



Greater Oudtshoorn Municipality

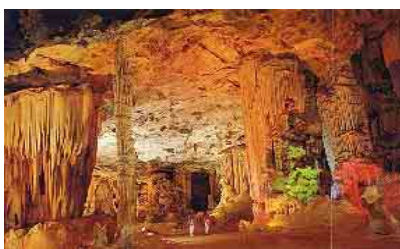


REVISED

INTEGRATED

DEVELOPMENT PLAN

2005 / 2006



Peace And Prosperity For All

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THE PLANNING PROCESS

INTRODUCTION

In terms of the Local Government: Municipal Systems Act, 2000 local authorities are required to formulate an Integrated Development Plan. The act stipulates that each municipality must plan, direct and manage its capacity and resources to support the successful implementation of the Integrated Development Planning process.

The IDP document describes how the municipality will implement this new planning and development system. It will serve as framework in terms of which the municipality will carry out its mandate with regard to the IDP. It will also ensure that the proposed IDP process is legitimate, realistic and in accordance with legislative requirements.

This Draft Revised IDP 2005/2006 document should be read in collaboration with the IDP document for Oudtshoorn Municipality in 2002, 2003, 2004 and the Spatial Development Framework.

LEGAL FRAMEWORK

The legal requirements in respect of the IDP are stipulated in the relevant Acts and Regulation. The Oudtshoorn Municipality envisage achieving its set objectives and responsibilities as per Sect. 152(1) of the National Constitution 1996 with the limited financial and administrative resources available:

- a) To provide democratic and accountable government for local communities
- b) To ensure the provision of services to communities in a sustainable manner
- c) To promote social and economic development
- d) To promote a safe and healthy environment
- e) To encourage the involvement of communities and community organisations in the matters of local government.

In addition to the requirements for every municipality to compile an Integrated Development Plan (IDP), the Municipal Systems Act, 32 of 2000 also requires that the IDP be implemented, and that the municipality monitors and evaluates its performance.

STRATEGIC APPROACH TO REVISED IDP

Section 34 of the Municipal Systems Act (MSA) deals with the review and amendment of the IDP:

“Annual review and amendment of the Integrated Development Plan

(a) Municipal council:

- Must review its integrated development plan

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) To the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process”

OVERVIEW OF THE IDP REVIEW PROCESS

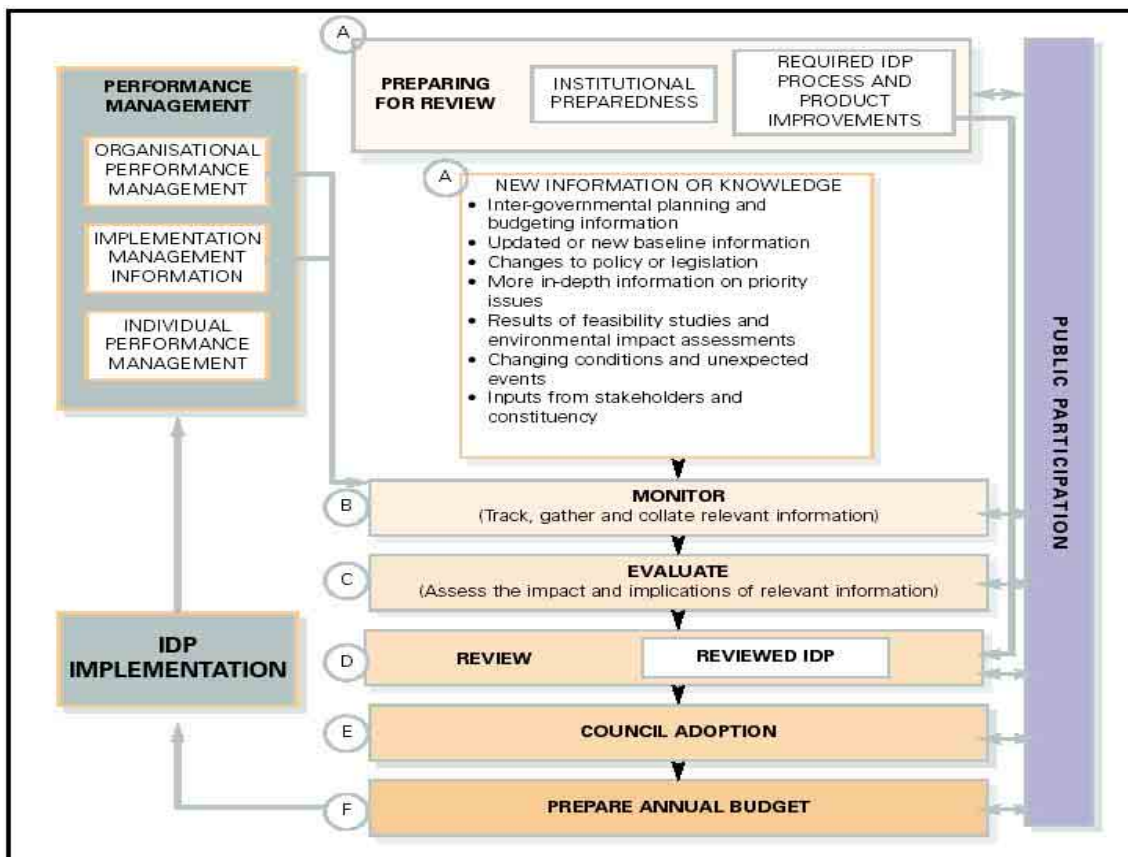
The IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's strategic plan.
- Inform other components of the Municipal business process including institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant the Municipality must assess implementation performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address problems. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of IDP.

As the Municipality's strategic plan, the IDP informs Municipal decision-making as well as all the business processes of the Municipality. The annual revision of the IDP must inform the Municipality's financial and institutional planning and - most importantly - the drafting of the annual budget. It must be completed in time to properly inform the latter. The annually reviewed IDP is a key form of the Municipality's rolling three year Medium Term Strategic (MTSF) and Expenditure (MTEF) Frameworks required by national and provincial government.

The IDP Revision Process



IDP as a Process – A Process Summary

The process described above represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP. Throughout the year implementation/performance is monitored, new information becomes available and major unexpected events may occur. Some of this information is used to make immediate changes to planning and implementation. Relevant inputs are then integrated in the annual review of the IDP. After adoption of the revised IDP, implementation as well as situational changes will continue to occur, which are again monitored throughout the year and evaluated for consideration in the next IDP review.

Review Process

The knowledge generated by the evaluation process now has to be taken into account and dealt with. This is done by assessing the content of the existing IDP and affecting appropriate changes. This may include:

- a refined understanding of the situation around priority issues;
- refined/amended/additional objectives;
- revised or new strategies, including strategies to improve implementation;
- revised or new projects; and
- to reflect all of the above, in revised integrated plans and programmes including a revised Medium Term Expenditure Framework.

Review activities include revision of:

- projects/formulation of new projects by project task teams;
- sector programmes; and
- integrated programmes (e.g. LED Programme/Integrated Spatial Development Framework/financial plans and programmes).

Role – player participation

Involving others is the key to an integrated development planning process. But involving others is a costly process and it takes time. Involving others means involving the public, but also other spheres of government, local authorities, district role-players, specialists and consultants. Public participation is not equally relevant and appropriate in each stage of planning, and not all participation procedures are equally suitable for each planning step. To limit participation costs, to avoid participation fatigue, and to optimize the impact of participation, specific mechanisms of participation were employed during the process.

Regular consultation meetings were held with combined IDP Steering committee members and Representative Forum members ensuring efficiency of the review process.

A series of public participation meetings were scheduled to inform public about the review process as well as to access the identified key performance areas with its identified development priorities.

These IDP public participation meetings were presented together with the finance department of the municipality who introduced the municipality's draft budget to the public.

Schedule of meetings held regarding the 2005/2006 review process:

Place	Date	Time
Dysselsdorp	18 April 2005	19h00
De Rust/Blomnek	14 April 2005	19h00
Toekomsrus	19 April 2005	19h00
Bongolethu Hall	20 April 2005	19h00
Oudtshoorn Dorp	25 April 2005	19h00
Nicolania Hall	26 April 2005	19h00
Schoemanshoek	28 April 2005	19h00

Vlakteplaas	3 May 2005	19h00
Welbedaght / Lategansvlei	4 May 2005	19h00
Volmoed	5 May 2005	19h00
Bergsig Primary	9 May 2005	19h00
Matjiesrivier	10 May 2005	19h00

Eden District municipality revision process:

The Eden district municipality's review process was well supported by Oudtshoorn officials and councilors with regular feedback to Oudtshoorn Steering committee and Representative forum ensuring proper alignment of the Oudtshoorn IDP to the district process.

OVERVIEW OF THE SITUATION

CHARACTERISTICS

The Greater Oudtshoorn is located in the heart of the Little Karoo, Western Cape, South Africa. The new area of jurisdiction incorporated the former Oudtshoorn, Dysselsdorp, De Rust and the surrounding rural areas. The Greater Oudtshoorn Municipality governs and administers an area of approximately 9040 Ha in extent. The Municipal jurisdiction area consists of 12 wards with an estimated 94 000 voters and a total population of approximately 211 000 inhabitants.

POPULATION

The Coloured community makes up the largest sector (77%) of the population followed by the White population (15%), African population (8%), Others and Indian population (0,09%). The Census 2001 compared with the Census 1996 shows a population growth of 6,5% in the total population. The Coloured and African population shows an increase of 9,05% and 28% respectively with the white population a decrease of 7,1% over the period 1996 to 2001.

The gender profile reveals that (48%) of the population are male, and (52%) are female. The age breakdown profile reveals that the working age group comprises of (52%) of the total population, with a large youth component (43%) under the age of 19 years. The age and gender profile of the various communities may be indicative of development needs and socio-economic status.

Data Source: Statistics South Africa: Census 2001 & 1996

Total Population	84,692	
Households	18,413	
Population Demographics		
African	6,842	8%
Coloured	64,803	77%
Indian	82	0,09%
White	12,965	15%
Gender		
Male	40,633	48%
Female	44,059	52%
Age Categories		

Children (0 – 19)	36,151	43%
Youth (20 – 34)	19,500	23%
Middle Age (35 – 64)	24,172	29%
Elderly (65 – over)	4,871	5%

LANGUAGE

The 2001 census shows that Oudtshoorn has a predominantly Afrikaans speaking population of 92% with a Xhosa (6%) and English (1,48%) speaking community. Almost all the official languages of the country are being spoken within Oudtshoorn to a more or less extent.

Language		
Afrikaans	77,953	92%
English	1,571	1,48%
IsiNdebele	14	0,01%
IsiXhosa	4,702	6%
IsiZulu	73	0,08%
Sepedi	27	0,03%
Sesotho	98	0,12%
Setswana	71	0,08%
SiSwati	20	0,02%
Tshivenda	18	0,02%
Xitsonga	50	0,05%
Other	94	0,11%
TOTAL	84,692	

ANNUAL MONTHLY HOUSEHOLD INCOME

A key constraint in planning for infrastructure delivery is household affordability. Knowing the existing situation regarding household incomes is a key part to understanding consumer's affordability levels. These levels should be taken into account when setting service level targets.

In order to adequately understand affordability, typical monthly bills need to be assessed against what people earn. This needs to be looked at in terms of how the Equitable Share will be allocated and what the indigents policy of the municipality is.

Annual Household Income		
None	1,182	6%
R 1 – R 4 800	879	5%
R 4 801 – R 9 600	3,031	17%
R 9 601 – R 19 200	4,216	23%
R 19 201 – R 38 400	3,883	21%
R 38 401 – R 76 800	2,522	14%
R 76 801 – R 153 600	1,747	9%
R 153 601 – R 307 200	690	4%
R 307 201 – R 614 400	101	0,5%

R 614 401 – R 1 228 800	32	0,17%
R 1 228 801 – R 2 457 600	18	0,09%
Over R 2 457 601	11	0,05%
Not applicable (institutions)	100	0,19%
TOTAL	18,413	100%

EDUCATIONAL LEVELS

A fairly high percentage (30%) attended some primary education, with a total of 38% completed some secondary education. Only 4% of students completing grade 12 went to complete a higher education.

Education Levels		
Not applicable	8,546	10%
No Schooling	8,239	10%
Some Primary	25,074	30%
Completed Primary	7,057	8%
Some Secondary	22,141	26%
Std 10 / Grade 12	10,318	12%
Higher	3,317	4%
TOTAL	84,692	100%

EMPLOYMENT

The employment profile of the municipal district shows that 66% of the total work force is employed with 34% unemployed. The 2001 census compared to the 1996 census shows an increase 33% in the unemployment rate. Employment on the other hand decreased with (0,67%). The employment statistics shows now increase in employment opportunities, as the figure of employment is fairly constant.

Employment Statistics		
Employed	20,560	66%
Unemployed	10,462	34%

MAIN CATEGORIES OF ECONOMIC ACTIVITY

Social Services are the biggest job contributor (24%) with farming (6%) and trade (5,75%) as other major contributors.

Industries		
Farming	3,875	19%
Mining	25	0,12%
Manufacturing	1,726	8%
Utilities	78	0,88%
Construction	1,051	6%

Trade	3,056	15%
Transport	482	2%
Business Services	1,030	5%
Social Services	5,028	24%
Private Household	1,676	8%
Undetermined	2,531	12%
TOTAL	20,560	100%

AGRICULTURE



- Lucern farmers
- Vegetable seeds and onion seeds exported to the USA.
- Ostrich Farming

Agriculture is one of the driving forces behind the economy of Oudtshoorn. Export of agriculture commodities with the favorable exchange rate between South Africa and most of the developed world economies, will open more opportunities for exports and commodity imports. Council will formulate policy through its local economic development plan, to encourage investors in this specific field.

TRAINING FACILITIES



- The South African National Defence Force Infantry School
- The South African Police Services training school
- South Cape College
- Kolping House Training Centre
- Skills Training Facilities

Oudtshoorn provide training facilities of international standard for the Defence Force and Police Services. These training facilities are attended by ± 10,000 recruits from South Africa and countries such as Arabia, Nigeria, Zimbabwe. The British Royal Army use Oudtshoorn as training facility every year.

TOURISM



- Ostrich Farms
- Cango Caves
- Cango Wildlife Ranch
- CJ Langenhoven Museum
- CP Nel Museum

- Xhosa Village Bongolethu
- Post Box Route Bongolethu
- Kruisweg – Dysselsdorp
- Game Farms

Different small and medium enterprises exist that provide the necessary support structure to the GDP of the Greater Oudtshoorn. Oudtshoorn is by far a tourism destination, which forms a major part of the town's economy. Approximately 234 686 (30% foreign and 70% South Africans) per annum visited the Cango Caves and is the figure rising with approximately 6,8% per annum. According to the Tourism Bureau approximately 350 000 tourists visits the Greater Oudtshoorn area annually.

NATURE



- Natural Mountains
- Hiking Trails
- 4X4 Trails
- Succulent Karoo Eco system
- Gouritz Mega Park
- Wildlife Parks

The uniqueness of the Greater Oudtshoorn municipal district in terms of its rural ambience, its unique mountain ranges and its rich cultural and historical resources provide the opportunity for conservation practices and a well deserved quiet holiday atmosphere. Numerous rivers, streams and falls have their origins in the surrounding Swartberg, Outeniqua, Kamanassie Mountain ranges. Waterfalls abound, and visitors are fortunate to safely visit the Vrede and Meiringspoort Falls. The area consists of a wide variety of heterogeneous plant species thus having a high bio-diversity. The biomes Fynbos is found in the mountainous areas and therefore very well "protected" and conserved. A wide variety of research and conservation projects have been conducted with regard to the area. This include inter-alia the CAPE project, STEP, SKEP, the Mountain Zebra Population Management project and the Olifants River Fish Migration project.

FESTIVALS



- Klein Karoo National Art Festival
- International Youth Festival

The Klein Karoo National Art Festival stages approximately 250 productions involving 1000 artists. It is an annual gathering in March/April of more than 100,000 lovers of various arts, for a week of dancing,

cabaret, classical music, comedy, contemporary music, open air concerts, plays, literary art and poetry that enjoy international sponsorship. The festival provide opportunities for businesses through the arts and craft markets, that provide an turnover of R15, million annually.

Oudtshoorn will be the host of a International Youth Festival that will take place annually during the South African June / July school holidays. The festival will be divided into two parts:

- A part devoted to high school learners of 13 – 18 years
 - A part devoted to students at tertiary institutions and young working people of 18 years and older.
- The festival will consist of various activities which can be divided into four main categories that consist of sport, arts and culture, entrepreneurship and career counseling. The programme of the festival will offer entertainment for everyone and will give young people the opportunity to showcase their talents and abilities, through a number of forums, which will also provide the platform for young people to address issues, which will affect them.

MEANS OF COMMUNICATION

Access to suitable means of communication is important for economic and social development and also indicates the development levels of a community. According to the 2001 census, 49% of the population has access to either a cell phone or telephone in the home and 51% limited access to communication facilities.

Telephone Facilities		
Telephone in dwelling & Cell Phones	3,184	17%
Telephone in dwelling only	4,145	23%
Cell Phone only	1,641	9%
At a neighbour nearby	2,462	13%
At a public telephone nearby	5,957	32%
At another location nearby	321	2%
At another location not nearby	209	1%
No access to a telephone	393	2%
Not applicable (Institutions)	100	1%
TOTAL	18,413	100%

HOUSING

The number of formal dwellings increased with 2,29% from 1996 to 2001 as per the 2001 census, there informal dwellings decreased with 16,74% and traditional dwelling types on the other hand increased by a fairly large 72% the latter shows a market increase from a fairly low amount to a more than triple increase of traditional dwellings.

Access to Housing		
Formal Housing	14,980	81%
Traditional	849	5%
Flats	307	2%
Semi Detached Houses	110	0,60%

House / Flats in back yard	289	2%
Informal dwellings in back yard	723	4%
Informal dwellings not in back yard	774	4%
Rooms / Flats on shared property	74	0,40%
Caravan or tent	12	0,06%
Private ship / boat	6	0,03%
Not applicable	289	1,09%
TOTAL	18,413	100%

ELECTRICITY

Provision of electricity shows a marked increase of 19% as per the 2001 census, there the use of gas, paraffin as well as candles as an energy source for lighting, showed a slight decrease.

Access to Electricity		
Electricity	15,661	85%
Gas	25	0,13%
Paraffin	438	2%
Candles	2,240	12%
Solar	18	0,09%
Other	31	0,78%
TOTAL	18,413	100%

WATER

Access to clean drinking water together with effective sanitation services and refuse removal are generally accepted as basic services and of critical importance. The 2001 census showed that 59% of the households has access to water in their dwellings, 28% have access to water inside their yards and 9% to a communal stand.

Access to Water		
Piped water inside dwelling	10,800	59%

Piped water inside yard	5,184	28%
Piped water – community stand: less than 200m	1,100	6%
Piped water – community stand: greater than 200m	533	3%
Borehole	26	0,14%
Spring	7	0,03%
Rain water tank	83	0,45%
Dam / pool / stagnant water	54	0,29%
River / Stream	371	2%
Water vendor	18	0,09%
Other	237	1%
TOTAL	18,413	100%

SANITATION

The 2001 census shows an 18% increase of household having access to flush toilets. Households making use of pit latrines, shows a marked decrease of 33,85%, Bucket latrines shows a decrease of 58,80% to those households not having access to any sanitation increased by 38,93% compared to that of 1996 census.

Access to Sanitation		
Flush Toilet – Sewerage System	14,314	78%
Flush Toilet – Septic Tank	743	4%
Chemical Toilet	100	0,54%
Pit latrine (VIP)	836	5%
Bucket Latrine	735	4%
None	1,685	8,46%
TOTAL	18,413	100%

MODE OF TRANSPORT

Transport plays a crucial role in social and economic development in the area. The transport sector not only supports the economic sectors, but also contributes towards the quality of life of people in the region and their access to services.

Mode of transport		
Not applicable	41,936	50%
On foot	27,548	33%
Bicycle	983	1%
Motorcycle	232	0,27%
Car	8,765	9,32%
Minibus / Taxi	3,530	4%
Bus	1,345	2%
Train	45	0,05%
Other	309	0,36%
TOTAL	84,692	100%

REFUSE REMOVAL

The 2001 census showed an increase in households receiving refuse removal services compared to 1996. The 2001 census further shows that the weekly refuse removal at households, by the municipality have increased by 16,01% compared to that of 1996.

Refuse Removal		
Removed by local authority	15,029	82%
Communal Refuse Dump	162	0,66%
Own Refuse Dump	3,119	17%
No Rubbish Disposal	103	0,34%
TOTAL	18,413	100%

Refuse removal – All households in Oudtshoorn, Dysselsdorp and De Rust (greater Oudtshoorn Municipal Area) receive curbside service once a week. All business premises in Oudtshoorn town receive a maximum of 5 removals per week if so required.

The towns of Dysselsdorp and De Rust are being serviced from Oudtshoorn i.e. a refuse truck operating from Oudtshoorn, collects all of De Rust and Dysselsdorp refuse on the same day, which are then disposed of at the Oudtshoorn Municipal Waste Dump.

Street Cleaning

The Oudtshoorn and De Rust Central Business Area as well as the residential areas of both towns are swept once a week by municipal cleansing staff. The previously disadvantaged residential areas of Bridgton, Bongoletu, Dysselsdorp and Blomnek (De Rust) are serviced by contractors who are responsible for the cleaning of his/her "wards" on a daily basis. All accumulated street litter, garden refuse etc. are disposed of in strategically placed skips, which are emptied on a twice-a-week basis.

Equipment – The Council utilizes 4 compactor refuse trucks for household/ business refuse and three tractors, four purpose made trailers and 65 skips for the service in the previously disadvantaged residential areas.

Although the street cleaning service performed by municipal staff is currently hampered by a shortage of personnel, all other cleaning and refuse removal systems within the Municipality of Oudtshoorn are rendering an excellent service.

The cleansing service whereby individual contractors, supported by the municipal infrastructure, clean the residential areas is an extremely effective, though an expensive service. The future continuance of the service will be entirely dependant on the availability of funds.

STRATEGIC VISION & OBJECTIVES

VISION

The vision is a broad statement of how Council sees the development of the municipal area. It provides a long-term goal, towards which all actions of the strategic plan should be directed. The main focus of the vision must be, to improve the Quality of life for all its people. To achieve this, the following has been identified as the vision

“ PEACE AND PROSPERITY FOR ALL ”

MISSION

The Mission statement describes the role of the municipality in the municipal area. The role is the description of the work which council should be doing.

The mission is to serve everyone in the Oudtshoorn Municipal Area by:

- Fulfilling the common vision in accordance with the councils Development Principles and the IDP framework in partnership with other role-players.
- Guiding, co-coordinating, monitoring and facilitating planning and service provision.
- Providing municipal services
- Become developmental orientated.

STRATEGIES AND DEVELOPMENT OBJECTIVES

This section of the Development Plan gives a overview of the approach in addressing development problems and meeting specific outcomes.

1. PROMOTE ECONOMIC DEVELOPMENT

The responsibility rests with the Manager Corporate Services who shall consult with other Managers, Provincial and National Government and parastatals, business and organized labour.

The political responsibility lies with the Socio-Economic Portfolio Committee

1.1 Promote and Maintain Economic development

- Formulate and implement an Economic Development Policy
- Develop performance criteria and monitor and review performance of Development Policy.
- Undertake the promotion of Local Economic Development through targeting projects of greatest need and greatest impact.
- Promote understanding and educate public about the importance of economic development to the municipal area in general and communities in particular.
- Promote intersectoral co-ordination, co-operation and consultation between council and private, public and community sectors regarding proposed policy, planning, processes and projects.

- Develop municipal area as an investor friendly destination.

1.2 Promote and develop Oudtshoorn as an attractive tourist destination

- Formulate policy for municipal actions to promote tourism in Oudtshoorn
- Develop performance criteria and monitor and review Tourism policy.
- Promote and develop tourist facilities and infrastructure, cultural tourism, sporting and recreation facilities as well as national assets such as the Cango Caves.
- Promote intersect oral co-ordination between council and various stakeholders regarding proposed Tourism Development Policy, planning, processes and projects.

1.3 Extend Economic Opportunities to Disadvantaged Communities

- Formulate and implement policy to ensure that disadvantaged communities receive direct benefits from economic development, and to maximize job creation in the municipal area.
- Develop performance criteria for this objective and monitor and review the performance of the policy.
- Undertake research and disseminate information on opportunities and techniques for job creation.
- Ensure that development projects promote access to economic opportunities through labour intensive job creation and SMME involvement.
- Promote appropriate council tender procedure with an affirmative action component and skills training during development projects work.
- Promote affirmative action and labour-intensive policies in council procurement policies.
- Publicise policy on extending economic opportunities to disadvantaged communities and development projects.

1.4 Develop Financially and Environmentally Sustainable Programmes

- Ensure that economic development projects promote sustainable development and occur within a framework of sound environmental management.
- Ensure that economic development initiatives are feasible in financial, administrative and institutional terms.
- Monitor and review fiscal performance and economic development programmes.

2. PROVIDE APPROPRIATE PHYSICAL INFRASTRUCTURE

The responsibility rests with the Operational Manager. Political responsibility lies with the Services Committee.

2.1 Provide Clean Water to all Communities

- Formulate and implement policy for affordable and efficient water supply and distribution.
- Develop technical water supply strategies and plans to meet future needs.
- Develop performance criteria and monitor and review performance.
- Repair, maintain and expand water reticulation system to provide the necessary operational controls.
- Publicise policy, plan and projects.
- Provide intersectoral co-ordination and co-operation between council and stakeholders.

2.2 Provide Electricity to all Communities

- Formulate and implement policy on affordable, efficient and reliable electricity distribution.
- Develop performance criteria and monitor and review performance.
- Provide and maintain an electricity infrastructure and ensure reliability.
- Publicise the electricity supply policy and plan.
- Ensure appropriate and effective management system.

2.3 Provide an Efficient Solid Waste Management System

- Develop a strategic plan, which will give direction to providing a competitive and sustainable solid waste management system.
- Develop performance criteria and monitor and review performance.
- Analyze current situation and identify priority areas of need and opportunity.
- Reduce disparities by providing, upgrading and extending services to disadvantaged communities.
- Ensure that solid waste management occurs within a framework of integrated spatial development and environmental management.
- Promote intersectoral co-ordination and co-operation between council and other role-players.

2.4 Plan and Co-Ordinate Public Transport System

- Analyze current situation and identify priority areas.
- Undertake targeted projects to improve public transport systems.

3. PROVIDE APPROPRIATE COMMUNITY INFRASTRUCTURE

The responsibility rests with the Operational Manager. Political responsibility lies with the Service Committee.

3.1 Promote and Develop Public Library Services to Encourage Life-Long Learning

- Formulate and implement policy for the development of library facilities.
- Develop guidelines for infrastructure maintenance and human resource development.
- Develop performance criteria and monitor and review performance.
- Provide library services in a manner that promotes development goals.
- Publicise policy and programmes.

3.2 Promote and Develop Recreational Facilities and Co-Ordinate Sports Development Activities.

- Formulate and implement policy for the development of recreational and sport facilities.
- Develop performance criteria and monitor and review performance
- Establish, maintain, develop and manage recreation and sport facilities in a manner that promote development goals.
- Ensure that selected facilities are developed to international standards.
- Promote Oudtshoorn as a venue for recreation and sporting facilities and activities to tourist and local community.
- Promote and support sporting competitions.
- Publicise policy and programmes.

4. PROMOTE AND DEVELOP HIV / AIDS STRATEGIES

The responsibility rests with the Operational Manager. Political responsibility lies with the Socio-Economic Portfolio Committee.

4.1 Promote and Develop AIDS Training and Counselling

- Formulate intersectoral policy on HIV/AIDS.
- Identify role of local government.
- Develop performance criteria and monitoring and review performance
- Increase understanding of HIV/AIDS
- Ensure high level of HIV/AIDS awareness
- Focus targeted safe sex messages to high-risk groups and the general population.
- Establish community support groups for persons with HIV/AIDS.
- Strengthen liaison with health forums and other civic organizations.
- Collaborate with other agencies involved with HIV/AIDS policy, programmes and prevention.

5. PROVIDE ADEQUATE HOUSING

The responsibility rests with the Manager Corporate Services. The political responsibility lies with the Corporate Services Committee.

5.1 Facilitate the Efficient Delivery of Appropriate Housing Opportunities.

- Monitor and analyses national and provincial policy and legislative framework and its implications on local government and housing delivery.
- Lobby and influence national and provincial policy to meet local needs.
- Formulate and implement housing strategy for the Greater Oudtshoorn.
- Review and revise appropriate standards for construction of services and buildings.
- Formulate policy on involvement of communities in the housing process.
- Analyze the current housing situation and identify the housing challenges and quantify the housing needs and affordability levels.
- Identify the income and employment status of households.
- Facilitate delivery of housing by other housing stakeholders, i.e. private sector, development agencies and NGO's
- Identify and address blockages to delivery.
- Identify linkages to economic development and promote economic growth and job creation through delivery of housing opportunities.
- Simplify planning and procedures for residential development.
- Map the current and feature land use.
- Formulate and implement appropriate policies to control land.
- Identify underutilized land and develop appropriate strategies to optimize land usage.
- Identify and secure capital subsidies from national / provincial government.
- Publicise policy and programmes.
- Forge horizontal linkages across municipal departments on a programme and project basis to ensure integrated delivery of services.

5.2 Promote Spatial Restructuring

- Formulate policy on spatial restructuring
- Prepare spatial development framework
- Develop performance criteria for the framework
- Monitor and review performance of the framework

- Review operational changes that impact on the plan
- Review spatial development plan
- Restructure and re-orientate existing departments and current operations

5.3 Promote Social Housing to address housing backlogs

- Formulate and implement social housing plan
- Promote economic development through housing
- Identify and address backlogs through social housing
- Physical and spatial integration of social housing development is required.
- Social integration should be promoted.
- Economic integration must be considered to ensure the mixture of income groups in social housing development.

6. SOCIAL DEVELOPMENT

The responsibility rests with the Manager Corporate Services who shall work with the other Managers. Political responsibility lies with the Socio-Economic Portfolio Committee.

6.1 Promote Co-Operative Governance

- Facilitate partnerships with other spheres of government directed at mutual co-operation, joint planning, financial support, where appropriate, and resources sharing.
- Monitor and evaluate levels of co-operation and undertake corrective action to deal with problems.

6.2 Ensure Widespread Social Issues will be addressed

- Promote and develop early childhood development.
- Address the problem of street children.
- Promote & develop youth, women, disabled and vulnerable groups issues.
- Formulate intersectoral issues on social development.
- Address all social issues through projects.
- Promote effective communication channels to widely convey to residents, business, tourists and investors the on-going and significant achievements of council and the high quality of services and facilities offered by council.
- Promote effective communication to convey to residents, ratepayers and business information on municipal services and other operational matters.
- Promote effective communication channels to convey service information to municipal staff.
- Develop user-friendly systems of communication in Afrikaans, Xhosa and English.
- Strengthen the Community Development Workers and Ward Committee structures

7. SAFETY & SECURITY

The responsibility rests with the Operational Manager who shall work with the other Managers. Political responsibility lies with the Services Portfolio Committee.

7.1 Promote Safety & Security

- Develop and co-ordinate a well integrated community safety and security strategy.
- Collaborate with other state departments, private sector and community based organizations to faster community involvement in public safety awareness programmes.

- Empower communities to be safety conscious and to be able to respond to safety and security threats effectively.
- Develop with other stakeholders a comprehensive community safety policy plan.
- Drafting of a Disaster Management Plan
- Establish a Disaster Management coordinating committee.
- Identify and implement preventative means for high risk.
- Embark on a pro-active crime preventive strategies.
- “Juke Box” culture should be addressed.

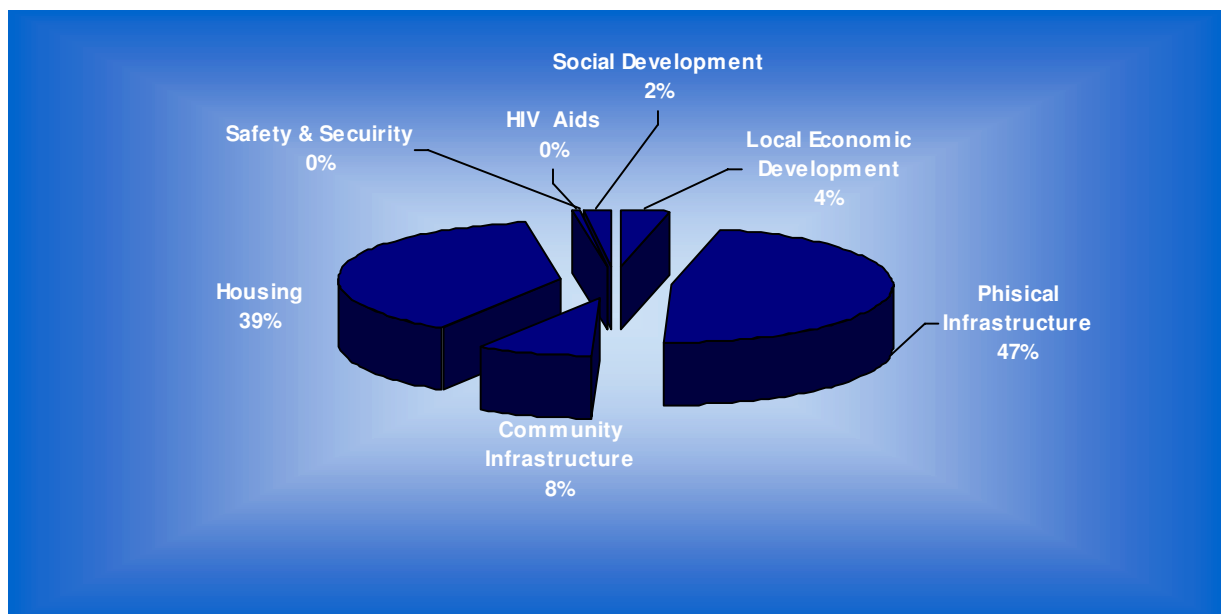
PROGRESS OF DEVELOPMENT OBJECTIVES 2003 – 2005

This section gives an overview of what has been done since the objectives was identified in the year 2002 till the end of the financial year 2003 / 2004. The first decade of democracy brought major advances in the form of housing, access to basic services and social development through our planning process. To consolidate the National Spatial Development Framework and iKapa elihlumayo strategies in the Oudtshoorn IDP process, key deliverables were linked to emphasise to alignment between the different strategies. Partnerships and our intergovernmental relationship are critical for implementation and taking development to the people. Communication with the community has become the corner stone of local government and the effective

TOTAL SPENDING FROM 2003 – 2005 ON OBJECTIVES

As the following table outlined the bulk of funding were spend on the establishment of physical infrastructure. To increase the impact on other development objectives the focus of the municipalities' budget must be restructured. Issues such as HIV/Aids, Safety &Security and Social Development needs to be more vigorously addressed through the budget process.

Development Objective	Money Spend
Local Economic Development	1550500
Phisical Infrastructure	20565000
Community Infrastructure	3660000
Housing	17000000
HIV / Aids	180000
Safety & Security	43000
Social Development	854000



LOCAL ECONOMIC DEVELOPMENT, TOURISM & POVERTY ALLEVIATION

Local economic development, Tourism & Poverty alleviation is a key objective for the Greater Oudtshoorn to address unemployment and poverty. With an unemployment figure of 35% the it is well below the 44% of the province and 50% of the national unemployment rate. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on the micro-economic strategy. It addresses human resources development, equity, as well as the job-creation and poverty alleviation aspects. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Promote and Maintain Economic Development	
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
Local Economic Development Plan	Compilation of LED for the Grater Oudtshoorn area	200,000
Economic Development Projects	Established Small Farmers Project Established a craft market – Old Station	400,000
Tourism & Business Forum – Oudtshoorn	Contribution to operational expenditure and programs of this forum Market Oudtshoorn as a tourism destination	480,000
Contribution to the KKNK	Promote the KKNK To market Oudtshoorn through the KKNK Create opportunities for employment	100,000
Tourism and Business Forum – De Rust	Contribution to operational expenditure of the forum Establishment of tourism projects in the area Market De Rust as a tourism destination	60,500
Contribution to local radio station	Marketing Oudtshoorn and attractions	50,000
Youth Festival	Contribution to operational expenditure Promote the festival to attract tourist	100,000
Poverty Alleviation Projects	Provide startup capital to 15 poverty alleviation projects Provide technical support to these projects Ensure viability through established markets	80,000
Soup Kitchens	Established 20 soup kitchens in areas with most need. Provide soup to 3400 people weekly	80,000 Social Services

SOCIAL DEVELOPMENT

Social Development specifically focused on the establishment and development of vulnerable and targeted communities with specific impact on street kids, abused children, the aged women, and youth. According to the Human Development Index: eight communities in the Little Karoo are under the first 120 most neglected communities in South Africa. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on building social capital with a emphasis on youth and building human capital with the emphasis on youth. The National Spatial Development Prospective

(NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Promote and develop Social development	
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
House of Physical Disabled	Contribution towards acquiring of medical equipment	5,000
Shelter for women opposed to violence	To buy blankets & infrastructure of building	10,000
Youth Craft	Assist the project through funding This project specifically focused on street children	50,000 Alphen Aan Den Rejin
Early Childhood Development	Provide educational toys to 12 ECD facilities	150,000 Alphen Aan Den Rejin
Crèches	Contribution to the building of crèches in the rural areas	10,000
Youth Forum	Contribution to operational expenditure Contribution to the youth functions	20,000
Youth Training program	Trained youth in drivers licenses to become employable	80,000
Junior City Council	Established this council for the youth to participate in council affairs	25,000
Bursary Fund for Youth	Assist needy students in further education	100,000
Calendar Day - Functions	Promoting calendar day's	25,000
Women & gender issues	Promote women and gender issues	25,000
Ward Committees	Establishment and functioning of ward committees	230,000
Funerals for poor people	Assistance of funerals for poor people	124,000

PHYSICAL INFRASTRUCTURE

Access to clean drinking water together with effective sanitary services, refuse removal systems and electricity are generally accepted as basic services. As outlined in the municipal spending chart (figure 1), the bulk of funding was spend on infrastructure. Physical Infrastructure is critical to address the backlogs in the poor communities and was also used as a catalyst for job creation and poverty alleviation. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on strategic infrastructure investment and a spatial development framework. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Address physical infrastructure backlogs	
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
Streets	Upgrading of roads Backlogs of tar street	8,400,000
Transport	Upgrading of existing access roads Create taxi rank Create taxi stop points	5,110,000
Electricity	Provide electricity to households Upgrade of electricity network Upgrade of electricity network to rural areas Upgrade of electricity on main roads Streetlights	3,400,000
Sewerage	Provide VIP toilets to households without access Upgrade of sewerage system	490,000
Dumping site	Study of possible new dumping site	745,000
Water	Provide water points to rural areas Provide water to households without water	2,420,000

COMMUNITY INFRASTRUCTURE

Community infrastructure must specifically address social infrastructure and sports development activities. This infrastructure will be necessary to provide a platform for social upliftment and support economic activities. To present Oudtshoorn as the sports mecca of the Southern Cape it is important that the infrastructure should be maintained and upgraded. The community for social events uses community halls as venues during the different festivals, and during the year. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on strategic infrastructure investment and the micro economic strategy. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Address community infrastructure backlogs	
PERFORMANCE INDICATOR		
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
Playgrounds	Develop and maintain playgrounds	160,000
Sports facility: Dysselsdorp	Upgrading existing sport facility Dysselsdorp	1,500,000
Sports facilities	Upgrading of existing sport facilities	800,000
Sport facility: Bridgton	Upgrade of sports ground	1,000,000
Sport facility: REC	Create a new cricket facility	200,000

HIV / AIDS

HIV / Aids has become a critical issue through its impact on the economy and social issues in the Greater Oudtshoorn area. The focus of the municipality and parastatels were specifically focused on prevention and support of HIV / Aids. Addressing the objective will be more intensified with projects and programmes identified for 2005 – 2007 capital program. Oudtshoorn already have a structured approach to HIV/ Aids through the establishment of a Oudtshoorn HIV/Aids Network (OHANET) as the umbrella organization of all the support groups and role players. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on building social capital with the emphasis on youth. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Address community infrastructure backlogs	
PERFORMANCE INDICATOR		
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
HIV & Aids plan	Develop and HIV / Aids plan	30,000
Supplement Food	Provide supplement food to 320 HIV & Aids positive people	120,000 Social Services
Condom Holders	Provide condom holders in all municipal buildings	5,000
Food Gardens	Provide funding for training and seed to establish food gardens by HIV & Aids people	5,000
Support Groups	Provide funding for operational expenses of OHANET as umbrella organization Facilitate in the establishment of OHANET	10,000
Orphans	Provide funding for the establishment and operations of a orphans structure (Grannies Focus)	10,000

SAFETY & SECURITY

Safety and Security is imperative to promote economic development for the town. Currently the municipality did not address the objective more, as its been seen as not a municipal function. It is important that the development approach towards the objective should be applied to ensure that the issues identified through this objective addressed. The Department of Community Safety and the South African Police Services be more active in addressing these objectives. This objective aligned with the Provincial Growth and Development Strategy (PGDS) through its emphasis on the micro-economic strategy. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Address community infrastructure backlogs	
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
Disaster Management	Operational expenses for disaster management	13,000
Provision for disasters	Expenditure incurred for disasters	30,000

HOUSING

Housing as a catalysts towards development should be more vigorously approached. Key milestones of the housing objective have been achieved although more needs to be done. The housing objective should be multi-functional to ensure that low-cost housing, middle to high, and social housing be addressed as outlined in the housing plan. Housing is important to ensure self-reliance and a improve in living standards to achieve the vision of the province "A Home for All". The housing objective will address the provincial growth strategy through its emphasis on building social capital, and strategic infrastructure investment. The National Spatial Development Prospective (NSDP) applied in this regard, specifically focused on resources potential, economic activities and human need. Key programs and projects were implemented to specifically address the objective.

OBJECTIVE	Address community infrastructure backlogs	
PERFORMANCE INDICATOR		
PROJECTS	KEY OUTCOME	Total Spend from 2002 to 2005
Matjoks & Dassieweg	660 housing units	15,000,000
KKK Housing Project	45 housing units	2,000,000

ACTION PROGRAMMES, PROJECTS FOR 2005 – 2007

INTRODUCTION

This IDP is focused on implementation, high-level impact and positive development outcomes. To make an impact on the development objectives it will be critical for this municipality to pool its resources and leveraging resources from provincial and national government.

The seven development strategies with actions as outlined in the following tables are part of a broader intergovernmental thrust to develop our municipal area. The action program ensures that the needs as

identified by the different role players are addressed. The IDP Manager will be responsible to monitor the implementation of these programs, projects to provide a monthly report to council.

GAPS THAT NEEDS TO BE ADDRESSED

Sectoral Plans

The Municipal Systems Act requires the preparation of a range of plans that will serve as framework for implementation. A number of these plans are not completed yet. The following key outstanding plans, Financial Management Plan, Local Economic Development Plan, Integrated Transport Plan, Water Services Development Plan and the Performance Management Plan needs to be completed.

National & Provincial Government Involvement

To ensure a integrated approach towards development a number of state departments needs to become more active in the IDP process. Through the Intergovernmental Relations Framework Bill, which entrenches the role and place of local government in the system of cooperative government. The following government departments needs to become more involved, Department of Sport & Recreation and Culture Affairs, Department of Education, South African Police Services, Social Services and Poverty Alleviation, Department of Health and the Department of Transport. As outlined in the projects schedule of 2005 – 2007 no reflection of programmes and projects will be found on these departments. No responds were received from the request for information.

Departmental Business Plans

Departmental business plans will be important to ensure proper planning for the implementation of projects and programmes. The project management approach should be implemented to plan the project properly. These business plans will give a clear indication of funding required at the different stages of the projects, and would therefore structure the municipal financial planning.

KEY FOCUS AREAS OF PROJECTS & PROGRAMMES

All infrastructure investment, development spending and development from the side of the private sector must adhere to the following critical issues in implementation of projects and programmes.

- The Provincial Development Framework (iKapa elihlumayo) must be linked to all projects and programmes.
- The National Spatial Development Framework will be the framework used in implementation and planning of projects and programmes.
- All projects and programmes must be in line with the IDP and its strategic objectives.
- All projects and programmes will promote Black Economic Empowerment (BEE) as the key principal to economic development.
- Advance the local economy and SMME's.
- Procurement of the municipality will promote BEE.
- Racial integration will be a priority in the implementation of projects and programmes.
- The influence of projects and programmes on the natural environment must be outlined.
- The social impact on programmes and projects must be addressed in the planning process.
- Community participation in projects and programmes must be part of all phases of the projects.
- There must be alignment with national, provincial, and key role players through projects, plans, programmes and strategies.
- Focus on poverty alleviation and the plight of the poorest of the poor.

PROJECTS FOR 2005 – 2007

The following key projects and programmes will be implemented by the different role player to ensure that the strategic objectives will be effectively addressed.

PROMOTE ECONOMIC DEVELOPMENT					
Responsible: Manager Corporate Services					
OBJECTIVE	Promote and Maintain Local Economic Development				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Economic Development Plan	GKOLF	Municipality	200,000		
RED DOOR	Operating Budget	Municipality	400,000	400,000	400,000
Brick Making Factory	External	Municipality	600,000	200,000	100,000
Mini market Centre - Bongolethu	External	Municipality	400,000		400,000
Shopping Centre – Bridgton	External	Municipality	800,000	400,000	3,000,000
Upgrading of Airport	External	Municipality	5,000,000	2,000,000	2,000,000
Arts & Culture Academy	Department of Cultural Affairs	Municipality	6,000,000	2,000,000	
Canning Factory – Ostrich Products	Department Economic Affairs	Municipality	5,000,000	5,000,000	2,000,000
OBJECTIVE	Promote and develop Greater Oudtshoorn as attractive tourist destination.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Coffee shop / Plaza – Cango Route	External	Municipality	300,000		300,000
Tour Operators Training	SETA	Municipality	100,000	100,000	100,000
Toilettes for Tourist	External	Municipality		200,000	400,000
Karoo Garden & Lay buy – De Rust	External	Municipality	100,000	100,000	
Conference Facility	Department Economic Affairs	Municipality		6,000,000	4,000,000
Tourism & Business Forum	Operating Budget	Municipality	417,000	417,000	420,000
Youth Festival	Operating Budget	Municipality	50,000	50,000	50,000
Klein Karoo Arts Festival	Operating Budget	Municipality	50,000	50,000	50,000
Tourism Bureau – De Rust	Operating Budget	Municipality	40,000	40,000	40,000

OBJECTIVE	Promote and develop a poverty alleviation strategy.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Chicken Farming	External	Municipality	70,000	120,000	
Poverty Alleviation Projects	External	Municipality	100,000	100,000	100,000
Coffin Making Factory	External	Municipality	70,000	100,000	
Agriculture project – Food Security	External	Municipality	300,000	300,000	300,000
Agriculture Training	PAWC	Correctional Services	7,000		
Making Baskets	PAWC	Correctional Services	7,000		
Needle work	PAWC	Correctional Services	7,000		

PROVIDE APPROPRIATE PHYSICAL INFRASTRUCTURE

Responsible : Manager Operational Services

OBJECTIVE	Provide Clean Water to all Communities				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Provide water connections	GKOLF Eden District	Municipality	1,100,000	1,200,000	1,200,000
Integration of Water Services	KKLWS	Municipality	900,000		
Infrastructure – Nippon East	MIG	Municipality	2,920,300		
Infrastructure – Rural Areas	MIG	Municipality		546,000	500,000
OBJECTIVE	Provide Electricity to all Communities.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Streetlights	GKOLF	Municipality	1,160,000	1,160,000	1,160,000
Electrification	GKOLF DBSA	Municipality	1,740,000	2,000,000	2,000,000
Substation – 22/11 – Golf Area	DBSA	Municipality	4,000,000		
Upgrading of Network	GKOLF	Municipality	300,000	300,000	300,000
Upgrading of Network – De Rust	GKOLF	Municipality	100,000	100,000	100,000
Electrification – Nippon East	OBSA	Municipality	1,000,000		

OBJECTIVE	Plan and co-ordinate public transport system.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Minibus Terminals	Public Works	Municipality	1,800,000		
OBJECTIVE	Provide an efficient sewerage system to all households.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Sewerage Connections	Income	Municipality	35,000	35,000	35,000
Sewer network Rehabilitation	GKOLF Eden District	Municipality	550,000	550,000	550,000
VIP Toilets	MIG	Municipality	119,700		
Plan & Develop Sewerage System	MIG	Municipality	442,000	1,000,000	4,463,000
OBJECTIVE	Provide and maintain an effective street and storm water system.				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Upgrading of Storm water System	GKOLF Eden District	Municipality	1,200,000	1,200,000	1,200,000
Upgrade & Paving Streets	DBSA	Municipality	10,000,000		
Rehabilitation Streets	MIG	Municipality	4,500,000	4,500,000	4,500,000
Speed bumps	GKOLF	Municipality	150,000	150,000	150,000
Upgrading of CBD	GKOLF	Municipality	400,000	400,000	400,000

PROVIDE APPROPRIATE COMMUNITY INFRASTRUCTURE

Responsible : Manager Operational Services

OBJECTIVE	Promote and develop recreational facilities and co-ordinate sports development.				
PROJECTS	FINANCE	Responsible	2003 / 2004	2004 / 2005	2005 / 2006
Upgrade of Sport facilities	MIG	Municipality	500,000	800,000	800,000
Playgrounds	GKOLF	Municipality	80,000	80,000	80,000

HIV / AIDS

Responsible : Manager Operational Services

OBJECTIVE	Promote and develop AIDS .				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
HIV / Aids Plan	Operating Budget	Municipality	10,000		
Awareness Program	Defence	Army Support Base	N/A	N/A	N/A
Awareness Program	PAWC	Correctional Services	N/A	N/A	N/A

PROVIDE ADEQUATE HOUSING

Responsible : Manager Corporate Services

OBJECTIVE	Facilitate efficient delivery of appropriate housing opportunities				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Nippon East (500 houses)	PAWC	Municipality	10,000,000	10,000,000	10,000,000
Dysselsdorp (800 houses)	PAWC	Municipality	4,189,000	5,900,000	5,900,000
Roofs - Kliplokkasie	Department Arts & Culture	Municipality	4,000,000	1,300,000	
Upgrade CP Nel Museum	Lottery	Municipality	600,000	300,000	500,000

MANAGE SOCIAL DEVELOPMENT

Responsible : Manager Corporate Services

OBJECTIVE	Facilitate efficient delivery of social development issues				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Build Crèches	PAWC	Municipality	600,000	600,000	600,000
Skills Development Centre	PAWC	Municipality	500,000	500,000	
Multi Purpose Centre	PAWC	Municipality	3,000,000		

Bursary Fund	Operating Budget	Municipality	50,000	50,000	50,000
Junior City Council	Operating Budget	Municipality	25,000	25,000	25,000
Gender Issues	Operating Budget	Municipality	30,000	30,000	30,000
Municipal Youth Forum	Operating Budget	Municipality	20,000	20,000	20,000
Funerals for the Poor	Operating Budget	Municipality	120,000	120,000	120,000
Ward Committees	Operating Budget	Municipality	80,000	80,000	80,000

SAFETY & SECURITY

Responsible : Manager Operational Services

OBJECTIVE	Facilitate efficient delivery on safety & security				
PROJECTS	FINANCE	Responsible	2005 / 2006	2006 / 2007	2007 / 2008
Disasters of nature	Operating Budget	Municipality	84,000	84,000	84,000
Disaster Management	Operating Budget	Municipality	3,000	3,000	3,000
Gender Equity Training	SA Defence	Army Support Base	N/A	N/A	N/A

STATUS SECTORAL PLANS & IMPLEMENTATION STRUCTURE

AGTERGROND

Ten einde uitvoering te kan gee aan die GOP, is dit van kardinale belang dat die Tegniese Komitee 'n implementeringsplan moet formuleer. Gevolglik moet hierdie komitee na die volgende aspekte kyk, ten einde die daarstelling van implementeringsplan te verseker.

ORGANISATORIESE STRUKTUUR

Om effektiewe implementering te verseker is dit noodsaaklik dat die organisatoriese struktuur of hulpbronne beskikbaar is om die doelwitte soos uiteengesit in GOP te bereik.

Struktuur	Funksie	Status	Verantwoordelik
ADMINISTRASIE			
Munisipale Bestuurder	Strategies verantwoordelik vir totale GOP proses	Afgehandel	Raad
GOP Tegniese komitee	Verantwoordelik vir implementering	Afgehandel	Munisipale Bestuurder
Projek Taakspanne	Gedetailleerde projek beplanning Dienste Departement afgehandel	Afgehandel	GOP Tegniese komitee
Administrasie	Om uitvoering te gee aan implementeringsplan	Afgehandel	GOP Tegniese komitee
POLITIEKE STRUKTUUR			
Uitvoerende Burgemeester	Politiese koördinerings en bestuur van GOP asook resultate van programme	Afgehandel	Raad
Burgemeester Komitee	Hanteer dag-tot-dag politieke insette in die GOP proses	Afgehandel	Raad
Volle Raad	Goedkeuring en monitering van GOP implementering	Afgehandel	Raad
Wykskomitees	Bydrae tot projek beplanning, mobilisering van gemeenskapsdeelname en monitering	Afgehandel	Korporatiewe Bestuurder
GEMEENSKAP			
GOP Forum	Gemeenskapsinsette, monitering van implementering	Afgehandel	GOP Bestuurder

GEINTEGREERDE FINANSIËLE BESTUURSTELSEL

Die sukses van implementering hang grootliks af van die beskikbaarheid van finansiering. Hierdie is die belangrikste komponent in die implementeringsplan, en verseker dus die sukses van die GOP.

Funksie	Status	Verantwoordelik
Kredietbeheerplan	Afgehandel	Bestuurder Finansies
3 Year medium term expenditure framework	Nie-afgehandel	Bestuurder Finansies
Kapitaalbegroting	Afgehandel	Bestuurder Finansies
Bedryfsbegroting	Afgehandel	Bestuurder Finansies
Kontantvloeiestate – 3 jaar	Nie-afgehandel	Bestuurder Finansies
Begrotingsverslae	Afgehandel	Bestuurder Finansies
Inkomste & Uitgawe verslae	Afgehandel	Bestuurder Finansies
Verkrygingsbeleid	Afgehandel	Bestuurder Finansies
Monitering van kontrakte met verkrygingsbeleid	Afgehandel	Korporatiewe Bestuurder

MAKSIMALE BENUTTING VAN EKSTERNE HULBRONNE

Oudtshoorn Munisipaliteit is grootliks afhanklik van eksterne agentskappe, staat, sowel as skenkings om die daarstelling van ontwikkelings programme te verseker. Ten einde maksimale benutting van ekstere hulpbronne te verseker is dit van kardinale belang dat die Raad gestruktureerd na die gebruik van eksterne hulpbronne kyk.

Funksie	Status	Verantwoordelik
Samestelling van projekspanne	Afgehandel	GOP Tegniese komitee
Samestelling van haalbare kapitaalprogramme vir die volgende 3 jaar	Afgehandel	GOP Tegniese komitee
Ontleding van goedgekeurde projekte	Nie-afgehandel	GOP Tegniese komitee
Kosteberekeninge van kapitaalprogram	Nie-afgehandel	GOP Tegniese komitee
Monitor en evalueer die effektiewe gebruik van eksterne hulpbronne	Nie-Afgehandel	GOP Tegniese komitee

PROJEK BESTUUR

Projek bestuur het ten doel, die effektiewe bestuur van hulpbron insette wat benodig word om dienste te lewer asook ontwikkelings doelwitte te bereik. Hierdie aspek was bespreek met departementshoofde, waarvan vordering ten opsigte van hierdie nog uitstaande is.

Funksie	Status	Verantwoordelik
Formulering van projek taakspanne	Afgehandel	GOP Tegniese komitee

Inwerkingstelling van projekbestuurstelsel / sagteware	Afgehandel	Korporatiewe Bestuurder
Voorlopige begroting allokasie per projek & ontleding	Nie-afgehandel	GOP Tegniiese komitee
Publieke deelname	Aaneenlopend	GOP Tegniiese komitee
Betrokke : Nasionale en politieke strukture	Afgehandel	GOP Tegniiese komitee
Formulering van konsep projek voorstelle	Nie-afgehandel	GOP Tegniiese komitee
Projek evaluering	Nie-afgehandel	GOP Tegniiese komitee.

PRESTASIE BESTUURSTELSEL

Prestasie bestuurstelsel is van kardinale belang, om die meet van munisipale prestasie teen die indikatore en doelwitte gestel in die GOP dokument te kan doen.

Funksie	Status	Verantwoordelik
Bepplan vir prestasie	Afgehandel	Korporatiewe bestuurder
Stel prestasie indikatore	Afgehandel	Korporatiewe bestuurder
Departementshoofde	Afgehandel	Munisipale Bestuurder
Organisasie	Afgehandel	Munisipale Bestuurder
Stel doelwitte	Afgehandel	Korporatiewe bestuurder
Ontwerp prestasie moniterings raamwerk	Nie-afgehandel	Korporatiewe bestuurder
Hersien prestasie	Nie-afgehandel	Korporatiewe bestuurder
Verbeter prestasie	Nie-afgehandel	Korporatiewe bestuurder
Raporteer oor prestasie	Nie-afgehandel	Korporatiewe bestuurder
Organisasie prestasie en werknemers prestasie	Nie-afgehandel	Korporatiewe bestuurder

SEKTORALE PLANE : VORDERINGSVERSLAE

Sektorale planne sal dien as die strategiese plan vir implementering. Daar sal ook op 'n gereelde basis terugvoering gegee moet word in hierdie verband.

Planne	Laaste kommentaar	Status	Verantwoordelik
Water dienste ontwikkelingsplan	Bedrag van R120,000 voorsien op begroting vir die opstel van plan. Projek word beplan vir Februarie 2004 tot Mei 2004 (4 September 2003) Daar word volstaan by vorige kommentaar (27 Januarie 2004) Eerste draft in CD ontvang vanaf die konsultante. Dokument word verwerk en sal teen einde November 2004 beskikbaar wees (8 November 2004)	Nie-afgehandel	Bedryfsbestuurder
Geïntegreerde	Geen fondse beskikbaar op huidige	Nie-	Bedryfsbestuurder

Vervoerplan	begroting. Planne vir ODN, Dysselsdorp, De Rust verantwoordelikheid van ODN Munisipaliteit. Aangeleentheid sal met Provinsiale Administrasie opgeneem word (4 September 2003) Daar word volstaan by vorige kommentaar (27 Januarie 2004)	Afgehandel	
Geïntegreerde Afvalbestuursplan	Konsultante is steeds besig met ondersoek. Twee moontlike alternatiewe persele is deur 'n werkgroep van die Raad geïdentifiseer. Wanneer die Raad die persele in beginsel goedkeur sal gesprekke met grondeienaars gevoer word waarna die konsultante die ondersoek kan voortsit. Ondersoek sal voor 30 Junie 2004 afgehandel wees. (4 September 2003) Daar word volstaan by vorige kommentaar (27 Januarie 2004)	Nie-Afgehandel	Bedryfsbestuurder
Infrastruktuur Plan	Fondse is op die huidige begroting beskikbaar vir GIS stelsel. Raad is versoek om 'n gedeelte van befondsing vir opgradering van infrastruktuur in huidige finansiële jaar te bewillig ten einde die infrastruktuur gedeelte van GIS volledig te implementeer tesame met die sagteware vir die nodige instandhoudingsplan (4 September 2003)	Nie-Afgehandel	Bedryfsbestuurder
3 Jaar Finansiële plan	Opstel van plan sal vanaf Oktober 2003 aandag geniet. Intussen word die Raad se finansiële state tot 30 Junie 2003 opgestel. (1 September 2003) Drie-jarige bedryfsprogram sal gedurende Maart 2004 afgehandel wees. (21 Januarie 2004) Onafgehandelde planne sal voor 30 Junie 2004 voorsien word. (7 Mei 2004)	Nie-Afgehandel	Finansiële Bestuurder
Grondgebruikers plan	A survey of municipal land has been completed before the demarcation of the new boundaries. Surveys are currently undertaken in rural areas, De Rust and Dysselsdorp to be completed at the end of December 2003. The municipality is provisionally using the zoning schemes as land use plans. The SDF is currently in process of being drawn up and will contain a land use plan. (27 May 2003)	Nie-Afgehandel	Korporatiewe Bestuurder
Behuising strategie	The Provincial Housing Development Board made R32 million available over the next 3 financial years for housing development in the Greater Oudtshoorn. Phase 1, which consists of building the 660(PHP) housing units as well as the Little Karoo Agriculture project, is in progress. Council is in the	Nie-Afgehandel	Korporatiewe Bestuurder

	process of planning a housing strategy for the next 3 years, with proposed targets within available funds to be completed 30 September 2003. (27 May 2003)		
Plaaslike Eonomiese Ontwikkeling	Council is currently in the process of establishing a LED plan for the Greater Oudtshoorn. Council put the formulation and development of the LED unit out on tender to obtain the necessary expertise to support council with this plan. Due to Eden District having the necessary capacity in this regard, it has been decided to utilize this capacity to realize this plan. Council envisages this plan to be completed by June 2004. Samestelling van projekspan het voor Raad gedien vir afhandeling. Eerste LED projekspan vergadering het reeds plaasgevind. Besikbaarheid van fondse vir samestelling van LED plan moet met distrik uitgeklaar word. (10 Januarie 2004)	Nie-Afgehandel	Korporatiewe Bestuurder
Omgewingsbestuursplan	Vorm deel van Ruimtelike Ontwikkelingsplan wat tans gefinaliseer word (4 September 2003) Daar word volstaan by vorige kommentaar (27 Januarie 2004)	Nie-Afgehandel	Bedryfsbestuurder
Istitutionele Plan	Council is in the process of completing the organogram. The final organogram will be served to council on 23 May 2003. (27 May 2003)	Afgehandel	Korporatiewe Bestuurder
HIV / Vigs Plan	Voorsiening is op huidige begroting gemaak vir sodanige plan en behoort Maart 2004 voltooi te wees. (4 September 2003) Daar word volstaan by vorige kommentaar (27 Januarie 2004)	Nie-Afgehandel	Bedryfsbestuurder
Geslagsgeleikheid & Kapasiteitsbou	This plan will be addressed after the completion of the organogram. Council already started with the program by having a skills audit completed. All employees have completed the audit and the personnel department is in the process of processing the information. Council investigates appointing a consultant due to limited capacity to complete this plan. Process will be completed by April 2004. (27 May 2003)	Nie-Afgehandel	Korporatiewe Bestuurder
Ruimtelike Ontwikkelingsplan	A multi-disciplinary team of consultants is in the process of completing the SDF for the Greater ODN. A status quo document has been completed in November 2002 by the team of consultants. Plan in process of completion. (27 May 2003) Die Kango Grotte Roete plan is afgehandel	Nie-Afgehandel	Korporatiewe Bestuurder

	<p>en het gedurende Februarie 2004 voor die Raad gedien vir goedkeuring. Finale ROR sal voor die Raad dien gedurende Maart waarna dit aan die publieke voorgelê sal word.</p> <p>(13 Februarie 2004)</p>		
Prestasiebestuursplan	<p>Council put this out on tender to formulate PMS. Candidates on a short list made presentations. The process will be completed by June 2004. (27 May 2003)</p> <p>Konsultante reeds aangestel verantwoordelik vir die samestelling van plan. Eerste vergadering vir amptenare geskeduleer vir 18 Februarie 2004 ten einde prestasie indikators aan te wys. (13 Februarie 2004)</p>	Nie-Afgehandel	Korporatiewe Bestuurder

STATUTORY PLANNING OBLIGATIONS FOR SECTORAL INTEGRATION

DISTRICT AND PROVINCIAL ALIGNMENT

With the implementation of the IDP through service delivery, the following information must be taken into consideration to build strong partnerships with the Western Cape Provincial Government and to align the Oudtshoorn Municipality IDP with those of the 13 provincial departments.

The Western Cape Provincial Government **Strategic Framework for policy formulation focus on:**

The overall objective is to direct resources towards attaining the strategic goals of the Western Cape government embodied in its December 2001, Strategic Framework for Policy Formulation, in other words: What does government want to do for its citizens? It entails the following:

To establish the Western Cape government as caring and representative, providing quality, equitable and accessible services to its entire people.

To orientate government towards the poor by ensuring basic services, an indigent policy, a safety net and a caring budget.

To fight HIV/Aids and other diseases in a co-coordinated and comprehensive manner which includes the provision of anti-retroviral drugs, lifestyle intervention and sustained action against poverty?

To decentralize and integrate all state financed institutions in a responsible manner to maintain stability and good order.

To develop the capacity of local governments to ensure the rapid and comprehensive implementation of integrated development programmes (IDP's) and free basic services.

To stimulate economic growth - both in the traditional and emerging sectors - with appropriate infrastructural development, and to the benefit of all through, amongst others, procurement reform.

To focus on agriculture and tourism with an aim towards rural development so that all inhabitants can live harmoniously and in safety.

To promote policies which will maintain a healthy balance between protecting the environment and developing the economy?

To contain and eradicate crime through good intergovernmental co-operation so that the Western Cape can be a safe and secure home, especially for its women and children.

To nurture our diversity and promote our various cultures, religions and languages to become the source of our unity and strength.

The 10 strategic policy imperatives can be distilled into five pillars: The first, the battle against HIV/Aids and other health challenges; the second, real economic growth, and job creation; the third, excellence in

education; the fourth, safety and security of the people and the environment and fifthly, fighting poverty through quality basic services and social delivery.

WESTERN CAPE PROVINCIAL GOVERNMENT BUDGET 2003 / '04 PLACE EMPHASIS AS FOLLOWS:

iKapa elihlumayo / The growing Cape

The Western Cape Provincial Government Budget 2002 with the underlying theme, Making the break: Towards people-oriented service delivery, began to give content in a targeted way to the provincial government's ten-point policy framework referred to above. The point of departure thus was, and still is, that the budget must be used more innovatively and effectively to stimulate the Western Cape economy, to open it up to wider participation, to admit more people to the mainstream of the Western Cape economy, to sustain and protect the vulnerable, and to foster self-reliance.

Budget 2003 builds on this theme, taking it to a higher and more inclusive level through the iKapa elihlumayo theme. It thus goes without saying that apart from the key departments, namely Transport and public works; Agriculture; Economic development and tourism; Environmental affairs and planning; Culture affairs and sport and Education, all the other departments have to align their spending priorities and programmes equivalently.

iKapa elihlumayo or the growing Cape or “die Kaap wat groei” is intended to be the growth and development strategy framework for the Western Cape as a whole, and not only the underlying theme or thrust behind this year's budget proposals, but to be carried forward until its objections are realised.

iKapa elihlumayo : What is the concept about?

It is not an add-on in the form of say a new type of service delivery programme incorporated in the budget. Neither is it a separate stashed away pool of money. It is indeed intrinsic to how the province wants to do business, and what it wants to achieve.

Critical choices have to be made between work as usual; and work as a selfish means to an end; and self-glorification; and most importantly economic empowerment.

It's also about recognizing the provincial government's limited resource base and a need for targeted and strategic action of those resources to have a catalytic impact on the economy of the Western Cape as a whole. The crowding in of private sector partners, the integration of the efforts of all three spheres of government, the creation of confidence in the provincial government and its objectives and other interventions are all-essential.

The concept demands backing by intellectual rigor, excellent research and analysis and operational competence. The bottom line of the concept or government's profit statement, is about giving hope to individuals and households through the systematic attack on poverty by achieving a rise in per capita income levels, access to the appropriate level services and rising socio-economic participating rates.

iKapa elihlumayo: Catalyst

By applying the matrix approach in tracking key economic variables; targeting of key growth sectors; determining actions; assigning of responsibilities and careful monitoring. By boosting the efficiency of the social services sector delivery systems to create enough space to enable the economic sector and by maintaining a careful balance between the two. By correcting market failure affecting households, such as the product market dealing with goods in the economy and those that encompass production factors (land,

labour and capital). By unlocking potential, implementing and constantly evaluating against the desired outcomes.

All the above demands intensive and continued analysis, an understanding of how the economy works, why poverty persists, how the global environment works, but also a coherent drive and a passion for economic empowerment.

iKapa elihlumayo : What are the tools at the disposal of the provincial government?

Firstly, the budget, backed by sectoral strategic plans, is the main tool to foster growth and development in the province in a coherent way. Secondly, the efficient and effective employment of its human capital. Thirdly, its ability to lead with regard to other spheres of government, the private sector, and community based organizations and labour organisations. Fourthly, its ability to successfully engage on macro policy formulation by the national government, by taking the conditions in the province into consideration. Fifthly, to focus its resources effectively and efficiently and to reduce waste and leakages.

iKapa elihlumayo : How?

The key to the success of iKapa elihlumayo is to identify and expand these key growth sectors that could narrow the income gap and best broaden the economic base of the Western Cape.

Apart from having to give conceptual direction to the iKapa elihlumayo (growth and development) strategy for the Western Cape, as described above, the Treasury is also the custodian of provincial resources and as such has the onerous responsibility to propose, within an overall political and legal framework, apportionment of these resources that is conducive to human resource development and social and economic infrastructure investment.

The provision under the Provincial Treasury must be seen as a catalyst for change initiating the overall concept. Resource allocation is based on an agreement by the economic cluster and the relevant Cabinet committee of an integrated delivery plan. Taken a step further, shifts or assignments to municipalities have to adhere to the fiscal principles of codetermination, co-responsibility, co-funding and co-accountability to promote the co-operation and integrated governance ideal. If not, the services in question could be severely compromised, negatively impacting on norm government has set to assist and develop.

The possible financial impact resulting from the narrowing of the definition municipal health services from “**municipal health services**” to “**environmental health services**” as contemplated in the National Health Bill, are tremendous. Unless provinces are compensated by further shifts in the vertical share, the balance of services currently provided by municipalities, run the definite risk of termination.

The national Minister for Provincial and Local Government has not only promulgated this division of functions between local and district municipalities, effective from 1 July 2003, but also indicated that the full phasing in of the narrow municipal responsibility for health services kicks in from 1 July 2004. So there is not much time left to reach an acceptable solution.

Local government

No provision has been made - indeed none is even remotely possible - for the financial impact of a series of contested functions such as, library services and primary health services historically rendered by local government authorities, who maintain that these services from a constitutional perspective no longer fall within their competency to deliver.

The combination of delineating and properly identifying contextual services, the legal framework and the funds-follow-function principle, have proved a tough nut to crack for all concerned. These require a lot of further work to come up with sustainable answers.

Taken a step further, shifts or assignments to municipalities have to adhere to the fiscal principles of co-determination, co-responsibility, co-funding and co-accountability to promote the co-operation and integrated governance ideal. If not, the services in question could be severely compromised, negatively impacting on norm government has set to assist and develop.

The Western Cape Provincial Government has set out to achieve the following:

Western Cape Provincial Government: Priorities for 2003.

2003 Will be a year of implementation. It will see the Provincial Government giving fresh content to our undertakings to alleviate poverty, encourage more rapid and widespread economic growth, fight HIV/Aids, address the remaining imbalances and divisions between different communities, and crack down firmly on crime in the province.

Among the priorities for our Provincial Government this year will be:

1. Restructuring the Provincial Economy

It is critically important for us to continue refocusing the existing structure of the Western Cape economy if we are to create a sustainable growth path for our province. This will entail a concentrated focus on developing our growth sectors, spreading the benefits of economic growth by broadening our economic base, and increasing wage employment.

The completion of the Cape Town Convention Centre in July to provide a major economic boost to our province - with an expected injection of R25 billion to GDP over ten years, and with international delegates alone expected to spend more than R135 million in the Western Cape during the first year of operations. In addition, sectors like fashion and textiles, crafts, biotech and ICT, and oil and gas will form critical parts of our growth strategy. Combined with agriculture and tourism, our two most promising sustainable growth sectors, these will drive employment growth and poverty alleviation in the Western Cape.

The real challenge though, will be to spread the benefits of growth in all sectors beyond the traditional commercial and industrial centres. This is why in tourism, for instance, there will be renewed focus on Platteland Marketing and initiatives like our home-stay programmes, themed tourism routes, and eco-tourism.

In sectors like agriculture, we will be stepping up our land reform programme to establish another 7000 new emerging farmers from formerly disadvantaged areas over the next few years, and providing extensive training and skills development through our existing facilities, as well as through new training facilities to be opened in George later this year

2. Strengthening Response to Crime

With 3200 new SAPS recruits allocated to the Western Cape in 2003 the province has been the beneficiary of the lion's share of the national allocation of new officers. The capacity to detect, prevent and combat crime in 2003 will be substantially improved. The message that will be sent out to gangs, syndicates and ordinary criminals is that there are no soft-targets in the Western Cape. The focus will be on measures to secure our families and communities - particularly with regard to crimes against women and children. Intensifying the fight against Perlemoen poaching - and moving to cut off both the supply and demand chains.

3. Greatly Expanding the Social Safety Net:

2003 will see massive increases in the number of social grant recipients in the Western Cape. Far from signaling an increased dependence on government assistance, this is to address the acute poverty that exists in many of our communities - and to empower recipients to regain their own financial stability. As many as 100 000 additional children could qualify for child-support grants. Pensions, disability grants, our distribution capacity, and a number of other programmes and initiatives will also be expanded to seriously address the rollback of the spread of poverty in our province.

These increases will naturally place a strain on the finances of the province - but with increased inputs from the national Government, and improved fiscal discipline. Naturally these will be but a few of the many priority areas that will receive attention in 2003. Other critical issues will include the intensification of the provincial battle against HIV/Aids, the continuation of the negotiations about safety and emergency procedures at the Koeberg Nuclear Power Station, the expansion of the trade and development links with other provinces and regions, seriously addressing the issue of road deaths in the Western Cape, and a host of other challenges which will form the basis of the year of implementation and delivery.

STATUTORY PLANNING OBLIGATIONS

A key requirement of the IDP process is to achieve integration with the initiatives of other spheres of government, alignment between projects and programs and legislative compliance with requirements of sectoral legislation.

PLAN / POLICY	RELEVANT LEGISLATION / POLICY	INTEGRATION
Integrated Development Plan	Local Government Transition Act 2000 Municipal Systems Act 2001 Intergovernmental Relations Framework	
Financial Plan (MTEF)	Local Government Transition Act 2000 Municipal Systems Act. 2001 Municipal Finance Management Bill	
Spatial Plan	Municipal Systems Act (Act 32 of 2000) Western Cape Planning and Development Act. 1999	
Disaster Plan	Disaster Management Bill	Department of Defence SA Police Services Provincial Traffic Department Department of Social Services Departenet
Transport Plan	National Land Transport Transition Act (22/2000) Municipal Structures Act (117/1998)	
Housing Plan	The Housing Act, 1997 (Act 107 of 1997) The Prevention of illegal Eviction from and unlawful Occupation of Land Act, 1998 (Act 19 of 1998) The Housing Consumers Protection Measures Act, 1998 (act 95 of 1998) Rental Housing Act, 1999 (Act 50 of	

	1999)	
Water Services Plan	Water Services Act 108 (1997)	
Employment Equity Plan	Employment Equity Act (Act 55 of 1998)	
Skills Development Plan	Skills Development Act (Act 97 of 1998)	
Performance Management		
Energy Plan		
State of Environment Report	Section 4(11) of the Western Cape Planning and Development Act. 1999 Environment Conservation Act 1989	
Health Plan	National Health Act No. 63 of 67 which is currently being revised. Occupational Health and Safety Act. The Food stuff, cosmetics & Disinfectant Act. No. 54 of 1972 International Health Regulations Act of 1974 Meat Safety Act 40 of 2000 Hazardous Substances Act Atmospheric Prevention & Pollution Act 45 of 1965 Provincial Health Act	
Poverty Eradication Plan	NPO Act, 71 of 1997 Welfare Laws Amendment Act 106 of 1997	
LED & Tourism Plan	White Paper on sustainable Tourism Development, 2000 White Paper on Knowledge Economy, 2000	