CAPE WINELANDS DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2007 - 2011

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2. INTRODUCTION:

2.1. LEGISLATIVE MANDATE

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

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

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

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

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

Key to ensuring the co-ordination of the IDP and Annual Budget is the

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

The MSA states that key performance indicators must be part of the IDP. The SDBIP specifies that the performance contracts of senior managers must form part of the approval of the SDBIP. The 2007/11 IDP for the CWDM aligns the SDBIP key performance indicators, the key performance indicators of the senior managers with the key programmes, as well as the five-year CWDM scorecard in the IDP.

2.2   DISTRICT IDP FRAMEWORK:

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

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

The objectives of the District's Framework are:

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

2.3   GOVERNMENTS STRATEGIES:

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

2.3.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP):

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

- Coordinated investment in sectors such as transport, environment, and land use;
- Increased productive investment in areas of high growth potential;
- Investment in people and social services in areas of low growth potential; and
- Reduced inequalities between people.

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

2.3.2 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA:

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

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

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

2.3.3 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS):

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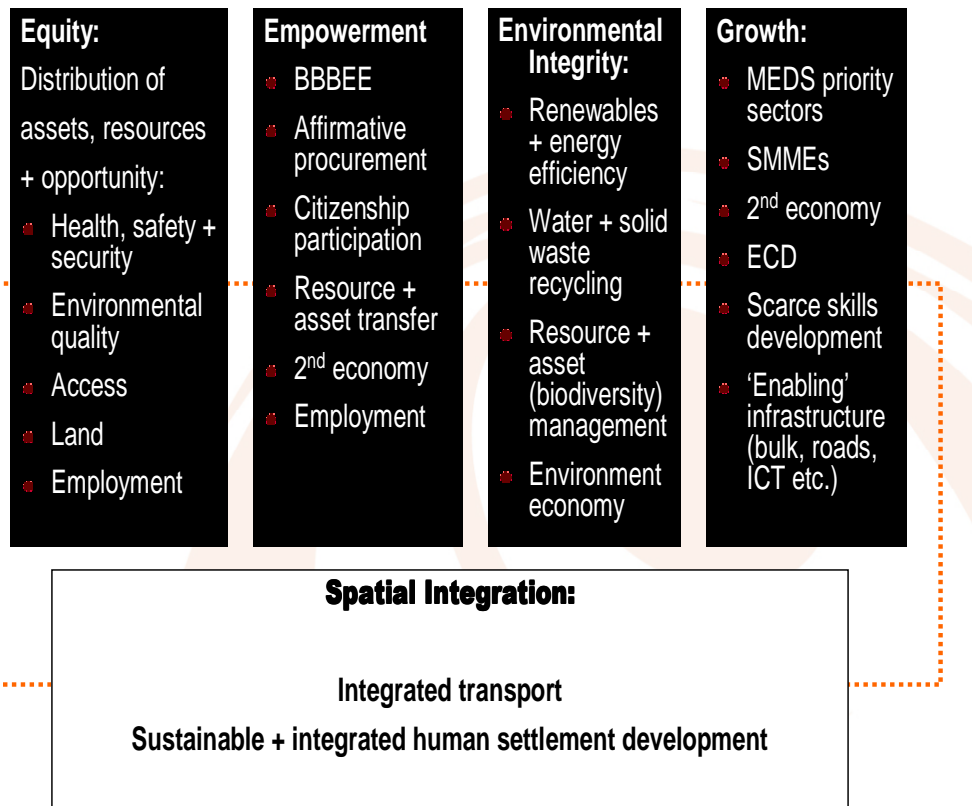
The key objectives of the PGDS are:

- Shared growth and integrated development;

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

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

Unpacking 4 Pillars

Equity:	Empowerment	Environmental Integrity:	Growth:
Distribution of assets, resources + opportunity:	• BBBEE	• Renewables + energy efficiency	• MEDS priority sectors
• Health, safety + security	• Affirmative procurement	• Water + solid waste recycling	• SMMEs
• Environmental quality	• Citizenship participation	• Resource + asset (biodiversity) management	• 2nd economy
• Access	• Resource + asset transfer		• ECD
• Land	• 2nd economy	• Environment economy	• Scarce skills development
• Employment	• Employment		• 'Enabling' infrastructure (bulk, roads, ICT etc.)

Spatial Integration:

Integrated transport

Sustainable + integrated human settlement development

2.4   THE NEW GENERATION IDP:

All municipalities are legally obliged through the Municipal Systems Act to prepare an Integrated Development Plan (IDP) every five years.   District municipalities have to prepare an IDP, which reflects government-wide investment (i.e national, provincial and local plans). All IDPs have to be aligned to national and provincial policies. IDPs were previously focused on a five year development outlook coinciding with the political term of councillors. However, this has often resulted in short term investment decisions that are not always sustainable.   The current emphasis is on long term planning. IDPs are to be 'credible' that is, based on sound socio-economic and infrastructure analyses and with clear and achievable objectives and strategies.   Municipal budgets are directly linked to these objectives and strategies.   A performance management system measures whether desired outputs and outcomes are reached.

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

2.4.1 CWDM KEY PRIORITIES AS THE FRAMEWORK FOR THE IDP

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

VISION					
A safe, prosperous and united Cape Winelands where all its people enjoy high standards of living					
COMPONENTS OF VISION					
A Safe Environment		**A Prosperous Cape Winelands**	**A United Cape Winelands**		**High Standards Of Living**
STRATEGIC OBJECTIVES					
To support the dev. of a diversified, resilient and sustainable district economy, in order to promote economic growth, build skills, create jobs and eradicate poverty.	To ensure that all the people in the CWDM are located within integrated human settlements and have access to social services and security	To facilitate the improvement and expansion of the provision of bulk and basic services to all the people of the CWDM.	To ensure the health and safety of communities in the Cape Winelands through prevention and the proactive management of risks.	To facilitate sustainable and efficient land use and Planning frameworks.	To facilitate the necessary institutional Transformation & Financial Sustainability of the CWDM in order to make it a truly developmental municipality.

MISSION

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

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

2.4.2 INTEGRATION BETWEEN GDS AND IDP:

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

2.5   NEW ROLE OF THE DISTRICT:

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

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

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

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

SITUATIONAL ANALYSIS:

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

CURRENT SITUATION;

TOPOGRAPHICAL:

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

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

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

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

- Over consumption of water relative to available resources with parts of rivers are often pumped dry during the dry mid-summer. Together with the pollution of water sources in some areas, this problem has a detrimental effect on the natural environment.

- Water quality is negatively affected by farming activities, informal settlements, leaching from land-fill sites and unsuitable sewage removal systems that lead to river pollution.

- Other problems include erosion, soil pollution loss of biodiversity and natural beauty, particularly on the lower mountain slopes through agriculture and infrastructural development.

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

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

3.1.3   SOCIO – ECONOMIC ANALYSIS

3.1.3.1   Population Trends

Between 2001 and 2005 the population in the Cape Winelands grew on average by 0.6% per annum, this resulted in an increase of 15 887 people from a total of 629 920 to 645 807. The projected annual growth rate for 2006 – 2010 is 0.3%, which will result in a projected total population of 656 902[1].

The relatively slow growth rate indicates a trend towards intra-district migration rather than inter-district migration. The dominance of the agricultural sector within the district economy means that jobs are often seasonal, low waged and low skilled. A major reason for internal movements of population is farm evictions and the seasonality of job opportunities. The working age population grew at an average of 2,7% per annum.

3.1.3.2   Economic Performance

The average annual growth in the Gross Geographical Product (GGP) for the Cape Winelands was 2.9% between 1995 and 2004 and 3.5% between 2000 and 2004. The district contributes 1.52% of national Gross Domestic Product (GDP) and 10.45% of the provincial GDP. This is the second largest contribution in the province after the City of Cape Town. The top growth sectors in the Cape Winelands between 2000 and 2004, based largely on domestic demand, trade and tourism, were (percentage growth in brackets):

- Wholesale and retail (including catering and accommodation) (10,12%);
- Manufacturing (6.83%);
- Finance and business services (5.58%); and
- Transport and communication (5.25%).

Sectors growing at a slower rate were: construction (1.80%) and agriculture, forestry and fishing (1.36%).

Although the district economy is relatively diversified, it must be noted that 30% of businesses in the Cape Winelands are wine producers (14%), other fruit producers (4%), or real estate management firms (12%). The district's top 10 products or services generate 38% of total business turnover and 27% of formal companies. Spatially, there are also concentrations of economic activity. The top five business areas generate 77% of the total business turnover within the Cape Winelands - Paarl (34%), Stellenbosch (20%), Worcester (13%), Ceres (4%) and Wellington (3%) respectively.

The main contributor sectors within the district economy based on 2004 are:

- Manufacturing (22.16%)
- Finance, real estate and business services (20.26%)
- Wholesale and retail trade, catering and accommodation (15.21%)
- Agriculture, forestry and fishing (14.67%)
- General government services (11.20%) and
- Transport, storage and communication (8.01%)[2]

The performance of certain of these key sectors is discussed in more detail below.

3.1.3.3   Manufacturing

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[1] Provincial Economic Review and Outlook, 2006
[2] Source: Provincial Treasury and Quantec data (2006).

The Cape Winelands manufacturing sector is characterized by its backward linkages to the agricultural sector. Food manufacturing enterprises in the Cape Winelands contribute almost a third to the total number of manufacturing enterprises and generate 56.45% of total manufacturing sales. The main activities are in the food and beverages sectors e.g. wine, juice, brandy, juice concentrates, dried and tin fruits[3]. The proximity of the firms to raw materials, metro markets and ports boost their comparative advantage. A major opportunity is that currently only 28% of agricultural exports from South Africa are processed. Value adding in the agricultural sector has enormous growth potential, particularly in new niche markets such as essential oils, Buchu and olives.

Other manufacturing firm clusters in the Cape Winelands are found in the textile and timber industries. The textile industry is under pressure owing to increased global competition and cheaper imports from China and India. It is difficult to survive in the lower end of the market. Competition from new products e.g. wool based versus polyester based textiles, is growing. A large proportion of the production side of the textile industry is informalised to compete through lower wages.

The South African Forest Industry is plantation based and Pine, Eucalyptus (Gum - mainly Euc. grandis) and Wattle are the main species. The majority of timber is used in the pulp, paper and board industry (72%) with the sawmilling industry being the next biggest consumer (21%). Exports of timber in both log and processed forms are consistently increasing.[4] The Cape Winelands timber industry has benefited from this expansion, but is currently faced with an impending threat of a timber shortage owing to the relatively long periods required for replenishment of stocks.

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

3.1.3.4 Agriculture
The sector has undergone extensive restructuring since 1994 with the opening up of South African economy. Substantial growth took place in the period 1998 – 2002 in response to the opening up of export markets, the devaluation of the currency and international 'goodwill'. However, from 2002 the sector experienced mounting pressure both from market competition and legislative changes. Key trends in 2005/06 were:
- the volatility and strengthening of the Rand;
- increased international competition and demands such as quality requirements;
- increased production costs; and
- a decline in the quality of agricultural research and development.

The agricultural sector has two options: either to compete in the commodity market where price is paramount and there is pressure on producers to lower costs and contend with established export countries such as, Argentina, Brazil, Chile and Australia; or, to refocus on niche markets where value adding activities in rural areas

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[3] Source: CWDM Manufacturing Sector Study, 2004

[4] http://www.sawpa.org.za/Statistics.htm

respond to international demands for higher value and quality products. The latter option requires high R&D and market intelligence capabilities.

The key challenges facing the national agricultural sector are:
- Increasing the percentage of processed agricultural exports. 28% of South Africa's current agricultural exports are processed, which is far lower than any of its major competitors;
- Gaining access to new markets such as China and India with the decline of traditional markets such as EU and Japan; and
- Improving competitiveness.

89% of the total land area of the Western Cape is utilised for agricultural purposes, with the sector being the economic base for most rural towns. Only 19% of the land is high potential arable land. 70.4% is grazing land, 5.6% nature conservation and 1.5% forestry. The province has the most farm workers, but also the highest farming debt in the country. Agriculture produces the province's major exports, namely fresh and canned fruit and fruit juices, and wine, beer and spirits. Wine and table grapes score first and second respectively in the ten highest ranking income activities in the sector.[5]

15% of the Cape Winelands' Gross Geographical Product (GGP) is generated, and more than 38.3% of the district's labour force is employed, by the agricultural sector. The main products are deciduous fruits, viticulture and vegetables. 68% of South Africa's wine production takes place within the district. 56% of all wine grapes are grown in the Breede River Valley, Paarl and Stellenbosch. There is also extensive table grape production in the Hex River Valley. The district boasts the largest pear producing region in the country, and extensive apple and apricot production takes place in Ceres, Robertson and Montagu.[6]

It is estimated that the wine industry contributed R16.3 bn to South African GDP in 2002 (R 22.5bn when the tourism industry is included). Employment generated was also substantial with approximately 260 000 job opportunities throughout the economy – 20% in wine tourism[7]. The producer price of wine has declined or remained constant since 2003. Agri-WC argues that profitability is non existent, reducing viability and requiring the use of reserves or non farm income to subsidise the business. Producer prices of red wine, in particular, are subject to severe decline. Labour constitutes 44% of the production cost of wine and productivity and training support for workers is paramount.

In recent years, the volume of exports has either stagnated or declined in products such as table grapes, apricots and apples. Whilst the production and exports of pears are fairly stable profitability is worsening. The largest cost increases are in production and packaging. Agri-WC argues that the main culprit for the low profitability levels in the wine and fruit industries is domestic cost increases.[8]

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[5] Source: 'Economic Position of Agriculture in Western Cape: Current position/future actions', Agri-WC, compiled by Prof J Willemse, August 2006
[6] CWDM Agricultural Sector Study, 2004
[7] Wine Industry Charter, www.sawit.co.za
[8] Source: 'Economic Position of Agriculture in Western Cape: Current position/future actions', Agri-WC, compiled by Prof J Willemse, August 2006

Ceres, in particular the Koue and Warm Bokkeveld, is the main potato producing area. The area has only one production period with planting taking place from September to November and harvesting from January to May. The cold winter makes it impossible for a second planting season. The area planted has decreased over the last few years owing to: over exploitation of the land and competition from Aurora. There is a shift in production focus from fresh produce to processing.

In addition some new industries offer great growth potential. These include:
- olives
- Fynbos, Buchu and Honeybush Tea
- other Essential Oils
- Fresh and dried flowers
- Cosmetics and medicines
- aquaculture, and
- poultry

A number of wine and deciduous fruit farmers have started to diversify their operations by developing products around agri-tourism, such as the conferencing and wedding industries, and combining commodities such as wine, cheese and olives.

Refocusing and restructuring in the agriculture sector in the Cape Winelands is necessary if the sector is to contribute to growth, job creation and poverty reduction targets. Key interventions will need to be made to enhance competitiveness and deal with the many challenges such as: trade barriers, high debt levels, retail squeeze on profit margins, high barriers to entry, logistics in exporting, and the unacceptable living and working conditions of many farm workers.

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

3.1.3.6   Tourism
The Tourism sector is established and has significant growth potential within the Cape Winelands. 50.4% of all visitors coming to the Western Cape visit a wine route. The five key tourism sectors in the Cape Winelands are:
- Food & Wine
- Adventure & Ecotourism
- Health & Wellness
- Conferencing & Accommodation
- Agri-Tourism
- Culture & History, Arts & Crafts

The foreign market is significant for the Cape Winelands with the main source countries being the United Kingdom (23%), Germany (22%), the Netherlands (14%) and Europe (other) and the USA both contributing 13%. Market demands are for: scenery, peace

and quiet, wine, animals, value for money and service. 69% of tourists to the Cape Winelands use self drive as a means to travel and 27% use guided tours. 48% of tourists stay for between one and three days. Only 13% stay for longer than two weeks.

The tourism sector in the Cape Winelands is well established with 37% of businesses being established for more than fifteen years. Only 13% of businesses have been established for a year or less. The industry is largely untransformed with approximately 70% of management still white.

The visitor profile varies across localities within the district. The three towns of Paarl, Franschhoek and Stellenbosch receive approximately 50% of all visitors to the Cape Winelands.[9] These visitors are predominantly interested in a one day wine experience. The remaining 50% of visitors are divided between the district's thirteen other towns. The well-known Route 62 draws visitors into Worcester, Robertson, Ashton and Montagu. New routes such as the Freedom Route and Arts and Crafts Route are attracting visitors into longer stays and different experiences. Annual events such as festivals and concerts attract visitors inland.

The current perception of the district is that it is an exclusive day visitor destination for wine tourists. A concerted effort is being made by the district 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 Cape Winelands residents to become tourists within their own backyard!

3.1.3.7   Transport/storage/communication

The Transport/Storage/Communication sector is expanding with potential for further SMME participation. It is a stable sector with 50% of firms operating for more than 15 years and 86% of businesses indicating that they had no intention of moving, selling or closing their businesses in the foreseeable future. 21% of these firms are exporting, and 14% importing parts. 38% of their market was in the district, a further 37% in the Western Cape and 25% nationally[10].

3.1.3.8   Finance/insurance/real estate and business services

Finance/Insurance/Real Estate and Business Services is a growing sector with only 29% of firms in the Cape Winelands having been in the business for longer than 15 years. The market for the sector is domestic: 36% in the Cape Winelands, 40% in the Western Cape and 24% national. Almost half (48%) of firms in the sector are planning to expand. 90% of firms said they had no intention of moving, selling or relocating their businesses in the foreseeable future. Specific problems cited by this sector were taxation, regulations and cash flow.[11]

Activities in this sector, especially tourism real estate, accounts for 97% of investments in the Cape Winelands. WESGRO cites that between 2004 and 2006, out of a total of thirty investments, there were only three manufacturing and two agricultural investments in the Cape Winelands.

The district hosts internationally competitive educational, training, research and development institutions. The University of Stellenbosch is regarded as one of South

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[9] CWDM Tourism Sector Study, 2005
[10] CWDM Services Sector Study, 2006
[11] CWDM Services Sector Study, 2006

Africa's finest tertiary institutions.   Many of the tertiary institutions are focused on support to the agricultural sector, such as Elsenburg and the Agricultural Research Institute. A branch of the CSIR is also located in Stellenbosch.

3.1.3.9   Construction

The value of construction work in the province in 2005 was approximately R 45 billion and is expected to grow to R 65 billion by 2008. The industry is already 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, and BBBEE. During the last three years there has been a huge increase in turnover in the Cape Winelands construction industry. Growth has primarily been in the upper end of the market - office blocks, residential units and large numbers of wine cellars. Franschhoek, Stellenbosch and Wellington are the primary growth areas. The major investment in the building of the Berg River Dam has obvious positive spin offs for the district.   Further investment is necessary by government in upgrading of bulk infrastructure, the meeting of basic service delivery backlogs, and housing. Factors dampening growth include: an artisan skills shortage (e.g. brick layering, plastering, carpentry and plumbing), lengthy approval periods for building plans and EIAs, the price of land, delays in reticulation of services to sites, interest rate hikes, the deterioration of the road network and upward pressure on wages.

3.1.3.10 The export value of trade and investment

The export value of trade and investment has increased by almost 400% in the Cape Winelands or by R 4.8 billion over the past 10 years. The top five growth products groups are:
- Wine: R 3bn
- Vegetable products: R 2bn
- Machinery/mechanical appliances: R 78 mil
- Chemical/allied industries: R 57 mil
- Vehicles/associated transport equipment: R 49 mil

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

3.1.3.11 Employment Trends

The average annual growth in the labour force in the Cape Winelands was 2.4% between 2000 and 2004.   Annual employment grew on average by 1.3% and unemployment by 8.2% during this same period. The largest employment growth was in manufacturing, followed closely by social/personal and financial/business services[12].

The total district unemployment grew by 16 281 people to 49 804 people (or from 13.9% to 18.4%) between 2000 and 2004. Unemployment ranges from 12.2% in Breede River Winelands to 22.8% in Drakenstein. The unemployed comprise 44% African and 53% Coloured. There are an estimated 13 913 seasonal workers, which swells average

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[12] Refer to Appendice A

unemployment in the district to 22.4% during off-season periods.   Witzenberg, Drakenstein & Breede Valley have the highest concentrations of low income earners.

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

The *2005 Labour Force Survey* points to a substantial reduction in primary sector employment within the district. Employment in the Agriculture, Forestry and Fishing sector had an average decline in employment between 2000 and 2004 of 10.3%. In addition there is a definite trend towards labour outsourcing and contracting.

Due to scarcity of formal employment opportunities in the Western Cape, there has been a rise in informal economic activities. The informal trading activities are mainly prevalent in densely populated areas in the Cape Winelands - in particular the low-income settlements in major regional centres. The figure below illustrates the contribution of the informal sector to particular economic sectors at a national and provincial level. There are no figures for the Cape Winelands but it is anticipated that the informal activities in the district's regional centres would display a similar trend. The Cape Winelands informal sector needs to be further researched and monitored.
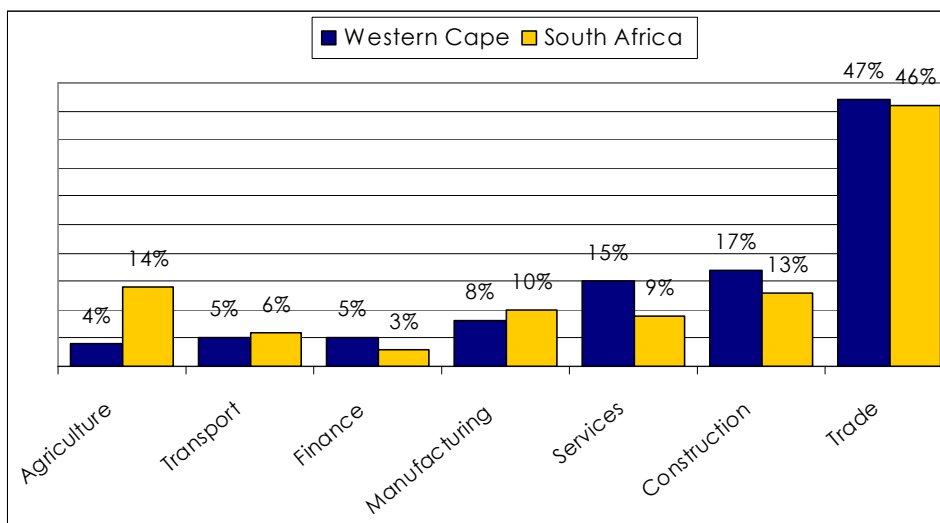
Figure 1: The informal sector has been a source of employment for the majority of people in the Western Cape as a whole

3.1.3.12   Income Levels

The 2001 Census indicates that 11.8% of households within the Cape Winelands receive no income. Comparisons between the 1996 and 2001 Censuses indicated a deepening of poverty within the district. For example, there was a 43.4% increase in numbers of people earning less than R 9 600 pa between 1996 and 2001. Almost half, 47.7%, of households in the Cape Winelands earned under R 19.200 per annum in the 2001 Census. The proportion of households in each local municipality earning less than R 19.200 p.a. ranges from 41.4% in Drakenstein to 56.7% in the Breede River Winelands. Unemployment was most severe in Touws River, De Doorns and in the informal settlements around the regional centres. 73.3% of African households and

46.2% of Coloureds earn less than R 19 200 p.a. Single women and child headed households remain the most vulnerable. The low levels an seasonal nature of household income in the district is a huge concern as the majority of households are wage dependent.

3.1.3.13   Education
36% of adults within the Cape Winelands are illiterate according to a 2005 Provincial Department of Education report. The level of income of individuals is directly correlated to the highest level of education attained. Improving early childhood education, general and further education is critical for the district.

3.1.3.14   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 of TB in South Africa presents a significant threat to the region. The incidence of HIV has doubled within the past two years. HIV/ AIDS infections are projected to increase from 2.5% 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 And AIDS pandemic specifically through social development programmes which include food security projects, alcohol related project, early childhood development, HIV/AIDS prevention programme, and a lay health worker programme.

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.

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

According to the Security of Farm Workers Project of the Lawyers for Human Rights (Stellenbosch) there has been an increase in the number of evictions taking place in the Cape Winelands, Grabouw and the West Coast. During January to September 2005, 352 farm workers and/or their families faced evictions. Reasons given were: main worker is fired/died, farm is sold/liquidated, wage disputes, drought and the Extension of Security of Tenure Act (ESTA).[13]

3.1.3.16   Crime
Whilst certain types of crime may be decreasing within the Cape Winelands, there is growing concern regarding the escalation of drug related crime?

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[13] www.sawit.co.za

Western Cape	Area : Boland				Station: Area Total				
					-				
Crime Category	April to March								
	1994/1995	1995/1996	1996/1997	1997/1998	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004
Murder	707	799	810	863	935	853	854	809	728	685
Rape	1,568	1,698	1,774	1,732	1,742	1,988	1,947	1,841	1,832	1,750
Attempted murder	327	442	503	560	613	640	755	638	730	524
Assault with the intent to inflict grievous bodily harm	12,123	11,940	12,590	12,257	12,422	12,974	13,297	12,372	12,192	12,170
Common assault	10,683	11,973	12,295	12,917	13,924	16,065	16,408	15,451	16,092	15,017
Robbery with aggravating circumstances	728	634	504	491	666	733	951	914	918	1,005
Common robbery	830	1,027	1,105	1,095	1,373	1,673	1,837	2,120	2,191	1,940
Indecent assault	272	313	350	332	377	494	612	624	742	707
Kidnapping	58	60	58	70	66	97	74	84	73	84
Abduction	47	46	51	50	70	107	77	81	86	76
Neglect and ill-treatment of children	198	146	119	115	148	205	212	215	305	367
Culpable homicide	460	517	528	547	543	480	447	383	429	387
Public violence	31	61	49	43	54	48	59	59	77	72
Carjacking (Sub Category of Robbery Aggravating)	-	-	17	17	24	23	20	31	25	20
Truck hijacking (Sub Category of Robbery Aggravating)	-	-	1	1	4	3	1	6	1	0
Bank robbery (Sub Category of Robbery Aggravating)	-	-	6	4	4	12	3	4	2	0
Robbery of cash in transit (Sub Category of Robbery Aggravating)	-	-	1	1	1	2	1	2	0	1
House robbery (Sub Category of Robbery Aggravating)	-	-	-	-	-	-	-	-	20	16
Business robbery (Sub Category of Robbery Aggravating)	-	-	-	-	-	-	-	-	7	15

3.2 SITUATION ANALYSIS

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

3.2.1 TOPOGRAPHICAL ANALYSIS

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

A number of these clusters can be identified:

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

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

3.2.2 ENVIRONMENTAL CONSTRAINTS

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

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

SOURCE OF ECOSYSTEM SERVICE	TRENDS AND PRESSURES
Biodiversity	The integrity of the two biomes (Cape Floristic Kingdom and Succulent Karoo) represented in the CWDM Area, is significantly threatened by intense *fragmentation*. 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. Current activities adding to this increasing fragmentation include:

SOURCE OF ECOSYSTEM SERVICE	TRENDS AND PRESSURES
	▪ 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. The increasing incidence of uncontrolled fires and the inappropriate use of fire as a management tool, is causing a potential *permanent loss of species and damage to the soil* e.g. lower infiltration capacity and higher risk of erosion.
Water	There is a *rapid expansion of inappropriate agricultural development* 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. The *demands for increased urban water supply* 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. A general increase in pollution of rivers (e.g. the Breede River) and the associated *deterioration of water quality*. 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.
Air quality	The *air quality* in the Cape Winelands District Municipal (CWDM) Area is gradually *deteriorating* and *regulation and monitoring* of air quality is *fragmented and inconsistent*. 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. *Low priority* is given to increasing the *use of renewable energy,* which avoids the atmospheric emissions associated with dominant forms of energy production in South Africa, such as burning carbon-based fuels (e.g. coal).
Land and Soil	The soils in the CWDM Area are of a low agricultural potential and

SOURCE OF ECOSYSTEM SERVICE	TRENDS AND PRESSURES
	therefore further damage to the land could significantly threaten agricultural production. *Soil and land degradation* is evident in the CWDM Area. In particular, *salinisation* 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 *contaminated* 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. *High potential agricultural land is being lost to changes in land use* 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. Climate change (hotter and drier climate) will cause a further *reduction in land capability and crop suitability*.

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

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

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

3.2.3 SOCIO- ECONOMIC ANALYSIS

In order to identify the critical areas for intervention over the next five years it is critical to soberly analyse the strengths, weaknesses, opportunities and threats faced by the District in all its dimensions. The analysis below lays the basis for the CWDM strategy

for accelerating sustainable shared growth and development so that all its people can enjoy a prosperous and meaningful life.

3.2.3.1 Strengths inside the Cape Winelands District

Natural Capital	• High quality and pristine natural environment attractive to skilled labour • Wide diversity of scenic landscapes • Soil and climate offers a comparative advantage for production of world-class grapes (wine) and deciduous fruit.
Financial/ Economic:	• Well maintained regional road transport infrastructure • Strong domestic tourism destination brand aligned to wine sector • Well organized and globally competitive wine and deciduous fruit sectors • Strong food processing cluster • Well developed linkages to Cape Town's economy • Well established global brand names e.g. of companies, towns and products • Competitive commercial farmers • AgriBEE support by organized agriculture. • Well developed R&D capacities with regards to agriculture
Social/ Cultural:	• Rich global networks through both slave and settler history • Diversity of local and international cultures with good international networks and economic linkages • English speaking schools • World class Stellenbosch University • Further Education and Training Institutions • Wolwekloof Learning Academy • National centres of research excellence including the Centre for Scientific and Industrial Research (e.g. expertise in transport logistics etc.), iThemba Labs (particle accelerator) etc.
Human	• Pool of skilled individuals linked to university and/or business • Ability to attract highly skilled labour

3.2.3.2 Weaknesses inside the Cape Winelands District

Natural Capital	• Property developments negatively affecting environment • Slow pace of land reform • Failure to make best strategic use of municipal owned land • Looming water shortage limits • Poor river water quality
Financial/ Economic / Infrastructure	• Lack of progress with BBBEE • Vulnerability of economy to exogenous factors , e.g. fluctuations in the exchange rate • Seasonality of the economy and employment • Skills gap in basic business techniques • Poor support to emerging entrepreneurs • Few businesses making effective use of the SETAs

	• Lack of vertical alignment within government • Lack of horizontal alignment of strategies amongst municipalities. • High entry barriers to HDI-owned businesses in agriculture • Poor asset management by municipalities • Lack of detailed district Spatial Development Framework • Uneven or missing local government development policies • Inefficient government internal business processes • Sub-optimal domestic and international marketing of District • Limited tourism intelligence available • Fragmentation of tourism industry • Poor access to health facilities by farm workers • General lack of sport and extramural facilities available on farms • Poor quality of education and conditions in some farm schools • Mixed success of land reform programmes • High cost of land • Concentration of the fruit processing industry • High debt level of farmers • Poor public transport network • Poor communications network
Social/ Cultural / Institutional	• Poor resourcing of LED strategies by municipalities • Lack of alignment within government • Lack of understanding by senior management and line functions of economic development objectives • Outdated by-laws • Poor statistics and lack of data availability • Increasing levels of drug related crime and crime induced poverty • Increasing incidence of HIV, FAS and TB • Highest rate of farm evictions in South Africa • High levels of alcohol abuse amongst farm workers owing to the Dop system • Dependency on social grants and wage income by the poor
Human	• Low levels of labour force education • Youth problems e.g. increase in teenage pregnancies, high drop-out rate in schools and increase in drug and alcohol use • Decrease in the demand for low-schooled labour on farms

3.2.3.3 Opportunities from outside the Cape Winelands District

Natural Capital	• Growth in both domestic and international tourism markets • Growth in demand for high quality wine and deciduous fruit
Financial/ Economic:	• Political dynamics and instability within government in the Western Cape • Lack of unity within business • International subsidies for agriculture • Steep increase in land value makes resulting in difficulty in reaching land reform targets • Volatile exchange rate • Narrowing agriculture profit margins

	• Fluctuations in the tourism industry Agricultural property tax
Social/ Cultural:	• Commitment to strengthening local government sphere • Implementation of Provincial Farm Worker Strategy and Rural Housing Policy
Human	• Expanded Public Workers Programme • SETAs and Learnerships • Wolwekloof Learning Academy

3.2.3.4 Threats from outside the Cape Winelands District

Natural Capital	• Climate change impacting on existing agricultural production • Water supply • Water quality
Financial/ Economic:	• Political dynamics • Lack of unity within business • International subsidies for agriculture • Steep increase in land value makes • Volatile exchange rate • Narrowing agriculture profit margins • Fluctuations in the tourism industry • Agricultural property tax

3.2.4 HUMAN SETTLEMENTS ANALYSIS

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

Below key challenges confronting the CWDM is outlined.

Settlement Pattern

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

Housing Backlogs/Demand

Based on a compilation of the waiting list of the various municipalities, it is estimated that the current housing backlog in the CWDM is in the region of 68,467 households.

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

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

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

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

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

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

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

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

Demographics and HIV/AIDS impact

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

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

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

Land Availability

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

Evictions

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

Availability of social and community facilities

Although, broadly speaking, the Cape Winelands District Municipality has an established and relatively well functioning system of social and community facilities and services, there are areas where shortages exists. There is a general need for additional

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

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

- *Current and Planned Housing Projects:* Of the many housing projects that are proposed and underway many are blocked. There is also a huge discrepancy in the number of units planned to be delivered and the subsidies allocated to the municipalities per annum which is far below the required funding to roll-out this program.

- **Available funding and financial resources:** In spite of the CWDM receiving the second largest allocation for housing in the Province, almost 50% was unspent due to a number of factors including complying with statutory regulations, land and construction costs. The under spending is of great concern and more detailed analysis should be carried out to determine why there is such a big under-spending. Despite the under-spending an amount of R264 million has been allocated to municipalities in the CWDM for 2007 -2009. This translates into the possibility of constructing ± 6500 new houses over the period.

- **Review of Policy Environment and Housing Informants:** Despite progressive and appropriate policy and legislation, housing practitioners are experiencing problems translating the goals and aims of sustainable settlements into action. A key fault in the national policy and legislative environment is its silence on the roles and responsibilities of the B- and C- Municipalities.

- **Housing Capacity and Constraints:** The Municipalities across the CWDM experience capacity constraints in terms of numbers and skills. Many of these issues can be addressed through the consolidation of existing skills and knowledge that exists within the various housing departments of the municipalities in the District.

3.2.5   SERVICE PROVISION AND INFRASTRUCTURE ANALYSIS

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

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

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

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

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

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

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

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

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

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

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

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

Growth in sanitation backlog

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

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

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

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

3.2.5.2 ROADS AND STORMWATER

3.2.5.2.1 Municipal Roads

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

3.2.5.2.2 Proclaimed Roads

3.2.5.3 WASTE MANAGEMENT

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.

BACKLOGS ON WASTE COLLECTION IN THE CWDM			
Local Authority	Backlog	Budget	Time Frame
Stellenbosch			
Drakenstein			
Witzenberg			2013
Breede Valley			
Breede River/Winelands			
Total CWDM			

3.2.5.4 ELECTRICITY

BACKLOGS ON ELECTRICITY IN THE CWDM			
Local Authority	Backlog	Budget	Time Frame
Stellenbosch			
Drakenstein			
Witzenberg			
Breede Valley			2014
Breede River/Winelands			
Total CWDM			

3.2.6 INSTITUTIONAL CAPABILITY AND BARRIERS

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

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

- Implementation of Employment Equity plan has resulted in improving representation by all population groups in the personnel establishment of the Council and ensured access to all occupational categories and levels
- Skills development continues to give opportunities to all employees to further their studies at various tertiary institutions through CWDM expenses and Adult Basic Education and Training (ABET), Internship/In-service training in fields such as Finance, Public Safety and Planning, Environmental Health, Human Resource Management, Engineering, Communication etc, and employees are participating in numerous other training programmes including but not limited to: project management, change management, leadership, Information Technology etc,
- Implementation of Occupational Health and Safety Act ensures that the CWDM brings about and maintains, as far as reasonably practicable, a work environment that is safe and without risk to the health and safety of the workers, through various initiatives, for example, the establishment of Health and Safety Committees, health and safety workshops and other related measures,
- 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 and other relevant structures, which foster sound workplace relations,
- Individual Scorecards continues since its inception to facilitate an interactive atmosphere between the supervisor and supervisee. These scorecards facilitate regular monitoring of employee performance, while linking individual performance agreements and skills development plans with the IDP objectives and Municipal and Departmental scorecards.

Some challenges:
Completion of organisational assessment

In April 2003 the Cape Winelands District Municipality (CWDM) adopted a new Micro Structure in compliance with powers and functions as determined by the government from time to time. For purposes of sustainability the Micro Structure had to be based on the principle of affordability. Since then, there have been developments and changes on powers and functions in the local government sphere that result into new challenges coming to the picture.

Section 66(1)(d) of the Municipal Systems Act (No. 32 of 2000), requires the Municipal Manager to establish a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service. This exercise is undertaken to maximize efficiency and effectiveness of the municipality

In order to fulfil the above objective, the CWDM is currently engaged in the process of conducting a strategic organisational assessment of departmental performance and productivity for the Cape Winelands District Municipality, though the services of a service provider. This is done with the view of developing a cost-effective and implementable organizational structure informed by IDP objectives.

Implementation of diversity management program

The CWDM has put in place a comprehensive diversity management plan which intends to manage, promote and value diversity, and create equal opportunities for all in the workplace.

The critical aims and objectives of this plan are:

- To analyse the existing corporate culture and identify practices which support or undermine cultural diversity
- Identify, raise awareness and sensitize managers and workers to differences associated with gender, race, religion, disability, nationality, etc in an attempt to create unity and maximize the potential productivity of all employees
- Cultivate respect, acceptance and understanding among diverse groups throughout Cape Winelands District Municipality (CWDM)
- Institutionalize diversity management by integrating it with the organisation's practices
- To integrate diverse values into the culture, systems and policies of CWDM
- To facilitate the creation of an appropriate environment for nation building and peaceful co-existence

The plan is currently being implemented with some productive outcomes, but it requires intensification and targeted to certain specific areas that show resistance.

Intensification of HIV/AIDS Programme at workplace

Chapter 11 of the Employment equity Act 55 of 1998, section 6(1) states that no person may unfairly discriminate, directly or indirectly against an employee, in any employment policy or practice, on one or more of the following grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, color, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth.

Section 7.2 of the Code of Good Practice on aspects of HIV/AIDS employment states that "all persons with HIV or AIDS have the legal right to privacy; an employee is therefore not legally required to disclose his or her HIV status.

It is against this background that Cape Winelands District Municipality has committed itself to maintaining a healthy work environment by protecting the physical, emotional health and wellbeing of all employees in the workplace. Intensification of our HIV/AIDS programme is a direct outgrowth of our commitments, and it will involve amongst others, the following challenges:

- Promoting non-discriminatory work environment
- HIV Testing, Confidentiality and Disclosure,
- Promoting a safe workplace, and
- Enhancing awareness amongst staff members

Implementation of Learnership 1000

Cape Winelands District Municipality has committed itself in implementing the Skills development Act, part to this is to provide Learnership which is aimed into linking theory with work experience. A learnership cannot be implemented without on-the-job practice since the integration of the theory and workplace learning is essential. The idea is that the learners experience the "ins and outs" of an occupation by practicing all its aspects under the watchful eye of an experienced and qualified person (Workplace coach).

Department of Transport and Public Works in the Western Cape Province has requested our municipality with regard to placement opportunities for Learnership 1000, learners in the programme are drawn from various localities throughout the province including our district, hence our commitment to place some of these learners.

All spheres of government need to collaborate its resources in order to give express impact of Learnership programmes, towards addressing the shortage of skills, which are needed by the economy.

District Skills Audit

The enhancement of Skills Development dominates the country's agenda for job creation and poverty alleviation. Our country is confronted by an ever expanding army of unemployed and unemployable youth, with more deadly effect on women.

Given the ongoing mismatch between skills and the employment opportunities, a whole generation of South Africans face the prospect of never having a job in their lifetime.

The Growth and Development Strategy of the Cape Winelands identified the following as the main contributing sectors to the growth of the Cape Winelands economy.

- Manufacturing

- Finance, Real estate and business services

- Wholesale and retail trade, catering and accommodation

- Agriculture, forestry and fishing

- General government services

- Transport, storage and communication

- Construction

The exercise of this Skills Audit in the district will assist in identifying the skills capacity, especially in areas of scarce and critical skills, and developing the data base of the district.

This will help the municipalities to develop sufficient capacity and acquire critical skills needed for efficient and effective service delivery, and development.

3.2.7 REFLECTION: LGMTEC ONE-ON-ONE ENGAGEMENT

The one-on-one engagements between took place in the spirit of co-operative governance and resulted in an honest reflection on the priority development issues per municipality, and alignment between provincial and selected national Department's resources.

All 30 municipalities in the Western Cape were engaged during the one-on-one sessions in 2006 and municipalities were generally well-prepared.

The main aim of the one-on-one engagements was to get to a shared understanding of:
- What is the current **mutual investment** in municipal areas?
- Where are the significant **investment pressures**?
- What is the **agreed critical investment** required?

The one-on-one engagements thus created a space to ensure the "spatial alignment of provincial department resource allocation with municipal plans; and to communicate provincial transfer amounts to districts and municipalities".

The programme allowed for a provincial overview per district and individual municipal sessions. The sessions allowed an opportunity to communicate the view of each district as contained in the recently published Green Paper on a Provincial Growth and Development Strategy (dated 4 October 2006).

Attendees were provided with a 'briefing pack' per metro and district that contained a brief socio-economic overview of the district, a reflection on the previous year's LGMTEC one-on-one engagements (Nov 2005), the provincial spending per municipality and the gazetted budget allocations for transfers to municipalities in 2006.

Municipalities were provided with an opportunity in each session to present their key investments they are embarking on in terms of their Integrated Development Plan (IDP), and a list of the existing and future projects directly dependent on provincial/national resources for implementation.

Key observations include:

- Provincial spending is dominated by social spending and is pre-dominantly conditional (as pre-determined through the national conditional grant funding regime) which leaves little room for innovation or discretion to have greater developmental impact for shared growth. Of concern was the lack of municipalities' awareness of the kind and quantum of social spending in their respective areas.
- There is a strong correlation between the issues raised during one-on-one engagements and those raised during the October 2006 Imbizo's and through the work of the Community Development Workers during 2006,
- There is an emerging strategic argument on the key actions required to underpin growth which bodes well for the improvement of IDP's to become more strategic in nature and realistic in its resource envelope (i.e. a regional/district perspective and path-breaking economic initiatives),
- There is still significant room to improve on inter-governmental co-operation on clearly identified issues to improve planning and implementation,
- There is a shift in the demographics of municipal areas, especially coastal municipalities as they respond to the realities of the space economy.

The **key messages from municipalities** to provincial and national departments were "we need your dedicated assistance" and "specific departments must become part of municipal initiatives that support skills development, economic initiatives or funding for infrastructure". Municipalities expressed a need that individual departments must better communicate its intervention strategy per metro and district. The key issues identified for provincial/national support centred on *water, energy, public transport, World Cup 2010, and economic interventions (including scarce skills development).*

A set of follow-up engagement or actions were identified per municipality that involves specific provincial or national departments.

Notwithstanding the time constraints which limit the extent to which issues could be engaged with during the one-on-one engagements, the following is a summary of the key issues identified across municipalities:

Summary: Key issues

- **Bulk Infrastructure pressures**

   There is consistent confirmation of backlogs and pressure on water, sewerage, waste, road infrastructure (mobility/network), public transport, and energy infrastructure in the province. A concerted effort is required to plan for and fund the considerable infrastructure investments required across the province.

- **Health profile warrants continued investment**

Across municipalities the burden of disease are clearly identifiable with pressures on specific facilities (be it clinics, hospitals, home-based care or ambulance services) requiring investment in specific municipal localities.

- **Social development (including education)**

  Across municipalities there are clearly identifiable concerns on youth development, the school drop-out rate, care of street children, teenage pregnancies, early childhood development, adult basic education, child labour in rural areas, and sustainable poverty related projects (including soup kitchens, food gardens and projects targeting the unemployed). Individual municipalities require investment in library facilities, multi-purpose centres, sport facilities, and cemeteries. Partnerships for skills development must be initiated and sustained (The assistance of the National Department of Labour in skills funding was consistently noted)

- **Safety issues**

  Across municipalities the increase in crime (drug related and organised crime) was noted together with concern over safety of school learners.

- **Economic thinking**

  Municipalities showed a growing awareness of investment on the development of skills, identifying specific sector support or "path-breaking" projects within their municipal areas, the training/procurement of local small contractors; the positioning of the municipality in the regional economy and local business support initiatives (including Red Door functioning). The most notable shift was the emerging suggestions on strategic infrastructure investment in upgrading airports, roads, rail networks, harbours and information technology connectivity. These suggestions were often linked to the Soccer World Cup 2010

- **Land availability and access to land**

  Municipalities raised the issue of the access to land – be it for housing, land reform, urban reconstruction, or specific land transfers to support development. Coastal municipalities were under extreme pressure to access land for development.

- **Environmental issues**

  Municipalities raised the issue of the process and speed of dealing with environmental impact assessment by the provincial/national authorities and receiving the record of decision.

- **Housing options**

  Municipalities raised the backlogs in housing options, impact of farm evictions, and dealing with so-called backyarders to access housing opportunities. The size of the existing funding regime for housing was consistently criticised as it does not enable municipalities with limited own resources to deal with the housing backlogs in the foreseeable future.

- **Lack of sufficient planning**

Municipalities acknowledged that the quality of planning – be it spatial planning, integrated human settlement thinking, disaster management or local economic development – is not yet sufficient across all municipalities.

• **Municipal viability and institutional support**

The reality of limited revenue in specific municipalities, to the point of its future hinging on major project(s) in some cases, is an unchanged reality. Notwithstanding this reality check on municipal sustainability, municipalities are becoming more aware of its position in the space economy and the reality of continued limited resources into the future if it does not address its economic challenges. There are clear actions proposed to improve the quality of data underpinning planning across municipalities and the concept of shared services within districts were consistently raised in an environment of limited capacity in specific municipalities.

3.2.7.1 THE PROCESS
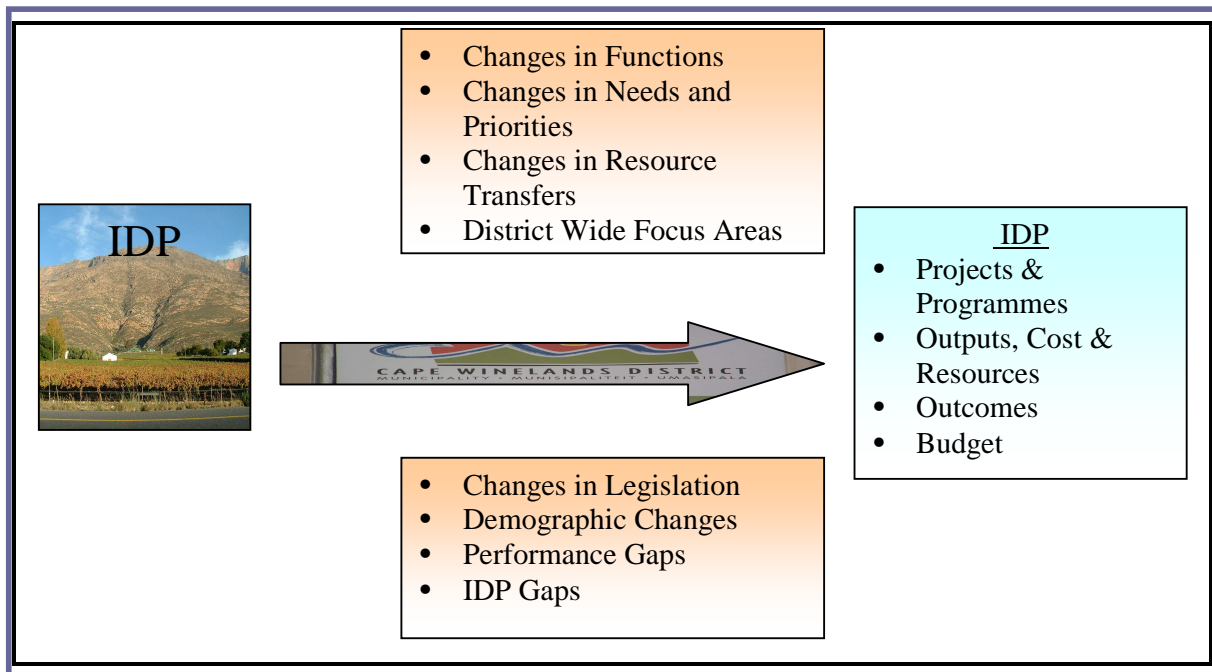
3.2.8   STAKEHOLDER INPUT

Government in general and local government specifically is confronted with the challenge of matching the needs of the communities they serve with conceptual plans and resources. This is facilitated by the implementation of an overall performance measurement system that keeps government accountable in relation to meeting agreed targets and outcomes.

Communities often still battle to understand the local sphere and the different responsibilities, powers and functions of district and local municipalities. In order to

minimize the potential confusion amongst stakeholders, it was agreed that the B municipalities would conduct broad-based public participation for the purpose of the review of their Integrated Development Plans, and the District Municipality would focus public consultations on specific strategic areas within their spheres of current and future accountability.

The CWDM facilitated public participation during the IDP process on the following:
- Economic Growth and Development
- Sustainable Development and Sustainable Human Settlements
- Service Delivery
- Intergovernmental Collaboration/Relations
- Social Development

This approach is complemented with structured participation through the Cape Winelands IDP Representative Forum, which serves as a key juncture point for participation in the district. This includes a range of stakeholders, like the ward committees, organised business, labour, sector representatives and the administrative and political legs of Council. The Cape Winelands IDP Representative Forum is currently busy with the development of a Constitution and Terms of Reference. Consultations over these two documents have taken place with the relevant stakeholders, from which useful insights were gained and the conception and perspectives contained therein ultimately strengthened.

4 DEVELOPING OUR STRATEGY:

4.1   NATIONAL/PROVINCIAL

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

Poverty and inequality occur within space and are driven by different trends in different geographic areas. Spatial inequality is not a uniquely South African problem; however, the South African spatial economy has been distorted by apartheid spatial planning and has left a legacy of extreme marginlisation 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.

4.2   *Alignment and accountability of the spheres of government*

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

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

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

A cabinet resolution resulted in two essential decisions:

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

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

4.3   DISTRICT

4.3.1   LONG TERM STRATEGY

Shared Vision

The shared vision for the Cape Winelands is that by 2014 we will be:
Growing, Sharing, Delivering and Innovating Together

Mission Statement

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

4.3.2 Underlying Principles and Values

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

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

4.3.3 Shared Objectives

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

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

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

4.3.3.2   Clean and transparent governance

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

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

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

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

4.3.3.6   Safe and secure district for all
 Safety and security in the context of the CW-GDS does not only refer to policing and crime prevention, but to a host of other factors impacting negatively on the lives of communities. These include: access to facilities for the disabled, substance abuse, violence against women and children, the high incidence of foetal alcohol syndrome, TB and HIV/AIDS, insecurity of tenure and housing backlogs, the quality

of water, food security, access to social services, and chemical poisonings on farms. It was agreed that these issues need to be proactively addressed and form an integral part of the CW-GDS.

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

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

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

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

4.3.3.9 Integrated, linked and productive human settlements

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

4.3.3.10 Institutional networking, co-operation and communication

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

4.3.4 Strategies and Commitments (see tables below)

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

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

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

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

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

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

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

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

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

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

4.3.5 Stakeholder Roles in implementing the CW-GDS

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

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

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

4.3.5.3 National and Provincial Government Role
- Promote environmental awareness;
- Enforce compliance with environmental legislation;
- Enforce compliance with business related legislation e.g. BBBEE Act, Employment Equity Act, Skills Development Act, Labour Relations Act, minimum wages legislation etc;
- Ensure public access to information;
- Develop district based plans for provincial and national functions e.g. education, public transport, health, roads, communication etc;
- Market the region through provincial institutions e.g WESGRO and CTRU
- Facilitate the increased take up of social grants;

- Undertake campaigns re social issues such as substance abuse, gender and child violence, safe schools, HIV AIDS;
- Ensure visible policing and crime prevention;
- Address housing backlog; and
- Address agricultural sector needs for subsidies and further protection.

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

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

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

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

4.4 SHORT TERM STRATEGY

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

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

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

- The promotion of inclusive economic development is defined as the expanding of community/individual capabilities, such as: human, financial, physical; economic and social. The goal of the district is to facilitate the migration of individuals & firms from 2nd to 1st economy through supporting capital formation. The district is involved in capital formation in the following ways:

  Human Capital – Establishment of the Wolwekloof Learning Academy, hosting and co-ordination of Learnerships, providing bursaries, and implementing a broad range of Skills Programmes e.g. in construction, fire services, public safety, Small Business Support Programme.

  Finance Capital – Development and Implementation of a Small Farmer Support and Entrepreneurial partnership Programme, providing support to Tourism product development, augmenting infrastructure and service delivery spend with own resources, undertaking district wide Marketing.

  Economic and Physical Capital - *Economic Infrastructure*; Investment in roads, Public transport & safety investments, Municipal land audits & making commonage available, *Social Infrastructure*; Provision of municipal services, Water and sanitation subsidy scheme on farms, Housing delivery. *Environmental Infrastructure;* Water quality, Route Development and Conservation.
  Facilitating business linkages – government to business & business to business, facilitating international linkages through global agreements & participation in exhibitions, Promoting BBEE, Providing small business support.

  Social Capital – Building social capital through support to Ward and health committees, programme that supports and networks 450 Lay Health Workers on farms, roll out of the Community development Worker programme, established an IDP Representative Forum, support community policing etc,

5 DEVELOPMENT PRIORITIES AND KEY INTERVENTIONS (5 years)

During the course of the IDP a number of planned interventions have been formulated to address the challenges and opportunities existing in the region in pursuing accelerated sustainable development. This IDP integrates national, provincial strategies as well as the CW-GDS, Cape Winelands Spatial Development Framework, the Environmental and

Regional Spatial Planning with a range of development priorities identified during the this planning process. The section below highlights critical interventions that the CWDM will undertake over the next 5 years.

5.1 Cape Winelands District Spatial Development Framework (CW-SDF)

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 or spatial planning units that make up the CWDM (namely the 'cultivation areas', 'low population, semi-arid areas', and 'migration route'). The spatial planning units cut across the administrative boundaries of the local municipalities in the Cape Winelands District, thereby identifying common issues and challenges.

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

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

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

The Objectives of the Cape Winelands Spatial Framework:

The CW-SDF consists of four frameworks, based on the four key concerns of the Cape Winelands, namely
- Biophysical Framework;
- Settlement Framework
- Social Infrastructure, Facilities and Services Framework
- Economic Framework.

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

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

Three key objectives of the biophysical environment are to:
- Create a district wide natural environment network integrity
- Protect important environmental areas

- Protect high value agricultural land

2) Settlement Framework: A Region of Interconnected Settlements

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

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

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

DIAGRAM 5.6
Settlement Framework
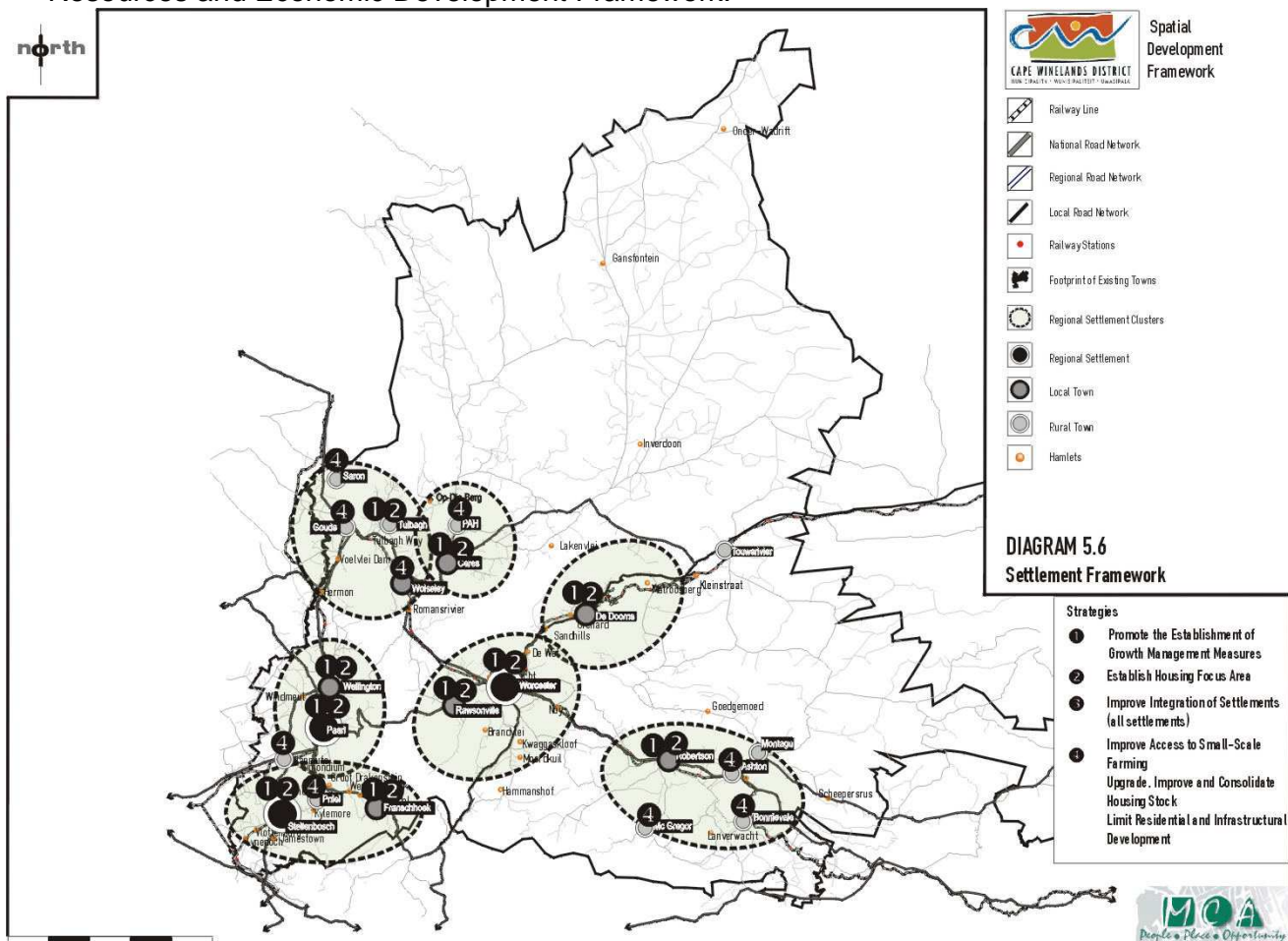
3) Social Infrastructure, Facilities and Services Framework: A Hierarchy of Nodes linked to Character Nodes

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.
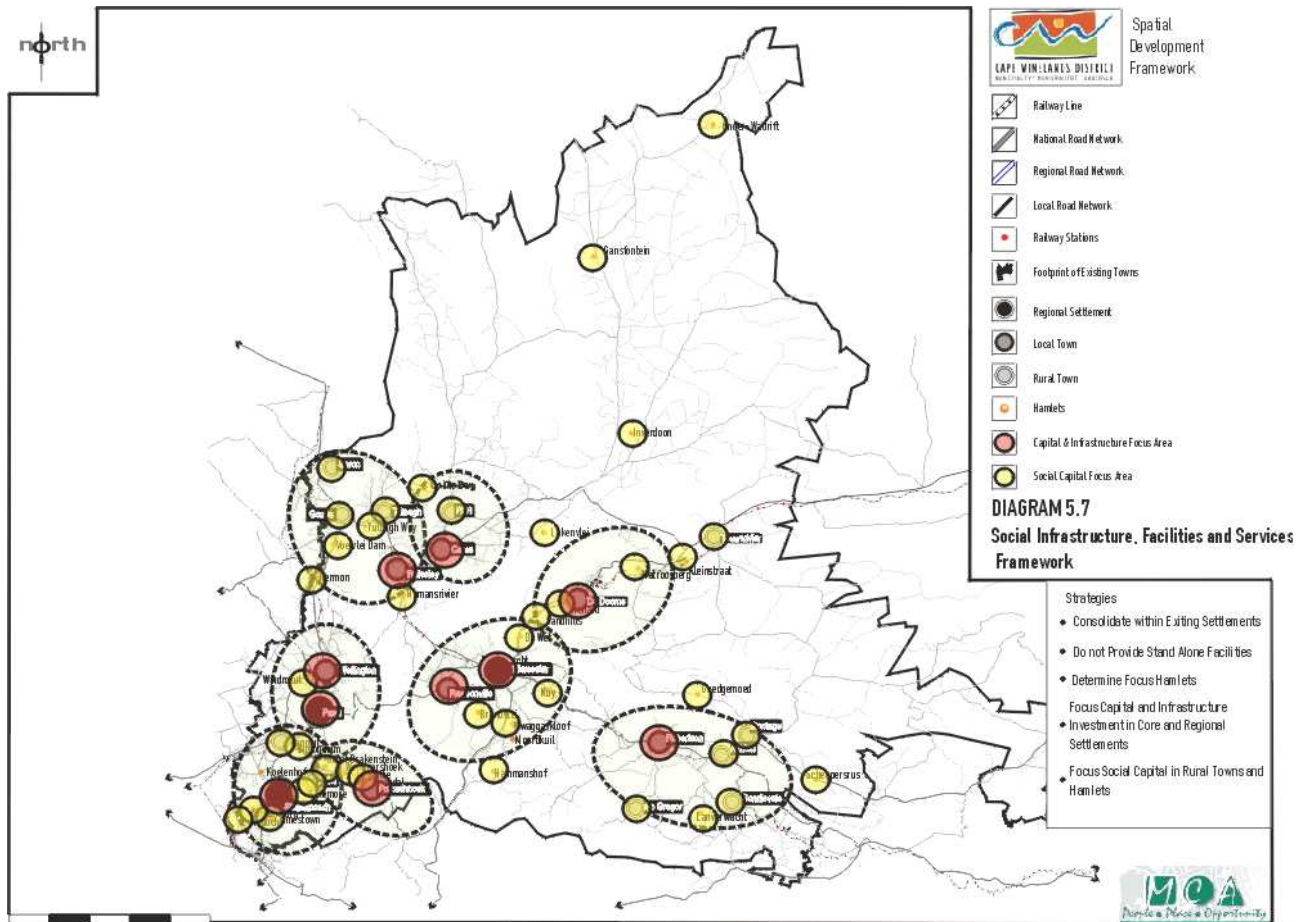
4) Economic Framework: A Prosperous Region

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.

DIAGRAM 5.8
Economic Framework
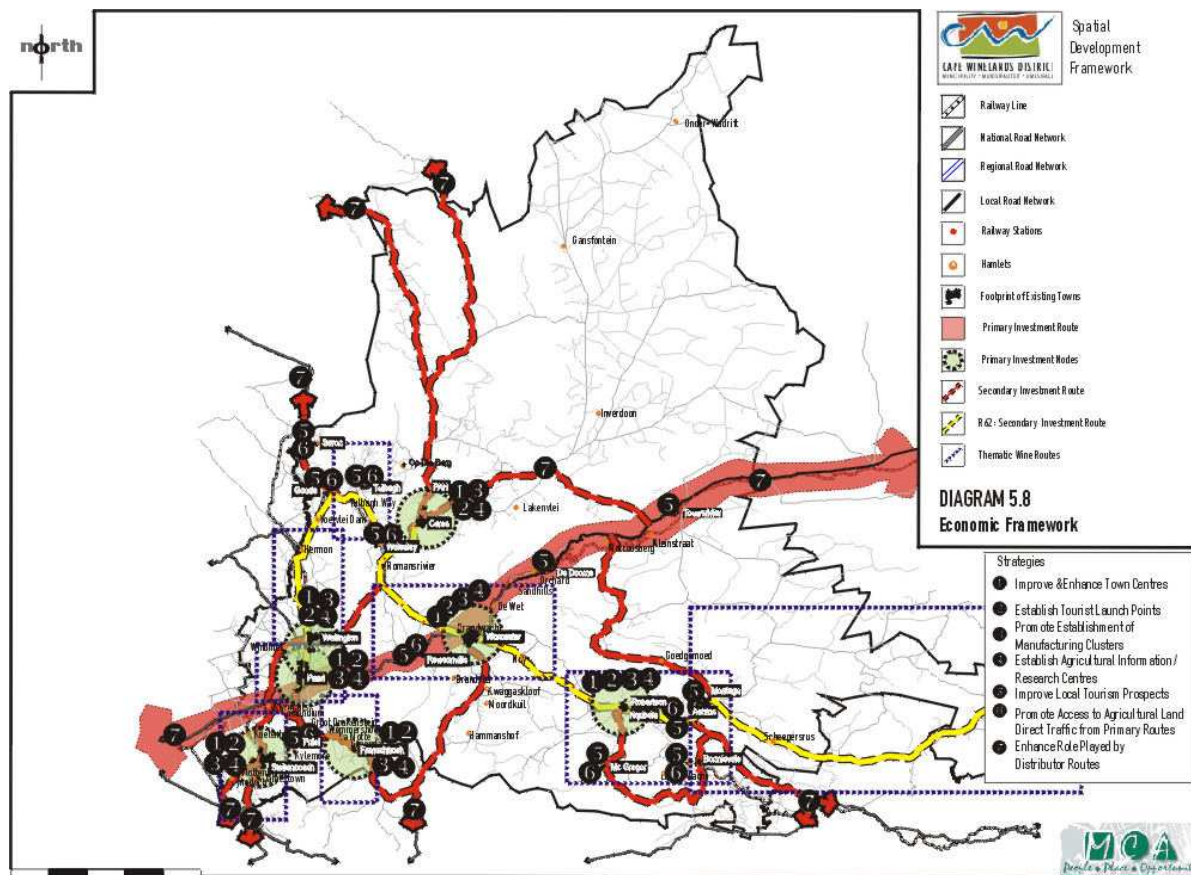
Policies, Strategies, & Guidelines

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

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

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

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- focus social investment in rural towns and hamlets.

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

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

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

Strategic Projects

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

District strategic projects
- Delineation of Spatial Planning Categories (SPC's);
- Strategic Environmental Assessments (SEA);
- Establishment of a biosphere reserve;
- Water limitations on growth;
- Renewable energy resource;
- Solid waste disposal and recycling strategy;
- Safer Journey's to Rural Schools Strategy;
- District Management Area SDF;
- District spatial-economic strategy;
- District Scenic Routes Study.

Joint and local strategic projects

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

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

District – SDF is based on the same base information as the PSDF, i.e. Growth Potential of Towns. The Settlement framework identifies a four-tier hierarchy of settlements in line with the Growth Potential of Towns Study, the NSDP and the Western Cape PSDF approach.

The settlement framework goes further to identify settlements where government-led housing initiatives should be focused as 'housing focus areas'.

Differentiates between Primary, Regional, Rural towns and Hamlets

Fixed infrastructure investment be directed to Primary and Regional settlements

Spatial pattern should be a network of compact spatial settlements

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

Demarcation of urban edges

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

Application of Bioregional Planning principles throughout the province

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

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

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

District spatial planning must apply the normative principles of the NSDP. The District will have to play stronger role in terms strategic planning, and play supportive and leadership role to ensure alignment of interventions.

As part of the revision of the District-SDF a regional framework, with buy-in from the local municipalities, will need to be established. The main purpose of the latter initiative will be to transform the entire district into a socially, economically and environmentally sustainable 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. PROPOSED CAPE WINELANDS BIOSPHERE RESERVE

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

Key aspects of the Biosphere Reserve

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

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

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

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

Location and extent

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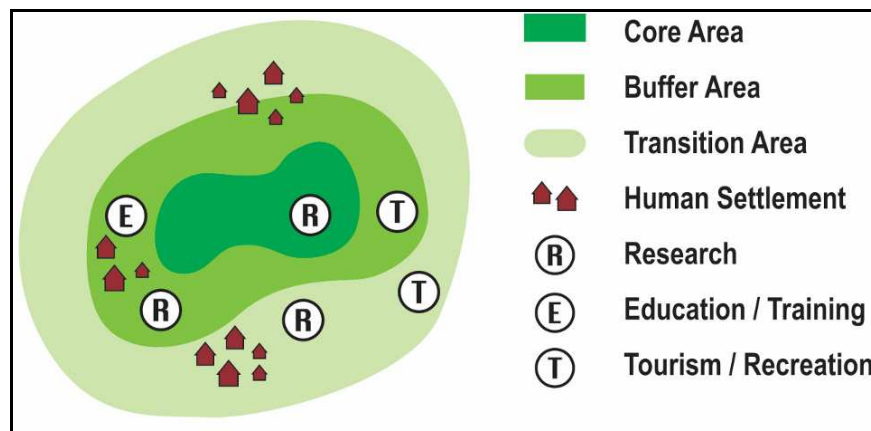
In each of the areas or zones specific land uses will be applied that are compatible with the conservation status and economic potential thereof. The respective areas of the proposed biosphere reserve have been demarcated conceptually in accordance with available scientific information. This delimitation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

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.E[14]), 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 proposed 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., CapeNature 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 CUBES[15].

Larger towns within the proposed 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 proposed 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 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.
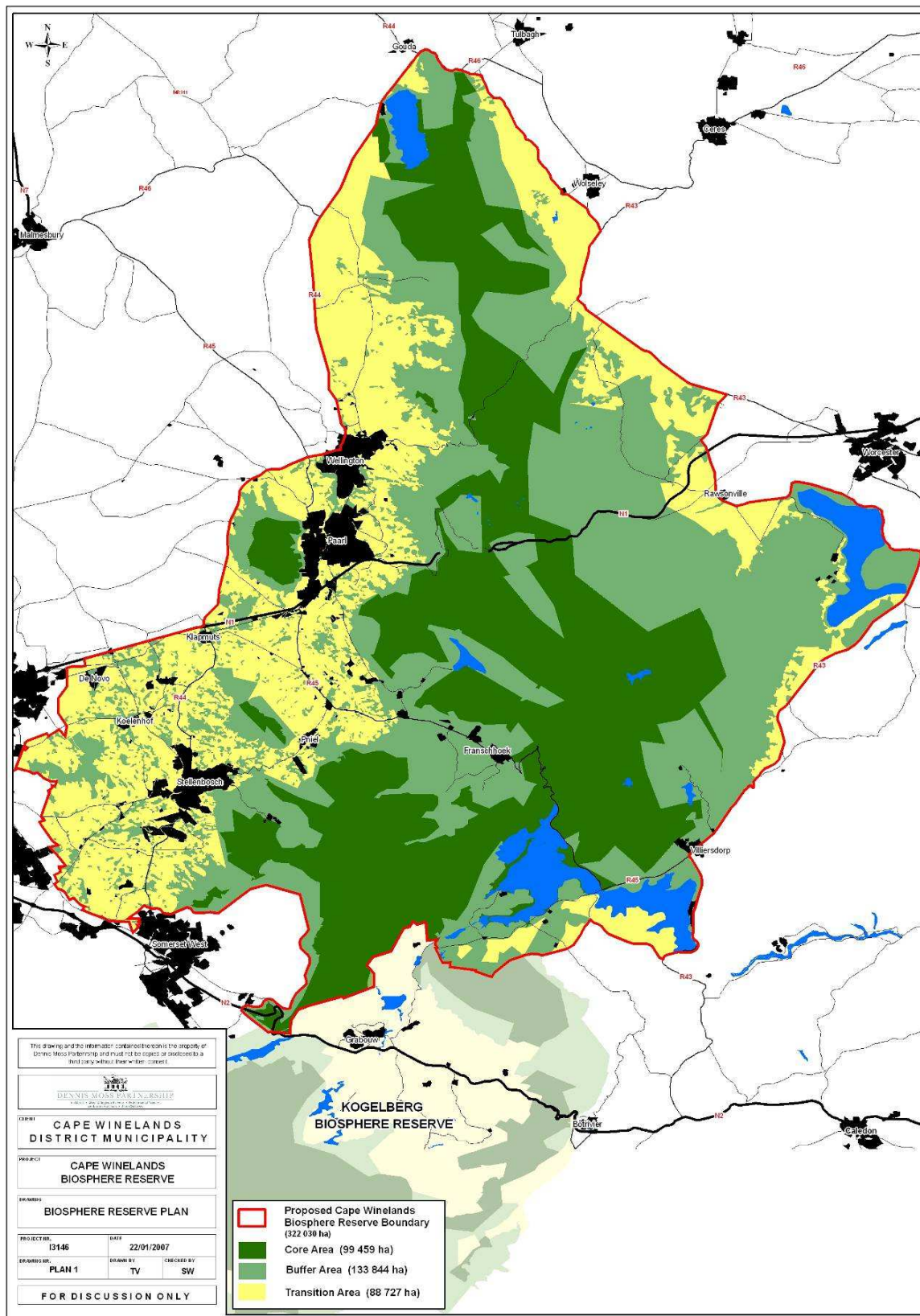
Dedicated Biosphere Reserve Management Entity

In order to comply with the directives of the Seville Strategy and the *Western Cape Biosphere Reserve Draft Bill* a dedicated management entity (possibly a Section 21 Company) will be created for the 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*.

CUBES (Columbia University – Unesco Joint Program on Biosphere Reserve and Society)[15] 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.

Proposed Cape Winelands Biosphere Reserve Boundary (322 030 ha)
Core Area (99 459 ha)
Buffer Area (133 844 ha)
Transition Area (88 727 ha)

B. STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

In line with its statutory and constitutional obligations, the CWDM requires that social (e.g. health, housing) and ecological factors (e.g. water quality), as well as economic concerns,

are considered in decision making regarding the planning and implementation of future development in South Africa.

The effective management of the ecological resource base is a cornerstone of sustainability, a key principle adopted in the integrated development planning process, which is the primary instrument that governs local development. An important way in which to integrate the objectives of sustainability into strategic decision-making is through Strategic Environmental Assessment (SEA). Undertaking a SEA was identified in the CW-SDF as one of the key strategic projects aimed at realising the recommendations contained in the SDF. The focus of this study is on formulating a strategy and implementation plan to sustain the ecosystem services on which the development of human settlements and diversification of the economy depend.

What is a SEA?

A Strategic Environmental Assessment (SEA) is a participatory process that can be used to proactively identify the environmental opportunities and constraints of a sector or region for future development. These opportunities and constraints are then used as a basis for formulating strategies to guide future decision-making concerning development.

The purpose of the SEA

The key purpose of the strategy, and therefore the overall SEA, is to facilitate the sustainable management of key ecosystem services in the Cape Winelands District Municipal area.

The focus on ecological services in the SEA does not intend to diminish the importance of socio economic development. However, for sustainable development to be achieved, such development needs to occur within the constraints of the ecological environment. It also needs to maximise the opportunities provided by the environment.

The aim of the SEA is therefore to define the ecological opportunities, constraints and strategies that can support future socio-economic development as already described in some detail in the Cape Winelands Spatial Development Framework. Socio-economic factors will, however, be considered in identifying the key ecosystem services to be studied and the opportunities and constraints that the ecological environment presents.

5.3 Economic Development
5.4 Social Development

5.5   Demographic and Human settlements – human settlement strategy, and five year plans.

5.5.1 HUMAN ETTLEMENTS

Key Principles

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

Sustainability

- *Social sustainability:* Housing that promotes a sense of community and safety. Housing development that contributes to the physical and psychological well-being of beneficiaries through among other things access to opportunities, facilities and services.

- *Economic sustainability:* Economic sustainability is two-fold. Firstly, housing must be affordable and accessible to beneficiaries, and for local authorities responsible for maintenance of services. Secondly, housing must provide access to sustainable economic opportunities for beneficiaries.

- *Environmental sustainability:* Damage to the natural environment must be avoided. Housing development must conserve resources, and minimise waste and pollution production.

- *Choice of housing:* Providing a variety of tenure options and housing types. Different households have different needs from the housing environment. Not all households require an individual house. Supportive housing models (e.g. Cluster village, co-housing, community family care) are particularly important for vulnerable households.

Administration, finance, legal and planning concerns

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

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

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

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

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

Location and Access

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

Access to public transport: Sites must be situated close to public transport or movement routes as few people in low-income communities own cars. Vulnerable households,

including households affected by HIV/AIDs, require easy access to affordable public transport.

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

Ecological considerations: Biological, physical environment & Geophysical: Ecological considerations include:
- Drainage and hydrology:
- Geology:
- Soils:
- Slope:
- Microclimate
- Impact on natural and cultural environment:

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

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

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

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

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

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

KEY DISTRICT INTERVENTION AREAS

- Development of a Sustainable Human Settlement / Housing Master Plan/strategy for the CWDM (5 year housing delivery plan). This plan will be a reflection of what is planned in each local municipality with regard to sustainable human settlements in

the short, medium and long term. In other words all housing projects (current and planned) for the next five years, including a detailed analysis of the housing demand, land availability and human and financial resources to deliver human settlements will be incorporated in this plan.

- Regular update of backlogs to ensure that demand is accurately reflected.
- Update and monitoring of the plan to ensure that the projects, as identified in the plan, are implemented and to assist where blockages occur.
- Promotion of Social Housing/GAP housing to overcome problems relating to integration and spatial restructuring.
- Promotion of a sustainable Housing Consumer Education programme to empower consumers of subsidized housing products with the long-term view of reflecting favourably upon the sustainability of settlements and creating a vibrant property market.
- Investigating appropriate institutional models that would enhance current capacity at municipalities to deal with human settlements.
- Employment of various housing instruments in the delivery process (farm workers housing, employer assisted housing, mix typology, etc.

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

Breede River Winelands Municipality:

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

Breede Valley Municipality:

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

Witzenberg Municipality:

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

Drakenstein Municipality:

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

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

Stellenbosch Municipality:

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

5.7 DISASTER MANAGEMENT AND FIRE SERVICES:

A draft Disaster Management Framework has been compiled for the District Municipality. On completion of the latter two strategies/ frameworks, the District's Draft Disaster Management Framework will be aligned with these frameworks. A Disaster Risk Assessment was done for the Cape Winelands District as a first step in preparing Disaster Management Plans. The latter assessment is currently being refined.

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

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.

5.8 INSTITUTIONAL:

5.9 Integrated Transport Plan (ITP)

ITP must be developed so as to:

- enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of integrated development plans and land development objectives;

- direct employment opportunities and activities, mixed land uses and high-density residential development into high utilisation public transport corridors, interconnected through development nodes within the corridors, and discourage urban sprawl where public services are inadequate;

- give priority to infilling and densification along public transport corridors;

- give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures to discourage private transport;

- enhance accessibility to public transport services and facilities, and transport functionality in the case of persons with disabilities;

- minimise adverse impact on the environment; and

- include the consultation and participation of interested and affected parties.

The CWDM Integrated Transport Plan has been submitted to the MEC for Transport and Public Works as prescribed in the applicable Act.

6. IMPLEMENTATION PLAN

The implementation plan is organised around six intervention areas namely,
- Local Economic Development;
- Housing and Infrastructure;
- Community and Development Services
- Public Safety and Planning Services;
- Sustainable Land Use and Regional Planning;
- Institutional and Financial Management

The implementation plan also integrates programmes out of the following provincial departments:
- Premier;
- Community Safety;
- Education;
- Health;
- Local Government and Housing;
- Environmental Affairs and Development Planning;
- Transport and Public Works;
- Agriculture
- Economic Development and Tourism
- Cultural Affairs and Sport

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

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

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

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

6. IMPLEMENTATION PLAN

6.1 LOCAL ECONOMIC DEVELOPMENT

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

PROGRAMME OBJECTIVE	
1. To ensure ongoing and sound economic planning and information management in the region;	
2. To undertake marketing and branding for and of the Cape Winelands;	
3. To Co-ordinate business support within the Cape Winelands	
4. To implement projects that have regional impact;	
5. To undertake stakeholders' engagement on key economic issues.	
ACTION PLAN 1.1:	
Administration and knowledge Management	
Purpose / Aim	
To ensure ongoing and sound economic planning and information management in the region	
Outputs	**Outcomes**
Undertake research studies: **Skills Audit & skills strategy, feasibility for agri-village, informal sector study, marketing levy, one stop investment shop, broadband telecommunications network option,** **Develop, acquire and maintain databases on:** **sector and firm-level performance, regional social and economic indicators, BEE and SMME** **Package SMME financing information** **Economic analysis of top companies** **Quarterly economic information reports** **Maintain and update tourism statistics** **Develop business and trade advertorials**	**Informed interventions and support strategies by the district through accessible economic information, Advertorials, R & D Product development, Sharing & Dissemination of Business information Packages, Informal Sector Study, Regional LED strategy**
ACTION PLAN 1.2:	
Marketing and Branding	
Purpose / Aim	
To undertake marketing and branding for and of the Cape Winelands,	
Outputs	**Outcomes**
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**	**Increased visitors into the hinterland.** **Increased length of stay by visitors in the CWDM.** **Increased representivity within the industry.** **Increase representivity within the district** **Adoption of a CW brand** **Marketing Levy Investigation**

Product awareness Manage Gateway Centre at Waterfront Mayoral business and tourism awards	

ACTION PLAN 1.3:

Business Support Coordination

Purpose / Aim

To co-ordinate business support within the Cape Winelands

Outputs	Outcomes
Co-ordinate business support Facilitate a retrenchment response team Establish BBBEE matchmakers program Support the roll out of library business corners Enter into partnerships with SMME support institutions in the CW	Awareness campaign with Library Business Corner 1 Museum exhibition, 2 sub routes developed, 1 guide employed, 3 sites assisted Est. at least one retrenchment response team Est. one BBBEE Matchmaker programme Est. partnership agreement with SDA, RED Door

ACTION PLAN 1.4:

Economic Support Services and project Implementation

Purpose / Aim

To implement projects that have regional impact

Outputs	Outcomes
Establish business incubator Small Farmer Support Programme Wolwekloof Schools awareness programme Tourism Help Desk programme LTA projects Arts and craft marketing agency Road signage	1 Business Incubator established 25 SMMES for training and mentoring 10 SMMES supported 9 Small Farmers Supported Support at least 5 LTA projects Establish one Arts & Craft Marketing Agency

ACTION PLAN 1.5:

Stakeholder Liaison

Purpose / Aim

To undertake stakeholder engagement on key economic issues

Outputs	Outcomes
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. Co-ordinate and provide administrative and logistical support to all relevant DESD committees	Est. CW Economic Development Council Strong linkages between government, business and the community. 3 Sector Specific Workshops LTA meetings and TTLC meetings Cohesion and synergy between government, business and the community

6.2 HOUSING AND INFRASTRUCTURE

PROGRAMME OBJECTIVE:	
6.2.1 Engineering and Infrastructure Services Management 6.2.2 Projects and Housing 6.2.3 Road Maintenance	
ACTION PLAN 6.2.1:	
Administration: Engineering and Infrastructure Management	
Purpose / Aim	
Effectively manage the Engineering and Infrastructure Management	
Outputs	**Outcomes**
1. Effectively implement the disciplinary procedure. 2. Effectively monitor the budget of the Engineering and Infrastructure Services. 3. Appoint personnel in approved vacant posts 4. Establish good financial management practices and systems	1. An effective and disciplined Engineering and Infrastructure Department. 2. Good financial management.
ACTION PLAN 6.2.2:	
Technical Support Services and GIS	
Purpose / Aim	
To provide technical support services to the Department and public	
Outputs	**Outcomes**
1. Effective services delivery to the general Public and Department. 3. Development of a GIS system. 4. Updating of cadastral information and aerial photos	1. An effective technical support services to the department and public. 2. Key personnel appointed.
ACTION PLAN 6.2.3:	
Administration: Projects and Housing	
Purpose / Aim	

To effectively manage the Project and Housing Directorate

Outputs	Outcomes
1. The effective management of the Department by ensuring that good management practices are in place. 2. Ensure good financial management practices are in place. 3. The effective management and monitoring of the Department's budget. 4. Appoint personnel in approved vacant posts. 5.Ensure proper planning of infrastructure for whole of CWDM area	1. An effective and disciplined Project and Housing Directorate. 2. Good financial management.

ACTION PLAN 6.2.4:

Infrastructure Projects

Purpose / Aim

To ensure that all the people in the CWDM have access to adequate Engineering Infrastructure

Outputs	Outcomes
1. The appointment of consultants and awarding of contracts for infrastructure projects where applicable. 2. Improve water and sanitation at rural schools. 3. Appointment of contractors for long-term maintenance projects. 4. Improve the mobility and public safety of the people in the CWDM by providing public transport infrastructure.	1. Improved public transport facilities and thereby improved mobility and public safety of the people in the CWDM. 2. Empowered unemployed people to be economic active. 3. People in rural areas have access to proper engineering infrastructure. 4. Improved water supply and sanitation facilities at rural schools.

ACTION PLAN 6.2.5:

Housing Projects

Purpose / Aim

Provision of housing in the rural areas of Council and in so doing providing security of tenure.

Outputs	Outcomes
1. Installation of infrastructure services and construction of top structures. 2. Assessment of viability studies for	Home ownership and tenure security to land for families and access to municipal services.

housing projects and submission to Council.

ACTION PLAN 6.2.6:

Maintenance and Upgrading of Council's Buildings

Purpose / Aim

To ensure functional and aesthetic buildings and premises.

Inputs	Inputs
1. Planning and implementation of projects to improve the functionality of buildings and to address shortages. 2. Implement a maintenance plan for Council's buildings and premises. 3. Effective day-to-day maintenance of buildings and premises	Aesthetic pleasing and functional Council buildings and premises.

ACTION PLAN 6.2.7:

Road Maintenance: Main/Divisional Roads

Purpose / Aim

To incorporate the Pavement Management and the Maintenance Management System for the cost effective maintenance of the existing road network thereby improving mobility and traffic safety within the CWDM.

Outputs	Outcomes
1. Effective maintenance of the riding quality of the bitumen and gravel roads. 2. Effective control of storm water run-off in road reserve. 3. Signpost all roads and tourist facilities. 4. Clear road verges of overgrowth and prune/fell trees. 5. Effective completion of resealing programme. 6. Skilled technical personnel to implement the work	1. Improve the mobility and the safety of all the people in the CWDM. 2. Improve the lifespan of all the proclaimed Main/divisional roads in the CWDM. 3. Effective and productive service delivery by skilled technical people

ACTION PLAN 6.2.8:

Roads Maintenance: Minor Roads

Purpose / Aim

To incorporate the Pavement Management and the Maintenance Management System for the cost effective maintenance of the existing road network thereby improving mobility and traffic safety within the CWDM.	
Outputs	**Outcomes**
1. Effective maintenance of all minor roads. 2. Effective control of stormwater run-off in road reserve. 3. Signpost all roads and tourist facilities. 4. Clear road verges of overgrowth and prune/fell trees. 5. Effective completion of regravelling programme.	1. Improve the mobility and the safety of all the people in the CWDM. 2. Improve the lifespan of all the proclaimed minor roads in the CWDM. 3. Effective and productive service delivery by skilled technical people

6.3 COMMUNITY AND DEVELOPMENT SERVICES

6.3.1 MUNICIPAL HEALTH SERVICES

PROGRAMME OBJECTIVE	
To ensure comprehensive and equitable EHS within CWDM.	
ACTION PLAN 1:	
Base-line data maintenance to assist in addressing service delivery back logs. The project will entail meetings with stakeholders throughout the CW to discuss/inform them of the findings of the baseline information survey and to develop strategies and a way forward based on the findings of the survey. It will also involve training of CW staff and officials from B-Municipalities on how to access, up-date and use the information.	
Purpose / Aim	
To promote the provision of safe and adequate housing, water supply, sanitation and refuse removal and disposal in the district	
Outputs	**Outcomes**
A data bank reflecting the state of water and sanitation services on farms	1. Use as a planning instrument 2. Identify backlogs 3. Provision of basic subsistence facilities
ACTION PLAN 2:	
To promote the provision of safe and healthy housing	
Purpose / Aim	
Safe and adequate housing to all within the district	
Outputs	**Outcomes**
Regular inspections and follow up of complaints Assistance in terms of planning and design lay-out for housing projects Input into land use planning	Safe and healthy housing standards that comply with minimum legal requirements.

ACTION PLAN 3:	
Promote safe and healthy drinking water	
Purpose / Aim	
Sufficiently healthy and safe water to all residents	
Outputs	**Outcomes**
Continuous sampling of suspicious water **Identification and reduction of sources of pollution** **Educational aspects in terms of water purification** **Identification of suitable, exploitable and sustainable sources of water** **Negotiate subsidies for housing upgrades**	**Safe and healthy water meeting SABS 241 of 2006 standards**

ACTION PLAN 4:	
Promote supply of safe and healthy toilet facilities and refuse removal at residences	
Purpose / Aim	
Address backlogs in sanitation	
Outputs	**Outcomes**
Health promotion **Motivate farmers for flush toilets** **Investigate installation of public toilet facilities** **Monitor cholera** **Sampling of sewerage effluent** **Provision of subsidies for farm workers** **Coordination of collection of medical waste** **Ensure nuisance free refuse removal and disposal frequency** **Encourage recycling** **Monitor dumping sites and advise on waste sites**	**Sanitation backlogs addressed** **Healthy environment**

ACTION PLAN 5:	
Ensure safe food reaches the public	
Purpose/Aim	
Food industry legally compliant	
Outputs	**Outcomes**
Regular sampling **Education** **Needs assessment**	**Food premises meet legal requirements** **Improved hygiene practises in the informal meat trading industry**

ACTION PLAN 6:	
Health promotion	
Purpose/Aim	
Empowered communities addressing their own health and safety	
Outputs	**Outcomes**
Uniform educational material and programmes **Community environmental clean up programme** **Awareness exhibitions** **Live educational theatre at schools**	**Healthy and safe environment through community participation and awareness**

ACTION PLAN 7:	
To address MHS issues such as prevention of notifiable diseases, safe burials, safe handling of	

hazardous substances, nuisance free running of businesses, and safe buildings	
Purpose/Aim	
Healthy communities	
Outputs	**Outcomes**
Health promotion **Verifiable health information system** **Investigations after reports** **Preventative control measures** **Monitoring presence of vectors** **Pauper burials in the DMA** **Evaluation of storage premises of hazardous substances** **Investigation of cases of toxicological poisoning** **Appropriate inspection audits for industries** **Continuous routine inspections** **Approval or rejection of building plans** **Control unlawful building in the DMA** **Provide health input into B municipality building plans**	**Food premises meet legal requirements**

ACTION PLAN 8:	
Render a limited environmental management function	
Purpose/Aim	
Development of capacity within the department to render an environmental management function	
Outputs	**Outcomes**
Strategic planning sessions, a needs assessment and training **Collect all budget information** **Needs assessment** **Education & training** **River sampling** **Planting of trees** **Cleaning Cape Winelands**	**Capacitated department able to render an environmental management service.** **Status of river quality known** **A greener Cape Winelands** **A cleaner Cape Winelands**

6.3.2 HEALTH PROJECTS/RURAL DEVELOPMENT PROGRAMME:

PROGRAMME OBJECTIVE
To coordinate and implement social development in the Cape Winelands District **To develop sustainable service delivery and development programme by building a network of community workers and partners (government and civil society) through out the district.**
ACTION PLAN 1:
To liaise with B. Municipalitites, formalise structures, support and train lay health workers in high-risk farming and urban areas within the district **Monitoring and evaluation**

Purpose/Aim	
Social Development unit and programmes in CWDM	
Outputs	**Outcomes**
Coordination structures & schedules Monitoring and Evaluation mechanisms	Networked and resourced communities.

ACTION PLAN 2:	
Implementation of CWDM priority social development programmes: Substance Abuse, Targeted groups (youth, gender, elderly, disabled, HIV/AIDS, food security, heritage, sports, arts & culture, libraries, families & children, Early Childhood Development	
Purpose/Aim	
Community based projects directly impacting on the lives of individuals in the community	
Outputs	**Outcomes**
100 food gardens. 12 ECD centres supported. Train the trainer programmes. Peer counsellors Awareness events, Youth Day, Women' Day, Heritage Day, Childrens Day etc 12 CBOs involved in HIV/AIDS prevention supported	Decrease in incidence of TB, Substance abuse, street children, domestic violence Increased HIV/AIDS awareness, special needs?????? Minimum TB cure rate of 72%, Reduce incidence of FAS by 1% p.a., more than 80% of newborns to have birth weight above 2.5kgs, decrease in rate of new infections for HIV/AIDS

ACTION PLAN 3:	
Build strong coordination and implementation structures and programmes	
Purpose / Aim	
Strong community based social development committees with skills to identify and manage projects and lobby for resources	
Outputs	**Outcomes**
At least 20 committees registered as community trusts	Direct access and management by communities to, and of, resources.

6. 4 PUBLIC SAFETY AND PLANNING SERVICES

PROGRAMME OBJECTIVE
Administration Emergency Services Sustainable Land Use and Regional Planning Public Transport Planning

ACTION PLAN 4.1:	
Manage and coordinate the development, implementation and maintenance of: Emergency Services Sustainable Land Use and Regional Planning Public Transport	
Purpose / Aim	
To establish administer and manage the Department in terms of delegated powers.	
Outputs	**Outcomes**

Collective outputs of :	Collective outcomes of :
1. Emergency Services	1. Emergency Services
2. Sustainable Land Use and Regional Planning	2. Sustainable Land Use and Regional Planning
3. Public Transport	3. Public Transport

ACTION PLAN 4.2:

Fire Service: Statutory Compliance: The Municipal Structures Act, 1998 (Act 117 of 1998) as amended.

Purpose / Aim

Compliance with the Act and to establish a full and equal professional fire service to deliver a service of equal standard to the total population of the CWDM

Outputs	Outcomes
1. Planning, co-ordination and regulation of Fire Service.	1. Well trained full time personnel corps and reservists/volunteers.
2. Specialised fire fighting service such as mountain, veld and chemical fires.	2.Effective service delivery
3. Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures.	3. Establishment of a training Centre.
4. Training of Fire Officers.	4. Mutual Aid agreements concluded.
	5. Establishment of JFS Committee.

ACTION PLAN 4.3:

Disaster Management: Statutory Compliance: The Disaster Management Act, 2002 (Act 57 of 2002)

Purpose / Aim

Statutory Compliance with the act

Outputs	Outcomes
1. To establish and implement a framework for disaster management.	1. Framework aligned with Provincial and National Frameworks.
2. To establish a disaster management centre.	2. Disaster Management Centre operational.
3. To establish a disaster management advisory forum.	3. Advisory forum established.
4. Prepare disaster management plans.	4. Disaster Plans concluded.
5. Establish a unit of volunteers.	

ACTION PLAN 4.4:

Public Transport Planning - To promote a safer public transport environment.

Purpose / Aim

To enhance, promote and improve the safety of all pedestrians throughout the CWDM

Outputs	Outcomes
Develop pedestrian road safety awareness educational material	1. Improved pedestrian safety behaviour
	2. Improved safety environment by reducing pedestrian accidents
	3. Monitor usage of material

ACTION PLAN 4.5:

Upgrading existing public transport facilities

Purpose / Aim

To ensure universal compliance of public transport facilities in the CWDM

Outputs	Outcomes
Improve accessibility/appearance of public transport facilities.	1. Acceptability by commuters/operators
Environmentally acceptable and sustainable facilities.	2. Promote and improve safety

ACTION PLAN 4.6:

Implementation of Safer Journeys to Rural Schools Strategy	
Purpose / Aim	
Provision of sidewalks, shelters, embayments and upgraded accesses at rural schools.	
Outputs	**Outcomes**
Implementation of infrastructure projects at rural schools. Enhance the safety of public transport.	To promote passenger and pedestrian safety

ACTION PLAN 4.7:	
Implementation of Non-Motorised Transport Master Plan objectives (pedestrian/cycle paths)	
Purpose / Aim	
To improve the mobility and safety of the captive community by developing a network of pedestrian/cycle paths and related infrastructure.	
Outputs	**Outcomes**
Creation of a network of pedestrian/cycle paths and related infrastructure. Establishment of bicycle maintenance workshops	Increased mobility of community Transfer of skills to previously unemployed Creating economic opportunities

ACTION PLAN 4.8:	
Statutory compliance - National Land Transport Transition Act, Act 22/2000 with respect to public transport planning	
Purpose / Aim	
Regulate and plan public transport	
Outputs	**Outcomes**
Current Public Transport Record. Operating License Strategy. Public Transport Plan. Integrated Transport Plan.	1. determine current status of public transport 2. co-ordinate, implement and manage all statutory public transport plans in terms of the NLTTA. 3. A sustainable and safe public transport network in the CWDM. 4. Implementation of public transport planning related- and pilot projects

6.5   SUSTAINABLE LAND USE AND REGIONAL PLANNING

PROGRAMME OBJECTIVE
To ensure sustainable development and environmental management in the Cape Winelands District Municipality

ACTION PLAN 5.1:
Environmental Planning
Purpose / Aim
To provide an "ecological and social framework within which government, community, corporate and other private interests share responsibility for co-ordinating land-use planning for both public and private land for defining and implementing development options that would ensure that human needs are met in a sustainable way". To provide detailed environmental guidelines that can be incorporated into the planning and implementation of development activities within the district area.

To develop a framework that will address the environmental consequences of development, integrate the natural environmental concerns into the planning process, and provide a Strategic Environmental Plan.

Delineation of spatial planning categories:

- to serve as a guide to local municipalities to delineate and refine spatial planning categories (32)

- Provide a framework to guide decision making regarding land use that can better inform zonations, laws and regulations.

- Provide a framework in terms of which land use decisions would be standardised throughout the District and Province.

Outputs	Outcomes
1.Cape Winelands Biosphere	**1. Application document finalised and submitted to UNESCO for registration as a biosphere reserve.**
	2. Development of Spatial development Plan for the Cape Winelands Biosphere Reserve.
	3. Delineation of the 6 spatial planning categories for the district area that will serve as a guide to local municipalities to delineate and refine their spatial planning categories (32).
	4. Promotion of incentive schemes for the conservation of the natural environment
	1. Environmental Strategy Report.
	2. Strategic Environmental Management Plan (SEMP).
2.Strategic Environmental Assessment (SEA)	**3. SEMP to provide guidelines on decision making; guidelines on how to maximise the opportunities and overcome the constraints for sustainable development within the Cape Winelands Area; indicate key initiatives that should be a priority for environmental management in the District aligned with the sector Development plans, IDP and Performance Management System.**
ACTION PLAN 5.2	
Regional Planning	

Purpose / Aim
- Create and promote opportunities to optimise the utilisation of existing resources including agriculture, land, natural environmental, water minerals, build infrastructure, roads, transport and social facilities as to facilitate tourism and environmental conservation as a socio-economic base for the area   - Discourage inefficient and insensitive development and protect the agriculture and biodiversity resource base of the area   - Contribute to the correction of historically distorted patterns of landownership and settlement etc.   - Provide generic policy on development in rural areas, outside the urban edge, which will serve as basis for local municipalities to adopt and refine where needed.

Outputs	Outcomes
Spatial Development Framework for the Cape Winelands District Municipal Area	<u>District Strategic Projects:</u> 1. Guidelines for development management within the limits of the environmental capacity of the DMA. 2. Economic growth for the Area 3. Improve access to economic opportunities. 4. Guidelines for the evaluation of land use applications in the Rural Areas 5. Implementation Plan for the CWSDF 6. Land audit for the entire district area. 7. Safer Journey's to Rural School's Strategy 8. Delineation of Spatial Planning Categories (SPC's) 9. Strategic Environmental Assessments (SEA) 10. Establishment of a biosphere reserve 11. Water limitations on growth 12. Renewable energy resource 13. Solid waste disposal and recycling strategy 14. District Management Area SDF 15. District spatial-economic strategy

	16. District Scenic Routes Study **Joint and local spatial strategic projects :** **1. Policy on development In rural areas** **2. Urban edge guidelines** **3. Focus hamlets study** **4. Guidelines for land audit and assets register** **5. Guidelines for town centre revitalisation** **6. Input into land reform projects**

Action Plan	**National/Provincial Alignment**
Action Plan 5.3 Statutory Compliance – Disaster Management Act	National Disaster Management Framework Provincial Disaster Management Framework
Action Plan 5.4 To promote a safer public transport environment	National Land Transport Strategic Framework Provincial vision for Public Transport – Strategic Delivery Programme
Action Plan 5.5 To ensure universal compliance of public transport facilities	National Land Transport Strategic Framework Provincial vision for Public Transport – Strategic Delivery Programme
Action Plan 5.6 Implementation of safer Journeys to Rural Schools Strategy	National Land Transport Strategic Framework Rural Transport and Development Strategy Provincial vision for Public Transport – Strategic Delivery Programme

Action Plan 5.7 Implementation of non-motorised transport master plan	National Land Transport Strategic Framework Rural Transport and Development Strategy Provincial vision for Public Transport – Strategic Delivery Programme
Action Plan 5.8 Statutory compliance – NLTTA	National Land Transport Strategic Framework Rural Transport and Development Strategy
Action Plan 5.1 Environmental Planning	Provincial Spatial Development Framework National Spatial Development Perspective
Action Plan 5.2 Regional Planning	Provincial Spatial Development Framework National Spatial Development Perspective

6.6   INSTITUTIONAL AND FINANCIAL MANAGEMENT

PROGRAMME OBJECTIVE	
IDP and Strategic Services Human Resource Management Administrative Support Service Financial Services Administration and Governance Council	
ACTION PLAN 6.1:	
Strategic and Corporate Service Management	
Purpose / Aim	
Manage and Coordinate the Development, Implementation and Maintenance of: **1. IDP and Strategic Services** **2. Administrative Support Services** **3. Human Resource Management**	
Outputs	**Outcomes**
Collective Inputs of: **1. IDP and Strategic Services** **2. Administrative and Support Services**	**Collective Inputs of:** **1. IDP and Strategic Services** **2. Administrative and Support Services**

3. Human Resource Management	3. Human Resource Management
ACTION PLAN 6.2:	
Performance Management	
Purpose / Aim	
To initiate, develop, implement and report on the management of performance of the Integrated Delivery Plan of the CWDM	
Outputs	**Outcomes**
1. KPIs for Each Strategic Objective 2. Performance Reporting 3. Functioning Institutional Arrangements	1. Strategic Information Available for Decision-makers 2. Focussed Developmental Interventions 3. Enhanced Organisational and Individual Performance 4. Performance Consistent with IDP Objectives 5. Informed Stakeholders
ACTION PLAN 6.3:	
IDP Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor IDP delivery	
Outputs	**Outcomes**
1. Approved IDP 2. Budget and PMS aligned to IDP 3. Reports on IDP delivery 4. Stakeholder Participation Forums	1. Coordinated IDP implementation 2. Achievement of IDP objectives 3. Informed Stakeholders
ACTION PLAN 6.4:	
PIMS Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor PIMS capacity building programmes, co-ordinate district wide approaches within IDP and PMS.	
Outputs	**Outcomes**
1. National, Provincial and Local Meetings 2. Needs Analysis Database 3. Workshops 4. Report Compilation	1. Coordinated Service Delivery Across B and C-Municipalities 2. Approved IDPs 3. PMS established within B and C-Municipalities 4. Capacitated Officials in B and C-Municipalities 5. Compliance with Legislation and Directives within B and C-Municipalities
ACTION PLAN 6.5:	
Human Resource Management	
Purpose / Aim	
Develop, update, maintain, implement and monitor sound labour relations and human resource management policies in compliance with relevant legislative framework.	
Outputs	**Outcomes**
1. Policy completion and implementation 2. Completion of Employment Equity Plan and implementation 3. Completion of HR plan 4. Implementation of WPSD 5. Develop and implement health and safety measures 6. Implement effective and efficient HR Systems	1. Diverse and competent workforce which achieves CWDM 's vision 2. Well informed personnel and motivated personnel 3. Attraction and retention of quality personnel, 4. Effective and efficient HR systems and administration 5. Sound labour relations

and administration, 7. Improved employee-employer relations 8. Completion of HR Strategy	6. Compliance with Relevant Legislative Frameworks

ACTION PLAN 6.6:
Administrative and Logistical Support Management
Purpose / Aim
Provision of: (a) Support, Administrative and Secretarial Services to Committees of Municipality and Council   (b) Provide Legal Support Services and Updating of By-laws

Outputs	Outcomes
1. Agendas and Minutes for Council and Committees of Municipality 2. Implementation of Council and Committee Decisions 3. Legal Advice and Opinions 4. Distribution and Archiving of Documents 5. General Administrative and Logistical Support	1. Effective Decision Making and Implementation 2. Legal Compliance 3. Effective and Efficient Communication 4. Easily Accessible Documentation 5. Reliable Vehicle Fleet

ACTION PLAN 6.7:
Income
Purpose / Aim
To maximise Income

Outputs	Outcomes
1. Collection of Regional Services Levies. 2. Collection of all debtors raised 3. Sufficient collection points established. 4. Provision of accurate and reliable information.	1. Positive liquidity 2. Satisfied customers 3. Accurate business reports. 4. Low outstanding debtors.

ACTION PLAN 6.8:
Budgetary Control and Expenditure
Purpose / Aim
To maintain and operate all expenditure systems effectively and efficiently

Outputs	Outcomes
1. Execution or the procurement and payroll functions according to Council's policies. 2. Timely payment of creditors 3. Provision of a centralized store keeping service.	1. Legal compliance. 2. Minimised outstanding creditors. 3. Budget control.

ACTION PLAN 6.9:
Budget- and Financial Management and Control
Purpose / Aim
To maintain and operate all expenditure systems effectively and efficiently

Outputs	Outcomes
1. Investments according to policies and programs. 2. Compilation of a multi-year capital and operating budget. 3. Compilation of annual financial statements. 4. Updating of the asset register.	1. Secure investments 2. Approved budget. 3. Audited Financial Statements. 4. Accurate asset register. 5. Effective decision-making.

5. Provision of timeous and comprehensive management information. 6. Financial administration of capital investments. 7. Maintenance of financial information software.	

ACTION PLAN 6.10:

Administration and Support

Purpose / Aim

To provide administrative support to the Financial Department

Outputs	Outcomes
1. Draft items to Council. 2. Maintenance of the micro structure. 3. Manage personnel. 4. Manage PMS in the Finance Department. 5. Provide induction, skills development and training support.	1. Accurate items to Council. 2. Higher level of service delivery in the Finance Department. 3. Management of the Finance Department.

ACTION PLAN 6.11:

Information Technology

Purpose / Aim

Monitor equipment, rectify problems and assist users.

Outputs	Outcomes
1. Liaise with service providers. 2. Regular update of computer hardware and software. 3. Maintenance of hardware.	Effective Information Technology system.

ACTION PLAN 6.12:

Statutory compliance management.

Purpose / Aim

Monitor and provide legal opinion on council matters.

Outputs	Outcomes
1. Vetting and drafting of contracts 2. Legal opinions 3. Drafting legal documents	Legally compliant decisions and actions

ACTION PLAN 6.13:

Internal Audit

Purpose / Aim

To examine and evaluate the economy, effectiveness and efficiency of its activities as a service to management and the council.

Outputs	Outcomes
1. Execution of various audits. 2. Furnishing reports with analyses, recommendations, appraisals, council and information 3. Recommend improvements in procedures and systems to prevent waste extravagance and fraud.	1. Effective Internal Audit function 2. Legal Compliance 3. Effective and Efficient controls 4. Higher level of service to all Departments

ACTION PLAN 6.14:

Intergovernmental and Public Relations

Purpose / Aim

1. Liaise and maintain excellent relations between Municipality and stakeholders.
2. Write articles, press releases, brochures, etc.

3. Facilitate internal communications between councillors and officials.	
4. Protocol arrangements.	
Outputs	**Outcomes**
Enhance municipal image and public relations.	Enhanced municipal image and public relations.
ACTION PLAN 6.15:	
Monitor IDP delivery.	
Purpose / Aim	
To ensure that the CWDM structures co-operate towards the efficient, effective and sustainable use of all its resources to reduce poverty and stimulate regional economic growth.	
Outputs	**Outcomes**
1. Make policies and by-laws. 2. Applying due diligence in decision-making. 3. Monitor implementation of policies and decisions. 4. Effective internal and external communications. 5. Facilitate inter-governmental, parastatal and private sector co-operation.	1. Stimulate LED and reduce unemployment. 2. Provision of housing 3. Address backlogs of service delivery and infrastructure. 4. Environmental spatial development. 5. Foster co-operative governance

7. PROVICIAL PROGRAMMES

7.1 Department: Premier

This Department's main programmes are:

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

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

The Department has provided seed funding for a **Human Right Programme** in each district aimed at institutionalising gender at local government level.

7.2 Department: Community Safety

This Department's main programmes are:

1. *Administration*: Deals with administrative support to the MEC and department.

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

Activities in Cape Winelands District

There is focused Social crime Prevention programmes related to:

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

7.3 Department Education

This Department's main programmes are:

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

7.4 Department Health

This Department's main programmes are:

1. ***Administration***: Deals with administrative support to Department (including information, equipment and financial management)
2. ***District health services***: Deals with primary health care and district hospital services (i.e. specific disease support (TB; HIV/AIDS), woman's/child/youth health, community health clinics, community based services, HIV/AIDS, nutrition, coroner services, hospitals per district and the Global HIV/AIDS Fund.)

3. ***Emergency medical services***: Deals with pre-hospital emergency services – including inter-hospital transfers and planned patient transport.
4. ***Provincial hospital services***: Deals with specialist services, rehabilitation and health professional training and research (including regional, tuberculosis, psychiatric/mental, chronic medical and dental training hospitals).
5. ***Central hospital services***: Deals with tertiary health services and a platform for training of health workers (Red Cross Children's Hospital, Tygerberg Hospital, Groote Schuur Hospital)
6. ***Health sciences and training***: Deals with nurse training, emergency medical services training, bursaries, primary health and general training.
7. ***Health care support services***: Deals with support services including laundry, engineering, forensic, orthotic & prosthetic services and the medicine trading account.
8. ***Health Facilities Management***: Deals with construction and maintenance of health facilities.

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

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

7.5 Department: Social Development

This Department's main programmes are:

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

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

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

7.6 Department Local Government and Housing

This Department's main programmes are:

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

Municipal Infrastructure Grant (MIG): Cape Winelands

ADD

7.7 Department Environmental Affairs and Development Planning

This Department's main programmes are:

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

7.8 Department Transport and Public Works

This Department's main programmes are:

1. *Administration*: Deals with internal skills and departmental administration. This department manages the Government Vehicle fleet.
2. *Public Works*: Deals with maintenance of provincial assets in education, health facilities, agriculture, provincial property and land, and the Extended Public Works Programme (EPWP)
3. *Roads Infrastructure*: Deals with the planning, design, construction and maintenance of provincial roads network
4. *Public Transport*: Deals with the public transport and mobility (i.e. mobility strategies, public transport plans, construction of pedestrian/cycle paths, taxi ranks, minibus taxi industry and major public transport corridors and interchanges)
5. *Traffic Management*: Deals with motor vehicle licensing, and road safety (including overload control on roads).

6. **Community based programme**: Deals with creation of EPWP work opportunities under the 'Saamstaan' School Maintenance, Zenzele Road Maintenance and Community Access Roads Programmes as well as empowerment through skills training and mentorship.

7.9 Department of Agriculture

This Department's main programmes are:

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

7.10 Department Economic Development and Tourism

This Department's main programmes are:

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

7.11 Department Cultural Affairs and Sport

This Department's main programmes are:

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

PROVINCIAL GOVERNMENT 's TEN POINT PROGRAMME:

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

8. Summary of local IDP's

8.1 Stellenbosch:

Focus Area 1: Services

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

Focus Area 2: Development

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

Focus Area3 : Living Environment

Another object of local government in terms of *the Constitution is the promotion of a safe and healthy environment.
Communities should be actively involved in order to achieve the health consciousness and commitment necessary for the attainment of goals set at the various levels. People must realise that, without their active participation and involvement, little progress can be made in improving their health status.
One of the critical measures of a healthy community is its citizens feeling safe in the areas where they live, work and shop. This implies taking a proactive approach to build safe neighbourhoods by addressing not only crime and disorder but also conditions such as housing, physical appearance and economic vitality that impact the safety of a neighbourhood. There must be an emphasis on educating, engaging and empowering residents to become active partners in the development of collaborative solutions that result in a safer municipal area.
In undertaking its housing programme, the Municipality must strive to eliminate previous approaches which had effectively separated the provision of housing stock from other services, be they physical or social. The housing programme will not be limited to housing, but will be promoted in such a manner as to give meaning to the goal of creating viable communities.

Focus Area 4: Community

The Municipality has an obligation in terms of the *Constitution to encourage the involvement of communities and community organisations in the matters of local government. To enable the community to participate, the Municipality must –
• create the right conditions;
• contribute to building the capacity of the local community;
• establish appropriate mechanisms, processes and procedures; and
• establish a good system of communication.

According to the World Bank Social Capital refers to the institutions, relationships and norms that shape the quality and quantity of a society's social interactions. Increasing

evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. Social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together.

Social capital consists of the stock of active connections among people: the trust, mutual understanding, and shared values and behaviours that bind the members of human networks and communities and make cooperative action possible. Communities with a good 'stock' of social capital are more likely to benefit from lower crime figures, better health, higher educational achievement and better economic growth.
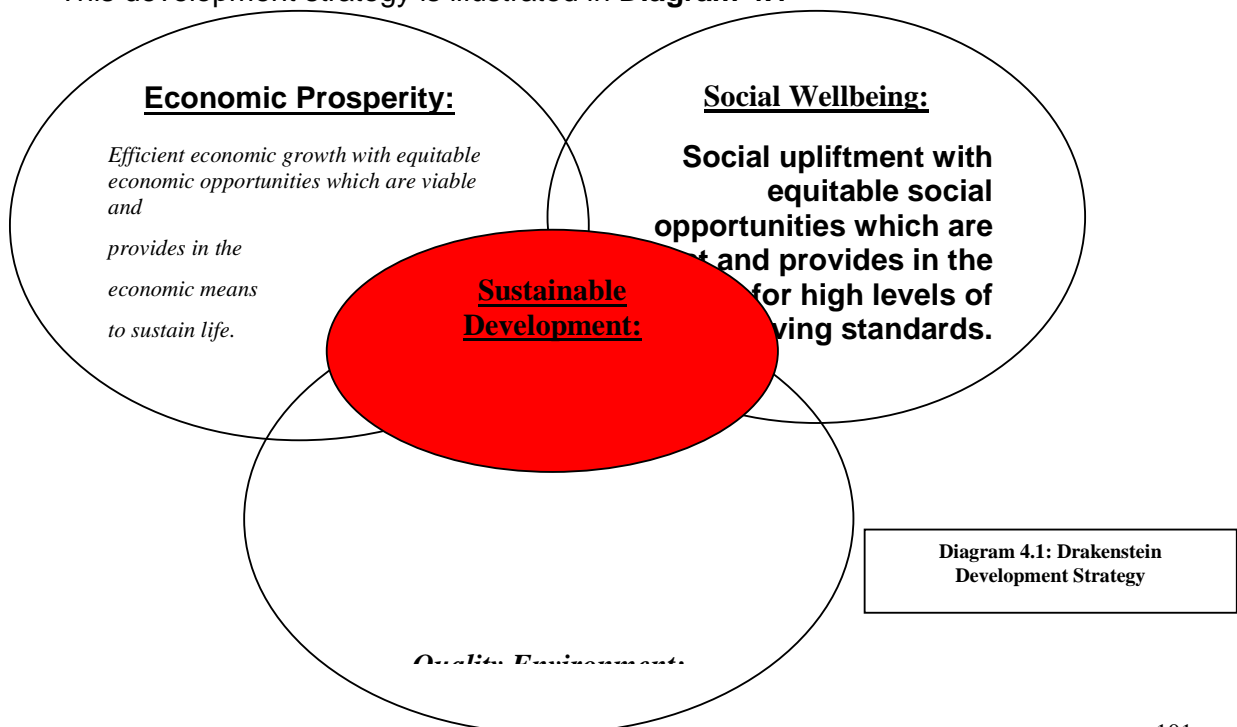
Focus Area5: Governance

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

8.2 Drakenstein:

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

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

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

Economic Prosperity:

Efficient economic growth with equitable economic opportunities which are viable and

provides in the

economic means

to sustain life.

Social Wellbeing:

Social upliftment with equitable social opportunities which are ___ and provides in the ___ for high levels of ___ving standards.

Sustainable Development:

Quality Environment:

Diagram 4.1: Drakenstein Development Strategy

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Strategic Development Priorities

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

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

8.3 Witzenberg:

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

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

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

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

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

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

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

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

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

Priority Issues

Basic services for informal settlements Health
Housing Land Reform
Sustainable service delivery (garden refuse) Crèches
Economic Development & job creation Safety
Educational & skills development Youth development

Infrastructure (Roads) Institutional
Financial Viability Public Transport

8.4 Breede Valley;

BVM IDP Priority Areas

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

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

BVM IDP PRIMARY PRIORITY AREAS

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

8.5 Breede River Winelands:

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

- **Housing**
  This area related to three distinct aspects, i.e
    - Provision of subsidized (low cost) housing,
    - The provision of services in informal settlements
    - Social Housing as new venture

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

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

- **Delivery of quality basic services**
  This relates to the provision of infrastructure be it new, upgrading or maintenance thereof.

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

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

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

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

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

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

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

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

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

- **Pro-poor: Pro Development**
  The capital program of the municipality is pro development. Good infrastructure is a pre requisite for development.

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

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

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

9. BUDGET – SEE ANNEXURE "M"