.8 per cent of FTE. As a result, Cederberg has just under 17 450 FTE jobs. Notably, though, the municipal area now has more jobs than the pre-COVID period. The recent job losses seem to be the culmination of erratic climate conditions, dilapidated infrastructure (that results in lack of new investment), financial constraints and lack to access to the right skills in the area.

Comparing the concentration of employment in Cederberg against the economic contributions, agriculture is labour-intensive in nature. It contributes 26.2 per cent to GDP but accounts for 42.6 per cent of employment. Conversely, the finance, insurance, real estate, and business services sector contributes a substantial 15.3 per cent to GDP but accounts for only a fraction of jobs (8.3 per cent of employment). Similarly, manufacturing activity holds 17.5 per cent of GDP with 8.8 per cent of employment.

This disparity indicates that while agriculture is essential for employment, sectors like finance and business services drive economic growth. Therefore, strategic investments in enhancing agricultural productivity and resilience, alongside fostering growth in high-value sectors, are crucial for balanced economic development and job creation.

Cederberg's jobs are mainly located within, or adjacent to the agriculture, forestry and fishing sector. Jobs are concentrated in agriculture, with cultivation of citrus employing 6 504 workers, followed by mixed farming with 2 633. General public administration at a local government level had a total 444 jobs. The reliance on agriculture highlights the region's economic strengths and the importance of both natural resource management in supporting the community.

The jobs analysis reveals that while certain sectors are expanding and creating employment opportunities, others are facing difficulties that result in job losses. There was a total of 364 jobs gained, while 758 were lost, resulting in a net employment loss of 394 jobs when contrasting the top five sectors for job losses and job gains. The agriculture and ancillary activities dominated job gains of more than 280 jobs created out of a total 364. The tertiary sector, particularly in service care delivery, experienced notable job gains of 32.

Conversely, again, the agriculture sector faced significant job losses, highlighting the variation and specificities required for agricultural production. The tertiary sector also saw reductions in retail sale services as economic conditions weigh down on consumer spend. Challenges such as land availability, limited opportunities for SMMEs, red tape, the high cost of doing business, and a lack of suitably skilled workers dampen the opportunities for new businesses to invest and hire new staff.

The analysis of GDP and employment performance reveals a nuanced picture. While high value sectors such as finance and business services are the primary drivers of GDP growth, they did not generate significant employment in 2023. At the same time, the transport, storage and communication sector provided critical ancillary services to the agriculture, manufacturing and retail sectors along with retail supporting activities at the Port of Cape Town. Conversely, labour intensive sectors like agriculture provide substantial employment but face challenges that hinder their economic contribution. Addressing these disparities through investments in productivity, resilience, and diversification is essential for achieving balanced and sustainable economic growth. By fostering an environment that supports both high-value and labour-intensive sectors, Cederberg can ensure robust economic development that benefits all residents.

2.4.4 Household Income

A significant proportion (almost 79%) of the population earns less than R76 401 per annum, i.e. less than R5 200 per month according to Census 2011. In the context of housing delivery, these people will have to be beneficiaries of the 'give-away' housing programmes, i.e. the RDP and BNG programmes with ownership as the tenure type, and the CRU programme with rental as tenure type. The table below includes the number of households in the municipal area (as a percentage) grouped by annual household income and place of residence (by urban or rural). The majority of households earning less than R76 401 per annum, almost 40% in 2011, lived in the rural area. It is accepted that, on average, South African households have an annual income of R138 168, viz. a monthly income of R11 514. Hence, most households living in the Cederberg municipal area have a monthly income below the average for a South African household. The latest statistics information on the household income is not yet available. Will be updated once Stats SA releases latest data.

Income category	Lamberts Bay	Cederberg NU	Graafwater	Clanwilliam	Leipoldtville	Elands Bay	Citrusdal	Grand total
No income	1.3%	2.6%	0.3%	3.2%	0.0%	0.7%	1.3%	9.5%
R 1 - R 4 800	0.2%	0.5%	0.1%	0.7%	0.0%	0.2%	0.2%	1.9%
R 4 801 - R 9 600	0.4%	1.1%	0.1%	0.9%	0.0%	0.2%	0.4%	3.2%
R 9 601 - R 19 600	2.0%	9.7%	0.8%	2.8%	0.1%	0.7%	1.7%	17.8%
R 19 601 - R 38 200	2.7%	15.5%	1.0%	3.1%	0.2%	0.7%	2.3%	25.4%
R 38 201 - R 76 400	2.6%	10.5%	1.1%	2.8%	0.1%	0.4%	3.4%	21.1%
R 76 401 - R 153 800	1.8%	3.4%	0.7%	2.1%	0.0%	0.2%	2.4%	10.6%
R 153 801 - R 307 600	1.0%	2.3%	0.3%	1.2%	0.0%	0.1%	1.5%	6.4%
R 307 601 - R 614 400	0.4%	1.1%	0.1%	0.6%	0.0%	0.0%	0.7%	3.0%
R 614 001 - R 1 228 800	0.1%	0.3%	0.0%	0.1%	0.0%	0.0%	0.2%	0.8%
R 1 228 801 - R 2 457 600	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
R 2 457 601 or more	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.2%
Unspecified	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	12.7%	47.3%	4.5%	17.5%	0.5%	3.3%	14.2%	100.0%

Source: Census 2011

Table 11: Annual Household Income

The deteriorating financial health of households and individuals under the weight of economic pressures, specifically between 2011 and 2015, has resulted in an increase in the poverty levels. A report released by Statistics South Africa in 2017 cites rising unemployment levels, low commodity prices, higher consumer prices, lower investment levels, household dependency on credit, and policy uncertainty as the key contributors to the economic decline in recent times. These recent findings indicate that the country will have to reduce poverty at a faster rate than previously planned. According to the report the categories of people vulnerable to poverty remained to be African females, children 17 years and younger, people from rural areas, and those with no education.

Inflation-adjusted poverty lines show that, country-wide, food poverty increased from R219 in 2006 and R531 in 2016, to R561 per person per month in 2019. The lower-bound poverty line has increased from R758 per person per month in 2017 to R810 in 2019, while the upper-bound poverty line has increased from R1 138 per person per month in 2017 to R1 227 in 2019.

Indigent households

The objective of the indigent policies of municipalities is for Council to apply an indigent subsidy, in line with national government regulations and guidelines, to assist the poorest households in the community to receive a basket of basic municipal services either free or rebated, to thereby make basic municipal services available to all.

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2019/20	2 262	2 115	93%	2 251	99%	2 160	95%	2 262	100%
2020/21	2 650	2 487	94%	2 640	99%	2 536	96%	2 650	100%

Table 12: Free Basic Services to Indigent Households

The Cederberg municipal area indigent register has increased from 2 262 in 2019/20 to 2 650 in 2020/21, implying increased burdens on municipal financial resources. Similarly, the overall number of indigent households has increased gradually across the West Coast District as well as the Western Cape, indicating an increasing demand for indigent support from other areas within the District and the Province.

2.4.5 Investment Typology

The Western Cape Government completed a study in 2014 to determine the growth potential and socio-economic needs of settlements in the Western Cape using quantitative data (e.g., factors relating to socio-economic, economic, physical-environmental, infrastructure and institutional aspects). This analysis was done at two functional levels, i.e., settlement and municipal.

Five thematic indices and 85 indicators formed the basis for modelling the growth preconditions and innovation potential within each settlement and municipality. The socio-economic needs within these areas were also determined by using four thematic indices. The combined classifications of these findings provided the growth potential index. In this regard, the classification in the growth potential index for the Cederberg Municipality was medium. Compared to other municipalities in the Western Cape, the area has the same classification as most of the municipalities in the Southern Cape and Breede River Valley – forming a ‘secondary band’ of municipal areas around Cape Town stretching from the Indian Ocean to the Atlantic Ocean with municipalities adjacent to Cape Town forming the ‘primary band’.

The growth potential classification of municipalities in the West Coast District (unsurprisingly) correlates with distance from Cape Town, i.e. declining as distance increase. The municipal area also had a medium classification in the social needs index (absolute) – the same classification as the Witzenberg, Prince Albert and Kannaland municipalities.

The table below includes the findings of the study regarding the growth potential and socio-economic needs for some of the towns within the municipal area.

Town	Socio-economic needs (absolute)	Growth potential (composite)
Clanwilliam	Medium	Low
Citrusdal	Medium	Low
Lamberts Bay	Low	Low

Table 13: Growth Potential and Socio-Economic Needs

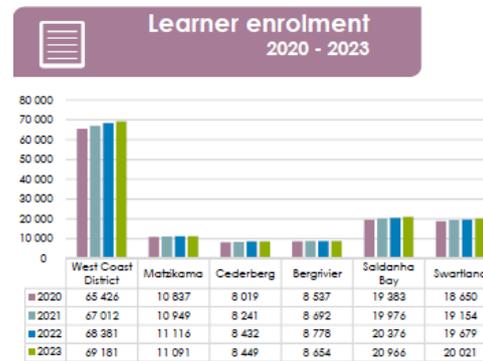
2.4.6 Education

Education plays a vital role in driving positive socio-economic change by empowering individuals to gain knowledge and skills. It is closely tied to enhanced employability, as people acquire the expertise required to thrive in a competitive job market. Education provides individuals with the tools to engage with and contribute to various sectors of the economy, supporting human capital development. A well-educated workforce is often linked to greater productivity and innovation, which in turn fosters overall economic growth. Additionally, the societal benefits of education are significant, as it helps break the cycle of poverty, reduces income inequality, and promotes social mobility.

Learner Enrolment

In the Cederberg region, learner enrolment reached 8 449 in 2023, slightly surpassing the 8 432 enrolled in 2022. The increase in learner enrolment is indicative of positive developments such as improved access to education and heightened awareness of its societal benefits. However, this growth also presents socio-economic challenges, particularly in terms of infrastructure and resource demands, necessitating ongoing enhancements in educational quality to effectively cater to the expanding student population. As the number of learners rises, there is a critical need for strategic planning and investment in education to ensure that the system can accommodate the influx

while maintaining or improving the overall quality of education.



Graph 4: Learner enrolment (Source: Socio-Economic Profile 2024)

Learner-Teacher Ratio

In 2023, the Cederberg municipal area had 22 schools, with 81.8 per cent designated as no-fee schools, and 11 of them had libraries. The No-Fee Schools Policy eliminates school fees for the poorest 40 per cent of schools nationwide, covering students from Grade R to Grade 9. This policy ensures that schools not charging fees receive a larger allocation of funding per learner from the national budget to compensate for the lost fee revenue.

The learner-teacher ratio has experienced a modest rise in recent years, improving from 30.6 in 2022 to 29.3 in 2023. This ratio remains within the recommended limit of 30:1 for South African schools. Since this ratio directly affects teaching by reflecting available teacher resources, class sizes, and the overall teaching environment, schools with higher ratios may face challenges in delivering the same quality of

education as those with lower ratios, potentially worsening educational inequalities.

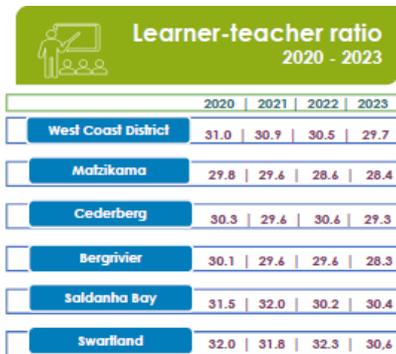


Table 14: Learner -Teacher Ratio (Source: Socio-Economic Profile 2024)

Learner Retention Rates

The learner retention rate is affected by a variety of factors, including economic conditions like unemployment and low household income, as well as social issues such as teenage pregnancies, overcrowded classrooms, and students' attitudes toward education. Personal circumstances can also hinder learners' ability to focus on their studies. In the Cederberg area, the retention rate for grades 10 to 12 is notably low at 74.9 per cent, highlighting significant challenges. To address school dropouts effectively, a collaborative approach is essential, focusing on creating a supportive and inclusive educational environment that meets the diverse needs of students and responds to the specific local challenges they face.

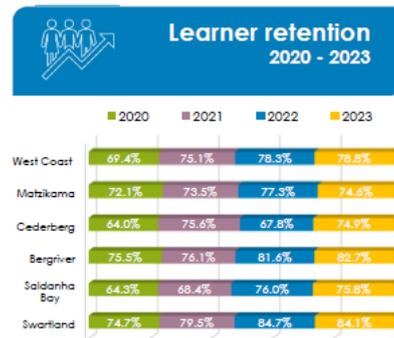


Table 15: Learner Retention (Source: Socio-Economic Profile 2024)

Educational Facilities

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively.

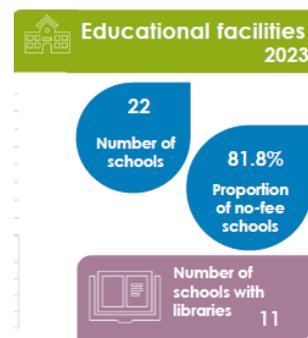


Figure 6: Educational facilities (Source: Socio-Economic Profile 2024)

The number of schools within the Cederberg area decreased from 23 in 2020 to 22 in 2021. This could negatively impact upon the learner teacher ratio and education outcomes, given the gradual increase in learner enrolment.

The number of no fee schools within the Cederberg area remained unchanged at 18 (a proportion of 81.8 per cent) between 2020 and 2021. The proportion of no-fee schools increased from 78.2% to 81.8% from 2018-2023, indicating that, given the tough economic climate, schools have been reporting an increase

in parents being unable to pay their school fees. To alleviate some of the funding challenges the Western Cape Department of Education (WCED) offered certain fee-paying schools to become no-fee schools. This means that more than two thirds of the schools in Cederberg, 81.8%, are registered with the Western Cape Department of Education as no-fee schools.

Education Outcomes

Cederberg’s matric pass rate has dropped to 75.6 per cent in 2023, following a trend of improvement in previous years. Furthermore,

since dropouts are not included in these assessments, the low retention rate in Cederberg may skew educational outcomes.

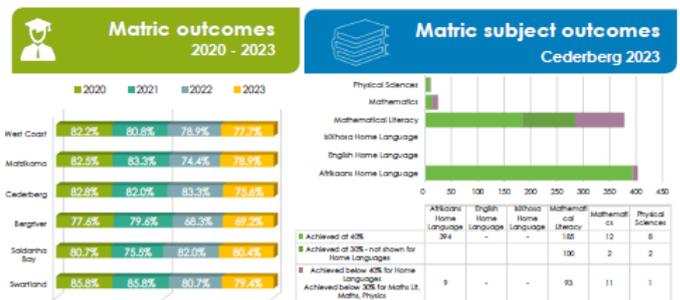


Table 16: Education outcomes (Source: Socio-Economic Profile 2024)

2.4.7 Health

Health is another major factor contributing to the general quality of life in Cederberg. It is therefore for the Municipality important to monitor the public health facilities as well as a variety of factors such as diseases like HIV or TB and general topics that affect the community, like maternal health. This Socio-economic Profile provides the basic statistics concerning those issues. Since this profile focusses on the public health facilities, private facilities do not appear in it.

Healthcare Facilities

All citizens’ right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa’s healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels.



Table 17: Healthcare Facilities (Source: Socio-Economic Profile 2024)

In the Cederberg area, healthcare access is facilitated by six fixed primary health care facilities, seven mobile clinics, six antiretroviral therapy (ART) clinics, and eight tuberculosis (TB) treatment sites, alongside two district hospitals. Emergency Medical Services (EMS) are critical in bridging the gap between urgent health situations and hospital care. The effectiveness and speed of EMS responses significantly influence survival and recovery rates for individuals facing critical health emergencies. In Cederberg, the availability of operational ambulances is a key component of emergency preparedness. With six ambulances available, this equates to 1.0 ambulance per 10 000 people for the 2023/24 period, a

figure that solely reflects provincial resources and excludes private services. This metric emphasizes the region's emergency response capacity and highlights the need for a well-equipped and efficiently managed EMS system to adequately address the healthcare demands of the population.

Emergency Medical Services

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas to maintain adequate coverage for rural communities.

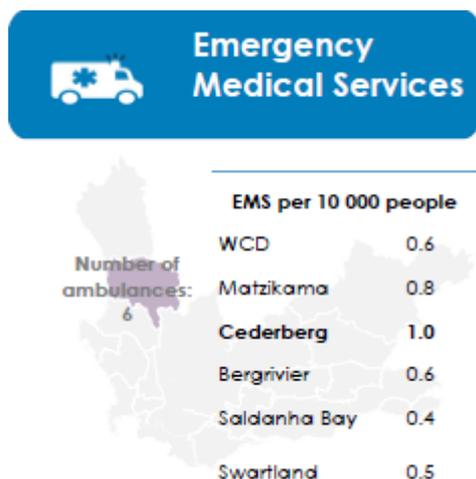


Table 18: emergency medical services (Source: Socio-Economic Profile 2042)

The provision of more operational ambulances can provide greater coverage of emergency medical services. The Cederberg area has 1 ambulance per 10 000 people in 2023/24 which is above the District's average of 0.6. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

HIV/AIDS

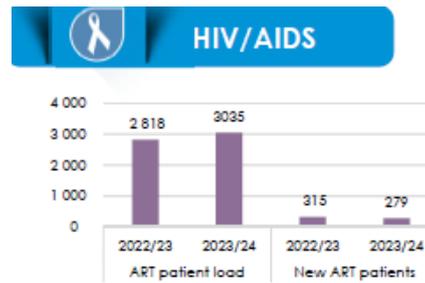
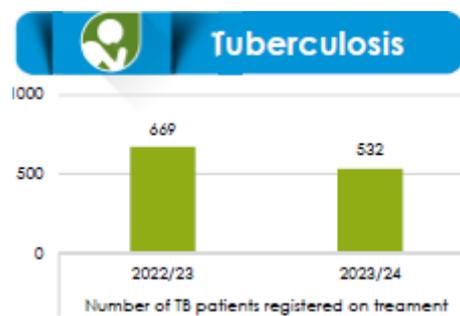


Table 19: HIV/AIDS (Source: Socio-Economic Profile 2024)

In the Cederberg region, the total number of patients enrolled in antiretroviral treatment has risen by 217, increasing from 2 818 in the 2022/23 period to 3 035 in 2023/24. However, the number of new patients starting antiretroviral treatment has decreased by 36, dropping to 279 in 2023/24 from 315 the previous year.

Tuberculosis



Graph 5: Tuberculosis (Source: Socio-Economic Profile 2024)

The number of tuberculosis patients registered for treatment has also fallen, declining from 696 in 2022/23 to 532 in 2023/24.

Child Health

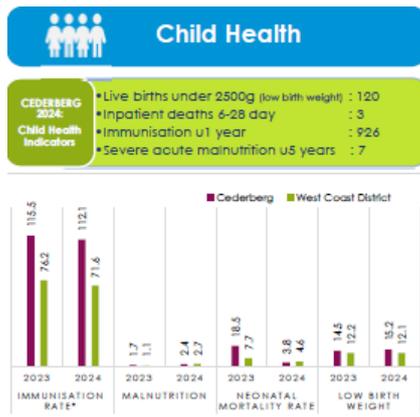


Table 20: Child health (Source: Socio-Economic Profile 2024)

In the Cederberg region, there has been a slight decline in the immunization rate from 115.5 per cent in 2022/23 to 112.1 percent in 2023/24. The rate however remains above 100 percent, suggesting some over-reporting or inclusion of catch-up vaccinations, it indicates a potential vulnerability in ensuring comprehensive immunization for all eligible children. If so, this decline could lead to increased susceptibility to preventable diseases, with long-term implications for public health and economic stability. Simultaneously, the increase in the malnutrition rate among children under five, from 1.7 percent per 100 000 in 2022/23 to 2.4 percent in 2023/24, highlights a growing concern regarding food security and child health in the region. The District-wide malnutrition rate also rose significantly, from 1.1 percent to 2.7 percent per 100 000, signaling broader systemic issues that may affect family welfare and economic productivity. Malnutrition can impair cognitive development and future earning potential, underscoring the need for targeted nutritional programs and social support systems.

On a more positive note, the substantial decrease in the neonatal mortality rate (NMR) per 1 000 live births from 18.5 in 2022/23 to 3.8 in 2023/24 reflects significant improvements in maternal and neonatal healthcare services within Cederberg. This reduction, coupled with the district-wide drop from 7.7 to 4.6 per 1 000 live births, suggests effective interventions in prenatal and postnatal care, which are crucial for enhancing overall population health and economic resilience.

Maternal Health

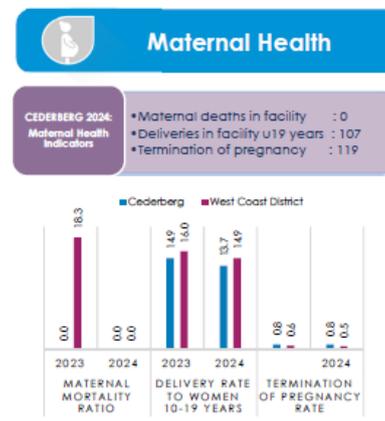


Table 21: Maternal health (Source: Socio-Economic Profile 2024)

In the Cederberg region, the absence of reported maternal deaths in both the 2022/23 and 2023/24 periods is a significant positive indicator of healthcare outcomes, reflecting effective maternal care and healthcare access. This achievement suggests a stable and supportive environment for expectant mothers, which is crucial for long-term population health. During the same timeframe, the percentage of deliveries among women aged 10 to 19 decreased from 14.9 percent to 13.7, resulting in a total of 107 births within this age group. This level in adolescent births still

raises socio-economic concerns, particularly regarding the implications for young mothers' education and economic participation. Increased adolescent pregnancies can strain local resources and health services, necessitating targeted interventions to support young mothers and mitigate potential negative outcomes. Conversely, the termination of pregnancy rate remained stable at 0.8 for both years, indicating a consistent response to reproductive health services in the region. This steady rate may suggest effective access to contraceptive options and education, contributing to the unchanged termination rates despite the increase in adolescent births.

Integrated Development Plan

2.4.8 Safety and Security

The Constitution upholds the notion that everybody has the right to freedom and security of the person. The safety of persons and property is therefore vitally important to the physical and emotional well-being of people and business. Without the respect of person and property, it would be impossible for people to live peacefully, without fear of attack and for businesses to flourish.

The extent of crime in South Africa does however not only have a significant impact on the livelihood of citizens, but also affects the general economy. Crime hampers growth and discourages investment and capital accumulation. If not addressed with seriousness, it has the potential to derail both social and economic prosperity.

People’s general impressions, as well as official statistics on safety and crime issues, mould perceptions of areas as living spaces or places in which to establish businesses. The discussion in this section that follows is limited to the reported contact and property-related crime such as murder and sexual crimes, as well as crime heavily dependent on police action for detecting drug-related crimes and driving under the influence of alcohol/drugs.



Table 22: Number of reported crimes (Source: Socio-Economic Profile 2024)

Murder

Definition: Murder is a social contact crime resulting in the loss of life of the victim.

Between 2022/23 and 2023/24, the Cederberg area saw a reduction in murders, with the murder rate improving from 53 to 45 per 100 000 people. However, Cederberg’s murder rate of 45 remains well above the District’s average of 30 for the same period.

Sexual Offences

Integrated Development Plan

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

In the 2023/24 period, the Cederberg area reported 139 sexual offenses per 100 000 people, significantly higher than the West Coast District's average of 87 per 100 000 people. The disparity in sexual offense rates between Cederberg and the district average highlights the role of socio-economic factors in shaping crime patterns. A generally higher rates of crime could be indicative of deeper structural issues such as poverty, unemployment, social inequality, and limited access to education and healthcare.

Drug-Related Crimes

Definition: Drug-related crimes refer to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs. This is a crime detected through police activity rather than reports by members of the public. An increase in crimes of this nature may therefore reflect an increase in police.

In 2023/24, most municipalities in the West Coast District experienced an increase in drug-related offenses. Cederberg reported 1 215 drug-related cases per 100 000 people, which is significantly higher than the district's average of 963 per 100 000 people. The rise in drug-related offenses across the West Coast District, with Cederberg showing a notably higher rate, reflects deeper socio-economic challenges that may be contributing to the prevalence of substance abuse.

Driving Under the Influence (DUI)

In the Cederberg municipal area, the rate of driving under the influence (DUI) offenses increased from 172 per 100 000 people in 2022/23 to 247 per 100 000 people in 2023/24, exceeding the West Coast District's average of 198 per 100 000 people during the same period. The rise in DUI offenses in Cederberg suggests underlying socio-economic challenges that may be contributing to this increase.

Residential Burglaries

Definition: Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.

The rate of residential burglaries in the Cederberg area fell from 335 per 100 000 people in 2022/23 to 315 per 100 000 people in 2023/24. Conversely, the West Coast District saw an increase in burglaries, rising from 492 to 505 per 100 000 people during the same period.

Common Assault

In Cederberg, the rate of common assaults decreased from 659 per 100 000 people in 2022/23 to 535 per 100 000 people in 2023/24. However, this rate is below the West Coast District's average of 578 per 100 000 people.

Integrated Development Plan

Despite the decline, Cederberg's relatively lower assault rate compared to the district suggests that local socio-economic factors, such as community dynamics, law enforcement effectiveness, or access to social services, may be influencing the prevalence of violence in the area.

Damage to Property

Reported cases of property damage in the Cederberg area increased from 213 incidents per 100 000 people in 2022/23 to 223 per 100 000 people in 2023/24. However, this rate remains significantly lower than the West Coast District average of 313 per 100 000. Despite this, the rise in property damage incidents raises important economic concerns for Cederberg, particularly in relation to the maintenance of both public infrastructure and private property, which are essential for a stable and conducive business environment.

2.5 JOINT DISTRICT METRO APPROACH

Central to the Western Cape's JDMA is the principles of co-planning, co-budgeting, co-implementation and its translation into service delivery to communities. As such an initial JDMA Implementation Plan for the West Coast was developed in 2020 which DCoG advised met the requirements for a 1st Generation One Plan. This version 1 represents a revised version of the JDMA Implementation Plan and will be referred to as Revised District Implementation Plan.

The WCD Implementation Plan is formulated jointly by all three spheres of government. The plan is currently under review and will be adopted during 2026 by all three spheres of government. The Western Cape Government plays a leading role in respect of the province. Cederberg Municipality forms part of the West Coast JDNMA implementation plan. The plan for the West Coast area is known as the One West Coast Plan 2025-2050. The Plan focuses on seven focus areas which include Education and well-being, Safety, Economic Growth, Spatial restructuring and environmental management, Infrastructure engineering, Integrated service provision and Governance, Innovation and Financial Management.

3.1. POLITICAL STRUCTURE

3.1.1 Council

After the local government elections in 2021, a new Council was elected. The total number of seats is 11, of which six (6) are elected representatives and five (5) proportional representatives based on a formula to the number of votes that each political party receives in the elections. There have been five by-elections since the local government elections in 2021. The by-elections took place in wards 2, 3, 4, 5 and 6. The political structure is as follows:

Ward Councillors

Ward	Councillor	Political Party
Ward 1	Azrial Scheepers	ANC
Ward 2	Yves Blaauw	DA
Ward 3	Maxwell Heins	CE
Ward 4	Paulus Strauss	DA
Ward 5	John Hayes	DA
Ward 6	Andre Mouton	CE

Table 23: Ward Councillors

Proportional Councillors

Councillor	Political Party
Ruben Richards	CE
Emirene Marshall	CE
Josias Engelbrecht	DA
Johan Van Heerden	VF+
William Farmer	PA

Table 24: Proportional Councillors

3.1.2. Executive Mayoral Committee

The Mayoral Committee is appointed by the Executive Mayor. The committee exercises the powers, functions and duties assigned by Council. The members of the committee are as follow:

Councillor	Description	Political Party
Azrial Scheepers	Executive Mayor	ANC
Ruben Richards	Deputy Mayor	CE
Andre Mouton	Mayco Member	CE
Johan Van Heerden	Mayco Member	VF+

Table 25: Executive Mayoral Committee

3.2. EXECUTIVE MANAGEMENT TEAM

The Municipal Manager, as head of the administration, is responsible and accountable for tasks and functions provided in Section 55 of the MSA, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council. The Municipal Manager is also responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by the executive managers appointed in terms Section 57 of the MSA.

The new Micro-Organizational Structure was approved by the Council on 27 June 2024. The composition of the Municipal organizational structure includes the following:

Name	Position	Division	Section
Mr Gerrit Matthyse	Municipal Manager	Internal Audit	Internal Audit
Mr Jerome Booyesen	Director: Financial Services	Treasury Office	Expenditure & Payroll Management
			Credit Control
			Revenue Services
		Financial Budget & Reporting Services	Budget, Financial Reporting & AFS
			Asset & Fleet Management
			Budget Management & Financial Information Systems
		Supply Chain Management	Demand & Acquisition Management
			Bid Committee & Contract Administration
			Logistics & Disposal Management
		Vacant	Directorate: Corporate & Strategic Services
Communication & CRM	Communication		
	CRM		
Human Resources	Labour Relations		
	HRD/EPAS & OD		
	OHS & Employee Wellness		
	Recruitment & Support		
	HR Administration		

		Administration & Legal Services	Records Management (Registry /Archives)
			Committee Services (Secretariat)
			Contract & Property Management
			Political Office Support
		Information, Communication Technology (ICT) &	Systems / Network Administration
			Helpdesk & Compliance
		Environmental Management	Environmental Management
Mr Franquin Petersen	Director: Community & Public Safety	Economic Development, Libraries & Facilities	Economic Development & Tourism
			Resorts & Caravan Parks
			Thuong Centres & Facilities
			Library Services
			Integrated Human Settlements
		Public Safety	Traffic & Law Enforcement Services (Clanwilliam & Graafwater)
			Traffic & Law Enforcement Services (Citrusdal)
			Traffic & Law Enforcement Services (Lamberts Bay & Elands Bay)
			Disaster Management & Firefighting Services
			Traffic Project Management, Traffic & Moving Violations
Mr Riaan De Ridder	Director: Technical Services	Electro-technical Services	Electrical Distribution Network (Citrusdal)
			Electrical Distribution Network (Clanwilliam & Graafwater)
			Electrical Distribution Network (Lamberts Bay & Elands Bay))

	Water & Wastewater Management Services	Water & Wastewater Treatment Works (East)
		Water & Wastewater Treatment Works (West)
		Mechanical Maintenance Services
	Land Use Planning	Development Information (GIS)
		Building Control & Maintenance
		Admin Support
	Project Management Unit & Capital Programme	MIG/EPW
		EPWP Support
	Civil Engineering Services	Operational Services (Citrusdal & Elandsbloof Region)
		Operational Services (Clanwilliam, Wupperthal & Algeria Region)
		Operational Services (Lamberts Bay, Elands Bay & Leipoldtville)
		Operational Services (Graafwater, Paleisheuwel & Sandberg)

Table 26: Executive Management Team

3.3. THE ORGANISATIONAL DESIGN PROJECT

A Municipal Council must, by law, do a review of its organisational structure after an election and annually. The new organogram was reviewed and approved by Council on 27 June 2024. This review consisted of a proposal to reduce the organisational structure from four to three directorates approved.

3.4. PROCESS TO FILL FUNDED VACANT POSITIONS

The Recruitment Policy was reviewed and approved at a Council meeting in May 2022. The micro-organogram was revised through a process facilitated by AGITOMINDS; a service provider appointed by the Provincial Government and will be tabled at the Local Labour Forum for consultation and for approval by Council. The micro-organogram was approved on the 27 June 2024. The new organogram will be aligned with the IDP and in accordance with future needs in terms of growth of towns. All funded vacant posts will be advertised and filled during the new financial year. Unfunded vacant posts will be catered for in the outer financial years.

3.5. MUNICIPAL WORKFORCE

Senior management develop service plans and measure performance according to agreed indicators, analyse and report regularly. They inform decision makers timeously of any risks to service delivery initiatives and conduct a review of service performance against plans. The senior management team of Cederberg Municipality is supported by a municipal workforce of 333 permanent employees, which is structured in the departments to implement the IDP strategic objectives. There is a dynamic movement of personnel taking into consideration early retirements and resignations.

Section 68 (1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The organisational structure should be revised after the approval of the IDP and budget to ensure that the municipality still deliver services in the most productive and sufficient manner.

The new staff establishment will be developed in line with normative human resource practices, taking cognisance of the transformation targets and requirements as stated in labour and municipal legislation. The recruitment of employees is conducted in terms of the Municipality's Recruitment and Selection Policy.

POSTS IN THE ORGANISATION						
Permanent Positions Filled	Councillors	Funded Vacancies	Unfunded Vacancies	Total		
333	11	41	34	419		
Representation of Permanent Employees [incl councillors]						
Employees Categorised in terms of Gender (permanent employees)	Males	67%	230			
	Females	36%	114			
Employees categorised in terms of Race (permanent employees)	African	Coloured	Indian	White	Total	
	66	265	1	12	323	
Disabled					7	

Table 27: Posts in the Organisation

The table below indicates the number of employees by race within the specific occupational categories:

Total Number of Employees in the Organisation [Per Job Category]									
Workforce Profile	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	7	0	4	0	0	0	0	11
Senior Management	0	3	0	1	0	0	0	0	4

Total Number of Employees in the Organisation [Per Job Category]									
Workforce Profile	Male				Female				Total
	A	C	I	W	A	C	I	W	
Professionally qualified and experienced specialists and middle management	0	6	0	2	0	2	0	1	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	7	34	0	1	3	22	0	1	68
Semi-skilled and discretionary decision making	17	55	1	0	5	44	0	1	123
Unskilled and defined decision making	18	73	0	1	16	19	0	0	127
Total	42	178	1	9	24	87	0	3	344

Table 28: Number of Employees in the Organisation

The Municipality reviews and report on the employment equity status annually. Council has set itself the target of a municipal workforce that is representative of the demographics of the Greater Cederberg. In this regard, a five (5) year Employment Equity Plan has been approved by Council for the period 2018 to 2023.

The table below shows the number of employees per department as well as the profile by race. The Engineering services department, being the service delivery arm of the Municipality, is the largest component.

Directorate	African	Coloured	Indian	White	Total
Office of the Mayor	0	7	0	4	11
Office of the Municipal Manager	1	13	0	0	14
Finance Services	3	35	0	2	40
Support Services	13	78	1	1	93
Technical Services	49	132	0	5	186
Total	66	265	1	12	344

Table 29: Employee Distribution

The actual positions filled are indicated in the table below by post level and functional level. A total of 91 posts were vacant as of 01 February 2023. Employment statistics is not static and will naturally fluctuate from month to month due to personnel movement in and out of the organisation for example by virtue of resignations, retirements and recruitment.

Per Functional Level		
Post Level	Filled	Vacant
Office of the Mayor	11	0
Office of Municipal Manager	14	2
Finance Services	39	3
Support Services	109	44
Technical Services	171	26

Table 30: Positions per Functional Level

3.6. SKILLS DEVELOPMENT

The Municipality is committed to developing the skills of the human resource capacity to their full potential. Training and skills development gaps will be identified, and the training plans will be focusing on the needs identified.

The Workplace Skills Plan is submitted annually on the last day of April reflecting all the training done within the specified period, as well as all the persons trained within the specified year. This plan will also set out the prioritized training for the following financial year. Training is also linked to the job description of employees, this ensure that employees are registered on training which has direct impact on the performance within their position.

Training is governed by the Skills Development Act, which is very prescriptive in the way training must be done, and the targets which should be adhere to, as well as the Employment Equity targets which should be reached.

The table below indicates the number of beneficiaries per occupational category who received training in the last financial year. The tables below show the number of individuals (headcount) trained and not the number of training interventions:

Total Number of Employees Who Received Training in The Organisation [Per Job Category]											
Workforce Profile	African		Coloured		Indian		White		Totals		
	M	F	M	F	M	F	M	F	M	F	Total
Directors and Corporate Managers	0	0	3	2	0	0	3	1	0	0	9
Professionals	2	1	24	14	0	0	0	1	0	0	42

Total Number of Employees Who Received Training in The Organisation [Per Job Category]											
Workforce Profile	African		Coloured		Indian		White		Totals		
	M	F	M	F	M	F	M	F	M	F	Total
Technicians & Trade workers	1	0	15	1	0	0	1	0	0	0	18
Community and Personal Service workers	0	0	6	3	0	0	0	1	0	0	10
Clerical and Administrative Workers	0	0	5	7	1	0	0	1	0	0	14
Machine operators and drivers	1	0	3	0	0	0	0	0	0	0	4
Labourers	7	5	26	8	0	0	0	0	0	0	46
Total	11	6	82	35	1	0	4	4	0	0	143

Table 31: Employees Training

3.6.1. Access to Social Grants

The social security system is one of the government's initiatives to address poverty, inequality and unemployment. It has two main objectives:

- To reduce poverty amongst who are not expected to participate fully in the labour market, namely the elderly, those with disabilities and children;
- To increase investment in health, education and nutrition.

There are 5 major social security grants in South Africa and each grant is dependent on an income-based means test. Grants are implemented and administered by a separate national government agency, the South Africa Social Security Agency (SASSA).

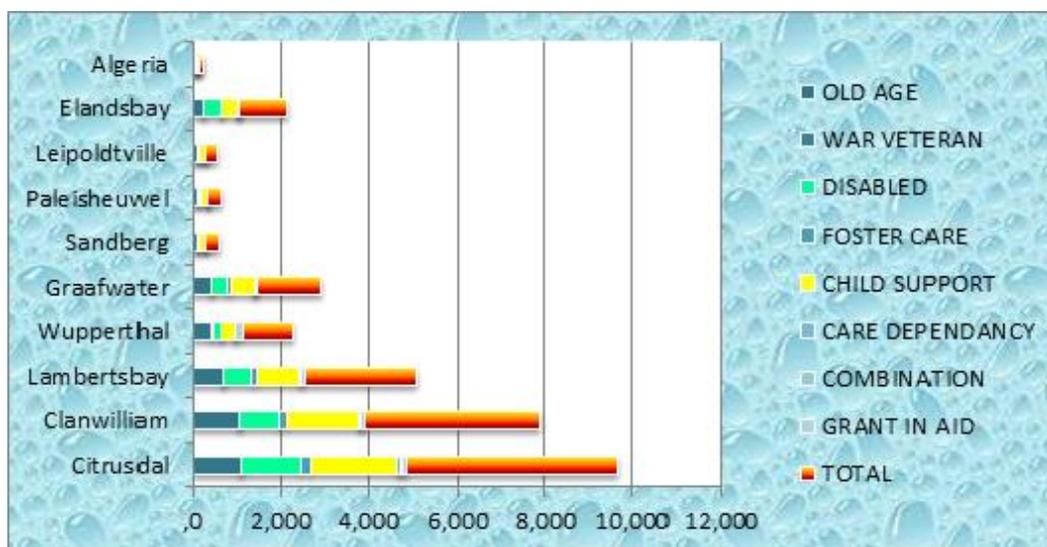
There are five major social security grants in South Africa and each grant is dependent on an income-based means test. Grants are implemented and administered by a separate national government agency, the South African Social Security Agency (SASSA). A total of 15 981 residents receives grants in the municipal area.

The table below includes details of the grant totals of Cederberg:

PAY POINT NAME	OLD AGE	WAR VETERAN	DISABLED	FOSTER CARE	CHILD SUPPORT	CARE DEPENDENCY	COMBINATION	GRANT IN AID	TOTAL
Citrusdal	1 102	3	1 376	189	1 979	82	4	100	4 835
Clanwilliam	1 061	5	903	187	1 622	51	5	99	3 933

PAY POINT NAME	OLD AGE	WAR VETERAN	DISABLED	FOSTER CARE	CHILD SUPPORT	CARE DEPENDANCY	COMBINATION	GRANT IN AID	TOTAL
Lamberts Bay	670	1	674	102	964	31	0	94	2 536
Wupperthal	433	2	197	20	288	12	0	180	1 132
Graafwater	395	1	358	93	550	11	0	56	1 464
Sandberg	86	0	54	15	127	2	0	12	296
Paleisheuvel	78	0	82	14	144	2	0	3	323
Leipoldtville	74	0	63	10	114	4	0	10	275
Elands Bay	248	1	374	25	372	10	1	31	1 062
Algeria	42	0	20	1	51	3	0	8	125
TOTAL	4 189	13	4 101	656	6 211	208	10	593	15 981

Table 32: Grant Totals of Cederberg



Graph 6: Grant Totals in Cederberg

3.7. MUNICIPAL ADMINISTRATIVE AND INSTITUTIONAL CAPACITY

The municipality has the following policies, service delivery improvement plans and systems to support the workforce in delivering on the strategic objectives

Name of Policy, Plan or System	Status	Responsible Department
Tariff Policy	Approved	Community and Public Safety
Credit Control and Indigent Policy	Approved	Financial Services
Supply Chain Management Policy	Approved	Financial Services
Property Rates Policy	Approved	Financial Services
Grant-in Aid Policy	Approved	Financial Services
Cash and Investment Policy	Approved	Financial Services
Asset Management Policy	Approved	Financial Services
Virement Policy	Approved	Financial Services
Funding and Reserves Policy	Approved	Financial Services
Borrowing Policy	Approved	Financial Services
Budget Policy	Approved	Financial Services
Creditors, Councillors & Staff Payment Policy	Approved	Financial Services
Customer Care Improvement Strategy	Approved	Financial Services
Petty Cash Policy	Approved	Financial Services
Relocation Policy	Approved	Financial Services
Study Aid Policy	Approved	Corporate and Strategic Services
Employment Equity and Employment Assistance	Approved	Corporate and Strategic Services
Absenteeism & Desertion	Approved	Corporate and Strategic Services
COVID-19 Policy	Approved	Corporate and Strategic Services
Code of Ethics Policy	Approved	Corporate and Strategic Services
Job Evaluation Policy	Approved	Corporate and Strategic Services
Overtime & Standby Policy	Approved	Corporate and Strategic Services
PPE Procedure	Approved	Corporate and Strategic Services
Relocation Policy	Approved	Corporate and Strategic Services
Disciplinary Procedure Policy (SALGBC)	Approved	Corporate and Strategic Services

Name of Policy, Plan or System	Status	Responsible Department
HIV / AIDS Policy	Approved	Corporate and Strategic Services
Sexual Harassment Policy	Approved	Corporate and Strategic Services
Smoking Policy	Approved	Corporate and Strategic Services
Study Aid	Approved	Corporate and Strategic Services
Study Bursary	Approved	Corporate and Strategic Services
Substance Abuse	Approved	Corporate and Strategic Services
Recruitment & Selection	Approved	Corporate and Strategic Services
Training and Skills Development	Approved	Corporate and Strategic Services
Telecommunications	Approved	Corporate and Strategic Services
EPWP Policy	Approved	Technical Services
Policies currently under review		
ICT Policy	Currently under review	Corporate and Strategic Services
Performance Management Policy	Currently under review	Corporate and Strategic Services
HR Policy manual	Currently under review	Corporate and Strategic Services
Subsistence and Travel	Approved	Corporate and Strategic Services
Systems		
Human Resource Management System	Approved	Corporate and Strategic Services
Financial Management System	Approved	Financial Services
Performance Management and Related Systems	Approved	Corporate and Strategic Services
Risk Management System	Approved	Office of the Municipal Manager
Document management and process flow systems	Approved	Corporate and Strategic Services

Table 33: Policies and Systems

It is Council’s intention to develop a schedule of all policies and by-laws that will indicate a rotation plan for reviewing all policies and by-laws. This process will assist the Municipality to be developmental and innovative in doing business. The systems are continuously updated to ensure that it supports the administration.

Policies Still to Be Developed	
Policy	Department/Section
Retirement & Grey Power	Corporate and Strategic Services
Career Pathing	Corporate and Strategic Services
Leave Policy	Corporate and Strategic Services
Succession Planning	Corporate and Strategic Services
Employee Wellness	Corporate and Strategic Services
Performance Incentive Scheme	Corporate and Strategic Services
Risk policy /Risk Charter/Risk Strategy/Risk Appetite	Office of the Municipal Manager
Sport Policy	Community Services & Public Safety
Informal Traders Policy	Community Services & Public Safety
Integrated Events Policy	Community Services & Public Safety
Cell Phone Policy	Corporate and Strategic Services
Fleet Policy	Financial Services

Table 34: Policies to be Developed

3.8. INTERGOVERNMENTAL RELATIONS

Cederberg Municipality participates in many Intergovernmental Relations activities in the district and province. The Municipality delegates officials and councillors to the following forums:

Forum	Frequency	Directorate
Municipal Managers Forum	Quarterly	Office of the MM
SALGA Working Groups	Quarterly	Relevant Directorate and Portfolio Councillor
District Coordinating Forum (DCF)	Quarterly	Office of the Mayor and Office of the MM
Premiers Coordinating Forum (PCF)	Quarterly	Office of the Mayor and Office of the MM
Provincial IDP Managers Forum	Quarterly	Corporate and Strategic Services
District IDP Managers Forum	Quarterly	Corporate and Strategic Services
Public Participation Forum	Quarterly	Corporate and Strategic Services
Provincial Training Committee Meeting	Quarterly	Corporate and Strategic Services
Disaster Management Forum	Quarterly	Community and Public Safety
Local Economic Development Forum	Quarterly	Corporate and Strategic Services
Risk Task Team	Quarterly	Office of the MM
District ICT Forum	Quarterly	Corporate and Strategic Services
Legal and Constitutional Task Team	Quarterly	Corporate and Strategic Services
National Archives Forum	Quarterly	Corporate and Strategic Services
HR SALGA Forum	Quarterly	Corporate and Strategic Services
Skills Development Forum	Quarterly	Corporate and Strategic Services
Western Cape ICT Forum	Quarterly	Corporate and Strategic Services
Provincial SCM Forum	Annually	Financial Services
West Coast RTLC	Quarterly	Community and Public Safety
West Coast Business Development Forum	Quarterly	Corporate and Strategic Services
West Coast District Communication Forum	Quarterly	Corporate and Strategic Services
Provincial Communications Tech	Quarterly	Corporate and Strategic Services

Table 35: Intergovernmental Relations Activities

3.9. TECHNICAL INTEGRATED MUNICIPAL ENGAGEMENT (TIME)

During the public participation processes, it became apparent that approximately 40% of the issues raised and the projects proposed by communities relate to competencies, which fall outside the ambit of local government. Integrated planning between the different spheres of government is thus critically important if government wants to effectively fulfil its constitutional mandates and effectively address the socio-economic and development challenges faced by communities. IDP is increasingly becoming a cornerstone for intergovernmental planning and budget alignment. Resources are limited and establishing strategic partnerships between the different spheres of government will certainly optimise the impact of service delivery. The IDP should therefore guide the appropriate allocation and prioritisation of resources by sector departments at a local level. For this reason, it is in the interest of the sector departments to participate in the IDP process of the municipality to ensure improved alignment between development programmes.

The Department of Local Government (DLG) in the Western Cape facilitates an annual Technical Integrated Municipal Engagement (TIME), which promotes effective intergovernmental relations between the different spheres of government. The TIME is a combination of the former IDP Indaba, Joint Planning Initiative (JPI) and MGRO engagements and provides an opportunity to assess the tabled Budget, draft IDP and MSDF with the intention to strengthen the responsiveness and credibility of these strategic processes. The DLG has facilitated a number of platforms to allow municipalities to effectively engage with their provincial government counterparts in order to strengthen partnerships and pool resources with the intent to maximise the impact thereof on the livelihoods of local communities. The regional TIME was held on 24 February 2026. The discussions were mostly focussed on the following aspects:

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Governance: Resilience, Agility and Performance</p>	<ul style="list-style-type: none"> • Ensure full compliance with the Municipal Regulations on Minimum Competency Levels (2007, as amended), including timely reporting to Provincial and National Treasury. • Investigate and resolve all Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) in terms of Section 32 of the MFMA, supported by a documented internal control strategy aligned to National Treasury Circular 111. • Institutionalise structured stakeholder feedback mechanisms (e.g., post-engagement surveys) and report outcomes to the Audit Committee. • Ensure all budget-related and governance policies are publicly accessible in compliance with Section 75 of the MFMA. • Strengthen ICT governance by recognising information and technology as a strategic risk and embedding it within the IDP and governance frameworks. • Establish and operationalise an ICT Steering Committee to guide business-technology integration, risk management, and digital transformation. • Improve disaster recovery, cybersecurity practices, and lifecycle management of ICT infrastructure to ensure institutional resilience.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Financial sustainability and Performance</p>	<ul style="list-style-type: none"> • Enhance revenue collection through strengthened credit control, with specific focus on arrear debt recovery and addressing water-related revenue losses. • Maintain compliance with Municipal Debt Relief conditions to enable Eskom debt relief benefits. • Strengthen financial controls, including accurate debt impairment processing, VAT treatment, and compliance with GRAP and mSCOA standards. • Improve alignment between planning, budgeting, and reporting to ensure credible performance data and reduce discrepancies in mSCOA data strings. • Address underspending and procurement delays through improved planning, project readiness, and expenditure monitoring. • Optimise grant and infrastructure management through improved reconciliation, staffing, and financial oversight. • Strengthen cash flow sustainability by improving revenue forecasting, maintaining adequate cash reserves, and aligning expenditure with funding strategies. • Improve non-financial performance by aligning SDBIP targets with actual implementation and strengthening monitoring systems.

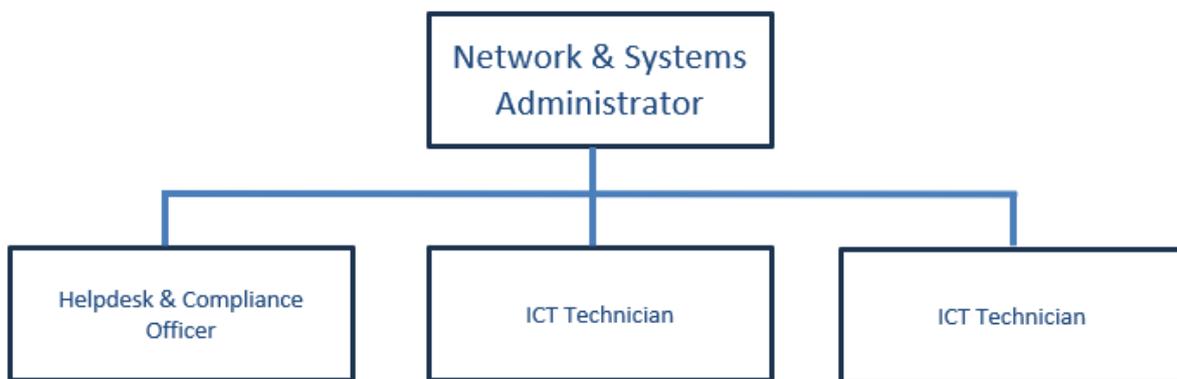
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Strategic Procurement to deliver services and enable economic growth</p>	<ul style="list-style-type: none"> • Conduct a comprehensive assessment of the SCM unit structure and prioritise filling critical vacancies, particularly at senior practitioner level. • Reduce irregular expenditure by strengthening quotation compliance and SCM governance controls. • Develop and implement a formal SCM risk management framework, including commodity-specific risk strategies. • Update procurement policies to align with current legislation, removing outdated references (e.g., 2017 Preferential Procurement Regulations). • Establish clear preferential procurement targets aligned to socio-economic development objectives. • Strengthen procurement planning through early warning systems, continuous monitoring, and alignment with IDP and SDBIP priorities. • Integrate procurement milestones into performance management systems to proactively identify and address delays.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Infrastructure Performance</p>	<ul style="list-style-type: none"> • Embed Spatial Planning and Land Use Management (SPLUM) indicators within the SDBIP to improve accountability and performance tracking. • Strengthen alignment between spatial planning frameworks (MSDF, CEF) and financial planning to support integrated development. • Mainstream ecological infrastructure principles through the development of an Ecological Infrastructure Management Programme (EIMPr). • Improve waste management governance by appointing a Waste Management Officer and integrating IWMP projects into the IDP. • Allocate dedicated funding for waste diversion initiatives and rehabilitation of waste disposal facilities, ensuring regulatory compliance. • Conduct mandatory reviews of the Air Quality Management Plan (AQMP) to maintain legislative compliance and environmental protection. • Strengthen asset management through adoption of ISO 55001 principles, development of asset risk registers, and improved lifecycle management. • Address technical capacity constraints through targeted recruitment, skills development, and organisational restructuring. • Improve asset tracking and governance through GPS tagging, GIS integration, and formalised disposal policies.

Table 36: Technical Integrated Municipal Engagement

3.10. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

It is the responsibility of IT to ensure that all technical systems of the Municipality are functioning and operating effectively. Backups are done daily and stored offsite for safekeeping. The network and computer hardware are maintained by the IT department. The Municipality has grown from 50 devices (computers) to almost 200 within 7 years.

Cederberg Municipality has faced numerous challenges with regards to ICT that was raised by the Auditor-General as risks. Cederberg Municipality has continuously mitigated these risks by implementing corrective measures and strategic alignment between ICT and municipal objectives. Numerous risks and challenges have arisen from the continuous load shedding by Eskom. The ICT department currently consist of a System Administrator and Technician. The following organisational structure for the Cederberg ICT department was adopted for effective and efficient service delivery:



3.10.1 ICT Services

ICT Services can be divided into a Strategic component and an Operational component, each with the following responsibilities:

Operational	Strategic
Technical support	Strategic Business Alignment
Hardware maintenance	Implementation of SDBIP and IDP
Software maintenance	Projects and Administration
Systems Administration	Compliance
Network Administration	DRP Planning
Network Security	Business Continuity Planning
DRP (Disaster Recovery Plan) Execution	ICT Risk Management
Municipal Data Management	

Table 37: ICT Services

3.10.2. ICT Projects

The following projects have been identified but are subject to budget availability.

Project	Status
---------	--------

Backup and recovery	Completed
Network upgrades	Completed - Additional upgrades planned
Computer and laptop upgrades	2024 Upgrades Completed - Annual project
Microsoft Enterprise License Agreement	Completed
Council Chamber modernization	Partially Completed
Server Room virtualisation project	Completed
Disaster Recovery and Business Continuity	Planned for Q4 of 2024/25

Table 38: ICT Projects

The Municipality has requested assistance from DPLG to address critical risks and ageing infrastructure that is threatening compliance.

3.10.3. ICT Challenges

The Cederberg Municipality ICT challenges are as follow:

Description	Actions to address
Electricity Supply	Budgetary provision must be made to procure additional power sources
Single point of failure exists on fibre network infrastructure	The department must investigate options to achieve true failover connectivity
Malfunction of server equipment as a result of load shedding	Planned disaster recovery measures will mitigate the risk of faulty hardware
Additional staff required	The department must be capacitated with permanent staff
Lack of user training	Provision must be made to ensure users are well trained and equipped with necessary skills to perform their duties

Table 39: Municipal ICT Challenges

CHAPTER 4

Strategic objectives are goals deemed most important to the current and future health of Cederberg Municipality. Objectives have been prioritized by Cederberg Municipality through a thorough analysis of business practices such as a SWOT analysis, community needs analysis and Council strategic sessions. This chapter provides inside information regarding all the services rendered by the Municipality, as well as the sector plans of the Municipality per strategic objective.

Cederberg Municipality is responsible for delivering municipal functions as specified in Schedule 4B and 5B of the Constitution. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the Integrated Development Plan. These services will be discussed in more detail under each strategic objective.

Cederberg Municipality is responsible for delivering the following services:

Municipal Function	Clanwilliam	Citrusdal	Lamberts Bay	Elands Bay	Graafwater	Rural Area
Constitution Mandate (Section 153 & Schedule 4 & 5B)						
Air Pollution	✓	X	X	X	X	X
Child Care Facilities	✓	✓	X	X	x	X
Electricity Reticulation	✓	✓	✓	✓	✓	✓
Street Lighting	✓	✓	✓	✓	✓	✓
Firefighting Services	Limited - Work with WCDM	X	X	X	X	X
Local Tourism	✓	✓	✓	✓	✓	✓
Municipal Airports	X	X	✓	X	X	X
Municipal Planning	✓	✓	✓	✓	✓	✓
Municipal Public Transport; Traffic & Parkin	✓	✓	✓	✓	✓	X
Storm water management systems in built-up areas	✓	✓	✓	✓	✓	X
Trading Regulations; Billboards & Advertisements in public places; Street Trading	✓	✓	✓	✓	✓	X
Water and Sanitation services limited to potable water supply systems and domestic waste-water and	✓	✓	✓	✓	✓	X

Municipal Function	Clanwilliam	Citrusdal	Lamberts Bay	Elands Bay	Graafwater	Rural Area
Constitution Mandate (Section 153 & Schedule 4 & 5B)						
sewerage disposal systems						
Cemeteries, funeral parlours and crematoria	Only Cemeteries	Only Cemeteries	Only Cemeteries	Only Cemeteries	Only cemeteries	Only Cemeteries
Cleaning	✓	✓	✓	✓	✓	X
Control of Public Nuisance	✓	✓	✓	✓	✓	X
Control undertakings that sell liquor to the public	X	✓	✓	✓	✓	X
Facilities for accommodation, care & burial of animals	X	X	X	X	X	X
Fencing & fences	X	Yes & No	✓	✓	✓	✓
Licensing of dogs; Noise pollution; Pounds	X	X	Only Noise Pollution	X	X	X
Local Amenities & Libraries & Local Sport facilities	✓	✓	✓	✓	✓	✓
Municipal Abattoirs	X	X	X	X	X	X
Municipal Parks & Recreation	✓	✓	✓	✓	✓	X
Municipal Roads	✓	✓	✓	✓	✓	X
Refuse removal, refuse dumps and solid waste disposal	✓	✓	✓	✓	✓	X
Housing	✓	✓	✓	✓	✓	X

Table 40: Municipal Services

The sector plans available at the Municipality focuses on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important to ensure the integration of programmes and maximum utilisation of available resources. It should be noted that information provided in this chapter originates from existing sector plans and/or operational plans.

The following table highlights the status of the sector plans where after each of the sector plans are discussed in more detail:

Sector Plan	Status of Plan
Long Term Financial Plan	In the process to appoint a service provider in terms of Section 32 of the Municipal Supply Chain Regulations. Council adopted the Revenue Enhancement Plan during January

Sector Plan	Status of Plan
Spatial Development Framework	SDF reviewed as part of the 5-year IDP and approved in 2023. New SDF to be developed with the new 6 th Generation IDP.
Local Economic Development Strategy	Approved in May 2025. Review to go to Council May 2026
Disaster Management Plan	Disaster Management Plan is reviewed annually
Electricity Master Plan	Finalised
Integrated Municipal Infrastructure Plan	To be developed
Integrated Infrastructure Asset Management Plan	To be developed
Municipal Infrastructure Growth Plan	To be developed
Integrated Infrastructure Maintenance Plan	To be developed
Integrated Infrastructure Investment Plan	To be developed
Water and Sanitation Master Plan	Last revision was in 2014. R 3.25 million is allocated by the DBSA for the development of water and sanitation master plans together with the Water Services Development Plan
Water Services Development Plan	R 3.25 million is allocated by the DBSA for the development of water and sanitation master plans together with the Water Services Development Plan
Integrated Waste Management Plan	Finalised and implemented
Pavement Management System	PMS was developed in 2013 for all Cederberg towns but has not been reviewed. Implementation hindered owing to a lack of funds. Integrated Roads Asset Management System is managed at district level and currently reviewed
Stormwater Master Plan	Developed for Clanwilliam and Citrusdal. No funding available for implementation. Application submitted to DBSA to fund drafting of plans for other Cederberg towns
Integrated Transport Plan	District Integrated Transport plan was reviewed by WCDM for the years 2015-2020 and adopted by the Cederberg Municipality. ITPs for local municipalities are currently being reviewed
Integrated Human Settlement Plan	Reviewed
Performance Management Policy Framework	Finalised and approved in May 2019
Risk Management Policy	Will be submitted to the Risk Committee, Mayco and then for approval by Council
Air Quality Management Plan (AQMP)	Air Quality Management Plan was approved by Council on 13 December 2019
Organisational Structure and Organogram	Approved in February 2020 but under review
Coastal Management Plan	Plan was approved in December 2019
Land use scheme (wall-to-wall scheme regulations)	To be approved by Council

Table 41: Status of Sector Plans

4.1 IMPROVE AND SUSTAIN BASIC SERVICE DELIVERY AND INFRASTRUCTURE

The core service that local government provides - clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights.

Access to basic services is also an indication of the quality of life of the inhabitants in the country. The extent of human development within a municipality is to a large extent influenced by access to basic services (water, electricity, sanitation and refuse removal) and housing with high access levels implying better human development and vice versa.

4.1.1. WATER

Cederberg Municipality has the constitutional responsibility for planning, ensuring access to, and regulating provision of water services within the municipal area. All formal households within the jurisdiction of Cederberg Municipality have access to drinking water. Informal dwellings/shacks make use of communal services. Note that some towns experience a sharp increase in water demand over the summer holiday season/period.

The most recent Water Master Plan was completed during December 2014. The Water and Sanitation Master Plan was updated by GLS Infrastructure Planning, and the Final Document was submitted to Cederberg Municipality in February 2023. The municipality conducted a performance and water services audit, i.e. Performance and Water Services Audit Report, 2022/23.

The Department of Water and Sanitation is busy with the upgrading of the Clanwilliam Dam by raising the dam weir with 13 meters. This will resolve a huge backlog and provide water to the lower Olifants River region as well as residents in Clanwilliam.

Access to Water in Cederberg Area

Water is probably the most fundamental and indispensable of natural resources - fundamental to life, the environment, food production, hygiene and power generation. Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to portable water supply systems and domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 litres of potable water per day supplied within 200 metres of a household.

Access to Water in the Cederberg Area



Water Service Delivery (Socio-Economic Profile 2024)

Drought interventions/projects are implemented for water augmentation in Clanwilliam, Citrusdal and Lamberts Bay. The municipality also continually applies drought water tariffs and other mitigation measures to ensure sustainable delivery of potable water to residents.

Water Challenges

The Municipality has identified the following actions to address water challenges within the municipal service area:

Description	Action to address
Inadequate funding to address infrastructure needs	Source funding for the upgrade of infrastructure.
Require competent staff to operate treatment facilities	Restructure organogram and appoint qualified personnel
Inability of bulk infrastructure at the source to supply sufficient water to Clanwilliam	Source funding for the upgrade of Clanwilliam pump station and rising main pipeline.
High water losses because of obsolete asbestos pipes at Clanwilliam	Implement asbestos pipe replacement in Clanwilliam and Citrusdal.
Faulty bulk water meters at Lamberts Bay, Elands Bay hampers the compilation of a useful water balance	Source funding to replace bulk water measuring equipment.
Improve water quality at Clanwilliam	Secure funding for the construction of a water purification works for Clanwilliam.
Pipe bursts caused by high water pressure in Clanwilliam and Citrusdal	Source funding to upgrade pressure management systems/ Pressure Reducing Valves (PRVs).
Inadequate drinking water storage capacity for Citrusdal community	Source funding for the construction of a 3ML Reservoir.
Rural areas such as Wuppertal and Algeria have a negative impact on Cederberg municipal Blue Drop score because of no operating and treatment facilities	Source funding to upgrade water infrastructure and appoint competency personal to conduct purification processes.
Insufficient maintenance at water supply infrastructure Wuppertal	Finalise the memorandum of understanding (MOU) with the Moravian Church.
Inability to reduce water losses at informal settlements	Appoint permanent staff to conduct repairs at communal water points.
Leaking holding reservoirs at Wadriфт and Leipoldtville	Repair the leaking reservoirs.
Water quality deterioration for bulk water supply systems without a conventional purification facility - Clanwilliam, Leipoldtville and Wuppertal escalated to poor performance on the DWS Iris/Blue Drop System	Conducting feasibility studies and source funding to address infrastructural shortcomings.
Scarcity of ground water in Cederberg area	Draft a Ground Water Monitoring Protocol to enhance the management of the water resource.
Bulk water supply insufficient in Lamberts Bay, which hampers progress with the implementation of housing project.	Obtain funds from DWS to complete desalination plant (almost 85% complete). Drilling of

Description	Action to address
	boreholes on land not owned by the Municipality is subject to agreement with landowners.

Table 42: Water Challenges

Actions to address water backlogs on farms/private owned land

The communities of Wupperthal and Algeria depend on surface water from the Tra-Tra River and other surface water sources, which dry up seasonally. The Cederberg Municipality assists the Moravian Church in Wupperthal with the monitoring of water quality. This is only limited to the Wupperthal Mission Station and not the outer lying areas. However, the community is periodically without sufficient water. The Municipality applied to the Department of Local Government (DLG) for funding to conduct the required maintenance of the water and sanitation infrastructure. SALGA is currently coordinating the process of township establishment and identification and costing of infrastructure needs for Wupperthal and surrounding areas. SALGA, the Department of Local Government and Cederberg Municipality are currently developing a Memorandum of Understanding (MoU) between the Moravian Church and the Municipality.

4.1.2. ELECTRICITY

Access to minimum electricity standards is defined as an electricity connection at the dwelling. National policy also requires that poor households receive 50 kWh of free basic electricity per month.

The Municipality is responsible for electricity distribution and reticulation in the five main towns, ‘Clanwilliam, Citrusdal, Graafwater, Elands Bay and Lamberts Bay. In these towns, electricity and street lighting are provided to all formal areas and most informal areas. Wupperthal, Algeria, Leipoldtville, Elandskloof and farms within the municipal area are supplied by Eskom.

During the 2019/20 financial year, 180 low-cost houses in Lamberts Bay received electricity for the first time and 400 plots were fully serviced and ready for connections. Streetlights were also installed at this location. During 2020/2021 an additional of 45 low costs houses also received electricity.

Service Backlogs

The Municipality cannot allow any development in ‘Clanwilliam due to a shortage of electricity from the Eskom bulk intake point. The Department of Mineral Resources and Energy (DMRE) committed a contribution of 100% of the cost to build a 66 KV line and substation. The 66 KV line from Graafwater to Clanwilliam is for all practical reasons completed. The construction of the 10MVA substation in Clanwilliam has started and the total project will be finalised during the 2025/26 financial year.

Infrastructure

The Municipality is responsible for the distribution of electricity in all urban areas including ‘Clanwilliam, Citrusdal, Lamberts Bay, Elands Bay and Graafwater. Eskom distributes electricity to the areas not serviced by the Municipality.

Access to Electricity in the Cederberg Area

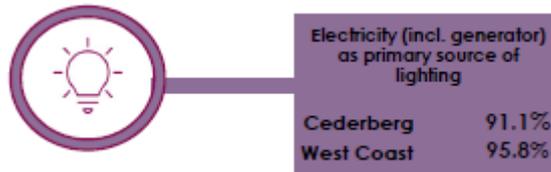


Table 43: Electricity Service Delivery (Socio-Economic Profile 2024)

Electricity Challenges

The Municipality identified the following challenges pertaining to the provision of electricity:

Challenges	Actions to address Challenges
Insufficient staff	The department is awaiting approval for additional senior staff.
Insufficient bulk capacity in Clanwilliam	Construction of the 66 kv overhead line started in September 2022 (phase one). The tender for the 10 MVA substation has been finalized. The Construction of the new 66kV overhead line is at 97% completed. The construction of the new 10MVA substation will be finalized during the 2025/26 financial year.

Table 44: Electricity Challenges

All other electricity related statistics and information have been elaborated on in the area plans of each town.

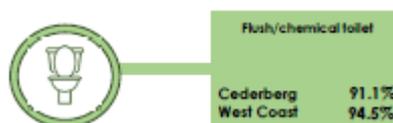
4.1.3. SANITATION

The Department Water and Sanitation (DWS) commenced with the regulation of water services in South Africa as early as 2004, but intensified this approach with the introduction of the much celebrated incentive-based regulatory approaches which includes the Green Drop and the newly introduced No Drop Certification programmes. These programmes excelled beyond expectations since it stimulated politicians. Despite the good efforts it remains a massive challenge for Cederberg Municipality to comply with all standards set by local government. The funding requirement to address the infrastructure backlogs in the waste water sector deteriorates every year as a result of an increase of the inflation rate. However, Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems, domestic waste water and sewerage disposal systems as a local government function. Cederberg Municipality would like to enhance the backlog eradication in order to improve the overall compliance in operations and management.

The Water and Sanitation Master Plan was updated by GLS Infrastructure Planning and the Final Document was submitted to Cederberg Municipality in February 2023. The major objectives pursued in the evaluation and planning of the sewer systems in Cederberg Municipality can be summarised as follow:

- Conformity with operational requirements and criteria adopted for the planning
- Optimal use of existing facilities with excess capacity
- Optimisation with regards to capital, maintenance and operational costs
- Conformity with the land development objectives

Access to Sanitation in the Cederberg Area



Sanitation Service Delivery (Socio-Economic Profile 2024)

Sanitation Challenges

The Municipality identified the following challenges pertaining to sanitation:

Description	Action to address
WWTW poor final sewer effluent does not comply with required standards in Clanwilliam.	Upgrade WWTW capacity to enhance sewer sludge digestion. Upgrading / Refurbishment of the Clanwilliam WWTW are underway.
Removal of sewer sludge at Clanwilliam works are a challenge	Construction of sludge ponds and drying beds for sludge management at all plants. Compile sludge management plans for each plant and implement
Lack of competent skilled staff at WWTW	Provide training to existing as process controllers and attract qualified and experienced process controllers.

Description	Action to address
Paleisheuvel household's septic tanks/maturation tank is overloaded with sludge	This problem was addressed by the Cederberg Municipality. Development and implementation of booking system for regular and prompt emptying of septic tank removals for residents.
Clanwilliam WWTW is operating over its design capacity	A capacity study is required for Clanwilliam WWTW. Upgrading / Refurbishment of the Clanwilliam WWTW is underway.
Wupperthal oxidation ponds are overloaded with sludge and overgrown reeds	Funding must be sourced to address the situation
Funding to provide sanitation services to the informal settlements of Cederberg municipal area	Initiate the introduction of interim sanitation services until such time housing development is possible
Rural areas are without proper sanitation and require urgent interventions with regards to sanitation services	Negotiation with landowners to enable the Municipality to conduct feasibility studies on properties

Table 45: Sanitation Challenges

As a low-capacity institution, Cederberg Municipality does not have the funding to execute the upgrade of sewer systems but rely on funding from MIG, DWS (RBIG) (Refurbishment Grant) and other provincial stakeholders. Professional service providers have been appointed for the studies and processes where upgrade is required, to conduct the following services:

- Costing of projects
- MIG registrations
- Environmental impact studies
- Tender documentation process in conjunction with our Supply Chain Management
- Present feasibility study report to funding departments

The evaluation and planning criteria consist of the following:

- Replacement value of systems
- External contributions to the sewer flows
- Spare capacity
- Flow velocities under peak demand
- Flow hydrographs
- Extended drainage areas

All other sanitation related statistics and information have been elaborated on in the area plans of each town.

4.1.4. REFUSE REMOVAL/WASTE MANAGEMENT

Integrated Waste Management Plan (IWMP)

The Municipality has a dedicated Waste Management Manager and has registered all waste sites on the Integrated Pollution and Waste Information System. Integrated waste management plan (IWMP) 4th Generation, Final report compiled by JPCE consultants in terms of the requirements set out in the National Environmental Management Waste Act (Act no. 59 of 2008). The IWMP has been approved by DEA&DP and is due to be adopted by Council in March 2024.

The IWMP underlines the following principles of the National Waste Management Strategy:

- The prevention of waste generation

- The recovery of waste of which the generation cannot be prevented

- The safe disposal of waste that cannot be recovered

The plan addresses all areas of waste management, from waste prevention and minimisation (waste avoidance) to its collection, treatment, recovery and final disposal. It does not only address the practicalities of waste management, but also the issues of public education and changing concepts, as these are vital to a successful management system. The cost of and data of waste management are also explored. The plan is guided by national and provincial legislation and new municipal by-laws will be drafted to enforce the recommendations of the plan. The new municipal by-law was developed and approved by council for implementation.

There are 9 licenced waste disposal facilities in the Cederberg Municipal area with three not operational. The sites are the Clanwilliam, Lamberts Bay, Elands Bay, Graafwater, Leipoldtsville, Wupperthal, Eselbank, Algeria and Citrusdal. The following sites are not operational. Graafwater, Algeria and Leipoldtsville Refuse removal to these sites are mainly done by the Cederberg Municipality. The volume of waste to be disposed is a measurement of the success achieved with waste avoidance and waste reduction. In this regard, the disposal of non-recoverable waste will only be allowed at properly engineered waste disposal sites that are licensed by the relevant statutory authority and that are operated and audited in terms of the relevant permit conditions. All sites are to be closed and rehabilitated, except Citrusdal and Clanwilliam. These two sites must be closed and rehabilitated when the regional site is operational. The following sites: Clanwilliam, Lamberts Bay, Citrusdal and Elands Bay apply for extension and granted by DEADP.

Waste recycling

The Cederberg Municipality is investigating 'new' waste recovery and (in particular) recycling systems to minimise waste to landfill and to create income opportunities and contribute towards poverty alleviation. In this regard, "wastepreneurs" must be supported and assisted by the municipality. Arguably one of the most critical benefits of waste recycling is entrepreneurs afforded the opportunity to generate income from waste. A 2018 report stated how recycling can be institutionalised with the following commitments made by the council:

Waste Minimisation Implementation Plan was developed and approved by the Council

List applicants that qualify for land needed to spatially expand extending waste and recycling activities. The process is in a final stage to transfer the land to the relevant applicants

Evaluation and expansion of the ‘blue bag’ project

Starting with planned information and awareness raising campaigns, e.g. to inform the citizens about how to prevent and sort waste

Decide on how a service provider can deliver specific support/expertise to Cederberg Municipality and all the stakeholders involved in waste collection & recycling activities and the implementation of a sustainable Waste Management Policy

Develop a clear overarching implementation (action) plan with timeframes, clear goals, way to achieve and milestones in consultation with the stakeholders involved

Medium- and longer-term steps to be considered by the Municipality include (but not limited to):

Banning recyclable material at landfill sites

Considering the impact of a regional waste site on waste recycling in the municipal area

Coupling waste recycling with waste management at tourism destinations and integrate with tourism activities

Information & awareness raising campaigns

Implement a monitoring, evaluation and reporting system

Council adopted the Develop Recycling Implementation Plan to implement recycling and avail land to the recyclers.

Access to refuse removal



Table 46: Waste Management Service Delivery

Regional dumpsite

The existing waste disposal capacity of both the Matzikama and Cederberg Municipalities is limited and a regional waste disposal site serving these municipalities was identified in the 2001 West Coast District Municipality’s Waste Disposal Strategy. If in operation, the sites in the municipal area will have to be rehabilitated and closed.

It is proposed to establish a (regional) integrated waste management facility and associated on-site infrastructure with lifespan of approximately 50 (fifty) years, near Vredendal on a portion of Portion 2 (a portion of Portion 1) of Farm 308, Vaderlandsche Rietkuil. The rezoning application is currently considered by the Matzikama Municipality where after the design will be finalised before the procurement process for construction will commence. The rezoning is approved by the Matzikama Municipality.

The preferred on-site location is largely within the footprint of a previously mined area. The entire waste management facility comprises a waste disposal facility, an area for the crushing of construction and demolition waste, a waste reclamation facility and a volume reduction facility. Associated infrastructure includes access roads, offices, ablution facilities and a visitor centre.

The Cederberg Municipality capital cost required to construct the required licenced and supporting infrastructure at the new regional landfill is estimated at R22 379 379.45 (2022).

Other New Infrastructure for Cederberg Municipality

Transporting and disposing of waste at the proposed regional facility will demand several modifications and additions to existing infrastructure.

All towns will have to be provided with a public drop-off facility. Clanwilliam will require a waste transfer station as collection point for all municipal waste before transported with long haul vehicles to the regional facility. Thus, it is considered to replace the municipal collection fleet in accordance with new requirements.

Closure of existing Cederberg Landfills

The existing waste disposal sites within the Cederberg area will be closed in the short to medium term.

Closure costs for:	
Clanwilliam	R14 952 805.34
Lamberts Bay	R13 634 210.20
Citrusdal	R16 411 551.52
Graafwater	R3 584 023.70
Elands Bay	R4 095 949.85
Eselsbank	R2 383 117.46
Algeria	R2 795 145.07
Wupperthal	R3 720 359.44
Leipoldtville	R2 707 064.79
Total	R64 279 228.43

Table 47: Closure Costs for Existing Waste Disposal Sites

Legal Requirements

The construction of a transfer station at Clanwilliam as well as public drop-off facilities at all other towns does not trigger waste management licenses but are listed under the Norms and Standards for storage facilities which means that these facilities, only if they individually have more than 100m³ storage capacity, need to be registered with the department and operated in accordance with the applicable Norms and Standards.

Financial Affordability

The capital requirement for the establishing the Regional Landfill plus supporting infrastructure can be summarized as follows:

Capital Cost Requirement:	
Regional Landfill	R22 379 997.45
Municipal Infrastructure	R23 862 200.04
Municipal Collection Fleet	R6 155 837.66
Total	R52 398 036.20

Table 48: Regional Dumpsite Costing

Over and above the capital requirement to implement the regional landfill project, Cederberg Municipality also has a capital requirement with respect to its existing landfills that must be rehabilitated.

4.1.5. ROADS

Cederberg Municipality is responsible for the roads and storm water reticulation within the towns of the established municipal area. Roads outside the town area are the responsibility of the West Coast District Municipality. The Municipality also has a national road, namely the N7, running past Citrusdal and Clanwilliam. The Municipality has 115 km of tarred municipal roads and 15 km of gravel roads.

Cederberg Pavement Management System (PMS)

Cederberg Municipality has a Pavement Management System (PMS) which was compiled in 2013. The PMS were updated and completed 2024/25. This document comprises of network level proposals for the maintenance of paved and unpaved roads in the municipal area, through an assessment of the network based on methodical visual ratings of each road section. It should be noted that there are major backlogs in the total length of the network which requires upgrading or rehabilitation. This backlog is as a result of limited funding provisions for operations and maintenance of infrastructure over the years.

The average condition of the network can be rated as poor to very poor, with more than 50% of the surfacing in the poor to very poor category.

The total unpaved network is 15km. The average condition of the unpaved network can be rated as fair to poor.

The Citrusdal Upgrade Roads and Stormwater Infrastructure Project was registered with the Municipal Infrastructure Grant (MIG) following prioritisation through the PMS. This project was completed during the 2024/25 financial year.

The Graafwater Upgrade Roads and Stormwater infrastructure project was registered with the Municipality Infrastructure Grant (MIG).The total project estimated at project registration was R 12 571 205. The MIG registered is R 10 192 869, which counter-funding by the Municipality of R 2 378

336 million has been spent to date on the project with the implementation of Phase 1. Phase 2 of the project will be completed in the 2025/2026 financial year.

The objective of Phase 1, implemented in the 2022/2023 financial year, was to lay 80mm paving blocks with stormwater pipes and inlets. Other ancillary work such as road signs and marking were performed.

It is a challenge to secure sufficient funding for the maintenance of our roads, therefore the Municipality utilises the Expanded Public Works Programme (EPWP) for most of the yearly maintenance programmes. Approximately 12 752 square meter of roads were repaired and slurry sealed in Citrusdal and Lamberts Bay during 2023/24. It is envisaged to repair and slurry seal roads in all towns during the 2024/25 financial year.

The Municipality's stormwater drainage network consists of 31km of a piped system and open drainage channels. The drainage system of Citrusdal is the poorest and this is being addressed with the MIG project currently being implemented for the upgrade of roads and stormwater infrastructure (Phase 5 has been completed). Maintenance and cleaning of the existing stormwater system is conducted on an annual basis to alleviate blockages that cause flooding.

The table below specifies the service delivery levels for the year:

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads (km)	New gravel roads constructed (km)	Gravel roads upgraded to tar (km)	Gravel roads graded/maintained (km)
2023/24	15	0	0	3
2024/25	15	0	0	3.5
2025/26	15	0	0	3.5

Table 49: Gravel Road Infrastructure

Tarred and Paved Road Infrastructure: Kilometres					
Year	Total tarred roads (km)	New tar roads (km)	Existing tar roads re-tarred (km)	Existing tar roads re-sheeted (km)	Tar roads maintained (km)
2022/23	115	0	0	0	25
2023/24	115	0	0	1	20
2024/25	115	0	0	0	15
2025/26	115	0	0	0	15

Table 50: Tarred Road Infrastructure

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
	R'000	R'000	R'000	R'000	R'000	R'000
2022/23	0	0	0	0	0	0
2023/24	0	0	0	3 103 865	0	541 226
2024/25	0	0	0	0	0	360 000

Table 51: Cost of Construction/Maintenance of Roads

Local Integrated Transport Plan (LITP)

The Local Integrated Transport Plan (LITP) is prescribed by the National Land Transport Act, Act 22 of 2000 (NLTA) as amended in 2006 that all municipalities must compile an integrated transport plan which is included in the District Integrated Transport Plan (DITP) and submitted to the MEC for approval.

The preparation of the LITP is the responsibility of the WCDM, as mutually agreed upon. The Western Cape Provincial Government covers the planning costs for the preparation of the LITP.

The 2020-2024 LITP is being prepared in accordance with the 'Minimum Requirements for the preparation of Integrated Transport Plans, 2016' as stipulated in the Government Gazette of 29 July 2016 as per the NLTA. The draft document has been prepared in concurrence with the DITP. The LITP will be applicable for the 2020-2024 period.

The LITP is a tool for the identification and prioritisation of transport projects that will promote the vision and goals of the District. The ITP gives a summary of the current transport situation, identifies specific needs, and assesses these in terms of the strategic informants with a view to identifying those amongst the many potential projects that best address the overall needs of the District. The result is an enabling plan and framework for the development and implementation of all transport related projects and strategies, at both the overarching and at the modal or sectoral level.

Cederberg Municipality's Road network consists of 2070.71 kilometres of national, provincial and local roads. Provincial roads are classified into four categories according to their function as follows:

- Trunk roads- Access to neighbouring district municipalities and link large towns
- Main roads- Access to neighbouring district municipalities and link large towns
- Divisional roads- Link rural areas to trunk and main roads
- Minor roads- Provide local access

The estimated asset value of the municipal road network provided by the PGWC RNIS is almost R4 billion.

Project Proposals from the IDP

Vision

According to the IDP, the Municipality’s vision aligns with the goals set forth in the Integrated Urban Development Framework (IUDF). The IUDF states that the vision for South Africa’s urban area recognised that the country has different types of cities and towns, each with different roles and requirements. As such, the vision has to be interpreted and pursued in differentiated and locally relevant ways. To achieve this transformative vision, four overall strategic goals are introduced:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices
- Growth: To harness urban dynamism for inclusive, sustainable economic growth and development
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration

Approach

In order to assess the transport needs in Cederberg area, it is important to understand the primary reasons for, or generators of, movement. There are generally two generators of movement, namely people and goods. Both are present in the Cederberg area, and thus collectively form the basis of demand for movement. The following general needs are present in the Cederberg area:

- Road maintenance and upgrades
- Minibus taxi infrastructure
- Integrated transport system
- Improved access to schools
- Improved non-motorised transport (NMT) facilities
- Upgrade of the rail system

Needs were identified by means of reviewing the latest approved IDP by means of stakeholder consultations. These consultations were held with key stakeholders and municipal officials. All priorities and needs were reviewed and re-prioritised during IDP Public meetings that was held September and October 2025.

Projects identified through the need’s assessment:

Project Name	Ward	Project Description
By-pass - Clanwilliam	3	Provide a bypass from entrance of town to industrial area
Upgrade main road - Clanwilliam	3	Upgrade of the main road in Clanwilliam
Clanwilliam Roads	3	Paving of roads in Clanwilliam
Graafwater Roads	4	Paving of roads in Graafwater
Elandsbaai stormwater	4	Upgrade stormwater system

Project Name	Ward	Project Description
Citrusdal Roads	2	Paving of roads in Citrusdal
Lambertsbay stormwater	5	Upgrade stormwater system
Foot bridges - Wupperthal	6	Construction of foot bridges in: Agterste Vlei, Martiensrus, Nuweplaas, Langbome, Heuningvlei, Witwater (Goboom), Kleinvlei
Cement road to school - Algeria	6	Cement road to school (option for cement because of surface of road)
Tar and/or pave Nieuwoudt Pass	6	Tarring/ paving of Nieuwoudt Pass in Algeria
Speedbumps in Bosdorp	6	Speedhumps are required in Bosdorp - Algeria
Main road - Clanwilliam - One-way pair study	3	The main road in Clanwilliam is very narrow and congested. A study needs to be conducted to determine if it is possible to create a one-way pair
Relocation of Clanwilliam rank	3	The rank in Clanwilliam is not utilised and needs to be relocated. New site has already been identified
New rank - Citrusdal northern areas	2	A new taxi rank is required to service the northern areas of Citrusdal
Walkways and cycle ways	Mun	New walkways and cycleways

Table 52: Projects Identified Through the Needs Assessment

4.1.6. COMPREHENSIVE INTEGRATED MUNICIPAL INFRASTRUCTURE PLAN (CIMIP)

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level serves as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that the necessary infrastructure be provided to address services backlogs, that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

In the first cycle of CIPs the emphasis is on infrastructure needs and backlogs. Projects and initiatives are identified to address the critical shortages, which are then used to define funding requirements. Subsequently, institutional challenges that affect housing, water, sanitation and wastewater as well as roads are identified. Cederberg Municipality is continuously sourcing funding for the update and review of sector plans as well as the CIMIP.

For current planning purposes and in line with the Municipal Infrastructure Grant (MIG) Framework, the Municipality has compiled a Three-Year Capital Infrastructure Plan.

The Division of Revenue Act (DoRA) MIG Framework indicates that “Municipalities must ensure appropriate program and project planning and implementation readiness prior to the year of implementation, and this must be informed by the IDP and 3 -year capital programme”. The purpose of the plan includes the following:

Planning and prioritisation of projects

Planning of integrated infrastructure and intergovernmental and private collaborations

Alignment of projects with the Division of Revenue Act and funding sources

Alignment of Detailed Project Implementation Plans (DPIP) with SA36 budget schedules

Within the MIG Programme, there are planning and reporting requirements from both a programmatic and project perspective. There are important linkages between the MIG programme processes and MIG project processes. These include that a MIG project cannot be registered unless it has been included in the three year capital plan. Also that the three year capital plan cannot be prepared without referring to the MIG allocation in the Division of Revenue Act since this allocation defines the percentage of funds that the municipality can spend on different types of infrastructure (water, sanitation, roads etc.).

The prioritisation of capital projects assists the municipality with planning, taking into consideration limited funding sources as well as associated funding requirements such as the provision of counter funding for the non-social component of the project cost. Additionally, the prioritisation of projects for implementation makes provision for the finalisation of incomplete projects instead of only focussing on the development of new infrastructure.

The schedule of capital projects could consist of a mixture of roll-over committed projects, grant-funded projects, counter-funding commitments, and roll-over funding commitments and operational expenditure requirements. The above issues are considered to ensure that the momentum in delivering the capital programme is not disrupted.

The current Capital Infrastructure Plan includes inter alia capital projects in the Division of Revenue Act funded by sources other than MIG; and unfunded projects identified in the Municipality's IDP.

4.1.7. STORMWATER

Planning for stormwater management forms part of the municipality's development strategies, whereby the impact of storms on municipal infrastructure/ property as well as private property is determined. Upgrades required to our existing infrastructure to make provision for current and future demand are then identified and planned for.

A Stormwater Master Plan has been developed for Clanwilliam and Citrusdal. Cederberg municipality will budget for the implementation of the stormwater master plan and development thereof for all towns. The plan is currently under review. The study will be completed by June 2026.

The Municipality has thus identified the following actions to address stormwater challenges within the municipal service area:

Outcome / Response Required	Municipal Action	Timeframe
Stormwater Master Plan: (Lamberts Bay, Elands Bay and Graafwater)	Completed.	2024/25

Table 53: Implementation of the Stormwater Master Plan

Services Delivery Levels and Statistics: Stormwater

The table below shows the total kilometers of stormwater system maintained and upgraded, as well as the kilometers of new stormwater pipes installed:

Stormwater Infrastructure: Kilometres				
Year	Total stormwater measures (km)	New stormwater measures (km)	Stormwater measures upgraded (km)	Stormwater measures maintained (km)
2022/23	31	0	0	12
2023/24	31	0	0	25
2024/25	31	0	0	20

Table 54: Stormwater Services Delivery Statistics

The table below indicates the amount of money spend on stormwater projects:

Stormwater Measures			
Year	New	Upgraded	Maintained
2022/23	0	0	234 726
2023/24	0	0	257 998
2024/25	0	0	1 646 000

Table 55: Stormwater Services Delivery Statistics - Financials

4.1.8. INTEGRATED INFRASTRUCTURE ASSET MANAGEMENT PLAN (IIAMP)

The objective of this document is to support improvement in the strategic management of municipal infrastructure assets. COGTA has described a framework that facilitates the preparation of sector-specific Infrastructure Asset Management Plans (IAMPs) and the aggregation of these into a Comprehensive Municipal Infrastructure Management Plan (CMIP). Asset management requires a multidisciplinary approach, drawing on knowledge from disciplines such as the management and social sciences, engineering and accounting.

Cederberg Municipality does not have an Integrated Infrastructure Asset Management Plan but is continuously seeking funding to assist with the compilation of such plan.

4.1.9. MUNICIPAL INFRASTRUCTURE GROWTH PLAN (MIGP)

Bulk infrastructure services are strategic assets that must be managed and improved in a sustainable manner. The levels of the provision of bulk services within an area are a good indication of the area's level of development and contribute to the sub-regional economy in terms of the tourism potential and industry development.

Adequate and timeous service infrastructure provision is important in supporting the potential growth which is anticipated for the Cederberg municipal area. Provision must also be made in the future planning of the infrastructure for a significant increase in the rate of population growth. The revision of the infrastructure management plans must not only provide for the volume of growth but must

also take cognisance of the specific spatial proposals which are highlighted in the SDF. Furthermore, it is essential that infrastructural services support and enable development to be undertaken as is proposed in the SDF.

The Municipality should further ensure that the provision of bulk services for industrial development do not impact negatively on the level of services for household purposes. Furthermore, development applications should be adjudicated in terms of the existing supply capacity of infrastructure and services to ensure that a set of minimum service standards is met. Supply and services include the water supply sources, proposed sewage treatment and disposal system, electricity supply, as well as access roads / servitudes.

Prior planning should be carried out to ensure that the needs of the Municipality and community are balanced with what is practically possible to achieve in line with available human and financial capacity. Therefore, sector planning is important to focus on a specific focus area /service and to guide the Municipality in what projects need to be initiated and implemented. The sector plans also need to be aligned to the IDP to ensure that there is holistic planning, integration and alignment with budget processes.

The compilation of the Cederberg Infrastructure and Growth Plan is necessitated by the increased activities. The main outcomes envisaged by the draft infrastructure plan should be to provide the following:

- Status of infrastructure - listed per town and per service
- Spatial (economic) perspective of each town
- List of possible major gaps and projects together with estimated cost and funding sources
- High level assessment of the financial capacity of the municipality

Cederberg Municipality should continue to apply for funding or assistance with the review and updates of our sector plans, including the compilation of the Municipal Infrastructure Growth Plan.

4.2 STRIVE FOR FINANCIAL VIABILITY AND ECONOMIC SUSTAINABILITY

Financial sustainability refers to its capacity to generate enough and reliable revenues to finance short-medium- and long-term financial obligations in response to the community's demand for services in terms of the Constitution. The Municipality strive to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow for growth, while maintaining service levels.

The long-term financial viability of municipalities depends largely on:

- the extent to which improved and sustainable revenue capacity can be achieved; and
- the sound financial management of its resources.

These imperatives necessitate proper multi-year financial planning. Future impacts of and expenditure streams and the financial implications for the community (i.e. the potential influence on rates, tariffs and service charges) must be identified and assessed to determine the sustainability of planned interventions, programmes, projects and sundry service delivery actions.

To achieve delivery on the fourth generation IDP strategic focus areas and objectives, it is essential to align the municipal budget with the strategy. Chapter 5 expand on aspects of the Cederberg Municipality's medium-term financial planning and the extent to which it is possible to align the budget to the IDP, given our financial constraints and the need to concentrate on basic service delivery.

4.3 PROMOTE GOOD GOVERNANCE, COMMUNITY DEVELOPMENT & PUBLIC PARTICIPATION

Good governance depends on mutual trust and reciprocal relations between government and people. This must be based on the fulfilment of constitutional, legislative and executive obligations and the acceptance of authority, responsibility, transparency and accountability.

Public participation, in laymen's terms, boils down to the communication (through different means) of views/concerns on public issues by those concerned and/or affected. Public participation of communities in decision-making is regarded also as a spin-off to decentralization as a contemporary trend in local government. This means that in similar cases different patterns may be followed and different instruments, tools, procedures or mechanisms may be used to facilitate public participation. At Cederberg Municipality, explicit provision is made for public participation by means of, ward committees, public meetings, public comment following press notices an integrated development planning in a range of different laws and policies discussed below.

4.3.1. Mechanisms and Processes of Public Participation

Ward Committees

Ward Committees have been established to represent the interests of the community and provide active support to ward councillors during the execution of their functions as the elected ward representative in Council. The involvement of ward committees as elected representative structures in the IDP process is regarded as very important, as these structures are instrumental in identifying ward developmental needs in the respective wards/towns. Cederberg Municipality utilises its Ward Committees as the primary consultative structure about planning.

The priorities of each ward were reviewed and reprioritised by the Ward committee during September and October 2025. The community could provide inputs on the ward-based needs for reprioritization. The priorities were then referred to the administration for budget allocations in terms municipal mandates.

The following table lists the needs identified during meetings with communities in all towns.



SECTION A: TOP 10 PRIORITIES

Priority No.	Original Community Priority	Functional Area)	Strategic Objective	Narrative Interpretation for IDP	Responsible Department	Comments/Progress 2025/26	Input from Budget Session - 12/03/2026
1	Housing / Agri-Villages - ownership of agricultural land and housing for farm dwellers	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	There is a need to secure land tenure and develop Agri-village housing models to formalise rural housing opportunities for farm residents.	Economic Development, Libraries & Facilities-Economic Development and Tourism	<p>Monthly activity of Housing Office is to register new applications on WCHDDB System, give consumer education and regular updating of applicants' profile</p> <p>Farm dwellers/workers must register on the WCHDDB System, for housing. In 24/25 Housing Unit went out to the Rural Hamlet of Elandskloof to interact with households explain the housing processed 25/26 Residents of Elandskloof came forward and registered for housing on the housing demand database. To date a total of 96 applicants registered on housing database.</p> <p>Elandskloof is a CPA area, alternatively the municipality to engage with Dept. of Human Settlement to discuss issue about housing for small hamlets (discuss possibility to register as housing project under an Individual subsidy program.</p>	n/a
2	Water & Sanitation support at	Basic Services & Infrastructure	Improve and sustain basic service	The Elandskloof and Proefplaas	Water & Waste Water	An assessment will be done to determine the status of water supply to all small communities in Cederberg	n/a

	Elandskloof and Proefplaas	(Water Sanitation) &	delivery and infrastructure development	communities express a requirement for improved access to basic water and sanitation infrastructure in rural settlements.		Outcomes and proposals will of assessment will be put to council, on how to ensure water access to small communities in Cederberg With regards to sanitation, the cases of pit latrine in Elandskloof and bucket-system in Paleisheuwel, was reported to Western Cape Government for funding to eradicate. we are waiting on their response	
3	Construction/support of crèches at Silverspruit and N7 farm area	Community & Social Development (ECD Facilities)	Facilitate social cohesion, safe and healthy communities	There is a need to expand Early Childhood Development infrastructure to ensure safe learning environments for children in outlying farm areas.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Currently no support has been given to creches at Silverspruit and N7 Farm area due to lack of registrations, both creches will be included in 2026/2027 Early Childhood Development (ECD) Profile, Profiling will be completed end of May 2026 and registration for support will commence after completion of profiling.	n/a
4	Further education and relationship with farmers for job access and land	Local Economic Development & Skills Access	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Strengthening institutional partnerships with commercial agriculture stakeholders is required to facilitate job opportunities and access to	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Emerging farmers were part of the skills development programme hosted by Department Agriculture in Livestock training, business management and pig farming courses during 2024/2025 and 2025/2026 financial years and will continue in 2026/2027 year.	n/a

					productive land.			
5	Rural and Economic Development business opportunities for farmworkers	Local - for	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	LED interventions are needed to support small-scale enterprise development and stimulate inclusive rural economy participation.	Economic Development, Libraries & Facilities-Economic Development and Tourism	No formal LED Structure has been established on rural and farming areas Business opportunities will be aligned with LED structures in various wards Wesgro held business expo for all business entrepreneurs July 2025 to link them with institution that provide financial support	n/a
6	Roads - tarring of routes to Ceres, Elandskloof and Hexriver/Ou Kaapse Weg		Basic Services & Infrastructure (Road Networks)	Improve and sustain basic service delivery and infrastructure development	Communities require improvements to strategic rural transport corridors to ensure connectivity and access to services.	Civil Engineering	Request submitted to provincial Department of Infrastructure to prioritise provincial roads as part of their capital programs	n/a
7	Accident support	Fund	Community Welfare & Social Support	Facilitate social cohesion, safe and healthy communities	There is a need for municipal facilitation to improve access to emergency financial support mechanisms for accident-affected households.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Road Accident Fund had session assisting affected families in need of assistance	n/a

8	Extension of CWP & EPWP projects to farms	LED & Public Employment Programmes	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Expansion of labour-intensive public employment programmes is required to address unemployment and create local work opportunities.	PMU & Capital Programme	<p>EPWP expansion included in 2025/26 business plan for implementation in rural municipal areas.</p> <p>2 EPWP employed in rural hamlets, Elandskloof - for general work and other municipal related task Supervisor appointment on CWP interviews conducted, appointment to follow by end of May 2026</p>	n/a
9	Housing Consumer and Education and training	Institutional Governance & Housing Support	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Capacity building is required to improve community understanding of housing processes and application systems.	Economic Development, Libraries & Facilities-Integrated Human Settlements	<p>Human Settlement Unit continuously engage with the housing applicants on a regular basis. The Citrusdal Housing Office is open Monday to Friday and assist with all housing enquiries.</p> <p>The housing demand system provides the housing unit to send bulk SMSs to encourage applicants to update their housing applications.</p> <p>Housing Consumer Education was done:</p> <p>1. In partnership South Africa Human Rights Commission 9/9/25.</p> <p>SMS invites 27/10/2025 [CEDERBERG] - HOUSING WAITING LIST (VERIFICATION) You are hereby requested to check your information on the CEDERBERG Municipality (CITRUSDAL, CLANWILLIAM, ELANDBAY,</p>	Housing Consumer Education and training

						<p>GRAAFWATER, LAMBERTSBAY) housing waiting list. PURPOSE:</p> <ul style="list-style-type: none"> • To confirm that you still have a housing need • To ensure that all your information is correct. <p>August 2025 Our focus was on the Informal Settlements in Cederberg, including Riverview, we design and did placement of an educational toilet Flyer, these flyers were distributed amongst communities in the Riverview.</p> <p>RIVERVIEW : Walkabout and Access road, in partnership with Rumboll and Associates we did a interaction with community on the access road and it was explain that certain structure that encroach needs to be relocated or moved outside the road line, Project was successful executed and we happy to report the road is done and in accepted by community in good spirit. The last project launched were the chemical toilets, intensive education was done, chemical toilet were place and regular monitoring and checking continue.</p>	
10	Investigate shareholder scheme on farms	Land Reform & Economic Participation	Facilitate, expand and nurture sustainable economic growth and	Alternative land access and benefit-sharing models such as cooperative shareholder	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	<p>SPP together with Ced Mun conducted onsite interviews during Aug 2025 with shareholders from Hexriver, Paardekop and ALG Trust's.</p> <p>Meeting with Shareholder schemes was done during Nov 2025 to determine intervention strategies</p>	n/a

			eradicate poverty	schemes should be explored to unlock land equity for rural residents.		Parlement is conducting oversight on this specific trust on the 30 th of March 2026 at Vicky Zimri Hall, Citrusdal	
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SECTION B: OTHER NEEDS - WARD 1

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Responsible Department	Comments/Progress 2025/26	Input from Budget Session - 12/03/2026
A	Scholar Patrol	Safety & Community Protection	Facilitate social cohesion, safe and healthy communities	The ward identifies a need for improved pedestrian safety measures around school zones.	Public Safety	The following process will be done in the same manner as with Ward 2. Scholar Safety Meeting will be arranged with school/s and the relevant stakeholders, Cederberg Traffic, road safety management - Mobility Department	n/a
B	Maintenance of houses on farms	Human Settlements (Rural Housing Maintenance)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal	Farm settlements require ongoing maintenance support for existing housing units to ensure dignified living conditions.	Economic Development, Libraries & Facilities- Economic Development and Tourism	Housing on farms is private property, belongs to the commercial farmers, we only intervene when requested by occupants. Human Settlement will arrange a Rural Outreach to provide information and encourage farm dwellers to register for housing	n/a

			settlement upgrade				
C	Tourism - Walk and Donkey Car Route	Tourism & Local Economic Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	There is an opportunity to develop cultural eco-tourism routes to promote local tourism and job creation.	Economic Development, Libraries & Facilities- Economic Development and Tourism	To be included in the reviewed Tourism strategy. The Tourism structure must be established to unlock opportunities identified by the various wards	n/a
D	Upgrading of school and church hall - Elandskloof	Community Social Infrastructure	Facilitate social cohesion, safe and healthy communities	Existing community facilities such as school/church halls require upgrades to serve multipurpose social and community development functions.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	CPA area Land belongs to the legal entity, which is the Community Property Association, the municipality can only spend capital funding if there is a memorandum of agreement	n/a

WARD 2 - CITRUSDAL



SECTION A: TOP 10 PRIORITIES

Priority No.	Original Community Priority	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Responsible Internal Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
1	Provision of housing including low-cost and GAP housing	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	The community prioritises access to formal housing opportunities including low-income and GAP housing to address informal settlement growth.	Economic Development, Libraries & Facilities- Integrated Human Settlements	<p>Citrusdal Housing projects are registered on the housing pipeline and approved business plan: Citrusdal Housing Plan</p> <p>Upgrading of Informal settlement Project</p> <p>833 Residential erven (share service sites) 540 of the 833 erven to accommodate 2X none-qualifier Households per erf. People living within the flood line will be accommodated on the 540 erven. Objective to clear the riverbank area, protect the water source from contamination</p> <p>Top structures are planned for the remainder 293 Service site erven and</p> <p>Integrated Residential Development Program IRDP</p>	n/a

						(Top structure of 162 erven linked to Full 5\Subsidy •Other category erven within the development: 2 x General residential erven for high density flats. 3 x business erven 3 x Community zoned erven (1x crèche, 1x church and 1x community centre) Transport zones (roads including a transport hub)	
2	Roads must be paved due to flooding during winter	Basic Services & Infrastructure (Roads & Stormwater)	Improve and sustain basic service delivery and infrastructure development	There is a need for stormwater-responsive road surfacing to improve resilience to seasonal flooding.	Civil Engineering	Citrusdal access road was repaired Cederberg Municipality is busy with the rehabilitation of residential streets Road maintenance is a ongoing municipal activity. R6m for the current year are budgeted for Roads and Maintenance for Cederberg	R2m spent on rehabilitation of streets in Citrusdal Already budgeted for the current financial year.
3	Replacement of streetlights and installation of high-mast lights in Riverview and along R303	Basic Services & Infrastructure (Electricity & Public Lighting)	Improve and sustain basic service delivery and infrastructure development	The ward requests improved public lighting infrastructure to enhance safety and visibility in high-risk and access routes.	Electrical Services	Streetlights replacement is a on-going municipal activity Areas/streets with broken lights or lights that need repairing must be reported to technical department for replacement/ repairing, R500 000 budgeted for the current financial year	On-going

						<p>Planning was done for high-mast lights, will be included for 2026/27 financial year</p> <p>R303 is a provincial road - request was forwarded to department of provincial government Priority or need will be included on list to Dept of Transport for upcoming meeting</p>	
4	Establishment of Fire Station due to frequent fires in high season	Safety & Disaster Management	Facilitate social cohesion, safe and healthy communities	There is a requirement for enhanced local fire response capacity through the development of a fire response station.	Public Safety	<p>Cederberg municipality took the full fire services over from WCDM, new vehicles and equipment was purchased, fire training was also provided with in the community of Ward 1 and 2.</p> <p>Service is currently in phase one.</p> <p>The facility will be part of phase 2 Matter will be directed to the Community and Safety directorate to source funding</p>	Will be budgeted in the Outer years in the MTREF.
5	Relocation or proper management of Taxi Rank	Local Economic Development & Urban Transport Planning	Facilitate social cohesion, safe and healthy communities	The taxi rank requires formal spatial planning and management interventions to improve mobility	<p>Land Use Planning</p> <p>Public Safety</p>	<p>Taxi rank will not relocate, will be manage correctly</p> <p>Ongoing site visits and monitoring is done by local SAPD and Law Enforcement officials at the taxi rank and</p>	N/a

				and urban functionality.		<p>the areas is monitored by a nearby surveillance camera</p> <p>Addition to the taxi rank there is plans to include a transport hub in the layout of the new housing area in Riverview, the transport hub included in the project plan therefore the development of facility is link to the housing project.</p> <p>Additional funding from private partnership/s will also be needed to development such facility.</p> <p>Municipality will continue with security company.</p> <p>Business plan will be submitted to the department of Mobility for funding</p>	
6	Maintenance of sports fields and play parks; include cricket facilities	Community & Social Development (Recreation & Sports Facilities)	Facilitate social cohesion, safe and healthy communities	Recreational infrastructure improvements are needed to support youth development and community wellbeing.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	<p>Application for Upgrading of Pavilion Seats and Fencing Submitted to ASLA Foundation and DCAS for Oranjeville Sportsground</p> <p>Maintenance is included in the operational budget.</p> <p>Sports field is part of the Sport Master plan. Funding is being sourced based on the plan.</p> <p>Maintenance conducted regularly depending on availability of budget</p>	N/a

7	Street name boards for all streets in town	Basic Services & Infrastructure (Urban Signage & Accessibility)	Improve and sustain basic service delivery and infrastructure development	Improved urban signage infrastructure is required to enhance navigation, service delivery access and emergency response.	Land Use Planning Civil Engineering	Yearly maintenance task of technical department Request directed to technical department; request was prioritised. Street names will be repaired on an annual basis.	Operational budget
8	Maintain water and improve water pressure in Riverview	Basic Services & Infrastructure (Water Supply)	Improve and sustain basic service delivery and infrastructure development	Water service infrastructure requires maintenance and pressure management to ensure consistent access.	Civil Engineering	Ongoing operational task Currently busy with a project in Riverview to fix all leaks and improve water pressure. New 1,5ML reservoir planned for Citrusdal WTW 2026.	Budgeted in the 2025/26 financial year.
9	Assist with facility to rehabilitate drug abuse (Safe House)	Community & Social Development (Substance Abuse Rehabilitation)	Facilitate social cohesion, safe and healthy communities	There is an identified need for a rehabilitation/safe facility to address addiction and social harm reduction.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	The matter was referred to the local department of social development (Badisa) for assistance The Mayors Office is in the process to identify relevant stakeholders, thereafter province will conduct training on the establishment of Local Drug Action Committee for Cederberg.	n/a
10	Assist with recycling facility for waste management	Basic Services & Environmental Management (Waste & Recycling)	Improve and sustain basic service delivery and infrastructure development	The ward seeks a waste recycling facility to support environmental sustainability and potential	Solid Waste Management	Material Recovery facility is planned for future The Environmental Officer is busy identifying Waste Collectors/ Wastepreneurs for discussions and assistance	Prioritise in the outer years.

community income generation.

SECTION B: OTHER NEEDS - WARD 2

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress 2025/26	Input from 12/03/2026	Budget Session -
A	Provision of Electricity in Petersfield	Basic Services & Infrastructure (Electricity)	Improve and sustain basic service delivery and infrastructure development	Extension of electrification infrastructure is required for unserved residential clusters in Petersfield.	Electrical Services	Petersfield part of future Housing development project and layout, and infrastructure will be addressed accordingly.	n/a	
B	Provide land/buildings for crèches	Community & Social Development (ECD Infrastructure)	Improve and sustain basic service delivery and infrastructure development	There is a need for formal ECD facilities through land allocation or building conversion to improve early learning access.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Spatial Development framework should make provision for land for ECD's. Individual NGO's and organisations to submit requests to the municipality for land	n/a	
C	Land for Emerging Farmers and fencing at Petersfield	Land Reform & Local Economic Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Emerging farmers require access to secured and serviced land parcels to support small-scale agricultural production.	Economic Development, Libraries & Facilities- Economic Development and Tourism	The available comanage land at Petersfield for agricultural purposes has been invaded by the season workers seeking for job opportunities. Currently land locking. Cederberg currently do not have land for any commonage in Citrusdal.	N/a	

					Legal and Administration Services		
D	Partnerships with commercial farmers	LED & Agricultural Enterprise Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Facilitation is needed to establish partnerships between emerging and commercial farmers for inclusive land-use models.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Land for agricultural purposes is a critical discussion point, thus lobbying with commercial farmers and the establishment of such network for commercial farmers is ongoing.	n/a
E	Recreational swimming pool	Community & Social Development (Sports & Leisure)	Facilitate social cohesion, safe and healthy communities	The ward identifies a need for inclusive recreational infrastructure such as a public swimming pool.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Given the water scarcity in the country and in rural communities, in forward 2 several discussions occurred to seek temporary alternative swimming areas(river)	n/a
F	Removal of waste and provision of more wheelie bins	Basic Services (Waste Management)	Improve and sustain basic service delivery and infrastructure development	Additional refuse infrastructure and collection services are needed to maintain a healthy urban environment.	Civil Engineering	Ongoing operational task. Allocation is made in the operational budget for replacement of/additional wheelie bins.	Operational budget
G	Stormwater channel curbs	Basic Services & Infrastructure (Stormwater Management)	Improve and sustain basic service delivery and infrastructure development	Stormwater channels and curbing infrastructure require development to mitigate flooding risks.	Civil Engineering	Prioritized according to the Storm Water Master Plan. Cederberg Municipality currently busy with investigation of Citrusdal and Clanwilliam storm water infrastructure.	n/a

H	Scholar Patrol	Safety & Community Protection	Facilitate social cohesion, safe and healthy communities	Child pedestrian safety near schools remains a priority requiring coordinated safety infrastructure.	Public Safety	<p>Ongoing scholar Safety Meeting was arranged at Primary School Olifantsvallei Citrusdal. Different stakeholders involved, Cederberg Traffic, road safety management - Mobility Department and the school's safety officer.</p> <p>The pedestrian crossing was painted outside the small gate of the school.</p> <p>Pedestrian Crossing Signage: The signage that is currently on the street outside the main gate of the school was moved to the street near the small gate.</p> <p>Point duty: The meeting resolved that, Peace Officers should be deployed to do point duty in the morning until the scholar patrol is established.</p>	n/a
I	Job creation through EPWP/LED/CWP	Local Economic Development & Public Employment	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Public employment programmes should be expanded to create income opportunities for the unemployed.	PMU & Capital Programme Economic Development, Libraries & Facilities- Economic Development and Tourism	EPWP and LED job creation projects ongoing. Applications to be submitted to PMU by individual departments for specific projects annually.	In EPWP budget

J	Skills Development Programmes for youth	LED & Skills Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Youth require targeted skills development and training programmes linked to economic opportunity pathways.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	<p>Youth Development Project: YearBeyond Libraries Programme in partnership between YearBeyond and the Western Cape Government Library Service. This initiative supports libraries as centres of learning, digital access, and community development. The programme is specifically designed to empower young people between the ages of 18 and 25 who Ward 2 - 3 Yeboneers (Volunteers employed)</p> <p>Application submitted and approved, 10 youth to be employed during March 2026 under the Youth Empowerment through skills and service initiate project</p>	n/a
K	Open-air gym facilities	Community Health & Wellbeing	Facilitate social cohesion, safe and healthy communities	Provision of accessible health-focused recreational infrastructure is required to promote community wellness.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Project to be considered as part of municipal planning under Sport/community recreation.	n/a
M	Night shelter for homeless people	Social Support & Shelter Services	Facilitate social cohesion, safe	A dedicated shelter facility is needed to provide safe	Economic Development, Libraries & Facilities-	Referred the matter to local department of social development (Badisa) for assistance	n/a

			and healthy communities	overnight accommodation for vulnerable and homeless groups.	Thusong Centre & Facilities		
N	Assist with recycling projects	Environmental Management & LED	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Community-led recycling initiatives require infrastructure support and facilitation to become sustainable.	Solid Waste Management Environmental Management	Material Recovery facility is planned for future The Environmental Officer is busy identifying Waste Collectors/ Wastepreneurs for discussions and assistance	Outer years

WARD 3 - CLANWILLIAM



SECTION A: TOP 10 PRIORITIES

Priority No.	Original Priority	Community	Functional Area (IDP Alignment)	Strategic Objective	Narrative Interpretation for IDP	Internal Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
1	By-Pass to Industrial Area		Basic Services & Infrastructure (Roads & Transport)	Improve and sustain basic service delivery and infrastructure development	There is a need for a dedicated bypass route to improve traffic flow and access to the industrial area, supporting local economic activity.	Land Use Planning PMU & Capital Programme Civil Engineering	Conceptual Design is completed. Most of the route has been identified. The EIA and Town Planning processes have been initiated. Busy with negotiation for possible funding sources.	Outer years
2	Upgrading of water network, installation		Basic Services &	Improve and sustain basic	The community requires	Civil Engineering	Currently busy with our Storm Water Master plan, as	n/a

	of water pipeline, and stormwater upgrade in Crystal Waters	Infrastructure (Water & Stormwater)	service delivery and infrastructure development	upgrades to water supply and stormwater infrastructure to ensure reliable service delivery and flood mitigation.		soon as that is finalised, we will proceed with implementation.	
3	Facilitate provision of GAP and low-cost housing; finalize re-blocking in Khayelitsha; build a community centre	Human Settlements & Community Facilities	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	There is a need for formalized housing interventions, re-blocking in informal settlements, and community infrastructure to support social cohesion.	Economic Development, Libraries & Facilities- Integrated Human Settlements	All Cederberg Housing projects are registered on the housing pipeline and Receive approval on the business plan: Clanwilliam approved for top structures and service sites project under the IRDP and UISP Program. •IRDP-Top structure 126 single residential - Affordablehousing (Income base more than R7500.00 linked to a finance linked subsidy) 692 single residential zone 2- low-cost Housing (Full subsidy) 5 community zone 2- churche 3 community zone 1- (creche, school and community centre) 1 Community zone 3- clinic 3 Business opportunities UISP (Upgrading Informal Settlement Plan) Service Sites	n/a

						<p>459 single residential sites this is a share service site project. To relocate residents living in the Old Cape Road area, Sandkamp and other earmarked are in distress or danger to the Clanwilliam Golf course area. 1st Project will be to establish a temporary Relocation Area (TRA) to relocate residents living alongside the Old Cape Road to clear the area for development for Gap housing (beneficiaries who earns in the income between R7500 to R22 000 with finance linked subsidy) Thereafter the Service site project will embark in full swing, the last project phase will be Top structure project.</p>	
4	Upgrade existing sports field and provide a soccer field near Khayelitsha at Ou Kaapse Weg	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	Upgrading and expanding sports facilities will promote youth development, recreation, and community well-being.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Soccer fields has been included as part of the New Housing Development in Clanwilliam, Current Sports field had been upgraded in 2016/18 fin year. Combo Court that included Netball/Tennis will be completed upon availability of budget	N/A

5	Finalize waste transfer station to facilitate recycling and clean-up initiatives	Environmental Management & Waste Services	Improve and sustain basic service delivery and infrastructure development	A waste transfer station is critical to support community-driven recycling programs and improve cleanliness in the town.	Solid Waste Management PMU & Capital Programme	Waste Transfer Station position to be finalised. Scheduled for 2026/27 implementation.	R20m
6	Provide streetlights and spotlights in various streets and high-mast lights in Khayelitsha	Basic Services & Infrastructure (Public Lighting)	Improve and sustain basic service delivery and infrastructure development	Enhanced public lighting is required to improve safety and visibility in residential areas and public spaces.	Electrical Services	Maintenance of streetlights is an annual operation. Khayelitsha existing high mast lights was repaired	Budgeted for in 2025/26. R500 000
7	Upgrade the main road with paving to preserve historic value	Basic Services & Infrastructure (Roads & Urban Design)	Improve and sustain basic service delivery and infrastructure development	The main road requires upgrading with paving to balance functionality with the town's historic character.	Civil Engineering	Upgrading of the main road cannot continue until bypass road is completed.	n/a
8	Provide land/plots for informal trading to create employment opportunities	Local Economic Development & Informal Sector Support	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Allocating dedicated trading spaces will support informal businesses and stimulate local economic activity.	Economic Development, Libraries & Facilities-Economic Development and Tourism	Area has been identified, and the Local Economic Department section is exploring funding for construction of the new site	n/a

					Legal and Administrative Services		
9	Assist with employment opportunities	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	There is a need for targeted interventions to create and facilitate access to employment opportunities for residents.	Economic Development, Libraries & Facilities- Economic Development and Tourism	The Sanral projects and upgrading of the Clanwilliam dam project created employment opportunities and it is still ongoing. Job creation continues through EPWP initiatives	n/a
10	Provide land for emerging farmers and facilitate partnerships with commercial farmers	Land Reform & Agricultural Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Access to land and partnership models are essential to support emerging farmers and promote inclusive agricultural growth.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities Legal and Administrative Services	Demarcating of land/plots is concluded. Contracts between emerging farmers and municipality has been concluded. Lobbying with commercial farmers and the establishment of partnership network for agricultural purpose is ongoing.	n/a

SECTION B: OTHER NEEDS - WARD 3

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
A	Upgrading of Traffic Department	Institutional Governance & Service Delivery	Promote Good Governance, Community Development & Public Participation	There is a need to upgrade traffic department facilities to improve service delivery	Public Safety	Ongoing maintenance processes. Inside of buildings was painted, •Upgrade assessment has been done for the upgrade. Procurement process to follow	R2.4m 2025/26

				and regulatory compliance.			
B	Youth development and support for members in conflict with the law	Community & Social Development (Youth Services)	Facilitate social cohesion, safe and healthy communities	Interventions are required to support youth at risk and promote rehabilitation and social reintegration.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	MOU to be signed with Youth Organisation for Establishment of Structures and promotion of Youth Development	n/a
C	Capacity building for crèches/ECD centres	Community & Social Development (ECD Support)	Facilitate social cohesion, safe and healthy communities	ECD centres require capacity-building support to improve early learning outcomes and operational sustainability.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	<p>Concluded Stakeholder Engagement Session with Province and National Department of Education in assisting ECD Centres with capacity to upload application for funding on Department of Basic Education system.</p> <p>13 ECD's has been upgraded from bronze to silver lever to qualify for funding. 1 EDC, centre has been upgraded from silver to gold.</p> <p>All registered EDCs will receive basic education kit for the centres by end of June 2026.</p> <p>Grassroots is providing contusions supporting all ECD'S pertaining to capacity building in reference towards effective functioning and operations of ECD's</p>	n/a
D	Provision of wheelie bins and centralized waste bins in Khayelitsha	Basic Services (Waste Management)	Improve and sustain basic service delivery and infrastructure development	Improved waste collection infrastructure is needed to maintain cleanliness and public health in high-density areas.	Financial Services and Technical Services	Wheelie bins to households is ongoing and skip bins has been provide at strategic places in Khayelitsha	n/a

E	Tarring, maintenance, and paving of multiple roads and streets; provision of street name boards	Basic Services & Infrastructure (Roads & Urban Management)	Improve and sustain basic service delivery and infrastructure development	Comprehensive road upgrades and signage are required to improve accessibility, safety, and urban functionality.	Civil Engineering	Upgrading of gravel roads - project is registered for MIG funding. Phase1 is expected to commence in the 26/27 financial year. Provision on street name boards is ongoing	n/a
F	Beautification of open spaces, play parks, streets, and town entrances	Environmental Management & Urban Beautification	Improve and sustain basic service delivery and infrastructure development	Landscaping and beautification initiatives are needed to enhance the town's appearance and promote civic pride.	Civil Engineering	Ongoing weekly processes of technical services department. Beautification and cleaning activities scheduled partially under EPWP projects	Part of maintenance budget
G	Scholar Patrol	Safety & Community Protection	Facilitate social cohesion, safe and healthy communities	Scholar patrol support is required to ensure safe passage for children in school zones.	Public Safety	One functional registered scholar patrol in Clanwilliam. <ul style="list-style-type: none"> •Scholar patrol equipment was supplied by the Department of Mobility. •The patrol was registered in conjunction with Department of Mobility which provide the Scholar patrol training •Patrol is used by Sederberg Primary and Clanwilliam Secondary school. •Scholar patrol is use by approximately 150 learners from both Schools •4 Law enforcement Officers assist at the Scholar patrol daily. (Time 07h00 and 14h00) •No serious incidents or accidents were reported. •We are planning a Scholar patrol and a pedestrian crossing on the R365 near the Clanwilliam Lodge. 	N/a

H	Solar panels on low-cost housing and streetlights in hotspots	Basic Services & Infrastructure (Energy & Public Lighting)	Improve and sustain basic service delivery and infrastructure development	Renewable energy solutions and improved lighting can enhance energy access and safety in vulnerable areas.	Electrical Services	Hotspots to be identified and feasibility investigated.	n/a
I	Upgrade triangle in main road next to information centre	Basic Services & Infrastructure (Roads & Public Spaces)	Improve and sustain basic service delivery and infrastructure development	The road triangle requires upgrading to improve traffic flow and aesthetic integration with public spaces.	Civil Engineering	Completed IN 2022/23 financial year	n/a
J	Obtain license for Hydro Plant	Energy Security	Improve and sustain basic service delivery and infrastructure development	Licensing support is needed to enable renewable energy generation and contribute to local energy security.	Electrical Services	Part and parcel of the raising of Clanwilliam Dam Wall	n/a
K	Public ablution facilities and upgrades at Augsburg Cemetery	Basic Services & Community Facilities	Improve and sustain basic service delivery and infrastructure development	Public sanitation facilities and cemetery upgrades are needed to	Civil Engineering	Revisit area to investigate and priorities	n/a

				uphold dignity and service standards.			
L	Identification of pick-up points for farmworkers	Local Economic Development & Rural Transport	Facilitate social cohesion, safe and healthy communities	Designated transport points will improve mobility and access to economic opportunities for farmworkers.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Currently no developed land is available for such initiative Municipal planning may include such initiative and it should form part of municipal planning.	Private sector partnership to upgrade along Ou Kaapse Weg.
M	Spinning Facility	Local Economic Development & SMME Support	Facilitate social cohesion, safe and healthy communities	A spinning facility can support local textile enterprises and create sustainable livelihood opportunities.	Economic Development, Libraries & Facilities- Economic Development and Tourism Land Use Planning	Currently no developed land is available for such initiative Municipal planning may include such initiative and it should form part of municipal planning.	
N	Upgrading of Clanwilliam Dam Resort	Financial Sustainability	Strive for financial viability and economic sustainability	Resort upgrades are needed to enhance tourism appeal and stimulate local economic activity.	Water & Waste Water	Ongoing maintenance Facilities has been refurbished	Upgrading of resorts R370 000 for the 2026/27 financial year.
O	Financial support for museums	Arts, Culture & Heritage	Facilitate, expand and nurture sustainable economic	Museums require financial support to preserve local	Economic Development, Libraries & Facilities- Economic	DCAS Response: DCAS already supports the Elands Bay Museum and Jan Danckaert Museum in the Cederberg. The directorate will set up a meeting with the Municipality to understand what other financial support is required.	n/a

			growth and eradicate poverty	heritage and contribute to cultural tourism.	Development and Tourism		
P	Assist with Mountain Bike Routes	Tourism & Recreation	Facilitate social cohesion, safe and healthy communities	Developing mountain bike routes can promote adventure tourism and diversify local recreational offerings.	Economic Development, Libraries & Facilities- Economic Development and Tourism Land Use Planning	Routes were identified during 2023/2024. applications by the end of March 2025, to provide feedback and outline next steps	n/a

WARD 4 - GRAAFWATER



SECTION A: TOP 10 PRIORITIES

Ref	Original Priority	Community	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress 2025/26	Input from Budget Session - 12/03/2026
1	Multi-Purpose Sport Field (Graafwater North & South)		Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	There is a need for multi-purpose sports facilities in both Graafwater North and South to promote community cohesion, youth development, and active living.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Provision is made in the 2026/27 financial year on 5% of MIG allocation in the planning phase of upgrading of the sport facility	R900 000
2	Waste Water: Provide flush toilets and		Basic Services & Infrastructure (Sanitation)	Improve and sustain basic service delivery	The community requires the eradication of	Water & Waste Water	Linked to water service development plan and grant funding	n/a

	eradicate septic tank systems		and infrastructure development	outdated septic systems and the provision of full waterborne sanitation to improve public health and living standards.			
3	Provision of an Olympic swimming pool at Graafwater North sports field	Community & Social Development (Recreational Facilities)	Facilitate social cohesion, safe and healthy communities	An Olympic-sized swimming pool is identified as a key recreational asset to serve the community and enhance sports tourism potential.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Previous swimming pool has been demolished and vandalised which shown lack of interest from the community to take ownership of such a facility. Water scarcity has an impact on such a facility	n/a
4	Upgrade of stormwater system in Akasia, Eike, September, Sonneblom, and Booysen Streets	Basic Services & Infrastructure (Stormwater Management)	Improve and sustain basic service delivery and infrastructure development	Strategic upgrades to the stormwater system are critical to mitigate flooding risks and protect residential infrastructure.	Civil Engineering	Currently busy with drafting of a Storm Water Master plan, as soon as that is finalised, we will proceed with implementation	n/a
5	Provide a Community Hall / Multipurpose / Thusong Centre	Community & Social Development (Community Facilities)	Facilitate social cohesion, safe and healthy communities	A multi-purpose community hall is essential to serve as a hub for social, cultural, and civic activities.	PMU & Capital Programme	Construction in progress. Project scheduled to be completed in July 2026	n/a
6	Local Economic Development: beehives for SMMEs; LED and SMME support; recycling business assistance	Local Economic Development & SMME Support	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Targeted LED interventions are needed to support local entrepreneurs, including agro-processing (beehives) and waste recycling enterprises.	Economic Development, Libraries & Facilities- Economic Development and Tourism	The area/plot next to the Municipal technical store has been identified as a possible site for recycling businesses and administration department has been tasked to follow the due process. Formal registration of businesses in the ward amounts to 4 during 2025.	

						Enel Green will facilitate training to SMME's	
7	Implement SDF: Provide land/building for crèche; land for GAP housing, commercial use, emerging farmers; land/building for rehabilitation centre	Institutional Governance & Spatial Planning (SDF Implementation)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Strategic land release and development facilitation are required to realize key social and economic objectives as per the Spatial Development Framework.	Land Use Planning	Implementing SDF naming of line item needs to be amend. SDF only identifies area for development and not actual providing land for these uses. These proposed uses (not specifically) have been identified in the SDF. The relevant directorate will further investigate identification of needs Spatial Development framework should make provision for land for ECD's/Rehabilitation Centres. Individual NGO's and organisations to submit requests to the municipality for land	n/a
8	Roads / Sidewalks: Tar more roads, including divisional road 2180 and Erasmus Van Zyl Street	Basic Services & Infrastructure (Roads & Pedestrian Infrastructure)	Improve and sustain basic service delivery and infrastructure development	Road tarring and sidewalk provision are needed to improve connectivity, accessibility, and pedestrian safety.	Civil Engineering	Request for maintenance on subsidise roads will be communicated with to WCDM Erasmus van Zyl street will form part of gravel road upgrading	n/a
9	Electricity: Additional streetlights from Asla crossing on R364 bridge to main Graafwater crossing	Basic Services & Infrastructure (Public Lighting)	Improve and sustain basic service delivery and infrastructure development	Extended public lighting along key transport routes is required to enhance safety and security for motorists and pedestrians.	Electrical Services	Needs/priority as listed to be communicated to relevant provincial departments	n/a

10	Beautification of Town: Clean open spaces, maintain play parks, maintain municipal buildings, beautify Asla, upgrade cemeteries	Environmental Management & Urban Beautification	Improve and sustain basic service delivery and infrastructure development	A comprehensive town beautification program is needed to improve public spaces, maintain municipal assets, and foster civic pride.	Civil Engineering	Beautification and cleaning activities scheduled partially under EPWP projects	n/a
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SECTION B: OTHER NEEDS - WARD 4

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
A	Maintain infrastructure (Fix Water Leaks)	Basic Services & Infrastructure (Water Services)	Improve and sustain basic service delivery and infrastructure development	Proactive maintenance of water infrastructure is essential to reduce water losses and ensure consistent service delivery.	Civil Engineering	Ongoing technical department activity	n/a
B	Job Creation	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Targeted job creation initiatives are required to address local unemployment and stimulate inclusive economic participation.	Economic Development, Libraries & Facilities-Economic Development and Tourism	Employment opportunities were created through ESKOM projects and MPCC projects EPWP job creation projects ongoing	n/a

WARD 4 - ELANDS BAY



SECTION A: TOP 10 PRIORITIES

Priority No.	Original Community Priority	Functional Area	Strategic objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session 12/03/2026
11	Provide low cost and GAP housing	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	There is a need for the provision of both low-cost and GAP housing to address the housing backlog and provide affordable housing options for the community.	Economic Development, Libraries & Facilities- Integrated Human Settlements	Conduct housing outreach programmes and encourage applicants to update Waiting list total -444 Approved Housing project, still in planning phase Project will enable the municipality to deliver 266 residential Low-cost housing 3 community zoned erven (1 church and 2x crèche)	n/a
22	Assist with infrastructure at slipway for fishermen; Provide beehives for SMMEs	Local Economic Development & SMME Support	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Strategic infrastructure support for the fishing industry and apiculture SMMEs is required to stimulate local economic activity and create	Economic Development, Libraries & Facilities- Economic Development and Tourism	Elandsbay Slipway is currently receiving significant attention A Business plan has been submitted to the department of land reform for and rural development funding to restore the slipway.	n/a

				3sustainable livelihoods.			
33	Upgrade existing Sport field and provide a gym and include a soccer field	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	The upgrade of the sports field, including the addition of a gym and soccer facilities, is essential to promote community health, recreation, and youth development.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	The upgrading of the existing sport field including a soccer and cricket field is captured as a multi-sport facility in the annual applications of MIG Ringfenced project application	n/a
44	Provide more streetlights at crossing R65/R27 and High mast Lights in Informal Settlements	Basic Services & Infrastructure (Public Lighting)	Improve and sustain basic service delivery and infrastructure development	Enhanced public lighting at key intersections and within informal settlements is critical to improve road safety and enhance security in residential areas.	Electrical Services	Depending on the housing project for Elandsbay, the Informal Settlement can possibly be relocated	n/a
55	Youth development programmes	Community & Social Development	Facilitate social cohesion, safe	Structured youth development programmes are needed to	Economic Development, Libraries &	The municipality is working with nine miles to facilitate youth programmes through their water sports training.	n/a

		(Youth Development)	and healthy communities	empower young people, build skills, and create positive pathways for personal and professional growth.	Facilities- Thusong Centre & Facilities	<p>Youth Development Project:</p> <p>YearBeyond Libraries Programme in partnership between YearBeyond and the Western Cape Government Library Service. This initiative supports libraries as centres of learning, digital access, and community development.</p> <p>The programme is specifically designed to empower young people between the ages of 18 and 25 who</p> <p>Ward 4(Elandsbay - 1Yeboneers (Volunteer)</p>	
66	Completion of community hall and make it soundproof (Echo)	Community & Social Development (Community Facilities)	Facilitate social cohesion, safe and healthy communities	Finalizing the community hall with soundproofing will ensure a functional, multi-purpose venue for community gatherings, events, and activities.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Investigate possible solutions Depending on the cost, funding will be prioritized	R100 000

77	Provision of toilets in the informal settlement	Basic Services & Infrastructure (Sanitation)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	The provision of basic sanitation facilities in the informal settlement is a critical intervention to ensure public health and dignified living conditions.	Economic Development, Libraries & Facilities- Integrated Human Settlements	Completed A regular survey to be done by housing Unit, to encourage residents to register for formal housing opportunities	n/a
88	Fencing at the cemetery	Basic Services & Infrastructure (Community Facilities)	Improve and sustain basic service delivery and infrastructure development	Cemetery fencing is required to secure the site, ensure dignity, and prevent vandalism or unauthorized access.	Civil Engineering	Private property. Revisit area to investigate and priorities	n/a
99	Tar More Roads; Fix potholes; Clean Roads	Basic Services & Infrastructure (Roads)	Improve and sustain basic service delivery and infrastructure development	A comprehensive road management program encompassing tarring, pothole repair, and regular cleaning is needed to improve road infrastructure and accessibility.	Civil Engineering	On going annual maintenance activity. R6m was budget for road maintenance in Cederberg during the 2025/26 financial year.	n/a

110	Assist and/or negotiate with the banking sector to provide a bank and/or ATM	Local Economic Development & Financial Inclusion	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Facilitation of banking services, such as a branch or ATM, is essential to improve financial inclusion and access to services for residents and local businesses.	Legal and Administrative Services Economic Development, Libraries & Facilities- Economic Development and Tourism	Municipal Manager will liaise with local banks (Capitec)	n/a
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SECTION B: OTHER NEEDS - WARD 4 ELANDBAY

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	
A	Provide Storm water channel curbs	Basic Services & Infrastructure (Stormwater Management)	Improve and sustain basic service delivery and infrastructure development	The construction of stormwater channel curbs is necessary to manage surface water runoff, reduce flooding risks, and protect road infrastructure.	Civil Engineering	Prioritized according to Storm Water Master Plan. Specific emergency/critical needs will be identified and prioritised.	n/a

B	Create Opportunities through LED project/initiatives	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Targeted Local Economic Development projects and initiatives are required to create sustainable employment and entrepreneurial opportunities.	Economic Development, Libraries & Facilities-Economic Development and Tourism	A Fish market management committee was established to create the opportunities for entrepreneurs and small-scale fishers EPWP and LED job creation projects ongoing	n/a
C	Provide land for emerging farmers	Land Reform & Agricultural Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Allocating suitable land for emerging farmers is crucial to support agricultural development, enhance food security, and create sustainable livelihoods.	Land Use Planning Economic Development, Libraries & Facilities-Thusong Centre & Facilities	A fish market management committee was established to create the opportunities for entrepreneurs and small-scale fishers. The fish market was allocated to the small-scale cooperative to provide job opportunities for the community.	
D	Facilitate partnership between emerging and commercial farmers	Local Economic Development (Agriculture)	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Partnerships between emerging and commercial farmers can facilitate knowledge transfer, market access, and shared resource use for mutual benefit.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Lobbying with commercial farmers and the establishment of a partnership network for agricultural purpose is ongoing.	n/a
E	Upgrade the water treatment works	Basic Services & Infrastructure (Water Services)	Improve and sustain basic service delivery and infrastructure development	Upgrading the water treatment works is essential to ensure the provision of safe, reliable, and good quality potable water to the community.	Water & Waste Water	Water Treatment Works upgrade to be considered under Water Service Development Plan and possible funding under Water Service Infrastructure Grant application.	n/a

F	Dedicated sidewalks for the elderly and make sidewalks disable friendly	Basic Services & Infrastructure (Pedestrian Infrastructure)	Improve and sustain basic service delivery and infrastructure development	The construction of dedicated, universally accessible sidewalks is needed to ensure safe and independent mobility for the elderly and persons with disabilities.	Civil Engineering	Revisit area to investigate and prioritise accordingly. Main roadside walk is completed.	N/a
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WARD 5 - LAMBERTSBAY



SECTION A: TOP 10 PRIORITIES

Ref	Original Community Priority	Functional Area	Strategic Objectives	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress 2025/26	Input from Budget Session - 12/03/2026
1	Provide land/facility for vulnerable groups (Rehabilitation Centre / Shelter)	Community & Social Development (Social Welfare)	Facilitate social cohesion, safe and healthy communities	There is a critical need for a dedicated facility to accommodate and support vulnerable groups, including a rehabilitation centre and shelter serving the broader municipal area.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Spatial Development framework should make provision for land for vulnerable groups centres. Individual NGO's and organisations to submit requests to the municipality for land	n/a
2	Streetlights and Spotlights in various streets and dark spots	Basic Services & Infrastructure (Public Lighting)	Improve and sustain basic service delivery and infrastructure development	Installation of additional streetlights and spotlights is required in identified dark spots to enhance public safety, security, and nighttime mobility.	Electrical Services	Revisit area to investigate and prioritise	n/a
3	Assist with low-cost housing, land for GAP housing,	Human Settlements &	Enable a resilient, sustainable,	Facilitation of housing development through land release, GAP housing	Economic Development, Libraries &	Monthly visits to Lamberts Bay by Housing Official to register new applications on Housing System, give	n/a

	and bulk infrastructure for housing opportunities	Land Use Management	quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	provision, and enabling bulk infrastructure is essential to address housing backlogs.	Facilities-Integrated Human Settlements	consumer education and regular updating of applicants' profile PROJECT STATUS Phase 1-184- Services and Top Structures completed. (houses were hand over and beneficiaries received their Title deeds) •Phase 2: 404 services and 84 top structures completed. Remainder of 320 Top structures dependable on the bulk water capacity and New Sewer Pumpstation, once confirmation is received, the project will commence.	
4	Provide ablution facilities and fencing at the cemetery	Basic Services & Infrastructure (Community Facilities)	Improve and sustain basic service delivery and infrastructure development	Cemetery upgrades, including ablution facilities and perimeter fencing, are needed to ensure dignity, safety, and proper maintenance of the site.	Civil Engineering	R1.2m was allocated for the current financial year for a fence. Tender process in Progress. Ablution facility will be addresses in the next financial year.	R1.2m 2025/26 financial year.
5	Complete the upgrade of sports grounds and focus on netball and tennis	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	Completion of the sports grounds upgrade and diversification to include netball and tennis will promote inclusive recreational opportunities and sports development.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Provision was made in the 2025/26 financial year requesting funding through MIG Ringfenced projects for the manufacturing of a pavilion. Upgrading of netball and tennis turf should form part of 2026/27 conditional grant application.	n/a
6	SDF: Convert Van Zyl Street Sport Ground into Housing or Business Zone; demolish old wall	Institutional Governance & Spatial Planning (SDF Implementation)	Promote Good Governance, Community Development & Public Participation	Repurposing underutilized municipal land for housing or entrepreneurial development aligns with SDF objectives and can	Land Use Planning	These proposed uses (not specifically) have been identified in the SDF.	n/a

				unlock economic and social value.			
7	Paving sidewalks in new developments and other areas; make disabled-friendly	Basic Services & Infrastructure (Pedestrian Infrastructure)	Improve and sustain basic service delivery and infrastructure development	Construction and upgrading of sidewalks to be universally accessible will improve pedestrian safety and mobility for all residents, including those with disabilities.	Civil Engineering	Will form part of new side-walk upgrade project for all municipal towns to be submitted to MIG.	n/a
8	Use technology for road safety: speed cameras, CCTV, and A.I. in hotspot areas	Safety & Security	Facilitate social cohesion, safe and healthy communities	Implementing smart technology solutions for traffic management and surveillance can significantly enhance road safety and crime prevention.	Public Safety	Part of the Smart city concept. Part of the new command centre programme.	N/a
9	Parks and Open spaces: Provide facilities and parking at dunes; reduce pressure at Meeuland	Tourism & Local Economic Development	Facilitate social cohesion, safe and healthy communities	Developing recreational and tourism infrastructure at the dunes will diversify visitor destinations and create entrepreneurial opportunities for local residents.	Public Safety Land Use Planning Environmental Management	Only existing parking at dunes is permitted (NEMA and other legislation applicable). Coastal areas are mostly facilitated by different organs of state. Feasibility study must be done, and the opportunities for tourism attractions must be investigated Environmental Department to comment.	n/a
10	Complete the Desalination Plant	Basic Services & Infrastructure (Water Security)	Improve and sustain basic service delivery and infrastructure development	Finalizing the desalination plant is a strategic priority to ensure long-term water security and resilience for the Lamberts Bay community.	Water & Waste Water PMU & Capital Programme	Desalination plant project in planning phase; implementation anticipated 2026/27	

SECTION B: OTHER NEEDS - WARD 5

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
A	Develop a boulevard along the beach	Tourism & Local Economic Development	Facilitate social cohesion, safe and healthy communities	A beach boulevard development will enhance the coastal experience, stimulate tourism, and create associated economic opportunities.	Land Use Planning Civil Engineering	Specific area to be indicated for a boulevard. If considered costs will need to be calculated for street widening (if possible).	n/a
B	Help small farmers with contracts to access government financing	Local Economic Development (Agriculture)	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Facilitation of market access and financing pathways for emerging farmers is crucial for their sustainability and growth.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Plots were mapped and contracts has been signed during February 2026 between the emerging farmers and the municipality. This will enable farmers to apply for funding at government institutions.	n/a
C	Provide beehives for SMMEs; assist with entrepreneurial initiatives and skills development	Local Economic Development & SMME Support	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Supporting apiculture and other SMMEs through infrastructure and skills development will foster local enterprise and job creation.	Economic Development, Libraries & Facilities- Economic Development and Tourism	Bricklaying courses were rolled out during 2024 and 20 learners were trained.	n/a
D	Provide electricity for Kompong	Basic Services &	Improve and sustain basic service	Electrification of the Kompong area is needed	Electrical Services	Completed	n/a

		Infrastructure (Electricity)	delivery and infrastructure development	to provide basic services and improve the quality of life for residents.			
E	Improve access to water in Kompong (only 5 taps in the Informal Settlement)	Basic Services & Infrastructure (Water Services)	Improve and sustain basic service delivery and infrastructure development	There is an urgent need to improve water access points in the Kompong informal settlement to ensure equitable service delivery.	Water & Waste Water Civil Engineering	Assessment of water status in Cederberg will be done	n/a
F	Provide a new playpark in the Dyk	Community & Social Development (Recreation)	Facilitate social cohesion, safe and healthy communities	A new playpark will provide a safe and dedicated recreational space for children and families in the Dyk area.	Civil Engineering	Project to be considered under Sport/community recreation. Application for funding to be done	n/a
G	Provide waste bins with street names	Basic Services & Environmental Management (Waste)	Improve and sustain basic service delivery and infrastructure development	Deployment of labelled waste bins will improve waste collection efficiency and promote cleaner public spaces.	Treasury Services	Ongoing process Skips are placed in strategic places for waste	n/a
H	Maintain and keep the resort clean	Tourism & Facility Management	Promote Good Governance, Community Development	Ongoing maintenance and cleaning of the resort are essential to	Resorts and Caravan Parks	On-going process. R500 000,00 spend on upgrades during 2024/2025 and 2025.2026 financial year.	. n/a

			& Public Participation	preserve its appeal and functionality for visitors and residents.		Resort Public Ablutions upgraded and fencing secured with razor wire to improve safety.	
I	Expand and upgrade Meeuland Beach Park	Tourism & Local Economic Development	Facilitate social cohesion, safe and healthy communities	Upgrading Meeuland Beach Park will enhance its capacity and amenities, improving the visitor experience and local recreation.	Civil Engineering	New Gym facility was included in 2021, Sponsored by Lamberts Bay foods.	n/a
J	Assist with recycling	Environmental Management & Waste Services	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Support for recycling initiatives will promote environmental sustainability and potential green economy opportunities.	Solid Waste Management Environmental management	Process to take place after the drop-off facilities has been completed. The drop-off facilities to include recycling activities.	n/a
K	Provide fire hydrants	Safety & Disaster Management (Fire Safety)	Facilitate social cohesion, safe and healthy communities	Installation of fire hydrants is necessary to improve fire response capability and protect community assets.	Civil Engineering	There are existing fire hydrants, that are inspected weekly for functionality. More hydrants are required in terms of SANS 10090 especially in older residential areas.	n/a
L	Provide residential plots	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living	Releasing serviced residential plots will help address housing	Legal and Administrative Services Land Use Planning	20 Year Plan was adopted by Council during 2024/25 financial year.	n/a

			environment and human settlements i.e. Housing development and informal settlement upgrade	demand and enable incremental housing development.			
M	Provide a pedestrian crossing near the sport grounds	Safety & Security (Road Safety)	Facilitate social cohesion, safe and healthy communities	A designated pedestrian crossing is required near the sports grounds to ensure the safety of residents and visitors.	Public Safety	Provincial Road Engagements is on-going with District and Department of Transport.	n/a
N	Provide a trail/sidewalk for school children at PW De Bruin	Basic Services & Infrastructure (Pedestrian Infrastructure)	Improve and sustain basic service delivery and infrastructure development	A dedicated sidewalk or trail for school children will improve safe access to educational facilities.	Civil Engineering	Paved Sidewalk is completed.	n/a
O	Upgrade of all roads in Lamberts Bay	Basic Services & Infrastructure (Roads)	Improve and sustain basic service delivery and infrastructure development	A comprehensive road upgrade program is needed to improve the overall road network condition and connectivity.	Civil Engineering	R6mil budgeted for road maintenance for the entire Cederberg Municipal area for the current fin year.	n/a

WARD 5 - LEIPOLDTVILLE



SECTION A: PRIORITIES

Priority No.	Original Community Priority	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
1	Provide land and low cost housing	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	There is a critical need for the release of land and the provision of low-cost housing to address the housing shortage and provide secure tenure for residents.	Land Use Planning Legal and Administrative Services Economic Development, Libraries & Facilities-Integrated Human Settlements	Provincial Department of Infrastructure is not looking into investing on private land; therefore, Human Settlement continue to encourage occupants on the rural hamlet, Leipoldtville to register their housing need on the housing waiting list. No planning to build or service site for the near future is planned. Leipoldtville, is a private hamlet and people are register in the waiting list for the preference area Graafwater	n/a
2	Assist to eradicate the Bucket system; Provide toilets for households	Basic Services & Infrastructure (Sanitation)	Improve and sustain basic service delivery and infrastructure development	The eradication of the bucket system and the provision of adequate household	Water & Waste Water	Leipoldtville is private property.	n/a

				sanitation facilities are urgent priorities to ensure public health and dignified living conditions.			
3	Provide Community Hall	Community & Social Development (Community Facilities)	Facilitate social cohesion, safe and healthy communities	The construction of a community hall is essential to provide a dedicated venue for social, cultural, and civic activities, fostering community cohesion.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Leipoldtville is private property. Cederberg Municipality to engage with owner to facilitate access to land for possible onsite development	n/a
4	Provide land and/or building for crèche	Community & Social Development (ECD Facilities)	Facilitate social cohesion, safe and healthy communities	Securing land or a building for a crèche is necessary to establish early childhood	Economic Development, Libraries & Facilities- Thusong	Leipoldtville is private property. Cederberg Municipality to engage with owner to	n/a

				development facilities and support working parents and child development.	Centre Facilities &	facilitate access to land for possible onsite development	
5	Upgrading of Sport field (i.e. fencing, Pavilion)	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	Upgrading the sports field with fencing and a pavilion is required to create a safe, functional, and well-equipped recreational space for the community.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Leipoldtville is private property. Cederberg Municipality to engage with owner to facilitate access to land for possible onsite development	n/a
6	Computer centre for the youth	Community & Social Development (Youth Development)	Facilitate social cohesion, safe and healthy communities	Establishing a computer centre is a key priority to provide youth with access to digital resources, skills training, and	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Leipoldtville is private property. Engage with local schools	n/a

				educational support.			
7	Assist with the provision of clean drinking, good quality water	Basic Services & Infrastructure (Water Services)	Improve and sustain basic service delivery and infrastructure development	Interventions are needed to ensure the consistent provision of safe, clean, and good quality drinking water to all households in the community.	Water & Waste Water	The water quality is monitored monthly. The water is currently complying with SANS 241.	n/a

WARD 6 - ALGERIA



SECTION A: PRIORITIES

Ref	Original Community Priority	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from 12/03/2026	Budget	Session -
1	Finalise transfer of properties in Skilpad Dorp (12) and Bosdorp (4); provide services; Provision of housing in Algeria	Human Settlements & Land Use Management	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	There is a need to finalize the transfer of properties to rightful owners and provide basic services to ensure security of tenure and dignified living conditions. Additional housing provision is also required.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities Economic Development, Libraries & Facilities- Integrated Human Settlements	DRDLR appointed consultants to facilitate the CPA conflict When New CPA body is elected the properties transfer processes	n/a		
2	Establishment of Neighbourhood Watch with SAPS training	Safety & Security	Facilitate social cohesion, safe and healthy communities	The community seeks to establish a formal neighbourhood watch programme, supported by	Public Safety	Facilitate training with Public Order Policing	n/a		

				SAPS training, to enhance local crime prevention and community safety.			
3	Supply of new sewerage pipes; Upgrading of Wastewater plant; Testing of water	Basic Services & Infrastructure (Water & Sanitation)	Improve and sustain basic service delivery and infrastructure development	Critical upgrades to the wastewater infrastructure, including new pipes and plant upgrades, are required to ensure effective sanitation services and water quality.	Water & Waste Water	Will be prioritized according to the Water Services Development Plan	n/a
4	Provision of a clinic	Basic Services & Infrastructure (Health Services)	Facilitate social cohesion, safe and healthy communities	There is a fundamental need for the provision of a local clinic to improve access to primary healthcare services for the community.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Facilitate engagements with Committee and Department of Health	n/a
5	Youth employment opportunities	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and	Targeted interventions are required to create and facilitate access to employment	Economic Development, Libraries & Facilities- Economic Development and Tourism	Employment opportunities were created through the provincial and national projects	n/a

			eradicate poverty	opportunities specifically for the youth.		Youth employment opportunities included under EPWP. 2 Epwp's has been employed contracts ends end of March 2026	
6	Provision of a mobile police station	Safety & Security	Facilitate social cohesion, safe and healthy communities	A mobile police station is needed to improve police visibility, accessibility, and response capabilities in the area.	Public Safety	Forward request to department of Police Servicing.	n/a
7	Repair the bridge at the Sportsfield; Fence and upgrade the rugby field	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	Urgent repairs to the sports field bridge and upgrades to the rugby facility are needed to ensure user safety and promote sports development.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	No sport is currently underway at Algeria. The municipality will make use of CSI (Corporate Social Investment) Funding application to attend to the repair of the bridge and upgrade of rugby field	R150 000
8	Provision of streetlights	Basic Services & Infrastructure (Public Lighting)	Improve and sustain basic service delivery and infrastructure development	The installation of streetlights is essential to improve public safety and security during nighttime hours.	Electrical Services	Investigate the possibility of installing a high-mast light versus streetlights	n/a

9	Fencing of the cemetery	Basic Services & Infrastructure (Community Facilities)	Facilitate social cohesion, safe and healthy communities	Cemetery fencing is required to secure the site, ensure dignity, and prevent vandalism or unauthorized access.	Civil Engineering	To be investigated and prioritised	n/a
10	Repair road to Skilpad Dorp; Tar and/or pave the Nieuwoudt Pass	Basic Services & Infrastructure (Roads)	Improve and sustain basic service delivery and infrastructure development	Road repairs and the tarring/paving of key access routes are critical for reliable connectivity and safe travel for residents and services.	Civil Engineering	To be investigated and request forwarded to WCDM and Provincial Roads.	n/a
SECTION B: OTHER NEEDS - WARD 6							
Ref	Original Need	Functional Area (IDP Alignment)	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress	Input from Budget Session - 12/03/2026
A	Use of the library for a Municipal Service Point for bill payments	Institutional Governance & Customer Services	Promote Good Governance, Community Development & Public Participation	Establishing a municipal service point within the library would improve accessibility and convenience for residents to	Economic Development, Libraries & Facilities- Library Services Legal and Administrative Services	To be investigated and prioritized	n/a

				conduct municipal transactions.	Financial Services		
B	Relocation of playpark	Community & Social Development (Recreation)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	The current playpark requires relocation to a more suitable and safe location for children.	Land Use Planning Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Ongoing process	n/a
C	Tar road between Clanwilliam and Algeria	Basic Services & Infrastructure (Roads)	Improve and sustain basic service delivery and infrastructure development	Tarring the road linking Clanwilliam and Algeria is a strategic priority to improve regional connectivity and economic integration.	Civil Engineering	Refer to WCDM. Currently forms part of the West Coast One Plan and DDM Processes	n/a

D	Identification of new Properties for Households (SDF)	Institutional Governance & Spatial Planning (SDF)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	The identification and planning of new residential properties are necessary to accommodate future household growth in line with the SDF.	Land Use Planning	CPA needs to re-establish its committee prior to planning such proposals (Council have no land ownership here). Previous development still at standstill and Rural Development needs to assist.	n/a
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WARD 6 - PALEISHEUWEL



SECTION A: TOP 8 PRIORITIES

Ref	Original Priority	Community	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress 2025/26	Input from Budget Session - 12/03/2026
1	Provision of Basic Services (Electricity, Water, Sewerage, Refuse); Water tanks issue at Boomkamp; Upgrade of drinking water system		Basic Services & Infrastructure	Improve and sustain basic service delivery and infrastructure development	There is a critical need for reliable basic service provision, particularly addressing water infrastructure failures at Boomkamp and upgrading the overall drinking water	Technical Services (All Departments)	Assessment will be done to establish the water need of all the small communities of Cederberg to ensure water to all Application was submitted to Eskom for assistance with electricity Borehole already repaired	n/a

				system to ensure consistent access.		Sewerage and Refuse request will be investigated.	
2	Buying of land from Stefaans (SDF)	Institutional Governance & Spatial Planning (SDF Implementation)	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Strategic land acquisition is required to enable future development and address community needs in alignment with the Spatial Development Framework.	Legal and Administrative Services	To be investigated	n/a
3	Youth Development: Security and Home-based care training	Local Economic Development & Skills Development	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Targeted youth skills development in high-demand sectors such as security services and home-based care will enhance employability and address social service needs.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Liaise with dept of Social Services and Health to assist with Homebase care training. Liaised with security facility for assistance with security training. Brick laying course took place during 2021.	n/a
4	Removing of big trees posing danger in Spoornet houses; Potential for housing development after transfer	Human Settlements & Risk Management	Facilitate social cohesion, safe and healthy communities	Urgent removal of hazardous trees is needed for public safety.	Civil Engineering	Allien tree clearing according with the approved Cederberg mun alien invasive plan To be investigated and prioritized in budget 2027/28 fin year	n/a
5	Job Creation	Local Economic Development & Job Creation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Direct interventions are required to stimulate job creation and address high levels of local unemployment.	Economic Development, Libraries & Facilities- Economic Development and Tourism	Employment opportunities were created at the IPP's and Eskom battery storage project. EPWP and LED job creation projects ongoing 2 epwp's appointed, contracts ends the end of March 2026	n/a

6	Building of a Crèche	Community & Social Development (ECD Facilities)	Facilitate social cohesion, safe and healthy communities	Construction of a dedicated crèche facility is essential to provide early childhood development services and support working parents.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Rural town planning should make provision for the allocation of land for the building of a creche	n/a
7	Provision of a playpark	Community & Social Development (Recreation)	Facilitate social cohesion, safe and healthy communities	A safe and equipped playpark is needed to provide recreational opportunities for children and families.	Civil Engineering Land Use Planning	A feasibility study must be done	n/a
8	Internet access	Basic Services & Infrastructure (Digital Connectivity)	Facilitate social cohesion, safe and healthy communities	Reliable internet access is increasingly recognized as an essential service for education, economic participation, and social connectivity.	ICT	Enel Green will install Wifi. Wifi will be installed at the Sandveld Wellness Centre.	n/a



SECTION A: TOP 10 PRIORITIES

Ref	Original Community Priority	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
1	Provision of Reliable Electricity	Basic Services & Infrastructure (Electricity)	Improve and sustain basic service delivery and infrastructure development	There is a fundamental need for a reliable and consistent electricity supply to support household needs, economic activities, and overall quality of life.	Electrical Services	In process to replace main electricity line, this is an Eskom project.	n/a
2	Installation of Water, Wastewater & Sewerage at Beukeskraal and Langbome; Urgent repair of sewerage stations; Water services at Nuweplaas (Borehole & Pipeline); Water pipeline and reservoir in all outer stations	Basic Services & Infrastructure (Water & Sanitation)	Improve and sustain basic service delivery and infrastructure development	Comprehensive water and sanitation infrastructure rollout and repair are critically needed across multiple settlements to ensure public health, environmental protection, and reliable service delivery.	Water & Waste Water	Assessment will be done to get water need of all the small communities of Cederberg to ensure safe drinking water to all.	n/a
3	Tar main road from Clanwilliam to Wuppertal and/or tar roads in Wuppertal area; Re-gravel all outer stations	Basic Services & Infrastructure (Roads)	Improve and sustain basic service delivery and infrastructure development	Strategic road upgrades, including tarring of the main access road and re-gravelling of rural feeder roads, are essential for connectivity, safety, and economic access.	Civil Engineering	The road currently falls in the WCDM's ambit. The road need was referred to WCDM. It has been prioritised in the One Weskus Plan.	n/a

4	Upgrade Rugby field to Boland standards	Community & Social Development (Sports & Recreation)	Facilitate social cohesion, safe and healthy communities	Upgrading the rugby facility to meet formal standards is a priority to support sports development, team participation, and community morale.	Economic Development, Libraries & Facilities- Thusong Centre & Facilities	Sport field is on private land. (church) The municipality is seeking funding support for the removal of the trees in order to have sufficient land available for a standard rugby field	n/a
5	Assist with cell phone coverage for all networks	Basic Services & Infrastructure (Digital Connectivity)	Promote Good Governance, Community Development & Public Participation	Achieving universal mobile network coverage is crucial for communication, safety, and access to information and services in this rural area.	ICT	Matter was investigated by service providers. Service providers are unable to do additional coverage due to the limited demand and vast area coverage.	n/a
6	Drive bridges required in multiple locations (e.g., Martiensrust, Heuningvlei, Goboom river, Nuweplaas, etc.)	Basic Services & Infrastructure (Bridges & Access)	Improve and sustain basic service delivery and infrastructure development	The construction of drive bridges at numerous river crossings is vital to ensure all-weather access for residents, emergency services, and economic activities.	Civil Engineering	Referred to WCDM as the agent for Provincial Roads.	n/a
7	Assist with Wheelie Bins at school and library; Street bins at all stations; Fencing at landfill stations	Basic Services & Environmental Management (Waste Management)	Improve and sustain basic service delivery and infrastructure development	Improved waste management infrastructure, including bins and secured landfill sites, is needed to maintain public health and environmental cleanliness.	Financial Services Solid Waste Management	Wheelie bins done. Completed.	n/a
8	Assist with job creation through LED projects, EPWP, CWP	Local Economic Development & Job Creation	Facilitate, expand and nurture	Facilitation of job creation through public works	Economic Development, Libraries &	EPWP and CWP is ongoing National Programmes.	n/a

			sustainable economic growth and eradicate poverty	programmes and local economic development initiatives is required to address unemployment and poverty.	Facilities-Economic Development and Tourism PMU & Capital Programme	2 epwp appointments made, contracts ends the end of march 2026	
9	Community Hall in Nuweplaas	Community & Social Development (Community Facilities)	Facilitate social cohesion, safe and healthy communities	A community hall in Nuweplaas is needed to provide a dedicated venue for social, cultural, and community gatherings.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Investigate possibility for funding for community hall Private land(church)	n/a
10	Require an Old Age home.	Community & Social Development (Social Welfare)	Facilitate social cohesion, safe and healthy communities	There is an identified need for an old age home to provide dedicated care and accommodation for the elderly population.	Economic Development, Libraries & Facilities-Thusong Centre & Facilities	Private property. Church should avail land for the need of an old age home	n/a

SECTION B: OTHER NEEDS - WARD 6 WUPPERTHAL

Ref	Original Need	Functional Area	Strategic Objective	Narrative Interpretation for IDP	Internal Responsible Department	Comments/Progress2025/26	Input from Budget Session - 12/03/2026
A	Provide a water pipeline at the cemetery in Witwater and Fencing	Basic Services & Infrastructure (Community Facilities)	Improve and sustain basic service delivery and infrastructure development	A reliable water supply and secure fencing are required at the Witwater cemetery to ensure dignified maintenance and access.	Civil Engineering	Investigate and depending on agreement with Moravian Church.	n/a
B	Welcome boards at entrance of Wupperthal and outer stations	Tourism & Local Economic Development	Facilitate social cohesion, safe and healthy communities	Installation of welcome signage will enhance the sense of place, provide visitor information, and support local tourism initiatives.	Civil Engineering	Completed	Completed.

Public Engagements

Cederberg Municipality's engagements are in accordance with our approved Public Participation Policy to promote and stimulate participatory democracy. IDP Ward committee meetings took place during September and October 2025.

The following are the dates for the public participation meetings during April 2026.

Ward	Place	Date	Time	Venue
Ward 6	Wupperthal	8 April 2026	14:00	Een Draght Hall
Ward 6	Algeria	9 April 2026	15:00	Community Hall
Ward 6	Paleisheuwel	12 April 2026	15:00	JP Visser Hall
Ward 5	Lamberts Bay	13 April 2026	9:00-15:00	Don Burrel Hall
Ward 5	Leipoldtville	14 April 2026	18:00	VGK Hall
Ward 4	Elands Bay	15 April 2026	9:00-15:00	Community Hall
Ward 4	Graafwater	16 April 2026	9:00-15:00	Library Hall
Ward 3	Clanwilliam	20 April 2026	9:00-15:00	Cathy Johnson Hall
Ward 2	Citrusdal	21 April 2026	9:00-15:00	Vicky Zimry Hall
Ward 1	Morewag	22 April 2026	18:00	Morewag Hall
Ward 1	Karmmelksvlei	23 April 2026	18:00	Karmmelksvlei Hall

Table 56: Draft IDP Public Meetings

Integrated Development Plan and Budget Representative Forum

The Integrated Development Plan representative forum is well articulated within Regulation 796, which states that a municipality must, in the absence of an appropriate municipal wide structure for community participation, establish a forum that will enhance community participation in:

- the drafting and implementation of the municipality's integrated development plan
- the monitoring, measurement and review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality

Cederberg Municipality understands the importance of keeping pace with changing environments and employs several diverse instruments to keep abreast of developments in different sectors. Furthermore, public participation stands central to all these methodologies to gauge perceptions, movements, projections, implied outcomes and ultimate impact on our residents and partners.

Structured Community Consultation

Cederberg Municipality has an approved Public Participation Policy and is committed to the development of a culture of municipal governance that complements formal representative government with a system of participatory governance. The Municipality has an obligation to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality in terms of the Local Government: Municipal Systems Act 32 of 2000, and to ensure greater community participation through ward committees, IDP Forums, community meetings and other participatory processes.

The purpose of the Public Participation Policy is to clearly communicate the expectations of the Municipality of Cederberg to staff and community, as this will help everyone to know when they should consult and why. It is further to help the community to understand and encourage them to contribute to the democratic participation and decision-making processes of the Cederberg Municipality.

The community will have the opportunity to influence how Cederberg Council functions through effective and meaningful public engagement processes. This would lead to improved and sustainable policy decisions to govern Cederberg Municipality.

It is expected from councillors and staff of the Municipality to ensure that the community is involved in:

- The implementation and review of the Integrated Development Plan
- The establishment, implementation and review of the Performance Management System
- The monitoring and review of the performance of Cederberg Municipality
- The preparation of the budget
- Policy development, review and monitoring
- Strategic decisions relating to the provision of municipal services
- The development of by-laws and regulations
- Implementation of projects and initiatives

It is further expected from staff and councillors to ensure that all people in the community will be given the opportunity to be involved as well as:

- Those people who cannot read or write
- People with disabilities
- Women
- Youth
- Other disadvantaged groups
- Language preferences should also be considered

Public Participation Model, Principles & Approach

Municipalities must build and strengthen relationships and accountability to communities as well as community commitment to improve service delivery.

The model on which this policy is built incorporate partnerships, delegated power and citizen control to ensure effective public power in public participation processes.

This model will enable:

Partnerships: the community to influence, direct, control and own developmental objectives via the representative committees, such as ward committees;

Delegated power: joint inputs to be given by communities, analysing of information and proposing of strategies via representative committees, such as ward committees;

Citizen control: communities to take initiative to form groups or sectors to interact with council via the ward committee through the ward Councillor to influence or direct decision-making processes and community-based planning.

The following are the principles that govern the implementation and use of this Policy:

Openness and Transparency

Accountability

Responsiveness

Accessibility

Information and education

Public Participation Procedures

Public Meeting Notification

Whenever anything must be notified by the Municipality through the media to the local community under this Policy or any other applicable policies and legislation, it must satisfy the following requirements:

- a) A notice of a public meeting must be advertised at least once in a newspaper circulating in the municipal area and decided by the Council as a newspaper of record of the municipal area.
- b) Notice by means of Bulk SMS system where applicable.
- c) Copies of notices of public meetings shall be posted at:
 - (i) The notice board of Council offices
 - (ii) All municipal libraries
 - (iii) Municipal Website
- d) All notifications must be in a language understood by most of its intended recipients.
- e) All notices shall be issued at least seven days before the date of the planned meeting.

Venue for Public Meetings and Hearings

In determining the appropriateness of venues for public meetings, the Municipal Manager must consider the following:

- (a) The size of the venue considering the approximate number of people who might attend the meeting
- (b) The location of the venue and access to it via public and private transport
- (c) The number of staff members of the Council to be made available to ensure the smooth administration of the meeting
- (d) The provision of security for both members of the Municipality as well as members of the community attending the meeting

Public Participation Options and Procedures

The following shall be methods for public participation to be recognized and observed by all the stakeholders:

- i) Public comments and open sessions
 - (a) The Municipal Manager must, after the Council has held an open session on any of the matters, and after the conclusion of the session concerned -
 - 1) Formulate a full report thereon together with any advice or recommendations the Council may deem necessary or desirable.
 - 2) Make copies of the report available to the community in one or more of the following manners -
 - a. By publication in the official municipal newsletter
 - b. Bulk SMS
 - c. Make a copy available at all the municipal libraries
 - d. Make a copy available on the municipal website
 - e. Post a copy on the notice board at all the municipal offices
 - f. Provide every ward councillor with copies for distribution to the communities
 - 3) The Municipal Manager must ensure that the report is published according to the Council's language policy for the municipal area.

Comments via Electronic Mail

- (a) The Municipal Manager must provide the community with a central e-mail address (records@cederbergraad.co.za) where written comments may be submitted directly to the Municipality on any matter referred to in this Policy and/or other relevant issues.

(b) The Municipal Manager must ensure that the comments are accessed regularly and collated by a staff member specifically allocated to this task.

Inter-Governmental Alignment and Involvement

Alignment with other spheres of government is a requirement in the drafting and reviewing of the IDP. There should be a clear understanding when and how such alignment should take place and through which mechanism(s) it can best be achieved. The IDP, as confluence of all planning, budgeting and investment in the Cederberg municipal area, is aligned with all plans of the different government departments and with resource allocations. In this regard, national and provincial government and the district municipality assist the Cederberg Municipality in achieving its development objectives. The West Coast District Municipality co-ordinates the alignment process within the district. The operational structures listed below, are used to ensure inter-governmental co-operation:

Structure	Frequency	Objective & Function
West Coast District Municipality's IDP & LED Managers Forum	Quarterly	<ul style="list-style-type: none"> To engage and co-ordinate IDP related matters that may arise To enable West Coast DM to monitor and evaluate progress relating to challenges experienced at local level, and To influence the integrated Development Planning Processes of the district and local municipalities
West Coast District Municipality's IDP Coordinating Committee	Quarterly	<ul style="list-style-type: none"> Serves as the co-ordinating platform for the processes of District- and Local IDP formulation, co-ordination and alignment Coordinate strategy development and alignment within the district Serves as a liaison forum for engagements between government departments and municipal structures in the district, and Serves as a discussion and coordination forum for broad and cross-cutting LED topics and initiatives.
IDP Indaba's	Bi-annually	<ul style="list-style-type: none"> To provide provincial strategic guidance and dialogue on provincial policies and programmes and overall planning implications for municipalities To create a platform for alignment of Districts and local municipality IDPs to Provincial and National plans To lay foundations for development of municipality's strategies To encourage cross border alignment of plans at municipal level Working towards an on-going joint approach for Municipal IDP implementation support

Table 57: IDP Forums

4.3.2. Communication

Cederberg Municipality takes its direction for communication from the Constitution imperative of freedom of information and the objectives of building a truly democratic state. The municipality acknowledges the fact that for a community or community organisations to fully participate in municipal government processes they must be properly informed about processes and issues for discussion as well as decisions taken about aspects that will have a direct influence on their lives.

This requires the Municipality to maintain continued interaction and regular consultation with the people. The Municipality further acknowledges the importance of effective internal communication processes.

Internal

- To provide communication guidelines to the employees of the municipality to equip them with the requisite knowledge to perform their functions effectively and professionally

- To establish clear communication channels for internal support

- To enhance the Batho Pele principles

External

- To reach out to communities and communicate with them in the most effective ways

- To ensure that all inhabitants of the Municipality become active and conscious participants in the local government processes and social transformation

- To strengthen inter-governmental relations

- To improve and encourage good media relations

- To establish an interactive local government structure to support community concerns

- To promote the corporate identity and image of the municipality

Messages and Themes

For the Municipality to foster a culture of an active two-way communication it is important that key messages and themes are communicated from the Council and the Municipality to the community to receive input and feedback.

These messages and themes include:

- Integrated Development Plan

- Budget

- Performance Management Report

- Annual Report

- Spatial Development Framework

- Rates and Service accounts

- Town planning issues

- Vacancies

- Campaigns driven by Council

Council meetings and decisions
Council policies and frameworks
Departmental actions and projects
Inconvenient service delivery (e.g. structured power outages, road maintenance etc.)
Any other information that has a direct influence on the community

Communication Channels

In order to effectively and efficiently reach audiences the communication channels of the Municipality can be broadly categorised into one of the following:

Direct communication (Council meetings, Ward Committee meetings; Ward meetings; Imbizo's; Workshops; Training sessions; Staff meetings; Telephone)
Print Media (Memo's, Letters; Salary Slip; Pamphlets; Notice boards; Newsletters; Municipal Accounts; News media; Advertisements)
Electronic Media (Email, Website; Facebook; Radio; Television, Bulk Sms)
Outdoor Media (Information signs and boards; Law enforcement signs; Bill boards)
Other (Libraries)

Communication must be done in at least two of the official languages (Afrikaans/English or Xhosa).

One of the most effective ways of communicating with and via the media is to develop a clear system of spokespeople. This always ensures that the media has a designated contact person who has access to high-level decision-makers.

Regular and informal briefings of the media can help the public to understand the bigger picture behind the developmental challenges facing a municipality, the way the budget is structured and the strategic approach of the council.

It is important to react timeously when information or comments are required and to respond to negative reports or letters from residents to increase public understanding of the role of the Municipality, how it is structured and the different functions, to assist with improving services and resolving problems rather than disguising shortcomings.

In order to improve the image of the Municipality, forms of communication which include monthly accounts, the routine notices that appear in the press about tenders, development initiatives, valuation notices and other notices must be easy to understand with the correct contact numbers. This will empower residents and ensure that there are far less queries for municipal staff to deal with afterwards.

An easily recognisable visual image for the Municipality and a clear set of contact numbers for various services need to be mass produced and widely distributed to residents.

Empowering communities with knowledge and information about the Municipality and how it works will contribute to the process of successful communication.

4.4 FACILITATE, EXPAND AND NURTURE SUSTAINABLE ECONOMIC GROWTH AND ERADICATE POVERTY

As a local municipality, Cederberg has specific coordination and facilitation responsibilities, which need to be addressed in an innovative manner to initiate and promote integrated and sustainable local economic development as well as to attract investment.

4.4.1 Local Economic Development

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

"The defining feature of this administration will be that it knows where people live, understands their concerns and responds faster to their needs"

The Presidency – May 2010

Sustainable economic growth is still the largest contributor to reduction in poverty. But not all forms of economic growth led to large scale benefits for the poor. LED pursues an inclusive pattern of economic growth that does ultimately contribute to reducing poverty consciously and systematically.

LED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failure, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms'.

Status of LED in Cederberg Municipality

Cederberg LED Strategy has been approved by Council with an implementation plan that identified catalytic initiatives in all 6 wards that support and facilitate economic development, SMME development, youth development and tourism. This LED strategy will however be taken on review during the 2025/26 financial year.

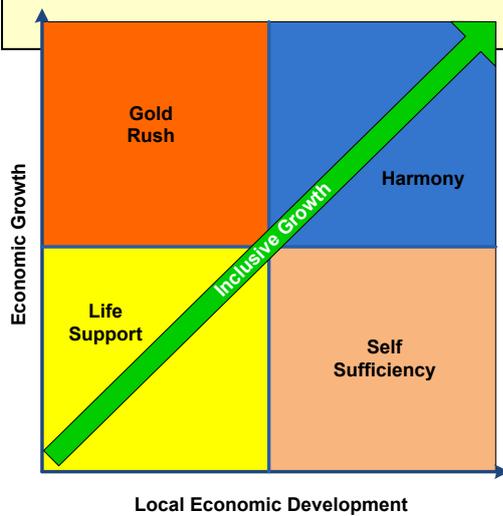
Whereas other, larger local authorities are blessed with much economic prosperity, inclusive economic growth in Cederberg remains far below potential. Sustained economic growth is still the largest contributor to reduction in poverty, although the impact of this has been insignificant as a result of the influx of people into the region. The move to assisting more SMME growth in the region has been prioritised in order to align with national policy, to address the growing unemployment rate.

In order to maximise prospects of sustained economic growth, stakeholders must strengthen the systemic competitiveness of the local business environment for key sectors. Investment opportunities in the area is key to develop the economy, thus investment promotion and facilitation must be high priority in the area. Investors seek such a competitive place to do business from. Once they invest (new or expansion) the consequence often are new jobs and growth.

Cederberg is part of a broader economic system, a larger “whole,” that is made up of the West Coast District, Western Cape Province and South Africa. To ensure that, the Cederberg plans must respond directly to the needs and aspirations of its own citizens but, just as importantly, they must be aligned to and coherent with the strategic direction being taken.

Economic Growth

“The market economy, which encompasses both the first and second economies, is unable to solve the problem of poverty and underdevelopment that characterises the second economy. Neither can welfare grants and increases in the social wage. The level of underdevelopment of the second economy also makes it structurally inevitable that the bulk of resources as flow into the second economy will inevitably leak back into the first economy.” (ANC General Council, 2005)



Pro-poor and Pro-Growth Development

The connection between the urgent need for growth, inclusive development and reducing economic disparities cannot be ignored or underestimated. Dynamic real “*economic growth*” increases countries revenue and provides the means for “*local economic development*” that includes reducing social inequality. However, at the same time there is little evidence that growth by itself, will achieve the developmental needs

of South Africa.

South Africa has at a strategic level, adopted a dual development path that seeks high growth for the country but also proactively intervening at the local level to create, and exploit every opportunity to ensure that the benefits of this growth have the widest possible transformation and developmental impact.

With regard to Local Economic Development the IDP commits to support and where possible actively facilitate progress regarding the roll-out of the Saldana-Sishen line upgrade and the raising of the Clanwilliam Dam as strategic key national projects. These projects will have a significant impact on the local economy in the longer term and it is important that the Municipality proactively seeks to create the skills development environment where local people are able and encouraged to develop the capabilities that will be needed.

The following table displays the key economic sectors in Cederberg Municipality:

Name	Description
Rooibos tea	The Cederberg area is renowned for its rooibos. The company Rooibos Ltd is situated in Clanwilliam and markets to more than 50 countries around the world

Name	Description
Tourism	The region's tourism industry is diverse, and is based on its biodiversity, cultural and historic heritage, natural environment, rock formations, sea activities and accommodation, amongst others. Cederberg is also fast becoming a destination for adventure activities like bouldering, mountain biking, mountaineering, hiking, bird watching, etc
Fishing	Lamberts Bay and Elands Bay are our fishing towns
Citrus fruit	The district is renowned for its citrus orchards, with Citrusdal being the main town. This industry is responsible for hundreds of permanent and temporary jobs. Goedehoop Citrus is the major employer
Potatoes	Although not as prominent as citrus and rooibos, the Graafwater and Lamberts Bay region is a prominent potato producing area

Table 58: Key Economic Sectors

Cederberg Medium Term Economic Development Strategy

The 2017 Medium-Term Economic Development Strategy has set out what needed to be achieved to ensure that Cederberg is on course to execute its mission and realise its vision. This Strategy has been reviewed during the 2021/22 financial year, but some of its projects will be ongoing.

Short to Medium Term Projects

The following strategic LED interventions will be very important over the next 3-5 years in placing LED on an upward trajectory: can assist Cederberg Municipality to accelerate its LED activities and will ultimately lead to economic growth:

Strategic LED Interventions	Champions
Integrated events: the Cederberg is a very popular destination for events. However, events are mostly poorly distributed throughout the year, with very little communication and coordination between various organisers. There is scope for at least 5 more big events	LED Unit, with assistance from local tourism organisations, chambers of commerce, external event organisers
Business skills development, especially for youth	Rural development section
Tourism product packaging and route development	Tourism officer, Local tourism organisation
Optimal utilisation of municipal resorts: investigation of alternative operating models	Strategic Services
SMME development	Supply Chain Management and Engineering and Planning Services Department, local contractors, LED unit
Contractor development	SMME's, LED unit, Engineering and Planning Services Department

Strategic LED Interventions	Champions
Expediting legislation and policies on commonage	Corporate and Strategic Service
Identify and replicate successes in agriculture	LED unit, Department of Agriculture and Rural Development
Capacitation of co-operatives	LED, Technical Services
Investigate opportunities for agricultural beneficiation on key sectors: citrus, potatoes, rooibos	LED unit, with assistance from local tourism organisations, chambers of commerce, external event organisers
Implementation of mechanisms to support investment promotion	LED Unit
Bulk Infrastructure upgrade: very important	Technical Services

Table 59: LED Interventions

Policies relevant to Local Economic Development

The following local policies and strategies are critical to the promotion of local economic development:

- Local Economic Development Strategy (*in place*)
- Integrated Tourism Strategy (*in place but due for review*)
- Events Strategy, Policy and By-Law (*in place*)
- Informal Trading Policy (*in place*)
- Investment Promotion Action Plan (*in place*)
- Commonage Policy (*in place*)

Key Accomplishments

The following accomplishments were achieved:

Key Accomplishments	Date
Support informal traders - Inclusion in the IEDF	on-going
Cederberg Online app.	December 2023
Investment Promotion Action plan	June 2023
Signing of lease agreements with emerging farmers	November 2016 - ongoing
Economic Recovery Plan	November 2020
Contractor development training for emerging contractors	August 2023
Establishment of development and investment desk for Cederberg Municipality	February 2019
Development of Investor Incentives Policy	February 2019

Key Accomplishments	Date
Establish a number of new events, e.g. Rooibos-Muisbos mountain bike race and Cederberg 100-miler	2019

Table 60: LED accomplishments

Challenges: Economic Development

There are challenges in terms of LED in Cederberg municipal area, which are listed below:

- Slow economic growth
- Red Tape - Not good for SMMEs
- Population growth (especially in the informal settlements)
- Slow spatial transformation
- Crime and safety
- Shortage of bulk infrastructure capacity
- Negative investor sentiment towards development opportunities on well-located municipality-owned land
- Inability to (thus far) optimise the economic potential of waste recycling
- Inability to (thus far) optimise the economic potential of film making

Regional Economic Growth

Cederberg support the initiative of a regional approach in terms of economic development. The Municipality have already established good working relationships with government departments and the private sector and therefore are willing to build on these partnerships and looking forward to establishing new partnerships.

Below is partnership activities based on the advantages of each partner:

State/ public	Market/ business	Civil society
Control over resources	Investments	On the ground contacts
Elected mandates	Innovation & technology	Local focus and expertise
Scale	Economic sustainability	Raise issues & concerns
Services and regulation	Standards and business practices	Convening & bargaining power
Institutional stability	Know-how and expertise	Implementation capacity
Statutory power and formal authority	Efficiencies	Credibility

Table 61: Partnership Activities

Strategies to promote LED in a more collaborative regional economic approach are as follows:

Get the basics right e.g. service delivery, clean town, functional CBD, building plan approvals, spatial planning, business friendly policies & procedures, administrations responsive to business requests
Identify key global and regional social, political, environmental & technological trends that impact on your region

Understand your strengths & weaknesses and play to your strengths - focus on where you want to be positioned

Know and understand what the region's economic drivers are

Tap into and expand value chains through promoting forward and backward linkages within and across regions

Form strategic partnerships

Take a bold, partnership-based approach to the financing, targeting, packaging & delivery of infrastructure & catalytic projects

Change your way of doing business - e.g. smart procurement

Grow your own timber - promote skills development

A regional approach requires a differentiated approach

Place based versus space neutral approaches

Foster a learning environment, learn from each other

Opportunities for regional economic collaboration in the Western Cape are as follows:

District	Value Chain 1	Value Chain 2
West Coast	Tourism	Wheat
CCT	BPO	Green Economy
Eden	Honey bush	Film Industry
Cape Winelands	Wine & Table Grapes	Stone fruits (apricots, peaches, plums)
Central Karoo	Sheep	Tourism (link with Karoo lamb & game farming)
Overberg	Canola	Wildflower Harvesting

Table 62: Regional Economic Collaboration

4.4.2 Tourism

Tourism in Cederberg is the fastest growing industry in the Cederberg. The natural environment and assets place Cederberg in a favourable position to become one of the leading destinations for adventure tourism. In recent years the Pakhuis region has distinguished itself as one of the best bouldering destinations in the world, drawing predominantly overseas visitors who stay in the area for longer periods.

The Cederberg mountains and nature reserve are located near Clanwilliam, approximately 300 km north of Cape Town, South Africa. The mountain range is named after the endangered Clanwilliam cedar (*Widdringtonia cedarbergensis*), which is a tree endemic to the area. The mountains are noted

for dramatic rock formations and San rock art. The Cederberg Wilderness Area is administered by Cape Nature. As a wilderness area, the primary activity is eco-tourism, including camping and rock climbing and hiking. The main campsite, Algeria, is operated by Cape Nature while others such as Sanddrif, Driehoek, Jamaka and Kromrivier are privately operated. There are various 4x4 routes.

The Cederberg is renowned for its quality of rock-climbing routes particularly around the Krakadouw and Tafelberg peaks. The Table Mountain Sandstone creates ideal conditions for spectacular routes. There are numerous day and overnight hikes including the popular and spectacular Wolfberg Arch, Wolfberg Cracks and the Maltese Cross. The area is also home to an amateur astronomical observatory, which regularly hosts open evenings for the public.

Involvement of the National Department of Tourism

The National Department of Tourism through its Expanded Public Works Programme (EPWP) was involved in the development of tourism infrastructure projects. The initiative had three phases namely:

Phase 1 - Establishment of the backpacker's lodge in Heuningvlei

Phase 2 - Refurbishment of the bridge that connects Heuningvlei to the rest of the world. The programme also included the construction of the camping site in Kleinvlei.

Phase 3 - Donkey Tracking Route (Cape Nature is busy upgrading/restoring the route)

The project also focusses on the development of hiking trails. The goal is to create synergy between the communities and to create a tourism package that starts at Pakhuis Pas that stretches across the entire Cederberg.

Development of an Integrated Tourism Development and Marketing Strategy for Cederberg

The Municipality completed a consultative process to establish a Tourism Development Framework that was then used to inform the fully-fledged Tourism Strategy and Implementation Plan to be in taken to Council for approval by end of June 2026.

Vision and mission statements were crafted with the involvement of all key stakeholders. The following strategic objectives and sub-objective were identified and will guide the delivery plan for the next five years.

Strategic Objective 1: Tourism development: Unlock the true tourism potential of the Cederberg through the development of a range of new and existing tourism products, experiences and events that fulfil visitor requirements and maximize income, contributing to local economic development and growth.

Community Based Tourism: Mainstream community-based tourism initiatives by implementing a portfolio of marketable tourism products and services in hitherto marginalized, rural communities of the Cederberg.

Cederberg Municipality collaborated with a NPO called Change Makers Hub in 2021. The goal was to bring a reverse engineered circular economy solution, that Changemakershub (CMH) had been researching and developing, to the small rural town of Clanwilliam. An ecobrick challenge was launched, whereby harmful plastic gets turned in to EcoBricks, aiming to address the waste issue facing so many communities. The non-recyclable plastic, destined for land fill will be repurposed in to EcoBricks to build a community garden in a ripple effect of benches, accompanied by the carbon sequestering, miracle plant called Spekboom. The space was declared sacred on 19 November 2021 and come 5 June 2022, on World Environmental day, the same space will be declared open and baptised as the “Legacy Garden” The very first eco-brick wall was built and showcased during a “blessing of the soil ceremony” This garden will serve as a unique selling point and with its open air amphitheatre design, create a platform to showcase local arts, talent and creative production by the locals. Using Clanwilliam as a pilot, the making of Ecobricks and recycling of non-recyclable plastic will be rolled out in to neighbouring towns, creating similar projects, thus making the whole Cederberg Eco-friendly.

Catalytic Tourism Development Projects: Identify and develop new and existing portfolio of high-profile catalytic tourism products that will enhance the profile of the Cederberg as a national tourism destination of note. In addition to the Legacy Garden, the partnership with Change Makers Hub aim to evolve and gain further momentum into sector development, in particular skills development, job creation and market place product development throughout Cederberg.

Extreme Sports Tourism: Develop the Cederberg’s extreme and adventure sports potential as a vibrant tourism sub-sector in the region. Currently running in Elands Bay is a successful life empowerment programme for the youth, partnership with a NPO called 9Miles. Availing surf sessions as the main medium, they also offer water safety training, ocean and environmental awareness, fitness and wellness training and arts and crafts development. 40 local children, aged 10 - 18 form part of this programme and also receive literacy and academic support in addition to being aquatic ready. The local youth together with 9Miles contributes vastly to Extreme Sport Development within the Tourism sectors of Elands Bay and Lambert’s Bay.

Niche Tourism: Develop viable niche tourism sectors specifically birding, mountain biking routes, cultural and heritage routes, botanical/herb-tourism and agro-tourism.

1. Heritage Western Cape and the Department of Cultural Affairs and Sport in the Western Cape, in collaboration with the Department of Arts and Culture in Kwazulu-Natal, are in the process of nominating three archaeological sites for inscription in the World heritage Site list under the serial nomination: “The emergence of Modern Humans: The Pleistocene Occupation sites of South Africa”

These archaeological sites are the anchor for the Cradle of Human Culture and one of the identified sites is the Diep Kloof Rock Shelter, located in Elands Bay. In addition to this, a local museum in

Elands Bay was established and serve as a Tourism Interpretation Centre for the surrounding area. This will increase Tourism Traffic (TT) in the Elands Bay and Lamberts Bay coastal towns.

2. The Cederberg Mountains was identified as one of the favourite sites for bouldering and rock climbing. Neighbouring towns such as Clanwilliam, Citrusdal and Wupperthal were earmarked for immense economic growth due planned increase in visitor numbers and a longer period in time spent in the Cederberg.

Events Tourism: Develop an exciting, well-planned portfolio of major and community events that stimulates inclusive economic growth, job-creation and promotes social cohesion and community development.

- **Strategic Objective 2:** Tourism Transformation: Create conditions conducive for genuine, bottom-up tourism transformation and specifically the inclusion of previously disadvantaged areas and individuals in the Cederberg Tourism industry.

Institutional Arrangements: Review and improve the current local tourism institutional arrangements in line with national policy guidelines.

Representativeness: Develop and implement a realistic blueprint for participation and inclusion of all sectors of the community with a stake in tourism.

Compliance with relevant legislation: Establish a mechanism that will facilitate and enforce applicable laws and regulations in the local tourism industry i.e. Tourism BEE Codes, BBBEE prescripts and others.

- **Strategic Objective 3:** Tourism Marketing: Market and promote the Cederberg area as a world class, year-round, outdoor-adventure and cultural tourism destination.

Digital destination marketing strategy: Develop and implement a cutting-edge digital marketing strategy based on a cost-effective and efficient electronic marketing portal and website.

Media exposure: Exploit the region's media exposure to increase tourist numbers.

Information Portal: Develop a comprehensive information portal where users can access current and accurate regional tourism and related information.

Communication strategy: Develop an internal and external communication plan to improve lines of communication to fast track tourism development.

- **Strategic Objective 4:** Tourism Funding and Resource Mobilization: Develop and implement a sustainable tourism funding and resource model in support of Cederberg's development, growth and marketing objectives.

Funding of LTO: Review and strengthen the current Municipal-LTO funding model to maximize marketing and development return on investment.

Resource Mobilization: Lobby national and provincial government, public entities, international funders and private companies to become partners in tourism development and marketing.

-
- **Strategic Objective 5: Tourism Monitoring and Evaluation:** Develop and implement a practical monitoring and evaluation system to monitor, review and assess the progress in tourism development and marketing.

Tourism Research Intelligence: Set up a reliable tourism research and intelligence unit linked to a monitoring and evaluation component. Source reliable tourism marketing statistics and development data that will assist in evaluating current initiatives and provide options for future developments.

With the strategic objectives identified an implementation plan with action, resource requirements, responsible institutions or persons and timeframes were developed with the following key deliverables:

- Development of the following strategies:
 - i) a Marketing and E-marketing Strategy;
 - ii) a Branding Strategy;
 - iii) a Sustainable Funding and Resource Strategy; and
 - iv) an Integrated Events Strategy
- A proposal for new institutional arrangements and co-operation
- Reliable tourism research and intelligence linked with a monitoring and evaluation component
- Hospitality and Tourism Service Standards Protocol
- A Community-based Tourism Development Plan
- Tourism Infrastructure Development Plan
- A portfolio of bankable tourism project proposals
- A monitoring and evaluation framework

The Tourism Development and Marketing Strategy is a historic first for the Cederberg and offer the Municipality and its constituent communities the opportunity to adopt the latest trends and techniques in tourism marketing and development. If properly exploited, it has the potential to kick-start many new and revive dormant development projects in this magnificent tourism area of South Africa.

TOURISM MARKETING

The West Coast is the Western Cape's 4th most visited tourism region after Cape Town, the Cape Winelands and Garden Route. This can and must change and the title "the best kept secret in South Africa" must certainly be discarded. To achieve this, a world class, evidence-based tourism marketing plan is required.

Accurate statistics per town are hard to come by, and the tourism offices only collect walk-in and online enquiries. The current marketing for the Cederberg area consists of:

- Print media
- Brochure distribution at the different tourism gateways and information centres

-
- Participation in regional events
 - Local and national tourism exhibitions
 - International tourism tradeshows where high-end products such as Bushmanskloof are exhibited
 - Exhibitions where the rooibos product and its unique qualities and place of origin
 - Current e-marketing activities include comprehensive websites

4.4.3 Agriculture

1. GENERAL OVERVIEW OF THE AFRICULTURAL LANDSCAPE OF THE CEDERBERG

(a) Climate

The Cederberg has a great climate - hot sunny days throughout summer and mild, often sunny days in winter. During the Spring Season, which starts early in August and lasts until September, spring is variable with some beautiful sunny and warm days and some cooler weather. There is a possibility of rain until the end of September. The evenings are generally still cool to cold.

Summer generally starts around early November and is characterized by hot to very hot dry sunny weather. Rain is highly unlikely. Our summers are much hotter than the rest of the Western Cape so if you like to be active, we recommend starting your days early and then enjoying a restful afternoon siesta or swim during the heat of the day. The evenings are generally warm, and most meals are taken outside.

Autumn is a great time to visit the Cederberg. The weather remains warm through April and swimming is still a pleasure. Gradually the nights become cooler and the days are cool enough to enjoy more strenuous outdoor activities such as hiking.

The winter climate of the Cederberg is a pleasure. We are in the winter rainfall region of South Africa, but the Oliphants River Valley (Clanwilliam and Citrusdal) get far less rain than the rest of the Western Cape with an annual rainfall of 180mm (classified semi-desert). Thus, our winter days are often dry, sunny and mild to warm. However, our nights are cold once the sun sets. The winter is an ideal time for rock-climbing, bouldering and walking.

The high Cederberg mountains get much more rain (over 1000mm in parts) and can have snow on the peaks. If heading to the central Cederberg in winter check ahead whether the low water bridge from the N7 is open as it closes after heavy rain).

Rainfall in the Cederberg ranges from an average of 800mm per annum at Algeria to an average of less than 250mm/annum around Matjiesrivier, Cederberg Oasis, Nuwerust and Mount Ceder. The west of the conservancy is mostly wet and cold during the winter while the eastern area is very cold with less rain. The most rain falls during winter between May and September. It often snows on the higher parts. Summers are very hot and dry and can reach temperatures as high as 40° celcius.

Lightning is the most common cause of periodic veld fires. South-easterly winds predominate in the summer while North-westerly winds indicate the possibility of rain during winter.

(b) Irrigated vs Dryland Farming

Dryland farming can be defined crop production which is reliant on rain. It required tapping into the soil to grow crops, rather than using irrigation or rainfall during the rainy season.

Irrigated farming can be defined as the production of crops under artificially supplied water. Irrigation equipment ranges from a simple hose / garden pipe to sophisticated pivot irrigation systems. It is a farming method of agriculture used in places such as the Mediterranean. The scarce water supply and drought in arid regions effects more than just the cultivation of the resources.

In the Western Cape approximately 13 264 households crop make use of irrigation, 18 754 use dry land method and 11 994 uses both measures.

(c) Soil Types

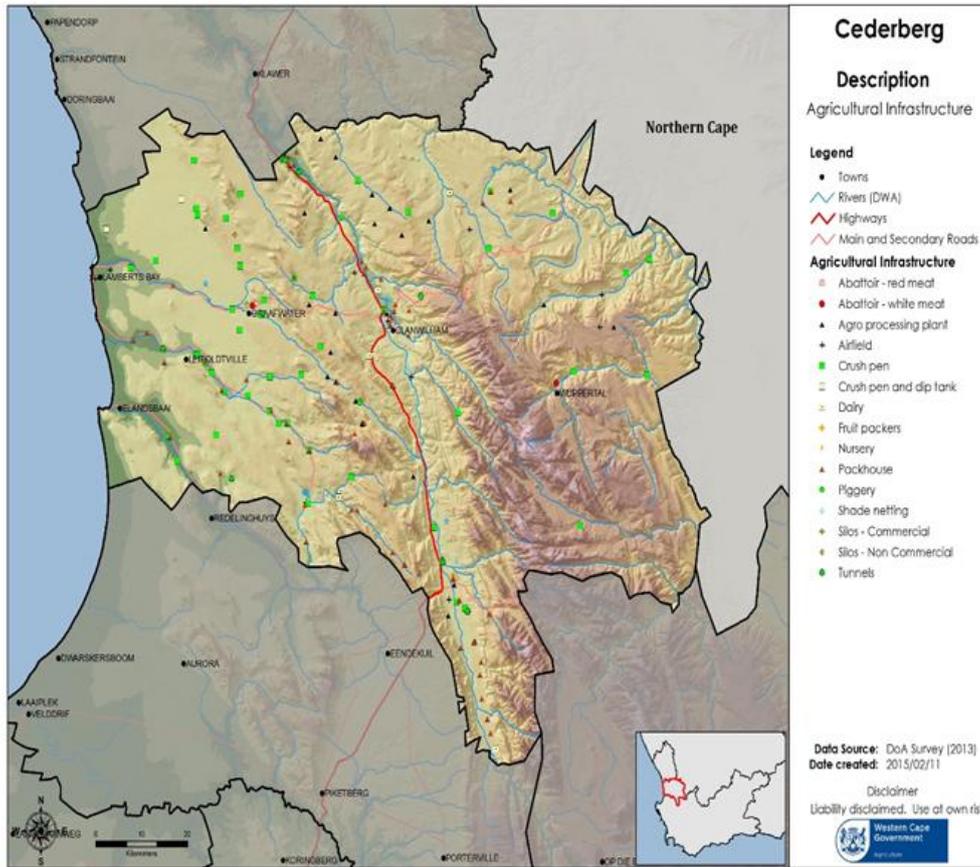
The Pakhuis tillite layer, rock is considerably softer and more easily eroded than the lower formation. In the Cederberg it has been sculpted by wind erosion into many fantastic shapes and caverns, for which these mountains have become famous. The bottoms of the valleys are covered by the Bokkeveld mudstones on which the Western Cape's vineyards and fruit orchards thrive.

The Witteberg Formation further inland is the topmost layer of the Cape Supergroup and is only exposed in the Karoo - the Swartruggens hills in the very arid Tangua Karoo, in this case the dominating characteristic of the area is sharply defined sandstone rock formations (Table Mountain Group), often reddish in colour. This group of rocks contains bands of shale and in recent years a few important fossils have been discovered in these argillaceous layers. The fossils are of primitive fish and date back 450 million years to the Ordovician Period. Soils and sediments are characterized by sandy loam to clay soils generally derived from shales and mudstones of the Cederberg Formation.

Cederberg soils are highly leached acid sands, low in nutrients with a low moisture retaining capacity. The soils on the sandstone slopes are typically unratified and sandy, often with high grit content in places.

Almost the entire area consists of sedimentary rock, sandstone and shale. The distinct red colour of rock is a result of minerals like iron and manganese that formed part of the sediments.

(d) Agricultural Infrastructure



Maps 4: Agriculture Infrastructure

2. ECONOMIC CONTRIBUTION AND POTENTIAL AGRICULTURAL SECTOR

(a) Agricultural Land Use Potential

Land use can be defined as the potential of land to sustainably generate and eco system (LandPotential.org). It is a well-known fact that land is a critical aspect of human civilisation. Land resources are under pressure from spatial development activities related to social, political, and environmental drivers. South Africa experiences population growth, increasing household numbers, high levels of migration and urbanisation which are all driving changes to rural and urban environments. [State of Environment Outlook Report for the Western Cape Province Land Chapter September 2013]

Land	Class	Characteristics	Western Cape
Land suitable for cultivation	1	Land has few limitations that restrict its use. It may be safely and profitably used for cultivation	No class present in this class
	2	Land has some limitations that reduce the choice of plants or require moderate conservation practices	No land present in this class

Land	Class	Characteristics	Western Cape
	3	Land has severe limitations that reduce the choice of plants or require special conservation or both	Mostly limited to the West Coast District and City of Cape Town areas
	4	Land has very severe limitations that restrict the choice of plants, require very careful management or both	Mostly limited to the West Coast, Overberg, Cape Winelands and City of Cape Town areas with some land in the Eden District. Restricted to fertile valleys.
Land not suitable for cultivation	5	Land in Class V has little or no erosion hazard but have other limitations impractical to remove that limit its use largely to pasture, range woodlands or wildlife food and cover. These limitations restrict the kind of plant that can be grown and prevent normal tillage of cultivated crops. Pastures can be improved and benefits from proper management can be expected	Mostly present in the inland areas
	6	Land has severe limitations that make it generally unsuited to cultivation and limit its use largely to pasture and range, woodland or wildlife food and cover	
	7	Land has very severe limitations that makes it unsuited to cultivation and that restrict its use largely to grazing, woodland or wildlife	Dominates in the Karoo and interior areas of the province
	8	Land has limitations that preclude its use for commercial plant production and restrict its use to recreation, wildlife, water supply or aesthetic purposes	

Table 63: Categories of Agricultural Potential (ARC 2001)

(b) Economic Contribution of Agri-Processing Industry in the Municipal Area

Concept - Nominal Gross value added at basic prices, R millions current prices				
Year	P1D02M02: Cederberg (WC012)	2013	2014	2015
Geography				
Industry				
Primary Agriculture	I010101: Agriculture [QSIC 11]	473.96 4	497.545	486.151
	I010102: Forestry [QSIC 12]	6.448	6.409	9.113
	I010103: Fishing [QSIC 13]	111.53 6	152.377	172.823
Secondary Agriculture	I030308: Food [QSIC 301-304]	305.96 3	342.928	378.415
	I030309: Beverages and tobacco [QSIC 305-306]	39.461	41.639	47.785
	I030410: Textiles [QSIC 311-312]	3.418	3.655	3.415
	I030412: Leather and leather products [QSIC 316]	0	0	0
	I030514: Wood and wood products [QSIC 321-322]	11.469	12.858	14.479
	I030515: Paper and paper products [QSIC 323]	0.519	0.611	0.704
Total (R million)		952.77 8	1 058.022	1 112.885

Table 64: Economic Contribution of Agri-Processing

3. DEMOGRAPHICS OF AGRICULTURE SECTOR

This section outlines the general demographic trends of farmworker households in the Cederberg region.

Number of agricultural households involved in a specific activity by Municipality:

District and Local Municipality		Livestock and poultry production	Grains, food crops and Industrial crops	Fruit or vegetable production	Growing of crops combined with farming of animals	Other	Total number of households
West Coast	Bergrivier	301	183	722	50	37	1 293
	Cederberg	376	131	380	77	23	987
	Matzikama	700	98	352	45	10	1 205
	Saldanha Bay	277	174	699	39	133	1 322
	Swartland	875	245	577	178	15	1 890
Western Cape		15 313	5 194	30 137	2 093	1 907	54 644

Table 65: Agricultural Households (Census 2022)

Number of households by main place of agricultural activities

District and Local Municipality		Backyard	Farm land	Communal	Other	Total number of households
West Coast	Bergrivier	726	462	14	92	1 294
	Cederberg	432	393	111	52	988
	Matzikama	525	523	78	78	1 204
	Saldanha Bay	859	274	20	169	1 322
	Swartland	893	834	44	118	1 889
Western Cape		34 880	14 579	1 528	3 637	54 624

Table 66: Households by Main Place of Agricultural Activities

Number of agriculture households by main purpose of involvement in agricultural activities:

District and Local Municipality		Producing only for sale	Producing mainly for sale with some own consumption	Producing mainly for own consumption with some sales	Producing only for own consumption	Total number of households
West Coast	Bergrivier	374	180	65	674	1 293
	Cederberg	241	213	58	475	987
	Matzikama	322	280	151	452	1 205
	Saldanha Bay	218	216	99	789	1 322
	Swartland	737	303	128	722	1 890
Western Cape		11 972	7 432	3 884	31 352	54 640

Table 67: Agricultural Households by Main Purpose of Involvement of Agricultural Activities

Number of agricultural households by population group of household head:

District and Local Municipality		Black African		Coloured		Indian or Asian		White	
		2011	2022	2011	2022	2011	2022	2011	2022
West Coast	Bergrivier	129	126	1 135	473	2		642	674
	Cederberg	163	99	1 322	424	2		537	453
	Matzikama	110	96	1 155	474	11	23	838	600
	Saldanha Bay	332	309	347	310	5	9	425	682
	Swartland	303	212	1 085	554	10	42	992	1 065
Western Cape		22	13	34	16	1	1	25	22
		575	053	882	738	523	185	546	680

Table 68: Agriculture Households by Population Group of Head of Household

Number of agricultural households by place of agriculture activity farming practice and Municipality:

District and Local Municipality		Backyard	Farm land	Communal	Other	Total number of households
West Coast	Bergrivier	726	462	14	92	1 294
	Cederberg	432	393	111	52	988
	Matzikama	525	523	78	78	1 204
	Saldanha Bay	859	274	20	169	1 322
	Swartland	893	834	44	118	1 889
Western Cape		34 880	14 579	1 528	3 637	54 624

Table 69: Agriculture Households by place of agriculture activity

Number of agricultural households by type of activity and Municipality:

District and Local Municipality		Livestock and poultry production	Grains, food crops and Industrial crops	Fruit or vegetable production	Growing of crops combined with farming of animals	Other	Total number of households
West Coast	Bergrivier	301	183	722	50	37	1 293
	Cederberg	376	131	380	77	23	987
	Matzikama	700	98	352	45	10	1 205
	Saldanha Bay	277	174	699	39	133	1 322
	Swartland	875	245	577	178	15	1 890
Western Cape		15 313	5 194	30 137	2 093	907	54 644

Table 70: Number of Agricultural Households by Type of Activity and Municipality

Number of livestock and poultry by type at household level and Municipality:

District and Local Municipality		Cattle	Sheep	Goats	Pigs	Chickens
West Coast	Bergrivier	10 525	67 994	550	889	3 509
	Cederberg	8 773	48 718	2 248	1 152	2 957
	Matzikama	2 827	82 902	4 095	1 272	3 750
	Saldanha Bay	6 451	50 301	1 203	1 446	11 777
	Swartland	103 164	212 207	1 526	58 763	724 456
Western Cape		672 257	2 311 221	213 404	203 457	2 988 688

Table 71: Number of Livestock and Poultry by Type at Household Level

Number of agricultural households by main source of water for drinking and Municipality:

District and Local Municipality		Regional/local water scheme (operated by municipality or other water services provider)	Bore hole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other	Total
West Coast	Bergvliet	684	384	78	18	64	48		9	8	1 293
	Cederberg	415	287	134	5	37	63	2	33	11	987
	Matzika	771	203	8	43	96	24	8	38	14	1 205
	Saldanha Bay	1 231	66						17	8	1 322
	Swartland	1 160	544	32	29	23	72	3	10	17	1 890
Western Cape		41 716	6 533	1 359	1 283	1 300	1 256	157	60 6	43 4	54 644

Table 72: Number of Agricultural Households by Main Source of Water for Drinking

Number of agricultural households by main type of toilet and Municipality:

District and Local Municipality		Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe (VIP)	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion, envirolo, etc)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	None	Other	Total
West Coast	Bergvliet	824	447	2					6	9	5	1 293
	Cederberg	582	336	5	30	8			7	17	2	987
	Matzika	894	253		14	2			34	5	3	1 205

	Saldanha Bay	1 106	177	2		5	17	5	8	2	1 322	
	Swartland	1 277	548	3	20		3	31	4	4	1 890	
Western Cape		41 987	9 528	526	319	383	102	548	471	58 3	19 7	54 64 4

Table 73: Number of Agricultural Households by Main Type of Toilet

Number of agricultural households by type of energy, mainly used for lighting and Municipality:

District and Local Municipality		Electricity	Other source of electricity (e.g. generator etc.)	Gas	Paraffin	Candles	Solar	Other	None	Total
West Coast	Bergrivier	1 257	4	3		5	24			1 293
	Cederberg	927	10	9	8	17	14	2		987
	Matzikama	1 119	7	6		16	54		3	1 205
	Saldanha Bay	1 229	3	3	19	14	47	3	4	1 322
	Swartland	1 808	7	5		18	47	5		1 890
Western Cape		51 048	335	26 3	387	911	506	110	84	54 644

Table 74: Number of Agricultural Households by Type of Energy, Mainly Used for Lighting

Number of agricultural households by type of energy, mainly used for cooking and Municipality:

District and Local Municipality		Electricity	Other source of electricity (e.g. generator etc.)	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None	Total
West Coast	Bergrivier	1 029		249		10			5			1 293
	Cederberg	661	5	254	6	53	3			3	2	987
	Matzikama	988	3	170		16	2		23		3	1 205
	Saldanha Bay	940	6	343	8				22	3		1 322
	Swartland	1 424	10	414		23	2		11	2	4	1 890
Western Cape		39 874	262	12 609	454	87 3	47	6	38 7	41	91	54 644

Table 75: Number of Agricultural Households by Type of Energy, Mainly Used for Cooking

(a) Farmworkers Jobs

It has been identified that the most common position filled by farmworkers across all regions is the general position. Data indicates that approximately 85% of individuals employed on farms are general workers. The second most common position is tractor drivers with Cederberg having some of the largest tractor drivers (4.27%). Cederberg has the percentage of farmworkers in technically skilled positions in comparison to the other regions. There are a very few section leaders, managers and administrative staff in all the regions.

Position Occupied	
Position	Cederberg
General Worker	1 236
	89.37%
Tractor driver	59
	4.27%
Animal Production	1
	0.07%
Technical Operator	10
	0.72%
Irrigation Specialist	27
	1.95%
Section leader	18
	1.30%
Supervisor	25
	1.81%
Administration	4
	0.29%
Manager	3
	0.22%
Total	1 383

Table 76: Agricultural Positions Occupied

(b) Impact of Seasonal Workers

A large portion of farmworkers are employed as permanent workers. The Cederberg Area hosts about 38.14% of permanent farmworkers. The Comprehensive Rural Development Programme (CRDP) is a National Programme launched in 2009. The Cederberg Rural node is situated in ward 4, it includes the towns of Graafwater and Elands Bay. The Cederberg programme starts off in 2012. Due to the high unemployment and poverty rates, a request was sent to the Department of Rural Development to declare the whole of Cederberg as a CRDP site.

(c) Agriculture Skills Desired

The table below displays the skills that farmworkers desire to progress in their careers on the farm. The percentages are calculated using the total number of respondents for this question.

The skills that are desired vary across the different regions. In Bergriver and Swartland at least 22% of respondents would like to gain skills as a tractor driver or improve upon their existing skills. In Bergriver and Saldanha 25.23% and 19.75% of farmworkers are interested in gaining the necessary knowledge to become supervisors. General worker is a popular position that farmworkers would like to fill in Cederberg (32.88%), and Saldanha (27.16%). In Saldanha (12.35%) and Matzikama (10.71%) farm workers would like to gain skills as section leaders. Farmworkers in Bergriver and Swartland are the most interested in managerial positions. Animal production is the skill set that is least desired.

Position Occupied	Skills Desired					
	Matzikama	Cederberg	Bergriver	Saldanha	Swartland	Total
General worker	59	218	6	22	34	339
	15.86%	32.88%	1.16%	27.16%	6.25%	15.57%
Tractor driver	108	101	131	14	142	496
	29.03%	15.23%	25.34%	17.28%	26.10%	22.78%
Animal Production	12	6	21	6	39	84
	3.22%	0.90%	4.06%	7.41%	7.17%	3.86%
Technical Operator	59	49	41	1	68	218
	15.86%	7.39%	7.93%	1.23%	12.50%	10.01%
Irrigation specialist	9	30	21	0	25	85
	2.42%	4.52%	4.06%	0.00%	4.60%	3.90%
Section leader	18	71	34	10	26	159
	4.84%	10.71%	6.58%	12.35%	4.78%	7.30%
Supervisor	64	86	131	16	88	385
	17.20%	12.97%	25.34%	19.75%	16.18%	17.68%
Administration	20	46	76	6	64	212
	5.38%	6.94%	14.70%	7.41%	11.76%	9.74%
Manager	23	56	56	6	58	199
	6.18%	8.45%	10.83%	7.41%	10.66%	9.14%
Total	372	663	517	81	544	2 177

Table 77: Agriculture Skills Desired

4. COMMONAGE LAND IN CEDERBERG

The function of commonage has gained a new character through the new constitutional dispensation. Where it was still, as in the past, be used for the advancement of the residents, the commonage should now be managed within bigger context of the transformation of the South African community. The spatial development framework will be a key document in designating the use of commonage which can be used to identify specific land parcels for specific uses.

The Municipality has established a central Commonage Committee who handles the commonage issues on a municipal level. The Municipality will do an audit to research the acquisition of commonage and to establish the conditions of the allocation and limited title deeds.

When the need for access to more commonage is established, the Municipality will, in accordance with the provisions of the Provision of Land and Assistance Act (PLAA) 126 of 1993 and/or other program of Rural Development, apply for assistance to acquire such land. The new commonage will be identified in consultation with the Municipal Commonage Committee and the relevant small farmers will be identified to ensure that the land is suitable.

When the Municipality acquires more commonage, the title deeds of the new commonage will, subject to any requirements of rural development and relevant law, provide that the Municipality is required to make any available to its residents, with the emphasis on the poor and less privileged.

The commonage will be used for agricultural purposes that consist if livestock and the planting of crops, eco-tourism and small business that can mandate from the aforementioned. The use of the commonage will further be subject to any national and provincial legislation as well as any regulations, policies or bylaws as determined and promulgated by the Municipality and with input from Agriculture. This will be done with regard to the spatial development framework, carrying capacity of the land and the establishment of proper management systems and a comprehensive land usage plan of commonage land available for agricultural purposes.

Agriculture Office in Cederberg

Area	Agriculture Office	Research Farm
Cederberg	1 (Clanwilliam)	1 (Nortier Proefplaas in Lamberts Bay)

Table 78: Agriculture Office

4.4.4 Expanded Public Works Programme (EPWP) In Cederberg

The Municipality is actively implementing the Expanded Public Works Programme (EPWP). The EPWP is one of government's strategic intervention programmes aimed at providing poverty and income relief through temporary work for the unemployed by carrying out socially useful activities. The main objectives of the programme are:

- a) Create, rehabilitate, and maintain physical assets that serve to meet the basic needs of poor communities and promote broader economic activity

-
- b) Reduce unemployment through the creation of productive jobs
 - c) Educate and train those on the programme as a means of economic empowerment
 - d) Build the capacity of communities to manage their own affairs, strengthening local government and other community-based institutions and generating sustainable economic development. With the appointment process of workers, the Municipality is guided by prescripts provided by the national Department of Public Works

i) **SECTORS PROGRAMMES**

The objectives of the programme and the day-to-day activities of the programme will guide on which sector the programme belongs to.

The environment and culture sector programmes:

The aim of the sector is to: 'Build South Africa's natural, social and cultural heritage, and in doing so, dynamically uses this heritage to create both medium and long-term work opportunities and social benefits.'

Sustainable land-based livelihoods (greening, working for water & wetlands etc.)

Waste management (working on waste, food for waste)

Parks and beautification (people and parks, Cemetery Maintenance)

Coastal management (working for the coast)

Sustainable energy (working for energy)

Social sector programmes:

The objectives of the sector are to contribute to the overall government objectives of improving the delivery of health services, early childhood development, community crime prevention, school nutrition and other social development-oriented services through programmes such as:

Community safety programmes (crime reporting, crowd control, school patrol, disaster emergency response, firefighting, floods Impact support and community safety officials)

Sports and recreation (life guards, sports academy, seasonal employment: holiday resorts and nature reserves)

Social services (domestic violence, rape counselling and support, child Labour, suicide counselling, abuse counselling and support, substance abuse). Graduate development programmes (updating indigent register and debt collection)

Infrastructure sector programmes:

The infrastructure sector is aimed to promote the use of labour-intensive methods in the construction and maintenance of public infrastructure.

Road construction and maintenance

General construction and maintenance (construction of buildings, dams, reservoirs etc. and their maintenance)

Storm water programmes (storm water drainage systems)

Water and sanitation projects

National youth services (aimed at developing and training youth between the age of 18 and 35 years on artisan trades in the built environment)

Vukuphile programmes (Learnership aimed at training and developing contractors and supervisors in labour-intensive methods of construction)

Large projects (aimed at providing support to public bodies in the implementation of projects with a value of greater than R 30 million labour-intensively)

All infrastructure related programmes

Non-State Sector:

The objective of the sector is to create an avenue where NPO's can assist government in creating income for large numbers of individuals through socially constructive activities in their local communities.

Cross-cutting programmes:

Training and (This refers to capacity building and skills development of both officials and EPWP beneficiaries.) Training can either be accredited or non-accredited.

SMME development (This refers to any form of intervention aimed to develop small business including cooperatives, through business development support services and access to market in the form of Learnership and targeted procurement.)

ii) EPWP MUNICIPAL COORDINATION STRUCTURE

The organisational structure for the coordination and implementation of EPWP is informed by the EPWP institutional arrangement framework from the national department of public works.

Cederberg have committed to the following EPWP programmes:

Project name	Programme Name	Allocated Project Budget	Expenditure	Days Employed (year)	Work Opportunities (year)	Training Days
Assistant Law Enforcement - Disaster Management	Sustainable Land Based Livelihoods	177 750	19 350	129	3	
Coastal Cleanup	Coastal Management	52 200	21 300	142	4	
Customer Relation Support Assistant	Expansion Programme	157 500	65 700	306	6	16
General Town Cleaners Rural Towns	Parks and Beautification	236 250	115 350	564	10	24

Housing Fieldwork, Admin Support. Monitoring of Informal Settlements and Stray Animals	Sustainable Land Based Livelihoods	52 500	20 250	101	3	4
Housing Survey	Expansion Programme	10 500	4 500	30	1	
Landfill Sites	Sustainable Land Based Livelihoods	157 500	29 100	194	3	12
Law Enforcement Data collection	Community Safety Programme	139 350	15 750	83	2	4
Law Enforcement - By Law enforcement assistance	Sustainable Land Based Livelihoods	251 250	48 600	324	5	20
Legal Services- Administrative Support	Expansion Programme	26 250	12 750	63	1	4
Parks and Gardens	Parks and Beautification	226 500	62 100	391	8	24
Ramskop Nature Garden	Parks and Beautification	51 900	39 300	218	2	8
Refuse Removal	Parks and Beautification	283 500	87 150	581	11	32
Resort - Refuse removal and resort Cleaning of campsite and ablutions	Waste Management	66 000	42 300	282	8	32
Resort- Cleaning maintenance upgrading of facilities and campsite	Tourism and Creative Industries	68 400	28 950	193	3	12

Streets and Stormwater Maintenance	Municipal Infrastructure	363 750	120 900	805	13	48
Thusong Centres - Cleaning, maintenance and repairs	Parks and Beautification	25 702	12 300	82	3	12
Title Deeds Restoration and Housing Administrative Support	Parks and Beautification	52 500	600	4	1	
Tourism-Cleaning, maintenance and general upkeeping of nature reserve, support function tourism	Tourism and Creative Industries	78 750	18 000	76	2	4
Water Wastewater Network Maintenance	Municipal Infrastructure	189 000	83 850	559	9	36
TOTALS		2 667 052	848 100	5 127	98	292

Table 79: EPWP Projects

A. COMMUNITY WORK PROGRAMME (CWP)

The Community Work Programme (CWP) is a national programme funded by Department of Cooperative Governance. The programme is targeted at unemployed women and men of working age. The programme aims to give those willing and able to work the opportunity to do so and afford them the dignity and social inclusion that comes from this.

The CWP (Community Works Programme) is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities.

The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members.

Purpose of the CWP

To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas

To contribute to the development of public assets and services in poor communities

To strengthen community development approaches

To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion

The programme was introduced in Cederberg in November 2012. Currently the program is active in all six wards. Total number of participants in February 2017 was 473. The allocated total for Cederberg is 700.

Many challenges were experienced since the inception of the programme in 2012. The most prominent and repeated challenges are;

Late and non-payments

Local Reference Committee (LRC) not functional

Implementing agent (IA) operating from outside Cederberg

No IA office within Cederberg to address challenges

Long period between recruitment of participants and authorization on the system

For Cederberg to get the status of a full site the total participants must exceed one thousand. Due to the challenges, mentioned above, it will cost a huge change in the way the programme is approached. It's true that the programme is under-utilized and do have great potential. It requires a collective effort to get the programme on the desired level.

4.4.5. Comprehensive Rural Development Programme (CRDP)

This high-profile national programme is active in Ward 4 (Graafwater) and Ward 4 (Elands Bay). All three spheres of government are involved in steering this programme (DRDLR, WC-DoA & Cederberg Municipality). The council of stakeholders forms the community component of the CRDP, and as different leaders of sectors within the community, they are supposed to voice the needs and issues of the community. Intergovernmental Steering Committee (ISC) meetings are held quarterly, during these meetings government departments, NGO's & civil society sits together to discuss possible developments within Ward 4. The objective of a growing and inclusive rural economy is to create an additional 613 000 direct and 326 000 indirect work opportunities in the sector by 2030. In the past year, the Municipality initiated several processes to kick start the following initiatives:

Outcome / Response Required	Progress to date	Municipal Action	Timeframe
Establish the council of stakeholders through the CRDP	Participatory processes took place through community meetings in Elands Bay and Graafwater. Sector meetings happened, and community members	Implementation of rural development projects identified	Council of stakeholders established. Well established and evenly representative CoS with members from

Outcome / Response Required	Progress to date	Municipal Action	Timeframe
	have a clear understanding of the CRDP processes. Training for the council of stakeholders took place		both Graafwater and Elands Bay. We are in the process of re-establish the CRDP and meeting are arranged for the 20 th March 2024 at Elandsbay
Land reform through the development of an agri-village	Meetings took place with DRDLR for the purchase of the land. Negotiations did take place with the owner of Groenvlei in Citrusdal for the development of an agri-village through the Extension of Security of Tenure Act	<ul style="list-style-type: none"> • Writing of business plans for the purchase of Leipoldtville. • Facilitate the implementation of the process 	Proefplaas and Paleisheuwel have been identified as possible agri-villages and community structures have been established
Commonage Policy approved	A commonage policy was developed and need to be tabled to council for approval. This will ensure responsibility and accountability of the utilization of the commonage land. Cooperative governance will ensure that farming activities produce profitable products	Submit policy to Council for approval	Policy was approved by Council in March 2014. We are in the process of reviewing of Commonage policy
Access to agricultural land	Emerging farmers in the municipal area have been mobilised and put on the data basis of the DRDLR. Meetings took place with DRDLR to lobby for agricultural land to be given to residents of municipal area if becomes available. Cederberg officials are part of the panel that approved applications for agricultural land. A farm was transfer to residents of Cederberg near Paleisheuwel	Participate on panel for approval process	Continuous basis
Establishment of Cooperatives	To transform the economy is important and cooperatives were established as a legal entity. Business plans were developed for these different cooperatives that can secure funding	Aid with the development of business plans	Cederberg Municipality have established more than 90 Co-ops on our database
Assistance to set up an inter-		Link local projects to different departments	Intergovernmental steering Committee is

Outcome / Response Required	Progress to date	Municipal Action	Timeframe
governmental Steering Committee for CRDP in Cederberg			fully functional since January 2014 and meets every three months

Table 80: Implementation of CRDP

The Municipality will actively engage with project implementation agencies to establish credible local recruitment processes. The municipality will also ensure that local contractors and businesses benefit equally from procurement processes for projects implemented within the municipal area. The Municipality will monitor the awarding of contracts to local contractors and businesses. The municipal procurement policy will take cognisance of legislative prescripts and be aligned with such.

4.5 ENABLE A RESILIENT, SUSTAINABLE, QUALITY AND INCLUSIVE LIVING ENVIRONMENT AND HUMAN SETTLEMENTS I.E. HOUSING DEVELOPMENT AND INFORMAL SETTLEMENT UPGRADE

As the National Development Plan states that we need to respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic efficiency. In addressing these patterns, we must take account of the unique needs and potentials of different rural and urban areas in the context of emerging development corridors in the southern African sub region.

“Where People live matters”

4.5.1 Spatial Development Framework

Section 5 of Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) states municipal planning includes the compilation, approval and review of a municipality’s integrated development plan (IDP) and its components. Section 20(2) of the SPLUMA legislation requires a municipal spatial development framework (MSDF), as one such component, to be prepared and approved as part of the IDP and in accordance with the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) (MSA). Note that when considering this specification, it is important to note the different timelines in the respective planning and implementation horizons, i.e. 5 years for the IDP and up to 20 years in the MSDF. Also note that the municipal council is the only body that can approve both these plans.

Cederberg Municipality will review and amend the municipal spatial development framework for the five year period. Note that spatial planning, by nature, is multi-levelled and performed through a hierarchical order of spatial development frameworks (SDFs) as legislated in SPLUMA. *Western Cape Provincial Spatial Development Framework (PSDF):*

The 2014 PSDF ‘has been framed to take forward the spatial agenda of National Development Plan, as well as give effect to the Provincial Strategic Objectives. In taking these agendas forward, the PSDF applies the following five spatial principles: (a) Spatial justice, (b) sustainability and resilience, (c) spatial efficiency, (d) accessibility, and (e) quality and liveability.

Cederberg Spatial Development Framework 2023–2027 (MSDF)

The Cederberg Spatial Development Framework 2023–2027, has been amended to focus on alignment with the new set of spatial planning legislation.

The purpose of the Cederberg Spatial Development Framework (SDF) is to guide growth and development in the Cederberg’s municipal area in a sustainable manner. Hence, future growth, development and land use planning will embrace the spatial vision and principles to protect and develop integrated, sustainable settlements and liveable environments and enable economic and social prosperity. The spatial vision for the Cederberg is: “An economically prosperous region and sustainable liveable environment for all Cederberg residents.”

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

- To establish Cederberg as diverse conservation destination and capitalise on its assets: Cederberg Wilderness Area, Nardouw region, Olifants River Valley and along the West Coast.
- To establish Climate Change corridors across the southern half of the municipal area and along all
- rivers flowing into the sea whilst enhancing agriculture in the Sandveld and along the Olifants River Valley.
- To strengthen sense of place of Cederberg settlements and rural areas whilst enhancing economic opportunities, and particularly at intersections announcing settlements.
- To enhance economic development and provide sufficient business and industrial zoned land.

Conceptual proposal

From the SWOT analysis and the Cederberg SDF (2023- 2027) the Cederberg has an even stronger (than in the 2017 - 2022 SDF) agricultural economic corridor running North South (N7) along the Olifants River and south west (Sandveld) with a conservation (and tourism) corridor connection the Cederberg Conservation area and the coast, which all centres around Citrusdal and Clanwilliam.

Within settlements, the following transitions are important:

From	To
Built Environment	
<p>Development in the sixties fragmented communities and destroyed the unique character and quality of life in rural settlements as it caused:</p> <ul style="list-style-type: none"> ▫ Unsympathetic architecture and structure. ▫ Wide roads and excessive black tar surfaces. ▫ Conflict between pedestrians and motorcars. ▫ Commercial ribbon development and an overload of billboards. ▫ Security gates, telephone poles, masts and satellite dishes. ▫ Loss of continuous open spaces. ▫ Minimal landscaping (and being repeated day 	<p>Rejuvenate and grow settlements to be liveable, diverse and enable the population to be economically mobile:</p> <ul style="list-style-type: none"> ▫ Promote complementing architecture and plant trees. ▫ Soften main roads in settlements and calm traffic. ▫ Promote pedestrian and cycling pathways (NMT). ▫ Develop a code for where and how to display billboards. ▫ Reticulate services underground (communication) instead of above ground. ▫ Protect the agricultural landscape.

<p>zero).</p> <ul style="list-style-type: none"> ▫ Absence of Non-Motorised Transport (NMT) and inadequate pavement provision. 	<ul style="list-style-type: none"> ▫ Promote open spaces as part of an OS networks. ▫ Encourage landscaping and require each land unit being created to plant two trees. ▫ Prepare for climate change and as topography inform development.
<p>Settlement urban edges were delineated for 5-, 10- and 20-year horizons whilst low densities prevailed.</p>	<p>Intensify land uses within settlement edges in accordance with IZS.</p>
<p>Density norms were determined for each town. A densification rate was determined, and infill development is encouraged in order for settlements to achieve its 50- year's density parameters.</p>	<p>Promote rejuvenation of settlement whilst keeping precinct character including infill development, increased floor factor and where subdivisions or renewal development can occur.</p>
<p>Cederberg Municipality owns 1337.2ha common land and 3 208.7ha in total. A vacant land audit identified developable land within the urban areas.</p>	<p>Enhance economic mobility and sustainable settlements.</p>
Socio-Economic	
<p>Although there are excellent primary and secondary schools, only half of the population is semi-skilled or skilled.</p>	<p>Ensure there are accessible opportunities for educational progression for example FET college and university.</p> <p>Promote crèches and preschools and provide for safe multi-disciplinary schools.</p>
<p>Citrusdal and Clanwilliam district hospitals are accessible to the community.</p>	<p>Supportive community health care is delivered across the municipal area and particularly to the rural areas.</p>
<p>A migrating workforces cause diversity.</p>	<p>Provide safe living spaces.</p> <p>Provide for skills training.</p> <p>Promote entrepreneurial spaces and skills.</p>
Biophysical Environment	

Extensive and intensive agriculture remove most natural vegetation and impact on water resources (Sandveld).	Practice conservation agriculture and protect agricultural land and water resources
Landscape assets such as Agricultural landscape, Wilderness landscape, Waterways and connectors, Cultural-historical landscape, Connector routes and Corridors, social Foci and Community facilities and activities lack definition and structure.	Enhanced landscapes are tourist destinations.
Lack of foci of outstanding natural assets and internationally important conservation sites area.	Cederberg become an international and regional destination as conservation of Verlorenvlei Ramsar Site, Baboon Point World Heritage site, Rocklands international rock face climbing area are consolidated.

SDF strategic environmental assessment

A synthesis of the Status Quo report as well as discussions with municipal departments and ward councillors outlined the following strengths, weaknesses, opportunities and threats:

Opportunities:	Threats:
<p>Access value chains:</p> <ul style="list-style-type: none"> □ IDZ, Saldanha: R27 links to Saldanha Bay, WC014. □ Access to Cape Town: N7 provides easy access to ports (air and sea), linking Namibia and Southern Africa. <p>Access to information driving future economic development.</p> <p>Governance and regulation (SPLUMA):</p> <ul style="list-style-type: none"> □ SPLUMA: Municipality governs development and investment to enable economic growth. <p>Education:</p> <ul style="list-style-type: none"> □ West Coast College Campus in Citrusdal. <p>Infrastructure</p> <ul style="list-style-type: none"> □ Raising of Clanwilliam Dam Wall: Water to residence & lower Oliphants River region. □ Tourism opportunities. □ Alternative energy generation. □ Transmission line from Vredendal to Grootfontein in Saldanha Bay Municipality. <p>World economy:</p> <ul style="list-style-type: none"> □ Cederberg is home to export industries and business (to rest of South Africa and world). The 	<p>Economic Globalization:</p> <ul style="list-style-type: none"> □ Machination and technology require less but skilled labour. <p>Climate change:</p> <ul style="list-style-type: none"> □ Causes changes to precipitation, seasons, microclimates and habitat stability, this therefore. □ Impacts negatively on the region, economy, natural resources and social sector. □ 3km wide servitude transmission line (Vredendal to Grootfontein, Saldanha Bay). <p>Urbanization:</p> <ul style="list-style-type: none"> □ Population increased from 49 768 (2011) to 52 949 (2016) of which 50.3% is urbanized. □ A high percentage of these households are dependent on state subsidized housing: challenge to create compact liveable urban environments, frugal resource and finance utilization and to sustain service delivery. <p>Water Security / Resilience</p>

Opportunities:	Threats:
<p>reduction of red tape can enable businesses to be internationally competitive, particularly to provide for sufficient industrial and commercially zoned land in Citrusdal.</p> <ul style="list-style-type: none"> ▫ Green economy - some solar farms. <p>World nature conservation initiatives:</p> <ul style="list-style-type: none"> ▫ Cederberg Conservation Area and links to conservation areas outside the municipal area. ▫ Climate change present new industries & <ul style="list-style-type: none"> • opportunities. 	<ul style="list-style-type: none"> ▫ Expensive Potable Water: Coastal Towns: Not sufficient water sources. Desalination was introduced. Maintenance of plant is expensive and energy requirements are high prohibiting operation. ▫ Unsustainable use of groundwater for irrigation (potato farming). <p>Insufficient & unreliable electricity provision:</p> <ul style="list-style-type: none"> ▫ Clanwilliam has insufficient electrical capacity; funding (own contribution) not forthcoming. ▫ Loadshedding <p>Poverty and Unemployment.</p>
Strengths	Weakness
<p>Settlements:</p> <ul style="list-style-type: none"> ▫ Growth towns/ Service Centres (Clanwilliam - regional, Citrusdal - agricultural Elands Bay and Lamberts Bay - agricultural and agri - tourism). ▫ Tourism nodes (Elands Bay and Lamberts Bay). <p>Urban Edges:</p> <ul style="list-style-type: none"> ▫ For 20-year periods: protecting high value agricultural land, encourage compact urban form and spatial integration. <p>Water Sources/ Courses:</p> <ul style="list-style-type: none"> ▫ Olifants and Doring River. <p>Land Cover:</p> <ul style="list-style-type: none"> ▫ Mountains and Hills: Cederberg, Olifants River Mountains and Skurwe mountain range. ▫ Natural coastal belt (West Coast). <p>Diversity in agriculture:</p> <ul style="list-style-type: none"> ▫ Unique produce i.e. Rooibos tea. International Sport and recreation ▫ Rock climbing: Rocklands at Pakhuys pass ▫ Surfing: Elands Bay <p>Infrastructure:</p> <ul style="list-style-type: none"> ▫ Roads (N7, R27) <p>Economy:</p> <ul style="list-style-type: none"> ▫ Agriculture (35%), highest employment contributor, followed by General Government and Community - Social Services (27%), Commercial Services (26%). ▫ Agriculture (26.2%), highest GDP contributor, followed by Wholesale and Retail, Catering and Accommodation (17.4%) and Finance, Insurance, Business Services (15, 4%). <ul style="list-style-type: none"> ▫ Intensive Agriculture takes place along the Olifants River and on the Sandveld plains. 	<p>Maintenance of Infrastructure:</p> <ul style="list-style-type: none"> ▫ Maintain. upgrade infrastructure and provide for future development including state subsidized housing. <p>Zoned land and Shelter:</p> <ul style="list-style-type: none"> ▫ Require 746ha over the next 25 years (till 2030) (as per 2006 Vacant Land Audit and 2015 Human Settlement Plan). Sufficient provision made in Clanwilliam and Lamberts Bay. ▫ Housing backlog in 2025: 6 355 households. ▫ Need for industrial land within settlements. Need for agri-industrial land within and outside settlements. <p>Unemployment.</p> <p>Low levels of income/ Poverty 2020/2021:</p> <ul style="list-style-type: none"> ▫ 2487 indigent households increased dependency on municipal support and resources. ▫ Gini Coefficient (income inequality): 0.61 (income generated is mainly received by less than half of the households in the Cederberg. ▫ Dependency ratio: 47% or 1:1 (number of working age population (aged 15 to 64) to dependants (aged zero to 14 and over 65)). ▫ Human Development Index (Cederberg, 2020)): 0.71, lower than WC: 0.74. Dependency on subsidies. <p>School drop outs 2020/2021:</p> <ul style="list-style-type: none"> ▫ Given the grade 10 - 12 Retention Rate: being 68.4%, access to early childhood development for children aged seven and fourteen (7-14) becomes imperative. ▫ Literacy rate (successful completion of a minimum of seven years of formal education for those 14 years of age and older) in the Cederberg is 72.6%.

Table 81: SWOT of Strategic Environmental Assessment

SDF spatial objectives and strategies

The five objectives and their specific spatial strategies to achieve them are:

Cederberg Spatial Development Framework - 2023 - 2027	
Spatial Objective	Spatial Strategies
Objective 1: Grow and unlock economic prosperity	<p>Strategy 1: Grow the economy & stimulate sector diversification and product development.</p> <p>Strategy 2: Strengthen mobility and economic links (investor confidence).</p> <p>Strategy 3: Develop product and trade advantages (export value chain & agri-industry corridors) and competitive advantage.</p>
Objective 2: Proximate, convenient and equal access	<p>Strategy 4: Protect economic vibrancy</p> <p>Strategy 5: Provide sustainable social infrastructure and services (smart growth)</p> <p>Strategy 6: Provide zoned land for residential and industrial development.</p>
Objective 3: Sustain material, physical and social well-being	<p>Strategy 7: Protect safety and security.</p> <p>Strategy 8: Protect fundamental community resources (air, water & energy)</p> <p>Strategy 9: Provide sustainable social infrastructure and services/utilities(as per norm) to facilitate smart growth</p> <p>Strategy 10: Manage risk & disaster (man-made and natural).</p>
Objective 4: Protect and grow place identity (sense of place) and cultural integrity	<p>Strategy 11: Protect heritage resources and place identify</p> <p>Strategy 12: Grow cultural potential</p> <p>Grow economy (landscape & conservation, tourism & new markets and economic sectors) & stimulate sector diversification.</p>
Objective 5: Protect ecological and agricultural integrity	<p>Strategy 13: Protect food and water security & apply bioregional classification</p> <p>Strategy 14: Grow conservation potential and formalise conservation of CBAs and apply coastal management</p> <p>Strategy 4: Develop competitive advantage (landscape & conservation) new markets and economic sectors (e.g. tourism and utilities).</p> <p>Strategy 15: Protect and preserve sensitive habitat and enhance ecosystem services</p>

Table 82: Spatial Objectives and Strategies

Development proposals per settlements:

The themes and strategies translate into the following proposals for towns:

Ward 1: Elandskloof

- Develop ecological infrastructure of Elandskloof River to address the lack of sufficient water in summer.
- Formalize establishment of settlement.

Ward 2: Citrusdal

-
- Protect settlement layout.
 - Infill opportunities for GAP housing.
 - Grow and develop agri-industries and processing.
 - Enhance commercial use of community resources.
 - Support tourism related development, diversify agriculture.
 - Formalise natural swimming pool in Olifants River (currently used by community).

Ward 3: Clanwilliam

- Allow for adequate expansion of cemeteries.
- Provide sport facilities.
- Promote mixed use, including residential, in CBD.
- Provide street furniture and landscape the central town.

Ward 4: Graafwater

- Develop a tourism node at the southern boundary of Zone A i.e. a farm stall along the R364 (TR55/1/30).
- Expansion and infill development opportunities for residential uses.
- Expansion of the existing cemetery, east of Van der Stel Street, in Zone A.

Ward 4: Sandberg

- Provide suitable cemetery space in Graafwater.
- Use private cemeteries or cemetery at Graafwater.

Ward 4: Elands Bay

- Residential Infill.
- Upgrade and maintain existing cemeteries.
- Promote multi-functional use and provide effective and functional recreational areas.

Ward 5: Lamberts Bay

- Enhance links to N7, Clanwilliam and Graafwater.
- Plant Tree lanes.
- Develop a pedestrian and cycling link along coast.
- Beautification of main access points.
- Formalisation of informal settlement in Zone F.
- Locate community facilities in a central area.

Ward 5: Leipoldtville

- New commercial buildings next to this main activity corridor and street.
- Enhance Settlement Pattern.
- Tourism potential.
- Develop a small agri-village and provide space for community gardens.

Ward 6: Wupperthal

- Cemetery Expansion.
- Residential Expansion.
- CBD intensification.
- Flood line formalization.
- Landscape Gateway.

Ward 6: Paleisheuwel

- Identify sites and provide adequate land for future bulk infrastructure expansion.
- Develop a small agri-village and provide space for community gardens.
- Plant lanes or clusters of trees.

Ward 6: Algeria

- Identify sites and provide adequate land for future bulk infrastructure renewal.
- Expand settlement, limited to accommodate the forestry workforce.
- Enlarge the cemetery.

Development Proposals for the Cederberg: Rural and Regional

Cederberg is home to six/ seven bio-regions that can be distinguished according to the natural environment and economy or value. The region is defined by its landscapes, natural environment and agricultural crops offering a variety of values to its inhabitants (as per the matrix below): The bio-regions are:

- Coastal
- Lang and Verlorenvlei
- North-West Agriculture
- Oliphants River
- Nardouw Agricultural Area
- Doring River
- Cederberg Wilderness Area

The following development proposals for the Cederberg: Rural and Regional is also take into consideration (rural aspects):

- Water Bodies and ecological infrastructure
- Landfill sites, cemeteries, alternative energy generation and social amenities
- Agriculture
- Promote agri-tourism opportunities
- Fishing and sea
- Mining
- Conservation

4.5.2 Housing

Cederberg Municipality have a critical and Constitutional mandated role in housing provision functioning as the primary implementing agent for housing development eventhough housing is officially a concurrent national and provincial competence. This mandate is rooted in the Constitution, which requires all spheres to ensure adequate access to housing, and is further defined by the Housing Act of 1997 which oblige munisipalities to actively persue the “progressive realization” of this right. The right to adequate is one of the most important basic human rights. It speaks to the restoration of dignity to the millions of South Africans who have been marginalized for centuries and who still suffer from the legacy of apartheid’s selective development

Below is the housing Profile about the number of formal and informal dwellings within the Cederberg area in terms of Statistics South Africa:

Total Number of Households	15912
----------------------------	-------

Formal dwellings	11 953
Traditional dwellings	1 070
Informal Dwellings	2 865
Other	24

Table 83: Housing profile (Stats SA:2022)

The mandate to provide access to housing is the responsibility of the national and provincial sphere of government but is being implemented by local government on an agency basis. As an agent for the implementation of housing programmes. Cederberg Municipality has an established Human Settlements unit tasked with the mandate of ensuring the development and implementation of new housing projects and providing administrative support for existing housing and informal housing programmes. The unit mission is to provide:

- Sustainable human settlements and housing opportunities
- Secure right of tenure through title deeds restoration programme
- Community participation, through Housing Consumer Education
- Deliver according to municipal capabilities
- Render community support with testament and estate registration support.

Managing of Housing Demand Database and Allocation Framework

The Municipality boasts a credible housing demand database (waiting list) developed as a web based system in conjunction with the Western Cape Department of Human Settlements.

All persons who want to qualify for state financed housing must complete the standard application form to be registered on the housing database. Only applicants who appear on the housing database will be considered for housing assistance. Completed applications shall be lodged at the Human Settlement office that captures the information in the Housing Demand Database (Provincial). Housing allocation shall be decided on a “first come first serve” basis (date of registration) subject to the provisions below:

- Applicants to have been registered on the waiting list for a period not less than three (3) years
- The principle of “first come first serve” shall apply
- First consideration to applicants 35 years and older.

Note: The aged (including person living on farms), the disabled, HIV/AIDS victims and persons staying in dangerous or very vulnerable situations shall be prioritised without unduly undermining the principle of “first come first serve”.

- a) Quota allocations will be accommodated between occupants of informal areas and back yard dwellers (households living in overcrowded conditions in formal areas)

- b) Allocation of housing subsidies shall comply with the provisions of the Housing Act, the Housing Code, National and Provincial Allocation and Selection Circulars, the Provincial and Municipal housing policies which Cederberg Municipality prescribes to
- c) Waiting list numbers are not transferable to other members of a household in any circumstance, especially in circumstances where the person on the waiting list does not qualify for a government subsidy. No waiting list transfers will be allowed
- d) Financial dependents can only be used once for a subsidy application approval and the necessary support documentation (proof of adoption, affidavits if extended family financial dependent must be provided);
- e) Where a person is living with HIV/AIDS (stage 4) will be classified as vulnerable (support documentation must be provided - doctor/clinic certificate/report)
- f) The human settlement unit will investigate each case in terms of section (c) and submit a detail report on the circumstances for approval to Selection Committee

Cederberg Housing Demand

All applicants who wishes to register his/her need at the Local Municipality must complete a housing application form. This form is registered on a web -based system and each applicant receive a unique reference number, generated by the system.

Statistical information from the Western Cape Housing Demand Database: **Official Database:** The tables below provide information recorded at February 2026 on the provincial Housing Demand Database

A. Gender

Male	Female	Total
2825	3986	6 811

B. Age Group Total

<30	30-39	40-44	45-49	50--54	55-59	60+	Total
699	1 969	1 111	9 10	748	585	789	6 811

C. Income Bracket

R0.00-R3500	R3501-R7000	R7001-R15000	R1501-R22000	R22001 and Above	Total
4 739	1183	666	141	67	6 811

D. Accommodation Type

FORMAL HOUSING	BACK YARD DWELLER	INFORMAL SETTLEMENT	TOTAL
----------------	-------------------	---------------------	-------

3 026	1 932	1 853	6 811
-------	-------	-------	-------

E. Preference Area

Citrusdal	Clanwilliam	Elandsbaai	Graafwater	Lambertsbaai	Leipoldtville	Wupperthal	Total
1 795	2 953	443	513	1040	65	2	6 811

Addressing the backlog

Cederberg Municipality approved a housing delivery pipeline (please refer to the pipeline) to address the backlog. The implementation of the pipeline is dependent on funding allocation from the national and provincial government in terms of the Division of Revenue Act (DORA). Other aspects which also needs to be taken into consideration are the access to basic services (Electricity, water, sanitation, transport and economic amenities), which is a pre-determined requirement for the implementation of housing projects.

The housing delivery pipeline was amendment with aim of aligning it with the availability of bulk infrastructure and the housing need in the area as guided by the housing demand profile to be established through the implementation of housing consumer education programmes.

Human Settlement Strategic Focus

The Department of Human Settlement (DHS) is looking at a new housing delivery model, to shift the focus to:

- Downscale top structure delivery
- Focus on densification
- Prioritise the roll out of FLISP opportunities

Grant Funding splits between Human Settlement Development Grant (HSDG) and Informal Settlement Upgrading Partnership Grant (ISUPG)

- Focus on the in situ of Informal Settlements
- Focus on providing access to basic services
- Prioritize the provision of serviced sites and enhanced services site where applicable

Downscale to Top Structure Delivery

Three priority groups for top structures

- Households headed by persons 60 years and older
- Households affected by permanent disability
- Households headed by Military Veterans (MVs) on the Department of Military Veterans Database verified list

All households approved need to be eligible for a housing subsidy

Provincial Communique

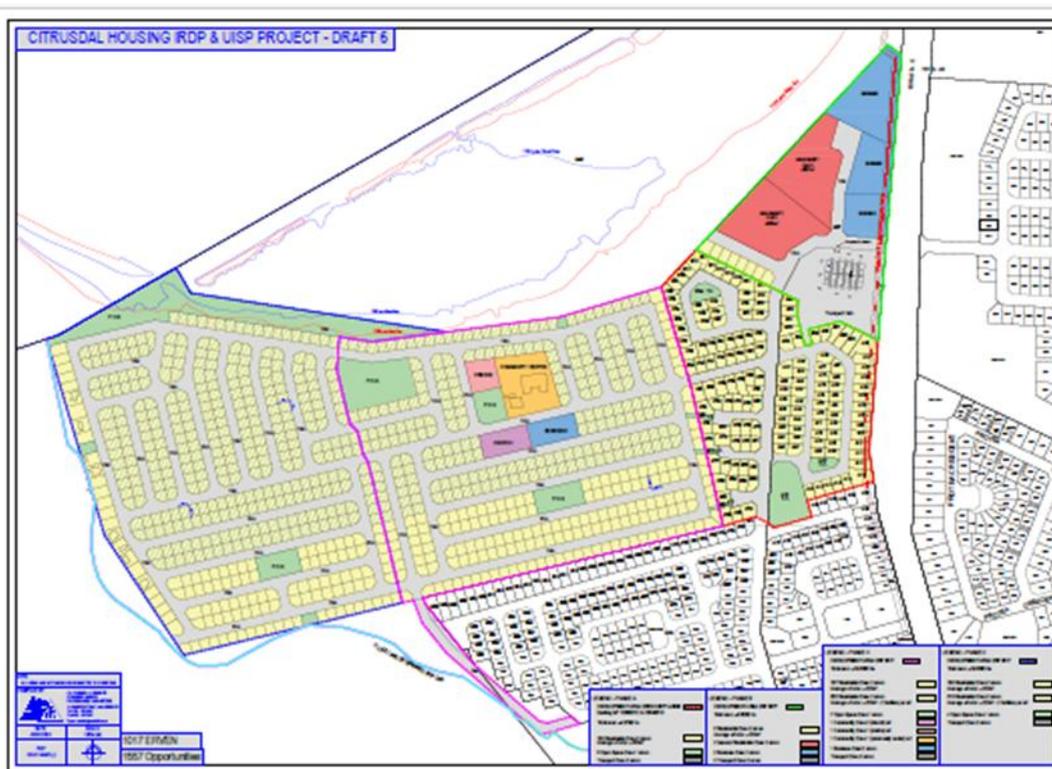
- Households living in overcrowded and backyard conditions (“backyarders”) and longest on the Housing demand database to be prioritized for available top structures.

Densities On Top Structure Projects

- National Confirmed that the BNG Policy: Higher Density Principal area still applicable
- Department recommends as a general standard of 80 dwelling units per hectare as a nett density
- Western Cape Provincial Spatial Development Framework recommends
 - Rural Settlements density of 60 du/ha; and
 - Urban Settlements density of 80 du/ha
- Appropriate high densities will be considered at a technical level on a case-by-case situation
- Freestanding or ground floor portions of densified development should be allocated to elderly and people living with permanent disabilities, the remainder should be allocated to sites or enhanced sites.

HOUSING PIPELINE

1. CITRUSDAL UPGRADE OF INFORMAL SETTLEMENT (UISP)



1.1 Number of Erven:

Upgrading in the informal settlement program (UISP) 833 and 162 integrated residential development program (IRDP)

540 of 833 erven to accommodate 2X none qualifier House Holds per erf. People living within the flood line will be accommodated on the 540 erven. Top structures is planned for the remainder 293 UISP erven and 162 IRDP erven. Other category erven within the development:

- 2 x General residential erven for high density flats.
- 3 x business erven
- 3 x Community zoned erven (1x crèche, 1x church and 1x community center)
- Transport zones (roads including a transport hub)

1.2 Planning Status

- **Town Planning approved PID (Pre-Planning) and PFR (detailed planning)-Funding approved.**
- **Environmental authorization expected June-July 2026**

1.3 Bulk Infrastructure

- A number of bulk projects need to be upgraded to unlock this development
- A bulk application to the value of R63 million was submitted to DoI. Planning approval given and planning funding released.

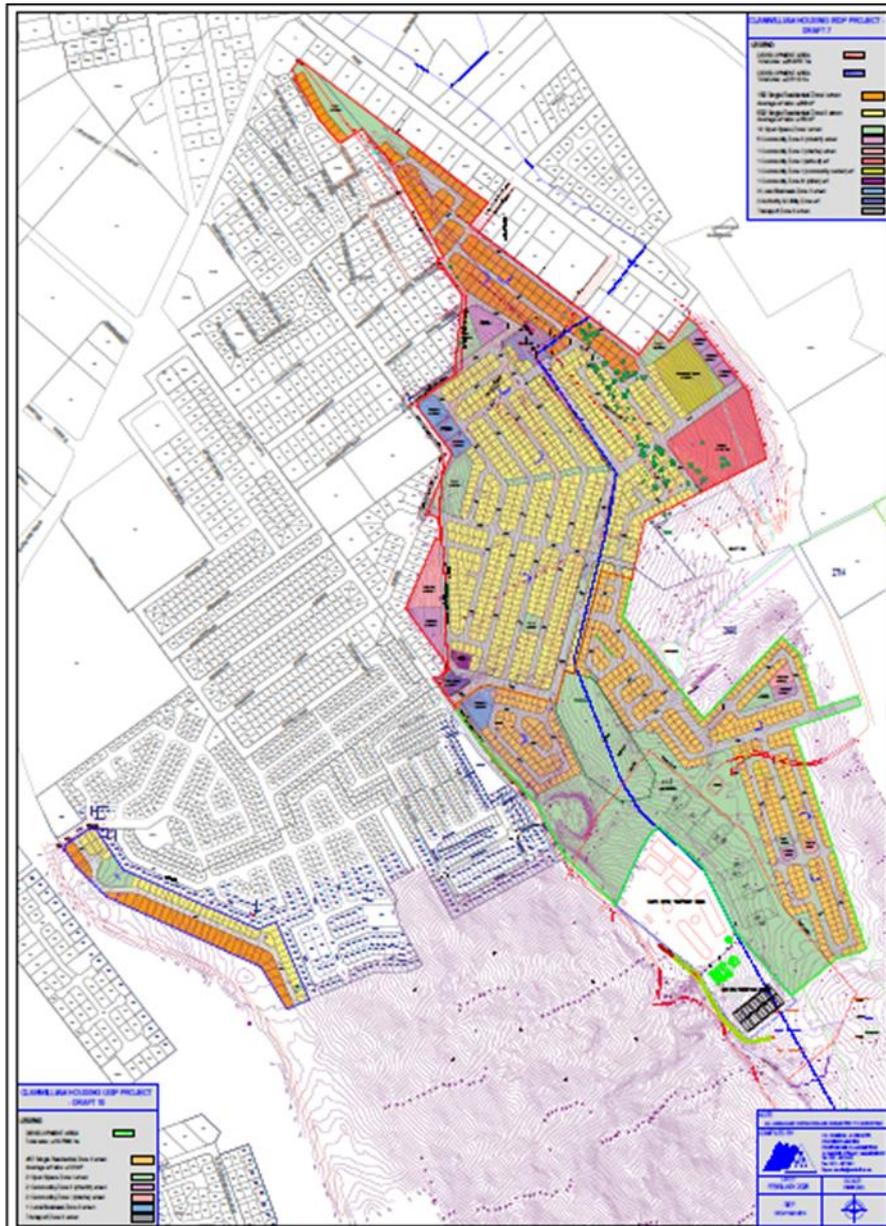
1.4 Project Implementation Readiness Report (PIRR)

- The implementation funding application for the internal services can only be submitted once the ROD is in place.
- This application must be submitted to DoI before the end of June 2025 to be considered in the Departments September 2025 adjustment budget.
- The Civil designs and BoQ for the internal services and bulk services will be ready by March 2026.
- Pricing to be completed end May, followed by the engineers report to accompany the PIRR application.

The PIRR application will be ready for submission in June-July upon receipt of the EA approval/ROD. This application will include the application to release the bulk funding for the reservoir, sewer, pump station, bulk water network and supply.

If PIRR for both bulk and internal services is approved and funding is available in the current financial year (September 2026- March 2027), construction can commence. Alternatively construction will commence in the 2027/28 financial year, starting April 2027.

2. CLANWILLIAM IRDP & UISP



2.1 Number of erven:

- IRDP-
 - 126 single residential zone 1-GAP
 - 692 single residential zone 2-low cost
 - 5 community zone 2-churches
 - 3 community zone 1- (creche, school and community center)
 - 1 Community zone 3- clinic
 - 3 Business
- UISP

459 single residential zone 2- this is a sites and services project. It is earmarked for the relocation of households from block A and portion of block B. Reason for the relocation: Block A is a formal zoned area. Households must be relocated for formal services to be installed and houses to be built. Portion of block B cannot get access to services. The site is not suitable because it has a steep slope, it is rocky and is at the furthest point from existing services



2.2 Planning Status

- **Environmental Authorization-**
 - Anticipated ROD outcome/approval September 2026.

Town Planning

An amendment application must be submitted. Layout changes due to heritage comments. Amendment application will be after the EA commenting period May 2026.

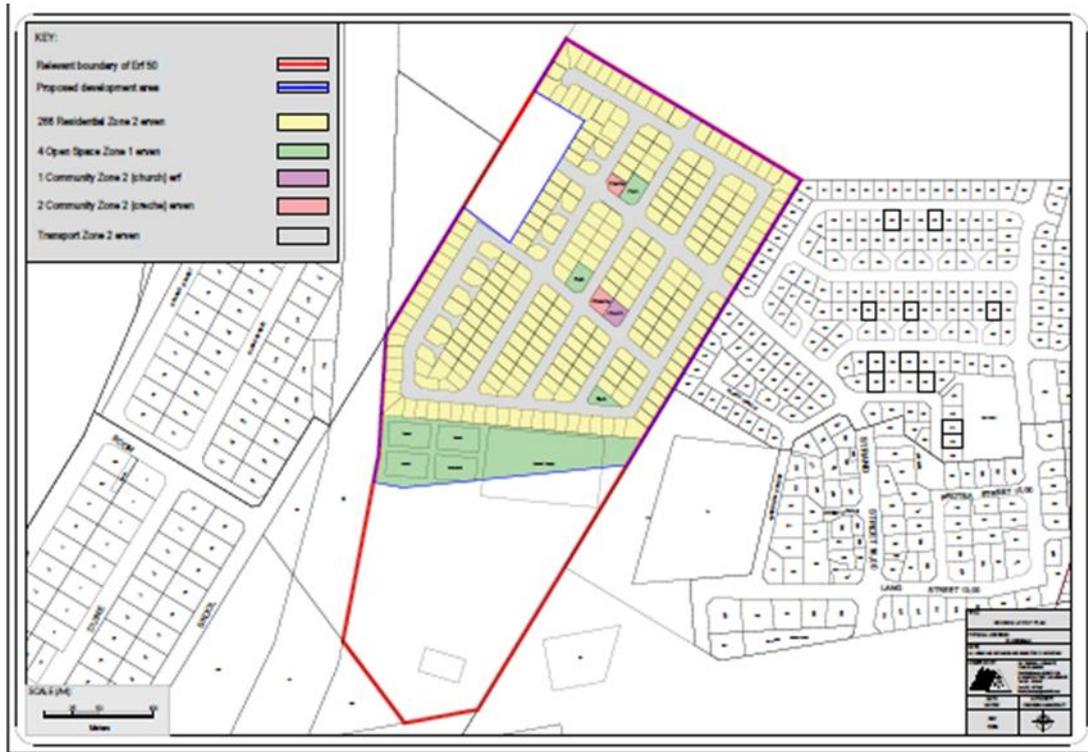
2.3 Bulk Infrastructure

- A number of bulk projects need to be upgraded to unlock this development.
- A bulk application to the value of R61.1 million was submitted to DoI. Bulk planning approved.

2.4 Project Implementation Readiness Report (PIRR)

- The implementation funding application for the internal services can only be submitted once the LUPA and EA resolutions are received.
- PIRR will be submitted during October- November for the implementation of 2026/27 financial year.
- Engineering has commenced with the civil engineering designs.

3. ELANDSBAY



3.1 Number of Erven

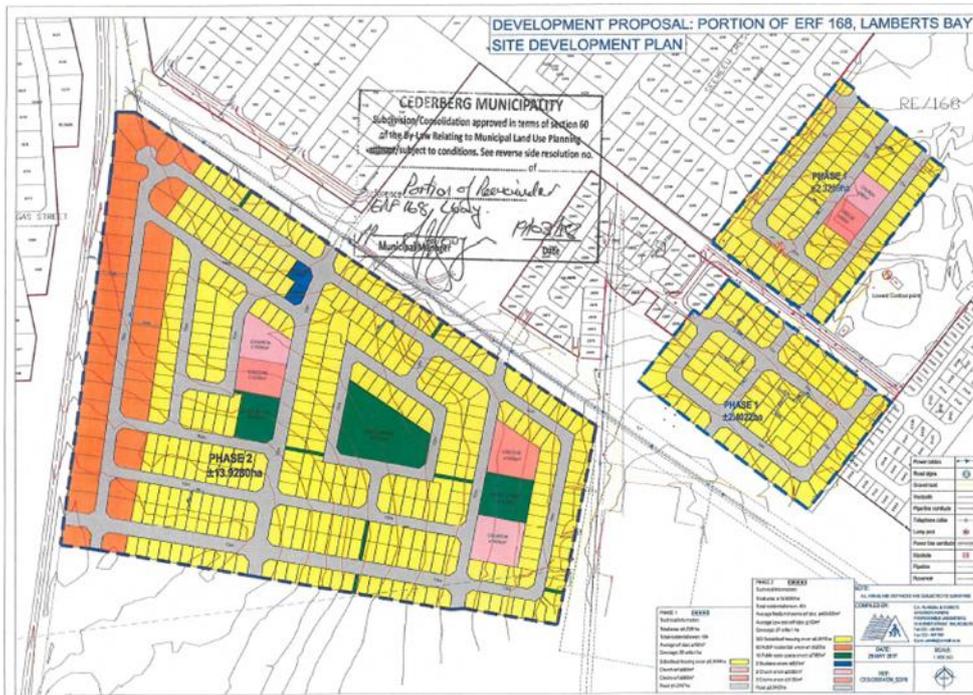
- 266 -residential zone 2 erven- Low cost
- 3 community zoned erven (1 church and 2x crèche)

3.2 Planning Status

Project in early stages of planning.

- PID (Pre-Planning) application approved
- Draft layout completed
- Topographical survey completed
- Environmental specialist appointed. NOI submitted to DEADP.
- Human remains found in close proximity to the site.
- Heritage specialist investigations to be conducted. Specialist has been appointed.

4. LAMBERTSBAY



4.1 Number of Erven

- Phase 1-184- Services and Top Structures completed.
- Phase 2: 404 services and 84 top structures completed.

4.2 Challenges

- Insufficient bulk water capacity
- New Sewer pumpstation required to accommodate the remainder erven. DWS requires bulk water confirmation prior to approval of funding.

Title Deeds Restoration and Education Initiatives

Human Settlements Unit is part of the national commitment to issuing title deeds to beneficiaries to ensure security of tenure.

Title deeds are one of the key priorities of government alongside land ownership.

Title deeds mean the restoration of rights, dignity and self-esteem; sense of belonging and stability. These are documents that affirm the status of ownership of a particular piece of land, entitling the owner to the land and property.

Through human settlements development, government provides shelter and Sustainability to families who would have otherwise not been able to afford homes for themselves. Issuing title deeds is the final stage of provision of human settlements that ensures security of land tenure rights thus reversing the inhumane effects of the Native Land Act of 1913 that deprived our people of land ownership.

Housing Consumer Education

The purpose of the Housing Consumer Education Programme is to establish a clear vision and a coherent yet integrated instrument to guide the interventions and/or initiatives towards housing consumer education and awareness creation by government and all other key role players.

The main objective of the Housing Consumer Education Programme is to:

- Ensure that all housing consumers in the entire residential property market understand the government's role in housing provision
- Ensure that consumers (applicants on the waiting list) understand their rights, duties, responsibilities and obligations working in partnership with government to meet their own housing needs to ensure a more sustainable housing delivery system

Cederberg Municipality is championing the pledge to bring education and awareness to its citizens the applicants registered on the Housing Demand Database. The Housing Consumer Education Programme of Cederberg Municipality will focus on the following matters:

- Housing application and criteria
- Explain the roles and responsibilities of the beneficiary
- Explain the application process with reference to subsidies and time frames
- Provide examples of commonly used forms
- Importance of wills and testament
- Understanding the different Housing Subsidy Programmes available
- Rental housing tribunal awareness; and
- Vandalism of municipal infrastructure awareness programmes.

HOUSING PIPELINE

The Human Settlement Housing Pipeline of the Municipality is of great importance as it allows the Municipality to clearly and concretely present their municipal housing strategy in terms of specific housing projects with accompanying budgets for the short, medium and long term. The successful completion of some projects is however subject to bulk infrastructure upgrades.

Cederberg Municipality IDP has identified land for housing as one of its key capital and operational priority needs. The provision of houses is however not enough to ensure a healthy functioning community. The appropriate location and range of housing types play a key role in creating a well-connected and spatially, functionally and socially integrated settlement. Subsidised housing constitutes the bulk of this need. However, to expand the municipality's revenue base, land for medium and high-income housing should also be made available.

By providing a broad range of housing opportunities to its whole community, Cederberg Municipality strives to create a dignified living environment for all its residents.

From the analysis and the projected housing demand the following conclusions can be drawn which will need to be taken into consideration in the development of a human settlements' perspective for the Cederberg Municipality:

Growth Potential

- The largest towns in the municipality are Citrusdal and Clanwilliam, which are connected to each other by a N7 national road. These towns are also the highest developed and provide the widest range of social services, facilities and economic opportunities in the municipal area.
- The Rising of Clanwilliam Dam projects represent the most significant economic growth potential for the Cederberg municipal area. It can be foreseen that the Clanwilliam Dam development will generate a significant amount of temporary and permanent employment opportunities and will have a major impact on the demand for subsidised housing.
- There is strong connectivity between Citrusdal and Clanwilliam. Relatively good connectivity exists between these two major towns and the other settlements within the municipal area.
- Citrusdal and Clanwilliam are also indicated as the IDP focus areas for future growth in the municipality and would therefore be the focus areas for housing delivery into the future.
- Based on current growth rates, the projected housing demand will also be highest in these two towns and housing delivery initiatives should therefore be focussed within these towns.
- Lambertsbay and Elandsbay have also been identified as towns with a growth potential but has limited employment opportunities and large scale housing should only be planned here once the economic sector within these towns increased
- The Cederberg municipal area has booming agricultural production, in Citrusdal and Clanwilliam and with a fundamental increase taking place in the agriculture sector, it can be expected that employment opportunities in these town will rise at all levels. The focus of accommodating the current housing demand, emanating from rural residents, as well as the future projected demand would also need to focus on housing provision within these towns.

Future Projected Housing Demand

Clanwilliam and Citrusdal have the largest waiting lists (as the preference town of the individuals on the waiting list) with 2 953 and 1 795 individuals respectively, followed by Lamberts bay 1 040, Graafwater 513, Elandsbay 443; including a rural town Leipoldtville 65 and Wupperthal with no growth potential of 2 individuals on the waiting list.

- Projected housing demand (up to 2031) is likely to be highest in Clanwilliam followed by Citrusdal and then Lambertsbay.

- Implementation of the projects that are currently on the Municipality's 5-year project pipeline indicates that it will not be possible to address the existing demand over the next 5 years.

- The informal settlements in Cederberg Municipal area situated on the following towns: Citrusdal (Riverview) ; Clanwilliam (Khayelitsha); Lambertsbay (Compong) and Elandsbay (New Rest), The municipality is of the view that households that is residing in informal areas are in need for upgrade and decent services. Furthermore there currently is little incentive to invest in the areas they live in. To address this scenario, the municipality will have to find a workable approach, one which is containment and in-situ upgrade of the services, which is not always possible.

- The municipality therefore started to think differently and want to unlock state funding to support the upgrade of informal areas. Furthermore, as part of the upgrade is it in envisaged to encourage residents to do more in their areas which is part of the upgrade programme.

There are also a significant number of households (1 932) residing in informal structures in backyards within Cederberg Municipality.

The Municipality has stated that there is a demand for housing in the Affordable housing market. It is accepted that there is also an existing need in this housing sector that will need to be planned for soon.

- Provision for housing opportunities in the upper income groups will also be required to support the sustainable development of the municipality.

Below is the housing pipeline 2024/25-28 of Cederberg Municipality:

CEDERBERG MUNICIPALITY HUMAN SETTLEMENT DEVELOPMENT (HSDG) AND INFORMAL SETTLEMENT UPGRADING PROGRAM (ISUPG)														
PROJECT No.	Project Name	Type	2024/2025			2025/2026			2026/2027			2027/2028		
CEDERBERG MUNICIPALITY			R6 787 749.79			R5 894 000			R27 835 000			1174		R74 028 000
			Sites	Houses	Funding	Sites	Houses	Funding	Sites	Houses	Funding	Sites	Houses	Funding
W21030001	Lamberts Bay (412 of 596) (on hold-due to infrastructure challenges)	IRDP			73 612.29									
W22010005	Citrusdal Riverview (1043 Sites) Approved-Planning Phase	UISP			2 154 845			4 517			5 000			
W22010004	Clanwilliam Golf Course (494 Sites) Approved-Planning Phase	UISP			1 200 971						1 000			
W16110002	Clanwilliam Housing Project (864) Approved - Planning Phase	IRDP			2 799 407						18 542	864		56 904
W19010013	Wupperthal 53	EHP												

	Emergency Units (project completed)													
W2310005	Elandsbay Housing Project (310) Approved - planning Phase	IRDP			558 914.50			1 377			3 293	310		17 124

Table 84: Housing Pipeline

4.6 FACILITATE SOCIAL COHESION, SAFE AND HEALTHY COMMUNITIES

We would like all citizens of Cederberg to enjoy a dignified life. For some this would mean access to adequate shelter, for others this means living in a safe area or be treated with the best health care. Neighbourhoods should have accessible public facilities, whether for health care, education or recreation; be well maintained; and continuously improved. We would like to see a greater and safe Cederberg area where residents enjoy a strong and positive sense of community identity, participate in many aspects of community life, and celebrate diversity. Strong, empowered community networks, formal and informal, support strong communities and form the basis for community action, activity and caring.

Cederberg Municipality would like to ensure compliance with the law on a 24/7 basis. We always want to enforce traffic regulations on our roads and respond to emergencies in the best way possible. We would like law enforcement officers deployed to every part of the municipal area - not only monitoring compliance with by-laws, but also assisting citizens in need, and notifying various departments within the Municipality of service delivery issues as they occur. These officers should work closely with other safety agencies, including Neighbourhood Watch. While we need to be able to respond to disasters efficiently and fully, we would also like to focus on preventative work, including preventing the occupation of unsafe land.

4.6.1 Community Safety

The safety of the community of Cederberg is off big concern, and the alcohol abuse and drugs and the illegal occupation of land is the main contributor of crime in the Cederberg area. Therefore, interventions must be developed to address the crime problem.

We cannot address all the challenges that we face and therefore it is important to develop integrated interventions, with other role players, like S.A.P.S, Immigration, NGO's, etc. If interventions exist that have been benefitting the communities, we should aim to create awareness of those interventions. The interventions chosen are based on the crimes identified in the whole area of the Municipality as most concerning.

The interventions identified are as follows:

- Domestic violence awareness programmes
- Establish alcohol/drug committee
- Provide lighting in open spaces
- Implementing safety awareness at schools
- Prisoner motivational talks
- Sport and recreational activities

Job creation

Intensified focused law enforcement

Neighbourhood watch - junior and senior watch

More visibility of police and other Law Enforcement agencies

Surveillance Camera Project

Containment Plan for informal settlements is currently under review

Enhancement of community structures

Increase the size of the Traffic, Law Enforcement Service and Security Services

It is important that efforts to address crime in the municipal area must be integrated and that the community must be involved.

4.6.2 Disaster Management

1. Introduction

Disaster management includes all aspects of planning for and responding to disasters. It refers to the management of both the risks and the consequences of disasters. The saying that Disaster Management is everybody's business could not be more appropriate in today's world. In today's disaster-prone world, no one is left untouched by a disaster of some kind and magnitude during his or her lifetime.

In accordance with the Disaster Management Act 57 of 2002 and with the desire to better provide for the wellbeing of its citizens, the Cederberg Municipality is developing a Disaster Management Plan to ensure preparedness and effective response by the Municipality and its citizens in the event of a disaster.

2. Legislative Requirements for Disaster Management

In terms of Section 41(1)(b) of the Constitution of the Republic of South Africa, all spheres of government, local government are required to secure the well-being of the people of the Republic. Local government is also empowered to deal with several functions, which are closely related to disaster management under part B of Schedule 4 and 5 of the Constitution. In addition, Section 152(1)(d) of the Constitution requires local government to provide a safe and healthy environment.

The following legislation impacts on the integrated disaster risk management planning effort and will provide the basis for operation by the relevant role players, whether they are led or supporting disciplines:

Municipal By-Laws

National Road Traffic Act, Act 93 of 1996

Animal Disease Act 35 of 1984

Criminal Procedures Act

Disaster Management Act 57 of 2002

Act on the transport of dangerous substances
 National Building Regulations
 Gatherings Act
 Act on Fire-Brigade Services, Act 99 of 1987
 National Act on Field and Forest Fires
 Act on Occupational Safety and Health, Act 85 of 1993 • Animal Protection Act
 Act on announcement of information
 Police Act 68 of 1995
 Water and Sanitation Act 28 of 1997
 Safety at Sport and Recreational Events, Act 2 of 2010

Integrating Disaster Management with the phases of IDPs

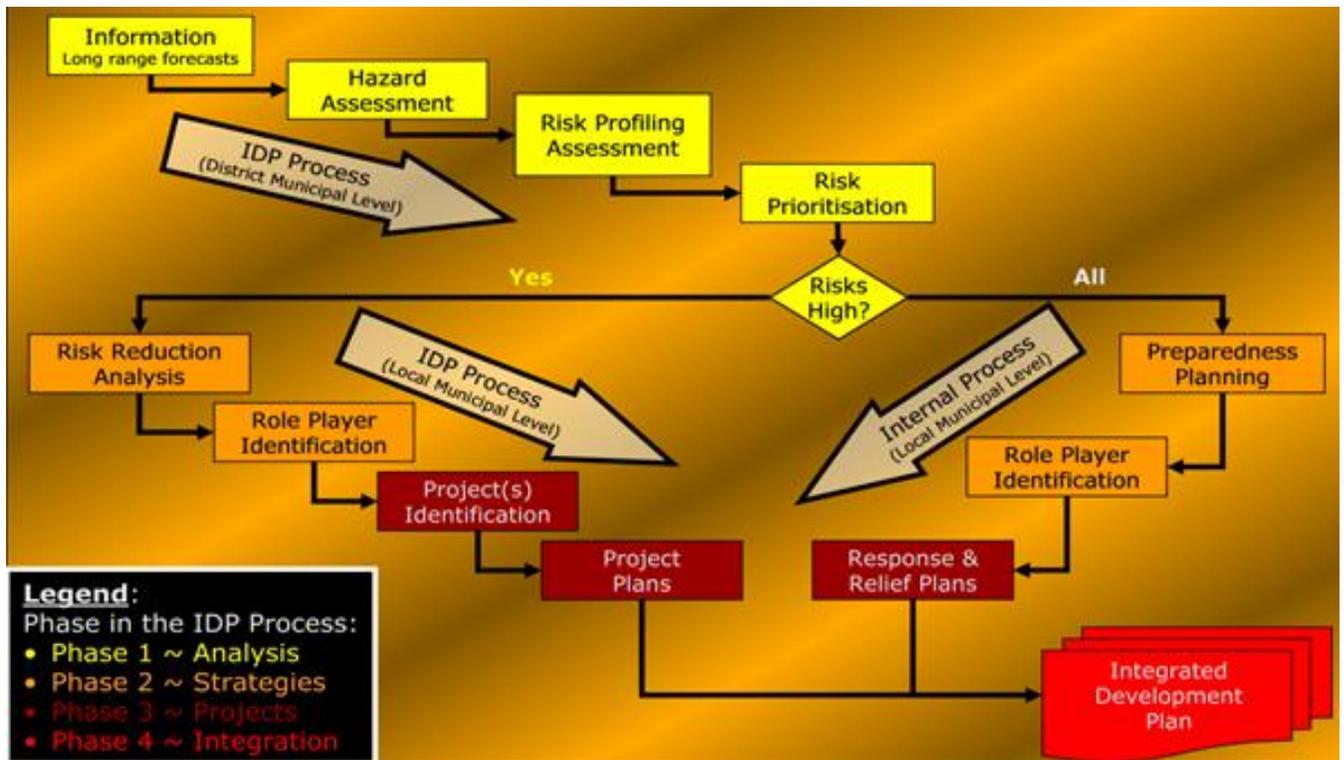
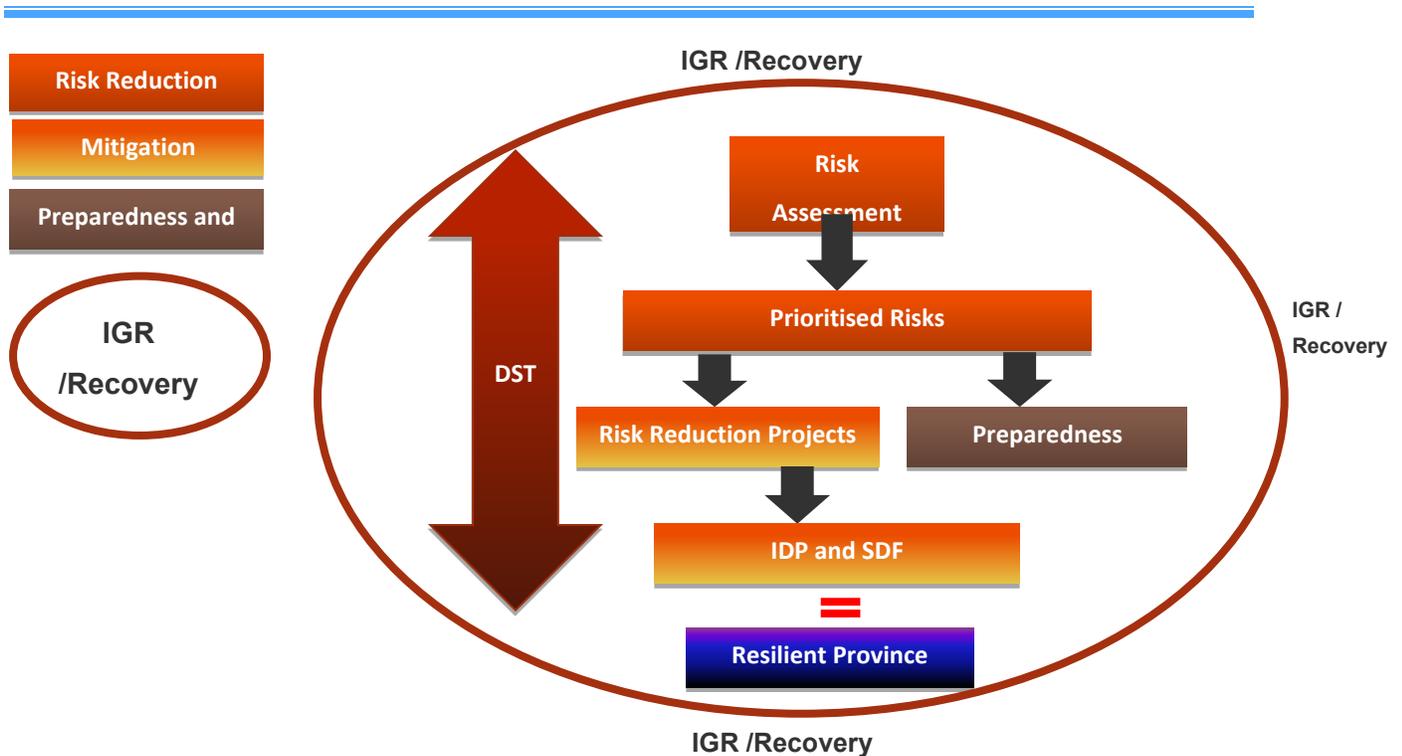


Figure 7: Disaster Management Aligned with IDP

3. Municipal Disaster Management Framework

The Disaster Management Plan was finalised and submitted to Council June 2019. The Disaster Management Plan is currently under review and will be submitted to Council by June 2026. Cederberg will focus on an integrated approach in terms of disaster management as illustrated below:



As per Section 53(1) of the Disaster Management Act, 57 of 2005 each municipality must:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
- Regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

The disaster management plan for a municipal area:

- Form an integral part of a municipalities Integrated Development Plan
- Anticipate the types of disasters that are likely to occur in the municipal area and their possible effect
- Place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households
- Seek to develop a system of incentives that will promote disaster management in the municipality
- Identify the areas, communities or households at risk
- Take into account indigenous knowledge relating to disaster management
- Promote disaster management research

- Identify and address weaknesses in capacity to deal with disasters
- Provide for appropriate prevention and mitigation strategies
- Facilitate maximum emergency preparedness
- Contain contingency plans and emergency procedures in the event of a disaster

4. Disaster Risk Assessments

West Coast District Municipality in collaboration with Cederberg Municipality reviewed the Disaster Risk Assessment (DRA) as per the criteria listed in the Provincial Disaster Management Framework. The aim of the DRA is to assist the municipality in acquiring credible data to inform planning, budget and the accompanied prioritization with respect to policies.

The current risk profile of Cederberg requires having a current and verified risk assessment to inform and align all other disaster risk. The 2014 Disaster Risk Assessment of Cederberg have focused on the risks as highlighted in the 2012 district level District Risk Assessment (DRA) report of the West Coast District Municipality. Disasters, especially in the context of climate change, pose a threat to the achievement of the Millennium Development Goals (MDGs), to which South Africa is a signatory. We live in a time of unprecedented risk in a complex system with multiple risk drivers. The DRA approach in this report will not provide a single, neat risk profile, but will rather provide a suite of possible risk probabilities based on different plausible scenarios for the main risk drivers present within each local municipality.

The following table displays the hazards of West Coast District:

Priority Hazards	2006 Risk Assessment	2012 Risk Assessment
Drought	African Horse Sickness	Seismic Hazards
Hazmat: Road, Rail	Municipality elections	Sand-dune Migration
Fire	Newcastle disease	Shoreline Erosion (coastal erosion)
Storm Surges	Renewable energy sources i.e. Wind farms	Dam Failure
Floods	Rift Valley Fever	National Key Points
Severe Winds	Social Conflict	Nuclear Event: Koeberg

Table 85: West Coast District Identified Hazards

The following disaster risks for Cederberg Municipal area were identified during the assessment process:

Hazard	Description
Vegetation Fires	Vegetation fires are fires which occur outside built-up areas in the open countryside beyond the urban limit in fynbos, natural veld, plantations, crops or invasive vegetation. Wildfires occur mainly during the “dry” season in the Western Cape; however, there are certain areas in the CBLM where wildfires occur throughout the year. ⁸⁰
Structural Fires	Structural fires (formal) is classified as such when the fire involves the structural components of various residential buildings ranging from single-family detached homes and townhouses to apartments and tower blocks, or various commercial buildings ranging from offices to shopping malls. A structural fire in an informal settlement involves temporary dwellings.
Climate Change	Climate change is a significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years. It may be a change in average weather conditions, or in the distribution of weather around the average conditions (i.e., more or fewer extreme weather events).
Floods	Risk of localised flooding increases during times of high intensity rainfall. Low-lying areas in relation to water courses are vulnerable. High flood risk is also associated with the low probability of the Clanwilliam Dam bursting.
Storm Surges	Storm surges are described as increases in water levels which exceed levels normally associated with astronomical tides. They are caused by winds driving waters shoreward and are often coupled with low pressure systems, which in turn often cause increased sea levels at the same time.
Drought/Water shortages	The risk of drought exists throughout the area. The water supply to the Sandveld and coastal areas is particularly vulnerable as the water levels and associated quality decrease in the main ground water supply aquifer. This vulnerability increases in the dry season and has not been recovering during the past three rainy seasons.
Severe Storms (Strong Wind)	Wind is a current of air, especially a natural one that moves along or parallel to the ground, moving from an area of high pressure to an area of low pressure. The West Coast has a history of severe storms accompanied by strong winds, especially in the areas adjacent to the coastline. ²⁹ Inshore of the Benguela Current proper, the south easterly winds drive coastal upwelling, forming the Benguela Upwelling System.
Regional Sea-level Rise	Due to the dynamic interaction of biophysical factors from both the Earth’s land surface and ocean, and the high human population present, coastal areas are often at risk to natural and human-induced hazards. One such hazard is climate change induced sea level rise. Sea level rise causes shoreline retreat through coastal erosion and dune migration, and coastal inundation and flooding through enhanced tidal reaches and an increase in the of frequency of storm surges (its intensity may also increase because of climate change).
Seismic Hazard	A seismic hazard is the potential for dangerous, earthquake-related natural phenomena such as ground shaking, fault rupture or soil liquefaction. The phenomena could then result in adverse consequences to society like

Hazard	Description
	destruction of buildings, essential infrastructure, loss of life, and destruction of an area's socio-economic structures.
Vegetation-Alien Invasive Species	There is general recognition that serious ecological, economic and social consequences result from the invasion of natural ecosystems by foreign biological organisms,58 these often designated as alien invasive species (AIS).
Human Diseases	Good health is vital to achieving and maintaining a high quality of life. A diverse range of factors play a role in ensuring the good health of communities and that disease, especially preventable and communicable ones, are kept at bay. Some of the factors include lifestyle features that also depend on the provision of high-quality municipal services, such as clean water and sanitation. It is the function of healthcare services not only to restore bad health, but also to ensure that communities do not contract preventable diseases.
Hazmat: Road and Rail Spill	A hazardous material is any item or agent (biological, chemical, and physical) which has the potential to cause harm to humans, animals, or the environment, either on its own or through interaction with other materials or aggravating factors. Spillage of hazardous materials on roads and/or rails may result in death or injury due to contact with toxic substances, fumes or vapours emitted, explosions and/or fires. Where spillage occurs in environmental sensitive areas, it can result in destruction of vegetation, damage crops along the transport route and contaminate rivers, dams and estuaries, etc.
Hazmat: Oil Spill at Sea	A marine oil spill is an accidental release of oil into a body of water, either from a tanker, offshore drilling rig, or underwater pipeline, often presenting a hazard to marine life and the environment.
Electrical Outages	Eskom is the electricity provider in the district. Electricity in South Africa is likely to outstrip supply and electricity will become increasingly unreliable and expensive. The provision of sustainable and affordable electrical services is one of the corner stones of any vibrant economy.
Waste Management	Waste means any substance, whether that substance can be reduced, re-used, recycled and recovered. Waste is divided into two classes based on the risk it poses - general waste and hazardous waste.
Water Quality & Waste Management	Wastewater is liquid waste or used water with dissolved or suspended solids, discharged from homes, commercial establishments, farms and industries. Wastewater treatment can be any chemical, biological and mechanical procedures applied to an industrial or municipal discharge or to any other sources of contaminated water to remove, reduce, or neutralize contaminants.
Social Conflict	Social conflict refers to the various types of negative social interaction that may occur within social relationships (e.g., arguments, criticism, hostility, unwanted demands), and may include physical violence.

Hazard	Description
Harmful Algal Blooms (HAB) or Red Tides	Red tide is a common name for the discoloration of seawater caused by dense concentrations of the marine micro-organisms known as Phytoplankton. The discoloration varies with the species of phytoplankton, its pigments, size and concentration, the time of day and the angle of the sun. The term Red Tide may be misleading in that the discoloration of the seawater can vary, and may include shades of red, orange, brown and green.
Road Accidents	Road accidents are unexpected and unintentional incidents which have the potential for harm occurring through the movement or collision of vessels, vehicles or persons along a road.
Aircraft Incidents	<p>An aircraft incident is an occurrence associated with the operation of an aircraft which takes place:</p> <ul style="list-style-type: none"> ▫ Between the time any person boards the aircraft, until all such persons have disembarked; ▫ During such time a person is fatally or seriously injured; ▫ The aircraft sustains damage or structural failure; or ▫ The aircraft is missing or is completely inaccessible.⁷⁸ <p>The main airfield in the municipal area is the Lambert's Bay Airfield. The airfield is being used frequently and in very good condition. This is a SACAA registered airfield in process of being licensed. Commercial and privately-owned helicopters and other smaller aircraft also operate within the area.</p>
COVID-19	<p>COVID-19 (coronavirus disease 2019) is a disease caused by a virus named SARS-CoV-2 and was discovered in December 2019 in Wuhan, China. It is very contagious and has quickly spread around the world. While the first cases probably involved exposure to an animal source, the virus now seems to be spreading from person-to-person.</p> <p>The spread of the disease is thought to happen mainly via respiratory droplets produced when an infected person coughs or sneezes, similar to how influenza and other respiratory pathogens spread. Thus far, the majority of cases have occurred in people with close physical contact to cases and healthcare workers caring for patients with COVID-19. Currently the Cederberg municipal area have 2 provincial hospitals, in Clanwilliam and Citrusdal respectively as well as clinics in all the towns to help with vaccination as well as treatment of Covid positive cases.</p>

Table 86: Cederberg Identified Hazards

A fully equipped municipal disaster management centre for the west coast region is in Moorreesburg. The West Coast Disaster Management Centre (WCDMC) was officially opened in September 2008 and provides a 24-hour call taking and dispatch facility. An organisational facility is also available that is not only 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 to make it a one stop centre for all incident reporting. This centre is a big advantage to Cederberg Municipality as it

is too costly for Cederberg to have its own disaster management centre, however the municipality are in the process of the establishment of a satellite disaster office.

5. Risk Reduction

The following table to reflect the risk reduction projects per department of Cederberg Municipality:

Risk Reduction Projects	Engineering Services	Community and Public Safety	Financial Services	Corporate Service
Upgrade of informal settlement road and water infrastructure (more hydrant and access road)	X			
Training of community members basic fire fighting		X		
Lumkani devices in all informal settlement (Clanwilliam success story)		X		
Pro-active training Veld Fire and Structural Fire Rural area (Wupperthal and Algeria)		X		
Awareness, education & training campaigns in high-risk areas		X		
Alien vegetation clearing	X			
Clearing/cleaning rivers & riverbanks (debris, alien invasive plants, excessive reeds, etc.)	X			
Storm water systems maintenance	X			
Bulk water capacity and resources to always be considered in development planning	X			
Drought/Water Scarcity - Awareness campaigns for demand reduction/conservation	X			

Table 87: Risk Reduction Projects

6. Training, Education and Awareness

The following are training initiatives that will take place:

Training to all community on basic fire fighting

Standing training committee was established in the West Coast DM

i) Water and Drought Situation

The **Western Cape** currently faces a serious drought due to poor rainfall during winter. The demand for water has also steadily increased every year due to the province's growing population and economy. This, as well as climate change, has added significant pressure on our water supply.

Water Restrictions

In order to ease the pressure placed on our water supply, municipalities across the province will continue to implement level 1, 2, 3 or 4 water restrictions for the foreseeable future. Residents and non-exempt businesses who don't comply with water restrictions will be charged higher tariffs and may be fined for disregarding water usage guidelines. Cederberg are currently on level 4 water restrictions.

Agro-meteorological situation in Western Cape

Although there was significant rain during the 2018 winter season which raised dam levels, water restrictions are still very important.

Longer Term Climate Outlook

- More frequent severe weather events

- Increases in temperature in many regions and resulting changes in precipitation patterns

- Estimated that by 2050, rainfall in the Western Cape is likely to have **decreased by 30%**

- More flooding events → less infiltration and recharge of ground water

- Quality of the water resource, as impacted on by human activities, becomes even more important

- More fires and droughts → poorer water quality (erosion)

Western Cape Provincial Water Risk

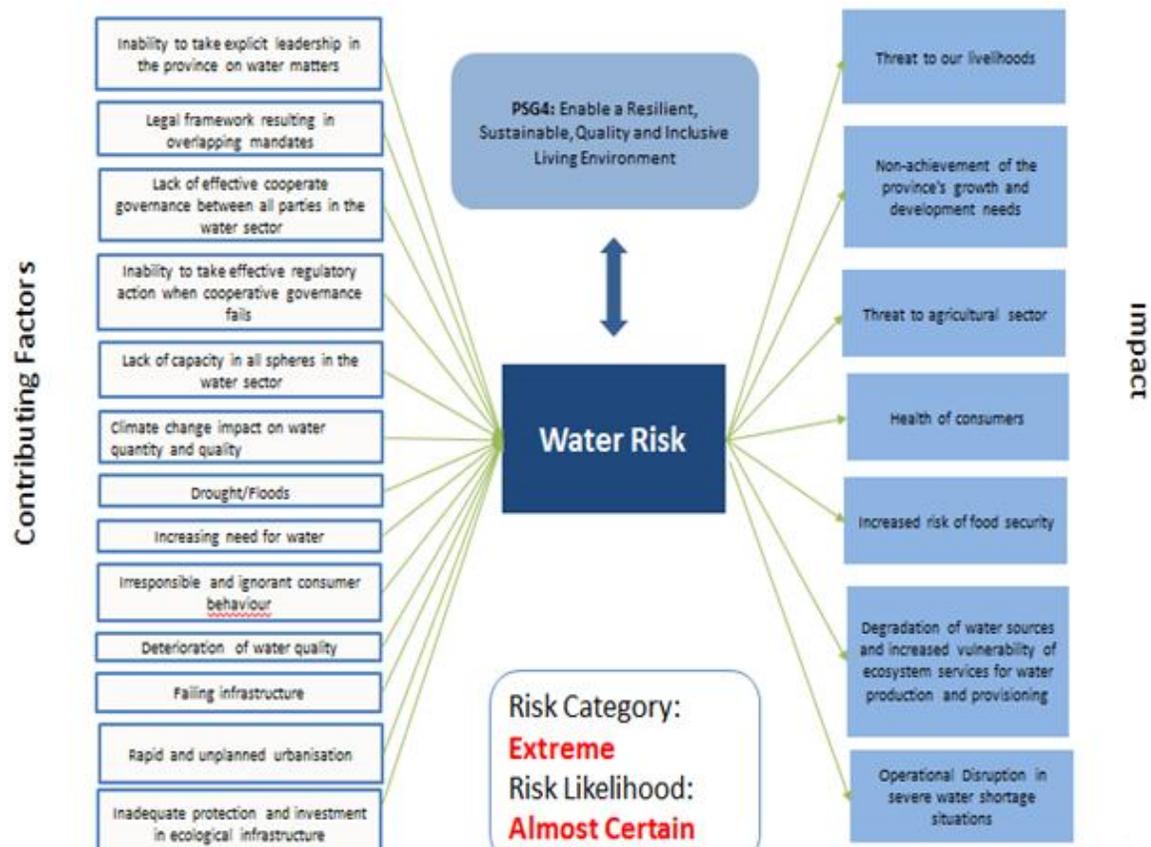


Figure 8: Provincial Water Risks

Interventions by Western Cape Government

Algeria - Drilling & equipping 1 borehole to augment bulk water: R1.8-million

Agricultural water curtailments

Water supply from the Clanwilliam Dam currently have a 43% restriction

With concerted water saving efforts average fruit crops are harvested

Limited impact on agri-processing in 2017

Water Resource Management and Disaster Risk Reduction

Risk Reduction:

Ensure all necessary risk reduction measures in place to manage future droughts effectively.

Standardization of water uses, water tariffs and restrictions, as well as enforcement measures where a disaster (drought) risks might be moderate to high

Protect groundwater resources (Geohydrologists required in Municipalities)

Investigating the possible use of alternative water resources i.e. reclamation of water (reuse), groundwater, increased rainwater harvesting etc

Model bylaw regarding for water use and water restrictions

The implementation of an area focussed Finalisation of disaster preparedness and response plans by all stakeholders.

Include risk reduction measures and associated funding in all future Integrated Development Plans

S35 Disaster Management Act: all municipalities must take adequate measures to prevent water insecurity due to drought

Land use & Planning: Protect and invest in our natural water source areas - ensure good land use management and catchment management

Promote efficiency of water use:

Address water losses (especially Non-Revenue Water)

Actively promote the re-use of treated wastewater - target appropriate users

Industrial water cascading, foot printing and setting of best practice benchmarks

Actively promote Conservation Agriculture, drip irrigation and accurate water metering, especially in the Agricultural Sector

Undertake Water Sensitive Urban Design

Undertake continuous awareness drives to ensure permanent change in public and government behaviour and reduced per capita water utilization

A drought assessment was done for Cederberg Municipality, and the following action plan was compiled:

Town	Water Resource Status	Drinking Water Storage Capacity	Upgrading Requirement	Estimated Costing Requires	Own Funding
Citrusdal	Water is sourced from: 1. Olifantsrivier which has completely dried up. 2. Two boreholes which are under stress	3.3ML which is insufficient and highly stressed for the Citrusdal residents, Industrials, hospitals and four education centurms	Short term: An additional Borehole and water tanker. Long term: 3ML reservoir	R2.5M for the Borehole. R9M for the reservoir. R500 000 for Water tanker. Total amount: R12M.	None
Graafwater	Water is sourced from: 1. Two boreholes	1ML reservoir which is insufficient and very stressed	Short term: 1.5ML reservoir which is critical	R2.6M for the construction of the reservoir. Total: R2.6M	3M
Clanwilliam	Water is sourced from: 1. Olifants dam which is under stress. 2. Jan Dissels river which is under stress. Both resources are stressed because of the last poor rain fall season. We make full time use of both resources	5.3ML reservoir storage capacity. Currently stress at the storage facilities is when the Jan Dissels River dry up and the Olifantsdam pumping capacity is too low to supply sufficient water	Short to medium term: 1. Pump Station upgrading (Olifantsdam pump station). 2. Rising Pipeline	1. R10M for the Pump Station. 2. R6. 3M for the Rising pipeline. 3. R2.5M for additional borehole Total amount: R18.8M	None
Wuppertal	Tra Tra River which is under severe stress and cannot provide sufficient water for both drinking purposes and irrigation/farming activities	200 kl reservoir is getting water from the river. The communities are most of the time without water	Water tanker and Jo Jo tanks to supply water regularly. A borehole to sustain water provision	Water tanker R2.5 M and Jo Jo tanks: R600 000. Total: R3.1M	None
Algeria	Insufficient water from a spring. The dry season and low rainfalls cause the stream to be very poor	200kl reservoir which would be sufficient if the source could produce adequate water	Long term: A borehole and pipeline. Short term: Water tanker to transport	1. R2.3M for the borehole. 2. Water Tanker to supply water to the	None

Town	Water Resource Status	Drinking Water Storage Capacity	Upgrading Requirement	Estimated Costing Requires	Own Funding
			water to the reservoir	Reservoir: R500 000. Total: R2.8M	
Elandskloof	Insufficient water from a spring. The dry season and low rainfalls caused the stream to be very poor	Storage reservoirs are insufficient and put the community heavily under stress	Short term: Drilling of a borehole and a Water tanker to supply water to the reservoirs	Drilling of a borehole: R2.3M Water Tanker: R500 000 Total: R2.8M	None
Lamberts Bay	Two boreholes supply the residents, industries and all community services institutions. The underground water resource is severely under pressure and we need to make provision for additional water provision from another resource	The storage capacity is not under stress	The completion of the Desalination Plant	R20M for the completion of the Desalination Plant	None
All towns requirements	Cederberg municipality needs Jo Jo tanks to respond to emergencies at rural areas where the poorest of the poor are most vulnerable		The purchasing of 50 Jo Jo tanks	R200 000	None
All towns studies	Underground water level studies. This will inform Cederberg of the status underground water levels to determine the way forward for towns relying on underground water resources			R200 000	None

Table 88: Drought Assessment

4.6.3 Traffic Services

The core function of the Traffic Services is to ensure a safe road environment, for all road users. This can only be achieved through the promotion of effective and efficient Traffic Law Enforcement. Furthermore, the following services are rendered:

- Learner licenses
- Driving licenses
- Registration and licensing of vehicles
- Roadworthiness of vehicles
- Traffic law enforcement
- Speed law enforcement

There are 3 Traffic Registering Authorities (TRA) which are in Clanwilliam, Citrusdal and Lamberts Bay. Clanwilliam and Citrusdal TRA's offers the following services:

- Registration/licencing of vehicles
- Roadworthy
- Learner and driving licenses
- Traffic law enforcement
- Speed law enforcement

Lamberts Bay TRA offers the following services:

- Registration/licencing of vehicles
- Learner licenses
- Traffic law enforcement
- Speed law enforcement

Staff establishment are as follows:

- Manager Public Safety

Clanwilliam:

- Superintendent
- Senior Traffic Officer
- 3* Traffic officers
- 1 Examiner for Drivers Licences
- 2* Temporary Traffic Officer (Camera Speed Enforcement)

Citrusdal:

- Superintendent
- 2* Examiner for Drivers Licences and Vehicles
- 1* Traffic Officer

Lamberts Bay:

- Assistant Superintendent: Traffic and Law Enforcement/ Management Representative

- 1* Senior traffic Officer/Testing Officer

Proposed new Driving License Testing Centre (DLTC) in Lamberts Bay

The traffic department at Lamberts Bay is functioning from the municipal offices and change is needed to establish a more professional and functional services. Lamberts Bay is also the only area which does not have proper department offices.

The services currently delivered by the traffic department are as follows:

- Traffic law enforcement
- By-Law enforcement
- Motor vehicle registration
- Eye testing
- Learners’ licenses

The additional services to be rendered at the new premises will be as follows:

- Driver’s licenses testing for both license code B, C1, EC1, C and EC. (Grade A testing centre)
- The other functions will be much better managed, and coordinate form the new facility

The following renovations will need to be erected.

- Testing yard (Grade A)
- Erecting impound facility due to the many illegal taxis and vehicles in the Cederberg Area.
- Front end e-natis desk
- Learners Licence class equipment
- Walk in safe
- Signs at office and direction signs at entrances
- Office furniture
- Safety Glass and front-end desk
- Other equipment needed for the services, example, stationary, etc.

An area has been designated at the Lamberts Bay golf course which is suitable for the DLTC and offices.

The impound facility are planned to be erected in Clanwilliam.

Traffic Challenges

The Municipality identified the following challenges and action plan pertaining to traffic services:

Challenges	Actions to address
Shortage of staff	Vacant positions must be advertised and filled and funding allocated to employ more staff

Challenges	Actions to address
Shortage of vehicles	Additional vehicles must be procured to address the shortage
DLTC for driving licenses Lambert Bay Traffic Centre	Budgetary provision must be made
Vehicle impound for Cederberg Municipality	Budgetary provisions must be made as well as training for officers regarding processes of impounding vehicles
Fencing of Citrusdal Traffic Centre to protect property against vandalism and theft	Budgetary provision must be made
Aging testing station infrastructure	New equipment was procured for both testing stations. Vacant land was identified in Lamberts Bay with offices and a testing station.
Non-compliance of Citrusdal test yard to national prescripts	Citrusdal is compliant and up and running again. The challenge currently is to obtain funding for perimeter fencing to secure the building

Table 89: Traffic Services Challenge

Additional Performance Service statistics for Traffic Services

The table below specifies the service delivery levels for the year:

Details	2024/25	2025/26
Motor vehicle licenses processed	24 723	12 342
Learner driver licenses processed	1 065	592
Driver licenses processed	970	562
Driver licenses issued	913	757
Fines issued for traffic offenses	96 003	63 802
R-value of fines collected	R10 383 630	R8 539 830
Roadblocks held	26	63
Complaints attended to by Traffic Officers	246	243
Awareness initiatives on public safety	13	7
Number of road traffic accidents during the year	281	185
Number of officers in the field on an average day	8	11

Table 90: Service Statistics for Traffic Services

4.6.4 Law Enforcement Services

The Law Enforcement Section is responsible for enforcing municipal by laws in the area of jurisdiction.

The section consists of 11 permanent officials. The appointment of more permanent officials will be investigated in the new financial year.

During the past, year the law enforcement unit made great strides in addressing illegal structure as result of an increase in regular patrols and putting better procedure and controls in place. In the coming financial year, the unit will build on the previous successes and also focus on the revision of relevant bylaws and development of new bylaws where required.

Law Enforcement Challenges

The Municipality identified the following challenges and action plan pertaining to law enforcement services:

Description	Actions to address
Lack of safety equipment	Budgetary provision must be made to procure safety equipment
Training for law enforcement officers in crowd control	Budgetary provision must be made
Limited skills	Training was postponed due to Covid-19/Lockdown. Law Enforcement Officers to be sent to accredited traffic training college to be equipped with a Traffic Officers Diploma
Limited patrol vehicles and safety equipment	Budgetary provision must be made to procure additional vehicles and equipment

Table 91: Law Enforcement Challenges

Service Statistics for Law Enforcement

The table below specifies the service delivery levels for the year:

Details	2020/21	2021/22
Number of by-law infringements attended	407	376
Number of officers in the field on an average day	5	8
Number of officers on duty on an average day	8	10

Table 92: Service Statistics for Law Enforcement

4.6.5 Cultural Affairs and Sports

The participation in sport in Cederberg Municipality is an important component of community and social upliftment. By participating in sport, the community is encouraged to maintain a healthy lifestyle, which will reduce the burden on healthcare facilities. Cederberg Municipality supports the development of sport by actively engaging with sport codes and their unions.

The upgrade of the sport field in Clanwilliam will greatly increase the ability of Cederberg to host bigger sporting events with a regional appeal. The upgrade of the facility is currently 70% completed with still other sporting codes facilities to be constructed.

The sport facilities also host a number of music and cultural events as part of the annual events calendar, for example the Clanwilliam Agricultural Expo, Riel Dancing, Clanwilliam Festival of Lights, Youth Day celebrations and Flower Festival in Clanwilliam, and the Reggae Festival in Clanwilliam. The Municipality endeavours to utilise the facilities optimally so that the communities can take ownership and take better care of their sport facilities.

In addition to the above, the Freshpak Fitness Festival is one of the most important sport events on the annual events calendar, drawing thousands of visitors and their families to the region.

Sport Fields

Sport and recreation continue to be important components of social and community well-being. The 2020/21 financial year was characterized by significant events that took place in the municipal area and a number of previously peripheral codes have become popular.

The table below specifies the challenges for the year:

Description	Actions to address
Lamberts Bay sports field (pavilion)	Draft Sport Facility Master Plan needs to be approved. Applications will be submitted to MIG Ringfenced Projects and Conditional Grant Funding
Citrusdal sports field (soccer field abluion incomplete)	Draft Sport Facility Master Plan needs to be approved. Applications will be submitted to MIG Ringfenced Projects and Conditional Grant Funding
Lack of adequate seating at all sports fields	Draft Sport Facility Master Plan needs to be approved. Application for Seating for Elandsbay and Lambertsbay submitted as part of MIG Ringfenced Project Applications including Grant Funding Applications . Temporary seating allocated to Lamberts Bay and Elandsbay
Vandalism of sport facilities and amenities	Continuous Meetings needed with Clubs.
Graafwater sports field needs urgent attention	Application Submitted for MIG Ringfenced Projects as well as Conditional Grant Funding. Project Planning and Designs in 2026/27 financial year
Rural Sport facilities and programmes	Discussion will be initiated between Cederberg Municipality and farmers to investigate the

Description	Actions to address
	development, maintenance and transfer of sport facilities in the rural areas. Leipoldtville received a 9 year and 11 month lease agreement on their sport facility. Maintenance of Sport facilities on rural especially farming areas are on the owner as it it is private property.

Table 93: Sport and Recreation Challenges

The Municipality maintain sport fields in all 5 towns within its service area, the total square meters maintained total of 305 807m².

Town	Area to be maintained	Future development/extension	Estimated Cost
Citrusdal	7.23 HR	/	±R3 500 000
Clanwilliam	8.37 HR	3.00 HR	±R 3 000 000
Elands Bay	3.79 HR	3.00 HR	±R 3 000 000
Graafwater	7.15 HR	3.00 HR	±R 6 000 000
Lamberts Bay	10.61 HR	/	±R 2 500 000

Table 94: Sports Fields

Service Statistics for Sport and Recreation

The table below specifies the service delivery levels for the year:

Type of service	2024/25	2025/26
Community parks		
Number of parks with play park equipment	5	5
Number of wards with community parks	4	4
Sport fields		
Number of wards with sport fields	6	6
Number of sport associations utilizing sport fields	73	73
R-value collected from utilization of sport fields	R 64 180.93	R34 922.28
Sport halls		
Number of wards with sport halls	3	3
Number of sport associations utilizing sport halls	13	13
R-value collected from rental of sport halls	R 201.13	R1 861.06

Table 95: Service Statistics for Sport and Recreation

Sport Committees

The following Formal Sport Forum Structures had been formed:

Name of structure	Area	% Completion
Citrusdal Sport Forum	Ward 1 and Ward 2	Re-structured
Clanwilliam Sport Forum	Ward 3 and Ward 6	Re-structured
Lamberts Bay Sport Forum	Ward 4 and Ward 5	Re-structured
Cederberg Sports Forum	Cederberg	Interim-structure

Table 96: Sport Committees

Projects to be implemented to enhance sport with our region.

Town	Facility
Citrusdal	Upgrade of soccer field x 2 Upgrade of soccer cloakrooms Upgrade of athletic track Upgrade of netball court x 2 Upgrade of netball cloak rooms Multi-sport facility for cricket/rugby/athletic
Clanwilliam	Upgrade of pavilion (Completed) Multi-sport facility - netball/tennis New parking space (Completed) New soccer fields x 2 (Kayalitsha) New pavilion with cloakrooms (Kayalitsha) (Included in housing development)
Graafwater	Upgrade of pavilion Building of new soccer/cricket field Netball court
Elands Bay	Multi-Code facility for rugby/soccer/cricket Pavilion
Lamberts Bay	Pavilion Building of cricket field Upgrade of netball courts x 2
Alegria	Pavilion Entrance bridge Paving of entrance road to sport field
Wupperthal	Building of Sportsfield Pavilion

Table 97: Projects in Sport

Cultural Affairs

The Cederberg Municipality has always been viewed as a region that is rich in culture and heritage. Over the past number of years our riel dancing teams have dominated the regional and national

cultural dance stages and have established themselves as worthy representatives of the culture of the local inhabitants.

Cederberg Municipality is very involved in several arts & culture events, including the following:

- Comnet Festival of Lights (annual)
- ATKV Riel Dancing Semi-Finals (annual)
- Artscape Rural Outreach (2016)
- Cederberg Arts Festival (annual)

The Municipality’s involvement includes the provision of financial support towards the mentioned initiatives, as well as in-kind support (venue, cleaning services, marketing, etc.). For most of the above, a memorandum of understanding is entered between Cederberg Municipality and the event organisers.

4.6.6 Cemeteries

Cemeteries play a crucial role in our communities in terms of the preservation of heritage. Cemeteries hold deep significance for families with loved ones buried in the municipal area. They also help to offer a space that brings comfort to families as they struggle with their grief while remembering their loved ones. Cederberg Municipality recognizes the importance of cemeteries for the community to cherish and honour their departed loved ones.

The Municipality maintain in all cemeteries in 5 towns within its service area.

The table below provides information pertaining to the status and future needs:

Town	No of Cemeteries	Capacity Status
Citrusdal	1	100% Full. Council should consider investigating an alternative cemetery site
Clanwilliam	2	Vrede- Oord -5% need urgent ground; Augsburg 35%; Council should consider investigating an alternative cemetery site
Graafwater	2	Graafwater South is full; Graafwater North 20% full
Elands Bay	1	50% full
Lamberts Bay	2	Both sites have ample room for expansion and no further investigation is required

Table 98: Cemeteries

Challenges: Cemeteries

The table below specifies the challenges for the year:

Description	Actions to address
Insufficient space in Citrusdal	Identify and acquire land for a new cemetery
Vandalism and theft	Appoint security services at the cemeteries and the installation of lights

Description	Actions to address
Graafwater fencing	Procurement was done and will be completed in the new financial year
Stray animals in cemeteries	Upgrade fencing and meet with small farmers to address the challenge
No ablution in Lamberts Bay	Provision of ablution facilities at the Lamberts Bay cemetery

Table 99: Cemeteries Challenges

Service Statistics for Cemeteries

The table below specifies the service delivery levels for the year:

Type of service	2020/21	2021/22
Burials	437	226

Table 100: Service Statistics for Cemeteries

4.6.7 Libraries

The table below indicates the number of libraries and community libraries within the municipal service area. A community library is a project developed to render a library/information service in the more rural areas/communities or even communities within the boundaries of a town but far from the nearest library. The libraries are in the following areas:

Town	Libraries
Citrusdal	1
Clanwilliam	1
Graafwater	1
Lamberts Bay	1
Elands Bay	1
Wupperthal	1
Algeria	1 Wheelie Wagon

Table 101: Libraries

A practical and sustainable Library Maintenance Programme, encompassing seven libraries and one mini-library, will be implemented over the next five years to ensure that facilities remain safe, functional, and conducive to service delivery.

Library and Information Services will continue striving to meet the prescribed maximum opening hours as determined for the three library categories within the region. Currently, libraries in the Cederberg Municipal area are open to the community for 35 hours per week, ensuring consistent access to information and resources.

Circulation statistics across Cederberg Municipality libraries show a steady increase, indicating growing community engagement and demand for library services. There is also a noticeable need for mini-library services in remote rural communities, where access to information resources remains limited.

Cederberg Municipality operates its library services on an agency basis on behalf of the Western Cape Department of Cultural Affairs and Sport (DCAS), which provides the primary funding and strategic oversight for these services

The table below indicate the status, challenges and risks of libraries:

Status	Challenges	Risk
<p>One of the core focus areas of the library service in Cederberg is the circulation of quality literature to as many readers as possible. The following services are rendered at libraries in the Cederberg Municipality:</p> <ul style="list-style-type: none"> • Fiction books - available in all three official languages (English, Afrikaans and Xhosa) and all age categories. • Non-fiction - available in Afrikaans and English • Audio visual materials (CD's and DVD's) • Computer internet and wifi access to the general public, schools and business community. • Assistance with school projects in the form of research, pamphlets distribution and photo copying service • Activity halls that can be rented out to the general public 	<ul style="list-style-type: none"> • Limited literature material available in other indigenous languages • Financial resources remain a challenge because all our funding comes from Library Services (DCAS) • Book lost - In the Wupperthal we lost a lot of books 	<p>Libraries may become obsolete, as all information has become available online. Library books have become very expensive</p>

Table 102: Status, Challenges and Risks of Libraries

Programs held in libraries:

Outreach programs (monthly)

Story time (weekly) projects of libraries

Library of the Blind - Clanwilliam Library

Mzansi Libraries online (Bill and Belinda Gates Project) - Citrusdal Library

All Libraries- GBV AWARENESS, HIV/AIDS AWARENESS

Projects - Back to School, Read out Loud competition, After School program with the Yeboneers

The table below indicate the current and future interventions of library services:

Proposed Interventions	Timeframes	Targets
Establish Elandskloof Library. The library is a satellite library of Citrusdal Library	2025/26	Residents of Elandskloof

Table 103: Current and Future Interventions of Library Services

Service Statistics for Libraries

The table below specifies the service statistics for the year:

Service statistic	2023/24	2024/2025
Library members	2 489	3 921
Books circulated	4 685	7 567
Exhibitions held	2580	3 428
Internet users	1020	1 188
New library service points or wheelie wagons	0	0
Children programs	2	7
Visits by school groups	185	210
Book group meetings for adults	1	2
Primary and secondary book education sessions	10	12

Table 104: Service Statistics for Libraries

4.6.8 Thusong Service Centres

The Thusong Service Centre (formerly known as Multi-Purpose Community Centres – MPCCs) programme of government was initiated in 1999 as one of the primary vehicles for the implementation of development communication and information and to integrate government services into primarily rural communities. This was done to address historical, social and economic factors, which limited access to information, services and participation by citizens, as they had to travel long distances to access these services.

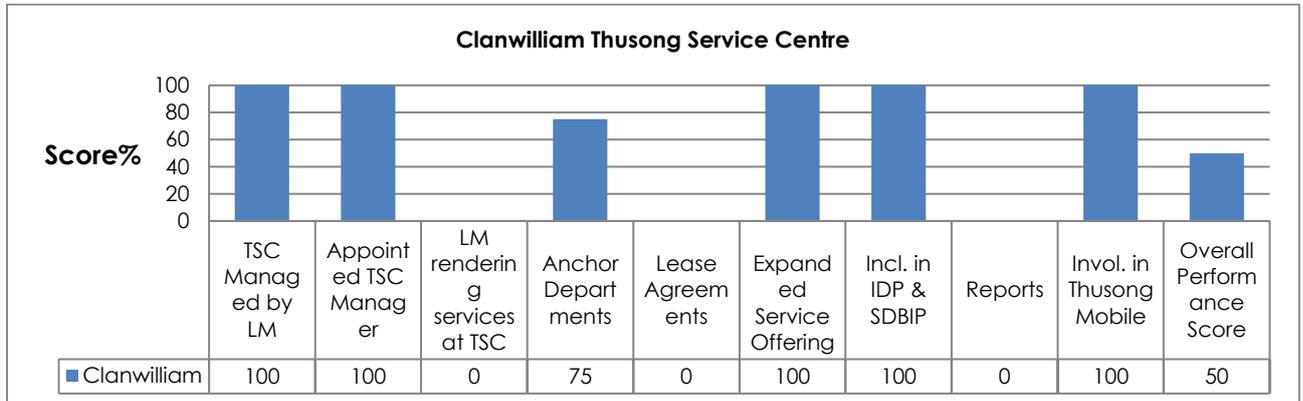
Thusong Service Centres are one-stop, integrated community development centres, with community participation and services relevant to people’s needs. They aim to empower the poor and disadvantaged through access to information, services and resources from government, non-governmental organisations (NGOs), parastatals, business, etc. enabling them to engage in government programmes for the improvement of their lives.

The Municipality work closely with all sector departments and management of the Thusong Centres to upgrade, maintain and manage the facilities as assets for the community of Cederberg. The Provincial Thusong Programme, under the Department of Local Government oversees all Thusong centres across the Province. Cederberg must provide quarterly reports to the Provincial Programme. This report combined with on-site visits and engagement with the Municipality, results in a functionality scorecard, indicating if a centre is well-functioning or not. Since April 2017 and after engagements with the Provincial Thusong team, Cederberg Municipality committed to appoint dedicated staff and to better manage the activities at the centres. This resulted in:

- Much better relationship with the Provincial Thusong Forum team

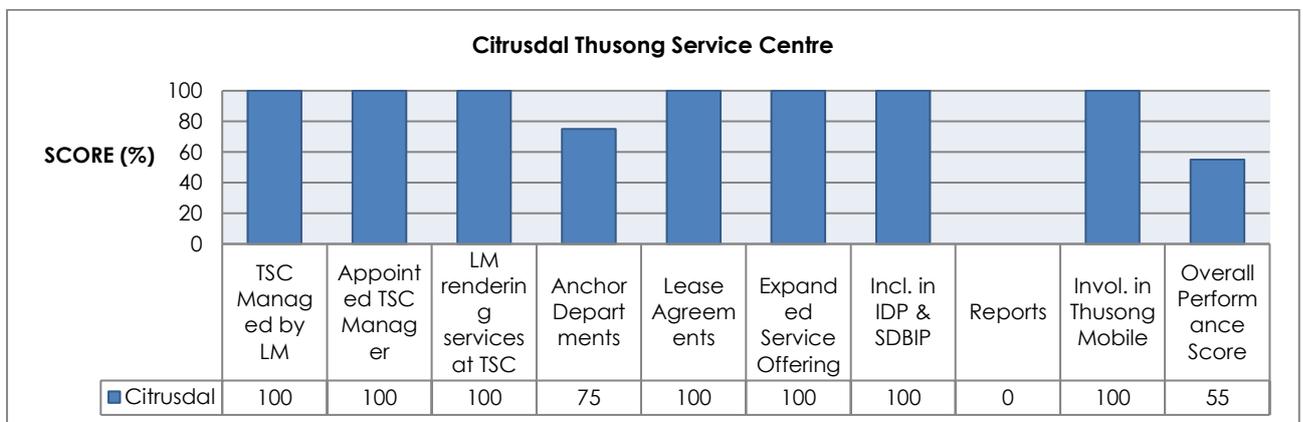
- Quarterly reports submitted timeously
- Provincial scheduled outreaches for Cederberg (Lamberts Bay and Citrusdal-October 2024)
- The Provincial Thusong Forum were held in Cederberg on 15 April 2025
- Maintenance funding allocated for the Lamberts Bay Thusong Centre (R118 000)
- Functionality scorecard for both Thusong centres increased dramatically

The Graphs below show functionality scorecards issued by the Department in 2021:



Graph 7: Citrusdal Thusong Service Centre Functionality Scorecard 2021

As per the scorecard above, the Citrusdal Thusong Service Centre is categorised as a well-functioning Thusong Service Centre with an overall score of 50%.



Graph 8: Clanwilliam Thusong Service Centre Functionality Scorecard Second Quarter 2017

As per the scorecard above, the Clanwilliam (Satellite) Thusong Service Centre is categorised as a well-functioning Thusong Service Centre with an overall score of 55%.

The Municipality is also working with the Department of Local Government to extend its service offering to areas like Graafwater, where government services are often not so accessible to the local communities.

The following Outreach Programs was implemented during 2024/2025 Financial Year in collaboration with different government departments, agencies and private institutions to bring services closer to our communities:

- October 2025 at Citrusdal (DPLG District Event)
- October 2025 at Elandsbay (DPLG District Event)

The table below indicate the actions required to implement the Thusong Service Centre Programme:

Outcome / Response Required	Municipal Action
Updating of lease agreements with all tenants	Update and sign lease agreements
Viable funding model	Investigate funding model for centre Budget for Centre
<p>Needs required for Don Burrel Thusong:</p> <ul style="list-style-type: none"> ▪ Fencing of Don Burrel Hall ▪ Painting of Interior Building ▪ Paving of Parking Space ▪ Beautification of Centre ▪ Refurbishment of Kitchen/ Furnish with Appliances ▪ Tables and Chairs ▪ Installation of Wi-Fi, TV and sound equipment (amplifiers, microphones etc) ▪ Fire safety checks and evacuation signage as per SANS Code ▪ Upgrading of Electrical System 	Submission of business plan for funding
<p>Needs required for Kathy Johnson Thusong:</p> <ul style="list-style-type: none"> ▪ Fencing of Kathy Johnson Centre ▪ Installation of Electrical Gate (Access Control) ▪ Painting of Interior Building ▪ Refurbishment of Kitchen/ Furnish with Appliances ▪ Refurbishment of Access Doors ▪ Tables and Chairs ▪ Installation of Wi-Fi, TV and sound equipment (amplifiers, microphones etc) ▪ Fire safety checks and evacuation signage as per SANS Code ▪ Upgrading of Electrical System 	Submission of business plan for funding
<p>Needs required for Vicky Zimri Thusong:</p> <ul style="list-style-type: none"> ▪ Repair of roof leaks and ceiling replacements. ▪ Refurbishment of tenant office spaces (paint, lighting, windows). ▪ Installation of stove, urn, kettle and fridge freezer 	Submission of business plan for funding

Outcome / Response Required	Municipal Action
<ul style="list-style-type: none"> ▪ Installation of built in cupboards at Kitchen ▪ Refurbishment of tiles ▪ Removal of Trees ▪ Procurement of new tables and Installation of Electronic Gate ▪ Upgrading the signage and front façade to improve visibility ▪ Installation of Wi-Fi, TV and sound equipment (amplifiers, microphones etc) ▪ Fire safety checks and evacuation signage as per SANS Code ▪ Upgrading of Electrical System 	

Table 105: Implementation of the Thusong Service Centre Programme

The national and/or provincial services offered at the centre include the following:

- E-Centres (Clanwilliam, Lamberts Bay and Citrusdal)
- Department of Local Government (CDW Programme, Elands Bay, Lamberts Bay, Citrusdal and Clanwilliam)
- Department of Home Affairs (Citrusdal, and extended services at Lamberts Bay and Clanwilliam)
- Department of Social Development (Clanwilliam, Citrusdal and Lamberts Bay)
- Cederberg Offices at Clanwilliam and Citrusdal (Human Settlements and Councillor Office)
- Department of Health (Clanwilliam & Citrusdal)
- SASSA (Lamberts Bay, Clanwilliam and Citrusdal)
- Department of Labour (Lamberts Bay, Clanwilliam and Citrusdal)

4.6.9 Air Quality Management Plan

The West Coast DM is in terms of Chapter 5 of the National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004) responsible for the licensing of Listed Activities. The West Coast DM appointed a consultant to draft an Air Quality Management Plan (AQMP) for the district including separate modules to suite the individual needs of the five local municipalities in the district. This plan was completed in July 2019. The Final Air Quality Management Plan was approved by Council on 13 December 2019. This plan indicates the state of Air Quality within the jurisdiction of Cederberg Municipality. There is an appointed designated Air Quality officer to manage Air Quality for the Cederberg region.

The District Municipality established an Air Quality communication platform with industry and representatives from local municipalities and provincial government. The designated Air Quality

Officers of the five local municipalities are members of this working group and meetings are held on a quarterly basis. During these meetings industry report to the authorities in a predetermined format and problem areas are discussed.

To further formalise a good working relationship between local and district municipalities it is foreseen that the individual service providers may enter into memorandums of understanding. The execution of different mandates will receive more detailed attention during interaction between district and local municipalities once properly formalised.

Outcome / Response Required	Municipal Action
Attend working group meetings	Quarterly working group meetings attended
Air Quality Management Plan in place	Air Quality Management Plan for Cederberg approved by Council December 2019
Air Quality Management By-law to address air pollution challenges	By-law approved and promulgated on 9 June 2025.
Air quality targets achieved	Implementation of bylaw and continuous monitoring
Air quality compliant with DEAT requirements	Implementation of bylaw and continuous monitoring

Table 106: Implementation of the Air Quality Management Plan

4.6.10 Coastal Management

The National Environmental Management Integrated Coastal Management Act, Act 24 of 2008 (ICM) specifies several responsibilities for municipalities regarding the sustainable development and management of the coastal environment. The West Coast District Municipality developed an Integrated Coastal Management Plan (ICMP) which incorporates the local municipalities. This plan was completed during April 2013 and has been advertised for public comment. Cederberg Municipality also participates in the Municipal Coastal Committee meetings held and coordinated by the WCDM. The municipality attends the Verlorenvlei estuary advisory forum on a quarterly basis.

The Final Coastal Management Plan 2019 - 2024 for Cederberg Municipality was received in November 2019. This plan was approved by Council on the 13 December 2019. The Cederberg Municipality Coastal Management By-law was published in the Provincial Gazette on 30 April 2021.

The ICMP deals with the current state of the coastal environment, the vision, objectives and strategies to address the challenges identified in the status quo. It also facilitates the improvement of institutional structures and capacity to respond to existing management gaps and the roles and responsibilities outlined in the Act.

Cederberg includes the two coastal towns of Elands Bay and Lamberts Bay. These two towns are only directly accessible to each other along the Sishen-Saldanha railway Toll Road (gravel) owned by Transnet. Along the coastline the vegetation immediately inland of the coast is Lamberts Bay

Strandveld. The Greater Cederberg Biodiversity Corridor is a conservation area that extends from the coastline of the Cederberg Municipality towards the Cederberg Mountain range.

Baboon point, to the south of Elands Bay, is the most significant rocky outcrop along the coastline of the West Coast due to an extremely diverse succulent and bulb community. On 9 April 2009, Baboon point as described in schedule contained in Gazette notice 6621, was declared as a Provincial heritage site in terms of Section 29 of the National Heritage Resources Act. The Diepkloof rock shelter is now one of the UNESCO World heritage sites in South Africa and takes its name from the Diepkloof stream. It is situated between Eland's bay and Redelinghuys and overlooks Verlorenvlei wetland.

The Provincial minister of Local Government, Environmental Affairs and Development Planning in the Western Cape listed the official Public launch sites for the Western Cape and identified the respective Management bodies responsible for each of the listed sites. Cederberg Municipality was identified as the Management body for the Eland's bay Public launch site (Old crayfish factory). This was published on 26 June 2015 in the Province of the Western Cape: Provincial Gazette 7410 (PN 193/2015).

Large portions of the coastal zone between Elands Bay and Lamberts Bay remain natural due to unsuitability for agriculture, although potato farming is placing increasing pressure on coastal biodiversity. Bird Island, off the coast of Lamberts Bay, is a tourist destination and an important breeding site for birds. The fishing and lobster industry are key economic driver in the coastal towns of the Cederberg Municipality.

Implementation Plan and 5 Year Budget: Cederberg Spatial Development Framework: 2017 - 2022:

	Municipal Area Budget	R'000	2017/18	2018/19	2019/20	2020/21	2021/22
1	Olifants River (N7) rural and intensive agricultural corridor area plan	800	X	X	X	X	X
2	Cederberg Nature Reserve expansion plan	400		X	X		
3	Verlorenvlei Precinct Plan	600		X	X		
4	Biodiversity corridors between Cederberg & coast and the along coast	300		X	X		
5	Land Use Management Scheme	600	X				
6	Develop a guideline for informal trading	300					

Table 107: Coastal Management Implementation Plan

The plan requires that Cederberg address the following actions:

Outcome / Response Required	Municipal Action
Compliance in terms of the Act and the performance indicators highlighted for LMs in the plan	All actions to ensure municipal compliance including updating of the CMP every 5 years
Approved by-law that designates strips of land as coastal access land (Section 18(1) of the ICMA)	Coastal Management By-law promulgated on 4 November 2022
Responsibilities regarding coastal access land (Section 18 & 20 of the ICMA)	Signpost entry / access points Control the use of, and activities, on that land Protect and enforce the rights of the public to use that land to gain access to coastal public property (CPP) Designate strips of land as coastal access land via a public access servitude Maintain the land to ensure that the public has access to the CPP Report to the MEC on measures taken to implement this section
Marking coastal boundaries on zoning maps	Municipality must delineate coastal boundary on a map that forms part of its zoning scheme e.g. Setback Lines
Alien clearing	Facilitate co-ordination between WCDM and alien clearing efforts and with private landowners
Implementation of Estuary Management Plan and Forum	Develop estuary management plans and establish estuary forums and budget for their implementation and revision of the estuary plan
Illegal developments	Investigate illegal developments and/or landscaping within the littoral zone and surrounds in contravention of LUPA.
Conservation requirements	Construct boardwalks and implement dune rehabilitation at various key sites, need for ongoing erosion protection measures

Table 108: Implementation of the Integrated Coastal Management Plan

4.6.11 Climate Change

Rising demands of rapid urban growth compromise the environment and consequently increases climate change. Human activities are altering the composition of the atmosphere to such an extent that it will absorb and store increasing amounts of energy in the troposphere within the coming century. This will result in the atmosphere heating up, altering weather and climate patterns. This will lead to various impacts including changes to precipitation, seasons, micro-climates and habitat stability. Cederberg Municipality completed and adopted the climate change plan during 2025. The impact of climate change also has the potential to negatively impact on the economy, natural

resources and social sectors in the Cederberg area as is expected in the rest of South Africa. Climate change will affect most economic areas such as:

- Agricultural and food security
- Industrial development
- Energy
- Transportation
- Coastal Management
- Biodiversity
- Mountains
- Water resources
- Electricity
- Disaster management
- Rural areas

The challenges facing Cederberg can not only be solved by the Cederberg Municipality. These challenges are inter-related and collective challenges. Solving them will only be possible if all stakeholders work together. The Municipality should strive to accomplish a marketing-buy in from stakeholders to invest in the variety of opportunities that this unique area of the Cederberg has to offer. Further potential opportunities for alternative housing and energy should be investigated to sustainably meet the demands of urban growth in Cederberg.

The Cederberg SDF included management programmes that should be implemented to increase the resilience of agricultural, biodiversity, water and coastal resources towards climate change impact in the Cederberg under Chapter 6. There is an Environmental Management Framework (EMF) under chapter 7 in the Spatial Development Framework (SDF) covering aspects such as ecosystems, estuaries, wetlands, habitats and ecological processes. There is also a section about Environmental Impact management in the EMF. The SDF also further included the identification of Coastal Management Lines along the coastline of the Cederberg. The increased impacts of continuous economic growth, population growth and climate change will have the most prominent impacts along the coastline. Despite climate change increasing the abrasive nature of wave action and storm event, the adjacent onshore areas will remain host to the majority of the Western Cape's population. The coastal zone represents the most desirable location of settlement, industry, harvesting of natural resources as well as recreational activities. It places the sensitive, vulnerable, often highly dynamic and stressed ecosystem found along the coast in the middle of the growing conflict between the need for human habitation and natural resources protection. As a result, coastal areas require specific attention in management and planning to preserve coastal resources, protect coastal quality and reduce coastal related risk. This coastal management/setback line for the West Coast region is included in the Cederberg SDF for the Municipality to take informed decisions when considering development proposals along the coastline of the Cederberg. The coastal management/setback line

has been imposed on relevant plans for the Cederberg and is included in Annexure 3 of the SDF. The maps for the coastal management/setback line consist of the following:

- 1) The Cederberg coastline is divided into six (6) sections marked A, B, C, D, E1 and E2
- 2) Detailed maps of each section in order to provide the necessary detail of the Coastal Management lines

4.6.12 Biodiversity Management

Cederberg Municipality invasive alien plant monitoring, control and eradication plan was completed in January 2021 and approved by Council on 31st August 2021.

The Cederberg Municipality is responsible for the management of hundred and fifty-one (151) properties (management units) covering a surface area of approximately 1268 hectares and are distributed among the following towns/settlements:

- Clanwilliam
- Citrusdal
- Graafwater
- Elands Bay
- Lamberts Bay



Maps 5: Cederberg Municipality Boundary

The Western Cape Biodiversity spatial plan handbook (WCBSPP) is a spatial tool that comprises the Biodiversity spatial plan map of biodiversity priority areas, accompanied by contextual information and land use guidelines that make the most recent and best quality biodiversity information available

for land use and development planning, environmental assessment and regulation and natural resource management. The Western Cape Biodiversity spatial plan handbook was developed by the Cape Nature scientific services land use team in 2017, and it is supported by the Western Cape Department of Environmental Affairs and Development Planning.

Link below to access the WCBSP: <https://www.capenature.co.za/biodiversity-planning-and-mainstreaming>.

The Biodiversity Sector plan for the Saldanha bay, Bergrivier, Cederberg and Matzikama Municipalities compiled by Cape Nature and South African National Parks in 2010. This Biodiversity Sector Plan is intended to be the biodiversity informant for these various multi-sectoral planning and decision-making procedures as it represents current and detailed spatial information, which is adequate to execute informed decision-making as required by the National Environment Management Act (NEMA) (Act No. 107 of 1998). Furthermore, the Biodiversity Sector Plan serves as the framework for the compilation of a bioregional plan and g in terms of Chapter 3 of the National Environmental Management: Biodiversity Act (NEMBA) (Act No. 10 of 2004).

Environmental Impact assessment projects:

Environmental Impact assessment and Basic assessment reports are conducted by the Environmental assessment practitioners for development projects within the Cederberg region. These impact studies are reviewed by the relevant municipal officials. The municipality is commenting as an Interested and Affected Authority on projects that are within the municipal jurisdiction.

Environmental awareness and capacity building events are conducted within the Cederberg Municipal area in Partnership with other stakeholders.

4.7 DEVELOP AND TRANSFORM THE INSTITUTION TO PROVIDE A PEOPLE-CENTERED HUMAN RESOURCES AND ADMINISTRATIVE SERVICE TO CITIZENS, STAFF AND COUNCIL

The delivery of services to communities relies highly on institutional capacity and organisational development level of the Municipality.

Section 51 of the Municipality System Act 32 of 2000 stipulates that a municipality must establish and organize its administration in a manner that will enable it to:

- Be performance-oriented and focused on the objectives of local government.
- Perform its functions:
 - Through operationally effective and appropriate administrative units and mechanism and /or
 - When necessary, on a decentralized basis
 - Maximize efficiency of communication and decision-making within the administration

Be responsive to the needs of the local communities

Facilitate a culture of public service and accountability amongst its staff

Be performance-orientated and focused on the objects of local government as set out in Section 152 of the Constitution and its developmental duties as required by Section 153 of the Constitution

To achieve delivery on the fourth generation IDP strategic focus areas and objectives, it is essential to align the institution with the strategy. Chapter 3 expand on the transformation and development of the institution.

4.8 SECTOR DEPARTMENT PROJECTS

4.8.1 Department Local Government

Department Local Government recorded the following project initiatives in support to Cederberg Municipality

Projects			Budget 2025/26 FY	Registration Status	
MIG ID	Project Description	Service		Registered	Not Registered
443708	Graafwater: Construction of Multi Purpose Centre	Community Facility	R 8 600 000	X	
491112	Graafwater: Upgrade of Roads and Storm Water Infrastructure: Phase 2	Roads	R 6 242 240	X	
55012	Lamberts Bay Drop Off Facility	Solid Waste	R2 507 910	X	
	Clanwilliam: PMU 2025/26	PMU	R 912 850	X	
Total Allocation 2025/2026 FY			R18 263 000		

Table 109: Department Local Government Project Initiatives

Status of projects as reported

Projects (2023/24 FY)			Status
MIG ID	Project Description	Service	
433448	Graafwater: Upgrade of Roads and Storm Water Phase 1	Roads	Completed
443708	Graafwater: Construction of Multi-Purpose Centre	Community Facility	To be completed by June 2026
491112	Graafwater: Upgrade of Roads and Storm Water Phase 2	Roads	Designs Completed
205795	Citrusdal: Upgrade Roads and Storm Water Infrastructure Phase 5	Roads	Completed
521992	Specialized Waste Vehicles	Solid Waste	90% of vehicles procured

Table 110: Status of Capital Projects

4.8.2 MIG Funded Projects

Project Description	Budget	Expenditure	Project Status
Clanwilliam Refurbishment & Upgrade of WWTP	R 8 034 739.00	R 8 034 739.00	Completed
Graafwater: Upgrade of Roads & Storm water Ph2	R 1 700 000.00	R 0.00	Tender Stage
Graafwater: Construction of Multi Purpose Centre	R 4 215 887.00	R 0.00	Contractor appointed. Construction to commence
Specialized Waste Vehicles	R 2 731 474.00	R 0.00	Procurement
Clanwilliam: PMU 2024/25	R 879 900.00	R 879 900.00	Completed
Total Allocation 2024/2025 FY	R17 562 000	R17 562 000	

Table 111: MIG Funded Projects

4.8.3 Municipal Support and Capacity Building

The following projects for the 2019/20 financial year, were funded through the Municipal Service Delivery and Capacity building Grant, are as follows:

Project	Amount
Graduate internship	R80 000
Socio-economic impact study	R265 000
Total	R345 000

Table 112: Municipal Support and Capacity Building Funded Projects

4.8.4 Department of Health

Projects for the current and past two years by Department of Health

Facility	Description	Timeframe completed	Project cost
Citrusdal Clinic	Upgrade and additions	2017/03/30	R800 000
Clanwilliam Clinic	Upgrade and additions	2018/03/01	R1 397 000
Clanwilliam Ambulance Station	General	2019/03/31	R200 000
Lamberts Bay Ambulance Station	General	2019/03/31	R300 000

Facility	Description	Timeframe completed	Project cost
Citrusdal Hospital	Upgrade and additions	2017/03/31	R4 000 000
Lamberts Bay Clinic	General maintenance	2020/08/31	R4 562 000
Citrusdal Clinic	Screening and testing unit	2020/08/31	R585 000
Total			R12 637 000

Table 113: Completed Capital Projects of Department of Health

Planned projects for the 2022/23 financial year:

Clanwilliam Hospital Upgrade & Renovation Project		
Project Name	Nature of Project	Project Budget/Cost
Clanwilliam Hospital upgrade and renovations	<ul style="list-style-type: none"> ▪ Providing 4 x new acute psychiatric single wards and general upgrade and maintenance of the existing buildings. ▪ 12 month construction period - due to commence at the beginning of October 2020. ▪ Work is to be done in 6 Phases ▪ No long term disruptions anticipated. Certain areas to be decanted to free up the space required for that applicable work Phase. 	R 12 540 000 (excluding VAT)

Table 114: Status of Capital Projects- Department of Health

4.8.5 Department of Education

Growth Mind-Set

This programme, directed at learners, and aims to transform the mind-set of learners from a fixed mind-set, which believes that one is born, with certain abilities that cannot be changed, to growth mind-set, where the belief is that effort and hard work can grow one`s ability. Growth Mind-set rollout at schools- number of schools reached in Cederberg Municipality:

Table 115: Cederberg Growth Mind-Set

Gr 12 Schools in Circuit	Number of Gr 12 Schools engaged with the programme	Number of Gr 12 learners enrolled
4	4	278

Other Programme Rollouts

WCED Schools Programmes
1. New school hall for PW De Bruin Primary
2. Beautifying of schools during lockdown
3. Rebuilding of Wupperthal hostels
4. High school for Lamberts Bay on the premises of Lamberts Bay Primary School
5. Repurposing of Graafwater High School as a special school of skills
6. Expansion of Graafwater Primary School
7. New learner transport schemes

Table 116: WCED Schools Programmes

4.8.6. Department of Transport and Public Works

Municipal Area / Town	Status	Contract value R'000	Total Expenditure R'000	Project Allocation		
				Project Allocation R'000		
				2020/21	2021/22	2022/23
C1097 Dwarskersbos Elands Bay - Rehabilitation						
Bergrivier/Cederberg	Under construction	201 685	96 685	9 000	15 000	0
C1094 Redelinghuys - Reseal						
Cederberg	Under construction	164 950	4 950	149 000	10 000	1 000

Table 117: Status of Capital Projects- Department of Public Works

4.8.7 Department Community Safety

Which initiatives will be activated and how will they link with initiatives in 2022/23 and beyond.

Intervention	Implications for next 100 Days
Safety Ambassador Programme	<ul style="list-style-type: none"> ✓ The safety ambassador programme is a Ministerial project whereby young people are placed on the EPWP programme. ✓ This provides them with an opportunity to gain valuable work experience whilst earning an income at the same time. It has a data led approach. ✓ The 6-month programme in line with the 100 day Covid-19 response. ✓ The main focus is on Violence prevention, promoting safety; Patrolling
Placement of 1 000 EPWP youth	The intention is to recruit an additional 1000 Chrysalis Youth placed at various institutions as well as other public spaces in order to improve safety.
Chrysalis Academy: Youth development training focusing on trauma to become resilient to crime and violence	The Chrysalis Academy will provide the safety ambassadors with training on how to deal with trauma at their placement institutions as well as how to deal with their own trauma experienced in their daily lives

Table 118: Department of Safety Projects in Cederberg

4.8.8 Environmental Affairs and Development Planning

Summary of Infrastructure Projects & Programmes in Cederberg Municipality (MTEF 2025/26 - 2027/28)

Department	No of Projects	Value of Infrastructure projects & programmes (Rand)						
		Infrastructure Transfers - Capital & Current	Maintenance and Repairs	New or Replaced Infrastructure	Non-Infrastructure	Rehabilitation, Renovations & Refurbishment	Upgrading and Additions	MTEF Total
Education	0	0	0	0	0	0	0	0
Environmental Affairs	3	0	900 000	0	0	0	2 000 000	2 900 000
Health	2	0	0	0	1 429 000	5 800 000	0	0
Human Settlements	5	119 338 000	0	0	0	0	0	199 338 000
Public Works	0	0	0	0	0	0	0	0
Transport	5	0	224 431 000	0	0	169 150 000	0	393 581 000
Grand Total	15	119 338 000	225 331 000	0	1 429 000	174 950 000	2 000 000	523 048 000

Table 119: Projects and Programmes

Your attention is drawn to the fact that the infrastructure projects and related capital projects are in various stages of implementation, with some being in the planning phase, others in implementation with construction happening, and some are in the process of being finalized and therefore in the 'close-out' phase. The information may be subject to change, depending on fiscal constraints and the availability of resources.

Spatial distribution of Provincial Infrastructure Investment (Individual Projects) in Cederberg Municipality (MTEF 2021/22 - 2023/24)



Maps 6: Spatial Distribution of Provincial Infrastructure Investment

List of Provincial Infrastructure Investment Projects in the Cederberg Municipality for the MTEF period 2025/26 - 2027/28

Sector	Nature of Investment	Project no	Project Name	Funding	Latitude	Longitude	Delivery mechanism	Total Project Cost	Previous Years Expenditure	MTEF 1 2025/26	MTEF 2 2026/27	MTEF 3 2027/28	MTEF Total
Environmental Affairs	Maintenance and Repairs	25-26 Ceder Algeria	Cederberg Algeria Cottages	Equitable Share	-32.5891	19.0118	Individual Project	750000	0	750000	0	0	750000
Environmental Affairs	Maintenance and Repairs	25-26 Kliphuis Boma	Cederberg Kliphuis Campsite	Equitable Share	-32.5891	19.0118	Individual Project	150000	0	150000	0	0	150000
Environmental Affairs	Upgrading and Additions	25-26 Ceder Kliphuis	Cederber Wilderness Nature Reserve Upgrade	Equitable Share	-32.5891	19.0118	Individual Project	2000000	0	2000000	0	0	2000000
Health	Rehabilitation, Renovations & Refurbishment	HC1820005	Clanwilliam - Clanwilliam Ambulance Station - Entrance R, R and R (Alpha)	Health Facility Revitalisation Grant	-32.185	18.892	Individual Project	8500000	795888	5800000	0	0	5800000
Health	Non-Infrastructure	CH830146	Citrusdal - Citrusdal Hospital - HT - Laundry - Electrification	Health Facility Revitalisation Grant	-32.5989	19.0174	Individual Project	2004000	407661	1000	1428000	0	1429000
Human Settlements	Infrastructure Transfers - Capital	Cederberg: Clanwilliam (900)	Cederberg: Clanwilliam (900)	Human Settlements Development Grant	-32.0929	18.3062	Individual Project	90000000	2799000	0	18452000	56904000	75356000
Human Settlements	Infrastructure Transfers - Capital	Cederberg: Elands Bay	Cederberg: Elands Bay	Human Settlements Development Grant	-32.0929	18.3062	Individual Project	40000000	559000	2800000	3293000	17124000	23217000
Human Settlements	Infrastructure Transfers - Capital	Clanwilliam Khayelitsha Golf course site	Clanwilliam Khayelitsha Golf course site	Informal Settlements Upgrading Partnership Grant	-32.1772	18.8911	Individual Project	5000000	1201000	0	1000000	0	1000000

Sector	Nature of Investment	Project no	Project Name	Funding	Latitude	Longitude	Delivery mechanism	Total Project Cost	Previous Years Expenditure	MTEF 1 2025/26	MTEF 2 2026/27	MTEF 3 2027/28	MTEF Total
Human Settlements	Infrastructure Transfers - Capital	wupperthal 53 emergency units -ehp (ph1)	wupperthal 53 emergency units -ehp (ph1)	Informal Settlements Upgrading Partnership Grant	-32.1772	18.8911	Individual Project	30000000	2155000	4517000	5000000	9250000	18767000
Transport	Maintenance and Repairs	RRM WC DM AFR	Routine Maintenance WC DM	Human Settlements Development Grant	-32.5891	19.0118	Individual Project	3000000	0	998000	0	0	998000
Transport	Rehabilitation, Renovations & Refurbishment	C1307	C1307 Roads in Citrusdal area	Asset Finance Reserve	-32.213	18.6176	Packaged with Sub-Projects	300000000	50066000	109265000	115166000	0	234431000
Transport	Rehabilitation, Renovations & Refurbishment	C1308	C1308 REPAIRS UITKYK PASS	Equitable Share	-32.5891	19.0118	Individual Project	85000000	0	10000000	30000000	0	40000000
Transport	Rehabilitation, Renovations & Refurbishment	C1307 PRMG	C1307 Roads in Citrusdal area	Equitable Share	-32.3889	19.0913	Individual Project	63822000	53635000	1150000	0	0	1150000
Transport	Rehabilitation, Renovations & Refurbishment	C1330 PRMG	C1330 PRMG Clanwilliam to Lamberts Bay	Provincial Roads Maintenance Grant	-32.5891	19.0118	Individual Project	85000000	0	5000000	30000000	3000000	38000000
TOTAL								807226000	111618549	142431000	204339000	174278000	523048000

Table 120: Provincial Infrastructure Investment Project

4.9 FUNDED PROJECTS

4.9.1 Infrastructure Priority Costing

The table below indicate the Infrastructure Priority Costing for each area:

Description	Activity	Estimated Cost
Graafwater		
Paving/Tar	Minnaar Street	600 000
Reseal of Roads	Identify critical roads to be resealed	600 000
Speedbumps	Olienhout Street	50 000
	Fix Potholes where necessary (List street names to be repaired)	50 000
Streetlights	Renier Street	85 000
Construction of 26 toilets	Completion/Construction of 26 Toilets	300 000
Multi-Purpose Centre	Construction of Multi-Purpose Centre	13 500 000
Clanwilliam		
Paving of Roads	Viooltjie Street	1 800 000
Reseal of Roads	Identify critical roads to be resealed	800 000
	Fix Potholes where necessary (List street names to be repaired)	100 000
Refurbishment of Clanwilliam WWTW	Repair and refurbish existing plant	18 000 000 (Completed)
Upgrade of Clanwilliam WWTW	Increase of treatment capacity for future developments	75 768 900

Description	Activity	Estimated Cost
Graafwater		
Refurbishment of Clanwilliam WTW filter	Refurbishment of existing filters to improve water quality	3 500 000 (Completed)
Lamberts Bay		
Streetlights	Between Fransman and Ruiters Street	35 000
	Kiewiet Street (Harmony Park)	21 000
Reseal of Roads	Identify critical roads to be resealed	1 000 000
	Fix Potholes where necessary (List street names to be repaired)	100 000
Lamberts Bay Wellfield Development	Drilling, Testing and equipping of new boreholes on Nortier Research Farm and construction of new pipeline	R96 643 812
Citrusdal		
Roads	Davofill Street	800 000
	Impolueni Street	700 000
	Fix Potholes where necessary (List street names to be repaired)	100 000
Reseal of Roads	Identify critical roads to be resealed	1 500 000
Elandsbay		
Streetlights	Provide more streetlights at crossing R65/R27 and high mast lights in informal settlements	230 000
Local Economic Development	Assist with infrastructure at slipway for fishermen	3 400 000
Grand Total		122 271 000

Table 121: Funded Project

CHAPTER 5

- 5 This Chapter will be included and finalized with the adoption of the Final by 30 May 2026. Please see adopted draft Budget.

CHAPTER 6

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision of the municipality as set out earlier in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, quarterly, bi-annual and annual basis). The institutional SDBIP forms the basis of the directorate-based SDBIP and the performance agreements and plans of employees.

6.1 PERFORMANCE MANAGEMENT OVERVIEW

The Performance Management System (PMS) of Cederberg Municipality is intended to provide a comprehensive, step by step planning design that helps the municipality to manage the process of performance planning and measurement effectively. The PMS System serves as primary mechanism to monitor, review and improve the implementation of the municipality's IDP and associated budget.

The communities in the Cederberg municipal area, like all South African citizens, expect high quality service delivery by any municipality. Elected representatives and the administration are continuously challenged to demonstrate that all levels of government are capable and committed to manage and utilise public resources in a way that will enhance economic growth and sustainability. In previous years and under increasingly difficult circumstances, the Cederberg Municipality has demonstrated the ability to deliver quality municipal services at the levels demanded by communities. This is also evidenced by continuous compliance in reporting on organisational performance as well as that of its employees.

The Performance Management System implemented at the municipality is a comprehensive, step by step planning approach helping the municipality to effectively manage performance through planning and measuring indicators. A performance management policy framework was approved by Council which provided for performance implementation, monitoring and evaluation at organisational as well as individual levels. The Performance Management Framework of the Municipality is reflected in the diagram below.

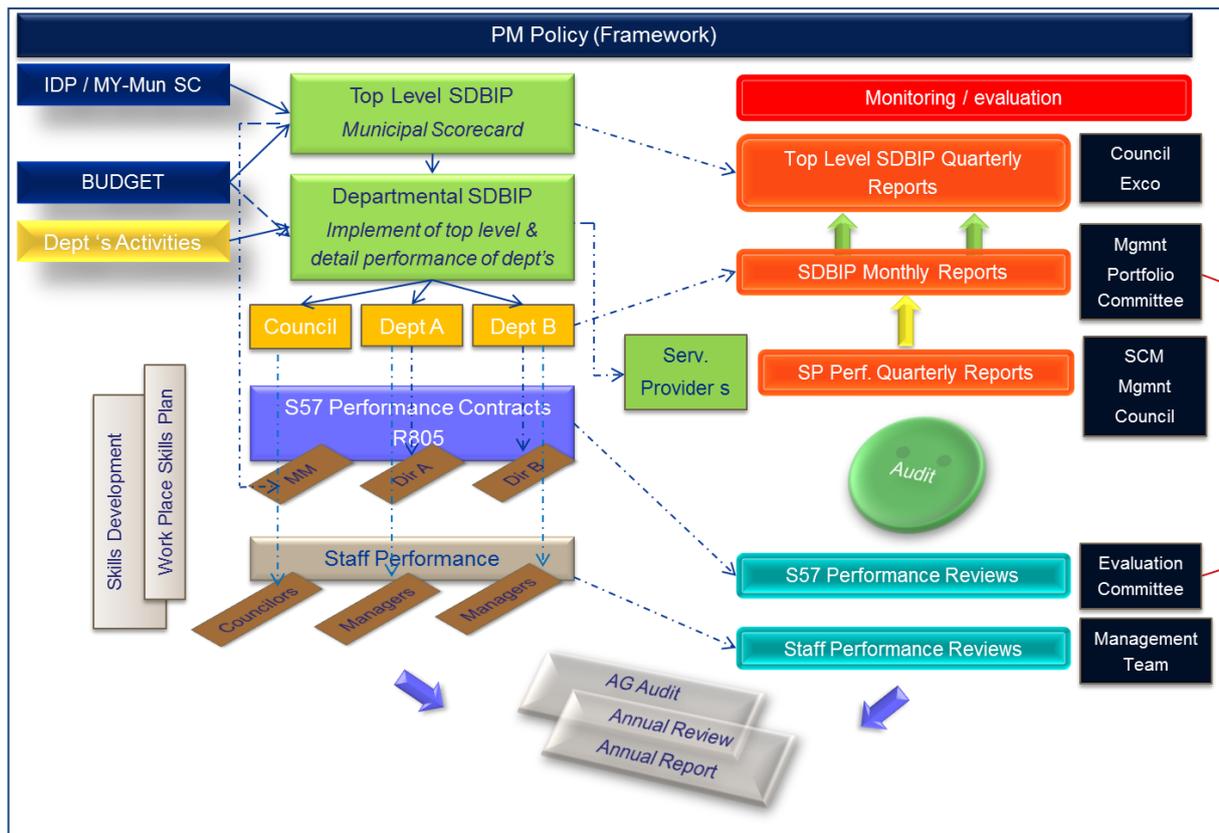


Figure 9: Performance Management System

STATUS OF CEDERBERG MUNICIPALITY'S PERFORMANCE MANAGEMENT SYSTEM

In 2019 the Municipal Council approved a Performance Management System and Framework for performance implementation, monitoring and evaluation of the organizational as well as individual levels.

6.1.1 Organisational Level

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the municipality, reflecting performance on its strategic priorities.

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department, unlike the municipal scorecard, which reflects on the strategic priorities of the municipality, the SDBIP provides detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

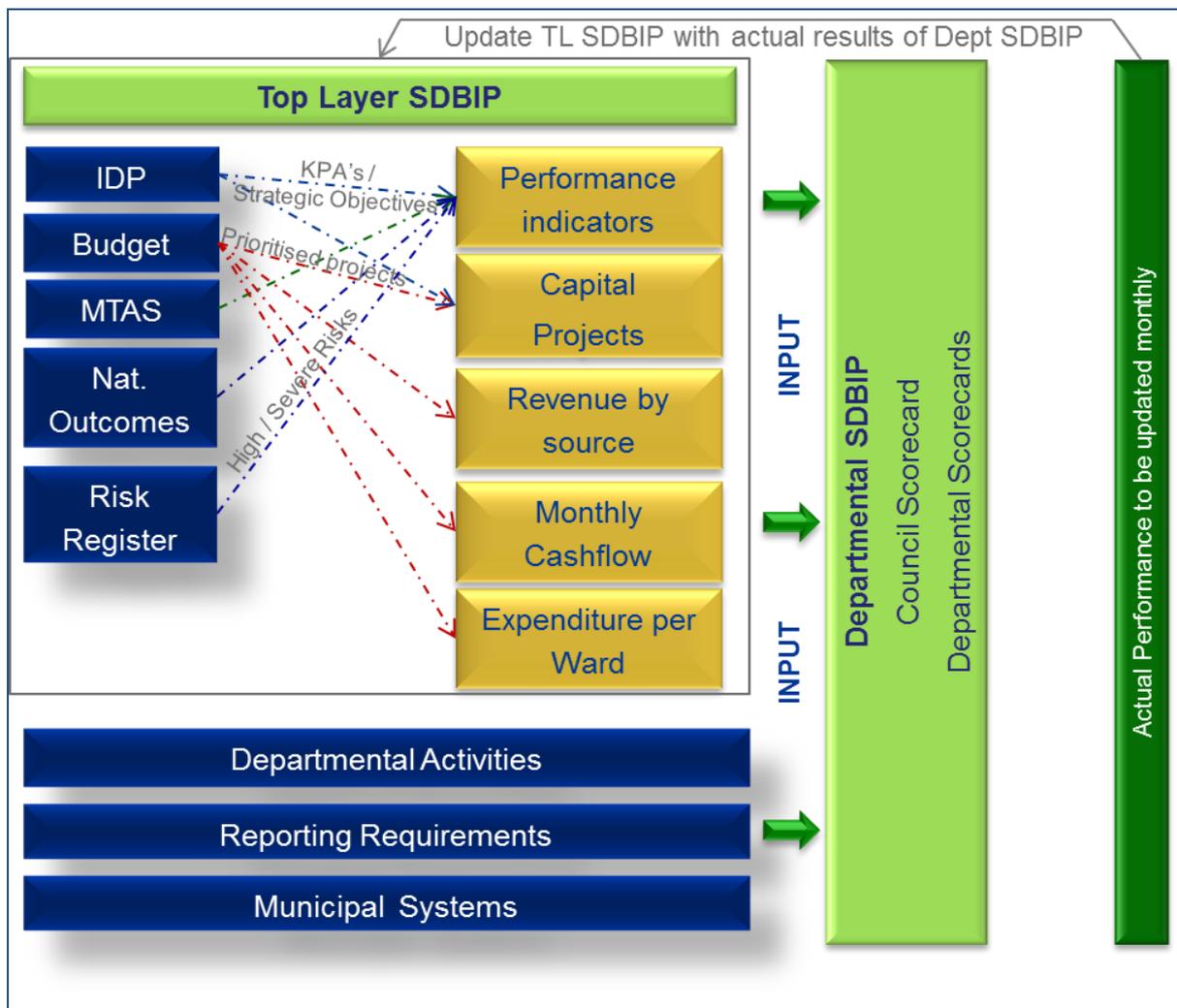


Figure 10: Organisational Performance

6.1.2. Individual Level

Cederberg Municipality implements a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model.
- At the beginning of each financial year all the Senior Managers (Section 57 employees) sign Performance Agreements.
- Evaluation of each manager's performance takes place at the end of each quarter.

6.1.3. Cascading Performance Management to lower levels

It is important to link organisational performance to individual performance and to manage both at the same time, but separately. Although legislation requires that the Municipal Manager, and Managers directly accountable to the Municipal Manager, sign formal performance contracts, it is also a requirement that all employees have performance plans. These must be aligned with the individual performance plan of the head of the directorate and job descriptions.

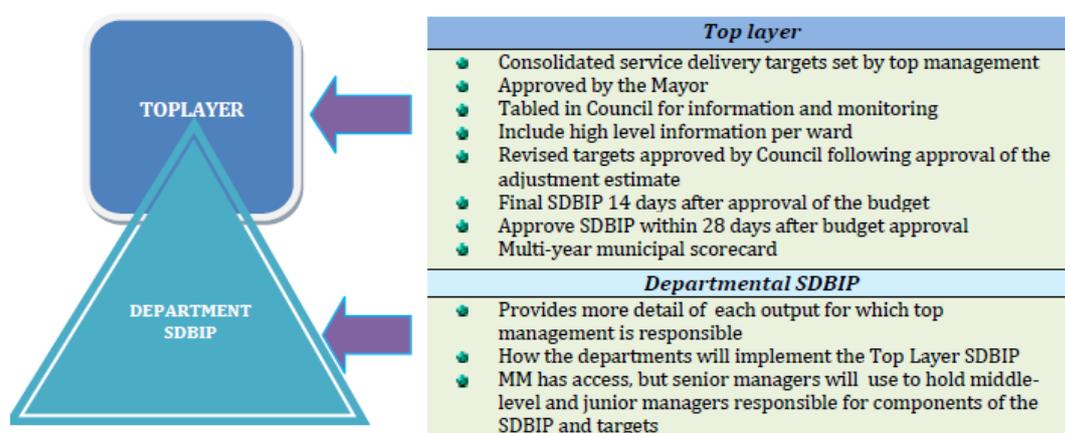
Cederberg Municipality are currently in the process of cascading performance management to lower levels. The Municipality are busy developing a Performance Management Policy and action plan of how the Municipality envisaged to cascade performance management to the lower levels. Department of Local Government is currently assisting the Municipality in this regard.

6.2 KEY PERFORMANCE INDICATORS

Section 38 (a) of the MSA requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the MSA, the Municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process must be seamlessly integrated as the Performance Management System serves to measure the performance of the municipality on meeting its development objectives is contained in its Integrated Development Plan.

6.3 THE SDBIP CONCEPT: A PRACTICAL PERSPECTIVE



6.4 PERFORMANCE REPORTING

Quarterly Reports

Reports reporting on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary. The format of the report must comply with the Section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website afterwards.

Legislative Reporting Requirements

Frequency	MSA/MFMA Reporting on PMS	Section
Quarterly reporting	<ul style="list-style-type: none"> ➤ The Municipal Manager collates the information and drafts the organisational performance report, which is submitted to Internal Audit. ➤ The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee. ➤ The Municipal Manager submits the reports to Council. 	<i>MSA Regulation 14(1)(c)</i>
Bi-annual reporting	<ul style="list-style-type: none"> ➤ The Performance Audit Committee must review the PMS and make recommendations to Council. ➤ The Performance Audit Committee must submit a report to Council Bi-annually. ➤ The Municipality must report to Council at least twice a year. ➤ The Accounting Officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury. 	<i>MSA Regulation 14(4)(a)</i> <i>MSA Regulation 14(4)(a)</i> <i>MSA Regulation 13(2)(a)</i> <i>MFMA S72</i>
Annual reporting	<ul style="list-style-type: none"> ➤ The annual report of a municipality must include the annual performance report and any recommendations of the municipality's Audit Committee. The Accounting Officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relates. ➤ The Auditor-General must audit the performance report and submit the report to the Accounting Officer within three months of receipt of the performance report. ➤ The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality. ➤ The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal 	<i>MFMA S121 (3)(c)(j)</i> <i>& MSA S46</i> <i>MFMA S126 1(a)</i> <i>MFMA S126 (3)(a)(b)</i> <i>MFMA S127(2)</i> <i>MFMA S127 (4)(a)</i> <i>MFMA S127 (5)(b)</i> <i>MFMA S129 (1)</i> <i>MFMA S130 (1)</i>

Frequency	MSA/MFMA Reporting on PMS	Section
	<p>council, the National Treasury, the relevant Provincial Treasury, the MEC responsible for local government in the province and any prescribed organ of the state.</p> <ul style="list-style-type: none"> ➤ Immediately after an annual report is tabled in the council, the Accounting Officer of the municipality must submit the annual report to the Auditor- General, the relevant Provincial Treasury and the Provincial Department responsible for local government in the province. ➤ The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled; adopt an oversight report containing council's comments on the annual report. ➤ The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state. ➤ The Cabinet Member responsible for local government must annually report to Parliament on actions taken by the MEC's for local government to address issues raised by the Auditor-General. 	<i>MFMA S134</i>

Table 122: Legislative Reporting Requirements

6.5 RISK MANAGEMENT

Cederberg Municipality drafted a Risk Policy and a Risk Management Implementation Plan and will submit the documents to Council for approval. Risk management forms part of management's core responsibilities and is an integral part of the internal processes of the municipality.

It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the municipality's service delivery capacity. When properly executed risk management provides reasonable, but not absolute assurance, that the municipality will be successful in achieving its goals and objectives.

The Risk Management Strategy deals with the major intended and emergent initiatives taken by and involving the utilisation of its resources to reduce risk in the Municipality. This strategy outlines a high-level plan on how the Municipality will go about implementing its Risk Management Policy.

Cederberg has embarked on a strategic risk assessment process, where the following top 10 risks were identified as strategic risks in the Municipality:

Strategic Objective	Risk Area	Risk Description	Risk Background
To facilitate social cohesion, safe and healthy communities	Disaster Management	Covid-19 Pandemic	1. Community not following Covid-19 protocols 2. Non-adherence to vaccination drives
Strive for financial viability and	Financial Viability/Sustainability	Lack of financial viability and	1. Bulk of Municipality's households are indigent

Strategic Objective	Risk Area	Risk Description	Risk Background
economic sustainability		economic sustainability	2. High water and electricity losses 3. Collection rate not at acceptable levels
Improve and sustain basic service delivery and infrastructure development	Infrastructure	Inability to provide timely and effective services to the community	1. Aged infrastructure and vehicles 2. Lack of and/or updated maintenance and master plans 3. Insufficient budget allocated towards the maintenance of infrastructure and vehicles
Promote Good Governance, Community Development & Public Participation	Human Resources	Poor retention of staff to deliver effective services	1. Career Development and personal development lacking 2. Low levels of staff morale 3. Employees leave organization due to uncompetitive salary levels 4. Inability to attract and retained skilled personnel
Strive for financial viability and economic sustainability	Financial Viability/Sustainability	Inability to deliver projects due to lack of financial resources and current government funding model (External funding)	1. Unaffordable co-funding of projects 2. Wavers required before submission of fund application to sector departments
Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Human Settlements	Uncontrolled growth of informal settlements	1. Growth in housing backlogs and informal settlements 2. Cannot provide basic services to all target sectors
Strive for financial viability and economic sustainability	Waste Management	Loss of income and / or legal fines for the non-compliance of landfill sites in the region	1. Insufficient disposal capacity at landfill sites 2. Consumer needs to pay more with regards to tariff costs of waste removal 3. Inability to effectively dispose of Solid Waste
Promote Good Governance,	Financial Viability/Sustainability	Cost of compliance, under-funded mandates and insufficient equitable Share	

Strategic Objective	Risk Area	Risk Description	Risk Background
Community Development & Public Participation			
Promote Good Governance, Community Development & Public Participation	Human Resources	Outstanding implementation of task evaluation as per new organizational structure	Scarcity of financial and human resources
Improve and sustain basic service delivery and infrastructure development	Water Management	Inability to provide the community with water services	1. Scarcity of resources
			2. Unmetered water in informal settlements
			3. Meters not covering all areas in the area
			4. Decapitated infrastructure
			5. Loss of unaccounted for water in the region
Improve and sustain basic service delivery and infrastructure development	Electricity	Risk of power failures and possible safety concerns due to the overloading of the network	1. Illegal electricity connections
			2. Insufficient staff component to monitor
			3. Establishment of illegal housing of the grid
			4. Supplying houses with electricity outside own plot

Table 123: Strategic Risk

6.6 MUNICIPAL SCORECARD

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview of the municipality's strategic intent and deliverables as stated in the IDP.

The Municipal Scorecard is the municipality's strategic plan and shows the strategic alignment between the different documents (IDP, Budget and Performance Agreements).

Below is the Municipal Scorecard with targets:

S01: Improve and sustain basic service delivery and infrastructure development

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Office of Municipal Manager	Improve and sustain basic service delivery and infrastructure development	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2027 (Actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of the municipal capital budget actually spent on capital projects as at 30 June 2027	90%	All	0%	20%	60%	90%	90%	90%
Financial Services	Improve and sustain basic service delivery and infrastructure development	Number of residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2027	Number of account holders which are billed (credit and pfor water	6 011	All	6 011	6 011	6 011	6 011	6 011	6 011
Financial Services	Improve and sustain basic service delivery and infrastructure development	Number of residential properties with electricity which are connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2027	Number of account holders billed credit meter and pre paid meters connected to the network	6 781	All	6 781	6 781	6 781	6 781	6 781	6 781

Financial Services	Improve and sustain basic service delivery and infrastructure development	Number of residential properties with sanitation services which are connected to the municipal waste water (sanitation/sewerage) network and are billed for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2027	Number of account holders billed credit meter and pre paid meters connected to the network	5 161	All	5 161	5 161	5 161	5 161	5 161	5 161	5 161
Financial Services	Improve and sustain basic service delivery and infrastructure development	Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2027	Number of account holders billed for refuse services	6 000	All	6 000	6 000	6 000	6 000	6 000	6 000	6 000
Financial Services	Improve and sustain basic service delivery and infrastructure development	Provide free basic water to indigent households as per the requirements in the indigent policy as at 30 June 2027	Number of households receiving free basic water	2 196	All	2 196	2 196	2 196	2 196	2 196	2 196	2 196
Financial Services	Improve and sustain basic service delivery and infrastructure development	Provide free basic electricity to indigent households as per the requirements in the indigent policy as at 30 June 2027	Number of households receiving free basic electricity	2 077	All	2 077	2 077	2 077	2 077	2 077	2 077	2 077

Financial Services	Improve and sustain basic service delivery and infrastructure development	Provide free basic sanitation to indigent households as per the requirements in the indigent policy as at 30 June 2027	Number of households receiving free basic sanitation services	2 145	All	2 145	2 145	2 145	2 145	2 145	2 145
Financial Services	Improve and sustain basic service delivery and infrastructure development	Provide free basic refuse removal to indigent households as per the requirements in the indigent policy as at 30 June 2027	Number of households receiving free basic refuse removal	2 191	All	2 191	2 191	2 191	2 191	2 191	2 191
Financial Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved capital budget for the procurement of Fleet by 30 June 2027 (Actual amount spent /Total amount budgeted) X 100	% of budget spent by 30 June 2027	90%	All	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved maintenance budget for Technical Services (Water, Waste Water, Electricity, Roads and Stormwater) by 30 June 2027 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2027	90%	All	0%	20%	60%	90%	90%	90%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 100% of the MIG grant by 30 June 2027 [(Actual expenditure on MIG funding received/total MIG funding received)x100]	% of budget spent by 30 June 2027	100%	All	10%	40%	70%	100%	100%	100%
Technical Services	Improve and sustain basic service delivery and infrastructure development	95% of the water samples comply with SANS 241 micro biological parameters {(Number of water samples that comply with SANS 241 indicators/Number of water samples tested)x100}	% of water samples complying with SANS 241 micro biological parameters	95%	All	95%	95%	95%	95%	95%	95%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Limit unaccounted for water to less than 25% by 30 June 2027 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified x 100}	% unaccounted water	25%	All	25%	25%	25%	25%	25%	25%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Limit unaccounted for electricity losses to less than 15% by 30 June 2027 (Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and / or Generated) × 100	% unaccounted electricity	15%	All	15%	15%	15%	15%	15%	15%	15%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the budget approved for the construction of a Multi Purpose Centre (Phase 1) in Graafwater by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)×100]	% of budget spent by 30 June 2027	90%	4	0%	20%	60%	90%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the project budget to upgrade and refurbishment of the Clanwilliam Waste Water Treatment Works by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)×100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%	90%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved budget for the refurbishing of desalination plant in Lamberts Bay by 30 June 2027 [(Total actual expenditure on the project/ Approved budget for the project)x100]	% of budget spent by 30 June 2027	90%	5	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved INEP budget for the bulk electricity upgrade in Clanwilliam: Construction of Substation by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved project budget for the electricity upgrade network in Clanwilliam by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved project budget to upgrade the 11KV cable in Mark Street, Clanwilliam by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved project budget to refurbish the overheadline east of town, Graafwater by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2027	90%	4	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the project budget for the upgrade of roads and stormwater infrastructure in Graafwater by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	4	0%	20%	60%	90%	90%	90%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the project budget for the upgrade of roads in Clanwilliam by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved budget for the new borehole scheme in Lamberts Bay by 30 June 2027 [(Total actual expenditure on the project/Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	5	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved ISUPG budget for the installation of water services of Citrusdal Riveriview by 30 June 2027 [(Total actual expenditure on the project/ Approved budget for the project)x100]	% of budget spent by 30 June 2027	90%	2	0%	20%	60%	90%	90%	90%

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved ISUPG budget for the installation of water services of Clanwilliam Khayelitsha by 30 June 2027 [(Total actual expenditure on the project/ Approved budget for the project)x100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90% of the approved budget for the Water Treatment Works filters in Clanwilliam by 30 June 2027 [(Total actual expenditure on the project/Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the approved budget for the Clanwilliam Transfer Station by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Submit a quarterly report to Council on the Blue and Green Drop Status	Number of reports submitted	4	All	1	1	1	1	4	4

Technical Services	Improve and sustain basic service delivery and infrastructure development	Conduct an investigation, test the market for renewable energy and submit findings with recommendations to Council by 30 June 2027	Findings and recommendations submitted to Council by 30 June 2027	1	All	0	0	0	1	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Submit a report on the Implementation of the GIS to Council by 30 June 2027	GIS implementation report submitted to Council by 30 June 2027	1	All	0	0	0	1	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Submit a report on the Implementation of the Smart Meters to Council by 30 June 2027	Smart Meters implementation report submitted to Council by 30 June 2027	1	All	0	0	0	1	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Submit a report on the progress made on the Clanwilliam By-Pass to Council by 30 June 2027	Clanwilliam By-Pass Progress report submitted to Council by 30 June 2027	1	3	0	0	0	1	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Submit a business plan to possible funders for a new Reservoir in Paleisheuwel by 30 June 2027	Business Plan submitted by 30 June	1	6	0	0	0	1	1	1

Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the approved budget for the MDRG by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	All	0%	0%	50%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the project budget for the upgrade of roads in Cederberg by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	All	0%	0%	50%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Spend 90 % of the budget for the specialised waste vehicles by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x 100]	% of budget spend by 30 June 2027	90%	All	0%	0%	50%	90%	90%	90%
Technical Services	Improve and sustain basic service delivery and infrastructure development	Develop and Submit an Integrated Municipal Infrastructure Plan to Council by 31 March 2027	Integrated Municipal Infrastructure Plan submitted to Council by 31 March 2027	1	All	0	0	1	0	1	1
Technical Services	Improve and sustain basic service delivery and	Develop and Submit an Integrated Infrastructure Asset Management Plan to Council by 31 March 2027	Integrated Infrastructure Asset Management Plan submitted to	1	All	0	0	1	0	1	1

	infrastructure development		Council by 31 March 2027								
Technical Services	Improve and sustain basic service delivery and infrastructure development	Develop and Submit a Municipal Infrastructure Growth Plan to Council by 31 March 2027	Municipal Infrastructure Growth Plan submitted to Council by 31 March 2027	1	All	0	0	1	0	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Develop and Submit an Integrated Infrastructure Maintenance Plan to Council by 31 March 2027	Integrated Infrastructure Maintenance Plan submitted to Council by 31 March 2027	1	All	0	0	1	0	1	1
Technical Services	Improve and sustain basic service delivery and infrastructure development	Develop and Submit an Integrated Infrastructure Investment Plan to Council by 31 March 2027	Integrated Infrastructure Investment Plan submitted to Council by 31 March 2027	1	All	0	0	1	0	1	1

S02: Strive for financial viability and economic sustainability

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Office of Municipal Manager	Strive for financial viability and economically sustainability	Achieve an unqualified audit opinion for the 2025/26 financial year	Unqualified Audit opinion received for the 2025/26 financial year	1	All	0	0	1	0	1	1
Financial Services	Strive for financial viability and economically sustainability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2027 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]	% of debt coverage by 30 June 2027	45%	All	0%	0%	0%	45%	45%	45%

Financial Services	Strive for financial viability and economically sustainability	Financial viability measured in terms of the outstanding service debtors as at 30 June 2027 [(Total outstanding service debtors/annual revenue received for services)x 100]	% of outstanding service debtors by 30 June 2027	10%	All	0%	0%	0%	10%	10%	10%
Financial Services	Strive for financial viability and economically sustainability	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2027 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]	Number of months it takes to cover fix operating expenditure with available cash	1	All	0	0	0	1	1	1

Financial Services	Strive for financial viability and economically sustainability	100% of the Financial Management Grant spent by 30 June 2027 [(Total actual grant expenditure/Total grant allocation received)x100]	% of Financial Management Grant spent by 30 June 2027	100%	All	0%	20%	60%	100%	100%	100%
Financial Services	Strive for financial viability and economically sustainability	Submit the annual financial statements to the Auditor-General by 31 August 2026	Approved financial statements submitted to the Auditor-General by 31 August 2026	1	All	1	0	0	0	1	1
Financial Services	Strive for financial viability and economically sustainability	Achievement of a payment percentage of 92% by 30 June 2027 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100	Payment % achieved by 30 June 2027	92%	All	70%	91%	92%	92%	92%	92%
Financial Services	Improve and sustain basic service delivery and infrastructure development	Provide free basic water to indigent households as per the requirements in the indigent policy as at 30 June 2027	Number of households receiving free basic water	2 196	All	2 196	2 196	2 196	2 196	2 196	2 196

Financial Services	Strive for financial viability and economically sustainability	Comply 100% with the government debt relief plan by 30 June	% of compliance to government relief plan	100%	All	0%	0%	0%	100%	100%	100%
Financial Services	Strive for financial viability and economically sustainability	Address mSCOA issues by 30 June	% of issues addressed by 30 June	100%	All	0%	0%	0%	100%	100%	100%
Financial Services	Strive for financial viability and economically sustainability	Submit the annual financial statements to the Auditor-General by 31 August	Annual financial statements submitted to the Auditor-General by 31 August	1	All	1	0	0	0	1	1
Financial Services	Strive for financial viability and economically sustainability	Update the property register and valuation roll bi-annually and submit to the Municipal Manager	Number of bi-annually updates	2	All	0	1	0	1	2	2
Financial Services	Strive for financial viability and economically sustainability	Submit the draft main budget to Council by 31 March	Draft main budget submitted to Council by 31 March	1	All	0	0	1	0	1	1
Financial Services	Strive for financial viability and economically sustainability	Submit the adjustments budget to Council by 28 February	Adjustment budget submitted to Council by 28 February	1	All	0	0	1	0	1	1

S03: Promote Good Governance, Community Development and Public Participation

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Develop and submit the Risk Based Audit Plan for 2027/28 to the Audit Committee by 30 June 2027	Risk Based Audit Plan submitted to the Audit Committee by 30 June 2027	1	All	0	0	0	1	1	1
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Review and submit the final IDP to Council by 31 May 2027	Final IDP submitted to Council by 31 May 2027	1	All	0	0	0	1	1	1
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Compile and submit the Strategic and Operational Risk Register to the Risk Committee by 31 December 2026	Strategic and operational risk register submitted to the Risk Committee by 31 December 2026	1	All	0	1	0	0	1	1
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Report quarterly to Council on the implementation status of the Municipal Recovery Plan	Number of quarterly reports submitted	4	All	1	1	1	1	4	4
Office of Municipal Manager	Promote Good Governance, Community Development	Report quarterly to Council on the implementation	Number of quarterly reports submitted	4	All	1	1	1	1	4	4

	& Public Participation	status of the Budget Funding Plan										
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Report quarterly to Council on the implementation status of the Government Debt Relief Plan	Number of quarterly reports submitted	4	All	1	1	1	1	4	4	
Office of Municipal Manager	Promote Good Governance, Community Development & Public Participation	Conduct market testing for alternative service delivery mechanisms and submit findings with recommendations to Council by 30 June 2027	Findings and recommendations submitted to Council by 30 June 2027	1	All	0	0	0	1	1	1	
Support Services	Promote Good Governance, Community Development & Public Participation	Conduct quarterly ICT steering committee meetings	Number of meetings conducted	4	All	1	1	1	1	4	4	
Support Services	Promote Good Governance, Community Development & Public Participation	Review the System of Delegations and submit to the Director by 31 March	System of delegations reviewed	1	All	0	0	1	0	1	1	
Support Services	Promote Good Governance, Community Development & Public Participation	Review the property register and submit to Council 31 May	Property Register submitted	1	All	0	0	0	1	1	1	

Support Services	Promote Good Governance, Community Development & Public Participation	Conduct a quarterly Central Occupational Health & Safety Committee meeting	Number of meetings conducted	4	All	1	1	1	1	4	4
Support Services	Promote Good Governance, Community Development & Public Participation	Submit the Workplace Skills Plan to LGSETA by 30 April	Workplace Skills Plan submitted to LGSETA	1	All	0	0	0	1	1	1
Support Services	Promote Good Governance, Community Development & Public Participation	Spent 90% of the approved training budget by 30 June [(Actual expenditure /total approved budget)x100]	% of budget spent	90%	All	0%	10%	50%	90%	90%	90%
Support Services	Promote Good Governance, Community Development & Public Participation	Submit the Employment Equity Report to the Department of Labour by 15 January	Employment Equity Report submitted	1	All	0	0	1	0	1	1

SO4: Facilitate, expand and nurture sustainable economic growth and eradicate poverty

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Technical Services	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Create 160 jobs opportunities in terms of the Expanded Public Works Programme (EPWP) by 30 June 2027	Number of job opportunities created in terms of EPWP by 30 June 2027	160	All	0	0	0	160	160	160
Support Services	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Review the LED Strategy and submit to Council by 30 June	Number of reports submitted to Council	1	All	0	0	0	1	1	1

SO5: Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Technical Services	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Spend 90% of the approved ISUPG budget for the installation of water services of Citrusdal Riveriview by 30 June 2027 [(Total actual expenditure on the project/ Approved budget for the project)x100]	% of budget spent by 30 June 2027	90%	2	0%	20%	60%	90%	90%	90%

Technical Services	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Spend 90% of the approved ISUPG budget for the installation of water services of Clanwilliam Khayelitsha by 30 June 2027 [(Total actual expenditure on the project/ Approved budget for the project)x100]	% of budget spent by 30 June 2027	90%	3	0%	20%	60%	90%	90%	90%
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SO6: Facilitate social cohesion, safe and healthy communities

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Support Services	Facilitate social cohesion, safe and healthy communities	Review the Disaster Management Plan and submit to Council by 31 March	Disaster Management Plan submitted	1	All	0	0	1	0	1	1

Support Services	Facilitate social cohesion, safe and healthy communities	Conduct a feasibility study in conjunction with Government Departments on the viability of a vehicle impound centre by 31 December	Completed feasibility study	1	All	0	1	0	0	1	1
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S07: Develop and transform the institution to provide a people-centred human resources and administrative service to citizens, staff and Council

Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Ward	Quarter ending September 2026	Quarter ending December 2026	Quarter ending March 2027	Quarter ending June 2027	Ending June 2028	Ending June 2029
Support Services	Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June 2027	Number of people employed as at 30 June	1	All	0	0	0	1	1	1
Support Services	Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2027 [(Actual amount spent on training/total operational budget)x100]	% of the municipality's personnel budget on training by 30 June 2027 (Actual amount spent on training/total personnel budget)x100	0.15%	All	0%	0%	0%	0.15%	0.15%	0.15%

Support Services	Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council	Spend 90% of the approved capital budget for IT by 30 June 2027 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2027	90%	All	0%	20%	60%	90%	90%	90%
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Table 124: Municipal Scorecard

CONCLUSION

The Cederberg Municipality is under financial strain and has put measures in place to mitigate the financial situation. Council has consequently decided to focus on the core functions of a municipality with a stringent focus on the delivery of basic services, complemented by a sober focus on revenue enhancement, the implementation of its Credit Control, Debt Collection Policies, cost containment, and the restructuring of the Macro and Micro Structures.

It should always be borne in mind that “service delivery is a journey not a destination”, therefore, constant consultation and engagement with stakeholders and clients should always be maintained to ensure continuous improvement. Cederberg Municipality will therefore ensure that its Annual Budget is guided directly by the priorities identified by the communities which are included in this IDP.

We are pleased to report that the IDP Process for Cederberg Municipality was prepared in line with the methodology and approach put forward by the adopted Process Plan. An extensive public participation process was undertaken that included a community survey, and roadshows in all the towns of Cederberg and other meetings. Various public and political mediums were used to announce the 2026/27 IDP process and valuable comments and input were received throughout the process.

The IDP process and development will continue to be dynamic in nature and there are and will remain areas of improvement in this process. Notwithstanding this, positive strides have been made to improve the strategic planning and management to the benefit of Cederberg’s community. The IDP and Budget Process have been characterised by a concerted effort to ensure that the Municipality rapidly moves towards addressing the development challenges and needs of our communities.

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