

The 2008/09 Integrated Development Plan



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

First Review of the 2nd Generation IDP (2007/11)
as prescribed by Section 34 of the Municipal Systems Act 32 of 2000

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**CHAPTER 1: EXECUTIVE SUMMARY
(BUDGET SPEECH)**



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

**2008 State of the District Address by the Executive Mayor, Clarence
Johnson.**

MAY 2008

Madam Speaker

Members of the Mayoral Committee

Fellow Councillors

The Municipal Manager

Officials of the Council

Leaders of the political parties

Media

Distinguished guests

Fellow citizens

Leaders of faith and leaders of communities

People of the Cape Winelands District Municipality

Friends and comrades.

INTRODUCTION

Today I am honoured and proud to present the 2008 – 2011 revised Integrated Development Plan and Medium - Term Revenue and Expenditure Framework (MTREF) on behalf of Cape Winelands District Municipality to the community we serve. We chose this specific venue to illustrate our commitment and dedication of this budget to the poor in particular the farm workers. We also recognise the hardships that all South Africans are experiencing as a result of higher food, petrol prices and interest rates.

I must also remind you that this year sees one of the great sons of South Africa and the world turns 90. I speak of Nelson Mandela, former President and citizen of the Western Cape for 27 years against his will. As we go towards July 18th, his birthday, the Western Cape Government will find a way to immortalize his legacy in the Cape, a legacy of fearless sacrifice, of great resilience, of compassionate wisdom, and enduring purpose and optimism. We in the Cape Winelands will be closely associated with the occasion as he spent his last days of incarceration in Paarl.

I take this opportunity to ask the people of Cape Winelands to please maintain peace and stability in our areas. I condemn and criticize xenophobic related violence that continues to make headlines in current news. I understand the challenge of under-development that confronts our communities, hence government is committed to provide a better life for all. We need not forget the times of liberation struggle, when foreigners protected South African freedom fighters in their countries. Now is our turn and obligation to make this place a home for all.

The big question that is being asked by the people of this country, again and again, is how we perform against the standards we have set for ourselves. The President, in his State of the Nation Address, reiterated on a call for "Business Unusual". We speak Business Unusual not referring to any changes in our established policies, but with regard to the speedy, efficient and effective implementation of those policies and programmes so that the lives of our people should change for the better, sooner or later.

Madam Speaker, Council took most of the following crucial factors into consideration when preparing the budget:

- The municipality's Integrated Development Plan and outcomes of the consultative process;
- The achievements of the current and previous financial years;
- Financial position, viability, sustainability and constraints;
- Revenue and expenditure projections for future financial years;
- National and provincial budgets;
- National Government's fiscal and macro-economic policies;

- Political priorities and linkages to IDP;
- Elimination of backlogs;
- The Division of Revenue Act.
- Polokwane Resolution of 52nd Conference in December
- The State of the Nation and Province addresses

IDP

The MEC for Local Government and Housing, Mr. Q.R. Dyantyi, assessed our 2007/11 Integrated Development Plan and Medium Term Revenue Expenditure Framework and confidently declared the CWDM's IDP is unquestionably credible. The honourable MEC further commended our municipality for producing the very best IDP amongst all district municipalities in the Western Cape Province.

The following outlines the process that was followed by the Cape Winelands District Municipality to review its 2007/11 Integrated Development Plan and MTREF for 2008/09, 2009/10 and 2010/11 for the 2008/09 municipal financial year:

Time Schedule – The Cape Winelands District IDP Strategic Management Framework was adopted by the Council of the CWDM and approved by the District Coordinating Forum. The main aim is to co-ordinate consultation with the stakeholders jointly with local municipalities.

Analysis

- *Community Input* - Several meetings were held with as wide a range of sectoral representatives as possible including Labour, Environmental institutions, Social Development, Civil Society, Public Safety, Economic Clusters and Development, Agriculture - particularly farm workers, Youth, Women, etc. These meetings took place in all of the local municipal areas. Other forms of engagement included the National and Provincial Imbizo's and the NCOP¹ "Taking Parliament to the People" Programme. More than

¹ National Council of Provinces

1000 people were consulted during the process, therefore this budget represents the views of all communities in particular farm workers.

- *Financial Analysis* - We are proud to announce that our financial and fiscal position remains sound. We are also in the process of conducting a financial viability study of all the municipalities in our area for appropriate intervention.

- *Situational Analysis* - Review the current realities and examine changing conditions and new information that may have a major impact on the ability of the municipality to deliver on its legislative mandate. This is fully complied with as reflected in our IDP.

- *Intergovernmental Alignment* – The District Coordinating Forum is functioning and aligned with the Premier Coordinating Forum together with the Presidential Coordinating Council. Technical committees such as Municipal Managers Forums and Provincial Advisory Forum Technical Committee are supporting the Intergovernmental Alignment.

Strategic Alignment

A number of government policies, strategies and perspectives frame the development of the CWDM's IDP and are taken into account in the process of drafting the IDP. These include the National Spatial Development Perspective (NSDP), the Accelerated Shared Growth Initiative of South Africa (ASGISA) and the Provincial Growth and Development Strategy (PGDS).

MAJOR ACHIEVEMENTS OF THE CURRENT FINANCIAL YEAR

- Unqualified audit report for the 5th consecutive year
- Securing of Swedish funding for councillor support and training as well as funding for an environmental project;
- Assisting municipalities with the implementation of Performance Management and sharing experience with other districts, cities and provincial government notably :
 - i. City of Cape Town

- ii. Ekurhuleni
- iii. Cacadu
- iv. Amathole

- Implementation of vehicle tracking system within the CWDM and the roll out of this function as a shared service to B-municipalities;
- CWDM Biosphere registered and approved by UNESCO.
- Runner up in the Vuna Awards 2007;
- Award for Best Academic Fire Service in Southern Africa;
- 1st Provincial and 2nd National award for best Working for Water Projects;
- Award for 100% expenditure on MIG² projects.

FUTURE MAJOR EVENTS

- Co-hosting with the Cape Town Unicity, The Great Wines Capital Conference;
- Housing and Land summit;
- Review and reporting of Growth and Development Strategy outcomes.

REVENUE AND EXPENDITURE PROJECTIONS FOR THE NEXT FINANCIAL YEAR

Madam Speaker, I will now deal with the revenue sources that will accompany our spending plans. Total receipts of R341.3 million will fund our strategic objectives for the 2008/ 2009 financial year. General income has increased by a remarkable 25.5 % to R37 million as compared to the previous financial year. Contributions, received both from Government Grants and the public, have increased by 33 million to R303.3 million as compared to the 2007/ 2008 financial year. Rates income has increased by 1.5 % to R927, 500.

The Cape Winelands District Municipality is in a sound financial position. Council maintains a positive current ratio whereby current assets are greater

² Municipal Infrastructure Grant

than current liabilities. All provisions and reserves are cash backed and Council has got no external loans.

SUMMARY OF THE BUDGET

Total *income* for the 2008/ 2009 financial year comprises of the following:

INCOME SOURCE	AMOUNT
Government Grants & Subsidies	R 265 677 240
Interest	R 34,000,000
Property Rates	R 886,200
Public Contributions	R 2,000,000
Other	R 11 003 420
Contribution from Capital Replacement Reserve	R 27 774 888
TOTAL	R 341 341 748

The total *expenditure* for the medium term is summarised as follows:

	2008/2009	2009/2010	2010/2011	TOTAL
Operating	236,242,860	258,758,733	267,494,619	762,496,212
Projects	77,324,000	83,736,350	96,030,308	257,090,658
	313,566,860	342,495,083	363,524,927	1,019,586,870
Capital	27,774,888	24,661,200	25,687,700	78,123,788
	341,341,748	367,156,283	389,212,627	1,097,710,658

Envisaged District spending on projects in the B-Municipalities for the 2008/ 2009 is as follows:

<u>B-MUNICIPALITY</u>	<u>PROJECT EXPENDITURE</u>
Stellenbosch Municipality	R 12 612 417
Drakenstein Municipality	R 16 848 917
Breederiver Winelands Municipality	R 13 426 750
Breedevallei Municipality	R 12 426 750
Witzenberg Municipality	R 10 996 750
District Management Area	R 550 000
SUB TOTAL	R 77 324 000

MAIN PRIORITIES FOR 2008/ 2009 BASED ON 5 KPA'S

The main priorities for the 2008/ 2009 financial year have been derived from the strategic needs of the district and comprises of the following categories:

- Basic Service Delivery
- Municipal Transformation and Organisational Development
- Local Economic Development
- Good Governance and Public Participation
- Municipal Financial Viability and Management

KEY PROJECTS FOR 2008/ 2009

Fire Prevention and Management

Cape Winelands Fire Services is involved in the National “Working on Fire” programme. “Working on Fire” personnel are being utilised together with our professional fire fighters for fire fighting services. The members are recruited from informal settlements within the district as part of the community development and poverty alleviation project of government. More focus will be put in supporting educational and training initiatives in the vulnerable communities for fire prevention.

Public Safety and Protection

Madam speaker, our District has realised the seriousness of the impact of crime on social and economic development of our communities. As a result, the district will continue to support government and civil society initiatives of visible policing and community safety. Thus emphasising combating crime effectively still depends on partnerships between law enforcement agencies and services of voluntary community groups.

Disaster Management

The construction of the District Disaster Management Centre at Worcester Provincial Hospital is underway and is envisaged to be completed and operational during the 2008/09 financial year.

Strategic Disaster Management Workshop to discuss and standardize activities and to strengthen the working relationship between the District, B-Municipalities, Province and other role players.

Social Development

Council has set aside an amount of R150 000.00 for the HIV/ AIDS programmes. These programmes aim to develop a multi stakeholder response to the pandemic in the CWDM through awareness campaigns and district wide events. A further R472 500.00 has been allocated for food gardens and soup kitchens to benefit various affected vulnerable communities to address the need for provision of a well balanced diet, especially those infected and affected by TB, HIV/ AIDS and poverty.

Furthermore the district is committed to supporting Early Childhood Development with relevant government and civil society stakeholders.

Madam Speaker, we need to discourage the habits of alcohol and substance abuse, crime, gambling and reduce the number of street kids and youth pregnancies. This can only be achieved through the assistance from other NGO's³. Hence council decided to support these organisation by R645 000.00 to render alcohol related programmes and to support destitute families.

Municipal Health Services

The Cape Winelands District Municipality is tasked with rendering a comprehensive Municipal Health Service throughout the district.

The Directorate of Municipal Health Services is well capacitated to monitor and promote a healthy and safe environment for communities in the Cape Winelands through routine inspections of water sources, food outlets and waste management premises.

In order to achieve its objectives, R5.4 million has been made available to finance programmes including, but not limited to the following:

- Cape Winelands Greening and Clean-Up Campaigns;
- Environmental Health Education Programmes;

³ Non-Governmental Organisation

- Execution of Air Quality Management;
- Breede River Water Quality Improvement Project;

These projects are expected to create approximately 1000 jobs.

Housing, Land and Infrastructure

Housing Projects

The provision of Rural Housing Opportunities remains one of the most daunting challenges to bring to realisation. This is evident in the prolonged period it takes from planning rural housing projects to implementation. Despite this, Council remains committed to bringing about tenure security opportunities to its rural constituents. Projects that are currently in a planning phase include the Nieuwedrift and Groot Drakenstein Housing Projects respectively while the Hermon Housing Project is currently underway.

Together, the three projects have the potential to create more than one thousand (1000) housing opportunities for mostly farm worker families.

In addition to the above projects, 2007 also saw the introduction of the Housing Consumer Education (Housing Beneficiary) training program. The objective of this program is to educate beneficiaries of state subsidised housing in terms of their role and responsibility as housing consumers.

Council is currently co-ordinating the District wide roll-out of the program.

In total, 17 Housing Officials and Community Development Workers (CDW's) were initially trained across the various municipalities in the District. The intention is to train an additional 20-30 officials across all municipalities in the District before the end of June 2008. This would considerably improve capacity at each municipality. To date, over 800 beneficiaries were trained in Housing Consumer Education across the District. It is anticipated that this number will increase significantly within the coming financial years.

Water and Sanitation

Water and Sanitation provision to schools and clinics:

The aim of this project is to ensure that all rural schools within the CWDM have adequate water supply and sanitation systems. This Council have been implementing projects of this nature for several years and during the previous year funds for these projects was received from the Department of water affairs and Forestry. This demonstrates the synergy that exists between different spheres of government in eradicating poor services. In conjunction with health awareness training done by the EHP's⁴, these projects ensures a safer and healthier environment for both learners and teachers while the upgrading of facilities at clinics ensures a little comfort for the sick and vulnerable. During the 2007/2008 financial year four schools were provided with upgraded sanitation facilities and water supplies while three clinics were provided with improved facilities. Due to the constant closing of certain, and amalgamation of other schools, there is a constant need for adequate facilities and this will be attended to during the next budget cycle.

An amount of R 800 000 has been budgeted for Water and Sanitation for the 2008/09 financial year.

Service delivery in the DMA

The extent to which normal municipal services can be rendered within this vast rural area is limited due to the fact that the area consists of farmland that is scarcely populated. Council however embarked on a project to supply basic lighting and hot water to farm dwellers in collaboration with farm owners. Basic solar systems are subsidised and provided to farm owners for installation in places where the ESCOM supply grid is not a viable option. By improving the conditions of living of farm dwellers using renewable energy sources, this Council contributes in different ways to the wellbeing of its citizens. This project will be continued within the next budget cycle. DMA area as per recent demarcation board public announcement will be incorporated into mainstream ward and proportional representatives system to give effect to the notion of wall to wall municipalities.

⁴ Environmental and Health Practitioners

An amount of R 500 000 has been budgeted for the installation of the basic lighting and hot water to farm dwellers for the 2008/09 financial year and it is expected to reach approximately 70 households.

Road reserves clearing projects

During the 2007/2008 financial year Council continued with this program. All these contracts are contributing towards the requirements of the EPWP program as it does provide unemployed people with much needed job opportunities. It also creates the opportunity where small contractors are developed and where labour intensive working methods are utilised.

For an average of 8 months a minimum of 45 local workers were employed at a total project cost of R 3m and in the process clearing 1500 km of road reserves. The labour force comprised of 60% woman, 20% youth at 10% disabled persons.

Working for Water program

As implementing agent for the department of Water affairs and Forestry, this Council is proud to be associated with this EPWP program. The program entails the eradication of alien and invasive plant species in catchments by making use of small contractors and local labour all trained by the program. In the process of eradicating alien vegetation, this project ensures an improved natural environment conducive for the indigenous plant species, improved water flow in the rivers and creating employment for the poor. The Assegaibos project received the Provincial Flagship award as best project and was runner up in the National competition.

An amount of R 7 million has been budgeted for "Working for Water" Programmes for the 2008/09 financial year and it is expected to create approximately 380 jobs.

General road maintenance

Lack of resources (money and manpower) and skilled technical people are still one of the main obstacles. In comparison with some parts of our Country, we can still be proud that the provincial road network in our area is

kept safe and especially that potholes on all the sealed roads (tarred) do not exist or is immediately repaired as soon as it comes under our attention. The traffic signs are generally in a very good condition.

An amount of R 48 million was budgeted for General Road Maintenance for the 2008/09 financial year.

Upgrading of rural roads

In 2007/08 financial year, 2.5 km of rural roads have been upgraded from gravel to permanent surfaced roads. In the 2008/09 financial year, an amount of R16 million has been budgeted for the upgrading of the lower order gravel rural roads. It is estimated that 7 km of gravel roads will be upgraded to bitumen standard and approximately 80 job opportunities will be created.

Flood repair damage

We are therefore very proud of our engineering and infrastructure section where they had to design various road fill reinforcing structures where road fills were damaged and could collapse, as well as low water bridge structures that were washed away during the floods. The construction of all these structures at a cost of R7 million was also successfully completed by our own maintenance teams where we also tried to train and therefore transfer the technical skills of the few skilled technical people and one carpenter left to the others.

Technical civil engineering student programme

Council started in 2006 with this important programme when 5 technical students were appointed on a one year contract to gain practical experience in road maintenance and construction and also to expose our own people to the academic world of young engineering students.

Regional Development and Planning Services

Regional Economic Development

Local government in South Africa is still in the process of being defined and refined. District municipalities' role in monitoring and facilitating service delivery at local level has been further bolstered not only by the national government's call for accelerated and shared economic development, but also by the promulgation of district-wide Growth and Development Strategies. The Cape Winelands finds itself as a strategic space for promoting economic development, governance as well as sustainable development. In short, the district municipality is expected to lead local municipalities into the age of socio-economic hope and prosperity. To assume this leadership role, the district municipality is compelled to formulate strategic policies and developmental initiatives that would necessitate and thus, stimulate economic development at local level.

Regional Development information and knowledge management

To ensure ongoing and sound economic planning and information management in the region a number of socio – economic and research studies have been undertaken that will provide accurate information to ensure the promotion of local economic development. These include:

Cape Winelands Investment Strategy

To be able to play its role meaningfully, the district municipality must have a comprehensive understanding of the regional economy particularly in relation to the space. There is a need therefore for the CWDM to ensure that future infrastructure investments are geared towards benefiting all sections of the population.

GDS outputs

Within the CW-GDS a number of catalytic projects were identified by participants. The Cape Winelands District Municipality is in the process of investigating the feasibility of these catalytic projects.

These studies are:

- A feasibility study for establishing an agricultural support centre within the District;
- A feasibility study for establishing a customs clearance centre within the District;
- A feasibility study for establishing a wine incubator within the District;
- A feasibility study for establishing an inland port within the District ;
- A bio-fuels feasibility study; and
- A Cape Winelands District informal sector study

A GDS stakeholder review and reporting session is planned for this financial year.

Regional Development Projects

Small Business Support Programme

The Cape Winelands District Municipality has entered into an agreement with the Small Enterprise and Development Agency (SEDA) to provide business support to entrepreneurs within the District.

An amount of R 305 000 was budgeted for Small Business Support Programmes for the 2008/09 financial year of which 120 small businesses are expected to benefit.

Entrepreneurial Seed Fund Programme

The Entrepreneurial Seed Fund programme supports partnerships between the district and the small businesses around the objectives of

- Broadening income opportunities within the district
- Addressing poverty
- Promoting BBBEE, and
- Diversifying the local economy

The programme provide direct support to SMMEs within the district that require assistance in order to establish themselves and/or grow in the form of a grant in-kind, for example, through the purchasing of equipment or supplies on behalf of the SMME by the district municipality.

An amount of R 677 000 was budgeted for Entrepreneurial Seed Fund programmes for the 2008/09 financial year of which 33 entrepreneurs are expected to benefit.

Small Farmer Support Programme

The Small Farmer Support Programme supports partnerships with small farmers within the district around the objectives:

- promote BBBEE within the agricultural sector
- to create alternative income sources for seasonal workers and unemployed within the district
- to address issues of poverty and social development

An amount of R 636 000 was budgeted for Small Farmer Support programmes for the 2008/09 financial year of which 6 small farmer projects are expected to benefit.

Tourism Schools Awareness Programme

The Cape Winelands District Municipality is playing a lead role in driving transformation within the tourism sector in the district. One hundred schools in the region participate in the district's tourism awareness programme where tourism is introduced as a career opportunity.

An amount of R 265 000 was budgeted for Tourism Schools Awareness programmes for the 2008/09 financial year.

Arts and Craft Programme

A major focus over the past year has been the mentorship & product development support of arts and crafters in the region. The V&A Waterfront Arts and Crafts outlet since it was opened in December 2006, has been a major opportunity for local crafters to link with international and local markets.

An amount of R 100 000 was budgeted for Arts and Craft programmes for the 2008/09 financial year of which 23 local crafters are expected to benefit.

Freedom Route Development Programme

The district has developed a 'Freedom Route' theme under which a number of new products have entered the market. A DVD was completed of prominent woman in the community who contributed towards the political struggle and to the ongoing development of their communities. The information gathered on these freedom route projects are placed in provincial museums as a start to getting the undocumented parts of our history out there for future generations to see.

Other projects

Other projects have included the recruitment and training of emerging black tourism businesses, tour guides & operators through the Tourism Helpdesk Programme. Cape Winelands is also a partner in the financing of a bursary fund for black wine makers. Currently the training of 2000 wine stewardships and welders is under way.

Marketing and Branding the Cape Winelands

Cape Winelands Annual Events-driven campaign

A core element of the Cape Winelands' marketing strategy is to profile and market tourism and community events within the district. More attention will be given to community based events in order to improve participation of previously disadvantaged communities in the tourism industry. A Particular focus during the next 2 years will be marketing events leading towards and during the World Cup 2010.

An amount of R1,1 million has been budgeted to finance 20 events.

Tourism Exhibition programme

The district attends three international exhibitions, (Utrecht Vakantie Beurs, the ITB Berlin and the INDABA in Durban) and approximately five domestic exhibitions. Major tourism exhibitions present almost unrivalled public, trade, marketing and media relations opportunities. Tourism exhibitions are highly cost-effective sales and marketing tools which combines all the best characteristics of advertising, promotions, direct mail and selling, either

through tour operators and travel agents or, in the case of the public shows, directly to consumers.

An added exhibition with a special focus on 2010 Soccerex will be attended by the district every November until 2010. Soccerex is the world's biggest soccer expo which provides an opportunity for stakeholders globally to interact and is a perfect platform to showcase South Africa as the next 2010 host country. These exhibitions provide the opportunity for the district to establish strong market linkages and provide a high profile to the Cape Winelands as a destination.

An amount of R 900 000 was budgeted for Tourism Exhibition programmes for the 2008/09 financial year.

Other marketing activities

Educationals, the development of brochures and publishing of advertorials compliment these other activities.

The tourism slogan for the region remains, *'A thousand things to do and then some wine tasting...'*

Regional Planning

The Establishment of the Cape Winelands Biosphere Reserve application was approved by the United Nations Educational, Scientific and Cultural Organization (UNESCO) on 18 September 2007. Directorate Planning Services is in the process of compiling a Spatial Development Plan that will determine Spatial Planning Categories for the Biosphere Reserve aiming to guide land use changes and developments. The Spatial Development Plan for the Biosphere Reserve is a multi year project and interim management committee is to be established.

Cape Winelands Economic Development Council

The CW-GDS has identified the establishment of the Cape Winelands Economic Development Council (CWEDC) as a key outcome and means of

ensuring ongoing co-ordination and co-operation between sectors. The Council will be responsible for providing considered economic advice and guidance to the District Municipality and to ensure the implementation, modification and improvement of the CW-GDS.

International and Inter-District Relationship

Cape Winelands as an actor in global dynamics, we are partners to the SANEC agreements for improved trade relations .Memorandums of agreements with local district municipalities such as Cacadu and Amathole both in the Eastern Cape are beneficiaries to these international networks. A delegation of medical experts will be visiting our region in September this year.

YOUTH DEVELOPMENT

We are proud to have established a unit dedicated with one youth officer at this stage. Through this unit we have assisted the establishment of local youth councils and district youth council.2007 have been a year for developing strategies and youth institutional bodies. We have now allocated an amount of R1Million towards youth development projects as informed by strategies.

A well known Cape Town Soccer team, Ajax Cape Town is busy giving training to the youth especially from the previously disadvantaged communities.

R 250 000 has been set aside to undertake this programme.

TRAINING AND DEVELOPMENT

The Mayoral Bursary Fund of R1 million has been set aside to cater for deserving post matric students who would like to enrol and acquire scarce skills including but not limited to: engineering, architecture, accounting, tourism and planning.

The Cape Winelands District Municipality proud itself with a Skills Development Plan for which an amount of R1.3 mil has been budgeted in the

2008/09 financial year in terms of which various skills development programmes will be presented with the intention to improve service delivery.

Employees are also offered financial assistance in terms of Council's Employee Study Aid Policy to the amount of R674 000 to better their academic qualifications. A total number of 81 employees have obtained formal qualifications during the past three years through the study aid scheme. Our workplace in the district is playing a pivotal role in introducing young people of within the district in experiential learning and internship in different fields i.e. finance, communication, planning, environmental health, engineering and so forth.

An amount of R1.2 mil has been budgeted for Ward Committee training.

EMPLOYMENT EQUITY

Our employment equity report submitted to the Department of Labour on 1st October 2007, covering the period from October 2006 to October 2007 illustrates that the district is progressing well in achieving a representative and equitable organisation. However, we still have a challenge ahead in ensuring that we are meeting our EE Targets (based on the district's economically active population) by the year 2009 as we have set in terms of our Employment Equity Plan for the 2004-2009 period.

Diversity Management

Cape Winelands District Municipality has embarked on a diversity management programme with the intention to manage, promote and value diversity and create equal opportunities for all in the workplace. We are hoping that by the end of this financial year all our employees would have participated in this programme as we have rolled it out in September 2008.

CONCLUSION

I would like to convey my sincere thanks to Council, the Municipal Manager, Executive Directors, Senior Managers and all the Cape Winelands staff for your dedication and loyalty throughout the past years.

Once again, on behalf of council I dedicate this budget towards the plight of the poor in particular farm workers.

**ALL HANDS ON DECK TO ACHIEVE THE CAPE
WINELANDS SHARED VISION OF GROWING,
SHARING, DELIVERING AND INNOVATING
TOGETHER.**

**Executive Mayor Clarence Johnson
29 MAY 2008**

CHAPTER 2: INTRODUCTION

2.1. LEGISLATIVE MANDATE

The Municipal Systems Act (MSA) (2000) compels municipalities to draw up an Integrated Development Plan (IDP) as a singular, inclusive and strategic development plan that is aligned with the deliberate efforts of the surrounding municipalities and other spheres of government. In terms of the MSA, the Cape Winelands District Municipality (CWDM) is required to formulate an IDP made up of the following components:

- ☞ A vision of the long-term development of the CWDM;
- ☞ An assessment of the existing level of development in the CWDM which must include an identification of the need for basic municipal services;
- ☞ The CWDM development priorities and objectives for its elected term;
- ☞ The CWDM development strategies which must be aligned with any national or provincial sectoral plans and planning requirements;
- ☞ A spatial development framework which must include the provision of basic guidelines for a land use management system;
- ☞ The CWDM operational strategies;
- ☞ A disaster management plan;
- ☞ A financial plan, which must include a budget projection for at least the next three years; and
- ☞ Key performance indicators and performance targets.

The Municipal Planning and Performance Management Regulations (2001) set out the following further requirements for an IDP:

- ☞ An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- ☞ Investment initiatives should be clarified;
- ☞ Development initiatives including infrastructure, physical, social and institutional development and;
- ☞ All known projects, plans and programmes to be implemented within the municipality by any organ of state.

In addition, the Municipal Finance Management Act (MFMA) (2003) provides for closer alignment between the Annual Budget and the compilation of the IDP. This can be understood as a response to the critique that IDP formulation took place in isolation from financial planning and IDPs were rarely implemented in full as a result. Specifically, Section 21(1) of the MFMA requires that the CWDM co-ordinates the process of preparing the Annual Budget and the revised IDP to ensure that both the budget and IDP are mutually consistent.

Key to ensuring the co-ordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Executive Mayor of the CWDM for the implementation of service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

The MSA states that key performance indicators must be part of the IDP. The SDBIP specifies that the performance contracts of senior managers must form part of the approval of the SDBIP. The 2007/11 IDP for the CWDM aligns the SDBIP key performance indicators, the key performance

indicators of the senior managers with the key programmes, as well as the five-year CWDM scorecard in the IDP.

2.2 DISTRICT IDP FRAMEWORK: (Annexure “J”)

The IDP Framework for the district is informed by certain responsibilities entrusted to district and local municipalities in terms of legislation. The Framework was prepared jointly by all the municipalities within the district, with the district municipality playing a leading role.

The Framework is binding on all the municipalities in the district.

The objectives of the District’s Framework are:

- ▶ To serve as a guiding model for integrated development planning by the CWDM & local municipalities.
- ▶ To involve and integrate all relevant role-players.
- ▶ To ensure that all the local authorities in the district fulfil the responsibilities entrusted to them by legislation in the form of powers & functions.
- ▶ To bring about cooperative governance in the regional context and to align and coordinate development planning at local government level.
- ▶ To guide the modus operandi of local government, in particular with regard to aspects of integrated development.
- ▶ To ensure that the needs of communities & interest groups are identified, acknowledged and addressed.
- ▶ To ensure and coordinate the effective use of resources (financial, human & natural).
- ▶ To keep up to date with legislation.
- ▶ To ensure that the above-mentioned approved policy and strategies are taken into consideration in future development planning in the Cape Winelands.

2.3 GOVERNMENT’S STRATEGIES: (Annexure “A”)

A number of government policies, strategies and perspectives frame the development of the CWDM’s IDP and are taken into account in the process of drafting the IDP. They include the National Spatial Development Perspective (NSDP), the Accelerated Shared Growth Initiative of South Africa (ASGISA) and the Provincial Growth and Development Strategy (PGDS). New directives as contained respectively in the 2008 State of the Nation Address by the President of South Africa and the 2008 State of the Province Address by the Western Cape Premier are captured in the 2008/09 IDP.

2.3.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP):

The NSDP’s objective is to focus government and the private sector on investments that will have the maximum economic and social impact, and address spatial integration. Guiding principles are:

1. Coordinated investment in sectors such as transport, environment, and land use;
2. Increased productive investment in areas of high growth potential;
3. Investment in people and social services in areas of low growth

- potential; and
4. Reduced inequalities between people.

These principles need to inform investment decisions in the Cape Winelands and the Spatial Development Frameworks (SDF) and are critical in ensuring alignment of the IDP with national priorities.

2.3.2 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA:

The ASGISA complements the NSDP by identifying interventions at a national level that will address constraints to economic growth and job creation. These include:

- A R320 billion critical infrastructure roll-out;
- Skills development through sector education and training authorities, institutions of higher education and the Joint Initiative on Priority Skills Acquisition (JIPSA);
- Reviewing administrative barriers to investment;
- Reducing the cost of doing business and enhancing pricing competitiveness;
- Addressing the volatility of the currency;
- Promoting broad-based black economic empowerment (BBBEE), and
- Addressing the uneven geographic distribution of economic opportunities.

ASGISA identifies key growth sectors which include both agriculture and tourism.

2.3.3 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS):

The Western Cape PGDS [also known as iKapa Elihlumayo] emphasises the importance of shared growth, equity as well as sustainable development.

The key objectives of the PGDS are:

- Shared growth and integrated development;
- Sustainable development;
- Promotion of the principles of the NSDP and ASGISA;
- Alignment of all spheres of government in the Western Cape;
- Designing the necessary institutional architecture and reforms;
- Identification of the appropriate levers for Government; and
- Improved collaboration and co-ordination of all stakeholders in the Province.

2.3.4 2008 STATE OF THE NATION ADDRESS OF THE PRESIDENT OF SOUTH AFRICA, MR. THABO MBEKI

In his State of the Nation Address, delivered on 8 February 2008, President Thabo Mbeki committed government to a Business Unusual approach to service delivery. As part of the overall effort to improve the organisation and capacity of the state, the President highlighted a few simple but urgent and critical priorities that will be attended to by government:

1. All critical vacancies should be filled within six months of such openings emerging.
2. All Senior Managers should have filled their Performance Agreements with relevant authorities by May of every year (and within two months of the beginning of the financial year at local government level).
3. The implementation of the turn-around strategy as approved by Cabinet for the Department of Home Affairs, including improving the IT systems, training of staff on the new systems, rooting out corrupt elements and piloting the new ID card.
4. A Public Sector Summit will be convened to thrash out issues of qualitative leadership and management so that the spirit of Batho Pele can find concrete expression wherever a government service is provided.
5. The second National Anti-corruption Programme will be adopted, in consultation with other social partners and the action plan agreed with organised business will be implemented by the end of this year. The first 150 of our municipalities will be assisted to develop anti-corruption strategies.
6. Government shall continue this year to intensify efforts to strengthen local government capacity in line with the 5-year Local Government Strategic Agenda. To ensure systematic monitoring in this regard, SALGA has agreed to provide quarterly reports on the work being done.
7. Government shall review and examine the most appropriate arrangements of the structures delegated to provide services to vulnerable sectors such as veterans, women and youth, in order to further improve on services rendered to them. This review will include the evaluation of the government structures specifically established to focus on youth development and empowerment.

2.3.5 STATE OF THE PROVINCE ADDRESS OF THE PREMIER OF THE WESTERN CAPE, MR. EBRAHIM RASOOL

The provincial government's Social Transformation Programme is a unique initiative that aims to accelerate development and social cohesion through dynamic partnerships and focused service delivery. The community, organized under the umbrella of the intermediary structure, in co-operation with government, will ensure the following package of specific deliveries in each of the 21 Priority Areas.

1. Drakenstein

- Provincial Road Traffic Management Coordinating Committee pilot project in Paarl to ensure road efficiency.
- The building of the Wellington Community Health Clinic has been completed and will now be fully staffed and equipped.

- A new Forensic Pathology laboratory will be commissioned on the premises of the former Paarl East Day Hospital.
- Support for the economic potential of the area.

2. Witzenberg:

- Students from Witzenberg will benefit from the R400 000 tourism bursary fund
- Youth will benefit from the Access the Cape Programme aimed at developing tourism entrepreneurs
- R2,376 million will be allocated to 10 projects for the purpose of food security, land lease and LRAD.

In addition to these specific packages of delivery to each of the 21 areas, the Western Cape Government further undertakes that:

Every one of the 21 Areas will be the areas from which they will recruit for employment: 50 000 EPWP workers, 3000 trainees for Call Centre jobs, 5000 Bambanani volunteers for crime prevention and 750 school safety volunteers.

The 21 Areas will benefit from:

- Social auxiliary workers that will assist such communities to fight the various pathologies they face;
- The roll-out of 2 400 Early Childhood Development Workers;
- The recruitment of promising students for the Masakh'isizwe Leadership 1000 scholarships;
- The roll-out of Easter Sports Festivals in each one of the 21 Areas to get youth involved in sport;
- The deployment of an additional 1 000 home-based caregivers to care for the frail and the sick; and
- Patrols at 160 schools in the 21 Areas where we need to prevent youth crime
- A drive to identify and register males between the ages of 59 and 64 to respond urgently to the President's declaration that the pensionable age will be equalized at age 60, particularly in the 21 areas.

Specifically to combat the effect of high food prices, R13 million is set aside to help the unemployed in some areas to build sidewalks and minor roads. Provincial Government is also increasing the school nutrition budget by R5 million so that more children can benefit from a meal at school.

These form the important backdrop to the drafting of the Integrated Development Plan.

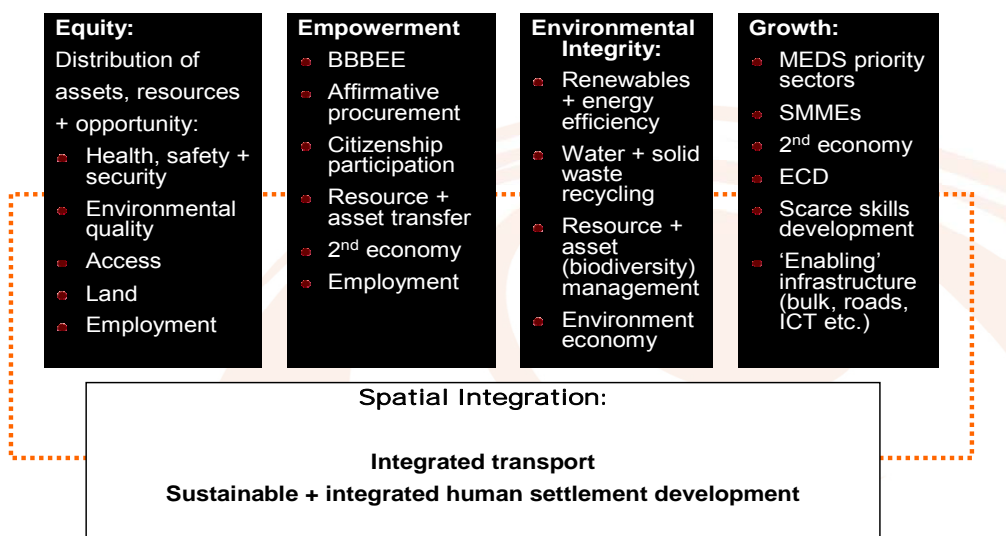
2.4 THE NEW GENERATION IDP

All municipalities are legally obliged through the Municipal Systems Act to prepare an Integrated Development Plan (IDP) every five years. District municipalities have to prepare an IDP which reflects government-wide investment (i.e. national, provincial and local plans). All IDPs have to be aligned to national and provincial policies. IDPs were previously focused on a five year development outlook coinciding with the political term of

councillors. However, this has often resulted in short term investment decisions that are not always sustainable. The current emphasis is on long term planning. IDPs are to be 'credible', that is based on sound socio-economic and infrastructure analyses and with clear and achievable objectives and strategies. Municipal budgets are directly linked to these objectives and strategies. A performance management system measures whether desired outputs and outcomes are reached.

In January 2003 National Cabinet approved the National Spatial Development Perspective (NSDP) as an indicative tool for development planning in government. The NSDP was updated in 2006 and has been agreed to by Government and the South African Local Government Association (SALGA). **Therefore it is imperative that the District and local Integrated Development Plans (IDPs) reflect the NSDP approach.** In addition, Metropolitan (A municipalities) and District Municipalities (C Municipalities) have been identified as areas of action for the second decade of democracy. These areas reflect the space in which local, provincial and national government reflect their combined intervention. The District IDP becomes the key document for alignment and integration among all spheres of government. The Cape Winelands District Municipality has been chosen as a pilot project for achieving the alignment across the spheres of government.

Unpacking 4 Pillars



Department of the Premier
19 October 2006



2.4.1 CWDM KEY PRIORITIES AS THE FRAMEWORK FOR THE IDP

The five-year IDP is situated in the context of a new formulation of CWDM overarching district strategy. This is called the CWDM Growth and Development Strategy. The IDP is also underpinned by six Priorities for the 2007-2011 term of office.

VISION					
Growing, Sharing, Delivering and Innovating Together					
COMPONENTS OF VISION					
A Growing Economy	A Sharing Cape Winelands	A Cape Winelands geared towards accelerated service delivery		A Cape Winelands at the forefront of innovation	
STRATEGIC OBJECTIVES					
To support the dev. of a diversified, resilient and sustainable district economy, in order to promote economic growth, build skills, create jobs and eradicate poverty.	To ensure that all the people in the CWDM are located within integrated human settlements and have access to social services and security	To facilitate the improvement and expansion of the provision of bulk and basic services to all the people of the CWDM.	To ensure the health and safety of communities in the Cape Winelands through prevention and the proactive management of risks.	To facilitate sustainable and efficient land use and Planning frameworks.	To facilitate the necessary institutional Transformation & Financial Sustainability of the CWDM in order to make it a truly developmental municipality.

MISSION

To ensure that the CWDM structures co-operate towards the efficient, effective and sustainable use of all its resources to reduce poverty and stimulate regional economic growth

The subsections below further explore the relationship and integration between the CWDM GDS and the choices that have been made in this five-year IDP.

2.4.2 INTEGRATION BETWEEN GDS AND IDP

In 2006, the CWDM embarked on a process of developing both a GDS and a five year IDP, with the understanding that the two documents are inextricably linked and must be read together as one coherent strategic plan, covering the medium and long term in an integrated way. The GDS charts the long-term strategic course, and makes some of the bigger, overarching decisions about what should be prioritised to accelerate growth, reduce poverty, build sustainable settlements and empower communities. The GDS represents the collective investment of all sectors – government, business, labour and civil society – in achieving the shared vision and objectives that were developed during this process. The IDP defines the medium-term path and reflects government specific investment in the GDS. It spells out where we want to be after five years, and how we intend to get there. And while the Municipal Systems Act states that the IDP includes “a vision for the long-term development of the municipality” it also includes **the development strategies which must be aligned with any national or provincial sectoral plans and planning requirements.”**

2.5 NEW ROLE OF THE DISTRICT

Although District Municipalities operate within a particular legislative mandate there are huge variations nationally regarding both role and performance. The division of powers and functions between Category B and C municipalities has contributed to this asymmetrical reality. The scrapping of the RSC levies further added to uncertainty with regard to the future of district municipalities in the country.

The CWDM recently took part in a Presidential pilot on the new role of districts, whereby the Presidency recognises that district and metro municipalities may be the optimal planning and co-ordination units for government as a whole. The District Growth and Development Strategy would guide government investment according to strategic growth and poverty reduction targets. National and provincial competencies would be planned for and financed at a district level. The district municipality would play a critical role in supplying the necessary data and analysis to underpin this investment, and to co-ordinate and leverage these strategic investments.

The district’s service delivery role would be reduced over time, with service delivery taking place increasingly at a local level, unless a case could be made for economies of scale and other efficiencies at a district level.

District municipalities would not only co-ordinate government wide investment at a local level, but would also play a critical role in influencing and leveraging investments of the other sectors.

CHAPTER 3: SITUATIONAL ANALYSIS

The local municipalities in the Cape Winelands District Municipality are the Witzenberg, Drakenstein, Stellenbosch, Breede Valley, and Breede River / Winelands Local Municipalities, an area previously referred to as the Boland (“the higher land”). The region is famous for its spectacular scenery of beautiful mountains, valleys, wine and fruit estates and attracts local and foreign tourists.

3.1 CURRENT SITUATION

3.1.1 TOPOGRAPHICAL

The combination of the physical contextual characteristics of the Cape Winelands Area, including topography, climate hydrology, geology, soil and indigenous vegetation, has a direct effect on economic activity (in particular agricultural and related production) and tourism, as well as settlement patterns in the District.

The area has a Mediterranean climate, which is characterised by hot, dry summers and cold to moderate, wet winters. The different climatological conditions have a direct impact on the various agricultural activities in the sub regions. Approximately 65% – 80% of the area’s rainfall occurs between April and September.

The Cape Winelands mountain ranges are the most significant aspect of the region. Together with a number of important rivers they form the spines of the rich valleys that provide much of the wealth of the Cape Winelands economy.

The region is well endowed with both public and private nature areas in the District that conserve the wild life and the floral kingdom of the area. Nevertheless, the Cape Winelands area faces a number of significant threats to the biophysical environment. These include:

- Over consumption of water relative to available resources with parts of rivers are often pumped dry during the dry mid-summer. Together with the pollution of water sources in some areas, this problem has a detrimental effect on the natural environment.
- Water quality is negatively affected by farming activities, informal settlements, leaching from land-fill sites and unsuitable sewage removal systems that lead to river pollution.
- Other problems include erosion, soil pollution loss of biodiversity and natural beauty, particularly on the lower mountain slopes through agriculture and infrastructural development.

3.1.2 ENVIRONMENT

Currently, there is a gradual deterioration in the health of ecosystem services in the Cape Winelands District is a gradual deterioration, which without the necessary interventions, will lead to a crisis in the ability of these ecosystem services to support the sustainable economic development and improved quality of life that the Municipality strives for in its area of jurisdiction.

Human activity in the Cape Winelands District Area is imposing pressures on the continued ability of the ecosystem to deliver ecosystem services into the future.

3.1.3 SOCIO – ECONOMIC ANALYSIS (Annexure “D”)

3.1.3.1 Population Trends

The Cape Winelands District Municipality (CWDM) has a population that represents approximately 14% of the population in the Western Cape Province, second only to the City of Cape Town. Between 2001 and 2005 the population of the CWDM area grew on average by 0,6% per annum, while the growth slowed to 0,37% from 2006 to 2007. The Actuarial Society of Southern Africa (ASSA) suggests that a further slowing of the population growth rate to 0,2% per annum is probable between 2007 and 2012⁵. It is expected that the CWDM area will maintain its status as the second largest region in the Province for the foreseeable future, despite the envisaged decline in the growth rate of the population over the period 2007 to 2012.

The size of the current CWDM population (2007) is estimated at 652 154, and is likely to grow to over 658 000 by 2012⁶. Based on these figures and in contrast to the population growth rate mentioned above, the average growth over the period is estimated at 0,89% per annum.

The relatively slow growth rate suggests a trend towards intra-district migration rather than inter-district migration. The dominance of the agricultural sector within the district economy means that jobs are often seasonal, low waged and low skilled. A primary reason for internal movements may include the movement of farm workers off farms to more urban locations and the seasonality of job opportunities in the sector.

3.1.3.2 Economic Performance

The average annual growth rate in the Gross Geographical Product (GGP) for the CWDM was 2,9% between 1994/1995 and 2003/2004, and 3,5% between 1999/2000 and 2003/2004. Over the period 2003/2004 to 2004/2005, the CWDM economy grew by 4,8%. The district contributes 1,54% to the Gross Domestic Product (GDP) of the country and 10,49% to the Gross Geographic (Regional) Product of the Western Cape Province. The latter represents the second largest contribution to the GGP of the Western Cape Province after the City of Cape Town. Growth estimates of GGP for the CWDM area in 2007/2008 is estimated at 4,35%.

Economic sectors in the CWDM area exhibiting the highest growth between 2000 and 2004 are indicated in the table below together with the growth rate achieved over the period. The performing sectors over the period 2003/2004 to 2004/2005 are also highlighted.

⁵ Government of the Western Cape, Provincial Treasury, Socio-economic profile: Cape Winelands area

⁶ Refer to Footnote 1

Economic Sector	Growth rate (%) (1999/2000-2003/2004)	Economic Sector	Growth Rate (%) (2003/2004 to 2004/2005)
Wholesale & retail (incl. catering & accommodation)	10,12	Construction	9,05
Manufacturing	6,83	Finance & business services	6,37
Finance & business services	5,58	Community, social & other personal services	5,92
Transport & communication	5,25	Transport & communication	5,61

(Source: Provincial Treasury, 2007)

Over the period 2000 to 2004, the construction (1.80%) and agriculture, forestry and fishing (1.36%) sectors exhibited slow annual growth. It is also clear that a shift in emphasis occurred with the construction and the service orientated sectors indicating high levels of growth from 2003/2004 to 2004/2005.

Although the CWDM economy is relatively diversified, it must be noted that 30% of businesses in the Cape Winelands are wine producers (14%), other fruit producers (4%), or real estate management firms (12%). The District's top 10 products or services generate 38% of total business turnover, which could be attributed to 27% of formal companies operating in the CWDM area. Spatially, there are also concentrations of economic activity. The relative contribution of each municipal area to the GGP of the Cape Winelands District indicates that Drakenstein accounts for 36,3%, Stellenbosch for 22,8%, Breede Valley for 18,9%, Breede River Winelands for 12,4% and Witzenberg for 9,0% of the total GGP.

The primary economic sectors within the CWDM economy for 2004/2005 with comparative figures for 2003/2004 are highlighted in the table below⁷:

Economic Sector	2004/2005	2003/2004	Rank 2004/2005
Manufacturing	21,1%	22,2%	1
Finance, real estate and business services	20,7%	20,3%	2
Agriculture, forestry and fishing	16,0%	15,2%	3
Wholesale and retail trade, catering and accommodation	14,8%	14,7%	4
General government services	10,6%	11,2%	5
Transport, storage and communication	9,0%	8,0%	6

(Source: Provincial Treasury, 2007)

The export value of trade and investment has increased by almost 400% in the Cape Winelands or by R 4.8 billion over the past 10 years. The top five product groups in terms of growth are wine, vegetable products, machinery/mechanical appliances, chemical/allied industries and vehicles/associated transport equipment. The performance of selected sectors is discussed in more detail below.

⁷ Government of the Western Cape, Provincial Treasury, Socio-economic profile: Cape Winelands area, 2007

3.1.3.3 Manufacturing

The Manufacturing sector of the CWDM area is characterized by its strong backward linkages to the agricultural sector. Food manufacturing enterprises in the CWDM area contribute almost a third to the total number of manufacturing enterprises and generate 56.45% of total manufacturing sales. The main activities are in the food and beverages sub-sectors, e.g. wine, juice, brandy, juice concentrates, dried and tin fruits⁸. The proximity of the firms to raw materials, metro markets and ports contributes to their comparative advantage. Only 28% of agricultural exports from South Africa are processed, which provides a further opportunity for downstream processing. Value adding in the Agricultural sector has enormous growth potential, particularly in new niche markets such as essential oils, Buchu and olives.

Manufacturing sub-sectors that contribute substantially to the Manufacturing sector are food, beverages and tobacco (48,7%); wood paper; publishing and printing (15,2%) and metals, metal products, machinery and equipment (11,7%)⁹. The textile industry is under pressure owing to increased global competition and cheaper imports from China and India. Competition from new products, e.g. wool-based versus polyester-based textiles, is growing. No formal structures exist on the production side of the textile industry in order to compete through lower wages.

Exports of timber in both log and processed form are consistently increasing.¹⁰ The Cape Winelands timber industry has benefited from this expansion, but is currently faced with an impending threat of a timber shortage owing to the relatively long periods required to replenish stocks.

Potential for growth is found in the electronics industry where Stellenbosch has successfully positioned itself as a forerunner in the sector by attracting specialist firms. Future growth is predicted among export-focused transport manufacturers in the region, such as the world-class road tanker firm, GRW, in Worcester.

3.1.3.4 Agriculture

The Agriculture Sector has undergone extensive restructuring since 1994 with more exposure for the South African economy in the international environment. Substantial growth occurred over the period 1998 to 2002 in response to more access to export markets, the devaluation of the currency and international 'goodwill' towards the country. However, from 2002 the sector experienced mounting pressure both from market competition and legislative changes. Key issues facing the industry include:

- the volatility of the Rand;
- increased international competition and demands such as quality requirements;
- increased production and input costs;
- a decline in the quality of agricultural research and development; and
- subsidisation of Agriculture exports in developed countries.

Approximately 89% of the total land area of the Western Cape is utilised for agricultural purposes, with the sector forming the economic base of most rural towns. Only 19% of the

⁸ Source: CWDM Manufacturing Sector Study, 2004

⁹ Refer to Footnote 1

¹⁰ <http://www.sawpa.org.za/Statistics.htm>

land is high potential arable land, while 70,4% is grazing land, 5,6% nature conservation and 1.5% is utilised for forestry. The province has the most farm workers, but also the highest farming debt in the country. Agriculture contributes to the production of the province's major exports, namely fresh and canned fruit and fruit juices, and wine, beer and spirits, while wine and table grapes achieve high rankings in terms of income activities in the sector.¹¹

The Agriculture Sector contributed 16,0% of the Gross Geographical Product (GGP) of the CWDM area in 2004/2005 and employs more than 38,3% of the labour force in the District. The main products are deciduous fruits, viticulture and vegetables. Slightly more than two-thirds of wine production in South Africa occurs in the CWDM area, while 56% of all wine grapes are grown in the Breede River Valley, Paarl and Stellenbosch. There is also extensive table grape production in the Hex River Valley. The district boasts the largest pear producing region in the country, and extensive apple and apricot production takes place in Ceres, Robertson and Montagu.¹²

It is estimated that the wine industry contributed R16.3 billion to GDP of South Africa in 2002 and R22.5 billion when tourism-related value added is included. Employment was also substantial with approximately 260 000 job opportunities throughout the economy, of which 20% could be attributed to wine tourism¹³. The producer price of wine has declined or remained constant since 2003. Agri-WC indicates that profitability is non-existent, reducing viability and requiring the use of reserves or non-farm income to subsidise the business. Producer prices of red wine, in particular, are declining. Labour constitutes 44% of the production cost of wine and productivity and training support for workers is paramount. Agri-WC argues that the main reason for the low profitability levels in the wine and fruit industries is attributed to increases in domestic costs.¹⁴ However, indications are that wine exports are improving due to lower production in the wine producing areas of France and drought in Australia.

The Koue and Warm Bokkeveld of the Ceres region are the main potato producing areas. The area planted has decreased over the last few years due to over-exploitation of the land and competition from Aurora. There is a shift in production focus from fresh produce to processing. In addition, some new industries offer great growth potential. These include:

- Olives
- Rooibos, Buchu and Honeybush Tea;
- Essential Oils;
- Fresh and dried flowers;
- Cosmetics and medicines;
- Aquaculture, and
- Poultry.

A number of wine and deciduous fruit farmers have started to diversify their operations by developing products to cater for conferences and weddings, which relate to agri-tourism, and combining commodities such as wine, cheese and olives to offer a differentiated visitor experience. Key interventions are required to enhance competitiveness and deal with the many challenges such as trade barriers, high debt levels, squeeze on retail profit margins,

¹¹ 'Economic Position of Agriculture in Western Cape: Current position/future actions', Agri-WC, compiled by Prof J Willemsse, August 2006

¹² CWDM Agricultural Sector Study, 2004

¹³ Wine Industry Charter, www.sawit.co.za

¹⁴ 'Economic Position of Agriculture in Western Cape: Current position/future actions', Agri-WC, compiled by Prof J Willemsse, August 2006

high barriers to entry, export logistics, and the unacceptable living and working conditions of many farm workers.

3.1.3.5 Wholesale and retail

The Wholesale and Retail Sector is well established in the towns of Worcester, Stellenbosch and Paarl. The sector is based primarily on wine, fruit and wheat sales. The attractiveness of the Cape Winelands and its proximity to Cape Town has resulted in a number of national and multi-national corporate head offices, such as Medi-Clinic Corporation, Parmalat, Rembrandt, British American Tobacco, Distell and KWV Holdings, selecting to locate here. Factors influencing location are favourable social and family aspects, low levels of crime, and proximity to schools, shops, health care and other facilities. These competitive advantages place the CWDM area in a unique position to attract further direct investment.

3.1.3.6 Tourism

The Tourism Sector is well established and has significant growth potential within the Cape Winelands. The research suggests that 50,4% of all visitors coming to the Western Cape visit a wine route¹⁵. The five key tourism market segments of the CWDM are:

- Food & Wine;
- Adventure & Ecotourism;
- Health & Wellness;
- Conferencing & Accommodation;
- Agri-Tourism; and
- Heritage Tourism.

The foreign tourist market is important for the CWDM area with the United Kingdom (23%), Germany (22%), the Netherlands (14%) and other European countries together with the USA (13%), representing the key source markets. Tourists express interest in the scenery, peace and quiet, wine, animals, value for money and service. Indications are that 69% of tourists to the Cape Winelands use self-drive as a means to travel and 27% use tour operators. The length of stay for 48% of tourists is between one and three days. Only 13% stay for longer than two weeks.

Indications are that 37% of the businesses that operate in the tourism sector have been in existence for more than fifteen years. Only 13% of businesses have been operating for a year or less. Transformation remains a challenge for the industry at all levels of management.

The visitor profile varies across localities within the CWDM area. The three towns of Paarl, Franschhoek and Stellenbosch receive approximately 50% of all visitors to the Cape Winelands.¹⁶ These visitors are predominantly interested in a one-day wine experience. The remaining 50% of visitors frequent the other thirteen towns of the district. The well-known Route 62 draws visitors into Worcester, Robertson, Ashton and Montagu. New routes such as the Freedom Route and Arts and Crafts Route are attracting visitors for

¹⁵ CWDM Tourism Sector Study, 2005

¹⁶ CWDM Tourism Sector Study, 2005

longer stays and different experiences. Annual events such as festivals and concerts attract visitors inland.

The current perception of the district is that it is an exclusive day-visitor destination for wine tourists. A concerted effort is being made by the CWDM and community to highlight the diversity of the tourism product in the region. The tourism slogan for the Cape Winelands is '1000 things to do, and then some wine tasting....' A particular focus is to attract domestic tourists into the region and to encourage intra-district travel among residents of the CWDM area, i.e. to become tourists in their own area.

3.1.3.7 Transport/storage/communication

The Transport/Storage/Communication Sector is expanding with potential for further SMME participation. It is a stable sector with 50% of firms operating for more than 15 years and 86% of businesses indicating that they had no intention of moving, selling or closing their businesses in the near future. Slightly more than one in five firms export, and 14% import products and services. Among the firms that partook in the study, 38% have their market in the CWDM area, a further 37% in the Western Cape and 25% nationally¹⁷.

3.1.3.8 Finance/insurance/real estate and business services

Finance/Insurance/Real Estate and Business Services is a growing sector with only 29% of firms in the CWDM area having operated for longer than 15 years. The market for the sector is essentially domestic with 36% attributed to the District, 40% to the Western Cape and 24% national. Almost half (48%) of firms in the sector are planning to expand. Indications are that nine out of ten firms had no intention of moving, selling or relocating their businesses in the foreseeable future. Specific challenges cited by this sector were taxation, regulations and cash flow.¹⁸

Tourism real estate activity accounts for 97% of investments in the CWDM area. WESGRO cites that from a total of 30 investments in the Western Cape between 2004 and 2006, only three manufacturing and two agricultural investments could be attributed to the CWDM area. From 2005/2006 to 2006/2007, direct investment facilitated by Wesgro in the Cape Winelands increased from R2,38 million to R3,33 million, an increase of 39%. These investment flows are still overshadowed by investments in the City of Cape Town that receives 95% of all investments into the Western Cape, compared to the 0,8% of the Cape Winelands in 2006/2007.

The district hosts internationally competitive educational, training, research and development institutions. The University of Stellenbosch is regarded as one of South Africa's finest tertiary institutions. Many of the tertiary institutions are focused on support to the agricultural sector, such as Elsenburg and the Agricultural Research Council (ARC). A branch of the CSIR is also located in Stellenbosch.

¹⁷ CWDM Services Sector Study, 2006

¹⁸ CWDM Services Sector Study, 2006

3.1.3.9 Construction

The Construction Sector has shown signs of prolific growth over the past four years. The value of construction work in the Western Cape Province in 2005 was approximately R45 billion and this was expected to grow to R65 billion by 2008. Turnover of construction firms in the CWDM area registered for the payment of levies increased by 13,78% from 2002/2003 to 2003/2004, while the increase from 2003/2004 to 2004/2005 and from 2004/2005 to 2005/2006 was 38,60% and 75,10% respectively (see also Section 2). The value of the residential buildings completed from 2004 to 2006 grew by over 150%, increasing from R170,6 million to R455,0 million over the period. The Drakenstein Municipality reported a total value of completed residential buildings of R195 million, representing 43% of the total value of residential buildings completed in CWDM area during 2006. Stellenbosch Municipality reported R179 million as the total value of completed residential buildings in 2006, increasing by approximately 160% from 2004 to 2006¹⁹.

In 2006, non-residential building activity in the CWDM area amounted to R200 million, an increase of over 250% from the total value of R55 million recorded in 2004. The Breede Valley Municipality made the largest contribution to the value of completed non-residential buildings with 47,6% followed by the Drakenstein Municipality with 27,6%.²⁰

The significant growth caused problems with supply, which will need to increase significantly in order to meet demand. Any expansion in the sector also provides opportunities in terms of SMME development, through sub contracting and BBBEE. During the last three years, there has been a substantial increase in turnover in the Cape Winelands construction industry. Growth has primarily been in the upper end of the market - office blocks, residential units and a large numbers of wine cellars. Franschhoek, Stellenbosch and Wellington are the primary growth areas. The major investment in the building of the Berg River Dam also had and will continue to have positive spin-offs for the district. Further investment is necessary by government in order to upgrade bulk infrastructure, meet basic service delivery backlogs, and provide housing. Factors dampening growth include a skills shortage among artisans (e.g. brick layering, plastering, carpentry and plumbing), lengthy approval periods for building plans and EIA processes, the price of land, delays in reticulation of services to sites, interest rate hikes, the deterioration of the road network and upward pressure on wages.

This outline of the nature and performance of the CWDM economy forms a background to the socio-economic perspective in the region. A diversified and growing district economy that has managed to create forward and backward linkages with different sectors, and which has been able to use its location close to the City of Cape Town with its comprehensive infrastructure, is well placed to provide work and ensure access to basic services that can ensure high standards of living for its people.

¹⁹ Refer to Footnote 1. The data reported by StatsSA only include data for Stellenbosch, Drakenstein and Breede Valley. These figures therefore under-represent the actual investments in residential and non-residential buildings in the CWDM area.

²⁰ CWDM Services Sector Study, 2006

3.1.3.10. Employment Trends

The average annual growth in the labour force of the Cape Winelands was estimated at 2,4% over the period 2000 and 2004. Annual employment grew on average by 1,3% and unemployment by 8,2% over the same period. The manufacturing sector followed closely with social/personal and financial/business services achieved the highest growth in employment.

If these growth rates are extrapolated, it is possible to assess the growth in the employment indicators mentioned above. The total district unemployment grew from 49 804 persons in 2001 to 79 915 in 2007 of which approximately 44% are Black-African and 53% are Coloured. The absolute unemployment figures represent an increase from 13,36% in 2001 to 23,23% in 2007. Due to the large number of seasonal workers average unemployment increases in the district to approximately 25,18% during off-season periods. Unemployment ranges from about 15,45% in Breede River Winelands to 28,88% in Drakenstein. Witzenberg, Drakenstein & Breede Valley have the highest concentrations of low-income earners in the CWDM area.

A large pool of unskilled labourers, mostly female, are dependent on seasonal employment during the pruning and harvesting season in the grape and fruit producing areas of the district. The impact of seasonal employment is worsened as rural communities are largely dependant on these relatively low and insecure wages. It is anticipated that as a result, increasing pressure will mount on social services and infrastructure, especially education, health care and policing.

The 2005 Labour Force Survey points to a substantial reduction in primary sector employment within the district. Employment in the Agriculture, Forestry and Fishing sector had an average decline in employment between 2000 and 2004 of 10,3%. In addition, there is a definite trend towards labour outsourcing and contracting. The socio-economic profile of the Cape Winelands prepared by Western Cape Provincial Treasury (2007) states that, *“There is currently no reliable measure of employment activity in districts, given the small sample size in surveys such as the Labour Force Survey and GHS”*. Consequently it is not possible to provide a more detailed breakdown of employment in the CWDM District.

Due to scarcity of formal employment opportunities in the Western Cape, there has been a rise in informal economic activities. The informal trading activities are mainly prevalent in densely populated areas in the Cape Winelands - in particular the low-income settlements in major regional centres. The figure below illustrates the contribution of the informal sector to particular economic sectors at a national and provincial level. There are no figures for the Cape Winelands, but it is anticipated that the informal activities in the district's regional centres would display a similar trend. The Cape Winelands informal sector needs to be further researched and monitored.

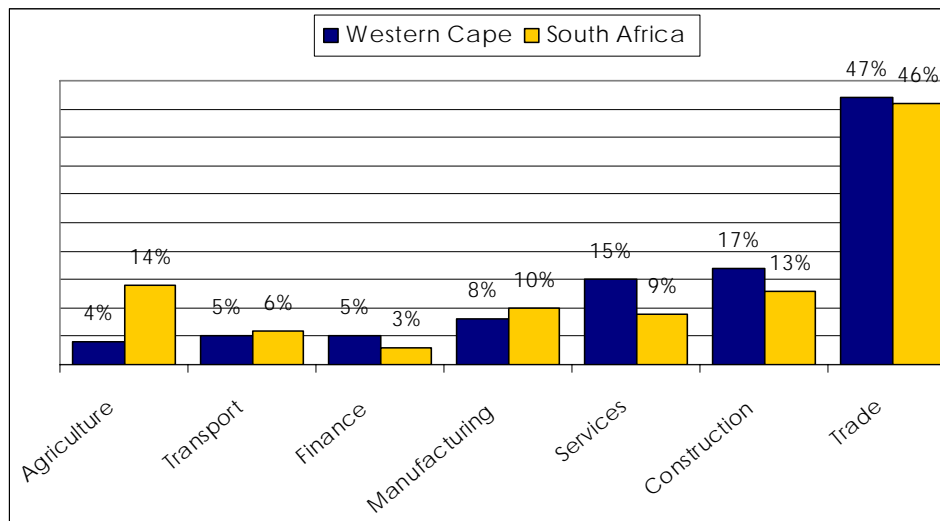


Figure 1: The informal sector has been a source of employment for the majority of people in the Western Cape province

3.1.4. Socio-demographic indicators

3.1.4.1 Income Levels

The 2001 Census indicates that 11,8% of households within the Cape Winelands receive no income. Comparisons between the 1996 and 2001 Censuses indicated a deepening of poverty within the district. For example, there was a 43,4% increase in the number of people earning less than R9 600 p.a. between 1996 and 2001. Almost half (47,7%) of households in the Cape Winelands earned under R19 200 per annum in the 2001 Census. The proportion of households in each local municipality earning less than R 19 200 p.a. ranges from 41,4% in Drakenstein to 56,7% in the Breede River Winelands. Unemployment was most severe in Touws River, De Doorns and in the informal settlements around the regional centres. Almost three out of four Black-African and one out of two Coloured households earn less than R19 200 per annum. Single women and child-headed households remain the most vulnerable. The low levels and seasonal nature of household income in the district is a huge concern as the majority of households are dependent on wages.

3.1.4.2 Education

Generally, the total school learner enrolment in the CWDM area increased from 2002 to 2007. The only exception was in 2006 where a decrease of more than 1 000 learners (from the 2005 levels) occurred to approximately 138 500 learners. However, the enrolment trend increased sharply in 2007 with a gain of about 4 300 learners. The CWDM area achieved a lower outcome in both numeracy and literacy among Grade 3 learners when compared to the Western Cape Province. In terms of literacy for Grade 6, the district compared favourably with the provincial average. However, numeracy is lower when compared to the province.²¹

²¹ Refer to Footnote 1

A marginal improvement in the profile of individuals with lower levels of education within the district was evident in 2006. The proportion of those with no schooling decreased from 15% in 2005 to 14,6% in 2006; however, it must be noted that the total number of individuals without schooling increased by 7,2% over the stated period. Conversely, the proportion of matrics (Grade 12) to the total population increased from 13,8% to 14,3%, with the actual number of people with matric increasing by 13,7%. Only 2,3% of the Cape Winelands District population had a honours, master's or doctoral degree in 2006, less than the 2,8% reported in GHS 2005.²²

3.1.4.3 Health Indicators

High vacancy rates exist for all categories of employment within primary health care facilities, with the largest vacancy rate for medical officers at 27%. In addition, 15 nursing posts are vacant, which places greater stress on the current staff to deal with the workload for all nurses, which were reported to be 32 patients per nurse in SEP-LG 2006.

Although the incidence of TB in the CWDM area has decreased slightly over the past year, it remains high. The identification of the new XDR strain of TB in South Africa presents a significant threat to the region. The incidence of HIV has doubled within the past two years. HIV/ AIDS infections are projected to increase from 3,8% in 2005 to 4,7% in 2010. Although this is lower than the national average, these figures do not reflect that certain communities within the CWDM area have higher infection rates. The findings also do not indicate that women are disproportionately affected by the disease. Dual infection with TB is of great concern.

A community-based response programme was implemented in the CWDM area during the 2004/2005 financial year to address the HIV and AIDS pandemic. Interventions through social development programmes, which include food security projects, alcohol related projects, early childhood development initiatives, HIV/AIDS prevention programmes, and a lay health worker programme, form part of the activities.

The teenage pregnancy figure in the CWDM area is above the national norm and is climbing. Low birth weight figures remain unacceptably high across the district.

3.1.4.4 Housing and access to basic services

The housing situation within the Western Cape is characterized by significant backlogs and various communities experiencing sub-optimal accommodation. The backlogs continue to grow. The provincial backlog was estimated at 296 000 units in 2005, 10% of which is attributable to the Cape Winelands. However, municipalities in the Cape Winelands estimate the backlog to be closer to 48 000 units.

According to the Security of Farm Workers Project of the Lawyers for Human Rights (Stellenbosch), there has been an increase in the number of evictions taking place in the Cape Winelands, Grabouw and the West Coast. During January to September 2005, 352 farm workers and/or their families faced eviction. Reasons given were: main worker is fired/died; farm is sold/liquidated, wage disputes, drought and the Extension of Security of Tenure Act (ESTA).²³

²² Refer to Footnote 1

²³ www.sawit.co.za

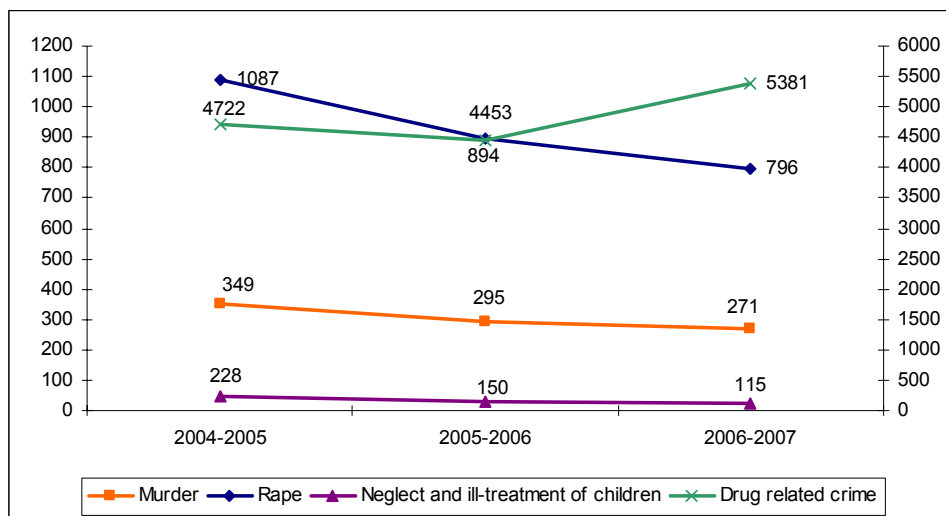
According to the Department of Water Affairs and Forestry (DWAF), the total population with no water infrastructure in the CWDM area decreased substantially from 76% to 27%²⁴. The majority of the households have access to adequate sanitation. In total, 129 597 households had access to a flush toilet with offsite disposal in 2005, which increased to 142 098 in 2006, representing 92% of all households. The number of prepaid meters installed increased from just under 63 000 in 2005 to more than 79 500 in 2006, an increase of 26,19%. In addition, free electricity usage increased from 17 425 kWh to nearly 26 000 kWh, representing a 49,0% increase from 2005 to 2006. The GHS data reveals that the number of households that report no source of heat has increased by 38%, to 10,3% of all households. A household refuse removal service is provided to all formal areas in CWDM.

3.1.4.5 Poverty

The number of indigent households increased from 25 664 in 2005 to 29 545 in 2006, an increase of 15,1%. Not all indigent households have access to all of the free basic services in all of the local municipalities within the CWDM area. Access to free basic services for all the indigent households is close to 100% across the CWDM area. Access to free basic services for indigent households is 99,2% for water, 92,4% for electricity, 99,4% for sewerage and sanitation, and 99,4% for solid waste management.

3.1.4.6 Crime

There are 23 police stations in the CWDM area, which represent 15,4% of the 149 police station in the Western Cape. Crime statistics for the period 2004-2005 to 2006-2007 are illustrated in the figure below.



Source (SAPS, 2007)

In 2006/2007, the rate of reported crime generally decreased by nearly a quarter (24,85%) when compared to the crimes reported in 2004/05. A declining trend is evident in three of the four crimes highlighted in the figure above. Reported murder crimes dropped 22,3%

²⁴ Note that this figure does not reflect water infrastructure for the whole District (i.e. it does not include the water infrastructure data for each municipality) and only reflects the water infrastructure that is the responsibility of the District Municipality.

from 349 reported cases in 2004/2005 to 271 reported cases in 2006/2007. Reported cases of rape declined from 1 087 in the period 2004/2005 to 796 in 2006/2007 or 10,9%. It should be noted, however, that rape and sexual molestation crimes are typically under-reported, and that these figures may well underestimate the extent of sexual crimes in the CWDM region. Crimes related to the neglect and ill-treatment of children have declined from 228 reported cases in the period 2004/2005 to 115 in 2006/2007; a decrease of 49,6%. Unfortunately, the problem of drug-related crime remains, as highlighted in SEP-LG 2006. In the financial year 2004/2005, drug related crimes totalled 4 722, declining by 5,7% to 4 453 reported cases in 2005/2006. However, in 2006/2007, drug-related crime increased by 20,8% from its 2005/2006 levels to 5 381 reported cases.

3.2 SITUATION ANALYSIS

Given the above situation, it is important to carefully outline the constraints and opportunities that the planning and strategies outlined in the IDP must take into account to ensure that we are increasing the living standards of our people and ensure harmonised sustainable development of the district. This is based on the strength, opportunities and threat analysis that underpins the plan and which is briefly summarised below.

3.2.1 TOPOGRAPHICAL ANALYSIS

The biophysical situation in the district provides tremendous opportunities for the CWD but also imposes serious constraints that our integrated planning needs to take into account. A serious constraint confronting the CWDM is the relatively far distances between the main towns in the areas. However, the settlement system can be clustered into galaxies of settlements due to natural barriers, proximity and linkages, which can facilitate effective development planning and the efficient implementation of strategies

A number of these clusters can be identified:

- Worcester-Rawsonville-De Doorns- Touwsrivier
- Robertson-Bonnievale-Montague-Ashton-McGregor
- Ceres-Prince Alfred Hamlet-Tulbagh-Wolseley
- Stellenbosch-Franschhoek-Pniel-Kylemore
- Paarl-Wellington-Hermon-Gouda-Saron

A number of the topographical constraints are dealt with in relation to the section below dealing with the environment.

3.2.2 ENVIRONMENTAL CONSTRAINTS

The CWDM has developed a comprehensive environmental strategy for the District. This strategy was based on a thorough and rigorous study of the state of the local environment and ecosystems in the District, which highlighted a number of significant trends and pressures.

A brief overview of these pressures follows, in relation to each component of the ecosystem. (See Annexure "C") for full analysis of the state of the biophysical constraints facing the District.)

SOURCE OF ECOSYSTEM SERVICE	TRENDS AND PRESSURES
Biodiversity	<p>The integrity of the two biomes (Cape Floristic Kingdom and Succulent Karoo) represented in the CWDM Area, is significantly threatened by intense <i>fragmentation</i>. This means that the ecological viability of the biodiversity is compromised. The situation is exacerbated by the fact that the most severely transformed and fragmented areas of high value biodiversity, lie outside of formally protected areas.</p> <p>Current activities adding to this increasing fragmentation include:</p> <ul style="list-style-type: none"> ▪ development on marginal or vulnerable land (e.g. vineyards on steep slopes (foothills)) by investors in the Stellenbosch area; ▪ the expansion of vegetable and fruit production onto virgin land (into fynbos areas); ▪ the rapid spread of urban development; and ▪ increasing infestation by alien vegetation. <p>The increasing incidence of uncontrolled fires and the inappropriate use of fire as a management tool is causing a potential <i>permanent loss of species and damage to the soil</i> e.g. lower infiltration capacity and higher risk of erosion.</p>
Water	<p>There is a <i>rapid expansion of inappropriate agricultural development</i> in spite of the problems associated with manifesting climate change (e.g. crops with high water needs such as fruit). Inappropriate agricultural development is that which has a high water demand in an area that could experience significant water stress in the future.</p> <p>The <i>demands for increased urban water supply</i> by the Cape Town Metropolitan Area. There is a general sustained increased demand for water supply (from within and outside the Area) and this could increase the demand for inter-catchment water transfers which have ecological effects, and could place pressure on ground water resources as well, particularly without the necessary water demand management practices in place.</p> <p>A general increase in pollution of rivers (e.g. the Breede River) and the associated <i>deterioration of water quality</i>. Increasing abstraction, infestation by alien vegetation that consumes high volumes of water, and the effects of climate change, are reducing river flow. This has a significant ecological effect.</p>
Air quality	<p>The <i>air quality</i> in the Cape Winelands District Municipal (CWDM) Area is gradually <i>deteriorating</i> and <i>regulation and monitoring</i> of air quality is <i>fragmented and inconsistent</i>.</p> <p>There is a general trend towards increased industrial emissions (including those from brickworks), an increase in the application of pesticides (including occasional aerial spraying due to the rapid expansion of agricultural development) and increased greenhouse gas and particulate emissions from the increasing incidence of veld fires in the region.</p>

SOURCE OF ECOSYSTEM SERVICE	TRENDS AND PRESSURES
	<p><i>Low priority</i> is given to increasing the <i>use of renewable energy</i>, which avoids the atmospheric emissions associated with dominant forms of energy production in South Africa, such as burning carbon-based fuels (e.g. coal).</p>
Land and Soil	<p>The soils in the CWDM Area are of a low agricultural potential and therefore further damage to the land could significantly threaten agricultural production.</p> <p><i>Soil and land degradation</i> is evident in the CWDM Area. In particular, <i>salinisation</i> of soils has occurred in some areas, such as the lower Breede River Valley as a result of poor agricultural practices. In many other areas, soils and surface and ground water are being <i>contaminated</i> by irrigation with untreated winery and industrial effluent (wine and other industries), by substandard releases from waste water treatment works, leachate from poorly designed and operated landfill sites, and poorly designed and maintained on-site domestic sanitation.</p> <p><i>High potential agricultural land is being lost to changes in land use</i> i.e. rezoned for inappropriate land uses such as housing, golf course development, high income residential estates, and certain types of tourism development. The productive capacity of the land is also being negatively affected by poor rehabilitation after mining in areas where mining is being / has been practiced.</p> <p>Climate change (hotter and drier climate) will cause a further <i>reduction in land capability and crop suitability</i>.</p>

The challenge for the CWDM was to create a mechanism that will enable it to effectively manage these trends and pressures, to prevent irreversible damage to the ability of the ecosystem to provide the essential services that underpin the economy and quality of life of people living in the District.

In response to the trends and pressures identified by stakeholders, the CWDM, specialists and the CSIR project team, formulated a number of *strategic goals* and specific *objectives* to ensure that ecosystem services are effectively protected and managed in the Cape Winelands District. The achievement of each of these objectives is subject to a range of *opportunities and constraints* presented by the current spatial and development planning context, the realities of governance in the Province, District Municipality, local municipalities and the levels of environmental awareness of both officials and the public in the District.

The Environmental Strategy drafted by the CWDM represents a comprehensive strategy to deal with the trends and pressures identified above and as such represent a major achievement in integrating environmental concerns and issues into our development planning. In the Annexure we present a comprehensive overview of the constraints and opportunities, as well as the strategies for dealing with the environmental challenges affecting our District.

3.2.3 SOCIO- ECONOMIC ANALYSIS

In order to identify the critical areas for intervention over the next five years it is critical to soberly analyse the strengths, weaknesses, opportunities and threats faced by the District in all its dimensions. The analysis below lays the basis for the CWDM strategy for accelerating sustainable shared growth and development so that all its people can enjoy a prosperous and meaningful life.

3.2.3.1 Strengths inside the Cape Winelands District

Natural Capital	<ul style="list-style-type: none"> • High quality and pristine natural environment attractive to skilled labour • Wide diversity of scenic landscapes • Soil and climate offers a comparative advantage for production of world-class grapes (wine) and deciduous fruit.
Financial/ Economic:	<ul style="list-style-type: none"> • Well maintained regional road transport infrastructure • Strong domestic tourism destination brand aligned to wine sector • Well organized and globally competitive wine and deciduous fruit sectors • Strong food processing cluster • Well developed linkages to Cape Town's economy • Well established global brand names e.g. of companies, towns and products • Competitive commercial farmers • AgriBEE support by organized agriculture. • Well developed R&D capacities with regards to agriculture
Social/ Cultural:	<ul style="list-style-type: none"> • Rich global networks through both slave and settler history • Diversity of local and international cultures with good international networks and economic linkages • English speaking schools • World class Stellenbosch University • Further Education and Training Institutions • Wolwekloof Learning Academy • National centres of research excellence including the Centre for Scientific and Industrial Research (e.g. expertise in transport logistics etc.), iThemba Labs (particle accelerator) etc.
Human	<ul style="list-style-type: none"> • Pool of skilled individuals linked to university and/or business • Ability to attract highly skilled labour

3.2.3.2 Weaknesses inside the Cape Winelands District

Natural Capital	<ul style="list-style-type: none"> • Property developments negatively affecting environment • Slow pace of land reform • Failure to make best strategic use of municipal owned land • Looming water shortage limits • Poor river water quality
Financial/	<ul style="list-style-type: none"> • Lack of progress with BBBEE

Economic Infrastructure /	<ul style="list-style-type: none"> • Vulnerability of economy to exogenous factors , e.g. fluctuations in the exchange rate • Seasonality of the economy and employment • Skills gap in basic business techniques • Poor support to emerging entrepreneurs • Few businesses making effective use of the SETAs • Lack of vertical alignment within government • Lack of horizontal alignment of strategies amongst municipalities. • High entry barriers to HDI-owned businesses in agriculture • Poor asset management by municipalities • Lack of detailed district Spatial Development Framework • Uneven or missing local government development policies • Inefficient government internal business processes • Sub-optimal domestic and international marketing of District • Limited tourism intelligence available • Fragmentation of tourism industry • Poor access to health facilities by farm workers • General lack of sport and extramural facilities available on farms • Poor quality of education and conditions in some farm schools • Mixed success of land reform programmes • High cost of land • Concentration of the fruit processing industry • High debt level of farmers • Poor public transport network • Poor communications network
Social/ Cultural / Institutional	<ul style="list-style-type: none"> • Poor resourcing of LED strategies by municipalities • Lack of alignment within government • Lack of understanding by senior management and line functions of economic development objectives • Outdated by-laws • Poor statistics and lack of data availability • Increasing levels of drug related crime and crime induced poverty • Increasing incidence of HIV, FAS and TB • Highest rate of farm evictions in South Africa • High levels of alcohol abuse amongst farm workers owing to the Dop system • Dependency on social grants and wage income by the poor
Human	<ul style="list-style-type: none"> • Low levels of labour force education • Youth problems e.g. increase in teenage pregnancies, high drop-out rate in schools and increase in drug and alcohol use • Decrease in the demand for low-schooled labour on farms

3.2.3.3 Opportunities from outside the Cape Winelands District

Natural Capital	<ul style="list-style-type: none"> • Growth in both domestic and international tourism markets • Growth in demand for high quality wine and deciduous fruit
Financial/ Economic:	<ul style="list-style-type: none"> • Political dynamics and instability within government in the Western Cape • Lack of unity within business

	<ul style="list-style-type: none"> • International subsidies for agriculture • Steep increase in land value makes resulting in difficulty in reaching land reform targets • Volatile exchange rate • Narrowing agriculture profit margins • Fluctuations in the tourism industry • Agricultural property tax
Social/ Cultural:	<ul style="list-style-type: none"> • Commitment to strengthening local government sphere • Implementation of Provincial Farm Worker Strategy and Rural Housing Policy
Human	<ul style="list-style-type: none"> • Expanded Public Workers Programme • SETAs and Learnerships • Wolwekloof Learning Academy

3.2.3.4 Threats from outside the Cape Winelands District

Natural Capital	<ul style="list-style-type: none"> • Climate change impacting on existing agricultural production • Water supply • Water quality
Financial/ Economic:	<ul style="list-style-type: none"> • Political dynamics • Lack of unity within business • International subsidies for agriculture • Steep increase in land value makes • Volatile exchange rate • Narrowing agriculture profit margins • Fluctuations in the tourism industry • Agricultural property tax

3.2.4 HUMAN SETTLEMENTS ANALYSIS (Annexure “J”)

One of the most vexing challenging confronting not just the CWDM, but most municipalities in South Africa is providing decent and secure housing for our people. Obtaining land, ensuring sites are effectively serviced; quality and durable building are built at an affordable cost that settlements are strategically located, while not undermining sensitive ecological systems are just some of the aspects to be considered in successful planning.

Below key challenges confronting the CWDM is outlined.

Settlement Pattern

The legacy of apartheid still imposes serious challenges in the provision of housing. None more serious than most subsidised housing is still done on the outskirts of towns in the Cape Winelands. 13 years after the end of apartheid racially based settlements, in the form of separate neighbourhoods, are still very much visible with little or no integration. This has serious consequences for building a unified Cape Winelands District.

Housing Backlogs/Demand

Based on a compilation of the waiting list of the various municipalities, it is estimated that the current housing backlog in the CWDM is in the region of 68,467 households. The Census of 2001 estimates the backlog to be in the region of 24,731. This discrepancy might be related to double counting, lack of resources to update data basis regularly and other statistical errors. Mediating between these two figures, a more accurate reflection of the backlog would be in the region of 42,000. The 42,000 translates roughly into 13.3% of the Western Cape housing backlog which is in line with the figures presented in the Western Cape Sustainable Human Settlement Strategy for the CWDM.

Current housing stock is 10,959 rental or hostel units available. In addition a total of 21,011 houses have been built in the CWDM (17,735 individually owned houses and 3,276 rentals) between 1994-2003 under the government subsidized housing program. This translates to an approximate delivery rate of about 2,335 houses a year over this period. If delivery continues on the current trend it would take approximately 29 years to eradicate the current housing backlog without considering the natural population growth and accompanying increased demand for housing.

It is estimated that of the 113,330 households in the CWDM, 76% qualify for a housing subsidy; in other words earn between R0 – R3500 per month. Of this number 68,467 households are on waiting lists at the respective local municipalities in the CWDM. This indicates that the majority of the demand would require government assistance in obtaining a house. More detailed analysis is required to determine the composition of this demand. An additional 15.5% or 22,370 households (those earning between R3500-R7500) are not serviced by the subsidy or the private market. This untapped market might create the opportunity to develop social housing in the CWDM.

The 2001 Census indicate that in the CWDM, most housing is of single dwelling type (i.e. separate house and separate stand). In addition approximately 13,957 households are being accommodated in informal dwellings across the District (excluding backyard dwellings). Roughly 8,000 households live in backyards.

The table below provides a summary of the housing stock and backlog per local municipal area in the CWDM.

	Housing Delivery 1994 - 2003	Rental Delivery 1994 - 2003	Existing Rental Stock	Housing Backlog	Rental Backlog
Stellenbosch	2,350	175	635	11,000	
Drakenstein	7,426	50	2,992	13,000	
Breede Valley	1,568		2,093	10,000	7,106
Breede River Winelands	3,988	3,051	4,420	4,850	
Witzenberg	1,388		819	3,000	
CWDM	1,015				
Total	17,735	3,276	10,959	42,000	7,106

From the above table it is possible to see in which municipalities the biggest backlogs exist and the number of houses delivered between 1994-2003. The demand for housing is, not surprisingly, more concentrated in the three largest local authorities (Stellenbosch, Drakenstein and Breede Valley).

In relation to addressing the demand for housing the CWDM will be confronted by number of critical issues, including population demographics in relation to the HIV and AIDS crisis, land availability, evictions and availability of social and community facilities.

Demographics and HIV/AIDS impact

The population of the CWDM will double in approximately 52 years. The population of the Cape Winelands District Municipality is young (32% are under 19 years of age) and growing. This places additional demand on community and social facilities (such as schools and clinics) to accommodate their needs. There is already a shortage in the provision of high schools, which will increase as the age cohorts move up.

The municipality is characterised by migration. This translates into a fluctuating demand for housing and facilities and variability in the ability to pay depending on the season.

The current HIV/AIDS prevalence is under - estimated at 8, 14%. HIV/AIDS is increasing. Using the "corrected" HIV/AIDS prevalence of 10, 7%, the CWDM will have approximately 84 547 HIV sick people by 2025. The increase in the number of HIV positive and AIDS infected people is altering the structure of households and their demands from the housing environment. Consideration should therefore be given in the housing planning process to accommodate potential HIV people as well as other people with specialised needs.

Land Availability

The availability of land was identified as one of the key constraints in the delivery of housing in the CWDM. All the municipalities are identifying land where housing should be located. Only two (Drakenstein and Stellenbosch) have undertaken land audits to determine the characteristics of the land. Land identified needs to be investigated and earmarked for housing. The viability of developing more housing in small towns and hamlets needs to be addressed if the goal of creating sustainable settlements is to be reached. Limiting factors identified in securing land include cost, location (agricultural land vs. land for housing), geotechnical constraints and land parcel size.

Evictions

A small number of legal evictions occur across the municipality and is concentrated in the urban areas. A total of 737 evictions have been lodged in 2004. However, there is the perception among some officials that the number of evictions has increased recently, predominantly in the rural areas (farm worker evictions), although accurate figures of actual evictions are not available. There have been a variety of approaches and methods for dealing with evictions with varying success. There is no uniform policy regarding evictions across the Cape Winelands District Municipality. There is a need for a strategy to deal with people that have been evicted.

Availability of social and community facilities

Although, broadly speaking, the Cape Winelands District Municipality has an established and relatively well functioning system of social and community facilities and services, there are areas where shortages exist. There is a general need for additional high schools across the CWDM and an improvement in the quality of services provided at rural health facilities.

A central concern related to existing community and social facilities is the need to improve access to facilities and quality of services provided at existing facilities. Additionally, concurrency (simultaneous) in the delivery of housing and social and community facilities is an issue. The alignment of funding streams between various departments and spheres of government will be crucial if sustainable human settlements ought to be obtained.

In addition to above listed constraints there are also exist challenges in respect of:

- ***Current and Planned Housing Projects:***
Of the many housing projects that are proposed and underway many are blocked. There is also a huge discrepancy in the number of units planned to be delivered and the subsidies allocated to the municipalities per annum which is far below the required funding to roll-out this program.
- ***Available funding and financial resources:***
In spite of the CWDM receiving the second largest allocation for housing in the Province, almost 50% was unspent due to a number of factors including complying with statutory regulations, land and construction costs. The under spending is of great concern and more detailed analysis should be carried out to determine why there is such a big under-spending. Despite the under-spending an amount of R264 million has been allocated to municipalities in the CWDM for 2007 -2009. This translates into the possibility of constructing \pm 6500 new houses over the period.
- ***Review of Policy Environment and Housing Informants:***
Despite progressive and appropriate policy and legislation, housing practitioners are experiencing problems translating the goals and aims of sustainable settlements into action. A key fault in the national policy and legislative environment is its silence on the roles and responsibilities of the B- and C- Municipalities.
- ***Housing Capacity and Constraints:***
The Municipalities across the CWDM experience capacity constraints in terms of numbers and skills. Many of these issues can be addressed through the consolidation of existing skills and knowledge that exists within the various housing departments of the municipalities in the District.

3.2.5 SERVICE PROVISION AND INFRASTRUCTURE ANALYSIS

A vital aspect of the function of the CWDM is the provision of high-level basic services and the infrastructure that can underpins economic and social development in the region. Below we analyse the situation in regard to water and sanitation, roads and storm water, waste management and electricity,

3.2.5.1 WATER AND SANITATION (Annexure”C”)

The Central Government of South Africa has committed itself to the eradication of the water and sanitation backlog by the year 2010.

The responsibility to achieve the target lies with the Water Service Authorities supported by the DWAF and the national water and sanitation task team. In the case of the CWDM, the Water Services Authorities are the B-Municipalities.

The responsibility of the CWDM is to ensure that proper planning is done and to co-ordinate and oversee these processes and make sure that capacity exist within the B-Municipality to ensure effective delivery.

Consultants were appointed to perform a water and sanitation backlog study for the entire Cape Winelands District Municipality as a whole. The objective of the study was firstly to determine the extent of the water and sanitation backlog in each local municipality and compile a total backlog for the District as a whole. Secondly, to identify technical solutions to supply a basic level of service in these areas affected by backlogs and thirdly to estimate the costs of future infrastructure required to supply this basic service for all households.

The table below sets out the water and sanitation backlogs for the CWDM.

Local Authority	Number of households					Growth as % of existing backlog
	Informal housing with no access to basic sanitation (excluding BD)	Informal housing with access to shared service (excluding BD)	Backyard dwellers (BD) with access to shared service	Total existing backlog	Estimated future backlog due to growth	
Cape Winelands						
Breede River Winelands	0	628	4,635	5,263	4,510	3.1
Breede Valley	470	2,041	5,180	7,691	6,320	3.0
Drakenstein	1,189	2,112	10 200	13 501	7 845	2.3
Stellenbosch	10	100	7,760	7,870	7,718	3.5
Witzenberg	0	2,227	1,600	3,827	2,280	2.4
Farmland	370	0	0	370	0	0
Total	2,039	7,108	29,375	38,522	28,673	2.8

The backlog as indicated above is the number of households in each B-municipality in the following categories:

- a) Informal housing with no access to basic water and sanitation.
- b) Informal housing with access to shared basic water and sanitation.
- c) Backyard dwellers, including overcrowding.

The sum of the three categories gives the total existing backlog for each area.

The estimated cost to eradicate the total water and sanitation backlog is as follow:

Local Authority	Total costs (Rands excluding VAT)			
	For bulk water infrastructure	For bulk sewer infrastructure	For internal water and sewer infrastructure	To eradicate sanitation backlog
Cape Winelands District				
Breede River Winelands	76 195,000	94 301,000	36 864,000	207 360,000
Breede Valley	67 989,000	60 978,000	53 120,000	182 087,000
Drakenstein	135 372,000	125 995,250	108 008,000	369 375,250
Stellenbosch	65 678,000	106 040,000	62 960,000	234 678,000
Witzenberg	60 975,520	31 998,520	30 856,000	123 830,040
Farmland				1 480,000
Total	406 209,520	419 312,770	291 808,000	1 118 810,290

Growth in sanitation backlog

As part of the survey performed, an estimated growth rate in the backlog was determined. This growth rate is also indicated in the above table.

The average growth rate of 2, 8% is substantially higher than the projected average growth rate of 0, 8% in population between years 2005 and 2015 as indicated in the "Strategic Infrastructure Plan" (SIP) for the Western Cape, dated May 2006.

The higher growth rate is nevertheless taken into account for the identification of the technical solutions.

The municipalities have indicated that the expected growth is mainly due firstly to, population growth and secondly, relocation of households from the Eastern Cape to the Western Cape.

3.2.5.2 ROADS AND STORMWATER: (Annexure "E")

The Western Cape Provincial Administration, Department of Transport and Public Works are the Roads Authority for all rural provincial public roads in the Western Cape.

At present they use the District Municipalities to act as their agents in respect of road maintenance activities as well as specific delegated management duties:

- Prepare technical reports regarding road rehabilitation, road upgrading, visual inspections
- Prepare technical reports regarding land use application received from local B municipalities
- Various administration duties including dealing with the general public (road user) regarding all road matters (e.g. road safety, road maintenance, etc)

The planning, funding and provision of new road infrastructure or major upgrading and rehabilitation contracts are still the function of the Roads Authority. It is well-known that funds for the country's roads infrastructure are limited, and therefore it is of critical importance that the existing roads infrastructure should be protected at all cost (which means preventative maintenance) and not be allowed to deteriorate. At present the focus is on the country's network of main roads which carries the heaviest volume of traffic and which is also an extremely important link in the country's economy.

The existing limited resources (financial and manpower) are therefore used to do daily maintenance activities such as:

- (a) Drainage maintenance (clearing the many pipes and box culverts under roads, clearing soil trenches on the sides of roads to prevent storm water from penetrating and weakening road layers);
- (b) Sealing the many open cracks that occur on older bitumen surface roads (better known as tarred roads) to prevent penetration of water;
- (c) Maintaining guard rails and road signs damaged daily through accidents or vandalism;
- (d) Removal of undesirable vegetation and collecting litter;
- (e) Safeguarding the numerous kilometers of worn gravel verges along bitumen surfaced (tarred) roads.

Special road infrastructure projects: These include all road maintenance activities that are grouped into projects such as:

- Resealing of roads
- Regravelling of gravel roads
- Upgrading of lower order roads
- Betterment projects
- Job creation projects

There is a concern regarding the current condition of municipal infrastructure in South Africa, specifically related to the maintenance of this infrastructure. The CWDM approached *V&V Consulting Engineers* to conduct a study of the status of the municipal roads infrastructure in the CWDM and to provide a report on the results thereof.

Condition of roads

The brief explanations on the conditions of roads are as follows:-

Very Good and Good: Roads still in serviceable condition with only routine maintenance to be done which could include minor patching or crack sealing.

Fair: Half of the network is approaching an unacceptable condition.

Poor and Very Poor: Roads need to be rehabilitated. This figure also indicates the back-log which has developed due to the absence of maintenance on these roads.

The following figure provides a summary of the condition of the surfaced roads in the CWDM.

CONDITION OF ROADS			
<small>(Extrapolated values)</small>			
CONDITION	LENGTH	%	
Very Good	496 km	35	} 68
Good	465 km	32	
Fair	337 km	23	} 32
Poor	122 km	8	
Very Poor	17 km	1	
1437 km			

Although the above figures indicate that only 32% of roads are in a *Fair to Poor* and *Very Poor* condition, the total length of roads which have to be rehabilitated needs to be discussed in more detail.

The total length of roads in a *Poor/Very Poor* condition is 139km which represents 9.7% of the total network in the CWDM. The implication of this is that, mainly due to the lack of maintenance, these roads cannot be resurfaced and needs to be reconstructed. In Annexure A: Table 3, a breakdown is provided indicating the rehabilitation of roads required per Local Authority.

RESULTS OF THE STUDY

Replacement value

The replacement value of any roads network is determined by the fixed parameters of the network such as length and width and also by the road classification, i.e. Primary, Secondary, Main Tertiary and Tertiary determined by the amount of vehicles using the specific road.

The replacement value for all municipal roads in the CWDM is calculated at:-

R 1.65 billion

The replacement values per Local Authority are:

BACKLOGS ON MUN. STREETS IN THE CWDM			
Local Authority	Backlog	Budget	Time Frame
Stellenbosch		R 21,372,739	2014
Drakenstein		R70,730,998	
Witzenberg		R 24,907,020	
Breede Valley		R 47,694,497	
Breede River/Winelands		R 25,397,742	
Total CWDM		R 190,102,996	

3.2.5.2.2 Proclaimed Roads Programme:

See Annexure “E”

3.2.5.3 WASTE MANAGEMENT (Annexure “F”)

Council is currently investigating the process of developing a strategic waste management plan (WMP) for the district as a whole. Most of the local municipalities have completed or are in the process of completing their own WMP and in combining these plans into one strategic document, a holistic view of waste management in the district can be obtained. Through this, management issues of a district nature can be identified, investigated and implemented. This Integrated Waste Management Plan has been formulated on behalf of Cape Winelands District Municipality, to address the challenge of waste management in the District, home to some 723 000 people. The Plan is born out of the requirements of the National Waste Management Strategy and forms the first action plan in terms of this strategy.

This document underlines the following principles of the National Waste Management Strategy:

- The prevention of waste generation;
- The recovery of waste of which the generation can not be prevented, and
- The safe disposal of waste that can not be recovered

The Plan will address all areas of waste management – from waste prevention and minimization (Waste avoidance), to its collection, treatment, recovery and final disposal. It will 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 will also be 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.

Waste management in the local municipalities are generally well done insofar as the collection of domestic municipal waste is concerned with waste collection provided for the vast majority of urban residents.

However, the management of waste disposal is generally poor, with the exception of the Stellenbosch, Wellington and Wolseley landfills, the operation are poor. The operation of the De Doorns site in particular is terrible.

Waste avoidance is not significantly practiced anywhere in the District except for at certain private enterprises. Reference must be made to the Blue Bag system in Stellenbosch that promotes separation at source. Waste avoidance will only be achieved through the implementation of a public awareness campaign.

Waste Recovery of any significance is only done at the Materials Recovery Facilities (MRFs) at Paarl and Touws River. Scavenging takes place at a number of the waste disposal sites in the area, contributing to operational difficulties. These type of facilities must be constructed in all larger towns with populations larger than 50 000.

Composting is done successfully near Stellenbosch. Klapmuts and Robertson and should be extended to all larger towns in the District. Mobile builder's rubble crushing plants should be established that can rotate between the various larger towns.

The Stellenbosch area and in a lesser extent the Witzenberg area are in critical need for landfill airspace. At Witzenberg the existing Wolseley "interim" landfill should be extended to a permanent facility and at Stellenbosch a transfer station need to be constructed for the transport of waste to Cape Town's landfill, since the establishment of a new regional landfill near Stellenbosch or Paarl is a no go option due to previous public participation exercises.

The recommendation of this Integrated Waste Management Plan is that Action Plans for the Strategy be developed as are listed in paragraph 4 of this report and that the implementation thereof be provided for on the financial budget.

3.2.6 INSTITUTIONAL CAPABILITY AND BARRIERS

Human Resource Management in the CWDM is aimed at establishing a **representative, competent and well managed workforce**, committed to delivering high quality services to the people of Cape Winelands District, through provision of the following services: **human resource administration; recruitment and selection; training and development; industrial relations; organisation and work-study; individual performance management and health and safety** in order to ensure that Cape Winelands District Municipality meets its goals as enshrined in the IDP.

To date there is tremendous progress in advancing institutional transformation in a variety of areas including but not limited to:

- **Employment Equity:** The implementation of the Employment Equity Plan has resulted in improving representation by all population groups in the personnel establishment of the Council and ensured access to all occupational categories and levels, this has been shown by the last Employment Equity Report submitted to the Department of Labour on the 1 October 2007. The Local Labour Forum, on a monthly basis, receives and debates the progress with regard to the employment equity plan implementation, as a consulting and monitoring instrument. The Cape Winelands District Municipality had an opportunity of being visited by the Employment Equity Inspector, from the Department of Labour, with the follow-up session being held on the 18th January 2008, the Inspector was introduced to all aspects of our employment equity plan and related activities.

- **Training and Development** : The municipality annually submits the Work Place Skills Plan, bi-annual implementation reports to Local Government SETA as expected, which contains amongst others training needs of the employees and councillors. According to our last implementation report dated 31 December 2007, 58% of our employees and councillors have been trained in various areas, to improve their performance, including but not limited to: project management, management development for municipal finance, communication (English language), law enforcement, introductory fire fighting, waste management, peer educator programme, 4x4 heavy duty, full advance driving, use of modified binders, draft food labelling, diversity management etc. SETA claims for the year ending 30th June 2007, were received at an amount of R442, 317.84, as prescribed by the relevant legislation and regulations. Up to December 2007, an amount of R540, 964.05.00 was spent on skills development. The Training Committee sits every month to consult and monitor on matters related to training and development. The challenge is to continue recognising skills development at the workplace as an important tool to improve our service delivery.

Finance and Administration Learnership, will be commenced with during this financial year, with 10 (ten) of our employees participating at NQF Level 4.

IDP Learnership and Skills Training Programme will be conducted this year with a number of officials benefiting from this Programme.

As part of Cape Winelands District's share vision of '**Growing, Sharing, Delivering and Innovating together**', central to this vision CWDM acknowledges that youth development is integral to social, political and economic life of every young person in the district and society in general. To respond to this CWDM through its **Student Assistance Policy**, afford young persons with an opportunity to undertake workplace experience in areas such as finance, communications, engineering, planning, human resource management, environmental health, local economic development etc.

Secondly, to respond to CWDM's shared vision, through the **Mayoral Bursary Fund Policy**, the municipality offered bursaries to more than 50 (in year ending 30 June 2007) well deserving students who are residents of the district, in areas such as Accounting, Agriculture, Tourism, Engineering, Business Management, Farming Management, Public Management, Human Resource Management, LLB, etc, to an amount of R200 000. 00. This important contribution to our youth and the economy of the district will continue for the next financial year and beyond.

- **Occupational Health and Safety** : Implementation of Occupational Health and Safety Act ensures that the CWDM brings about and maintains, as far as reasonably practicable, a work environment that is safe and without risk to the health and safety of the workers, through various initiatives including, but not limited to : road shows held during November 2007 to raise an awareness of all employees about occupational health and safety matters, election of safety reps in all workplaces, establishment of Health and Safety Committees, health and safety workshops and other related measures etc. Local Labour Forum receives and debates, on monthly basis, reports on Occupational Health and Safety.
- **Industrial Relations**: CWDM promotes a sound and dynamic labour relations environment by continuously facilitating an atmosphere of collective bargaining at the workplace and employer-employee participation through Local Labour Forums, which

meets on a monthly basis, and other relevant structures, which foster sound workplace relations.

- **Individual Performance Management:** Individual Scorecards continue since its inception to facilitate an interactive atmosphere between the supervisor and supervisee. These scorecards facilitate regular monitoring of employee performance, while linking individual performance agreements and skills development plans with the IDP objectives and Municipal and Departmental scorecards.
- **HIV and Aids:** In implementing HIV and Aids Workplace Programme, amongst other things attended to, include, but not limited to: establishment of HIV and Aids Workplace Committee, the development of HIV and Aids workplace programme, reviewing the current HIV and Aids policy in compliance with relevant legislative arrangements and best practices. Part of the programme implementation was awareness programme, which was held in November 2007 in all workplaces about HIV and Aids at workplace, and the VCT testing that was held on the 7th December 2007. This programme is implemented with the assistance of Talent Emporium and AGATHOS Consultancies as part of DPLG HIV and Aids Workplace Programme. The Voluntary Counselling and Testing session that was held on the 8th December 2007, indicates that 100% of employees and councillors who tested were negative. The challenge is to ensure that Cape Winelands continues in implementing the HIV and Aids Workplace Programme, *'The vision which fuelled our struggle for freedom; the development of energies and resources; the unity and commitment of common goals - all these will be needed if we are to bring AIDS under control. This is a war. We must not continue to be debating, to be arguing, when people are dying' -- Former South African President and Nobel Laureate Nelson Mandela, February 17, 2002*
- **Steering Committee:** Section 83, 107 and 119 of the Local Government: Municipal Finance Management Act (No. 56 of 2003) requires the Accounting Officer, Senior Managers, Chief Financial Officer and other officials of the municipality to meet the prescribed financial management competency levels, in the required unit standard for each competency area on or before 1 January 2013. For the implementation of this regulation, it is required amongst other things, to establish the Steering Committee, the Steering Committee has been already established, and has held several meetings. The challenge thereof is to ensure that the work of the Steering Committee is fast tracked.
- **Macro-Structure:** Section 66(1) (d) of the Municipal Systems Act (No. 32 of 2000), requires the Municipal Manager to establish a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service. This exercise is undertaken to maximize efficiency and effectiveness of the municipality.

In order to fulfil the above objective, the CWDM engaged in the process of conducting a strategic organisational assessment of departmental performance and productivity for the Cape Winelands District Municipality, through the services of a service provider. This was done with the view of developing a cost-effective and implementable organizational structure informed by IDP objectives. The Structure was approved on 6th December 2007, amongst others with the following departments: **Corporate Services, Financial Management Services, Engineering and Infrastructure Development Services, Community and Developmental Services and Regional Development Planning Services.** The challenge is to ensure that the micro-structure is in compliance with the mentioned departments.

- **Diversity Management Programme:** the CWDM has put in place a comprehensive Diversity Management Plan which intends to manage, promote and value diversity, and create equal opportunities for all in the workplace. Critical aims and objectives of this plan includes but not limited to - analysing the existing corporate culture and identifying practices which support or undermine cultural diversity; Identifying, raising awareness and sensitizing managers and workers to differences associated with gender, race, religion, disability, nationality, etc in an attempt to create unity and maximize the potential productivity of all employees; cultivating respect, acceptance and understanding among diverse groups throughout Cape Winelands District Municipality (CWDM); institutionalizing diversity management by integrating it with the organisation's practices; integrating diverse values into the culture, systems and policies of CWDM; facilitating the creation of an appropriate environment for nation building and peaceful co-existence. The plan is currently being implemented, with the services of the Dynamic Professional People Consultancy, diversity audit has been completed, currently employees are trained on diversity management, training process is expected to be completed by or before 30 June 2008. The challenge is to ensure that the programme yields the expected outcomes.

3.2.7 REFLECTION: LGMTEC ONE-ON-ONE ENGAGEMENT (Annexure "B")

This is our third round of annual Local Government Medium Term Expenditure Committee (LGMTEC's) engagements with provincial government. These engagements were introduced since 2005 and have by now become institutional interactions between the Province and municipalities. It provides for structured face-to-face engagements on planning, budgeting and service delivery, and has also become a vehicle for provincial and municipal administrations to discuss the various service delivery challenges they encounter.

The November 2007 LG MTEC 1 interactions were the starting point to encourage synergy in planning and budgeting programme for improved service delivery. These engagements within most of the districts provided a platform to obtain in-principle agreement on mechanisms to start the alignment of municipal and provincial planning and budgeting processes. LGMTEC 1 also aimed to establish and maintain open dialogue between local and provincial spheres of government.

The LGMTEC 2 engagement was conducted on the back of the PAFTEC on the 5 March 2008, in which progress with regard to the LGMTEC 1 process was presented. For purposes of the LGMTEC 1 engagements, the sector departments were divided into three groups: **Group A:** Education and Health; **Group B:** Community Safety, Social Development, Cultural Affairs and Sport and Housing; **Group C:** Economic Development, Agriculture, Transport and Public Works, Environmental Affairs and Development Planning. Engagements at the LGMTEC 2 meeting allowed opportunity for both municipalities and departments, along the three groupings, to provide feedback on progress and to highlight the on-going processes required to address their respective challenges. It should be noted that these grouping would, throughout the year, work on addressing the challenges raised and that the next LGMTEC 1 make proposals on how to factor the agreements into planning and budgeting going forward. The LGMTEC 2 discussion also served as platform for communication with regards to the transfers from provincial government to municipalities. The engagement lastly also proposed the methodology for the LGMTEC 3 engagements.

The output of the LGMTEC 3 (a report on the Draft Municipal Budget), unlike the other two engagements, fulfils a legislative requirement. The Municipal Finance Management Act (section 22) requires the Accounting Officer (Municipal Manager) to submit the draft budget to, amongst others, the Provincial Treasury immediately after tabling the draft budget in Council. In turn, the Provincial Treasury must provide views and comments on the draft budget and any budget-related policies and documentation, which must then be considered by Council when tabling the annual budget (section 23). The LGMTEC 3 engagements have been designed to give effect to these legislative requirements.

As mentioned on many occasions, these engagements give effect not only to the compliance side of the legislation but also consider the intent (spirit) thereof. Province in preparing this report has developed a framework (which might be imperfect) for considering the draft municipal 2008/09 Budgets. The framework facilitates the assessment of the draft budgets along the three broad areas:

- Responsiveness, whether the draft budget is appropriately responsive to economic growth objectives and the socio economic needs of the community, as measured in the SEP-LG and prioritised in the IDP and LED;
- Credibility whether the municipality can execute and deliver on this budget realistic/ability to spend; and
- Sustainability, which assesses whether the municipality has sufficient revenue and adequate corporate stability to fund and deliver on its budget.

The report presents an outsider's view to the municipality's 2008/09 draft budget. Observations are made from the available documentation provided and it is envisaged that the engagements will in many of the instances contextualise the challenges and methods used to compile the IDP, LED and budget.

The engagements this year in addition to what had been the practice in the previous two occasions will also have to consider what support and ongoing actions are required to address the challenges raised in this assessment.

To facilitate the interaction during the engagements, it is expected that the Municipality responds to this report by compiling a written response, which addresses the 3 key areas (responsiveness, credibility and sustainability) and provides specific responses to the issues and queries raised.

The final report will therefore include the response of the Municipality as well as a record of issues discussed during the meeting with the Municipality. It is advisable that the final report be tabled in the Council meeting at the same time when the final budget is tabled for approval.

See Annexure B

It should be further noted that some budget figures in this document might differ, due to the fact that they are sourced from different documents. In all cases the sources have been referenced and explanation provided, wherever possible, on why there may be a variance.

3.2.7.1 THE PROCESS

The following outlines the process that was followed by the Cape Winelands District Municipality to review its 2007/11 Integrated Development Plan and MTREF for 2007/08, 2008/09 and 2009/10 for the 2008/09 municipal financial year:

TIME SCHEDULE – The Cape Winelands District IDP Strategic Management Framework was adopted by the Council of the CWDM and approved by the District Coordinating Forum. The most important implication of the latter approval was the subjection of all municipalities in the district, including the CWDM to the time-schedule for the adoption of their IDP's and Budgets.

ANALYSIS

- *Community Input* - Several Meetings were held with as wide a range of sectoral representatives as possible, including Labour, the Environment, Social Development, Civil Society, Public Safety, Economic Growth and Development, Agriculture, Youth, Women, etc. Other forms of engagement include the National and Provincial Imbizo's and the NCOP Taking Parliament to the People Programme.
- *Performance Analysis* – This phase involved the assessment of the performance of the municipality and the determination of areas of change for the next three years.
- *Financial Analysis* – In analysing the financial capacity and position of the municipality, the institution had to, inter alia, determine the funding/revenue potentially available for the next three years and based on the holistic financial profile of the municipality decide on appropriate fiscal strategies, the funding policies (including tariff structures) and financial plans.
- *Situational Analysis* - Review the current realities and examine changing conditions and new information that may have a major impact on the ability of the municipality to deliver on its legislative mandate.
- *Intergovernmental Alignment* - An Alignment Workshop facilitated by Provincial Treasury towards the end of November 2007 revealed differing views on how intergovernmental alignment can be achieved.

STRATEGY - Strategic Working Session with the Mayoral Committee to discuss strategic direction of the municipality

PROGRAMMES, PROJECTS AND PRELIMINARY BUDGET - Review programmes and projects and provide for priorities and outputs desired for next 3 years with updated cost estimates.

Operating Budget - Financial Services compiles draft operating budget for 2008/09 and revised operating budget for 2007/08.

Approval of Draft IDP, PMS and Annual Budget – The Draft IDP and Budget is approved by Council for consultation with the Public.

INTEGRATION – The Draft IDP and Budget is made public for comment and another round of consultative meetings are held with sector stakeholders with the view of soliciting comment on the presented draft IDP/Budget from the representatives. Engagements aimed at multi-pronged alignment with Provincial, National and Local Spheres of Government in the form of LG-MTEC Engagements and intergovernmental alignment meetings with local municipalities in the district are held.

FINAL APPROVAL – Council adopts the Final 2008/09 Integrated Development Plan and Medium Term Revenue and Expenditure Framework for 2008/09, 2009/10 and 2010/11.

Further Action - All further action is taken in accordance with the legislative and regulatory requirements applicable to the approval of the SDBIP, submission to the appropriate authorities, all actions related to the submission of performance agreements, making public the Final Documents and the preparation of the Bi-Annual Audit Report for submission to Council.

3.2.8 STAKEHOLDER INPUT (Annexure”J”)

3.3 STATE OF THE DISTRICT:

The 5-year Strategic Agenda for Local Government was finalised in a Technical MINMEC meeting held on the 31st May 2006. The Provincial planned interventions were endorsed at the PAF meeting held on 24th April 2006.

3.3.1 Five decisions were taken in respect of improving planning for growth and development:

- Planning capacity at all three levels of government must be significantly improved;
- Municipal councils should include in their plans concrete and realistic localised service delivery and development targets that would inform performance contracts of senior municipal officials;
- Certainty in the development planning system is required in relation to the location of national responsibility for spatial and land-use planning;
- Regulations and/or legislative amendments must be introduced to transform District and Metro IDPs into local expressions of government-wide commitments; and The NSDP must gradually evolve into a stronger and more directional national development planning instrument.

3.3.2 Three Strategic Priorities were identified:

Priority One receives the most attention in the DPLG’s strategic plan. It is divided into several key performance areas:

- Institutional Capacity and Municipal Transformation.
- Basic Service Delivery and Infrastructure.
- Local Economic Development
- Financial Viability and Management
- Good Governance

Priority Two relates mainly to improving relationships between the three spheres of government: national, provincial and local, and improving the ability of provinces to support and monitor local government.

Priority Three relates mainly to a review of policy and legislation, such as reviewing the two-tier municipal system (district and local municipalities), and changing the law to make it compulsory for all municipalities to adopt the ward committee system (currently it is optional). An important area relates to development planning – with the aim of ensuring that municipal Integrated Development Plans fit into planning at provincial and national level.

This should give more weight to the IDPs, as it is presently very difficult for municipalities to achieve the goals outlined in IDPs if they are contradicted by provincial and national priorities.

One of the interesting aspects of the strategic plan is the development of specific performance indicators for municipalities and municipal managers

Emanating from the 5 KPA's mentioned in priority one, the Cape Winelands District Municipality developed a range of templates strategically planned to address these issues. District Sectoral Technical Task Teams were established to populate these templates and to report to the District Coordinating Forum.

3.3.3 State of the district (5 KPA's): See Annexure "E"

CHAPTER 4: DEVELOPING OUR STRATEGY

4.1 NATIONAL/PROVINCIAL/INTERNATIONAL

Metro and district municipalities facilitate the development of Growth and Development Strategies within a particular Constitutional, legislative and policy content. Strategies need to be aligned to national development priorities and targets. The key national and provincial frameworks considered are the: National Spatial Development Perspective (NSDP), Accelerated and Shared Growth Initiative of South Africa (ASGISA), Provincial Spatial Development Framework (PSDF), and Provincial Growth and Development Strategy (PGDS). Given the significance of the agricultural sector for the Cape Winelands, both in its direct contribution and its forward linkages to manufacturing and tourism, national and provincial agricultural sector strategies must be integrated at a district level.

Poverty and inequality occur within space and are driven by different trends in different geographic areas. Spatial inequality is not a uniquely South African problem; however, the South African spatial economy has been distorted by apartheid spatial planning and has left a legacy of extreme marginalisation and inequality. In order to redress this spatial and socio-economic inequality government needs to co-ordinate spending to achieve objectives, guided by national policy and programmes.

The Cape Winelands District Municipality (CWDM) attempts to ensure that international relations activities are aligned with its strategic objectives contained in this IDP. Appropriate activities are linked to:

- promoting economic growth through trade, investment and tourism;
- promote social development and poverty alleviation;
- developing sustainable municipalities, towns and societies; and
- capacity building and knowledge sharing.

The CWDM takes cognisance of the key challenges related to international relation activities identified by National Government and the responses thereto:

International Relations Challenges

- Lack of coordination in implementing South African foreign policy due to fragmented efforts by various spheres of government;
- Limited impact emanating from fragmented approach;
- Limited capacity to follow-up and implement projects agreed to;
- Limited knowledge about South Africa due to the lack of a coordinated marketing strategy;
- Negative perceptions about South Africa;

Government Response

A National Cabinet Lekgotla meeting approved:

- Marketing South Africa abroad to improve our image and create awareness of the brand;
- A Proposal by the International Relations Peace and Security Cluster (IRPS) to Strengthen South Africa's Economic Diplomacy Abroad; and
- The IRPS Cluster must submit guidelines to establish more effective measures and mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy.

CWDM Response

1. Vigorous international marketing of the District to promote tourism, economic development and rebut the perceived negative perception through attendance of, and participation in:
 - Utrecht Vakante Beurs (Netherlands)
 - ITB (Germany)
 - WTM (United Kingdom)
 - Indaba (South Africa)
 - Great Wine Capitals Global Network
 - South African Netherlands Chamber of Commerce.
2. Explore new growth markets (listed below) in a coordinated manner with the assistance of National and Provincial Government, in so doing we will aim to increase the tourism and economic investment in the District.
 - China (specific focus on participating in the Shanghai Expo 2010)and India
 - Europe: Russia and Spain
 - Middle East: Saudi Arabia and UAE
 - South America: Brazil, Argentina and Chile
 - Africa: Kenia, Tanzania, Zambia and DRC
3. Implementation of a Twinning Agreement with Kalmar Regional County (Sweden).
4. Participation in the Provincial and Municipal International Relations Workshops and activities that aim to produce guidelines to establish more effective measures and mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy.

4.2 ALIGNMENT AND ACCOUNTABILITY OF THE SPHERES OF GOVERNMENT

The NSDP and the Provincial framework (PSDF, PGDS) provide the context for spatial alignment. This framework improves the ability of municipalities to make trade-offs, utilising a limited budget in order to achieve maximum impact, while emphasising how it all plays out in space and time.

The current system appears to be promoting alignment without any mechanisms for municipalities to engage and challenge national and provincial authority. How can the local and the district municipalities hold provincial and national officials accountable for their decisions? Secondly, which sphere of government is responsible for what issues? For example, issues that relate to crime arise at a municipal level, the municipality doesn't have the resources nor the authority to address and implement projects aimed at targeting crime (the police do not sit at a municipal level).

Alignment should occur around specific issues with the spheres of government engaging one another around these issues. The relationships between the different spheres of government are complex; all spheres have different perspectives. Which need to be harmonised.

A cabinet resolution resulted in two essential decisions:

1. The reorganisation of the state into Districts. The aim is for local and provincial to come together at the DCF. A common problem is that a lower level administrator is sent to the DCF to sign registers, and not to engage. This does not facilitate alignment, nor does it improve the relationship between the spheres of government. The DCF should control and contribute to the District IDP. This would result in all stakeholders (national, provincial and local) having control of the IDP and other plans.
2. Government is not prevalent enough on the ground. Therefore, it is essential that each cabinet official must spend a certain number of days in the field.

Alignment and accountability will be achieved through all three spheres agreeing on challenges to be addressed. Currently the more 'powerful' spheres goes over the head of the "lower" spheres of government, for example, Provincial government allocates money based on their own set of priorities. In addition, different interest groups have different understandings, want and needs (for example agriculture vs.housing or social development). However, there are certain (National) targets that are non-negotiable (for example redistribution of 30% of agricultural land by 2014). These targets need to be costed and clear understanding of how it can be achieved established. The challenge is on how to prioritises, and to assess what can be achieved.

4.3 DISTRICT

4.3.1 LONG TERM STRATEGY (Annexure "D")

Shared Vision

The shared vision for the Cape Winelands is that by 2014 we will be:

Growing, Sharing, Delivering and Innovating Together

Mission Statement

The mission statement of the Cape Winelands is that:

The citizens of the Cape Winelands commit themselves to inclusive, informed and responsible governance where sustainable service delivery and development create opportunities for all.

4.3.2 Underlying Principles and Values

It was agreed through stakeholder participation that the following *values* underpin both the vision and mission statement of the Cape Winelands and that all sectors will promote:

- *Inclusivity* – to address exclusion based on race, gender, location, origin, language, age, sexual preference, class and religion;
- *Integration* – to address spatial, economic and social fragmentation;
- *Sustainability* – to respond to environmental degradation and promote consideration of the impact of development on people, the planet and prosperity;
- *Benefits for all* – to acknowledge a shared destiny and that growth alone that benefits a few will not be moral or sustainable;
- *Participation* - to recognise the contribution of meaningful dialogue and communication and to ensure the participation of the community, especially the poor, youth and women, in decision-making regarding matters affecting them;
- *Education* – to acknowledge the limitations of illiteracy and foetal alcohol syndrome and the positive impact of skills development on the choices and incomes of

- individuals;
- *Access* – to address access to capital – economic/financial, social, human, natural – as the critical in securing individuals and communities;
 - *Responsible Governance* – to commit all sectors to transparency, honesty and integrity in the conducting of business;

4.3.3 Shared Objectives

The following ten objectives for the CW-GDS have been collectively agreed to by all sectors:

4.3.3.1 Business co-operating together to achieve desired growth and secure the well being of communities and individuals

It was apparent during the CW-GDS process that there are divisions within business in the Cape Winelands. There are a number of business chambers or associations divided by economic sector, race, language, gender, citizenship and scale of activity. There are also varying levels of commitment to transformation and shared growth. Some firms are excluded from existing networks, supply chains and communication channels. Small and micro black businesses, in particular, are disadvantaged as they are competing in established markets and require additional support. The business sector has demonstrated a definite commitment to co-operating with each other and to ensuring that growth secures the well being of communities in the Cape Winelands.

4.3.3.2 Clean and transparent governance

Concern over clean and transparent governance was raised in all the CW-GDS sector workshops. This concern applies to all sectors – government, business, labour and civil society. Participants indicated that not enough effort has been made in the past to building relationships of integrity and trust between sectors. It was agreed that if all sectors ensure open and transparent business processes, especially procurement, and focused on being 'excellent' in their areas of responsibility this would go a long way to promoting sound relationships. Communication with, and participation of civil society are regarded as critical.

4.3.3.3 Sustainable development

All sectors raised the issue of sustainability. It was felt that the warning of climate change and ongoing environmental degradation cannot be ignored. Poor river water quality threatens the ability of the Cape Winelands to reach its desired growth and development target as export markets could be lost. It was agreed that all sectors should commit to the promotion of cleaner technologies, waste minimisation practices, utilising renewable energy sources, and proactively addressing pollution. An integrated environmental management plan should be adopted for the Cape Winelands. It was agreed that the relevant government departments should enforce compliance with environmental legislation.

4.3.3.4 Skills development and education for all

With a 36% adult illiteracy rate in the Cape Winelands there is a serious concern that poverty is entrenched and deepening. The Department of Education must be engaged regarding curriculum development in entrepreneurial skills, relevant industry knowledge such as wine and other agricultural sector opportunities and general career guidance. Businesses in the Cape Winelands are committed to up scaling in-house training programmes and the offering of learnerships. The labour sector emphasised the need for 'skills' training and not simply an ABET roll-out. The Library Business Corners programme is committed to rolling out in all towns in the district. The Wolwekloof Learning Academy opened its doors in 2007 piloting a model for adult education in South Africa. The emphasis is promoting learning from the 'cradle to the grave'.

4.3.3.5 Fair, rewarding and respectful workplace practices

During the CW-GDS process it was apparent that there are many serious workplace challenges. The 'dop system' is allegedly still practised on some farms; the district has the highest rate of evictions in the country; the skills level of workers is extremely low; large numbers of workers are vulnerable to seasonal employment and labour out sourcing; women are under represented at management levels; and, the unemployed comprise predominantly black and female sections of the population. All sectors committed to proactively redressing this situation through ensuring fair wages and labour practices, skills development, incentives, BBBEE, and addressing issues related to labour insecurity.

4.3.3.6 Safe and secure district for all

Safety and security in the context of the CW-GDS does not only refer to policing and crime prevention, but to a host of other factors impacting negatively on the lives of communities. These include: access to facilities for the disabled, substance abuse, violence against women and children, the high incidence of foetal alcohol syndrome, TB and HIV/AIDS, insecurity of tenure and housing backlogs, the quality of water, food security, access to social services, and chemical poisonings on farms. It was agreed that these issues need to be proactively addressed and form an integral part of the CW-GDS.

4.3.3.7 Informed citizens actively participating in the economy and development processes and decisions

The definition of a municipality in South African legislation includes the council, the administration and the community. The implication is that all Cape Wineland's citizens have a right to be informed and participate in decision making processes. The civil society sector has a key role to play in partnering with, and monitoring, government in this regard. Municipalities are committed to having strong ward committees and to linking with and building civil society institutions. Public awareness and education is fundamental. Part of the challenge is building e-literacy amongst poor and marginalised communities in the Cape Winelands.

4.3.3.8 Innovative, creative, competitive economic enterprises that meet needs and create opportunities

Business is critical in creating and distributing wealth within the Cape Winelands. Government needs to create an 'enabling' environment for businesses to innovate and grow. A key focus is on building the necessary infrastructure, logistics and communication systems to sustain growth. It also means that supportive policies need to be put in place and government legislation communicated. Business and government should partner in branding and aggressively marketing the Cape Winelands.

4.3.3.9 Integrated, linked and productive human settlements

The majority of economic activity takes place within five towns in the Cape Winelands. However, there are many other sustainable settlements, such as small towns and hamlets that have developed as a result of the agricultural and tourism sectors. The settlement patterns in the Cape Winelands continue to reflect apartheid planning, where race and class divide communities. The housing backlog in the district has resulted in informal settlements that have not been properly planned for and are located in 'unsafe' areas, such as under power or flood lines. Farm workers living on farms are often isolated and reliant on farmers to bring them to town. It has been agreed that issues related to integrated planning and access to services, jobs and public transport need to be urgently addressed.

4.3.3.10 Institutional networking, co-operation and communication

The CW-GDS process highlighted the need to institutionalise communication channels between sectors. The CW-GDS has started a process of building relationships of trust and co-operation. However, these needed to be extended and sustained. It was agreed that a Cape Winelands Economic Development Council should be instituted.

4.3.4 Strategies and Commitments (see tables below)

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
1. All businesses co-operating together achieve desired growth and secure the well being of communities and individuals	Business information shared	Database of firms to be produced and maintained, accurate tourism intelligence, undertaking of sector & firm level studies	ST	Municipalities & business
	Chambers supporting new enterprises	Promotion of membership of Chambers and Associations to access support	ST	Business Chambers/Associations
	Businesses to inform municipalities of plans to reduce labour or close	Response Team to be constituted with government & business reps to prevent or mitigate effects of retrenchments	MT	Government, business, National Productivity Institute
	Preferential procurement practices	Simplification of tender documentation & assistance to SMMEs	ST	Government and business
	Access to finance for SMMEs	Produce an information brochure on financing mechanisms	ST	SEDA office in Stellenbosch, APEX Fund, Red Door
	Co-ordinated, quality SMME support	Facilitate linkages to provincial & national programmes e.g. TEP & DTI	ST	SEDA, Red Door
	Businesses conscientised re youth, co-operatives & BBBEE	BBBEE Matchmakers Program for Agriculture, Construction, Supplier Development Program, implementation of industry charters, monitoring of progress	ST	Business
	Establish business incubators & mentorships	Establish incubators e.g. wine, vegetables and essential oils Businesses to identify mentors to link to emerging agricultural businesses.	ST	Business
	Offer internships (SETA)	Business associations to co-ordinate identification of internship opportunities	ST	Business and SETAs
Pay levy towards collective marketing of region	Investigation to be conducted into Cape Winelands Marketing levy	MT	CWDM & CWDEDC	

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
	Promote business networks	Business associations and chambers to actively market themselves to all businesses in the Cape Winelands	ST	Business Chambers and Associations
	Co-operation of firms/farmers to address seasonality	Agri WC to investigate farmer co-operation in supporting seasonal workers Multi-skilling of seasonal workers	MT	Agri-SA
	Corporate social investment e.g. adopt a youth/ECD centre/food garden/school/ peace garden/micro enterprise etc	Businesses and Chambers to facilitate engagements re CSI programmes in the Cape Winelands	ST	CWDM & Business Chambers & Associations
2. Clean and transparent business and government	Open & transparent procurement practices	Government and business websites, provide assistance, proper records & disclosure, compliance with legislation	ST	All municipalities & businesses
	Efficient municipal business operations	Municipalities to set & monitor targets for processing of applications, municipalities to set up a 'one stop shop' for investors	ST	Local municipalities
	Utilise ICT technologies to lower cost of business for government	Cape Winelands telecommunications network to be established, e.g. Voice over Internet Protocol (VOIP), obtaining a Private Telecommunications Network License or linking to that of the City of Cape Town	MT	All municipalities
	Revised and updated municipal policies and by laws	Develop model informal trading by law	MT	All municipalities
	Citizen participation in decision making	Functioning ward committees, health and development committees, strong communications by municipalities, broad participation in IDP processes of all communities	ST	All municipalities
	Relationships of integrity, fairness & trust	Code of conduct signed for doing business in the Cape Winelands	ST	All sectors

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
3. Sustainable development	Integrated environmental management plan	District wide plan linking spatial, land use, infrastructure & economic plans	MT	All municipalities
	Promotion of cleaner technologies	All businesses and municipalities to review existing practices	ST	All sectors
	Promotion of waste minimisation practices	Recycling programmes to be introduced by municipalities and firms	MT	All municipalities and businesses
	By-Law revision & enforcement	Municipalities to undertake assessment of by-laws & policies, share models etc	MT	All municipalities
	Environmental awareness promotion	Produce materials, implement campaigns, door-to-door information, assist SMMEs with EIAs	ST	CWDM, DWAF, Dept Environmental Affairs
	Combat alien vegetatio	Proactively identify key projects in the district		DoA's Landcare prog,, Biodiversity & wine initiative, Municipalities, farmers
	Land Management/ Disposal Policies	Model policy to be developed	MT	Drakenstein's policy underway – all municipalities
	Promote eco-building practices	Showcase local models, facilitate buy in of construction sector		Wolwekloof Learning Academy model & accreditation of building practices
	Use renewable energy sources	Investigate alternative energy sources	MT	Research institutions
	Proper Asset management plans in place	Eradicate backlogs in network maintenance and refurbishment, rehabilitate and/or upgrade, reduce unaccounted-for water, comply with wastewater effluent quality permit, develop long-term asset management strategy, reduce illegal electricity connections	ST	All municipalities
	Monitor & address air, water and ground pollution	Effective implementation of Municipal Health Services by the CWDM, DWAF to enforce compliance with licenses, air quality function to be restructured	ST	DWAF and all municipalities

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
4. Skills development and education for all	Schools entrepreneurship programme	Department of Education to be approached to revise curriculum	ST	CWDM & Dept of Education
	Undertake skills audit	Link to national process for skills audit	MT	Link to dplg rollout
	Address public transport for learners	Develop district learner transport plan	ST	Department of Education & DoPW&T
	Firms to intensify in house training programmes	Share info re access to SETA funds Share learners for courses	ST	Business & SETAs
	Focus on artisan skills	Construction industry to identify needs, access SETA	ST	Construction industry & SETAs
	Integrated ECD support programme	Co-ordinated and comprehensive strategy developed	ST	Provincial Departments of Education, Social Services and Welfare, Health and the CWDM
	Roll out of ABET	Needs assessment & co-ordination of roll out	ST	Civil society
	Youth internship programme	Businesses to identify no of learnerships	ST	Business chambers/associations
	Wolwekloof Youth Academy	Doors to open in 2007	ST	CWDM, DoSS & DoPW
	Library Business Corners info access points	Library Business Corners to be established in each town in the Cape Winelands, marketing to be undertaken	MT	Library Business Corners
	Focus on FET	Comprehensive strategy to be developed	MT	Institutions of Higher Learning
	Career guidance at schools	Changes made to school curriculum	MT	Municipalities, business, civil society & DoE

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
5. Fair, rewarding and respectful workplace practices	Fair wages and labour practices	To be included in Code of Conduct for Cape Winelands, Dept of Labour and business associations to monitor & address problems	ST	DoL & Labour
	Undertake Training	Firms to put in place & implement workplace skills plans - access SETA funds	ST	Business
	Implement incentive schemes	Firms to investigate implementation of incentive schemes for workers	MT	Chambers & Associations
	Promote BBBEE across sectors	Sectors to implement BBBEE Charters where relevant or set sector targets in consultation with other stakeholders	ST	Chambers & Associations
	Gender Sensitive workplaces	Gender workshops to be held in workplaces, monitoring and addressing of gender discrimination, targets for all job categories as part of EEP.	ST	Civil society and business
	Address absent land owners issue	Agricultural sector to investigate worker empowerment schemes	ST	Agri SA, Wine industry
	Address dop system where still used	Agricultural sector & DoL to investigate current usage of dop system to enforce legislation	ST	Agri SA
	Decrease outsourcing	Agricultural sector & labour to develop joint strategy	MT	WC Agricultural sector consensus strategy
	Address insecurity of farm workers	Stakeholders to develop joint strategy to deal with evictions	MT	WC Agricultural sector consensus strategy

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
6. Safe and secure district for all	Disability access to public and private buildings	Government & business to audit buildings & develop plans	LT	Government & business
	Awareness re child abuse and gender based violence, HIV AIDS, Safe Schools and Substance abuse	Ongoing implementation of co-ordinated campaigns	ST	USAID training funding, Global Funds, municipalities, DoE, DoSS
	Support for AIDS orphans & street children	Address issues of shelter, education, food security, health etc	MT	Municipalities and DoSS
	Visible policing & crime prevention	Community policing strategy	ST	Municipalities, province & business
	Address housing backlog	District wide housing strategy to be developed	ST	DoH, municipalities, business
	Stop illegal evictions	Legal enforcement & peer pressure	ST	Municipalities, Agri-WC, labour
	Provision of basic services to all	Municipalities to address national targets in IDPs	ST	Municipalities
	Safe food and water for all	Regular monitoring and communication with the public	ST	DWAF, CWDM
	Ensure Food Security	Link to corporate social responsibility, farmers to identify parcels of land for food gardens & provide support & equipment	ST	DoSS, agricultural sector, municipalities
	Ensure universal access to health services	District wide PPHC plan to be developed	ST	Do Health
	Undertake health promotion	Clinic staff, environmental health practitioners, Community Development Workers etc to be involved	ST	DoHealth, all municipalities
	Monitoring of social grants	Facilitate access to social grants	ST	All municipalities, civil society & DoSS
	Prevent farm poisonings	Regular monitoring and prevention promotion	ST	Agri-WC, DoHealth, CWDM, Labour

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
7. Informed citizens actively participating in the economy and development processes and decisions	Public awareness and education	Information on social grants, government services, business information, health issues etc	ST	Government and civil society
	Advocacy and lobbying	Ensuring that the needs of poor and vulnerable communities are being addressed	ST	Civil society
	Strong ward committees	Local municipalities to facilitate establishment and provide administrative support	ST	Local municipalities
	Strong health & development committees	Provision of co-ordinated support, financing and capacity building	ST	CWDM, local municipalities & relevant provincial departments
	Promote e-literacy	Providing training and making computer and internet services accessible to poor communities.	MT	Library Business Corners, civil society and business
	Youth advisory centres in all towns	Consultation re youth needs	MT	Local municipalities

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
8. Innovative, creative, competitive economic enterprises that meet needs and create opportunities	Entrepreneurs linked to market demand	Sector research studies and coordinate access to small business support programmes	MT	SEDA & Red Door, provincial advanced Manufacturing Technology Strategy and Manufacturing Centre of Excellence in packaging/ food processing, enter into SLAs with Sector Development Organisations (Cape Craft and Design Institute, Calling the Cape, Clotex etc.)
	Efficient and equitable municipal services	Backlogs addressed within national time-frames, training of staff, effective maintenance	MT	IDP plans of local municipalities
	Bulk infrastructure for a growing economy	Bulk infrastructure plans of municipalities to be based on future market demand	MT	Local Municipalities
	Improve communications technologies	Implement broad band telecommunications network, to establish e-business centres in towns, and library business corners - MIG applications to be informed	MT	CWDM, Civil Society, local municipalities
	Strong transport system	Integrated transport & public transport plan for the Cape Winelands, create link to the MOA between the City of Cape Town and the National Ports Authority, and CCT & ACSA regarding management & investment. Link to CSIR research re logistics.	MT	DoPW, National Ports Authority, ACSA, CSIR, Public Transport Planning Authorities
	Promotion of public private partnerships	Municipalities to conduct S 78 studies regarding external service delivery options for selected functions	MT	Municipalities
	Land reform & access to land	Facilitate access to small farmers to CASP & LRAD programmes	ST	Agri-WC, DoA & municipalities
	Government protection & subsidies	Lobby with DTI	MT	Business Chambers/Associations & CWDM

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
8. Cont.	Business understanding legislative requirements	Roll out of information workshop programme for businesses	ST	Business Chambers & Associations
	Solid policing of current legislation	Lobby with relevant government departments	ST	National and provincial government department
	Informal sector support	Conduct needs analysis, demarcated trading areas, entrepreneurial training & support	MT	CWDM, SEDA, local municipalities
	Link business to sector based institutions	Enter into SLAs		CWDM & Business Chambers/Associations
	Branding and aggressive marketing of Cape Winelands	Adoption of Cape Winelands brand, Branding of events, products, localities, people etc, SLA with WESGRO	ST	CWDM, CTRU & WESGRO
	2010 Strategy	Develop co-ordinated 2010 strategy	MT	All sectors
	Regional Tourism projects	Implementation of De Poort, Klein Plasië, Nekkies Resort	MT	Business and municipalities
	Mayor's Award	Develop criteria and categories for awards	MT	All mayors

<u>Objectives</u>	<u>Strategies</u>	<u>Activities</u>	<u>Short, Medium or Long term</u>	<u>Commitments</u>
9. Integrated, linked and productive human settlements	Effective public transport system	Develop integrated public transport plan	MT	Link to Public Transport Authorities, Metropolitan Transport Authority, SOEs re public transport investment plans & DoE's learner transport plans
	Proper Zoning & integrated planning in all communities	Municipalities to demarcate informal trading areas within Central Business Districts.	ST	Local municipalities
	Land available for low income & social housing	Municipalities to complete comprehensive land audit by December 2007	ST	All municipalities
	Investigate agri villages	Pilot to be undertaken, suggestion in Stellenbosch	MT	Agri-WC, private land owners, CWDM & local municipality
	Land available for industrial areas & business hives	Municipalities to identify land	ST	All municipalities
	Address logistical links to the City & ports	Link to Cape Town functional region planning	MT	CWDM, Stellenbosch and Drakenstein municipalities
	Recreational facilities for youth	Undertake needs assessment and develop plans for implementation	MT	Municipalities, civil society and business
10. Institutional networking, co-operation and communication	Institutionalised linkages between government, business, labour & civil society	District Economic Development Council established with sub committees	ST	All sectors
	Business co-ordination and co-operation	Single business structure for the Cape Winelands	MT	Business

4.3.5 Stakeholder Roles in implementing the CW-GDS

The Cape Winelands Growth and Development Strategy propose a wide range of programmes and strategies. Almost all of the initiatives involve more than one sphere of government, as well as other role players such as business, labour and civil society. In this context, it is important to clarify the following broad roles, which will be required of the all role players in order to facilitate the implementation of the GDS:

4.3.5.1 District Municipality Role

- Manage and monitor implementation of the Growth and Development Strategy;
- Facilitate district wide spatial and sector planning;
- Inter-governmental and state owned enterprises alignment;
- Stakeholder co-ordination between sectors;
- Information collection, management and dissemination;
- Host shared services for municipalities e.g. communications, GIS, support;
- Monitor service delivery and implementation of district-wide plans;
- Environmental promotion;
- Development of guidelines for by-law revisions and updates;
- Annual customer satisfaction survey;
- Public Transport Planning
- Link to City of Cape Town functional regional plan; and
- Market and brand the Cape Winelands.

4.3.5.2 Local Municipality Role

- Service delivery within national time-frames;
- Provide, manage and maintain bulk infrastructure & assets;
- Revise municipal policies and by-laws;
- Strengthen and support ward committees to foster community participation;
- Implement waste minimisation strategies;
- Investigate and utilise alternative energy sources;
- Manage internal business processes efficiently;
- Address youth needs such as recreation and sports facilities and youth desks;
- Establish one stop information points for potential investors;
- Facilitate land availability for low income housing, industrial parks & business hives; an
- Undertake proper planning and zoning in all communities.

4.3.5.3 National and Provincial Government Role

- Promote environmental awareness;
- Enforce compliance with environmental legislation;
- Enforce compliance with business related legislation e.g. BBBEE Act, Employment Equity Act, Skills Development Act, Labour Relations Act, minimum wages legislation etc;
- Ensure public access to information;
- Develop district based plans for provincial and national functions e.g. education, public transport, health, roads, communication etc;
- Market the region through provincial institutions e.g. WESGRO and CTRU
- Facilitate the increased take up of social grants;
- Undertake campaigns re social issues such as substance abuse, gender and child violence, safe schools, HIV AIDS;

- Ensure visible policing and crime prevention;
- Address housing backlog; and
- Address agricultural sector needs for subsidies and further protection.

4.3.5.4 Business Role

- Undertake extensive work place skills training and internships;
- Implement BBBEE, women and youth empowerment;
- Implement business incubators & SMME support;
- Promote business networking;
- Expand corporate social investment;
- Co-operate to address seasonality;
- Implement preferential procurement;
- Support the Cape Winelands brand; and
- Commit to waste minimisation and cleaner technology workplace practices.

4.3.5.5 Research Institutions

- Undertake R&D in key economic sectors and issues;
- Provide scholarships to local learners; and
- Implement Higher Education Partnership Forum;
- Provide research services to the CWDM in the identification of critical development issues.

4.3.5.6 Labour

- Commit to greater levels of productivity;
- Commit to training and skills development; and
- Monitor, and intervene when necessary in unfair workplace practices;
- Represent workers in labour relations matters with the CWDM;
- Represent workers as a CWDM strategic partner in implementing the IDP and other CWDM strategies;

4.3.5.7 Civil Society

- Facilitate the sharing of information;
- Monitor the impact of development on communities;
- Provide services to communities;
- Perform a watchdog function;
- Provide education;
- Maintain a database of NGOs & CBOs; and
- Include ward committees in the sector.

4.4 SHORT TERM STRATEGY:

The Cape Winelands District Municipality has a clear two pronged strategy to grow the economy in order to create jobs and eradicate poverty by ensuring human security and promoting inclusive economic development. Not all the instruments for implementing this strategy lie within the local sphere alone, therefore, inter governmental co-ordination and co-operation is essential and relationships with partners in the private sector and civil society significant.

- Human security is defined as communities and individuals having their basic needs met through security of tenure, housing, health, education, social services, nutrition, income (e.g. grant/wage/own), human rights, dignity and basic municipal services such as water, sanitation, electricity and refuse removal.

The district has allocated its own resources to deepen and broaden the efforts of government as a whole in the areas of: early childhood development; HIV/AIDs; skills development, especially for youth, food security, TB prevention and management, health awareness, public works programmes such as Clean and Green, human rights education in communities and the provision of basic services on farms and in informal settlements.

The District Municipality has, unfortunately, been affected by the recent xenophobic attacks on foreign nationals residing in our district. Municipalities that were affected include Drakenstein, Stellenbosch and Witzenberg Municipalities. More than 500 foreign nationals were affected and response plans were put in place. The Cape Winelands Disaster Management Centre coordinated and supported the efforts across the district and budgetary allocations were made to take further action to stabilize the situation. The district municipality is pursuing long-term responses to contribute to nation building in our district.

- The promotion of inclusive economic development is defined as the expanding of community/individual capabilities, such as: human, financial, physical; economic and social. The goal of the district is to facilitate the migration of individuals & firms from 2nd to 1st economy through supporting capital formation. The district is involved in capital formation in the following ways:
 - i. Human Capital – Establishment of the Wolwekloof Learning Academy, hosting and co-ordination of Learnerships, providing bursaries, and implementing a broad range of Skills Programmes e.g. in construction, fire services, public safety, Small Business Support Programme.
 - ii. Finance Capital – Development and Implementation of a Small Farmer Support and Entrepreneurial partnership Programme, providing support to Tourism product development, augmenting infrastructure and service delivery spend with own resources, undertaking district wide Marketing.
 - iii. Economic and Physical Capital - *Economic Infrastructure*; Investment in roads, Public transport & safety investments, Municipal land audits & making commonage available, *Social Infrastructure*; Provision of municipal services, Water and sanitation subsidy scheme on farms, Housing delivery. *Environmental Infrastructure*; Water quality, Route Development and Conservation.
 - iv. Facilitating business linkages – government to business & business to business, facilitating international linkages through global agreements & participation in exhibitions, Promoting BBEE, Providing small business support.
 - v. Social Capital – Building social capital through support to Ward and health committees, programme that supports and networks 450 Lay Health Workers on farms, roll out of the Community development Worker programme, established an IDP Representative Forum, support community policing etc,

4.5 Shared Intergovernmental Understanding and Priority Actions

1. Where we are now/The current development context	
<p>1. 1 Summary of district developmental profile, including strategic developmental challenges for ensuring (1) sustainable, shared and inclusive growth and (2) quality of life for all, in the district</p>	<p>The Cape Wineland's District is an area of high economic activity (1.46% contribution to national GDP and 10.4% to the Provincial economy) and with great potential for growth of the economy especially in agri-processing, tourism and service industry. Its potential is underpinned by a rich natural resource environment; well developed exiting infrastructure supporting economic development; close proximity to Cape Town with its access to crucial national and international transport nodes; excellent quality tertiary education institutions; linked research networks and capacity; and a climate and living environment that attracts people with skills.</p> <p>The economic development has also resulted in an economy with considerable exports (value R 6.8 bn 2004) and continued export potential that service inputs but also are also vulnerable to changes in the global economy. The existing economic development and future potential is concentrated mainly in five urban areas Stellenbosch, Franschhoek, Paarl, Worcester, Wellington and the surrounding hinterlands. Other areas have more limited economic potential with primary relevance to Municipal and District economies.</p> <p>In the less well developed parts of the district e.g. Witzenberg, Breede River Winelands and Breede Valley municipalities there are high levels of poverty mainly in the rural areas. There are also larger clusters of poverty in the informal settlements of the better located urban areas. This poverty is associated with high levels of unemployment (18.4% to 22.4% in off season periods) particularly among people with low levels of formal education. 47.7% of households in the District earn less than R19 200 per annum. Even where such people are employed it is often in seasonal agricultural work or low potential areas of the growing informal economy.</p> <p>While there is potential for economic development, the sectors with greatest potential require at least semi skilled but mainly skilled workers. At the same time the sectors (e.g. commodity based agriculture and forestry) that are important employers of unskilled workers, albeit it in low paid mainly seasonal work, are declining in importance. Without programmes that are targeted at skills development that can bridge the gap between present education levels, economic development and employment creation in the short to medium term, the increased economic development in the formal sector is unlikely to significantly reduce the real levels of unemployment or reduce of poverty within the District.</p> <p>There are particularly relevant skills shortages for semiskilled workers e.g. welders and artisans shortages. This is a potential, which with the right training responses, could help with this bridging and impact particularly on the high levels of youth unemployment. This is however constrained by the prevailing education and skills development strategies that are concentrated more on post matric education and strengthening of longer term objectives of improving the quality of and access for children to schooling.</p> <p>The existing economic base in the District has been slow in transforming access and ownership. This and issues of skills development presently severely inhibit the spreading of increased economic growth to a broader population base in the District.</p>

There are high levels of existing infrastructure provision in better located areas which are well serviced by water, sanitation, electricity and refuse removal. However there is a lack of sufficient investment in the maintenance of this infrastructure which if not tackled could result in deterioration that could affect the economic activity in the area. A particular example is concern about deteriorating water quality that could affect the areas present competitive advantage in export products.

Infrastructural backlogs exist primarily in remoter rural area and in informal settlements in the major urban areas. The former pose a particular challenge in the efforts to meet provision of basic needs, as the cost of provision of such services is often considerably higher than in denser urban settlements. Concentration of investment in new infrastructure in the poorer municipalities is contributing to lack of finance in these areas for the effective maintenance of key existing infrastructure.

The informal settlements in better located urban areas have become an important bridge house for people from rural areas wanting access to the higher potential areas. This raises critical challenges to decisions on the double use of grant funding rural and urban for some households. In the specific localities it also creates tensions over the prioritising of infrastructure development that favours households in informal settlement over those in backyards.

The pattern of land value, property market and new infrastructure investment has historically emphasised apartheid residential patterns with only initial consideration now given to approaches to integrated human settlement.

The whole District is faced with potential water supply shortage that if not tackled in the medium term, as part of the Provincial water plan, would negatively impact on both the delivery of basic services as well as on the potential for economic expansion.

Institutionally the District has strong planning and strategic capacity but a gap exists with the integration of this into implementation plans and budgets of at least 2 less capacitated municipalities. There is difficulty of municipal engagement with higher level technical and strategic analysis driven by District.

The District GDS has assisted in strengthening the interaction between government and business sector. However this base needs consolidating within practical initiatives of co-operation around expanding the economy opportunities.

Intergovernmental co-operation and alignment is generally good with DWAF, Agriculture Transport, Home Affairs, Environmental Affairs, Local Government and Housing starting with Education. This positive interaction is more marked between the District and the departments than between the departments and Local municipalities.

Significant strengthening at detailing with shared prioritisation and integration in budgeting. Important focus required on reconciliation of spatial planning between Province and District.

<p>1.2 Nature, location and extent of need/poverty in the district</p>	<p>86.3% households earn less than R1600 per month. 36% of adults in the district are illiterate and unemployment levels vary between 18% and 22.4% (out of season). Poverty both in clusters in the major urban areas but is also spread in rural areas particularly in the Breede Valley, Breede River Winelands and Witzenberg Municipalities.</p> <p>The backlogs in infrastructure and access to social amenities are spatially linked with these areas of greatest poverty in the remoter rural and informal settlements of the developed urban areas, where poverty is also most predominant.</p> <p>These areas also have the lowest provision of social services and are the areas where there is often the least infrastructure connection with better located areas, giving these households less access to the social and economic resources of these areas.</p> <p>Poverty in the area contributes to and is exacerbated by poor housing with a housing backlog of 48 000 units; high eviction rates of farm workers from farms; and high levels of infection with both TB and HIV.</p>
<p>1.3 Nature, location and size of development potential/prospects in the district</p>	<p>The area is characterised by a well developed economy built primarily around: (% contribution to district economy in 2004 :</p> <ul style="list-style-type: none"> ▪ Agriculture, forestry and fishing (14.67%) ▪ Manufacturing (primarily agri based)(22.6%) ▪ Services (including importantly tourism) ▪ Wholesale, retail trade, catering and accommodation (15.21%) ▪ General Government services (11.2%) ▪ Transport storage and communication (8%) <p>Global and national constraints and limitations are effecting the potentialities of these different sectors:</p> <ul style="list-style-type: none"> ▪ Agriculture – Commodity based is decreasing but shows new potential within the “niche” markets which require higher level of skills and are less labour intensive ▪ Agri processing – Important component of the District economy that has for potential if agriculture has some refocusing on Niche markets. ▪ Tourism significant potential growth area dependent upon the shifting from one day wine tasting based tourism to longer stay multi activity. ▪ Construction – Concentrated mainly on top end of market but potential employment benefit constrained by lack of enough district - internal artisan skills ▪ Electrical engineering - established companies in Stellenbosch expanding relying on highly skilled work force <p>More general factors that impact on the direction of the economic development in the area:</p> <ul style="list-style-type: none"> ▪ Lack of appropriate skills within area particularly semi skilled and artisan without well structured programmes to bridge these gaps ▪ Growth of informal economy but lack of linkage into formal ▪ Lack of transformation in the key established sectors of the economy effects the broadening of economic base ▪ Divisions within business sector ▪ Greater co-operative interaction between business sector and government but requires strengthening in longer term

	<ul style="list-style-type: none"> ▪ Pressures on diverse land use and the impact of demand for growth and the proper protection of land and natural assets ▪ Lack of prioritised investment in existing infrastructure required to sustain and enhance economic development potential e.g. deteriorating water quality could threaten the export potential of the area ▪ Difficulty in linking sophisticated planning and strategic development capacity in district with implementation plans at local municipal level. ▪ High cost and lack of availability of land for development
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2. Where we want to go/The envisaged future

2.1 Medium and long-term district development objectives in the light of the identified needs and potentials/prospects	<ul style="list-style-type: none"> ▪ Grow the economy concentrating on facilitating sectors of greatest potential ▪ Broaden the access of district population to economic development potential ▪ Strengthen the linkages to improve access for households from the areas with less economic potential to areas with greater potential to access employment and social opportunities. ▪ Continue to reduce the backlog on the provision of basic needs.
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3. How we will get there/The development agenda

3.1 Development approach/paradigm for the development of the district	<p>Grow the economy through emphasis on the development of potential of the following key sectors:</p> <ul style="list-style-type: none"> ▪ Agriculture – through expanding niche market agricultural production ▪ Extend the agri processing business and linkage back to “niche” markets ▪ Further development of the tourism sector with more strategic marketing and facilitation of multi activity and longer stay tourism ▪ Construction through developments within a framework that does not destroy the long term potential of the natural environment. ▪ Finance sector linked to the expanding economy of the district and as a service centre to Cape Town <p>Institutionally: to concentrate on:</p> <ul style="list-style-type: none"> ⇒ Broadening access to economic opportunities through : <ul style="list-style-type: none"> ▪ Programmes to permit movement from 2nd to 1st economy ▪ Skills development that can fast track training in key semi skilled e.g. welding and artisan training ▪ Supporting transformation in key sectors in the economy through BEE ⇒ Improving the framework and procedures for protection of land asset while facilitating land development where appropriate ⇒ Strengthen the co-operation mechanism between the private sector and government for the facilitation of appropriate economic development. <p>Infrastructure and amenities:</p> <ul style="list-style-type: none"> ⇒ Achieve greater balance through strategic a prioritisation of spend on new infrastructure and maintenance of existing including programme to ensure that quality of water standards or export are not compromised ⇒ Accelerate the programmes on integrated human settlement in the areas of high economic potential
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3.2 Medium and long-term (1) development strategies and (2) flagship projects to address the needs and harness the potentials/projects in the district	Improve the environment for sustaining existing and growing the economy in the District with particular emphasis on tourism, niche market agriculture, agri processing, and technology research.		
	Broaden the base of access to the economic activity and development through the strengthening of businesses to move from 2 nd to 1 st economy and through targeted skills development for people not eligible for tertiary education.		
	Integrated Infrastructure programme that balances the need for social needs infrastructure with necessary maintenance and new infrastructure to support economic development.		
	Development of skills training that can ensure district based population can increasingly fill skills gaps.		
	Strengthen the transport and other communication networks that link the better located areas with those with less potential.		
	Projects	Description	Resp.
	N1 regional corridor	Upgrading and tolling of parts of N1	SANRA and DTI
	2010 Heritage Towns and Public transport project	Possible base camps for 2010 teams in Stellenbosch, Wellington and Worcester – expansion of Tourism infrastructure	SAFA - Boland
	Wolwekloof Learning Academy	Training Institute for developing skills on sustainability and sports development	Prov Dept of Social Dev.
Integrated Infrastructure Programme	To co-ordinate integrated infrastructural investment and development across the District.	District	
Sector Based Incubator Programme	Development of BBEED involvement in @niche@ market activities	District	
QIDS	Planned capital investment to upgrade rural schools in the District	Dept of Education	
Public Transport	To tackle the disjuncture between over supply of taxis and the under use of transport in district by the large supply of tourists coming to area. Pilot in Stellenbosch to move tourists from large buses they use to come to district to use of mini buses for seeing the area.	District	

3.3 What has already been done (is in place) in terms of intergovernmental agreements, actual implementation, planning and budgeting in and between/amongst the three spheres of government	DGDS – Highly consultative and brought local and provincial government into interaction with business sector around possible strategic interventions.
	IIP Tool for understanding the state of the infrastructural investment and future needs in District to guide District and LM interaction as well as linking back to Provincial infrastructural plan
	Preparation and opening of Wolwekloof joint initiative between LM, District and Prov. Dept of Social Development
	Aligning of Educational districts with boundaries of district councils and appointment of District Manager
	Establishment of Cape Wineland’s Economic development Council (CWEDC) (Forum of spheres of Govt, Civil society and Business sector) – To define, support and monitor progress with programmes for social and economic development in the District.



4. What is (still) holding us back/Constraints in moving forward	
4.1 Bottlenecks, risks, uncertainties and knowledge gaps in rolling out the strategies in the district	<ul style="list-style-type: none"> ⇒ Lack of the necessary infrastructure financing and mode of allocation of existing that prevents effective prioritisation across the District ⇒ Disjuncture between financing of new infrastructure and the resource base to finance maintenance and upgrading of existing important for economic development. ⇒ Poor interaction with key sector departments in including IDP and IIP priorities within provincial budgeting processes. ⇒ Lack of clarification of respective roles and responsibilities of District and Local municipalities in forwarding planning, strategy, budget prioritisation and implementation. ⇒ Lack of critical capacity in some local municipalities to undertake necessary implementation within prioritisation. ⇒ Lack of integrated approach between District, Local Municipalities and Province on strategies around sustainable land use. ⇒ Lack of proper locus for planning and implementing shorter term skills development for semi skills and artisan training. Not priority for Dept of Education and SETA’s not sufficiently responsive or focussed. ⇒ Lack of demonstrable win – win initiatives between government and private sector.

5. What we need to do now, individually and collectively		
5.1 Strategic actions required by the three spheres of government to ensure the success of the strategies (i.e. address the needs, harness the potential and mediate the risks) and in so doing ensuring (1) sustainable, shared and inclusive growth and (2)	Action	Responsibility
	Integration of Priorities into LM and district IDP’s and Linkage back to budgets.	Sector Depts
	Greater responsibility of Provincial and National Depts to configure Municipal IDP priorities within their budgeting process.	Key Sector Depts
	Linkage of District IIP to the Provincial infrastructure plan and linkage back into budgeting and available financing mechanisms.	Premiers Office and district

quality of life for all in the district	Greater alignment of short and medium term training, skills development needs with shortages within the economy and existing adult education levels.	Dept of E – District – Business Forums
5.2 High-level Issues to be attended to in the domain of (1) national and provincial policy and legislation and (2) compliance with existing legal and policy provisions and intergovernmental agreements	Issue	Responsibility
	Quantum and formula for the allocation of infrastructure grants to ensure that it is possible to meet critical priorities within District.	
	Grant replacing the regional levies needs refining to ensure that it takes into account the trajectory of increase of levy collection rather than baseline.	
	The powers and functions of Districts in relation to LM's and province to strengthen their pivotal responsibility as key "nodal" points of planning and implementation.	

CHAPTER 5: DEVELOPMENT PRIORITIES AND KEY INTERVENTIONS (5 years)

During the course of the IDP a number of planned interventions have been formulated to address the challenges and opportunities existing in the region in pursuing accelerated sustainable development. This IDP integrates national, provincial strategies as well as the CW-GDS, Cape Winelands Spatial Development Framework, the Environmental and Regional Spatial Planning with a range of development priorities identified during the planning process. The section below highlights critical interventions that the CWDM will undertake over the next 5 years.

5.1 Cape Winelands District Spatial Development Framework (CW-SDF) (Annexure “C”)

The Cape Winelands Spatial Development Framework identifies the key challenges and issues facing the CWDM. The key challenges and issues are synthesised according to the three broad areas of spatial planning units that make up the CWDM (namely the ‘cultivation areas’, ‘low population, semi-arid areas’, and ‘migration route’). The spatial planning units cut across the administrative boundaries of the local municipalities in the Cape Winelands District, thereby identifying common issues and challenges.

In addition to synthesising the issues into three spatial planning units, broad cross cutting themes are identified, namely the biophysical issues, issues related to settlement patterns, issues related to social development and finally issues related to economic development. The key challenges and issues inform the development of the Spatial Development Framework.

The CW-SDF is guided by national and provincial initiatives, such as the National Spatial Development Perspective, Provincial Growth and Development Strategy and the Provincial Spatial Development Framework (PSDF).

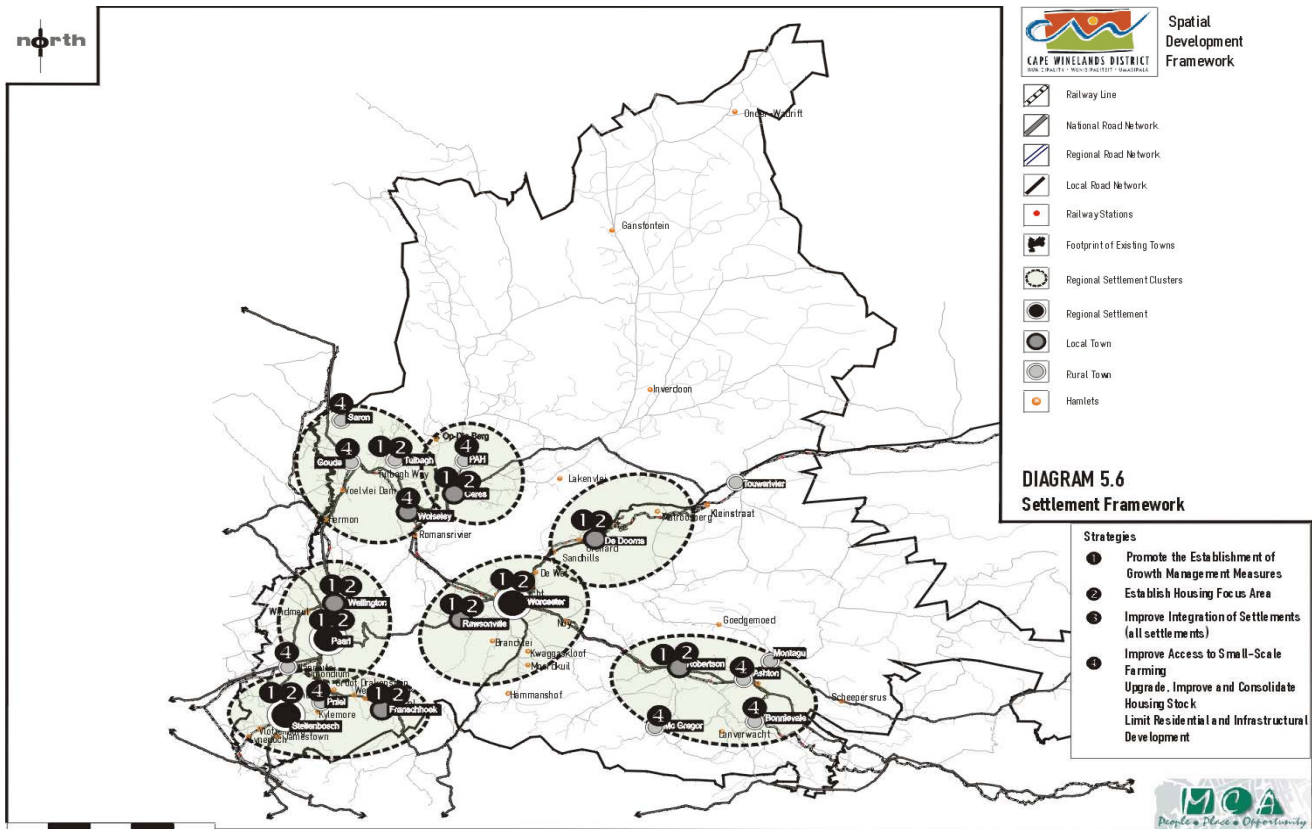
The CW-SDF establishes a strategic spatial direction or vision of the Cape Winelands District Municipality. The direction indicates the spatial form necessary in order to achieve the overall vision of the ***“a safe, prosperous and united Cape Winelands where all it’s people enjoy high standards of living”***.

The Objectives of the Cape Winelands Spatial Framework:

The CW-SDF consists of four frameworks, based on the four key concerns of the Cape Winelands, namely

- Biophysical Framework;
- Settlement Framework
- Social Infrastructure, Facilities and Services Framework
- Economic Framework.

Each framework establishes a strategic sub-direction for each key area and explains the spatial tools and concepts that will be utilised in order to achieve the desired direction. Each framework then goes on to put forward spatial proposals and policies to guide land use management in order to achieve the desired direction.



1) The Biophysical Environment Framework: A Green Network

The Biophysical Framework needs to direct where to conserve and protect, rehabilitate, enhance and guide sustainable utilisation based on resources that need safeguarding, assets of cultural and natural interest, resources that can be exploited or utilised and risk or life-threatening elements.

Three key objectives of the biophysical environment are to:

- Create a district wide natural environment network integrity
- Protect important environmental areas
- Protect high value agricultural land

2) Settlement Framework: A Region of Interconnected Settlements

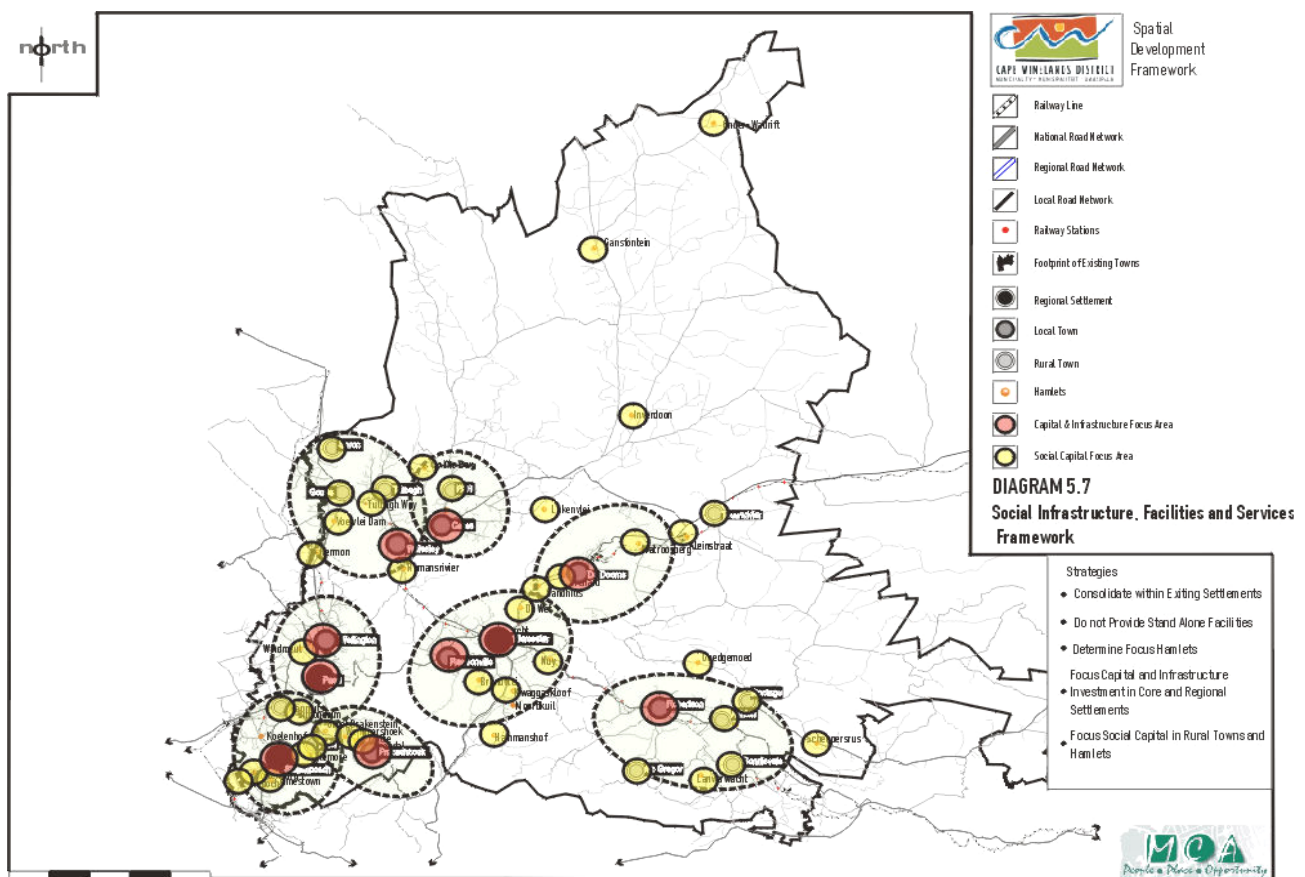
The objective of the settlement framework is to achieve a network of regional, compact settlements consisting of dispersed, defined and functionally discrete settlements connected by a supportive regional movement network. The settlements should vary in roles and sizes of towns. Each settlement should serve the everyday needs of their population and hinterlands.

In order to achieve these objective, settlements will take advantage of, build on and positively re-enforce, existing settlement patterns and current investments in transport and communications, water and sewerage, and social facilities in keeping with the principle of efficiency.

The CWSDF applies the hierarchal cluster model identified in the PSDF's Human Resources and Economic Development Framework.

3) Social Infrastructure, Facilities and Services Framework: A Hierarchy of Nodes linked to Character Nodes

Social infrastructure, facilities and services provide an essential support system for the urban and rural populations of the CWDM. Social infrastructure, facilities and services refers to services under public responsibility such as education, public health, sport and recreation; and place-making elements and space defining, such as markets and squares, which encourage social activity. The objective of the social infrastructure, facilities and services framework is to create a services system that supports and reinforces the settlement hierarchy by consolidating and clustering facilities. The emphasis should be on upgrade and improving the existing services and facilities to create fewer but better service points.



4) Economic Framework: A Prosperous Region

The Settlement Framework creates the preconditions for economic activity. The physical agglomeration of urban activity into character nodes creates thresholds for activity, facilities and opportunity. These nodes in turn create spaces for economic concentration or investment nodes. The flip side to creating the spaces and places for opportunities for economic activity to occur is enhancing people's capabilities to access these opportunities. The objective of the economic framework is to achieve this through focusing investment on social capital. The comparative advantage, or inherent potential, of the Cape Winelands is the quality of the local environment, which is a precondition for agricultural activity (and associated manufacturing or agro-processing), and tourism.

Policies, Strategies, & Guidelines

The Cape Winelands Spatial Development Framework identifies a range of strategies, policies and guidelines to support the successful implementation of the CWSDF.

Adherence to the criteria, policies and guidelines identified will help to guide land use management decisions in order to achieve the desired direction established in the Cape Winelands Spatial Development Framework. The criteria, policies and guidelines have been developed around the following issues:

- promote the establishment of conservation stewardship & conservancies in the mountainous greenways & wilderness
- promote the establishment of limited development along rivers corridors
- promote access to agricultural land for emerging farmers in the 'blueways' areas
- provide and upgrade infrastructure that supports agriculture
- infill housing and pilot projects
- improve town centres
- sequential retail policy
- establish / strengthen / enforce guidelines for the location of social services and facilities within settlements
- improve the prospects for local tourism and recreation in rural towns and hamlets
- oversee clustering of manufacturing activities
- others 'risk and disaster management
- oversee establishment of urban edges
- focus capital and infrastructure investment in primary and regional settlements
- focus social investment in rural towns and hamlets.

Innovative and co-operative institutional arrangements:

An implementation framework has been developed to assist the municipality with the Implementation of the Cape Winelands Spatial Development Framework. The CW-SDF's Implementation Framework identifies institutional arrangements that will aid in the implementation of the Cape Winelands Spatial Development Framework strategic projects, and ultimately achieving the longer-term spatial vision.

Furthermore, there are sound linkages between the Cape Winelands SDF and Integrated Development Plan (IDP) and Capital Investment Framework (CIF):

The CIF provides a clear link between the Cape Winelands Spatial Development Framework and IDP. The framework will be fed into to the IDP review process, and provide guidance when allocating future budgets.

Strategic Projects

The strategic projects identified are implementation-oriented tasks aimed at achieving the longer-term spatial vision of the Cape Winelands Spatial Development Framework through realising the proposals made by the spatial development framework. The identified projects are to ensure alignment with the NSDP, Provincial Growth and Development Strategy (PGDS) and the PPDF.

District strategic projects

- Delineation of Spatial Planning Categories (SPC's);
- Strategic Environmental Assessments (SEA);

- Establishment of a biosphere reserve;
- Water limitations on growth;
- Renewable energy resource;
- Solid waste disposal and recycling strategy;
- Safer Journey's to Rural Schools Strategy;
- District Management Area SDF;
- District spatial-economic strategy;
- District Scenic Routes Study.

Joint and local strategic projects

- Policy on development In rural areas;
- Urban edge guidelines;
- Focus hamlets study;
- Guidelines for land audit and assets' register;
- Guidelines for town centre revitalisation;
- Input into land reform projects;

Key areas of alignment between the NSDP, PSDF ,CWSDF and the Local SDF's include:

District – SDF is based on the same base information as the PSDF, i.e. Growth Potential of Towns. The Settlement framework identifies a four-tier hierarchy of settlements in line with the Growth Potential of Towns Study, the NSDP and the Western Cape PSDF approach. The settlement framework goes further to identify settlements where government-led housing initiatives should be focused as 'housing focus areas'.

Differentiates between Primary, Regional, Rural towns and Hamlets

Fixed infrastructure investment be directed to Primary and Regional settlements

Spatial pattern should be a network of compact spatial settlements

Urban edge should be viewed as a key tool throughout the district for compaction and consolidation of human settlements, to protect valuable agricultural, sensitive ecosystems and tourism resources

Demarcation of urban edges

Implementation of generic spatial guidelines e.g. Resort Policy, Guidelines for the evaluation of land use applications in rural areas, etc.

Application of Bioregional Planning principles throughout the province

The structuring of the natural environment according to bioregional planning principles, i.e. Core, Buffer and Transition Zones.

Social framework proposes capital and social investment in line with the "invest in people not places" principle of the NSDP and WC-PSDF.

The new role of the District Municipality in terms of regional spatial planning:

District spatial planning must apply the normative principles of the NSDP. In order for the Cape Winelands District Municipality to play a stronger role in terms strategic planning, as well as play a supportive and leadership role to ensure alignment of interventions between the district and local municipalities, a regional spatial development framework will be compiled during the 2008/2009 financial year for the entire district area.

The proposed Regional Framework will create conditions that will facilitate economic benefits and enhance competitiveness within the district. The Regional Spatial Development Framework should provide a credible context for public investments in the coming years and allow the development of areas that have lagged behind.

The Framework should further provide a comprehensive vision of development strategies intended to increase economic competitiveness and improve the delivery of essential public services within the district. In other words there will be one plan for the entire District, supported by a targeted infrastructure investment plan.

5.2 ENVIRONMENTAL AND REGIONAL SPATIAL PLANNING

A. CAPE WINELANDS BIOSPHERE RESERVE

The Cape Winelands Biosphere Initiative has Environmental and Spatial implications. It supports the environmental as well as the spatial component of the District's IDP.

Key aspects of the Biosphere Reserve

Globally, the biosphere reserve concept has been implemented in many different ways in order to meet local needs and conditions. In fact, one of the greatest strengths of the biosphere reserve concept has been the flexibility and creativity with which it has been carried out in various situations.

The Cape Winelands Biosphere Reserve demonstrates be a unique and innovative application of the concept that would support the development of the Cape Winelands District Municipality as an '*area of excellence and good practice for people, culture and nature*'. The Cape Winelands Biosphere Reserve would strive to be a site of excellence that explore and demonstrate approaches to conservation and sustainable development on a regional scale.

The biosphere reserve should therefore not be confused with clearly defined and proclaimed nature reserves. Whilst the biosphere reserve would be defined in geographical terms, its outside boundaries would essentially be 'soft' boundaries.

The biosphere reserve should furthermore not be seen as an island isolated from its surroundings, but as an integral part of a regional planning and development strategy aimed at promoting sustainable development. As such, the biosphere reserve will not be an additional and optional entity that will be a liability for the relevant stakeholders.

Location and extent

The Cape Winelands Biosphere Reserve is conceptually demarcated in accordance with the bioregional approach of PGWC. In terms of this approach, it is essential that landscapes be managed in a holistic and integrated manner that ensures the consolidation and continuation of ecosystems and habitats. Consequently, the biosphere reserve extends into the Overberg District Municipality and the Cape Metropolitan Area (refer to the attached plan).

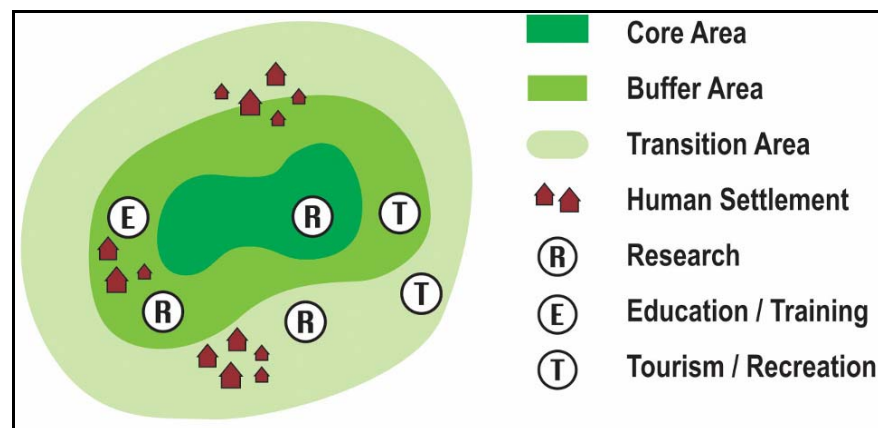
The total extent of the biosphere reserve is approximately 3220 km².

At the local municipal level, the following areas have been incorporated (including those identified areas outside the Cape Winelands District Municipality):

- a) Stellenbosch Municipality;
- b) Portion of Drakenstein Municipality;
- c) Portion of Breede Valley Municipality;
- d) Portion of Witzenberg Municipality;
- e) Portion of Theewaterskloof Municipality.

Composition of the Biosphere Reserve

As illustrated by the figure below, the biosphere reserve consists of three broad land use area (zones), namely core conservation areas, buffer areas and transition areas.



In each of the areas or zones specific land uses will be applied that are compatible with the conservation status and economic potential thereof. The respective areas of the proposed biosphere reserve have been demarcated conceptually in accordance with available scientific information. This delimitation will be refined over time as new information becomes available and as strategies are implemented that would influence land use. The key aspects of the respective zones of the biosphere reserve are as follows:

Core Conservation Areas: Ownership and Status of the Core Areas

The core areas of the biosphere reserve have fixed cadastral boundaries. This is to comply with the demarcation guidelines for biosphere reserves put forward in the Seville Strategy on Biosphere Reserves, which states that core areas have to have statutory conservation status. It is suggested that the statutory conservation areas that fall within the designated biosphere reserve should form its core area(s). The total extent of the core areas is 99 459 ha.

Functions of the Core

The *core areas* of the biosphere reserve will provide for the conservation of biodiversity, monitoring of ecosystems, and non-disruptive, non-consumptive land-uses, such as outdoor recreation, benchmark research, and environmental education.

The core areas will, in particular, focus on the long-term protection of unique portions of the Cape Floral Kingdom, with specific reference to the listed Natural World Heritage Site in the area, the network of highly irreplaceable habitats (as defined by C.A.P.E.²⁵), and the corridors that link such habitats.

It is suggested that the primary cultural heritage components, or land units, of the area traditionally known as the Cape Winelands be designated as distinct 'cultural core areas'. These 'cultural core areas' will include the natural features and human creations in the region that are associated with the past and present cultural activities.

Buffer Area: Ownership and Status of the Buffer Area

The parameters of the buffer area are considered to be 'soft boundaries'. This implies that there is no official cadastral boundary of a biosphere reserve applicable to privately-owned land. The final designation of the buffer zone will be finalised as detailed information pertaining to the conservation significance and irreplaceability of the area becomes available through *inter alia* further research and the *Strategic Environmental Assessment* (SEA) that is being undertaken by the district municipality. The detailed designation will therefore be an ongoing process to be undertaken by the biosphere reserve management entity in collaboration with C.A.P.E., Cape Nature and other conservation NGOs.

An important aspect of the designated buffer area is that it largely consists of privately-owned land. It is therefore important to allay all uncertainty regarding the future status of private landholdings that form part of the designated buffer area. In this regard, the following is noted:

- a) Such private land is included into a biosphere reserve on a voluntary basis.
- b) The designation does not take away any existing rights, nor does it grant any rights to the owner.
- c) The land use in the buffer zone is exclusively subject to the relevant legislation (e.g. the Land Use Planning Ordinance, 1985 {No. 15 of 1985}).
- d) Buffer area designation merely indicates that the particular tract of land is of importance to biodiversity conservation and, consequently, to the well being of the people of the area, and that due care should be taken in the management of the land.
- e) The designation of the buffer area does not imply that it is necessarily undesirable to undertake any development within such areas. Such designation is rather an indication that one must proceed with caution.

Functions of the Buffer Area

In broad terms, the primary functions of the designated buffer area are to:

- a) Provide a 'buffer' between the core conservation areas and the transition area where disruptive and consumptive land uses are undertaken.

- b) Serve as linkages or corridors between the designated core areas and the 'non-statutory core areas'. All of the rivers and riverine corridors have consequently been included in the designated buffer zone.

Transition Area

The designated transition area illustrated by the attached plan is flexible and accommodates consumptive and disruptive activities, such as agriculture, settlement development, etc. In this area, local communities, management agencies, scientists, non-governmental organisations (NGOs), cultural groups, economic interest groups and other stakeholders would work together to manage and develop the area's resources in a sustainable manner.

The transition zone includes the proposed 'cultural core areas' of the Cape Winelands. This heritage resource will be managed in terms of guidelines to be developed by the biosphere reserve management entity in collaboration with Heritage Western Cape, the South African Heritage Resources Agency (SAHRA) and relevant NGOs. Such management guidelines will include architectural and landscaping directives that will be based on the principles put forward in the PSDF, the *Manual for the Application of Bioregional Planning in the Western Cape* (2003), and other development policy, such as the WIDF.

In order to protect the cultural heritage that is vested in the designated transition area, the following suggestions are put forward:

Future Management of the Urban Component of the Biosphere Reserve

It is suggested that consideration be given by the respective local municipalities to the management of the larger urban areas, in particular those that are of historic significance, in accordance with the principles of 'urban biosphere reserves' promoted through CUBES²⁶.

Larger towns within the Cape Winelands Biosphere Reserve such as Stellenbosch, Paarl and Wellington include areas that are of conservation significance (refer, for example, to the Berg River which flows through Paarl). These represent potential core areas and should be linked to the designated core areas in surrounding hinterlands through riverine or floral corridors. This could lead to the linking of the towns and settlements in the biosphere reserve through an integrated network of conservation areas.

Over Arching Functions of the Biosphere Reserve

The primary over-arching function of the Biosphere is to serve as a strategy to support the development of the Cape Winelands District Municipality as an '*area of excellence and good practice for people, culture and nature.*' The premise for the implementation of the biosphere reserve as a strategy is that the Cape Winelands District Municipality Council wishes to ensure that the highest level of efficiency is attained in performing its functions. The Council consequently supports the principle that the municipality's development

CUBES (Columbia University – Unesco Joint Program on Biosphere Reserve and Society)²⁶ is a USA initiative that supports sustainable development principles and incorporates the biosphere reserve concept in their forums and reports. CUBES promotes holistic approaches to environmental sustainability and poverty reduction, by providing mechanisms and incentives for cross-disciplinary and multi-institutional exchange of knowledge, including thematically based discussions, seminars, colloquia, as well as the development facilities for web-based workshops. It provides knowledge management services linking a network of sites, people and institutions to the international scientific community, to Columbia University knowledge resources, and to the network of CUBES sites around the world. The multi-disciplinary Urban Biosphere Group (UBG), a component of CUBES was formed as a result, to conduct research on the social/biological/cultural diversity interactions with the long-term goal of making New York City a biosphere reserve.

policies, programs and action plans must be aligned with those of the provincial and national spheres of government and be supportive of international programs and protocols.

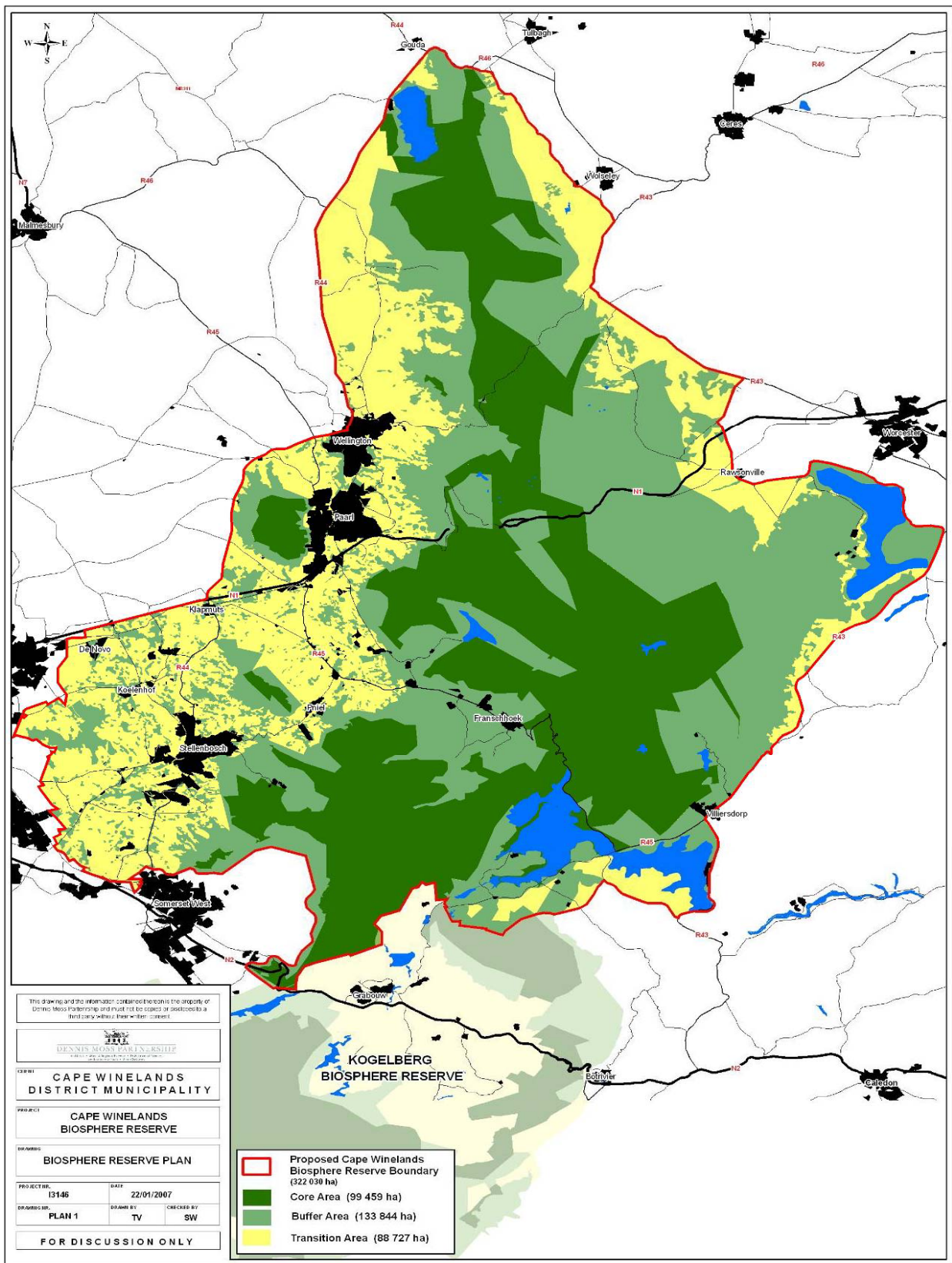
Dedicated Biosphere Reserve Management Entity

In order to comply with the directives of the Seville Strategy and the *Western Cape Biosphere Reserve Draft Bill* a dedicated management entity (possibly a Section 21 Company) will be created for the Biosphere Reserve. The management entity will consist of representatives of PGWC, the district municipality, relevant local municipalities, relevant conservation agencies, economic sectors, NGOs and communities.

The management entity would, together with the district municipality, co-ordinate the management of the biosphere reserve as an integral part of the municipality and, in particular, facilitate the sourcing and distribution of funds from external sources. In this regard, the biosphere reserve management entity will act as a *development agency*.

Cape Winelands Biosphere Spatial Development Plan

The Cape Winelands District Municipality is in the process of compiling a Spatial Development Plan for the jurisdictional area of the Cape Winelands Biosphere Reserve.



B. STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) (Annexure “C”)

In line with its statutory and constitutional obligations, the CWDM requires that social (e.g. health, housing) and ecological factors (e.g. water quality), as well as economic concerns, are considered in decision making regarding the planning and implementation of future development in South Africa.

INTERVENTION	OBJECTIVE	ACTIVITIES
Economic Information and Knowledge Management	To ensure ongoing and sound economic planning and information management for the region	Undertake research studies: Skills Audit & skills strategy, feasibility for agri-village, informal sector study, marketing levy, one stop investment shop, broadband telecommunications network option, Develop, acquire and maintain databases on: sector and firm-level performance, regional social and economic indicators, BEE and SMME. Package SMME financing information. Economic analysis of top companies. Quarterly economic information reports. Maintain and update tourism statistics. Develop business and trade advertorials.
Stakeholder Liaison	To undertake stakeholder engagement on key economics issues	Implement Cape Winelands Economic Development Council & committees. Business and sector engagements & networking events. Information dissemination & sharing. Liaise with government re obstacles to doing & growing business. Representation on regional forums in different economic sectors e.g. Tourism, agriculture, etc. To co-ordinate and provide administrative and logistical support to all relevant DESD committees
Business Support Coordination	To co-ordinate business support within the Cape Winelands	Co-ordinate business support. Facilitate a retrenchment response team . Establish BBBEE matchmakers program. Support the roll out of library business corners. Enter into partnerships with SMME support institutions in the CW.
Marketing and Branding	To undertake marketing and branding for and of the Cape Winelands	Roll out Cape Winelands brand: Develop and disseminate branding material. Brand events, products and people within the CW. Marketing campaign & collateral: Trade & tourism exhibitions. Enter into MOUs with relevant institutions. Educations. Product awareness. Manage Gateway Centre at Waterfront. Mayoral business and tourism awards.
Economic Support Services and Project Implementation	To implement projects that have regional impact	Establish business incubator, Small Farmer Support Programme, Wolwekloof, Schools awareness programme, Tourism Help Desk programme, LTA projects, Arts and craft marketing agency, and Road signage

The effective management of the ecological resource base is a cornerstone of sustainability, a key principle adopted in the integrated development planning process, which is the primary instrument that governs local development. An important way in which to integrate the objectives of sustainability into strategic decision-making is through

Strategic Environmental Assessment (SEA). Undertaking a SEA was identified in the CW-SDF as one of the key strategic projects aimed at realising the recommendations contained in the adopted Cape Winelands Spatial Development Framework. The SEA has been completed and adopted by council during the 2006/2007 financial year. The Cape Winelands District Municipality is in the process of implementing the recommendations of the SEA

5.3 SOCIAL AND ECONOMIC DEVELOPMENT

INTERVENTION	OBJECTIVE	ACTIVITIES
Rural Development support programme	To co-ordinate and implement a LHW and Community Development Committee support programme in order to build social capital and facilitate linkages between rural communities & government resources	Liaise with B municipalities re joint management structure & financing for the programme. Formalise CDCs into trusts & link into dplg's Community Investment Programme. Support LHWs through training, access to resources & information. Support CDCs through training and project support
Co-ordinate & monitor Social Development	To co-ordinate & monitor social development programmes & impact within the CWs	Conduct social analysis studies & monitor impact of social development programme. Facilitate district wide social development strategies: e.g. ECD, Food Security, HIV/AIDs, substance abuse, sport. Host a district Social Development Summit. Facilitate linkages between LHWs, HDCs and government programmes.
Establish & co-ordinate targeted programmes for vulnerable groups	To establish specific programmes & host events for targeted groups: Gender, Youth, Disabled, Elderly	Facilitate district wide strategies per targeted group. Host events related to targeted groups, e.g. Women's day, Youth Day etc. Facilitate poverty eradication projects that target vulnerable groups. Identify partners, enter into SLAs, monitor, implementation
Develop Institutional Mechanisms for Co-ordination	To establish an inter-governmental Social Development team in the district & build internal capacity	Establish IG social development team. Establish issue based sub committees. Create link between CDCs & SCIP

5.4 DEMOGRAPHIC AND HUMAN SETTLEMENTS – HUMAN SETTLEMENT STRATEGY, AND FIVE YEAR PLANS.

5.4.1 HUMAN SETTLEMENTS:

Key Principles

In taking the process forward the following four principles must be considered and explored in the housing development and housing policy environment. These principles are also in line with “breaking new Ground” Housing policy, NSDP, WCSDP as well as District and local SDF’s. Potential Projects must be evaluated against these principles.

Sustainability

- *Social sustainability:* Housing that promotes a sense of community and safety. Housing development that contributes to the physical and psychological well-being of beneficiaries through among other things access to opportunities, facilities and services.
- *Economic sustainability:* Economic sustainability is two-fold. Firstly, housing must be affordable and accessible to beneficiaries, and for local authorities responsible for maintenance of services. Secondly, housing must provide access to sustainable economic opportunities for beneficiaries.
- *Environmental sustainability:* Damage to the natural environment must be avoided. Housing development must conserve resources, and minimise waste and pollution production.
- *Choice of housing:* Providing a variety of tenure options and housing types. Different households have different needs from the housing environment. Not all households require an individual house. Supportive housing models (e.g. Cluster village, co-housing, community family care) are particularly important for vulnerable households.

Administration, finance, legal and planning concerns

Adherence to Policy and planning framework: National and provincial legislation and policy provides a normative framework to guide development. Development must also comply with local-level plans (e.g. SDF) that guide long-term planning and development.

Current zoning, ownership and land use: Generally, state and municipal owned land is the fastest and most economical way to acquire land for low-cost housing. Private land generally has a higher land cost, which leaves less money available for development. However, well-located and otherwise suitable private land should not be ignored and creative solutions should be sought in order to acquire land.

Innovative use of financing: At a recent conference (DoH Policy and Research Agenda March 2004) it was noted that all cases of “best practice” made innovative use of existing funding, subsidy schemes and partnerships.

Best Practice and pilot projects: Best practice and pilot projects must be actively encouraged and experiences shared.

Housing Management: The day-to-day management and administration of housing stock and housing projects is key to the success of housing in the Cape Winelands. Institutional models and experiences must be shared to establish the best and most effective model.

Location and Access

Access to health, education and community facilities: Health, education and community facilities need to be easily accessible. Even if there are plans to develop these facilities at a later stage, immediate access is necessary. These services and facilities need to be provided together with, and during the same timeframe as, housing development (concurrency).

Access to public transport: Sites must be situated close to public transport or movement routes as few people in low-income communities own cars. Vulnerable households, including households affected by HIV/AIDs, require easy access to affordable public transport.

Proximity to job opportunities, shops and markets: Access to economic opportunity is a key consideration in providing economically viable and sustainable settlements. Affordable housing must be situated close to urban and commercial areas to maximise access to employment opportunities.

Ecological considerations: Biological, physical environment & Geophysical: Ecological considerations include:

- Drainage and hydrology:
- Geology:
- Soils:
- Slope:
- Microclimate
- Impact on natural and cultural environment:

Use of existing Facilities & Infrastructure

Housing development should make use of existing essential and bulk services, and existing facilities. These services include water mains, storm water canals, sewer mains, and sewage treatment plants, refuse removal services, landfill sites power and telephone lines.

Acceleration

In order to address the current housing backlog, housing provision needs to be accelerated. In addition to addressing the backlog in terms of numbers, sustainable settlements need to be provided. This can only be achieved through adhering to the above principles and greater co-operation and innovation.

Integration:

Physical Integration: The spatially and racially segregated towns need to be integrated through the incremental development of housing to grow the gaps together.

Institutional Integration: This involves the integration of the different department and actors involved in the provision of housing and complementary services and facilities (including health, education, and bulk services), and the integration between different spheres of government to overcome fragmented development and promote efficient and effective resources use.

Concurrency / integration of delivery times and mechanisms: The integration of delivery timeframes of housing and social and community facilities.

It is proposed that these principles be used as a guide for the development of the Human Settlements in order to address the Cape Winelands housing development challenges.

KEY DISTRICT INTERVENTION AREAS

- Development of a Sustainable Human Settlement / Housing Master Plan/strategy for the CWDM (5 year housing delivery plan). This plan will be a reflection of what is planned in each local municipality with regard to sustainable human settlements in the short, medium and long term. In other words all housing projects (current and planned) for the next five years, including a detailed analysis of the housing demand, land availability and human and financial resources to deliver human settlements will be incorporated in this plan.
- Regular update of backlogs to ensure that demand is accurately reflected.
- Update and monitoring of the plan to ensure that the projects, as identified in the plan, are implemented and to assist where blockages occur.
- Promotion of Social Housing/GAP housing to overcome problems relating to integration and spatial restructuring.
- Promotion of a sustainable Housing Consumer Education programme to empower consumers of subsidized housing products with the long-term view of reflecting favourably upon the sustainability of settlements and creating a vibrant property market.
- Investigating appropriate institutional models that would enhance current capacity at municipalities to deal with human settlements.
- Employment of various housing instruments in the delivery process (farm workers housing, employer assisted housing, mix typology, etc).

The following “hot spots” had been identified and will be addressed:

Breede River Winelands Municipality:

- Bonnievale Informal Settlement (provision of water and sanitation)
- Skuifhuise Project (provision of Sanitation)
- Cleaning of sewer system (Blockages, Droë Heuwel Informal Settlement)
- Cleaning of storm water system (Robertson)
- Potable water and sanitation on farms

Breede Valley Municipality:

- Sanitation facilities in Roodewal, Chessies, Zweletemba and Hassie Square

Witzenberg Municipality:

- Water and sanitation Chris Hani and N’duli
- Water problems in Tulbagh
- Clean and Green project in Tulbagh area
- Repair of storm water channels in Wolseley and Tulbagh
- Removal of sludge at the sewerage works in Tulbagh/Wolseley
- Purification of effluent water
- Base line study pertaining to services on farms
- Chlorination of water at PA Hamlet
- Cleaning of storm water systems

Drakenstein Municipality:

- Upgrading of basic services in Fairyland
- Provision of basic services to Informal Settlements
- Replacement of old water and sewer pipelines
- Augmentation of water supply, Wellington (for the benefit of all Wellington and Paarl residents: less dependency of CCT supply)

- Provision of 2 additional toilets at Simondium Informal Settlement, cleaning of existing VIP's and demolishing of old VIP's

Stellenbosch Municipality:

- Water provision to public park in Kayamandi
- Public toilets at Franschhoek taxi rank
- Water and sanitation at Vlotenberg and at Koelenhof School
- Sanitation in Langrug, Franschhoek

5.5 DISASTER MANAGEMENT AND FIRE SERVICES: (Annexure “F”)

A draft Disaster Management Framework has been compiled for the District Municipality. The Cape Winelands Disaster Management Framework will now be aligned with the Provincial and National Frameworks. A Disaster Risk Assessment was done for the Cape Winelands District as a first step in preparing Disaster Management Plans. The latter assessment is currently being refined and is nearly completed.

A draft Disaster Management Corporate Plan has been compiled and is in the process of being finalised.

Training and capacity building is a mandatory requirement in terms of the Disaster Management Act and training to Councillors, officials and other relevant role players is being provided on an ongoing basis.

A Fire Services Business Plan has been completed. This Plan includes an organisational structure and service delivery report for the fire services. The business plan addresses issues such as the fire services' strategic framework, functional framework, risk profile and other relevant issues.

A draft Community Fire Safety By-law has also been completed for the Cape Winelands District and the provisional passing of the draft by – law by the Mayoral Committee for purposes of obtaining public comment has been completed. The public participation process has also been completed.

5.6 INSTITUTIONAL

Human Resource Management in the CWDM is aimed at establishing a **representative, competent and well managed workforce**, committed to delivering high quality services to the people of Cape Winelands District, through provision of the following services: **human resource administration; recruitment and selection; training and development; industrial relations; organisation and work-study; individual performance management and health and safety** in order to ensure that Cape Winelands District Municipality meets its goals as enshrined in the IDP.

Key challenges facing the Directorate of Human Resource Management include:

- the continuation in implementing our **employment equity plan**, which has resulted in improving representation by all population groups in the personnel establishment, and access to all occupational categories and levels;
- continuation with the implementation of the skills plan and specifically the **Financial Management Competency Levels Regulation** – to ensure that the municipality meets

the prescribed financial management competency levels, in the required unit standard for each competency area on or before 1 January 2013

- implementation of the **Occupational Health and Safety Act**, which ensures that the CWDM brings about and maintains, as far as is practically possible, a work environment that is safe and without risk to the health and safety of the workers, through various initiatives, including but not limited to : awareness programmes, site inspections, approving contractor safety plans, training and so forth ;
- advancing and deepening **employer-employee relations** through continuously facilitating an atmosphere of collective bargaining;
- intensification of **HIV/AIDS Programme**, including but not limited to : promoting non-discriminatory work environment, HIV Testing, Confidentiality and Disclosure;
- implementation of **diversity management programme**, with the aim to manage, promote and value diversity, and create equal opportunities for all in the workplace;
- implementing the **performance management system** , amongst others through facilitating regular monitoring of employee performance, while linking individual performance agreements and skills development plans with the IDP objectives, municipal and departmental objectives; and
- constantly **improving human resource administration**,
- constantly ensures through **organisation and work-study**, that we develop an effective and efficient organisational structure.

5.7 INTEGRATED TRANSPORT PLAN (ITP)

5.7.1. Introduction

The conditionally approved Integrated Transport Plan (ITP) for the Cape Winelands District Municipality (31 March 2006) and the five local municipalities within its area of jurisdiction will soon be replaced with new Integrated Transport Plans that will be prepared in terms of the latest minimum requirements that were first gazetted on 30 November 2007 through Government Notice no R 1119.

In terms of this notice the MEC has to classify the Planning Authorities into three (3) types namely:

Type 1 - Planning Authorities required to prepare a Comprehensive Integrated Transport Plan (CITP) are the 12 cities identified by the DOT as part of its integrated public transport network initiative and who are required to prepare Integrated Public Transport Network Plans (IPTNPs), as well as any other planning authority designated as such by the MEC or Minister.

Type 2 - All district municipalities are to prepare a District Integrated Transport Plan (DITP). In the case where a local municipality has prepared a CITP, the CITP must be incorporated as part of the DITP.

Type 3 - All other local municipalities are to prepare a Local Integrated Transport Plan (LITP).

The following criteria were used for the classification of all local municipalities :

- “Capacity of the particular planning authority to carry out transport planning satisfactorily;
- ☞ previous experience with the preparation of transport plans;
 - ☞ extent of public transport services in the area of the planning authority;
 - ☞ extent of subsidised services in that area;
 - ☞ available budget for the execution of transport infrastructure projects and public transport services; and
 - ☞ the fact that the local municipality is or may be an "aspirant metro" as contemplated in the *Public Transport Strategy and Action Plan*.

After consulting the relevant municipalities, the MEC may decide in the case of a Type 1 district municipality that it must prepare a Comprehensive Integrated Transport Plan for the areas of one or more of its local municipalities and may prepare a DITP for the areas of the remaining ones.”

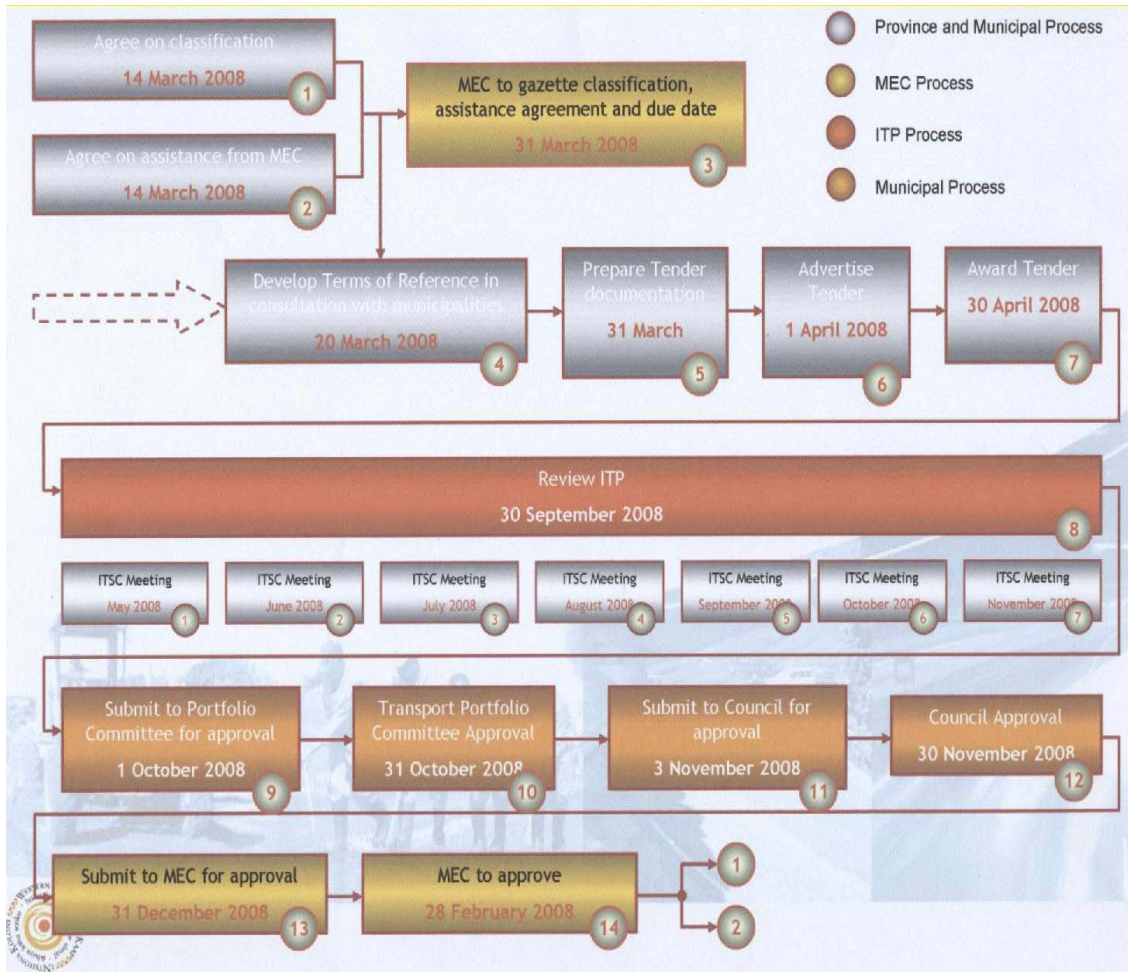
The MEC, on utilising the gazetted classification criteria, has proposed that the Cape Winelands District Municipality is to be classified as a Type 2 Planning Authority therefore responsible for preparing a District Integrated Transport Plan (DITP).

The local municipalities Breede River/Winelands, Breede Valley, Drakenstein and Witzenberg are to compile a local ITP except for Stellenbosch who is to compile a Comprehensive Integrated Transport Plan (CITP) all of which shall be incorporated into the District ITP to be compiled by the Cape Winelands District Municipality.

In terms of the Government Notice No 1119 the categorisation of planning authorities and any arrangements for assistance to carry out the required planning tasks will be documented by the MEC in a final agreement.

The agreement will be published by the MEC in the Provincial Gazette by not later than 31 March of any particular year, which must also be included in the provincial land transport framework (PLTF) of the province.

The following time-line proposal for the preparation of the new ITP's has been prepared for consideration by the Cape Winelands District Municipality and all the local municipalities ie Breede River Winelands, Breede Valley, Drakenstein, Stellenbosch and Witzenberg.



It is envisaged that the new District Integrated Transport Plan as well as the Local Integrated Transport Plans will be finalised by February 2009.

5.8 INTEGRATED INFRASTRUCTURE PLAN:

See Annexure "O"

CHAPTER 6: IDP/BUDGET/PMS LINK

The Organisational Goals of the municipality as contained in the IDP cannot be achieved without people (human resources) and therefore the management of human resources makes a vital contribution to achieving these goals. Cape Winelands District Municipality understands that the most important assets within the IDP processes are the employees who are the key resource that can ensure the realisation and the execution of the IDP. Cape Winelands District Municipality through its salary budget, human resource management policies, practices, systems etc recognises that its employees are central in realising the vision and mission of the organisation. There is, therefore, close alignment between the way in which the administration is structured and resourced through its operational and salaries budget, the IDP objectives and the performance targets of the municipality.

Departments in Cape Winelands District Municipality and key activities:

Office of the Executive Mayor-

- Political Vision, Values and Coordination
- Policy and Programme Oversight
- Functional Compliance
- Intergovernmental Relations

Office of the Speaker-

- Legal Oversight
- Policy Reviews
- Statutory Committees

Office of the Municipal Manager-

- Strategic Planning, Support and Co-ordination (Shared Services)
- Organisational Performance Management
- Integrated Development Plan
- Internal Audit
- Corporate governance and Legal Systems

Corporate Services-

- Human Resources
- Information Communication Technology
- Administrative and Councillor Support
- Communication
- Intergovernmental Relations and International Relations

Financial Management Services-

- Budget
- Income
- Supply Chain Management
- Expenditure

Engineering and Infrastructure Services-

- Infrastructure Planning and Project Implementation
- Human Settlement Development
- Roads

- Public Transport Planning and Regulation

Community and Developmental Services-

- Emergency Services
- Municipal Health Services
- Projects
- Social and Rural Development

Regional Development Planning Services-

- Spatial Planning
- Regional Economic Development
- Geographic Information Systems

The implementation plan is organised around six intervention areas namely,

- Local Economic Development;
- Housing and Infrastructure;
- Community and Development Services
- Public Safety and Planning Services;
- Sustainable Land Use and Regional Planning;
- Institutional and Financial Management

The Cape Winelands District Municipality has recently adopted a new macro-structure and the technical alignment between this new organisational structure and the strategic objectives of the organisation will be sufficiently addressed during the IDP Review Process for the 2009/10 Financial Year.

The implementation plan also integrates programmes out of the following provincial departments:

- Premier;
- Community Safety;
- Education;
- Health;
- Local Government and Housing;
- Environmental Affairs and Development Planning;
- Transport and Public Works;
- Agriculture
- Economic Development and Tourism
- Cultural Affairs and Sport

Below we highlight key elements of the plan under each intervention. However, it must be remembered that we are dealing with an *integrated* plan and these can not be read out of context of all the different aspects of the plan. These are contained in full in the tables

Local Economic Development

To ensure ongoing and sound economic planning and information management in the region a number of *studies* will be undertaken that will provide accurate information to ensure the promotion of local economic development and which re crucial in ensuring development of SMMEs and BBEE. In order to strengthen and diversify economic activity in the District business incubators will be established and small farmers support programmes will be implemented.

Housing and Infrastructure

Establish a number of housing settlements that are well integrated and contribute to environmental sustainability, Improve water and sanitation at rural schools, develop public transport infrastructure, major improvement of major and minor roads,

Community and Development Services

To ensure comprehensive and equitable EHS within CWDM awareness programmes will be implemented at schools and in public spaces. The CWDM will implement stringent implementation of health and anti-pollution regulations. Campaigns to ensure farm workers have access to decent sanitation in the form of flush toilets

ACTION PLANS

6.1 LOCAL ECONOMIC DEVELOPMENT

The aim of the programme is to ensure the implementation of the Cape Winelands Growth and Development Strategy

PROGRAMME OBJECTIVE	
<ol style="list-style-type: none"> 1. To ensure ongoing and sound economic planning and information management in the region; 2. To undertake marketing and branding for and of the Cape Winelands; 3. To Co-ordinate business support within the Cape Winelands 4. To implement projects that have regional impact; 5. To undertake stakeholders' engagement on key economic issues. 	
ACTION PLAN 6.1.1	
Research studies	
Purpose / Aim	
The project aims to conduct research within various sectors of the Cape Winelands economy.	
Outputs	Outcomes
Undertake research studies	<ul style="list-style-type: none"> • CW sectoral indicator study • Feasibility study on business retention and expansion program • Feasibility study on establishing waste minimisation clubs • Feasibility study on establishment of public-private partnership red tape reduction programme • Feasibility study on the establishment of agricultural business support centres

ACTION PLAN 6.1.2	
Information management	
Purpose / Aim	
The project aims to provide accessible, up to date and organized economic information about the Cape Winelands economic sectors to potential investors.	
Outputs	Outcomes
Informed interventions and support strategies by the district through accessible economic information, Advertorials, R & D Product development, Sharing & Dissemination of Business information Packages, Regional LED/ GDS strategy	4 Advertorials 8 Wesgro export development workshops Reprint of CW investor/business guide

ACTION PLAN 6.1.3	
Business Support Coordination	
Purpose / Aim	
To co-ordinate business support within the Cape Winelands	
Outputs	Outcomes
Enter into SLA with SEDA to provide business support to SMMEs within the District	SLA with SEDA to provide: <ul style="list-style-type: none"> • Training and skills development (120 SMMEs) • Business planning and development support (120 SMMEs) • Business mentoring and handholding (30 SMMEs)

ACTION PLAN 6.1.4

Small farmer support programme	
Purpose / Aim	
The project aims to provide integrated support to emerging and small farmers in the CWDM.	
Outputs	Outcomes
Small Farmer Support Programme.	4 Small Farmers Supported.

ACTION PLAN 6.1.5	
Stakeholder Liaison	
Purpose / Aim	
To undertake stakeholder engagement on key economic issues	
Outputs	Outcomes
Business and sector engagements & networking events. Information dissemination & sharing.	2 Business breakfasts 2 BBBEE sessions

ACTION PLAN 6.1.6	
Cape Winelands Economic Development Council	
Purpose / Aim	
Outputs	Outcomes
Coordinate the functioning of Cape Winelands Economic Development Council & committees.	Executive Committee meetings Subcommittee meetings 1 Plenary meeting

ACTION PLAN 6.1.7	
Entrepreneurial Fund programme	
Purpose / Aim	
The project aims to provide integrated support to emerging SMMEs within Cape Winelands District.	
Outputs	Outcomes
Entrepreneurial Fund programme	20 SMMEs supported

ACTION PLAN 6.1.8	
Small farmer support programme	
Purpose / Aim	
The project aims to provide integrated support to emerging and small farmers in the CWDM.	
Outputs	Outcomes
Small Farmer Support Programme.	4 Small Farmers Supported.

ACTION PLAN 6.1.9	
Wine Incubator	
Purpose / Aim	
Project aim to establish a wine incubator within the CWDM.	
Outputs	Outcomes
Wine incubator program	Establish wine incubator

ACTION PLAN 6.1.10	
Soccer 2010	
Purpose / Aim	
The project aims to coordinate Soccer 2010 within the District.	
Outputs	Outcomes
Soccer 2010 Programme.	Soccerex exhibitions attended Awareness campaigns Marketing collateral

ACTION PLAN 6.1.11	
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SAFA Boland project	
Purpose / Aim	
The project aims to help support SAFA Boland to promote Soccer 2010 within the region.	
Outputs	Outcomes
SAFA Boland project	SLA with SAFA Boland

ACTION PLAN 6.1.12	
Inland Port	
Purpose / Aim	
The project aims to establish an inland port in the CWDM.	
Outputs	Outcomes
Inland port Programme.	Establish an inland port.

ACTION PLAN 6.1.13	
Biofuels project	
Purpose / Aim	
To establish a biofuels project in the CWDM.	
Outputs	Outcomes
Biofuels project	Establish biofuels project

ACTION PLAN 6.1.14	
Glasshouse project	
Purpose / Aim	
To establish a glasshouse project in the CWDM.	
Outputs	Outcomes
Glass house project.	Establish glasshouse project.

ACTION PLAN 6.1.15	
Training Support Services and project Implementation	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tourism Help Desk & Community Training programme.	25 SMMES for training and mentoring.

ACTION PLAN 6.1.16	
LTA Projects	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
LTA projects	16 LTA's to be supported for implementation of development projects.

ACTION PLAN 6.1.17	
Schools Awareness programme	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Schools tourism awareness programme.	120 schools benefit from the project.

ACTION PLAN 6.1.18	
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Arts and crafts programme	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Arts and craft marketing agency / co-operative.	Establish one Arts & Craft Marketing Agency / Co-operative.

ACTION PLAN 6.1.19	
Breedekloof bursary fund	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Breedekloof bursary fund	2 remaining Breedekloof bursary students supported.

ACTION PLAN 6.1.20	
VA Waterfront Gateway centre	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Operational management of gateway centre at Waterfront	4 students manning the CWDM outlet at waterfront.

ACTION PLAN 6.1.21	
Tourism train	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tourism Train	To establish a tourism train in CWDM.

ACTION PLAN 6.1.22	
Freedom route project	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Freedom Route	Facilitate development of new products

ACTION PLAN 6.1.23	
Tour guide training	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tour Guide Training	Facilitate training of tour guides for CWDM

ACTION PLAN 6.1.24	
Tourism learnership training program	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tourism learnership training programme	4 students manning the CWDM outlet at waterfront.

ACTION PLAN 6.1.25	
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Tourism internship programme	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tourism Internship Programme	Intern students assisting the CWDM

ACTION PLAN 6.1.26	
Tourism road signage programme	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Tourism Road signage	Facilitate tourism road signage in CWDM

ACTION PLAN 6.1.27	
Glassblowing project	
Purpose / Aim	
To implement projects that have regional impact	
Outputs	Outcomes
Glass Blowing	Facilitate Glass blowing training

ACTION PLAN 6.1.28	
LED internship programme	
Purpose / Aim	
To implement LED internship programme	
Outputs	Outcomes
LED Internship Programme	Intern students assisting the CWDM

ACTION PLAN 6.1.29	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Branding of LTA offices throughout the region.	<ul style="list-style-type: none"> • Ashton-Breede River Winelands • Bonnievale • Ceres • De Doorns • Drakenstein & Wellington & Paarl • Dwarsrivier / Pniel • Franschhoek • McGregor • Montagu • Rawsonville/Breedekloof • Robertson • Stellenbosch • Tulbagh • Wolseley • Worcester

ACTION PLAN 6.1.30

Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Marketing collateral	<ul style="list-style-type: none"> • Reprint of route 62 brochure • Reprint of Cape Winelands & Beyond, Cape Winelands Map, Cape Winelands Homegrown brochure • Reproduction of GDS, arts & crafts, farm workers and Cape Winelands/ LED DVD's. • Reprint of the e-brochure • Golf shirts as marketing material for the region.

ACTION PLAN 6.1.31	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Brand events, products and people within the CW.	15 Tourism Events 5 Community Events

ACTION PLAN 6.1.32	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Annual Events driven Marketing campaign (PR/ media activities Magazines	Appointment of PR Agency who assists <ul style="list-style-type: none"> • PR/Media activities • Organising of media for (10) educationals • 5 E-newsletters Placement of advertorials in various publications.

ACTION PLAN 6.1.33	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Tourism exhibitions.	3 International Shows 2 roadshows 3 Domestic Shows

ACTION PLAN 6.1.34	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Educationals for journalists, investors, tour operators and staff.	2 Investors Educationals 3 Journalists Educationals 3 Tour Operators Educationals 2 Staff Educationals

ACTION PLAN 6.1.35

Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Video/DVD	Production & Reproduction of Tourism dvd's.

ACTION PLAN 6.1.36	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Website	Updating tourism website

ACTION PLAN 6.1.37	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
LTA Liaison	Bi-monthly meetings with LTA's

ACTION PLAN 6.1.38	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands.	
Outputs	Outcomes
Tourism Month	Fun bus and all tourism month related activities during tourism month such as <ul style="list-style-type: none"> • Advertorials for tourism month in various regional and national newspapers

6.2 HOUSING AND INFRASTRUCTURE

PROGRAMME OBJECTIVE:	
6.2.1 Engineering and Infrastructure Services Management 6.2.2 Projects and Housing 6.2.3 Road Maintenance	
ACTION PLAN 6.2.1	
Administration: Engineering and Infrastructure Management	
Purpose / Aim	
Effectively manage the Engineering and Infrastructure Management	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Effectively implement the disciplinary procedure. 2. Effectively monitor the budget of the Engineering and Infrastructure Services. 3. Appoint personnel in approved vacant posts 4. Establish good financial management practices and systems 	<ol style="list-style-type: none"> 1. An effective and disciplined Engineering and Infrastructure Department. 2. Good financial management.

ACTION PLAN 6.2.2	
Technical Support Services and GIS	
Purpose / Aim	
To provide technical support services to the Department and public	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Effective services delivery to the general Public and Department. 2. Development of a GIS system. 3. Updating of cadastral information and aerial photos 	<ol style="list-style-type: none"> 1. An effective technical support services to the department and public. 2. Key personnel appointed.

ACTION PLAN 6.2.3	
Administration: Projects and Housing	
Purpose / Aim	
To effectively manage the Project and Housing Directorate	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. The effective management of the Department by ensuring that good management practices are in place. 2. Ensure good financial management practices are in place. 3. The effective management and monitoring of the Department's budget. 4. Appoint personnel in approved vacant posts. 5. Ensure proper planning of infrastructure for whole of CWDM area 	<ol style="list-style-type: none"> 1. An effective and disciplined Project and Housing Directorate. 2. Good financial management.

ACTION PLAN 6.2.4

Infrastructure Projects	
Purpose / Aim	
To ensure that all the people in the CWDM have access to adequate Engineering Infrastructure	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. The appointment of consultants and awarding of contracts for infrastructure projects where applicable. 2. Improve water and sanitation at rural schools. 3. Appointment of contractors for long term maintenance projects. 4. Improve the mobility and public safety of the people in the CWDM by providing public transport infrastructure. 	<ol style="list-style-type: none"> 1. Improved public transport facilities and thereby improved mobility and public safety of the people in the CWDM. 2. Empowered unemployed people to be economic active. 3. People in rural areas have access to proper engineering infrastructure. 4. Improved water supply and sanitation facilities at rural schools 3 schools
ACTION PLAN 6.2.5	
Housing Projects	
Purpose / Aim	
Provision of housing in the rural areas of Council and in so doing providing security of tenure.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Installation of infrastructure services and construction of top structures. 2. Assessment of viability studies for housing projects and submission to Council. 3. Completion of EIA for housing projects in rural areas 	<ol style="list-style-type: none"> 1. Home ownership and tenure security to land for families and access to municipal services. 2. Building of 93 top structures and upgrading of 20 existing structures
ACTION PLAN 6.2.6	
Maintenance and Upgrading of Council's Buildings	
Purpose / Aim	
To ensure functional and aesthetic buildings and premises.	
Inputs	Outcomes
<ol style="list-style-type: none"> 1. Planning and implementation of projects to improve the functionality of buildings and to address shortages. 2. Implement a maintenance plan for Council's buildings and premises. 3. Effective day-to-day maintenance of buildings and premises 	<ol style="list-style-type: none"> 1. Aesthetic pleasing and functional Council buildings and premises. 2. Spent 80 % of approved maintenance and capital budget

ACTION PLAN 6.2.7

Road Maintenance: Main/Divisional/Minor Roads	
Purpose / Aim	
To incorporate the Pavement Management and the Maintenance Management System for the cost effective maintenance of the existing road network thereby improving mobility and traffic safety within the CWDM.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Effective maintenance of the riding quality of the bitumen and gravel roads. 2. Effective control storm water run-off in road reserve. 3. Signposts all roads and tourist facilities. 4. Clear road verges of overgrowth and prune/fell trees. 5. Effective completion of resealing programme. 6. Skilled technical personnel to implement the work 	<ol style="list-style-type: none"> 1. Improve the mobility and the safety of all the people in the CWDM. 2. Improve the lifespan of all the proclaimed Main/divisional roads in the CWDM. 3. Effective and productive service delivery by skilled technical people 4. Spent 80% of allocated maintenance budget (Subject to the appointment and training of necessary skilled personnel)

ACTION PLAN 6.2.	
Working for Water Project	
Purpose / Aim	
To ensure effective eradication of alien vegetation as agent for the Department of Water Affairs and Forestry.	
Inputs	Outcomes
<ol style="list-style-type: none"> 4. Planning and implementation of contracts to do initial clearing and follow-ups of alien vegetation. 5. Ensure that the project is implemented according to the prescribed EPWP principles. 6. Effective day-to-day personnel and financial management of the project. 	<ol style="list-style-type: none"> 3. Improved indigenous bio diversity within the area. 4. Well-trained contractors that can find work once they exit the project after three years. 5. Spent 90 % of approved budget

6.3 COMMUNITY AND DEVELOPMENT SERVICES

6.3.1 MUNICIPAL HEALTH SERVICES

PROGRAMME OBJECTIVE	
To ensure comprehensive and equitable EHS within CWDM.	
ACTION PLAN 6.3.1.1	
Base-line data maintenance to assist in addressing service delivery back logs. The project will entail meetings with stakeholders throughout the CW to discuss/inform them of the findings of the baseline information survey and to develop strategies and a way forward based on the findings of the survey. It will also involve training of CW staff and officials from B-Municipalities on how to access, up-date and use the information.	
Purpose / Aim	
To promote the provision of safe and adequate housing, water supply, sanitation and refuse removal and disposal in the district	
Outputs	Outcomes
A data bank reflecting the state of water and sanitation services on farms	<ol style="list-style-type: none"> 1. Use as a planning instrument 2. Identify backlogs 3. Provision of basic subsistence facilities
ACTION PLAN 6.3.1.2	
To promote the provision of safe and healthy housing	
Purpose / Aim	
Safe and healthy housing to all within the district	
Outputs	Outcomes
Regular inspections and follow up of complaints Assistance in terms of planning and design layout for housing projects Input into land use planning	Safe and healthy housing standards that comply with minimum legal requirements.
ACTION PLAN 6.3.1.3	
Promote safe and healthy drinking water	
Purpose / Aim	
Sufficiently healthy and safe water to all residents	
Outputs	Outcomes
Continuous sampling of suspicious water Identification and reduction of sources of pollution Educational aspects in terms of water purification Identification of suitable, exploitable and sustainable sources of water Negotiate subsidies for housing upgrades	Safe and healthy water meeting SANS 241 of 2005 Edition 6
ACTION PLAN 6.3.1.4	
Promote supply of safe and healthy toilet facilities and refuse removal at residences	
Purpose / Aim	
Address backlogs in sanitation	
Outputs	Outcomes
Health promotion Motivate farmers for flush toilets Investigate installation of public toilet facilities Monitor cholera Sampling of sewerage effluent Provision of subsidies for farm workers Coordination of collection of medical waste	Sanitation backlogs addressed Healthy environment

Ensure nuisance free refuse removal and disposal frequency Encourage recycling Monitor dumping sites and advise on waste sites	
ACTION PLAN 6.3.1.5	
Ensure safe food reaches the public	
Purpose/Aim	
Food industry legally compliant	
Outputs	Outcomes
Regular sampling Education Needs assessment	Food premises meet legal requirements Improved hygiene practises in the informal meat trading industry
ACTION PLAN 6.3.1.6	
Health promotion	
Purpose/Aim	
Empowered communities addressing their own health and safety	
Outputs	Outcomes
Uniform educational material and programmes Community environmental clean up programme Awareness exhibitions Live educational theatre at schools	Healthy and safe environment through community participation and awareness
ACTION PLAN 6.3.1.7	
To address MHS issues such as prevention of notifiable diseases, safe burials, safe handling of hazardous substances, nuisance free running of businesses, and safe buildings	
Purpose/Aim	
Healthy communities	
Outputs	Outcomes
Health promotion Verifiable health information system Investigations after reports Preventative control measures Monitoring presence of vectors Pauper burials in the DMA Evaluation of storage premises of hazardous substances Investigation of cases of toxicological poisoning Appropriate inspection audits for industries Continuous routine inspections Approval or rejection of building plans Control unlawful building in the DMA Provide health input into B municipality building plans	Premises meet legal requirements
ACTION PLAN 6.3.1.8	
Render a limited environmental management function	
Purpose/Aim	
Development of capacity within the department to render an environmental management function	
Outputs	Outcomes
Strategic planning sessions, a needs assessment and training Collect all budget information Needs assessment Education & training	Capacitated department able to render an environmental management service. Status of river quality known A greener Cape Winelands A cleaner Cape Winelands

River sampling Planting of trees Cleaning Cape Winelands	
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6.3.2 HUMAN SECURITY AND SOCIAL DEVELOPMENT:

PROGRAMME OBJECTIVE	
To coordinate and implement social development in the Cape Winelands District To develop sustainable service delivery and development programme by building a network of community workers and partners (government and civil society) through out the district.	
ACTION PLAN 6.3.2.1	
To liaise with B. Municipalities, formalise structures, support and train lay health workers in high-risk farming and urban areas within the district Monitoring and evaluation	
Purpose/Aim	
Social Development unit and Human Security programmes in CWDM	
Outputs	Outcomes
Coordination structures & schedules Monitoring and Evaluation mechanisms	Networked and resourced communities.
ACTION PLAN 6.3.2.2	
Implementation of CWDM priority social development programmes: Substance Abuse, Targeted groups (youth, gender, elderly, disabled, HIV/AIDS, food security, heritage, sports, arts & culture, libraries, families & children, Early Childhood Development	
Purpose/Aim	
Community based projects directly impacting on the lives of individuals in the community	
Outputs	Outcomes
10 Food gardens. 10 Soup kitchens 50 ECD centres supported. Train the trainer programmes. Peer counsellors Awareness events, Youth Day, Women' Day, Heritage Day, Children's Day etc CBOs involved in HIV/AIDS prevention supported	Decrease in incidence of TB, Substance abuse, street children, domestic violence Increased HIV/AIDS awareness, special needs assessment. Minimum TB cure rate of 72%, Reduce incidence of Fatal Alcohol Syndrome by 1% p.a., more than 80% of newborns to have birth weight above 2.5kgs, decrease in rate of new infections for HIV/AIDS Support Early Childhood Development Centres

ACTION PLAN 6.3.2.3	
Build strong coordination and implementation structures and programmes	
Purpose / Aim	
Strong community based social development committees with skills to identify and manage projects and lobby for resources .	
Outputs	Outcomes
Support 10 Development committees in the district	Direct access and management by communities to, and of, resources.

6. 4 PUBLIC SAFETY AND PLANNING SERVICES

PROGRAMME OBJECTIVE	
<p>Emergency Services :</p> <p>To ensure that an effective and well - resourced and co-ordinated emergency service is rendered to all the inhabitants of the CWDM.</p> <p>To establish the necessary institutional arrangements for implementing disaster risk management within the Cape Winelands District Municipal area.</p> <p>To establish the necessary institutional arrangements for implementing the fire services function within the Cape Winelands District Municipal area.</p> <p>To establish an informed approach in assessing and monitoring disaster risks in the Cape Winelands District Municipality that will inform disaster risk management planning and reduction.</p> <p>Public Transport Planning:</p> <p>To promote a safer public transport environment Implementation of Non-motorised transport Master Plan Statutory compliance in respect of the NLTTA, Act 22/2000</p>	
ACTION PLAN 6.4.1	
Fire Service: Statutory Compliance: The Municipal Structures Act, 1998 (Act 117 of 1998) as amended.	
Purpose / Aim	
Compliance with the Act and to establish a full and equal professional fire service to deliver a service of equal standard to the total population of the CWDM	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Planning, co-ordination and regulation of Fire Service. 2. Specialised fire fighting service such as mountain, veld and chemical fires. 3. Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures. 4. Training of Fire Officers. 	<ol style="list-style-type: none"> 1. Well trained full time personnel corps and reservists/volunteers. 2. Effective service delivery 3. Establishment of a training Centre. 4. Mutual Aid agreements. 5. Functioning of JFS Committee.
ACTION PLAN 6.4.2	
Disaster Management: Statutory Compliance: The Disaster Management Act, 2002 (Act 57 of 2002)	
Purpose / Aim	
Statutory Compliance with the act	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. To establish and implement a framework for disaster management. 2. To establish a disaster management centre. 3. To establish a disaster management advisory forum. 4. Prepare disaster management plans. 5. Establish a unit of volunteers. 	<ol style="list-style-type: none"> 1. Framework aligned with Provincial and National Frameworks. 2. Disaster Management Centre operational. 3. Advisory forum meeting. 4. Disaster Plans concluded.
ACTION PLAN 6.4.3	
Public Transport Planning - To promote a safer public transport environment.	
Purpose / Aim	
To enhance, promote and improve the safety of all pedestrians throughout the CWDM	
Outputs	Outcomes
Making up of reflective bands for rural scholars	<ol style="list-style-type: none"> 1. Improved pedestrian safety behaviour 2. Improved safety environment by reducing pedestrian accidents 3. Monitor usage of reflective bands

ACTION PLAN 6.4.4	
Upgrading existing public transport facilities	
Purpose / Aim	
To ensure universal compliance of public transport facilities in the CWDM	
Outputs	Outcomes
Improve accessibility/appearance of public transport facilities. Environmentally acceptable and sustainable facilities.	1. Acceptability by commuters/operators 2. Promote and improve safety 3. A safe pedestrian haven for rural community
ACTION PLAN 6.4.5	
Implementation of Safer Journeys to Rural Schools Strategy	
Purpose / Aim	
Provision of sidewalks, shelters, embayments and upgraded accesses at rural schools.	
Outputs	Outcomes
Implementation of infrastructure projects at rural schools. Enhance the safety of public transport.	To promote passenger and pedestrian safety
ACTION PLAN 6.4.6	
Implementation of Non-Motorised Transport Master Plan objectives (pedestrian/cycle paths)	
Purpose / Aim	
To improve the mobility and safety of the captive community by developing a network of pedestrian/cycle paths and related infrastructure.	
Outputs	Outcomes
Creation of a network of pedestrian/cycle paths and related infrastructure. Establishment of bicycle maintenance workshops	Increased mobility of community Transfer of skills to previously unemployed Creating economic opportunities
ACTION PLAN 6.4.7	
Statutory compliance - National Land Transport Transition Act, Act 22/2000 with respect to public transport planning	
Purpose / Aim	
Regulate and plan public transport	
Outputs	Outcomes
Updating of Current Public Transport Record. Updating of Operating License Strategy. Integrated Transport Plan. Mobility strategy	1. determine current status of public transport 2. co-ordinate, implement and manage all statutory public transport plans in terms of the NLTTA. 3. A sustainable and safe public transport network in the CWDM. 4. Implementation of public transport planning related- and pilot projects

6.5 SUSTAINABLE LAND USE AND REGIONAL PLANNING

PROGRAMME OBJECTIVE	
To ensure sustainable development and environmental management in the Cape Winelands District Municipality	
ACTION PLAN 6.5.1	
Environmental Planning	
Purpose / Aim	
<p>To provide detailed environmental guidelines that can be incorporated into the planning and implementation of development activities within the district area.</p> <p>To develop a framework that will address the environmental consequences of development, integrate the natural environmental concerns into the planning process, and provide a Strategic Environmental Plan.</p> <p>Delineation of spatial planning categories:</p> <ul style="list-style-type: none"> - to serve as a guide to local municipalities to delineate and refine spatial planning categories - Provide a framework to guide decision making regarding land use that can better inform zonings, laws and regulations. - Provide a framework in terms of which land use decisions would be standardised throughout the District and Province. 	
Outputs	Outcomes
<p>1. Cape Winelands Biosphere Reserve Spatial Development Plan.</p> <p>2. Strategic Environmental Assessment (SEA)</p>	<p>1. Development of Spatial development Plan for the Cape Winelands Biosphere Reserve.</p> <p>2. Delineation of the 6 spatial planning categories for the district area that will serve as a guide to local municipalities to delineate and refine their spatial planning categories (32).</p> <p>3. Promotion of incentive schemes for the conservation of the natural environment</p> <p>1. Environmental Strategy Report.</p> <p>2. Strategic Environmental Management Plan (SEMP).</p> <p>3. SEMP to provide guidelines on decision making; guidelines on how to maximise the opportunities and overcome the constraints for sustainable development within the Cape Winelands Area; indicate key initiatives that should be a priority for environmental management in the District aligned with the sector Development plans, IDP and Performance Management System.</p>
ACTION PLAN 6.5.2	
Regional Planning	
Purpose / Aim	
<ul style="list-style-type: none"> ▪ Create and promote opportunities to optimise the utilisation of existing resources including agriculture, land, natural environmental, water minerals, build infrastructure, roads, transport and social facilities as to facilitate tourism and environmental conservation as a socio-economic base for the area ▪ Discourage inefficient and insensitive development and protect the agriculture and biodiversity resource base of the area ▪ Contribute to the correction of historically distorted patterns of landownership and settlement etc. ▪ Provide generic policy on development in rural areas, outside the urban edge, which will serve as basis for local municipalities to adopt and refine where needed. 	

Outputs	Outcomes
<p>Spatial Development Framework for the Cape Winelands District Municipal Area</p>	<p><u>District Strategic Projects:</u></p> <ol style="list-style-type: none"> 1. Guidelines for development management within the limits of the environmental capacity of the DMA. 2. Economic growth for the Area 3. Improve access to economic opportunities. 4. Guidelines for the evaluation of land use applications in the Rural Areas - completed 5. Land audit for the entire district area. 6. Safer Journey's to Rural School's Strategy - completed 7. Delineation of Spatial Planning Categories (SPC's) 8. Strategic Environmental Assessments (SEA) - completed 9. Water limitations on growth 10. Renewable energy resource 11. Solid waste disposal and recycling strategy 12. District Management Area SDF - completed 13. District spatial-economic strategy 14. District Scenic Routes Study 15. Revision of the CW-SDF <p>Joint and local spatial strategic projects :</p> <ol style="list-style-type: none"> 1. Policy on development In rural areas 2. Urban edge guidelines 3. Focus hamlets study 4. Guidelines for land audit and assets register 5. Guidelines for town centre revitalisation 6. Input into land reform projects

6.6 INSTITUTIONAL AND FINANCIAL MANAGEMENT

PROGRAMME OBJECTIVE	
IDP and Strategic Services Human Resource Management Administrative Support Service Financial Services Administration and Governance Council	
ACTION PLAN 6.6.1	
Strategic and Corporate Service Management	
Purpose / Aim	
Manage and Coordinate the Development, Implementation and Maintenance of: 1. IDP and Strategic Services 2. Administrative Support Services 3. Human Resource Management	
Outputs	Outcomes
Collective Inputs of: 1. IDP and Strategic Services 2. Administrative and Support Services 3. Human Resource Management	Collective Inputs of: 1. IDP and Strategic Services 2. Administrative and Support Services 3. Human Resource Management
ACTION PLAN 6.6.2	
Performance Management	
Purpose / Aim	
To initiate, develop, implement and report on the management of performance of the Integrated Delivery Plan of the CWDM	
Outputs	Outcomes
1. KPIs for Each Strategic Objective 2. Performance Reporting 3. Functioning Institutional Arrangements	1. Strategic Information Available for Decision-makers 2. Focussed Developmental Interventions 3. Enhanced Organisational and Individual Performance 4. Performance Consistent with IDP Objectives 5. Informed Stakeholders
ACTION PLAN 6.6.3	
IDP Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor IDP delivery	
Outputs	Outcomes
1. Approved IDP 2. Budget and PMS aligned to IDP 3. Reports on IDP delivery 4. Stakeholder Participation Forums 5. Research Reports 6. Strategies	1. Coordinated IDP implementation 2. Achievement of IDP objectives 3. Informed Stakeholders 4. Sector Plans aligned 5. Staff members understand the IDP
ACTION PLAN 6.6.4	
PIMS Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor PIMS capacity building programmes, co-ordinate district wide approaches within IDP and PMS.	
Outputs	Outcomes
1. National, Provincial and Local Meetings 2. Needs Analysis Database 3. Workshops 4. Report Compilation	1. Coordinated Service Delivery Across B and C-Municipalities 2. Approved IDPs 3. PMS established within B and C-Municipalities 4. Capacitated Officials in B and C-Municipalities.
ACTION PLAN 6.6.5	

Human Resource Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor sound labour relations and human resource management policies in compliance with relevant legislative framework.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Policy completion and implementation 2. Completion of Employment Equity Plan and implementation 3. Completion of HR plan 4. Implementation of WPSD 5. Develop and implement health and safety measures 6. Implement effective and efficient HR Systems and administration, 7. Improved employee-employer relations 8. Completion of HR Strategy 	<ol style="list-style-type: none"> 1. Diverse and competent workforce which achieves CWDM 's vision 2. Well informed personnel and motivated personnel 3. Attraction and retention of quality personnel, 4. Effective and efficient HR systems and administration 5. Sound labour relations 6. Compliance with Relevant Legislative Frameworks
ACTION PLAN 6.6.6	
Administrative and Logistical Support Management	
Purpose / Aim	
Provision of: (a) Support, Administrative and Secretarial Services to Committees of Municipality and Council (b) Provide Legal Support Services and Updating of By-laws	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Agendas and Minutes for Council and Committees of Municipality 2. Implementation of Council and Committee Decisions 3. Legal Advice and Opinions 4. Distribution and Archiving of Documents 5. General Administrative and Logistical Support 	<ol style="list-style-type: none"> 1. Effective Decision Making and Implementation 2. Legal Compliance 3. Effective and Efficient Communication 4. Easily Accessible Documentation 5. Reliable Vehicle Fleet
ACTION PLAN 6.6.7	
Income	
Purpose / Aim	
To maximise Income	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Collection of Regional Services Levies. 2. Collection of all debtors raised 3. Sufficient collection points established. 4. Provision of accurate and reliable information. 	<ol style="list-style-type: none"> 1. Positive liquidity 2. Satisfied customers 3. Accurate business reports. 4. Low outstanding debtors.
ACTION PLAN 6.6.8	
Budgetary Control and Expenditure	
Purpose / Aim	
To maintain and operate all expenditure systems effectively and efficiently	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Execution or the procurement and payroll functions according to Council's policies. 2. Timely payment of creditors 3. Provision of a centralized store keeping service. 	<ol style="list-style-type: none"> 1. Legal compliance. 2. Minimised outstanding creditors. 3. Budget control.
ACTION PLAN 6.6.9	
Budget- and Financial Management and Control	
Purpose / Aim	

To maintain and operate all expenditure systems effectively and efficiently	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Investments according to policies and programs. 2. Compilation of a multi-year capital and operating budget. 3. Compilation of annual financial statements. 4. Updating of the asset register. 5. Provision of timeous and comprehensive management information. 6. Financial administration of capital investments. 7. Maintenance of financial information software. 	<ol style="list-style-type: none"> 1. Secure investments 2. Approved budget. 3. Audited Financial Statements. 4. Accurate asset register. 5. Effective decision-making.
ACTION PLAN 6.6.10	
Administration and Support	
Purpose / Aim	
To provide administrative support to the Financial Department	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Draft items to Council. 2. Maintenance of the micro structure. 3. Manage personnel. 4. Manage PMS in the Finance Department. 5. Provide induction, skills development and training support. 	<ol style="list-style-type: none"> 1. Accurate items to Council. 2. Higher level of service delivery in the Finance Department. 3. Management of the Finance Department.
ACTION PLAN 6.6.11	
Information Technology	
Purpose / Aim	
Monitor equipment, rectify problems and assist users.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Liaise with service providers. 2. Regular update of computer hardware and software. 3. Maintenance of hardware. 	Effective Information Technology system.
ACTION PLAN 6.6.12	
Statutory compliance management.	
Purpose / Aim	
Monitor and provide legal opinion on council matters.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Vetting and drafting of contracts 2. Legal opinions 3. Drafting legal documents 	Legally compliant decisions and actions
ACTION PLAN 6.6.13	
Internal Audit	
Purpose / Aim	
To examine and evaluate the economy, effectiveness and efficiency of its activities as a service to management and the council.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Execution of various audits. 2. Furnishing reports with analyses, recommendations, appraisals, council and information 3. Recommend improvements in procedures and systems to prevent waste extravagance and fraud. 	<ol style="list-style-type: none"> 1. Effective Internal Audit function 2. Legal Compliance 3. Effective and Efficient controls 4. Higher level of service to all Departments

ACTION PLAN 6.6.14	
Intergovernmental and Public Relations	
Purpose / Aim	
<ol style="list-style-type: none"> 1. Liaise and maintain excellent relations between Municipality and stakeholders. 2. Write articles, press releases, brochures, for the media, internal and external publications 3. Facilitate internal communications between councillors and officials. 4. Protocol arrangements. 	
Outputs	Outcomes
Enhance municipal image and public relations.	Enhanced municipal image and public relations.
ACTION PLAN 6.6.15	
Monitor IDP delivery.	
Purpose / Aim	
To ensure that the CWDM structures co-operate towards the efficient, effective and sustainable use of all its resources to reduce poverty and stimulate regional economic growth.	
Outputs	Outcomes
<ol style="list-style-type: none"> 1. Make policies and by-laws. 2. Applying due diligence in decision-making. 3. Monitor implementation of policies and decisions. 4. Effective internal and external communications. 5. Facilitate inter-governmental, parastatal and private sector co-operation. 	<ol style="list-style-type: none"> 1. Stimulate LED and reduce unemployment. 2. Provision of housing 3. Address backlogs of service delivery and infrastructure. 4. Environmental spatial development. 5. Foster co-operative governance

CHAPTER 7: NATIONAL AND PROVINCIAL PROGRAMMES

7.1 PROVINCIAL PROGRAMMES

7.1.1 Department: Premier

This Department's main programmes are:

1. **Administration:** Deals with administrative support to the Premier, Executive council and Director-General
2. **Corporate Support:** Deals with provincial-wide human resource management, performance management, social capital, information technology (IT) infrastructure, legal advisory services and communication.
3. **Policy and Governance:** Deals with policy and strategy for provincial growth and development (i.e. Human Rights Programme, Intergovernmental Relations, and provincial policy development and implementation).

The Department of the Premier actively promotes public awareness and dialogue with social partners on a rights-based culture amongst citizens. This means dealing with issues of **equality** (people with disability, women and gender, age groups), **human rights** (social, economic, political and cultural) and understanding **vulnerability** (poverty, HIV/AIDS, unemployment).

The Cape Winelands District Municipality has close working relations with the Provincial Youth Commission which is located in the Department of the Premier. The Cape Winelands District Youth Council was elected in July 2007 and played a critical role in the participatory research study that was undertaken by CWDM as well as providing valuable input to the development of a Youth Strategy for the Cape Winelands District Municipality. The seriousness with which the district municipality regards the issue of youth development can be seen reflected in the 2008/09 Budget that makes provision for an amount in excess of R 1000 000,00 for youth empowerment. The mainstreaming of youth issues throughout the organisation's planning and budgetary priorities is seen as a powerful vehicle to ensure that appropriate, inclusive, integrated and comprehensive responses are developed.

7.1.2 Department: Community Safety

This Department's main programmes are:

1. **Administration:** Deals with administrative support to the MEC and department.
2. **Provincial secretariat for safety and security:** Deals with civilian oversight over law enforcement agencies and implementing safety and security policies – including crime prevention within communities.
3. **Security risk management:** Deals with security and risk management of all provincial departments and buildings.
4. **Traffic Safety Promotion:** Deals with traffic law enforcement, road safety education and training to officers and community volunteers.

Activities in Cape Winelands District

There is focused Social crime Prevention programmes related to:

- **Youth at Risk**
- **Victim support programme**
- **Community Safety Forums**
- **Hands off our children (HOOC), and**
- **Women Safety & Anti-Rape Forum**

7.1.3 Department: Education

This Department's main programmes are:

1. **Administration:** Deals with support to education system (including human resources, and education management and information services)
2. **Public ordinary school education:** Deals with education from Grades 1 to 12 – including staff in education centres, and nutrition to learners.
3. **Independent school subsidies:** Deals with subsidies and quality of education in independent schools
4. **Public special school education:** Deals with public education in special schools (i.e. learners with special needs).
5. **Further Education and Training (FET):** Deals with 6 FET colleges including learner support and special skills training.
6. **Adult Basic Education and Training (ABET):** Deals with subsidies to private centres and support to ABET learning areas.
7. **Early Childhood Development (ECD):** Deals with Grade R level education to 5 year old children in public and community schools.
8. **Auxiliary Services:** Deals with support to education institutions – including payments to SETA, conditional grant projects (i.e. HIV/AIDS), external examination services, teacher training, and document reproduction.

7.1.4 Department: Health

This Department's main programmes are:

1. **Administration:** Deals with administrative support to Department (including information, equipment and financial management)
2. **District health services:** Deals with primary health care and district hospital services (i.e. specific disease support (TB; HIV/AIDS), woman's/child/youth health, community health clinics, community based services, HIV/AIDS, nutrition, coroner services, hospitals per district and the Global HIV/AIDS Fund.)
3. **Emergency medical services:** Deals with pre-hospital emergency services – including inter-hospital transfers and planned patient transport.
4. **Provincial hospital services:** Deals with specialist services, rehabilitation and health professional training and research (including regional, tuberculosis, psychiatric/mental, chronic medical and dental training hospitals).
5. **Central hospital services:** Deals with tertiary health services and a platform for training of health workers (Red Cross Children's Hospital, Tygerberg Hospital, Groote Schuur Hospital)
6. **Health sciences and training:** Deals with nurse training, emergency medical services training, bursaries, primary health and general training.

7. **Health care support services:** Deals with support services including laundry, engineering, forensic, orthotic & prosthetic services and the medicine trading account.
8. **Health Facilities Management:** Deals with construction and maintenance of health facilities.

The Department of Health has detailed information available to inform municipal IDPs on:

- Facilities in the Area (including specialised services)
- Operational statistics on number of patients and type of services per year
- Budget allocations
- **Primary Health Care Statistics (giving an indication of health of population)**
Total headcount at clinics, Home Based Care, TB status, HIV/AIDS status (ARV treatment figures, Multiple Health and Community-based Programmes)
- **The most critical Health Issues requiring attention** (in the Cape Winelands District)

7.1.5 Department: Social Development

This Department's main programmes are:

1. **Administration:** Deals with regional/district management of departmental services
2. **Social Welfare Services:** Deals with substance abuse, older persons care, crime prevention, persons with disabilities, child care, victim empowerment, HIV and AIDS, Social Relief, and family support.
3. **Development and Research:** Deals with youth development, sustainable livelihood, institutional capacity of non-governmental organisations, population research, and capacity building on population trends in municipal planning.

Social Assistance Grants (administered by SA Social Security Agency): Grants in disability, child support, foster care, Grants-in-aid, old age, distress relief and war veterans.

A detailed breakdown of programmes in Cape Winelands is available from this Department - including total amount spent on Social Grants within communities every month.

7.1.6 Department: Local Government and Housing

This Department's main programmes are:

1. **Administration:** Deals with administrative support to MEC and departmental strategic corporate services
2. **Housing:** Deals with the development of integrated human settlements through housing planning and research, housing subsidies, urban renewal and redevelopment and housing asset management.
3. **Local Government:** Deals with viable and sustainable municipalities through the monitoring and support, municipal infrastructure development, the provision of legislative clarity, municipal valuations, and effective disaster management and fire brigade services.
4. **Development and Planning:** Deals with integrated development and planning through municipal IDP support, developing departmental research findings, data and information and intergovernmental relations and engagement (including community development workers and targeted capacity building).

7.1.7 Department Environmental Affairs and Development Planning

This Department's main programmes are:

1. **Administration:** Deals with administrative support to MEC and departmental corporate services.
2. **Environmental and land management:** Deals with sustainable development through environmental and land use control.
3. **Environmental and land planning:** Deals with sustainable development through land/spatial planning, pollution and waste management, biodiversity management, coastal management, GIS systems and energy strategy (includes Western Cape Nature Conservation Board, and environmental commissioner).

7.1.8 Department Transport and Public Works

This Department's main programmes are:

1. **Administration:** Deals with internal skills and departmental administration. This department manages the Government Vehicle fleet.
2. **Public Works:** Deals with maintenance of provincial assets in education, health facilities, agriculture, provincial property and land, and the Extended Public Works Programme (EPWP)
3. **Roads Infrastructure:** Deals with the planning, design, construction and maintenance of provincial roads network
4. **Public Transport:** Deals with the public transport and mobility (i.e. mobility strategies, public transport plans, construction of pedestrian/cycle paths, taxi ranks, minibus taxi industry and major public transport corridors and interchanges)
5. **Traffic Management:** Deals with motor vehicle licensing, and road safety (including overload control on roads).
6. **Community based programme:** Deals with creation of EPWP work opportunities under the 'Saamstaan' School Maintenance, Zenzele Road Maintenance and Community Access Roads Programmes as well as empowerment through skills training and mentorship.

7.1.9 Department of Agriculture

This Department's main programmes are:

1. **Administration:** Deals with internal departmental administration.
2. **Sustainable Resource Management:** Deals with engineering services (water resource, animal housing, waste handling, mechanisation, value adding to products, rural infrastructure) and Land Care (of natural agricultural resource: soil conservation, farm planning and avoiding fragmentation of agricultural land).
3. **Farmer support:** Deals with training – especially emerging farmers and farm workers, land reform, food security, and rural development through Casidra.
4. **Veterinary Services:** Deals with animal health risks and hygiene standards (including export control and food processing at abattoirs) and veterinary laboratory services
5. **Technology Research:** Deals with agricultural technologies, development opportunities (incl. 7 experimental farms) and information service.
6. **Agricultural economics:** Deals with economics of farming systems and research on agricultural economics.
7. **Agricultural training:** Deals with training to farmers and farm workers.

7.1.10 Department: Economic Development and Tourism

This Department's main programmes are:

1. **Administration:** Deals with internal departmental administration and economic statistics and research.
2. **Economic participation:** Deals with participation of Historically Disadvantaged Individuals (HDIs) through enterprise development, local economic development and economic empowerment (i.e. SMME support centres, Plek Plan, & supporting the 7 strategic economic industries).
3. **Fair business environment:** Deals with the business environment through the consumer protector and Western Cape liquor board.
4. **Economic sector development:** Deals with the key industry sector development (i.e. skills, ICT/e-commerce, competitive technologies and industrial upgrading of productivity) and the Western Cape Trade and Promotion Agency (WESGRO)
5. **Tourism:** Deals with a sustainable tourism economy with benefits to all inhabitants (i.e. tourism research, marketing, enterprise development and strategy) including resources to the Destination Marketing Organisation (i.e. Cape Routes Unlimited).

7.1.11 Department: Cultural Affairs and Sport

This Department's main programmes are:

1. **Administration:** Deals with internal departmental administration and communication service.
2. **Cultural Affairs:** Deals with managing cultural/historical resources - arts and culture and museums (incl. WC Cultural commission, Heritage Western Cape and WC Language Committee).
3. **Library and information services:** Deals with library and archive services.
4. **Sport and Recreation:** Deals with participation in sport and sport facilities (including mass participation events, school sport and FIFA 2010 Soccer World Cup co-ordination in the Western Cape)

7.1.12 Provincial Government 's ten point programme:

1. Climate Change
2. World Cup 2010
3. Property Development
4. Human Settlements
5. Public Transport
6. Drugs and Gangs
7. EPWP
8. Scarce Skills
9. Home For All
10. Governance

7.2 National Programmes

7.2.1 Department: Water Affairs and Forestry

The Cape Winelands District Municipality and the Department of Water and Forestry signed an agreement under which terms the CWDM performs an implementing function for a number of Working for Water Projects on behalf on DWAF. The Working for Water Programme has as its aim the conservation of water and bio-diversity and the promotion of sustainable catchment management and land care, including fire management and job creation through the prevention and control of invasive alien vegetation in the Republic of South Africa.

According to this agreement CWDM agrees to manage, implement and maintain various projects on behalf of the Department. Details regarding the responsibilities of both the Department and CWDM in respect of management and control, financial procedures, timeframes and other elements of the agreement are contained in the implementation agreement. The projects that are covered in terms of this agreement include:

- Assegaaibos WfW Project
- Bergrivier WfW Project

7.2.2 Department: Land Affairs

LAND SECTOR PLAN

1. Introduction

The Area Based Land Sector Plans (AB LSP) were to identify opportunities for land reform in rural areas and to ensure that municipalities incorporate land reform into their planning and work.

Municipalities are not required to assume full responsibility for land reform but, with the new area-based planning approach, it is clear that municipalities will have an important role to play in:

- ensuring that issues related to land, poverty relief and economic development are addressed through land reform programmes;
- ensuring that land reform projects tie in with the developmental vision of the municipality (i.e. to create synergy between local and national programmes);
- ensuring that land reform is addressed in spatial planning (e.g. ensure that settlement projects relate to the SDF, and that land earmarked for land reform is not encumbered by competing aspirations); and
- in ensuring that where land reform projects require support from municipalities in the form of service provision for instance, such support is reflected in the IDP and budget cycles in particular.

2. Land Reform Strategies

Three land reform strategies are outlined in the Land Sector Plan. The following provide a basis for addressing these critical areas and developing it into strategic objectives and projects, developing appropriate institutional capacity, allocating budgets and integrating it with the monitoring and performance management system.

2.1 Access to Housing for Rural People

The need for security of tenure for rural people was highlighted throughout the process of formulating the Area Based Plans. Access to housing for rural people will therefore ensure that the need and quality of life of the rural people are also addressed and will align to strategic objectives such as the creation of integrated human settlements and the provision and maintenance of basic services.

Critical actions required in terms of providing access to housing for rural people include:

2.1.1 Identification of beneficiaries

In order to ascertain the extent of the need for security of tenure for rural people as well as the type of settlement models (in existing towns, on-farm, off-farm settlements) that will be needed to address this need, municipalities need to assist the DLA and DoH in identifying the beneficiaries for housing amongst rural people. It is furthermore essential to ensure that rural people are included in the municipal housing waiting list.

2.1.2 Identification of land

The municipality should identify suitable land and ensure that such land is indicated clearly in the SDF to avoid conflict when competing needs for land arises. In order to ensure that the needs of rural people are addressed as a priority, municipalities should enter into negotiations with DLA on acquiring land and further explore the different programmes and subsidies offered by the relevant authorities.

Various settlement models will need to be planned for and implemented in order to cater for the various needs of rural people.

2.1.3 Provide access to land

Providing access to housing opportunities entails ensuring that necessary administrative structures and political mandates are in place. This will include mechanisms and policies which will enable the municipality to allocate land to individuals or groups and specifically to rural people.

Municipalities also need to provide and maintain the basic services for land identified for housing for rural people and/or enter into negotiated service delivery agreements where housing is situated on private property.

2.1.4 Provide support services

Certain support services that form part of municipal powers and functions will need to be provided, such as access to social and economic opportunities and public transport as well as ensuring that the provision of building management support services (assessment of building plans, building inspections) is extended to rural areas (on-farm and off-farm settlement scenarios).

2.2 Access to Opportunities for Viable Commercial Scale Projects

Small scale farming provides opportunities for people to address their *basic needs* for food and income, to improve their quality of life and to free the potential of each person. The need to access land for small scale farming has clearly emerged through the process of formulating the Area Based Plan for the municipality. In the light of the current massive hikes in food prices being experienced, the need to ensure food security takes on an urgency that cannot be ignored by municipalities if it wants to address the basic needs of the community.

In order to promote sustainable and viable small scale farming the following programmes are required:

2.2.1 Initiate a process of identifying beneficiaries

The municipality as the agent that can plan for and provide access to land for small scale farming, should also initiate a process of identifying beneficiaries for small scale farming projects. The process of identifying beneficiaries will have to be discussed and agreed with all stakeholders, especially local communities and CBOs. Through this process the magnitude and nature of the need (e.g. food security, commercial objectives, cash crops or grazing) will be established and it will also provide the basis for a protocol through which the beneficiaries will be given access to land.

2.2.2 Identify land

As part of the SDF revision the municipality should identify suitable land to be used for small scale farming purposes. Suitability criteria include soil & climatic conditions, availability or potential availability of water, accessibility of the land (i.e. within in commuting distance). This will require an audit of all public land, especially commonage, to determine whether it is suitable for small scale farming (which practices in particular), available for use and if not how and when it can become available. During this process it is important to ensure that land identified for small scale farming is likely to remain available for the foreseeable future so as to ensure that beneficiaries will have long term prospects that will make invest viable. In particular it should be ensured that such land is not subject to competing needs (typically land for housing). The identification of beneficiaries should give an indication of nature and extent of land required – this could include land for communal gardens on open spaces, or land for larger undertakings on commonage on the periphery of urban areas.

Where there is not sufficient municipal land available, the municipality should identify other suitable land, with the view to entering into negotiations with the relevant government agencies (in the case of public land) or with the DLA who can assist with funding to purchase privately-owned land.

2.2.3 Provide access to land

Providing access to land for small-scale farming entails ensuring that necessary administrative structures and political mandates are in place. This includes:

- mechanisms and policies which will enable the municipality to allocate land to individuals or groups (i.e. how to decide who gets access to which land);
- capacity in terms of staff and skills to administer the allocation and leasing of land (i.e. legal and administrative skills)
- capacity to undertake the provision services to land used for small scale farming.

2.2.4 Provide support services

The following support services are required to ensure that small scale farming gets off to a successful start and remains viable in the long term:

- Provide the needed basic services to land to be used for small scale farming, including electricity, water, and fencing. This would include approaching government agencies such as the DOA, DLA and DWAF to access funding through their programmes. Alternatively the municipality could negotiate with lessees that certain services such as fencing and its maintenance will be provided by lessees.
- Provide support services or access to such services, including local markets for people to sell their produce, training for beneficiaries in business management, pounds to assist where livestock is kept, and support for public transport services to farm land.

- Ensure that land use mechanisms are in place that will control the use of the land and ensure that the land remains used for agriculture (e.g. establish a policy on the issue of on-site housing).

2.3 Access to Opportunities for Small Scale Farming

Commercial farming, including land reform projects that entail ventures of a commercial scale, makes a significant contribution to the economy of the municipality, especially with regards to employment. It is regarded as important that the municipality supports commercial agriculture in its area, in order to contribute to a healthy and stable economy that can provide for the basic needs of people.

In order to promote sustainable and viable commercial farming the following programmes are required:

1. Ensure that rural needs, such as schools, clinics and public transport are addressed in municipal planning. In this regard the municipality will have a coordinating role in ensuring that other government agencies such as the provincial roads, health and education departments fulfill their mandates.
2. Ensure that roads that are used to transport delicate agricultural produce are in a suitable condition – again coordination with other role players will be required.
3. Ensure that institutional support for issues such as the provision of water and sanitation on farms are in place. In this regard the municipality must ensure that it fulfills its duties as set out in the Water Services Act (Act 108 of 1997).
4. Plan with communities to address housing needs in rural areas that will support a work force for commercial agriculture. Refer to above discussion of the housing strategy in this regard.

7.2.3 Department of Home Affairs

In accordance with its mandates the Department of Home Affairs executes the core functions of Civic Services and Immigration:

- | | | |
|-----------------------|---|--|
| Civic Services | - | Maintaining the National Population Register |
| | - | Management of Records |
| | - | Citizenship |
| | - | Travel documents and passports |
| | - | Identity Documents |
| Immigration | - | Identification |
| | - | Admissions |
| | - | Inspectorate |
| | - | Refugee Affairs |
| | - | Information Co-ordination |
| | - | Policy Directives |
| | - | Counter Xenophobia |

The Cape Winelands District Municipality, in previous years, have partnered with the Department of Home Affairs District Offices in our area (particularly Paarl District Office) to facilitate the provision of Identity Documents to the very poor and marginalised in our area. The CWDM again budgeted for the 2008/09 financial year for this project and will again partner with the DHA to make sure that poor people can get better access to government services and participate much better in democratic processes, like voting.

7.3 State Organs

7.3.1 ESKOM

Eskom works closely with the Department of Minerals and Energy, the National Energy Regulator of South Africa and other public bodies in an urgent drive towards greater electricity Efficiency amongst South Africans. The South African Government recognises the importance and potential of electricity efficiency and has committed itself to promoting the efficient use of electricity in all sectors. It also commits itself to investigating the establishment of “appropriate institutional infrastructure and capacity for the implementation of energy efficiency strategies”.

Electricity production is responsible most of the carbon dioxide released from energy use within the Western Cape Province. This is followed by the petrol and diesel use. The largest electricity user in the province is industry, followed by the residential sector and then commerce and government. Eskom is the main supplier of electricity to the Western Cape, much of which comes from coal generated energy plants elsewhere in the country (mostly Mpumalanga). In 2004 approximately 250 million GJ of energy was consumed in the province. If the economy continues to grow as expected, it is predicted that by 2020 the demand will grow to 375 million GJ, unless energy consumption patterns change drastically.

The greatest energy demand is for liquid fuels due mainly to their use in the transport sector, but also in industry, commerce, agriculture, mining and the residential sector. The next major final energy carrier is electricity followed by coal and relatively small amounts of wood. The consumption patterns for electricity are as follows:

- Industry (47% of total consumption)
- Transport (35% of total consumption)
- Residential (8% of total consumption)
- Agriculture (5% of total consumption)
- Commerce and Government (4% of total consumption) and
- Mining (2% of total consumption)

(Source: Western Cape Energy Profile: 2007)

As a sphere of government, local government is required to develop strategies that will contribute to the alleviation of the electricity crisis in the country. The benefits of electricity efficiency are as follows:

- Saving electricity means saving money;
- Preservation of non-renewable resources
- Conserving the environment by reducing emissions and water consumption at Power Stations.

Power outages in 2006 and 2007 were brought about by higher than expected demand, unplanned outages, and a diminishing reserve capacity. The desired 15% reserve margin for generation capacity had shrunk to between 8% and 10%. In 2007, Eskom cautioned that the following five to eight years would require a collaborative effort by all stakeholders to minimise the likelihood of power interruptions. New base-load stations were expected to start coming online in 2013.

The Cape Winelands District Municipality will work closely with ESKOM, Provincial Government, the local municipalities in our district and other stakeholders to respond to the need for electricity savings and the creation of alternative energy sources in the next financial year through the development of a comprehensive strategy. As an interim intervention, the CWDM has launched an awareness campaign to ensure that communities

are informed of the importance of electricity savings. Further provision has been made in the 2008/09 Budget for an investigation into renewable energy and alternative energy sources in the Cape Winelands District.

7.3.2 Telkom

Key facts – Shareholding

As at 31 March 2007

- The Government of South Africa, with a shareholding of 38.9%, is the largest shareholder in Telkom.
- The Public Investment Corporation (PIC), holds a share of 15.3%. The PIC is a government-owned company that invests funds on behalf of public sector entities.
- The Elephant Consortium, a black economic empowerment group, with a 5.7% shareholding.
- Telkom treasury stock totalling 4.3% of Telkom shares is held by two Telkom subsidiaries. Rossal No 65 (Pty) Ltd holds 2.3% for the Telkom Conditional Share Plan for Telkom employees. Acajou Investments (Pty) Ltd holds 2% for purposes other than the Telkom Conditional Share Plan.
- The rest of the shares in Telkom are free float and includes 80,984 retail shareholders.

Group structure

- The fixed-line company, Telkom, listed on the JSE Limited and the New York Stock Exchange.
- Vodacom Group (Pty) Limited, providing mobile communication services in South Africa, Tanzania, Lesotho, Democratic Republic of Congo and Mozambique: a 50% joint venture.
- TDS Directory Operations (Pty) Limited, offering printed and electronic directory services: 64.9% owned.
- Swiftnet, a wireless data subsidiary that is 100% owned.
- Africa Online, an Internet Service Provider operating in nine African countries: 100% owned.
- Multi-Links, a private telecommunications operator in Nigeria: 75% owned.
- Telkom Media was granted a commercial satellite and cable broadcasting licence allowing it to operate both a satellite pay-TV and IPTV services: 100% owned.

Corporate social investment

For the year ending 31 March 2007, the Telkom Foundation invested R51.1 million:

- 46.0% on education (mainly school mathematics, science and technology).
- 29.7% on ICT roll-out (school and community computer centres).
- 18.0% on empowerment (women, children, people with disabilities).
- 6.3% on general projects (disaster relief, Adopt-a-Project).

CHAPTER 8: SUMMARY OF LOCAL IDP'S (Annexure "J")

8.1 Stellenbosch:

KPA 1: (National KPA)

The Constitution places an obligation on municipal councils to ensure that municipal services are delivered in a sustainable way. This is a daunting challenge. Despite the significant contribution made by recent public infrastructure programmes, the demand for basic services continues to far outpace available government finances. The Municipality must look for innovative ways of providing and accelerating the delivery of municipal services, to improve service standards, and to ensure services are affordable, delivered efficiently and are well maintained. The free basic services programme will ensure that indigent consumers have access to basic services, at no cost to them, provided that they do not exceed the service levels as determined. The Municipality provides a subsidy to indigent consumers equal to the cost of the basic services.

Basic service delivery and infrastructure development is the responsibility of three municipal directorates: Civil Engineering Services, Electrical Engineering Services as well as Integrated Human Settlements.

KPA 2: Local economic development (National KPA)

The Constitution stipulates as one of the objects of local government the promotion of social and economic development. This can be linked with the three pillars of sustainable development, i.e. -

1. Economic growth and equity – The powers and responsibilities of Municipalities give them a great influence over our community's social and economic well-being. This mandate is spawning a new generation of local policies and programmes, aimed specifically at job creation and poverty alleviation. Secondly, Government sees land reform as one of the urgent priorities of post-apartheid government. The success of land reform relies heavily on how all spheres of government and all other stakeholders work together in an integrated manner.
2. Conserving natural resources and the environment – To conserve our unique historical heritage and natural resources for future generations, economically viable solutions must be developed to reduce resource consumption, stop pollution and conserve natural habitats.
3. Social development – People require housing, jobs, food, education, energy, health care, water and sanitation. While addressing these needs, the Municipality must also ensure that the rich fabric of cultural and social diversity is respected, and that all members of society are empowered to play a role in determining their futures.

Local economic development is the function of the Strategic Services Directorate.

KPA 3: Social development

See KPA 2 above. KPA 3 includes Cleaning and Greening Services as well as Social and Human Development. It is the function of the Social Development Services Directorate. The objectives of this KPA are:

- A clean and attractive Greater Stellenbosch
- A green and conserved Greater Stellenbosch

- Accessible and well maintained public amenities
- Care for, protect and develop vulnerable groups and people with special needs
- Render comprehensive library services from six functional libraries
- Mainstream social development issues within Stellenbosch Municipality

KPA 4: Community safety

Another object of local government in terms of the Constitution is the promotion of a safe environment.

One of the critical measures of a healthy community is its citizens feeling safe in the areas where they live, work and shop. This implies taking a proactive approach to build safe neighbourhoods by addressing not only crime and disorder but also conditions such as housing, physical appearance and economic vitality that impact the safety of a neighbourhood. There must be an emphasis on educating, engaging and empowering residents to become active partners in the development of collaborative solutions that result in a safer municipal area.

KPA 4 is the responsibility of the Community Safety Directorate and it includes Traffic Services, Fire Services as well as Disaster Management and Safety and Security.

KPA 5: Planning, heritage and environment

This KPA deals with the sustainable management of physical, economic and social growth of Stellenbosch to achieve a better quality of life for all communities. The KPA is the responsibility of the Planning and Environment Directorate and it includes with spatial, environmental and heritage management and planning, development of policy and by-laws as well as land use management.

KPA 6: Municipal transformation and institutional development (National KPA)

Municipal transformation and institutional development is the responsibility of the Corporate Services Directorate and it includes Human Resources Management, IT Management as well as a Secretariat, Administrative, Land Management and Legal Service to the organisation as a whole. The objectives of this KPA are:

- A clean, stable and productive administration instilling trust and confidence
- Proper and up-to-date information communication technology systems and processes
- Develop customer service aligned to world's best practice
- Proper management of Council owned immovable property portfolio and vehicle fleet
- A well trained, motivated and professional workforce

KPA 7: Municipal financial viability (National KPA)

This KPA is focused on adequately supporting Stellenbosch Municipality in its core function of service delivery and to improve quality of life, providing an efficient and effective financial and consultancy service. The KPA is the responsibility of the Financial Services Directorate who is striving to be:

- Beyond compliance (e.g. all legislation, benchmarking, accounting standards)

- Facilitating a learning and consultative environment
- Pioneers/Initiators of good governance
- Increasing the Municipality's income base
- A customer orientated directorate

KPA 8: Good governance and community participation (National KPA)

In terms of the Constitution Municipalities must provide democratic and accountable government for local communities.

The Municipality also has an obligation in terms of the Constitution to encourage the involvement of communities and community organisations in the matters of local government. To enable the community to participate, the Municipality must –

- create the right conditions;
- contribute to building the capacity of the local community;
- establish appropriate mechanisms, processes and procedures; and
- establish a good system of communication.

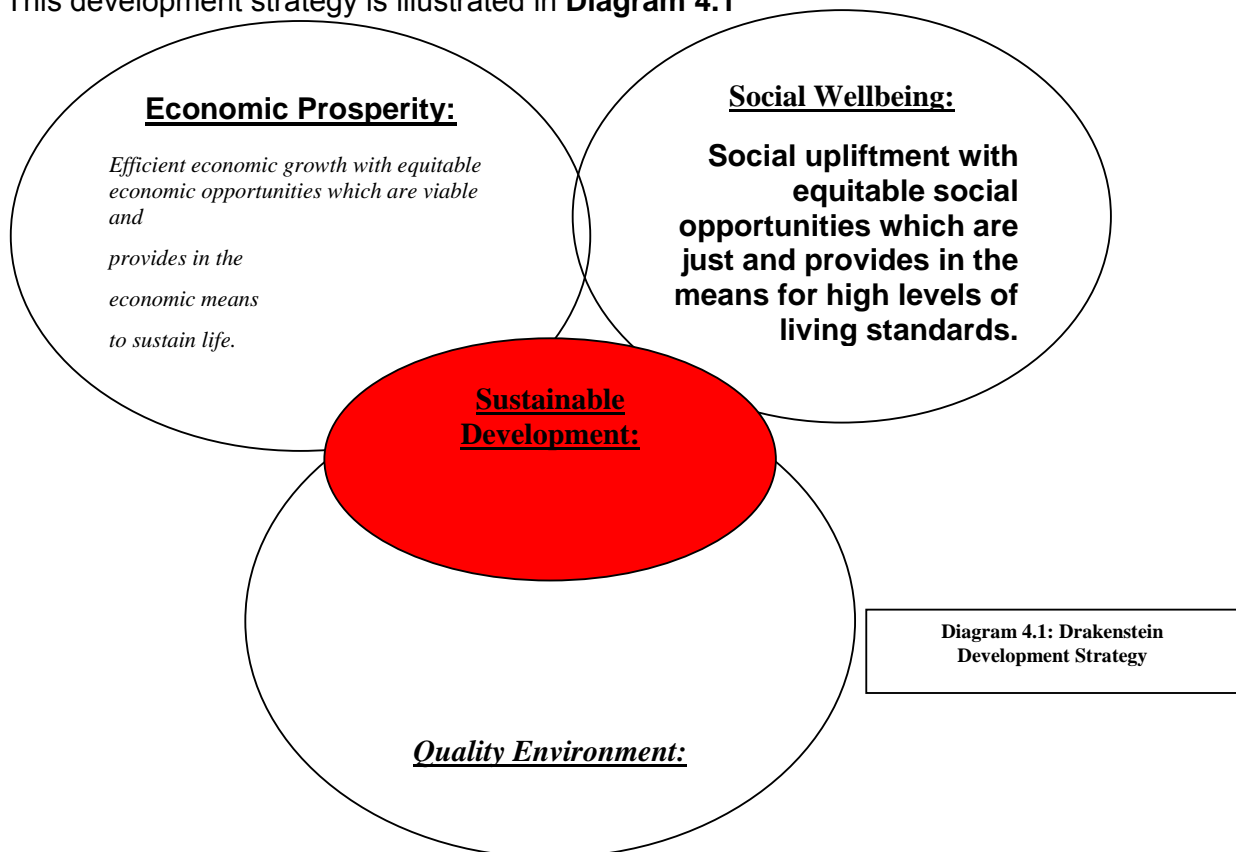
Good governance and community participation is the responsibility of the Strategic Services Directorate.

8.2 Drakenstein:

Given a holistic overview and understanding of the development challenges, Drakenstein Municipality sees its core strategy as the eradication of poverty through sustainable development. The development strategy must be aimed at addressing the challenges of poverty and ensure a systematic developmental path through the levels of poverty to develop a prosperous and self-sufficient society with high levels of living.

Sustainable development is understood as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. In such development context, sustainability can only be realised if the underlying components of the economic, social and environmental capital are simultaneously addressed and holistically balanced.

This development strategy is illustrated in **Diagram 4.1**



Strategic Development Priorities

In terms of the development challenges and strategy, the following Strategic Development Priorities will serve as the drivers of the development agenda:

- SP 1: Municipal Infrastructure and Environment
- SP 2: Housing
- SP 3: LED & Job Creation
- SP 4: Community safety
- SP 5: Social Upliftment
- SP 6: Institutional Development

8.3 Witzenberg:

As stated earlier, our analysis suggests that the critical priority is to ensure the financial viability of the institution charged with delivering basic municipal services to the inhabitants of Witzenberg. While this is indeed already acknowledged by the fact that the municipality is designated as a *project consolidate* municipality, it is our considered view that previous interventions failed to resolve the systemic reasons for this status, being an unaffordable debt-burden as a result of previous decisions. This burden will remain with the municipality until 2017, effectively crippling its' capacity to deliver services.

Secondly, municipal service delivery, including access to services in informal settlements and rural areas, needs to be more effective and efficient within the confines of limited resources. Our analysis notes that this municipality, more so than any other municipality, has no scope for wasted or poorly targeted expenditure.

Thirdly, given the agricultural nature of the municipality and the fact that it has been a slow growing sector, the creation of employment opportunities, along with poverty reduction, are key issues. This municipality might not be best placed to directly address these issues.

A fourth challenge is the effect of HIV/AIDS and tuberculosis, as well as the high and ever escalating drug usage and drug related crimes.

A fifth challenge is the low skills base coupled with a high illiteracy rate, which has adverse implications for the development of both the local- and regional economies.

These priority issues were identified in the analysis phase of the IDP and have to be addressed in order to place the municipality on a higher growth trajectory.

In addition, the municipality participated fully in the Growth and Development Summit of the Cape Winelands District Municipality, and this municipality subscribes fully to that document.

For a more comprehensive insight into the relevant priority issues per each ward, refer to the attached report on the door-to-door visits undertaken by the municipality.

The following priority issues or problems were identified through the analysis.

Priority Issues

PRIORITY ISSUES

Basic services for informal settlements Health

Housing Land Reform

Sustainable service delivery (garden refuse) Crèches

Economic Development & job creation Safety

Educational & skills development Youth development

Infrastructure (Roads) Institutional

Financial Viability Public Transport

8.4 Breede Valley:

BVM IDP Priority Areas

Based on interventions and discussions with communities to determine their needs and the guidelines as specified by Government, BVM identified primary and secondary priority areas. These priority areas are reflected in Figure 38 and Figure 39.

BVM Priority Areas	Rating				
Infrastructure	1	2	3	4	5
Unemployment/Job creation	1	2	3	4	5
Crime	1	2	3	4	5
Social & community facilities	1	2	3	4	5
Housing	1	2	3	4	5
Land	1	2	3	4	5
Health	1	2	3	4	5

BVM IDP PRIMARY PRIORITY AREAS

BVM Priority Areas	Rating				
Municipal Services	1	2	3	4	5
Transport	1	2	3	4	5
Councillor Involvement	1	2	3	4	5
Care for the aged	1	2	3	4	5
Security	1	2	3	4	5
Specific issues for the disabled	1	2	3	4	5

8.5 Breede River Winelands:

To guide the IDP process the Executive Mayor as part of his responsibilities in terms of the Structure Act, identified certain key service areas to be focused on. These were done at a Plenary Workshop on the 10th November 2006 in Paarl with Council and Senior Managers and were as follows:

- **Housing**

This area related to three distinct aspects, i.e.

- Provision of subsidized (low cost) housing,
- The provision of services in informal settlements
- Social Housing as new venture

The identification of suitable land for housing, clear project identification and management as well as the alignment and co-operation with our provincial and national colleagues was regarded as crucial and critical.

The promotion of SMME's and job creation are specific goals set by Council in its Procurement Policy. At present SMME's are contracted in for the building of houses. This principle is supported and from discussions with senior managers, it is clear that the points system in the bidding process will be utilized to give preference to SMME's and job creation.

- **Delivery of quality basic services**

This relates to the provision of infrastructure be it new, upgrading or maintenance thereof.

The delivery of basic services is the main function of a municipality and Council must ensure that it is done in a sustainable manner.

In respect of free basic services it was indicated that we would assist as many residents as possible within the framework of our indigent policy as well as financial capacity.

- **Local Economic Development**

This area is regarded as a key aspect in improving the quality of life of all citizens as well as dealing with the issue of high unemployment rates in the area.

Council has appointed consultants to compile a LED strategy. We have already received the first draft report. If a proper LED strategy is in place, it will lead to job creation and promotion of SMME's.

In the past it was accepted that municipalities cannot create jobs, but must create an environment which conducive for job creation.

Council's budget, especially the Capital Budget, is a major tool for job creation. If planned properly and spaced over financial years, it could be a continuous source of job creation. The capital programme is equally important for the promotion of SMME's. In this regard it is recommended that the procurement points system for the awarding of bids must be maximizes to create jobs, promote SMME's and for skills transfer.

- **Equity Plan**

Council has an approved equity plan which should address the problem of equity in the long term. Details of employment equity targets for occupational category, per department must be made available together with an implementation plan.

- **Financial Management**

The sound and responsible management of our financial resources is vital to ensure that services be delivered on an equitable and sustainable basis. The implementation of new Municipal Financial legislation places a firm responsibility on local government to ensure the effective and accountable management and utilization of its financial resources.

- **Proper Communication**

It seems that communication in the municipal setup needs attention. A Communication Strategy was approved by Council which set the basis for internal and external communication procedures.

- **Pro-poor: Pro Development**

The capital program of the municipality is pro development. Good infrastructure is a prerequisite for development.

In the past R50 000 per ward was allocated for visible projects. Serious problems were, however, experienced. Some Councillors failed to submit projects and in most cases the projects were of an operating nature.

With this new budget an amount of R500 000 is provided for upliftment of communities. Ward Councillors in consultation with their ward committees must submit motivated proposals for a project out of projects as identify during the IDP community participation processes during August 2006 in their respective wards to council. The money for these motivated proposals will be allocated by council on merit.

- **Public Participation**

Breederiver Winelands Municipality has successfully implemented the Ward Committee system and continued on a sustainable basis to engage with the community via its elected Ward Committees as well as the Breede River Winelands Municipality IDP Representative Forum.

CHAPTER 9: BUDGET – SEE ANNEXURE “M”

CHAPTER 10: MONITORING AND EVALUATION Annexure “N”

The Cape Winelands District Municipality has successfully developed a performance management system that has proved a winner in enhancing its organizational efficiency and effectiveness, account for the use of municipal resources and indicate the achievement of its outcomes. The Isolomzi “watchful eye”, as the system is known, has attracted interest locally amongst municipalities, provincial and national government departments, tertiary institutions and international municipal entities as far afield as Graigavon, Ireland and Kalmar, Sweden. Isolomzi was developed in-house and comprises of a comprehensive suite of web based application modules to plan, implement, manage and monitor.

The system involves data gathering and analyses in order to add value, then using this information in decision making to inform, plan, monitor and evaluate activities and also share information with different stakeholders. It aims to deliver the right information to the right people at the right time in the right way.

The core of the system evolves around the ability to:

- Interact with existing municipal legacy systems.
- Capture data not available on existing municipal legacy systems.
- Report on critical business areas through the use of metrics and key performance indicators in the form of executive dashboards, documents, charts and spreadsheets.
- Intuitive query tools to analyse and filter data with drilldown capability from aggregated to granular levels.
- Alert individuals base on various criterions visually, via SMS and/or email to timeously resolve issues.

Its Components are:

- Issue Tracking.
- Task Management.
- Project Business Plan Compiler.
- Project Prioritisation Model.
- Project Implementation Management.
- Operational Individual Performance Management.
- Strategic Key Performance Indicator Management.
- Human Resource Management Integration.
- Finance Integration.
- Council Decision Tracking.
- Reporting Portal.

This management tool places Information in the hands of our decision makers assisting them to analyze information in real-time, resolve challenging situations proactively and seize strategic opportunities as they arise.

11. GLOSSARY OF TERMS

IDP	Integrated Development Plan	TELKOM	
PMS	Performance Management System	ESCOM	Electricity Supply Commission
C - Municipalities	District municipalities	SABC	South African Broadcast Corporation
B – Municipalities	Local municipalities	SLA	Service Level Agreement
MSA	Municipal Systems Act	KWV	Kaapse Wynmakers Vereniging
MSA	Municipal Structures Act	HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
MFMA	Municipal Financial Management Act	PIMS	Planning, Implementation and Management Support
PGWC	Provincial Government of the Western Cape	CBO	Community Based Organisation
DPLG	Department of Provincial & Local Government	MTSF	Medium Term Strategic Framework
VIP	Ventilated Improved Pit	SALGA	South African Local Government Association
MTCT	Mother To Child Transmition	SAMWU	South African Municipal Workers Union
KPI	Key Performance Indicator	IMATU	Independent Municipal Allied Trade Union
KPA	Key Performance Area	SMME	Small Medium & Macro Enterprises
DGDS	District Growth and Development Strategy	TB	Tuberculosis
HR	Human Resources	WESGRO	Western Cape Investment & Trade Promotion
WSDP	Water Services Development Plan	GGP	Gross Geographic Product
SDF	Spatial Development Framework	DMA	District Management Area
NGO	Non Governmental Organization	PGDS	Provincial Growth and Development Strategy
LED	Local Economic Development	NSDP	National Spatial Development Perspective
CWDM	Cape Winelands District Municipality	RSC	Regional Services Council