

2011/2012 IDP

2011//12 Integrated Development Plan, and Fourth Review of the 2nd Generation IDP (2007/11) as prescribed by Section 34 of the Local Government: Municipal Systems Act 32 of 2000



*Cape Winelands District Municipality
Office of the Municipal Manager
Directorate: Integrated Development Planning
Tel: (+2721) 888 5199
Fax: (+2721) 887 3451
Email: mdp@capewinelands.gov.za
46 Alexander Street, Stellenbosch, 7599
P.O. Box 100, Stellenbosch, 7600*

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GLOSSARY OF ACRONYMS

IDP	Integrated Development Plan
PMS	Performance Management System
CWDM	Cape Winelands District Municipality
C - Municipalities	District municipalities
B – Municipalities	Local municipalities
MSA	Local Government: Municipal Systems Act
MSA	Local Government: Municipal Structures Act
MFMA	Municipal Financial Management Act
PGWC	Provincial Government of the Western Cape
DPLG	Department of Provincial & Local Government
VIP	Ventilated Improved Pit
ITP	Integrated Transport Plan
KPI	Key Performance Indicator
KPA	Key Performance Area
DGDS	District Growth and Development Strategy
HR	Human Resources
WSDP	Water Services Development Plan
SDF	Spatial Development Framework
NGO	Non Governmental Organization
LED	Local Economic Development
NCBF	National Capacity Building Framework
MDGs	Millenium Development Goals
LA21	Local Agenda 21
SLA	Service Level Agreement
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
CBO	Community Based Organisation
NGO	Non-Governmental Organisation
MTSF	Medium Term Strategic Framework
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
IMATU	Independent Municipal Allied Trade Union
SMME	Small Medium & Micro Enterprises
TB	Tuberculosis
WESGRO	Western Cape Investment & Trade Promotion
GGP	Gross Geographic Product
DMA	District Management Area
WCSP	Western Cape’s Strategic Plan (Draft)
NSDP	National Spatial Development Perspective
ASGI-SA	Accelerated and Shared Growth Initiative for South Africa
RSC	Regional Services Council
FYLGA	Five Year Local Government Agenda
LG-TAS	Local Government Turnaround Strategy
SDBIP	Service Delivery and Budget Implementation Plan

CHAPTER ONE: EXECUTIVE SUMMARY

2011 State of the District Address by the Deputy Executive Mayor, Alderman Clarence William Johnson – 14 April 2011

Madam Speaker
Members of the Mayoral Committee
Fellow Councillors
The Municipal Manager
Officials of the Council
Leaders of the political parties
Veterans of our struggle
Media
Distinguished guests
Fellow citizens
Leaders of faith and leaders of communities
Youth, Women, Business and Labour
People of the Cape Winelands District Municipality
Friends and Comrades

1. INTRODUCTION

Honourable Madam Speaker, it is with great honour and privilege for me to present Cape Winelands District Municipality's Medium Term Revenue Expenditure Framework for 2011 – 2014.

A municipal Council has to fulfil its mandate on service delivery in a fair and transparent manner. Therefore the Integrated Development Plan and Budget are the most significant tools through which such fulfilment is realised; and it stands to reason that our communities stand central in the processes of developing our IDP and Budget. For that reason the Cape Winelands District Municipality has taken special care to not only comply with the Municipal Systems Act that requires all municipalities to draw up a singular, inclusive and strategic development plan.

We have created the space for communities and stakeholders to participate in the formulation of the IDP, Budget, Key Performance Indicators and Targets. To this end a total of 12 capacity building workshops had been held with stakeholders to assist them in participating more meaningfully in IDP and budgeting processes. An additional 11 consultative meetings were held with stakeholders across the district to ensure that community needs have been adequately considered in the drawing up of the budget and IDP.

Thank you to the hundreds of people of Cape Winelands who made the effort to attend our very fruitful engagements and to the many organisations who made written submissions to our Council. We rely on your continued support and commitment to successfully implement our new IDP and Budget.

The Cape Winelands District Municipality reached yet another milestone in our IDP, as we achieved a score of 2,8 out of 3 for service delivery in the Provincial Government's Annual Municipal Performance Report for the 2008/09 period. We are inspired by the strides we are making despite serious challenges such as the global economic meltdown, electricity hike, fuel increases, and job losses.

The Cape Winelands District Municipality has learnt with great joy and excitement of the outcomes of this report that was completed after a comprehensive data collection exercise involving municipalities in the Western Cape, Provincial Treasury and the Western Cape Provincial Departments, published on the 8th December 2010 in the Province of Western Cape: Provincial Gazette 6817.

The said report has placed the Cape Winelands District Municipality's overall performance on average above all other municipalities in the Western Cape Province. Key Performance indicators that were assessed included:

- (i) Credibility of Municipal Integrated Planning (rating: 3),
- (ii) Municipal Transformation and Institutional Development (rating: 2,4),
- (iii) Municipal financial viability and management (rating: 2,6)
- (iv) Basic Service Delivery (rating: 3), and
- (v) Good Governance and Public Participation (rating: 3).

The Cape Winelands District Municipality continues to celebrate its achievements, as for the past eight (8) Financial Years Cape Winelands District Municipality has been receiving unqualified reports from the office of the Auditor General, including the year ended 30 June 2010.

These reports indeed placed the Cape Winelands District Municipality, amongst the best, especially as it relates to municipal management and leadership committed to innovation, creativity and legislative compliance in the quest to better the lives of the citizens of the district.

We cannot for a moment afford to lose sight of the bigger picture and fail in carrying out the mandate: ***working together we can do more.***

President Jacob Zuma said in his 2011 State Of The Nation Address:

"I declare 2011 a year of job creation through meaningful economic transformation and inclusive growth, 'decent work', at the centre of economic policies."

The message was very strong on job creation initiatives including a R9 billion jobs fund over the next three years.

All government departments, including national, provincial and local government departments and state owned enterprises are to drive the process of job creation.

Research indicates that jobs need to be created in six priority areas; including Infrastructure development, Agriculture, Mining and Beneficiation, Manufacturing, the Green Economy and tourism.

The President also said that: "...government cannot create these jobs alone, but have to work with business, labour and the community constituencies."

I am pleased to say that we have indeed done much to implement the commitments we made to our communities in 2010/2011. However, it is obvious that we still have outstanding work to do in this regard since we are now fast approaching the end of our term of office.

We committed ourselves working with all to:

- Further accelerate our economic growth development:
- Speed up the process of building infrastructure needed to achieve our economic goals:
- Improve the effectiveness of our interventions directed at poverty eradication:

- Enhance the impact of our program targeting the critically important area of education and training.
- To improve the health profile of the nation as a whole;
- To intensify the housing program.
- To improve safety and security of all citizens and communities.

Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 2: Improving access to basic services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcome

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single window of coordination

YOUTH AFFAIRS

In respect of Youth Development we will continue with rendering comprehensive youth advisory and development service in association with the registered NGO's.

A substantial amount has been budgeted for this financial year for youth activities. At the same time we will undertake major projects whereby our unemployed youth will be meaningfully accommodated in Expanded Public Works Programmes for skills transfer which will benefit our young people a lot. As a municipality, we are committed in assisting our youth but they must use every spare moment they now have to grab every available opportunity.

Remember, the more you utilize your opportunities, the greater the reward that can be reaped in the form of success.

2. REVENUE AND EXPENDITURE PROJECTIONS FOR THE NEXT FINANCIAL YEAR

The challenge for the Municipality is to do more with its existing resource envelope. The credible budget has been achieved by means of adopting a conservative approach in projecting expected revenues and cash receipts.

The Municipality is in a sound financial position, consequently did not have to make external loans to finance the key projects.

2.1 SUMMARY OF THE BUDGET

2.1.1 Total *income* for the 2011/2012 financial year comprises of the following:

INCOME SOURCE	AMOUNT
Operating	
Government Grants and Subsidies	R 318,506,700
Other Income	R 28,480,000
Accumulated Surplus	R 49,074,019
Capital	
Capital Replacement Reserve	R 13,295,696
Government Grants	R 1,659,556
TOTAL BUDGET	R 411,015,971

- (i) The percentage growth in the RSC Replacement Grant is as follows:

2011/2012	2012/2013	2013/2014
3%	3%	3%

- (ii) Property Rates will not be raised by Council after the 2011 municipal elections, due to the transfer of the DMA to the applicable Local Municipalities.

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

	2011/2012	2012/2013	2013/2014	TOTAL
Operating	R 297,980,619	R 314,044,502	R 333,738,457	R 945,763,578
Projects	R 98,080,100	R 109,138,100	R 106,839,450	R 314,057,650
Capital	R 14,955,252	R 31,977,783	R 38,328,460	R 85,261,495
TOTAL	R 411,015,971	R 455,160,385	R 478,906,367	R 1,345,082,723

2.1.3 Summary of the *operational budget* per strategic objective:

STRATEGIC OBJECTIVE	BUDGET 2011/2012	BUDGET 2011/2012	BUDGET 2011/2012
Regional Development and Planning	R 42,361,127	R 39,484,440	R 41,987,820
Engineering and Infrastructure	R 145,511,970	R 171,485,590	R 176,322,607
Community and Developmental Services	R 92,884,643	R 94,678,766	R 100,683,240
Rural and Social Development	R 20,997,150	R 21,783,130	R 23,209,620
Corporate Services	R 65,442,268	R 65,951,323	R 68,779,553
Office of the Municipal Manager	R 10,225,642	R 10,550,473	R 11,098,387
Financial Services	R 18,637,919	R 19,248,880	R 18,496,680
	R 396,060,719	R 423,182,602	R 440,577,907

3. DEPARTMENT: REGIONAL DEVELOPMENT AND PLANNING SERVICES

An amount of R22 280 000, 00 million has been appropriated for 2011/2012 financial year within the Department Regional Development and Planning Services for the implementation of projects and programmes.

During the 2011/2012 financial year the following key projects and programmes will be implemented within the department:

3.1 Expanded Public Works Programme Invasive Alien Vegetation Management – R3,27 Million

The programme, underpinned by the Expanded Public Works Programme in particular the Environmental Sector, aims to draw significant opportunities for unemployed women, youth and disabled persons to continue work in clearing of invasive alien plants and environmental rehabilitation on a labour-intensive basis across the district.

Programme targets have been estimated at clearing 820 hectares of invasive alien plants, skills transfer and training for 200 contractors and creating 200 Full Time Equivalents (FTE's) where beneficiaries will work for 230 days continually within a project. Total employment for the year is envisaged at 14,400 person days.

Training will include workshops and courses in plant identification, chainsaw operations, herbicide application, first aid and safety.

3.2 Environmental Management Framework (EMF) – R540 000,00

The compilation of an Environmental Management Framework (EMF) for the Cape Winelands District Municipality, specifically for the area of Witzenberg, Breede Valley and Langeberg Local Municipal areas, forms part of strategic planning to inform future land-use management and guidance within the landscape. The objective of the EMF is to guide decision-making processes in terms of future land-use development proposals, as underpinned by relevant legislation.

3.3 Environmental Education, Awareness and Training – R1 Million

The programme has been developed to enhance environmental awareness and education across the district, in particular focusing on schools and community-based youth environmental groups.

The programme has an annual cost of R1 million and will provide for 20 youth environmental camps and the hosting of an Environmental Conference and Expo.

It is envisaged that training opportunities will reach out to 1400 youth, focused on core themes including biodiversity conservation, ecosystems functioning, river health programme, climate change and renewable energy, as well as cross-cutting themes of natural disasters (floods and fire) and other social issues relating to leadership, life skills and cultural diversity.

3.4 The Cape Winelands Biosphere Reserve – R200 000,00

During the 2011/2012 financial year Directorate Planning Services will develop a Management Plan for the Cape Winelands Biosphere Reserve that would set out actions to achieve the following key areas of intervention;

- Communications and Integrated Information systems.
- Zonation analysis and review
- Research Programmes and Ecosystems Approaches
- Knowledge Exchange between Biospheres.
- Climate Change mitigation.
- Finance Mechanisms (for projects) within the Cape Winelands Biosphere Reserve.

3.5 District Spatial Development Framework - R200 000,00

Within the 2011/2012 financial year, the Directorate Planning Services will develop a Scoping Report to assess the practicality of developing a Land Use Management System by using Information Technology that are based on indicators, data (e.g. Municipal decisions) to monitor, track and measure the implementation of the Cape Winelands District Municipal Spatial Development Framework.

3.6 Freedom Run – R500 000,00

This project is the brainchild of the Cape Winelands District Municipality and is honoring the legacy of one of the greatest World Icons and Statesman, the first democratically elected President of the Republic of South Africa, Honorable, Dr. Nelson Rolihlahla Mandela. This financial year this event will be in its third year running since its inception. This event comprises of 4 races, namely 27km, 10km, and 10km wheelchair race as well as a 5km fun

runs. The event is held at Drakenstein Correctional Centre where the former President spent the last 18 months of his imprisonment and where most of the negotiations between the African National Congress and the National Party took place. About 7000 athletes took part in this year event.

3.7 Schools Tourism Awareness Programme – R400 000,00

The Cape Winelands District Municipality is playing a lead role in driving transformation within the tourism sector in the district. One hundred and twenty schools (40 primary – and 80 secondary) including 25 FET schools in the region participate in the district's tourism awareness programme where tourism is introduced as a career opportunity.

3.8 Tourism Business Training (Community Training) – R300 000,00

This programme aims to support emerging tourism entrepreneurs in the Cape Winelands by building their capacity in effectively and profitably managing their own businesses in the (direct or indirect) tourism industry. Tourism Helpdesk Agents were appointed to recruit entrepreneurs and run Tourism Outreach programmes, Awareness sessions etc. in our region. Through the appointment of these THD'S, Cape Winelands have managed to assist quite a number of entrepreneurs wanting to start their own tourism businesses.

3.9 Tourism Training – R250 000,00

In order for our tourism businesses to become sustainable and profitable we need to provide them with as much training specific to their businesses as possible. Through our Tourism Help Desk Agents we have compiled quite a comprehensive list of training courses required. Training courses such as Culinary training, Wine Courses, Computer training and Events Management Training were identified and will be introduced to our small businesses.

3.10 LTA Projects – R150 000,00

This programme aims to support the development and promotion of tourism in the Cape Winelands by building the capacity of previously disadvantaged Individual's in the different communities in the Cape Winelands Region, through the Local Tourism Associations, i.e. the training of petrol attendants, cellar personnel, waiters, tourism front desk personnel.

3.11 Working for Water – R11 Million

Currently three (3) working for water project are currently implemented by the CAPE WINELANDS DISTRICT MUNICIPALITY.

- Assegaaibos TCTA;
- Assegaaibos DWA; and
- Berg River projects.

For the 2011/2012 financial year, 300 sustainable jobs will be created and 300 contracts will be completed.

Operations will be undertaken on High Altitude areas. Specialised Arbor clearing will also take place in the Riparion Zones of the Bergriver, as well as the Franschhoek River. A river Restoration project at Hermon is also planned for the new financial year.

3.12 Entrepreneurial Seed Fund Programme – R1,8 Million

The Entrepreneurial Seed Fund Programme provides direct support to SMMEs within the district that requires assistance in order to establish them and/or grow in the form of a grant-in-kind. One of the youth SMMEs, Dwain Maralack (23 years old) from Paarl was a runner-up for the Absa Wecbof Entrepreneur of the Year Competition. The project will support **120 SMMEs** in the new financial year.

3.13 Small Business Support Programme – R1,0 Million

The Cape Winelands Business Support Programme will provide mentorship and financial training to the 120 SMMEs that are on the 2011/2012 Entrepreneurial Seed Fund programme.

3.14 Trade Expo's – R700 000,00

The Cape Winelands District will be participating in various Trade shows and providing a marketing platform for SMMEs in the District. We will be participating in SAITEX, South Africa's premier trade show, the Global Expo, Botswana's premier trade show, the World SMEs Expo to be held in New Zealand, the Cape Town Small Business week as well as our own Cape Winelands Tourism and Trade show held annually at the Paarl Mall. An amount of R700 000 has been budgeted for Trade expo's.

4. DEPARTMENT: COMMUNITY AND DEVELOPMENTAL SERVICES

4.1 Fire Services

The Fire Services conducted a Fire and Life Safety education program at primary schools to educate learners about the dangers of starting fires and how to reduce the occurrence of nuisance and malicious fires; and how to react during a fire incident.

Furthermore, in order to reduce and prevent fires occurring in informal settlements the Fire Services directorate commenced with a program to skill residents in basic first aid and fire fighting in the current financial year. An amount of R 318 000 has been allocated to continue with this program in the 2011/ 2012 financial year.

As part of our ongoing commitment towards forest, mountain and chemical fire fighting services, an amount of R5 660 000 has been provided for the aerial fire fighting support, ground crews and for making of fire breaks with the support of other stakeholders such as Cape Nature and MTO. The latter aspect of fire fighting services is a crucial preventive and mitigating measure to an effective fire management strategy, particularly as the district often experiences busy fire seasons, the recent past season having been the busiest in many years.

4.2 Municipal Health Services

The Municipal Health Services Directorate has in addition to the legislated functions of the directorate, been undertaking various projects that are aimed at educating about and improving of the environment, health, hygiene and livelihoods of Cape Winelands District's communities. Furthermore, these projects have contributed positively to the efforts of addressing the plight of poverty by creating more than one thousand jobs in 2010/2011. The projects implemented include amongst others: Improvement of Water and Sanitation in farm dwellers houses and "hot spot" areas within informal and formal settlements; Clean-up campaign; Greening; Support to Informal Meat Traders of Mbekweni; Live Puppet Theatre shows for pre-school learners; Waste Minimization at schools; Co-funding of Waste Management and Recycling programmes within Langeberg, Witzenberg and Drakenstein local municipalities; and Biological Rodent Control.

As part of the CWDM's achievements and the recognition for the Municipal Health Services Directorate's initiatives, the Project Manager of the Health and Hygiene Improvement Project in the Informal Meat Sale Industry of Mbekweni, was awarded the National Alfred Nzo Award in November 2010 for contributing to the improvement of environmental health conditions in this industry. Due to the success of this project initiative, the project will be rolled over to support the Meat Traders of Kayamandi in the 2011/2012 and other municipal areas moving forward.

This Directorate will therefore continue to implement projects that will assist to reduce the impact of degradation of the environment and the fight against poverty in our communities with an amount of R 6 573 000 that has been allocated for the implementation of its projects for the 2011/2012 financial year and future financial years.

4.3 Disaster Management

Over and above the funds allocated for the Disaster Management Section's operational expenditure to address important issues pertaining to disaster management functions such as community awareness and training; and capacitating personnel, political decision-makers, volunteers and organisations within the district, a total amount of R 1 150 000 has been appropriated for the projects to be implemented by this Section. As part of enhancing community safety initiatives against criminal activities occurring within our communities, an amount of R 500 000 has been allocated in order to render financial support to Community Policing Forums, Neighbourhood Watches and support groups. In accordance with submitted projects, some temporary jobs will be created, especially over festive seasons where volunteers are paid a fair stipend for their services to safeguard communities.

Other projects to be implemented by this Section will be a continuation of a Simulation Exercise Project, which was launched in Tulbagh on 1 April 2011; and the Population Migration and Coordination Strategy Projects which have been allocated R 500 000 and R 150 000, respectively. These projects are aimed at enhancing institutional capacity amongst all disaster management role-players at the three levels of government operating within the CWDM to respond to disasters of severe magnitude similar to what we have recently seen in other parts of the world; and to manage social conflict and xenophobic-related ramifications stemming from population migration into our district. It is envisaged that other role-players like local municipalities, provincial and national departments will be able to contribute financially in the third and final phases of the Simulation Exercise project during the 2012/2013 financial year.

5. ENGINEERING & INFRASTRUCTURE SERVICES

5.1 Housing

The purpose of the housing section is to facilitate access to housing opportunities to farm worker families and rural dwellers. Regarding this, three projects at Hermon, Groot Drakenstein (Meerlust) and Nieuwedrift are in various phases ranging from planning to implementation.

Achievements of the previous year and the funds that have been provided for in the 2011/2012 budget for the different projects are as follows:

- **Hermon**

Achievements during the year included the handing over of 85 title deeds to beneficiaries at Hermon. The restoration and upgrade of the heritage houses also commenced at Hermon and is set for completion in the 2011/2012 financial year. R1.7 million has been allowed for the completion of these heritage houses.

- **Nieuwedrift Agri Village**

At Nieuwedrift in Northern Paarl, the environmental impact assessment as well as heritage impact assessments have been completed and are currently awaiting a record of decision from the relevant approvals authorities. R800 000 has been allowed for the completion of planning and the design of the development with implementation set for 2012/2013, pending obtaining all the necessary statutory approvals.

- **Groot Drakenstein Agri Village (Meerlust)**

At Meerlust, the South African Heritage Resources Agency issued a positive record of decision for the first phase heritage impact assessment with more detail design and planning for the phase two study set for the new financial year. R1 million has been set aside to complete the planning for the development with implementation set for 2012/2013.

5.2 Public Transport Planning and Regulation

The mandate for the Public Transport function is formulated in the National Land Transport Act, Act 5/2009.

The Vision and Mission statements of the Sub-Directorate Public Transport Planning and Regulation are derivatives of the Cape Winelands Vision and Mission Statements:

VISION : Innovative Mobility

MISSION : A sustainable transport system which provides access for the needs of social and economic opportunity.

The following projects were completed under the guidance of the aforementioned Vision and Mission statements –

- 5.2.1 The District Integrated Transport Plan approved by Council and submitted to the Provincial Minister of Transport and Public Works;
- 5.2.2 The Greater Worcester Transport Precinct Plan completed and accepted by the Breede Valley Mayoral Committee. Major impact of this plan is the improvement of access to public transport;
- 5.2.3 Establishment of a Task Team comprised of Cape Winelands, Drakenstein and the Provincial Department of Transport to finalise the Public Transport Service Contract for the scheduled public transport service for the Wellington/Saron corridor;
- 5.2.4 The highly successful hosting of two events in celebration of the National Transport Month initiative during October 2010 - Drakenstein Fun-ride with targeted participation for the Shova Kalula Bicycle beneficiaries (\pm 450 cyclists) and the Breede Valley Free Ride for mini bus taxi commuters (900 commuters).

Proposed projects for the 2011/2012 financial year include:

- a) Commencement with the development of Integrated Public Transport Networks throughout the District;
- b) Finalisation of design, tender documentation and submission of applications for funding for the infrastructure requirements for the implementation phase of the Greater Worcester Transport Precinct Plan;
- c) Upgrading of road infrastructure at Rural Schools in Witzenberg and Drakenstein. Details of proposed work as follows :

- i. Upgraded access off rural road network,
- ii. Sidewalk
- iii. Bus-embayment and shelter

5.3 Water And Sanitation

Water and Sanitation provision to schools:

The aim of this project is to ensure that all rural schools within the CWDM have adequate water supply and sanitation facilities and/or systems. In conjunction with health awareness training done by the EHP's, these projects ensures a safer and healthier environment for both learners and teachers. During the 2010/2011 financial year five schools were provided with upgraded sanitation facilities and water supplies. 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 with a budget of R 600,000.

5.4 Service Delivery in the Rural Areas

Council embarked on a project to supply basic solar lighting and solar geysers to farm dwellers in collaboration with farm owners. Basic solar systems are subsidised and provided to farm owners for installation in places where the Eskom supply grid is not a viable option and warm water systems are subsidised on all farms for which applications were received. During the 2010/2011 financial year 371 households benefitted from the subsidy scheme with regards to solar geysers and 51 households benefitted from basic solar lighting in their homes. 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. During the next budget cycle an amount of R 1, 850,000 will address the needs for more basic solar lighting and solar geysers.

5.4.1 Provision Of Bathrooms in Ceres and Langeberg Area

This project entails the addition of bathrooms to existing houses in towns in the Ceres and Langeberg municipalities where the existing toilets are not attached to the houses. The beneficiaries, mostly elderly and disabled persons, have been identified by the local Municipality and up till now 122 bathrooms have been handed over to the beneficiaries in Ceres and Ashton. The project makes use of 100% local labour where possible and approximately 60 jobs have been created during the construction phase. During the next financial year approximately 300 bathrooms will be built in Tulbagh and all small local contractors that showed interest will participate in this project. An intense training programme will be conducted before and during construction to transfer skills to both the contractors and their employees. An amount of R15, 000,000 has been budgeted for this project.

5.5 Roads

The CWDM performs road maintenance and other technical functions on an agency basis for the Provincial Road Authority (Provincial Government of the Western Cape, Department of Transport and Public Works). The 300 road maintenance personnel is distributed at five depots (Paarl, Stellenbosch, Ceres, Robertson and Worcester) working with an annual budget of approximately R65 million rand. The emphasis is in keeping the road network safe and protecting these expensive assets by preventative maintenance.

Funding (additional to the R65 million rand) allocated towards addressing the backlog to improve gravel roads was R11 million for the high volume rural gravel roads in the Paarl and Stellenbosch regions. Various upgrading of old Provincial main mobility roads is currently taking place by the Provincial Roads Authority including the rebuilding of bridges in the De Doorns area that was damaged by floods.

The sharing of specialised technical services between us and the Provincial Roads Department is continuing because of a serious shortage of civil engineers. This important work involves not only road maintenance or road construction knowledge but the

processing of the great number of land use applications (developments) in our area to ensure continuous economic growth without a negative traffic impact onto the public road network.

6. DEPARTMENT: RURAL AND SOCIAL DEVELOPMENT

The Cape Winelands District Municipality is proud of the fact that it was the first municipality in South Africa to establish a dedicated department in January 2009 to focus on the empowerment of its most vulnerable residents by launching an active Programme of Rural and Social Development. Through this, Cape Winelands District Municipality demonstrates its commitment to give expression to Section 153 of the Constitution to "...give priority to the basic needs of its communities and promote its social and economic development'.

Our investment in Rural and Social Development has allowed Cape Winelands District Municipality to forge service delivery partnerships with government and non-government institutions, communities and residents, from which thousands of rural citizens, vulnerable families, the disabled, women, youth, the elderly and children have benefitted.

The recent highly successful IDP public gathering that was held on Thursday, 17 March 2011, during which people from all over the district packed Worcester Town Hall to the brim, is indicative of the success of the Rural and Social Development Department. Community partners and residents, old and young, from all sectors of society, took part in a constructive IDP meeting and gave positive comment regarding the Cape Winelands District Municipality's draft IDP and Budget for 2011/2012. Communities praised the Cape Winelands District Municipality for the inclusive, participatory manner in which it has implemented its pro-poor service delivery over the past year.

Therefore I feel indeed honoured to announce that for the upcoming 3 year Medium-term Budget cycle a Budget of R32, 88 million has been allocated to the Department Rural and Social Development to continue their good work of improving the lives of the most vulnerable citizens of our District. R16, 1 million of this will be spent in the upcoming financial year, of which R12, 54 million will be spent on Social Development interventions such as fighting HIV/AIDS, TB and Foetal Alcohol Syndrome, investing in Early Childhood Development, Combating Substance Abuse, investing in our Youth, Women, Elderly and Disabled citizens, as well as in Sports, Recreation, Culture and Support to Community Organisations. R3, 55 million will be spent on Rural Development by investing in Small Farmers Support, Improving Tenure of Vulnerable Farm Dwellers that faces in Evictions and Empowering farm workers through a Civil Rights Education Programme.

In concluding this matter of Rural and Social Development, we as a Cape Winelands District Municipality acknowledge that the social problems, social issues and social conditions prevalent in the district are experienced to varying degrees at local and community level. National and Provincial government should note that, the local sphere is the space where the day-to-day lives of people are lived, where there is the direct interface between the personal, the household, the family, the neighbourhood and the community. It is here where the social and economic and political processes take place and where there is the greatest potential for action and interaction between government and the different role players who can pool their resources, knowledge, experience and understanding of local conditions to meet needs. Through our interventions we as Cape Winelands have proven that we can build community assets and enhance social cohesion by investing in the Rural and Social Development of our people. We would like to take this opportunity to thank all our B Municipalities, social, community and business partners in taking hands with us in raising the living standards and improving socio-economic opportunities for the poor.

7. HUMAN RESOURCES MANAGEMENT

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.

Central to the CWDM vision of “Growing, Sharing, Delivering and Innovating Together”, CWDM acknowledges that youth development is an integral part to the social, political and economic life of every young person in the district and society in general, hence our commitment to financially assisting well deserving students within our area of jurisdiction through the Mayoral Bursary Fund. For the 2010/2011 financial year CWDM has budgeted R1, 200,000 which will be spent before the end of June 2011. The CWDM has already paid registration fees in respect of 96 (ninety six) students, upon which the next phase is to pay full bursaries to selected students in terms of CWDM’s reviewed Mayoral Bursary Fund Policy.

As part of skilling its workforce, CWDM has embarked on a process in collaboration with Boland College and the University of Stellenbosch to train employees at elementary and management levels to obtain the necessary skills and knowledge required, amongst others by National Treasury Regulations on Minimum Competency Levels.

8. CONCLUSION

**Deputy Executive Mayor
14 April 2011**

CHAPTER TWO: Introduction and Overview

2.1 INTRODUCTION

The Cape Winelands District Municipality has a legal obligation to prepare an Integrated Development Plan every five years. This plan, together with all sector plans, is reviewed on an annual basis and the multi-year budget is likewise amended in accordance with the Municipal Systems Act. [This document represents the 4th and last Revision of the 2007/2011 Integrated Development Plan of the Cape Winelands District Municipality for the period 2011/12.](#)

During the course of 2009, the newly elected National Government has introduced a course of action that redirects the thinking around strategic planning, i.e.:

- i. ***The Revised Green Paper: National Planning Commission*** outlines why South Africa needs a vision and a long-term strategic plan as follows:
 - **The mobilisation of society** around a commonly agreed set of long-term goals is a key aspect of a successful developmental state.
 - **Greater coherence in government's work between departments and across spheres** can only be achieved if there is a common understanding in enough detail of the long-term objectives and direction of our society.
 - **Longer term planning provides longer term certainty, improving the quality of decision making** for all parts of government – from national to local – and for the private sector – from big businesses to small. A national vision that is widely understood and agreed on will encourage a longer term view from all key institutions, allowing them to invest with greater confidence in buildings, equipment and their employees.
 - **Providing a basis for trade-offs between competing objectives** and facilitating sensible sequencing of major decisions.

The first output of the National Planning Commission is to draft a Vision 2025 and a long term strategic plan. The Vision 2025 will be an articulation of the type of society all South Africans would want to see in about 15 years time. It would set out the high level aspirations for the nation in terms of social, economic and political development. The long term strategic plan would be the plan to achieve that vision. It will attempt to define the path to achieve the particular objectives set out in the vision, defining the issues, weighing the trade-offs and putting together a coherent plan to achieve our long term aspirations.

- i. In January 2010, this government adopted the outcomes approach which should guide the work of this administration for the current term. In his State of the Nation Address, President Zuma committed that this administration's work will be measured according to outcomes. The outcomes approach follows a four step process:

The **first step** involves the adoption of a set of key strategic outcomes with measurable outputs and key activities. The starting point was the Ruling Party's election manifesto, which identified five priority areas, namely decent work and sustainable livelihoods; education; health; rural development, food security and land reform; and the fight against crime and corruption.

Government translated the priorities into the Medium Term Strategic Framework 2009-2014, which identified 10 strategic priorities. The priorities were then further developed into the 12 key outcomes, together with draft high-level outputs, key activities and metrics.

The **second step** was the development and signing of performance agreements between the President and Ministers which outlined high level outputs, indicators, targets and key activities for each outcome.

The **third step** is about converting the high level outputs and metrics into a detailed Delivery Agreement with the key partners that need to work together to achieve the outputs. The negotiated agreement spells out who will do what, by when and with what resources. Collectively, these agreements will reflect government's delivery and implementation plans for its foremost priorities.

The **forth step** is the monitoring of the implementation of the Delivery Agreements and deciding on interventions when required. Cabinet will review these progress reports and agree on remedial actions where necessary.

2.1.1 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.

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 participated as a pilot project for achieving the alignment across the spheres of government.

The district municipality's participation in the Presidential Pilot Project on the NSDP/WESTERN CAPE'S DRAFT STRATEGIC PLAN /IDP Alignment (which essentially explored the new role of metros and district municipalities), greatly assisted the CWDM in ascertaining a shared understanding amongst its local municipalities of the socio-economic context of the Cape Winelands.

The District Growth and Development Strategy is the longer-term intervention that the District Municipality has determined together with all its partners. The DGDS 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.

2.1.2 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 Section 34 of the Municipal Systems Act: A Municipal Council – must review its integrated development plan- (i) annually in accordance with an assessment of its performance measurements in terms of section 4 I; and (ii) to the extent that changing circumstances so demand; and may amend its IDP in accordance with a prescribed process.

In embarking on the 4th Review of the 2007/11 Integrated Development Plan, the Cape Winelands District Municipality addressed the following key aspects:

- ∇ Comments received from the various role-players in the IDP process including the comments from the MEC.
- ∇ Areas which required additional attention in terms of legislative requirements;
- ∇ Areas identified through self-assessment;
- ∇ The review of the SDF, and other Sector Plans as far as possible; and
- ∇ The updating of the Financial Plan, Action Plan as well as the updating and amending of the list of projects.

Legislative Alignment between the IDP/Budget and Performance Management Targets	
<p>In terms of the <i>Municipal Systems Act (2000)</i>, the Cape Winelands District Municipality (CWDM) is required to formulate an IDP made up of the following components:</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>The <i>Municipal Planning and Performance Management Regulations (2001)</i> set out the following further requirements for an IDP:</p> <ul style="list-style-type: none"> ☞ 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. 	<p>In addition, the <i>Municipal Finance Management Act (MFMA) (2003)</i> 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.</p>

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 2011/12 (Revised) 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 municipal scorecard in the IDP.

2.1.3 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 objectives of the District’s Framework, which is binding on all the municipalities in the district are:

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

2.1.4 THE IDP/Budget Review Process

The IDP/Budget Review Process can be summed up as follows:

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, allowing sufficient time for credible alignment processes.
ANALYSIS	<p><i>Community Input</i> - A total of ten (10) meetings were held with a wide range of sectoral representatives, including Labour, the Environment, Social Development, Civil Society, Public Safety, Economic Growth and Development, Agriculture, Youth, Women, etc. A total of 157 issues were articulated during these meetings and a further 17 written submissions were received.</p> <p><i>Performance Analysis</i> - This phase involved the assessment of the performance of the municipality and the determination of areas of change for the next three years.</p> <p><i>Financial Analysis</i> - 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.</p> <p><i>Situational Analysis</i> - A thorough revision of the current realities and an examination of the changing conditions and new information that may have a major impact on the ability of the municipality to deliver on its legislative mandate had been conducted during this period.</p> <p><i>Intergovernmental Alignment</i> - The Provincial IDP Indaba held on 26-27 October 2010 was a good starting point for improving intergovernmental planning and alignment and will need the cooperation of all stakeholders to sustain the positive spin-offs of this process.</p>
STRATEGY	The Cape Winelands Spatial Development Framework and Integrated Transport Plan were modified during this revision cycle. In addition the Integrated Waste Management Plan was further refined and a Draft Air Quality Management Plan saw the light.
PROGRAMMES, PROJECTS AND PRELIMINARY BUDGET	<p>Current programmes and projects were reviewed and provision had been made for priorities and outputs desired for next 3 years with updated cost estimates.</p> <p><i>Operating Budget</i> - The Chief Financial Officer compiled the draft operating budget for 2011/12 and revised operating budget for 2010/11 within the prescribed time frames.</p> <p><i>Approval of Draft IDP, PMS and Annual Budget</i> - The Draft IDP and Budget was approved by Council for consultation with the Public on 10 March 2011 and a period of 21 days of public consultation ensued. The 2009/10 Annual Report was approved on 31 March 2011. As recommended by National Treasury in MFMA Circular No. 54: Municipal Budget Circular for the 2011/12 MTREF and Provincial Treasury in Municipal Circular No. 45/2010 respectively, the CWDM Council amended its IDP Strategic Management Framework to ensure that the IDP and Budget are adopted by the outgoing Council before the 2011 Municipal Elections. At this Council meeting held on 27 January 2011, it was further resolved that the Process Plan be amended and that a final revision of the 2007/11 Integrated Development Plan of the Cape Winelands District Municipality be conducted for the period starting 1 July 2011 and ending 30 June 2012 (2011/12) and that the newly elected Council will commence with the drafting of the 2011/12 - 2015/16 five-year IDP on 1 July 2011</p>
INTEGRATION	The Draft IDP and Budget were made public for comment and an IDP/Budget Hearing was held with sector stakeholders on 17 March 2011 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 were held.
FINAL APPROVAL	<p>Council adopted the Final 2011/12 Integrated Development Plan and Medium Term Revenue and Expenditure Framework for 2011/12, 2012/2013 and 2013/14 on 14 April 2011</p> <p>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.</p>

2.1.5 Public Participation

The Cape Winelands District Municipality aims to ensure that the quality and magnitude of public participation, particularly in IDP and budgeting processes, continue to grow each year. We understand that communities are complex, that the needs of groups vary and that these disparities should be taken into account when employing community activation strategies. Therefore, CWDM employs different processes and mechanisms in mobilising stakeholders to participate in decision making processes that affect the development of their communities.

(a) IDP Capacity Building Project : When we introduced the IDP Capacity Building Project in 2009, the primary objective was to ensure that stakeholders are capacitated to the extent that their bargaining power during IDP and Budgeting processes are significantly broadened and strengthened. The delicate interface between the different spheres of government, let alone the complexities of local government, can be daunting for even the most educated citizen. Great emphasis was therefore placed on creating a comfortable learning environment where the most user friendly methodologies can inspire participants to fully interact with the facilitator and learning material. Since its inception more than 600 participants benefited from this programme and the feedback has urged the CWDM to include these capacity building workshops as an important part of the IDP Process Plan of the Municipality each year.

(b) Special Needs Groups: The Cape Winelands District Municipality is host to two of the biggest institutions for the disabled in the country. These are the Institute of the Deaf and the Institute for the Blind, both located in the Breede Valley Municipality in Worcester. To ensure that all our IDP public consultation meetings are accessible to most people we ensure the following:

- all venues where meetings are held are accessible to the physically challenged;
- we request organisations to indicate if they need sign language interpretation at meetings (we have yet to make arrangements for that, because representatives from organisations have always preferred bringing their own sign language interpreters to the meetings);
- we arrange for professional interpretation services in all three official languages of the Western Cape;
- separate meetings are held for economic development stakeholders (including Labour and the Environment) and civil society stakeholders (normally Ward Committee members and other sectors) because of their diverse needs;

(c) Stakeholder Activation: The following efforts are made to activate participants:

- all departments are involved in activating their stakeholders who participate in sector plan development to attend meetings;
- the Department: Rural and Social Development's officials are key in mobilising farm dwellers through our civil society partner, the Health and Development Committees and other grouping'
- the District Youth Council helps the district municipality in mobilising young people;
- transport is arranged for those stakeholders who have indicated a need;
- the Cape Winelands District Municipality has an IDP Communication Plan that is executed with the assistance of our Sub-directorate: Communication Services which includes the following avenues for dissemination of information and channels, mechanisms and platforms for dialogue and engagement: Official Newsletter, Press Releases, Articles for selected print publications, IDP Brochures/Executive Summary, Radio discussions, Participatory Democracy and IDP Workshops for stakeholders, Statutory IDP Public Participation Engagements, Official Website Updates, Targeted

e-mailing of IDP Presentation, Events: Project initiations, funding announcements, etc.

(c) IDP/Budget Public Participation Road Map: In the 2011/12 IDP review process, the Cape Winelands District Municipality ensured optimum public participation through the following IDP/Budget Public Participation Road Map:

MUNICIPALITY	VENUE	DATE
IDP Capacity Building Workshops (as per SDBIP)		
Witzenberg	Koinonia Hall, Ceres	07/09/2010
Breede Valley	Unobuntu Multi-purpose Centre, Zwelethemba	08/09/2010
Langeberg	Robertson Town Hall	09/09/2010
Drakenstein	CWDM Council Chambers Paarl	14/09/2010
Stellenbosch	CWDM Council Chambers Stellenbosch	15/09/2010
Drakenstein	Thusong Centre, Mbekweni	09/11/2010
Witzenberg	CWDM Boardroom, Ceres	10/11/2010
Stellenbosch	Kayamandi Economic Tourism Corridor	11/11/2010
Breede Valley	CWDM Council Chambers, Worcester	15/11/2010
Breede Valley	CWDM Council Chambers, Worcester	16/11/2010
Langeberg	Town Hall, Robertson	17/11/2010
ANALYSIS - District Meetings with Sector Groups - 7 September to 30 November 2010		
WITZENBERG		
Economic Development	Ceres Town Hall	05/10/2010
Civil Society	Ceres Town Hall	05/10/2010
BREED VALLEY		
Economic Development	APD Hall, Worcester	06/10/2010
Civil Society	APD Hall, Worcester	06/10/2010
LANGEBERG		
Economic Development	Robertson Town Hall	13/10/2010
Civil Society	Robertson Town Hall	13/10/2010
DRAKENSTEIN		
Economic Development	Thusong Centre, Mbekweni	14/10/2010
Civil Society	Thusong Centre, Mbekweni	14/10/2010
STELLENBOSCH		
Economic Development	CWDM Training Room, Stellenbosch	19/10/2010
Civil Society	Luckhoff High School, Stellenbosch	19/10/2010
CONSULTATION & REFINEMENT - 01 March to 30 April 2010		
IDP/Budget Hearing	Worcester Town Hall	17/03/2011

The district municipality could not have done the above, and many more similar actions, had it not been for our steadfast focus on nurturing social cohesion amongst communities in the Cape Winelands.

(d) CWDM Turn Around Strategy: Our 2010/11 Local Government Turn Around Strategy has identified Public Participation and Communications as a key lever for development in our district. During the course of the 2010/11 financial year, the Cape Winelands District Municipality and local municipalities have made tremendous strides in strengthening the collective impact that properly synergised and coordinated public participation and communications interventions can make in local government. Both national and provincial government consistently assisted the Cape Winelands family of municipalities in improving

their institutional capabilities through Government Communication and Information System (GCIS) and the Provincial Department of Local Government.

(e) The Cape Winelands Household Perception Survey is being concluded and we look forward to use the results of this study to inform future planning.

(f) Stakeholder Input: The Cape Winelands District Municipality, during its IDP Analysis Phase, received a total of 157 verbal inputs during public participation meetings and a further 17 written submissions. These issues were circulated internally to our Executive Directors for input and were presented to the Mayoral Committee and Council for consideration. The SDBIP (Service Delivery and Budget Implementation Plan will later provide clear indications which of the issues were incorporated in specific interventions of the municipality.

A copy of the STAKEHOLDER INPUT collated during the IDP Review Process is attached as Annexure "J".

2.2 GOVERNMENT'S STRATEGIC THRUST FOR THE CAPE WINELANDS IDP: (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 Western Cape's Draft Strategic Plan: Delivering the Open Opportunity Society for all (February 2011). The 12 National Outcomes as approved by National Cabinet, read together with the State of the Nation Address of 2011 by President J.G. Zuma clearly outlines what Government's priorities are for the 2011/12 financial year.

2.2.1 Global Development Priorities

The **Millennium Development Goals (MDGs)** are eight goals to be achieved by 2015 that respond to the world's main development challenges:

1. MDG 1: Eradicate extreme poverty and hungry
2. MDG 2: Achieve universal primary education
3. MDG 3: Promote gender equality and empower women
4. MDG 4: Reduce child mortality
5. MDG 5: Improve maternal health
6. MDG 6: Combat HIV/Aids, Malaria and other diseases
7. MDG 7: Ensure environmental sustainability
8. MDG 8: Global partnership for development

The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations-and signed by 147 heads of state and governments during the **UN Millennium Summit** in September 2000. The National Priorities and Key Interventions of the South African Government are closely aligned to the MDGs.

In order to meet the challenges of environment and development, States have decided to establish a new global partnership. This partnership commits all States to engage in a continuous and constructive dialogue, inspired by the need to achieve a more efficient and equitable world economy, keeping in view the increasing interdependence of the community of nations and that sustainable development should become a priority item on the agenda of the international community.

Local Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment. Agenda 21, the Rio Declaration on Environment and Development, and the Statement of principles for the Sustainable Management of Forests were adopted by more than 178 Governments at the United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro, Brazil, 3 to 14 June 1993.

Support from the National Department of Economic Affairs and Tourism (DEAT) to the Cape Winelands District Municipality has a particular focus on enhancing the biodiversity network, tangible support to the Cape Winelands Biosphere Reserve in terms of UNESCO's responsibilities, promotion of sustainable tourism, promoting deliverables in terms of Local Agenda 21 and the National Sustainable Development Framework, alignment of municipal environment and tourism planning processes to policy and legislative frameworks of DEAT and ultimately strengthening the IDP in terms of bio-regional planning.

2.2.2 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 through its Spatial Development Framework (SDF) and key actions resulting from the recommendations stemming from the SDF. This is critical in ensuring alignment of the IDP with national priorities.

2.2.3 Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)

The ASGI-SA 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.

ASGI-SA identifies key growth sectors which include both agriculture and tourism.

2.2.4 CWDM KEY PRIORITIES AS THE FRAMEWORK FOR THE IDP

The five-year IDP is situated in the context of a long-term (Revised) District Growth and Development 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 (KEY PRIORITIES)					
OFFICE OF THE MUNICIPAL MANAGER					
Integrated Development Plan		- Shared Services		- Performance Management	
Regional Development Planning Services	Community and Developmental Services	Engineering and Infrastructure	Corporate Services	Rural and Social Development	Financial Services
To facilitate the development of sustainable regional land use, economic, spatial and environmental planning frameworks that will support and guide the development of a diversified, resilient and sustainable district economy.	To ensure the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks	To support and ensure the development and implementation of infrastructural services such as bulk- and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the Cape Winelands.	To provide an effective and efficient support service to the Cape Winelands District Municipality's executive directorates so that the organisational objectives can be achieved through the provision of <ul style="list-style-type: none"> • Human Resource Management; • Administrative Support Services; • Communication Services; • Information and Communication Technology provision; and • Sound International and Inter-governmental Relations 	To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands.	To ensure the financial sustainability of the Cape Winelands District Municipality and to fulfil the statutory requirements.
MISSION					
The Cape Winelands District Municipality, in partnership with its citizens and stakeholders, commit themselves to inclusive, informed and responsible governance where sustainable service delivery and development create opportunities for all.					

2.3 National and Provincial Priorities Aligned to CWDM Strategic Objectives and Development Objectives

2009 MTSF - 10 STRATEGIC PRIORITIES	12 National Outcomes	Draft Provincial Strategic Objectives	CWDM Strategic Objectives	CWDM Development Objectives
Strengthen the skills and human resource base	<u>OC 1:</u> Improved quality of basic education.	<u>SO 2:</u> Improving education outcomes	5. R & S DEV: To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands.	4.2 Establish a vehicle for Skills development and Training (i.e. Establishment of Bursary fund to increase investment in training opportunities)
Improve the health profile of all South African	<u>OC 2:</u> A long and healthy life for all South Africans.	<u>SO 4:</u> Increasing wellness	5. R & S DEV: To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands	2.1 Promotion of safe living conditions and physical location (i.e. safe food, safe water) 5.2 Prevent and support socio-economic vulnerabilities of Communities
Intensify the fight against crime and corruption	<u>OC 3:</u> All people in South Africa are and feel safe.	<u>SO 5:</u> Increasing safety	2. COM & DEV: To ensure the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks	2.1 Promotion of safe living conditions and physical location (i.e. safe food, safe water)
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<u>OC 4:</u> Decent employment through inclusive economic growth.	<u>SO 1:</u> Creating opportunities for growth and jobs	1. REG PLAN & ECO DEV: To Facilitate the Development of Sustainable regional land use, economic, spatial and environmental planning frameworks that will support and guide the development of a diversified, resilient and sustainable district economy	1.1 Establish a vehicle to ensure all businesses are co-operating (i.e. CW Economic Development; Entrepreneurial business support programme) 1.2 Establishing networks with benevolent countries and entities to explore new markets and trade opportunities. 1.3 Create investment opportunities in sectoral development (i.e. investment activities; Entrepreneurial business support programme) 1.4 Create opportunities to unlock SEED funding 1.6 Enable an environment for business establishment and support initiatives (i.e. Increase the number of businesses; entrepreneurial support) 5.1 Graduate people out of poverty through appropriate investment initiatives.

2009 MTSF - 10 STRATEGIC PRIORITIES	12 National Outcomes	Draft Provincial Strategic Objectives	CWDM Strategic Objectives	CWDM Development Objectives
Strengthen the skills and human resource base	<u>OC 5:</u> A skilled and capable workforce to support an inclusive growth path.	<u>SO 12:</u> Building the best-run regional government in the world	4. CS: To provide an effective and efficient support service to the CWD Municipality's executive directorates so that the organisational objectives can be achieved through the provision of HRM, admin Support, Communication, ICT and sound International and Intergovernmental Relations	4.2 Establish a vehicle for Skills development and Training (i.e. Establishment of Bursary fund to increase investment in training opportunities) 4.1 Facilitate the establishment of Governance forums (i.e. Audit Committee, Performance Audit Committee, Oversight Committees (Internal & External))
Massive programme to build economic and social infrastructure	<u>OC 6:</u> An efficient, competitive and responsive economic infrastructure network.	<u>SO 3:</u> Increasing access to safe and efficient transport <u>SO 10:</u> Integrating service delivery for maximum impact <u>SO 1:</u> Creating opportunities for growth and jobs	3. ENG & INF: To support and ensure the development and implementation of Infrastructural services such as bulk- and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the Cape Winelands	3.1 Development and establishment of a District Wide Public Transport System 3.2 Monitoring of Integrated Human Settlements 3.3 Align all infrastructure plans of B Municipality plans 3.4 Maintenance and upgrading of infrastructure services
Comprehensive rural development strategy linked to land and agrarian reform and food security	<u>OC 7:</u> Vibrant, equitable and sustainable rural communities with food security for all.	<u>SO 11:</u> Creating opportunities for growth and development in rural areas	5. R & S DEV: To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands.	5.2 Prevent and support socio-economic vulnerabilities of Communities 4.3 Enhancing good management and labour practices through (i.e. Rights based programmes)
Build cohesive, caring and sustainable communities	<u>OC 8:</u> Sustainable human settlements and improved quality of household life	<u>SO 6:</u> Developing integrated and sustainable human settlements	3. ENG & INF: To support and ensure the development and implementation of Infrastructural services such as bulk- and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the Cape Winelands	3.2 Monitoring of Integrated Human Settlements

2009 MTSF - 10 STRATEGIC PRIORITIES	12 National Outcomes	Draft Provincial Strategic Objectives	CWDM Strategic Objectives	CWDM Development Objectives
Building a developmental state including improvement of public services and strengthening democratic institutions	<u>OC 9:</u> A responsive, accountable, effective and efficient local government system.	<u>SO 10:</u> Integrating service delivery for maximum impact	4. CS: To provide an effective and efficient support service to the CWD Municipality's executive directorates so that the organisational objectives can be achieved through the provision of HRM, admin Support, Communication, ICT and sound International and Intergovernmental Relations 6. FS: To ensure the financial sustainability of the Cape Winelands District Municipality and to fulfil the statutory requirements	4.4 Create effective communication mediums to inform / or create awareness to all relevant stakeholders (i.e. IDP process; Grapevine) 4.1 Facilitate the establishment of Governance forums (i.e. Audit Committee, Performance Audit Committee, Oversight Committees (Internal & External)) 6.1 Enabling efficient business operations (i.e. promote good budget and fiscal management; Unqualified audits)
Sustainable Resource Management and use	<u>OC 10:</u> Environmental assets and natural resources that are well protected and continually enhanced	<u>SO 7:</u> Mainstreaming Sustainability and Optimising Resource-use Efficiency	1. REG PLAN & ECO DEV: To Facilitate the Development of Sustainable regional land use, economic, spatial and environmental planning frameworks that will support and guide the development of a diversified, resilient and sustainable district economy	1.5 Promoting environmental sustainability to preserve and improve our current environment for future generations.
Pursuing African advancement and enhanced international cooperation	<u>OC 11:</u> Create a better South Africa and contribute to a better and safer Africa and World.	<u>SO 8:</u> Increasing social cohesion <u>SO 9:</u> Reducing poverty	5. R & S DEV: To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands.	5.1 Graduate people out of poverty through appropriate investment initiatives.
Building a developmental state including improvement of public services and strengthening democratic institutions	<u>OC 12:</u> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	<u>SO 12:</u> Building the best-run regional government in the world	4. CS: To provide an effective and efficient support service to the CWD Municipality's executive directorates so that the organisational objectives can be achieved through the provision of HRM, admin Support, Communication, ICT and sound International and Intergovernmental Relations	4.4 Create effective communication mediums to inform / or create awareness to all relevant stakeholders (i.e. IDP process; Grapevine) 4.1 Facilitate the establishment of Governance forums (i.e. Audit Committee, Performance Audit Committee, Oversight Committees (Internal & External))

2.2.5 The Cape Winelands (2009-14) District Growth and Development Strategy (DGDS)

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.”**

During the 3rd Review of the 2007/11 Integrated Development Plan, the Cape Winelands District Municipality embarked on a review of the Cape Winelands DGDS and all partners adopted the amendments during the fourth quarter of the municipal financial year. More detail is captured in Chapter 4 following in this document.

The key issues addressed in the (revised) GDS are:

1. Constraints to growth, poverty reduction and job creation.
2. Harnessing of the region’s competitive advantages in response to markets.
3. Respective roles of the private sector, civil society, labour and government in promoting *shared* economic development and sustainability.

CHAPTER THREE: Situational Analysis

INTRODUCTION

The local municipalities in the Cape Winelands District Municipality are the Witzenberg, Drakenstein, Stellenbosch, Breede Valley, and Langeberg (formerly known as Breederiver Winelands) Municipalities, an area previously referred to as the Boland (“the higher land”).

Section 26 of the MSA determines that an IDP must reflect amongst others an assessment of the existing level of development in the municipality. The previous Chapter deals meticulously with the policy and legislative framework of integrated development planning. This Chapter thus seeks to illuminate the Cape Winelands District Municipality’s locality, people and institutional context. The Cape Winelands District Municipality consists of its political division (Council), the Administrative segment and the community and all play a critical role in determining the district’s development context.

This Chapter was compiled with contributions from the following sources:

1. IHS Global Insight Database
2. Cape Winelands Economic Evaluation Tool 2009 (Urban-Econ Calculations based on Quantec Research Database)
3. 2009/10 Annual Report (Draft)
4. 2010/11 Mid-year Assessment Report
5. Analysis data as sourced through Public Participation Process and as supplied by internal CWDM Departments as set out in the approved IDP Process Plan.
6. CSIR Base Sources (TIP Regional Profiler: Living Laboratory Process)
7. 2009 *Provincial Economic Review & Outlook* (PER&O)
8. StatsSA Census 2001 and Community Survey 2007
9. Western Cape GDS (2008)
10. Community-based Risk Assessment was undertaken during the 2007/8 financial year
11. Final Draft Cape Winelands Human Settlement, Phase Three Business Plan, June 2010

3.1 THE CAPE WINELANDS LOCALITY PROFILE

National context: The Cape Winelands District Municipality is situated in the Western Cape Province and is one of 53 district municipalities in South Africa. The Western Cape Province is located in the south-western tip of the African continent, bordering the Northern Cape in the north, the Eastern Cape in the east, the Atlantic Ocean on the west, and the Indian Ocean in the south. The province covers a geographical area of 129 370 km², constituting 10.6% of the total land area of the country.

Regional context: The Cape Winelands district is situated next to the Cape Metropolitan area and encloses 22 309 km². It is a landlocked area in-between the West Coast and Overberg coastal regions. The district includes five local municipalities, namely Drakenstein, Stellenbosch, Witzenberg, Breede Valley and Langeberg (formally known as Breede River/Winelands) and a District Management Area. The area is one of the “pearls” of South Africa’s rural and small-town sub-regions, but disparate with a relatively high and diverse level of development.

On a macro (district) scale, the rationale behind any **spatial argument** is underpinned by the closeness to the Cape Metropolitan area and the Breede River Valley as the possible primary linear settlement able to absorb much of the Province’s population growth in the near future. We believe that the latter should be subject to an investment focus on Worcester as the only major service centre in the easterly district — this description includes the Breede Valley, Witzenberg and Langeberg municipal areas.

3.1.1 TOPOGRAPHICAL CONDITIONS

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 conditions climatologically 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 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 ENVIRONMENTAL CONTEXT

The health of ecosystem services in the Cape Winelands District is deteriorating gradually. Without the necessary interventions, this 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.

From a regional perspective, the Cape Winelands District forms part of an area with high agricultural potential, stretching westwards across the District boundary. The District's western half has significant run-off areas that should be managed as an important resource (see Fig 3.1: Natural Assets). Sensitive ecosystems and protected areas occur in the District, requiring a joint management approach with adjacent authorities (see Fig 3.2).

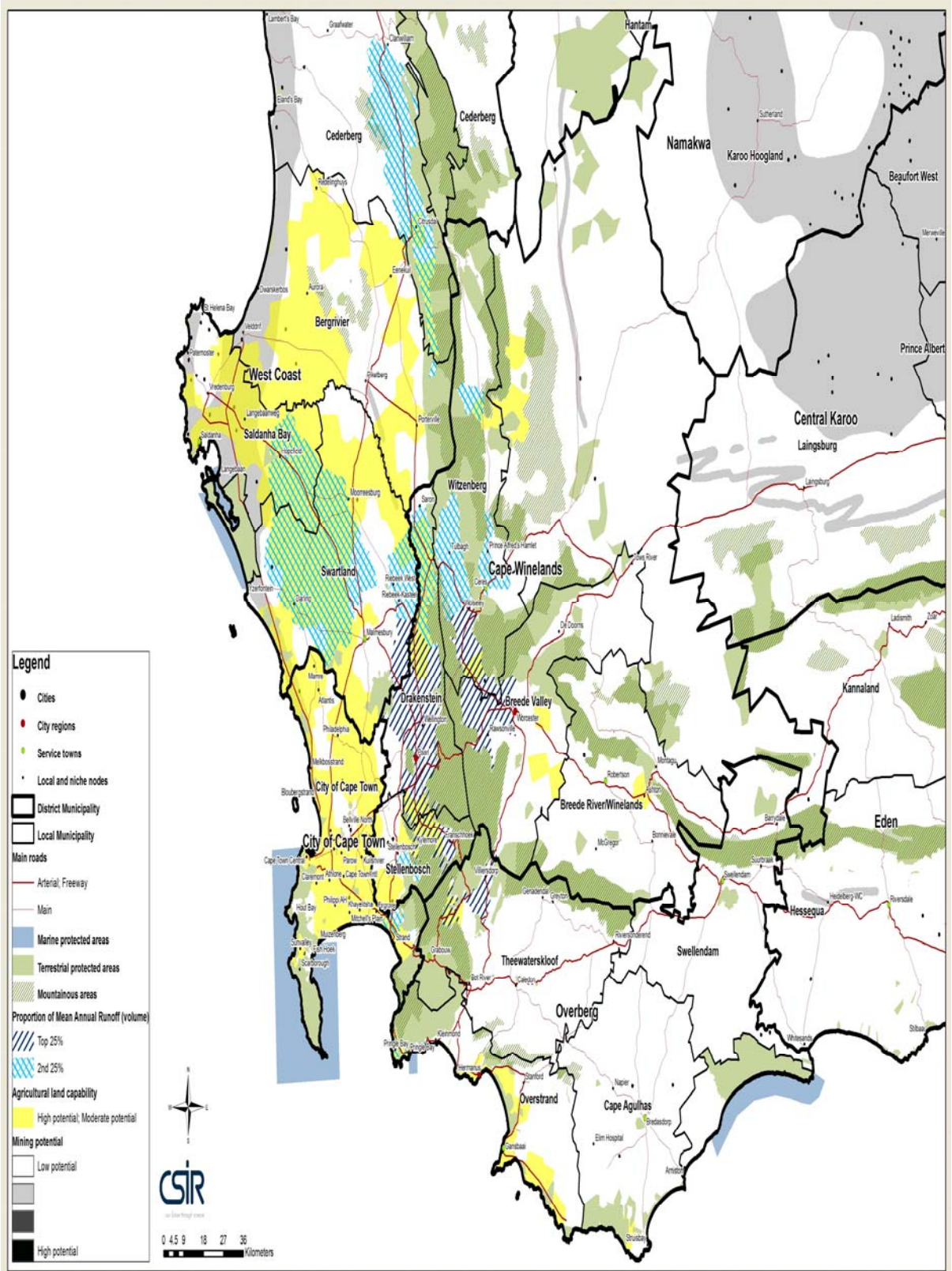


Fig 3.1 : Natural Assets (source <http://tip.csir.co.za>; base sources:)

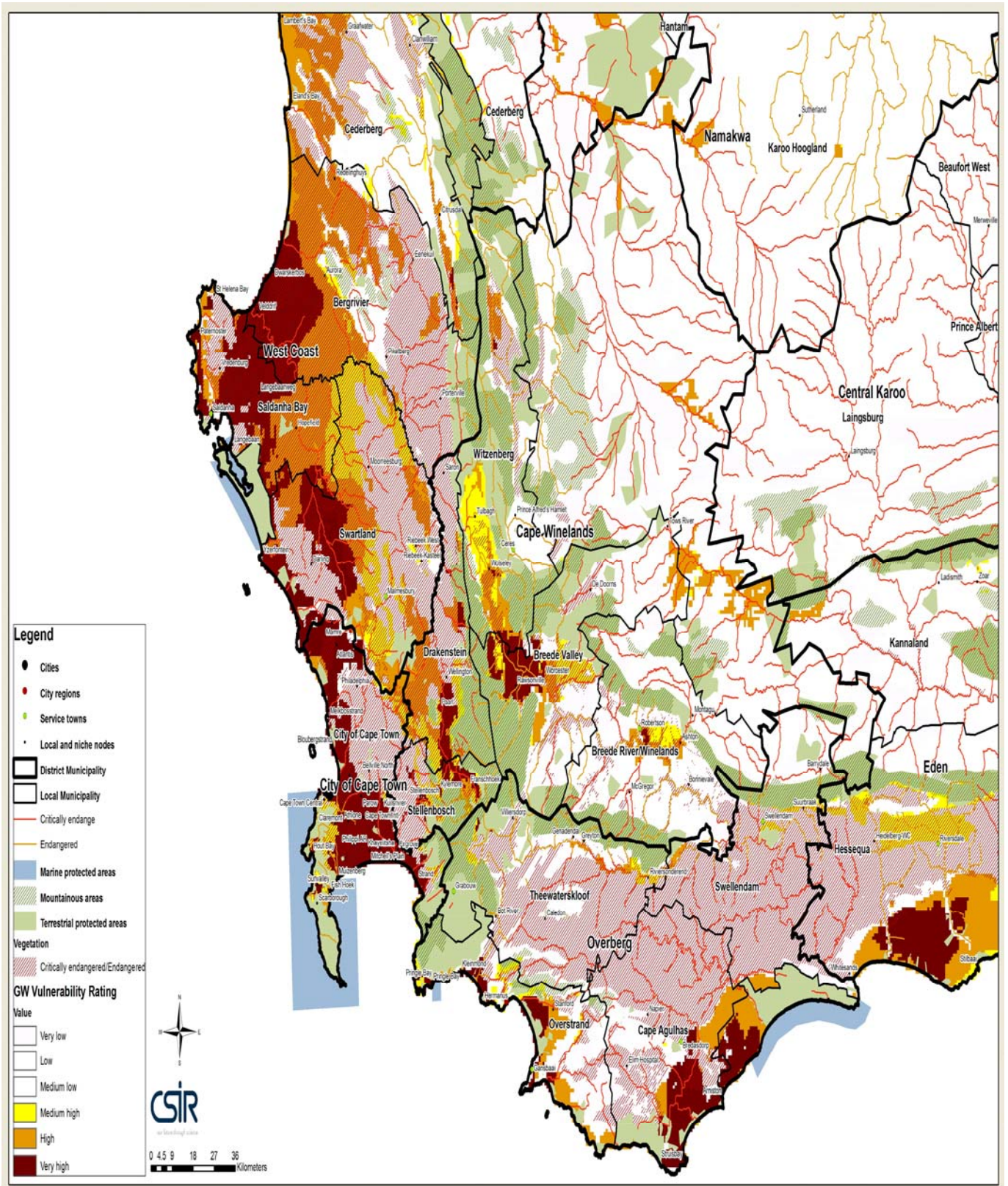


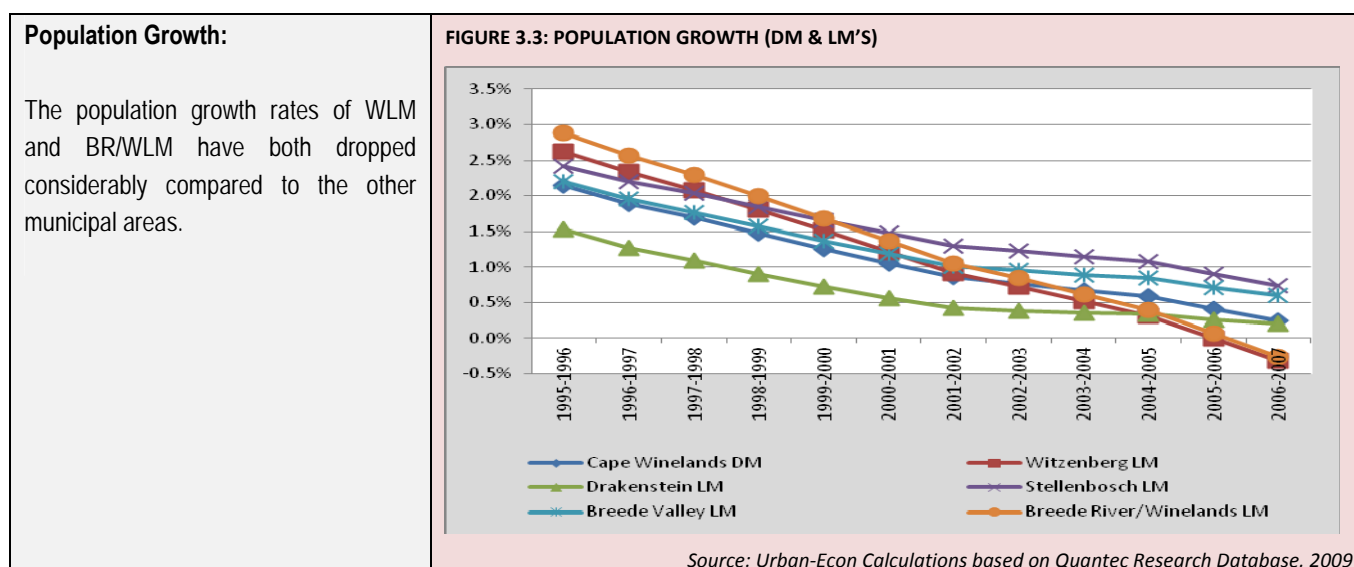
Fig 3.2: Natural Vulnerabilities (source <http://tip.csir.co.za>; base sources:)

3.1.3 PROFILE OF THE CAPE WINELANDS SOCIETY AND ECONOMY

3.1.3.1 Population Trends (Demographics)

<p>Population Dispersion:</p> <p>CWDM's population makes up 14% of the Western Cape Province's population.</p> <p>The Western Cape Province makes up 10% of South Africa's population.</p> <p>CWDM's population makes up 1.4% of South Africa's population.</p>	TABLE 3.1: POPULATION DISPERSION		
		% in Western Cape	% in RSA
	City of Cape Town Metropolitan Municipality	63%	6.3%
	West Coast District municipality	7%	0.7%
	Cape Winelands District Municipality	14%	1.4%
	Overberg District municipality	5%	0.5%
	Eden District municipality	10%	1.0%
	Central Karoo District municipality	1%	0.1%
Total:	100%	10%	
<i>Source: Urban-Econ Calculations based on Quantec Research Database, 2009</i>			

<p>Population Total and Household Size:</p> <p>CWDM has a population total of about 650,975 citizens.</p> <p>The population density is highest in the SLM with 152 citizens per km³.</p> <p>The household density is highest in DLM and SLM with 31 and 42 houses per km³.</p>	TABLE 3.2: POPULATION TOTAL AND HOUSEHOLD SIZE				
		Population Total	Household Total	Population Density (km²)	Household Density (km²)
	CWDM	650,975	162,978	29	7
	WLM	85,116	20,912	30	7
	DLM	197,614	47,350	128	31
	SLM	126,109	35,246	152	42
	BVLM	153,047	36,305	51	12
	BR/WLM	83,238	21,466	25	6
<i>Source: Urban-Econ Calculations based on Quantec Research Database, 2009</i>					



Age and Gender:

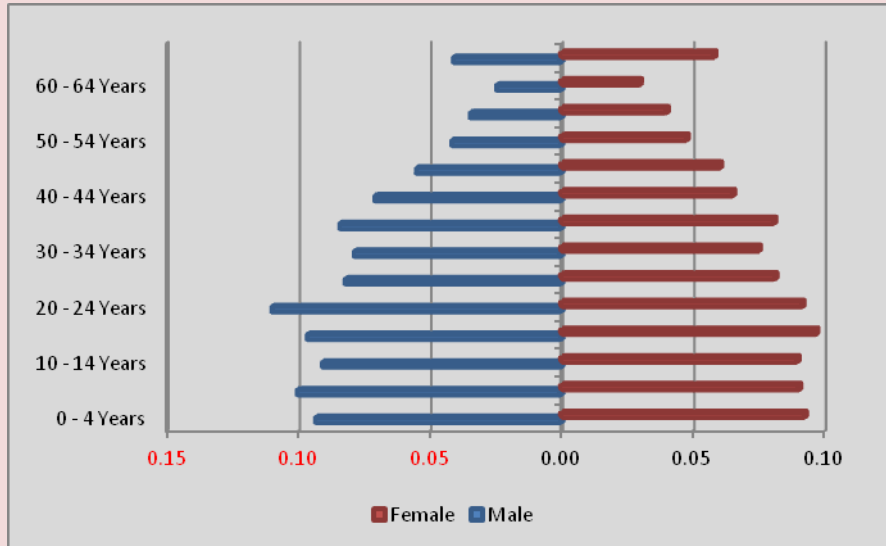
The population is fairly equally distributed with 51.2% females and 48.8% males.

67.2% of the population falls in the economically active population (EAP) (individuals aged 15 to 65).

A large portion of the DLM population (55.7%) is under the age of 29. This will have an effect on demand for education and job creation; and it will put pressure on available housing in the future.

If employment opportunities are not generated to absorb the number of new labour market entrants the DLM may experience out-migration, and/or increasing unemployment, thereby putting more pressure on the current EAP, as well as the economy in general.

FIGURE 3.4: AGE AND GENDER (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

When these trends are spatialised, the following patterns can be noted:

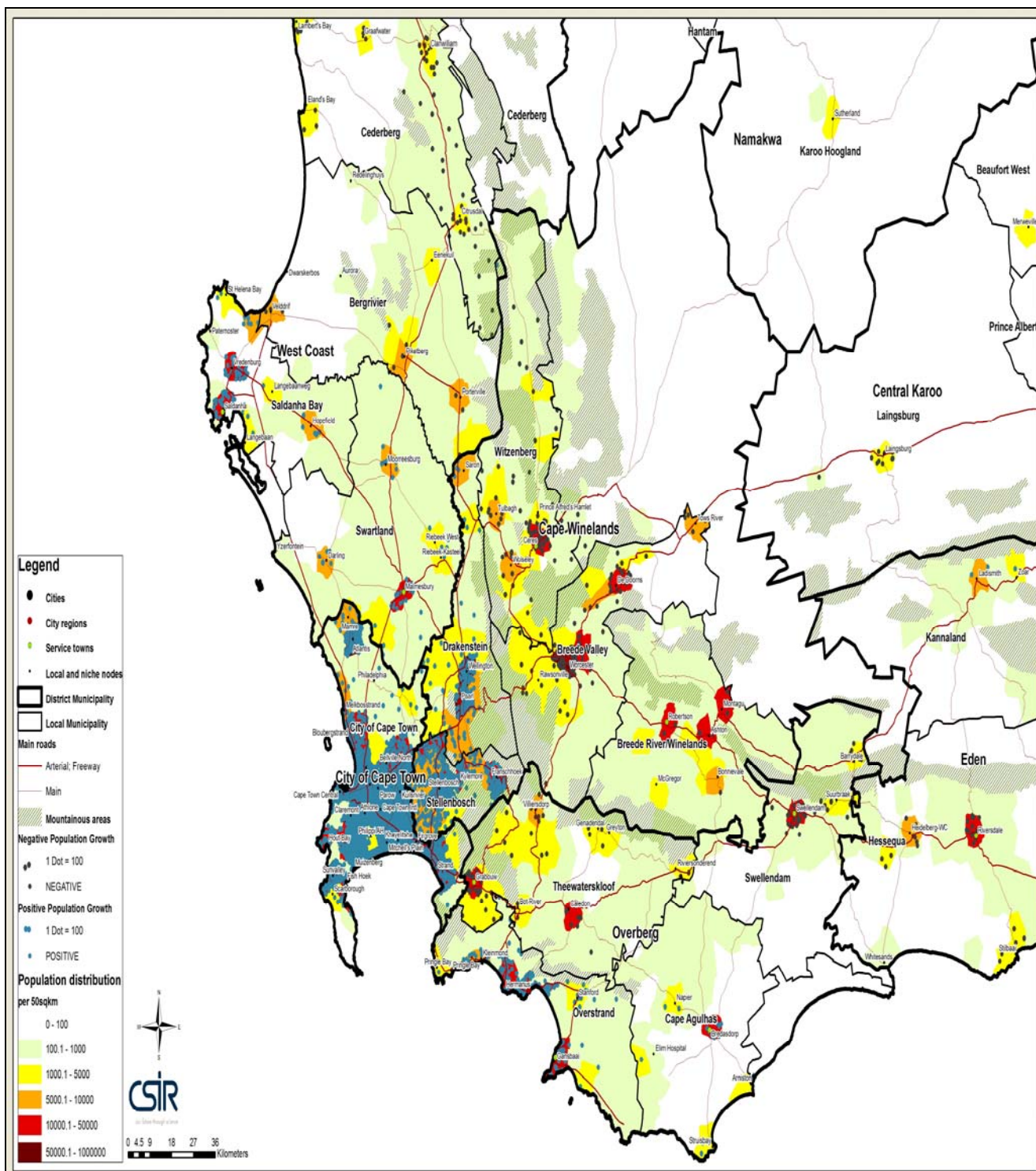


Fig 3.5: Population density (2007) and population growth and decline (2001-7). (Source: <http://tip.csir.co.za>; base source: StatsSA. CSIR Mesoframe).

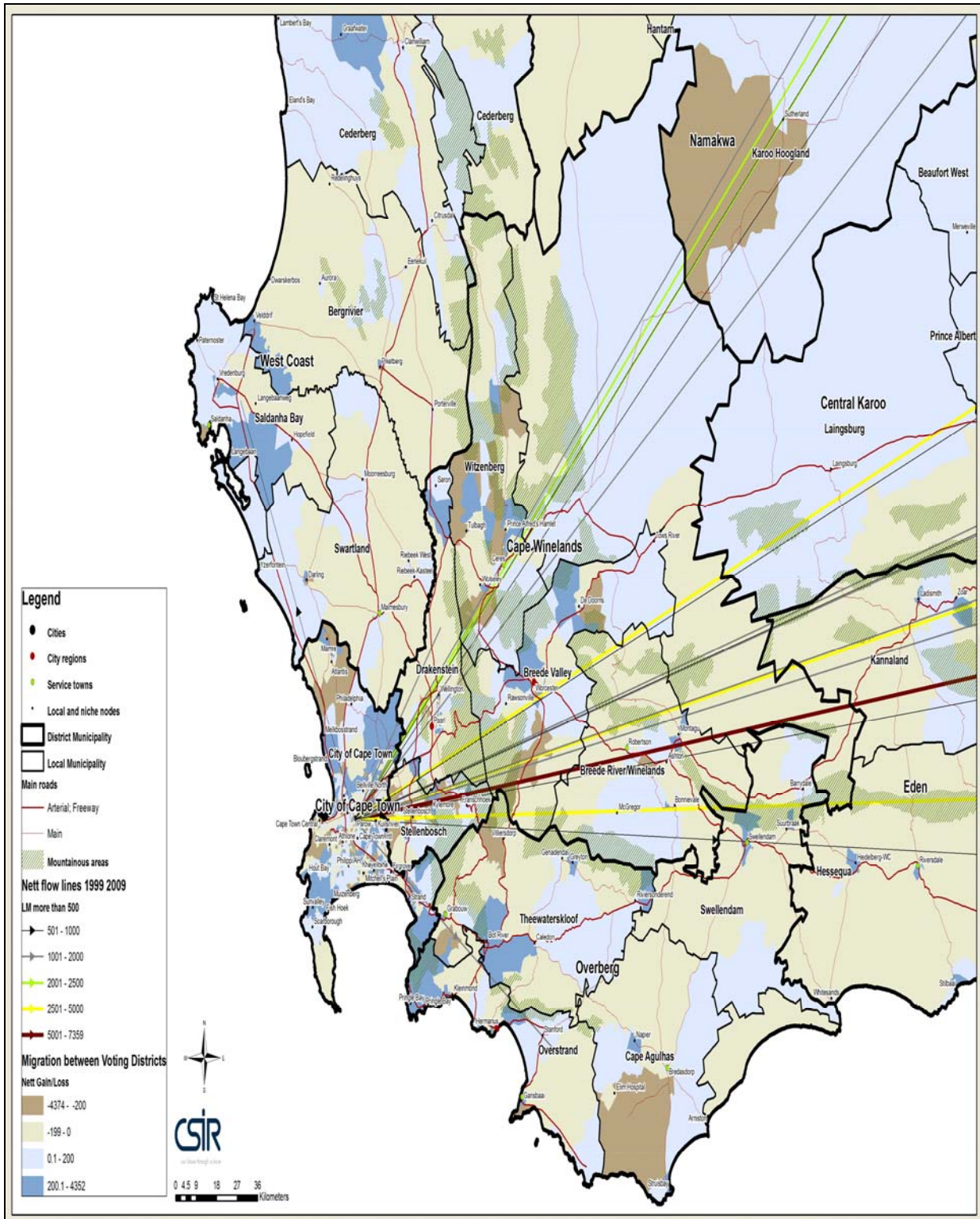


Fig 3.6: Migration estimates 1999-2009. (Source: <http://tip.csir.co.za>; base source: estimates based on IEC registered voter movements)

3.1.3.2 Human Development and Education

Education Level – Total Population:

The majority of the CWDM population (89.4%) have some form of education.

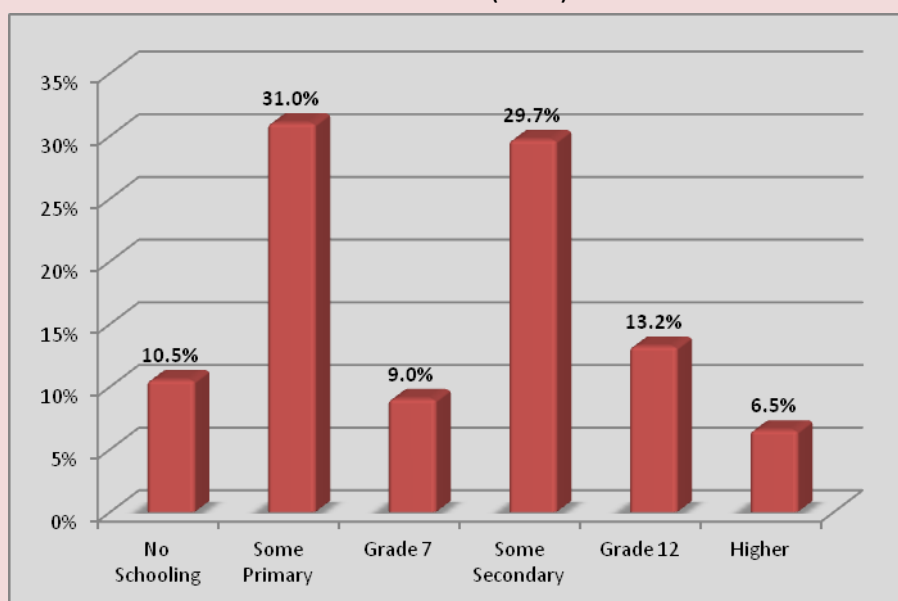
Only 19.7% of the CWDM population have matric or higher.

This means that the majority of the population have a low skill level and would either need job employment in low-skill sectors, or better education opportunities in order to improve the skills level of the area, and therefore their income levels.

In Figure 3.5 (below) it shows that SLM has the most skilled population in the district.

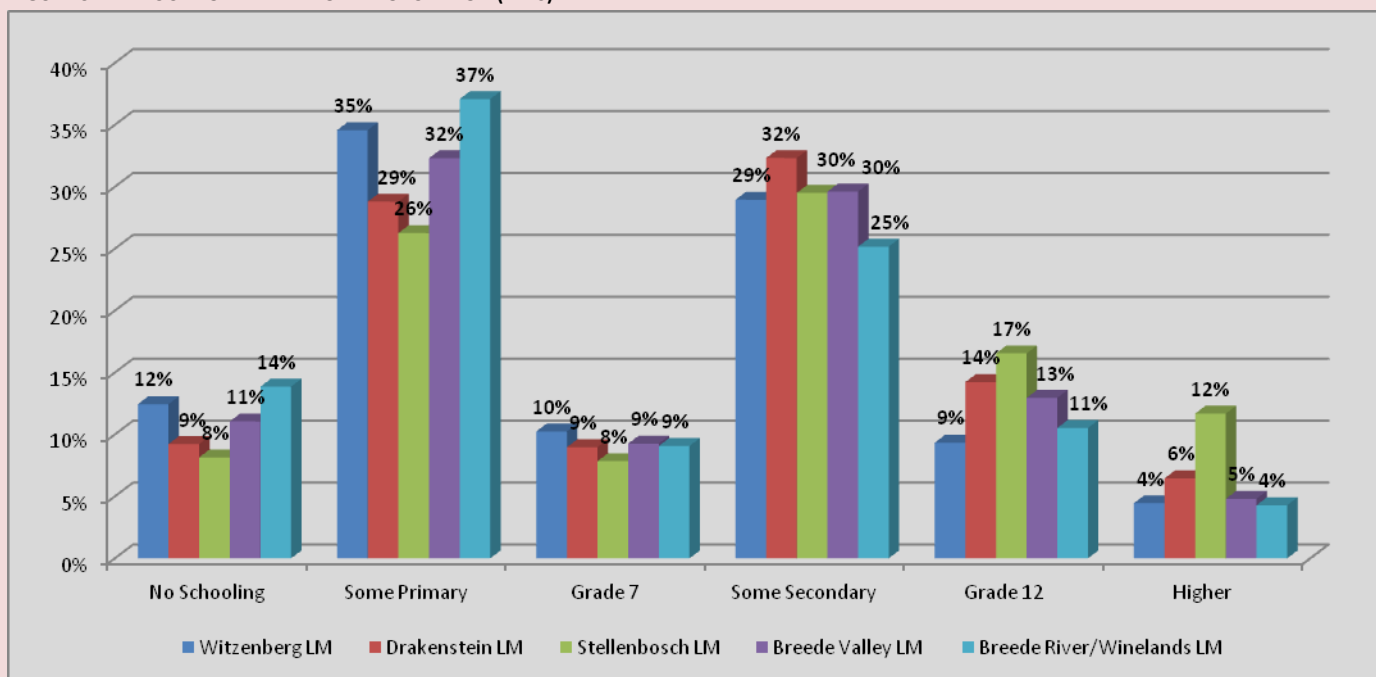
BR/WLM has the highest population with no schooling.

FIGURE 3.11: EDUCATION LEVEL – TOTAL POPULATION (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

FIGURE 3.12: EDUCATION LEVEL – TOTAL POPULATION (LM'S)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Education Level – Adult Population:

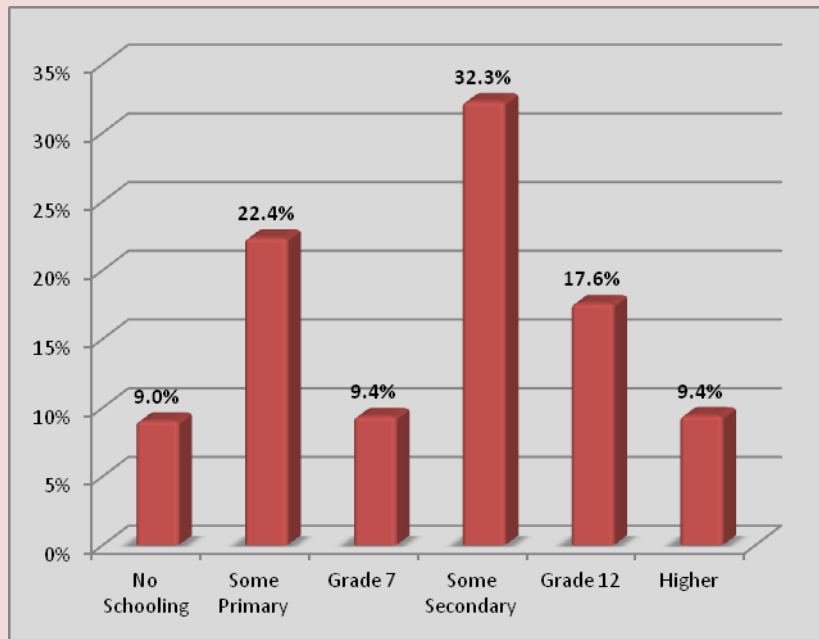
A small percentage of those aged 20 years or older (27%) have matric or higher. This percentage is higher than that of SA (16.6%) and the WC (21%).

This means that the majority of the population have a low skill level and would either need job employment in low-skill sectors, or better education opportunities in order to improve the skills level of the area, and therefore their income levels.

In Figure 3.14 (below) it shows that WLM and BR/WLM has the highest adult population that has very low skills / education level.

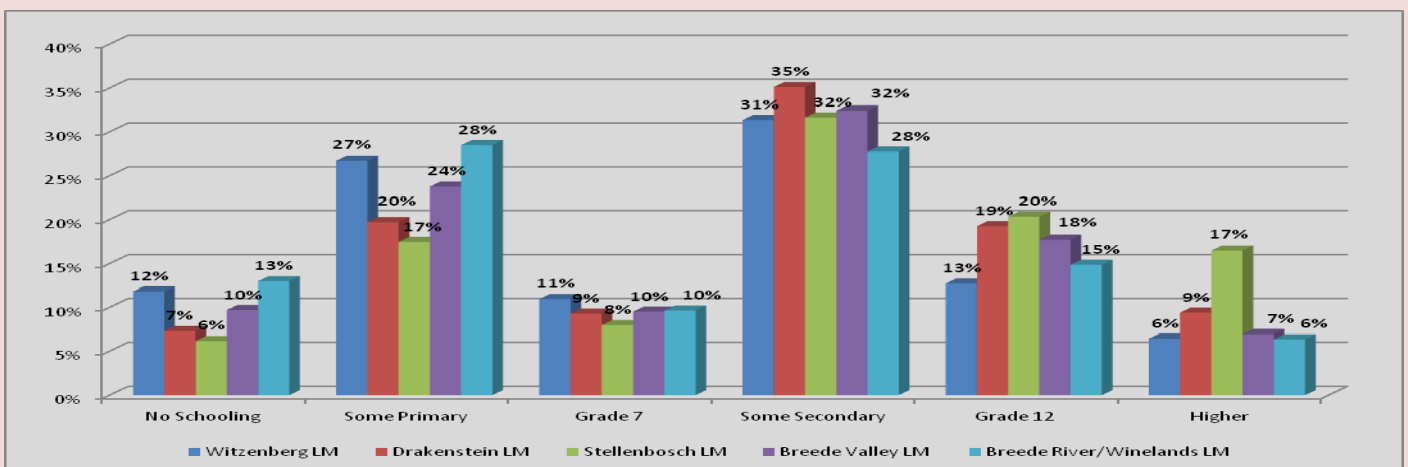
SLM's adult population has a higher education level than all the other LM's.

FIGURE 3.13: EDUCATION LEVEL – ADULT POPULATION (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

FIGURE 3.14: EDUCATION LEVEL – ADULT POPULATION (LM'S)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

3.1.3.3 Health Indicators

Although the incidence of TB in the Cape Winelands has decreased slightly over the past year, it remains unacceptably high. The identification of the new XDR strain in South Africa presents a significant threat to the region. The incidence of HIV has doubled. HIV/ AIDS infections are projected to increase from 3.5% in 2001, 3.8% in 2005, to 4.7% in 2010. Although this is lower than the national average, these figures do not reflect the fact that certain communities within the Cape Winelands have much higher infection rates. They also hide the fact that women are disproportionately affected by the disease. Dual infection with TB is of great concern.

A community based response programme has been implemented since the 2004/05 financial year in the Cape Winelands to address the HIV pandemic specifically through social development programmes which include food security projects, substance abuse intervention programmes, early childhood development, HIV/AIDS prevention programme, and others. The teenage pregnancy figure in the Cape Winelands is above the national norm and is climbing. Low birth weight figures remain unacceptably high across the district.

Social indicators: Health, mortality and morbidity

Table3.7: Social Indicators

	Western Cape	Cape Town	West Coast	Cape Winelands	Overberg	Eden	Central Karoo
TB cure rate	71.2%	69.3%	73.9%	71.5%	83.6%	78.3%	70.9%
HIV prevalence rate (2010)	6.1%	6.9%	4.3%	4.7%	4.9%	4.6%	3.3%
Number of HIV/Aids-related deaths (2010)	42 879	41 306	807	1 136	3 108	-	106
Average annual growth rate in drug-related crime (2001/2 – 2004/)	34.3%	28.1%	34.6%	29.5%	30.8%	40.1%	54.2%

Source: Western Cape GDS (2008: 92)

3.1.3.4 Public Housing

The provision of housing opportunities remains one of the key challenges to all municipalities across the Cape Winelands District. The housing backlog in the Cape Winelands is estimated to be in the region of 10% of the Provincial housing backlog (which is only second behind the City of Cape Town in the Western Cape Province). This translates to a backlog of roughly 40 000 units. Waiting lists kept by municipalities estimate this backlog to be even higher. Besides the backlog other factors that impact on the delivery of housing include the availability of land, location of land, bulk services, statutory compliance process (EIA's, HIA's rezoning applications), lack of concrete strategies to deal with evictions and capacity constraints at municipalities.

3.1.3.5 Safety and Security

High crime levels deter investment and erode social capital. It is important that planning should take cognisance of the importance of security and justice in building liveable communities. The discussion that follows will be limited to murder, rape and drug related crimes.

Table 3.8: Safety and Security

TOWN	TOTAL ASSAULT	TOTAL BURGLARY	TOTAL DRUG & ALCOHOL
Ashton	193	99	176
Bonnievale	153	107	55
Ceres	650	408	452
Cloetesville	276	433	444
De Doorns	382	275	106
Franschhoek	166	293	147
McGregor	45	23	68
Montagu	216	131	255
Paarl	375	760	572
Paarl East	533	662	789
Prince Alfred Hamlet	457	125	219
Rawsonville	266	139	187
Robertson	480	233	495
Stellenbosch	553	2516	419
Villiersdorp	151	138	261
Wellington	541	653	377
Wolseley	196	127	238
Worcester	1769	1812	905
	7402	8934	6165

PROVINCE	TOTAL ASSAULT	TOTAL BURGLARY	TOTAL DRUG & ALCOHOL
Western Cape	54946	95015	65522

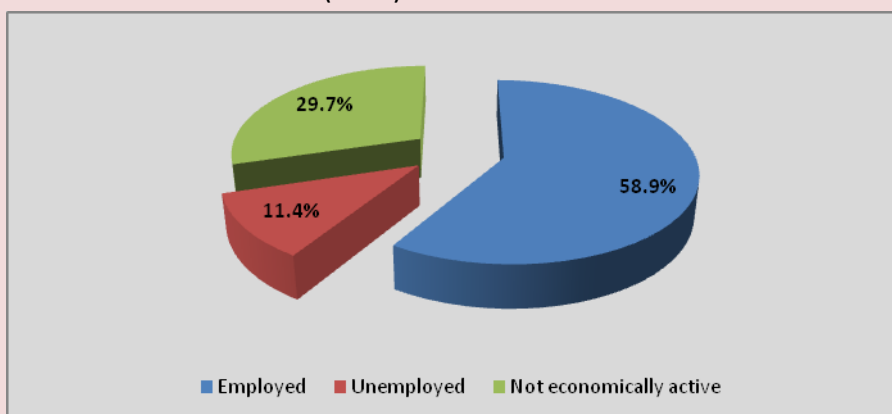
CWDM vs WC	ASSAULT	BURGLARY	DRUG & ALCOHOL
Major towns	13.47%	9.40%	9.41%

3.1.3.6 Employment Trends

Employment Status:

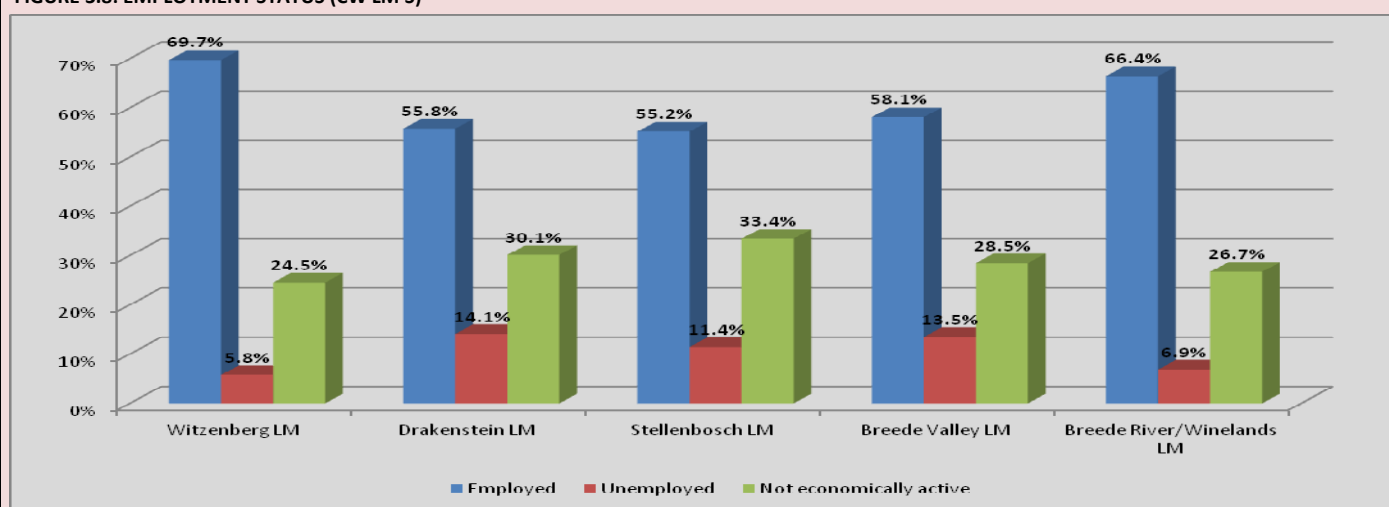
58.9% of the population is employed.
 11.4% of the population is unemployed.
 29.7% of the population is not economically active.
 In Figure 3.17 below it shows that DLM has the highest unemployment rate.
 WLM has the highest employment rate.
 SLM has the highest non-economically active population.

FIGURE 3.7: EMPLOYMENT STATUS (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

FIGURE 3.8: EMPLOYMENT STATUS (CW LM'S)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Labour Participation Rate:

The labour participation rate (LPR) is a measure of the participating portion of an economy's labour force (the labour force being the number of individuals who are willing to work, are working, or are actively looking for work).

The LPR is high in the CWDM, as well as in the local municipal areas.

TABLE 3.3: LABOUR PARTICIPATION RATE (CWDM & LM'S)

	CWDM	WLM	DLM	SLM	BVLM	BR/WLM
Total Employment	268,804	33,567	75,657	75,021	47,236	34,090
Total willing and able to work	320,726	36,338	94,761	90,535	58,190	37,609
Labour Participation Rate	83.8%	93.4%	79.8%	83.9%	81.2%	90.6%

Source: Urban-Econ Calculations based on Quantec Research Database, 2009

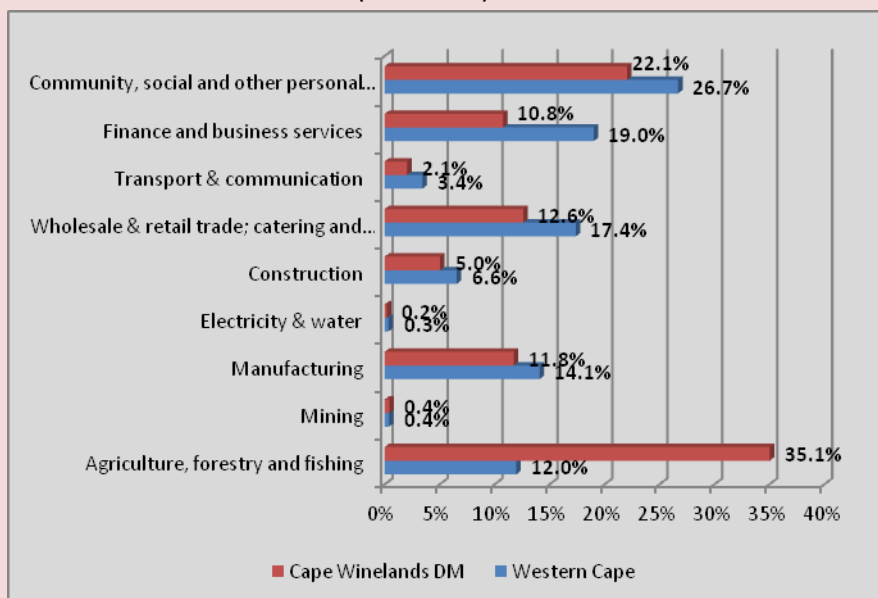
Employment per Sector:

The agriculture sector employs the most citizens (35.1%), followed by the community, social and other personal services sector (23.1%).

The electricity and water sector employs the least amount of citizens (0.2%).

In Table 3.4 it shows that SLM employs the most citizens in the majority of the sectors.

FIGURE 3.9: EMPLOYMENT PER SECTOR (WC & CWDM)



SOURCE: URBAN-ECON CALCULATIONS BASED ON QUANTEC RESEARCH DATABASE, 2009

TABLE 3.4: EMPLOYMENT PER SECTOR (CW LM'S)

	WLM	DLM	SLM	BVLM	BR/WLM
Agriculture	56.6%	21.8%	19.7%	36.7%	40.2%
Mining	0.4%	0.6%	0.6%	0.3%	0.3%
Manufacturing	7.4%	15.9%	13.2%	8.1%	13.6%
Electricity & Water	0.3%	0.2%	0.4%	0.2%	0.2%
Construction	3.4%	7.3%	7.7%	3.8%	4.1%
Trade	10.1%	13.2%	13.8%	13.0%	14.1%
Transport	1.3%	3.1%	5.0%	3.0%	1.4%
Finance & Business	6.4%	13.9%	14.8%	8.8%	10.9%
Community Services	15.0%	24.9%	26.9%	27.1%	15.3%

SOURCE: URBAN-ECON CALCULATIONS BASED ON QUANTEC RESEARCH DATABASE, 2009

Labour Productivity:

Labour productivity is the output of goods and services per labour unit.

The most productive sectors in terms of GDP output per employee in CWDM is the transport sector followed by the electricity and water sector.

TABLE 3.5: LABOUR PRODUCTIVITY (WC & CWDM)

	WC	CWDM
Agriculture	R 36 375.10	R 30 454.83
Mining	R 47 290.13	R 31 773.65
Manufacturing	R 137 254.33	R 135 125.09
Electricity & Water	R 528 318.70	R 274 388.69
Construction	R 86 527.73	R 73 050.74
Trade	R 109 273.34	R 97 660.15
Transport	R 347 918.12	R 355 580.07
Finance & Business	R 181 017.95	R 179 760.32
Community Services	R 58 033.00	R 50 963.55

SOURCE: URBAN-ECON CALCULATIONS BASED ON QUANTEC RESEARCH DATABASE, 2009

The most productive LM in terms of GDP output per employee in the agriculture sector is SLM, but earlier it was showed that WLM has the biggest agriculture sector, which could be indicating low incomes in that sector in WLM.

TABLE 3.6: LABOUR PRODUCTIVITY (CW LM'S)

	WLM	DLM	SLM	BVLM	BR/WLM
Agriculture	R 25 877	R 34 710	R 66 614	R 30 737	R 26 694
Mining	R 7 202	R 24 694	R 76 642	R 41 196	R 47 090
Manufacturing	R 147 962	R 136 652	R 261 535	R 117 493	R 97 188
Electricity & Water	R 171 645	R 169 449	R 789 099	R 360 552	R 135 203
Construction	R 45 050	R 44 508	R 233 539	R 88 440	R 57 354
Trade	R 66 264	R 96 857	R 224 217	R 93 522	R 83 412
Transport	R 259 905	R 356 940	R 429 652	R 336 659	R 454 942
Finance & Business	R 75 364	R 162 714	R 700 741	R 105 269	R 98 353
Community Services	R 35 398	R 50 777	R 100 846	R 47 911	R 41 871

SOURCE: URBAN-ECON CALCULATIONS BASED ON QUANTEC RESEARCH DATABASE, 2009

Skills Level:

Just over half of CWDM's population is semi- and unskilled. This is higher than SA (44%) and WC (44.3%) statistics. Less than 10% of CWDM's population is highly skilled. A population with low skills won't be able to improve their incomes and therefore it would be important to implement skills development programmes and job creation in higher skilled occupations.

Due to the high percentage of semi- and unskilled citizens in, especially the WLM area, professional services have to be "imported" from areas surrounding these areas, resulting in a leakage of expenditure from the local economy.

FIGURE 3.15: SKILLS LEVEL (CWDM & LM'S)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Occupation:

The occupations with the highest amount of employees in the DLM area are elementary occupations (23.7%) and occupations that do not fit in the classifications specified (14.9%).

FIGURE 3.16: OCCUPATION (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

3.1.3.7 Income Levels

Household Annual Income:

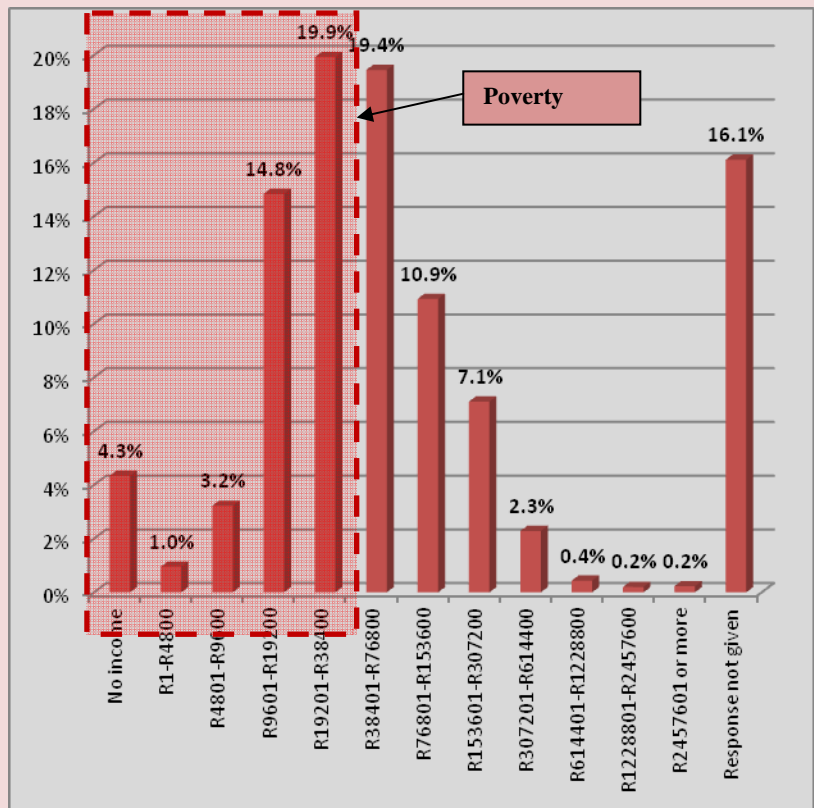
A large portion of the population (43.2%) earn either a low income salary or no salary (i.e. R0 – R38,400 annually), and thus fall within the poverty level – experiencing difficulty in meeting their basic needs.

37.4% of CWDM's EAP falls in the medium income category (R38,401 – R307,200 per year).

Just 3.1% of CWDM's EAP falls in the high income category (R307,201 and more per year).

Income categories will not improve unless their skills improve through better education attainment opportunities and job creation in higher skilled economic sectors.

FIGURE 3.10: HOUSEHOLD ANNUAL INCOME (CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

3.1.3.8 Economic Performance

(i) Global Economic Trends

The World Economic Outlook (2009) published by the International Monetary Fund (IMF) reports that the global economy is in a severe recession inflicted by a massive financial crisis and acute loss of confidence. The report projects that world output will decline, as a whole, by 1.3% in 2009 and will recover only gradually in 2010 – growing by 1.9%. Although the advanced economies have experienced an unprecedented 7.5% decline in real GDP at the end of 2008, all other economies followed the decline.

The financial sector is generally the more obvious casualty of the recession but damage is also being inflicted on countries that rely on manufacturing exports. The housing sector is also listed as a sector that is seriously affected by the depressed financial market.

The IMF report observes that African countries have not been shielded from the world financial crisis and are experiencing a reduced demand for exports particularly from Ghana, Kenya, Nigeria, Tunisia and South Africa. The slowdown in economic activity was expected to depress regional growth from 5.25% in 2008 to 2% in 2009. South Africa's economy was projected to contract by 0.25% in 2009 which would be its lowest growth rate for the past 10 years.

The IMF also published a report on the *Impact of the Global Financial Crisis on Sub-Saharan Africa* in 2009, where it was confirmed that emerging markets were hard hit through their financial links with other regions in the world. South Africa, Nigeria, Ghana and Kenya suffered from falling equity markets, capital flow reversals and pressure on exchange rates.

External financing for corporations and banks is scarce. The report recommends that the financial sector, especially banks, must be monitored vigilantly in order to minimize vulnerabilities. Governments are advised to conserve gains in economic stability without aggravating the impact of the slowing external demand on domestic activity, especially on the poor.

(ii) Positioning the Western Cape in the Global Market

The Western Cape Provincial Treasury provided perspectives on the anticipated economic position of the Western Cape in the 2009 *Provincial Economic Review & Outlook (PER&O)*:

The outlook for the economy remains gloomy and is characterized by negative economic growth with slow recovery. Output in the manufacturing sector dropped dramatically at the beginning of 2009, but the construction sector continued to support the economy. Mining production has seen some recovery, but household consumption lost momentum.

Exports from the Western Cape grew in 2007 and 2008 with vegetable products, mineral products, prepared food stuffs, beverages, spirits, vinegar and tobacco being the principal exports. Dominating economic activity sectors are Financial Intermediation, Insurance, Real Estate, Manufacturing, Wholesale, Retail, Catering and Accommodation. These sectors are expected to contract but Construction is expected to remain the key driver of growth in the Province.

Employment in the Western Cape increased between 2003 and 2008, but was not adequate to stem rising levels of unemployment. Highest unemployment levels are amongst Africans, Coloureds and females, particularly in the age groups 15-24 and 25-34 years.

Major employers in the Western Cape for 2008 were in the wholesale and retail, manufacturing and community, social and personal services. Greater emphasis needs to be placed on skills development to meet the demands required by the Western Cape economy.

There have been some significant company closures, particularly in export oriented labour intensive manufacturing sectors such as clothing. Production capacity within the agricultural sector could be harmed by the reduced availability of credit and extreme market volatility but fundamental demand for commodities has not decreased significantly.

Agriculture remains a good contributor to income and employment, rural development and foreign exchange. The protection agreement with China shielded the clothing and textile industry from Chinese imports, but the agreement lapsed at the beginning of 2009.

The Western Cape Tourism sector continues to grow with increased potential for further growth in the Catering and Accommodation sector. Potential growth in the Finance and Insurance sector could be stimulated by the correct policy and enabling environments.

The Business Process Outsourcing (BPO) sector is growing despite the high cost of location compared to countries such as Malaysia, Egypt and the Philippines. Although labour costs are high, the quality of service delivery is ranked positively.

The socio-economic challenges in the Province are wide and varied. The population is ageing which increases the need for social security and care for older persons. The major contributing indicators of poverty are unemployment and housing. Learner numbers at education institutions show a decline after age 14 and 65% of the youth do not achieve a matric qualification.

Major contributors to the burden on health services relate to homicide and road traffic injuries as a result of alcohol abuse. Household consumption has lost momentum as a key driver of the economy since 2008.

Comparative Advantage:

The Locational Quotient is used to calculate the comparative advantage of an area. The location quotient is a calculated ratio between two economies, in this case the district and provincial economies, as well as the district and local economies. This ratio is calculated for all industries to determine whether or not the district or local economy has a greater share or advantage of that industry. If an economy has a location quotient greater than 1, it means that economy enjoys a comparative advantage. In the WC, CWDM has a comparative advantage in the agriculture and mining sectors. In the CWDM, SLM has a comparative advantage in 8 out of the 9 sectors. In the CWDM, DLM has a comparative advantage in 7 out of the 9 sectors.

TABLE 3.8: COMPARATIVE ADVANTAGE (CWDM & LM'S)

	CWDM	WLM	DLM	SLM	BVM	BR/WLM
Agriculture	3.9	1.6	0.6	0.6	1.0	1.0
Mining	1.1	0.9	1.4	1.3	0.7	0.6
Manufacturing	0.8	0.6	1.4	1.0	0.7	1.0
Electricity & Water	0.6	1.3	0.9	1.9	0.8	0.9
Construction	0.8	0.5	1.4	1.5	0.8	0.7
Trade	0.7	0.8	1.0	1.0	1.0	1.0
Transport	0.6	0.6	1.0	3.4	1.0	0.6
Finance & Business	0.6	0.6	1.3	1.4	0.8	0.9
Community Services	0.8	0.7	1.1	1.2	1.2	0.6

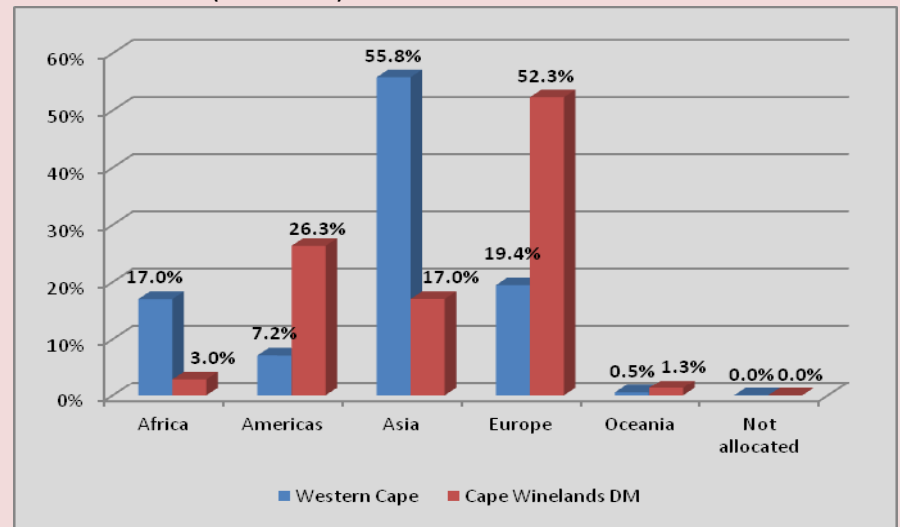
Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Imports:

- The majority of CWDM's imports are from Europe (53.3%).
- 26.3% of CWDM's imports are from America (26.3%).
- 17% of CWDM's imports are from Asia.
- 3% of CWDM's imports are from Africa.

The exchange rate has quite a large effect on imports. When the Rand weakens against another currency then South African's have to pay more for their imported goods and services than they normally have to pay. This has an immediate effect on the importers selling price of these goods and services.

FIGURE 3.17 IMPORTS (WC & CWDM)

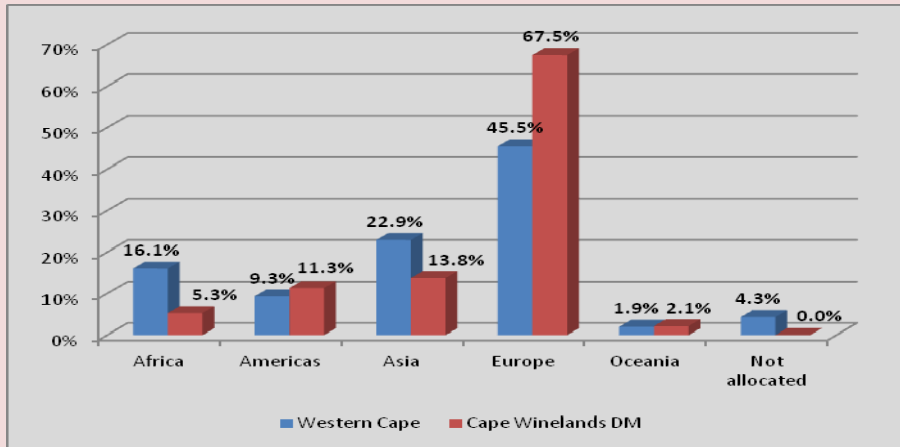


Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Exports:

- CWDM exports most of its products to Europe (67.5%).
- 13.8% of CWDM's products get exported to Asia.
- 11.3% of CWDM's products get exported to America.
- 5.3% of CWDM's products get exported to Africa.

FIGURE 3.18: EXPORTS (WC & CWDM)



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Agriculture, Forestry and Fishing

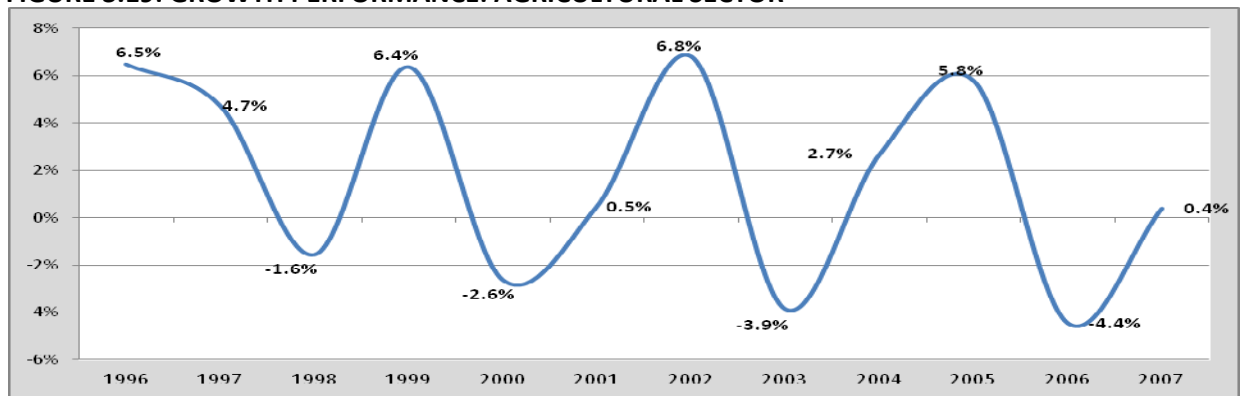
The Agricultural Sector contributes 13.1% to the overall GGP of the Cape Winelands District Municipal economy, but forms the backbone of the district's economy. The Agricultural sector is mainly concentrated in deciduous fruits, viticulture and vegetables.

Witzenberg Local Municipality (30.9%), Breede Valley Local Municipality (17%) and Breede River Local Municipality (17.3%) contribute most to the Cape Winelands Agricultural Sector.

The Agricultural Sector contributes to 35.1% of the formal employment opportunities, which makes the sector essential to the livelihoods of the local residents. Exports of agricultural products (animal and vegetable products) amount to 22% of the total exports from the District.

Figure 3.19 illustrates the year on year growth performance of the agricultural sector for the period 1996 to 2007.

FIGURE 3.19: GROWTH PERFORMANCE: AGRICULTURAL SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.19 shows that the agricultural sector’s annual growth varies year-by-year, indicating vulnerability to external shocks such as climate and currency fluctuations. Between 1996 and 2007, the Agriculture Sector averaged an annual growth rate of just 1.8%.

The Cape Winelands District Municipality has great potential in viticulture, deciduous fruits, vegetables, poultry and aquaculture. The following provides the value chain and gap analysis for these markets.

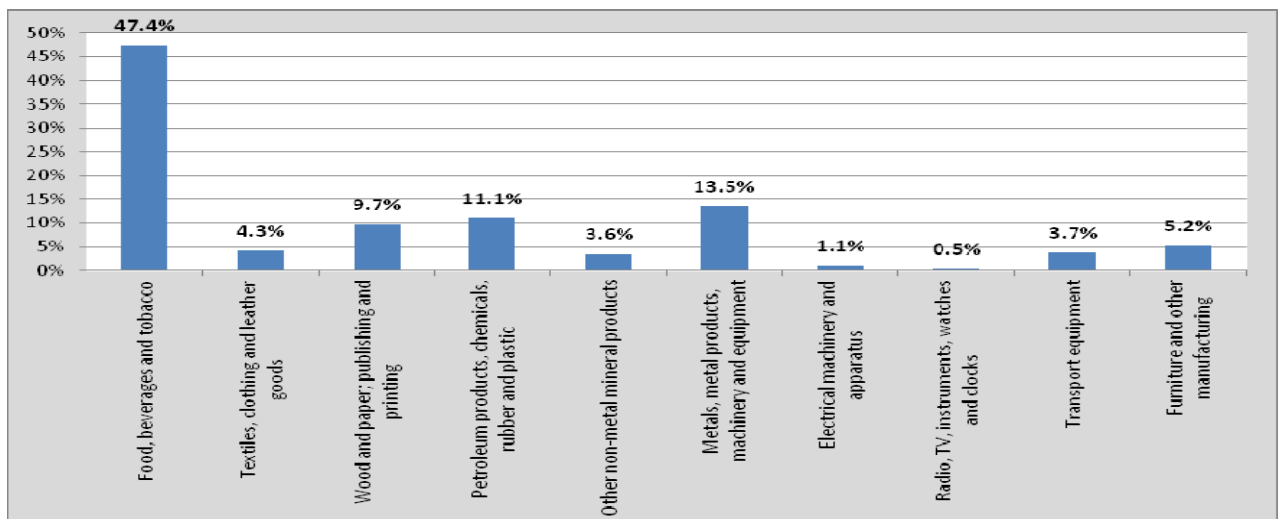
Manufacturing

The Manufacturing Sector contributes 19.6% to the overall GGP of the CWDM and is thus the second largest economic sector in the CWDM. The Manufacturing Sector is mainly concentrated in the further processing of the agricultural products.

Drakenstein Local Municipality (24.6%), Witzenberg Local Municipality (23%) and Breede River Local Municipality (21.3%) contribute to most of the manufacturing activities in the CWDM. The other local municipalities also contribute greatly towards this sector, but when compared the above local municipalities stand out. The manufacturing Sector contributes to 11.8% of the formal employment opportunities. The main manufacturing activities are the production of food and beverages which contributes to the largest sub-sector of the manufacturing sector.

Figure 3.20 illustrates the contribution of the manufacturing sub-sectors.

FIGURE 3.20: MANUFACTURING SUB-SECTORS

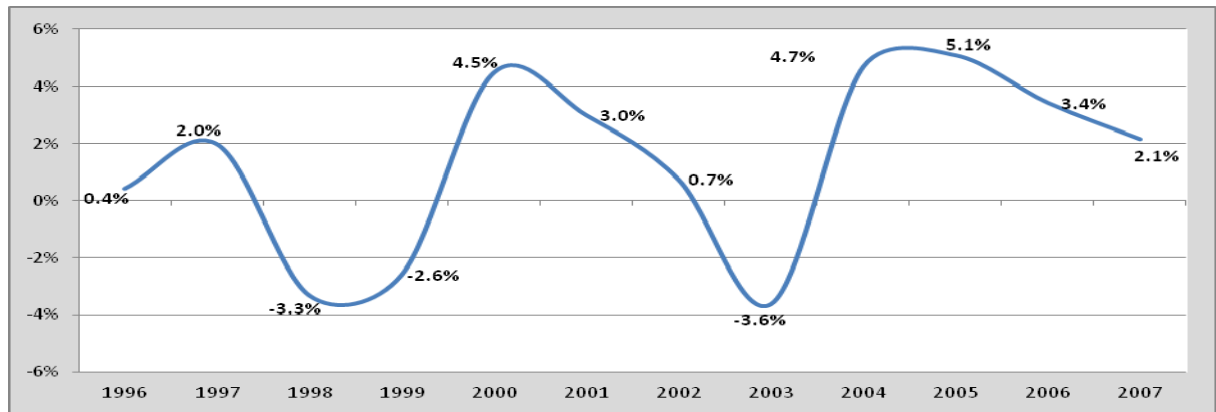


Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.20 illustrates that the food and beverages industry contributes to 47.4% of the overall performance of the manufacturing sector. Small percentages are also concentrated in the Metals (13.5%), Petroleum (11.1%) and Wood (9.7%) industries.

Figure 3.21 illustrates the year on year growth performance of the manufacturing sector for the period 1996 to 2007.

FIGURE 3.21: GROWTH PERFORMANCE: MANUFACTURING SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

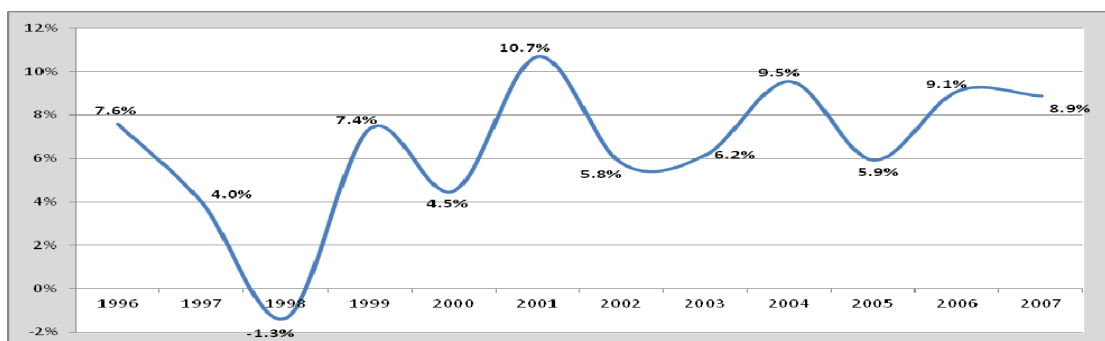
Figure 3.21 shows that the manufacturing sector’s annual growth varies year-by-year, indicating vulnerability to external shocks such as poor harvesting and currency fluctuations. Between 1996 and 2007, the manufacturing sector averaged an annual growth rate of just 1.4%.

Finance and Business Services

The finance and business services sector contributes 23.9% to the overall GGP of the CWDM and is thus the largest contributing sector in the CWDM. Although the finance and business contributes largely to the GGP, it only provides 10.8% of the formal employment opportunities in the district. It is important to note that the majority of the employment opportunities are permanent jobs. Stellenbosch Local Municipality (41.8%) and Drakenstein Local Municipality (25.6%) are the local municipalities with the highest contribution towards the finance and business sector in the CWDM.

Figure 3.22 illustrates the year on year growth performance of the finance and business sector for the period 1996 to 2007.

FIGURE 3.22: GROWTH PERFORMANCE: FINANCE AND BUSINESS SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.22 shows that the finance and business sector's annual growth varies year-by-year, indicating vulnerability to external shocks such as business confidence and price fluctuations. Between 1996 and 2007, the finance and business sector averaged an annual growth rate of 6.5%.

A study conducted with the Top 40 businesses in the CWDM indicated that the business sector is well established with businesses being well rooted in the CWDM. Only 2 of the top 40 companies have only been there less than 10 years and none of the companies indicated a prospect of moving to other areas (District) in the future. This indicates that the business environment in the CWDM is very satisfactory and economically it is seen as a good location for business establishment.

The majority of the inputs for the Finance and business services sector are obtained from the manufacturing and agricultural sectors, while the outputs (clients) range from other manufacturing companies, public and wholesale and retail trade companies. The majority of the inputs into the finance and business services sector are sourced from within the CWDM, but inputs are also sourced from the Western Cape, Gauteng and other African countries which indicate the national importance of these companies.

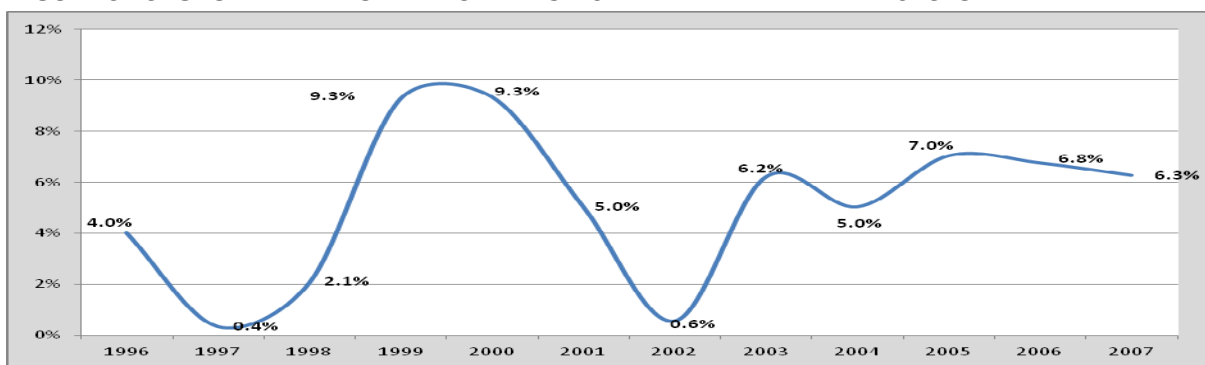
Wholesale and Retail Trade, Catering and Accommodation

The Wholesale and retail trade sector contributes 15.2% to the overall GGP of the CWDM and is classified as the third largest contributing sector in the CWDM. All the local municipalities contribute within the CWDM provide large contributions towards the Wholesale and retail trade sector.

The sector contributes to 13.6% of the formal employment opportunities in the district and is thus essential to the livelihoods of the local residents.

Figure 3.23 illustrates the year on year growth performance of the wholesale and retail trade sector for the period 1996 to 2007.

FIGURE 3.23: GROWTH PERFORMANCE: WHOLESALE AND RETAIL TRADE SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.23 shows that the wholesale and retail trade sector's annual growth varies year-by-year, indicating vulnerability to external shocks such as price fluctuations. Between 1996 and 2007, the wholesale and retail trade sector averaged an annual growth rate of 5.2%.

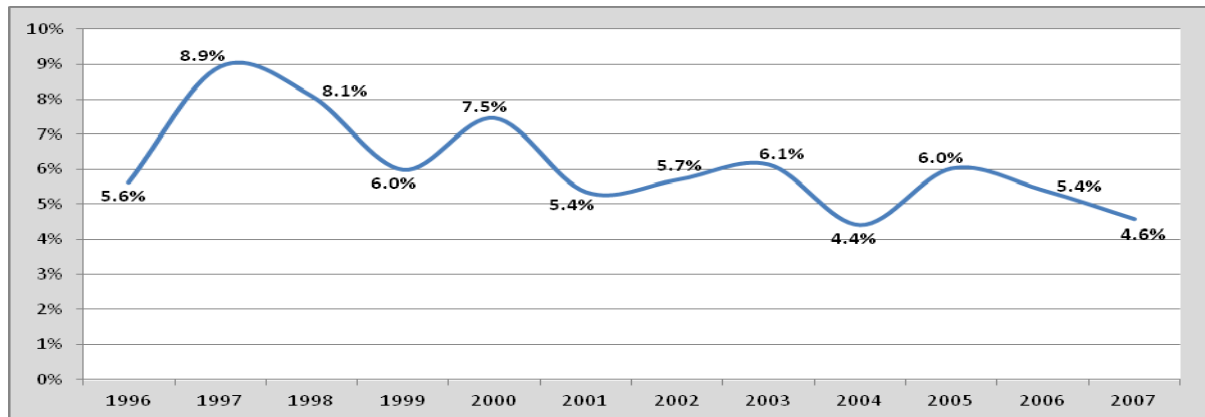
The potential development of the Wholesale and retail sector is to determine the retail hierarchy gaps and to address them where possible in order to decrease the leakage of local buying power. This will also create an opportunity to provide services not offered in other areas (Districts) which could attract buying power from those areas.

Transport and Communication

The Transport and Communication Sector contributes 9% to the overall GGP of the CWDM. The local municipalities within the CWDM all contribute approximate 10% towards the transport and communication sector. There is only a 2% contribution towards the formal employment opportunities in the CWDM.

Figure 3.24 illustrates the year on year growth performance of the transport and communication sector for the period 1996 to 2007.

FIGURE 3.24: GROWTH PERFORMANCE: TRANSPORT AND COMMUNICATION SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.24 shows that the transport and communication sector's annual growth varies year-by-year, indicating vulnerability to external shocks such as price fluctuations. Between 1996 and 2007, the transport and communication sector averaged an annual growth rate of 6.3%.

Major constraints within this sector are the lack of proper public transport system and communication system. Good infrastructure with regards to public transport and communication is vital in the development of businesses and thus the economy. It is important for the CWDM to establish good infrastructure for these functions.

The efficient movement of agricultural produce on the road and rail networks is critical. The CWDM will need to include the identification of mechanisms for joint planning with the City of Cape Town and Provincial Government with respect to national road upgrading, and airport and port expansion. The CWDM will also need to commission a review of agriculture and tourism logistics constraints in the District to further inform freight logistics interventions. The CSIR could be a useful strategic partner in this regard.

The efficiency, reliability, and quality of the Public Transport system has major impacts on global competitiveness, business productivity, social exclusion, and patterns of poverty in the CWDM economic sectors which rely predominantly on low to medium skilled workers.

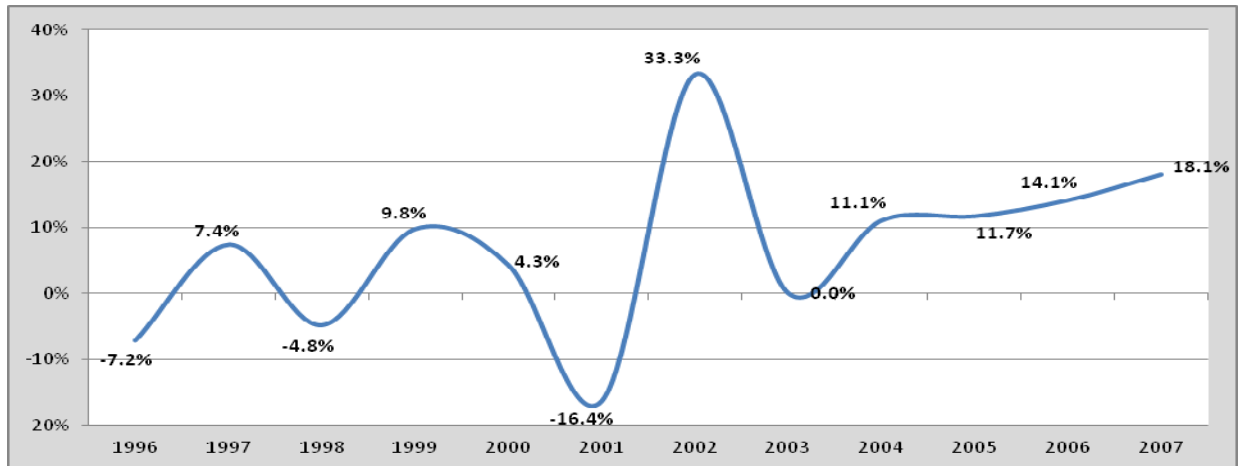
Gaps within the Transport and communication sector are to develop a good public transport system (such as the bus transit project of the City of Cape Town) and to establish a good communication system. Wireless communications systems provide the CWDM with better communication systems internally and the opportunity to expand to the communities which provides better access for new SMME entrepreneurs.

Construction

The Construction Sector contributes 4.5% towards the overall GGP of the CWDM and contributes to 5% of the formal employment opportunities. The Construction sector also contributes only marginally to the Local municipalities within the CWDM.

Figure 3.25 illustrates the year on year growth performance of the construction sector for the period 1996 to 2007.

FIGURE 3.25: GROWTH PERFORMANCE: CONSTRUCTION SECTOR



Source: Urban-Econ Calculations based on Quantec Research Database, 2009

Figure 3.25 shows that the construction sector's annual growth varies year-by-year, indicating vulnerability to external shocks such as price fluctuations. Between 1996 and 2007, the construction sector averaged an annual growth rate of 6.7%.

Growth in the construction sector can occur as a result of strong linkages with other sectors in the economy. An expansion in any industry, such as manufacturing, retail, offices, residential, etc. will increase construction activities. Encouraging investment in other economic sectors will subsequently also have a positive effect on the construction sector.

The construction sector in the CWDM is stretched in terms of resources and will need to increase significantly to meet demand. This provides opportunities in terms of SMME development, through sub contracting; BBEE; training and skills development; and job creation. Growth in this sector has been primarily in the upper end of the market – office blocks, residential units, and large numbers of wine cellars. Franschhoek, Stellenbosch and Wellington have been the primary growth areas.

Investment is necessary by government in upgrading of bulk infrastructure, in meeting of basic service delivery backlogs, and in housing. Factors that are limiting growth in this sector include: an artisan skills shortage (i.e. brick layering, plastering, carpentry, and plumbing); lengthy approval periods for building plans and EIA's; the price of the land; delays in reticulation of services to sites; interest rate hikes; the deterioration of the road network; and the upward pressure on wages.

Tourism

The tourism sector has significant growth potential as the Cape Winelands has a rich historical heritage, wine routes and natural beauty. A number of well-equipped and top quality tourism establishments have been developed to support what the farms and the natural environment have to offer. Around 50% of all visitors to the district visit a wine

route. In the Cape Winelands District there are a number of established as well as developing tourism routes which provides myriad of opportunities for the creative entrepreneur to mix and match marketable products and destinations. Entrepreneurs could become suppliers to the industry: crafts, interior décor, souvenirs, laundry services, agri-tourism services (vegetables, herbs, natural medicines, etc).

The seven key tourism market segments of the CWDM are:

- Food & Wine (Food, Wine, Organic produce tourism)
- Go Green! (Natural Attractions, Responsible Tourism)
- Sport & Adventure Tourism (Hard Adventure, Soft Adventure, Sport tourism)
- Heritage, Arts & Crafts (Heritage & Culture, Arts & Crafts)
- Health & Wellness
- Events, Conferencing & Business Tourism (Business Travel, Business Tourism (MICE), Events)
- Romantic Travel (Weddings, Romantic weekend breakaways)

The target markets are as follows:

- Excursion visitors from Cape Town and surrounds including
 - High-end tailor-made excursions (mainly international visitors);
 - Local visitors who travel on public transport e.g. access by taxis, trains, etc.
 - Self-drive tours (both local Capetonians and international visitors);
 - Affordable Bus tours (mainly affordable end of the Cape Town/Winelands market).
- International touring visitors – with a primary focus on self-drive FIT's and a secondary focus on group tours.
- Domestic touring visitors – mainly from Gauteng and the Northern provinces with a primary focus on self-drive FIT's and a secondary focus on group tours.

The long held 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.

Summary of economic issues

The PER&O (2009) comments on the impact of the recession and suggests that agricultural industries have been affected differently by the economic downturn with the red meat industry appearing to be more shielded than most agricultural industries. However, the table grape industry had to endure significantly lower prices during the 2008/9 season, because of recessionary conditions in export destinations. There is an expectation that production capacity would be harmed by pressure on the availability of credit, stricter regulation and extreme market volatility.

The global economic recession which started in 2007 has affected most industries worldwide particularly those industries who are directly affected by financial services, credit and banking. These effects were crosscutting and rippled into most areas of all economies including Cape Winelands. It is always difficult to predict the nature or extent of the next upturn but the following perspectives have been taken over 2009 from the published views of First National Bank Chief Economist, Dr Cees Bruggemans:

- The economy has theoretically left the recession during the third quarter of 2009
- The rise in GDP during 2009 was led by Manufacturing, particularly in Steel and Ferrochrome production

- Retailers were beginning to place new orders with manufacturers during the first half of 2009
- Construction was notably still strong but losing momentum
- Public sector employment was still strong, including the communication and transport sectors
- Agriculture and mining were noticeably disappointing
- Domestic expenditure remains slow affecting Retail, Wholesale, Motor trade, Financial and Business services and Real Estate. Interest rates are showing lowering tendencies which may boost trade and finance.
- It was observed that consumer spending on durable goods such as furniture, appliances, electronic equipment and motor vehicles were showing signs of improvement towards the end of 2009.
- The building industry confidence dropped based on measurements taken during the fourth quarter of 2009
- Confidence levels were particularly low amongst architects and manufacturers of building materials

3.2 STATE OF THE DISTRICT (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. One of the constraints 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 (Annexure "C")

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 experienced by the District.)

Table 3.9: Environmental trends and pressures

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> <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 is 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.

Climate Change

Impacts associated with global average temperature change include impacts on:

- Water
- Ecosystems
- Food
- Health (IPCC, 2007)

Table 3.9: Examples of possible sectoral impacts of climate change (IPCC, 2007)

Phenomenon and direction of trend	Likelihood of future trends using Special Report on Emissions Scenarios	Agriculture, forestry and ecosystems	Water resources	Human health	Industry, settlement and society
Over most land areas, warmer and fewer cold days, warmer and more frequent hot days and nights	Virtually certain	Increased yield in colder environments; decreased yields in warmer environments; increase in insect outbreaks	Effects on industries relying on snowmelt; effects on some water supplies	Reduced human mortality from decreased cold exposure	Reduced energy demand for heating; increased demand for cooling; declining air quality in cities; reduced disruption to transport due to snow, ice; effects on winter tourism
Warm spells/heat waves. Frequency increases over most land areas	Very likely	Reduced yields in warmer regions due to heat stress; increased danger of wildfire	Increases water demand; water quality problems	Increased risk of heat-related mortality; especially for the elderly, chronically sick, very young and socially isolated	Reduction in quality of life for people in warm areas without appropriate housing; impacts on the elderly, very young and poor

Phenomenon and direction of trend	Likelihood of future trends using Special Report on Emissions Scenarios	Agriculture, forestry and ecosystems	Water resources	Human health	Industry, settlement and society
Warm spells/heat waves. Frequency increases over most land areas	Very likely	Reduced yields in warmer regions due to heat stress; increased danger of wildfire	Increases water demand; water quality problems	Increased risk of heat-related mortality; especially for the elderly, chronically sick, very young and socially isolated	Reduction in quality of life for people in warm areas without appropriate housing; impacts on the elderly, very young and poor
Heavy precipitation events. Frequency increases over most areas.	Very likely	Damage to crops; soil erosion, inability to cultivate land due to water logging of soils	Adverse effects on quality of surface and groundwater; contamination of water supply; water scarcity may be relieved	Increased risk of deaths, injuries and infectious, respiratory and skin diseases	Disruption of settlements, commerce, transport and societies due to flooding; pressures on urban and rural infrastructures; loss of property
Area affected by drought increases	Likely	Land degradation; lower yields/crop damage and failure; increased livestock deaths; increased risk of wildfire	More widespread water stress	Increased risk of food and water shortage; malnutrition; of water- and food-borne diseases	Water shortages for settlements, industry and societies; reduced hydropower generation potentials; potential for population migration

Table 3.10: Adaptation options for sectoral impacts

Sector	Adaptation option/strategy	Underlying policy framework	Key constraints and opportunities to implementation ¹
Water	Expanded rainwater harvesting; water storage and conservation techniques; water re-use/ desalination; water-use and irrigation efficiency	National water policies and integrated water resource management; water-related hazards management	Financial, human resources and physical barriers; <i>integrated water resource management; synergies with other sectors</i>
Agriculture	Adjustment of planting dates and crop variety; crop relocation; improved land management e.g. erosion control and soil protection through tree planting	R&D policies; institutional reform; land tenure and land reform; training capacity building; crop insurance; financial incentives e.g. subsidies and tax credits	Technological and financial constraints; access to new varieties; markets; <i>Longer growing season in higher latitudes; revenues from 'new' products</i>
Infrastructure/settlement (incl. coastal zones)	Relocation; seawalls and storm surge barriers; dune reinforcement; land acquisition and creation of marshlands/wetlands as buffer against sea level rise and flooding; protection of existing natural barriers	Standards and regulations that integrate climate change considerations into design; land-use policies; building codes; insurance	Financial and technological barriers; availability of relocation space; <i>integrated policies and management; synergies with sustainable development goals</i>
Human health	Emergency medical services; improved climate-sensitive disease surveillance and control; safe water and improved sanitation	Public health policies that recognise climate risk; strengthened health services; regional and international cooperation	Limits to human tolerance (vulnerable groups); knowledge limitations; financial capacity; <i>upgraded health services; improved quality of life</i>
Tourism	Diversification of tourism attractions and revenues; shifting ski slopes to higher altitudes and glaciers; artificial snow-making	Integrated planning; financial incentives e.g. subsidies and tax credits	Appeal/marketing of new attractions; financial and logistical challenges; potential adverse impact on other sectors; <i>Revenues from 'new' attractions; involvement of wider group of stakeholders</i>
Transport	Relocation; design standards and planning for roads, rail and other infrastructure to cope with warming and drainage	Integrating climate change considerations into national transport policy; investment in R&D	Financial and technological barriers; availability of less vulnerable routes' <i>Improved technologies and integration with key sectors</i>

¹ Normal font = constraints; *italics* = opportunities

3.2.3 Summary of Spatial Issues

Figure 3.24 highlights some of the regional economic, environmental and population issues mentioned in the previous sections.

Numbers 1 to 5 on the figure indicate for example regional development issues that should be considered as part of the status quo phase of the IDP. It is also important that such a process takes the relevant SDF elements into account i.e. strategic routes, nodes etc.

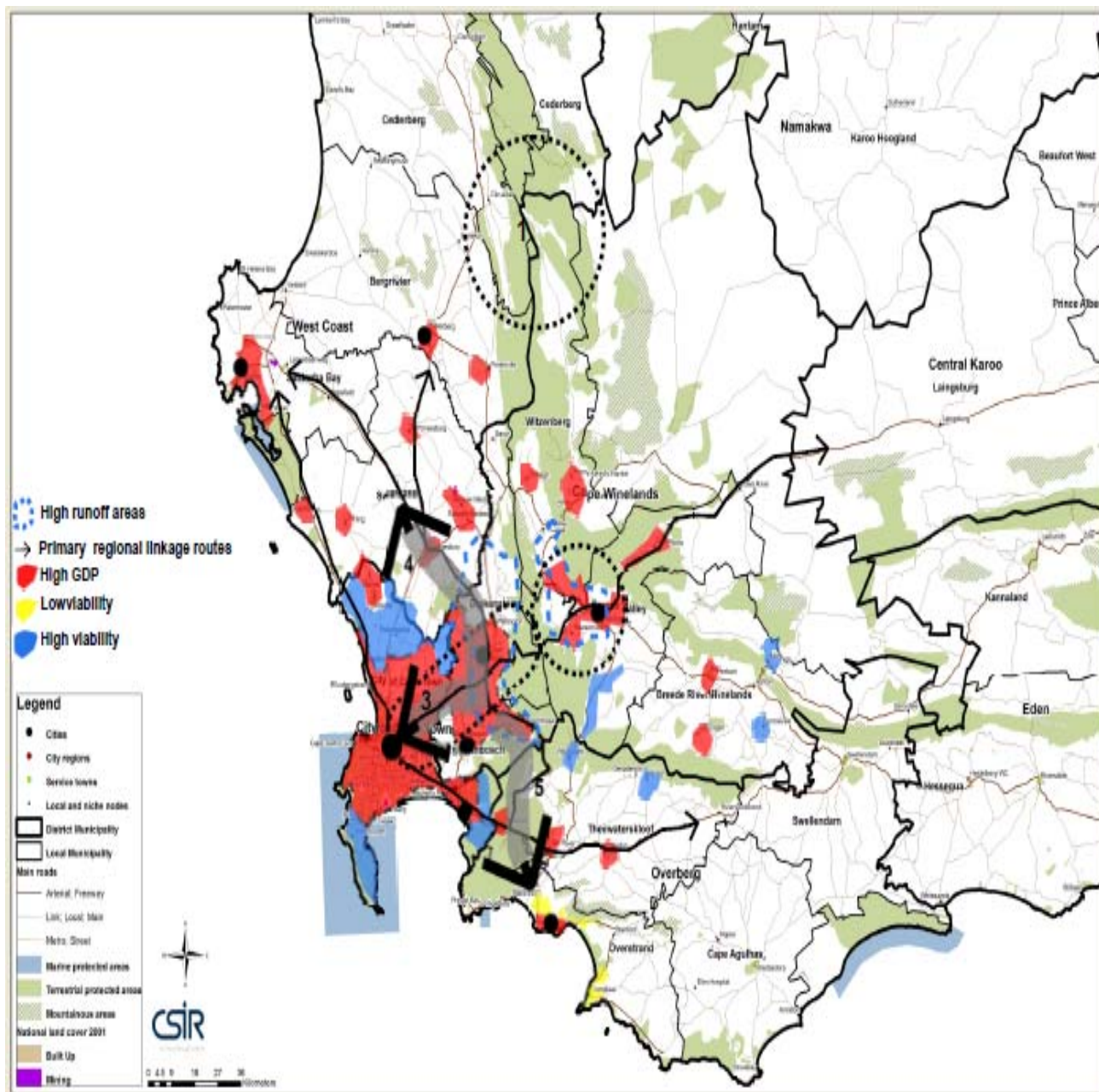


Figure 3.24: Regional spatial perspective

These issues can be expanded on as follows:

1. 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. Together with the mountainous regions, the District's western half has significant run-off areas that should be managed as an important resource (see Fig 3.1: Natural Assets). Both of these issues require a joint management approach with adjacent authorities (see Fig 3.2).

2. These areas in the district represent high access areas to employment. Not only for the district itself, but also for employment seekers from outside of the district. As was mentioned, this supply cannot address the high demand for employment opportunities.
3. The area abutting the N 1 freeway between Cape Town and the Stellenbosch/Paarl area forms an important spine and link for a developing corridor including tourism, exports etc. Spatially, the western part of the District forms part of an economic region that includes the City of Cape Town and parts of the West Coast District. Cape Winelands and its proximity to Cape Town has resulted for example in a number of national and multi-national corporate head offices, such as Medi-Clinic Corporation, Parmalat, Rembrandt, British American Tobacco, Distel and KWV Holdings, choosing to locate here.
4. The economic and socio-economic linkages with the West Coast area are perceived to be weak probably due to the weak linkages through the mountains. This is the same towards the coastal areas of Hermanus / Kleinmond (5). The linkages to the latter areas have more potential due to its proximity to the district.
5. Most of the socio-economic and population issues are confined to the district internally. Cross regional dynamics relate mostly to the linkages with the low income areas to the east of Cape Town and relating to the western parts of the district. Pressure will most probably be in terms of service delivery and employment opportunities.

Spatial Issues as part of Development Responses

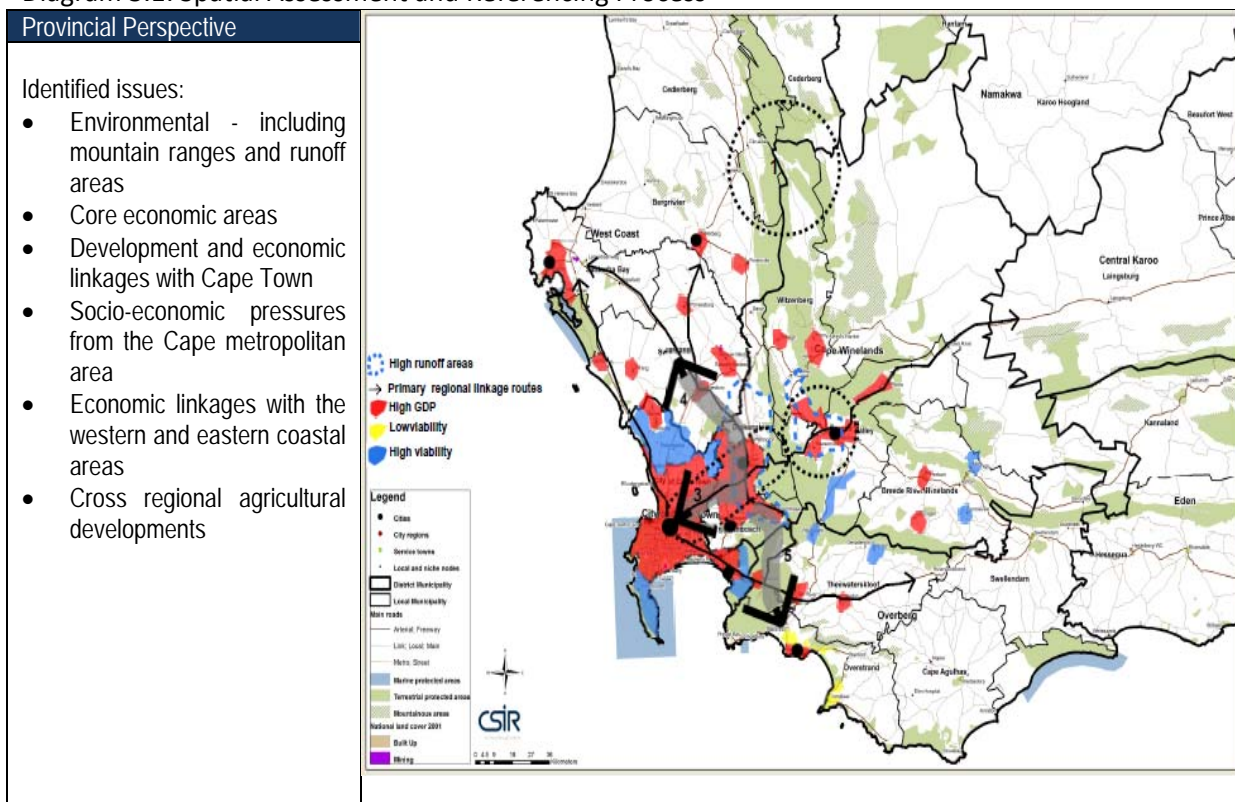
The above regional assessment and spatial perspective can assist in the identification and description of appropriate responses and interventions. Issues and implications should be discussed in terms of time frame (now or future), whether there is a positive or negative impact and how important it is, e.g. significant, important or critical. The result of the assessment and spatial perspective is a set of spatially referenced strategies and programmes that can form the base for IDP decisions on priorities and investment choices.

Contextualizing the CWD will enhance the level of understanding amongst planning officials as to the role of their district in the Western Cape Province in terms of its economic functions and hierarchy as well as identifying opportunities and threats that exist. Better planning decisions and development strategies will be made as a result of the availability of new data from the district as well as neighbouring districts.

By spatially referencing projects and priorities listed in the IDP together with budgets, there will be better alignment between the SDF and IDP. Development trends and areas of focus in terms of budgets can be spatially visible in the SDF, to verify whether the SDF is guiding investment tabulated in the IDP budget.

Diagram 3.1, below, is an example of how a spatial assessment and referencing process can add value to the IDP process in general and more specifically assist with a better understating regarding investment choices and types and a regional level.

Diagram 3.1: Spatial Assessment and Referencing Process



Provincial Perspective

- Identified issues:
- Environmental - including mountain ranges and runoff areas
 - Core economic areas
 - Development and economic linkages with Cape Town
 - Socio-economic pressures from the Cape metropolitan area
 - Economic linkages with the western and eastern coastal areas
 - Cross regional agricultural developments

Fig nr	Responses/ Programme	District Objectives	Investment type
1	Joint management of issues relating to the cross regional mountainous areas	Sustainable development	Institutional and managerial capacity
	Joint management of cross regional runoff areas	Sustainable development	Institutional and managerial capacity
2	Regional development approach to key economic sectors	Business cooperation Competitive and innovation enterprises	Research and development Institutional and managerial capacity
3	Regional development approach to the developing corridor between Cape Town/ Stellenbosch/ Paarl areas.	Business cooperation Competitive and innovation enterprises	Development planning, management and monitoring
4	Investigate and research development linkages with coastal areas	Business cooperation	Research and development
5	Service provision and development programmes	Integrated human settlements	Planning and capital investments

3.3. SOCIO- ECONOMIC ANALYSIS

3.3.1 Community-based Risk Assessment

A district-wide Community-based Risk Assessment was undertaken during the 2007/8 financial year to identify those communities that are most at risk of natural, technological and environmental hazards. The strategic objective of the project was to assist in changing the disaster management programming efforts from a response and relief emphasis to an approach of comprehensive risk management with an emphasis on risk reduction strategies.

From the lead agency workshops the risks of fire, floods and the transportation of hazardous chemicals were identified as most hazardous to the population of the district. The rest of the top ten hazards are: poor water management, human diseases, infrastructure decay, road and rail accidents, power failure, drought and extreme climatic conditions.

From a community perspective, the following hazards were identified as most significant: spread of disease; blocked drains; non-removal of solid waste; uncontrolled fires; environmental pollution; grey/waste water; problems with toilet facilities and the lack of facility maintenance.

The recommendations that emanated from the study are the following:

- At a local level, improve capacity, specific to hazard severity, vulnerability and exposure.
- Involve the communities for sustainable solutions. Draw on the experiences and knowledge of residents to compliment the expert knowledge held by municipal officials and specialists.
- Regard risk reduction efforts as developmental opportunities for the communities as well as for the municipality. The developmental approach underlies national government strategies for growing a developmental state.
- Use appropriate technology for interventions to ensure that it is sustainable over time and acceptable to the local residents.
- Improve municipal accountability with all stakeholders. This can be achieved through open and continuous communication on progress with projects, challenges and successes.

3.3.2 Human Settlement Analysis

The CWDM in co-operation with the local municipalities within the District recently completed a district wide integrated human settlement strategy /plan as well as integrated human settlement strategies per local municipal area within the District. Stellenbosch Municipality was to an extent excluded as they already have a strategy in place. The plans were developed over a period of two years and include a situational analysis (Phase One), Policies and Strategies Phase (Phase 2) and a Business Plan (Phase Three).

The primary purpose of the Integrated Sustainable Human Settlement Plan (ISHSP) is to assist the local Municipalities and the District Municipality to properly plan, budget for housing and related expenditure and to identify and prioritize projects in terms of its ability to promote integrated human settlements.

The following summary is the key findings emanating from the analysis as reported in the "Final Draft Cape Winelands Human Settlement, Phase Three Business Plan, June 2010:

Housing Backlog /Demand

It is very difficult to pin down exactly what the housing backlog is in the CWDM. Reasons include fluctuating demand, inclusion of households living in backyards and inclusion of households living in overcrowded conditions, cleaning of waiting list at municipalities. The table below provides a comparison of the various estimates of housing backlogs in the Cape Winelands from different sources:

Table 3.11: Housing Backlog

	2001 Census Data	Municipal Estimates	CWDM IDP 2008	Sanitation Backlog Study
Breede Valley	4 380	28 587	10 000	7 691
Langeberg	1 638	2 694	4 850	5 263
Drakenstein	7 711	22 748	13 000	13501
Witzenberg	2 080	5 092	3 000	3827
Stellenbosch	5 090	16 643	11 000	7 870
Rural/Farmland				370
DMA	11			
TOTAL	20 910	75 764	42 000	38 522

A median number of 40 000 between the last two sources above would be considered to be appropriate considering that 10% of the Provincial housing backlog estimated to be in the region of 400 000 reside in the Cape Winelands Area. It is also estimated that 13 957 households currently live in informal settlements across the District, whilst approximately 8000 live in backyards.

Linking income and housing product

The housing products available can be grouped into four broad categories relating to available finance options:

- Government subsidy housing (no beneficiary contribution): This is government subsidy for households earning below R1,500 per month.
- Government subsidy housing (beneficiary contribution): This is government subsidy for households earning between R1,501 and R3,500 per month. Beneficiaries are required to make a once-off contribution of R2,479².
- “Gap” housing (those who do not qualify for a full government subsidy, nor do they earn enough to qualify for a bond from a financial institution³): This refers to households earning above R3,501 per month, but below the minimum R7,500 that banks require to be eligible for a bond.
- “Bonded” housing: Households earning above R7,500 per month can qualify for a bond from a financial institution.

Based on the Community Survey Information (2007) it is estimated that of the total number of households in the District (173 348), a total of 75 016 or 43% of households in the CWDM qualify for a government housing subsidy. Approximately 36% of households fall in the “Gap” bracket and only 12% of households qualify for traditional bond finance.

The breakdown of these figures per municipality revealed that:

- The “Gap” market is largest in Drakenstein and Stellenbosch, followed by Breede Valley and Langeberg, while there is a relatively limited demand in Witzenberg.
- The subsidy market is greatest in Drakenstein, Breede Valley and Langeberg. Therefore housing delivery in these areas should also be focusing on providing housing options to satisfy this demand.

² As from April 2010 the R2479 contribution for beneficiaries earning between R1501-R3500 has fallen away. All beneficiaries earning between R0-R3500 get fully subsidised.

³ Note: This is no longer necessarily true since in roads have been made into providing solutions for this income band

- A trend that can be determined across the district is the high concentration of those households qualifying for subsidy housing and some demand for “Gap” housing in former townships. There is little or no demand for private-sector/bankable housing in these areas.

Although most municipalities have not been able to quantify the demand for gap housing in their municipal area, all are certain that there is a significant demand for such housing, but that this market is not being addressed at present.

At present approximately one fifth of the Gap market in the province are inadequately housed. There is roughly an even split between informal dwellings (shacks, backyard dwellings) and formal housing issues such as overcrowding and poor sanitation which make up the inadequately housed. In addition to the original “Gap” market there seems to be a further market segment not catered for – those who do qualify for bond finance, and who wish to purchase property in roughly the R500 000 to R700 000 market, houses in this price range seems to be hard to come by.

Housing Opportunities

The number of housing opportunities delivered between 2004 and 2008 is approximately 4323 houses that were built and 2650 sites serviced in the whole District. Over the following 5 years it is anticipated that delivery of housing units will increase substantially with 13090 sites to be serviced and 15981 new low cost houses planned to be constructed. This is a considerable improvement in terms of delivery over the previous period. This will yield approximately 3196 houses per year and the backlog could be reduced substantially in 6 and a half years.

Implementation Challenges

The situational analysis also started to unpack the challenges related to implementation of housing projects identified by local municipalities. In brief the following issues were raised:

- Capacity constraints within housing departments
- Insufficient planning to guide decisions regarding housing projects
- Insufficient funding and financial resources
- Insufficient suitable land
- Limited bulk infrastructure capacity
- Environmental and heritage constraints

In addition to the above the impact of HIV/Aids, evictions from farms and the availability of social and community facilities are critical issues confronting municipalities. With regard to provision of opportunities in the rural areas the CWDM identified the following constraints:

- Obtaining approvals such as environmental and heritage approvals
- NIMBY syndrome (Not in my backyard) usually by surrounding land owners to proposed site for affordable/low cost housing;
- The high cost to develop in rural areas
- The lack of bulk services in rural areas
- Appropriately located land for housing

A set of response strategies and plans has also been developed to overcome the above challenges and is addressed in another section of the IDP.

3.3.3 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 underpin economic and social development in the region. Below

we analyse the situation with regards to water and sanitation, roads and storm water, waste management and electricity.

(a) Water and Sanitation (Annexure "C")

The 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 DWA 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 exists within the B-Municipalities to ensure effective delivery. Consultants were appointed to update the water and sanitation master plans for the Stellenbosch and Witzenberg Municipalities. These master plans assist municipalities in effective planning of their basic services. It is estimated that the amount needed to eradicate the existing bulk and internal backlogs in the district is in excess of R 1.2 billion. Careful technical planning and financial management will need to be employed to eradicate these backlogs.

(b) Roads and Storm Water (Annexure "E")

Different Road ownership:

The District Municipality does not have ownership of any of the public roads in its area. Proclaimed National Roads are managed by the SANRAL (South African Roads Agency for the National Department), Provincial proclaimed Roads are owned by the Western Cape Provincial Government (Department of Transport and Public Works) and municipal streets by the different Local Authorities.

A service delivery and financial level agreement between the Cape Winelands District Municipality (CWDM) and The Western Cape Provincial Administration, Department of Transport and Public Works ensure that:

- Road maintenance activities are performed by CWDM together with their Provincial Paarl Regional Office
- Delegated management duties are performed by CWDM
- Preparation of technical reports regarding land use application received from local B municipalities together with their Provincial Paarl Regional Office and Head Office
- Various administration duties are adhered to including dealing with the general public (road user) regarding all road matters (e.g. road safety, road maintenance, etc)
- Assistance with capital infrastructure improvement by CWDM roads personnel, example re-gravel and resealing to complement such work performed by provincial contracts

The planning, funding and provision of new provincial road infrastructure or major upgrading and rehabilitation contracts are still the function of the Provincial Roads Authority. A Provincial Pavement Management System is used by Province to manage the technical requirements of their road network. During information sessions between the Provincial Department of Transport and Public Works, the CWDM and all local authorities in the Western Cape a new process was proposed to involve all relevant role players in the Western Cape to participate in the planning and prioritization of future projects.

Regarding the preventative road maintenances of the Provincial Road network:

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.

Proclaimed Roads Programme: See Annexure “E”

Local Municipal Streets:

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 municipal streets

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.

Table 3.12 provides a summary of the condition of the surfaced roads in the CWDM.

CONDITION OF ROADS			
(Extrapolated values)			
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.

Replacement value of municipal streets

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**

Table 3.13: The replacement values per Local Authority

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	
Langeberg		R 25,397,742	
Total CWDM		R 190,102,996	

Proclaimed Roads Programme:

See Annexure “E”

Municipal roads

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 update the Pavement Management Systems (PMS) of Witzenberg and Drakenstein municipalities and to incorporate the results in comprehensive report on the general condition of the roads and the costs involved to properly maintain it.

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.

Table 3.14 provides a summary of the condition of the surfaced roads in the CWDM.

CONDITION OF MUNICIPAL ROADS IN THE DISTRICT			
Description	% of roads in 2008 per category	% of roads in 2010 per category	% (decrease)/ increase
Very Good	35	30	(5)
Good	32	24	(8)
Fair	23	25	2
Poor	8	17	9
Very poor	1	5	4

As can be seen from the above figures, the percentage of roads in the Fair, Poor and Very poor increased from 32% in 2008 to 47% in 2010. The estimated funding backlog on bituminous pavements at this stage is R 450 million. To eradicate the backlog and to maintain the condition of the network at an excellent level, it is estimated that an amount of **R376million** be allocated for resurfacing of roads over the next two years while an amount of **R388million** be allocated for the rehabilitation of roads over the next five years.

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 3.33 billion**

(c) 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 borne 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 needs 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 is listed in paragraph 4 of this report and that the implementation thereof be provided for on the budget.

(d) Electricity: Renewable Electricity Provision

Bio-fuels/Bio-energy feasibility study

The CWDM is conducting a biofuels/bio-energy feasibility study. The goal of the feasibility study is two-fold, i.e. the investigation of biofuels and bio-energy production as a means to provide economic support for upcoming farmers, and secondly to develop the Cape Winelands as a bio-energy provider to the Western Cape metropole. Biofuel production implies the utilisation of (mainly) plant material as feedstock/energy source for processing into solid fuel for electricity generation or liquid fuel for machines.

The scope of the present project is to evaluate different scenarios for the creation of a sustainable bio-energy value chain in the Cape Winelands, by investigating different potential feedstocks, technologies and bio-energy markets of relevance to the region. The scope of the present project includes the capture of such information in a feasibility study to identify a preferred scenario for developing a bio-energy demonstration project in the region, and prepare the project plan for the demonstration project.

The second phase of the bio-energy feasibility study was completed during this financial year. This phase of the feasibility study included an investigation into the following:

Optimal location of processing plant(s)

The aim is to determine the best location of one or more processing plant that will minimize the total transport cost of wood fibre from the growing areas to the plant(s). This is done by means of transport modelling, an optimization technique that allows one to determine the total transport cost; the most economical routes to the plant(s); if there should be more than one plant, then how much fibre should be transported from each growing area to each plant; the best mode of production (e.g. size lorry); best form of the product to be transported, e.g. logs or chips; and the saving on transport cost by using mobile processing plants located at a growing area to save on transporting the bulky feedstock.

Financial-economic viability of bio-fuel feedstock production on farm level

Land owners/users will only produce wood fibre if it is financially and economically feasible. Farm modelling of wood fibre production on its own or in combination with other existing crops will be done to determine the gross margin, net farm income and return on capital invested. One needs to know if tree production will only be viable on marginal land where other more profitable agricultural products cannot be produced, and then if the tree plantation or woodlot will grow fast enough on the marginal land to provide sufficient returns. Otherwise one needs to know if the trees can compete with agricultural crops on better soils.

Special attention will be given to the creation of employment opportunities in the various stages from primary production of the feedstock, harvesting, transport and processing. The cost and productivity of manual and mechanical harvesting will be determined to supply policy decision makers of the Winelands District Municipality with the necessary information to assess the social impact and related costs of the bio-energy project.

The third Phase of the Bio-energy feasibility study will be conducted in the new financial year. This phase of the feasibility study involves:

Financial-economic viability of processing wood fibre into liquid fuel

The pyrolysis process development and economic analysis for the processing of wood fibre to produce solid and liquid fuel.

Does biofuel production generate more energy than it consumes?

An energy balance needs to be constructed to determine of all the activities along the life cycle of biofuel, including manufacturing of inputs (like fertilizers), primary production on farm level, harvesting, transporting of feedstock to the processing plant, processing and transport of the fuel needs more energy per liter biofuel produced than the energy content of the liter of fuel.

The pollution impact of biofuel production

A carbon balance needs to be generated. This is done by comparing the amount of carbon released versus the carbon sequestered during the phases of biofuel production.

(e) Public Transport

The enactment of the National Land Transport Act, Act 5 of 200, has lead to the repeal of the whole of the National Land Transport Transition Act, Act 22 of 2000 as well as defining the roles and responsibilities of the three spheres of government, a matter not addressed in the repealed National Land Transport Transition Act.

In the process of drafting the District Integrated Transport Plan, an assessment of the current status of Public Transport in the District as a whole has been recorded as well as stating a long term vision (5-20 year) for public transport in the Cape Winelands DM. In tabular format below the two scenarios are recorded;

Table 3.15: Passenger Transport – existing informants

	What's working	What's not working
Operations	<ul style="list-style-type: none"> ✓ reasonable link to most places in CWDM, Province and RSA ✓ some modal integration as identified by operators ✓ operators understand rural operating conditions 	<ul style="list-style-type: none"> • no control over quality of service • duplication of service, particularly on long distance (inter-provincial/national) • competition between taxi associations • service not planned as transport system/network • no suitable vehicle for rural conditions • legality of operations not sufficiently enforced
Quality of system	<ul style="list-style-type: none"> ✓ often only transport service provider in remote areas despite low frequencies 	<ul style="list-style-type: none"> • unscheduled • lack of information to passengers • long waiting times outside peak • inconsistent service frequencies • emergency needs problematic • passenger safety due to driver behaviour, particularly on long distance services • lack of facilities (en route and at ranks)
Administration	<ul style="list-style-type: none"> ✓ current system accepted and known by all operators and local passengers 	<ul style="list-style-type: none"> • approval process problematic and not transparent enough • communication between role-players involved industry • current operators not complying with company and labour legislation • planning authorities have little control over operators performance, levels of service and number of operating licence approvals • current vehicle specifications do not cover all operating conditions/roads
Financial	<ul style="list-style-type: none"> ✓ mini-bus taxi largest conveyors of public transport passengers without subsidy ✓ creates large number of job opportunities in public transport sector ✓ largest BBBEE initiative 	<ul style="list-style-type: none"> • all operators cannot afford maintenance of vehicles or suitable vehicles for operational environment • low income levels prohibit re-capitalisation of MBT fleet • drivers often exploited

Table 3.16: Passenger Transport – long term vision

	Long term vision
Operations	<ul style="list-style-type: none"> ○ scheduled services for main destinations (large towns and Metros) ○ frequent shorter intra-town, commuter services ○ co-ordination of services and modes ○ long distance services provided by road, rail and air modes ○ information on services readily available ○ good road infrastructure on major routes/network ○ appropriate vehicles for rural areas ○ public transport is affordable for the majority of CWDM citizens
Quality of Systems	<ul style="list-style-type: none"> ○ reliability, waiting time minimised and waiting experience improved ○ comfortable service -no overcrowding and luggage/goods accommodated ○ maximum coverage of all areas with access to remote rural areas included ○ Facilities provided on route for boarding and alighting commuters ○ Interchanges and facilities cater for people not just vehicles (ablution facilities, amenities, markets, other modes) ○ Safety of passengers prioritised and enforced

Administration	<ul style="list-style-type: none"> ○ Monitoring of services undertaken ○ Passenger demand and vehicle usage tracked for purposes of planning new services ○ Ensure monitoring of minimum levels of service ○ Procurement systems and processes transparent and accessible to all ○ Clear, transparent and effective administering of transport system ○ Enforcement of service standards ○ Responsible financial practices with audited statements ○ Compliance to all relevant and applicable legislation
Financial	<ul style="list-style-type: none"> ○ Multi-functional services in low demand areas for maximum efficiency ○ Cost effectiveness ratios monitored continuously (cost per passenger, cost per kilometre, etc) ○ Labour practices within the transport industry is compliant with labour legislation ○ Profitable for all operators ○ Transport operators are compliant with tax and other statutory requirements

Rail

Rail accounts for less than 10% of both work and educational trips as shown in tables E1 and E3. A high level of dependency on private car usage for all trips still exists in the CWDM.

Table 3.17 – main mode to work

DM	LM	Percentage of trips						Number of Trips
		Train	Bus	MBT	Car	Walk	Other	
CWDM	Witzenberg	-	0.7	4.7	13.6	65.8	15.1	37 362
	Drakenstein	9.6	-	18.3	29.8	30.6	11.6	72 149
	Stellenbosch	9.7	-	13	33.2	36.4	7.7	42 801
	Breede Valley	-	-	4.1	35.5	48.4	12	58 237
	Langeberg	-	-	7.5	18.3	58.9	15.3	27 863

Table 3.18 – main mode to education

DM	LM	Percentage of trips						Number of trips	Number of PT trips
		Train	Bus	MBT	Car	Walk	Other		
CWDM	Witzenberg	-	-	3.3	16.3	59.2	21.1	28 000	1 000
	Drakenstein	6.8	-	15.4	14.5	51	13.3	57 000	12 600
	Stellenbosch	5.8	-	4.6	21.9	46.8	20.9	37 000	3 900
	Breede Valley	-	-	6.5	15.3	53.2	26.1	44 000	2 800
	Langeberg	-	-	0.7	8.4	71.8	19	25 000	200

* Excludes WCED subsidised learner transport

Freight

The migration of freight from rail-based to road-based is of great concern at National as well as Provincial levels of governance. The damage to road pavements increases exponentially with increased loading. The reduction of over-loading of freight vehicles is therefore of utmost importance. The increase in weighbridge operations is a welcome indication of the seriousness with which the Provincial Department of Transport is addressing the freight related impacts on the road infrastructure. In order to safeguard the Province's road network, the Provincial Government will advocate interventions which promote a shift in freight haulage from road to rail modes. A measurable target of a 10% shift has been identified.

Figure 3.25 below represents the number of vehicles weighed at all weighbridges in the Western Cape.

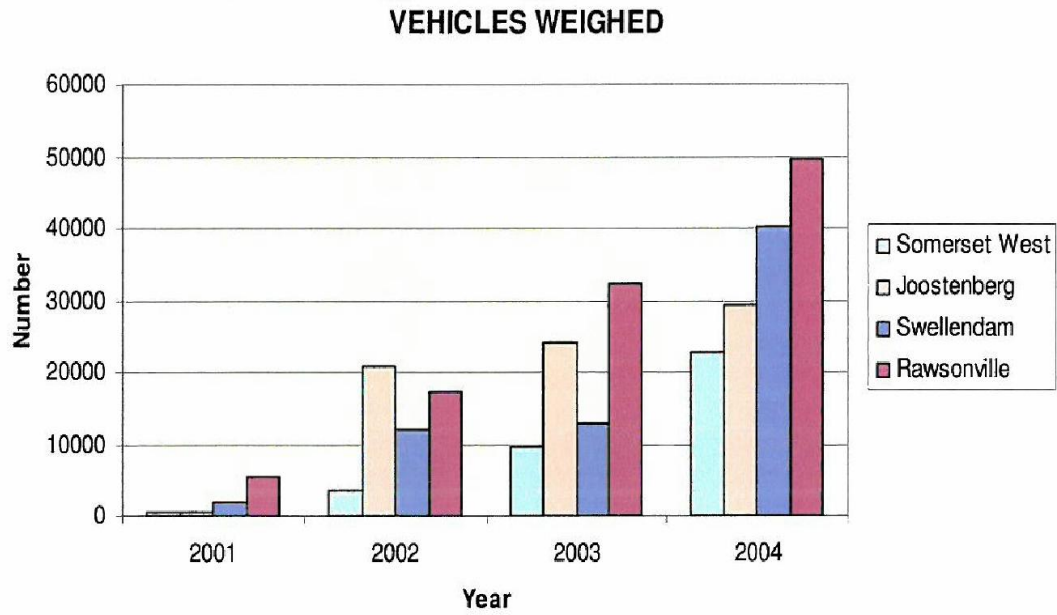
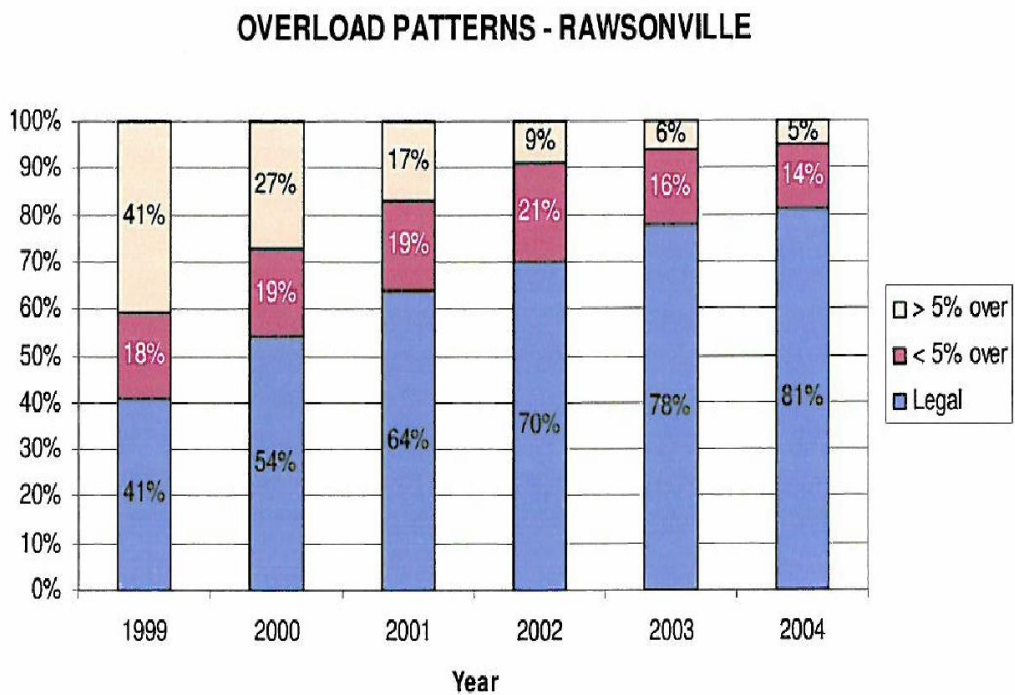


Figure 3.26 below represents overload patterns at the Rawsonville weighbridge.



3.4 THE INSTITUTION

The Cape Winelands District Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as specified by the Local Government: Municipal Demarcation Act 117 of 1998. It consists of the political segment, an administrative component and the community.

3.4.1 Political Segment

The political structure and composition is based on the Executive Mayoral Committee (Mayco) system. The Mayoral Committee reports to the Municipal Council whose duties are defined so as to ensure proper decision making and appropriate allocation of funds. The Council must adhere to the Protocol of Corporate Governance in the Public Sector (1997) and a host of relevant legislation.

Council has the following decision making structures:

- Municipal Council
- Executive Mayor and Mayoral Committee
- Portfolio Committees, including Section 79 Committees and Section 80 Committees
- Officials with delegated powers

3.4.2 Administrative Component

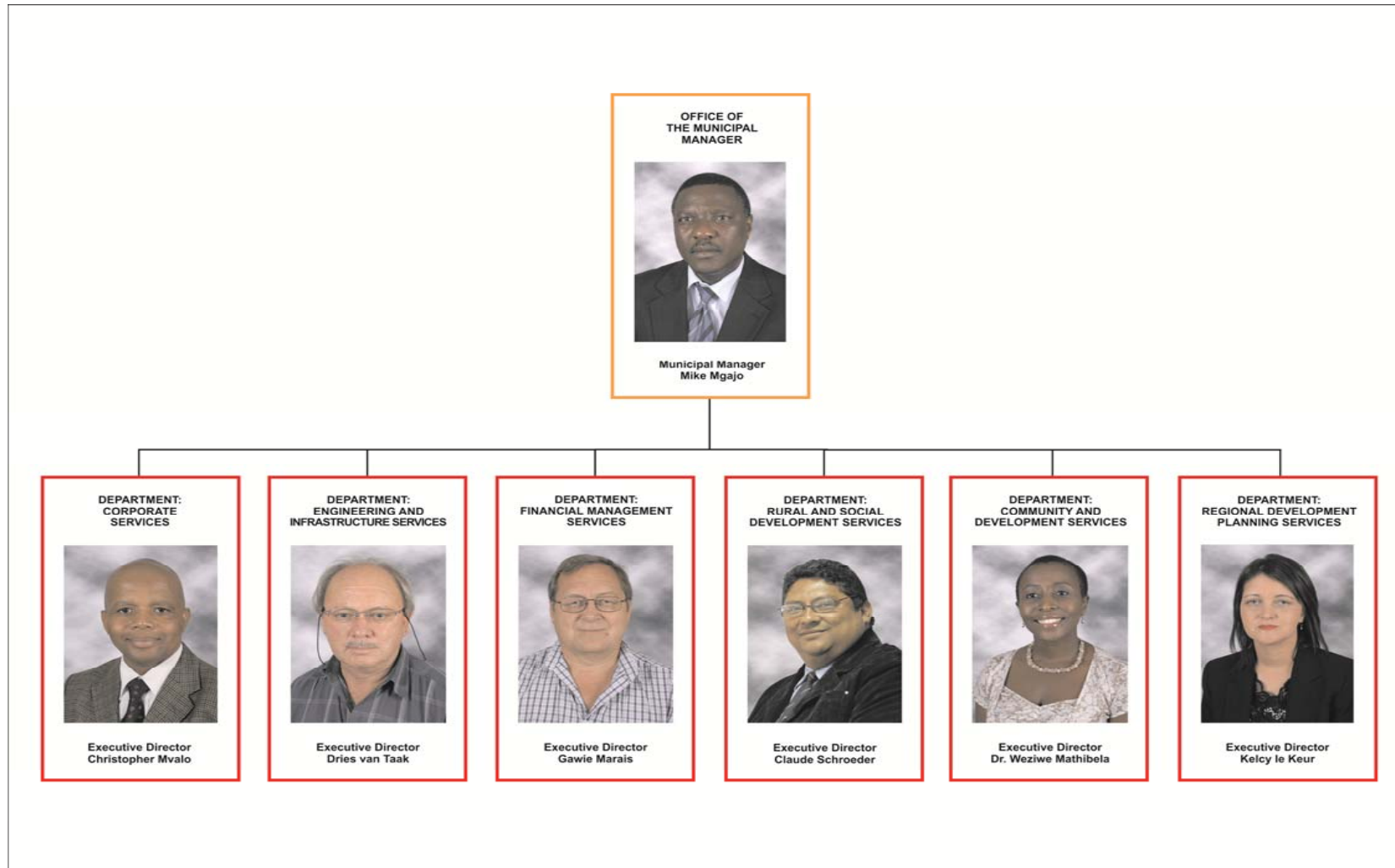
The Development Priorities of the municipality as contained in the IDP cannot be achieved without people (human resources) and therefore the effective management of human resources makes a vital contribution to achieving these goals. The Cape Winelands District Municipality, through its salary budget, 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- <ul style="list-style-type: none"> • Political Vision, Values and Coordination • Policy and Programme Oversight • Functional Compliance • Intergovernmental Relations 	Office of the Speaker- <ul style="list-style-type: none"> • Legal Oversight • Policy Reviews • Statutory Committees 	
Office of the Municipal Manager- <ul style="list-style-type: none"> • Strategic Planning, Support and Co-ordination (Shared Services) • Organisational Performance Management • Integrated Development Plan • Internal Audit • Corporate governance and Legal Systems 		
Corporate Services- <ul style="list-style-type: none"> • Human Resources • Information Communication Technology • Administrative and Councillor Support • Communication • Intergovernmental Relations and International Relations 	Financial Management Services- <ul style="list-style-type: none"> • Budget • Income • Supply Chain Management • Expenditure 	Engineering and Infrastructure Services- <ul style="list-style-type: none"> • Infrastructure Planning and Project Implementation • Human Settlement Development • Roads • Public Transport Planning and Regulation
Community and Developmental Services- <ul style="list-style-type: none"> • Emergency Services • Municipal Health Services • Projects • Social and Rural Development 	Regional Planning and Development Services- <ul style="list-style-type: none"> • Spatial Planning • Environmental Planning • Regional Economic Development • GIS 	Rural and Social Development Services- <ul style="list-style-type: none"> • Rural Development and Special Programmes • Social Development

The figure below illustrates the macro-structure of the Cape Winelands District Municipality:



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 occupational 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 council has approved the revised EE Plan for 2009-2014 on the 25th November 2010. Challenges amongst others are improving the representation of women and people with disabilities in the management echelons of Cape Winelands District Municipality.

Training and Development: CWDM annually submits the Workplace Skills Plan (WSP), bi-annual implementation reports and quarterly reports to the Local Government SETA. The total amount of R403, 228.84 was received from the Local Government SETA. The 2010/11 WSP was submitted on 30 June 2010 to the LGSETA and currently the LGSETA is processing claims for the financial year 2009/10. During the 2009/10 financial year 90 employees and councillors participated in various training and skills development programmes including but not limited to: ABET, Administration, Computer Literacy, Corporate, Legal and Support, Financial, Information Technology, Life Skills, Management/Leadership, Occupational Health and Safety, Policy Development, Project Management, etc at a total cost of R1,134,034.00

Road Construction Learnership: CWDM has successfully completed this Learnership where 21 employees participated since its commencement in September 2008, at NQF level 2, having targeted employees at elementary level. On 23 September 2010 the handing over of certificate ceremony was held, with the presence of the Deputy Executive Mayor, CWDM officials and councillors, Local Government Seta, Service Provider, local municipalities, etc.

Mayoral Bursary Fund has assisted 284 well deserving students, both financially and academically, with registration fees or upfront payments to various institutions in fields including, but not limited to: BComm, Accounting, Agriculture, Tourism, Engineering, Business Management, Farming Management, Public Management, Human Resource Management, etc. with a total cost of R972, 583.20 in the financial year 2009/10. The challenge, however, is to assist few students with bursaries up until they complete their studies, than just assisting with the registration fee or upfront payment to lot of students.

Student Practical Work: Cape Winelands District is currently offering work experience (In-Service training, Internships, and Learnerships) with priority to students who reside in the district, in fields such as Finance, Engineering, Environmental Health, Communications, Human Resource Management, Local Economic Development, Land-use, Spatial Planning, etc.

In compliance with the **Local Government: Municipal Finance Management Act, 2003** (Act No 56 of 2003) as the municipality we established a Steering Committee that is tasked with ensuring that all officials as prescribed by the Municipal Finance Management Regulations meet the financial management competency levels as prescribed by 31 December 2013. This process will be expedited in the next financial year and the Local Government SETA has committed itself to pay an amount of R22, 000.00 per employee and CWDM is targeting Finance officials and Section 57 employees. Local Government SETA has identified the University of Stellenbosch as the service provider. It will be to our advantage to make use of the University of the Stellenbosch because it has all the Unit Standards required in terms of the Minimum Competency Levels Regulations. The University of

Stellenbosch has taken it further by doing the presentation in the management meeting of the 17th November 2010, it is in anticipation that the first group of CWDM will commence with the training in February 2011.

Occupational Health and Safety: CWDM during 2009/10 focused, amongst others, on a comprehensive Health and Safety Audit on all premises to determine the level of compliance to the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), Community Safety Fire By-Law and all relevant SANS codes. Arising from the Health and Safety Audit, the action plan was formulated and the non-compliances were attended to. Training that took place included: Introduction to the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) overview to Management, SHE Compliance for Roads Sub-Contractors, Introduction to Safe Work Procedures of Herbicides Training Programme, SHE Committee Training, Emergency Co-Ordinator, Fire Protection and Prevention.

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: Cape Winelands District Municipality continues with the successful implementation of its individual performance management system, this has been recognized by the study on Human Resource Practices and the impact it has on the local government that was commissioned by the Department of Cooperative Governance & Traditional Affairs, as CWDM has been identified as the best practice in individual performance management in the country. Selected officials were identified and participated in a programme that was designed to improving the culture of performance at all staff levels at the Cape Winelands District Municipality (CWDM), which culminated with the presentation by the Service Provider, with recommendations for consideration by the management, to the meeting of the management held on the 17th November 2010.

HIV and AIDS: In implementing HIV and Aids Workplace Programme, amongst other things attended to, include: the establishment of an HIV/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. The challenge is to ensure that Cape Winelands continues to implement the HIV and Aids Workplace Programme, especially against the background of the address by President Jacob Zuma, on the World Aids day where he declared amongst others that HIV and AIDS is not merely a health challenge but a challenge with profound social, cultural and economic consequences.

Categorization and Wage Curves Collective Agreement: This agreement was signed by all parties on 21 April 2010 and came into effect on 1st July 2010, which was read and implemented with the Salary and Wage Collective Agreement (SAWACA) dated 31 July 2009 and expiring 30 June 2013. CWDM embarked on road shows in all workplaces, whereupon the implication of the implementation of the Collective Agreement was explained. Challenges presented by the implementation of the Agreement, includes amongst others attraction and retention of best skills and talents, acting arrangements, lack of motivation for current competent employees to apply for promotional posts, generic job titles, etc. The Agreement is being contested in the Labour Court by the labour representatives of the SALGBC. At present the authenticity of the Agreement is being contested in the Labour Court by the labour representatives in the SALGBC.

Information and Communication Technology: The current CWDM ICT environment provides an enabling setting for staff and councillors to be productive through various ICT related services. Data is stored, shared and communication is achieved. For the environment to be

'truly' enabling though, it would provide data management not just storage and the communication would include collaboration and more direct support for business processes and include management information.

There are two main reasons for this. The first is the available budget, the staff count and available skills in the ICT department. The second is the ability of the CWDM management and staff to take an advantage of improvement and continuous innovation in technology. The last 12 month (up to December 2010) CWDM has seen the completion of ICT projects that have dramatically improved the reliability of our network, and ability to transfer and share data.

With this in place the next step for ICT is to develop the environment from a technical achievement to a change in user experience. To achieve this we are building on the success of the collaborator by expanding the offerings. We are developing the skills internally to customise the platform. It will be used to alleviate the amount of paper that is used in CWD and manage business processes.

For these changes to be effective a large amount of change management is required, already the ICT technical Committee is functional, strong consultation with staff and an incremental metamorphous of current practices is planned.

Property Management: the current standard of property management will be maintained. It is not feasible to commit CWDM to cut back on the expenditure regarding the replacement of pool vehicles as this will negatively impact on the future upgrading of the vehicle fleet of the Cape Winelands District Municipality, which can seriously hamper service delivery and may also have an impact on the safety of the employees. In the light of the current discussions on the future role of District Municipalities, it appears prudent not to commit the municipality to purchase any additional vehicles.

DMA process: The Minister of Local Government, Environmental Affairs and Development Planning of the Western Cape Province must first publish the final amendment of Section 12 Notices in terms of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998) in order to make provision for transitional measures to regulate and facilitate the inclusion of the area of the former District Management Area (DMA) into the municipal areas of the respective local municipalities.

Interactions will be held with municipalities (i.e. Breede Valley, Langeberg, Overberg, Swellendam and Witzenberg) affected by the redetermination of the Cape Winelands District Municipality's boundaries to discuss service delivery and related matters. This will happen during the 2010/11 financial year to ensure optimal readiness by all municipalities concerned.

CHAPTER FOUR: Developing our Strategy

4.1 ALIGNMENT AND ACCOUNTABILITY OF THE SPHERES OF GOVERNMENT

The NSDP and the Provincial framework (PSDF, Western Cape's Draft Strategic Plan) 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 account 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 government to come together at the District Coordinating Forum (DCF), a joint planning forum of Executive Mayors within the district space, established in terms of the Intergovernmental Relations Framework Act. 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 go 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, wants 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 a clear understanding of how it can be achieved established. The challenge is on how to prioritise, and to assess what can be achieved.

The 2010/11 Cape Winelands Turnaround Strategy has identified Intergovernmental Relations (IGR) as a key lever to facilitate change within the parameters of the 2010/11 financial year. Although progress has been made with the strengthening of joint planning platforms, it is still not a reasonable expectation to see Integrated Development Plans that give a true reflection of the intention of the whole of government in their demarcated space.

4.1.1 5-Year Strategic Agenda for Local Government

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

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.

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.

4.1.2 Joint Intergovernmental Planning

4.1.2.1 IDP Indaba

At the Premier's Coordinating Forum on 27-28 July 2010 municipalities were informed about a planned IDP Indaba which was to be facilitated by the Department of Local Government during the third quarter of 2010.

The purpose of the IDP Indaba, held in the Cape Winelands on 26 and 27 October 2010 was to create a joint planning space where the three spheres of government could reach agreement on development priorities and projects within municipalities over the short and medium term. This process should improve the drafting of the 3rd generation IDPs, which will act as the single investment plan for government within each of the municipalities.

The primary objective of the Indaba was to effect Inter-Governmental Planning and Implementation through:

- i. A joint engagement and implementation process;
- ii. Creating a platform for engagement between municipalities, provincial and national sector departments to boost IDP Implementation;
- iii. Understanding the root causes blocking the implementation of IDPs; and
- iv. Working towards an ongoing joint approach for Municipal IDP implementation support.

The IDP Indaba Project Template as populated by the Cape Winelands District Municipality with projects to be considered for support by Provincial and National sector departments is attached as Annexure "J".

4.1.2.2 Cross-border Collaboration

The Cross Border Collaboration is a platform created for facilitating the dialogue between the City of Cape Town and its immediate neighbouring municipalities, through sharing best practice and benefits experienced in developing and implementing sound economic plans. The Cape Winelands District Municipality and its local municipalities of Drakenstein and Stellenbosch Municipalities adjacent to the City of Cape Town partake in this forum.

The Department of Economic Development and Tourism plays a coordinating and facilitation role in this forum. During the meeting that took place on the 21st of June 2010, a resolution was taken that a meeting be scheduled where the Districts and B-municipalities municipalities will make a brief presentation on their Spatial Development Plans focusing on the following areas:

- i. Spatial trends
- ii. Corridor development
- iii. Human settlement plans and
- iv. Local Economic Development

The meeting took place on 05 August 2010. Areas of emphasis for the dialogue at this meeting included the following questions:

- i. What are neighboring municipalities doing?
- ii. How far have they progressed in their plans?
- iii. What are the challenges commonly experienced? and
- iv. What are the areas of collaboration?

Recommendations that are applicable to the Cape Winelands District Municipality and the Drakenstein and Stellenbosch Municipalities are as follows:

NAME OF THE MUNICIPALITY	ISSUES	WAY FORWARD	ACTION
	Spatial and Environmental		
City of Cape Town Stellenbosch	Access to land	<ul style="list-style-type: none"> ▪ Facilitate further discussions 	Meeting to be set up with Dept of Rural Dev & land Reform
City of Cape Town West Coast DM, Saldanha Bay, Stellenbosch	Housing	<ul style="list-style-type: none"> ▪ Issues to be driven by PGWC 	Further discussion to be facilitated with Prov Dept of Human Settlements
City of Cape Town Swartland Cape Winelands	Waste management/ Landfill sites / Refuse Removal Site	<ul style="list-style-type: none"> ▪ Facilitate further discussions 	Further discussion to be facilitated between Muni's and DEADP
	Economic		
City of Cape Town, Swartland, Saldanha Bay , Cape Winelands DM	Shortage of skilled labour	<ul style="list-style-type: none"> ▪ Facilitate further discussions ▪ Issues to be driven by PGWC 	Further discussion to be facilitated between Muni's and relevant PGWC Depts -DEDAT, Education, etc.
Cape Winelands DM	Agriculture sector	<ul style="list-style-type: none"> ▪ Facilitate further discussions ▪ Issues to be driven by PGWC 	Further discussion to be facilitated between Munis and DoA
	Social		
City of Cape Town West Coast DM Cape Winelands DM Saldanha Bay, Stellenbosch	Migration	<ul style="list-style-type: none"> ▪ Facilitate further discussions ▪ Issues to be driven by PGWC 	Further discussion to be facilitated between Muni's and relevant PGWC Depts on Migration Management issues.

Specific challenges identified in Cape Winelands municipalities were as follows:

MUNICIPALITY	CHALLENGES / SPECIFIC ISSUES	DEDAT ACTION	DEDAT
Stellenbosch	<ul style="list-style-type: none"> • Access Agricultural Land 	a) Facilitate further discussions b) Recommendation on own c) Issues to be driven by PGWC	<ul style="list-style-type: none"> • Development of Agriculture Node

A copy of the draft report on Cross Border Collaboration between the City of Cape Town and neighbouring municipalities is attached as Annexure "J".

4.1.2.3 District/Local IDP Prioritization

The Cape Winelands District Municipality hosted a District/Local IDP Prioritization Workshop on 11 November 2011 with the aim of agreeing on a set of priorities for municipalities in the district. The platform was also created to start the dialogue between the local municipalities and the CWDM on areas of support that local municipalities wanted the district municipality to focus on in the next MTREF period.

A copy of the District/Local IDP Prioritization Workshop Report is attached as Annexure "J".

4.2 INTERNATIONAL RELATIONS

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 the Western Cape's Draft Strategic Plan.

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 relations 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
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.
 5. Membership participation in the form of the Executive Mayor of CWDM elected as President of the Great Wine Capitals Network which has the following objectives:
 - ▽ Promoting member cities and their wine regions.
Featuring global common communication tools promoting wine capitals of the world is an innovative means of capitalizing on each other’s advantage, following a real cooperative logic.
 - ▽ Organizing common development programmes.
Their outcomes should position the GWC as a “quality brand”, a sign of excellence.
 - ▽ Networking with other national and international wine – business – tourism networks.
Complementary, development of GWC image, participation in the international debates, interaction with other wine associations with similar goals are priority course of action for the GWC to position itself as a relevant association on the international scene.

4.3 DISTRICT STRATEGY: THE CAPE WINELANDS GROWTH & DEVELOPMENT STRATEGY (2006-14)

4.3.1 LONG TERM STRATEGY: REVIEW OF CAPE WINELANDS GROWTH AND DEVELOPMENT STRATEGY (CW-GDS) (Annexure "D")

The Cape Winelands District Municipality, together with its Drakenstein, Stellenbosch, Breede Valley, Breede River Winelands and Witzenberg local municipalities, Business, Youth, Labour and Civil Society organizations embarked on a joint process to initiate the development of the Cape Winelands Growth and Development Strategy (CW-GDS) in November 2004.

The joint effort of the Cape Winelands District Municipality and its 5 B-Municipalities resulted in a consensus document that binds government, business, labour and civil society within the region in placing the Cape Winelands on a path of economic growth. The CW-GDS was launched on 30 November 2006 at the Growth and Development Summit.

4.3.1.1 GDS Review Findings

The CWDM commissioned a study in 2008 to review the CW-GDS implementation. The aim of the study was to establish the progress made by the different sectors (government, business, labour and civil society) with regards to the implementation of the Cape Winelands Growth and Development Strategy.

In order to assist the Cape Winelands in gauging the extent of the CW-GDS implementation process, the Consulting firm conducted an in-depth analysis of the IDP documents and budgets of each Municipality within the District. The IDPs and budgets gave an overview of whether each Municipality has aligned its strategic objectives to that of the CW-GDS and are working towards the envisaged shared growth. The alignment process revealed that indeed all the Municipalities have incorporated the CW-GDS objectives in planning their developmental process. However, it also became apparent that the Municipalities could not focus on all the CW-GDS objectives and this could be attributed to the fact that each Municipality is currently facing some challenges.

The general view shared by all the stakeholders is that the CW-GDS is a well formulated strategy document and if implemented well it can definitely guarantee the socio-economic upliftment of the Cape Winelands.

Some of the views shared by various stakeholders:

- The CW-GDS should be made a living document;
- The CW-GDS strategies adopts a project based approach but needs to be strategy based as well;
- The CW-GDS should be a compliance document; and
- The CW-GDS is not a representative document anymore since many stakeholder representatives/ organizations have changed since 2004.

It was also emphasized that there is still a lot that can be done to ensure the successful implementation of the CW-GDS if an effective implementation plan and communication structure is put in place.

However, the Stakeholders also identified challenges impeding the process of the CW-GDS:

- Lack of communication amongst all key stakeholders;
- No implementation agents identified for business, youth, labour and civil society sectors;
- Municipal constraints in achieving municipal objectives;
- Financial and budgetary constraints;
- Lack of professional and technical skills;
- Lack of inter-departmental co-ordination within Municipalities;
- Infrastructural constraints;
- Not adequate involvement of the Private Sector;
- Lengthy procurement processes; and
- Global Economic Crisis.

4.3.1.2 PUBLIC PARTICIPATION PROCESS: PRESENTING GDS REVIEW FINDINGS

Civil Society

The Cape Winelands District Municipality consulted with Civil Society on 02 June 2009 and the following is a summary of the findings of this consultation:

- The CW-GDS is a good strategy document however it lacks an implementation plan;
- Lack of communication amongst the stakeholders and the Municipalities;
- Cape Winelands Economic Development Council (CWEDC) as a sector representative body should take up the initiative on a way forward with the implementation of the CW-GDS;
- The CW-GDS is not inclusive and does not consider people with disabilities;
- Cape Winelands District Municipality need to embark on awareness campaigns as not all sector and stakeholders are aware of the CW-GDS and the role that they are required to play; and

- Stakeholders should work in a more coordinated way and come up with ideas that could improve the implementation process of the CW-GDS.

Business Community

The CWDM consulted with the Business Community on 03 June 2009 and the following is a summary of the findings of this consultation:

- There must be interaction between businesses and business chambers to ensure greater reach and achieving of the CW-GDS objectives;
- There must be a link between District Municipality and the B-Municipalities roles in the implementation of the CW-GDS;
- There must be ownership of the implementation process as well as role clarification;
- There must be an alignment for services and resources to avoid duplication;
- The CWEDC, Municipal Manager, Portfolio: Regional Development and Planning Services and the Mayoral Committee must be co-opted to form a champion's link to facilitate the implementation of the CW-GDS; and
- Need to explore how the CW-GDS implementation process can form part of the IDP process.

Labour

The CWDM consulted with Labour representatives on 04 June 2009 and the following is a summary of the findings of this consultation:

- Stakeholders should actively work together;
- Dissemination of information must be encouraged amongst stakeholders;
- Task team should be established with regular meetings to facilitate the implementation of the CW-GDS;
- Communication between stakeholders;
- Coordination of objectives; and
- CW-GDS awareness campaigns is crucial, to inform people of the Growth and Development Strategy.

Government

The CWDM also presented the findings of the GDS Review to the District Coordinating forum on 26 August 2009. Following this meeting the following actions were proposed:

- The lack of awareness of the Cape Winelands Growth and Development Strategy (GDS) be addressed;
- All political parties be included in the GDS Review process to ensure full buy-in;
- A communication structure be put in place and the role of stakeholders be clarified;
- A comprehensive implementation plan be put in place and communicated to all role players;
- The Cape Winelands Growth and Development Strategy (GDS) document be workshopped by all Local Municipalities in the area of the Cape Winelands prior to the Review Conference

PrepCom 1

Following the DCF 5.2(g) resolution a preparatory committee (PREPCOM) meeting for the Cape Winelands Growth and Development Strategy Review Conference was held on Monday, 05 October 2009 at the Council Chamber of the Cape Winelands District Municipality in Paarl. The PREPCOM1 meeting was facilitated by the Cape Winelands District Municipality's Municipal Manager, Mr. Mike Mgajo where the GDS document was thoroughly interrogated and local municipalities inputs were received.

Plenary

A PREPCOM 2 workshop was held with all stakeholders on 13 November 2009 to reach consensus on what areas need to be revised in the current GDS document.

PrepCom 3 (Plenary)

A PrepCom 3 workshop was held with all stakeholders (government, business, labour and civil society) on 9 April 2010 to present the final CW-GDS Review document after all inputs have been received from stakeholders. At this Prepcom meeting, additional inputs were received and were included within the CW-GDS Review document.

4.3.1.3 ADOPTION OF REVISED CW-GDS

The CW-GDS Review Conference was held on 29 April 2010. The review of the CW-GDS after three years of its launching is indicative of the Cape Winelands District Municipality's commitment towards the development of shared economic growth. The CWDM has foreseen that the realisation of the CW-GDS objectives is an on-going process which requires constant review.

The review of the CW-GDS took place in the context of the IDP review process and the Local Government Turn Around Strategy which emphasizes the notion that a "one-size fits all" approach to local government is no longer appropriate due to the differentiations between municipalities. The revisiting of our current state of development and the re-routing of priorities form a vital characteristic of development planning, particularly so in the dynamic economic sphere which is governed by external forces beyond the control of local government.

The Growth and Development Strategy as a medium-term development strategy for the district and all its stakeholders, has its foundation in the District Spatial Development Framework and has an important influence on short to medium-term planning done through the Integrated Development Plan. It also acts as a framework for the Local Economic Development Plans of the district and local municipalities in the Cape Winelands, which should be aligned with any national or provincial sectoral plans.

The LED strategies have to date concentrated on the role of municipalities in supporting economic development. The latter have focused on government targets as indicated in the table below:

Economic Targets	Service Delivery Targets
6% economic growth rate by 2014 in order to halve poverty and unemployment	Bucket eradication: 2007
	Water supply for all: 2008
	Sanitation for all: 2010
	Electricity for all: 2012
	Solid waste removal for all: 2013
	Roads infrastructure: 2013
	Sports & recreation for all: 2013
	Public facilities for all: 2013
	Housing for all: dept still has to set date
	Education for all: Dept still to set date
Health for all: Dept still to set date	

It has become clear that if government is to meet these economic and service delivery targets it requires the co-operation of all sectors in the economy. It has also become clear that this co-operation cannot be driven nationally or even provincially. The Presidency has recognised that the district municipality needs to play a more strategic role in this regard.

4.3.1.4 STRATEGIES AND COMMITMENTS

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
1. Marketing of the district to potential investors and tourists and businesses “as the best place in which to live, work and play”	Promote business networks	Business associations and chambers to actively market themselves to all businesses in the Cape Winelands	ST	Business Chambers and Associations
	Branding of Cape Winelands	Adoption of the Cape Winelands brand Branding of events, products, localities, people etc,	ST	CWDM – Directorate Regional Development , CTRU, WESGRO and All municipalities
	Aggressively marketing of Cape Winelands to tourists	Developing Marketing strategy for Tourism in the Cape Winelands Developing marketing collateral for tourists Market the District through attendance of tourism exhibitions	ST	CWDM – Directorate Regional Development , CTRU, WESGRO and All municipalities
	Promote and market the district to potential investors	Developing an Investment Opportunities and Attraction Strategy for the Cape Winelands Developing marketing collateral for investors Market the District to investors through attendance of Trade Shows/ Expos and trade missions	ST	CWDM – Directorate Regional Development , CTRU, WESGRO and All municipalities

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
2. Diversifying the economy focussing on sectors such as tourism, ICT, bio-technology, renewable energy and other niche sectors	Chambers supporting new enterprises	Promotion of membership of Chambers and Associations to access support	ST	Business Chambers/ Associations
	Promotion of cleaner technologies	All businesses and municipalities to review existing practices	ST	All sectors
	Promotion of waste minimization practices	Recycling programmes to be introduced by municipalities and firms	ST	All municipalities & businesses
	Promote eco-building practices	Showcase local models, facilitate buy in of construction sector	MT	All municipalities & Business
	Use renewable energy sources	Investigate alternative energy sources	MT	Research Institutions Business & Government
	Ongoing Research & Development	Agreed roll out of Research Development programme & sharing of information	MT	Institutions of Higher Learning, Business Chambers and Municipalities
	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 & Government

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
3. Identifying and attracting investment into the District and facilitate the creation of innovative, creative, competitive enterprises that meet needs and create opportunities	Efficient municipal business operations	Municipalities to set & monitor targets for processing of applications. Municipalities to set up a 'one stop shop' for investors	ST	CWDM & Local municipalities
	Bulk infrastructure for a growing economy	Bulk infrastructure plans of municipalities to be based on future market demand	MT	All local Municipalities and CWDM Department Engineering Services
	Undertake Training	Firms to put in place & implement workplace skills plans – access SETA funds	ST	Business, Local Municipalities, CWDM
	Entrepreneurs / small farmers linked to market demand	Sector research studies and coordinate access to small business support programmes and access to finance	MT	SEDA & Red Door, DTI
	Promotion of public private partnerships	Establish public private partnership re economy development	MT	All municipalities
	Land available for industrial areas & business hives	Municipalities to identify land	ST	All municipalities
	Business information shared	Database of firms to be produced and maintained.	ST	All municipalities - Directorate Supply Chain Management
	Implement incentive schemes	Firms to investigate implementation of incentive schemes for workers	MT	Chambers & Associations Government, Business
	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 Business, and Government	

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
3. Identifying and attracting investment into the District and facilitate the creation of innovative, creative, competitive enterprises that meet needs and create opportunities	Disability access to public and private buildings	Government & business to audit buildings & develop plans	LT	Government & business
	Informal sector support & proper zoning	Conduct needs analysis, demarcated trading areas, entrepreneurial training & support	MT	CWDM- LED, SEDA, all local municipalities
	Preferential procurement practices	Simplification of tender documentation & assistance of SMMEs	ST	Government and business
	Promote e-literacy	Providing training and making computer and internet services accessible to poor communities.	ST	Library Bus Corners, civil society & business

4. Developing sustainable and inclusive social and economic development projects	Strategies	Activities	Short, Medium or Long term	Commitments
	Integrated Environmental Management Framework	District wide plan linking spatial, land use, infrastructure, environmental and economic plans	ST	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 vegetation	Proactively identify key projects in the district	ST	DoA's landcare prog, Biodiversity & Wine initiative, all municipalities and farmers
	Corporate social investment (CSI)	Businesses and Chambers to facilitate engagements re CSI programmes in the Cape Winelands	ST	Business Chambers & Associations
	Public awareness and education	Information on social grants, government services, business information, health issues etc	ST	Government and civil society
	Youth advisory centres in all towns	Consultation re youth needs	MT	Local municipalities & CWDM- Department Rural and Social development
	Undertake skills audit	Link to national process for skills audit	MT	Municipalities, CWDM – Rural and Social Development
	Address insecurity of farm workers	Stakeholders to develop joint strategy to deal with evictions	MT	Agricultural WC CWDM- Deaprtment Rural and Social Development, Department Land Affairs and Dept of Agriculture
	Awareness re child abuse and gender based violence, HIV/AIDS, Safe Schools and Substance abuse	Ongoing implementation of co-ordinated campaigns	ST	CWDM- Department Rural and Social Development , all Local Municipalities, Department Social Development

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
4. Developing sustainable and inclusive social and economic development projects	Wolwekloof Youth Academy	Youth development programmes	ST	CWDM, Department of Social Services, Department of Public Work
	Visible policing & crime prevention	Community policing strategy and Crime prevention strategy	ST	Municipalities , PGW C, Business, CWDM – Department Community Services (DoSS)
	Roll out of ABET	Needs assessment and coordination of roll out	ST	CWDM, Department of Education, Civil Society
	Integrated ECD support programme	Co-ordinated and comprehensive strategy developed	ST	Provincial department of Education, Social Services, Depart of Health and CWDM
	Youth Internship Programme	Business to identify no of learnerships	ST	Business Chambers / Associations
	Address housing backlog	District wide housing strategy to be developed	ST	All Municipalities , PGW C, CWDM – Department Engineering Services
	Ensure Food Security	Link to corporate social responsibility, farmers to identify parcels of land for food gardens & provide support & equipment	ST	DoSS, Department of Agriculture, All municipalities CWDM- Department Rural and Social development

Objectives	Strategies	Activities	Short, Medium or Long term	Commitments
5. Develop an integrated monitoring and evaluation system for the District	By-law revision & enforcement	Municipalities to undertake assessment of by-laws & policies, share models etc	MT	All municipalities
	Land Management / Disposal Policies	Model policy to be developed	MT	All local municipalities
	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 CWDM-Directorate Environmental Health Services , all Local municipalities, and DWAF
	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	CWDM & Local municipalities
	Strong health & development committees	Provision of co-ordinated support, financing and capacity building	ST	CWDM Dept Rural and SocDev. , all LM's and relevant prov depts.
	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	Depts. of Land Affairs, Labour and CWDM – Dept. Corp Services
	Provision of basic services to all	Municipalities to address national targets in IDPs	ST	All municipalities
	Safe food and water for all	Regular monitoring and communication with the public	ST	DWAF, CWDM- Municipal Health Services

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.

4.3.6 INSTITUTIONAL COORDINATION

Cape Winelands Economic Development Council(CWEDC)

It is proposed that a Cape Winelands Economic Development Council is constituted consisting of representatives from government, business, labour, youth and civil society in order to facilitate ongoing consensus on social and economic issues. The objectives of the Council will be to:

1. Review and develop a shared socio-economic analysis and understanding of the key strengths and weaknesses of the district;
2. To monitor and review the implementation of the agreed objectives and strategies;
3. To guide research and development within the Cape Winelands;
4. To build relationships of trust and integrity within the Cape Winelands; and
5. To facilitate open and transparent communication.

C.2.6 Cape Winelands Investment Attraction and Opportunities Strategy 2010

The Cape Winelands District Municipality recently developed its Cape Winelands Investment Attraction and Opportunities Strategy (CW-IAOS). The CW-IAOS will enable the CWDM and its development partners to make informed decisions regarding investing in areas with high economic potential and to create the enabling environment to attract investors into the area. The primary goal of the CW-IAOS is to provide guidelines that would promote investment in the Cape Winelands District, by focusing on retaining and expanding the existing businesses, opportunities in the area, and on attracting new investment in the area.

THRUST 1: Creating an Enabling Environment

To create an enabling environment so that more investors and investments flow into the Cape Winelands District. The following aspects or interventions have been looked at:

Package projects

- List projects and prioritise
- Package the projects
- Interact and market to investors
- Fast-track processes

Incentives (established)

THRIP, SPII, FIG, EMIA, R&D, SMEDP, CIP, BPO&O, SSP, and so forth.

Skills training

Skills training will involve two initiatives:

- (1) creating a skills centre in each local municipal area, and
- (2) providing more funds for bursaries and mentorships or by getting more businesses to provide sponsorships as part of their corporate social responsibility.

Infrastructure development

There is an established transport system for the public (bus, rail and taxi) and for goods (rail and truck) but it needs to be extended. Too many people lose out on opportunities because they do not have access to transport. Other infrastructure developments would have to do with the infrastructure requirements coming out of the greening manual and the infrastructure requirements coming out of the prioritised projects, thereby unlocking opportunities.

THRUST 2: Cape Winelands Business Retention and Expansion Strategy 2009

The CWDM has a **Business Retention and Expansion** Strategy that was completed in 2009. The Business Retention and Expansion Strategy is a collaborative effort between local government, local businesses, local communities, agencies, and government organisations. It involves planning and implementation of activities that promote interaction with local stakeholders and create an environment conducive for their operations.

The overarching question is to find guidelines on how Cape Winelands may communicate effectively with the businesses in the region so that key businesses may be encouraged to remain in the District and to expand where possible.

The following key issues are addressed in the strategy

- Strategic Analysis, which include;
 - Assessment of the Cape Winelands Economic Environment
 - Political and Legal Setting
 - Social and Cultural Setting
 - Technological Setting
 - Cape Winelands key economic sector analysis
 - Strengths, Weaknesses, Opportunities, Threats
- Comparative International and Local Examples

- Suggested Strategies and Plans
- Consultation with relevant stakeholders

These key issues were then used to develop short, medium and long term goals and also an implementation plan.

The Business Retention and Expansion Strategy recommends the fundamental business communication strategy that must revolve around a set of business chambers or business groupings that regularly interact with the Cape Winelands District Municipality on behalf of the many businesses in the region. The central theme is that all existing business forums should be the primary communication focus and where a specific sector forum does not exist, the Cape Winelands District Municipality should make every effort to facilitate the establishment of a suitable sector forum or chamber of business.

THRUST 3: Creating Competitiveness

This entails interventions to **create competitiveness** so that more investors and investments flow into the Cape Winelands District. The following aspects or interventions have been looked at:

Create an Information Desk

The District, as well as each LM, should implement an „Information Desk with a dedicated investment official that would be able to provide information to investors. This dedicated official will also need to work closely with other government departments and the private sector (especially the Business Chambers and Wesgro).

Implement a Greening Manual

The District should promote sustainable technologies by implementing a “Greening Strategy” or a “Greening Manual” that provides guidelines to public and private bodies on developments in the area and what developments are feasible in the Cape Winelands area. This should be complete with descriptions of different sustainable technologies, where they would be feasible, what mechanisms and incentives are in place to support it, and so forth. When municipalities upgrade their infrastructure they should incorporate these technologies and set up PPPs to ensure these initiatives are continually monitored and upgraded. This Greening Strategy should be specific to each LM and the private sector and specific institutions should be involved in the entire process.

Create incentives

A company’s main criterion in site identification however, is usually the long-term profitability that the community offers. An area which fails to meet this criterion will not be able to attract investors by merely providing additional investment incentives. At the same time, when a few sites are relatively similar with regard to the long-term profitability criterion, the provision of investment incentives can slant the decision of the managers to choose one locality over another. In this case, general financial investment incentives are provided in order to increase competitiveness of the area compared to similar regions. Targeted economic investment can be divided into four groups: (1) general financial investment incentives; (2) Performance-based investment incentives; (3) Non-monetary investment incentives; and (4) SMME and secondary economy investment incentives.

Access to information for investors

Investors, especially foreign investors, are not always sure about the process of investing. The District should compile a document for investors outlining the specific guidelines that investors need to do when investing in the Cape Winelands. The document should not only be specific to each Local Municipality but also specific to every different industry. This document should be made freely available at the Information Desk (discussed earlier), at Tourism offices, on the internet, and so

forth. This document will also have to be continually updated by the dedicated official at the Information Desk. Municipalities and contractors should also have information readily available as to know if, for example, 70 ha of grapes would be economically feasible or not. Municipalities should do an „environmental audit and the dedicated official at the Information Desk should know the results of the audit so that if a developer or investor comes with an idea the municipality and other consultants know almost immediately if it will work or not before an EIA process is done to prove it is not feasible.

SMME support

National economic policies and programmes have shifted focus from major industrial growth towards smaller industries, such as SMMEs, as an option for economic growth and employment creation. CWDM will play a role in especially identifying opportunities for small businesses on the one hand, and working with the relevant institutions in securing support for these enterprises on the other. More generally, the CWDM will support small business development through: (1) the organisations procurement policies; (2) providing information and advice; (3) facilitating marketing support; (4) facilitating access to education and training; and (5) developing a SMME database and mentor panel. The municipality should develop a one-stop-shop initiative throughout the municipality.

C.2.7 Cape Winelands Economic Growth and Development Evaluation Tool

The Cape Winelands District Municipality (CWDM) is committed to promoting economic growth, social justice and equity. The development strategies implemented in the CWDM provide objectives and targets which aim to meet this goal. It is important for the CWDM to be informed of socio-economic progress (as set out in the targets) in order to make informed decisions on the effectiveness of the development strategies implemented in the CWDM.

The CWDM has developed a composite evaluation tool for the CWDM that captures socio-economic developments within the District as a whole and per important economic aspect as identified for the CWDM. The evaluation tool is based on the broad objectives as identified in the development strategies (Growth and Development Strategy and Local Economic Development Plan) of the CWDM.

The goal of the Evaluation Tool is to provide the CWDM with an instrument to determine whether the broad objectives of the development strategies are being achieved. The review of these strategies was done in the Status Quo Report, which also serves as the baseline for the evaluation tool. The Status Quo Report provided a list of indicators for each of the identified objectives. The baseline information for these indicators were then analysed in the Status Quo Report.

4.4 Shared Intergovernmental Understanding and Priority Actions

PART 1: Shared Intergovernmental Understanding for 2007-2011

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 23.4% 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>

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.

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

	<p>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.</p> <p>Significant strengthening at detailing with shared prioritisation and integration in budgeting. Important focus required on reconciliation of spatial planning between Province and District.</p>
<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 23.4% (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. 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. 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)(23.6%) ▪ 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 ▪ Grater co-operative interaction between business sector and government but requires strengthening in longer term ▪ 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 he 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 n the economy through BEE ⇒ Improving the framework and procedures for protection of land asset while facilitating land development where appropriate
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	<p>⇒ Strengthen the co-operation mechanism between the private sector and government for the facilitation of appropriate economic development.</p> <p>Infrastructure and amenities:</p> <p>⇒ 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</p> <p>⇒ Accelerate the programmes on integrated human settlement in the areas of high economic potential</p>		
<p>3.2 Medium and long-term (1) development strategies and (2) flagship projects to address the needs and harness the potentials/prospects in the district</p>	<p>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.</p>		
	<p>Broaden the base of access to the economic activity and development through the strengthening of businesses to move from 2nd to 1st economy and through targeted skills development for people not eligible for tertiary education.</p>		
	<p>Integrated Infrastructure programme that balances the need for social needs infrastructure with necessary maintenance and new infrastructure to support economic development.</p>		
	<p>Development of skills training that can ensure district based population can increasingly fill skills gaps.</p>		
	<p>Strengthen the transport and other communication networks that link the better located areas with those with less potential.</p>		
	<p>Projects</p>	<p>Description</p>	<p>Resp.</p>
	<p>N1 regional corridor</p>	<p>Upgrading and tolling of parts of N1</p>	<p>SANRA and DTI</p>
	<p>2010 Heritage Towns and Public transport project</p>	<p>Possible base camps for 2010 teams in Stellenbosch, Wellington and Worcester – expansion of Tourism infrastructure</p>	<p>SAFA - Boland</p>
<p>Wolwekloof Learning Academy</p>	<p>Training Institute for developing skills on sustainability and sports development</p>	<p>Prov Dept of Social Dev.</p>	
<p>Integrated Infrastructure Programme</p>	<p>To co-ordinate integrated infrastructural investment and development across the District.</p>	<p>District</p>	
<p>Sector Based Incubator Programme</p>	<p>Development of BBEEE involvement in @niche@ market activities</p>	<p>District</p>	
<p>QIDS</p>	<p>Planned capital investment to upgrade rural schools in the District</p>	<p>Dept of Education</p>	
<p>Public Transport</p>	<p>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 the 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.</p>	<p>District</p>	

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.

PART 2: Intergovernmental Priorities for Action

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) quality of life for all in the district	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
	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 FIVE: Development Priorities and Key Interventions

INTRODUCTION

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 have undertaken to execute in the elected five year term.

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 CWDM vision of a Cape Winelands that by 2014 will be "***Growing, sharing, delivering and innovating together***".

The Objectives of the Cape Winelands Spatial Development 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:

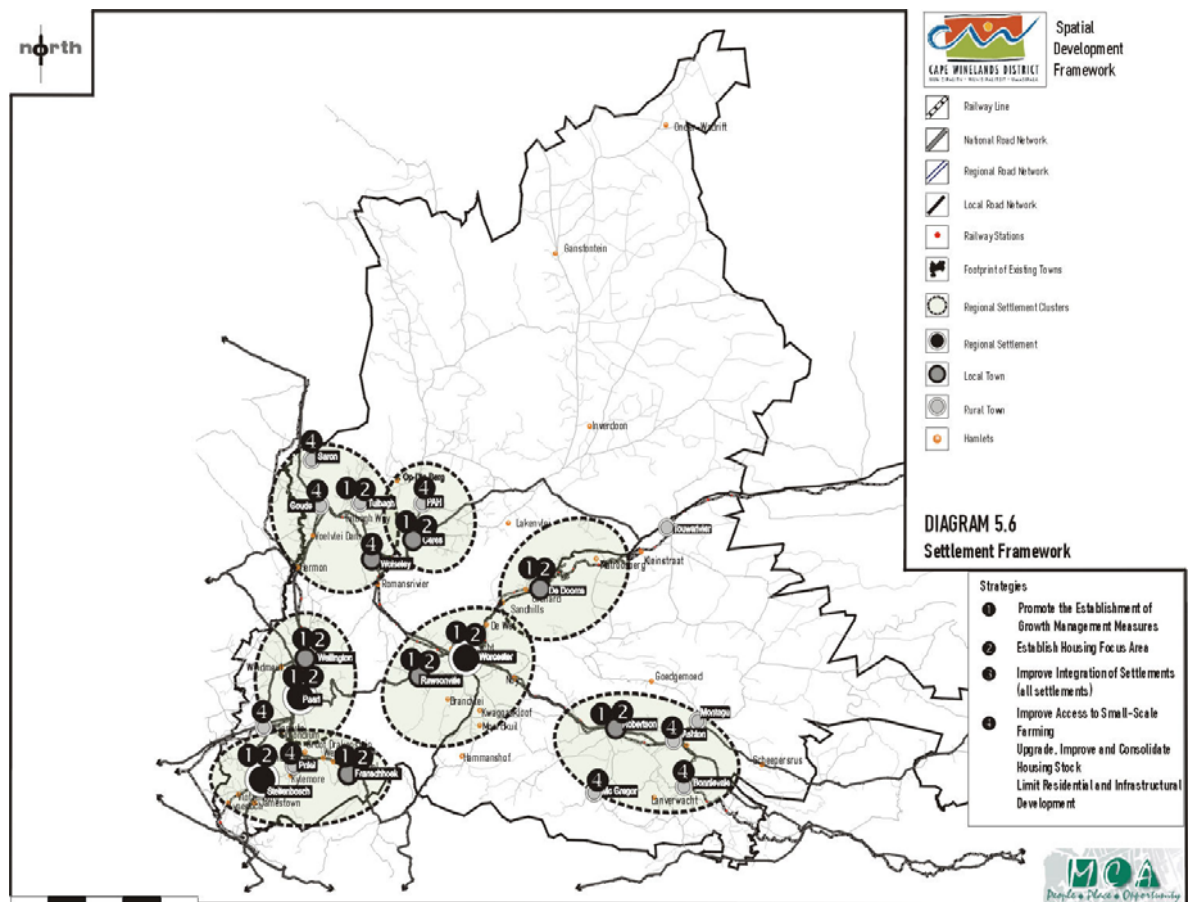
- Create a district wide natural environment network integrity
- Protect important environmental areas
- Protect high value agricultural land

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.

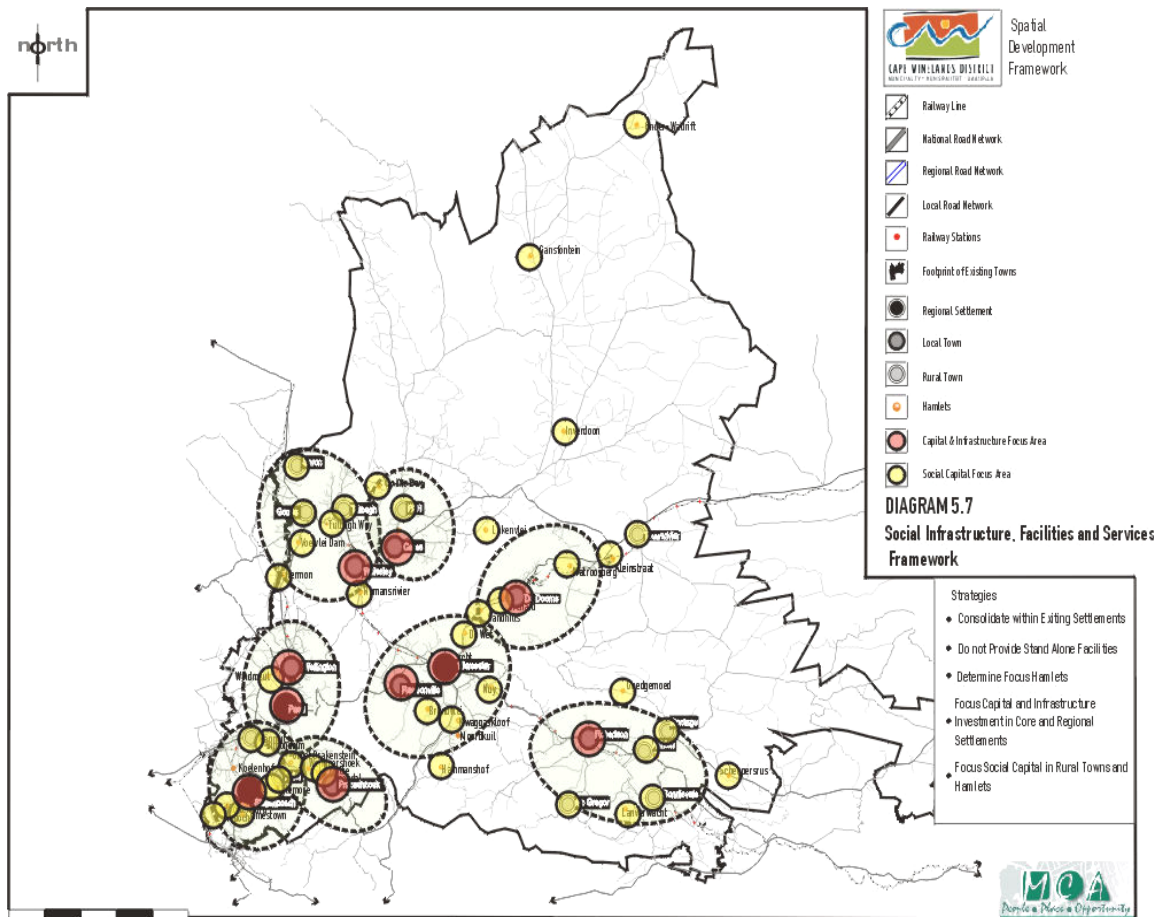
In order to achieve these objective, settlements will take advantage of, build on and positively re-enforce, existing settlement patterns and current investments in transport and communications, water and sewerage, and social facilities in keeping with the principle of efficiency.

The CWSDF applies the hierarchical 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
- ▶ other 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 (WESTERN CAPE'S DRAFT STRATEGIC PLAN) and the PSDF.

District strategic projects

- Delineation of Spatial Planning Categories (SPC's);
- Strategic Environmental Assessments (SEA)[**Finalized**];
- Establishment of a biosphere reserve [**Finalized**];
- Water limitations on growth;
- Renewable energy resource;
- Solid waste disposal and recycling strategy;
- Safer Journey's to Rural Schools Strategy [**Finalized**];

- District Management Area SDF **[Finalized]**;
- District spatial-economic strategy **[Finalized]**;
- District Scenic Routes Study**[Finalized]**;

Joint and local strategic projects

- Policy on development In rural areas**[Finalized]**;
- 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:

The 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. THE PROPOSED CAPE WINELANDS BIOSPHERE RESERVE SPATIAL DEVELOPMENT FRAMEWORK PLAN (CW SDFP)

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

The Proposed Spatial Development Framework Plan (SDFP) will serve as a detailed framework for the establishment and long-term management of the Cape Winelands Biosphere Reserve and for giving effect to its key functions in terms of international, national, provincial and local policy, guidelines, values and criteria. As such, the proposed SDFP has a place-specific focus but will take cognisance of the various municipalities while providing a common framework and standard format for the amendment of SDFs.

The objective of the proposed SDFP in context of the hierarchy of policies and framework are to:

- a) Indicate, in a detailed manner, the spatial implications of the Biosphere Reserve
- b) Serve as a spatial plan that would facilitate the Local Economic Development (LED) function of the Biosphere Reserve
- c) Lay down strategies, proposals and guidelines for the future spatial development of the Biosphere Reserve. This includes, without being limited to, development objectives, proposals for land reform, urban renewal, reconstruction, integration, environmental planning, transport planning, infrastructure planning, and urban design so that the general well-being of the particular community and order in the area are promoted in the most effective manner; and
- d) Provide a framework for:
 - The establishment of a dedicated and independent management entity for the biosphere reserve; and
 - The preparation of a dedicated management plan for the biosphere reserve and in terms of the Seville Strategy and Madrid Action Plan.

The further intention of the Proposed Biosphere Spatial Development Framework Plan is to facilitate the following:

- a) Rehabilitation and long-term protection of the biosphere reserve as a valuable cultural and natural heritage.
- b) Promotion of a conservation ethos in the minds of the people of the area and the general public with the objective to create a shared responsibility to maintain the health, diversity and productivity of biosphere reserve in a spirit of stewardship and caring.
- c) Implementation of management practices that will benefit current and future generations, and will honour our obligations and undertakings at all levels of society.
- d) Provision of sustainable educational and outdoor recreational opportunities in the biosphere reserve.
- e) Ensuring that future growth and development proposals for the biosphere reserve are compatible with the vision, goals and objectives of the legislative framework adhered to by the biosphere reserve.

THE CAPE WINELANDS BIOSPHERE RESERVE: BACKGROUND INFORMATION

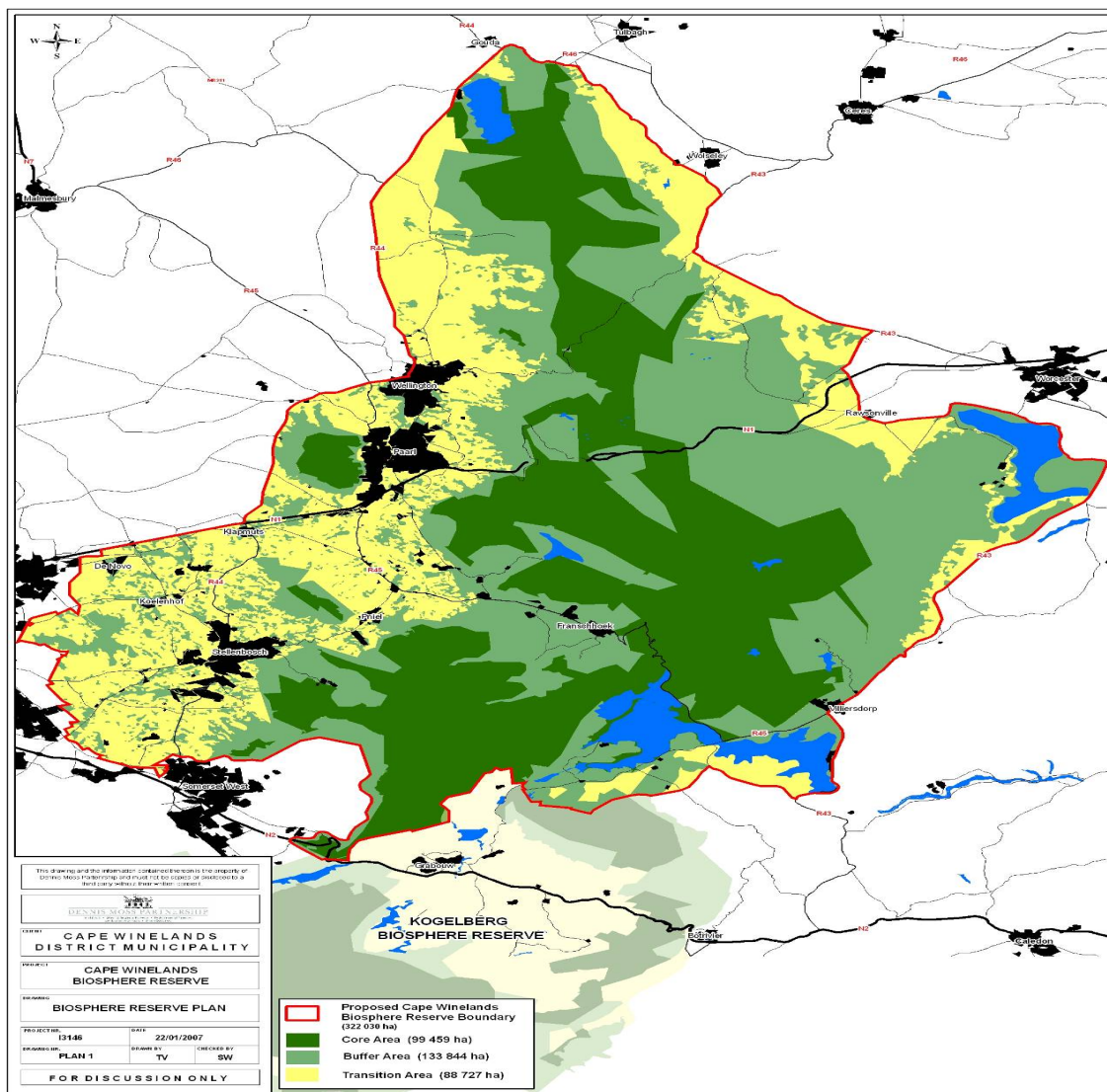
Location and extent

The Cape Winelands Biosphere Reserve was 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 proposed biosphere reserve extends into the Overberg District Municipality and the Cape Metropolitan Area (refer to the attached plan).

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

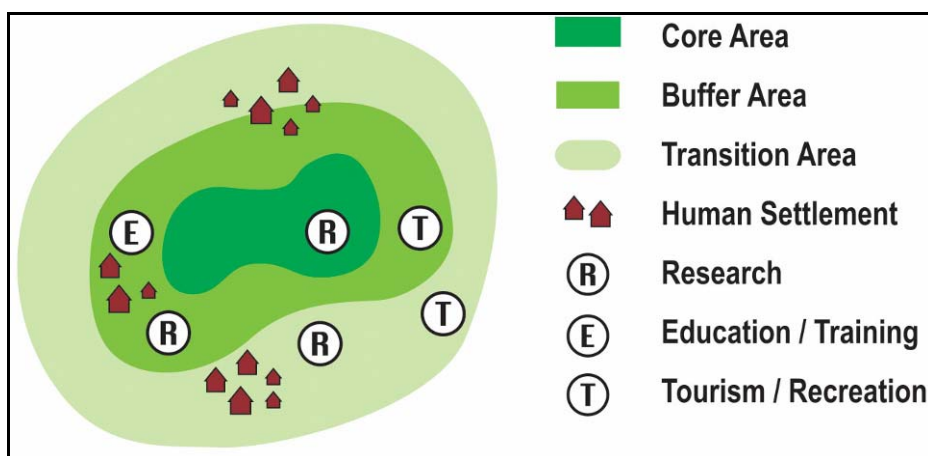
At the local municipal level, the following areas have been incorporated (including those identified areas outside the Cape Winelands District Municipality):

- 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 proposed biosphere reserve consists of three broad land use area (zones), namely core conservation areas, buffer areas and transition areas.



Core Conservation Areas: Ownership and Status of the Core Areas

The core areas of the proposed 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 proposed core areas is 99 459 ha.

Functions of the Core

The *core areas* of the proposed 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.E⁴), 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 CUBES⁵.

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 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.

Internationally, the Cape Winelands Biosphere Reserve has the following goals:

- a) Provide practical ways to resolve land use conflict and to protect biological diversity.
- b) Provide opportunities and share ideas for education, recreation and tourism to address conservation and sustainability issues
- c) Co-operate on thematic projects based topics (e.g. agricultural practices or climatic change) or on ecosystem types (e.g. fynbos)
- d) Create a connection among people and cultures worldwide on how to live in harmony with environment and each other.

On the local level, the Cape Winelands Biosphere Reserve aims to achieve the following:

- (i) Help create and maintain a healthy environment for people and their families
- (ii) Maintain productive and healthy landscapes
- (iii) Reduce conflict among people
- (iv) Encourage diverse local economies to revitalise rural areas
- (v) Increase the involvement of communities in land use decisions and thus the connection to the land
- (vi) Support and facilitate interconnected scientific studies and monitoring
- (vii) Celebrate cultural diversity and provide opportunities to maintain existing traditions and Lifestyle.

CUBES (Columbia University – Unesco Joint Program on Biosphere Reserve and Society)⁵ 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.

Management of the Cape Winelands Biosphere Reserve

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 proposed 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*.

B. STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) (Annexure "C")

INTERVENTION	OBJECTIVE	ACTIVITIES
Economic Information and Knowledge Management	To ensure ongoing and sound economic planning and information management for the region	Undertake research studies: Informal Sector study, Feasibility study on the establishment of a Customs clearance facility, Feasibility study on establishment of an Agricultural Business Support Centre, Feasibility study on the establishment of a wine incubator, Business retention and expansion study Development of an economic evaluation tool Development, design and printing of a Cape Winelands Business Guide Develop business and trade advertorials. Review study of the GDS
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 RPDS committees
Business Support Coordination	To co-ordinate business support within the Cape Winelands	Implement MOU between CWDM and SEDA re business support.
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	Entrepreneurial Seed Fund programme Small Farmer Support Programme, Schools awareness programme, Tourism Help Desk programme, LTA projects,

During the compilation of the Strategic Environmental Assessment a number of strategic goals were identified by key stakeholders:

- A. Sustainable Economic Development.
- B. Strong institutional capacity, collaboration and law enforcement.
- C. Sound land use and development planning and resource management.
- D. High level of stakeholder capacity manifested through the availability of information, awareness and education.
- E. Effective waste management pollution control and service provision.

In order to achieve or realise long term ecological, economic and social sustainability throughout the district, it was deemed necessary to embark on a process of capacity building to ensure that all stakeholders understand the importance of maintaining ecosystem services within the district.

The Cape Winelands District Municipality prioritised the compilation of a Environmental Capacity Building Programme, as part of the **first phase** to implement a capacity building programme, for politicians and officials throughout the CWDM; i.e. Breede River, Breede Valley, Drakenstein, Stellenbosch and Witzenberg Municipalities capacitating them on the following modules;

Module 1: Integrated Environmental Management Environmental Legislation Overview

- i. Theme 1-Sustainable Development
- ii. Theme 2-Millennium Development Goals & Agenda 21
- iii. Theme 3-Environmental Law & Policy in South Africa: Overview
- iv. Theme 4-Environmental Impact Assessment

Module 2: Ecosystem Services and Biodiversity Management

- v. Theme 1-Biodiversity Management

Module 3: Public Participation

- vi. Theme 1-Background to Public Participation
- vii. Theme 2-Minimum Requirements for Public Participation in an EIA
- viii. Theme 3-Levels of Public Participation
- ix. Theme 4-Governments Role in Public Participation

Module 4: Social Impact Assessment

- x. Theme 1-Background to Social Impact Assessment
- xi. Theme 2-Legal Requirements for Social Impact Assessment
- xii. Theme 3-Research techniques

In light of informed discussions during the three day training course and comments received from trainees, we can confidently report that the following objectives of the programme have been met:

- Provided a clear understanding of Integrated Environmental Management
- Highlighted the environmental issues and legislation of significance to the CWDM
- Consultation with all relevant officials on the compilation of the Environmental Capacity Building Programme
- Outlines CWDM statutory requirements and obligations.

The **second phase** of the implementation of the Strategic Environmental Assessment will focus on capacitating non-governmental organization within the Cape Winelands District on the *Cape Winelands Biosphere Reserve, the importance of conserving ecosystem services and climate change*. Five one (1) day trainings will take place in each of the

following B-Municipalities; Breede River, Breede Valley, Drakenstein, Stellenbosch and Witzenberg Municipality.

5.3 RURAL AND SOCIAL DEVELOPMENT

5.3.1 Background

- (1) Rural and Social Development in an economy of high value industrial agriculture was always going to be a very difficult task to do. On the one hand is the highly developed nature of the agricultural markets and the impoverished farm workers and rural dwellers. This document is a compilation of the commissioned research and the strategies that were developed in the last year from the Department of Rural and Social Development (DRSD)⁶.

5.3.2 Introduction

- (2) The (DRSD) of the Cape Winelands District Municipality (CWDM) held a successful rural development conference at Elsenburg. The aim of the conference was to report on the commissioned research and the strategies that were developed. These strategies and research were requested during previous conferences held by the DRSD. The research was on the extent of evictions, farm worker housing, quotidian of farm workers and the agricultural economy of the Cape Winelands. The objective of this document is to consolidate all the research reports and strategies into one document.
- (3) This overall strategy will consist of a political and developmental component. The political component refers to the partnerships with the national and provincial departments of rural development, and other provincial and national departments of government and with civil society. Under the development component there will be social, economic and an infrastructure development programmes. The social development programme will indicate the current projects and funding streams and new initiatives that will be embarked upon. The economic development programme will be the ongoing support for the small scale farmers and the establishment of new projects in aquaculture field. The development of a detailed industrial strategy for aquaculture will be part of the economic development programme. The infrastructure development programme will be a partnership between the DRSD and the Engineering Department of the CWDM.

5.3.3 Current Situation

- (4) The Cape Winelands, like most places in South Africa has experienced an improvement in the quality of life of the majority of people, but the backlogs – defined still in terms of race – remains huge. For those on the lowest rung of the socio-economic ladder, there are manifestations of a poverty trap influenced by such factors as education, gender and geographic location and reflected in the income, access of opportunities and assets.
- (5) The social conditions of farm workers continue to be defined by their vulnerability of their security tenure on farms. The insecurity manifests itself in a complex web of mindsets and contrasting socio-economic factors. The mindsets are about the nature of the farm as a business for the owner, and contrasting it to that, it is also a place that farm workers call “home”. Other issues that impacting on the security of tenure are labour and human relations and this intersect with a range of cultural, class,

⁶ The overall is a compilation of the Rural Development –by CNdV and Social Development Strategy by Siyakhana and the commissioned research on Rural Realities by Phulisani and the eviction study by the Legal Aid Clinic of the Stellenbosch University

religious and even language differences. The last decade has also witnessed some significant changes in the agricultural economy of the Winelands; the disappearance of the family into big agri-businesses. This implies the increase in the mechanisation of farms. This is however a world - wide phenomenon. Through this process there is an inevitable shedding of jobs in the agricultural sector.

- (6) The Cape Winelands economy is characterised by market base economic relations and the accompanied low levels of education is hampering the success of the land reform programme. The persisting low levels education amongst rural dwellers is a concern and has a negative impact on rural enterprises and entrepreneurship. It has also shown where education was provided it provided good possibilities for the farm workers. Together, the labour relations and the seasonal nature of the employment will continue to have a negative impact on the social relations in the work place between the existing rural dwellers and farm workers on the one and foreign migrant workers on the other side. The role of farm owners in managing this conflict will be crucial.
- (7) The commissioned research and the related work on civil rights education and legal advice has shown that by opposing the evictions and the increase of awareness in the rights of farm workers have proved to stop or slowed down the evictions from farms. Therefore the training and support of the advice office staff and the civil right education of farm workers will be essential part of the department's work on the security tenure of farm workers.
- (8) The accessibility of general health services is still one of the major poverty traps for farm workers and rural dwellers in general. This refers to general illnesses, frail care of the elderly, women, children and lifestyle diseases (diabetes, HIV/AIDS and drug addiction). A significant portion of the budget are spent on the improvement and combating these challenges and diseases. Apart from assisting community based organisations and Non Governmental Organisations in the sector financially, the department will also embark on a training programme that will address these challenges in the form of learnerships and other training programmes in a more comprehensive and coherent manner. This will improve significantly the health of the people and attempt to bring down the incidences of lifestyle diseases in the district area.
- (9) The level of co-operative governance between the department and other levels of government in the social development field is very good. A range of programmes, especially with the provincial Department of Social Development and the National Department Home Affairs is on a functional and acceptable level. The co-operation between these various departments can only grow and the impact of the programmes can improve over time. However on the economic development field the co-operation between the department and other levels of government still need considerable attention. This is especially true for land reform and agriculture development. The department is still the only rural development department in South Africa. This unique selling proposition is not enough being exploited by the department. Therefore a much closer working relation is necessary with the National Department of Rural Development and Land Reform. This is both on a political level and administrative level.
- (10) The expansion of the Municipal Commonage Programme by the National Department of Rural Development and Land Reform present an ideal window of opportunity for the department to expand the small scale farming programme. This however requires significant resource allocation in terms of time and financial resources. It is foreseen that the Commonage Programme will be the flagship

programme for the Department of Rural Development and Land Reform. The Department will continue to support small scale farming project, but will pro actively preparing itself for the roll out of the commonage programme.

5.3.4 Political Component

(a) Co-operative Government

(11) The Cape Winelands District Municipality has the only department at a local government level in South Africa dedicated to rural development. This is a very important strategic and competitive advantage that no other local government has in South Africa. The DRSD is on the cutting edge of local government discourse in South Africa. This window of opportunity will not be there for always; therefore it is extremely important that the CWDM should take advantage of the current situation. The intention is to create an interface with the DRDLR with clear lines of communication, processes and procedures.

(12)The development of this overall strategy is the first expression in that direction to consolidate the government to government relationship between the DRSD and the National Department of Rural Development and Land Reform (DRDLR) and the Provincial Directorate of Rural Development respectively. It is crucial for the further development of this department that the communication channels be established with the above mentioned institutions.

(13)This overall strategy should be presented to the national department and the directorate for rural development. When these presentations are made, appropriate members from the Mayoral Committee and the top management from the Municipality should be present. The emphasis in the two presentations will not be the same. However the bulk of the presentation will be the nature of the programmes that will be embarked upon by the DRSD. These presentations should be made as soon as possible. To do it before the end of the financial year will be the ideal. Thereafter we have some time before the end of the budget to submit proposals and detailed business plan and budgets for the programmes that are earmarked for implementation in the upcoming year.

(14)Second part of the political strategy is to influence the type of land reform projects is implemented. The dominant model of land reform in the area has been share equity schemes. The share equity schemes are whereby farm workers are buying shares in the existing farm operations. However there is very little evidence that those that participated in these projects have benefitted from the huge investment the state has made in these private enterprises. The DRSD with its social partners should engage the national department to start formulating some alternative models that can be put forward as viable alternatives to the share equity schemes.

(b) Rural Forum

(15) The rationale for the DRSD to initiate this process is to get a better understanding of the implementation process around the broader land reform programme from practitioners and to gain access to success stories. Furthermore it will entrench our working relationship with our government and social partners.

(16) One of the resolutions of the last conference was that the DRSD of the CWDM should create a Forum for the review and discussion of the policy as implemented by the DRDLR. This is in line with one of the secondary objectives of the conference to start planning on how a programme of rural development will look like in the Municipality. For this purpose two processes will be established, namely an interface with the DRDLR and CWDM and a forum for discussions with government, social partners and other significant stakeholders.

(17) It is important to distinguish between the forum and the interface. The platform is to engage with our social partners and government in the review of the implementation of the policy around rural development and land reform. The interface with the DRDLR is the sole responsibility of the CWDM. The CWDM will engage the DRDLR and not the broader platform. It is important to manage this interface very carefully.

5.3.5 Development Component

(a) Social Development Programme

(18) The social development strategy from the Municipality proposes that it should be based on a programme of education and training. The strategy also adopted the definition of the South African Local Government Association. The definition is as follows: Social development is *a planned change process* designed to promote the human well-being of the population (community) together with economic development. It is a pro-poor strategy that is based on a people-centred approach to development and that promotes citizen participation in development. It also aims to strengthen the voice of poor people in decision-making and in building democratic and accountable institutions to achieve social and economic justice, human rights, social solidarity and active citizenship.

(19) The social development will have two constituent parts. The one is on the financial and logistical support given to community based organisations and non-governmental organisations (NGO's). This is usually in the form of financial aid and other necessary equipment. The second part of the programme will underpinned by an education and training programme. For any programme to be sustainable it should be underpin by education and training.

(20) The social development education and training programme will focus on three sub programmes, namely the Farm worker Eviction Programme (FEP), Civil Rights Education Programme (CREP) and the Training of Health Educators Programme (THEP).

(21) The research on the evictions indicated the complexity of the evictions in the area. It also suggested that there should be continuous training for representatives of farm workers and the staff of the advice offices. The initial training was part of the commissioned research that dealt with farm worker evictions. The FEP programme will have two components. The one is the setting up of an intelligence centre for evicted farm workers. The research indicates that it is possible to stop the evictions by opposing it. Only the bigger farms will go through the litigation process of getting people off the land, because ESTA does not stop the evictions, it only regulates it. The intelligence centre will pro actively work with representatives on farms and other community organisations and NGO to gain access to the evictees. Word of mouth has also proven to be the best way of finding out where evictions are taking place.

(22) The CREP will further expand the education training on civil rights for farm workers and rural dwellers. The training programme is on the Sectorial Determination for farm workers. It is about the working conditions for farm workers: minimum wages, housing rent, leave, dismissals, CCMA and their rights as occupiers in terms of ESTA.

(23) The Training of Health Educators in a basic health care is an essential part and will underpin the social development for the region. It is a key recommendation within the social development strategy. Farm workers are living on the edge of society and cannot easily access health services. This still remain one of the poverty traps and we have the means to totally eradicate it.

(24)The Department is assisting and funding a range of organisations in the field of substance abuse, women development, HIV/AIDS, youth, family and children, early childhood development, people with disabilities and the elderly with funding and logistical support. This support will be underpinned with a training programme. Representatives and staff from these organisations that the department are supporting will be the beneficiaries of the training. The training programme will be focused on frail care, general illnesses and combating lifestyle diseases like substance abuse, HIV/AID and diabetes. The training will be accredited by the appropriate institutions.

5.3.6 Economic Development Programme

(a) Small Holder Agriculture Programme

(25)The development of a small holder agriculture programme will always be difficult in the Cape Winelands Municipal District area. It is an area that is dominated by high value industrial agriculture. The idea of a small scale farmer does not sit not very well in this context. This is compounded by the fact that price of land in the area is very expensive. It is outside the reach of almost all aspirant emerging farmers. It is therefore not surprising that the dominant form of redistributive land reform in the area was share equity schemes. It is method whereby farm workers buy some equity into the current operation of the farm. The DRDLR has put a moratorium on these schemes, because very few of them have actually benefitted farm workers. About 10% has paid out any profits or dividends to farm workers. Hundreds of millions of rand was paid into these schemes by government in the last 10 years. This moratorium will be lifted soon but the DRDLR will also launch a much more comprehensive version of the current Municipal Commonage Programme.

(26)This will provide the best opportunity for the development of small holder agriculture thus far since democracy. It is foreseen that the Municipalities will play a crucial part in the development of this programme. In this case the beneficiaries do not have to incur the huge cost of acquiring the land. The future small holder agriculture will be centred on the commonage programme of the national department.

(27)However it seems likely that the dominant form of land redistribution will continue to be share equity schemes. The new commonage programme will still take a while before it will be fully operational.

(28)The low education levels of the beneficiaries are a contributory fact to the failure of the share equity scheme thus far. A mentorship programme will be introduced with the assistance with the Faculty of Agriculture at the University of Stellenbosch to increase the success of the programme.

(b) Aquaculture Programme

(29)Aquaculture refers to the cultivation of fish, shellfish and aquatic plants under control circumstances. Fish supplies from its traditional sources (sea) are unlikely to increase in future and aquaculture will help to satisfy the growing demand for fish products. In 2008 approximately 48% of seafood and seafood products consumed worldwide is produced through aquaculture. The Cape Winelands with the numerous dams on farms lends itself to become a leading player in the cultivation of fish. As mentioned above the fish resources in the sea is dwindling but the demand for fish is growing.

(30)The Aquaculture Programme of the University of Stellenbosch will be the strategic partner in the implementation of this programme. They have been running with this

programme for more than 10 years. It has proven to be a good model for community development on farms where farm workers can benefit from additional income on the farms during the off season for farm workers.

(31)An internship programme with the Faculty of Agriculture at Stellenbosch University will be developed. This will be done at the primary level of cultivation and on the industrial development level. This capacity building programme will be facilitated by the Aquaculture Development Programme of the university.

(32)Wild harvesting of fish can also be introduced as part of this programme. It is the process whereby people catch fish for their own consumption. People can also catch the fish and selling it to the general public. This can improve food security of rural dwellers. Fish is a good source of protein for the body.

(c) Aquaculture Industrial Development Programme

(33)The industrialisation of agriculture is one of the main objectives of the industrial of the National Department of Trade and Industry. The industrialisation of the aquaculture sector is also relatively small and it is ideal for this programme. For the success is of this programme it is essential that the producers should be part of the downstream activities. The job and wealth creation is part of the off farm linkages. It has also shown worldwide that the off farm linkages is a key part of the success of a rural development programme..

5.3.7 Infrastructure Development Programme

Legal evictions will continue to take place. This is mainly due to the mechanisation of agriculture and changes in the agricultural economy. Therefore there is also a real need for off farm housing for farm workers. At the last conference the Deputy Director General in the DRDLR ask that the department should start indentifying land in existing rural nodes or new ones for off farm housing or for the development of new agri-village

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

5.4.1 HUMAN SETTLEMENTS

Introduction

The Department of Engineering Services and Infrastructure Development, Section: Project and Technical Support is responsible for the development and implementation of the CWDM Human Settlement Plan with the aim of supporting Strategic Objective 3: Infrastructural Services. The plan is aligned to KPA 2 of the CWDM.

The Cape Winelands District Municipality embarked on a process to develop an integrated approach to the development of human settlements which has now culminated in a District Humans Settlement Plan. In addition to the Human Settlement Plan, other areas of involvement include the co-ordination of the Housing Consumer Education Roll-out program, as well as the planning and implementation of key rural housing projects. These will be discussed in brief.

a. CWDM Integrated Human Settlement Plan

In response to the national policy shift from housing provision to the creation of sustainable human settlement, the Cape Winelands District Municipality has played a leading role in conjunction with the local authorities within the District as well as input from the Provincial Department of Human Settlements, to ensure the development of integrated human settlement plans for all local authorities within the District as well as an overarching District Human Settlement Plan. These plans are aligned to the Western Cape Human Settlement Plan (Isidma) as well as the National Breaking new ground Housing Policy which in both instances promote the delivery of an array of housing options, choice (single dwelling, rental, GAP, social housing etc) and typologies (row housing, semi-detached, walk ups etc) various densities, better location close to economic opportunities, and devising strategies to address the legacy of the apartheid spatial landscape that is still prevalent across the District .

The primary purpose of the Integrated Sustainable Human Settlement Plan (ISHSP) is to assist the local Municipalities and the District Municipality to properly plan, budget for housing and related expenditure and to identify and prioritize projects in terms of its ability to promote integrated human settlements.

The plan argues that if integrated human settlements are to be achieved the following strategies are to be pursued:

- **CBD and Associated Suburbs**

- Strategy 1: CBD Densification and Infill

- Strategy 2: Densification of CBD Suburbs

- **Linkage Areas between CBDs and Townships**

- Strategy 3: Infill Development

- Strategy 4: Improve Connections, Promote Activity Streets and Reduce Barriers

- **Township areas**

- Strategy 5: Improvement of Community and Public Facilities

- Strategy 6: Development of Township CBD areas and Activity Streets.

- Strategy 7: Alternative Housing Typologies

- Strategy 8: Appropriate Single Subsidised Housing

- Strategy 9: Small Scale Farming/Community Gardens

The strategies have been formulated based on an analysis of key settlements in each municipality in terms of sustainability criteria that were applied at the level of the overall settlement as well as at the level of the housing unit.

These strategies were supplemented with a range of policies in support of executing the above strategies.

The last phase (business plan) focussed on potential pilot projects across the District where the various strategies could be implemented. These pilot (housing) projects form the core of the business plans of the local municipalities across the District. It is expected of each municipality to prioritise these projects as part of its IDP process.

Whereas the business plans of the local authorities focuses on the identification and prioritisation of pilot projects, the District Municipality's business plan focuses and

identifies a number of key roles that the District Municipality can fulfil to support the local municipalities in the execution of the respective human settlement plans.

In summary the following research projects have been identified that should ideally be undertaken by the CWDM in support of implementing HSPs at the local level. **Some of these require further research and analysis and it is therefore recommended that Cape Winelands District Municipality make provision for these in its MTEF budget cycle.**

- Comprehensive guidelines on land acquisitions and land swops
- Alternative funding sources for housing projects
- Impact of demographic trends such as migration and HIV on housing delivery
- Optimal means to improve capacity at local municipalities
- Alternative housing typology education programme
- Appropriate green technologies manual
- Guidelines for settling of rural dwellers
- Comprehensive analysis of the “Gap” market
- Strategy for the implementation of social housing / rental stock

Building on the above outcomes, the CWDM should in consultation with the local municipalities, prioritise the support measures to be provided by the CWDM. These must be costed for inclusion and review in future IDP and budgeting process.

b. Co-ordinate and facilitate the Housing Consumer Education Roll Out Program

In addition to the ISHSP, the CWDM has also been responsible for the coordination and facilitation of the Housing Consumer Education District Role-out Program. This is an ongoing program with the intention of capacitating consumers of subsidised housing to understand their roles and responsibilities as home owners.

The District in conjunction with the local B-municipalities where the majority of the roll-out will take place intends to train 2000 housing beneficiaries in Housing Consumer Education in 2011 across the District. Of this, the District Municipality’s objective is to train in the region of 150 beneficiaries during 2011.

The program will be monitored and evaluated on an ongoing basis by the District to ensure that the objectives of the program is achieved and that it adds value to the creation of sustainable human settlement development.

c. Rural Housing Projects

Despite the fact that the housing /human settlement role of the CWDM has shifted from delivery /implementation to a more supportive role of the local authorities (as described above), there are a number of rural housing projects that the CWDM is still actively involved with.

Regarding this, the following projects are planned for this year:

- The Nieuwedrift Farm Workers Agri Village Project at Noorder Paarl. The project is in a planning phase and it is foreseen that the various approvals (rezoning and subdivision, Environmental Impact Assessment, Heritage Impact Assessment, detailed lay-out, funding) will be obtained/not obtained during

the financial year with potential implementation set toward the last quarter of 2011. Current indications are that 365-400 housing opportunities can be created, coupled to social/community facilities and amenities which are already adjacent to the proposed site.

- Development of the Groot Drakenstein Agri Village with the core beneficiaries being farm workers / rural dwellers in the Groot Drakenstein Valley. In the region of 180-250 units is planned to be developed, pending determining the final number of beneficiaries in collaboration with relevant stakeholders in the Valley. A revised EIA process, detailed lay-out planning, funding application and infrastructure planning is set for the year with implementation to follow in 2013.
- Restoration and upgrade of historical houses at Hermon. This projects is currently being implemented and is already posing serious challenges, considering the age of these houses, which are all at least 70 years and older. The project is set for completion during 2011.

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 has been refined and the process is now completed.

A Disaster Management Corporate Plan has been compiled and was approved by Council. The plan was communicated to all B-municipalities in the Cape Winelands District. The process is now at the stage of internalizing the Plan within all CWDM departments. 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. For 2007/2008 the training was targeted at the education sector. Two hundred and sixty three (263) school principals and respective safety representatives successfully completed the training.

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 Fire Safety By-law has also been completed for the Cape Winelands District. The by-law was promulgated in the Provincial Gazette of 8 August 2008.

The recommendations with regards to risks, vulnerabilities and management approach culminating from the Community-Based Risk Assessment process form the basis of a multi-disciplinary and inter-sectoral (local, district and provincial) planning and coordination endeavour to address the areas identified by both the lead agencies and communities. The draft Disaster Management Framework has been communicated to and analyzed by all the local municipalities within the district, who’s Disaster Management Plans, including the Plan of Cape Winelands District Municipality, will be aligned with and adapted from the Framework document. Institutionalization of the Corporate Plan has been a great challenge as it requires involvement and commitment of all internal stakeholders. Renewed efforts will ensure that proper ownership by all internal departments is achieved during the 2010/11 financial year.

CHAPTER ON DISASTER MANAGEMENT IN THE IDP FOR THE YEAR 2010/11

1. A Hazard, Risk and Vulnerability Assessment (HRAVA) has been performed:

	YES	NO
1.1 For the Municipal Area	√	
1.2 For projects identified in the IDP	√	

Comments:

Xenophobia identified as a new risk/vulnerability – not reflected in the assessment.

2. The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:

	YES	NO
2.1 For the Municipal Area	√	
2.2 For projects identified in the IDP	√	

3. Appropriate disaster preparedness, response and recovery plans have been developed for a risk that can not be prevented or mitigated:

	YES	NO
3.1 For municipal area	√	
3.2 For project identified in IDP	√	

4. The Municipality has instituted the following disaster management requirements:

	YES	NO
4.1 Established a functional Disaster Management Centre		√
4.2 Appoint a Head of Centre		√
4.3 A functional Disaster Management Advisory Forum	√	
4.4 A Disaster Management (DM) Plan has been developed	√	
4.5 This DM Plan does include Sectoral Plans	√	

5. Disaster Management has functional systems that complies with the following:

	YES	NO
5.1 GIS data for disaster management		√
5.2 Risk reduction planning	√	
5.3 Early warning system	√	
5.4 Preparedness, response and recovery planning (Generic Plan)	√	

6. These systems are linked to:

	YES	NO
6.1 Other line functions in the Municipality	√	
6.2 Other Municipalities	√	
6.3 Security Forces (SAPS and SANDF)	√	
6.4 Provincial EMS	√	
6.5 Provincial Departments	√	
6.6 The National Disaster Management Centre	√	

7. The Municipal Disaster Management Plan is completed, submitted and approved by (answer where applicable):

	YES	NO
7.1 Other Municipalities in District Municipal Area		√
7.2 District Municipal Disaster Management Centre	√	
7.3 Provincial Disaster Management Centre		√

8. List of all the projects that have been identified in the IDP as “Very High Risk”, “High Risk”, “Low Risk” and/or “No Risk”. Please see attached Table: Assessment of Disaster Risk of IDP Projects.

Assessment of Disaster Risks of high risk IDP Projects

1. Project Reference	2. Project Description	3. Primary & Secondary Stakeholders	4. Risk Rating (Very High Risk; High Risk; Low Risk, No Risk)	5. Risk Reduction (Prevention/Mitigation/Preparedness) actions taken	6. Comments by Disaster Management
114415218	Clean-up Campaign	MHS	H	Clean-up	Disaster risk reduction initiatives should also include continuous community awareness and education
114415223	Air Quality Project	MHS	H	Inspections, Samples taken	Disaster risk reduction initiatives should also include continuous community awareness and education relating to climate change, personal health, etc.
114415225	Waste Recycling	MHS	H	Waste Reductions & recycling initiatives	Disaster risk reduction initiatives should also include continuous community awareness and encouragement initiatives to minimize use of landfill sites and environmental impact

	Waste minimization	MHS	L	Awareness; waste compactors	Disaster risk reduction initiatives should also include continuous community awareness and education
114415190	Greening	MHS		Plant trees	The advantages to communities and environment should be vigorously advocated
11610236	Community Safety	Disaster Man	H	Neighborhood Watches	Support to NHW would contribute to minimize crime impacts on vulnerable communities and groups
116100238	Population Migration Strategy	Disaster Man.	VH	MOA; awareness	Aimed at addressing roles and responsibilities of all spheres of government and other role-players during social conflict situation with emphasis on prevention and reintegration of displaced foreigners
116100239	Simulation Exercise	Disaster Man.	H	Awareness; Simulation Plan; Individual Service Practical Exercises; Combined coordinated simulation exercise	Project in phased progress to prepare, test and rehearse institutional response during disasters of great magnitude
116155018	Road Safety Ed.	Public Transport	H	Media campaign; Reflective bands; Transport months events	Aimed at reducing road traffic fatalities especially amongst rural youth
114755203	HIV/AIDS	Social Dev.	VH	HIV/AIDS care and support	Aimed at reducing the occurrence of HIV/AIDS amongst communities and groups leading to terminal conditions. The silent disaster.
114751114	Combating Substance Abuse	Social Dev.	VH	Peer counseling; Training programmes	Risk reduction and rehabilitation of vulnerable groups, individuals and reducing detrimental effect on social interaction, criminal activity etc.

5.6 CAPE WINELANDS LOCAL ECONOMIC DEVELOPMENT STRATEGY (CW-LEDS)

Local Economic Development (LED) is an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in an improvement in the quality of life for all in the local community. LED aims to produce high standards of living, improve quality of life, alleviate poverty, create more and better jobs, advance skills and build for sustained development in the future. LED is not a wish list but rather a practical understanding of what the local area does well and what it has to offer, where its weaknesses and gaps lie as well as where threats and opportunities exist considering the wants and needs of the local area.

The Cape Winelands District Municipality (CWDM) is currently in the process of reviewing and re-developing the CW-LEDS which was first implemented in 2006. This will entail a two-phased approach consisting of a review of the current CW-LEDS and the re-development of the CW-LEDS:

- (a) Review of current CW-LEDS: Reviewing the current LED strategies (C and B municipalities) by identifying existing approaches and strategies and engaging stakeholders to determine the current relevance of LED strategies, cross-checked against criteria for a credible LED strategy; clarity and sustainability of roles and responsibilities; progress made to date with various programmes and projects, and lessons learnt for future LED implementation.
- (b) Re-development of the CW-LEDS: By conducting a series of assessments to understand the CWDMs economic and business environment and associated human development and skills potential; assessing various instruments for the development of local economies, drawing on national and international best practices, and analyse their suitability for LED in CWDM; develop an implementation plan that clarifies the tasks and responsibilities of the various role players and further unpacks the programme strategies into a series of well-packaged project actions plans that includes an effective monitoring and evaluation component.

The CW-LEDS consolidate and add value to existing strategies and programmes to facilitate and guide economic development and investment in the District. In essence, the CW-LEDS investigate the coordinated and integrated options and opportunities available to broaden the economic base, packaged as a strategic implementation framework in order to address the creation of employment opportunities, investment and business development and the resultant spin-off effects throughout the district economy.

5.7 PUBLIC TRANSPORT

5.7.1. Integrated Transport Plan (ITP)

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 be reviewed in terms of the 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 Municipalities in the Cape Winelands as follows:

Type 1 – Stellenbosch Municipality - Planning Authority required to prepare a Comprehensive Integrated Transport Plan (CITP).

Type 2 – Cape Winelands District Municipality – Planning Authority to prepare a District Integrated Transport Plan (DITP).

Type 3 – Breede Valley-, Drakenstein-, Langeberg- and Witzenberg Municipality – Planning Authorities to prepare a Local Integrated Transport Plan (LITP).

The Cape Winelands District Municipality has been tasked by the Provincial Department : Transport and Public Works to prepare a District ITP as well as the preparation of the various Local ITP's. Stellenbosch Municipality is responsible for preparing their Comprehensive ITP which is to form part of the Cape Winelands District ITP.

5.7.2 Integrated Transport Plan related Projects

- **Drakenstein Mobility Corridor**

This project was identified for the Drakenstein Municipal area to identify the potential and scope for provision of scheduled services and the extent that they might need financial support from government. The objective of this project is to design a subsidised public transport service that will provide access to employment and other opportunities to rural communities in the corridor.

It is envisaged that the service will link the towns and hamlets of Saron, Gouda and Hermon with the railway station in Wellington. Members of these communities would therefore have access to employment and other opportunities in Wellington and at areas served by the rail link, which include Paarl, Stellenbosch and parts of Cape Town. The service schedule shall therefore be designed to align with critical commuter rail services. This would enable passengers to transfer onto critical commuter trains during the morning peak, and depart from the station after the same passengers transferred back from rail during the evening peak.

Given the marginal cost of providing such services, these may operate at profitable margins. Surplus income would be divided between the operator as an incentive and the authority as a means of reducing the subsidy. Care should be taken that this subsidized service does not compete with existing commercial services.

One of the challenges is to raise the demand thresholds for public transport in order to reach a financially viable transport system, or at least one where the benefit derived from subsidies are maximised.

- **Transportation Precinct Plan for the Greater Worcester CBD**

Consolidation of minibus taxi facilities within Worcester CBD

Very few dedicated public transport infrastructure has been provided in Worcester. The facilities available have to be consolidated into a reduced number of dedicated public transport facilities. Identify the location of these facilities and determine the vehicular demand at each facility to enable further planning of these facilities. These facilities should serve the needs of the minibus taxi industry and public transport passengers, but should also form part of a system of urban activities.

Non-motorised transport network

Develop a non-motorised transport network for the Worcester CBD that includes a focus on cyclists, pedestrians, physically impaired and disabled persons. The development of the network should take into consideration pedestrian hazardous locations, key attractors and generators, transportation infrastructure, tourism and public space environments. Apart from providing NMT connectivity between various land uses, the focus of this network should also be to provide NMT users

with a priority NMT network that provides for safe and convenient movement in an attractive environment.

Freight Strategy

Currently freight is not well accommodated within the Worcester CBD. Develop a freight management plan that identifies the best routes for freight movement, as well as a parking area outside of the CBD for freight. In addition, identify measures to better manage freight movement within the CBD.

Management of business deliveries

Make recommendations on how to better manage business deliveries within the CBD precinct to minimise the impact on the quality of the Worcester CBD.

Parking Management Strategy

Develop a parking management strategy for the Worcester CBD that focuses on the best location for parking areas, identify areas for paid and free parking and maximise the availability of parking.

○ **Integrated Public Transport Network Framework**

Problem Statement

Ensuring an efficiently operated and integrated public transport system requires an efficient and simplistic operations and management plan at local municipal level. Due to inequalities at policy and funding levels, the local municipalities are weary of the costs in evolving the required levels of funding and staffing requirements to manage the operations of public transport efficiently. The CWDM is prepared to assist in developing management tools to enhance and improve the levels of service on behalf of the current public transport role-players be it the operators or lower levels of governance.

Technical Proposal

The Terms of Reference will ensure that an effective, efficient, although simplistic and pragmatic Integrated Transport Network will integrate the elements below.

- A network of routes:
- Facilities on the network:
- Operations

○ **Safer Journeys to Rural Schools Strategy**

Objectives

- improving the level of service that learners and parents are currently experiencing;
- improving the transport environment that learners are compelled to use between home and educational institutions;
- improving road safety.

Areas of interventions

- engineering and environment
- education communication and awareness
- law enforcement

This project is managed as work in progress dependant on the funding sourced for the various areas of intervention. Projects planned for 2010-2011 financial year as follows:

Engineering and Environment:

Drakenstein – Groenberg- and Blouville Primary Schools;
Witzenberg – Montrouge- and Drostdy Primary Schools

Education, communication and awareness - District wide projects

Transport month event
Road Safety posters and pamphlets
Cyclist backpacks
Reflective bands

Law enforcement - District wide

Roll-out learner road safety programmes at schools in conjunction with the Provincial Department : Community Services.

5.8 BULK INFRASTRUCTURE MASTER PLAN: Annexure “O”

The Municipality undertook a Bulk Infrastructure Master Plan to determine the needs for waste and sanitation bulk infrastructure in the district. This was done in collaboration with the Provincial Government who also funded the study. The executive summary of the Bulk Infrastructure Master Plan is attached as Annexure “O”.

5.9 AIR QUALITY MANAGEMENT: Licensing Function

(AQA) requires Municipalities to introduce Air Quality Management Plans (AQMPs) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan

Before the promulgation of the National Environmental Management: Air Quality Act 39 of 2004 (AQA) permits used to be issued by National Government in terms of the Atmospheric Pollution Prevention Act, 1965 (Act 45 of 1965). With the exception of Drakenstein and Stellenbosch municipalities where Smoke Control Regulations were declared as well as Dust Control areas in terms of Part 4 of the Act. The district and other local municipalities had little or no input in relation to the issuing of listed processes permits. In these local municipalities and CWDM, air quality issues were restricted to complaints and land-use planning. This resulted in a serious lack of skills in the field of air quality management at district and local municipal level. For this reason, this Air Quality Management Plan must acknowledge these shortcomings and objectives identified within this plan and will focus on addressing issues of capacity building.

Due to this lack in capacity, the CWDM appointed Gondwana Environmental Solutions to assist the CWDM in a scoping exercise to assess the availability of capacity within the authority in terms of personnel, skills, resources and tools. Also to conduct a risk assessment which included a detailed baseline assessment of the meteorological conditions and the ambient air quality situation in the District. An emissions inventory was compiled for air pollution sources in the District with specific focus on quantifiable sources such as industries, vehicles and domestic fuel burning. Dispersion modelling simulations were undertaken using the international ADMS-Urban model developed by the Cambridge Environmental Research Consultants in the United Kingdom in terms of air quality for the district.

This Air Quality Management Plan will be largely based on the findings of Gondwana, as very little information was available relating to air quality throughout the district.

Objectives of the plan

Effective Air Quality Management

- Build capacity in air quality management within the Municipal Health Services Directorate.
- To develop and implement an effective Air Emissions Licensing System
- Develop, implement and maintain an Air Quality Management System
- Establish an annual AQMP review process
- Establish an Emission Reduction Strategy

Promote communication in relation to Air Quality Management

- Establish an Air Quality Forum in order to ensure proper communication between Local and Provincial government, business and industry as well as interested and affected parties.

Compliance monitoring

- Establish a compliance monitoring system within CWDM
- Ensure continuous compliance with Atmospheric Emission Licensing Conditions

The Air Quality Management function within the Cape Winelands District Municipality resolves under the Municipal Health Services Department, with the Manager: Municipal Health Services designated as the Air Quality Officer.

The CWDM Department of Municipal Health Services will implement and manage the Air Quality Plan with the aim of achieving SO 1: Community Health and Safety and SO 2: Sustainable regional land use. The plan is aligned with KPA 2 & 1: Basic Service Delivery and Infrastructure & Institutional Capacity and Municipal Transformation.

Roles and Responsibilities:

The roles and responsibilities of District Municipalities are outlined in the National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004) (NEM: AQA) as well as the National Framework for air quality management and can be summarized as follows:

- The development of an air quality management plan as a component of integrated development plans as required by the Municipal Systems Act
- To monitor ambient air quality and point, non-point and mobile source emissions
- The setting of municipal standards for emissions from point, non-point or mobile sources in the municipality in respect of identified substances
- Implement the AQA atmospheric emission licensing system and for this purpose perform the functions of licensing authority as set out in Chapter 5 and other provisions of the Air Quality Act.
- Monitoring compliance with emission standards in respect of the manufacture, sale or use any appliance or conducting of an activity declared as a controlled emitter and with respect to conditions set in atmospheric licenses and monitoring listed activities.

Operational Roll-Out of the function

- Develop and implement an effective air emissions licensing system
- Effective Air Quality Management

Capacity building of personnel

The approach has been the establishment of an Air Quality Management Committee with Environmental Health Practitioners (EHPs) (equipped with skills). These EHPs are operational in each of five local municipal areas (refer to Pg 6 of Draft Air Quality Plan attached as Annexure "O").

5.10 ENTERPRISE RISK MANAGEMENT

5.10.1 *Government objectives and risk management*

The success of local services is one of the most important factors affecting our quality of life; the way in which they are delivered will dominate political debate over the next decade. This means understanding the risks and issues facing the organisations that deliver these services is fundamental to the long-term well-being of our communities and to society in general. A risk is any uncertainty of events or variability of outcomes which have the potential to undermine the achievement of IDP **objectives** in the most **effective, efficient and economical** manner and/or missing out on opportunities to optimise **effectiveness, efficiency and economy** when pursuing set **objectives**. For local authorities, delivery is a key element and all spheres of government are now judged on their competence in managing vital services against a background of rising public expectations.

The concept of risk management is not new to the public service as the basic principles of service delivery (Batho Pele, 1997) clearly articulate the need for prudent risk management to underpin the achievement of municipal objectives.

The Cape Winelands District Municipality is bound by constitutional mandates to provide products or services in the interest of the public good. As no institution has the luxury of functioning in a risk-free environment, the CWDM also encounter risks inherent in producing and delivering such goods and services.

Stakeholders understand this but expect CWDM to perform without any unnecessary exposure to risk. In other words, stakeholders are averse to value erosion caused by risks that ought to be detected and avoided through prudent management actions.

The public sector environment is fraught with unique challenges, such as lack of capacity, lengthy decision lead times, limited resources, competing objectives and infrastructure backlogs to mention a few. Such dynamics place an extra risk management burden on public sector managers.

Risk management is a management tool that increases the CWDM prospects of success through getting it right the first time and minimising negative outcomes. Value is maximised when the CWDM set clear and realistic objectives, develop appropriate strategies, understand the intrinsic risks associated therewith and direct resources towards managing such risks on the basis of cost-benefit principles. Within high performing institutions, risk management is a strategic imperative rather than an option.

Seen in this context, it is clear why CWDM places a high importance on positioning risk management as a central part of service delivery improvement. Such importance is further emphasised with the various legislative instruments which make up the [Legal Framework](#) for risk management in the public sector.

5.10.2 Risk Management

Risk management forms part of management's core responsibilities and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the municipality's service delivery capacity.

When properly executed risk management provides reasonable, but not absolute assurance, that the institution will be successful in achieving its goals and objectives.

Stakeholders need to observe that the institution has a proactive and systematic approach to managing organisational risks.

5.10.3 Risk management as a service delivery imperative

Risk management benefits the district municipality by underpinning and bolstering institutional performance through:

- more efficient, reliable and cost effective delivery of services
- more reliable decisions;
- innovation;
- minimised waste and fraud;
- better value for money through more efficient use of resources;
- improved project and programme management, which provide better outputs and outcomes.

The responsibility of good governance lies with the council (Board of Directors) and the community (Shareholders). Public servants are accountable to the community and suppose to service in a responsible fashion. Governance incorporates risk management which means the risk policy, strategy and risk register needs to be adopted and approved by the Council because it is their responsibility. It is not about the Risk Management Model, Policy and Strategy at such but the individuals who are task to turn these models, policy and strategy into substance. Risk Management should be pro-active and it depends on the co-operative of every individual in the Risk Management chain

ERM is effected by various people, sometimes as members of committees, who perform distinctive roles and undertake specific responsibilities. The fact that all people involved in the ERM process must be competent, willing and have the necessary capacity to perform such roles cannot be overemphasised as the vast majority of ERM failures can be attributed to the failure of people rather than the failure of modality.

Consistent and uniform rollout of the ERM framework is incumbent on a clear definition of the various roles presented in relevant and user friendly format. That is to say that everyone involved in ERM must be crystal clear on what is required of them. Detailed and relevant guidelines are an invaluable resource to this end.

The Roles & Responsibilities of all role players within the Enterprise Risk Management process are attached as part of Annexure "O".

5.11 INSTITUTIONAL PLAN

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.

The key Human Resource Management priorities for the 2011/12 financial year are as follows:

- 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. The evaluation of implementing our employment equity plan will be concluded shortly, as it would be its 5th year of implementation;
- continuation with the implementation of the skills plan and specifically the **Financial Management Competency Levels Regulations** – 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, CWDM is ready to implement these Regulations except to say that we are delayed by the National Treasury with some outstanding information at their disposal;
- 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;
- constantly **improving human resource administration**; and
- constantly ensuring, through **organisation and work-study**, that we develop an effective and efficient organisational structure.

5.12 Summarised Status of key studies and sector plans

Information Themes	Date of statistics/ information	Date of approval
Economic Analysis		
Agricultural Sector study	2004	
Updated Agricultural Sector study	2010	
Manufacturing Sector study	2004	
Firm level Study	2005	
Services Sector study	2006	

Information Themes	Date of statistics/ information	Date of approval
Tourism Visitor Study	2006	
Informal Sector Study	2007	
Customs Clearance Centre Feasibility Study	2007	
Top Companies Study	2008	
Wine Incubator Feasibility Study	2008	2009
Agricultural Business Support Centre Feasibility Study	2008	2009
Bio-fuels/Bio-energy Feasibility Study	Final Phase in progress	
Social Analysis		
Study on Farm Evictions		
Community-based Risk Assessment	2007-2008	Nov 2009
Service Delivery and Infrastructure Analysis		
Water and Sanitation Backlog Study		24/05/2010
Sector Plans		
Spatial Development Framework	2006-2009	Not yet approved
Financial Management Plan		
Environmental Management Plan		In process
Biosphere Reserve Spatial Development Framework	2006-2009	Not yet approved
Disaster Management Plan	Sept 2010	Not approved yet
Integrated Waste Management Plan		
Integrated Bulk Infrastructure Plan (Water and Sewerage)	June 2010	
Integrated Sustainable Human Settlement Strategy		
Growth and Development Strategy	2006	November 2006
Review of Growth and Development Strategy	2010	April 2010
LED Strategy	2006	
Business Retention and Expansion Strategy	2008	
Infrastructure Investment Strategy	2007	
Tourism Marketing Strategy	2006	
Revised Tourism Marketing Strategy	2010	
Investment Attraction and Opportunities Strategy	2010	
Air Quality Management Plan		26/08/2010
Social Development Strategy		
Rural Development Strategy		
Institutional Plans		
Enterprise Risk Management Plan		

CHAPTER SIX: NATIONAL AND PROVINCIAL PROGRAMMES

6.1 National Programmes

6.1.1 Department: Water Affairs



water affairs

Department:
Water Affairs
REPUBLIC OF SOUTH AFRICA

The Cape Winelands District Municipality and the Department of Water signed an agreement under which terms the CWDM performs an implementing function for a number of Working for Water Projects on behalf of DWAF. The Working for Water Programme has as its aim the conservation of water and bio-diversity and the promotion of sustainable catchments 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

These projects are executed under Strategic Objective 2: Regional Development Planning

6.1.2 Department of Home Affairs



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

In recent years the Cape Winelands District Municipality partnered with the Department of Home Affairs to facilitate the provision of Identity Documents to the very poor and marginalised in our area. This is in response to our mandate to ensure that people can exercise their democratic rights enshrined in the Constitution.

This project was implemented again in the 2010/11 Financial Year, together with a Voter's Education Campaign to facilitate civil society readiness to participate in the 2011 Local Government Elections. The Cape Winelands District Municipality, through our Strategic Priority on Rural and Social Development, ensured that more rural and shack dwellers are provided with an opportunity to own an ID document which would make government services more attainable to them.

6.1.3 Department: Rural Development and Land Reform

Area-Based Land Sector Plan



**rural development
& land reform**

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

i. 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
- 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.

ii. 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.

iii. 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:

- Identification of beneficiaries
- Identification of land
- Provide access to land
- Provide support services

iv. 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.

v. 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.

6.1.4 National Department of Environmental Affairs (DEA)



A current Memorandum of Agreement between DEA and CWDM provides for strategic and operational support for environmental management to local government at the level of the Cape Winelands District Municipality and relevant local municipalities. The MoA gives effect to dedicated human resource, technical and funding support to local government, especially where national Expanded Public Works Programmes (EPWP), Integrated Sustainable Rural Development Programmes (ISRDP) and Urban Renewal Programmes (URP) are concerned.

The *Local Government Support* responsibility gives effect to the following key performance areas and DEA mandates, as follows.

1. Assistance and guidance to municipalities on environmental management functionalities relating to planning and in the implementation of DEA initiatives. Particular focus on areas of Biodiversity Conservation, Protected Areas Planning, Ecosystem Protection, Climate Change & Air Quality, Integrated Waste Management Planning, Integrated Water Resource Management and Environmental Resource Management.
2. Capacity building at local government level.
3. Facilitate the alignment of environmental programmes with municipal planning processes.
4. Stakeholder engagement and participation in municipal structures and processes. Particular focus on Integrated Development Planning (IDP) and Spatial Development Framework (SDF) processes.
5. Ensure effective implementation of DEA funded projects.

Key areas of support to environmental resource management as well as tourism include DEA's Social Responsibility Programme (SRP).

The Social Responsibility Programme (SRP) is aimed at providing funding and technical support for projects at local government level under the auspices of the EPWP (Environmental Sector), which includes the following focus areas:

- Working for the Coast
- Working on Waste
- Sustainable Land-Based Livelihoods
- People and Parks
- Working for Wetlands
- Greening 2010

Projects in these respective focus areas include infrastructure development (visitor information centres, boardwalks, hiking trails, accommodation facilities) coastal and inland environmental clean-ups, renewable energy, aquaculture, cultural and natural heritage, establishment of nature conservancies, waste recycling and minimisation initiatives, benefit-

sharing models within protected areas of national and provincial parks, environmental protection and restoration projects, tourism route development and signage, wetlands rehabilitation, greening and others.

Projects are implemented over multi-year periods with significant job creation and skills development opportunities for local communities. Emphasis is placed on inclusion of vulnerable groups of society, targeting groups of women, youth and people with disabilities; as well as promotion of SMME development.

The Department Environmental Affairs furthermore aims to strengthen the IDP and operational strategies of the Cape Winelands District Municipality and local municipalities within its domain as far as environment is concerned.

Particular focus will be placed on enhancing the biodiversity network, tangible support to the Cape Winelands Biosphere Reserve in terms of UNESCO's responsibilities, promotion of sustainable tourism, promoting deliverables in terms of Local Agenda 21 and the National Sustainable Development Framework, alignment of municipal environment planning processes to policy and legislative frameworks of DEA and ultimately strengthening the IDP in terms of bio-regional planning.

6.2 Western Cape Provincial Government 's Draft Strategic Plan

The Western Cape Provincial Government's Draft Strategic Plan is as follows:

Draft Provincial Strategic Objectives
<p>SO 1: Creating opportunities for growth and jobs</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>The development of a provincial vision and brand</i> ▪ <i>The development of a corruption-free, efficient public sector</i> ▪ <i>A regulatory environment that is efficient</i> ▪ <i>Infrastructure and asset development strategy</i> <p><i>Second pillar – demand-led, private-sector driven government support for growth sectors, industries and business:</i></p> <ul style="list-style-type: none"> ▪ <i>Establish a Western Cape Economic Development Agency</i>
<p>SO 2: Improving education outcomes</p> <p><i>Main Indicators:</i></p> <ul style="list-style-type: none"> ▪ <i>Improving literacy and numeracy in Grades 1 – 6</i> ▪ <i>Increasing the numbers passing in Grade 12 including an increase in numbers passing with matric exemption and mathematics and science</i>
<p>SO 3: Increasing access to safe and efficient transport</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>Alignment to national interventions</i> ▪ <i>Focusing on provincial priority areas</i> ▪ <i>Ensuring alignment between municipal integrated transport plans and integrated development plans</i>
<p>SO 4: Increasing wellness</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>Healthcare 2020</i> ▪ <i>Immediate action</i> ▪ <i>Premier's summit on reducing the burden of disease</i> ▪ <i>Decreasing the incidence of infectious diseases (HIV and TB)</i> ▪ <i>Decreasing the incidence of injury</i> ▪ <i>Decreasing the incidence of non-communicable diseases</i> ▪ <i>Decreasing the incidence of childhood diseases</i>
<p>SO 5: Increasing safety</p> <p><i>Three "horizons" of the strategy:</i></p> <ul style="list-style-type: none"> ▪ <i>Removing opportunities to commit crime</i> ▪ <i>Decreasing the motivation of offenders to commit crime</i> ▪ <i>Removing the longer-term root causes of crime</i>
<p>SO 6: Developing integrated and sustainable human settlements</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>Accelerated delivery of housing opportunities (To this end, PGWC aims to increase the provision of serviced sites from the target of 18 000 this year to 31 000 in 2014/15)</i> ▪ <i>A sense of ownership, rights and responsibilities amongst beneficiaries, owners and tenants</i> ▪ <i>Optimal and sustainable use of resources</i>
<p>SO 7:</p> <p>Mainstreaming Sustainability and Optimising Resource-use Efficiency</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>Climate change mitigation</i> ▪ <i>Water management</i> ▪ <i>Pollution and waste management</i> ▪ <i>Biodiversity management</i> ▪ <i>Land use management and agriculture</i> ▪ <i>Built environment</i>
<p>SO 8: Increasing social cohesion</p> <p><i>The PGWC aims to achieve the following three outcomes in order to realise its objective of increasing social cohesion:</i></p> <ol style="list-style-type: none"> 1. <i>Empowered individuals</i> 2. <i>Functional and bonded families</i> 3. <i>Connected communities that, through social capital, are bridged to one another across racial, gendered, linguistic and class divides, and feel linked with government and organisations in civil society</i>

<p>SO 9: Reducing poverty</p> <p><i>To address unemployment and create jobs, we will:</i></p> <ul style="list-style-type: none"> ▪ <i>Implement the Expanded Public Works Programme</i> ▪ <i>Introduce skills training programmes</i> ▪ <i>Start projects to employ unemployed persons in the private sector</i> ▪ <i>Implement Strategic Objective 1: Creating Opportunities for Growth and Jobs</i> ▪ <i>Link individuals on social security and municipal indigent lists to sustainable programmes and employment opportunities</i> <p><i>To address food security we will implement:</i></p> <ul style="list-style-type: none"> ▪ <i>An integrated food security programme aimed at indigent households</i> ▪ <i>A provincial food security programme aimed at communities living on farms</i> <p><i>To address health issues, we will implement Strategic Objective 4: Increasing Wellness, especially in indigent communities.</i></p> <p><i>To address education, we will implement:</i></p> <ul style="list-style-type: none"> ▪ <i>An integrated provincial early childhood</i> ▪ <i>development strategy for children aged up to five</i> ▪ <i>Strategic Objective 2: Improving Education Outcomes</i> <p><i>To improve the living environment for poor communities, we will:</i></p> <ul style="list-style-type: none"> ▪ <i>Profile the households and communities of the poorest wards</i> ▪ <i>Implement Strategic Objective 6: Developing Integrated and Sustainable Human Settlements</i> ▪ <i>Implement the Social Relief of Distress programme</i> <p><i>To ensure good governance, we will:</i></p> <ul style="list-style-type: none"> ▪ <i>Evaluate the use of government transfer funds by social partners</i> ▪ <i>Ensure that all municipalities develop quality integrated development plans (IDPs)</i>
<p>SO 10: Integrating service delivery for maximum impact</p> <p><i>To ensure that government's investment is effectively coordinated in order to maximise its impact and avoid duplication and fragmentation of service delivery, the PGWC will provide:</i></p> <ol style="list-style-type: none"> 1. <i>Integrated planning and budgeting by focusing on an IDP indaba, decentralised service delivery model and provincial investment plan</i> 2. <i>Coordinated provincial support to municipalities in the forms of an integrated bursary scheme, Provincial framework for municipal support and bulk infrastructure support plans</i> 3. <i>Integrated service delivery through:</i> <ul style="list-style-type: none"> ▪ <i>Expansion of Thusong centres</i> ▪ <i>Establishment of Thusong zones</i> ▪ <i>Mobile Thusong centres (previously the Integrated Community Outreach Programme)</i> ▪ <i>Thusong extension service</i> 4. <i>Coordinated intergovernmental reporting and engagement through coordinated information gathering and dissemination and coordinated intergovernmental engagement.</i>
<p>SO 11: Creating opportunities for growth and development in rural areas</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▪ <i>Create a favourable environment in rural areas by focusing on and promoting infrastructure development and service delivery</i> ▪ <i>Create a favourable environment in rural areas by focusing on and promoting the scientific, technical and sanitary environment</i> ▪ <i>Create a favourable environment in rural areas by focusing on and promoting the regulatory environment</i> ▪ <i>Create a favourable environment in rural areas by focusing on and promoting the physical environment</i> ▪ <i>Accelerate enterprise development by focusing on both the commercial and emerging sectors and a comprehensive rural development programme</i> ▪ <i>Skills development Institutional issues</i>
<p>SO 12: Building the best-run regional government in the world</p>

6.3 Western Cape Provincial Budget Priorities for 2011/12

6.3.1 Department: Premier

Summary of Budget Speech by Premier Helen Zille: 30 March 2011

Theme: Becoming the best-run regional government in the world

The work of the Department of the Premier is broadly divided into five programmes:

1. executive and administrative support,
2. provincial-wide strategic management,
3. human capital,
4. the centre for e-innovation and corporate assurance.

The total budget for the Department for this financial year is R697 million – an increase of 11.8% from the budget adjustment in November last year.

Programme 1: Executive Support (Administration)

This programme receives R64 million for this financial year – a significant decrease from last year (R71 million). This programme is mainly focused on back-office administration, but it does include special priority sub-programmes that have a direct impact on the lives of our citizens.

One of them is the defence and expansion of the rights of our most vulnerable citizens. Last year, we achieved notable success in the child maintenance campaign which tracked down absent fathers who refuse to pay the maintenance for their children. In a two week period, we found 71 defaulters resulting in 59 arrests. We also traced 210 women who had not collected maintenance money that was owed to them.

This year, we will move into the next phase of the child maintenance plan and begin the implementation of a number of human rights projects that are in the pipeline. One of them is a project designed to curb teenage pregnancies. Another programme aimed at repairing the social fabric is the work we are doing to combat alcohol and drug abuse.

We understand that to be the best, we have to learn from the best. We are therefore deepening relations with regional partners on four other continents – in Bavaria (Germany), Shandong (China), Upper Austria, Georgia (USA), São Paulo (Brazil) and Quebec (Canada).

Programme 2: Provincial Strategic Management

The Department of the Premier has a key role to play in the formulation, implementation, coordination and evaluation of policy. It is also responsible for identifying delivery gaps against the five-year Provincial Strategic Plan. The budget for Programme 2: Provincial Strategic Management has been reduced slightly this year from R38 million to R32 million.

We have also increased our capacity to monitor and evaluate the implementation of our strategic objectives. To this end, we have established the Executive Provincial Dashboard or EPD that gives at-a-glance information on any given project and red flags those projects that are falling behind schedule or running over budget. There are currently 512 active projects on the dashboard, 360 of which are linked to the strategic objectives contained in the Provincial Strategic Plan.

The dashboard has been made available to members of the provincial government. We are working on an IT platform that will enable all Western Cape municipalities to access the dashboard for their own monitoring and evaluation purposes. By the end of this financial

year, members of the public will be able to access the dashboard on www.capegateway.gov.za. This will enable every citizen to check the progress of projects that affect them and hold us accountable if necessary.

Programme 3: Human Capital (Corporate Services Centre)

Programme 3 is Human Capital. The budget for this programme is up from R89 million last year to R117 million for this financial year. It is important to note that this increase of R28 million is entirely funded through shifts from other departments.

Last year we conducted the Barrett Survey to assess the existing predominant organisational values and to determine which values members of the organisation should live by to achieve our goals. Five key values that we want to define the Western Cape Provincial Government emerged from this process: competence, accountability, integrity, responsiveness and caring.

Programme 4: Centre for E-Innovation (Corporate Services Centre)

The second component of the Corporate Services Centre is the Centre for e- Innovation. We recognise that, if we are to compete with the best governments in the world, we need to be at the cutting edge of Information and Communication Technology or ICT. This is why the Centre for e-Innovation receives the lion's share of the Departments budget, up from R348 million last year to R395 million.

The Centre for e-Innovation is responsible for the provision of transversal ICT services across the provincial government. Services include:

- Supporting over 14,500 corporate workstations in over 270 locations
- Maintaining operations for the 19 Cape Access Centres in rural areas which gives people access to a PC and the internet free of charge
- Maintaining the Cape Gateway government information portal; and supporting over 360 departmental systems, such as the clinical health system which manages patient records and the exam management information system
- The Centre for e-Innovation also supports close to 50,000 workstations in schools across the province as well as 1,300 school-based ICT laboratories. This supports over 24 000 teachers and has exposed over 850 000 learners to ICTs in the curriculum.

Programme 5: Corporate Assurance (Corporate Services Centre)

Speaker, the third component of the Corporate Services Centre is Corporate Assurance. It comprises enterprise risk management, internal auditing, forensic investigation, legal services and corporate communication. The budget increases to R89 million from R77 million last year.

All successful governments utilise an enterprise risk management or ERM framework to manage risk and use opportunities when they arise. We have now created a directorate dedicated to developing a culture of enterprise risk management across the entire government. We are also paying special attention to sound financial management through the development of an advanced internal auditing system.

6.3.2 Department: Local Government



DEPARTMENT of LOCAL GOVERNMENT

Provincial Government of the Western Cape

Summary of Budget Speech by Mr. Anton Bredell Local Government, Provincial Minister of Environmental Affairs and Development Planning: 23 March 2011

Theme: Local Government that works

On the 18th of May this year, we are closing a five-year chapter of local government and opening a new one. We need to understand what has worked and say, “Well done.” And we need to understand what hasn’t worked and change it.

According to the Universal Household Access to Basic Services (uHABS) Index, 88% of people in the Western Cape have access to basic services, which is the highest in the country. 100% of poor residents have access to free basic services. 22 out of 30 municipalities got unqualified audits. 299 out of 348 ward committees are meeting on a regular basis. .

Good governance is the pillar

Local government will only work if we have good governance. This means that our Councillors and officials must understand the law and their roles and responsibilities and respect them.

It is important for Councillors to be equipped for their role. In addition to the induction provided by SALGA, my Department will roll out seven programmes for Councillors. These programmes will cover rules of order, administrative and legal accountability, oversight, delegations, supply chain management, and leadership, which will include conflict resolution. We will also roll out dedicated training programmes for Speakers and Executive Mayors. These courses will help Councillors to run their municipalities effectively and accountably.

We are providing these programmes together with SALGA and the Hanns Seidel Foundation, and I would like to thank them for their valuable partnership.

Working with communities

It is very important for municipalities to be constantly speaking and listening to people. But many municipalities do not have a plan about what to communicate or to whom or when or how. My Department helped five municipalities to improve their communication strategies in the past year, and we will provide intensive support to six more in the coming year.

My Department has refined a ward committee model that is already working in some municipalities, and we will roll it out after elections during our training of Councillors and ward committee members.

Communities can also play a much bigger role in Integrated Development Planning. Very few people attend IDP meetings because the discussion is broad and people are not given the chance to identify projects that can change their neighbourhoods. We will change this through championing neighbourhood development plans in some of the poorest areas. Communities will identify short-term, implementable projects that will be taken forward by dedicated municipal officials.

Access to services and opportunities

Service delivery is central to government's mandate. But if you are poor and live far away from government offices, you cannot get access to government services. You cannot apply for an ID or learn how to start your own business, and the door of opportunity is then closed to you.

This is why we have the Thusong Programme: it brings the most important government services together in one place, and in some cases it brings those services right to people's doorsteps.

In the Western Cape we have permanent Thusong Centres in 18 local municipalities and in the City. I want to have one in each of our 24 local municipalities, and we will reach this goal by 2014. We are also training 23 Thusong managers, and this will help them to provide people with a better service.

Municipal Support

We have just established a "pool of expertise", which is a list of over 100 service providers that can support municipalities with specific tasks. Our current projects are the review of policies and by-laws, re-engineering of internal structures and processes, and improving performance management systems.

In addition, we have established a Municipal Professionals Programme with our donor partner GIZ. This programme has 23 professionals who have worked in municipalities for over 10 years, and a few are already in the process of being deployed to municipalities that have requested them.

We are working in close partnership with universities, SALGA, the national Department of Cooperative Governance, LGSETA, and municipal managers on this programme, and we aim to have the first intake of students to our Local Government Professionalisation Programme in 2012.

Our support extends to IDPs. In addition to providing training to municipalities in Neighbourhood Development Planning, we will provide active support to municipalities in implementing "Third-Generation IDPs" for the next five-year term. The Third-Generation IDP will be an IDP that reflects the budgets and priorities of all three spheres of government and the needs identified by communities through Neighbourhood Development Planning. We have promoted this through the IDP Indaba, which is a space where national and provincial departments sit in one room with municipalities and plan together. We will expand the IDP Indaba in the coming year.

Disaster Management

Disasters can crush municipalities and crush communities, as we have seen in Japan. We trained all the municipalities in the Western Cape to identify and address the disaster risks in their Integrated Development Plans (IDPs), and we assisted the City and all five districts to draft their IDP chapters. My Department will help another six municipalities write their IDP chapters next year.

Together with the Fire Officers in the Province, we developed a fire preparedness plan to ensure that we respond quickly to the first signs of a fire. In partnership with Working on Fire, we brought four fixed-wing aircraft from Gauteng that can "bomb" an area with water just as a fire is beginning.

In the coming year, we will be the first Province to gazette regulations for fire-fighting norms and standards. This will create uniform standards that will raise the professionalism and standard of fire-fighting services in the Province.

Municipal Infrastructure

The most important job of a municipality is to provide basic services, and for this we need bulk infrastructure. There are municipalities in the Western Cape that cannot build more houses because they do not have adequate water and sanitation infrastructure. The human and economic potential in these areas is being locked up as a result.

Many bulk infrastructure projects have already been implemented. A total of 221 Municipal Infrastructure Grant projects worth R312 million were completed in the past year. This includes water recycling plants in George and Beaufort West and desalination plants in Knysna and Bitou. The largest desalination plant in Southern Africa will be completed in Mossel Bay at the end of this month.

But we still have a huge backlog, and we can only address it if we do thorough long-term planning. We have supported every district in the Province to develop a bulk water and sanitation master plan. These are 15-year investment plans that say how much infrastructure is needed today and in the next 15 years, and they identify priority projects.

In the next 12 months we will assist municipalities to move into the project preparation phase. This includes all activities required to secure funding for a project, including business plans, feasibility assessments and concept plans. R345m has already been secured through the Regional Bulk Infrastructure Grant of the Department of Water Affairs for the next three years, and my Department will apply for additional funds.

This Department entered into a partnership with DBSA to conduct electrical artisan training, and 186 potential electrical artisans have been trained. Of these, 105 will undertake a National Trade Test and once they pass it, they may be appointed as fully-fledged artisans in municipalities. We are also partnering with the DBSA, the University of Stellenbosch, and the Water Institute of South Africa to train water process controllers, who are vital to the efficient maintenance of our water supply and wastewater treatment works.

Our ambitious plans for the coming year include:

- We will provide training on fraud prevention to new Councillors and municipal officials in all municipalities;
- We will assist all municipalities to establish ward committees and train ward committee member on their roles and responsibilities;
- We will help municipalities make more firebreaks and increase their fire-fighting capacity through a public works programme that will create jobs;
- We will support 20 municipal officials through the second IDP learnership, which will be completed in April 2012;
- We will assess the property rates policies in 10 municipalities;
- We will place at least 10 more students on the Municipal Bursary Programme;
- We will develop a compliance model so that we can objectively assess governance and legal compliance in municipalities;
- We will create a provincial database of municipal information;
- We will help 15 municipalities develop disaster management contingency plans;
- We will refer more than 21,000 people to government services and programmes through our CDW Programme.

6.3.3 Department: Social Development

Summary of Budget Speech by MS. Patricia de Lille, Provincial Minister of Social Development: 24 March 2011

SO 1 **Creating a caring society through appropriate Social Welfare Services**

That will be achieved through:

1.1 Child Care and Protection

- * R 354 million have been budgeted for child care and protection
- * Increase in funding will strengthen residential care services to 2 284 children in Child and Youth care centres
- * In the new year 90 000 children throughout the province will have access to ECD programmes.
- * Total budget of R 215 million has been earmarked for the ECD programmes

1.2 Care and Support to families

- * R 35 million has been allocated to prioritise in providing quality care and support services to families
- * That amount will procure for the finalisation of Family Policy, assisting non-profit organisations and local offices
 - that render services to vulnerable children in this province, uniting homeless with their families.
- * the major goal here is that of empowering families to be self reliant.

1.3 Victim Empowerment Programme

- * There R 7 million has been prioritised for Victim protection Programme and to increase the number of shelters for victims
 - of gender violence from ages 12 to 14
- * The department also aims at working closely with SAPS in respect of all victims of trauma.
- * that will include making social workers available at station level as well as training of SAPS members and volunteers.

1.4 Services to Older persons and persons with disabilities

- * R 140 million have been budgeted to fund 126 homes for older persons as well as "active ageing"
- * so service centres and community clubs will continue with the Golden Games programme.
- * Older persons Act of 2006 will also encourage re-registration of facilities for older persons to ensure compliance.
- * 48 million will be spent on maintaining services provided by 33 residential facilities and 43 protective workshops.
- * The total budget for people living with disabilities is R58.7 million.

1.5 Social Crime Prevention and Support

- * this programme will focus on statutory services as regulated by the new Child Justice Act and Probation Services Act.
- * added focus will be on keeping young people out of criminal justice system.
- * The department will also focus on the implementation restorative justice programmes and diversion options for adults.
- * there will be contribution on keeping first time offenders out of jail, while at the same time ensuring that appropriate sanction is applied.

1.6 Substance Abuse

- * R 67 million has been budgeted for in this financial year to fight against Substance Abuse.
- * focus will be on an integrated approach working with National, provincial and local government as well as civil society.
- * there will also be a focus on the role that is played by the faith-based organisations.

SO 2 Creating Opportunities through Community Development Services

This aims at Poverty Reduction through:

2.1 Sustainable Livelihood Programmes and Poverty Reduction

* to fight hunger, 30 000 beneficiaries will be supported with nutritious meals at 367 Community Nutrition and Development Centres.

* this will be done through an allocation of R 12 million.

* the program will form part of provincial food security strategy with the department of Agriculture, Health and Education.

* the aim behind these programmes is to empower people to go out there and access economic opportunities.

* R20 million has been put aside to link food security interventions with real job opportunities.

* income generation projects as well as other government services benefiting a further 4000 beneficiaries.

2.2 Opportunities for Youth

* focus will be on youth development ensuring that R 1 million available will be spent on growing youth programmes.

* 1000 youth will benefit from hard skill training.

* 3000 youth will benefit from soft skills training.

* 300 unemployed youth will benefit from the 4.7 million conditional grant for 11 months, offering training, skills development

2.3 Building Capacity of Service Partners

* development of NPO sector by allocating R1.1 m benefiting 50 NPO's

* 600 NPO's to receive capacity enhancement interventions within the 6 regions of the dept.

2.4 Partnership development

* will identify and maintain strategic partners within civil society and business worlds in assisting the department to achieve its outcomes

SO 3 Modernisation and Improving Governance

The following interventions will take place:

3.1 Governance issues and quality of services

* the Dept of social Services aims at commissioning the local university to develop a standard operating manual to standardise service delivery

* this will be concluded in the second quarter of the coming financial year

* this aims at aligning Annual Performance Plan with the IDP's

3.2 Optimising Performance Management Processes

* Focus will be on monitoring and reporting

* Monitoring will be in 3 categories that is self monitoring, line monitoring and external monitoring

3.3 Access to services and service professionals

* 22 % of the budget will fund 343 new posts

* there will be filling of 120 additional posts in the following year.

* the number of service pay points will increase to 24 exceeding the target of 21

* Temporal office has been opened in De novo Kraaifontein to serve farm areas.

* Another office will be opened in October in Clanwilliam

6.3.4 Department: Community Safety

Summary of Budget Speech: 25 March 2011

	<p>The budget allocation across the five programmes is as follows: Programme 1 Administration receives R36m, Programmes 2 and 3, responsible for oversight, crime prevention and community police relations, receive R20 million and R44 million respectively. Traffic Management in Programme 4 receives R164 million and Security Risk Management in Programme 5 receives R48 million.</p>
SO 1	<p>Oversight * the South African taxpayer will be spending just over R60 billion on the South African Police Service * Effective Oversight remains fundamental in ensuring the proper allocation and proper use of resources. * administration is currently developing a model to further strengthen and develop this oversight role. * an amount of R20 million has been allocated to programme 2: Civilian Oversight within the Department of Community Safety to ensure and expand its oversight role * A further R9 million is earmarked to monitor and evaluate police conduct</p>
SO 2	<p>Whole-of-Society Approach * R43.9 million is allocated to Programme 3: Crime Prevention and Community Police Relations which is made up of three priority areas namely Social Crime Prevention, promoting Community Police Relations and the new focus area of Promotion of Safety.</p>
SO 3	<p>Making our people and our assets safer * The whole of society philosophy advocates making safety everyone's responsibility. a process in which we mobilise the resources, knowledge, creativity and concern of all role-players in building safe communities, on a partnership basis, in order to create environment and communities.</p>
SO 4	<p>Increasing road safety Safe roads play an important role in our economy and its growth * The hope is to improve our record and weigh 50 000 more vehicles than last year. * We plan to have at least two special integrated operations per week with the South African Police Service in order to make our Provincial roads, a drug free road networks</p>

6.3.5 Department of Agriculture

Summary of Budget Speech by Mr. Gerrit van Rensburg, Provincial Minister of Agriculture:
24 March 2011

	<p><i>An Agriculture budget of R 501.7 million, up 17% from last year will be allocated as follows:</i></p>
SO 1	<p>Sustainable Resource Management receives R 72.6 million. * the dept aims at distributing disaster relief, and at the beginning of the year we received R 50 million to alleviate the impact of the Eden drought. * focus on optimal resource usage and adaption to climate change. * LandCare projects to the value of R3.5 million will continue to clear alien invasive vegetation. * focus on ground breaking work, using satellite technology for optimal irrigation and water usage management.</p>
SO 2	<p>Ondersteuning en ontwikkeling van Landbouers is die Departement se grootste program, en kry R186 miljoen * Ons fokus bly op die verskaffing van dienste wat landbouers se kans op volhoubaarheid versterk. * Ons gaan vanjaar 4200 produsente ondersteun.</p>

SO 3	<p>Veterinary services receives R50 million.</p> <p>*Due to the Department's scarce skills development strategy, we were able to appoint four new vets this year.</p> <p>* Our vets and the services they provide are going to become even more crucial in the near future.</p>
SO 4	<p>Tegnologie Navorsing en Ontwikkelings Dienste.</p> <p>* Navorsing kry vanjaar R78 miljoen, en hierdie bedrag groei in die nabye toekoms tot R90 miljoen in 2012/13 en tot R96 miljoen in 2013/14.</p> <p>* R2,5 miljoen vir 2011/2012 bewillig is om 'n biogas verwerkingseenheid op ons Outeniqua navorsingsplaas op te rig.</p> <p>*</p>
SO 5	<p>Agricultural economics</p> <p>* Our Agricultural Economics section, receiving R13.5 million from this budget</p> <p>* We assist producers to manage and develop new markets and export opportunities; locally, nationally and internationally.</p>
SO 6	<p>Structured agricultural training</p> <p>* Structured Agricultural Training programme receives R48 million from this budget. We are training and developing the farmers of tomorrow.</p> <p>* Ons het ook 'n addisionele R3.6 miljoen ontvang wat tot die opgradering en instandhouding van kollege infrastruktuur aangewend gaan word.</p> <p>*</p> <p>RURAL DEVELOPMENT</p> <p>Ons begroting van R16 miljoen vir hierdie jaar mag na min geld klink, maar hou die volgende in gedagte:</p> <p>* Die Wes-Kaap Departement van Landbou is tans besig met baanbrekers werk ten opsigte van landelike ontwikkeling.</p> <p>* Nog nooit in die geskiedenis van ons demokrasie kon 'n program daarin slaag om die drie vlakke van regering so effektief te laat saamwerk nie.</p> <p>* We are changing the face of agriculture in 2011.</p>

6.3.6 Department of Economic Development and Tourism

Summary of Budget Speech by Mr. Alan Winde, Provincial Minister of Economic Development and Tourism: 25 March 2011

	<p>Extend the hand of opportunity to the people of the Western Cape so that they can escape poverty, shape their own destinies and live lives they value.</p>
SO 1	<p>Special Projects</p> <p>* We are completing transport and property studies for an innovation and design district in the East City.</p> <p>* developing a partnership with Transnet and the City of Cape Town to plan the redevelopment of our inner-city port</p> <p>* we are also putting project plans in place for an aquaculture strategy and agro-processing hub.</p> <p>* another initiative is to form an Economic Development Agency (EDA).</p>
SO 2	<p>Integrated Economic Development Services</p> <p>* receives R51.742 million.</p> <p>* the largest fund aims to grow small- and medium enterprises</p> <p>* R4 million has been set aside for direct financial support to growing businesses that crowd in investment.</p> <p>* The fund will be targeted at businesses in rural areas, and areas with significant economic challenges.</p>
SO 3	<p>Trade and Sector Development</p> <p>* receives R63.365 million in 2011/12 to perform this role</p> <p>* This allocation will be used to fund the Cape Catalyst projects, the Future Cape Initiative, our special purpose vehicles, and trade and investment promotion.</p>

	<p>* In collaboration with Minister Bredell's department, we are committed to bringing down our carbon footprint and planting the seeds for a greener future. We estimate that over the next decade, R100 billion will be spent on large scale renewable energy projects.</p>
SO 4	<p>Business Regulation and Governance</p> <p>* This programme has been allocated R 20.580 million to ensure that legal liquor traders operate according to the laws of the province, and to educate consumers on their rights.</p>
SO 5	<p>Economic Planning</p> <p>* received a budget of R17.032 million.</p> <p>* They will perform ongoing research into competitive sectors, local economic development and SMMEs in the Western Cape.</p>
SO 6	<p>Tourism, Arts and Entertainment.</p> <p>* R62.463 million has been allocated</p> <p>* Of this amount, R32.440 million will be transferred to CTRU for destination marketing.</p> <p>* In 2011/12, the Tourism, Arts and Entertainment team will continue to drive the re-engineering of a demand-led tourism strategy and business plan.</p> <p>* In 2011/12, we have set ourselves the target of attracting 1.68 million international visitors and 4.27 million domestic visitors.</p> <p>* We will prepare 16 bids for conferences and conventions with an economic value of R360 million, and support 6 events with an estimated economic value of 1 billion</p>
SO 7	<p>Skills Development and Innovation</p> <p>* receives R16.275 million in 2011/12.</p> <p>* With this money, we will continue to run our very successful Work & Skills for 100 000 Programme, which has thus far provided meaningful skills development and job opportunities to 2000 young people</p>
SO 8	<p>Administration</p> <p>* R22.957 million has been allocated on administration</p> <p>* This money will be used to ensure the smooth running of the department.</p>

6.3.7 Department: Environmental Affairs and Development Planning

Summary of Budget Speech by Mr. Anton Bredell Local Government, Provincial Minister of Environmental Affairs and Development Planning: 23 March 2011

SO7	<p>Mainstreaming Sustainability and Optimising Resource-use Efficiency</p> <p>Against a background of the advancement of service delivery for all the citizens of the Western Cape, this Department has the stated objective of:</p> <p>The purpose of this strategic objective is to ensure that the PGWC integrates sustainability and resource-use efficiency into the activities and sphere of influence of all Departments.</p> <p>Air Quality Management</p> <p>The Western Cape Air Quality Management Plan was developed and is currently being implemented. Specific cases such as air quality management at saw mills and fish meal factories are closely monitored. Ambient air quality is currently being monitored and reported on in Maitland, George, Malmesbury and Worcester where ambient air quality monitoring stations are operational. Two additional fully equipped monitoring and research stations have now been procured enabling the expansion of the monitoring network to Oudtshoorn, Vissershok, Danabaai, Stellenbosch and St Helena Bay and we plan to have 13 such stations in the Network by 2015.</p> <p>The 1st State of Air Quality Management Report for the Western Cape was produced during</p>
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Waste Management

It is a statutory requirement for provinces and municipalities to develop integrated waste management plans. Such a plan is being finalised for the Province. All great plans also need to be assessed and will be submitted to the National Minister for approval. A monitoring and evaluation tool was formulated and tested during pilot implementation with ten municipalities. This tool is now managed to monitor and evaluate the integrated waste management plans for all 30 municipalities.

Renewable Energy

Honourable Speaker, the White Paper on Sustainable Energy for the Western Cape Province was approved by Provincial Cabinet during 2010 and promulgated in the Provincial Gazette on 20 September 2010. This department has subsequently drafted a draft Western Cape Sustainable Energy Bill which is in the final stages of development. This bill will outline a more sustainable energy mix for the Western Cape that will help address energy security, reduce greenhouse gas emissions, make the economy more competitive through energy efficiency and the promotion of the green energy economy and advance marginalised communities' access to energy.

This department developed a Regional Environmental Assessment for the placement of wind farms in the Western Cape. The National Department of Environmental Affairs is currently undertaking a similar study and the two are in the process of being aligned. At present, according to the National Department of Environmental Affairs, they are assessing in excess of 70 wind farm applications and 60 PV applications.

Energy Efficiency

During the 11/12 financial year, we will be creating a database to track and monitor the implementation of energy saving and efficiency programmes across the province. We are also in the process of developing a tool to help local governments understand their energy usage and potential ways in which they will be able to save energy or use renewable energy sources.

CapeNature

Honourable Speaker, this public entity generates an estimated R15 million in tourism income. It is a catalyst and medium that provides access to the citizenry of the Western Cape, South Africa and indeed the world to enjoy the protected areas for leisure and outdoor activities while at the same time stimulating the local economy.

CapeNature is the custodian of the water catchment areas in our Province; and this team has the responsibility to maintain the sustainable integrity of the ecosystem services offered by these areas. The implementation of CapeNature operations stimulates employment opportunity and encourages skill development. An estimated 26 758 hectares of alien vegetation have been cleared. These clearing operations increase the skills and equity of the local communities to render higher levels of service to agricultural and commercial levels. In concluding the third quarter 128 257 person days of work had been created.

It is with a gracious heart that I, together with the combined management teams have accepted the fiscal allocation of R 351.3 million rand to administer the environmental mandate for this province as we strive to create the Western Cape of dreams.

Environmental Crimes

The first quarterly meeting for the Western Cape Environmental Crime Forum was held on 14 March 2011.

Effective Planning Challenged

My Department's DFU unit is committed to providing development facilitation services in order to mainstream sustainability development in municipalities and other organs of state. The team have committed to facilitating 24 internal and external capacity building workshops during this financial year to address the human agency challenge in the different spheres of government.

I applaud the Spatial Planning Directorate and the Development Facilitation Unit in my Department, for their involvement in the Built Environment Support Programme (BESP) which was specifically launched, in partnership with the Department of Human Settlements to strengthen the Spatial Development Frameworks (SDF's) and the Integrated Human Settlements Plans (IHSP's) as a crucial component of municipal IDP's.

The intention is to align the Human Settlement Plans (HSP's) and SDF's with the third generation IDP's which are currently in preparation. The municipalities involved in the third Round (gap analysis) of the BESP are: Oudtshoorn, Beaufort West, Kannaland, [Langeberg](#), Swellendam, Matzikama, Cederberg and Swartland.

6.3.8 Department: Health

Summary of Budget Speech by Mr. Theuns Botha, Provincial Minister of Health: 25 March 2011

SO 4 Increasing Wellness

The Health Budget is divided between 8 budget programmes.

Programme 1: Administration

- Strategic Management and overall Administration receives R 445 million
- An Independent Complaints Commission started working in February 2011, the body consists of 13 members from various stakeholder groups

Programme 2: District Health Services

- Health services in the district health system are allocated R 4. 927 billion, which is 36,78% of the vote
- The allocation of R 146 million to Community-based services will increase the number of community-based carers from this year's 2500 to 3000 in 2011/12
- The HIV and AIDS programme receives R 661 million which is augmented by a further R166 million from the Global Fund in 2011/12

Programme 3: Emergency Medical Services

- Represented in 50 towns in the Western Cape, Emergency Medical Services and planned patient transport will receive a nominal increase of R34.052 million

Programme 4: Provincial Hospital Services

- The programme funds 1340 general specials beds across the Province and will manage approximately 569 000 patient day equivalents during 2011/12 at an estimated cost of R 1609 per patient day equivalent
- The largest share of the provincial hospital budget will go to regional hospitals – R 1.149 billion
- Mental health will receive an allocation of R570 million to psychiatric hospitals
- TB hospitals receive R195 million, rehabilitation services R 136 million and dental training hospitals R 103 million
- This year a third specialist surgeon will be appointed at [Worcester](#)

Programme 5: Central Hospitals or Highly Specialised Services

- The total National Tertiary Services Grant of R 1.973 billion and R 259 million of the Health Professions Training and Development Grant are allocated to Programme 5

Programme 6: Health Sciences and Training

- Receives an allocation of R 233 million
- Western Cape College of Nursing receives R52 million, whilst R 72 million is allocated for the provision of bursaries, largely for nursing students at the Western Cape College of Nursing and the University of the Western Cape.
- We expect 400 nursing students to graduate in 2011/12

Programme 7: Health Care Support Services

- Laundry and engineering services, forensic pathology services and the Medicine Trading Account is allocated 1.87%
- Laundry Services is allocated R65 million
- Engineering Services is allocated R75 million
- Forensic Pathology Services is allocated R98 million

Programme 8: Health Facilities Management

- Health Facilities is allocated R2.6 billion over the MTEF period
- New clinic for Rawsonville and new ambulance stations for Tulbagh and Robertson are to be constructed during the MTEF period

6.3.9 Department: Transport and Public Works

Summary of Budget Speech by Mr. Alan Winde, Provincial Minister of Transport and Public Works: 30 March 2011

SO 1	Administration – R142.767M This will be spent on the following: <i>* Strategic and Integrated Planning.</i> The Provincial Land Transport Framework, a 5 year plan which will guide the integrated development of land. Increasing access to safe and efficient transport. The Shova Kalula Bicycle Programme is aimed at developing a sustainable and amicable rural and peri-urban transport system by providing support to the local infrastructure and services. A further project will assist Provincial Strategic Objective 7 – " Mainstreaming Sustainability and Optimising Resource-use Efficiency" <i>*Building the future</i> One of the projects is Masakh'isizwe Bursary programme and the diesel mechanic apprenticeship scheme <i>* Financial Management</i> The immediate goal is to achieve a financial capability rating of 3 as a step towards a world class rating of 6.
SO 2	PUBLIC WORKS – R1031.144M The Branch will undertake capital projects worth R1,63B on behalf of Health and Education which are as follows:
SO 3	Transport Infrastructure – R1,856,605,000 Aims at reducing the maintenance backlog in both public works and transport infrastructure by 16 per cent by 2014. Main focus will be on: <ul style="list-style-type: none">▪ Toll Roads on the N1 and N2.▪ Chapman's Peak Toll Road.▪ Infrastructure Planning
SO 4	Transport Operations – R770,625.000 This budget will be utilised on the following: <ul style="list-style-type: none">▪ Safely Home▪ The Mini Bus Taxi (MBT) Industry.▪ Metro Region Public Transport High Strategy
SO 5	Transport Regulation – R265,626.000 In order to further improve service delivery and management control at Registering Authorities, Driver Licence Testing Centres and vehicle testing stations, solutions and systems will be developed and implemented and they will result in signing of Service Level Agreements between the Department of Transport and Public Works as well as municipal agents
SO 6	Community Based Programmes – R49.493,000 <ul style="list-style-type: none">▪ The implementation of Empowerment Impact Assessment on projects with a capital value of more than R2 million.▪ The Department will continue with the facilitation of the skills development of unemployed youth▪ The department will also continue with the implementation and improvement of the institutional framework for the coordination of the EPWP


6.3.10 Department: Education

Summary of Budget Speech: 30 March 2011


	<p>R42, 303 billion has been allocated over the 2011 MTEF for education, with an allocation of R13, 332 billion for the 2011/12 financial year.</p>
SO 1	<p>Sustained strategies at the top end of the system * The WCED reintroduced their Grade 12 improvement plan that will include grade 10 and 11; R9.5 million has been allocated to this programme, with spending set to rise between 5-7% over the next two financial years.</p>
SO 2	<p>Focus on the Foundation Phase In 2011/12, in addition to the norms and standards allocations to schools, R129 million has been provided for textbook allocation</p>
SO 3	<p>Accountability in the system * Western Cape Provincial School Education Amendment Act enables the Provincial Minister to develop regulations with regard to performance agreements between the Heads of Department.</p>
SO 4	<p>Improvements in organizational support R91 million has been allocated to train teachers.</p>
SO 5	<p>Assisting schools that serve poorer communities * We have prioritized the allocation of educator posts to our poorer schools, with the maximum allowable of 5% of posts being top sliced and allocated to poor schools * R41 million has been allocated to assist schools for fee exemptions.</p>
SO 6	<p>Improving our infrastructure * Over 3 900 additional learners will receive good quality tuition at 19 schools. * We have expanded the Cape Academy by 150 learners. The WCED has allocated R688 million this year on the plan *Eight schools are currently under construction, with a further fifteen in their planning stages. Fifteen replacement schools are also in their planning stages, with four schools expected for completion this year.</p>
SO 7	<p>School Safety * In 2011/2012 we will spend R23 million on the safe schools programme, an increase of R1 million from the previous financial year.</p>
SO 8	<p>Improvements in ICT * This government with the assistance of the Western Cape Education Foundation, is currently auditing ICT infrastructure which can support schools * The successful implementation of the Khanya programme is now only one year from completion. * This programme has been recognized as the most successful roll-out of technology of schools on the whole continent.</p>
SO 9	<p>Assistance to vulnerable learners * In 2011/2012 our school nutrition programme will receive an allocation of R227 443 million, which will help feed over 350 000 learners everyday.</p>
SO 10	<p>Special needs education: R804 938 million is allocated to this programme in 2011/12</p>
SO 11	<p>Improving our strategies * We recently passed the Western Cape Provincial School Education Amendment Act which will allow us the opportunity to appoint an Education Council.</p>

CHAPTER SEVEN: SUMMARY OF LOCAL IDP's


7.1 Witzenberg Municipality

Witzenberg Municipality	Vision	Mission	Strategic Priorities
	<p>A united, integrated, prosperous municipality progressively free of poverty and dependency.</p>	<p>To build a sustainable and environmentally sound Witzenberg that through efficient and effective utilisation of its current resources, establishes a platform for the progressive overcoming of poverty, underdevelopment and provides the basis for prosperous life for all its citizens.</p>	<p><u>GOAL 1:</u> To create integrated, sustainable, linked and productive human settlements.</p> <p><u>GOAL 2:</u> To build our financial sustainability.</p> <p><u>GOAL 3:</u> To deepen and entrench good governance practices, including better communication and public involvement.</p> <p><u>GOAL 4:</u> To grow the local economy in order to increase opportunities for participation and equity.</p> <p><u>GOAL 5:</u> To foster and strengthen strategic partnerships to make meaningful advances in the areas of health, safety and security, education and training, and poverty alleviation.</p>
<p>Major challenges/blockages to development</p>	<p>Backlogs</p>	<p>Key projects planned for 2011/12</p>	
<ol style="list-style-type: none"> 1. Disintegrating roads infrastructure, esp. in Tulbagh 3. Capital debt in respect of the Koekedouw Dam 3. Ageing bulk water pipe network 4. Disposal of non-core capital assets, e.g. unprofitability of resorts 	<p><u>Housing Backlogs</u></p> <ol style="list-style-type: none"> 1. 6525 on official waiting list 3. 1507 informal structures 3. Estimated total of 10 000 dwelling units required <p><u>Service Backlogs</u></p> <ol style="list-style-type: none"> 1. Garden refuse removal 3. In-door sanitation facilities in old housing schemes 3. Electrification of informal areas 		

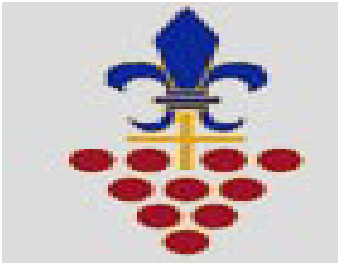
7.2 Drakenstein Municipality

Drakenstein Municipality	Vision	Mission	Strategic Priorities
 <p>DRAKENSTEIN MUNICIPALITEIT • MUNICIPALITY • UMASIPALE WASE</p>	<p>Working together to create a place of opportunity</p>	<p>Develop and grow a sustainable, diverse and equitable Drakenstein, promoting culture and opportunities which:</p> <ul style="list-style-type: none"> ▪ are economically viable and contributes to long term economic prosperity for all; ▪ are socially just and contributes to social equality, upliftment and wellbeing; ▪ contribute towards a quality living environment and does not impact on the integrity of the environment. 	<p>STRATEGIC OBJECTIVES:</p> <p>SO 1: Sustainable and quality living environment with efficient infrastructure. SO 2: Economic prosperity based on a dynamic, diverse and shared economic base SO 3: Improve quality of life and social wellbeing and shared economic base SO 3: Improve quality of life and social wellbeing SO 4: Efficient and financially viable municipality SO 5: Democratic and Accountable Governance SO6: Institutional Excellence</p>
Major challenges/blockages to development	Backlogs		Key projects planned for 2011/12
<p>1.Lack of funds for both Capital and Operations and Maintenance for asset maintenance, replacement and upgrading. 3.Insufficient MIG allocations from National to Western Cape and to Drakenstein. Specific funding must also be allocated from National for asset maintenance to prevent asset stripping and to keep current infrastructure operational. 3.Long processes due to environmental assessments, procurement processes and other legislative compliance requirements before actual service delivery can be implemented. 4.The retention of existing scarce skills staff e.g. Engineers, Technicians, artisans and attraction of new staff to such positions. 5. FUNDING 6. LAND 7. EIA PROCESS</p>	<p>Housing Backlogs</p> <ol style="list-style-type: none"> 1. SOCIAL HOUSING 3. BNG HOUSING 3. AFFORDABLE HOUSING 4. EMERGENCY HOUSING <p>Service Backlogs</p> <ol style="list-style-type: none"> 1.Electrical Asset maintenance and extensions including electrification of informal settlements. 3.Storm Water Systems maintenance and extensions. 3.Road maintenance and reconstruction including upgrading of gravel roads to tar in low income areas. 4.Sewer systems upgrading and extensions 5.Wate Water Treatment Works upgrading and extensions. 6.Waste collection and Landfill site extensions. 7.Water systems upgrading and extensions. 8.Extension of basic water and sanitation services. 		


7.3 Langeberg Municipality

Langeberg Municipality	Vision	Mission	Strategic Priorities												
 <p>LANGEBERG MUNISIPALITEIT MUNICIPALITY MASIPALA</p>	<p>Together we strive for a unified, prosperous community where people are at the centre of development.</p>	<p>Council will achieve its vision to:</p> <ul style="list-style-type: none"> • establish good and transparent Local Government • provide equal, sustainable and affordable services to everyone • enhance cooperation between all relevant stakeholders through community participation processes • established and improve social and economic development for all • enhance sustainable environmental development 	<p>KPA 1: Housing Respond effectively to Housing needs</p> <p>KPA 2: Infrastructure Developmental Deliver quality basic services to the community- Infrastructure Development</p> <p>KPA 3: Local Economic Development</p> <p>KPA 4: Transformation and Administration Organisational Transformation and the Development of the administration and strengthening of the corporate governance practices</p> <p>KPA 5: Sound Financial Management Practice Sound Financial Management</p> <p>KPA 6: Improvement of communication and Stakeholder management Strengthen public confidence through effective stakeholder management- Improvement of communication and Stakeholder management</p>												
<p>Major challenges/blockages to development</p>	<p>Backlogs</p>		<p>Key projects planned for 2011/12</p>												
<p>1. LED 3. Tarring of gravel roads 3. Storm water channels 4. Seasonality 5. Availability of municipal land 6. Long EIA processes</p>	<p>Housing Backlogs</p> <table border="0"> <tr> <td>1. Ashton</td> <td>2272</td> </tr> <tr> <td>3. Bonnievale</td> <td>1715</td> </tr> <tr> <td>3. McGregor</td> <td>524</td> </tr> <tr> <td>4. Montagu</td> <td>1030</td> </tr> <tr> <td>5. Robertson</td> <td>2345</td> </tr> </table> <p>Recycling Waste and Landfill site extensions. Service Backlogs</p>		1. Ashton	2272	3. Bonnievale	1715	3. McGregor	524	4. Montagu	1030	5. Robertson	2345	<p>1. Thusong Centre – R3 000, 000 3. Building of houses – R22,175,000 3. Provision of services for housing projects – R4,000,000 4. Upgrading water treatment work – R5,550,000 5. Upgrade water reticulation network – R4,300,000 6. Tarring of roads – R3,500,000 7. Upgrading of electricity reticulation network – R7,249,000 8. Waste removal equipment – R300 000 9. Turning circle, vehicle test station – R1,250,000</p>		
1. Ashton	2272														
3. Bonnievale	1715														
3. McGregor	524														
4. Montagu	1030														
5. Robertson	2345														
<p>Feedback on LG-TAS Interventions</p>	<p>Basic Service delivery</p>	<p>Public Participation</p>	<p>Governance</p>	<p>Financial Management</p>	<p>Local Economic Dev.</p>										
		<p>1. Functionality new of Ward Committees – R0 2. Public Communication systems</p>	<p>1. PMS System – roll out of PMS below Section 57 Development of PMS policy in line with Performance regulations</p>		<p>1. LED Plan aligned to the WESTERN CAPE'S DRAFT STRATEGIC PLAN and adopted by Council – R50,000 2. Development of LED forum and Development of LED strategy that is implementable</p>										

7.4 Stellenbosch Municipality

Stellenbosch Municipality	Vision	Mission	Strategic Priorities
<p>Stellenbosch Municipality</p> 	<p>A dynamic, efficient, accountable and caring frontline organisation dedicated to professionalism, excellence, good governance and the pursuit of sustainability in delivering on our Constitutional mandate by fostering social and economic development in viable local economies and creating opportunities for all in Greater Stellenbosch to improve their quality of life in safe, sustainable human settlements.</p>	<p>To serve the Greater Stellenbosch community with integrity and efficiency through</p> <ul style="list-style-type: none"> • the delivery of municipal services, • the promotion of managed local economic and social development and the creation of local jobs, • the maintenance of a safe, healthy, sustainable and unique living environment and • the active engagement of civil society in the business of the Municipality. 	<p>KPA 1: Basic Services (National KPA) KPA 2: Local economic development (National KPA) KPA 3: Social development KPA 4: Community safety KPA 5: Planning, heritage and environment KPA 6: Municipal transformation and institutional development (National KPA) KPA 7: Municipal financial viability (National KPA) KPA 8: Good governance and community participation (National KPA)</p>
<p>Major challenges/blockages to development</p>	<p>Backlogs</p>		<p>Large capital projects planned for 2011/12</p>
<p>1. 3. 3. 4.</p>	<p>Housing Backlogs 1. 3. 3. Service Backlogs 1. 3. 3.</p>		<p>1. 3. 3. 4.</p>

7.5 Breede Valley;

Breede Valley Municipality	Vision	Mission	Strategic Priorities
	<p>A unique and caring Valley of service excellence, opportunity and growth</p>	<p>To provide sustainable and affordable services in a safe and healthy environment whilst promoting social and economic welfare through participative governance and a committed service orientated approach</p>	<ol style="list-style-type: none"> 1. To create a unique and caring Valley of service excellence, opportunity and growth; 2. To provide, maintain and assure basic service and social upliftment for the Breede Valley community; 3. To create an enabling environment for employment creation and poverty eradication through proactive economic development and tourism; 4. To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people; 5. To actively participate in determining the future of our country (nation building); 6. To ensure a healthy and productive workforce and an effective and efficient work environment; 7. Assure a sustainable future through: sound financial management; continuous revenue growth; corporate governance and risk management practices; quality resources; and, value-adding partnerships.
<p>Major challenges/blockages to development</p>	<p>Backlogs</p>	<p>Large capital projects planned for 2011/12</p>	
<ol style="list-style-type: none"> 1. 3. 3. 4. 	<p>Housing Backlogs</p> <ol style="list-style-type: none"> 1. 3. 3. <p>Service Backlogs</p> <ol style="list-style-type: none"> 1. 3. 3. 	<ol style="list-style-type: none"> 1. 3. 3. 4. 	

CHAPTER EIGHT: BUDGET – SEE ANNEXURE “M”

THE BUDGET

In terms of the MFMA, the Mayor must at least 90 days before commencement of the new financial year, table a draft budget for consideration. The budget must be approved in May 2010 after the completion of the **public participation process**. The Annual Budget of a municipality must be prepared in terms of sec 17 of the MFMA. Council’s Budget must be in line with the Government’s spending priorities. Key legal provisions are to be **Strictly Enforced**.

All grants, including national, provincial and local allocations, should be included in the 2011/12 budget of the municipality as reflected under both the revenue and expenditure budget components. A three year capital and operating budgets for 2011/12 and the MTREF should be prepared. Reporting requirements for conditional grants must be satisfied.

The budget must be tabled for consultation at least 90 days before the start of the Budget year (sec. (16)(2) of the MFMA There must be a clear link between Budget, IDP and Performance Targets. Municipalities are required to seriously assess their revenue situation and financial health for purposes of determining whether or not they have sufficient revenue and adequate financial stability to fund and deliver on their proposed budget.



OPERATING	297 980 619
CAPITAL	14 955 252
PROJECTS	98 080 100
TOTAL BUDGET	411 015 971

SOURCES OF INCOME

Operating:

General Income	28 480 000
Accumulated Surplus	49 074 019
National and Provincial Grants	318 506 700

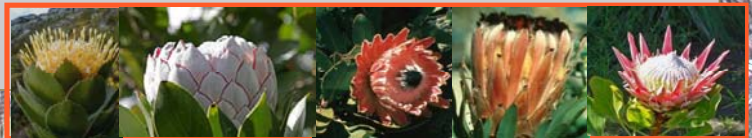
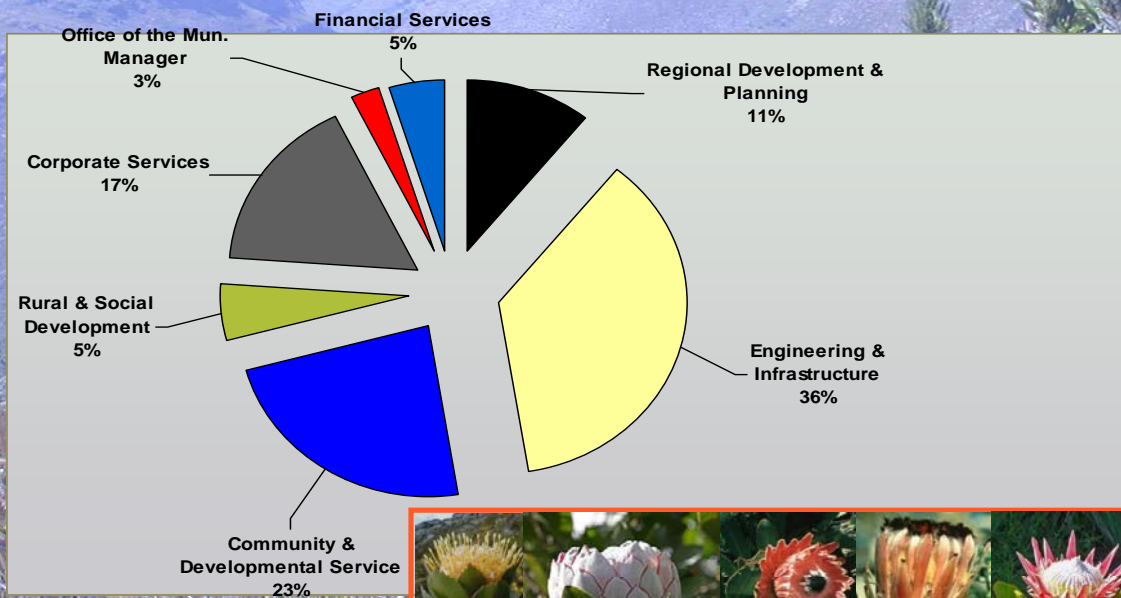
Capital:

Capital Replacement Reserve	13 295 696
National and Provincial Grants	1 659 556

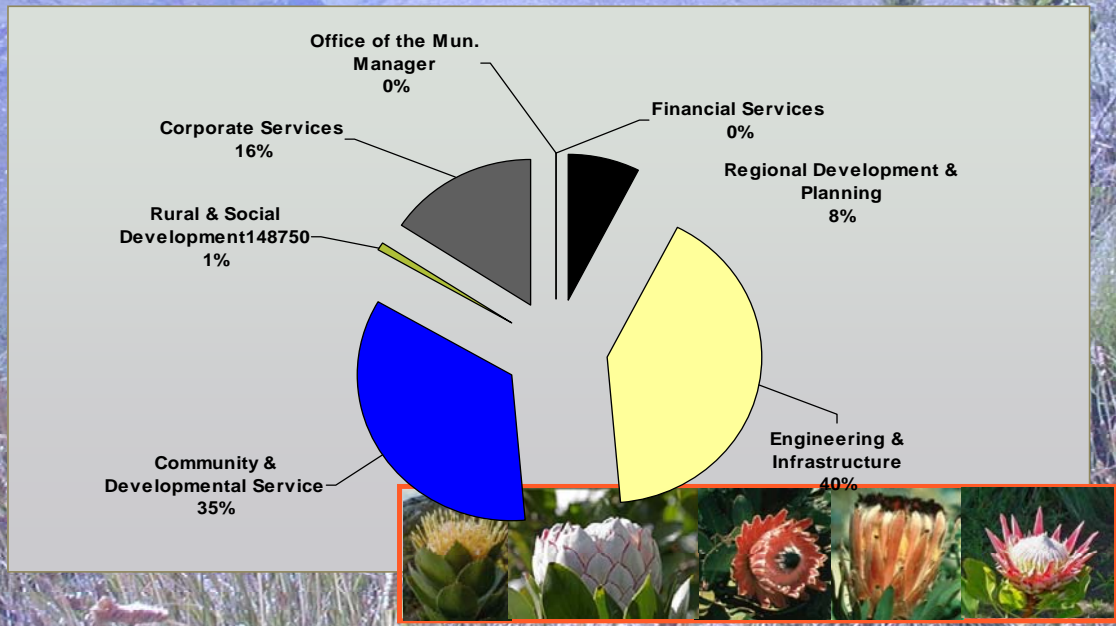
TOTAL BUDGET 411 015 971



OPERATING EXPENDITURE: STRATEGIC OBJECTIVE



CAPITAL EXPENDITURE: STRATEGIC OBJECTIVE



CHAPTER NINE: 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.

CHAPTER TEN: IDP/BUDGET/PMS LINK

10.1 Predetermined Objectives (IDP) link to SDBIP and PMS

Background

The reflection of key performance indicators and performance targets in the Integrated Development Plan as compelled by Section 26(i) and Section 41(1)(a) of the Local Government Municipal Systems Act (No.32 of 2000) is obstructed by the following challenges:

- i. Council adopts the Integrated Development Plan and Medium Term Revenue and Expenditure Framework by the end of May.
- ii. Council submits the Integrated Development Plan and Medium Term Revenue and Expenditure Framework to the MEC for Local Government ten days after adoption of the plan.
- iii. The Executive Mayor approves the Service Delivery and Budget Implementation Plan (SDBIP) in June, no more than twenty eight days after the adoption of the IDP and Budget.
- iv. The key performance indicators and performance targets for the organisation, strategic projects and individual performance management originate during the formulation and finalization of the SDBIP process, during the months of May and June.

It stands to reason that procedural misalignment between the timeline regulating the adoption of the IDP and Budget and the SDBIP timeline (as adhered to by the CWDM) seriously inhibited the district municipality from reflecting accurate key performance indicators and performance targets in the Integrated Development Plan.

Corrective Action to compile the new 2011/12 Integrated Development Plan and MTREF for the municipality has been taken through Council's adoption of the CWDM 2011/12 IDP Strategic Management Framework.

These extracts illustrate the objective of the municipality to develop and adopt the SDBIP together with the IDP and MTREF to ensure that accurate key performance indicators and performance targets are accurately captured in the IDP document.

Figure 1:

Final Approval of IDP, PMS and Annual Budget	
<i>Special Council meeting to approve Revised IDP, Performance Management Measures and targets, the multi-year budget and the SDBIP(at least 30 days before the start of the budget year)</i>	2011/04/14

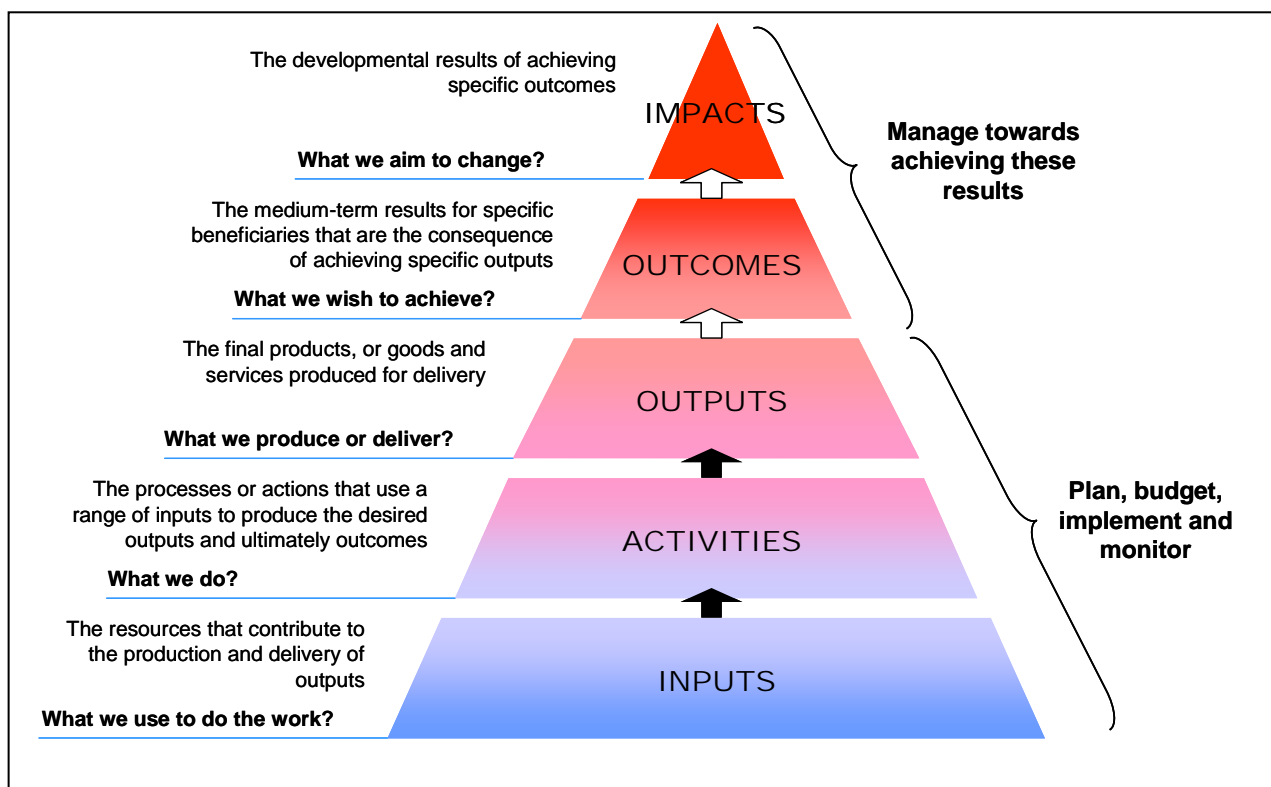
A technical preparation in the form of a template to illustrate the IDP/Budget/PMS link has been developed and will be included in the 2011/12 IDP. A copy of the template is attached as **Annexure "A"**.

Framework for Managing Performance Information: Key Concepts:

When monitoring and assessing outcomes and impacts, it needs to be kept in mind that government interventions can also have unintended consequences. These also need to be identified and monitored so that risks can be managed and corrective action can be taken.

In managing for results, budgets are developed in relation to inputs, activities and outputs, while the aim is to manage towards achieving the outcomes and impacts.

The figure below illustrates the relationship between these core performance information concepts.



Auditor General (AG) interest in Performance Management System when auditing AFS (Annual Financial Statements):

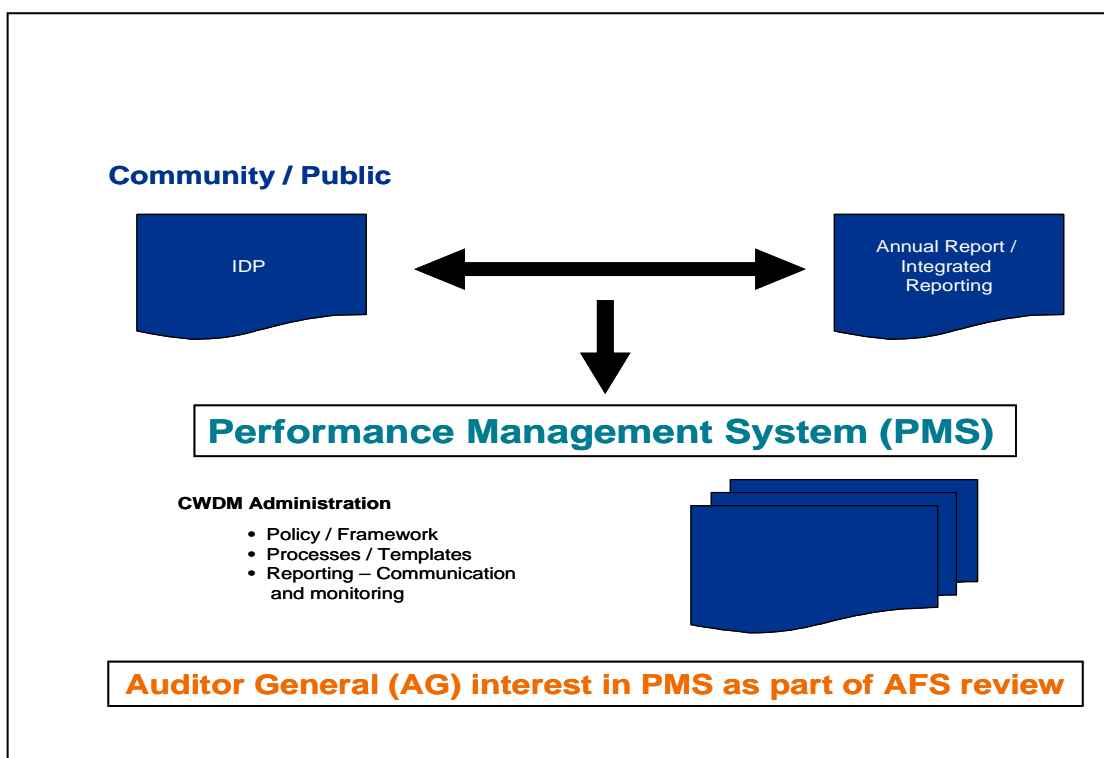
Auditing of predetermined objectives can be defined as:

- An annual audit of reported actual performance against predetermined objectives, indicators and targets.
- This is an integral part of the annual regularity audit, confirming the credibility of the reported performance information in the annual performance report.

The figure below illustrates the relationship between;

- (a) the predetermined objectives, key performance indicators and targets (the IDP);

- (b) the actual achievements of council against these indicators and targets in the IDP (Annual Report);
- (c) Link to a system to measure performance (PMS)



Planning, Budgeting and Reporting:

The performance information reported in accountability documents enables Council and the public to track government performance, and to hold it accountable.

Performance information also needs to be available to managers at each stage of the planning, budgeting and reporting cycle so that they can adopt a results-based approach to managing service delivery. This approach emphasises planning and managing a focus on desired results, and managing inputs and activities to achieve these results.

The next table below illustrates the accountability reports of local government:

Accountability Cycle	Accountability Documents	Performance Information
Policy development	<ul style="list-style-type: none"> • Policy documents • Explanatory memoranda accompanying ordinances 	<ul style="list-style-type: none"> • Identify baseline information policy • Set out desired effects of policy
Strategic planning	<ul style="list-style-type: none"> • IDP 	<ul style="list-style-type: none"> • Indicate outputs to be produced • Specify performance indicators
Operational planning	<ul style="list-style-type: none"> • Municipal budget • SDBIP • Performance agreements 	<ul style="list-style-type: none"> • Set performance targets • Indicate available resources • Allocate responsibilities
Implementation and in-year reporting	<ul style="list-style-type: none"> • Monthly budget statements • Mid-year budget and performance assessments 	<ul style="list-style-type: none"> • Report progress with implementation of plans and budgets
End-year reporting	<ul style="list-style-type: none"> • Annual reports 	<ul style="list-style-type: none"> • Report on performance against plans and budgets