



**GEÏNTEGREERDE ONTWIKKELINGSPLAN
2007-2011**

**INTEGRATED DEVELOPMENT PLAN
2007-2011**



**VOLHOUBARE GENOOTSKAPPE MET AL ONS MENSE
SUSTAINABLE PARTNERSHIPS WITH ALL OUR PEOPLE**

**MEI 2007
MAY 2007**

**SWARTLAND MUNISIPALITEIT / MUNICIPALITY
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Voorwoord deur die Burgemeester

Die Swartland is een van die mees unieke dele van die Wes-Kaap. Die area is geseënd met hardwerkende inwoners, 'n sterk ekonomie en positiewe groeivoorsigte.

Die Swartland Munisipaliteit het 'n enorme verantwoordelikheid teenoor die inwoners van die gebied. Armoede en die ongelyke verspreiding van hulpbronne is steeds 'n probleem in ons streek, en die munisipaliteit moet poog om deur 'n regverdig en gelyke aanwending van hulpbronne almal se lewenskwaliteit te verbeter. Dit is egter ongelukkig die geval dat hulpbronne onvoldoende is om al die behoeftes in die onderskeie gemeenskappe aan te spreek, wat dit dus noodsaak om soms skynbaar onpopulêre besluite te neem tot groter voordeel van die gebied.



A.W. Bredell

Die Geïntegreerde Ontwikkelingsplan (GOP) is die Raad se visie vir die ontwikkeling van die area. Dit is die belangrikste strategiese plan van die Raad en rig die besluite van die Raad ooreenkomstig. Die GOP fokus op die Swartland as 'n geheel, eerder as aparte dorpe en vestigings. Vir die langtermyn sukses van die area is dit krities dat daar holisties na die Swartland gekyk word. Die kern van die plan is die sosio-ekonomiese ontwikkeling van al ons inwoners – ons as munisipaliteit besef dat ontwikkeling nie slegs die ontwikkeling van infrastruktuur behels nie – maar die ontwikkeling van die gemeenskap in geheel. Dit is vir die munisipaliteit krities dat ontwikkeling op 'n volhoubare wyse geskied. Omgewingsintegriteit, sosiale welstand en ekonomiese groei vorm die pilare waarop Swartland Munisipaliteit die area wil laat ontwikkel.

Deur politieke stabiliteit en goeie leierskap is die Swartland Munisipaliteit administratief en polities gereed vir die uitdagings van die toekoms.

Laastens, die munisipaliteit is een van die kern rolspelers vir ontwikkeling in die gebied en daarom moet ons met groot omsigtigheid die publieke fondse van die inwoners bestuur. Ons erken ons verantwoordelikheid teenoor die publiek en sal deurlopend probeer om die beste "waarde vir geld" dienste te bied.

Dankie aan al die Swartlanders vir die sukses wat u van die area maak.

A.W. Bredell (Uitvoerende Burgemeester)



Foreword by the Mayor

The Swartland is one of the most unique parts of the Western Cape. The area is blessed with hard-working residents, a strong economy and good growth prospects.

The Swartland Municipality has a tremendous responsibility towards the residents of the area. Poverty and the unequal distribution of resources are still problematic in our region, and the municipality must strive to promote all residents' quality of life through equitable resource distribution. It is unfortunately the case that we have insufficient resources to address all the needs of the respective communities in the area, therefore seemingly unpopular decisions have to be made to serve the greater good.

The Integrated Development Plan (IDP) expresses the Council's vision for development of the region. It is the most important strategic plan of the Council and guides our decision making. The IDP focuses on the Swartland municipal area as a whole, rather than separate towns and settlements. For the long term success of the area it is imperative that a holistic approach be adopted. The core of the plan is the socio-economic development of all our residents – we as municipality realize that development does not only constitute the development of infrastructure – it encompasses the development of the community in its entirety. For us, as municipality, sustainable development is of the utmost importance. Environmental integrity, social welfare and economic growth constitute the pillars on which Swartland Municipality wants to grow from.

Through political stability and progressive leadership, the Swartland Municipality is administratively and politically geared for the challenges of the future.

Finally, the municipality is one of the core developmental role-players in the area, and therefore we must manage public funds with great care and responsibility. We understand our responsibility to our public and will do our utmost to provide the best possible "value for money" services.

We thank all the Swartland residents for making our region a success.

A.W. Bredell (Executive Mayor)

Voorwoord deur die Munisipale Bestuurder

Suid-Afrika het as land 'n enorme ontwikkelingsuitdaging. Gedeelde ekonomiese groei, sosiaal-maatskaplike ontwikkeling en die aanspreek van historiese ongelykhede is hoog op die nasionale agenda.

Die Swartland staar soortgelyke uitdagings in die gesig. Alhoewel die Swartland binne 'n nasionale konteks sosiaal en ekonomies relatief goed daaraan af is, kan daar egter meer gedoen word om die area sosiaal en ekonomies te ontwikkel. As die plaaslike owerheid, besef ons ons verantwoordelikheid teenoor al die gemeenskappe in ons regsgebied.

Die Swartland Munisipaliteit het die paradigmaskuif na ontwikkelingsgerigte plaaslike owerheid aangegryp en integraal deel gemaak van ons uitkyk op ons gebied.

Ons besef dat ons sukses as streek afhang van ons ekonomiese sukses.

Die ASGI-SA inisiatief van die regering is gemik op die bevordering van gedeelde ekonomiese groei en sosiale ontwikkeling in die land. Die Provinsiale Groei en Ontwikkelingsstrategie fokus ook sterk op sosio-ekonomiese groei. Dit is met hierdie fokus op groei en ontwikkeling waarop ons die ontwikkeling van ons Geïntegreerde Ontwikkelingsplan gebaseer het.

Die Geïntegreerde Ontwikkelingsplan van die Munisipaliteit is weliswaar die samevatting van ons ideale ontwikkelingspad vir die munisipale gebied. Dit poog om 'n langtermyn visie vir alle rolspelers in die gebied te skets, sodat daar kollektief aan hierdie langtermyn ontwikkelingspad gewerk en geworstel kan word. Ons is bewus dat ons slegs een van baie rolspelers in die gebied is, en dat ons nie die enorme ontwikkelingsuitdagings alleen kan aanvat en oplos nie.

Ons wil u, as privaat of publieke rolspeler, uitnooi om te deel in ons visie vir die toekoms.

Lees ons plan. Deel ons plan.

J.J. Scholtz (Munisipale Bestuurder)



Foreword by the Municipal Manager

South Africa, as country, has enormous developmental challenges. Shared economic growth, social and welfare development and the redress of historical inequalities are priorities on the national agenda.



J. J. Scholtz

The Swartland faces similar challenges. Although the Swartland is in a favourable socio-economic position, compared to the rest of the country, a lot can still be done to development the area socially and economically. As the local authority, we acknowledge our responsibility towards all the communities in our area.

The Swartland Municipality has made the paradigm shift towards developmentally orientated local government, and has made this approach part and parcel of our perspective on our jurisdiction area.

We realize that the success of the region is dependent on its economic growth.

The ASGI-SA initiative of the government is aimed at the promotion of shared economic growth and social development. The Provincial Growth and Development Strategy also focuses on socio-economic growth. It is in this vein, that the municipality has compiled its' Integrated Development Plan.

The Integrated Development Plan of the Municipality is an expression of our idealized development path for our region. It puts forward a long term vision for all role-players in the area, to create a collective understanding to which all can aspire in a collective fashion. We are aware that we are one of many role-players in the area, and that we cannot face our development challenges alone.

We therefore want to invite you, as private or public role-player to share our vision for the future.

Read our Plan. Share our Plan.

J.J. Scholtz (Municipal Manager)



Visie

Swartland Munisipaliteit glo dat mense die kern vorm waarom ontwikkeling draai. Ons publiek is ons primêre kliënt en dus is ons visie gefokus op ons verhouding met ons inwoners:

Volhoubare vennootskappe met al ons mense

Vision

Swartland Municipality realizes that people are at the core of all development. Our public is our primary client and therefore our vision reflects our relationship with our residents:

Sustainable partnerships with all our people



Missie

Swartland Munisipaliteit poog om sosiale en ekonomiese stabiliteit en groei te bewerkstellig deur volhoubare lewering van primêre en sekondêre dienste aan al ons belangegroep

Mission

Swartland Municipality strives to ensure social and economic stability and growth through the sustainable delivery of all primary and secondary services to all our interested parties

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*Swartland Uitvoerende Burgemeesterskomitee
Swartland Executive Mayoral Committee*



*Swartland Municipal Council
Swartland Munisipale Raad*



Hoofstuk 1 **Inleiding en Agtergrond**

“Die geheel is groter as die som van die dele”

Chapter 1 **Introduction and background**

“**T**he whole is bigger that the sum of the parts”





Hoofstuk 1: Inleiding en agtergrond

Chapter 1: Introduction and background

1.1 Inleiding

Die Geïntegreerde Ontwikkelingsplan (GOP) vir die Swartland Gebied is die oorkoepelende strategiese plan vir die munisipale gebied.

Die plan poog om ontwikkeling binne die gebied op 'n hoë vlak strategies te rig ten einde die gebied volhoubaar te ontwikkel.

1.2 Wetlike verwysing

Die GOP word opgestel in terme van Hoofstuk 5 van die Wet op Plaaslike Regering: Munisipale Stelsels (Wet 32 van 2000). Die wetgewing definieer 'n GOP as volg:

“die enkele, inklusiewe en strategiese plan wat die beplanning binne die munisipale gebied koördineer en lei”

Ingevolge **Artikel 26** van bogenoemde wetgewing moet die plan die volgende kern elemente bevat:

- die munisipale **raad se visie** vir die langtermyn ontwikkeling van die munisipaliteit, met spesifieke klem op die munisipaliteit se mees kritieke ontwikkelings- en interne transformasie behoeftes;
- 'n **evaluering van die bestaande vlakke van ontwikkeling in die munisipaliteit**, wat identifisering van gemeenskappe wat nie toegang tot basiese munisipale dienste het nie, insluit;
- die **raad se ontwikkelingsprioriteite en –oogmerke vir sy verkose termyn**, insluitend sy plaaslike ekonomiese ontwikkelingsoogmerke en sy interne transformasie behoeftes;
- die **raad se ontwikkelingsstrategieë** wat in lyn gebring moet word met enige nasionale of provinsiale sektorale planne en beplanningsvereistes wat ingevolge wetgewing bindend is op die munisipaliteit;
- 'n **ruimtelike ontwikkelingsraamwerk** wat voorsiening van basiese riglyne vir 'n grondgebruikbestuurstelsel vir die munisipaliteit moet insluit;
- die raad se **bedryfstrategieë**;
- toepaslike **rampbestuurplanne**;
- 'n **finansiële plan**, wat 'n begrotingsvooruitskatting vir ten minste die volgende drie jaar moet insluit; en
- die **sleutelprestasie-aanwysers** en **prestasie doelwitte**.

1.1 Introduction

The **Integrated Development Plan (IDP)** for the **Swartland Municipal Area** is the **over-arching strategic plan** for the **municipal area**.

The plan attempts to guide development within the area in order to **achieve long sustainable development**.

1.2 Legal references

The **IDP** is compiled in terms of **Chapter 5 of the Local Government: Municipal Systems Act (Act 32 of 2000)**. The legislation defines an **IDP** as follows:

“the single, inclusive and strategic plan of a municipality, which coordinates and guides development within the municipal area”

According to Section 26 of the act the following **core components** should be included in the plan:

- the **municipal council's vision** for the long term development of the municipality with special emphasis on the municipality's most **critical development and internal transformation needs**
- an **assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services**;
- the **council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs**
- the **council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation**;
- a **spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality**
- the **council's operational strategies**;
- **applicable disaster management plans**;
- a **financial plan, which must include a budget projection for at least the next three years**; and
- the **key performance indicators and performance targets**.



1.3 Inhoud van die plan

Hoofstuk 2: Strategiese analise

Hierdie hoofstuk gee die strategiese tendense in die streek weer. Die hoofstuk fokus meer op tendense en strategiese aktiwiteite as sosio-ekonomiese data. 'n Volledige sosio-ekonomiese profiel is op versoek beskikbaar by die munisipaliteit.

Hoofstuk 3: Oorsig van die makro-strategie vir die Streek

Hierdie hoofstuk fokus op die konteks en metodologie van die Makro Strategie.

Hoofstuk 4: Harde Investerings

Hierdie hoofstuk gee die ideale harde investeringspatrone vir die gebied weer.

Hoofstuk 5: Sagte Investerings

Hierdie hoofstuk fokus op die ideale sagte investeringspatrone binne die gebied.

Hoofstuk 6: Operasionele Strategieë

Hierdie hoofstuk sal fokus op die operasionele strategieë van die munisipaliteit as organisasie wat gemik is op die bereiking van die doelwitte van die makro-strategie. Die 2007-2008 jaarplan gebaseer op die operasionele strategieë sal as 'n aangehegsel bygevoeg word.

Hoofstuk 7: Minimum Dienstevlakke

Hierdie hoofstuk toon die ideale minimum dienste aan wat die munisipaliteit poog om te lewer in die gebied.

1.4 GOP-Konteks

Die volgende sub-afdelings sal op die konteks van die GOP as beplanninginstrument fokus.

1.4.1 GOP Proses

Twee prosesse kan onderskei word, naamlik:

Die opstel van 'n basisplan (meesterplan)

- Hier word verwys na die opstel van 'n GOP soos verwys na in Artikel 25 die Wet op Plaaslike Regering: Munisipale Stelsels (32 van 2000).
- Die opstel van 'n langtermyn strategiese plan vir die munisipale gebied (2007-2011).
- Die basisplan word nie jaarliks gewysig nie omdat dit 'n langtermyn strategiese plan is, en nie 'n operasionele plan nie.
- Hierdie proses word in afdeling 1.5 in detail uiteengesit.

Jaarbeplanning

- Hierdie beplanning verwys na die hersiening van die GOP soos verwys na in Artikel 34 in die Wet op Plaaslike Regering: Munisipale Stelsels (32 van 2000).
- Toets of langtermyn strategieë nog relevant is.
- Die meet van die munisipaliteit se implementering van die langtermyn plan.

1.3 Content of the plan

Chapter 2: Strategic analysis

This section focuses on the strategic trends in the area. This chapter will focus more on trends and strategic events than socio-economic profiling. A comprehensive socio-economic profile of the municipal area is available on request from the municipality.

Chapter 3: Overview of the Macro Strategy for the region

This chapter focuses on the context and methodology of the Macro Strategy.

Chapter 4: Hard Investment

This chapter focuses on the hard investment patterns which is recommended for the municipal area.

Chapter 5: Soft Investment

This chapter focuses on the ideal soft investment patterns for the area.

Chapter 6: Operational Strategies

This chapter will focus on the operational strategies devised by the municipality in order to achieve the goals of the Macro Strategy. The 2007-2008 annual plan based on the operational strategy will be attached as an annexure.

Chapter 7: Minimum Service Levels

This chapter will indicate the ideal minimum service levels that the municipality strives to provide for the Swartland Residents.

1.4 IDP context

The following sub-sections will focus on the context of the IDP as a planning tool.

1.4.1 IDP Process

Two processes can be identified:

The compilation of a base plan (master plan)

- *This refers to the compilation of an IDP as referred to in Section 25 of the Local Government: Municipal Systems Act (32 of 2000).*
- *The compilation of a long term strategic plan for the municipal area (2007-2011).*
- *The base plan is not annually amended, since it is a long term plan and not an operational plan.*
- *This process is explained in detail in section 1.5.*

Annual Planning

- *This refers to the review of the IDP as referred to in Section 34 of the Local Government: Municipal Systems Act (32 of 2000).*
- *Test if long term strategies are still relevant.*
- *The measuring of the implementation of the long term plan.*
- *Short and medium term planning for the*

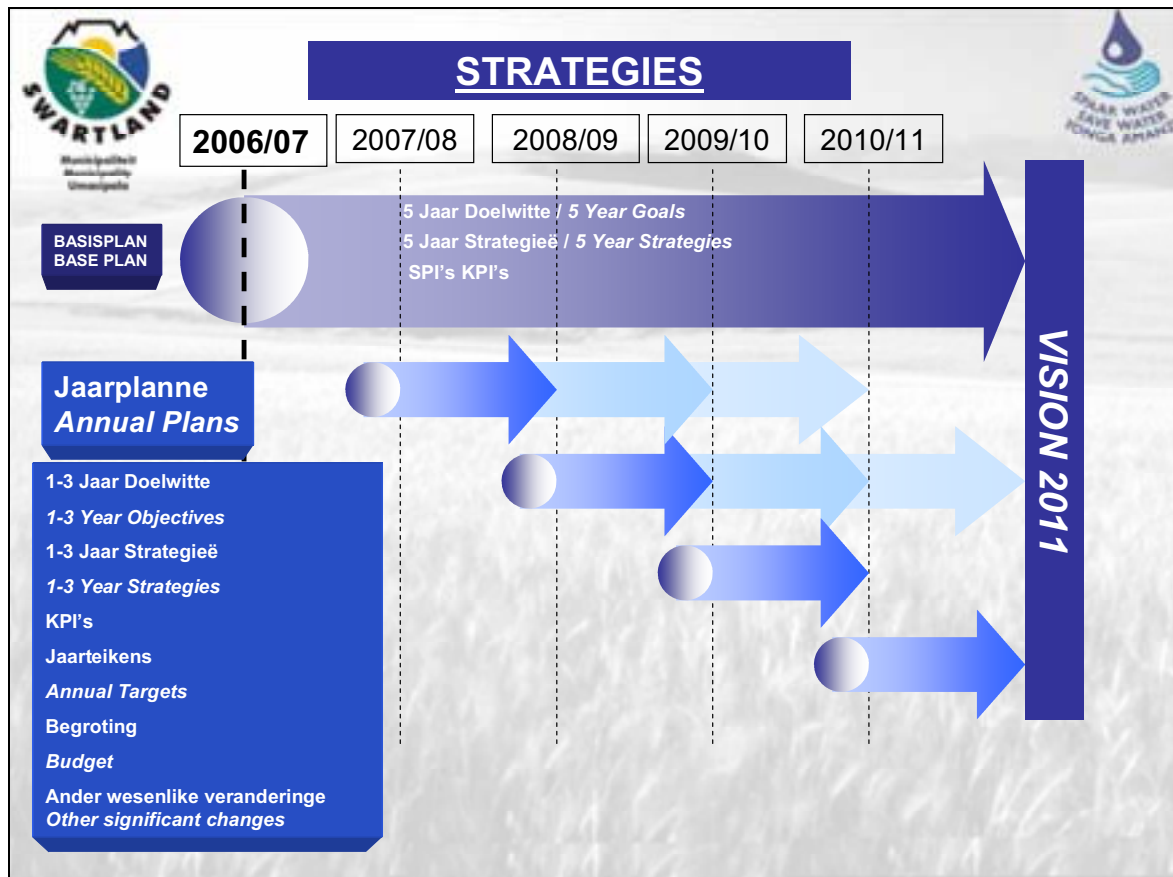


- Die kort-en mediumtermyn beplanning vir die komende finansiële jaar.
- Implementeringsplan wat aan prestasiebestuur gekoppel is.

- *coming financial year.*
- *Implementation plan linked with performance management.*

MINIMALE (INDIEN ENIGE) STRATEGIESE VERANDERING BEHOORT PLAAS TE VIND TYDENS JAARBEPLANNING.

MINIMAL (IF ANY) STRATEGIC CHANGES SHOULD TAKE PLACE DURING ANNUAL PLANNING.



Figuur 1.1: GOP proses
Figure 1.1 IDP process

1.4.2 GOP en Sektorale Planne

Sektorale planne is sektor-spesifieke planne gebaseer op die strategiese rigting van die GOP. Die Rampbestuursplan (as voorbeeld) word dus beïnvloed deur die oorhoofse strategie (die makro-strategie wat in Hoofstukke 3-5 hanteer word) van die GOP.

Dit kan nie genoeg benadruk word dat die GOP nie die som is van die onderskeie sektor planne nie. Die GOP is oorwegend strategies teenoor die sektor planne wat 'n baie meer operasionele fokus het.

Weens die legio sektor planne en departementele

1.4.2 IDP and Sectoral Plans

Sectoral plans are sector specific plans based on the strategic direction implied by the IDP. The Disaster Management Plan (as an example) will be influenced by the over-arching strategy (the Macro Strategy that is indicated in Chapters 3-5) of the IDP.

It cannot be stressed enough that the IDP is not the sum of the respective sectoral plans. The IDP is predominantly strategic as opposed to the sector plans that are more operationally orientated.

Due to the vast amount of sector and

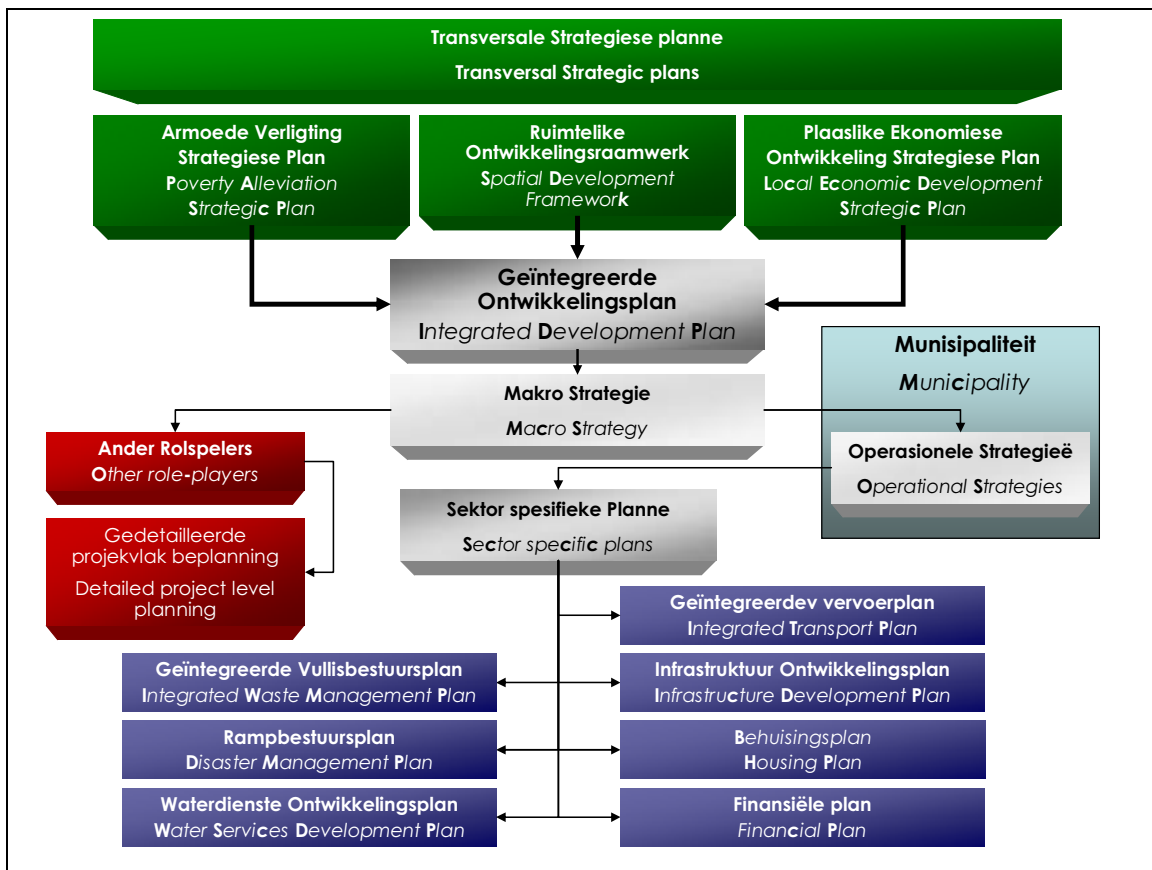


planne wat deurlopend opgestel word, is dit nie altyd vir die Munisipaliteit moontlik om daarmee tred te hou nie. Departemente moet gevolglik hul planne teen die Makro Strategie (Hoofstuk 3-5) meet en dit geïntegreerd ag indien die planne strategies ooreenstem.

departmental plans that is continuously being compiled, it is not always possible to keep track of such plans. Departments must therefore compare their plans strategically against the Macro Strategy (Chapter 3-5) and deem it integrated if the plans are strategically aligned.

Twee belangrike planne wat 'n transversale (oorkoepelende) rol speel is die Plaaslike Ekonomiese Ontwikkelingstrategie en die Armoede Verligtingstrategie.

Two important plans which fulfill a transversal role is the Local Economic Development Strategy and the Poverty Alleviation Strategy.



Figuur 1.2: GOP en sektor planne
Figure 1.2: IDP and sector plans

GOP en Plaaslike Ekonomiese Ontwikkeling (PEO)

IDP and Local Economic Development (LED)

Plaaslike Ekonomiese Ontwikkeling (PEO) is 'n integrale deel van die Swartland GOP. Die hele plan is gemik op die bevordering van die plaaslike ekonomie. PEO is eerder 'n transversale benadering as slegs 'n reeks projekte. Swartland Munisipaliteit se benadering tot PEO kan as volg opgesom word:

Local Economic Development (LED) is an integrated part of the Swartland IDP. The plan is aimed in its entirety at promoting the local economy. LED is a transversal approach, rather than a set of projects. Swartland Municipality's approach to LED can be summed up as follows:

“n MANIER van dinge doen”

“a WAY of doing things”



Kern aspekte van PEO binne die GOP konteks sluit, onder andere, die volgende in:

- Stop van lekkasies uit die plaaslike ekonomie;
- Ontwikkeling van menslike kapitaal;
- Ontwikkeling van sosiale kapitaal;
- KMMO ontwikkeling;
- Identifisering en ondersteuning van verwante besigheidsektore (besigheidstrosse); en
- Stimulering van die ontwikkeling van nuwe besighede.

GOP en Armoede verligting

Armoede verligting is, soos PEO, 'n transversale dimensie van die GOP. Alle inisiatiewe is ook daarop gemik om, sover moontlik, armoede in die gebied aan te spreek.

1.4.3 GOP en Wetgewing

Nuwe wetgewing en/of wetlike vereistes waaraan die munisipaliteit moet voldoen word nie per implikasie as strategies geag nie. Die munisipaliteit moet daaraan voldoen, gevolglik gaan dit nie "opgedateer" word in die GOP nie. Sulke aangeleenthede is operasioneel van aard en sal ooreenkomstig hanteer word.

Wetgewing wat wel 'n strategiese impak op die organisasie het, sal ooreenkomstig hanteer word.

1.4.4 GOP en individuele projekte van eksterne departemente

Departemente en ander organisasies nader die munisipaliteit gereeld met versoeke dat hul projekte "in die munisipaliteit se GOP moet verskyn" voordat dit befonds kan word.

Regeringsdepartemente, Nie-regerings- en Gemeenskapsgebaseerde-organisasies word versoek om kennis te neem van die volgende:

- Dit is onmoontlik om alle regeringsprojekte in die regsgebied die heeltid op te dateer op ad hoc tye, net om projekte met die "GOP te integreer".
- Integrasie vind nie noodwendig plaas as 'n projek in 'n dokument aangeteken word nie.
- Integrasie vind plaas as projekte die doelwitte en/of strategieë van die GOP ondersteun of aanvul.
- Projek integrasie vind op projekvlak plaas en is nie strategiese integrasie nie.

Met bogenoemde in ag geneem sal Swartland Munisipaliteit alle projekte wat ooreenstem met die strategieë en doelwitte van die makro-strategie as geïntegreerd met die GOP ag. Daar moet in

Core aspects of LED within the IDP contexts include:

- **Plugging the leaks in the local economy;**
- **Development of human capital;**
- **Development of social capital;**
- **SMME development;**
- **To identify and support business clusters and business opportunities; and**
- **Stimulating the establishment of new businesses.**

IDP and Poverty Alleviation

Poverty alleviation is, like LED, a transversal dimension of the IDP. All initiatives are aimed, as far as possible, at the alleviation of poverty.

1.4.3 IDP and Legislation

New legislation and/or legal requirements which have to be adhered to are not considered strategic per se. The municipality has to comply with such legislation as a matter of course; therefore it will not be "updated" in the IDP. Such matters are operational and will be treated as such.

Legislation which will have a strategic impact on the organization will be managed as such.

1.4.4 IDP and the individual projects of external departments

Departments and other organizations often approach the municipality indicating that their projects "should be in the municipality's IDP" before funding can be allocated.

Departments, Non-governmental and community-based organizations are requested to note the following:

- **It is impossible to update all government projects on an ad hoc basis in a document, just for the sake of calling such a project "integrated with the IDP".**
- **Integration does not necessarily take place by updating a project into a document.**
- **Integration takes place if a project complements and/or supports the goals and/or strategies in the IDP.**
- **Project integration takes place on project level and is not strategic integration.**

Considering to the above, Swartland will consider all projects which support the objectives of the Macro Strategy to be integrated with the IDP. It is critical to understand that the sum of different



gedagte gehou word dat die som van 'n reeks projects do not create an integrated whole. projekte nie 'n geïntegreerde geheel lewer nie.

1.4.5 Gemeenskapsdeelnemestruktuur

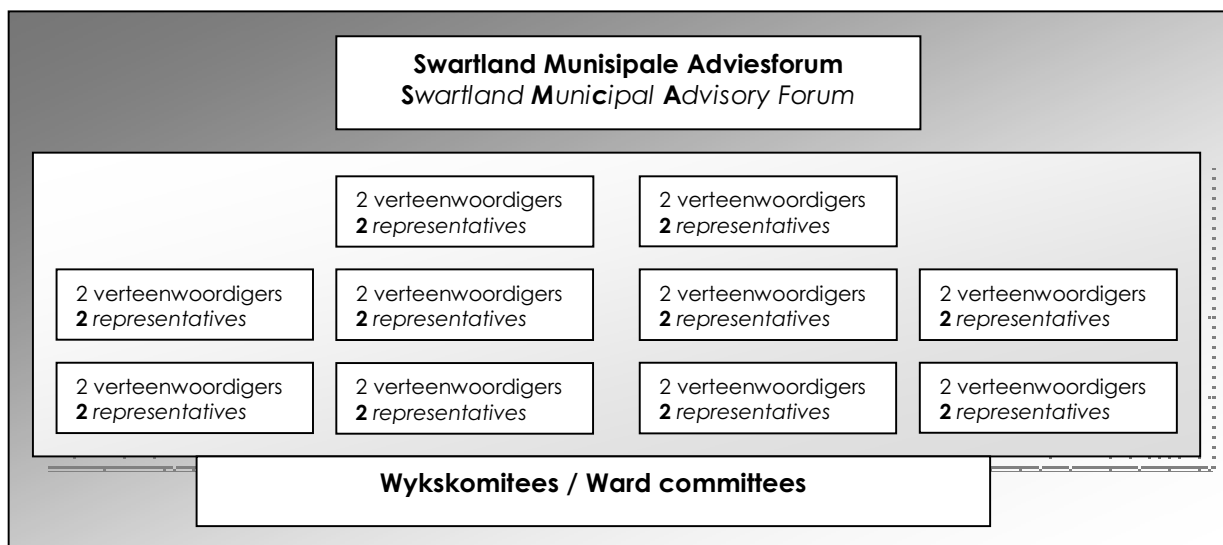
Die munisipaliteit maak gebruik van die wykskomitees as primêre skakelmeganisme met die publiek. Die wykskomitees vergader maandeliks. Daar is 'n totaal van tien wykskomitees in die regsgebied.

Die Swartland Munisipale Adviesforum (SMAF) bestaan uit twee lede van elke wykskomitee en dien as die GOP Verteenwoordigende Forum (20 lede in totaal).

1.4.5 Community Participation Structures

The municipality utilizes ward committees as the primary structures for participation. These committees convene on a monthly basis. There are ten ward committees in total.

The Swartland Municipal Advisory Forum (SMAF) functions as the IDP Representative Forum and comprises of two members of each ward committee (20 members in total).



Figuur 1.3: Gemeenskapsdeelnemestruktuur
Figure 1.3: Community Participation structures

1.5 Strategie formuleringsproses

Daar is wyd gekonsulteer tydens die formulering van die GOP, beide intern, asook met die publiek. Die proses wat gevolg was, word aangetoon in Tabel 1.1.

1.5 Strategy formulation process

A thorough consultation process took place, both internally, as well as with the public. The process that was followed is indicated in Table 1.1.

Tabel 1.1: Strategie formuleringsproses
Table 1.1: Strategy formulation process

Datum Date	Aktiwiteit Activity	Beskrywing Description	Rolspeler(s) Role Player (s)
2006-09			
5, 12, 16	Wykskomitee Opleiding	Opleiding van wykskomitees rakende geïntegreerde ontwikkeling en funksionering	Wykskomitee lede
	Ward Committee Training	Training of Ward committee regarding integrated development and functioning	Ward Committee members



Datum Date	Aktiwiteit Activity	Beskrywing Description	Rolespeler(s) Role Player (s)
14-22	Strategiese Analise met onderskeie Direkorate: 1. Korporatiewe Dienste (14) 2. Finansiële Dienste (15) 3. Gemeenskapsdienste (19) 4. Siviele Ingenieursdienste (20) 5. Beskermingsdienste (21) 6. Elektro-Tegniese Ingenieursdienste (22)	Skakeling met Direkorate rakende interne en eksterne probleme / kwessies wat op dienste impakteer	Alle Direkorate
	<i>Strategic analysis with the respective directorates</i> 1. Corporate Services (14) 2. Financial Services (15) 3. Community Services (19) 4. Civil Engineering Services (20) 5. Protection Services (21) 6. Electrical Engineering Services (22)	<i>Liasing with directorates regarding internal and external issues which impacts on service delivery</i>	All Directorates
2006-10			
2/3	1. Behoeftebepaling 2. Minimum Dienstevlakke 3. Dienstevraelys	Behoeftebepaling in terme van dienslewering (operasionele kwessies) Minimum dienstevlakke vir munisipale dienste.	Wykskomitees
	1. Needs analysis 2. Minimum Service Levels 3. Service Questionnaire	Needs assessment in terms of service delivery (operational issues) Minimum service levels for municipal services	Ward Committees
16	Minimum Dienstevlakke	Minimum dienstevlakke na aanleiding van die insette van die 2/3 Oktober sessies	Personeel / Raad
	Minimum Service Levels	Minimum service levels based on inputs of 2/3 October sessions	Personnel / Council
2006-11			
13	Strategiese Werksessie met Swartland Munisipale Adviesforum (SMAF)	Harde en Sagte Investerings (Sosiaal en Ekonomies dimensies)	SMAF
	<i>Strategic planning session with Swartland Municipal Advisory Forum (SMAF)</i>	Hard and Soft Investment (Social and Economic Dimensions)	SMAF
15	Strategiese Werksessie met Raad en bestuur	Harde en Sagte Investerings (Sosiaal en Ekonomies)	Raad Direkteurs
	<i>Strategic Planning session with Council and management</i>	Hard and Soft Investment (Social and Economic Dimensions)	Council Directors
2006-12			
2006-12	Opstel van konsep analise verslag		
	<i>Compilation of analysis report</i>		
2007-01			
16	Sagte Investerings werkswinkel	Werksessie rakende "sagte" ontwikkelingskwessies soos geïdentifiseer uit strategiese analise	Gemeenskapsdienste Beskermingsdienste Toerisme
	<i>Soft Investment workshop</i>	Workshop regarding "soft" development issues as identified from the strategic analysis	Community services Protection Services Tourism
17	Harde Investerings werkswinkel	Dorpsontwikkeling en fisiese infrastruktuur ontwikkeling en diens-agterstande	Siviele Dienste Elektriese Ingenieursdienste Afdeling Beplanning en Ontwikkeling Afdeling Behuising
	<i>Hard Investment workshop</i>	Township development and physical infrastructure development and service backlogs	Civil Engineering Services Electrical Engineering Service Planning and Development Division Housing Division



Datum Date	Aktiwiteit Activity	Beskrywing Description	Rolespeler(s) Role Player (s)
17	Personeel Vergadering	Terugvoer rakende personeel aangeleenthede Prosperity partnership Terugvoer van direkteurs	Alle personeel, Bestuur Raad
	Personnel meeting	Feedback regarding personnel issues Prosperity Partnership Feedback from directors	All personnel, Management Council
18	Finansiële Volhoubaarheid werkwinkel	Langtermyn finansiële volhoubaarheid	Finansiële Dienste
	Financial viability workshop	Long term financial sustainability	Financial services
19	Institusionele Ontwikkeling	Administratiewe aangeleenthede / strategieë	Korporatiewe Dienste
	Institutional development	Administrative issues and strategies	Corporate services
23	Spanbou sessie		Raadslede Direkteurs Alle Afdelingshoofde
	Team building session		Council Directors All Divisional Heads
24	Oorhoofse Strategiese Beplanningssessies	Beplanningssessie gefokus op oorhoofse kwessies soos uitgelig deur die Strategiese Analise	Direkteurs Afdelingshoofde Volle raad
	Over-arching Strategic Planning Session	Planning session focused on the over-arching development issues as indicated in the strategic analysis	Directors Divisional heads Full Council
2007-02			
14	Werkessie oor Makro Struktuur	Werkessie met Senior Bestuur rakende wysigings van die Makro-struktuur	Direkteurs Hoofde: Korporatiewe dienste
	Work session regarding Macro Structure	Work session regarding macro structure based on strategic planning sessions	Directors Heads: Corporate Services
15	Werkessie oor Makro Struktuur	Werkessie met Bestuur en Raad oor wysigings aan Makro Struktuur	Direkteurs Afdelingshoofde Raad
	Work session regarding Macro Structure	Work session regarding macro structure based on strategic planning sessions	Directors Divisional Heads Council
2007-03			
12	Werkessie rakende prestasie beplanning	Werkessie oor 2007-2008 indikatore en teikens	GOP Bestuurder SMAF
	Work session regarding performance planning	Work session regarding 2007-2008 indicators and targets	IDP Manager SMAF
26	Voorlegging aan Raad	Statutêre indiening aan Raad - Konsep	Raad
	Prescription to Council	Statutory submission to council – draft	Council
2007-04			
16-18	Terugvoer aan gemeenskappe		
	Feedback wit communities		



Hoofstuk 2

Strategiese Analise: Hoë-orde status quo

“Om enige iets te werklik verstaan verg totale onkunde ”

Chapter 2

Strategic Analysis: High order status quo

“**To know anything well involves a profound sense of ignorance**”





Hoofstuk 2: Strategiese Analise

Chapter 2: Strategic Analysis

2.1 Inleiding

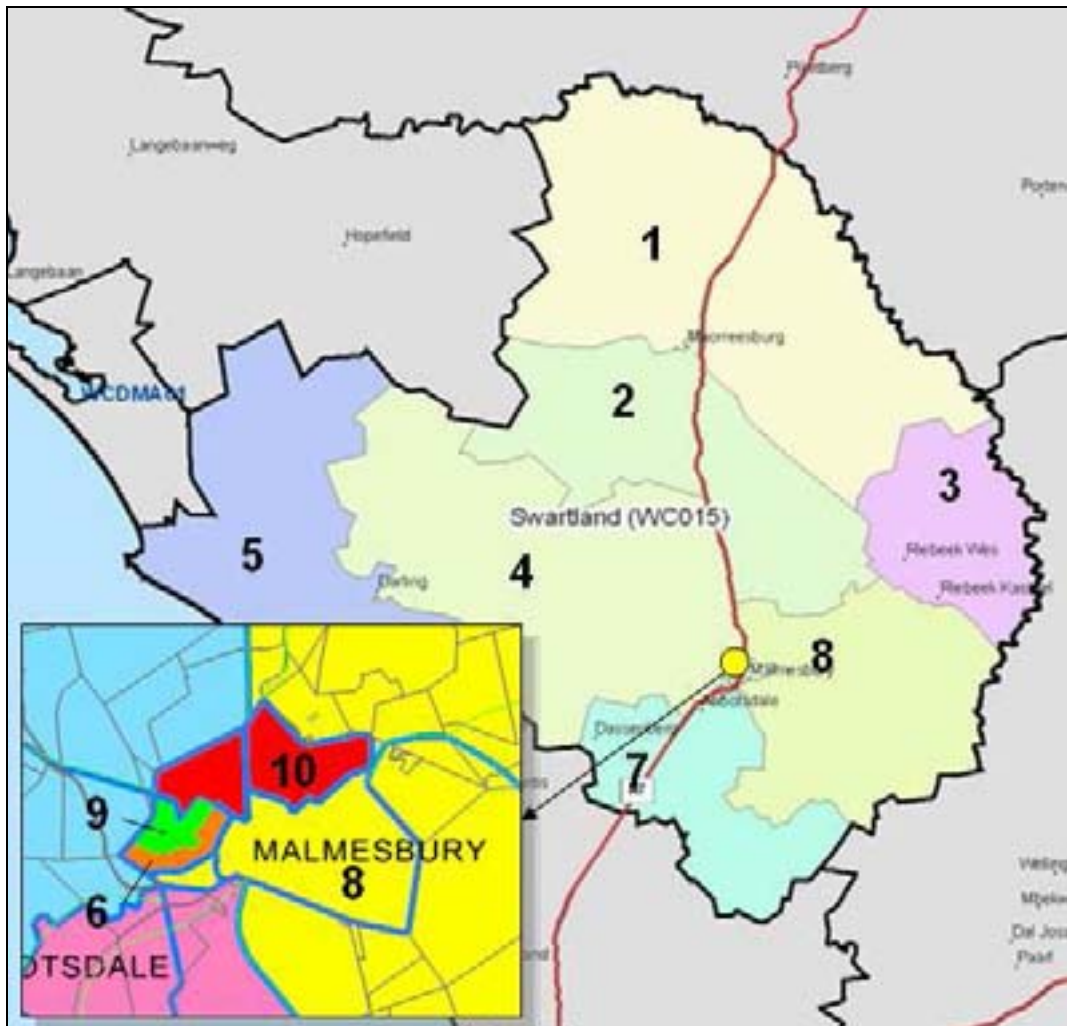
Enige strategiese plan moet gebaseer wees op relevante inligting van beide die eksterne en interne veranderlikes, gebeure en tendense. Hierdie afdeling sal vervolgens 'n strategiese analise van die eksterne en interne kwessies wat op die Swartland impakteer weergee. Die hoofstuk sal fokus op die volgende:

- Oorsig van gebied
- Demografie
- Hoë vlak strategiese informante
- Munisipale Dienste

2.1 Introduction

Any strategic plan must be based on relevant information of both external and internal variables, events and trends. This section will provide a strategic analysis of the external and internal issues which impacts on the Swartland. This chapter will focus on the following:

- Overview of area
- Demography
- High level strategic informants
- Municipal Services



Figuur: 2.1: Swartland Munisipale Gebied
Figure 2.1: Swartland Municipal Area



2.2 Oorsig van gebied

Die Swartland Munisipale Gebied is noord van Kaapstad en beslaan ongeveer 3700 km². Die area sluit 11 dorpe in wat in 10 wyke verdeel is (Figuur 2.1).

Die volgende afdeling sal die onderskeie dorpe in die gebied kortliks bespreek. Die inligting is verkry uit die Groei-potensiaal Studie.

Darling

Darling se hoof funksie was aanvanklik dié van 'n landbou-diensentrum, maar weens snelle diversifisering word die dorp nou ook gekenmerk deur toerisme- en pendelbedrywighede, sowel as 'n plek vir aftrede. Darling se ligging is uniek deurdat dit naby die Metropool, sowel as die ontwikkelings-aktiwiteitsas van die Weskus geleë is (PSDF, 2005). Die ekonomie is nou verwant aan landbou-bedrywighede en die dorp word dikwels as die melk- en groenteskuur van Kaapstad beskryf. Slegs twee komponente word deur die ontwikkelingsprofiel uitgelig, naamlik die ekonomiese sektor van die werkers en die markpotensiaal van die dorp. Beide hierdie komponente word deur die nabygeleë Metropool beïnvloed. Werksgeleenthede word deur 'n aantal ligte nywerhede verskaf, maar toerisme begin 'n al hoe groter rol in die plaaslike ekonomie speel. Die jaarlikse veldblomme- en orgideëskou, kunstgalerie, Evita se Perron en privaat natuurreservate verleen aan Darling 'n besondere plek-identiteit ("branding").

Darling se gewildheid as toeriste- en aftreedorp in 'n landelike omgewing neem ook al hoe meer toe. Nog 'n moontlikheid om die groeipotensiaal van Darling te versterk, is die beskikbaarheid van grond vir industrieë wat met ligte landbou-dienste verband hou, maar bestaan die gevaar dat dit die unieke landelike karakter van die dorp kan skaad. Met alles inaggenome word Darling met 'n "lae ontwikkelingspotensiaal" (67ste gelys) gekombineer met 'n "lae menslike behoeftevlak" (25ste gelys) in 'n spesifieke intermedieë posisie geplaas – dit van landelike toeriste/aftree-sentrum. Opgradering van paaie/infrastruktuur en 'n doelgerigte bemarkingstrategie is dus nodig om hierdie nis te laat realiseer. Dit word verder aanbeveel dat die toerisme-bates van Yzerfontein ingesluit word by die bemarkingstrategie. 'n Filosofie van "beheersde groei" sal egter die verantwoordelikste benadering wees om ontwikkeling vorentoe te bepaal.

2.2 Overview of area

The Swartland Municipal Area is located north of Cape Town and comprises of 3700 km². The area comprises of 11 towns which is divided into 10 wards (Figure 2.1).

The following section will briefly discuss the respective towns in the area. The information was obtained from the Growth Potential Study.

Darling

The main function of Darling was originally that of an agricultural service centre, but it now diversifies very rapidly to include tourism, retirement and commuter functions. The setting of the town is unique in terms of its closeness to the Metropole as well as to the West Coast development corridor (PSDF, 2005). The economy is related to agriculture and is sometimes described as the milk and vegetable barn of Cape Town. The town's development profile highlights only two components – Economic sector of the workers and Market potential of the town – both related to the influence of the nearby Metropole. A number of light industries provide some job opportunities, but tourism is becoming more and more a stronghold in the local urban economy. The particular place identity ('branding') of Darling is linked with its annual veld-flower and orchid show, art galleries, Evita's Perron and private nature reserves.

The town increasingly become popular as a tourist and retirement village in a rural setting. The other possibility for town growth is the availability of industrial land for light agricultural service industries. However, this could jeopardise Darling's unique rural character. All-in-all the 'low' Development potential (rank 67), combined with a 'low' Human Needs level (rank 25), put Darling in a specific intermediate position – that of a rural tourist/retirement centre. To realise this niche, roads/infrastructure and marketing should be upgraded, while co-operation with the tourism assets of Yzerfontein is recommended. However, a philosophy of 'contained growth' would be a responsible way of going forward.



Kalbaskraal, Chatsworth en Riverlands

Kalbaskraal het sy ontstaan/ontwikkeling te danke uit 'n spoorwegkruising tussen Kaapstad, Darling en Malmesbury. Ekonomiese groei het egter met die afname in die gebruik van spoorwegvervoer begin stagneer met gepaardgaande armoede- en werkloosheidsprobleme. Die dorp op sigself beskou, het 'n baie lae groeipotensiaal en beskik nie oor 'n wesenlike ekonomiese basis nie. Die ligging van die dorp naburig aan Durbanville het tot gevolg dat interaksie (as 'n residensiële/" oorslaap " dorp) met die Metropool plaasvind, eerder as met die Swartland. Inlywing by die Metropool moet dus ondersoek word. Baie van die inwoners werk in Kaapstad of Atlantis en pendel op 'n daaglikse basis vanaf Kalbaskraal. As gevolg van interaksie met die Metropool vaar die ekonomiese sektor van die werkende inwoners, vervoer en markpotensiaal van die dorp baie goed en plaas dit Kalbaskraal in 'n "medium" ontwikkelingsklas, gelys 52ste (alhoewel die kwalitatiewe groeipotensiaal as baie laag beskou word). Menslike behoeftevlakke word as "medium" beskou (76ste gelys) wat op wydverspreide armoede in die dorp dui en grootskaalse sosiale kapitaalinvestering word aanbeveel.

Kalbaskraal se profiel geld grotendeels ook vir twee dorpe wat minder as vyf kilometer vanaf Kalbaskraal geleë is, naamlik **Riverlands** en **Chatsworth**. Die kerk het in die vroeë 1900's 'n betekenisvolle rol gespeel in die oorsprong van dié twee dorpe. Net soos Kalbaskraal is hierdie ook geïsoleerde "oorslaap" dorpe vir werkers van Kaapstad, Atlantis en omliggende plase. Met geen ekonomiese basis kom wydverspreide armoede en werkloosheid voor. Die kwaliteit van dienste, infrastruktuur en vervoer in al drie hierdie dorpe is problematies.

Koringberg

Koringberg het ontwikkel as 'n landbou-dienssentrum, maar funksioneer tans as 'n residensiële nedersetting wat grotendeels plaaswerkers van die omliggende landelike area huisves. Die verbouing van koring is tot 'n mate vervang deur die produksie van tafeldruive vir die uitvoermark. Die plaas Broodkraal verskaf werk aan 2 000 arbeiders waarvan die meerderheid in Koringberg woonagtig is. Van die plaaslike inwoners is van die opinie dat Koringberg as 'n aftreedorp en 'n landelike ontvlugtingsoord 'n positiewe groeipotensiaal het. Verskeie kunstenaars en afgetredenes het reeds hulself hier kom vestig. Die dorp is 'n paar kilometers vanaf die N7-roete geleë en sy nabyheid aan Moorreesburg dra by tot

Kalbaskraal, Chatsworth and Riverlands

Kalbaskraal originally developed from a railway crossing between **Cape Town, Darling and Malmesbury**. Since the reduction of rail transport, economic development has stagnated in the settlement, with concomitant unemployment and poverty. The town has virtually no intrinsic economic base and very little growth potential on its own merit. Because of its location close to Durbanville, it functions as a residential/dormitory town interactive with the metropole rather than with the Swartland region. Incorporation into the metropolitan region should therefore be investigated. Many people work in Cape Town or Atlantis and commute daily from Kalbaskraal. Because of its metropolitan interaction the Economic sector of the working residents, Transport and Market potential performs very well, and puts Kalbaskraal in a 'medium' Development class at rank 52 (although the qualitative growth potential was perceived at 'very low'). Needs levels registered 'medium' at rank 76, indicating widespread poverty in the settlement and 'major social' capital investment is recommended.

The above profile largely holds true also for the two settlements **Riverlands** and **Chatsworth**, located less than five kilometres away. The church played a significant role in their origin during the early 1900's. Like Kalbaskraal, these isolated settlements are today no more than dormitory towns for workers in Cape Town, Atlantis and the surrounding farms. The lack of an economic base causes widespread unemployment and poverty occurrence, while the quality of services, infrastructure and transport in all three settlements is problematic.

Koringberg

Koringberg originally developed as an agricultural service centre, but currently functions as a residential settlement and houses mainly farm workers from the surrounding rural area. The production of table grapes for the export market replaced to some extent wheat. A farm such as **Broodkraal** employ about 2 000 workers and many of them live in Koringberg. Some local inhabitants believe that Koringberg has a positive growth potential as a rural refuge and retirement town. Several artists and retirees are already settling here. The town is located a few kilometres off the N7 route and its proximity to Moorreesburg contributes to its functional role as a low-order rural settlement. In reality the Koringberg development profile promises



sy funksionele rol as 'n lae-rang landelike nedersetting. In realiteit dui Koringberg se ontwikkelingsprofiel 'n baie lae groeipotensiaal aan.

Die enigste positiewe ontwikkelingskomponente wat die nedersetting aantoon is ekonomiese verandering en streeksontwikkeling, maar dit kan nie as indikatore gebruik word nie, aangesien die groot persentasies verkry op klein getalle ingevolge sensusopname-syfers statisties misleidend mag wees. Koringberg met 'n lae ontwikkelingspotensiaal (111ste gelys vanuit 131 dorpe in die provinsie) en met 'n medium menslike behoeftevlak (70ste gelys), kwalifiseer op hierdie stadium vir grootskaalse sosiale kapitaalinvesterings eerder as vir 'n vaste infrastrukturele investering. Op hierdie wyse sal die kapasiteit van die inwoners en hul sosiale welstand meer effektief opgehef word.

Malmesbury

Hierdie dorp het 'n hoë kategorie vir beide die kwantitatiewe en kwalitatiewe klassifikasie van ontwikkelingspotensiaal aangetoon. In die algemeen, met 'n 14de plek op die ranglys van ontwikkelingspotensiaal uit 131 dorpe in die provinsie, is Malmesbury 'n belangrike stedelike nis vir die streek sowel as die provinsie. Die belangrikste bydraers tot hierdie posisie is institusionele- en kommersiële dienste, sowel as die dorp se markpotensiaal as gevolg van sy ligging aangrensend tot die Kaapse Metropolitaanse area. Entrepreneurs het reeds hul vertroue in die ekonomie van die dorp in die vorm van beleggings-aktiwiteite gedemonstreer. Die dorp se vervoerinfrastruktuur, ekonomiese sektor en menslike hulpbronne dra verder by tot hierdie posisie. Die menslike-behoefte-register (28ste gelys) toon 'n lae-rang, wat beteken dat die inwoners van die dorp oor die algemeen welaf is in vergelyking met die norm gestel deur provinsie. In die algemeen dui die ontwikkelingsprofiel op 'n goeie gebalanseerde en positiewe toestand vir volhoubare stedelike groei. Malmesbury doen homself voor as 'n moontlike "leierdorp" vir streeksontwikkeling op 'n groter skaal in die provinsie (*Growth potential of towns in the Western Cape, 2005*).

Terselfdertyd word elke veranderlike regoor die ekwivalente telling van die provinsiale gemiddeld as 'n vergelykende "benchmark" geplaas. Malmesbury se ontwikkelingspotensiaal word versterk deur sy gediversifiseerde karakter wat bydra tot sy sukses as 'n stedelike sentrum vir die streek. Hierdie potensiaal word verder aangevul deur administratiewe- en vervaardigingsfunksies as die ekonomiese basis. Die kragtige posisie van indikatore wat menslike hulpbronne, vervoer, institusionele dienste,

very little growth potential.

*The only positive development components the settlement reveals are **Economic change and Regional vitality**, which are misleading indicators on account of the statistical fallacy produced by relative large percentages on small census numbers. At a 'low' Development Potential rank of **111** (out of **131** towns in the province), and a 'medium' Human Needs level at rank **70**, Korinberg should at this stage qualify primarily for 'major social' capital investment rather than for fixed infrastructural investment. In this way the capacity of the town's community and their social well-being could be uplifted more effectively.*

Malmesbury

*The town recorded a 'high' category on both the quantitative and qualitative ranking of Development Potential.. On the whole, with a 14th position on the Development Potential ranking list of the **131** towns in the province, Malmesbury fulfils an important urban niche in the region and the province. The main contributors to this general standing are Institutional and Commercial Services, and the town's Market Potential near the Cape Town Metropolitan area. Entrepreneurs have already demonstrated confidence in the economy of the settlement on the form of investment activities. Further support also comes from its Transportation structure, Economic Sectors and Human Resources components. The Human Needs index has a 'low' rating and ranks at **28**, which means the town's people are in general well-off relative to the provincial norm. On the whole this development profile demonstrates a well balanced and positive image for sustained urban growth and Malmesbury presents itself as a possible 'leader town' for regional development on a wider scale in the province (*Growth potential of towns in the Western Cape, 2005*).*

At the same time each variable is set up next to the equivalent scores of the provincial average as a comparative benchmark. The diversified character of Malmesbury's development potential is most favourable for a successful regional urban center, supplemented by administrative and manufacturing functions as economic base. Furthermore, the powerful position of the indicators measuring Human Resources, Transportation, Institutional services, Commercial services, Economic sectors



kommersiële dienste, ekonomiese sektore en markpotensiaal meet, dui op 'n gesonde vlak van vertroue vir verdere ekonomiese ontwikkeling en private entrepreneurskap. Malmesbury is die administratiewe setel van die Munisipaliteit Swartland en dien dus reeds as 'n streek-dienstesentrum vir die groter area. Die stedelike ekonomie ervaar 'n sterk groeifase. Malmesbury se hoë groeipotensiaal kan toegeskryf word aan faktore soos, onder andere sy relatiewe toeganklikheid vanaf die N7/spoorwegkorridor, 'n ge-diversifiseerde ekonomiese basis wat nie alleenlik die landbousektor akkommodeer nie, maar ook goed-ontwikkelde industriële en kommersiële sektore, en verder beskik die dorp oor ondersteunende infrastruktuur.

As gevolg van die hoë eiendomspryse in die Metropool en die aantrekkingskrag van 'n rustige landelike atmosfeer is daar 'n oplewing in die eiendomsmark in Malmesbury. Mense vestig hul hier en pendel op 'n daaglikse basis na hul werk in Kaapstad. Die dorp beskik oor voldoende grond vir toekomstige residensiële en ander ontwikkelingsprojekte. Nogtans sal verdigting binne die afgebakende stedelike randgebied teen 'n sneller koers moet geskied. Die vertroue in die plaaslike ekonomie word ondersteun deur die bestaan van internasionale maatskappye en 'n groot aantal nasionale maatskappye soos Pionier Groep, Sugar Bird, Bonwit en Raiël. 'n Aantal provinsiale en nasionale departemente is ook hier gevestig. Groeipotensiaal kan verder gestimuleer word deur die toeganklikheid tot die Weskus ontwikkelings-aktiwiteitsas te verhoog. Die stedelike toekoms van Malmesbury blyk gunstig te wees vir volhoubare groei.

Moorreesburg

Moorreesburg het 'n "medium" ontwikkelings-kategorie op beide kwalitatiewe en kwantitatiewe ontledings aangetoon (32ste gelys), terwyl die behoeftevlakke in vergelyking met die provinsiale gemiddeld relatief laag (24ste gelys) is. Moorreesburg vaar goed in die ontwikkelings-komponente wat verband hou met institusionele dienste, ekonomiese verandering en streeksontwikkeling. Die hoof funksie van die dorp is dié van 'n landbou-dienssentrum (sentraal geplaasde dorp) in die hartjie van die koring-produiserende Swartland-distrik. Ligte industrieë is besig om 'n belangrike rol in die dorp te speel. Die rol van die Swartland Groep (wat houtvensters en –deure vervaardig), Skaarland (ploëë), Swartland Sement en ander landbou-verwante industrieë (hondekos en canola-olie) se impak op die plaaslike ekonomie moet nie onderskat word nie. Meer ligte

and **Market potential** point to a sound **confidence level** for **economic** development and **private entrepreneurship**. **Being the administrative seat of the Swartland Municipality**, it already serves as a **regional service centre** for a wider area. **The urban economy is in a strong growth phase**. **Its high development potential can be attributed to factors such as its relative accessibility along the N7 road/rail corridor**, a **diversified economic base which not only accommodates agriculture**, but also **well-developed industrial and commercial sectors**, as well as a **supportive infrastructure**.

As a result of the high property values in the metropole and the attraction of a local tranquil atmosphere, there has been a revival in the property market in Malmesbury. People settle here and commute on a daily basis to work in Cape Town. The town has sufficient land for future residential and other development projects in the future. However, densification within the demarcated urban edge should take place at a faster rate. The confidence in the local economy are supported by the existence of a large number of national and a few international companies such as the Pioneer Group, Sugar Bird, Bonwit and Raiël. A number of provincial and national departments have also been established here. Growth potential could further be stimulated by increasing the accessibility to the West Coast development corridor. The urban future of Malmesbury appears bright for sustainable growth.

Moorreesburg

Moorreesburg registered on a 'medium' Development category on both the qualitative and quantitative analysis (rank 32), while its Needs levels are relatively low (rank 24) when compared to the provincial average. Moorreesburg performs well in the development components connected to Institutional services, Economic change and Regional Development. The main function of Moorreesburg is that of an agricultural service centre (central place town), in the heart of the wheat producing Swartland district. Light industries are beginning to play an increasingly important role in the town. The role of the Swartland Group (producing wooden window frames and doors), Skaarland (ploughs), Swartland Cement and other agri-related industries (dog food and canola oil), should not be underestimated in its impact on the local economy of the region. More light industries



industriële wat verband hou met landboubedrywighede/funksies moet gelok word. Moorreesburg is die setel van die Weskus Distriksmunisipaliteit (DMA).

Na 'n periode van ontwikkeling toon die dorp se ekonomie sedert 2000 'n matige groei. Dit kan toegeskryf word aan, onder andere, die feit dat die hoofkantoor van Munisipaliteit Swartland na amalgamasie in Malmesbury gesetel is, die uitlek van koopkrag na Kaapstad, Malmesbury en Piketberg en die stagnering van landbouproduksie weens droogtes en die sterk Rand-geldeenheid wat invoere van koring goedkoper maak as om dit plaaslik te produseer. Die beskikbaarheid van water kan 'n beperkende faktor wees vir die ontwikkeling as 'n landbou-sentrum. Die moontlikheid om landbou-aktiwiteite in die streek te diversifiseer moet ondersoek word. Die huidige oorheersing van landbou wat die dorp se ekonomiese stand bepaal, maak die ekonomiese basis van die dorp baie kwesbaar. Hierdie kwesbaarheid kan oorkom word deur spesifiek te fokus op landbou/koring verwante toerisme. Die dorp kan voordeel trek uit sy ligging tot die N7-aktiwiteitsas, die spoorweg-aansluiting en sy sentrale ligging relatief tot die Weskus-streek. Hierdie ruimtelike voordeel/vergelyking kan 'n bydrae lewer tot potensieële ontwikkelingsaktiwiteite. Die groeipotensiaal van die dorp word verder versterk deur goeie infrastruktuur, uitstekende sportfasiliteite en bekende/gewilde sekondêre opvoedkundige institusies.

Riebeek Vallei

Die dorpe van Riebeek-Kasteel en Riebeek-Wes word saam gegroepeer (Riebeek Vallei) aangesien hul slegs 6km van mekaar geleë is en in noue interaksie op ekonomiese, sosiale en funksionele vlakke funksioneer. Hierdie twee skilderagtige dorpe is aan die voet van die Kasteelberg teen die agtergrond van wingerde, olyfbome en historiese geboue (geboorte plek van twee voormalige Eerste Ministers van Suid-Afrika) geleë. Die dorpe het 'n landelike karakter en die mooi omgewing dra by tot hul gewildheid as bestemming vir afgetredenes en toeriste (veral as naweek- en vakansiewonings).

Agri-toerisme vervul 'n toepaslike rol in hierdie opsig. Eiendomspryse neem toe as gevolg van 'n groeiende aanvraag na residensiële eiendomme. Die twee dorpe behou hul oorspronklike funksie as landbou-dienssentrums, maar 'n groot aantal van die huidige inwoners werk reeds in Kaapstad. Die unieke karakter en kwaliteit van die omgewing skep 'n gewilde bestemming vir kunstenaars, terwyl inwoners oor naweke 'n ontspanne en rustige

linked to the agricultural function could be attracted. Moorreesburg is the seat of the West Coast District Municipality (DMA).

After a period of vitality, the town's economic growth has been curbed since 2000. This can be attributed, inter alia, to the fact that the seat of the Swartland Municipality moved to Malmesbury, the leakage of purchasing power to Cape Town, Malmesbury and Piketberg, and the stagnation of agricultural production as a result of droughts and the strong Rand currency that makes it cheaper to import wheat than to produce it locally. Water availability may be a limiting factor for development as an agriculture centre. Perhaps the agricultural activities in the region could be diversified to a greater extent. The present dominance of agriculture around which the town economy revolves makes the economic base vulnerable. This could be countered by a specific focus on agriculture/wheat related tourism. The town could benefit from its accessible position along the N7-corridor, the railway connection and its central location relative to the West Coast region. This latter comparative spatial advantage holds considerable benefits for potential development activities. The growth potential of the town is further strengthened by good infrastructure, excellent sport facilities and well-known secondary education institutions.

Riebeek Valley

The towns Riebeek-Kasteel and Riebeek-Wes are grouped together (Riebeek Valley) because they are only 6 kilometres apart and function in close interaction at economic, social and functional levels. The two towns are situated in a picturesque area at the base of Kasteelberg, against the backdrop of vineyards, olive trees and historical buildings (birthplace of two former prime ministers of South Africa). The towns have a rural village character and a beautiful environment, and this contributes to their popularity as retirement and tourist destinations (especially as weekend and holiday homes).

Agri-tourism fulfils an appropriate niche in this regard. Property prices are escalating as a result of the growing residential demand. The two towns still hold to their original function as local agricultural service centres, but a substantial number of the present inhabitants work in Cape Town. The unique character and the quality of the environment create a popular destination for artists, while urbanites relax over the weekends enjoying the



leefstyl geniet. 'n Bepaalde plek-identiteit word deur al hierdie faktore aan die Riebeek Vallei verleen.

Die PPC-sementfabriek is naby Riebeek-Wes geleë wat tot 'n mate 'n myn- en verwante kommersiële omgewing daarstel. Die industriële en kommersiële sektore word egter nie gesien as bepalend vir die toekoms van die dorpe nie, maar wel toerisme en om 'n heenkome vir afgetredenes te skep. Groeipotensiaal moet in die konteks van 'n goed-beplande en beheersde groei model ontwikkel word om die residensiële (aftree) en agri-toerisme (wyn en olywe) funksies van die Riebeek Vallei uit te bou. Infrastruktuur en dienste sal in die proses opgegradeer en uitgebrei moet word ten einde die verwagte groei te absorbeer.

Oor die algemeen is die ontwikkelingsprofiel van die dorpe bykans dieselfde, met die ekonomiese sektor van die werkers, die markpotensiaal van die dorpe en die streek se natuurlike hulpbronne die enigste komponente van belang. Die dorpe se ontwikkelingspotensiaal word as "laag" geklassifiseer (gelys 94ste en 95ste, onderskeidelik), maar hul unieke plek-identiteite beklemtoon hul residensiële en toerisme kenmerke. Die behoeftevlakke in beide nedersettings is relatief "laag" en die aanbevole investeringsprioriteit is daarom "bykomende infrastruktuur" (moontlik met sosiale kapitaal ondersteuning).

Yzerfontein

Die groei van Yzerfontein kan toegeskryf word aan die koers waarteen afgetredenes, vakansiegangers en toeriste na hierdie hoë-inkomste vakansiedorp gelok word. Die permanente inwoners bestaan slegs uit 60% van die totale populasie. 'n Groot aantal werk in Kaapstad en pendel op 'n gereelde basis na werk. Die gemeenskap voel baie sterk oor die konsep van "beheersde groei" ten einde die oorspronklike karakter van die dorp as 'n kusedorp wat hoofsaaklik as vakansie en ontspanningsbestemming dien te behou. Die ekonomie is gebaseer op die ontwikkeling van die plaaslike toerisme, residensiële ontwikkeling (naweek- en vakansiehuse), sowel as aftree-oord vir die meer welgesteldes. Die sterk menslike hulpbron komponent, tesame met die profiel van die ekonomiese sektor van die werkers, beklemtoon hierdie fenomeen. Met die uitsondering van 'n paar restaurante, kafees en 'n aantal gastehuse, is die besigheidsektor onder-ontwikkeld. Koopkrag gaan meestal na Darling, Vredenburg en die Metropool. Die dorp het beperkte hawe-fasiliteite wat hoofsaaklik vir watersport-aktiwiteite gebruik word. Die vestiging van 'n vismark buite die dorp was

tranquil lifestyle, which offers a distinctive local place identity.

The PPC cement works is situated close to Riebeek-Wes and generated to some extent a mining and related commercial setting. However, the future of the towns is not regarded as being vested in industrial and commercial sectors, but rather in tourism and to provide a haven for the retired. Growth potential should be balanced in the context of a well-planned 'contained growth' model to fulfil the residential (retirement) and agri-tourism (wine and olives) functions of the Riebeek Valley towns. In the process infrastructure and services will have to be upgraded and extended to absorb the expected growth.

Broadly speaking, the development profiles of the two towns are almost similar, with the Economic sector of the workers, the town's Market Potential and the region's Natural Resources the only significant components. Their development potential is ranked 'low' at 94 and 95 respectively, but the unique sense of place emphasizes their residential and tourism niche. In both settlements the Needs levels are relatively 'low' and the suggested investment priority, therefore, "minor infrastructure" (perhaps with minor social capital support).

Yzerfontein

The growth of Yzerfontein can be attributed to the rate at which this high income-bracket holiday town attracts retired people, holidaymakers and tourists. The permanent residents make up only about 60% of the total population. A large number of them work in Cape Town and commute on a regular basis. The community feels strongly about the concept of 'contained development' in order to retain the original character of this coastal town as mainly a holiday and recreation destination. The economy is based on the development of local tourism, holiday/weekend house developments, as well as a retirement function for wealthy retirees. The strong Human Resources component, together with the worker's Economic sector profile, emphasizes this phenomenon. With the exception of a few restaurants, cafes and a number of guest houses, the business sector is weakly developed. Purchasing power, therefore, mostly goes to Darling, Vredenburg and the Metropole. The town has limited harbour facilities, which are mainly used for water recreation. A fish market just outside the town, testifies to substantial seasonal line-fish catches. Yzerfontein has an under-utilised potential in the



noodsaaklik om die groot seisoendale visvangste te hanteer. Die visbedryf en gepaardgaande industrieë hou groot potensiaal vir Yzerfontein in, maar dit kan bots met die ontspannings/toeriste funksie en moet daarom op 'n verantwoordelike wyse bestuur word.

Die groeipotensiaal van Yzerfontein word gehinbeer deur die "beheersde groei" benadering en daarom word 'n "lae" kategorie (69ste gelys) geregistreer. Die saamgevoegde kwalitatiewe evaluering kompenseer egter hiervoor en 'n "medium" klassifikasie word geregistreer. Die relatiewe behoeftevlakke in hierdie dorp van welstand is "baie laag" (11ste gelys, wat beteken dat slegs 10 stedelike sentrums in die provinsie beter behoeftevlakke geregistreer het). Die potensiaal vir stedelike ontwikkeling en groei is groot indien gefokus word op 'n see-georiënteerde ontspannings-/aftreesentrum, maar dan moet toepaslike bemerking, infrastruktuur en dienste opgegradeer word.

fishing industry, but this may clash with the recreation/tourist function and should therefore be managed in a responsible way.

The 'contained growth' approach inhibited the Development potential to a 'low' category at rank 69, but the concomitant qualitative assessment compensate with a 'medium' rating. The relative Needs levels in this wealthy town are 'very low' at rank 11 (in other words, only 10 urban centres in the province registered better needs levels). The potential for urban development and growth is ideally suited for a sea-orientated recreation/retirement centre, but then the appropriate marketing, infrastructure and services should be upgraded.



2.3 Demografie

Die volgende afdeling sal op belangrike demografiese kenmerke van die Swartland fokus. Lesers word daaraan herinner dat hierdie afdeling nie 'n gedetailleerde demografiese profiel is nie. Vir 'n gedetailleerde sosio-ekonomiese profiel, verwys na die Ekonomiese Profiel (2005) opgestel vir die Swartland deur die Universiteit van Stellenbosch.

Bevolking

Die Swartland bevolking word tans beraam op ongeveer 85 000 inwoners. Die huidige beraamde samestelling is as volg:

- Swart = 14% (12 000)
- Bruin = 72% (60 000)
- Wit = 14% (11 500)

(Die % Indiër/Ander is kleiner as 1% van die bevolking)

Die bevolkingstruktuur toon 'n redelike stabiele bevolking aan, gegewe die stabilisering in die ouderdomskategorie onder 14. Die tekort aan naschoolse onderrig fasiliteite in die area is duidelik uit die verlaging in die ouderdomskategorie 20-24. Die toename in die ouderdomskategorie 25-29 suggereer of die terugkeer van persone wat die area verlaat het om te studeer, of 'n invloed van persone na die gebied.

2.3 Demography

The following section will focus on core demographic characteristics of the Swartland. Readers are reminded that this section is not a comprehensive demographic profile. For a comprehensive socio-economic profile of the region, refer to the **Economic Profile (2005)** compiled for the Swartland by the University of Stellenbosch.

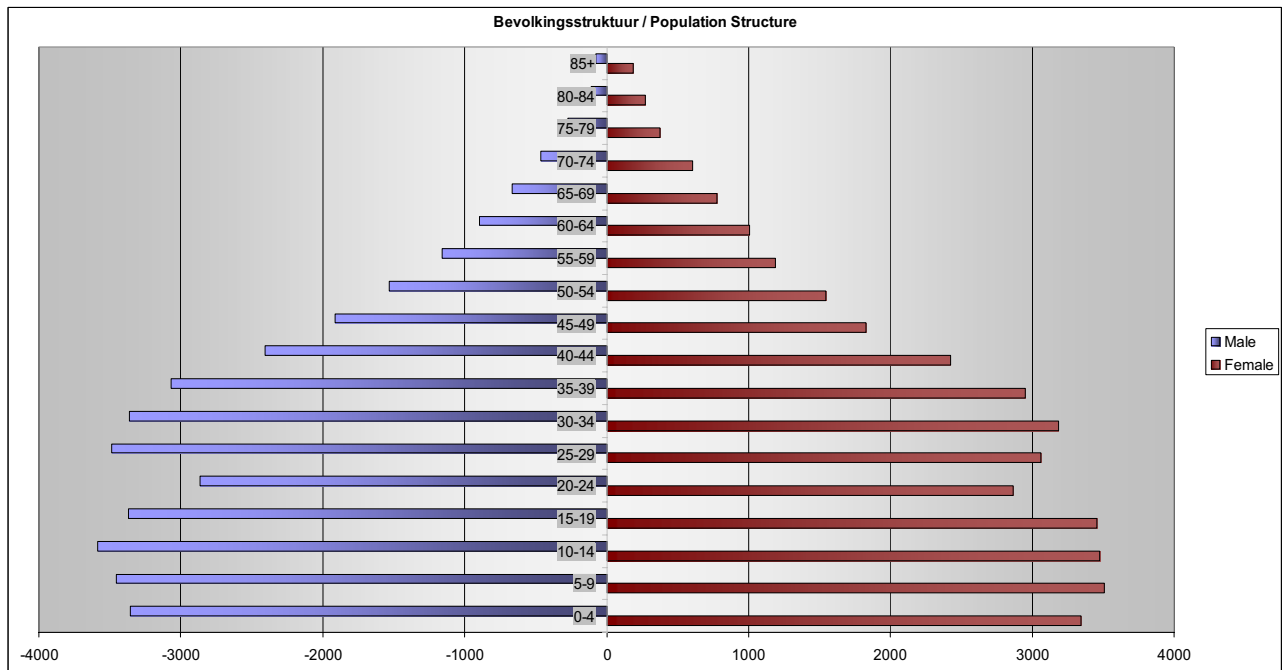
Population

The Swartland Population is estimated at 85 000 residents. The estimated population composition is as follows:

- **Black African = 14% (12 000)**
- **Coloured = 72% (60 000)**
- **White = 14% (11 500)**

(The % Indian/Other is less than 1% of the population)

The population structure suggests a fairly stable population, given the stabilization in the age cohorts below 14. The lack of tertiary educational facilities is evident in the sharp decrease in the age category 20-24. The increase in the age category 25-29 suggests either the return of persons who left the area to study, or an influx of people to the area.



Figuur 2.2: Bevolkingstruktuur
Figure 2.2: Population structure



Opvoeding

Die Swartland se onderwysvlak is oor die algemeen redelik swak. Ongeveer 30% van die bevolking het beperkte primêre skool opvoeding of geen opvoeding.

Die area het ook beperkte toegang tot sekondêre skoling en van die bestaande fasiliteite word oor hul maksimum kapasiteit benut (Mlinge Lethu).

Die vlak van opvoeding word verder vellaag deur die uitvloei van vaardige mense uit die gebied en die instroming van ongeskoolde mense na die area. Die volle impak van immigrasie word later in die hoofstuk in detail bespreek.

Tegniese vaardighede wat aan die plaaslike besighede se vraag kan voldoen is ook 'n kritiese opvoedingskwessie.

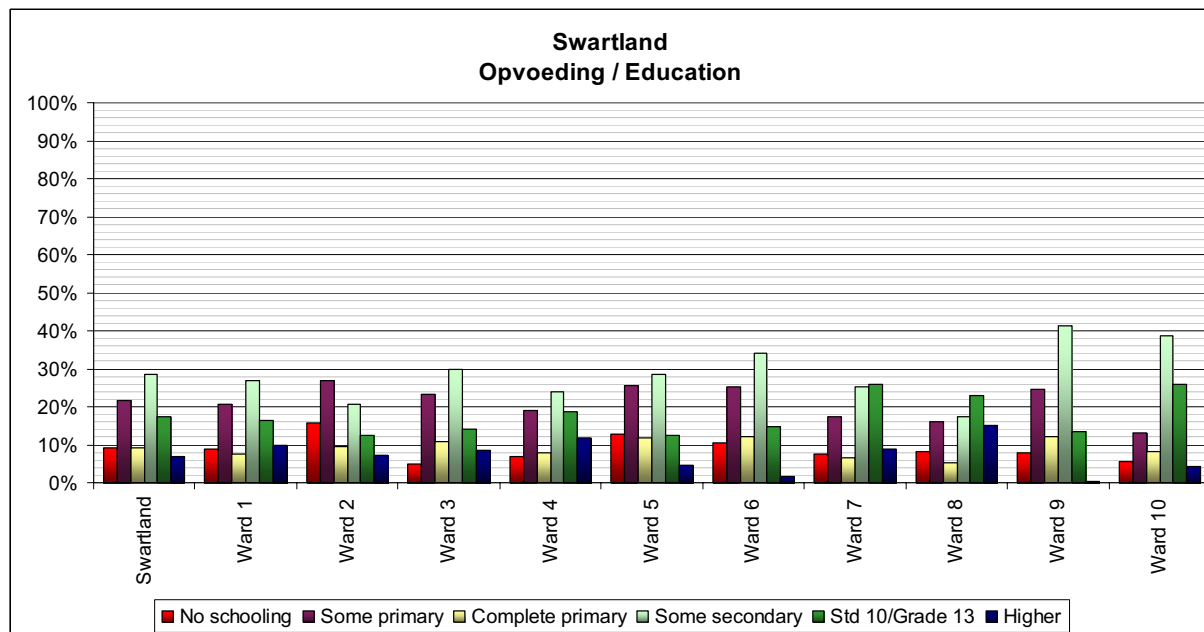
Education

The Swartland has generally poor levels of education. Approximately 30% of the population has some primary schooling or no schooling.

The area has limited access to secondary schooling and some of the existing facilities are used over their maximum capacity (Mlinge Lethu).

The level of education is also lowered by the exodus of skilled people from the area and the influx of unskilled persons. The full impact of immigration is discussed later in the chapter.

Technical skills which can meet the demand of the local industries are a critical education issue.



Figuur 2.3: Opvoeding
Figure 2.3: Education

Ekonomie

Indiensneming

Swartland het 'n gemiddelde werkloosheidsyfer van 10% van die bevolking (Sensus 2001). Die hoogste werkloosheidsyfer is onder die Swart bevolkingsgroep. Dit kan moontlik wees as gevolg van die inmigrasie van dié groep na die Swartland op soek na werk. Die Swartland presteer egter beter as die provinsiale gemiddeld van 26% werkloosheid.

Economy

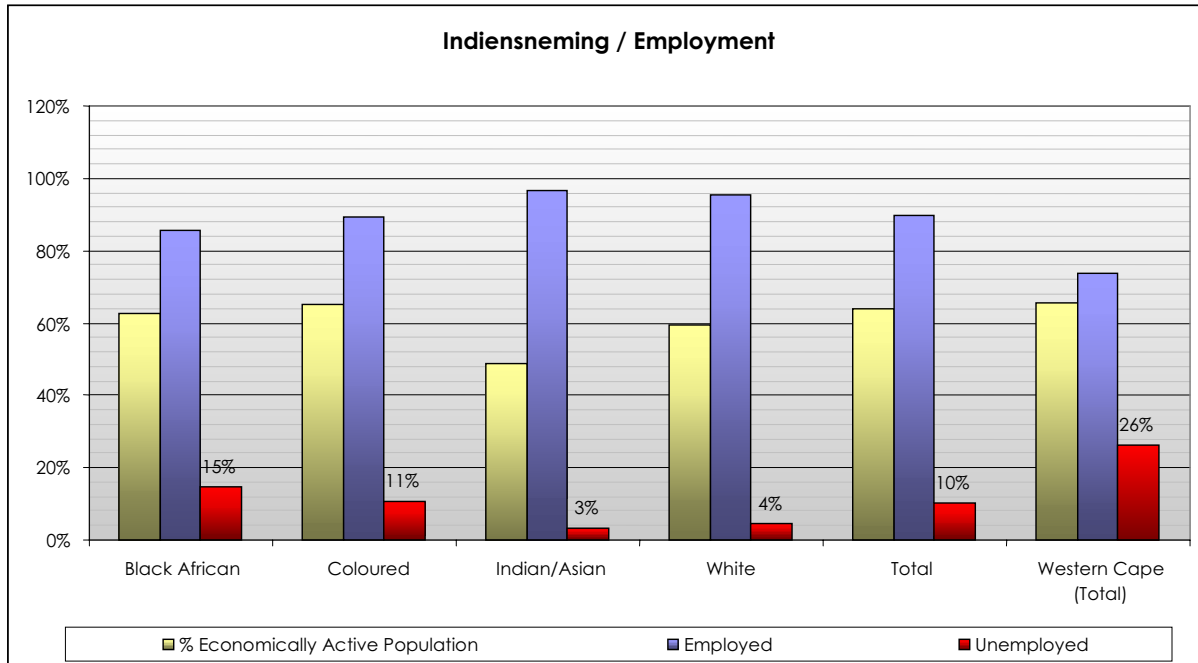
Employment

The Swartland has an average unemployment rate of 10%. The Black African group has the highest unemployment rate. This could be the result of the immigration of this group to the Swartland in search of employment. The Swartland have a much better employment rate than the provincial average of 26% unemployment.



Die redelike lae persentasie ekonomiese aktiewe bevolking (kleiner as 70%) suggereer 'n weselike persentasie huishoudings met slegs een broodwinner (Sien Figuur 2.4).

The relatively low percentage economically active population (smaller than 70%) also suggests that a significant percentage of households have only one breadwinner (See Figure 2.4).



Figuur: 2.4: Indiensneming
Figure 2.4: Employment

Inkomste vlakke

Inkomstevlakke in die Swartland is oor die algemeen redelik laag (30% van die totale bevolking is in die kategorie R401-800). 'n Lae gemiddelde inkomste is algemeen in areas wat van primêre industrieë, soos landbou, afhanglik is. Dit is as gevolg van die volgende:

- In vergeleke met tersiêre (diens) en sekondêre (vervaardiging en verwerking) industrieë, het primêre industrieë (soos landbou) minimale waardetoevoeging.
- Primêre industrieë benodig minimale vaardighede, dus hoef vaardighede nie ten duurste aangekoop te word nie.

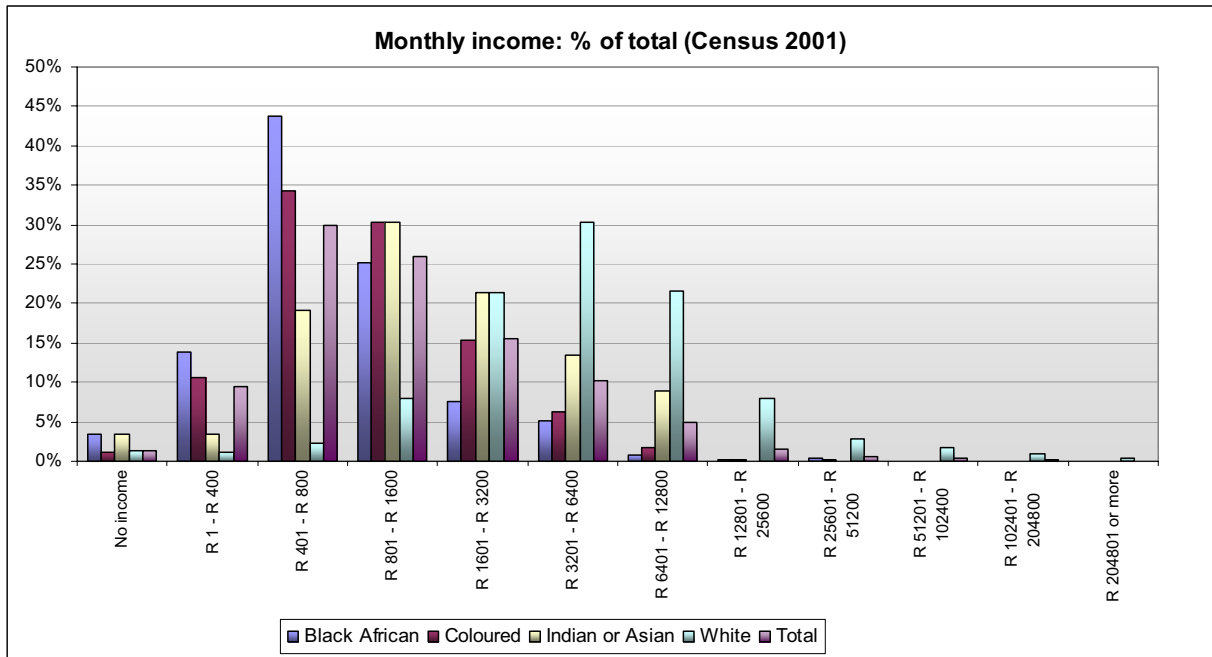
Die Swart bevolking verdien die minste teenoor die Wit bevolking wat die meeste verdien. Die lae inkomste van die Swart bevolking suggereer 'n algemene lae vaardigheidsvlak. Hierdie kwessie moet as 'n saak van dringendheid aangespreek word.

Income levels

Income levels in the Swartland are fairly low (30% of the total population falls in the category R401 – 800). A low average income is expected in areas where primary industries, such as agriculture, are dominant. This is due to the following:

- In comparison with tertiary (service) and secondary (manufacturing and processing) industries, primary industries (such as agriculture) have very limited value adding.
- Very limited skills are required to do most of the work.

The Black African Population is the lowest earners while the White Population is the highest earners. The low income of the Black African Population suggests generally low skill levels. This issue will have to be addressed as a matter of urgency.



Figuur 2.5: Inkomstevlakke
Figure 2.5: Income levels

Ekonomiese Sektore

Die ekonomiese sektore in die Swartland met die hoogste indiensneming is:

- Landbou (35%)
- Vervaardiging (11%)
- Handel (11%)
- Gemeenskaps-, sosiale en persoonlike dienste (11%)

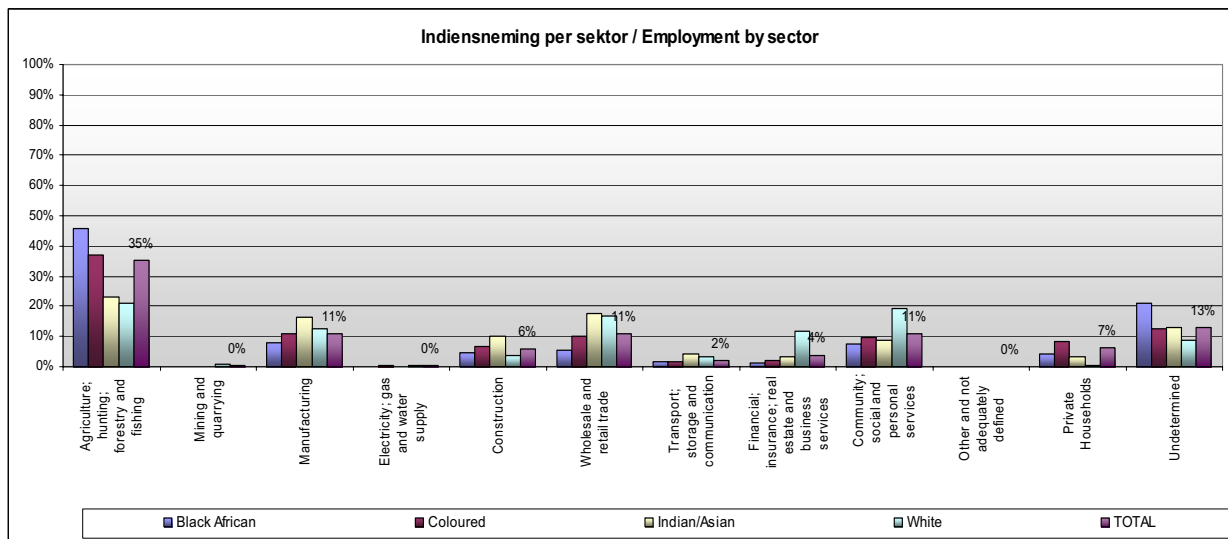
Alhoewel landbou die grootste indiensnemer is, is daar 'n mate van diversifikasie van die ekonomie.

Economic Sectors

The economic sectors in the Swartland with the highest employment rates are:

- **Agriculture (35%)**
- **Manufacturing (11%)**
- **Trade (11%)**
- **Community, social and private services (11%)**

Although agriculture is the main employer, there is a degree of economic diversification.



Figuur 2.6: Indiensneming per sektor
Figure 2.6: Employment by sector



Beroepe

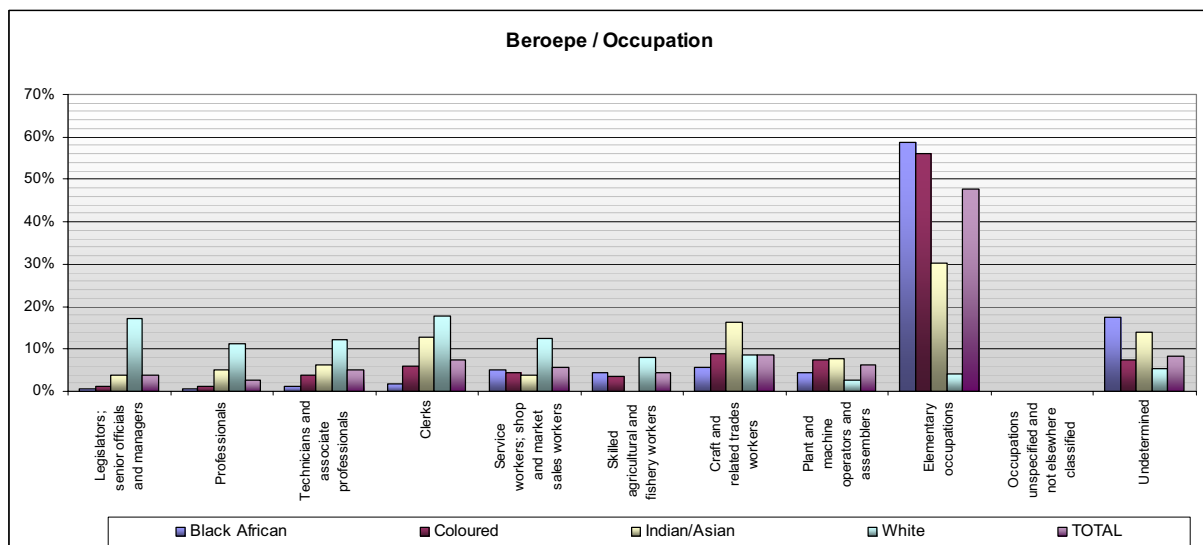
Die oorgrote meerderheid mense in die gebied het elementêre beroepe (Figuur 2.7). Die hoë persentasie elementêre beroepe korreleer met die lae gemiddelde inkomste van die gebied (Figuur 2.5) asook die hoë vlak van indiensneming in die landbou sektor (Figure 2.6).

Oor die langtermyn sal dit nodig wees om die ekonomie te diversifiseer en meer te fokus op sekondêre en tersiêre industrieë ten einde die hoë persentasie mense betrokke in elementêre beroepe te verminder en die gemiddelde inkomste te verhoog.

Occupations

The majority of people in the area have elementary occupations (Figuur 2.7). The high percentage of people employed in elementary occupations correlates with the low average income in the area (Figure 2.5) as well as the high level of employment in the agricultural sector (Figure 2.6).

Over the long term it will be necessary to diversify the economy and redirect the focus on secondary and tertiary industries in order to reduce the percentage of people active in elementary occupations and to increase the average income.



Figuur 2.7: Beroepe
Figure 2.7: Occupations



2.4. Natuurlike omgewing

Swartland is een van die munisipale gebiede met die meeste krities bedreigde ekosisteme – 4 van die 21 nasionale bedreigde ekosisteme kom in die Swartland voor.

Die natuurlike omgewing van die Swartland bestaan grotendeels uit Renosterbos in die ooste en Fynbos in die westelike gedeelte (Figuur 2.8).

Die meeste natuurlike plantegroei kom voor in die westelike gedeelte van die gebied, veral aan die kusgebied en wes van Darling (Figuur 2.9).

Biodiversiteit prioriteitsareas en spesiale habitatte is ook vir die munisipale gebied geïdentifiseer¹. Hierdie areas benodig spesiale intervensies ten einde die omgewingsintegriteit van die Swartland op die langtermyn te bevorder (Sien Figuur 2.10 en 2.11).

2.4 Natural environment

Swartland is one of the municipal areas with the highest number of **critically endangered terrestrial ecosystems** – 4 of **21** of the national endangered ecosystem are in the **Swartland**.

The natural environment of the **Swartland** consists of **Renosterbos** to the east and **Fynbos** along the western side of the area (Figure 2.8).

The most remaining natural vegetation is situated along the **coastline** and to the west of **Darling** (Figure 2.9).

Biodiversity priority areas and **special habitats** have also been identified for the municipal area². These areas require **special interventions** in order to maintain the environmental integrity of the **Swartland** over the long term (See Figures 2.10 and 2.11).

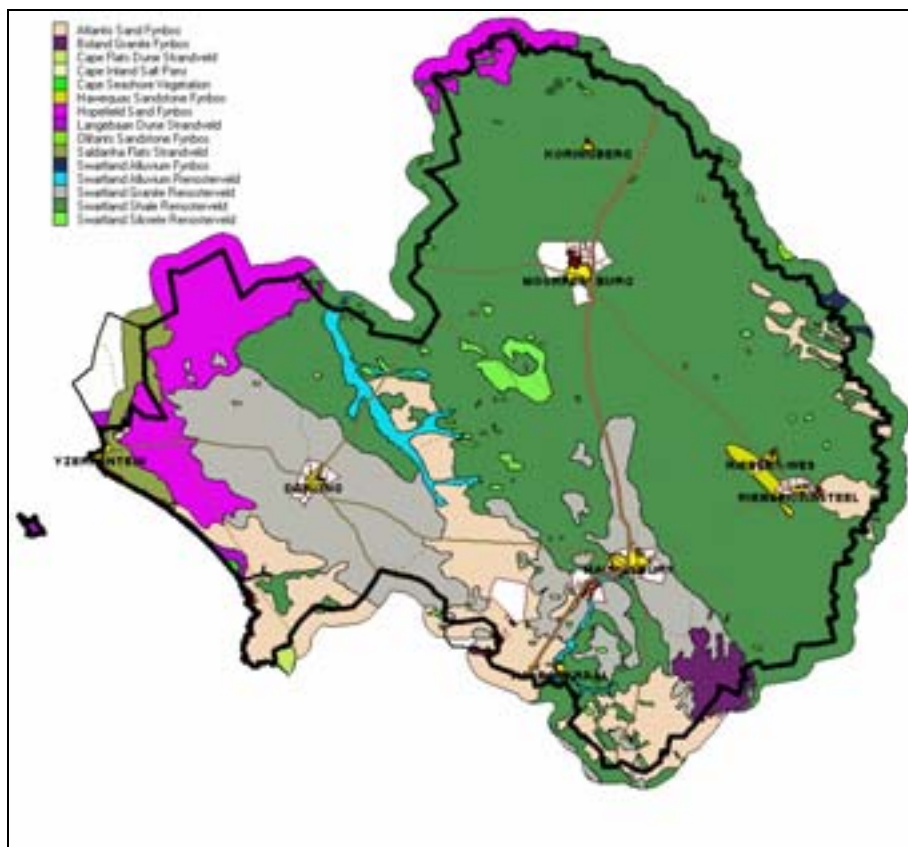
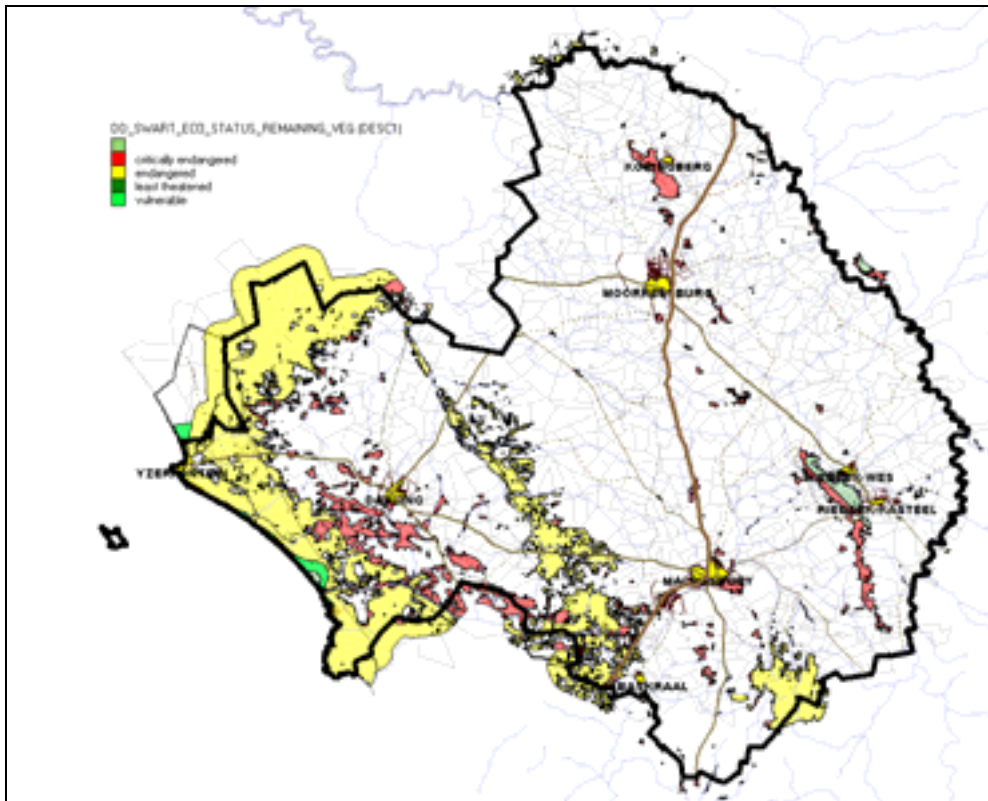


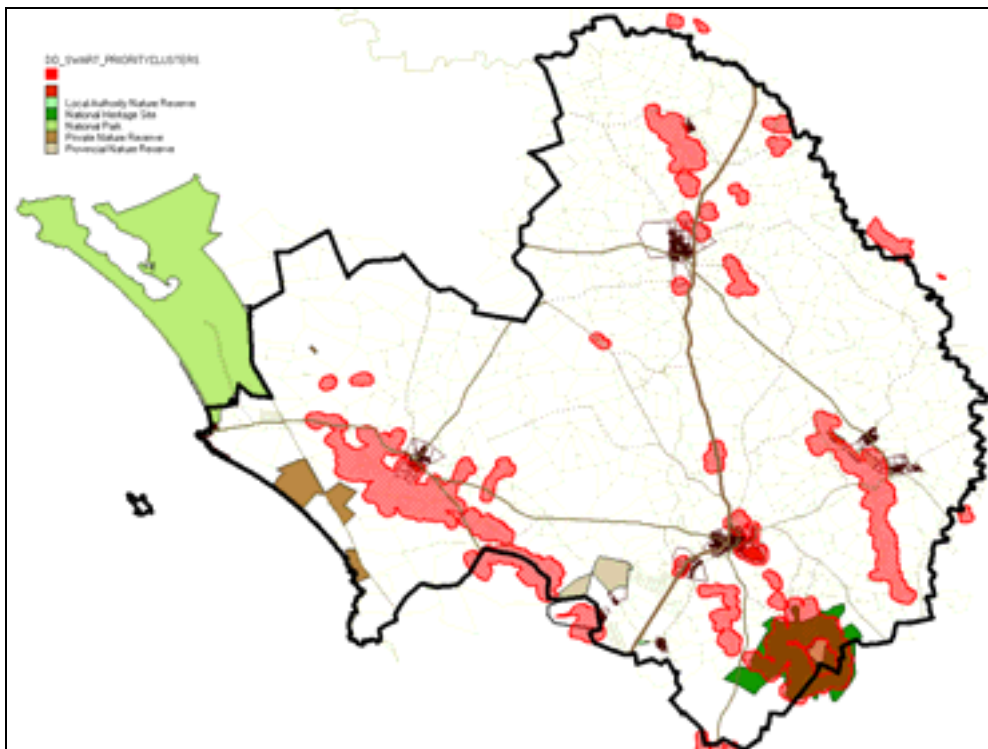
Figure 2.8: Plantegroei in die Swartland
Figuur 2.8: Vegetation in the Swartland

¹ Biodiversity priority areas in Swartland Municipality, 2006 Cape Nature, et al

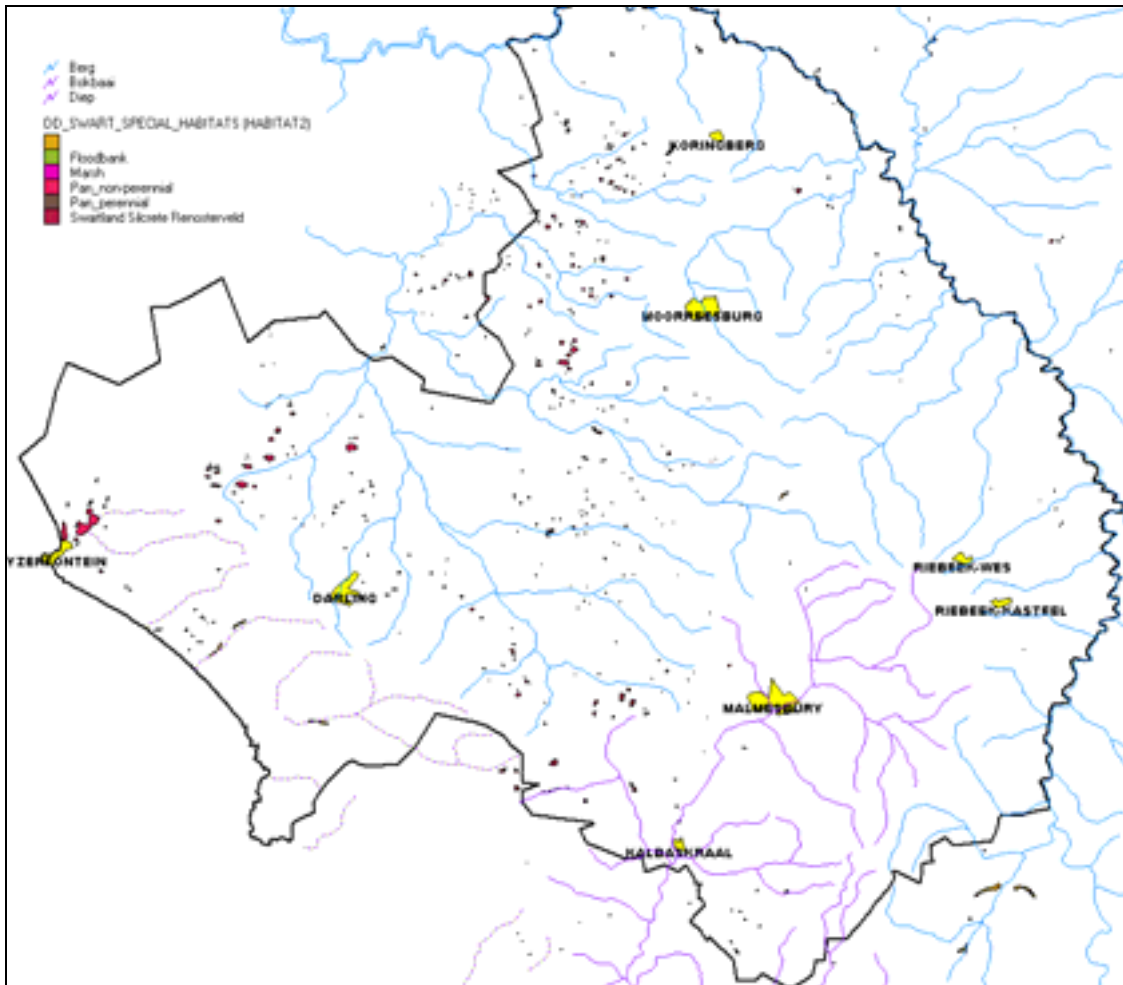
² Biodiversity priority areas in Swartland Municipality, 2006 Cape Nature, et al



Figuur 2.9: Status van oorblywende plantegroei
Figure 2.9: Status of existing vegetation



Figuur 2.10: Bestaande bewaringsareas en prioriteitsareas
Figure 2.10: Existing conservation areas and priority areas



Figuur 2.11: Rivierstelsels en spesiale habitate
Figuur 2.11 Aquatic systems and special habitats



2.5 Hoë vlak strategiese informante

Hierdie afdeling sal fokus op die volgende:

- Strategiese eksterne informante, neigings en tendense wat 'n impak op groei en ontwikkeling binne die gebied het; en
- Interne kwessies binne die munisipaliteit as 'n instelling.

2.6 Eksterne impakte

Eksterne impakte verwys na kwessies buite die munisipaliteit as organisasie. Hierdie kwessies verwys na die omgewing waarbinne die plaaslike owerheid homself bevind.

2.6.1 Migrasie patrone

Volgens die Ekonomiese Profiel³ kan die Swartland 'n invloed van ongeskoolde mense verwag, gepaardgaande met 'n uitvloei van kundigheid. Die verslag meld die volgende:

- Daar kan met redelike sekerheid gesê word dat ongeveer een derde van die groei in die residensiële komponent van die Swartland bevolking toegeskryf kan word aan die immigrasie van swak geskoolde Swartes, op soek na indiensneming.
- The gemiddelde geweege bevolkingsgroei vir die Swartland is 2.1% p.j. Die groeikoerse verskil egter merkbaar tussen bevolkingsgroepe:
 - Kleurling bevolking – 3% p.j.
 - Swart bevolking – 10% p.j.
 - Blanke bevolking – -1.2% p.j.
- Die blanke bevolking ervaar 'n verlies aan jonger ekonomies aktiewe individue en 'n toename in ouer professionele persone wat minder ekonomies aktief is, asook afgetrede mense.
- 'n Relatiewe wanbalans in die groei van die hoër en laer inkomste komponente van die bevolking sal die Swartland Munisipaliteit meer blootstel aan die verkryging van eksterne befondsing.
- Die in-migrasie van meer goeie mense sal die inkomstebasis verhoog, terwyl die invloed van lae inkomste huishoudings die inkomste sal verminder.
- Migrasie is 'n kern uitdaging vir die Weskus aangesien dit die invloed van redelik ongeskoolde mense en 'n uitvloei van vaardige mense behels. Hierdie verskynsel lei tot 'n wesenlike menslike hulpbron verlies vir die

2.5 High level strategic informants

This section will focus on the following:

- **Strategic external informants and trends which have an impact on growth and development within the region; and**
- **Internal issues within the municipality as an institution.**

2.6 External impacts

External impacts refer to issues outside of the municipality as an organization. These types of issues refer to the environment in which the local authority operates.

2.6.1 Migration patterns

According to the Economic Profile¹ compiled for the area, Swartland can expect an influx of unskilled persons, with an exodus of skilled individuals. The report states the following:

- **It can thus be concluded with reasonable confidence that in the order of one third of the growth in the resident population of Swartland derives from the high rate of in-migration of Africans generally unskilled, in search of (low to lower-income) employment.**
- **The estimated weighted average total population growth rate for the Swartland is 2.1% p.a. However, the growth rates differ significantly across population groups:**
 - **Coloured population – 3% p.a.**
 - **African population – 10% p.a.**
 - **White population – -1.2% p.a.**
- **The White population is losing younger economically active people and gaining older professionals less intensively economically engaged and retired people.**
- **A relative imbalance in the growth of the higher income and the lower income components of the local population will increase the exposure of the Swartland to external funding.**
- **The in-migration of more affluent persons will expand the income base of the local authority whilst that of low income households will deplete it.**
- **Migration constitutes a major challenge for the West Coast as it reflects in-migration (immigration) of relatively unskilled persons and the out-migration (emigration) of generally more highly skilled elements of the population better able to compete on merit in the larger labour**

³ Swartland Municipality Economic Profile, University of Stellenbosch, Octagonal, 2005)



gebied.

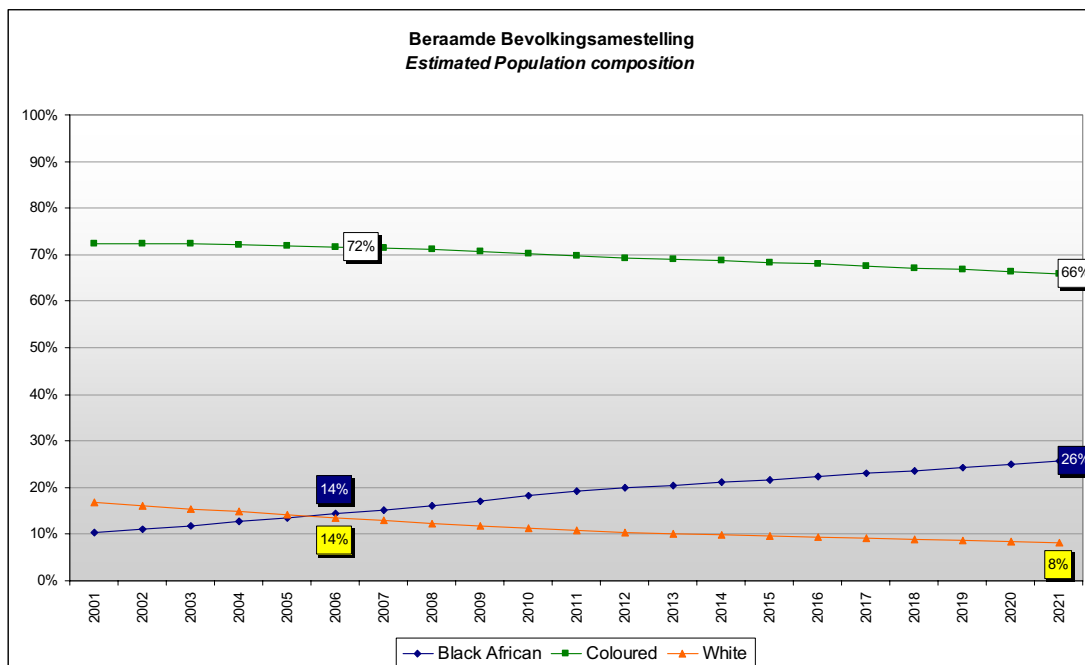
- Hierdie migrasie tendense sal lei tot wesenlike veranderinge in die bevolking en arbeidsprofiel van die Weskus in die medium tot langtermyn
- Die aksies wat die Swartland munisipaliteit onderneem om die plaaslike ekonomie te stimuleer, asook die goeie vlak van dienswering sal verwagtinge buite skep en in-migrasie van werksoekers bevorder.
- Dit sal ekonomiese inisiatiewe en aksies noodsaak wat spesifiek gestruktureer is om nie verwagtinge te skep nie en die maksimum voordele vir die bestaande bevolking te hê.
- *market and thus also a serious loss for Swartland. This is likely to result in significant modification of the population and labour profile of the West Coast into the medium- to longer term.*
- *Perversely the actions taken by Swartland in stimulating local economic growth and providing infrastructure and services in themselves create expectations of employment and of a relatively improved quality of life and thus potentially precipitate in-migration and further stress on limited jobs.*
- *This suggests economic interventions that are specifically structured to minimise the creation of undue expectations whilst at the same time creating maximum sustainable opportunity for the established population of Swartland.*

Gebaseer op die Ekonomiese Profiel se groeikoerse gaan die bevolkingsamestelling wesenlik verander. Die mees betekenisvolle impak is die toename in die Swart deel van die bevolking, wat gaan groei van 14% in 2006 na ongeveer 26% in 2021. Figuur 2.12 en 2.13 toon die impak op die bevolking aan oor die langtermyn.

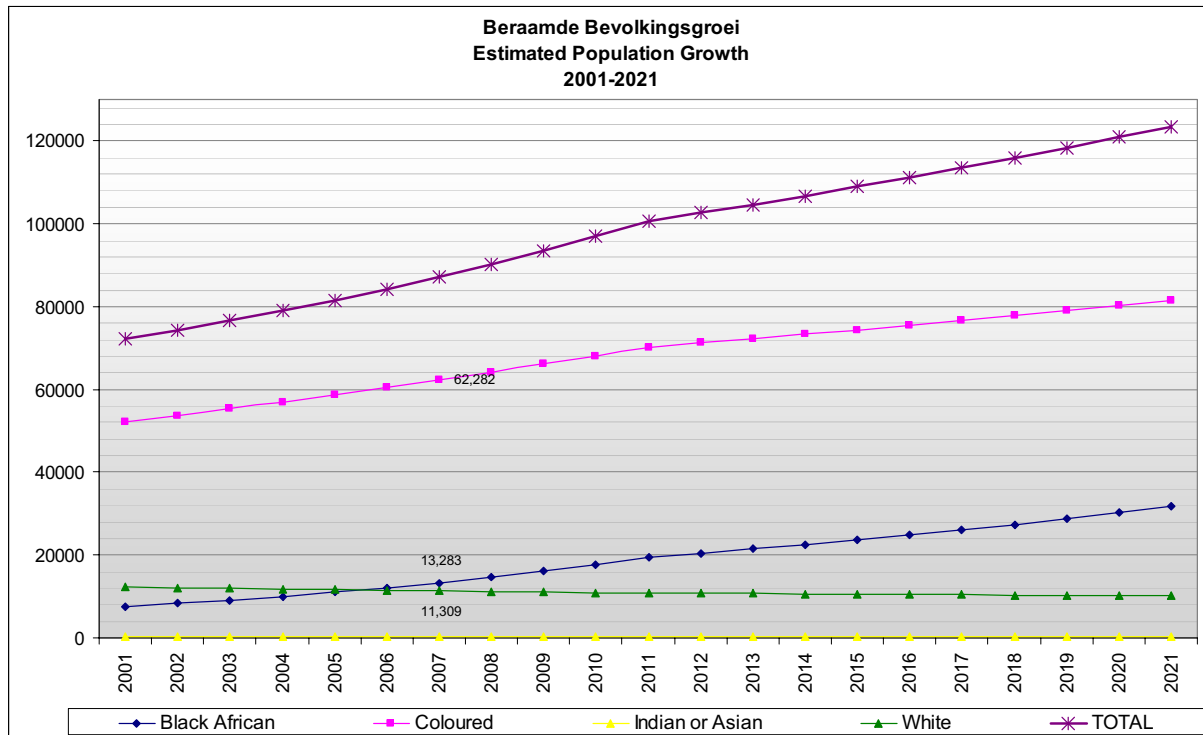
Based on the proposed growth rates put forward by the **Economic Profile**, the population composition will **change dramatically** over the period **2001-2021**. The most significant change will be the increase in the **Black African** segment of the population, which will grow from approximately **14% in 2006 to 26% in 2021**. Figures **2.12** and **2.13** indicate the impact on the population over the long term.

Gegewe dat 'n redelike persentasie van hierdie individue 'n lae vlak van onderrig het, en op soek is na werk, gaan die sosio-ekonomiese impak enorm wees. Hierdie toestroming van mense gaan addisionele sosiale en welsynsdienste binne die gebied noodsaak oor die langtermyn.

Given that a fair percentage of these individuals will be poorly educated and searching for employment – the **socio-economic impact** will be significant. This will necessitate additional social and welfare services in the region over the long term.



Figuur 2.12: Veranderende bevolkingsamestelling 2001-2021 (Ekonomiese Profiel Groeikoers)
 Figure 2.12: Changing population composition 2001-2021 (Economic Profile growth rate)



Figuur 2.13: Bevolkingsprojeksie: 2001 – 2021 (Beraamde groei gebaseer op Ekonomiese Profiel groeikoers)
Figure 2.13: Population projection: 2001 - 2021 (Estimated growth based on Economic Profile growth rates)

Ruimtelike impak van migrasie

Die fokus van lae inkomste migrasie kan verwag word in Malmesbury, en in 'n mindere mate Moorreesburg, met gevolge vir die uitbreiding en bekostigbaarheid van dienste.

In-migrasie van meer wel-af persone sal moontlik meer gefokus wees op Yzerfontein en die landelike dorpie soos Riebeeck Wes en Riebeeck Kasteel, met gevolge vir die eiendomsmark en 'n vraag na meer gesofistikeerde dienste (Figuur 2.14).

Implikasie

Die invloed van lae geskoolde individue kan die volgende implikasies vir die area inhou:

- 'n toename in werkloosheid
- 'n toename in deernishuishoudings in die gebied
- Addisionele druk op gemeenskapsdienste en gemeenskapsinfrastruktuur

Spatial Impact of migration

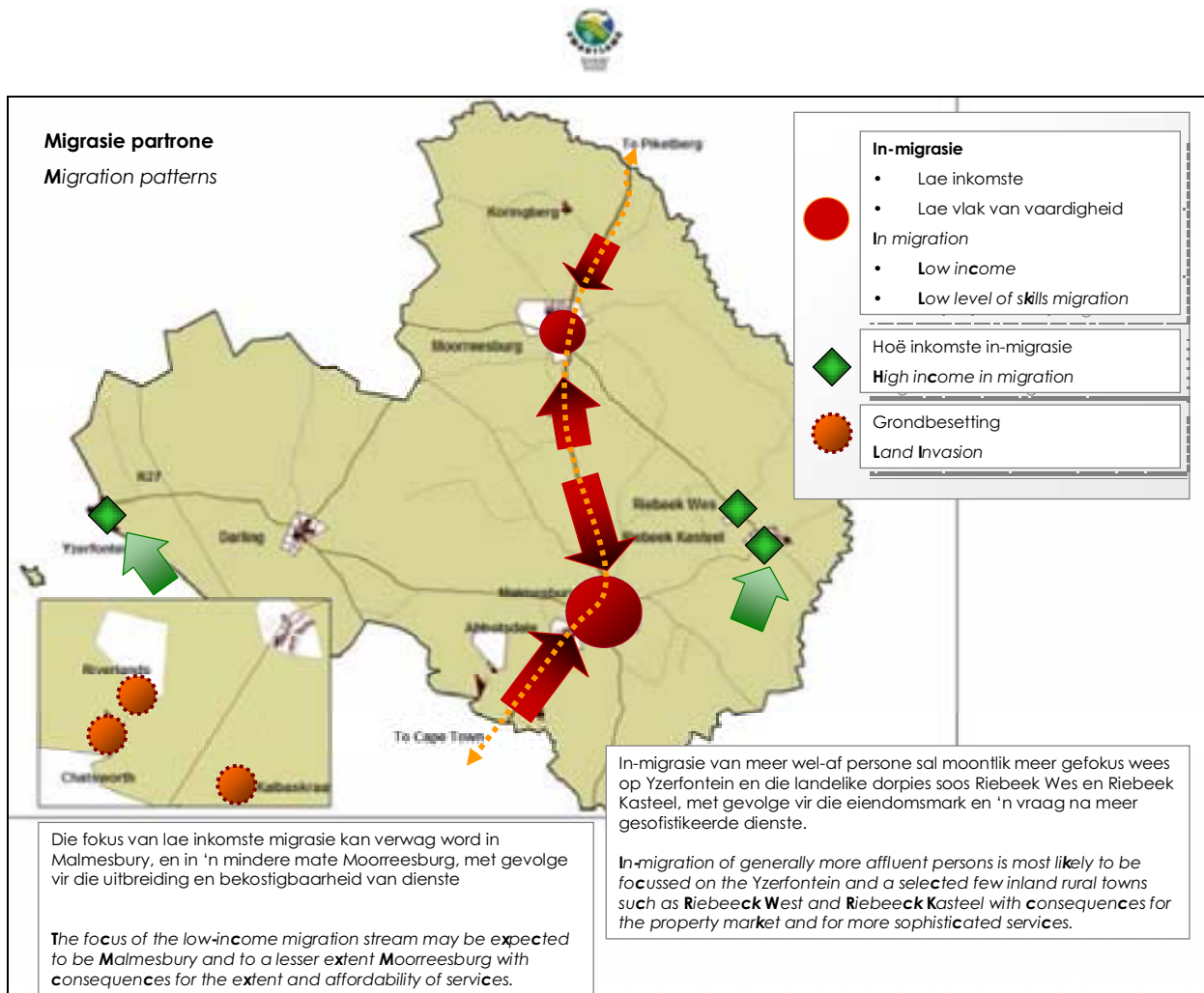
The focus of the low-income migration stream may be expected to be Malmesbury and to a lesser extent Moorreesburg with consequences for the extent and affordability of services.

In-migration of generally more affluent persons is most likely to be focussed on the Yzerfontein and a selected few inland rural towns such as Riebeeck West and Riebeeck Kasteel with consequences for the property market and for more sophisticated services (Figure 2.14).

Implications

The influx of poorly schooled individuals can have the following impact on the region:

- An increase in unemployment
- An increase in the number of indigent households in the region
- Additional strain on community services and community infrastructure



Figuur 2.14 Ruimtelike implikasie van migrasie
Figure 2.14: Spatial implications of migration

Infomele Vestiging

Gegewe die bogenoemde patrone sal daar toenemend aandag geskenk moet word aan die beheer van informele vestiging en die gepaardgaande probleme. Wyk 7 het die grootste probleme rakende informele vestiging en grondbesetting. Hierdie probleem word vererger deur die afwesigheid van permanente veiligheidsdienste.

Dit het wesenlike implikasies vir die finansiële volhoubaarheid van die munisipaliteit. Die volgende afdelings is strategies by die bestuur van informele vestiging betrokke:

- Beskermingsdienste (monitering en beheer van informele vestiging (verwydering van onwettige strukture))
- Behuising (monitering van informele vestiging en daarstel van behuisingsbeleid)

Informal Settlement

Given the above-mentioned migration patterns increasing attention must be given to the management of informal settlement and its associated problems. Ward 7 presents the most problems regarding informal settlement and land invasion. This problem is exacerbated by the lack of permanent security services.

This has fundamental implications for the financial sustainability of the Municipality. The following departments are strategically involved in the management of informal settlement.

- **Safety and Security Services** (monitoring and management of informal settlement (removal of illegal structures))
- **Housing** (monitoring of informal settlement and implementing the housing policy)



2.6.2 Residensiële Groei

Hierdie afdeling sal fokus op die residensiële ontwikkelingskwessies in die gebied. Residensiële ontwikkeling is een van die belangrikste aspekte van ontwikkeling.

Residensiële alternatief vir Kaapstad

Die residensiële groei in die Swartland, veral Malmesbury, is 'n duidelik bewys dat die dorp 'n residensiële alternatief vir Kaapstad word. Ongeveer 75% van die totale privaat en nie-gesubsideerde ontwikkeling word vir Malmesbury beplan (Figuur 2.15).

Daar word ongeveer **3 817** nuwe huishoudings (nie-gesubsideerde behuising) voorsien binne die volgende 5 tot 15 jaar (Verwys na Tabel 2.1). Die totale huishoudings (waar daar tans 'n diens gelewer word) is ongeveer 17 500. Hierdie nuwe huishoudings verteenwoordig dus 'n **25%** toename in die "kliente" van die munisipaliteit. Hierdie groei kan die volgende implikasies vir die munisipaliteit hê:

- Addisionele inkomste (belasting, ens.)
- Addisionele personeel en toerusting vereistes (finansies, skoonmaakdienste, ens.)
- Addisionele infrastruktuur onderhoud
- Uitbreiding van bestaande grootmaat infrastruktuur (kapasiteit)

2.6.2 Residential Growth

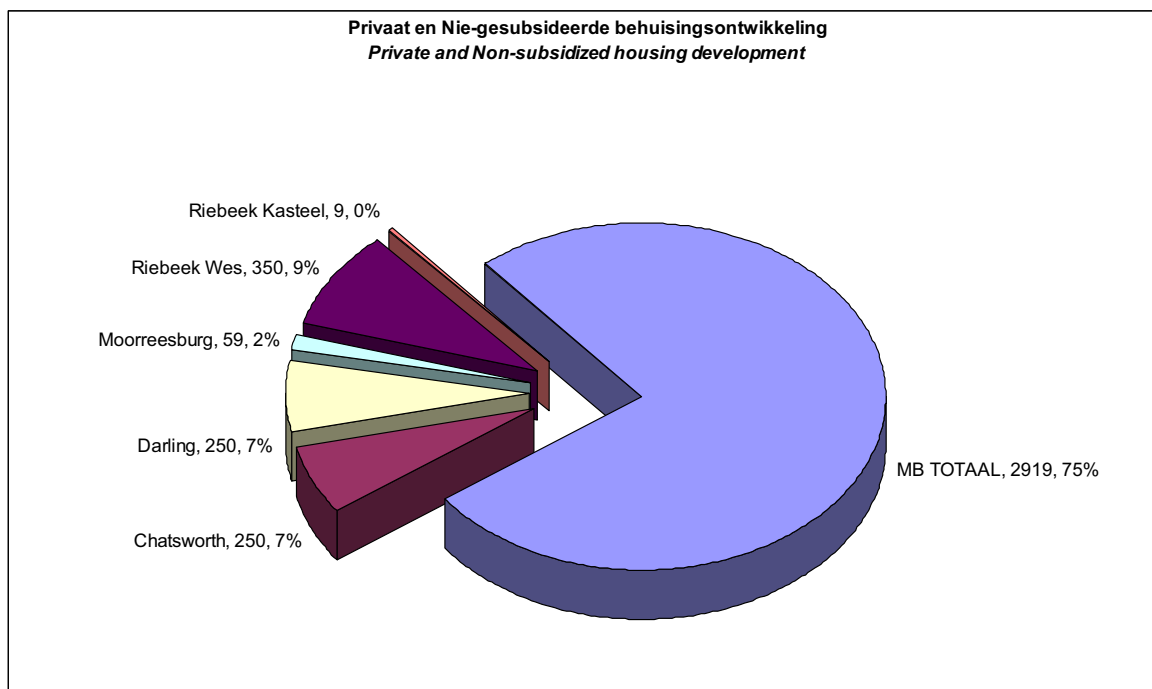
This section will focus on the residential development issues in the area. Residential development is one of the most important aspects of development.

Residential alternative to Cape Town

The residential growth within the Swartland, especially Malmesbury, is a clear indication that the town provides a residential alternative to Cape Town. Approximately 75% of the total private and non-subsidized housing is planned for Malmesbury (Figure 2.15)

Approximately 3 817 new houses (not subsidized housing) will be provided within the next 5 to 15 years (refer to the Table 2.1 below). The total number of households (to which services are rendered at present) is approximately 17 500. This proposed new housing represents a 25% increase in the number of "clients" for the Municipality. This growth will have the following implications for the municipality:

- Additional income (tax, etc.)
- Additional personnel and equipment requirements (finances, cleansing services, etc.)
- Additional upkeep of infrastructure
- Expansion of existing bulk structure capacity



Figuur 2.15: Privaat en Nie-gesubsideerde behuisingontwikkeling (Maart 2007)
Figure 2.15: Private and Non-subsidized housing development (March 2007)



Tabel 2.1: Nie-gesubsideerde ontwikkeling
 Table 2.1 Non-subsidized housing

AREA	2006-2007		2007-2008		2008-2009		2009-2010		TOTAL
Moorreesburg			Sandstraat	16	Vryheideweg	43			59
Malmesbury	Prospekstraat woonstelle	60	Inry Teater	85	Bloekombos (24ha)		Kleinhoop		145
	Voortrekker woonstelle	40	Glen Lily	220	Groter Glen Lily	1,000	Rosenburg		1260
	Rosenburg straat Woonstelle	46	Dalsig eerste kopers	65					111
			Schoonspruit	641					641
	Mnt. Royal F1	250	Mnt Royal F2	150	Mnt Royal F3	300			700
Wesbank					Uitbreiding 12	62			62
MB TOTAAL		396		1161		1362			2919
Riebkeek Wes	Ongegund	350							350
Riebeek Kasteel	Reservoir	9							9
Darling					Gholfbaan	250			250
Chatsworth			Woonbuurt buite Chatsworth	250					250
TOTAAL		755		1411		1612			3778

Gesubsideerde Behuising

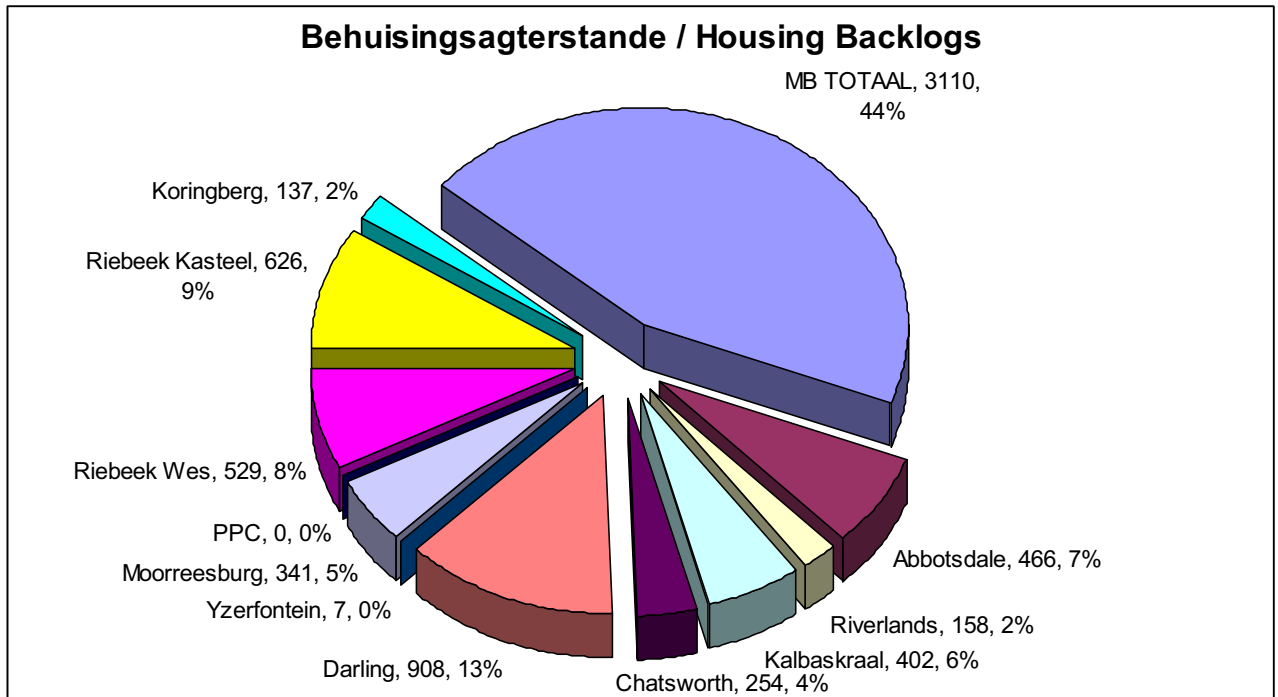
Die Swartland Munisipale Gebied het 'n totale behuisingsagterstand van ongeveer 7 000 eenhede. Die grootste agterstand bestaan in Malmesbury, en meer spesifiek in Illinge Lethu. Ongeveer 44% van die totale agterstand is in Malmesbury (Figuur 2.16) Darling en die Riebeek Vallei het die tweede grootste behoefte.

Die beplande behuisingsprojekte (2007-2011) maak slegs voorsien vir 1355 eenhede, wat 'n tekort van 5 645 eenhede los. Die totale koste om die totale behuisingsagterstand uit te wis is R 245,000,000 (7 000 eenhede x R 35 000).

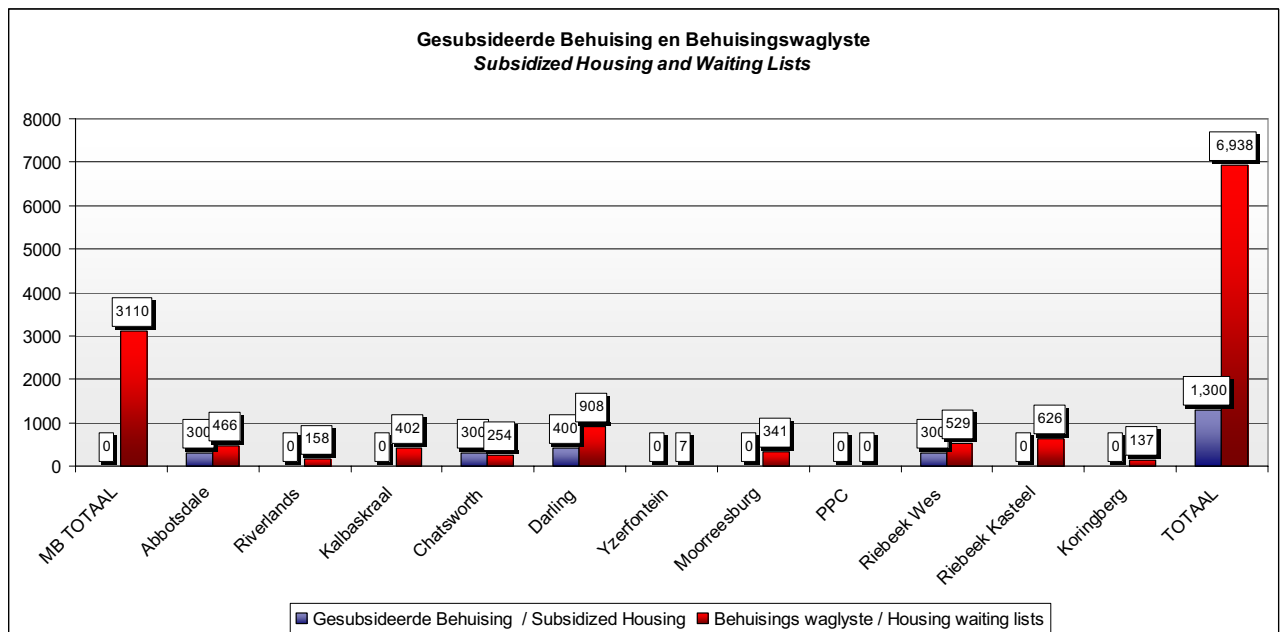
Subsidized Housing

The Swartland Municipal Area has a total housing backlog of approximately 7000 houses. The biggest housing backlog exists in Malmesbury, and more specifically Illinge Lethu. Approximately 44% of the total backlog is in Malmesbury (Figure 2.16). Darling and the Riebeek Valley has the second largest housing need.

The planned subsidized housing projects (2007-2011) only make provision for 1355 housing units, leaving a deficit of 5 645 units. The total cost of eradicating the total backlog is R 245,000,000 (7 000 units x R 35 000).



Figuur 2.16: Behuisingsagterstande (March 2007)
 Figure 2.16: Housing Backlogs (March 2007)



Figuur 2.17: Gesubsideerde behuising en waglyste
 Figure 2.17: Subsidized housing and waiting lists



Tabel 2.2: Lae koste ontwikkelings
Table 2.2: Low cost developments

Area	Behuisingswaglys Housing Waiting lists	Projekte Projects				TOTAAL / TOTAL
		2007-2008	2008-2009	2009-2010	2010-2011	
Koringberg	137					0
Moorreesburg	341					0
Malmesbury						0
Wesbank						0
Iltinge Lethu	3110					0
Abbotsdale	466			300		300
Riebeeck Wes	529			300		300
Riebeeck Kasteel	626					0
Darling	908	455				455
Riverlands	158					0
Chatsworth	254		300			300
Kalbaskraal	402					0
Yzerfontein	7					0
TOTAAL	6,938	455	300	600	-	1,355

Nuwe huishoudings

Die beplande nuwe huishoudings gaan 'n beduidende impak op die onderskeie dorpe hê. Tabel 2.3 en 2.4 toon die verwagte groei in die onderskeie dorpe aan. Die addisionele huishoudings gaan ook druk plaas op bestaande infrastruktuur en dienste. Die dorpe wat proporsioneel die meeste gaan groei is Chatsworth (251%), Riebeeck Wes (103%) en Abbotsdale (50%), terwyl Malmesbury die grootste reële groei gaan hê (2 857 huishoudings).

Die groei in die kleiner dorpe kan ook 'n wesenlike impak op dienslewering hê as gevolg van die volgende redes:

- Die kapasiteit van kleiner infrastruktuurstelsels kan makliker oorskei word deur 'n kleiner hoeveelheid addisionele huishoudings.
- Gesubsideerde groei mag nuwe dienste noodsaak in sekere areas wat teen 'n hoër koste gelewer moet word.

Indien daar na die totale groei in huishoudings vir die gebied gekyk word, word daar 'n toename van 34% vir die totale gebied voorsien, waarvan 25% uit privaat en nie-gesubsideerde ontwikkeling bestaan en 9% uit gesubsideerde ontwikkelings. Die totale behuisingsagterstand verteenwoordig 46% van die bestaande huishoudings. Die bogenoemde tendense word in meer detail aangetoon in Figure 2.18-2.20

New Households

The planned new households will have a significant impact on the respective towns. Table 2.3 and 2.4 indicate the expected growth in the respective towns. The additional households will put pressure on existing infrastructure and services. The towns that will experience the most growth (proportionally) are Chatsworth (251%), Riebeeck West (103%) and Abbotsdale (50%). Malmesbury will have the highest real growth (2 857 households).

The additional households will have larger impact on service in the smaller towns because of:

- The capacity of smaller infrastructure systems can more easily be exceeded by fewer additional households (due to scale).
- Subsidized growth may require additional services to be rendered in certain localities at higher cost.

If one considers the total growth in households in the area, an increase of 34% is expected, of which 25% can be attributed to private and non-subsidized development and 9% attributed to subsidized development. The total housing backlog represents 46% of the current households. The above trends area indicated in more detail in Figures 2.18 – 2.20.

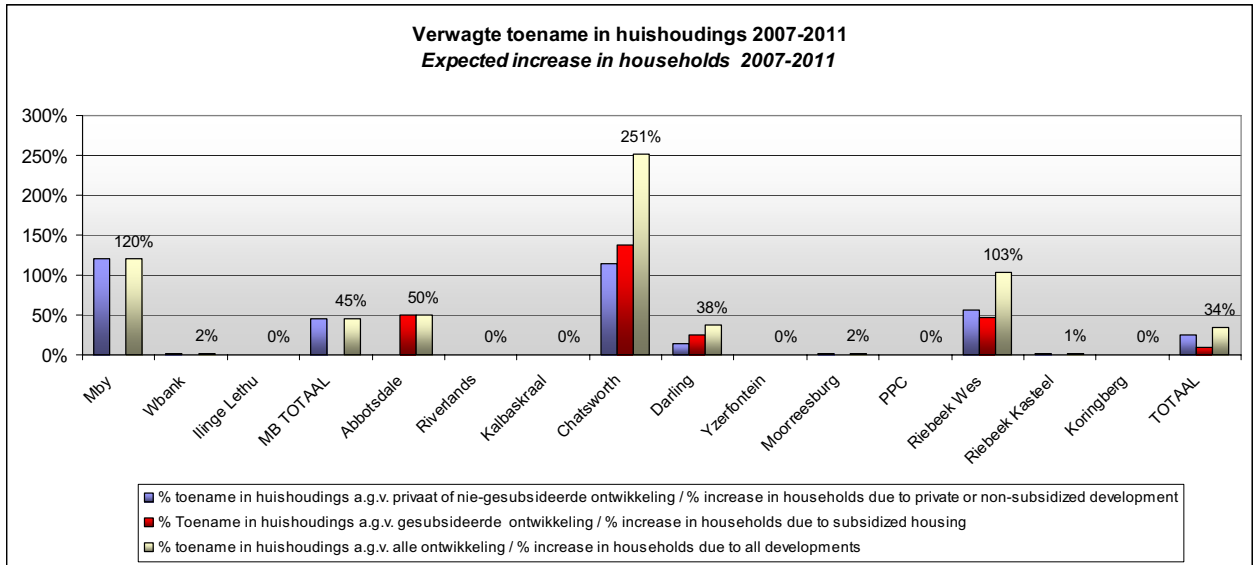


Tabel 2.3: Alle behuisingsontwikkeling
Table 2.3: All housing development

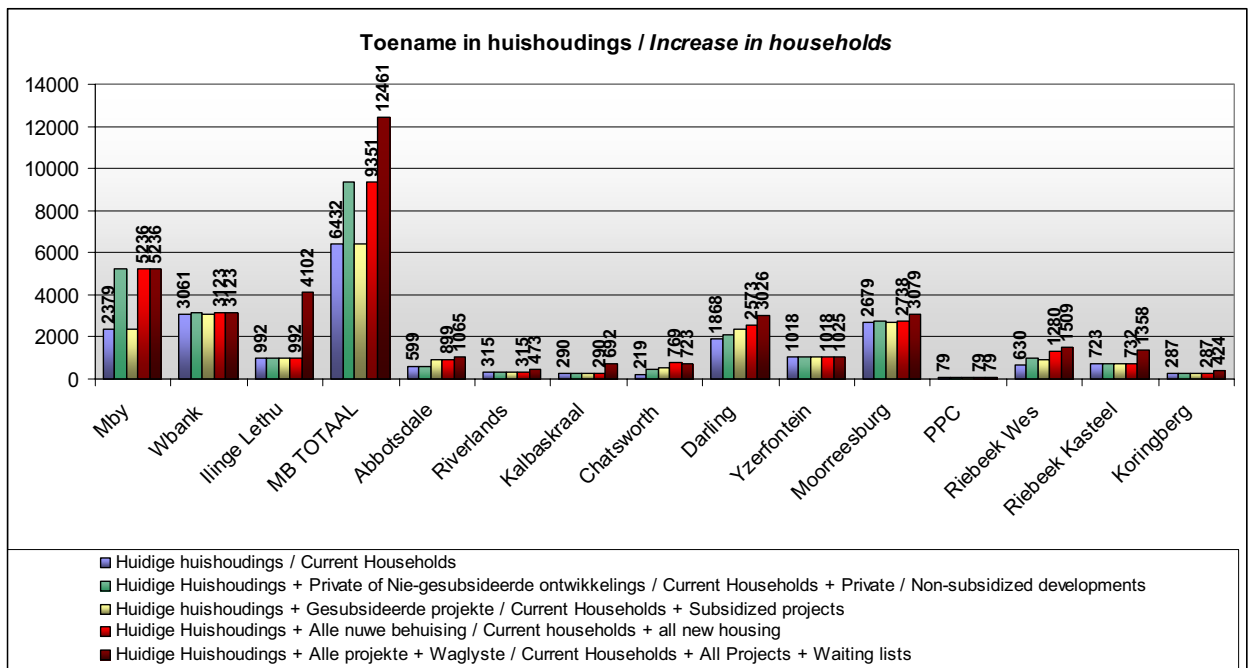
	Huidige huishoudings op diens (Water) Current households being serviced (water)	Privaat / Nie gesubsideerde Ontwikkeling Private / Non subsidized Housing	Lae koste Gesubsideerde ontwikkeling Subsidized housing development	Totale ontwikkeling Total development	Behuisings Waglyste Waiting lists
Mby	2379	2857	0	2857	0
Wbank	3061	62	0	62	0
llinge Lethu	992	0	0	0	3110
MB TOTAAL	6432	2919	0	2919	3110
Abbotsdale	599	0	300	300	466
Riverlands	315	0	0	0	158
Kalbaskraal	290	0	0	0	402
Chatsworth	219	250	300	550	254
Darling	1868	250	455	705	908
Yzerfontein	1018	0	0	0	7
Moorreesburg	2679	59	0	59	341
PPC	79	0	0	0	0
Riebeek Wes	630	350	300	650	529
Riebeek Kasteel	723	9	0	9	626
Koringberg	287	0	0	0	137
TOTAAL	15,139	3,837	1,355	5,192	6,938

Tabel 2.4: Die impak van verwagte ontwikkelings
Table 2.4: The impact of expected developments

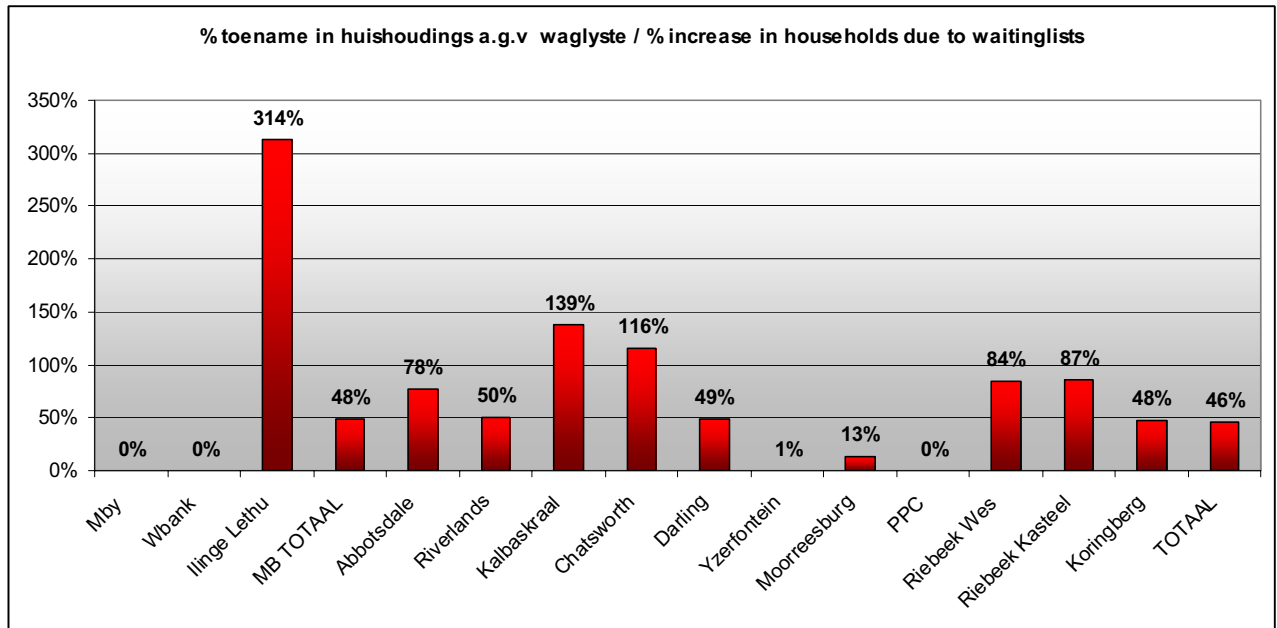
	Huidige huishoudings Current Households	Huidige Huishoudings + Private of Nie-gesubsideerde ontwikkelings Current Households + Private / Non-subsidized developments	%	Huidige huishoudings + Gesubsideerde projekte Current Households + Subsidized projects	%	Huidige Huishoudings + Alle nuwe behuisings Current households + all new housing	%
Mby	2379	5236	120%	2379	0%	5236	120%
Wbank	3061	3123	2%	3061	0%	3123	2%
llinge Lethu	992	992	0%	992	0%	992	0%
MB TOTAAL	6432	9351	45%	6432	0%	9351	45%
Abbotsdale	599	599	0%	899	50%	899	50%
Riverlands	315	315	0%	315	0%	315	0%
Kalbaskraal	290	290	0%	290	0%	290	0%
Chatsworth	219	469	114%	519	137%	769	251%
Darling	1868	2118	13%	2323	24%	2573	38%
Yzerfontein	1018	1018	0%	1018	0%	1018	0%
Moorreesburg	2679	2738	2%	2679	0%	2738	2%
PPC	79	79	0%	79	0%	79	0%
Riebeek Wes	630	980	56%	930	48%	1280	103%
Riebeek Kasteel	723	732	1%	723	0%	732	1%
Koringberg	287	287	0%	287	0%	287	0%
TOTAAL	15,139	18,976	25%	16,494	9%	20,331	34%



Figuur 2.18 : % toename in huishoudings gebaseer op bestaande inligting rondom behuising
 Figure 2.18: % increase in households based on existing housing information



Figuur 2.19: Verwagte toename in huishoudings gebaseer op bestaande inligting rondom behuising
 Figure 2.19: Expected increase in households based on existing information regarding housing



Figuur 2.20: % toename in huishoudings gebaseer op behuisingswaglyste
 Figure 2.20: % increase in households based on housing waiting lists

2.6.3 Malmesbury Padnetwerk

Die impak van die addisionele huishoudings gaan 'n negatiewe impak op verkeer in Malmesbury hê. Sou mens die aanname maak dat die nuwe huishoudings 1.5 voertuie besit, gaan daar ongeveer **4 350 (2900*1.5)** nuwe voertuie in die dorp geakkomodeer moet word op 'n daaglikse basis.

Die probleem word ook vererger deurdat drie "roetes" deur Malmesbury (Sien Figuur 2.21 en 2.22) se kern gaan, naamlik:

- Moorreesburg/Vredenburg – Paarl
- Kaapstad (N7) – Paarl
- Moorreesburg / Vredenburg – Durbanville/Stellenbosch

Ander ontwikkelings wat ook 'n impak op Malmesbury se verkeer en padnetwerk oor die medium tot langtermyn gaan hê is die uitbreiding van die PPC sement aanleg noord van Riebeek Wes, asook die industriële groei in die Saldanhabaai Munisipale gebied.

2.6.3 Malmesbury Road Network

Additional households will have a negative impact on the traffic in Malmesbury. Assuming that new households each have 1.5 vehicles, 4 350 (2900*1.5) additional vehicles will need to be accommodated on the roads daily.

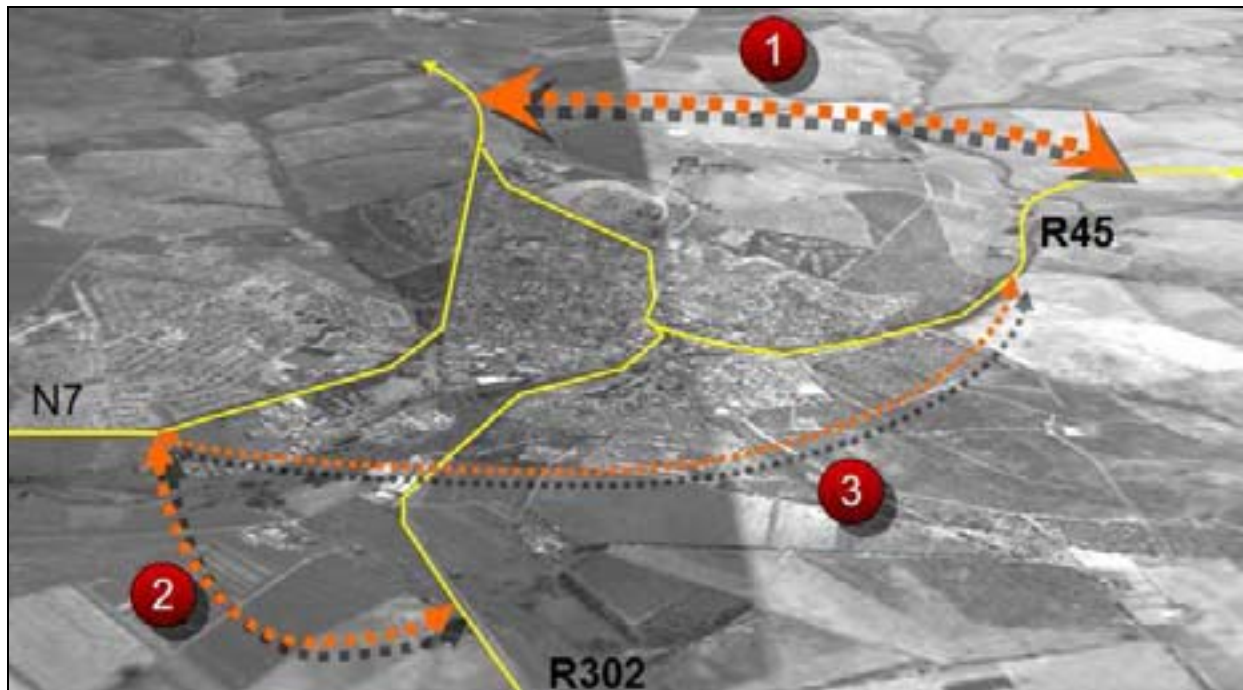
The problem will be further complicated by the fact that three "routes" (View Figures 2.21 and 2.22) go through the centre of Malmesbury namely:

- Moorreesburg/Vredenburg – Paarl
- Cape Town (N7) – Paarl
- Moorreesburg/Vredenburg – Durbanville/Stellenbosch

Other development which also impact on Malmesbury's traffic and transport network is the expansion of the PPC cement plant north of Riebeek West, as well as the industrial growth in the Saldanha Bay Municipal Area.



Figuur 2.21: Hoofroetes deur Malmesbury
Figure 2.21: Main routes through Malmesbury



Figuur 2.22: Moontlike prioriteite: Herleiding van deurvervoer om Malmesbury
Figure 2.22: Possible priorities: Re-routing of through traffic around Malmesbury



2.6.4 Groei-potensiaal van dorpe

Gedurende 2005 is daar 'n Groei-potensiaal studie onderneem vir alle dorpe in die Wes Kaap (Universiteit van Stellenbosch). Tabel 2.5 toon die bevindinge van die studie.

Die geïdentifiseerde groei-potensiaal sal ook vervolgens as een van die hoof-insette dien vir die Makro Strategie vir die gebied (Hoofstukke 3-5).

2.6.4 Growth potential of towns

During 2005 a Growth Potential study for towns in the Western Cape was compiled (University of Stellenbosch). Table 2.5 indicates the findings of the study.

The growth potentials identified will also serve as some of the main inputs in the Macro Strategy for the area (Chapters 3-5).

Tabel 2.5: Groei-potensiaal
Table 2.5: Growth Potential

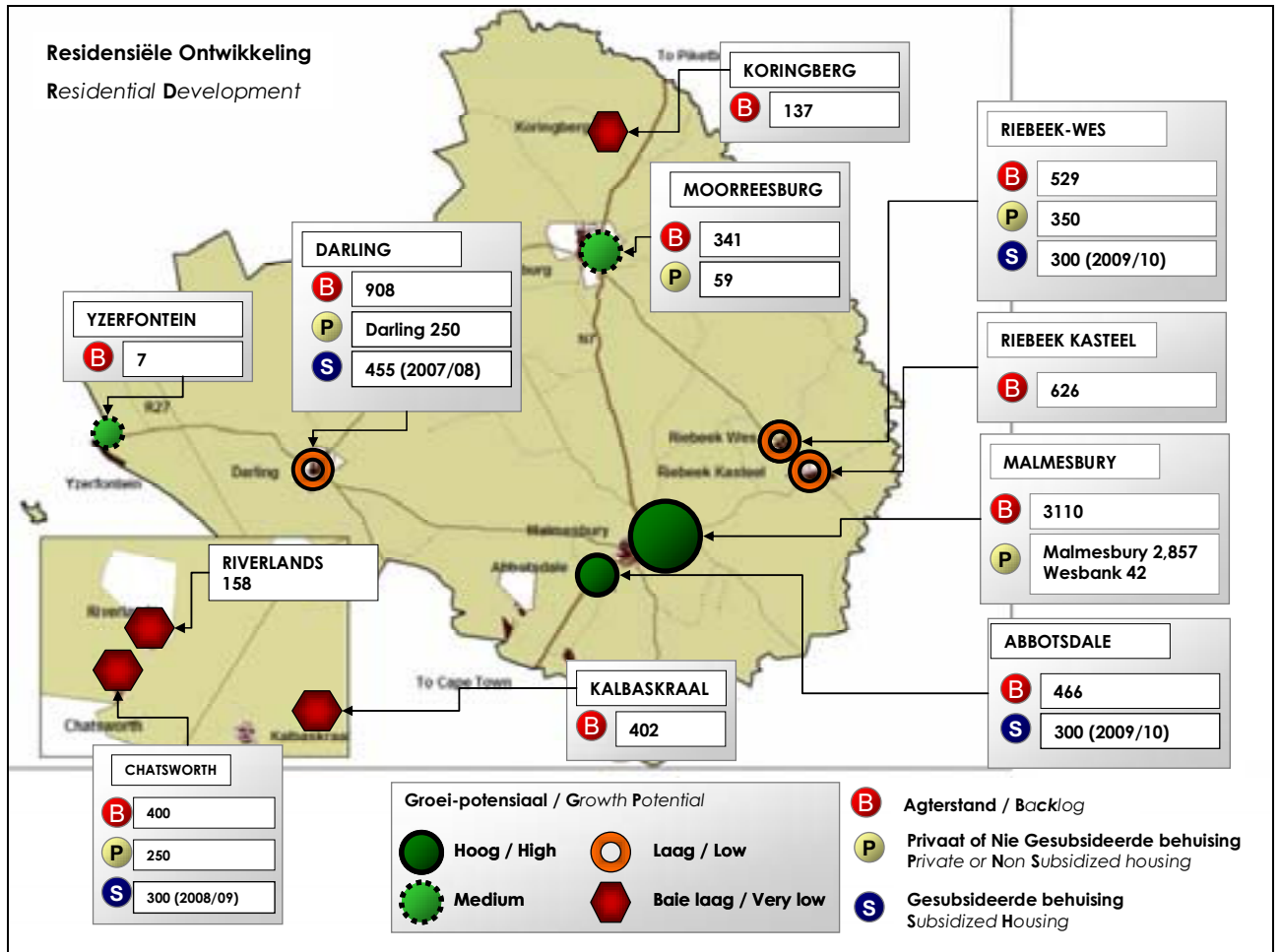
Dorp Town	Pop	Ekonomiese Basis Economic Base	Plek Identiteit Place Identity	Kwal. Groe Qual Growth	Kwant. Groe Quant Develop	Menslike behoefes Human Needs	Beleggings prioriteit Investment Priority
Darling	7544	Toerisme / Residensieël	Kaleidoskoop van landbou, kuns en blomme	Laag	Laag	Laag	Kleinskaalse infrastruktuur
		Tourism/Residential	Kaleidoscope of agriculture, arts and flowers	Low	Low	Low	Minor infrastructure
Kalbaskraal	1302	Residensieël	Simbiotiese Metropolitaanse-landelike leefstyl	Baie Laag	Medium	Medium	Groot skaalse Sosiaal
		Residential	Symbiotic metropolitan-rural lifestyle	Very low	Medium	Medium	Major Social
Koringberg	359	Residensieël	Klein Swartland dorpie	Baie Laag	Laag	Medium	Groot skaalse Sosiaal
		Residential	Small Swartland village	Very low	Low	Medium	Major Social
Malmesbury	25706	Streeksdienssentrum	Broodmandjie van die Wes-Kaap	Hoog	Hoog	Laag	Groot skaalse infrastruktuur
		Regional service centre	Bread basket of the Western Cape	High	High	Low	Major infrastructure
Moorreesburg	8571	Landbou dienssentrum	Swartland Koring Dorp	Medium	Medium	Laag	Groot skaalse Infrastruktuur
		Agricultural service centre	Swartland wheat town	Medium	Medium	Low	Major infrastructure
Riebeek-Kasteel	2523	Agri-toerisme en residensieël	Kulturele erfenis en mooi omgewing	Laag	Laag	Laag	Kleinskaalse Infrastruktuur
		Agri-tourism and Residential	Cultural heritage and scenic environment	Low	Low	Low	Minor infrastructure
Riebeek-Wes	2667	Landbou en Mynbou	Kulturele erfenis en mooi omgewing	Laag	Laag	Laag	Kleinskaalse Infrastruktuur
		Agricultural and Mining	Cultural heritage and scenic environment	Low	Low	Low	Minor infrastructure
Yzerfontein	514	See toerisme en Residensieël	Kus ontspanning	Medium	Laag	Baie Laag	Kleinskaalse Infrastruktuur
		Sea-tourism and Residential	Coastal recreation	Medium	Low	Very low	Minor infrastructure

Daar kan 'n duidelike verband getref word tussen privaat-sektor investering en die geïdentifiseerde groei-potensiaal. Malmesbury, wat die hoogste groei-potensiaal in die area het, het ook die grootste hoeveelheid privaat ontwikkelings. Figuur 2.23 toon die groei-potensiaal en onderskeie ontwikkelings in die gebied aan.

Die moontlike ontwikkeling van 'n vraglughawe naby Kalbaskraal kan die groei-potensiaal van dié dorp wesenlik verander. Hierdie gebeurlikheid sal gemonitor word.

A clear link is evident between private sector investment and the identified growth potential. Malmesbury, which has the highest growth potential in the area, is also the area with the highest number of private developments. Figure 2.23 indicates the growth potential and respective developments in the area.

The possible development of a freight airport in the proximity of Kalbaskraal may change the growth potential of this town significantly. This eventuality will be closely monitored.



Figuur 2.23: Behuising en groei-potensiaal
Figure 2.23: Housing and growth potential

2.6.5 Grondgebruik

'n Ontleding van die afgelope 3 jaar se hersonerings-aansoeke (2003-2006) toon aan dat die meeste grondgebruiksaktiwiteite in Malmesbury, Moorreesburg en Riebeeck Kasteel plaasvind (>10% van alle aansoeke).

Grondgebruiksverandering is 'n goeie aanduider van ekonomiese aktiwiteit en mens kan die afleiding maak dat die dorpe met die aktiefste ekonomieë dié is waar die hoogste frekwensie grondgebruiksverandering plaasvind (Sien figure 2.24 – 2.26).

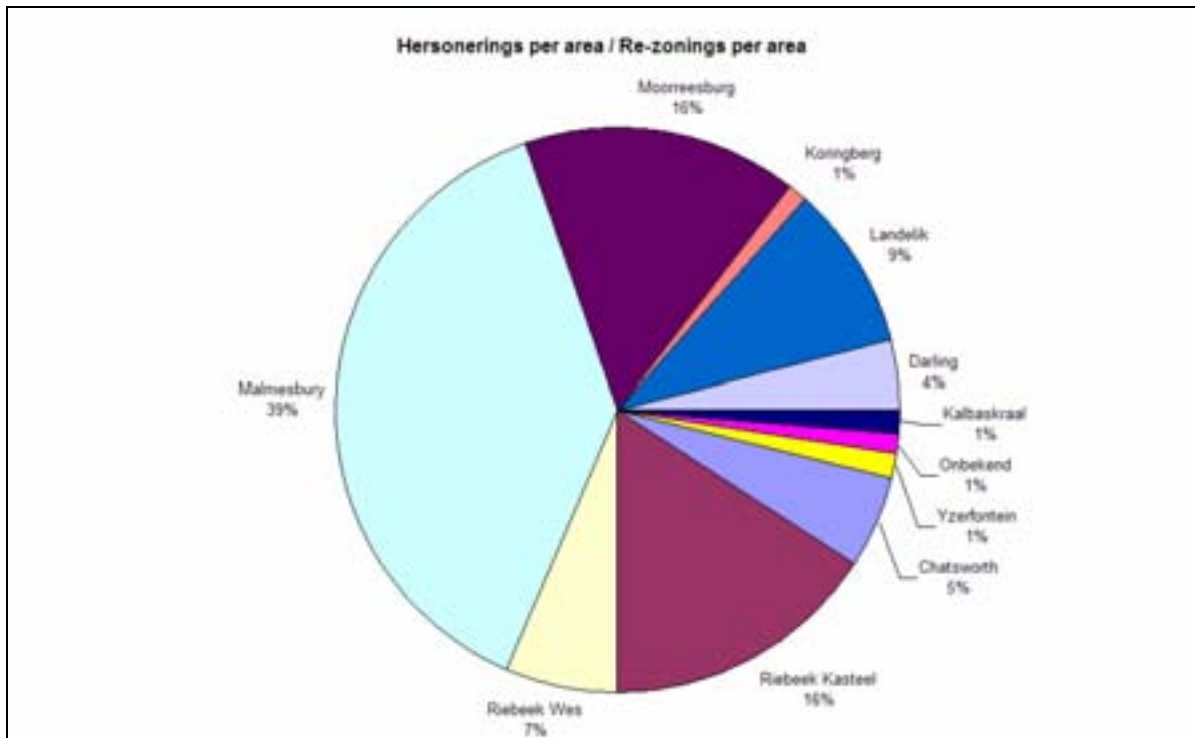
Dit is ook interessant om daarop te let dat die frekwensie van grondgebruiksverandering met die groei-potensiaal van die onderskeie dorpe ooreenstem.

2.6.5 Land Use

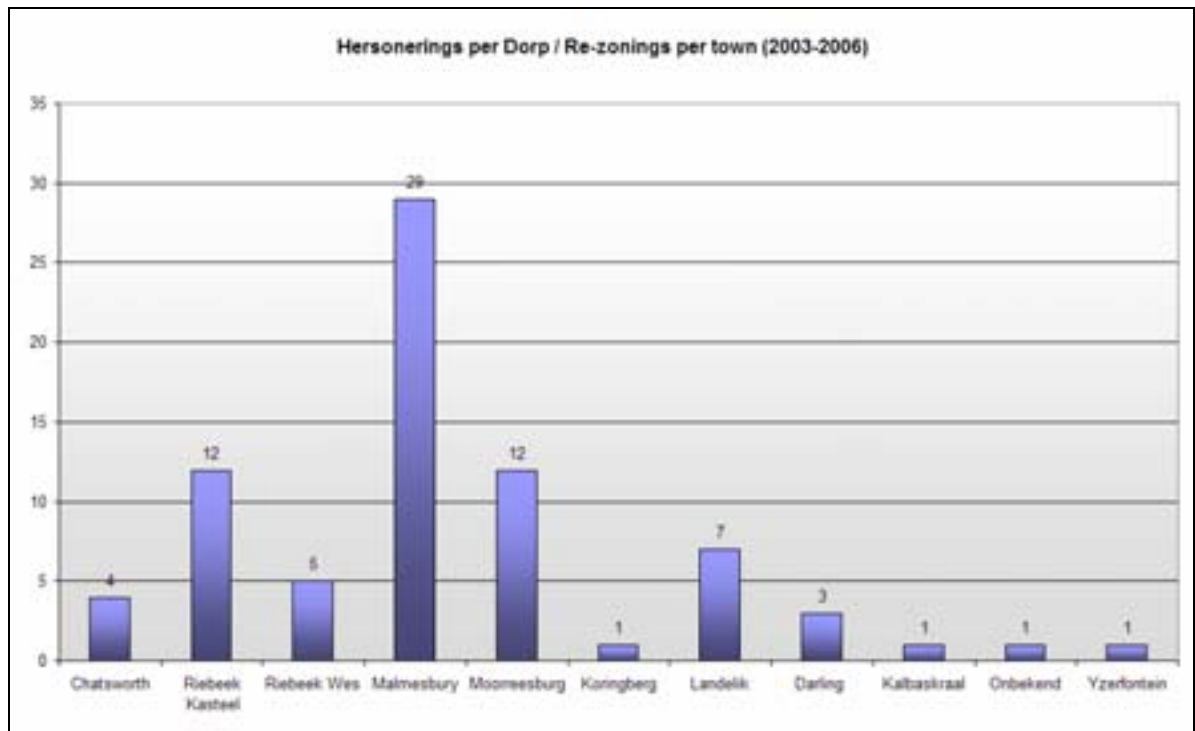
An analysis of the past 3 years' rezoning applications (2003-2006) indicated that the most land usage change took place in Malmesbury, Moorreesburg and Riebeeck Kasteel (> 10% of all applications).

Land use change is a good indicator of economic activity and one can assume that the towns with the most active economies are those with the highest frequency of land use change (See figures 2.24 – 2.26).

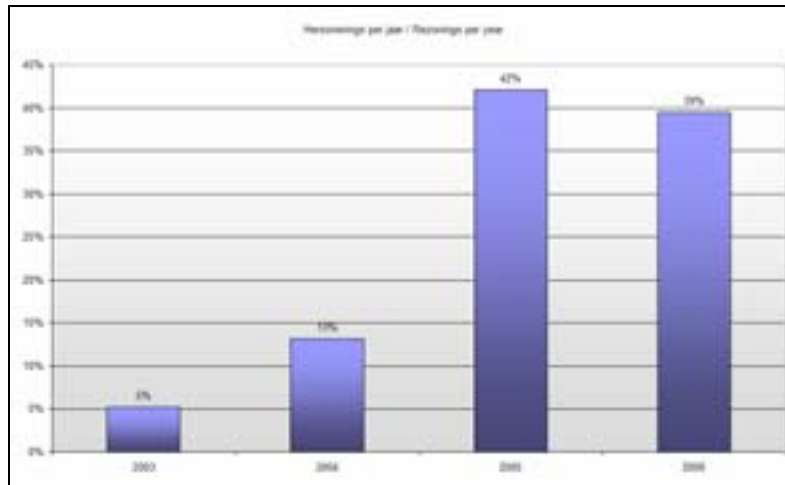
It is interesting to note that the frequency of land use change also correlates with the growth potential of the different towns.



Figuur 2.24: Hersonerings per area (%)
Figure 2.24: Rezonings per area (%)



Figuur 2.25: Hersonerings per area (werklike hoeveelheid)
Figure 2.25: Rezonings per area (actual number)



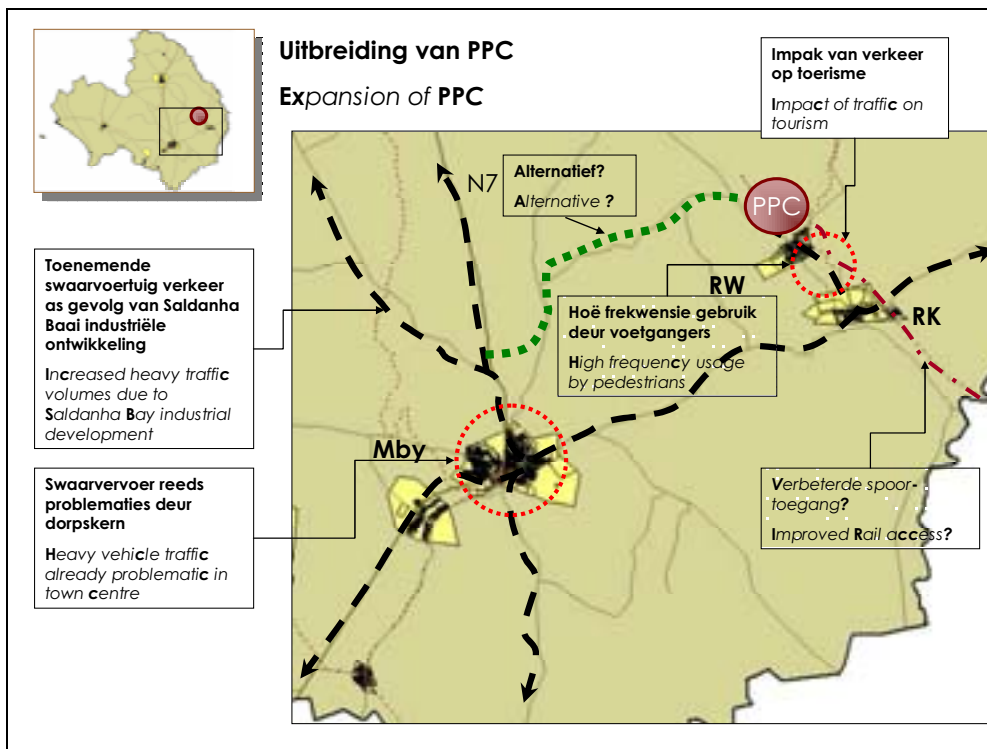
Figuur 2.26: Hersonerings per jaar (2003-2006)
 Figure 2.26: Rezonings per year (2003-2006)

2.6.6 PPC sement uitbreiding

Daar is sprake van die uitbreiding van die PPC-sement aanleg noord van Riebeeck Wes. Die addisionele produksie wat beplan word gaan 'n wesenlike impak hê op die vervoer in die omliggende omgewing. Alternatiewe waarna gekyk word is die opgradering van die bestaande spoorlyn, asook die skep van 'n alternatiewe roete agter Kasteelberg na die N7.

2.6.6 Expansion of PPC

The PPC plant north of Riebeeck West is in the process of expanding significantly. The additional production output will have a significant impact on the traffic in the area. Alternatives must be considered to manage the additional traffic. Possible alternatives include the upgrading of the existing railway line as well as the development of an alternative route behind Kasteelberg, linking the plant with the N7.



Figuur 2.27: Die effek van moontlike uitbreiding van die PPC sement-fabriek op Riebeeck Wes
 Figure 2.27: The potential effects of the expansion of the PPC plant at Riebeeck West



2.6.7 Lughawens

Verskuiwing van Lughawe (Kaapstad Internasionaal)

Indien die Kaapstad Internasionale Lughawe verskuif word na die area langs die N7, tussen Atlantis en Kaapstad, sal dit 'n wesenlike invloed om die munisipale gebied hê. Die Atlantis industriële area sal uitbrei en dus nuwe werksgeleenthede skep. Verder kan dit ook die omliggende Swartland dorpe se aantreklikheid as residensiële alternatiewe vir die Kaap verbeter.

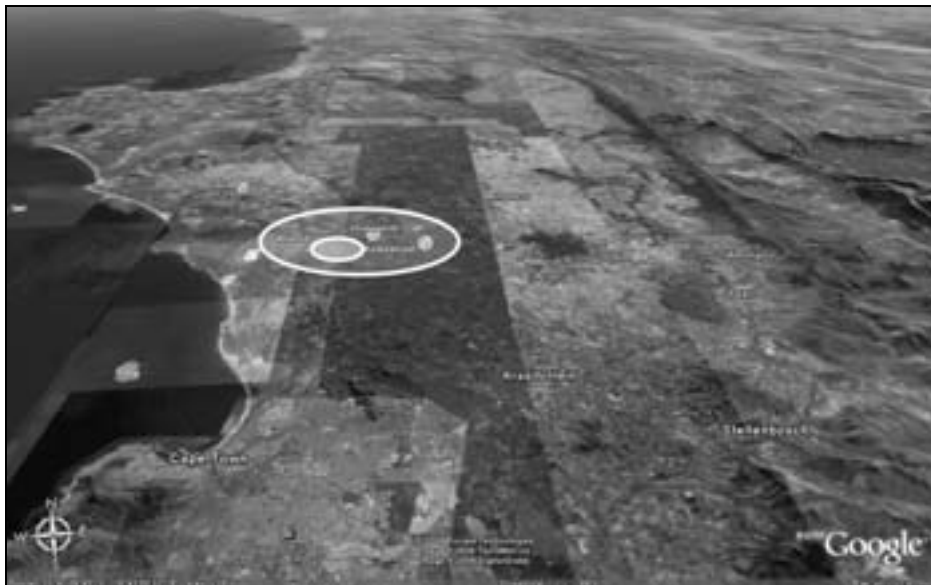
Gegewe die huidige opgradering aan die lughawe, ter voorbereiding van die 2010 Wêreldbeker, is dit redelik onwaarskynlik dat die lughawe binne die voorsienbare 5 jaar sal skuif (2014).

2.6.7 Airports

Relocation of Airport (Cape Town International)

If **Cape Town International Airport** relocates to the area on the **N7**, between **Atlantis** and **Cape Town**, it will have a significant effect on the municipal area. The **Atlantis** industrial area will expand and thus provide new job opportunities. Further it will increase the desirability of **Swartland** towns as residential alternative for **Cape Town**.

Given the present upgrading of the airport, in preparation for the **2010 World Cup**, it is reasonable to assume that the airport will not be relocated within the next 5 years. (2014).



Figuur 2.28: Moontlike verskuiwing van Kaapstad Internasionale Lughawe
Figure 2.28: Possible relocation of Cape Town International Airport

Ontwikkeling van Vraglughawe

Die ontwikkeling van 'n vraglughawe in die Swartland Munisipale Gebied is tans 'n hoogswaarskynlike ontwikkeling. Die ontwikkeling sal in die omgewing van Kalbaskraal plaasvind (Sien Figuur 2.29). Die impak van die ontwikkeling kan nog nie op hierdie tydstip in detail bepaal word nie, maar daar word verwag dat dit industriële ontwikkeling in die gebied sal bevorder.

Die volgende impak word verwag:

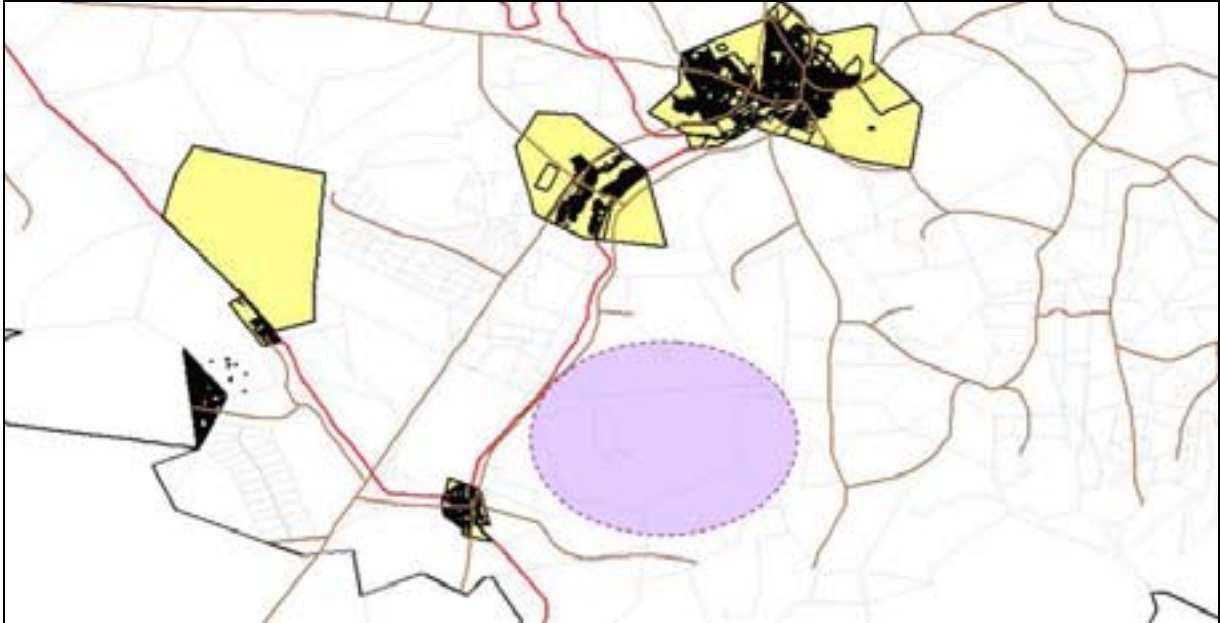
- Ontwikkeling van Kalbaskraal
- Verbetering van vervoernetwerke
- Moontlike industriële nodus by Kalbaskraal

Development of Freight Airport

The development of a freight airport in the **Swartland Municipal Area** is a highly probable development. The development will be in the proximity of **Kalbaskraal** (Figure 2.29). The impact of the development cannot be determined in any detail, but it is believed that it will promote industrial development in the region.

The following impacts are expected:

- Development of **Kalbaskraal**
- Improvement of transport links
- Possible industrial node at **Kalbaskraal**



Figuur 2.29: Ontwikkeling van vraglughawe
Figure 2.29: Development of freight airport

2.6.8 Wêreldbeker Sokker 2010

Die volledige invloed van die 2010 Sokker Wêreldbeker is op hierdie stadium onseker. Daar kan egter verwag word dat die toestroom van toeriste gedurende 2010, die area 'n ekonomiese hupstoot kan gee. Daar moet ingedagte gehou word dat die meeste oorsese toeriste vir die hele duur van die wêreldbeker sal wil bly, dus bestaan daar gulde toerisme geleenthede.

2.6.9 Grondhervorming

Die Weskus Distriksmunisipaliteit het 'n omvattende grondhervormingstrategie opgestel vir die hele Weskus Distrik. Hierdie strategie bevat 'n gedetailleerde analise vir elke munisipale gebied. Partye wat belang stel in Grondhervorming word aangemoedig om die dokument by die Distriksmunisipaliteit te versoek.

Die Departement Grondsake is ook tans in die proses om Area Gebaseerde Planne op te stel. Hierdie gedetailleerde planne moet inhoudelik met die Makro Strategie (Hoofstukke 3-5) ooreenstem.

2.6.8 World Cup Soccer 2010

The full impact of the **2010 Soccer World Cup** is not certain at this stage. It is to be expected that the tide of tourists during **2010** will give the area an **economic boost**. It must be borne in mind that most of the overseas tourists will stay for the entire duration of the world cup, thus creating many tourism opportunities.

2.6.9 Land Redistribution

The **West Coast District Municipality** has compiled a comprehensive strategy for **Land Reform** in the whole **West Coast district**. This strategy has a detailed analysis for each municipal area. Interested parties are encouraged to request the document from the **District Municipality**.

The **Department of Land Affairs** is also in the process of compiling **Area Based Plans**. These detailed plans must be aligned with the **Macro Strategy (Chapters 3-5)** in terms of strategic content.



2.7 Interne Kwessies

Hierdie afdeling sal fokus op die oorhoofse interne kwessies van die Munisipaliteit.

2.7.1 Personeel behoud en werwing

Die verlies aan vaardigheid in die publieke sektor is 'n kritiese probleem. Dit impakteer op dienslewering op verskeie maniere, onder andere:

- Dienste wat nie gelewer word nie, asook wetlike vereistes waaraan nie voldoen word nie.
- Dienste wat duurder gelewer word, aangesien die vaardighede ingekontrakteer moet word.
- Bestaande personeel word oorlas, en veroorsaak 'n negatiewe impak op die werksomgewing

'n Addisionele faktor wat bykom, is die totstandkoming van een staatsdiens, wat plaaslike regering sal insluit. Dit kan 'n wesenlike impak hê op die vaardigheidsvlakke van die munisipaliteit, veral ten opsigte van tegniese en bestuursvaardighede.

2.7.2 Interne Oudit

Die huidige interne oudit-afdeling bestaan uit slegs een persoon. Die interne oudit funksie kan problematies word, sou die interne ouditeur aftree.

2.7.3 Induksie program

'n Omvattende induksie program word benodig. Hierdie program behoort ten minste die volgende aan te spreek:

- Finansiële: Aankoopprosedures
- Algemeen: Veiligheidsprosedures
- Korporatief: Basiese administratiewe reëlings (o.a. verlof aansoek, ens.)

2.7.4 Informasie Tegnologie

Kliënte-dienssentrum

Die skep van 'n kliëntedienssentrum is by verskeie afdelings as 'n moontlike oplossing aangetoon om die groot hoeveelheid navrae te hanteer. Die skep van 'n klientedienssentrum kan ook die "korporatiewe" beeld van die organisasie bevorder.

Munisipale Webwerf

Die munisipale webwerf sal kliëntediens verbeter. Indien die inhoud van die webwerf uitgebrei kan word om sleutel inligting rakende die area weer te gee, asook interne beleide en prosesse duidelik aan die publiek oor te dra, kan die tyd wat amptenare

2.7 Internal Issues

This section will focus on the over-arching internal issues of the Municipality.

2.7.1 Personnel retention and recruitment

The loss of skills in the public sector is a critical problem. It impacts on service delivery in the following ways:

- *Services cannot be rendered and legal requirements are not met*
- *Services are provided at a higher cost, since skills have to be sourced from the private sector*
- *Existing personnel are overloaded, which impacts negatively on the working environment*

An additional factor impacting on the above is the creation of one government service, which will include local government. This may have a significant impact on the skills levels in municipalities, especially with regard to technical and management skills.

2.7.2 Internal Audit

The current service comprises of one individual. The service will become problematic if the internal auditor retires.

2.7.3 Induction programme

A comprehensive induction programme is required. This programme should focus on the following:

- *Financial: Procurement processes*
- *General: Safety procedures*
- *Corporate: Basic Administrative processes (inter alia leave applications, etc)*

2.7.4 Information Technology

Client Services Centre

The establishment of a client service centre in certain divisions to handle the large number of enquiries is suggested as a possible solution. The creation of a client service centre can also promote the "corporate" image of the organisation.

Municipal Website

The municipal website will improve client service. If the content of the website can be expanded to include conveying key information regarding the area, as well as internal policies and processes, to the public, then the time spent by officials on



spandeer op navrae merkbaar verminder word. Daar moet ook ingedagte gehou word dat die webwerwe toenemend 'n ingangspunt ("entry point") vir baie verbruikers word.

IT-oplossings

Gegewe die probleme wat ervaar word rakende vaardigheid, moet die bydrae wat IT kan lewer ondersoek word.

Tydens die onderskeie werksessie met die onderskeie afdelings het van die volgende kwessies uitgekom rakende IT.

- Boubesluit: Sagteware onvoldoende
- Reinigingsdienste: Sagteware vir akkurate rekordhouding noodsaaklik
- Finansiële stelsels: Promun II benodig sterker rekenaars en skakeling met sateliet kantore

2.7.5 Langtermyn finansiële volhoubaarheid

Die invloed van mense in die area, veral diegene wat gesubsidieer moet word ten opsigte van dienste, gaan 'n negatiewe impak hê op die finansiële volhoubaarheid van die munisipaliteit. Daar moet meganismes geskep word waarop die munisipaliteit finansiële volhoubaarheid kan verseker.

Volhoubaarheidskwessies

- Uitbreiding van organisasies (bedryfsuitgawes) om tred te hou met groei en wetgewing.
- Toename in onderhoud weens uitbreiding van infrastruktuur.
- Infrastruktuur ontwikkeling.
- 'n Toename in krediteure (subsidiëring van addisionele huishoudings).
- Inkomste deur dienste gelewer (tarief/belasting-verhogings).
- Uitbreiding van kliënte-basis.
- Inkomste deur verkoop van munisipale grond.

Inkomste deur verkoop van munisipale grond

Die vraag wat hier gevra moet word, is hoe volhoubaar hierdie inkomste-generering strategie is op die lang-termyn. Op hierdie stadium kan die munisipaliteit sy kapitale begroting grotendeels met eie fondse befonds, danksy die groot winste wat verkry word deur die ontwikkeling en verkoop van grond.

Daar word voorgestel dat die munisipaliteit kyk na 'n 5-10 jaar erf-ontwikkelingskediule met jaarlikse inkomste teikens.

enquiries can be drastically reduced. It must also be borne in mind that the websites are increasingly an entry point for many users.

IT- solutions

Given the problems experienced with respect to skills, the possible contributions from IT must be investigated.

During various work sessions with various departments the following matters emerged with respect to IT:

- **Building Control:** software inadequate
- **Cleaning Services:** software needed for accurate record keeping
- **Financial systems:** Promun II needs more powerful computers and improved communication with satellite offices

2.7.5 Long-term financial sustainability

The influx of people into the area, especially those who must be subsidized with respect to services, will have a negative impact on the financial sustainability of the municipality. Mechanisms must be put in place to ensure the financial sustainability of the municipality.

Matters of sustainability

- **Expansion of organizations (working costs) to keep pace with growth and legislation.**
- **Increase in maintenance as a result of expansion of infrastructure.**
- **Development of infrastructure.**
- **An increase in creditors (subsidiization of households)**
- **Income from services rendered (tariff/tax increases)**
- **Expansion of the client base**
- **Income from the sale of municipal land**

Income from sale of municipal land

The question which must be asked here is, how sustainable this income-generating strategy is in the long term. At this stage the municipality can increase its capital budget substantially with funding from the large profits made from development and the sale of land.

It has been proposed that the municipality can bank on a 5-10 year erf development scheme with annual targets.



Kredietbeheer

Credit control

Dit is krities dat munisipaliteit 'n "zero-tolerance" benadering toepas teenoor wanbetalers. Wyke waar wanbetaling 'n probleem is (bv. Wyk 7) behoort as prioriteit gestel te word vir bewusmakingsaksies.

It is **critical** that the municipality maintain a "zero tolerance" policy toward non-payers. Wards in which non-payment is a problem (eg. ward 7) must be seen as a priority in terms of awareness action.

2.7.6 Organisatories struktuur (Makro-struktuur)

2.7.6 Organizational structure (Macro-structure)

Die huidige struktuur van die munisipaliteit is nie optimaal nie. Die makro struktuur van die organisasie is tans in die proses om gewysig te word om meer ontwikkelingsgerig te kan funksioneer.

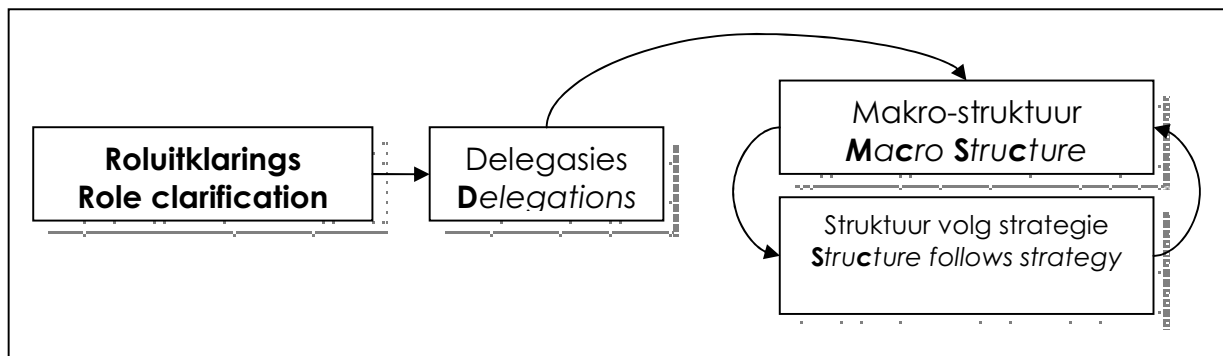
The present structure of the municipality is not optimal. The macro structure is currently being revised on order to be more development orientated.

2.7.7 Finalisering van roluitklarings en delegasies

2.7.7 Finalization of role clarification and delegation

Roluitklaring tussen die administratiewe- en politieke komponente van die munisipaliteit is noodsaaklik. Alle inisiatiewe gemik op die administratiewe funksionering van die munisipaliteit is afhanklik van die roluitklaringsproses. Die toekenning van delegasies (gekoppel, maar afhanklik van die afhandeling van die roluitklaring), moet ook so spoedig moontlik gefinaliseer word.

Role clarification within the administrative and political components of the municipality is necessary. All initiatives aimed at the administrative functioning of the municipality are dependent on the role clarification process. Delegation (coupled with, but independent of, role clarification), must be finalized as soon as possible



Figuur 2.30: Die belang van roluitklaring en delegasies
Figure 2.30: The importance of role-clarification and delegations

2.7.8 Kommunikasie

2.7.8 Communication

Genoegsame interne en eksterne kommunikasie is nodig om die organisasie ten volle te laat funksioneer.

Competent internal and external communication is necessary for the successful functioning of the organization.

Ekstern

External

Skakeling met die publiek moet meer formeel bestuur word, veral ten opsigte van terugvoer aan die media. Die kommunikasie protokol van die munisipaliteit moet geformaliseer word.

Liaison with the public must be more formalized, especially with respect to the media. The municipal communication protocol needs to be formalized.

Interne

Internal

Interne kommunikasie moet uit 'n sentrale punt bestuur word. Standaard kommunikasie onderwerpe moet geïdentifiseer word en maandeliks aan die

Internal communication must emanate from a central source. Standard communication topics must be identified and distributed monthly to the



personeel versprei word, via e-pos en/of op kennisgewingborde. Standaard onderwerpe kan insluit:

- Nuwe beleid(e)
- Vakatures (intern)
- Induksie-skedule(s)
- Algemene personeel aangeleenthede

2.7.9 Junior stadsraad

Die ontwikkeling van politieke leierskap is van groot belang vir langtermyn goeie regering ("Good Governance"). Daar moet meer gefokus word op die bevordering en ontwikkeling van die junior stadsraad, en daar kan veral op die volgende gefokus word:

1. Blootstelling aan wykskomitees (strukture en doel)
2. Blootstelling en deelname aan Raadsaktiwiteite

Daar moet egter duidelikheid gekry word ten opsigte van die verantwoordelikheid vir die ondersteuning / bestuur van die junior stadsraad.

2.7.10 Bestuur van wykskomitees

Die bestuur van die Wykskomitees resorteer tans onder Korporatiewe Dienste. Alhoewel die funksie administratief bestuur word uit hierdie afdeling, word personeel van ander direktorate ook gebruik vir die bestuur van die komitees. Uit die onderskeie departemente analyses het dit na vore gekom dat daar menslike hulpbron probleme is rondom die funksie, veral ten opsigte van die adminstrasie van die komitees.

personnel, via e-mail and/or on notice boards. **Standard topics include;**

- **New policy/ies**
- **Vacancies (internal)**
- **Induction schedule/s**
- **General personnel opportunities**

2.7.9 Junior Town Council

The development of political leadership is of great importance in the long term ("Good Governance"). There needs to be more focus on the promotion and development of the junior town council, especially with respect to the following:

1. **Exposure to ward committees (structure and aims)**
2. **Exposure to and participation in Council activities**

Clarification is required with respect to the responsibility for the support / management of the junior town council.

2.7.10 Management of ward committees

The management of ward committees is at present the responsibility of Corporate Services. Although the division is responsible for the administrative management function, personnel from other directorates are also used to support the committees. Analyses from various departments have shown that there are human resource problems in connection with this function, especially with respect to the administration of the committees.



2.8 Basiese Munisipale Dienste

Hierdie afdeling sal 'n baie kortlikse uiteensetting van die dienste van die munisipaliteit gee. Gedetailleerde inligting kan in die onderskeie sektorale planne verkry word.

2.8.1 Sanitasie

Daar is steeds huishoudings in die gebied wat van die emmerstelsel gebruik maak. Hierdie huishoudings word oorwegend in Wyk 7 aangetref. Daar moet egter bygevoeg word dat alle stedelike huishoudings TOEGANG tot die diens het.

Die werklike toestand rakende sanitasie dienste in landelike areas is nie bekend nie. 'n Gedetailleerde ondersoek na hierdie dienste is nodig.

The onderstaande figure dui van die probleme wat met die diens geassosieer word, aan.

2.8 Basic Municipal Services

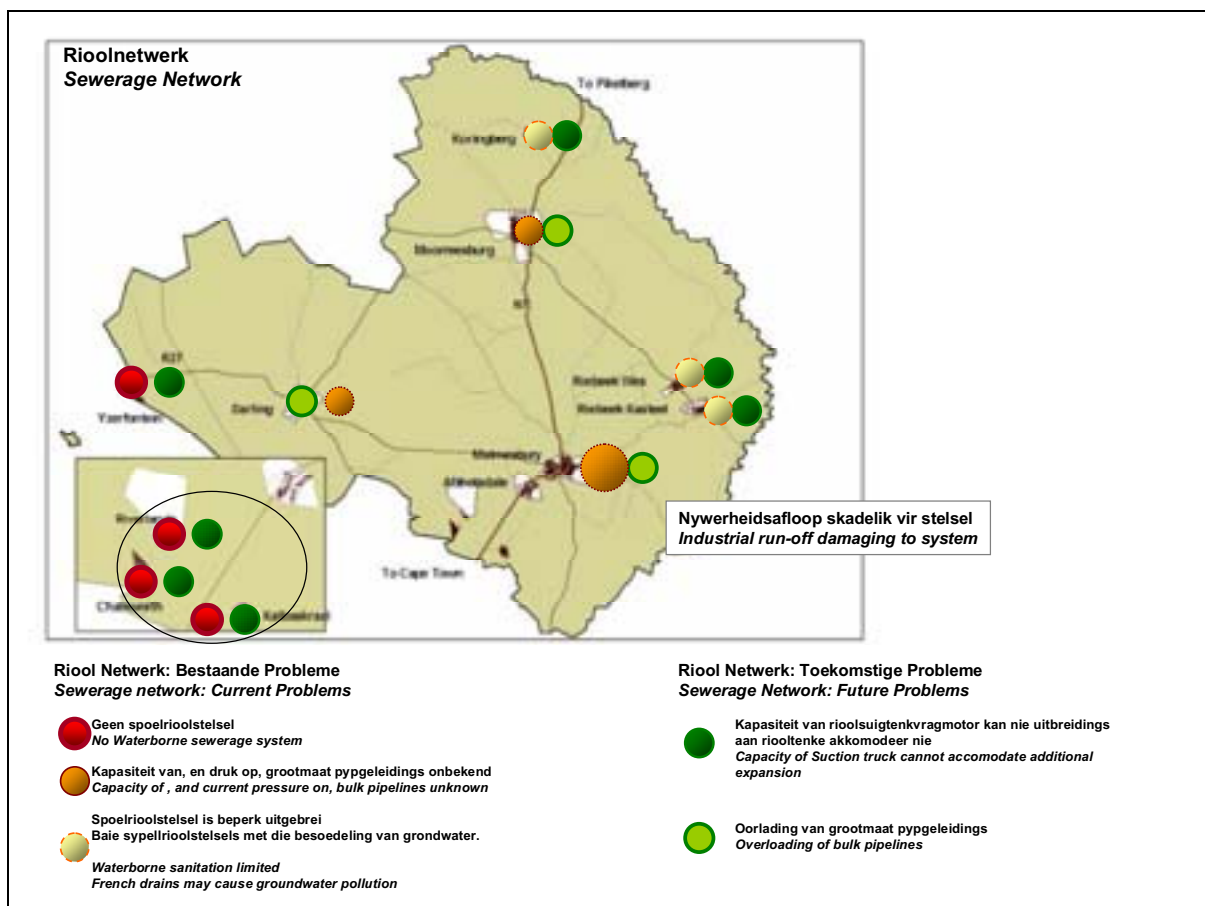
This section will give a very brief description of the municipal services. Detailed information can be found in the respective sector plans.

2.8.1 Sanitation

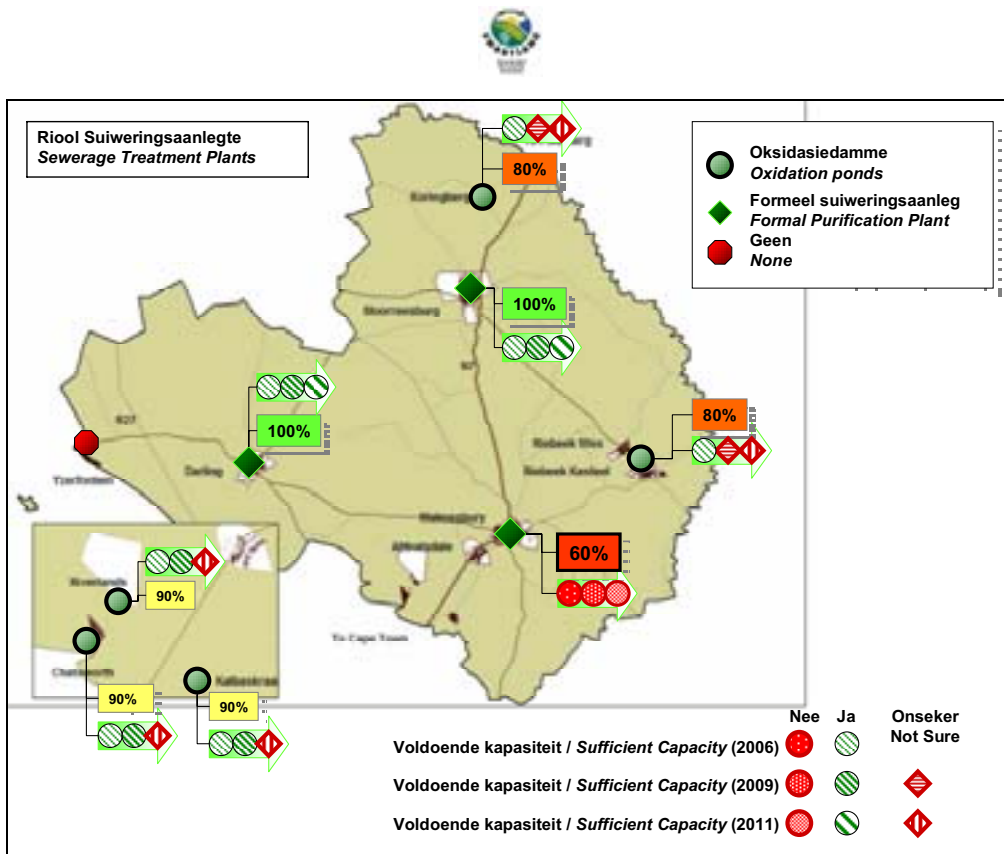
There are still households in the area making use of the bucket system. These households are predominantly in Ward 7. It should be noted that all rural households do have **ACCESS** to the service.

The actual state of sanitation in rural areas is not known. A detailed study is required to determine the rural sanitation status quo.

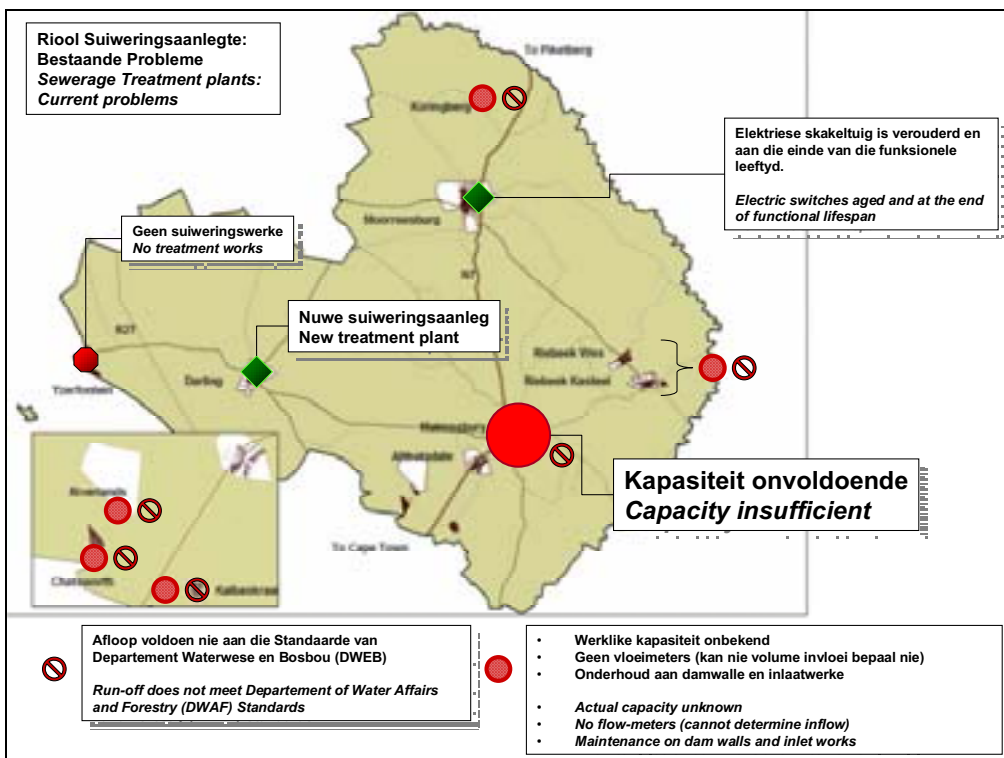
The figures below highlights some of the major problems associated with the service.



Figuur 2.31: Huidige en verwagte Probleme
Figure 2.31: Current en future problems



Figuur 2.32: Riool Suiweringsaanlegte
Figure 2.32: Sewerage Treatment Plants



Figuur 2.33: Probleme rakende riool suiweringsaanlegte
Figure 2.33: Problems associated with sewerage treatment plants



2.8.2 Water

Alle stedelike gebiede, uitgesluit Wyk 7, het 99% toegang tot water op die erf.

Daar is 47% van die Chatsworth huishoudings en 20% van die Riverlands huishoudings wat water kry deur 'n gemeenskaplike punt (Bron: Water Dienste Ontwikkelingsplan 2006-2007). Hierdie persentasie verteenwoordig 'n totaal van 153 huishoudings wat hierdie diens gebruik (108 huishoudings in Chatsworth en 45 huishoudings in Riverlands).

Grootmaat voorsiening kan ook in die toekoms 'n probleem word, gegewe die verwagte groei in verbruikers (Totaal = 5 200; 3 900 nie lae koste verbruikers; 1 300 lae koste verbruikers).

Die onderstaande figure toon die hoof probleme rondom die diens aan.

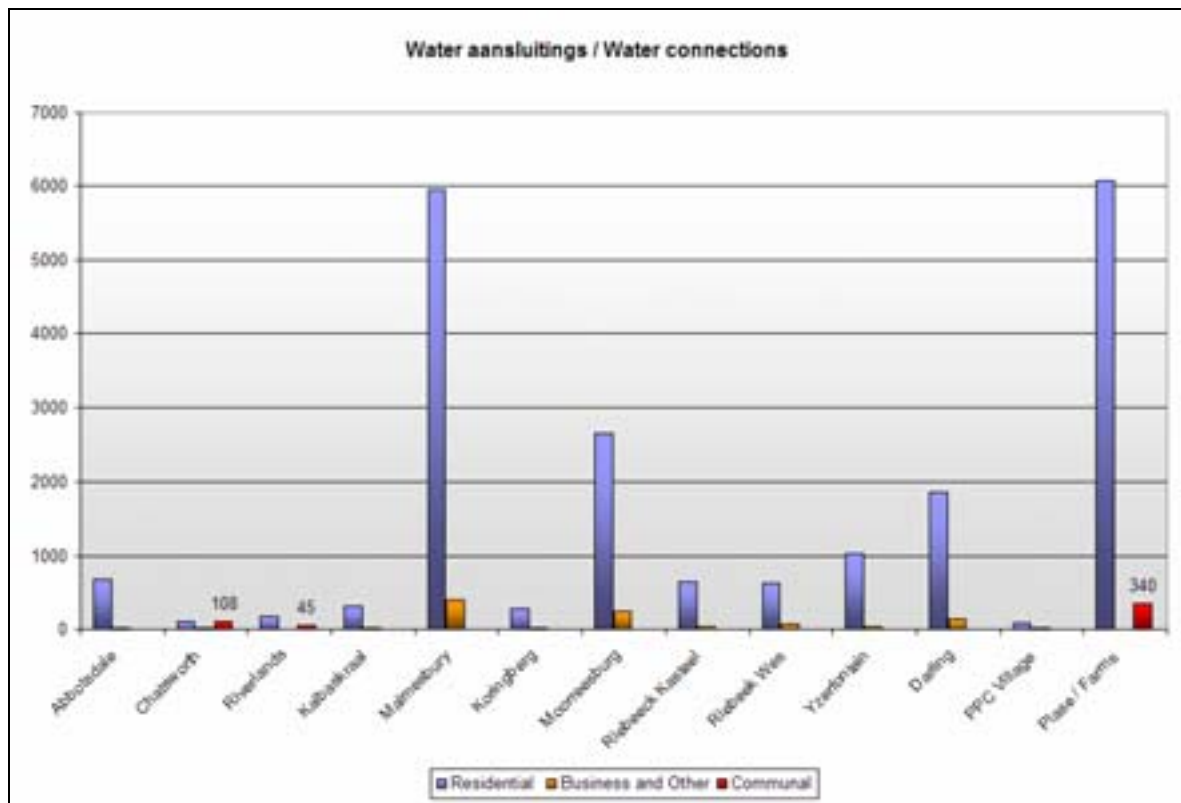
2.8.2 Water

All urban areas, excluding Ward 7, have 99% access to water on site.

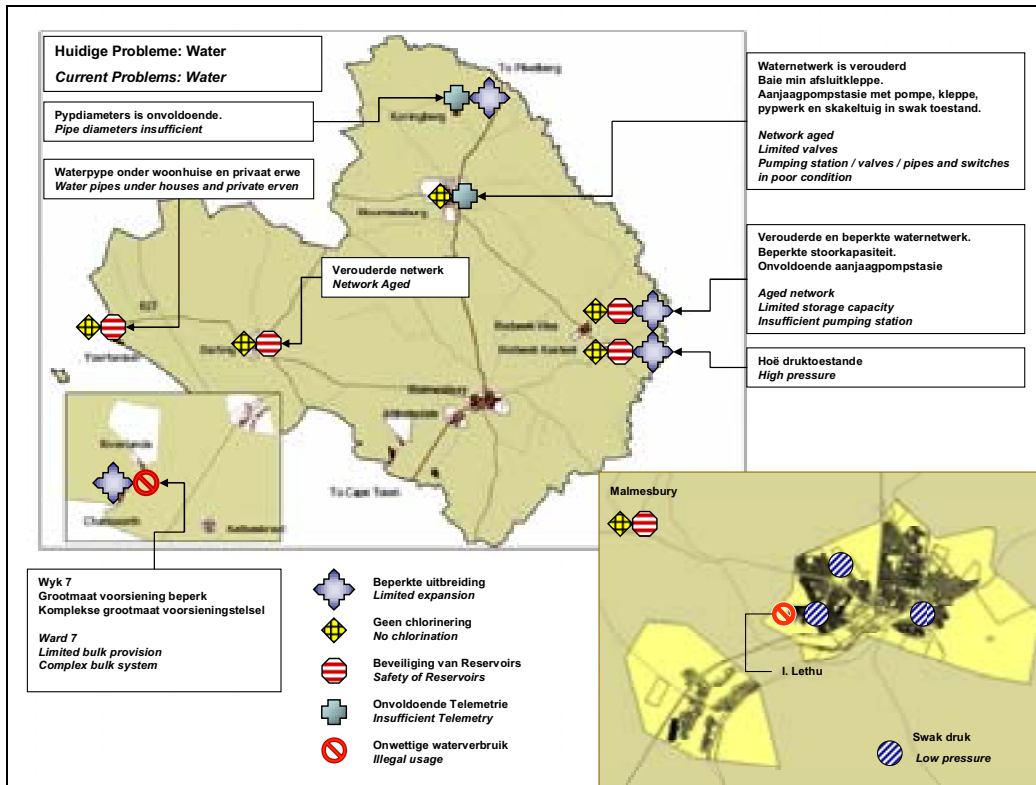
47% of households in Chatsworth and 20% in Riverlands get water from a communal point (Source: Water Services Development Plan 2006 – 2007). This represents 153 households using this service (108 in Chatsworth and 45 households in Riverlands).

Bulk provision of water will also be a problem in the future, given the expected growth in users (total = 5 200; 3 900 not low cost users; 1300 low cost users).

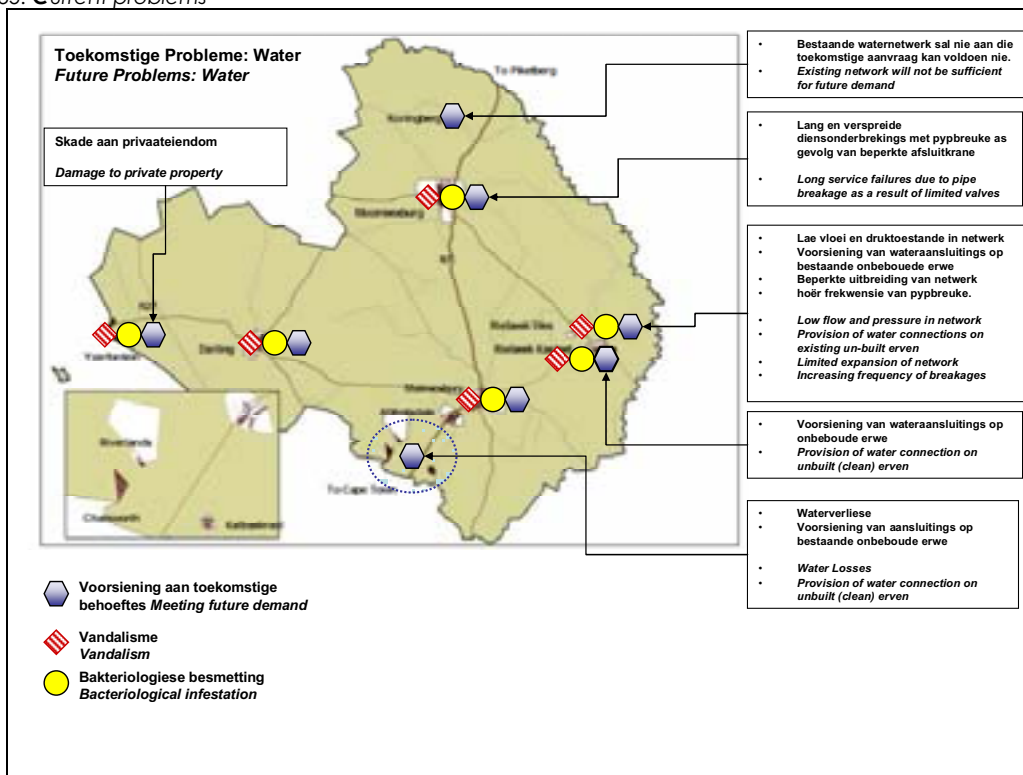
The figures below indicate the main problems related to the service.



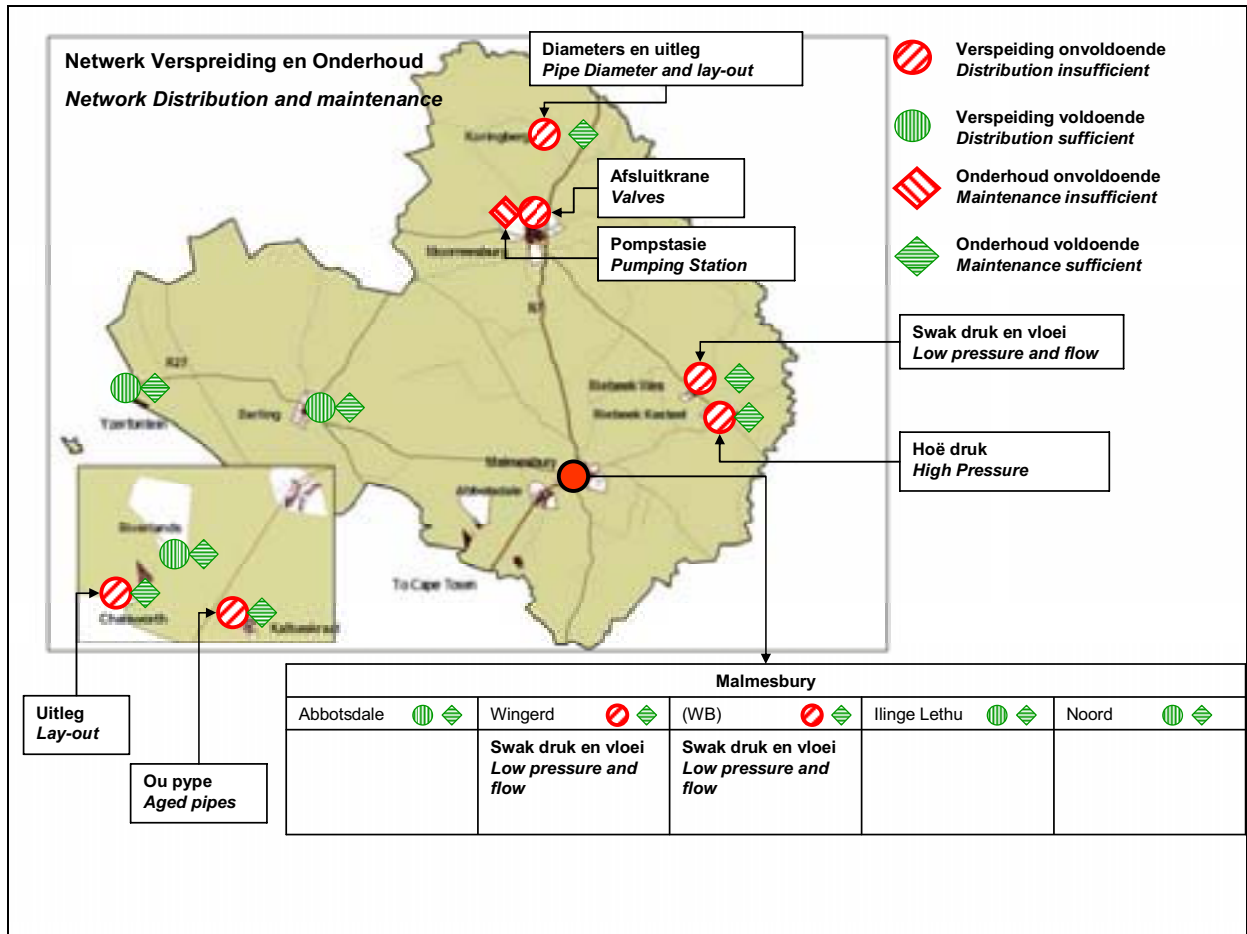
Figuur 2.34: Water aansluitings
Figure 2.34: Water connections



Figuur 2.35: Huidige probleme
Figure 2.35: Current problems



Figuur 2.36: Toekomstige probleme
Figure 2.36: Future problems



Figuur 2.37: Netwerk verspreiding en onderhoud
Figure 2.37: Network distribution and maintenance

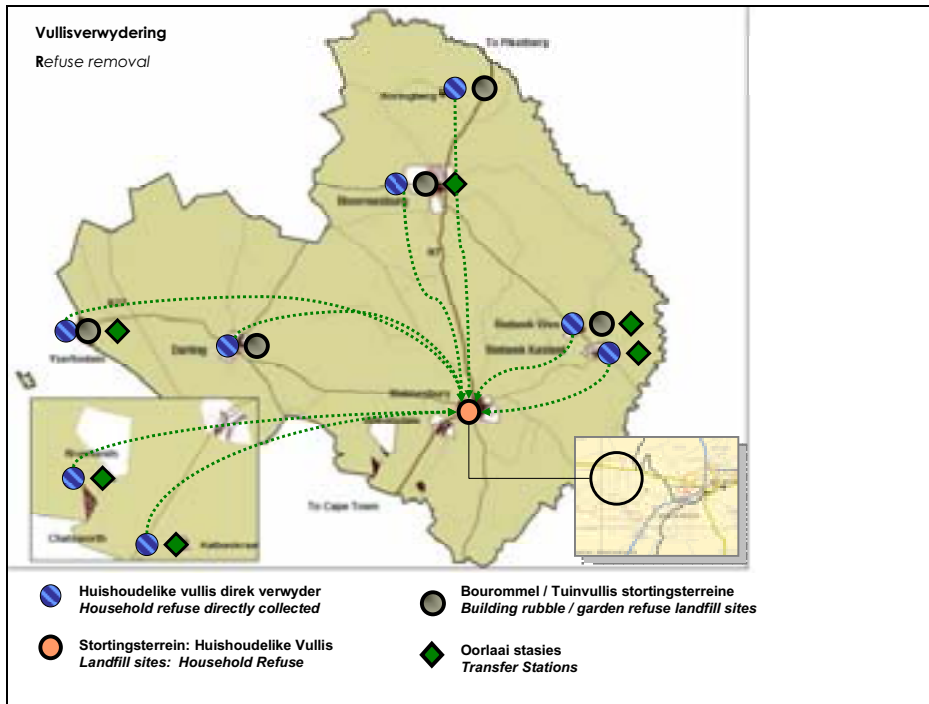


2.8.3 Reiginingsdienste

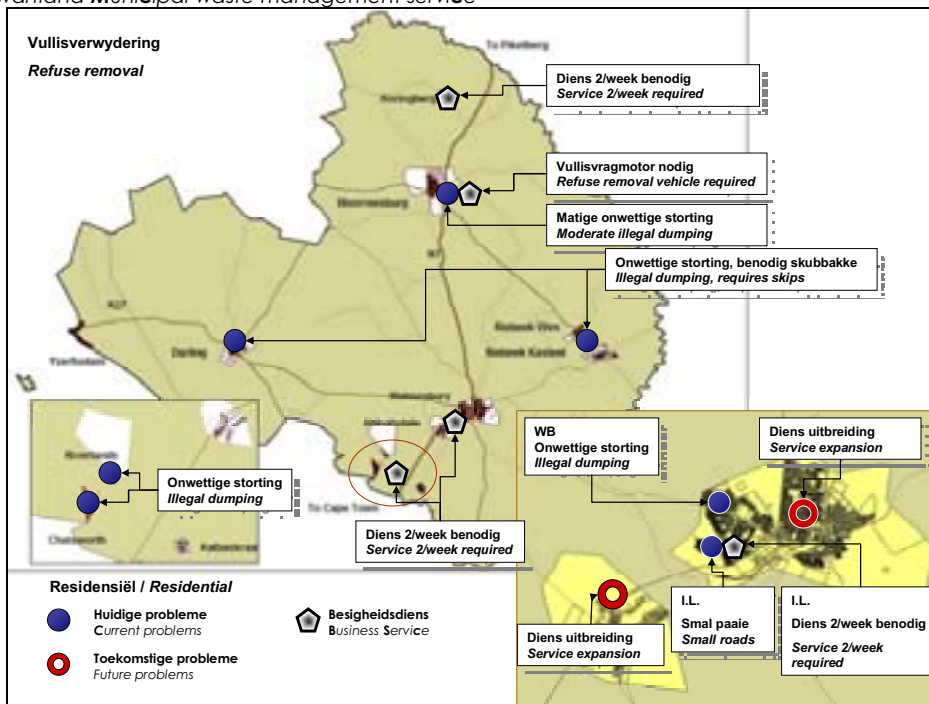
2.8.3 Cleaning Services

Alle stedelike huishoudings het 100% toegang tot die diens.

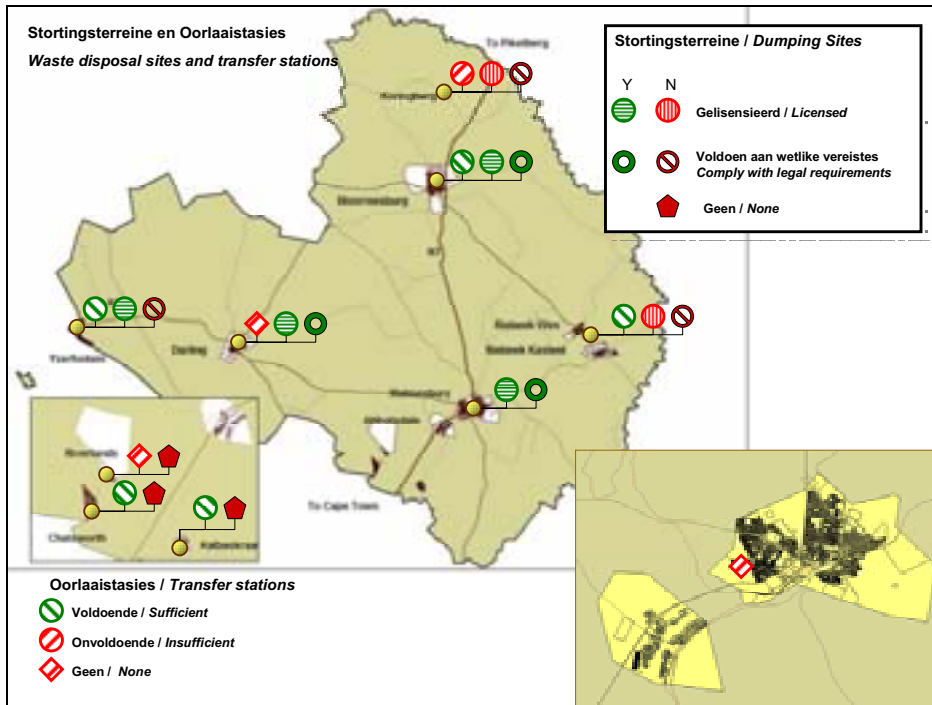
All urban households have 100% access to the service.



Figuur 2.38: Swartland Munisipale oorhoofse reinigingsdiens
Figure 2.38: Swartland Municipal waste management service



Figuur 2.39: Probleme rakende vullisverwydering
Figure 2.39: Problems related to refuse removal



Figuur 2.40: Status van stortingsterreine en oorlaaistaties
Figure 2.40: Status of waste disposal sites and transfer stations



2.8.4 Strate en stormwater

Baie paaie is aan die einde van hul funksionele diensleeftyd en moet herseël word. Ander kritiese probleme sluit in:

- Onderhoud aan sygaardjies;
- Baie slaggate;
- Swak gevormde sygaardjies en randstene, en;
- Skade deur boomwortels.

Wyk 7

Wyk 7 se padinfrastruktuur is onvoldoende. Sommige paaie se belyning is problematies en staan die heel winter vol water, terwyl paaie hergruis moet word. Chatsworth het kritiese stormwater probleme.

Die munisipaliteit maak gebruik van 'n uitgebreide pad-onderhoudsprogram. Hierdie program klassifiseer al die munisipale paaie in 5 kategorieë, van "Krities" tot "Baie Goed". Die huidige stand van pad-infrastruktuur word aangetoon in Figure 2.37-2.39.

2.8.4 Streets and storm water

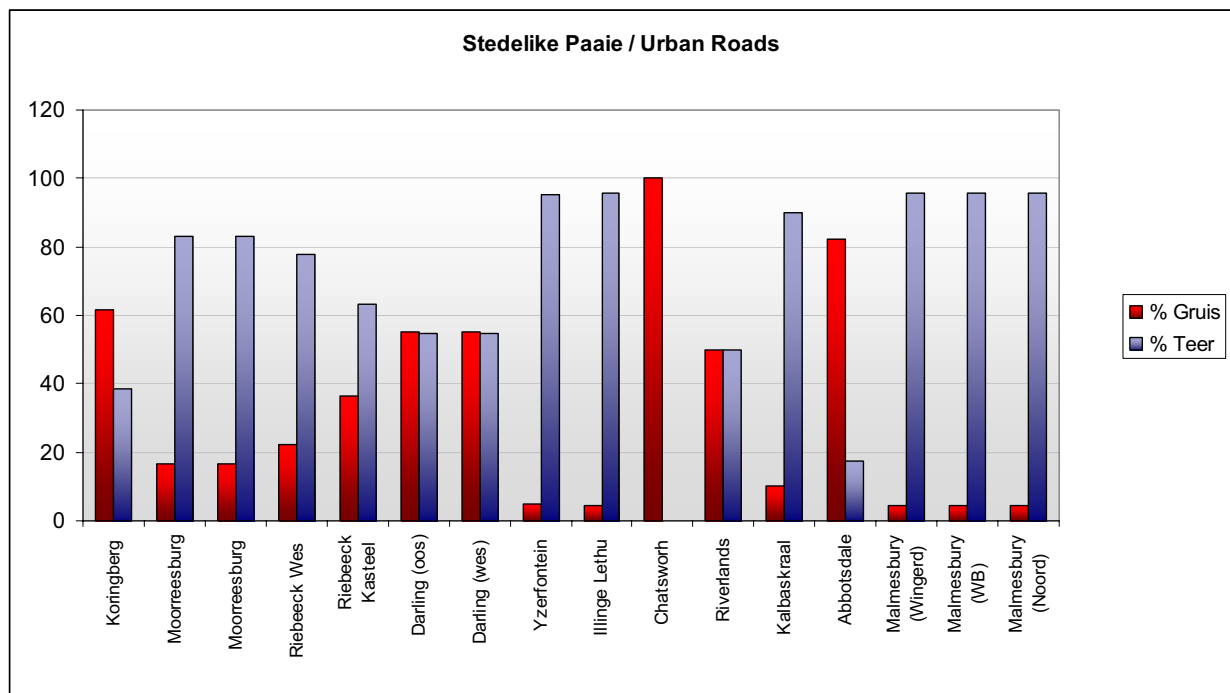
Many roads are at the end of their functional life, and must be resealed. Other problems include:

- Pavement maintenance;
- Increasing numbers of potholes;
- Poorly built pavements and kerbing, and
- Damage from tree roots.

Ward 7

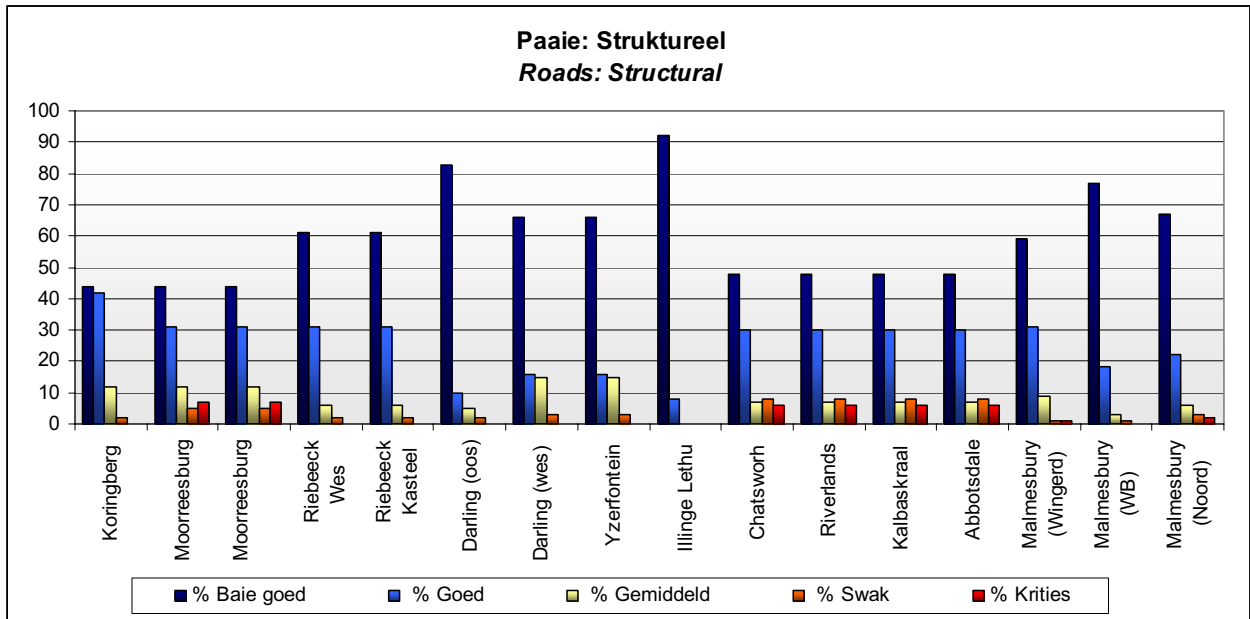
Ward 7's road infrastructure is insufficient. Some roads have drainage problems and are waterlogged throughout the winter, while other roads must be regravelled. Chatsworth has critical storm water problems.

The Municipality utilizes an extensive road maintenance program. This programme classifies all municipal roads in 5 categories, from "Critical" to "Excellent". The current state of the road infrastructure is indicated in Figures 2.37-2.39.

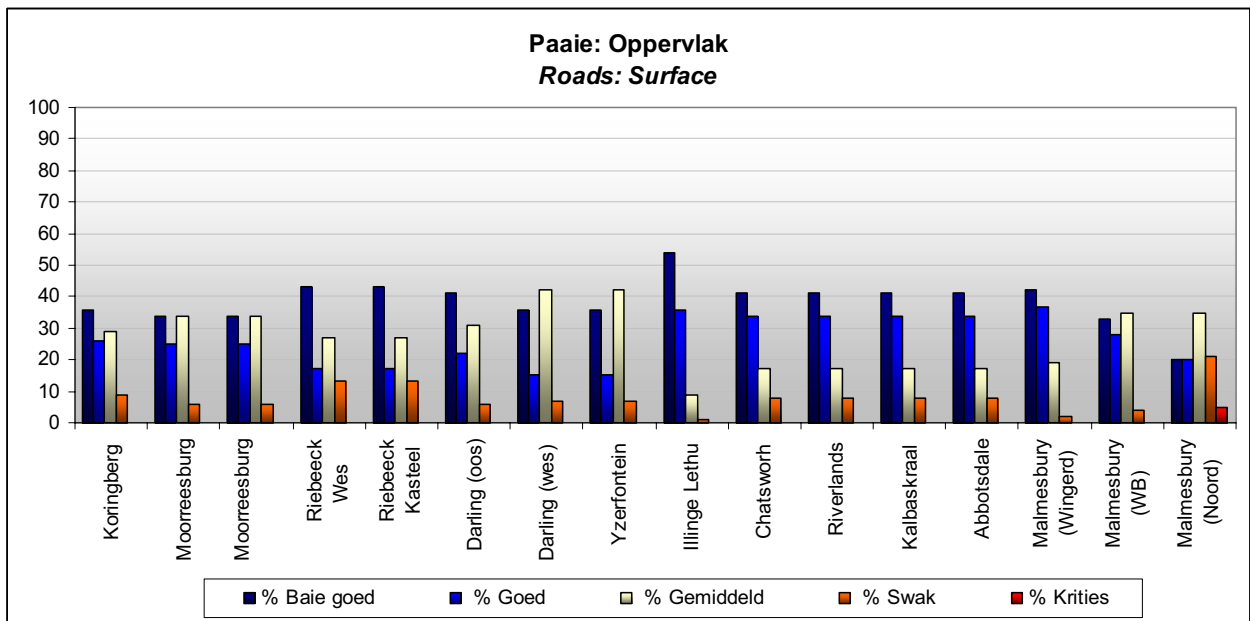


Figuur 2.41: Status quo ten opsigte van pad-oppervlaktes (stedelike strate)

Figure 2.41: Status quo with respect to road surfaces (urban roads)



Figuur 2.42: Toestand van strate: struktureel
Figure 2.42: State of roads: structural



Figuur 2.43: Toestand van strate: Oppervlakte
Figure 2.43: State of roads: Surfaces



2.8.5 Elektrisiteit

Ontwerp en Bepanning

Kapasiteit

Die afdeling ervaar 'n personeel tekort, naamlik 'n tekenaar, junior tegnikus vir toets en instel van beveiling, meters, lasvloei studies. Administratiewe steun is ook onvoldoende. ('n klerk/sekretaresse vir ontvangs van publiek, aansoeke kwotasies, verwysings ens).

Opleiding

Spesialis opleiding word benodig, veral ten opsigte van CAD (Computer Assisted Design), ontwerp, beveiliging instelling, lasvloei, foutvlak analise meter toetsing en indiensstelling. Die huidige opleidingsbeleid maak hierdie tipe opleiding egter nie moontlik nie, gevolglik moet die beleid ooreenkomstig hersien word.

Toerusting

Bepaalde kantoorakkommodasie is ook 'n probleem. Voorsien kantoor vir tegnikus in MBY. Addisionele toerusting wat benodig word, sluit in bykomende CAD programme, plotter en rekenaars.

Konstruksie, bedryf en instandhouding

Kapasiteit

Daar is tans slegs voldoende kapasiteit vir die bedryf van die diens. Instandhouding en konstruksie word uitkontraakteer. Gekwalifiseerde vakmanne word benodig, maar die vergoeding is te min om voldoende gekwalifiseerde personeel te trek. Veiligheid is tans ook problematies.

Onderhoud

Die huidige begroting is onvoldoende vir behoorlike instandhouding en hernuwing van verouderde netwerke. Begroting en personeel is onvoldoende om behoorlik aan veiligheidsvereistes ingevolge wetgewing te voldoen .

2.8.5 Electricity

Planning and design

Capacity

The department is suffering from a personnel shortage, namely a draftsman, junior technician for testing and installation of security, meters, load distribution studies. Administrative support is inadequate. (A clerk/secretary for reception, enquiries, quotations, referrals etc).

Training

Specialist training is required, especially with respect to CAD (Computer Assisted Design), design, security installation, load distribution, fault level analysis, meter testing and commissioning. The present training policy does not allow for this kind of training, thus the policy must be reviewed.

Equipment

Limited office space is also a problem. Provision of an office for technician in Malmesbury. Additional equipment needed such as an additional CAD programme, plotter and computers.

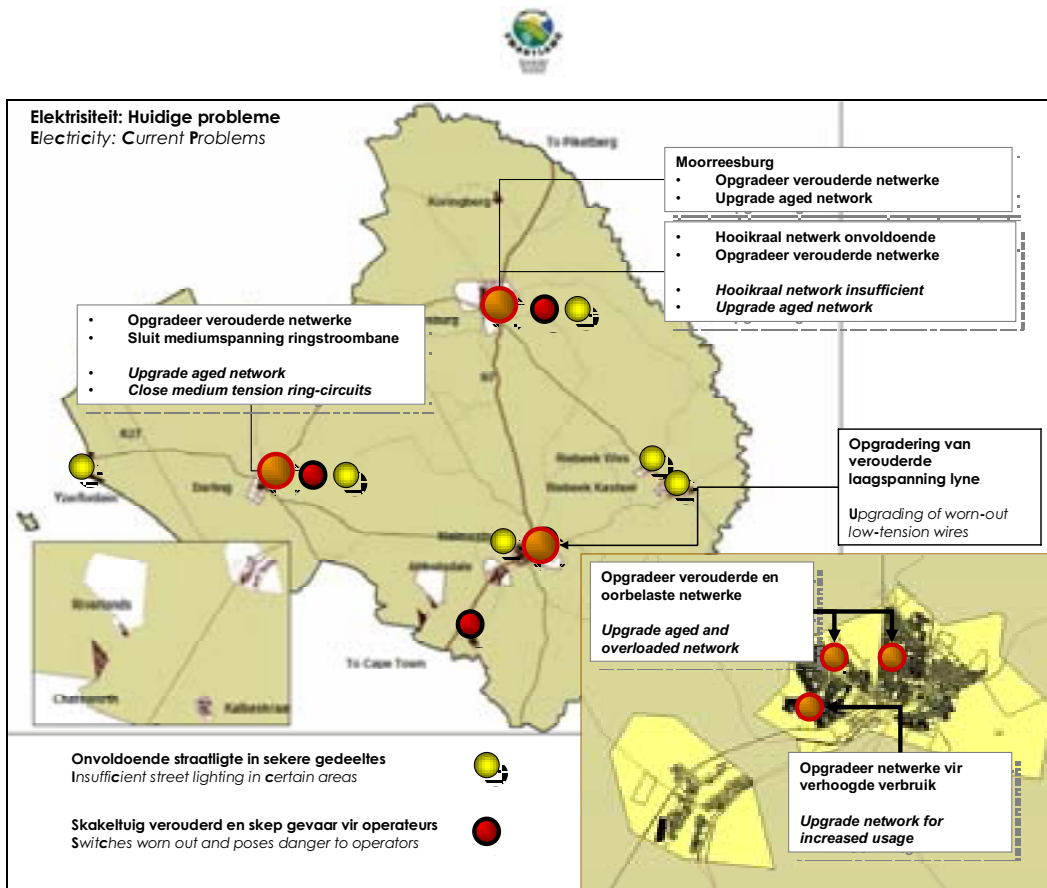
Construction, operation and maintenance

Capacity

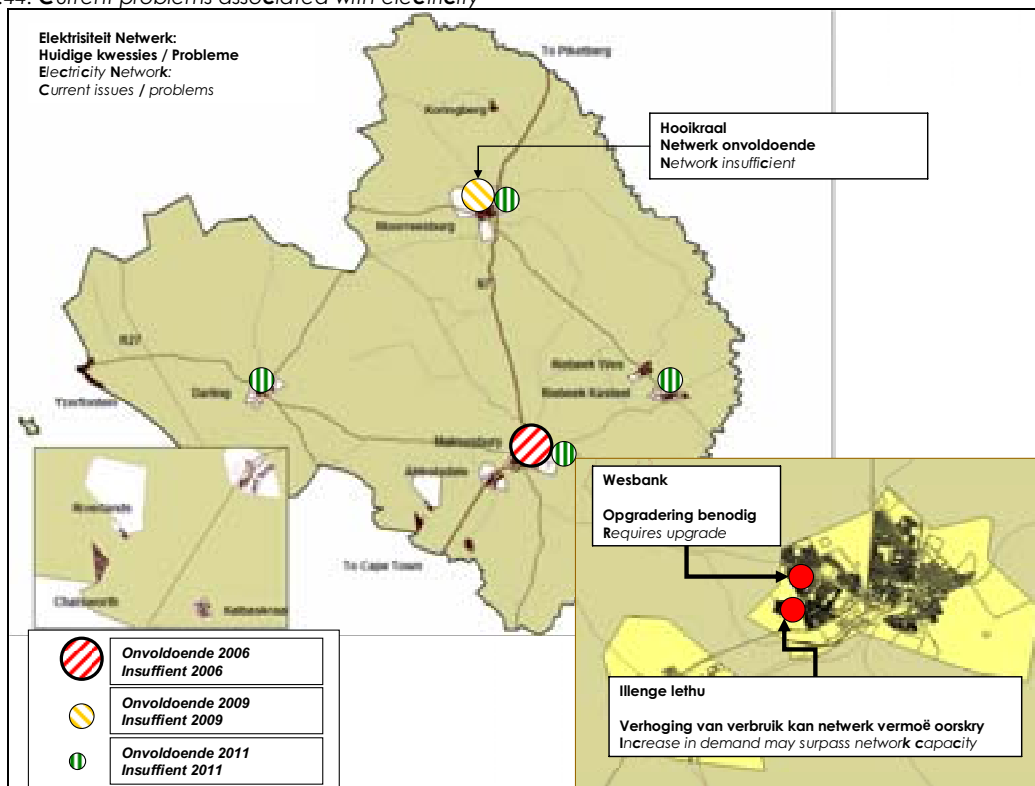
At present there is only capacity for the operation of the service. Maintenance and construction are subcontracted out. Qualified tradesmen are needed, but the remuneration is too little to attract adequately qualified personnel. Security is also a problem at present.

Maintenance

The present budget is inadequate for proper maintenance and renewing of old networks. Budget and personnel are inadequate to carry out the security measures required by law.



Figuur 2.44: Huidige probleme t.o.v. Eelektrisiteit
 Figure 2.44: Current problems associated with electricity



Figuur 2.45: Toekomstige kapasiteit
 Figure 2.45: Future capacity



Hoofstuk 3

Oorsig van die Makro Strategie vir die streek

“Waarom gee ek om oor die toekoms? Want ek gaan die res van my lewe daar spandeer.”

Chapter 3

Overview of the **Macro Strategy** for the region

“**Why do I care about the future? Because I am going to spend the rest of my life there.**”





Hoofstuk 3: Oorsig van die Makro Strategie vir die streek

Chapter 3: Overview of the Macro Strategy for the region

3.1 Inleiding

Die Makro Strategie poog om verskillende rolspelers te verenig agter 'n omvattende hoë-orde strategie ten einde ontwikkeling binne die streek te bevorder.

Hierdie hoofstuk sal op die raamwerk vir die oorhoofse strategieë vir die Swartland Munisipale gebied fokus. Die strategieë is gebaseer op, onder andere, die volgende:

- Nasionale Ruimtelike Ontwikkelingsperspektief (NROP)
- ASGISA- Versnelde en Gedeelde Groei inisiatief van Suid Afrika
- Provinsiale Groei en Ontwikkelingstrategie (WK PGOS)
- Sosio-ekonomiese Profiel van die Swartland (Universiteit Stellenbosch)
- Groei-Potensiaal van Dorpe in die Weskus (Prof. A.J. van der Merwe, Universiteit van Stellenbosch)
- Persoonlike gesprekvoering met personeel
- Werksessies met bestuur en Raad
- Swartland Plaaslike Ekonomiese Ontwikkelingstrategie
- Weskus Grondhervormingstrategie
- Weskus Armoede Verligtingstrategie

3.2 ASGI-SA: Versnelde en Gedeelde Groei inisiatief - Suid Afrika

Die GOP ondersteun die strategiese riglyne soos voorgestel deur die ASGISA inisiatief:

- Infrastruktuur ontwikkeling
- Opvoeding en vaardigheidsontwikkeling
- Uitwissing van die 2^{de} ekonomie

Bogenoemde strategiese riglyne kry binne die Makro Strategie beslag. Beide infrastruktuur-ontwikkeling en vaardigheidsontwikkeling word aangespreek in die Makro Strategie.

ASGISA poog om 'n landswye groeikoers van 4.5 % (Bruto Binnelandse Produk (BBP)) tussen 2005-2009 te behaal, waarna 'n 6% groeikoers vir die tydperk 2010-2014 nagestreef word.

Binne provinsiale konteks word daar egter gepoog om 'n groeikoers van 8% te bereik, gegewe dat die Wes-Kaap een van die land se ekonomies sterkste provinsies is.

As een van die sterker ekonomiese groeipunte in die Weskusstreek, poog Swartland Munisipaliteit om ook die 8% (Bruto Geografiese Produk (BGP)) groeiteiken vanaf 2007 tot 2009 te behaal.

3.1 Introduction

The **Macro Strategy** aims to unify different role-players behind a **comprehensive high order strategy** in order to promote development within the region.

This **chapter** will **focus** on the **framework** for the **over-arching strategies** for the **Swartland Municipal Area**. The strategies are based, *inter alia*, on the following:

- **National spatial Development Perspective (NSDP)**
- **ASGISA – Accelerated and Shared Growth - South Africa**
- **Provincial Growth and Development Strategy (WC PGDS)**
- **Socio-economic profile of the Swartland (University of Stellenbosch)**
- **Growth Potential of towns in the West Coast (Prof. A.J. van der Merwe, University of Stellenbosch)**
- **Personal consultation with relevant personnel**
- **Work sessions with management and Council**
- **Swartland Local Economic Development Strategy**
- **West Coast Land Reform Strategy**
- **West Coast Poverty Alleviation Strategy**

3.2 ASGI-SA: Accelerated and Shared Growth - South Africa

The **IDP** supports the **strategic guidelines** as proposed by the **ASGISA** initiative:

- **Infrastructure Development**
- **Education and Skills Development**
- **Eliminating the 2nd economy**

The above **strategic guidelines** are **incorporated** within the **Macro Strategy**. Both **infrastructure development** and **capacity development** are addressed in the **Macro Strategy**.

ASGISA attempts to **achieve** a national growth rate of 4.5% (**Gross Domestic Product (GDP)**) over the **2005-2009** period, after which a 6% growth target is set for the period **2010-2014**.

Within a provincial context, a growth rate of 8% has been set, given that the **Western Cape** is one of the **economic powerhouses** of the **country**.

As one of the stronger economies in the **West Coast Region**, **Swartland Municipality** will attempt to **achieve** a growth rate of 8% (**Gross Geographic Product (GGP)**) for the **2007-2009** period.



3.3 Aannames (NROP)

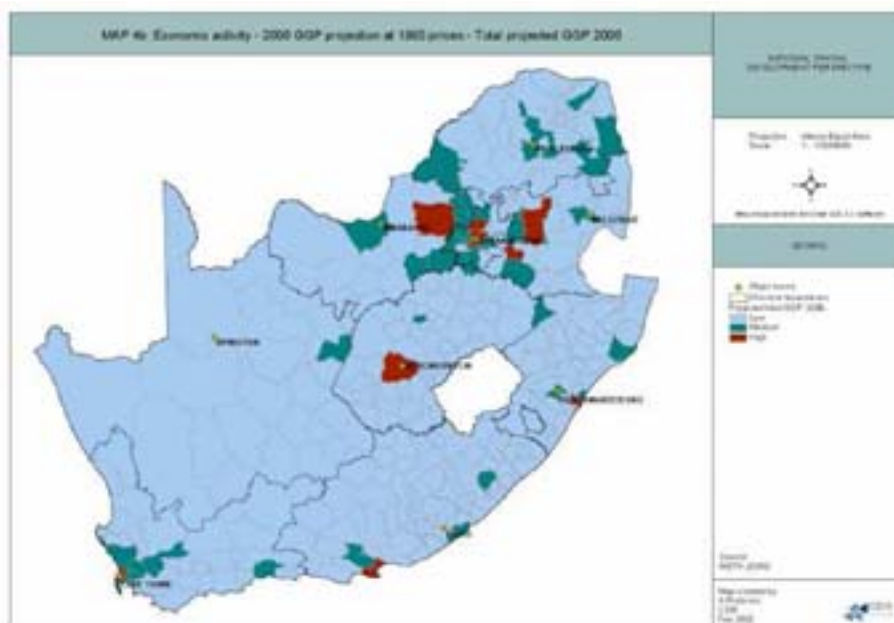
Die Makro Strategie is gebaseer op die aannames van die Nasionale Ruimtelike Ontwikkelingsperspektief (NROP), wat as volg is:

- Daar word aanvaar dat in die voorsienbare toekoms meer mense in areas sal bly met beperkte ontwikkelingspotensiaal
- Daar moet aanvaar word dat daar meer distrikte en provinsies is wat areas van lae potensiaal is as wat daar areas van hoë potensiaal is
- Ten einde nie te diskrimineer teen mense wat huidiglik benadeel word deur die area waarin hulle hulself bevind nie, word voorgestel dat die regering:
 - Hierdie ongelykhede aanspreek deur dieselfde verspreiding van finansiële hulpbronne te behou ten opsigte van hierdie areas, MAAR dat hierdie investering minder gefokus is op vaste bates.
- Dit impliseer dat slegs 'n basiese vlak van infrastruktuur dienste voorsien word, en dat 'n addisionele bedrag (ten minste gelyk aan huidige oorbetalings) aangewend word vir:
 - Vaardighedsontwikkeling
 - Arbeidsmark inligting
 - Ander hulpbronne
- wat mense in areas met swak ekonomiese potensiaal kan help om meer mobiel te word.
- Sosiale investering moet plaaslike kompeterende voordele bevorder ten einde mense die opsie te gee om in lae groei areas te bly sou hulle dit verkies.
- Daar word egter aanvaar dat mense, indien die opsie beskikbaar is, eerder na plekke met 'n hoër ekonomiese potensiaal sal beweeg.

3.3 Assumptions (NSDP)

The Macro Strategy is based on the assumptions of the National Spatial Development Perspective (NSDP), which is as follows:

- It is recognized that for the foreseeable future there will be many people living in localities that have limited potential to develop.
- It should be recognized that there are many more districts and provinces that are localities of low potential than there are localities of high potential.
- In order not to discriminate against people who are currently locationally disadvantaged, it is proposed that Government seek to:
 - Redress these inequities by maintaining the current distribution of fiscal resources to these areas, BUT that this investment is shifted into less fixed assets.
- This could mean that only a very basic level of infrastructural services is provided and that an additional amount of money (at least equal to current transfers) goes into:
 - Skills development;
 - Labor-market information; and
 - Other resources
- that will enable those living in these areas to become more mobile.
- Social investment should seek to exploit the local comparative advantages in order to give people the option of remaining in these localities if they so choose.
- However, it is assumed that given the low level of economic potential, many people will eventually move to areas of greater economic potential.



Figuur 3.1 : Nasionale Ruimtelike Ontwikkelingsperspektief
Figure 3.1 : National Spatial Development Perspective



3.4 NROP-Riglyne

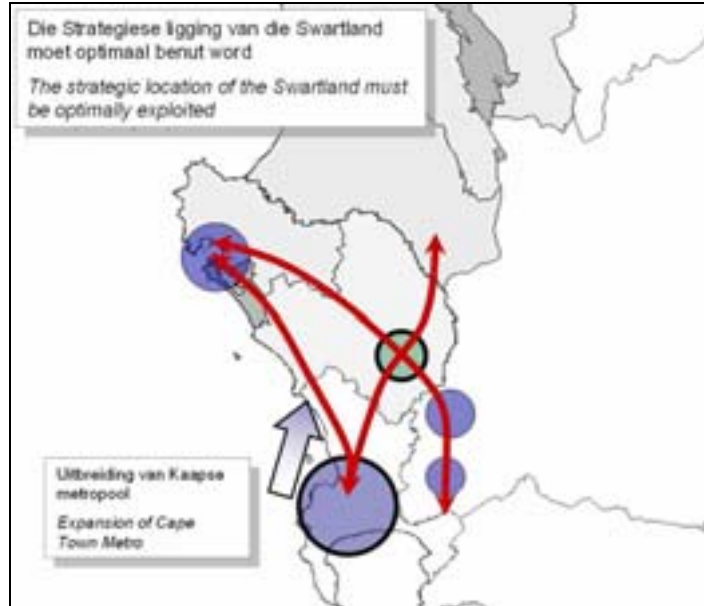
Met bogenoemde NROP-gebaseerde aannames in ag geneem, word die onderstaande strategiese riglyne vervolgens gebruik as 'n basis vir die Makro Strategie:

- In areas met 'n medium tot hoë hulpbron potensiaal moet toekomstige ekonomiese groei versigtig bestuur word om nie omgewingsprobleme te skep of te vererger nie.
- Die konsentrasie van behoeftige mense in areas met lae potensiaal moet nie ondersteun word nie, en waar moontlik moet hierdie persone, deur middel van sosiale investering, meer mobiel gemaak word ten einde hulle die keuse te gee om plekke met lae ekonomiese potensiaal te kan verlaat.
- Toekomstige ekonomiese groei moet primêr gefokus word in areas met 'n medium tot hoë hulpbron basis, asook plekke met medium tot hoë menslike behoeftes, waar daar ekonomiese ontwikkelingspotensiaal is.
- Ekonomiese aktiwiteit moet ondersteun en aangemoedig word deur infrastruktuur investering waar daar alreeds 'n hoë vlak van ekonomiese aktiwiteit is en waar die hulpbron potensiaal medium tot hoog is.

3.4 NSDP-Guidelines

Taking into consideration the NSDP-based assumptions, the following strategic guidelines are also used as a basis for the Macro Strategy :

- In areas in which resource potential is medium to high, future economic growth should be carefully managed in order not to further exacerbate environmental vulnerabilities.
- The further concentration of people in need in areas of low potential should not be encouraged and where possible, people should be assisted through social investment to become more mobile so that they may choose to move out of such areas.
- Future economic growth should primarily be explored in those areas with a medium to high resource base and medium to high human need where there may be economic potential to be exploited.
- Economic activity should be encouraged and supported by infrastructure investment where there is already a medium to high level of economic activity and where (natural or human) resource potential is medium to high.



Figuur 3.2: Die ligging van die Swartland is een van die mees strategiese bates
Figure 3.2: The location of the Swartland is one of its most strategic assets



3.5 Swartland GOP en die Provinsiale Groei- en Ontwikkelingsstrategie (PGOS)

Dit is noodsaaklik dat die Swartland GOP strategies ooreenstem met die Provinsiale Groei- en Ontwikkelingsstrategie, gegewe dat hierdie strategie die toekomstige begrotingstoekennings van die Nasionale en Provinsiale sal lei.

Die Ruimtelike ekonomie van die Provinsiale word gekenmerk deur vier ruimtelike komponente wat sleutel areas is vir ekonomiese groei en geleenthede:

- Streeks-groei-drywers
- Streeks-ontwikkelingskorridors
- Streeks-vervoer korridors
- "Leier" Dorpe

Die volgende ruimtelike komponente is van toepassing op die Swartland vanuit 'n provinsiale perspektief:

- Malmesbury is geïdentifiseer as 'n "leierdorp" in die Wes-Kaap.
- Die R27 en N7 is streeksvervoerkorridors wat deur die gebied beweeg.

3.5 Swartland IDP and the Provincial Growth and Development Strategy (PGDS)

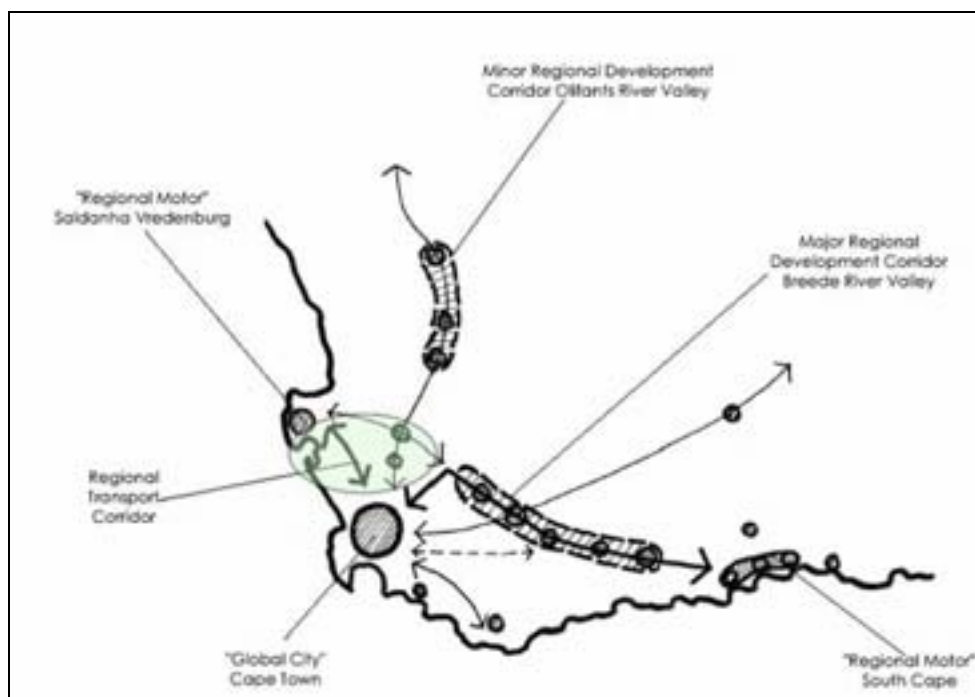
It is imperative that the Swartland IDP is aligned with the Provincial Growth and Development Strategy, since this strategy will inform future budget allocations from National and Provincial Government.

The Provincial space-economy is characterized by four significant spatial components which are key areas of economic and growth opportunity:

- Regional motors
- Regional development corridors
- Regional transport corridors
- 'Leader' towns

The following spatial components are of importance for the Swartland from a provincial perspective:

- Malmesbury has been identified as a "leader" town in the Western Cape.
- The R27 and N7 regional transport corridors pass through the region.



Figuur 3.3: Provinsiale Ruimtelike Ekonomie en die Swartland Munisipale Gebied (Bron: Provinsiale Groei en Ontwikkelingsstrategie, 2006)

Figure 3.3: Provincial Space Economy and the Swartland Municipal Area (Source: Provincial Growth and Development Strategy, 2006)



Die PGOS onderskei vervolgens ook vyf investeringsprioriteite vir die onderskeie dorpe in die Wes-Kaap (sien Tabel 3.1). 'n Soortgelyke, maar meer uitgebreide, beplanningsrasionaal is aangewend in die opstel van die Makro Strategie vir die munisipale gebied.

Alhoewel die Makro Strategie in meer detail as die PGOS te werk gaan, stem dit egter steeds strategies ooreen met die provinsiale prioriteite.

The PGDS further define five different investment priorities for towns in the Western Cape (see Table 3.1) A similar, but more elaborate logic has been used to define the Macro Strategy for the municipal area.

Although the Macro Strategy is defined in more detail than the PGDS, it is still strategically compatible with the provincial priorities.

Tabel 3.1 Vestigings-investeringsprioriteite (Bron: Provinsiale Groei en Ontwikkelingstrategie, 2006)
 Table 3.1: Settlement Investment Priorities (Source: Provincial Growth and Development Strategy, 2006)

Town Investment Dorp Investering	Social Investment Sosiale Investering	Social & Town Investment Sosiale en Dorps- investering	Leader Towns Leiersdorpe	Minimal Investment Minimale Investering
Betty's Bay Bredasdorp Brenton-on-Sea Caledon Franskraal Groot Brakrivier Hawston Herold's Bay Jacobsbaai Jamestown Keurboomsrivier Kylemore Langebaan Malmesbury Moorreesburg	Bitterfontein Botrivier Calitzdorp Clanwilliam De Doorns De Rust Doringbaai Dysselsdorp Eendekuil Elandsbaai Friemersheim Genadendal Goedverwacht Gouda Graafwater	Cape Town Ashton Beaufort West* Ceres Elim Franschoek Gansbaai George* Grabouw Hermanus* Kalbaskraal Klapmuts Knysna* Oudtshoorn* Paarl* Plettenberg Bay	Cape Town Vredendal Vredenburg/ Saldanha <u>Malmesbury</u> Worcester Wellington Stellenbosch Hermanus Swellendam Mosselbay Beaufort West George Hermanus Knysna Oudtshoorn Paarl	Aghulas/Struisbaai Albertinia Amiston Aurora Barrydale Bonnievale Buffelsbaai Citrusdal Darling Dwarskersbos Ebenhaeser Gouritsmond Greyton Hopfield Jongensfontein



3.6 Swartland Makro Strategie en die WKDM Strategiese argument

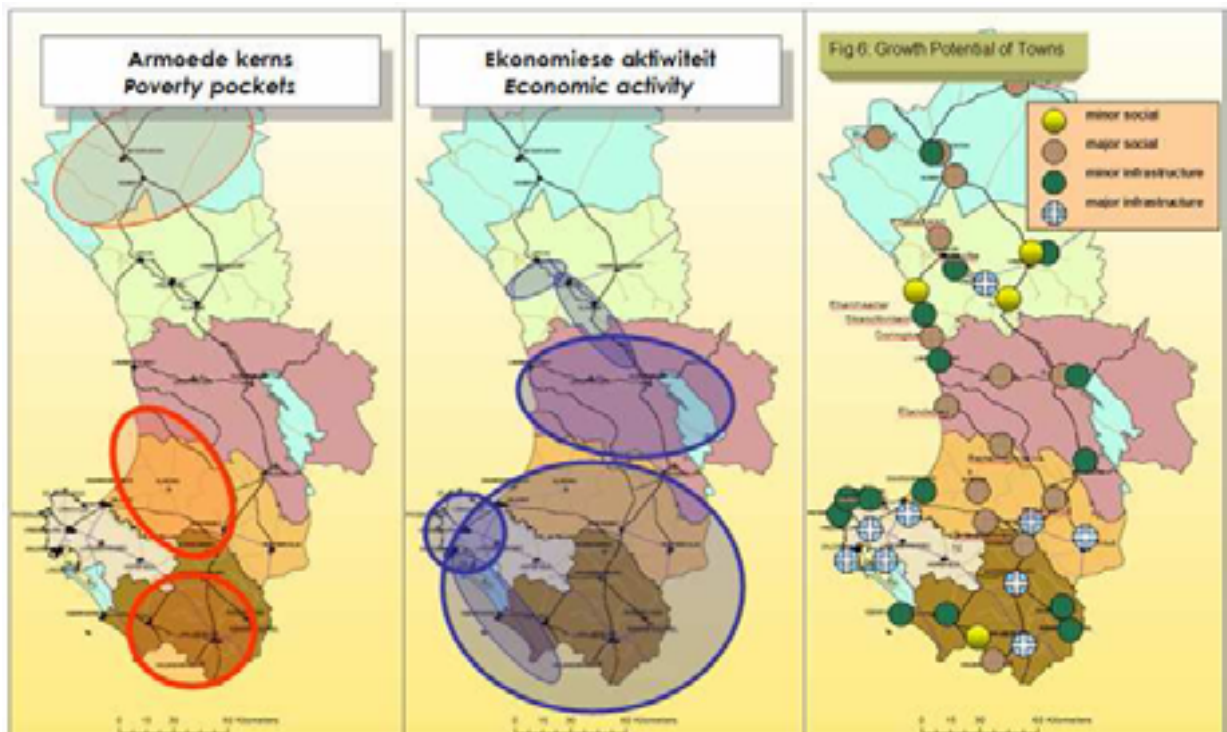
Op 'n hoë strategiese vlak stem die Makro Strategie ooreen met die strategiese ontwikkelingsargument van die Weskus Distriksmunisipaliteit. Soos Figuur 3.4 aantoon, stem die investeringsprioriteite van die WKDM grotendeels ooreen met dié van die Swartland.

Dit is krities dat die Distriksmunisipaliteit hul befondsing en projekprioritisering ook volgens hierdie benadering rig, ten einde strategiese steun aan die Swartland te verleen.

3.6 Swartland Macro Strategy and the WCDM Strategic Argument

On a high strategic level, the Macro Strategy and the West Coast District municipality's strategic development argument is aligned. As Figure 3.4 indicates – the investment priorities of the WCDM agrees with those of the Swartland IDP.

It is imperative that the District Municipality align their funding and project prioritization according to this approach, in order to provide the necessary strategic support to the Swartland.



Figuur 3.4: Die WKDM strategiese argument stem strategies met die Swartland GOP ooreen
Figure 3.4: The WCDM strategic argument is strategically aligned with the Swartland IDP



3.7 Doel van die Makro Strategie en integrasie met ander regeringsfere en rolspelers

Die doel van die Makro Strategie is om 'n prent te skets van die ideale ontwikkelingspatroon wat voorsien word vir die Swartland Munisipale Gebied. Die strategie poog om ontwikkelingstendense strategies te ondersteun deur 'n omvattende hoë-orde strategiese plan.

Daar word voorsien dat regerings-, gemeenskaps- en privaat rolspelers die gedeelde ontwikkelingspad sal aangryp en deel van hul onderskeie gedetailleerde beplanning maak.

Die Makro Strategie beweeg weg van 'n projek gebaseerde benadering na 'n doelwit gedrewe benadering. Doelwitgedrewe beplanning het die voordeel dat dit baie meer buigsaam is, aangesien dit nie gebaseer is op die liniêre afhanklikheid wat implisiet deel van projek-gedrewe langtermyn beplanning is nie.

Die omvattendheid van die GOP maak dit ook nie moontlik om op 'n detail vlak te beplan nie. Dit is egter ook nie die bedoeling van die GOP om 'n gedetailleerde plan te wees nie.

Strategiese integrasie met ander rolspelers vind dus NIE op projekvlak plaas nie, maar eerder op doelwit en strategiese vlak. Die detail beplanning vir die bereiking van doelwitte is elke rolspeler se verantwoordelikheid. Daar moet in gedagte gehou word dat die munisipaliteit nie vir alle instansies detail beplanning (projekvlak beplanning) kan doen nie.

Die vorige "rondte" GOP's het bogenoemde duidelik geïllustreer.

3.7 Purpose of the Macro Strategy and Integration with other spheres of government and role-players

The purpose of the **Macro Strategy** is to **sketch** a **picture** of the ideal development path which is envisaged for the **Swartland Municipal Area**. The strategy attempts to promote development trends through a **comprehensive high level strategic plan**.

It is envisaged that government, **community** and **private** role-players will **embrace** this shared development agenda and integrate it part and **parcel** in their respective planning processes.

The **Macro Strategy** moves away from a **project** based approach towards a goal-orientated one. **Goal-orientated** planning has the advantage that it is more **flexible** since it does not depend on the **linear dependencies** implied in **project-orientated** long term planning.

The **comprehensiveness** of the **IDP** also renders it impossible to do detail planning. It is also not the purpose of the **IDP** to be a detailed plan.

Integration with other role-players on this level of planning does not take place on **project** level, but rather on **goal and strategic** level. The detail (**project**) planning based on the identified objectives is the responsibility of each role-player. It must be borne in mind that the **municipality cannot** plan in detail for other institutions.

The previous "rounds" of **IDP's** illustrated the above clearly.



Figuur 3.4: Strategiese integrasie met ander rolspelers
Figure 3.4: **Strategic** integration with other role-players



3.8 Benadering

Die kern van alle ontwikkeling kom neer op investering, of meer spesifiek die tipe investering. Vir die doeleindes van hierdie strategie word daar die volgende tipes investering onderskei:

- Harde Investering – investering in kapitaal (fisiese infrastruktuur)
- Sagte Investering – investering in menslike kapitaal (sosiale infrastruktuur)

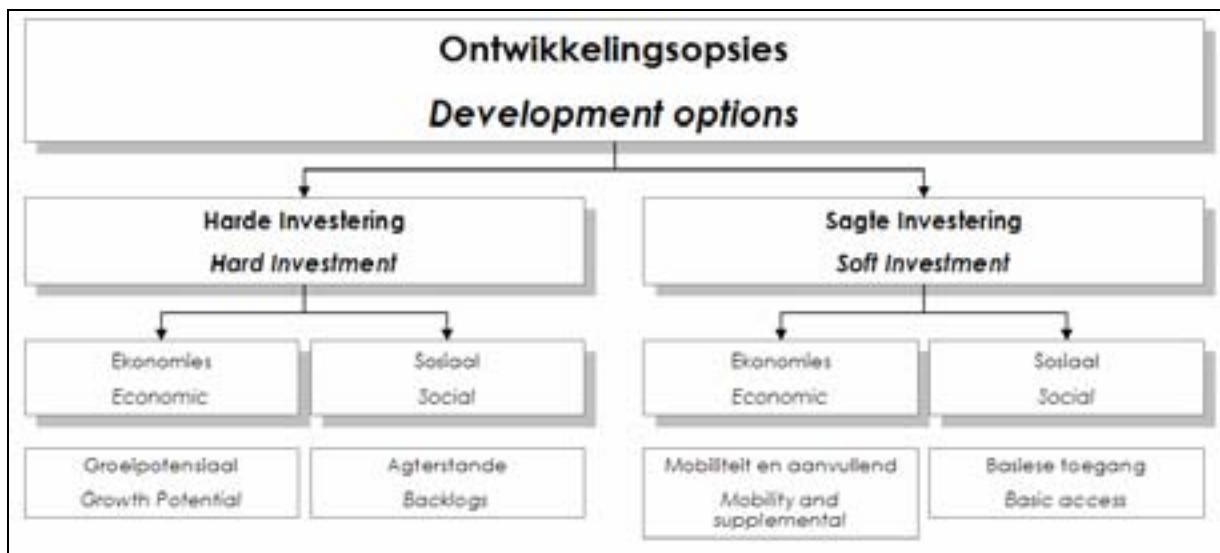
Beide Harde en Sagte investering het sosiale en ekonomiese dimensies (sien Figuur 3.5), wat in detail in die volgende hoofstukke bespreek sal word.

3.8 Approach

Investment or more specifically the type of investment is at the core of all development. For the purpose of this strategy the following categories of investment can be defined:

- **Hard investment** – investing in capital (physical infrastructure)
- **Social investment** – investing in human capital (social infrastructure)

Both **Hard** and **Soft** investment has social and economic dimensions (refer to Figure 3.5) which will be explained in more detail in subsequent chapters.



Figuur 3.5: Makro-ekonomiese model
Figure 3.5: Macro-economic model

3.9 Makro Strategie en die Natuurlike Omgewing

Dit is belangrik dat die beplanningsproses voorsiening maak vir die bevordering van omgewingsvolhoubaarheid oor die langtermyn. Die biodiversiteit beginsels wat voorgestel word vir die Swartland, word dus ondersteun ten opsigte van langtermyn beplanning (Sien Tabel 3.2). Hierdie doelwitte moet in samehang met Afdeling 2.4 gelees word.

3.9 Macro Strategy and the natural environment

It is important to ensure that long term environmental sustainability is promoted through the planning process. The biodiversity principles proposed for the Swartland is therefore supported with regard to long term planning (See Table 3.2). These objectives must be read in conjunction with Section 2.4



Tabel 3.2: Bio-diversiteitsdoelwitte
 Table 3.2: Biodiversity objectives

Omgewingstipe	Doelwitte	Type of Environment	Objectives
Bedreigde oppervlak ekosisteme	<ul style="list-style-type: none"> • Voldoen aan die wetlike vereistes as bewaarder van die globaal belangrike biodiversiteit van die gebied • Voorkom verdere verlies of verval van die natuurlike habitat in bedreigde ekosisteme • Beskerm die diversiteit en die ekosisteme dienste vir toekomstige geslagte 	Threatened Terrestrial Ecosystems	<ul style="list-style-type: none"> • Meet the legal obligations as custodian of the globally important biodiversity present in the municipality • Avoid further loss or degradation of natural habitat in threatened ecosystems • Protect the diversity and the ecosystem services supported by this natural resource for future generations
Spesiale habitate	<ul style="list-style-type: none"> • Verminder verdure verlies of verval van spesiale habitate • Bevaaar die skaars en bedreigde spesies in hierdie areas 	Special habitats	<ul style="list-style-type: none"> • Avoid further loss or degradation of special habitats • Conserve the rare and threatened species that occur in these areas
Watterverwante ekosisteme	<ul style="list-style-type: none"> • Voldoen aan die wetlike en nasionale verpligtinge as bewaarder van die watterverwante ekosisteme in die munisipaliteit • Beskerm all water hulpbronne (soos gedefinieer in die Nasionale Waterwet (36 van 1998) binne die munisipaliteit sodat die basiese struktuur en ekologiese funksionering behou word en beskerm word van verval • Bestuur vloed risiko en bekerming van eiendom deur die natuurlike integriteit van die stelsels te bewaar 	Aquatic ecosystems	<ul style="list-style-type: none"> • Meet the legal and international obligations as custodians of the aquatic ecosystem that occur within the municipality • Protect all water resources (as defined by the National Water Act (36 of 1998) within the municipality such that their basic structure and ecological functioning are maintained and protected from degradation • Manage for flood risks and protection of property by maintaining the natural integrity of systems



Hoofstuk 4

Harde Investering

“As jy nie weet waarnatoe jy oppad is nie, gaan jy in tien teen een elders opeindig”

Chapter 4

Hard Investment

“*If you don't know where you're going you will probably end up somewhere else*”





Hoofstuk 4: Harde Investering

Chapter 4: Hard Investment

4.1 Inleiding

Die hoofstuk fokus op die voorgestelde harde (kapitaal) investeringspatrone wat voorgestel word vir die gebied. Die volgende aspekte sal aangerak word:

Ekonomiese Harde Investering

Ekonomiese Harde Investering is gemik op die daarstel van infrastruktuur wat die ekonomie van die gebied kan laat groei. Die ontwikkeling van hierdie tipe infrastruktuur is onderhewig aan die groei-potensiaal van dorpe. Die volgende sal aangespreek word:

- Dorpsontwikkeling
- Industriële Ontwikkeling
- Kommersiële Ontwikkeling
- Oorhoofse Vervoer netwerk
- Toerisme ontwikkeling
- Goedkeurings deur eksterne instellings

Sosiale Harde Investering

Sosiale Harde Investering verwys na die daarstel van 'n basiese vlak van infrastruktuur in die gebied onafhanklik van die groei-potensiaal van dorpe. Dit behels egter nie die skep van nuwe huishoudings in dorpe met lae groei-potensiaal nie, eerder die lewering van 'n sekere vlak van dienste aan die bestaande huishoudings. Hierdie minimum dienste sluit onder andere in:

- Water binne 200 meter van alle huishoudings in die gebied
- Toegang tot elektrisiteit
- Sanitasiediens beter as die emmerstelsel

Sosiale harde investering verwys ook na die ontwikkeling van infrastruktuur vanwaar sagte investering (menslike ontwikkeling) kan plaasvind. Sulke infrastruktuur sluit onder andere Veeldoelige Gemeenskapsentrums in .

Die volgende word aangespreek onder Sosiale Harde investering:

1. Diens agterstande
2. Sosiale Infrastruktuur vir die ontwikkeling van menslike hulpbronne
3. Onderwys fasiliteite
4. Veiligheid
5. Grondhervorming
6. Primêre gesondheid

4.1 Introduction

This chapter will focus on the recommended hard (capital) investment patterns proposed for the area. The following aspects will be addressed:

Economic Hard Investment

Economic Hard Investment is aimed at the development of infrastructure that can improve or contribute to the local economy. This type of infrastructure is subject to the growth potential of towns. The following will be addressed:

- Township development
- Industrial development
- Commercial development
- Over-arching transport network
- Tourism development
- Approvals by external institutions

Social Hard Investment

Social Hard Investment entails the provision of a basic level of infrastructure services in the area, independent of the growth potential of the towns. It does not, however, entail the creation of new households in towns with low growth potential, but rather the creation of an acceptable service level for the existing households. These minimum services include:

- Water within 200 meters of all households in the area
- Access to electricity
- Sanitation system better than the bucket system

Social Hard Investment also refers to the development of infrastructure from which soft investment (human development) can take place. Such infrastructure includes Multi-purpose Centers.

The following will be addressed under Social Hard Investment:

1. Service backlogs
2. Social Infrastructure for the development of human resources
3. Education facilities
4. Safety
5. Land Reform
6. Primary Health



4.2 Harde Investering: Ekonomiese Ontwikkeling

4.2.1 Dorpsontwikkeling en behuising

Dorpsontwikkeling is een van die belangrikste komponente van ontwikkeling. Dorpe ontwikkel oorwegend op die volgende maniere:

1. Privaat ontwikkeling deur ontwikkelaars
2. Munisipale erf ontwikkeling
3. Gesubsideerde behuisingsprojekte

Privaat ontwikkelings

Privaat ontwikkeling word, onderhewig aan die relevante wetgewing en ROR (Ruimtelike Ontwikkelingsraamwerk) beginsels en voorskrifte, oral in die gebied aangemoedig. Die rol van die regering ten opsigte van privaat ontwikkeling is om te verseker dat sulke ontwikkelings op 'n omgewingsvolhoubare wyse plaasvind deur middel van die toepaslike regulering en monitoring.

Munisipale Erf-ontwikkeling

Hierdie tipe ontwikkeling is onderhewig aan vraag, maar word nie aanbeveel vir areas met lae of geen groei-potensiaal nie.

Gesubsideerde behuising

Hierdie tipe ontwikkeling het die grootste, en potensieël die mees negatiewe gevolge vir die gemeenskappe waar hierdie projekte uitgevoer word. Huishoudings wat kwalifiseer vir hierdie tipe behuising het oorwegend 'n baie lae inkomste en 'n hoë werkloosheidsvlak. Die sosio-ekonomiese las wat swak-bepaalde behuisingsprojekte tot gevolg kan hê is enorm. Op die langtermyn is dit dus krities dat die plasing van gesubsideerde behuising baie oordeelkundig gedoen word. 'n Paar riglyne moet toegepas word oor die langtermyn:

- Die ontwikkeling van nuwe gesubsideerde behuising moet in areas met medium tot hoë groei-potensiaal wees.
- Die ontwikkeling van gesubsideerde behuising in groter sentra sodat die addisionele druk op die dorp proporsioneel kleiner is.
- Diversifisering van behuisingsprojekte en tipes behuising.
- Optimale infrastruktuur standaard ten einde langtermyn ontwikkeling van areas moontlik te maak.
- Voorafbetaalde dienslewering ten einde die munisipaliteit se finansiële volhoubaarheid so min as moontlik te benadeel.

4.2 Hard Investment: Economic Development

4.2.1 Township Development and housing

Township development is one of the most important components of development. Towns largely developed in one of the following manners:

1. Private development by developers
2. Municipal erf (plot) development
3. Subsidized housing projects

Private developments

Private development must be supported throughout the whole area, subject to the relevant legislation and the prescriptions of the SDF (Spatial Development Framework). The role of government with regard to private development is to ensure that such developments take place in a sustainable manner through appropriate regulation and monitoring.

Municipal Erf (plot) development

This type of development is subject to demand, but is not recommended for areas with low or no growth potential.

Subsidized housing

This type of development has the most significant and potentially negative impact on the communities where these projects take place. Households which qualify for this type of housing are largely low income households with a high unemployment level. The socio-economic burden which poorly planned housing projects can have is enormous. Over the long term it is critical that the placement of subsidized housing be undertaken in a very sound manner. The following guidelines should be applied over the long term:

- The development of new subsidized housing should be in areas with medium to high growth potential.
- The development of subsidized housing must be focused in the larger towns in order to reduce the proportionate effect on the towns.
- Diversification of housing projects and housing types should be promoted.
- Optimal infrastructure must be developed in order to allow for the long term development of such areas.
- Pre-paid services must be standard in all new projects to ensure a minimum effect on the financial sustainability of the municipality.

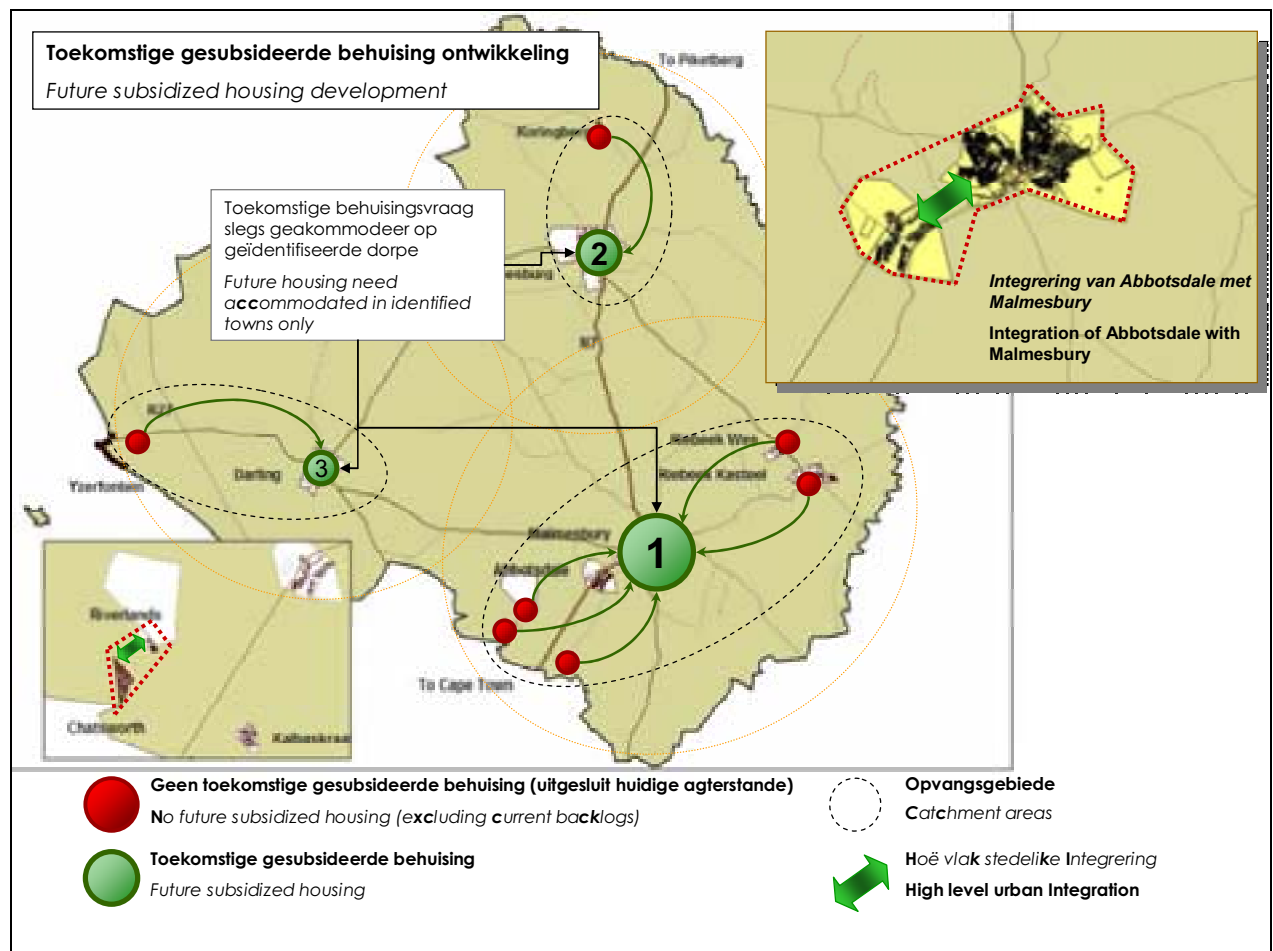


Indien die bogenoemde beginsels toegepas word, word daar aanbeveel dat alle nuwe gesubsideerde behuisingslegs op Malmesbury, Darling en Moorreesburg ontwikkel word. Tabel 4.1 en Figuur 4.1 toon die voorgestelde langtermyn ontwikkelingspatroon vir behuising aan.

If the above principles are applied, it is recommended that all new subsidized housing projects be developed on Malmesbury, Darling and Moorreesburg. Table 4.1 and Figure 4.1 indicates the proposed long term development pattern for housing.

Tabel 4.1: Toekomstige ontwikkeling van gesubsideerde behuising
 Table 4.1: Future development of subsidized housing

Dorpe waar toekomstige gesubsideerde behuising ontwikkel sal word. Dien as opvanggebied vir onderstaande dorpe Towns where future subsidized housing will be developed. Serve as catchment-towns for the towns below.	Malmesbury	Moorreesburg	Darling
Dorpe waar toekomstige gesubsideerde behuising nie ontwikkel sal word nie. Towns where future subsidized housing will not be developed	Riebeeck Wes Riebeeck Kasteel Chatsworth Riverlands Kalbaskraal	Koringberg	Yzerfontein



Figuur 4.1: Toekomstige gesubsideerde behuising moet strategies in die gebied ontwikkel word
 Figure 4.1: Future subsidized housing must be developed strategically



Behuisingsagterstande

Behuisingsagterstande bestaan egter nog in al die dorpe. Daar sal egter, as 'n saak van dringendheid, 'n onderskeid getref moet word tussen "agterstande" en "nuwe behoefte" ten einde die riglyne vir die ontwikkeling van toekomstige gesubsidieerde behuising toe te pas. Huishoudingsgeag as "agterstande" sal op die selfde dorp geakkomodeer word, terwyl "nuwe behoefte" huishoudings slegs op Malmesbury, Darling of Moorreesburg geakkomodeer sal word.

Daar word voorgestel dat 'n datum deur die Raad bepaal word om onderskeid tussem hierdie kategorieë te tref. Tabel 4.2 toon die huidige agterstande aan.

Housing Backlogs

Housing backlogs still exists in all the towns. A distinction will have to be made between "backlogs" and "new housing need" in order to implement the guidelines for the development of future subsidized housing. Households deemed to be backlogs will be accommodated in their current localities, while households deemed to be "new housing need" will only be accommodated in Malmesbury, Darling or Moorreesburg.

It is recommended that Council determine a specific date to make the distinction between these categories. Table 4.2 indicates the current housing need.

Tabel 4.2: Huidige behuisingswaglys en grond benodig (50 eenhede per hektaar)

Table 4.2: Current housing waiting lists and land required (50 units per hectare)

Behuisingswaglys <i>Housing Waiting lists (Nov 2006)</i>	Koringberg	Moorreesburg	Ilings Lethu	Abbotsdale	Riebeeek Wes	Riebeeek Kasteel	Darling	Riverlands	Chatsworth	Kalbaskraal	Yzerfontein	Totaal
	137	341	3,110	466	529	626	908	158	254	402	7	6,938
Grond benodig (ha) <i>Land required (ha)</i>	2.7	6.8	62.2	9.3	10.6	12.5	18.2	3.2	5.1	8.0	0.14	138.8

Behuisingsprojekte

Die Departement Plaaslike Regering en Behuising is verantwoordelik vir die toekenning van behuisingsfondse. Die bedrae wat vir die volgende drie jaar toegeken is, is egter onvoldoende om die agterstande wesenlik aan te spreek.

Daar word egter aanvaar en ver wag dat die departement die PGOS sal toepas met die toekenning van toekomstige fondse.

Housing projects

The Department of Local Government and Housing is responsible for the allocation of housing funds. The funds made available for the coming three years are insufficient to address the current backlog.

Despite the limited funds it is expected and acknowledged that the department will apply the PDGS for future funding allocations.

Tabel 4.3: Beplande lae koste behuisingsprojekte

Table 4.3: Planned low cost housing projects

	Koringberg	Moorreesburg	Ilings Lethu	Abbotsdale	Riebeeek Wes	Riebeeek Kasteel	Darling	Riverlands	Chatsworth	Kalbaskraal	Yzerfontein	Total	DORA Toekenning Allocation
2007-2008							455					455	3,648,000
2008-2009									300			300	4,645,000
2009-2010				300	300							600	5,645,000
2010-2011	0	0	0	300	300	0	455	0	300	0	0	1,355	

Ten einde bogenoemde ontwikkelingspatroon te vestig, is dit nodig om die volgende doelwitte na te streef deur die toepaslike strategieë (Tabel 4.4).

In order to create the above-mentioned development pattern, the following goals will have to be achieved through the following strategies (Table 4.4).



Tabel 4.4: Strategieë vir volhoubare dorpsontwikkeling
Table 4.4: Strategies for sustainable township development

Doelwit	Strategie	Goal	Strategy
Volhoubare privaat ontwikkeling binne die regsgebied	Ontwikkeling en toepassing van standaard goedkeuring-voorwaardes gemik op langtermyn volhoubaarheid (dienste, finansiël en hulpbronne)	Sustainable Private Development within the region	Development and enforcement of standard approval conditions aimed at long term sustainability (services, financial and resources)
	Aanwending van ontwikkelaarsbydraes om grootmaat dienste te ontwikkel		Utilization of developer's contributions to develop bulk infrastructure
	Aanwending van ontwikkelaarsbydraes om agterstande aan te spreek		Utilization of developer's contributions to address service backlogs
Om met groter akkuraatheid groei tendense te monitor	Ontwikkel van uitgebreide databasis vir grondgebruik	To improve the accuracy of monitoring housing trends	Development of extensive database for land use
Om geïntegreerde menslike vestigings te ontwikkel	Toepassing van groei-potensiaal logika op alle toekomstige behuisingsprojekte	To develop integrated human settlements	Application of growth potential logic on all future housing projects
	Aanwending van provinsiale toekennings in lyn met PGOS (PGDS)		Utilization of provincial allocation in line with PGDS principles
	Toekomstige gesubsidieerde behuising gefokus op Malmesbury, Moorreesburg en Darling		Future subsidized housing focused on Malmesbury, Moorreesburg and Darling
	Ontwikkeling van gesubsidieerde behuisingsontwikkelings met hoër dienstevlakke		Development of subsidized housing with higher service levels.
	Ontwikkel nuwe industriële areas binne aanvaarbare afstand van nuwe gesubsidieerde behuisingsprojekte		Development of new industrial areas within acceptable distances from new subsidized housing projects
	Ontwikkeling van bekostigbare persele vir middel inkomste huishoudings		Development of affordable sites for middle income households
	Pro-aktiewe plakkerbeheer		Pro-active squatter control
Om nuwe behuising so te reguleer dat die nuwe ontwikkeling nie die munisipaliteit se finansiële volhoubaarheid ondermyn nie	Ontwikkeling van huurbehuising as alternatief vir gesubsidieerde behuising in Malmesbury	To regulate new housing in such a manner that the municipality's financial viability is not compromised	Development of rental housing as alternative to subsidized housing in Malmesbury
	Alle nuwe gesubsidieerde ontwikkeling toegerus met voorafbetaalde dienste		All new subsidized households equipped with pre-paid services
Om behuising strategies en optimaal te bestuur	Toekomstige behuisingsbehoefte beter aan te spreek deur verbeterde inligting en prioritisering	To improve the strategic management of housing	Improved response to housing needs through improved databases and prioritization
	Behuisingsvraag akkuraat te monitor deur inligting ekstensiewe waglyste		Monitor housing need accurately by improving the current housing waiting lists
Alle nuwe huiseienaars bewus van hul verantwoordelikhede en regte	Ekstensiewe opleiding vir nuwe huiseienaars uitgerol as deel van elke behuisingsprojek	All new owners aware of their rights and responsibilities	Extensive training for new home owners as part of all housing projects



4.2.2 Industriële Ontwikkeling

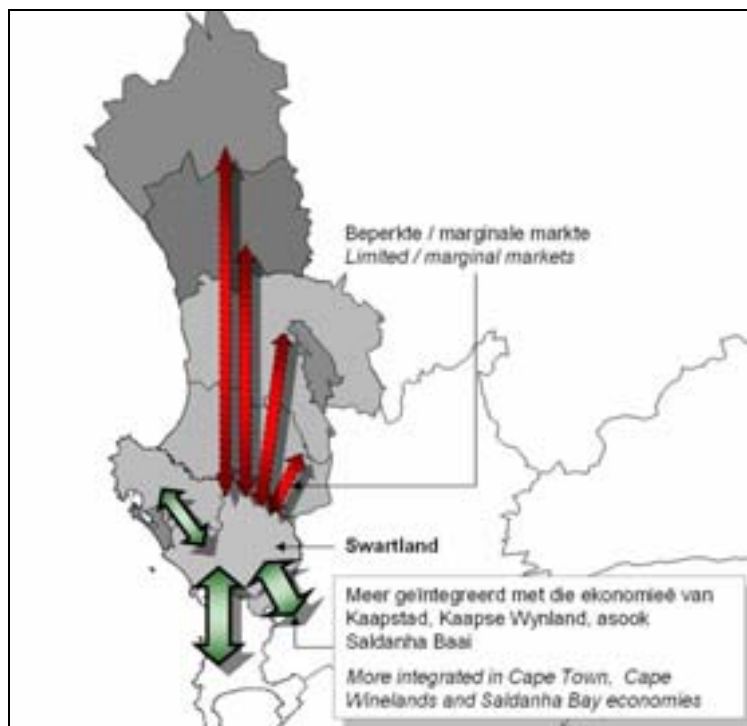
Die Swartland is strategies geleë ten opsigte van die Kaapse Metropol, asook die redelike sterk ekonomieë van die Kaapse Wynland en Saldanha-Vredenburg area. Die toenemende belangrikheid van die Kaapstad-Malmesbury korridor op die N7 gaan vir die area tot groot ekonomiese voordeel wees, mits daar pro-aktief opgetree word om die voordele te benut.

Die Swartland ekonomie is in geheel meer suidwaarts gerig as noordwaarts (Figuur 4.2). Hierdie toedrag van sake gaan oorgrens beplanning tussen die Swartland, Stad Kaapstad en die Kaapse Wynland noodsaak.

4.2.2 Industrial Development

Swartland is strategically located in relation to the Cape Metropole, as well as the fairly strong economies of the Cape Winelands and Saldanha-Vredenburg area. The increasing importance of the Cape Town – Malmesbury corridor along the N7 can provide significant economic benefits for the area, providing that pro-active action is taken.

The Swartland economy is orientated more towards the south than the north (Figure 4.2). This state of affairs will require cross boundary planning between Swartland, COC and Cape Winelands.



Figuur 4.2: Swartland se ekonomie is meer suidwaarts gerig
Figure 4.2: The Swartland economy is orientated towards the south

Malmesbury as industriële kern

Malmesbury moet as die primêre industriële kern van die gebied ontwikkel word. Malmesbury se ligging ten opsigte van die Kaapse Metropol, die N7, die Kaapse Wynland en Saldanha Baai is ideaal vir industriële ontwikkeling (binne konteks van die munisipale gebied).

Weens die huidige beskikbaarheid en relatiewe lae vlak van industriële groei word daar voorsien dat

Malmesbury as industrial centre

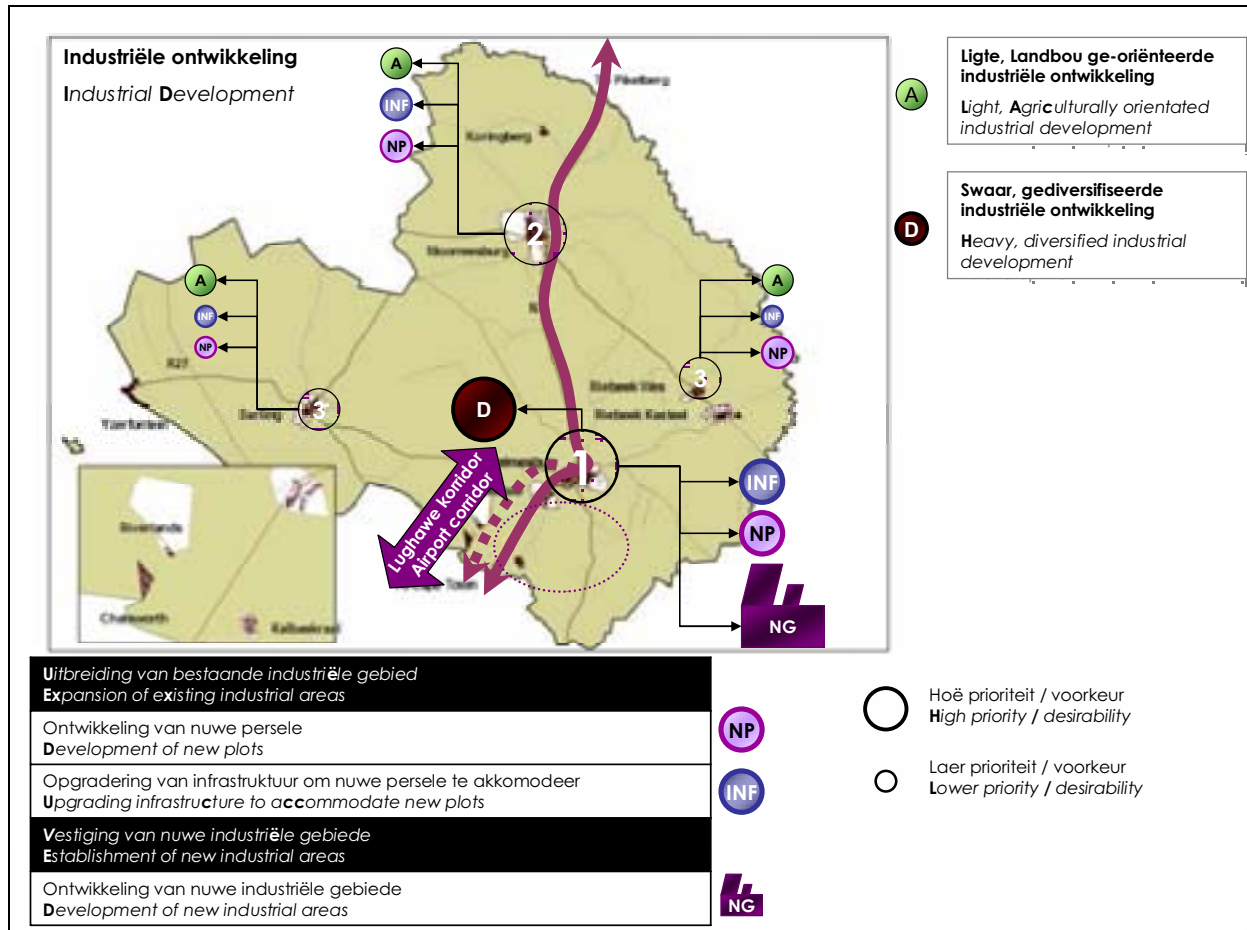
Malmesbury should be developed as the primary industrial centre in the Swartland. The towns location with regard to Cape Town, the Cape Winelands and Saldanha Bay, is ideal for industrial development (within the context of the municipal area).

Due to the availability of existing plots, and the relatively low level of industrial growth in the rest of



daar nie binne die medium termyn (5-10 jaar) addisionele industriële gebiede ontwikkel sal word nie, behalwe in Malmesbury. Die opgradering en diens van bestaande persele is egter noodsaaklik in Darling en Moorreesburg.

the area, it is not foreseen that additional industrial areas be developed outside of Malmesbury. Upgrading and servicing of existing sites is, however, required in Darling and Moorreesburg.



Figuur 4.3: Industriële ontwikkeling binne die gebied.
Figure 4.3: Industrial development in the region

Lughawe / N7 Korridor

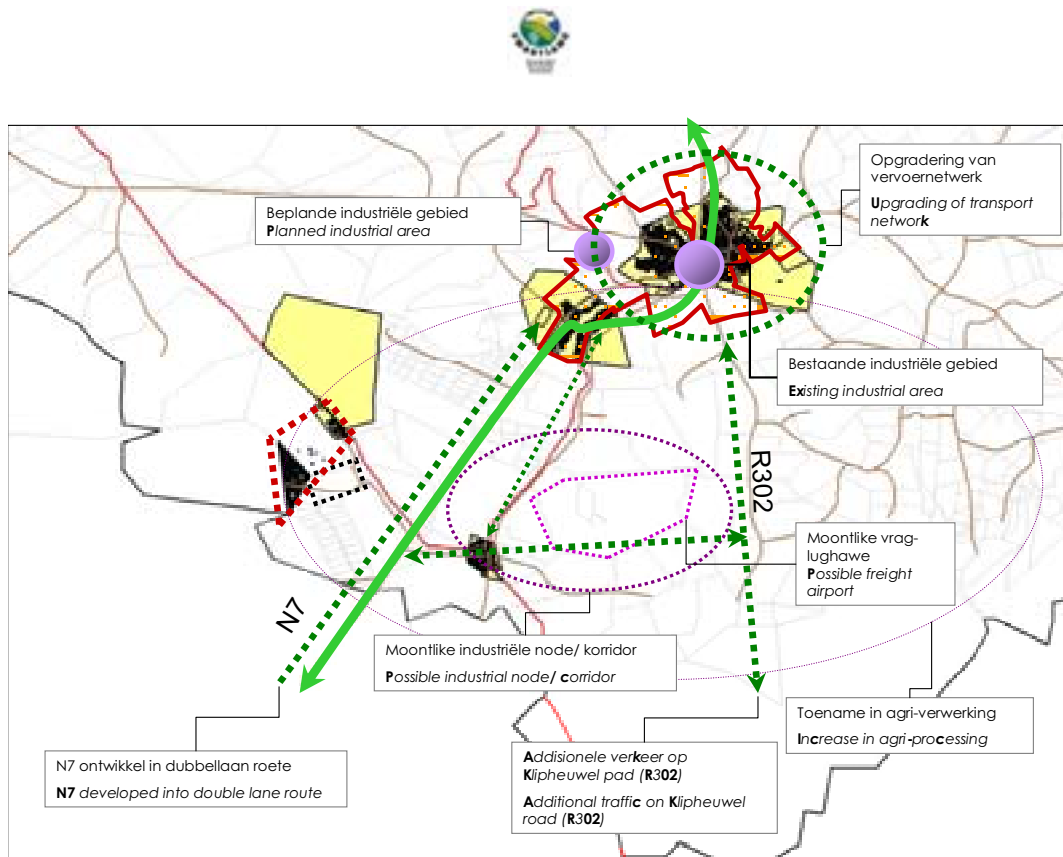
Daar word voorsien dat die N7 roete tussen Malmesbury en Kaapstad binne die medium tot langtermyn as 'n industriële korridor kan ontwikkel as gevolg van die volgende:

- Die Kaapse Metropolpool kan slegs in 'n noordwaardse rigting uitbrei
- Die hoogswaarskynlike ontwikkeling van 'n vrag-lughawe binne die Swartland regsgebied
- Die ontwikkeling van 'n passasier-lughawe op die N7 in die Atlantis omgewing.
- Toename in agri-prosesserings in die gebied suid van Malmesbury

Airport / N7 Corridor

It is envisaged that the N7 route between Malmesbury and Cape Town will develop into an industrial corridor over the medium to long term due to the following:

- The Cape Town Metropole can only expand in a northerly direction
- The very probable development of a freight airport within the Swartland Municipal Area
- The possible development of a passenger airport in the proximity of Atlantis, along the N7
- Increase in agri-processing in the area south of Malmesbury



Figuur 4.4: Moontlike industriële uitbreiding suid van Malmesbury
 Figure 4.4: Possible industrial expansion south of Malmesbury



Figuur 4.5: Moontlike oorgrens industriële ontwikkeling
 Figure 4.5: Possible cross boundary industrial development



Ten einde bogenoemde ontwikkelingspatroon te vestig, is dit nodig om die volgende doelwitte na te streef deur die toepaslike strategieë:

In order to create the above mentioned development pattern, the following goals will have to be achieved through the following strategies:

Doelwit	Strategie	Goal	Strategy
Om geïntegreerde menslike vestigings te ontwikkel	Ontwikkel nuwe industriële areas binne aanvaarbare afstand van nuwe gesubsidieerde behuisingsprojekte	To develop integrated human settlements	Develop new industrial areas within acceptable distances from new subsidized housing projects
Verseker dat ruimtelike beplanning ekonomiese groei in die gebied pro-aktief bevorder	Investeringsvriendelike ruimtelike beplanning en grondgebruiksbeplanning	To ensure that spatial planning promote economic growth in the area	Investor friendly spatial planning and land use planning
Onwikkel institusionele praktyk wat besigheidsvestiging bevoordeel	Ontwikkelingsinsentiewe: Industrieël	To develop institutional practices which promote the establishment of business	Incentives for industrial development
Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Pro-Aktiewe bemerking van munisipaliteit as beleggersvriendelik	To utilize the location of Swartland optimally in order to promote the development of the community over the long term	Pro-active marketing of the municipal area as investor-friendly
	Kliënte-vriendelike en hoë kwaliteit diens aan potensiële ontwikkelaars / beleggers		Client-friendly and high quality service provided to potential developers / investors
	Ontwikkeling van N7 "lughawe" korridor tussen Malmesbury en Kaapstad		Development of N7 "airport" corridor between Malmesbury and Cape Town
	Bevorder verbeterde vervoer deur pro-aktiewe skakeling met SANRAL rakende N7		Improve transport on N7 through pro-active liaison with SANRAL

Kompostering

Alhoewel herwinning nie 'n grootskaalse stukrag vir ontwikkeling is nie, kan hierdie projek egter deur die munisipaliteit oorweeg word om volhoubare werk te skep deur diens-innovering.

Composting

Although recycling is not a significant driver of development, this project could be considered by the municipality as a potentially sustainable venture that can create sustainable employment through service innovation.



Figuur 4.6: Ontwikkeling van 'n komposteringsfasiliteit op Moorreesburg
Figure 4.6: The development of a composting facility in Moorreesburg



4.2.3 Kommerisiële Ontwikkeling

Ontwikkeling van Streeksentrum

Die ontwikkeling van Malmesbury as die kommerisiële kern van die gebied is krities tot die ekonomiese vooruitgang van die gebied (Figuur 4.7). Indien 'n volwaardige streeksentrum geskep kan word sal dit die volgende voordele vir die gebied inhou:

- Die uitvloeï van inkomste uit die gebied as gevolg van die kommerisiële trekrag van die Kaap kan wesenlik verminder word.
- Besigheid kan van buite die area getrek word, veral vanuit die noorde.
- Spesialisdienste wat voorheen deur die Kaap gelewer is, kan binne die gebied verkry word
- Die residensiële aantreklikheid van die dorp kan verder verhoog word, wat die invloed van medium tot hoë inkomste huishoudings kan bevorder.

Malmesbury het die volgende kompeterende voordele:

- Geleë op die N7 roete
- Redelike groot bevolking
- Goeie residensiële groei-vooruitsigte
- Word reeds gesien as die leierdorp in die streek

Infrastruktuur in Sakekerne

Munisipale dienslewering in die sakekerne moet voldoende wees om die aantreklikheid van hierdie areas te bevorder.

4.2.3 Commercial Development

Development of regional centre

The development of **Malmesbury** as the **commercial centre** of the area is **critical** to the long term development of the area (Figure 4.7). If a fully fledged regional **centre** can be development, it will have the following benefits:

- The flow of **income** out of the area as a result of the **commercial pull** of **Cape Town** can be **reduced**
- **Business** can be attracted from outside the area, especially from the north
- **Specialist services** which were previously only provided by **Cape Town** can now be **accessed** in the area.
- The residential **attractiveness** of the town can be further improved, which can increase the inflow of medium to high **income** households.

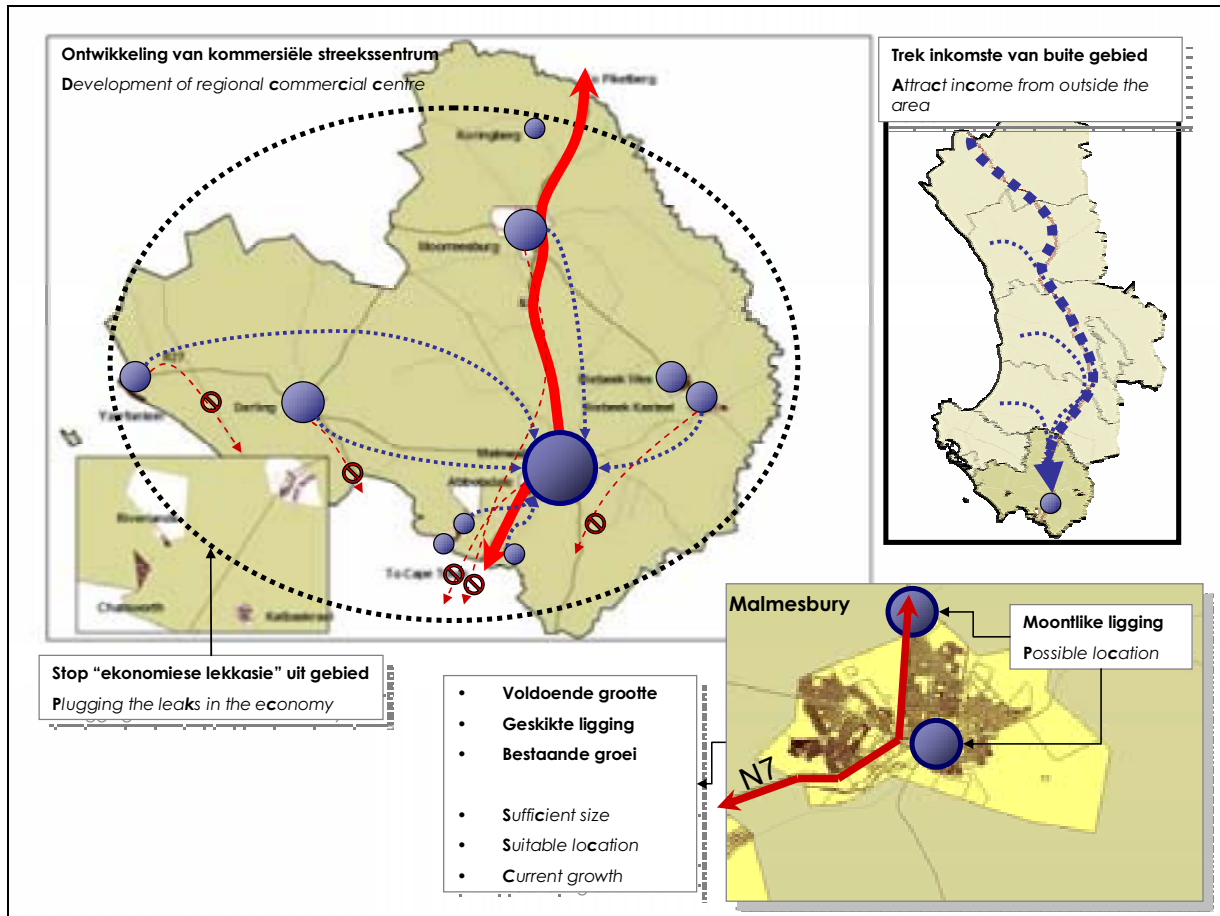
Malmesbury has the following **comparative advantages**:

- Located on the **N7** route
- Fairly large population
- **Good residential growth prospects**
- **Already perceived** as regional leader town

Infrastructure in Business areas

Municipal service delivery in all business areas must be **sufficient** to promote the **attractiveness** of these areas.

Direktoraat / Afdeling	Fokus	Beskrywing	Directorate / Division	Focus	Description
Siviele Ingenieursdienste	Sindelikheid	Lewering van huidige diensvlak	Civil Engineering Services	Cleanliness	Provision of current service level
		Onderhoud en skoonmaak van publieke fasiliteite		Maintenance and cleaning of public amenities	
	Fisiese toegang	Onderhoud van pad infrastruktuur		Physical access	Maintenance of road infrastructure
Elektro Tegniiese Ingenieursdienste	Beligting	Onderhoud van infrastruktuur	Electro Technical Engineering services	Lighting	Maintenance of existing infrastructure
		Ontwerp van nuwe infrastruktuur			Design of new infrastructure
Beskermings dienste	Polisiëring	Velhoogde sigbaarheid	Protection Services	Policing	increased visibility and
		Patroliering			Patrolling
Beplanning en Ontwikkeling	Voetganger veiligheid	Stedelike ontwerp	Planning and Development	Pedestrian friendly	Urban design
	Informele handel	Integreer gestruktureerde informele market in stedelike ontwerp		Informal trade	Incorporate structured informal markets in urban design



Figuur 4.7: Die ontwikkeling van Malmesbury as kommersiële streekssentrum
 Figure 4.7: The development of Malmesbury as a regional commercial centre

Versterking van die 2^{de} Ekonomie

Twee elemente van die 2^{de} ekonomie moet ondersteun word:

Informele handelaars

Formele markte vir informele handelaars moet ontwikkel word as geïntegreerde komponente van publieke vervoer infrastruktuur.

Sakevernuf

Die volgende langtermyn strategie word voorgestel:

- Die ontwikkeling van 'n permanente besigheidsondersteuningsdiens in Malmesbury.
- 'n Hoë frekwensie sateliet diens vir al die dorpe in die area vanuit die onderskeie Veeldoelighedsentrums of alternatiewe fasiliteite

Strengthening the 2nd Economy

Two elements of the 2nd economy must be supported:

Informal traders

Formal markets for informal traders should be developed as integrated components of public transport infrastructure.

Business competencies

The following long term strategy is required:

- The development of a permanent business support service in Malmesbury.
- A high frequency satellite service for all the towns in the area from the respective Multi Purpose Centers or alternative facilities.



4.2.4 Oorhoofse Vervoernetwerk

N7

Die oorhoofse padnetwerk in die Swartland gebied val onder die gesag van die Nasionale Pad-Agentskap (SANRAL) en die Provinsiale Departement van Vervoer en Publieke Werke. SANRAL is verantwoordelik vir die N7, terwyl die Provinsiale Departement vir die sekondêre en ondergeskikte paaie verantwoordelik is.

Dubbellaan

Die rol van die N7 gaan in die voorsienbare toekoms baie meer prominent word, gegewe die groei in die Swartland gebied, asook die verwagte groei in die Saldanha Baai Munisipale gebied. Op die medium na lang-termyn is dit dus krities dat SANRAL ondersoek doen na die ontwikkeling van 'n addisionele baan op die N7 op Kaapstad met Malmesbury te verbind.

Veiligheid

Veiligheid op die N7 is ook krities. Toegang na die onderskeie dorpe vanaf die N7 laat veel te wense oor, en SANRAL moet die veiligheid van die plaaslike gemeenskappe bevorder deur die toepaslike opgraderings aan die N7. Probleemareas sluit in:

- Mooresburg se noordelike ingang
- Abbotsdale afdraai
- Kalbaskraal afdraai
- Chatsworth/ Riverlands afdraai.

PPC skakel na N7

Met die moontlike uitbreiding van PPC in Riebeek Wes moet daar ook gekyk word na die ontwikkeling van 'n alternatiewe roete wat die dorp met die N7 skakel. Die huidige pad-infrastruktuur sal nie voldoende wees om die addisionele ladings te hanteer nie.

Roete 315 tussen Darling en Malmesbury

Roete 315 tussen Darling en Malmesbury dra wesenlike vervoervolumes. Die roete is ook 'n belangrike toegangsroete na Darling, wat redelik afhanklik van toerisme besoeke is. Die uiters swak toestand van die pad het 'n negatiewe effek op beide die omliggende landbouers, asook die toerisme industrie van Darling.

Indien 'n toerisme roete wat die Riebeek Vallei met Yzerfontein verbind, ontwikkel moet word, is dit krities dat Roete 315 opgegradeer word.

4.2.4 Regional Transport network

N7

The overhead road network in the Swartland region resides under the jurisdiction of the National Roads Agency (SANRAL), and the Provincial Department of Transport and Public Works. SANRAL is responsible for the N7, while the Provincial Department is responsible for the secondary and minor roads.

Double Lane

The role of the N7 will change in the foreseeable future, given the expected growth in the Cape Metro, Swartland Municipal Area and Saldanha Bay Municipal Area. Over the medium to long term it is critical that SANRAL investigates the development of a double lane road to link Cape Town with Malmesbury.

Safety

Safety on the N7 is also critical. Access to the respective towns situated along the N7 is problematic and poses a high risk to the local residents. SANRAL will have to take definite steps to improve the safety of these communities through the appropriate upgrading of exits on the N7. Problem areas include:

- Northern entrance to Mooresburg
- Abbotsdale turn-off
- Kalbaskraal turn-off
- Chatsworth / Riverlands turn-off

PPC link to N7

With the possible expansion of PPC in Riebeek Wes, an alternative route to the N7 have to be developed in order to divert the additional traffic load from both Riebeek Wes, Riebeek Kasteel and Malmesbury.

Route 315 between Darling and Malmesbury

Route 315 between Darling and Malmesbury carries significant traffic loads. The road also provides access to Darling, which is fairly dependent on tourism visitations. The poor state of the road has a extremely negative effect on the surrounding farmers, as well as the tourism industry of Darling

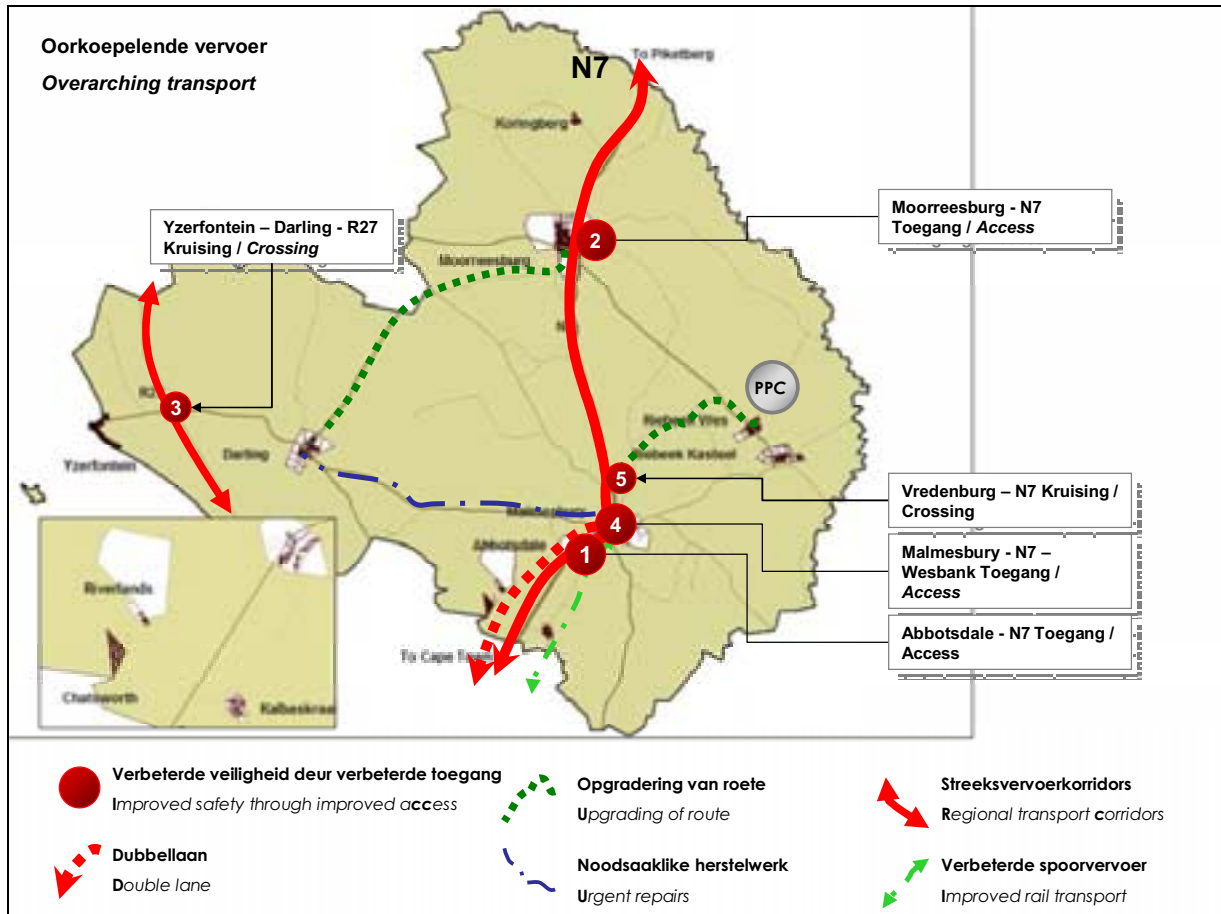
If a tourism route linking the Riebeek Valley with Yzerfontein is to be established in the long run the upgrading of Route 315 is imperative.



Opgroeding van pad tussen Darling en Upgrading of Darling – Mooresburg Road

Om langtermyn groei in die gebied te bevorder, veral ten opsigte van landbou, is dit noodsaaklik dat die roete tussen Darling en Mooresburg oor die langtermyn opgegradeer word.

In order to promote long term economic growth, especially w.r.t. agriculture, it is necessary to upgrade the route linking Darling and Mooresburg.



Figuur 4.8. : Strategiese ontwikkeling van die oorhoofse vervoer in die gebied.
Figure 4.8.: Strategic development of transport in the area

Malmesbury padnetwerk

Gegewe die verwagte groei in Malmesbury, gaan daar indringend gekyk word na die oorhoofse vervoer beplanning binne die dorp. Die volgende doelwitte moet deur die beplanning bereik word:

- Die behoud van die landelike karakter van Malmesbury
- Die kanalisering van ongevoerde deurvervoer om Malmesbury
- Meganismes om die projekte wat uit die beplanning voortspruit te kan befonds

Malmesbury road network

Given the current congestion levels and the expected growth, it is critical that holistic transport planning is undertaken for the town. The following goals must be achieved through transport planning:

- Maintaining Malmesbury's rural character
- Channeling through traffic around Malmesbury
- Mechanisms to fund projects proposed by the plan must be created.



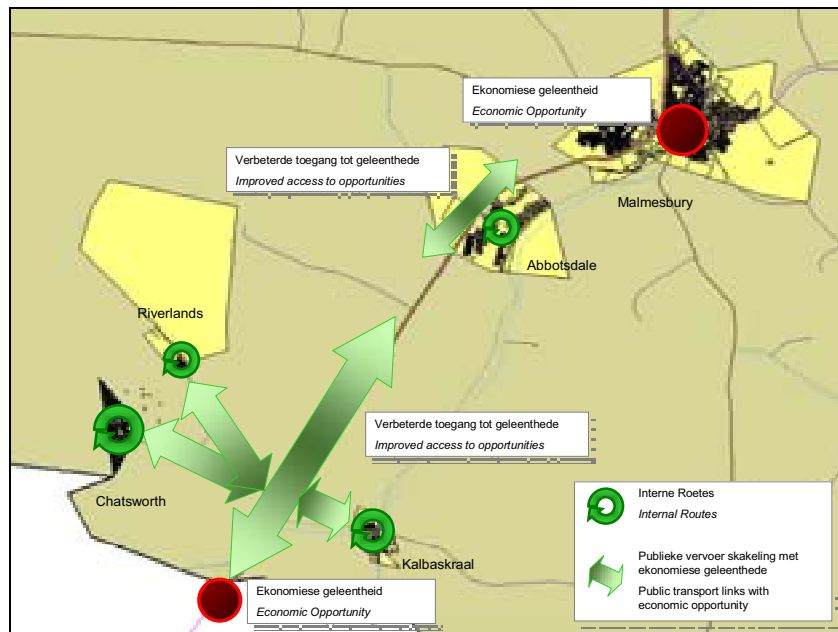
Figuur 4.9: Malmesbury benodig oorhoofse vervoerbeplanning
 Figure 4.9 : **Malmesbury** is in need of holistic transport planning

Publieke vervoer

Public Transport

As deel van die bevordering van individuele mobiliteit, moet daar gepoog word om die toegang tot publieke vervoer in plekke met lae groei-potensiaal soveel moontlik te bevorder. Alle dorpe in die gebied het redelike publieke vervoer infrastruktuur, met die uitsondering van Wyk 7. Die ontwikkeling van busroetes in hierdie wyk is krities om die kwaliteit van lewe in die gebied te verhoog.

As part of the promotion of individual mobility, it is **critical** that **access** to public transport must be improved in places with low growth potential. **All** towns in the municipal area has sufficient public transport infrastructure, with the **exception** of **Ward 7**. The development of bus-routes in this area is **critical** to improve the quality of life for the local residents.



Figuur 4.10: Publieke vervoer en verbeterde toegang in Wyk 7
 Figure 4.10: **Public** transport and improved access in **Ward 7**



4.2.5 Toerisme Ontwikkeling

Toerisme is plek spesifiek, en gebaseer op die toerisme-aantreklikheid van die bestemming. Toerisme aantreklikhede kan as volg gekategoriseer word:

- Natuurlike aantreklikhede
- Mensegemaakte aantreklikhede
- Sosio-kulturele aantreklikhede

Binne die konteks van die Swartland is die areas wat die meeste met toerisme geassosieer word as volg:

- Darling (Sosio-kulturele aantreklikhede)
- Yzerfontein (Natuurlike aantreklikhede)
- Riebeek Valleie (Sosio-kultureel en natuurlike aantreklikhede)

Vanuit 'n strategiese perspektief moet daar dus ook voorkeur aan hierdie areas gegee word ten vir toerisme ontwikkeling.

Die volgende elemente van toerisme ontwikkeling moet in gedagte gehou word tydens die ontwikkeling van toerisme projekte:

- Toerisme projekte moet die bestaande toerisme aantreklikhede bevorder; en
- Skakeling tussen verwante toerisme bedrywe moet optimaal ontwikkeling word

Uit 'n munisipale perspektief moet daar strategiese op die volgende gefokus word:

Behoud van fisiese aantreklikheid deur:

- Sindelikeit
- Diensstandaarde

Ontwikkeling en onderhoud van toerisme georiënteerde infrastruktuur:

- Toerisme buro's
- Toerisme padtekens
- Toerisme fasiliteite

4.2.5 Tourism Development

Tourism is largely place specific, and based on the tourism attractiveness of the destination. Tourism attractions can be classified as follows:

- **Natural attractions**
- **Man-made attractions**
- **Socio-cultural attractions**

Within the Swartland context, the areas most associated with tourism are:

- **Darling (Socio-cultural attractiveness)**
- **Yzerfontein (Natural attractiveness)**
- **Riebeek Valley (Socio-cultural and natural attractiveness)**

From a strategic perspective, these areas must be prioritized in terms of tourism development.

The following elements of tourism development must be borne in mind during the development of tourism projects:

- **Tourism projects must promote existing tourism attractions; and ;**
- **Linkages between related tourism business must be optimally developed.**

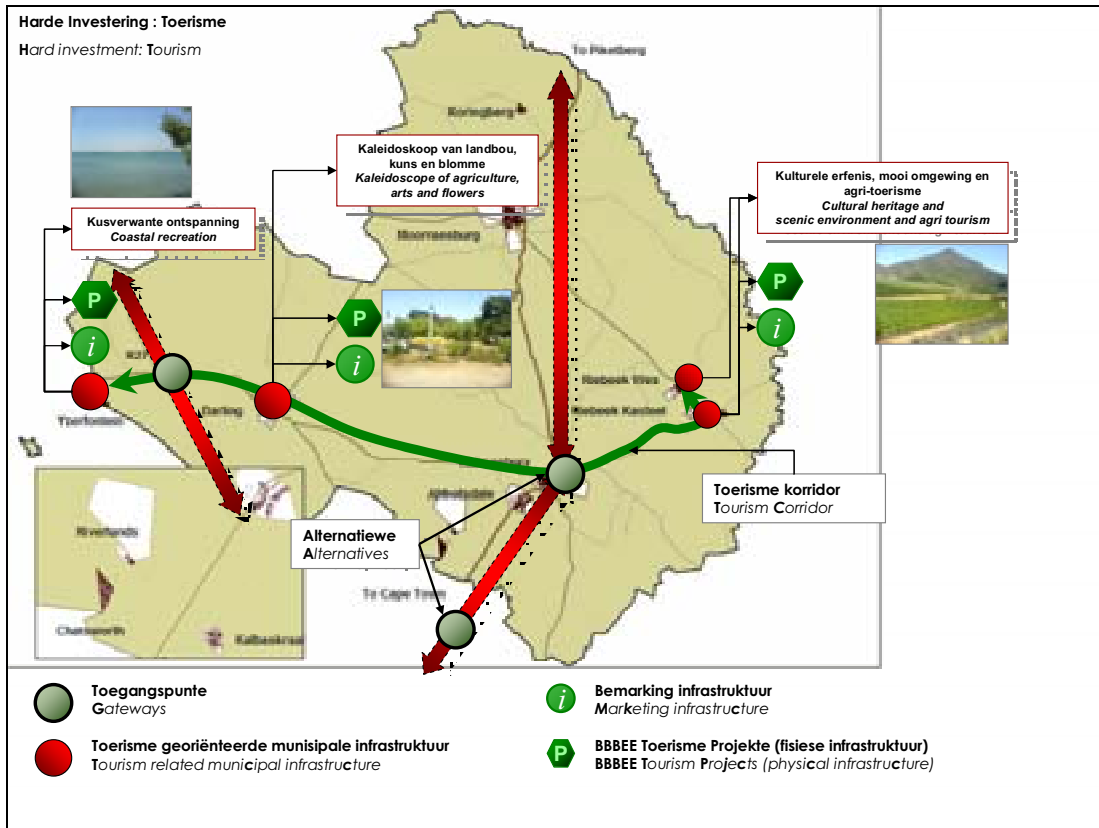
From a municipal perspective, the focus should be on the following issues:

Maintaining physical attractiveness through:

- **Cleanliness**
- **Service Standards**

Development and maintenance of tourism related infrastructure:

- **Tourism bureaus**
- **Tourism signage**
- **Tourism facilities**



Figuur 4.11: Toerisme ontwikkeling in die Swartland
Figure 4.11: Tourism development in the Swartland



Figuur 4.12: Die ontwikkeling van toerisme "toegangspunte" hou enorme voordele in vir die hele gebied
Figure 4.12: The development of tourism gateways will have tremendous benefits for the whole area



4.2.6 Goedkeuring deur eksterne instellings

Alhoewel hierdie afdeling nie na harde investering asulks verwys nie, is dit krities dat munisipaliteite die nodige samewerking en ondersteuning van Nasionale en Provinsiale Departemente verkry. Die volgende kwessies is belangrik:

- Terugvoer rakende goedkeurings of kommentaar binne 'n redelike tyd; en
- Fondstoekennings en oordragte moet binne 'n redelike tyd aan die munisipaliteit gekommunikeer word.

Die volgende departemente speel 'n belangrike rol ten opsigte van goedkeurings en kommentare op ontwikkelingsvoorstelle:

- Departement Omgewingsake en Ontwikkelingsbeplanning
- Departement Landbou
- Departement Waterwese en Bosbou
- Departement Mineraal en Energiesake

Dit is noodsaaklik dat hierdie rolspelers die negatiewe impak op ontwikkeling in ag neem wat ontstaan as gevolg van stadige terugvoer.

4.2.6 Approval by external agencies

*Although this does not refer to hard investment per se – it is **critical** that the municipality receive the necessary support and cooperation from **National and Provincial Departments**. This refers to the following:*

- **Timeous feedback** with regard to approvals and **comments**; and
- **Timeous indication** of funding allocations and subsequent transfers.

*The following departments fulfill **critical** roles regarding the provision of approvals and **comments** on development initiatives:*

- **Department of Environmental Affairs and Development Planning**
- **Department of Agriculture**
- **Department of Water Affairs and Forestry**
- **Department of Minerals and Energy Affairs**

*It is imperative that these role-players realize the negative impact of delayed **feedback** on development.*



4.3 Harde Investering: Sosiale Ontwikkeling

4.3 Hard Investment: Social Development

4.3.1 Diens-agterstande

4.3.1 Service Backlogs

Wyk 7 (Chatsworth, Riverlands, Kalbaskraal en Abbotsdale) en die landelike areas ervaar nog diensagterstande.

Ward 7 (Chatsworth, Riverlands, Kalbaskraal and Abbotsdale) as well as the rural areas are still experiencing service backlogs.

Wyk 7

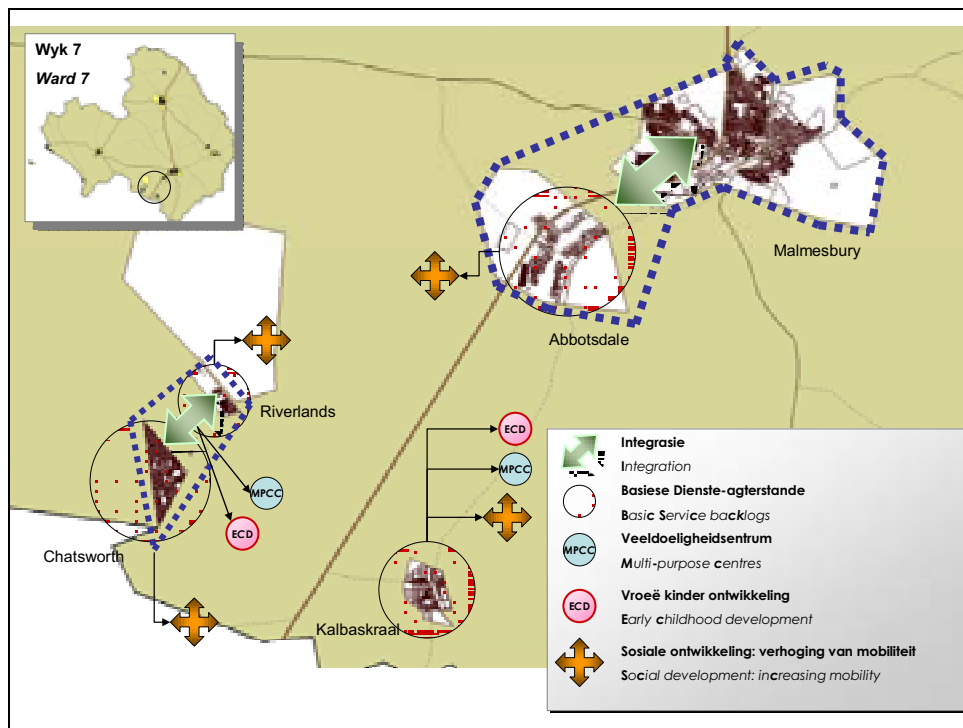
Ward 7

Wyk 7 het tans die grootste diensagterstande en moet gevolglik hoë prioriteit geniet ten opsigte van basiese dienslewering. Op die lang termyn moet daar egter gefokus word op sosiale ontwikkeling in Wyk 7, gegewe die lae ontwikkelingspotensiaal van Chatsworth, Riverlands en Kalbaskraal. Die ontwikkeling van die N7 korridor kan egter die aard van hierdie dorpie wesenlik verander, alhoewel dit nie in die medium-termyn voorsien word nie. Vir die medium termyn word die volgende voorgestel:

Ward 7 has the biggest service backlogs and must be accordingly prioritized regarding the provision of basic services. On the long term, the focus must rather be on social development, given the low development potential of Chatsworth, Riverlands and Kalbaskraal. The development of the N7 Corridor may change the nature of these towns, although this is not expected in the medium term. For the medium term the following strategy is recommended:

- Die ontwikkeling van gemeenskapsfasiliteite waarvandaan mobiliteit ontwikkel kan word
- Die voorsiening van 'n basiese vlak van dienste
- Geen addisionele behuisingsprojekte in Wyk 7 nadat die huidige projek (Chatsworth) aangespreek is nie
- Die integrering van Chatsworth en Riverlands deur gedeelde infrastruktuur

- The development of community facilities from which social development can take place
- The provision of a basic level of services
- No additional housing projects in Ward 7 after the current project in Chatsworth
- The integration of Chatsworth and Riverlands through shared infrastructure



Figuur 4.13: Wyk 7 bied die grootste ontwikkelingsuitdaging
Figure 4.13: Ward 7 offers the biggest development challenges



Ten einde voldoende dienste in hierdie wyk te vestig is dit krities dat ander regeringsinstellings betrokke raak. Die volgende rolspelers kan 'n wesenlike bydrae lewer:

Weskus Distriksmunisipaliteit

- Moontlik finansiële ondersteuning vir infrastruktuur ontwikkeling
- Moontlike finansiële ondersteuning vir die ontwikkeling van gemeenskaps-infrastruktuur soos Veeldoelige gemeenskapsentrums

Provinsiale Departement van Vervoer en Publieke Werke

- Ontwikkeling van publieke vervoer infrastruktuur, veral in Chatsworth (Busroete)

Departement Waterwese en Bosbou

- Ontwikkeling van volhoubare water- en sanitasiestelsels in die wyk

Ander rolspelers word egter ook aangemoedig om 'n bydrae te lewer om 'n basiese vlak van dienste in die gebied te voorsien.

Landelike Areas

Die lewering van landelike dienste is 'n enorme probleem, as gevolg van die volgende:

- Geen akkurate en betroubare inligting oor die diensagterstande
- Die fisiese lewering van dienste, aangesien nuwe finansiële wetgewing dit vir munisipaliteite onmoontlik maak om dienste op privaat eiendom op te rig
- Onsekerheid oor die stand van die landelike diens subsidie van die Distriksmunisipaliteit

Ten einde bogenoemde kwessies aan te spreek word die volgende strategieë voorgestel:

In order to develop sufficient services in **Ward 7**, it is imperative that other government institutions become involved in the development of service infrastructure. The following role-players can make a significant contribution:

West Coast District Municipality

- Financial support for infrastructure development
- Financial support for the development of community infrastructure such as Multi-purpose community centers

Provincial Department of Transport and Public Works

- Development of public transport infrastructure, especially Chatsworth

Department of Water Affairs and Forestry

- Development of sustainable water and sanitation systems in the whole ward

Any other role-players are also encouraged to contribute to the development of basic services in the **Ward**.

Rural Areas

Service delivery in the rural areas is an enormous problem, due to the following:

- No accurate and valid information exists regarding the scale of backlogs
- The physical delivery of services is problematic since financial legislation renders it impossible to develop infrastructure on private property
- Uncertainty regarding the application of the rural service subsidy of the District Municipality

In order to address the above, the following strategies area proposed:

Doelwit	Strategie	Goal	Strategy
Om die diens-agterstande in landelike gebiede te bepaal	Skakeling met WKDM wat omgewings gesondheid diens in landelike area lewer om detail diens-inligting te bekom	To determine the extent of service backlogs in the rural areas	Liaison with the WCDM who provides environmental health services in the rural areas in order to ascertain detail service information
Om basiese dienste in die landelike gebiede te vestig	Uitklaring van wetlike raamwerk rondom landelike dienste - SM en WKDM	To develop basic services in the rural areas	Clarification regarding the legal framework related to rural service delivery
	Implementering van die WKDM subsidie deur skakeling met die relevante grond-eienaars		Implementing the WCDM rural subsidy through liaison with the relevant land-owners
	Ontwerp en vestiging van dienstipe wat minimale operasionele steun van munisipaliteit verg		Develop and establish services which require minimal operational support



4.3.2 Infrastruktuur vir Sagte Investerings

Alhoewel sagte investering nie die ontwikkeling van fisiese infrastruktuur behels nie, word daar egter fisiese infrastruktuur benodig om uitvoering te gee aan sagte investering. Dit impliseer dat infrastruktuur soos Veeldoelighedsentrums en Vroeë kinderontwikkelingsfasiliteite juis ontwikkel moet word in areas waar die mobiliteit van inwoners verhoog moet word. Figuur 4.14 toon die voorgestelde areas aan vir die ontwikkeling van hierdie tipes infrastruktuur.

Gegewe die huidige sosio-ekonomiese omstandighede in Wyk 7 is dit noodsaaklik dat hierdie gebied geprioritiseer word ten opsigte van hierdie tipe infrastruktuur ontwikkeling.

Dit is noodsaaklik dat rolspelers van ander regeringsfere, asook NRO's en GGO's die munisipaliteit finansiël ondersteun t.o.v. die ontwikkeling van hierdie infrastruktuur.

Strategiese prioriteite:

- Eksterne fondswerwing vir die ontwikkeling van fasiliteite
- Eksterne fondswerwing om die operasionele aktiwiteite te befonds

4.3.2 Infrastructure for Soft Investment

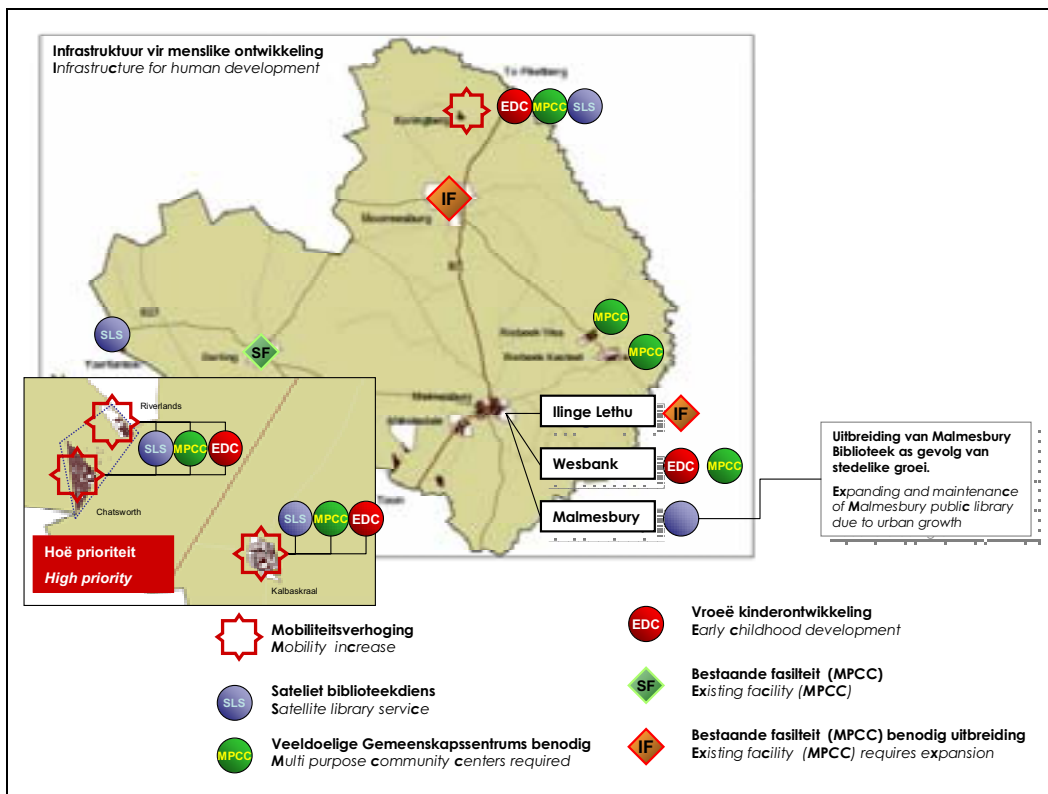
Although soft investment does not refer to the development of physical infrastructure, such infrastructure is required to facilitate the execution of soft development initiatives. This implies that infrastructure such as MPCC's and Early Childhood Development centers should be developed in areas targeted for social development. Figure 4.14 indicates the proposed areas for the development of this type of infrastructure.

Given the current socio-economic circumstances in Ward 7, it is imperative that this ward be prioritized for the development of infrastructure for soft development.

It is pivotal that role-players from other government spheres, as well as NGO's and CBO's assist the municipality financially in order to develop this type of infrastructure.

Strategic priorities:

- External fund sourcing for the development of facilities
- External fund sourcing to fund operational activities of facilities



Figuur 4.14: Prioriteitsareas vir die ontwikkeling van infrastruktuur vir menslike ontwikkeling
Figure 4.14: Priority areas for the development of infrastructure for the human development



4.3.3 Onderrigfasiliteite

Een van die grootste bates vir die langtermyn ontwikkeling van 'n gebied is die kwaliteit van onderrig wat beskikbaar is. Kwaliteit onderrig dra ook wesenlik by tot die vestigings-aantreklikheid van 'n gebied.

Die Swartland het die afdelope paar jaar (2000 +) redelike groei beleef en gevolglik het die behoeftes vir onderrig fasiliteite ook toegeneem.

Die onderstaande figuur toon die verwagte behoefte (gebaseer op die huidige behuisingsprojekte en behuisingsagterstande). Die grootste behoefte is in Malmesbury .

Tegniese onderrig fasiliteite

Die behoefte vir 'n tegniese skool is al 'n geruimte tyd deur die gemeenskappe en besighede in die gebied ge-opper. Die uitbreiding van die Weskus Kollege kan help om hierdie behoefte aan te spreek, aangesien die Wes Kaapse Onderwys Departement (WKOD) nie meer tegniese skole oprig nie.

Strategiese prioriteite van Wes Kaapse Onderwys Departement

Die strategiese doelwitte vir onderwys in die area is:

- Belyning van onderwys administrasie se grense met die munisipale grense om beter samewerking te verseker;
- Ontwikkeling van hoëskole in beide Malmesbury en Moorreesburg op die langtermyn;
- Uitwissing van die inter-dorp vervoer van leerders;
- Ontwikkeling van die Weskus Kollege as 'n effektiewe vaardigheidsontwikkelingsentrum; en
- Gedetailleerde beplanning vir die ontwikkeling van onderrig infrastruktuur.

Swartland Munisipaliteit sal poog om die ontwikkeling van onderrigfasiliteite sover moontlik te ondersteun deur die volgende aksies:

- Verseker dat nuwe ontwikkelings voldoende voorsiening maak vir ruimte vir onderwys infrastruktuur; en
- WKOD ondersteun met die identifisering van geskikte persele om huidige behoefte aan te spreek.

4.3.3 Education facilities

One of the biggest assets for the long term development of an area is the quality of the education that is available. Quality education also contributes significantly to the settlement attractiveness of areas.

The Swartland have experienced significant growth post 2000 and have subsequently experienced an increased demand for educational facilities.

The figure below indicates the expected need for educational facilities (based on the current housing projects and the housing backlogs). The largest demand is in Malmesbury.

Technical educational facilities

The need for a technical school has been expressed by both the community and business for an extended period. The expansion of the West Coast College can address this issue, since the technical schools are no longer developed by the Western Cape Education Department (WCED).

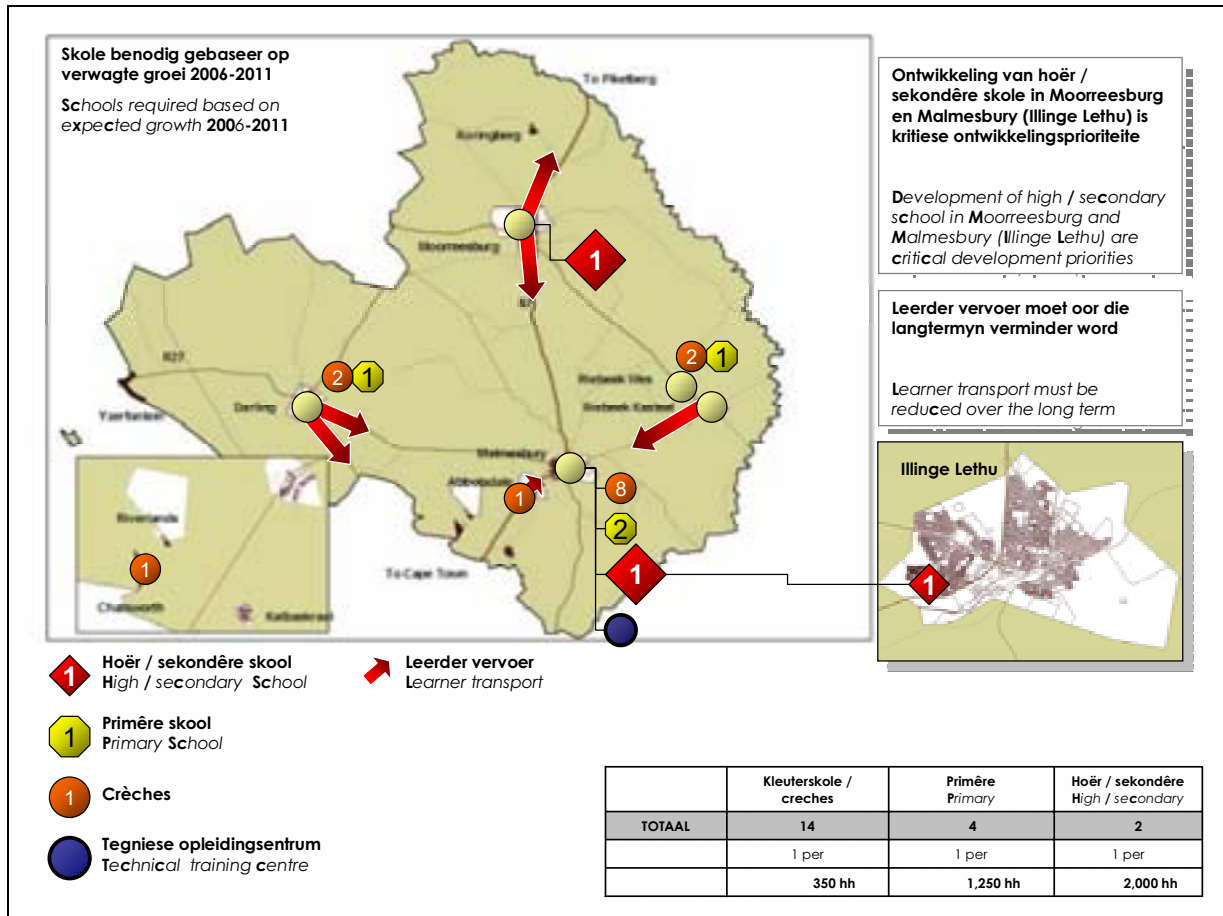
Strategic priorities for Western Cape Education Department

The strategic goals for education in the area are:

- Aligning the administrative boundaries of education with those of local government;
- Development of high schools in Malmesbury and Moorreesburg over the long term;
- The eradication of inter-town transport of learners;
- Development of the West Coast College as a effective skills development institution; and
- Detailed planning for the development of education infrastructure.

Swartland Municipality will support the development of additional educational facilities in the area as far as possible through the following actions:

- Ensure that new developments provide sufficient space for the development of future educational infrastructure;
- Assist the WCED in identifying suitable sites to address the current needs.



Figuur 4.15: Die behoefte aan onderliggende fasiliteite binne die gebied
 Figure 4.15: The need for educational facilities within the area



4.3.4 Veiligheid

Veiligheid is 'n belangrike komponent van die sosiale welstand van 'n individue, asook die groter gemeenskap.

Swartland Munisipaliteit, die WKDM en die SAPD is die mees belangrike rolspelers rakende veiligheid in die gebied.

Wyk 7 is, soos met basiese dienste, 'n prioriteitsarea vir die verbetering van veiligheidsdienste. Hierdie is egter nie slegs die verantwoordelikheid van plaaslike regering nie, maar die SAPD moet ook bydrae tot die verbetering van veiligheid in hierdie gebied. Die Riebeeek Vallei benodig ook dienspunte, beide vir brandweer en polisiering.

Weens die onsekerheid rakende die brandweer-funksie is die ontwikkeling van kapitale bates redelike problematies op hierdie tydstip, maar daar word verwag dat die WKDM sal leiding bied in hierdie verband.

Swartland Munisipaliteit is ook tans besig met die finalisering van die Rampbestuursplan, wat veiligheidsaangeleenthede in meer detail aanspreek.

4.3.4 Safety

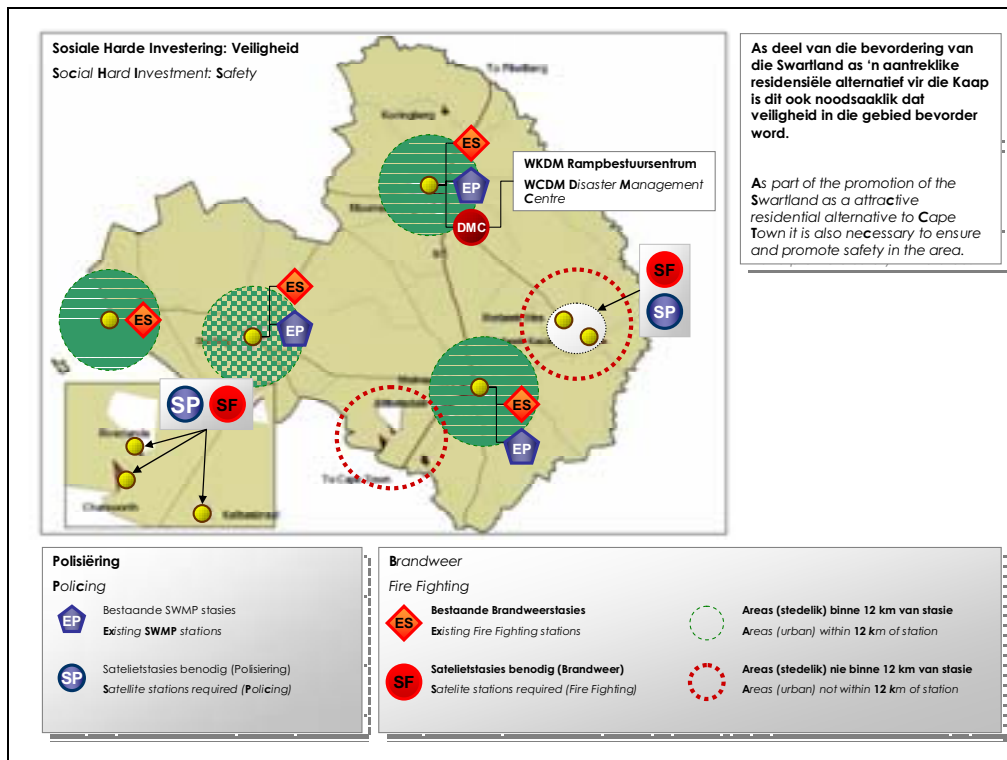
Safety is an important component of the social welfare of an individual, as well as the larger community.

Swartland Municipality, the WKDM and the SAPS is the most important role-players with regard to safety in the area.

Ward 7 is a priority area for the improvement of safety, as this are has the poorest coverage of services. This is not, however, the sole responsibility of the local authority, but the SAPS is also requested to contribute to the improved safety of Ward 7. The Riebeeek Valley also requires additional service points for both fire-fighting and policing.

Due to the uncertainties regarding the fire fighting service, the development of capital assets is rather problematic at present. It is envisaged that the WKDM will provide guidance in this regard.

Swartland Municipality is currently in the process of finalizing the Disaster Management Plan, which addresses safety issues in detail.



Figuur 4.16: Noodsaaklike uitbreiding van veiligheidsdienste
Figure 4.16: Required expansion of safety related services



4.3.5 Grondhervorming

14% van bewerkbare landbougrond moet teen 2014 oorgedra wees aan voorheen benadeelde groepe. Die kern verantwoordelikheid vir grondhervorming is gesetel in die Departement Grondsake. Hierdie departement is verantwoordelik vir die uitrol van 'n verskeidenheid grondhervormingsprogramme.

Ten einde grondhervorming 'n sukses in die area te maak, moet daar aandag aan die volgende geskenk word:

- Die fokus moet eerder wees op die ontwikkeling van kommersiële boerdery projekte, aangesien een van die ekonomiese drywers van die area landbou is. Hierdie projekte moet ook 'n bydra tot die 8% groeikoers wat vir die munisipale gebied bepaal is, maak.
- Agri-toerisme georiënteerde projekte moet verkieslik in die Darling omgewing, en of die Riebeek Vallei wees, gegewe die bestaande toerisme aktiwiteit.
- Agri-verwerkingsprojekte moet eerder op Malmesbury en Mooresburg gesetel wees, gegewe die bestaande agri-verwerking wat reeds op die onderskeie dorpe onderneem word.
- Die ontwikkeling van bestuursvaardighede moet 'n integrale deel van alle projekte wees, Mentorskappe (Multi-jaar) moet ook oorweeg word.

DIT MOET EGTER GEMELD WORD DAT GRONDHERVORMINGSPROJEKTE OP VRAAG GEBASEER IS, EN DAAROM MOET PROJEKTE OP INDIVIDUELE MERIETE BEOORDEEL WORD.

Alhoewel Swartland Munisipaliteit nie die verantwoordelike agent vir grondhervorming is nie, het die munisipaliteit egter 'n verpligting om die proses sover moontlik te ondersteun. Die munisipaliteit het 'n reeks meentgrondprojekte beplan, maar befondsing bly problematies. Agentskappe, departemente en ander rolspelers wat die munisipaliteit kan ondersteun ten opsigte van die meentgrond projekte, word versoek om die munisipaliteit ooreenkomstig te nader.

4.3.5 Land Reform

14% of agricultural land must be transferred to previously disadvantaged groups. The Department of Land Affairs is the department with the primary responsibility for land reform. This department is also responsible for the implementation of a variety of land reform programmes.

In order to make a success of land reform in the area, close attention must be paid to the following:

- Focus must be on the development of commercial ventures, rather than subsistence farming, since agriculture is one of the main economic sectors in the area. These projects should, ideally, contribute to the 8% growth envisaged for the area.
- Agri-tourism oriented projects should be focused on the Darling and Riebeek Valley areas, as these areas have existing tourism industries
- Agri-processing projects should be ideally be developed in Mooresburg and Malmesbury, since these towns have existing agri-processing industries.
- The development of management skills must be an integral part of all projects. Mentorships (multi-year) should also be considered.

IT SHOULD BE NOTED THAT LAND REFORM PROJECTS ARE BASED ON DEMAND AND THEREFORE ACTUAL PROJECTS SHOULD BE JUDGED ON MERIT.

Although Swartland Municipality is not the responsible agent for land reform, the municipality has an obligation to support the process as far as possible. The municipality has already identified a set of possible commonage projects. Funding still remains a problem. Agencies, departments and other role-players are therefore requested to liaise with the municipality in order to acquire the necessary resources to initiate these projects.

Projek Project	Prioriteit Priority	Beraamde kostes Estimated cost
Riverlands / Chatsworth	1	1 800 000
Malmesbury	2	1 800 000
Riebeek Valley	3	1 800 000
Darling	4	1 800 000
Mooresburg	5	1 800 000
		9 000 000



Strategiese doelwitte van die Weskus Distrik Grondhervorming Strategie

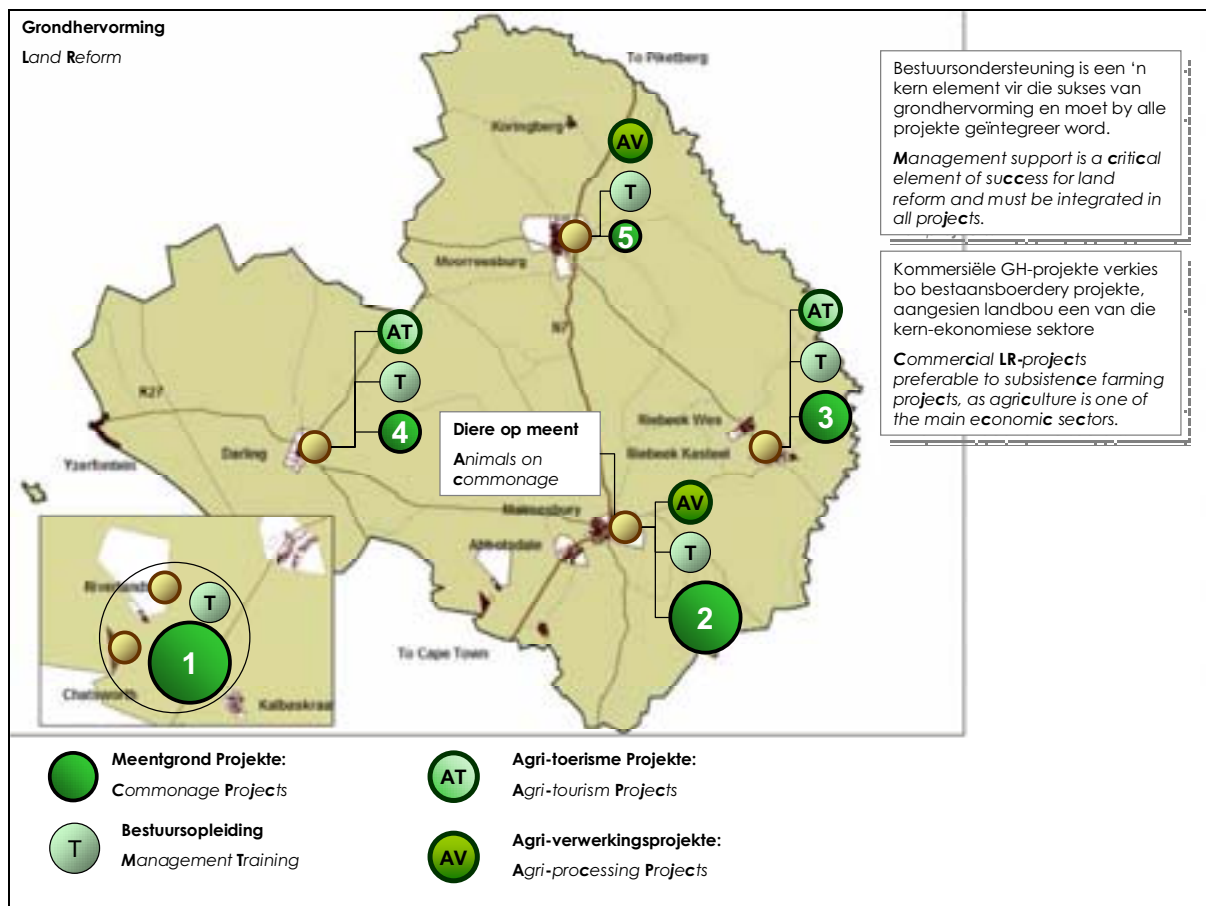
Die Weskus Distrik Grondhervormingstrategie het die volgende strategiese doelwitte ontwikkel vir die Swartland Munisipale Gebied:

- Oordrag van 101 576 ha kommersiële grond teen 2014
 - Huidige hoeveelheid landbou grond:
 - Onder besproeiing: 5 286 ha
 - Weiding: 60 400 ha
 - Droë land: 272 902 ha
- Waardevermeerdering vir landbou en natuurlike hulpbronne ten einde die ekonomiese basis te verbreed en afhanklikheid van landbou hulpbronne te verminder in marginale areas
- Aanspreek van die hulpbron uitdaruings gegewe die beperkte en bedreigde hulpbronne

Strategic Objectives of the West Coast District Land Reform Strategy

The West Coast District Land Reform Strategy have compiled the following strategic objectives for the Swartland Municipal Area:

- **Transfer of 101576ha of commercial land by 2014**
 - **Current extent of agricultural land includes:**
 - **Irrigation: 5 286 ha**
 - **Grazing: 60 400 ha**
 - **Dry-land cultivation: 272 902 ha**
- **Achieve value adding to agricultural and natural resources in order to broaden the economic base and lessen dependency on agricultural resources especially in marginal areas**
- **Address resource challenge given marginal, limited and threatened resources**



Figuur 4.17: Grondhervorming in die Swartland
 Figure; 4.17: Land reform in the Swartland



4.3.6 Basiese gesondheid

Alle dorpe en vestigings in die area het toegang tot primêre gesondheidsdienste. Die groter dorpe geniet voltydse diens, terwyl die kleiner dorpie deelydse diens geniet. Die fisiese infrastruktuur in Wyk 7 is egter onvoldoende en dit is noodsaaklik dat kliënt vriendelike fasiliteite ontwikkel word. Hierdie fasiliteite kan geïntegreer word met Veeldoelighedsentrums.

Die twee hoog gesondheidskwessies in die gebied is:

- Die bestuur van MIV/Vigs
- Die bestuur van Tuberkulose

MIV/Vigs

Die Swartland Hospitaal voorsien 'n ARV-diens (Anti-retrovirale middels) vir die gebied. Fisiese toegang tot die diens is egter 'n probleem aangesien mense op hul eie omkoste die diens moet bereik.

Tuberkulose

Die meeste tuberkulose kwessies is sagte investerings- kwessies.

Strategiese fokus:

- Ontwikkeling van vervoerstelsel om toegang na ARV te verbeter
- Verbeter die kwaliteit van fasiliteite in Wyk 7

4.3.6 Basic health

All towns and settlements in the area are serviced by clinic services. The larger towns have a full time service, while the smaller settlements are part time. The physical infrastructure of the clinics in Ward 7 is insufficient and it is imperative that client friendly facilities be developed. These facilities could be integrated with Multi purpose community centers (MPCC's).

The two main health issues in the area are:

- The management of HIV/ Aids
- The management of tuberculosis

HIV/Aids

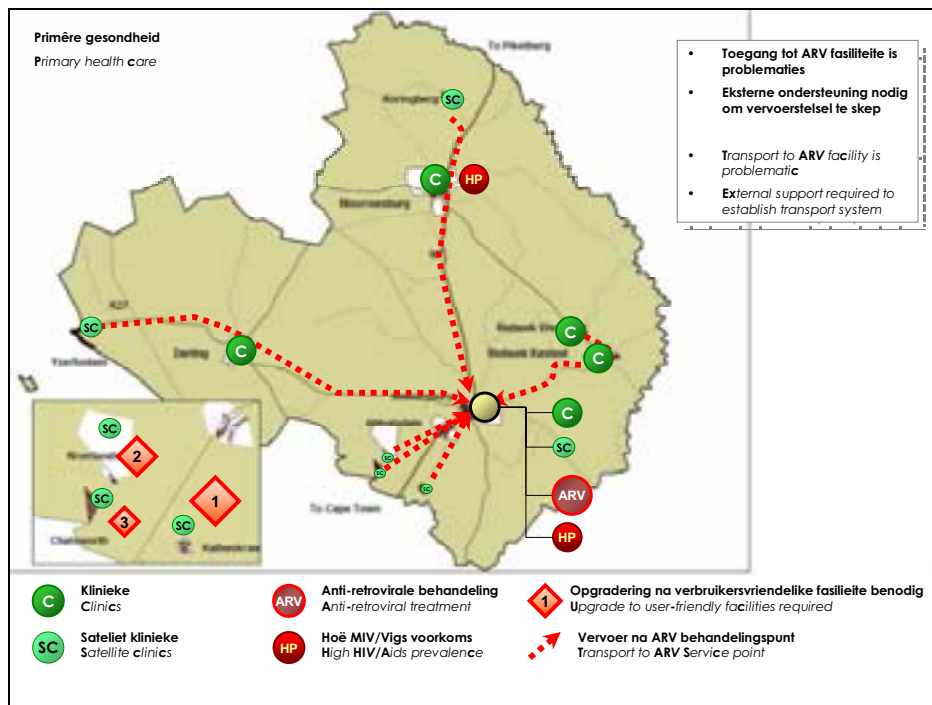
The Swartland hospital provides an ARV service for the area. Physical access is a problem as people have to travel, at their own expense, to access the service.

Tuberculosis

Most of the issues pertaining to TB are soft investment issues.

Strategic focus:

- Development of transport system to improve access to ARV
- Improving the quality of facilities in Ward 7



Figuur 4.18: Primêre gesondheidsorg
Figure 4.18: Primary health care



Hoofstuk 5 Sagte Investerings

"Gee 'n man 'n huis en hy het 'n plek om te leef. Leer hom bou en jy gee hom 'n lewe."

Chapter 5 Soft Investment

"Give a man a house and he has a place to live. Teach him to build and he can earn a living"





Hoofstuk 5: Sagte Investering

Chapter 5: Soft Investment

5.1 Inleiding

Sagte investering is gemik op die ontwikkeling van menslike potensiaal ten einde volhoubare en verantwoordelike ontwikkeling op die langtermyn te weeg te bring.

Soos in Hoofstuk 3 genoem het sagte investering beide 'n ekonomiese en sosiale dimensie.

Ekonomiese Sagte Investering

Ekonomiese sagte investering verwys na die ontwikkeling van menslike en sosiale hulpbronne ten einde die individue se ekonomiese potensiaal te verhoog. Hierdie tipe ontwikkeling het die volgende oogmerke:

- Om die individue se toegang tot ekonomiese geleenthede te verbeter deur verhoogte vaardigheidsvlakke.
- Om die plaaslike ekonomie te bevorder deur 'n hoër vlak van vaardighede beskikbaar te stel.

Sosiale Sagte Investering

Sosiale sagte investering verwys na die ondersteuning van weerlose groepe en gemeenskappe, asook die ontwikkeling van basiese lewensvaardighede. Die oogmerke van sosiale sagte investering is as volg:

- Om toegang tot persoonlike regeringsdienste binne die gebied te optimaliseer.
- Om te verseker dat alle inwoners van die gebied basiese lewensvaardighede het.
- Om te verseker dat alle inwoners voedsel sekuriteit in die gebied geniet.
- Om 'n veilige omgewing te skep.
- Om 'n primêre gesondheidsdiens te kan lewer.

Mobiliteit

Een van die belangrikste aspekte van sagte investering is dié van mobiliteit. Die skep van mobiliteit is daarop gemik om die individu(e) in areas met lae ekonomiese potensiaal meer mobiel te maak sodat hulle kan hervestig op plekke waar daar wel ekonomiese potensiaal bestaan. Hierdie benadering is 'n direkte uitvloeisel van die Nasionale Ruimtelike Ontwikkelingsperspektief (NROP), asook die Provinsiale Groei en Ontwikkelingsstrategie (PGOS).

Die bevordering van mobiliteit kan op die volgende maniere aangespreek word:

5.1 Introduction

Soft investment is aimed at the development of human potential in order to achieve sustainable and responsible development over the long term.

As mentioned in Chapter 3, soft investment has both an economic and social dimension.

Economic soft investment

Economic soft investment refers to the development of human and social capital in order to promote and grow the economic potential of the individual. This type of investment has the following goals:

- **To improve the individual's access to economic opportunity through increased skill.**
- **To improve the local economy by providing more skilled human resources.**

Social Soft Investment

Social soft investment refers to the support vulnerable groups and communities, as well as the development of basic life-skills. The aims of social soft investment are as follows:

- **To ensure that access to personal government services is optimized in the area.**
- **To ensure that all residents of the area have basic life skills.**
- **To ensure that all residents have food-security in the area.**
- **To create a safe environment.**
- **To provide primary health care service.**

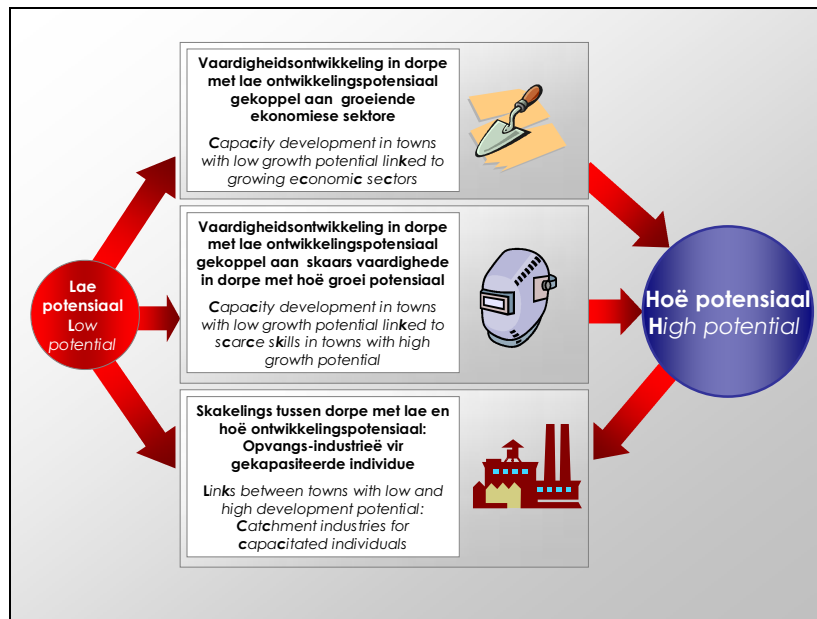
Mobility

One of the most important aspects of soft investment is that of mobility. The creation and promotion of mobility is aimed at increasing the potential of the individual in areas with low growth to re-settle in areas where economic potential exists. This approach is based on the National Spatial Development Perspective (NSDP), as well as the Provincial Growth and Development Strategy (PGDS).

The promotion of mobility can be addressed in the following ways:



- Die skep van skakels (netwerke) tussen areas met lae en hoë ekonomiese potensiaal;
- Vaardigheidsontwikkeling in areas met lae potensiaal moet gekorreleer word met die groeiende sektore in areas met hoër ontwikkelingspotensiaal; en
- Opleiding moet gemik wees op vaardigheidstekorte in areas met hoë groei-potensiaal .
- **The creation of linkages between areas with low and high economic potential;**
- **Capacity development initiatives in areas with low economic potential should be correlated with growing economic sectors in places with higher economic growth potential; and**
- **Training must be aimed at addressing skills shortages in areas with high growth potential.**



Figuur 5.1: Mobiliteit
Figure 5.1: Mobility

5.2 Oorhoofse Sagte Investeringsstrategie

In kort kan die sagte investeringstrategie as volg opgesom word:

Ekonomies

- Die ontwikkeling van menslike kapitaal gemik op die verhoging van individuele mobiliteit veral in Wyk 7 en Koringberg.
- Die ontwikkeling van menslike kapitaal gemik op die verhoging van die plaaslike kapasiteit ten einde die bestaande ekonomie aan te vul in Malmesbury, Darling, Moorreesburg and Riebeeek Vallei.

Sosiaal

- Gelyke toegang tot persoonlike regeringsdienste deur Veeldoelighedsentrums.
- Gelyke toegang tot welsynsdienste.
- Gelyke toegang tot voedselsekureit .
- Beveiliging van die hele gebied, met spesifieke fokus op alkohol en dwelmmisbruik, asook plakkerbestuur.
- Primêre gesondheidsorg.

5.2 Overall Soft Investment Strategy

In short the soft investment strategy can be summarized as follows:

Economic

- **The development of human capital aimed at increasing individual mobility in Ward 7 and Koringberg.**
- **The development of human capital aimed at increasing local capacity in order to promote the local economies in Malmesbury, Darling, Moorreesburg and Riebeeek Valley.**

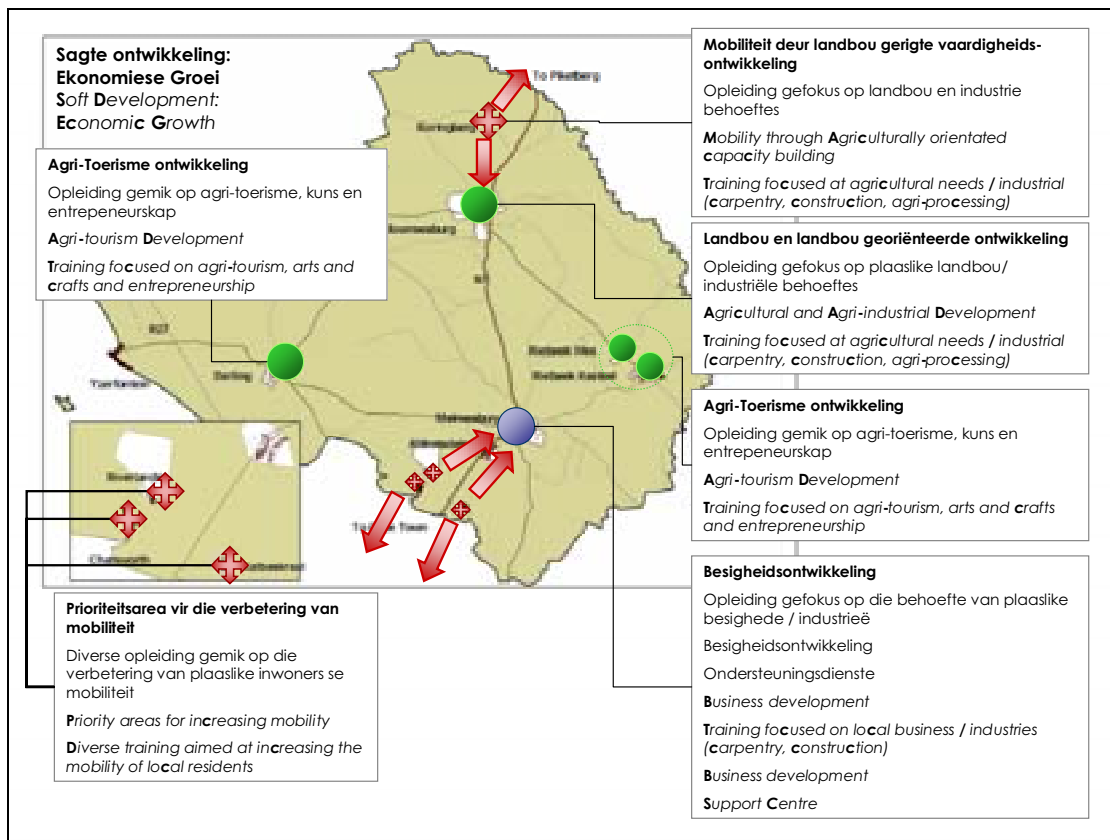
Social

- **Equal access to personal government services throughout the municipal area through MPCC's.**
- **Equal access to welfare services .**
- **Equal access to food security.**
- **Improved safety of the whole area, with specific focus on alcohol and substance abuse and the management of informal settlements.**
- **Primary health care.**



Figuur 5.2 toon die oorhoofse strategie aan.

Figure 5.2 indicates the overall strategy



Figuur 5.2: Oorhoofse sagte investeringstrategie
Figure 5.2: Overall soft investment strategy

5.3 Sagte Investering: Ekonomiese Ontwikkeling

5.3 Soft Investment: Economic Development

Hierdie afdeling sal fokus op sagte investering wat gemik is op die bevordering van die plaaslike ekonomie deur vaardigheidsontwikkeling, asook die deur die verhoging van mobiliteit van persone in areas met min ekonomiese geleenthede.

This section will focus on soft investment aimed at the improvement of the local economy through the creation of skills and the development of the mobility of persons in areas with little economic opportunity.

Die volgende sal aangespreek word

The following strategies will be discussed:

- Sektor georiënteerde vaardigheidsontwikkeling
- Toerisme georiënteerde vaardigheidsontwikkeling

- Sector orientated capacity building
- Tourism orientated capacity building

5.3.1 Sektor georiënteerde kapasiteitsbou

5.3.1 Sector orientated capacity building

Ten einde die ekonomie te ondersteun deur kapasiteitsbou inisiatiewe is dit noodsaaklik dat hierdie inisiatiewe korreleer met die bestaande ekonomiese sektore.

In order to promote the economy through capacity building initiatives, it is necessary that these training initiatives correlate with the existing economic sectors.

Die hoof ekonomiese sektore in die Swartland is:

The main economic sectors in the Swartland are:

- Landbou
- Vervaardiging
- Handel
- Konstruksie

- Agriculture
- Manufacturing
- Trade
- Construction



Gegewe die belang van hierdie sektore vir die streek se ekonomie, is dit krities dat opleidings-inisiatiewe hierdie sektore aanvul en uitbrei.

Given the importance of these sectors, it is critical that training initiatives complement and promote these sectors.

Dit is krities dat die mobiteitskakels tussen die areas met lae en hoër ekonomiese potensiaal versterk word. Dit sal die waarskynlikheid dat individue van areas met lae ekonomiese potensiaal ge-absorbeer word in die ekonomieë van groter dorpe, verhoog.

It is of the utmost importance that the mobility links between areas with low and higher economic potential be strengthened. This will improve the probability that individuals from low potential localities will be absorbed in the economies of larger towns.

Departement betrokke by vaardigheidsontwikkeling word versoek om hul onderskeie inisiatiewe te struktureer in lyn met die onderstaande strategie (Figuur 5.3) , wat die vaardigheidsprioriteite per dorp aantoon.

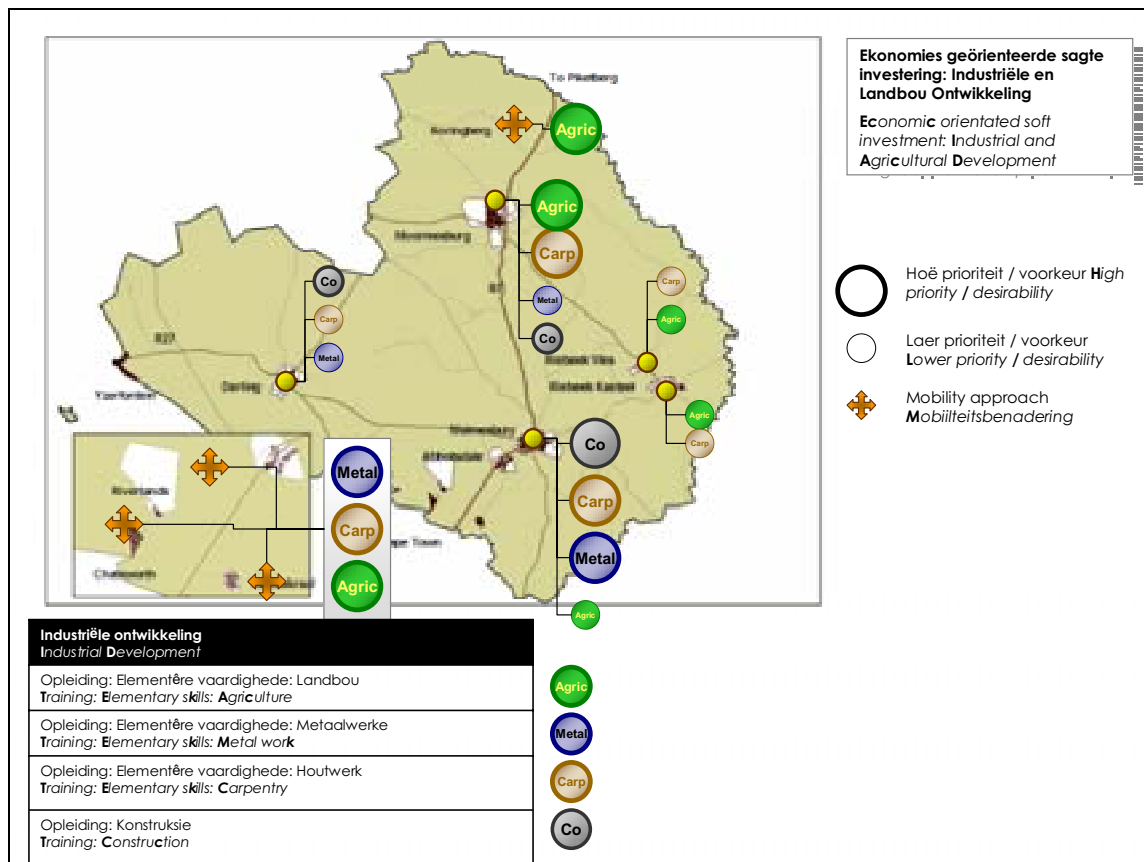
Departments involved in capacity building are therefore requested to structure their respective initiatives in line with the strategy below (Figure 5.3) which indicate the capacity priorities per town.

Belangrike Rolspelers:

Important Role-players

- Departement Arbeid
- Departement Grondsake
- Departement Landbou
- RED-Door en soortgelyke instellings
- Wes Kaapse Onderwys Departement
- Privaat sektor

- Department of Labour
- Department of Land Affairs
- Department of Agriculture
- RED-Door and similar institutions
- Western Cape Department of Education
- Private Sector



Figuur 5.3: Ekonomies ge-oriënteerde sagte ontwikkeling
Figure 5.3: Economically orientated soft development



5.3.2 Toerisme georiënteerde kapasiteitsbou

5.3.2 Tourism orientated capacity building

Toerisme se bydra tot die ekonomie van die streek is redelik marginaal, maar die bydrae wat toerisme kan lewer tot die plaaslike ekonomie moet nie onderskat word nie.

The contribution of tourism to the regional economy is marginal, but the contribution of this sector to the local economy should not be under-estimated.

Die toerisme sektor het bepaalde voordele, naamlik:

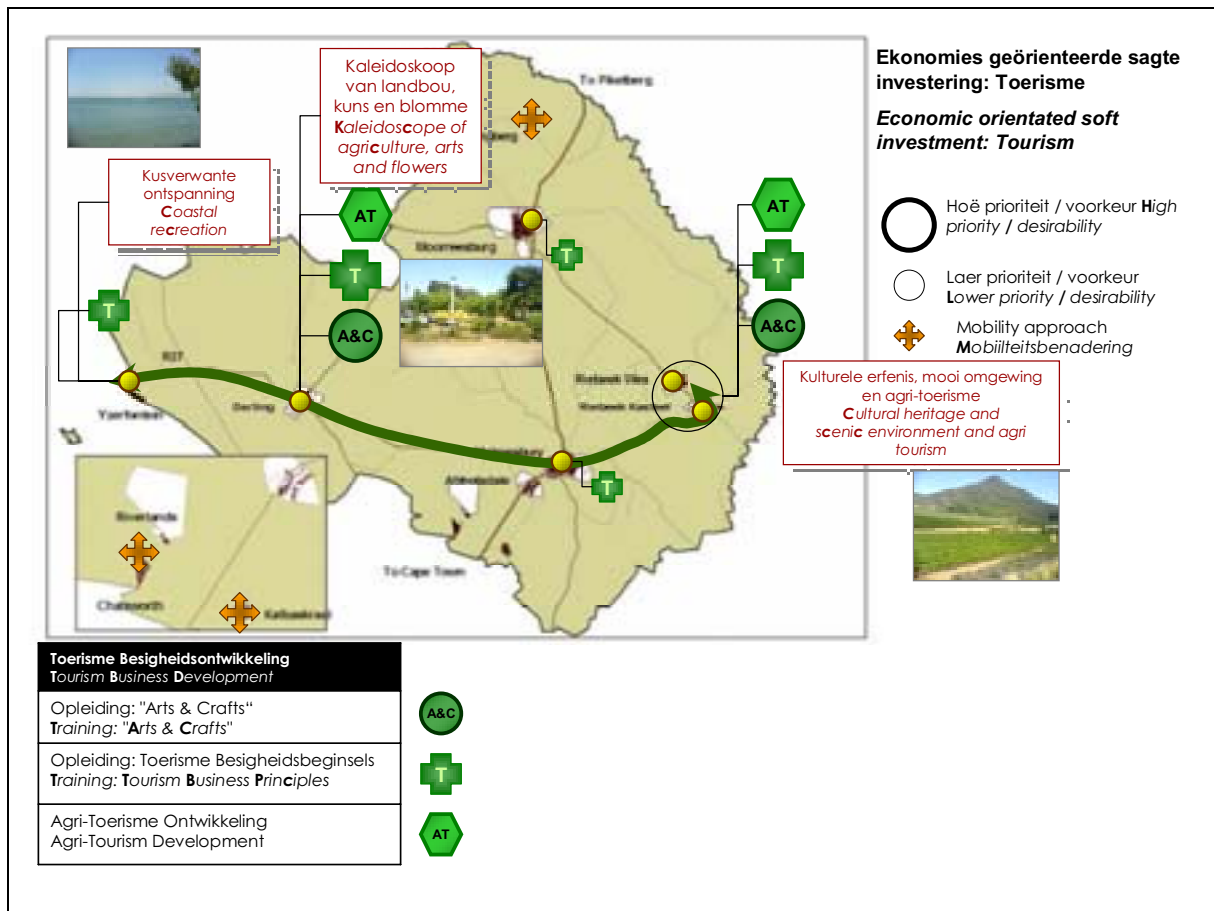
Tourism, as an economic sector has the following advantages:

- Dit verg nie altyd enorme kapitale investering
- Dit is redelik maklik om komplementêre besighede/ toerisme aantreklkhede te vestig as 'n primêre besienswaardigheid reeds ontwikkel is
- Dit is oorwegend 'n arbeidsintensiewe sektor

- It does not always require huge capital investment
- It is easy to create complementary attractions, once a primary attraction has been established
- It is a predominantly labour intensive industry

Soos voorheen genoem moet die fokus van vaardigheidsontwikkeling eerder wees op die bevordering van bestaande toerisme bestemmings en aantreklkhede, as die ontwikkeling van nuwe toerisme bestemmings en aantreklkhede.

As previously mentioned, the focus of capacity building should rather be on the promotion of existing tourism destinations and attractions, rather than the creation of new destinations or attractions.



Figuur 5.4: Ekonomies georiënteerde sagte ontwikkeling: Toerisme
 Figure 5.4: Economically orientated soft development: Tourism

Soos Figuur 5.4 aantoon moet toerisme verwante opleiding oorwegend gefokus wees op Darling en

As indicated in Figure 5.4, tourism related training must be predominantly focused on Darling and the



die Riebeek Vallei – komplementêr tot die bestaande industrieë.

Besigheidsvaardighede

Daar word baie keer vergeet dat toerisme ook 'n hoogs kompeterende bedryf is. Nuwe deelnemers aan hierdie sektor moet voldoende besigheidsvaardighede hê om in hierdie sektor te oorleef. Met die oog op die 2010 Wêreldbeker sokker en die algemene groei in die toerisme sektor is dit krities dat projekte ekonomies haalbaar en winsgewend op die langtermyn is.

Die volgende strategie kan toegepas word:

- Formele bestuursopleiding deur organisasies soos RED-Door / PRWK: Ekonomiese Ontwikkeling en Toerisme.
- Die plaaslike Toerismestruktuur kan 'n wesenlike bydra lewer om die bestuurskapasiteit binne die gebied uit te brei deur aan nuwelinge in die bedryf bestuurs-ondersteuning te verleen.

Riebeek Valley, in order to supplement the local industries.

Business Skills

People often forget that tourism is a highly competitive industry. New entrants to the sector must have sufficient management skills to survive. Keeping the 2010 World Cup Soccer, as well as the average growth of the sector in mind, it is imperative that tourism projects are economically feasible and profitable over the long term.

The following strategies should be applied:

- *Formal management training through organizations such as RED Door / PGWC: Economic Development and Tourism.*
- *The local tourism structure can contribute significantly by assisting new-comers to the industry with management support.*



5.4 Sagte Investerings: Sosiale Ontwikkeling

Sagte investering gemik op sosiale ontwikkeling omskryf die welsynskomponent van ontwikkeling. Hierdie tipe investering fokus op die lewering van noodsaaklike welsyns- en verbandhoudende dienste aan weerlose groepe in die gemeenskap. Hierdie tipe ontwikkeling is nie afhanklik van die ekonomiese potensiaal van areas nie, aangesien die nie deur 'n ekonomiese rasionaal gedryf word nie.

Hierdie investeringstipe sal fokus op die volgende:

- Toegang tot regeringsdienste
- Toegang tot voedselsekureit
- Ontwikkeling van lewensvaardighede
- Veiligheid
- Toegang tot primêre gesondheid

5.4.1 Toegang tot regeringsdienste

Die bydrae van Nasionale en Provinsiale Departemente gemoeid met dienslewering op voetsoolvlak is krities vir die sukses van sosiale ontwikkeling in die gebied. Toegang tot persoonlike regeringsdienste is 'n kern-element van sosiale ontwikkeling.

Veeldoelighedsentrums word gesien as die fasiliteit vanwaar hierdie dienste aan die publiek gelewer kan word. Hierdie sentrums moet ideal gesproke 'n minimum van 6 verskillende dienste voorsien. Die tipe dienste wat gelewer moet word moet deur gemeenskapsdeelname bepaal word. Daar word voorsien dat 'n veeldoelighedsentrum in elke dorp, asook 'n addisionele sentrum in Wesbank, ontwikkel moet word.

Daar word nie verwag dat die dienste voltyds beskikbaar moet wees by die onderskeie sentrums nie, maar die dienste moet ten minste een keer per week beskikbaar wees.

Figuur 5.5 toon die voorgestelde minimum diensaanbieding aan wat by al die Veeldoelige gemeenskapsentrums in die area beskikbaar moet wees. Ander opsionele dienste wat gelewer kan word sluit in:

- Suid-Afrikaanse Polisie Diens (SAPD)
- Departement Grondsake
- RED-Door

5.4 Soft Investment: Social Development

Soft investment aimed at social development encompasses the welfare component of development. This type of development focuses on the delivery of essential welfare and related services to vulnerable groups in the community. This type of development is not subject to the economic potential of areas, since it is not driven by an economic rational.

This investment type will focus on the following:

- Access to government services
- Access to food security
- Development of life-skills
- Safety
- Access to primary health care

5.4.1 Access to government services

The contribution of National and Provincial Departments which provide a service(s) on grass roots level is critical to the success of social development in the area is. Access to personal government services is a core element of social development.

Multi-purpose community centers are considered as the ideal facilities to house these government services. Ideally such a centre should house at least 6 different services. The type of services to be rendered at the various centers must be determined through community participation. It is recommended that community centers be developed in each town, as well as an additional one in Wesbank.

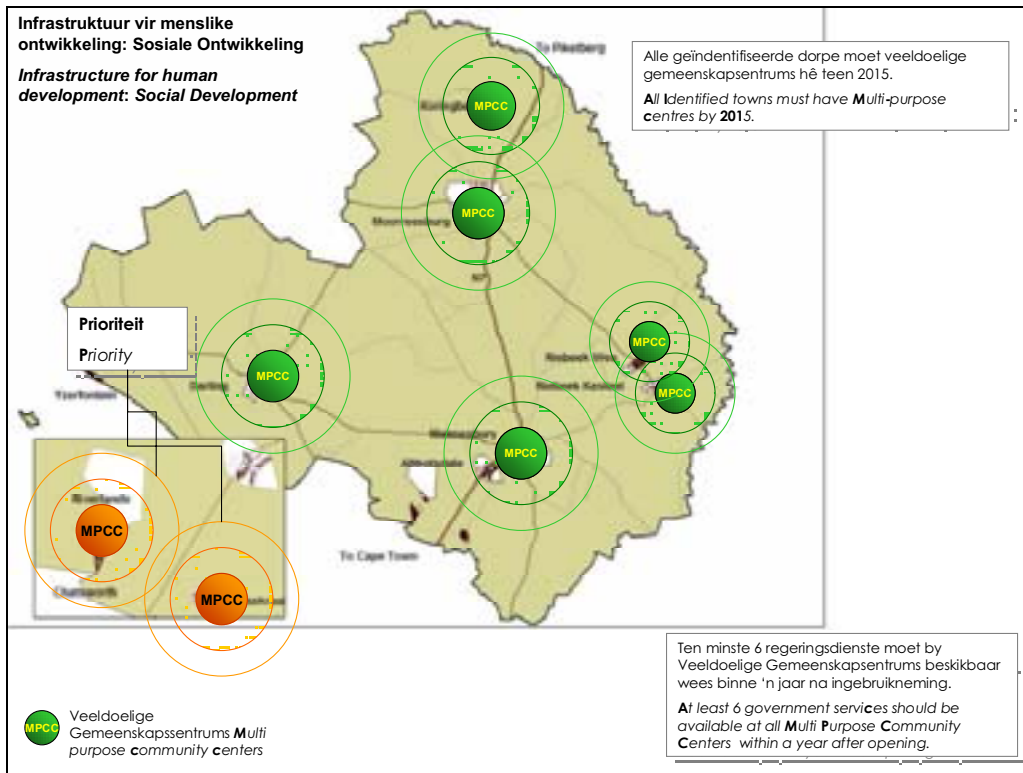
It is acknowledged that the different services may not be available on a full time basis, but they should at least be available once a week.

Figure 5.5 below indicates the proposed minimum service offering which should be available at all Multi-purpose Community Centers in the area. Other optional services include:

- South African Police Services (SAPS)
- Department of Land Affairs
- RED-Door



Figuur 5.5: Voorgestelde minimum dienste wat by alle veeldoelige sentrums in die gebied beskikbaar moet wees
Figure 5.5: Proposed minimum government services which should be available at all multi-purpose centers in the area



Figuur 5.6: Toegang tot regeringsdienste moet deur veeldoelighedsentrums ondersteun word
Figure 5.6: Access to government services must be supported from multi-purpose community centers



5.4.2 Voedselsekuriiteit

Voedselsekuriiteit is 'n belangrike komponent van die sosiale sagte investeringstrategie. Die munisipaliteit bedryf tans 11 sopkombuise in die gebied. Ten spyte van hierdie fasiliteite is voedselsekuriiteit steeds 'n probleem.

Twee aspekte van voedselsekuriiteit kan veral uitgesonder word:

Voedselsekuriiteit vir bejaardes

Toegang tot die voedselsekuriiteitsdienste moet verbeter word, aangesien bejaardes minder mobiel as ander ouderdomsgroepe is.

Voedselsekuriiteit vir jong kinders

Kindersorg en verwante fasiliteite en dienste moet optimaal ondersteun word. Dit is van die uiterste belang dat kinders van 'n vroeë ouderdom nie blootgestel word aan wanvoeding nie.

Nie-Regerings- en Gemeenskapsgebaseerde Organisasies word versoek om met die Munisipaliteit saam te werk ten einde te verseker dat alle dorpe in die gebied toegang tot voedsel-sekuriiteit het.

Die rol van die Provinsiale Departement van Sosiale Ontwikkeling en Wes-Kaapse Onderwys Departement is ook van belang. Projekte en/of befonding van hierdie departemente moet gefokus word op die onderstaande prioriteitsareas.

5.4.2 Food security

Food security is an important competent of the social soft investment strategy. The municipality is currently operating 11 soup kitchens throughout the area. Despite these facilities food security still remains a problem in the municipal area.

Two aspects of food security should be highlighted:

Food security for the elderly

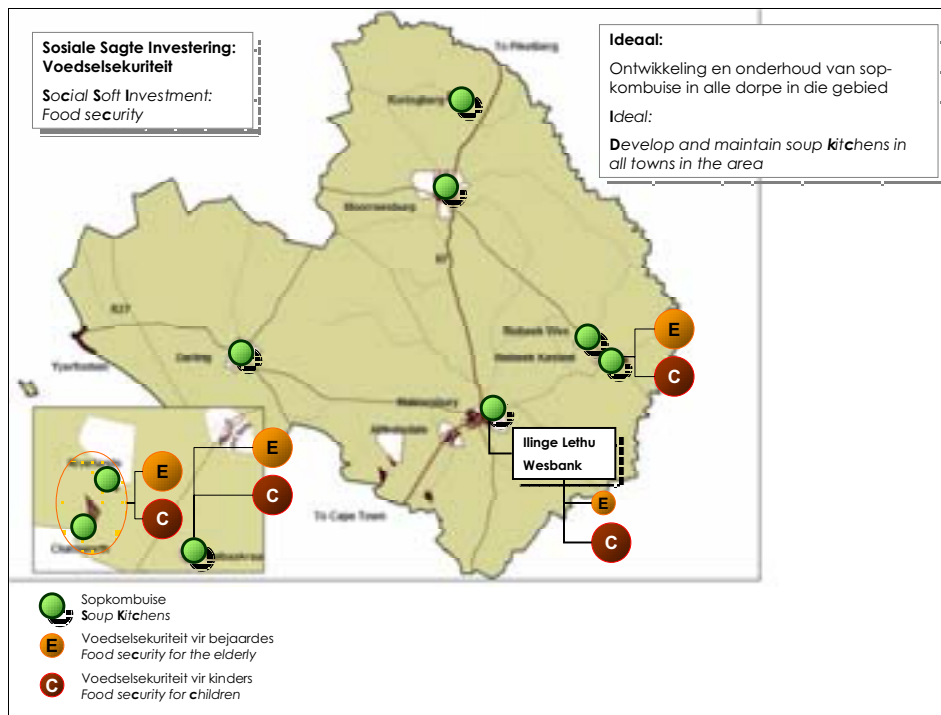
Physical access to food security services should be optimized, as the elderly are less mobile than other age groups.

Food security for infants

Childcare and related facilities and services should be optimally supported. It is of the utmost importance that children are not exposed to malnutrition.

Non-Governmental Organizations and Community Based Organizations are requested to work together with the municipality to ensure food security in all towns.

The role of the Provincial department of Social Development and the Western Cape Education Department is also of importance. Projects and/or funding from these departments should be targeted at the priority areas indicated below.



Figuur 5.7: Voedselsekuriiteitsprioriteite
Figure 5.7: Food Security priorities



5.4.3 Lewensvaardighede

Die ontwikkeling van lewensvaardighede kan gedefinieer word as die bewusmaking van sosiale uitdagings en probleme en die ontwikkeling van meganismes vir die hantering van hierdie uitdagings en probleme. Die ontwikkeling van lewensvaardighede dek dus 'n wye spektrum onderwerpe.

Daar is egter sekere sosiale uitdagings waarop daar spesifiek gefokus moet word (verwys na Tabel 5.).

Alhoewel die ontwikkeling van lewensvaardighede 'n prioriteit in al die areas binne die regsgebied is, moet mens die groter sosio-ekonomies konteks van die onderskeie dorpe in ag neem ten einde die mees kritiese areas te kan prioritiseer. Die belangrikste areas is:

- Wyk 7
- Illinge Lethu
- Wesbank
- Rosenhof
- Sibanye

5.4.3 Life skills

The development of life skills can be defined as creating awareness of social challenges and demand and the creation of appropriate coping strategies to deal with these challenges and demands. The development of life skills covers a wide range of subjects.

Within the Swartland context, there are specific social challenges which should be focused on (refer to Table).

Although the development of life-skills is a priority in all localities in the municipal area, one must consider the larger socio-economic context of the respective towns and settlements in order to prioritize the critical intervention areas. The most important areas for intervening are:

- Ward 7
- Illinge Lethu
- Wesbank
- Rosenhof
- Sibanye

Tabel 5.1: Lewensvaardighede wat as prioriteite hanteer moet word

Table 5.1: Life skills which have to addressed as priorities

Fokus	Teikengroep	Rolspelers	Focus	Target group	Role-players
Alkohol en middelmisbruik	Primêr: Skoolgaande jeug	Swartland Munisipale Polisie (SMP) SADP Relevante NRO's en GGO's PWRK: Gemeenskaps veiligheid	Alcohol and substance abuse	Primary: School attending youth	Swartland Municipal Police (SMP) SADP Relevant NGO's and CBO's PGWC: Community Safety
Persoonlike finansiële bestuur	Lae inkomste huishoudings	Munisipaliteit Finansiële instellings RED-Doer	Managing own personal finance	Low income households	Municipality Financial institutions RED-Door
Basiese geletterdheid	Volwasse ongeletterde individue	ABET (Weskaapse Onderwys Departement)	Basic literacy	Illiterate adults	ABET (Western Cape Education Department)
Geslags gebaseerde geweld	Jeug	PRWK: Sosiale Ontwikkeling PRWK: Gemeenskaps veiligheid SAPD SMP	Gender based violence	Youth	PGWC: Social Services PGWC: Community Safety SAPS SMP
Seksueel oordraagbare infeksies	Tieners, jeug	PRWK: Gesondheid PRWK: Onderwys	Sexually transmitted infections	Teenagers, Youth	PGWK: Health PGWC: Education



5.4.4 Veiligheid

Drie primêre fokus areas is geïdentifiseer vir veiligheid, naamlik:

- Alkohol en middelmisbruik
- Grond besetting
- Padveiligheid

Alkohol en middelmisbruik

Die Swartland is een van die areas met die hoogste voorkoms van FAS (Fetale Alkohol Sindroom). Alkohol en middelmisbruik word ook geassosieer met verskeie erger misdade, onder andere geweldsmisdade en roekelose bestuur. Deur te fokus op die voorkoming en bestuur van alkohol en middelmisbruik, word daar gepoog om die misdade wat daarmee geassosieer word ook te verminder. Die volgende strategie word voorgestel:

- Verhoging in formele operasie in geïdentifiseerde brandpunt areas;
- Verhoging in sigbaarheid en operasies op kritiese roetes in gebied;
- Verhoogte sigbaarheid in brandpunt areas;
- Ontwikkeling van kapasiteit om 'n beter diens te lewer;
- Ontwikkeling van voltydse honde eenheid; en
- "Zero-verdraagsaamheid" teenoor oortreders, veral verspreiders en smokkelaars.

Soos genoem in die Harde investeringsafdeling, is die ontwikkeling van polisiëring infrastruktuur in Wyk 7 van kritieke belang vir die sukses van bogenoemde strategieë.

Rolspelers betrokke by gemeenskapsveiligheid word versoek om:

- Gedetailleerde beplanning te fokus op die voorkoming van alkohol en middelmisbruik.
- Hulpbronne te fokus op Wyk 7 asook die Groter Wesbank area en Illinge Lethu.

Grondbesetting

Grondbesetting is as een van die lang-termyn bedreigings vir die Swartland geïdentifiseer. Hierdie probleem verg addisionele aandag en oordeelkundige bestuur ten einde die negatiewe effek van grondbesetting te verminder. Die volgende strategieë word voorgestel:

- Uibreiding van moniteringskapasiteit;
- Finalisering van wetlike raamwerk vir die bestuur van plakkery;
- Deurlopende verbetering in responsetyd; en
- Beter samewerking tussen departemente.

5.4.4 Safety

Three primary focus areas have been identified for the improvement of safety, namely:

- **Alcohol and substance abuse**
- **Land invasion**
- **Road safety**

Alcohol and substance abuse

The Swartland is one of the areas with the highest prevalence of FAS (Fetal Alcohol Syndrome). Alcohol and substance abuse are associated with a variety of serious crimes, including violent crimes and reckless driving. By focusing on the management and prevention of alcohol and substance abuse, it is expected that associated crimes will also decrease. The following strategies are put forward:

- Increase in formal operations in identified hotspots;
- Increase in visibility and operations on critical routes;
- Improved visibility in hotspots;
- Development of sufficient capacity to provide a better service;
- Development of a full time dog unit; and
- "Zero" tolerance towards all perpetrators, especially dealers and traffickers.

As mentioned in the Hard Investment Section, the development of policing infrastructure in Ward 7 is critical to the success of the above strategies.

Role-players involved in community safety are requested to:

- Align their planning to increase the focus on alcohol and substance abuse.
- Focus resources on Ward 7 as well as the Greater Wesbank area and Illinge Lethu.

Land Invasions

Land invasions have also been identified as one of the long term threats for the Swartland. This problem necessitates additional attention and responsible management in order to mitigate the negative effect of land-invasion. The following strategies are put forward:

- Expanding the current monitoring capacity;
- Finalization of legal framework for the management of squatting;
- Continuous improvement in response times; and
- Improved cooperation between internal departments.



Padveiligheid

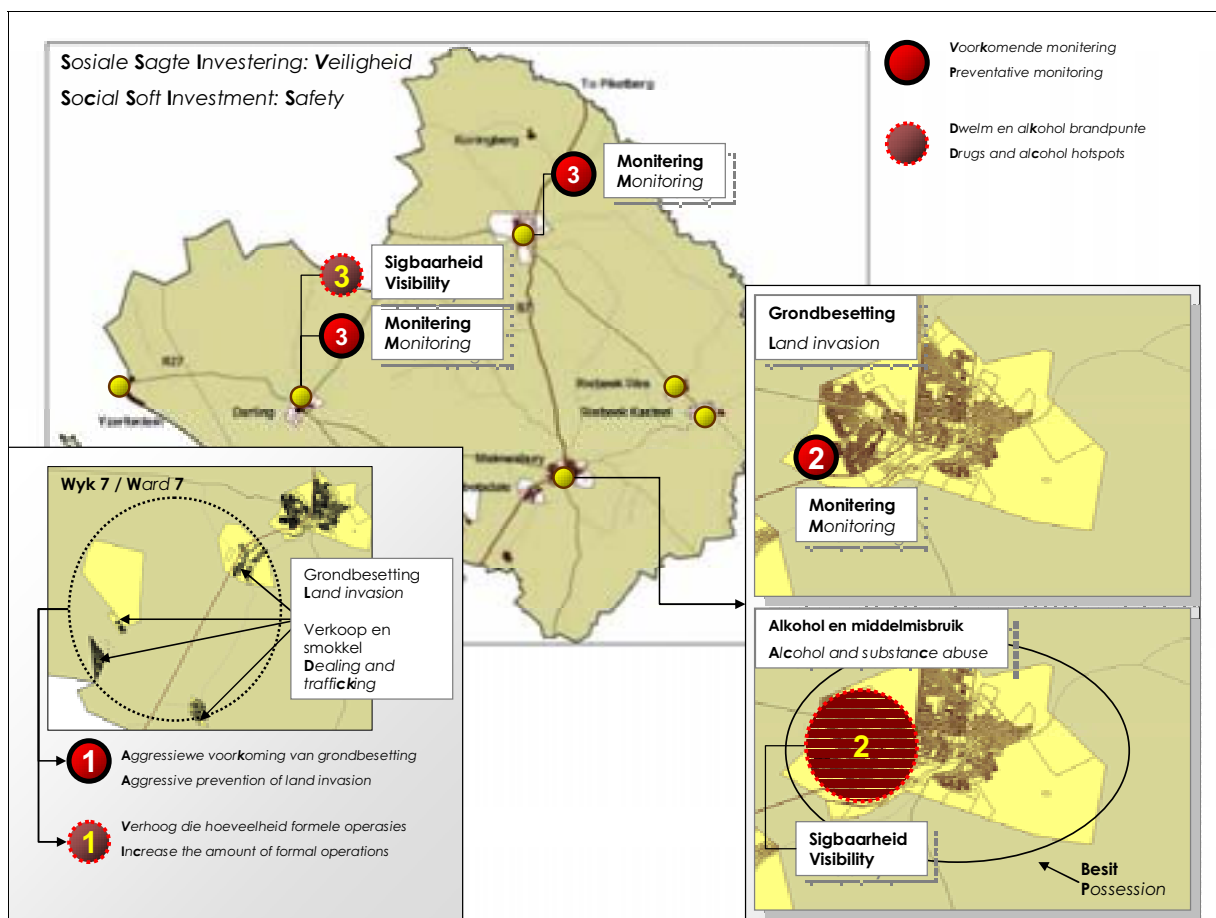
Road Safety

Die N7 en die R27 is berug as paaie met 'n hoë voorkoms van ongelukke. Strategieë vir die verbetering van padveiligheid is:

- Verhoogte sigbaarheid op hoofroetes;
- Verhoogte formele operasies saam met Provinsiale Verkeer, SAPD en ander agentskappe;
- Verhoogte fokus op padwaardigheid; en
- Verbetering van lisensieringsprose om die hoeveelheid vaardige bestuurders op paaie te verhoog.

The **N7** and **R27** are both roads that are notorious for its high **accident** frequency. **Strategies** for improving general road safety are:

- **Increase** visibility along main routes;
- **Increased** formal operations with **Provincial Traffic, SAPS** and other agencies;
- **Increased** focus on road worthiness; and
- **Improved** licensing process to increase the amount of **competent** drivers.



Figuur 5.8: Sagte investeringsprioriteite – veiligheid
Figure 5.8: Soft investment priorities – safety



5.4.5 Primêre Gesondheidsorg

Alle gemeenskappe in die Swartland het toegang tot kliniekdienste, alhoewel party areas slegs 'n deeltydse diens geniet. Daar is egter sekere kwessies wat moet aandag kry.

Doktersessies in Wyk 7

Weens die groot behoefte aan hierdie diens, moet die provinsiale departement van Gesondheid dit oorweeg om doktersessies in Wyk 7 beskikbaar te stel. Die dorpie in die wyk is redelik ver van Malmesbury, wat die naaste dienspunt is.

Uitbreiding van ARV diens te Malmesbury

Gegewe die pandemiese voorkoms van MIV/Vigs is dit krities dat die huidige ARV diens, wat vir 3 dae beskikbaar is, uitgebrei word na 5 dae per week teen 2010.

MIV/VIGS Bewusmaking

Bewusmakingsveldtogte moet onderhou word en uitgebrei word deur die hele gebied. Daar moet 'n groter fokus op tieners en jong kinders wees. Gelyke ("peer") groep opvoeders moet opgelei en gebruik word om bewusmaking onder tieners en jeugdige te verbeter.

MIV/Vigs Ondersteuningsgroepe

Die tekort aan ondersteuningstrukture moet aangespreek word. Dit is krities dat NRO's en GGO's met die betrokke departement (Die provinsiale Departement van Gesondheid) skakel ten einde sulke strukture te ontwikkel, wat oor die langtermyn ondersteuning aan mense met MIV/Vigs kan bied.

Distriksgesondheidsprioriteite

Die Departement van Gesondheid het ook sekere gesondheidsprioriteite vir die 2005-2008 periode geïdentifiseer. Hierdie doelwitte moet deur alle relevante rolspelers ondersteun word. Tabel 5.1 toon die onderskeie prioriteite en doelwitte aan.

5.4.5 Primary Health Care

All communities in the Swartland have access to clinic services, although certain areas only enjoy a part-time service. Certain PHC issues do require attention.

Doctor sessions in Ward 7

Due to the increasing need for this service, the provincial Department of Health should consider expanding doctor services to be available from clinics. The towns in ward 7 are quite removed from Malmesbury, which is the closest service center.

Expanding the ARV service in Malmesbury

Given the pandemic prevalence of HIV/Aids, it is imperative that the current services, which are only available 3 days per week, be expanded to 5 days per week by 2010.

HIV/Aids Awareness

Awareness campaigns need to be maintained and expanded throughout the whole area. There should be an increased focus on teenagers and pre-pubescent children. Peer group educators should be utilized to improve awareness under teenagers and the youth.

HIV/ Aids Support Groups

The lack of support structures must be addressed. It is critical that NGO's and CBO's liaise with the responsible department (The provincial Department of Health) in order to develop structures which can provide long term support for people living with HIV/Aids.

District Health priorities

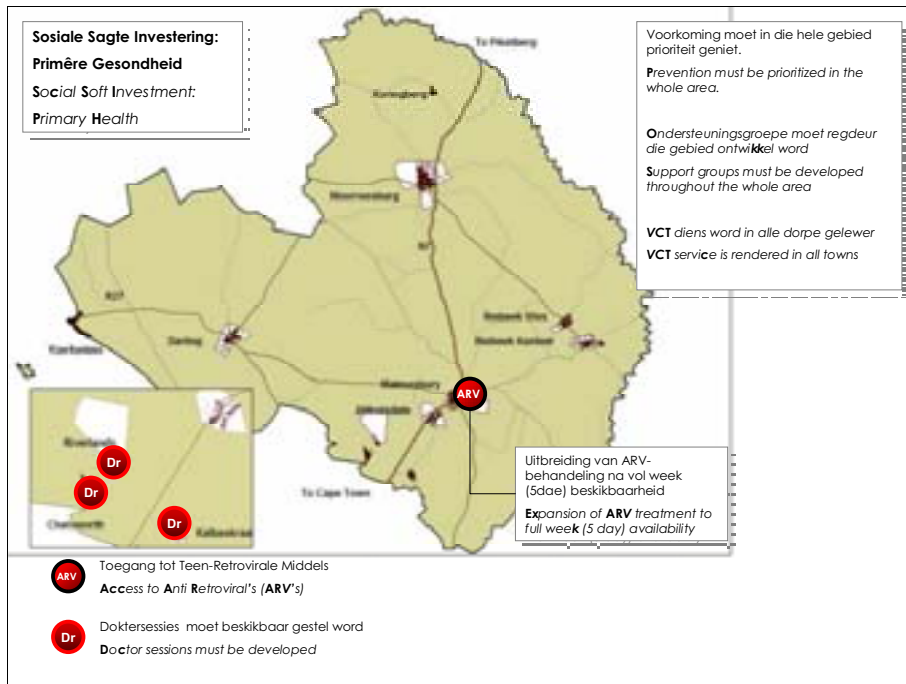
In addition to the above specific issues, the Department of Health has also identified certain priorities for the 2005-2008 period. These must be supported by all relevant role players. Table 5 indicates the respective priorities and goals.



Tabel 5.2: Distriksgesondheidsprioriteite

Table 5.2 District Health Priorities

Distriksgesondheid prioriteite District health priorities		Targets			
Key performance area		04/05 Baseline	05/06	06/07	07/08
TB Beheer TB Control	Verhoog nuwe smear positief koers Increase new smear positive rate	72%	73%	74%	75%
MIV/ Vigs bestuur HIV/ Aids Management	Verhoog die hoeveel pasiënte wat daaglik ARV behandeling kry Increase the number of patients receiving daily ARV	770	13681	15000	17000
	Verhoog VCT dekking vir mense bo 15 jaar Increase VCT coverage to those 15 years and older	7.1%	7.5%	7.8%	8%
Kinder gesondheid Child Health	Verhoog die hoeveelheid kinders <1 wat ten volle geïmmuniseer is Increase the number of children <1 year who are fully immunized	91.3%	92%	92%	92%
	Verhoog die hoeveelheid sub-distrikte wat immuniteitsdekking van 90% of meer het vir kinders <1 Increase the number of sub-districts with immunization coverage for <1 of 90% of more	8	12	16	20
Vroue gesondheid Women's health	Verhoog die hoeveelheid vroue (30-59) getoets vir servikale kanker Increase the number of women (30-59) screened for cervical cancer	3.1%	5.5%	6.5%	7.5%
Gemeenskap gebaseerde dienste Community based services	Hoeveelheid Kategorie 3 kliënte geregistreer en lewendig Number of category 3 clients registered and alive	2910	4717	6000	7000
Chroniese siekte bestuur Chronic disease management	Verhoog die hoeveelheid voorskrifte vir chroniese medikasie wat deur 'n alternatiewe voorsieningstelsel verky is Increase the number of prescriptions for chronic medication issued through an alternative supply system		540530	646384	757192
Distriks hospitale District Hospitals	Verhoog die hoeveelheid operasies <30 min by distriks hospitale Increase the number of operations <30 mins done at district hospitals	4286	4715	5210	5783
	Verhoog die hoeveelheid in-pasiënt dae by distriks hospitale Increase the number of in-patient days at district hospitals	379363	441760	467003	479625
Distriksgesondheid stelsel District Health System	Verhoog die hoeveelheid plaaslike regeringsposte wat vakant geword het en deur provinsie gevul is Increase the number of local government posts that have become vacant & filled by province	0	300	450	930
	Toename in fasiliteite met fasiliteitsbestuurders Increase the number of facilities with facility managers.	15	15	35	All CHC's



Figuur 5.9: Primêre gesondheidsorg
Figure 5.9: Primary health care



Hoofstuk 6 Operasionele Strategieë

“As jy nie jou wêreld vorm nie, dan vorm jou wêreld jou”

Chapter 6 Operational Strategies

“If you don't create your reality, your reality will create you”





Hoofstuk 6: Operasionele Strategieë

Chapter 6: Operational Strategies

6.1 Inleiding

Hierdie hoofstuk sal fokus op die operasionele strategieë van die Swartland Munisipaliteit wat ontwikkel is as 'n strategiese response op die Makro Strategie.

6.2 Strategies versus Operasioneel

Strategie en operasionele gedrag verskil wesenlik van mekaar. Ten einde die onderskeid tussen hierdie konsepte duidelik te maak, sal dit in vervolgens in meer detail bespreek word.

Strategie

Strategie verwys na die aanwending van hulpbronne om 'n spesifieke doelwit te bereik. Hierdie hulpbronne verwys nie net na kapitaal nie, maar ook na die aanwending van menslike hulpbronne. Strategiese aksies en projekte beïnvloed die rigting waarin die organisasie beweeg en poog om langtermyn doelwitte na te streef. Strategiese en operasionele aksies beïnvloed mekaar wederkerig.

Operasioneel

Operasionele aktiwiteite verwys na aksies en projekte wat uitgevoer moet word sodat die munisipaliteit sy verpligte dienste kan lewer. Die oorgrote persentasie van munisipale hulpbronne word aangewend op operasionele dienslewering-aspekte. Operasionele projekte en aksies is gefokus op:

- Die lewering van 'n vasgestelde diens volgens 'n vasgestelde spesifikasie.
- Die onderhoud van 'n diens sodat dit volgens die vasgestelde standaard gelewer kan word.
- Die uitbreiding van 'n diens om te verseker dat die diens volgens 'n vasgestelde standaard gelewer word.
- Die uitvoering van sekere strategieë

Operasionele projekte en aksies is baie nou geskakel met die konsep van minimum dienstevlakke (Hoofstuk 7). Operasionele aktiwiteite is in wese gemik op die bereik en/of die behoud van 'n sekere minimum dienstevlak. Hierdie operasionele standaard word ook vervat in die sleutel-prestasie indikatore van die munisipaliteit.

Daar word jaarliks met die wykskomitees geskakel

6.1 Introduction

This chapter will focus on the operational strategies of the Swartland Municipality which were compiled as a strategic response to the challenges implied by the Macro Strategy.

6.2 Strategic versus Operational

Strategic and operational behavior differs significantly from one another. In order to clarify the differences between these concepts, they will be discussed below.

Strategy

Strategy refers to the utilization of certain resources in order to achieve a specific goal. These resources refer not only to capital, but human resources as well. Strategic actions and projects affect the direction of the organization, and are aimed at achieving long term goals and objectives. Strategic and operational actions have a reciprocal influence on one another.

Operational

Operational activities refer to actions and projects which have to be implemented to provide a certain quality of service. The majority of municipal resources are used to fund operational service delivery. Operational projects and actions are aimed at:

- The provision of a pre-determined service on a pre-determined standard.
- The maintenance of a service to provide the service on a pre-determined standard.
- The expansion of a service in order to ensure that the service can be delivered on a pre-determined standard.
- The implementation of certain strategies.

Operational projects and actions are very closely integrated with the concept of minimum service levels (Chapter 7). Operational activities are in essence aimed at the achievement and/or maintenance of a certain minimum service level. These operational standards are also indicated in the key performance indicators of the municipality.

Every year the municipality liaises with the ward



rakende hul behoeftes. Hierdie behoeftes is 'n goeie voorbeeld van operasionele kwessies wat aangespreek moet word om 'n sekere kwaliteit diens te lewer.

6.3 Operasionele strategieë

Operasionele strategieë is die strategieë wat die munisipaliteit as 'n organisasie gaan aanwend om die oogmerke en langtermyn ontwikkelingspad wat deur die makro-strategie (Hoofstuk 4 en 5) voorgestel word, te bereik. Die operasionele strategieë is oorwegend op die medium na langtermyn gemik.

Operasionele strategieë en Sleutel Prestasie Indikatore

Die operasionele strategieë word ook aan sekere prestasie indikatore gekoppel. Daar word egter nie noodwendig teikens aan gekoppel nie, aangesien die stel van teikens relevant is by die opstel van jaarplanne.

Die operasionele strategieë word aangetoon in BYLAE 1.

committees to assess their needs. These needs are a good example of operational issues which must be addressed to provide a certain level of service.

6.3 Operational strategies

Operational strategies are those strategies that the municipality, as an organization, will utilize in order to achieve the goals and development path indicated in the Macro Strategy (Chapters 4-5. Operational strategies have a medium to long term perspective.

Operational strategies and Key Performance Indicators.

The operational strategies are also linked to certain key performance indicators. Targets are not linked to these indicators, as the setting of targets is more relevant during the compilation of annual plans.

The operational strategies are indicated in ANNEXURE 1.



Figuur 6.1: Ekstensiewe deelname in die strategie formuleringsproses
Figure 6.1: Extensive participation in the strategy formulation process



6.4 Makro Struktuur

Die munisipaliteit onderskryf die "struktuur volg strategie" benadering. Die munisipaliteit bestaan tans uit die volgende direktorate en afdelings:

- Siviele Ingenieursdienste
- Elektro-tegniese Ingenieursdienste
- Beskermingsdienste
- Gemeenskapsdienste
- Korporatiewe dienste
- Finansiële Dienste
- Kantoor van die Munisipale Bestuurder

Die operasionele strategieë sal deur hierdie afdelings gedryf word. Tydens die strategiese beplanningsproses is daar sekere wysigings aan die bestaande makro-struktuur voorgestel. Hierdie wysigings was nog nie gefinaliseer teen druktyd nie.

6.5 Sleutel Prestasie Areas

In lyn met die Departement Provinsiale en Plaaslike Regering, asook die Departement Plaaslike Regering en Behuising (PRWK) word die volgende sleutel prestasie areas gebruik om die strategieë in te kategoriseer:

- **Infrastruktuur en Basiese Dienste (IBS)**
 - Sanitasie
 - Water
 - Elektrisiteit
 - Vullis verwydering
 - Munisipale paaie, strate en stormwater
 - Beskermingsdienste
- **Plaaslike Ekonomiese Ontwikkeling (LED)**
 - Belyning met NROP en PGOS
 - DM en LM samewerking
 - Spesiale groepe
 - 1^{ste} en 2^{de} ekonomie
- **Goeie Regering (GG)**
 - Publike deelname
 - Gedragskodes vir raadslede en amptenare
 - Wykskomitees
 - Kommunikasie (internet)
- **Institusionele Ontwikkeling (IDT)**
 - Projek Konsolideer (nie van toepassing)
 - Menslike Hulpbron strategieë
 - Vaardigheidsontwikkelingstrategieë
 - Prestasie Bestuur
- **Finansiële Volhoubaarheid (FV)**
 - Indiening van Finansiële state
 - Oudits
 - Finansiële plan
 - Begroting
 - Dienlewering/begrotingsimplementeringsplan (DLBIP)
 - DORA
 - Equitable share

6.4 Macro structure

The municipality firmly believes in the "structure follows strategy" approach. Currently the municipality consist of the following directorates and divisions:

- **Civil Engineering Services**
- **Electrical Engineering Services**
- **Protection Services**
- **Community Development**
- **Corporate Services**
- **Financial Services**
- **Office of the Municipal Manager**

All the operational strategies will be implemented from these departments. During the planning process, certain changes were proposed to the current macro-structure. These changes have not been finalized at the time of writing.

6.5 Key Performance Areas

In line with the guidelines of the Department of Provincial and Local Government, as well as the Department of Local Government and Housing (PGWC), the following key performance areas will be used to categorize the respective strategies:

- **Infrastructure and Basic Services (IBS)**
 - Sanitation
 - Water
 - Electricity
 - Refuse removal
 - Municipal roads, streets and storm water
 - Protection services
- **Local Economic Development (LED)**
 - Alignment with NSDP and PGDS
 - DM / LM interface
 - Special groups
 - 1st and 2nd Economies
- **Good Governance (GG)**
 - Public Participation
 - Code of Conduct for Councillors and municipal staff members
 - Ward Committees
 - Communication (internet)
- **Institutional Development (IDT)**
 - Project Consolidate intervention areas (not applicable)
 - Human Resource Strategy
 - Skills Development Plan
 - Performance Management System
- **Financial Viability (FV)**
 - Submission of Financial Statements
 - Audits
 - Financial Plan
 - Budget
 - Service Delivery and Budget Implementation Plan (SDBIP)
 - DORA



- MIG
 - Kapasiteitsbou
 - Inkomste bestuur
 - Projek konsolideer intervensies (N.v.t.)
 - Gemeenskapsdeelname
 - Teen-korrupsie
- **Equitable Share:**
 - **MIG** (infrastructure transfers)
 - **Capacity building**
 - **Revenue Management**
 - **Project Consolidate interventions**
 - **Community participation – budget**
 - **(Anti-corruption)**
- Ruimtelike Beplanning (SP)
 - Volhoubare menslike vestigings
 - Nasionale Ruimtelike Ontwikkelingsperspektief (NROP)
 - Provinsiale Groei en Ontwikkelingstrategie (PGOS)
 - Ekonomiese profiel
 - Geografiese profiel
 - Demografiese profiel
 - Interregering samewerking (IGR)
 - Samewerkende regering
 - Daarstel van IGR forums
 - Provinsiaal: Premiersforum
 - Interprovinsiale forums
 - Plaaslike: Distriksforums
 - Intermunisipale forums
 - Rol van IGR forums t.o.v dienslewering
 - Raportering en sektor betrokkeheid by beplanning
 - Toekenning van magte en funksies
- **Spatial Planning (SP)**
 - **Sustainable Human Settlements**
 - **National Spatial Development Perspective (NSDP)**
 - **Provincial Growth and Development Strategy (PGDS)**
 - **Economic profile**
 - **Geographic profile**
 - **Demographic profile**
 - **Intergovernmental cooperation (IGR)**
 - **Cooperative governance**
 - **Establishment of IGR Forums:**
 - **Provincial – Premier’s Forum**
 - **Interprovincial forums;**
 - **Local: District forums;**
 - **Intermunicipality forums**
 - **Role of IGR Forums to promote service delivery**
 - **Reporting and sector involvement in planning**
 - **Assignment of Powers and functions**

6.6 Jaarplanne

Die munisipaliteit moet elke jaar jaarplanne voorberei met die oog op die implementering van die langtermyn doelwitte van die **GOP**. Die jaarplanne dien as operasionele plan en is gekoppel aan die Prestasiebestuurstelsel van die munisipaliteit, sowel as die munisipale begroting.

Hierdie jaarplanne vervat die volgende kern element:

- Terugvoer rakende strategiese veranderlikes
- Opsomming van gemeenskapsbehoefte (operasioneel)
- Prestasie Indikatore en Teikens
- Munisipale begroting
- Dienslewering- en begrotings implementeringsplan (**DLBIP**)

6.7 Munisipale begroting

Dit is van uiterste belang dat daar besef word dat die oorgrote meerderheid van die munisipaliteit se spandering, beide kapitaal en bedryf, aan operasionele, en nie strategiese aktiwiteite en inisiatiewe gewy word nie. Die meerderheid van die kapitale en operasionele begroting is gekoppel aan een strategiese doelwit (Tabel 6.1).

6.6 Annual Plans

The municipality must annually compile annual plans to guide the implementation of the long term goals of the **IDP**. These annual plans serve as operational plans and are linked to the **Performance Management System** of the municipality, as well as the municipal budget.

These annual plans should contain the following core elements:

- Feedback regarding strategic variables
- Summary of priority community needs (operational)
- Performance indicators and targets
- Municipal budget
- Service Delivery and Budget Implementation Plan (**SDBIP**)

6.7 Municipal Budget

It is of the utmost importance to realize that the bulk of the municipality's budget, both capital and operational, is dedicated to operational, and not strategic activities and initiatives. The bulk of the capital and operational budget is linked to one strategic goal (Table 6.1).



Tabel 6.1: Die strategiese doelwit van die munisipaliteit waarna die meeste hulpbronne gekanaliseer word.
 Table 6.1: The strategic goal of the municipality which requires and receives the most resources.

Strategiese Doelwit Strategic Goal	Strategie Strategy	Beginsel Principle	Indikator Indicator
Om bestaande vlakke van dienslewering te onderhou	Verseker dat voldoende begroot word om bestaande kwaliteit van diens te lewer	Begroting moet verseker dat diens op dieselfde, of beter vlak gelewer word	% van bedryfsbegroting gespandeer
	Ontwikkeling van nodige infrastruktuur uit interne fondse	Kapitaal begroting moet oordeelkundige beplan word om nie onder-spandering tot gevolg te hê nie.	% van Kapitaal begroting gespandeer
To maintain current service levels	Ensure that the budget allows for the delivery of the current levels of the respective services	Budget must ensure that service is provided on same, or improved level	% of operational budget spent
	Development of new infrastructure from own funds	Capital budget must be properly planned to avoid under spending	% op capital budget spent

Uit 'n finansiële volhoubaarheidsperspektief is die onderstaande strategieë ook van belang:

From a financial sustainability perspective the following strategies are also of key importance:

- Beperk gesubsideerde behuising in areas met hoë werkloosheid en lae ontwikkelingspotensiaal
- Aggresiewe bewusmakingsveldtogte om wanbetaling te verminder
- "Zero-tolerance" benadering teenoor wanbetaling
- Voorkeur te verleen aan inkomste-genererende kapitaal projekte
- Onderhoud van bates en infrastruktuur kry prioriteit bo die ontwikkeling van nuwe infrastruktuur / aankoop van nuwe bates
- Uitbreiding en kapasitering van kredietbeheer-afdeling deur addisionele personeel en begroting
- Deurlopende toepassing van Risiko Gebaseerde Oudit Plan (RBAP)
- Limit subsidized housing in areas with high unemployment and low growth potential
- Aggressive awareness campaigns to reduce non-payment
- Zero tolerance approach regarding non-payment
- Preference must be given for income-generated capital projects
- Maintenance of assets and infrastructure have priority over the development of new infrastructure/purchase of new assets
- Increased and capacitate credit control division through additional personnel and budget
- Continuous implementation of Risk Based Audit Plan



Hoofstuk 7 **Minimum Diensvlakke**

“As jy nie weet na watter hawe jy seil nie, is geen wind gunstig”

Chapter 7 **Minimum Service Levels**

“If you don't know what port you are sailing to, no wind is favourable”





Hoofstuk 7 Minimum Dienstevlakke

Chapter 7 Minimum Service Levels

7.1 Inleiding

Hierdie afdeling sal fokus op die minimum dienste wat deur die munisipaliteit voorsien wil word. Minimum dienste is belangrike aanwysers van diensagterstande, aangesien die minimum diensvlak die agterstande opsigself definieer.

Die Swartland gemeenskap is via die wykskomitees geraadpleeg rakende die stel van minimum dienstevlakke, en die insette is sover moontlik geïnkorporeer.

Alhoewel baie van die diensvlakke al bereik is, is daar egter sekere dienste wat nog nie aan die minimum dienstevlakke voldoen nie. Die munisipaliteit poog egter om binne die bestaande begrotings en operasionele beperkings ook hierdie dienste op die verlangde standaard te kry.

Diensvlakke is operasionele maatstawwe en sal gevolglik, sover moontlik, binne direktoraat verband aangetoon word. Gegewe moontlike wysigings in die makro-struktuur van die munisipaliteit kan van hierdie funksies egter na ander direktorate verskuif.

7.2 Eienskappe van Minimum Dienstevlakke

Ten einde die verskeidenheid dienste van die munisipaliteit sinvol weer te gee, word dit gekategoriseer aan die hand van die volgende eienskappe:

- Kwaliteit (Die spesifikasie van die diens)
- Kwantiteit (Die hoeveelheid)
- Reaksie Tyd
- Tyd vir afhandeling
- Dekking (Hoe word die diens in die area versprei)
- Hoeveelheid per Dorp
- Hoeveelheid/1000 van bevolking
- Hoeveelheid per Wyk
- Afstand vanaf/ Afstand na
- Besikbaarheid (Tyd wat diens beskikbaar is)
- Terugvoer binne sekere tyd
- Goedkeuring (Goedkeurings wat die munisipaliteit moet lewer.
- Wetlike vereistes (Voldoening aan sekere wetgewing)

Nie al die bogenoemde eienskappe is van toepassing op al die dienste.

NIE ALLE DIENSTE VAN DIE MUNISIPALITEIT WORD HIERONDER GEREFLKTEER NIE, AANGESIEN DIE ONDERSTAANDE AFDELING SLEGS OP DIE MINIMUM DIENSTE FOKUS.

7.1 Introduction

This chapter will focus on the minimum services that the municipality aims to provide. Minimum services are critical indicators of backlogs within the municipal area since the service level define the backlogs.

The Swartland community was consulted in the establishment of minimum service levels via the ward committees, and the inputs have been incorporated as far as possible.

Although a significant number of service levels have been achieved, there is still certain services which does not meet the minimum requirements. The municipality is, however, actively pursuing the achievement of these service levels within the current budgetary and operational constrains.

Service levels are operational benchmarks and will therefore be indicated per directorate, as far as possible. Due to possible changes in the Macro structure of the municipality, some of the functions may be moved to other directorates.

7.2 Characteristics of Minimum Service Levels

In order to describe the minimum services of the municipality in a meaningful manner, the respective services will be categorized in terms of the following characteristics:

- Quality
- Quantity
- Reaction Time
- Completion time
- Coverage (how service is distributed through the area)
- Quantity per town
- Quantity per 1000 of population
- Distance from /Distance to
- Availability (time that service is available)
- Feedback within set time
- Approval (approvals from the municipality)
- Legal requirements (compliance with certain legislation)

Not all these characteristics are applicable to all services.

NOT ALL SERVICES OF THE MUNICIPALITY IS INDICATED BELOW, AS THE SECTION ONLY FOCUSES ON THE MINIMUM SERVICES.



SIVIELE INGENIEURSDIENSTE						
CIVIL ENGINEERING SERVICES						
Kwaliteit	Reaksie Tyd	Tyd vir afhandeling	Dekking	Beskikbaarheid	Terugvoer binne sekere tyd	Goedkeuring (s)
Quality	Reaction time	Time for completion	Coverage	Availability	Feedback within set time	Approval
RIOOL STELSEL						
Elke erf in dorpe (Minimum Suigpomp)	Binne 2 ure	So spoedig moontlik, minder as 6 uur	100% stedelike dekking	100% Deurlopend		
Toepaslike SABS standaard						
SEWERAGE						
All urban erven	Within 2 hours	As soon as possible , less than 6 hours	100% urban coverage	100% Continuous		
Applicable SABS Standard						
WATER STELSEL						
Binne 200 meter in stedelike gebeide	Binne 2 ure	So spoedig moontlik, minder as 6 uur	Formele aansluiting vir elke erf in dorpsgebied	100% Deurlopend		
Toepaslike SABS standaard						
WATER SYSTEM						
Within 200 meter all urban areas	Within 2 hours	As soon as possible , less than 6 hours	Formal connections for all urban erven	100% Continuous		
Applicable SABS Standard						
STRATE						
Volgens Onderhouds program	10 Werkdae	1 Dag		100% Deurlopend	30 minute	Toegang: Binne 10 dae
Toepaslike SABS standaard						
STREETS						
Maintenance programme specification	10 working days	1 Day		100% Continuous	30 minutes	Access: within 10 days
Applicable SABS Standard						
STORMWATER						
Ondergrond Vangputte Stelsels	30 minute	3 ure na versoek	100% stedelike gebied	100% Deurlopend	30 minute	Aansluitings: binne 5 dae
Toepaslike SABS standaard						
STORM WATER						
Underground catchments system	30 minutes	3 hours after request	100% urban coverage	100% Continuous	30 minutes	Connections: within 5 days
Applicable SABS Standard						
VULLIS VERWYDERING						
3 Keer/week voedselpersele	Dieselfde dag	Verwyder by alle wonings	100% stedelik	100% Deurlopend	24 uur na ontvangs – telefonies	
1 Keer/week huise & besigheids persele					7 Dae na skriftelik versoek	
Vullisstorting terreine voldoen aan wetlike vereistes						
REFUSE REMOVAL						
3 times per week food related sites	On the same day	Removed at all residences	100% urban coverage	100% Continuous	24 hours after receipt (telephonically)	
1/ week residential and business sites					7 days after written notification	
Waste Management sites legally compliant						



SIVIELE INGENIEURSDIENSTE						
CIVIL ENGINEERING SERVICES						
Kwaliteit	Reaksie Tyd	Tyd vir afhandeling	Dekking	Beskikbaarheid	Terugvoer binne sekere tyd	Goedkeuring (s)
Quality	Reaction time	Time for completion	Coverage	Availability	Feedback within set time	Approval
STRAAT REINIGING						
1 Keer/maand residensieël	Dieselfde dag		100% stedelike strate	100% Deurlopend	24 uur – telefonies 7 dae - skriftelik	
1 Keer/week SSK						
STREET CLEANING						
1/ month residential	Same day		100% urban streets	100% Continuous	24 hours after receipt (telephonically)	
1/ week CBD					7 days after written notification	

ELEKTIESE INGENIEURSDIENSTE						
ELECTRICAL ENGINEERING SERVICES						
Kwaliteit	Reaksie Tyd	Tyd vir afhandeling	Dekking	Beskikbaarheid	Terugvoer binne sekere tyd	Wetlike vereistes
Quality	Reaction time	Time for completion	Coverage	Availability	Feedback within set time	Legal requirements
ELEKTRISITEIT						
Volgens Wet 220/230V	So spoedig moontlik Afhangend van tipe onderbreking	Binne 6 uur na aanvanklike reaksie	100% binne verspreiding gebied	100% Deurlopend	7 Dae per aansoek	
Volgens toepaslike nasionale standaarde (NER)	Deurlopend				±2 uur per klagte	Volgens SABS
ELECTRICITY						
According to legislation - 220/230V	As soon as possible – depending on type of breakage	Within 6 hours after initial response	100% within distribution area	100% Continuous	7 days per application	
					2 hours per complaint	SABS compliant
STRAATBELIGTING						
Toepaslike Nasionale Standaard spesifikasie	So spoedig moontlik	Binne 2 weke na aanmelding	Elke 35 meter stedelike strate	100% Deurlopend		
STREET LIGHTING						
Applicable National standard (specification)	As soon as possible	Within 2 weeks after reporting	Every 35 meters on urban streets	100% Continuous		

BEHUISING			
HOUSING			
Diensvlak (spesifikasie)	Kwaliteit	Tyd vir afhandeling	Hoeveelheid Dorp
Service specification	Quality	Time for completion	Quantity per town
HOP BEHUISING			
Behuisingsagterstand volgens nasionale voorskrifte aangespreek	Volgens NHBRC standaarde	Binne kontraktuele tydsraamwerke	Soos bepaal deur projekspesifikasie en befondsing
	Bouregulasies		
RDP HOUSING			
Housing backlog addressed in compliance with national prescriptions	NHBRC standards	Within contractual timeframes	As determined by project specifications and funding
	Building regulations		
OPGRADERING VAN INFORMELE GEBIEDE			
Verskaffing van maksimum dienste aan inwoners	Water binne 200 meter Gemeenskaplike ablusie		
UPGRADING OF INFORMAL AREAS			
Providing maximum services to residents	Water within 200 meters Communal abluition		



BEHUISING			
HOUSING			
Diensvlak (spesifikasie)	Kwaliteit	Tyd vir afhandeling	Hoeveelheid Dorp
<i>Service specification</i>	<i>Quality</i>	<i>Time for completion</i>	<i>Quantity per town</i>
MONITERING VAN PLAKKERS			
Daaglikse inspeksies		Reageer op onwettige plakkery so spoedig moontlik	
MONITORING OF SQUATTERS			
Daily inspections		React on illegal squatting as soon as possible	

GEMEENSKAPSFASILITEITE			
COMMUNITY FACILITIES			
Kwaliteit	Kwantiteit	Afstand vanaf/ Afstand na	Beskikbaarheid
<i>Quality</i>	<i>Quantity</i>	<i>Distance from / Distance to</i>	<i>Availability</i>
VEELDOELIGE GEMEENSKAPSENTRUM			
6 regeringsdienste word gehuisves	1 per dorp of 1 per 10 000 mense	Binne 5 kilometers van stedelike inwoners	5 dae per week
MULTI-PURPOSE COMMUNITY CENTRES			
6 government services provided from centre	1 per town or 1 per 10 000 residents	Within 5 kilometers of urban residents	5 days per week
GEMEENSKAPSALE			
Minimum kapasiteit vir 100 mense	1/dorp		Deurlopend 100% op versoek
COMMUNITY HALLS			
Minimum Capacity for 100 people	1/ town		Continuous 100% availability on request
BIBLIOTEKE			
Satellietdiens in alle dorpe	1 satellietdienspunt per dorp		Satellietdiens: 1 dag per week
Internet fasiliteite by alle permanente biblioteke			Permanente biblioteke: 5 dae per week
LIBRARIES			
Satellite services in all towns	1 satellite station per town		Satellite service: 1 day per week
Internet facilities in all permanent libraries			Permanent libraries 5 days per week
TAXI STAANPLEK			
Onderdak	Minimum van 1 in SSK	Binne 5 kilometer van alle stedelike inwoners	
TAXI RANKS			
Roofed	Minimum of 1 in CBD	Within 5 kilometers of all urban residents	
SPORT			
1 kombinasie fasiliteit met baan en veldfasiliteite: Rugby/sokker Krieket Netbal	1 per 5 000 mense	Alle stedelike inwoners het toegang binne 5 kilometer	100% op versoek
Ablusie fasiliteite			
SPORT			
1 Combination facility with track and field facilities: Rugby/soccer Cricket Netball	1 per 5 000 people	All urban residents have access within 5 kilometers	100% on request
Ablution facilities			
TOERISME SENTRUMS			
Sentraal geleë, verkieslik naby SSK Sigbaar	1 per dorp		5.5 dae per week
TOURISM BUREAU			
Centrally located, preferably in close proximity of CBD Visible	1 per town		5.5 days per week



BESKERMINGDIENSTE							
PROTECTION SERVICE							
Kwaliteit	Kwantiteit	Reaksie Tyd	Dekking	Hoeveelheid Dorp	Afstand vanaf/ Afstand na	Beskikbaarheid	Terugvoer binne sekere tyd
Quality	Quantity	Reaction time	Coverage	Quantity per town	Distance from / Distance to	Availability	Feedback within set time
BRANDBESTRYDING							
Voltydse brandweerdienst		Stedelike gebied 12 min	Swartland geheel (landelik en stedelik)	1 Substasie per dorp	hele gebied ±12 km radius vanaf substasie	Voltydsk beskikbaar (24h)	7 Dae
FIRE FIGHTING SERVICE							
Full time service		12 minutes in urban areas	Swartland rural and urban	1 substation per town	Whole municipal area within 12 km radius from substations	Full time availability (24h)	7 days
SWARTLAND MUNISIPALE POLISIE							
24 uur, 7 dae per week diens	10 beamptes per skof	Onmiddelik	Malmesbury & M/burg afdelings	1 stasie op Malmesbury		24 uur 7 dae per week	
	8 beamptes Darling		Darling, Kalbaskraal and Riebeek Precinct	1 Moorreesburg			
	4 beamptes Kalbaskraal		Darling & Riebeek-Kasteel, Kalbaskraal afdelings				
	4 beamptes Riebeek-Kasteel						
	4 Shifts x 10 Officers						
SWARTLAND POLICE SERVICE							
24 hour service 7 days per week	10 Officers per shift	Immediately	Malmesbury & M/burg divisions	1 Station Malmesbury		24 Hours 7 days a week	
	8 Officers Darling	Whole area within 10 minute response time	Darling, Kalbaskraal and Riebeek Precinct	1 Moorreesburg			
	4 Officers Kalbaskraal		Precinct Darling & Riebeek-Kasteel, Kalbaskraal				
	4 Officers Riebeek-Kasteel						
	4 Shifts x 10 Officers						
TOETSENTRUM							
Uitreik van voertuiglisensies				1 per dorp (groter as 5000 inwoners)		5 dae per week	
VEHICLE TEST CENTRE							
Licensing				1 per town (larger than 5000 residents)		5 days per week	

FINANSIËLE DIENSTE: INFORMASIE TEGNOLOGIE				
FINANCIAL SERVICES: INFORMATION TECHNOLOGY				
Diensvlak (spesifikasie)	Kwaliteit	Beskikbaarheid	Terugvoer binne sekere tyd	Wettlike vereistes
Service Specialisation	Quality	Availability	Feedback within set timeframe	Legal requirement
INFORMASIE TEGNOLOGIE				
Netwerk	100% van alle relevante werkers het toegang tot netwerk	Netwerk 7 Dae/week – 7am – 22:00	Help Desk Handel probleem binne 1 dag af	
		Nooddienst 24 uur Beskikbaar per dag		
		Finansiële Stelsel 20 uur Beskikbaar per dag		



FINANSIËLE DIENSTE: INFORMASIE TEGNOLOGIE				
FINANCIAL SERVICES: INFORMATION TECHNOLOGY				
Diensvlak (spesifikasie)	Kwaliteit	Beskikbaarheid	Terugvoer binne sekere tyd	Wetlike vereistes
Service Spesicalisation	Quality	Availability	Feedback within set timeframe	Legal requirement
Webwerf	Kwartaaliks opgradering van inhoud	Deurlopend		Webwerf voldoen aan MFMA / Stelselwet vereistes
INFORMATION TECHNOLOGY				
Network	100% of relevant personnel have access to network	Network 7days/week 7:00 am-22:00pm	Help Desk Respond to problems within one day	
		Emergency Service Full time availability		
		Financial System 20 hours every day		
Website	Quarterly upgrading of content	Continuous		Website complies with legal requirements (MFMA / Systems Act)

FINANSIËLE DIENSTE						
FINANCIAL SERVICES						
Diensvlak spesifikasie	Kwaliteit	Reaksie Tyd	Dekking	Beskikbaarheid	Terugvoer binne sekere tyd	Wetlike vereistes
Service specification	Quantity	Reaction time	Coverage	Availability	Feedback within set time	Legal requirements
INKOMSTE						
Lewer Rekeningstaat 5 dae na m/e		Navrae – 1 dag	± 26 000 rekening p/m (100% of formal urban households)	Kantoor ure	1 Dag	
INCOME						
Account statement provided within 5 days after month end		Queries addressed within 1 day	± 26 000 accounts per month (100% of formal urban households)	Office hours	1 day	
KREDIETBEHEER						
Kredietbeheer	100%Vordering van inkomste	Afsnylste binne 3 dae (afhandel)	100% Wanbetalers aangespreek	Kantoor ure		100% toepassing i.t.v. die wetgewing en kredietbeheer beleid
Equitable share	Besoeke 4000 huishoudings elke 4de maand					
Rekening navrae	Om alle navrae effektief binne 1 deptyement af te handel – 100%	Telefonies navrae – 1 dag				
		Skriftelik navrae – 1 week				
CREDIT CONTROL						
Credit control	100% recovery of income	Cut-off lists finalised within 3 days	100% of default payers addressed	Office hours		100% compliance with legislation and policy
Equitable share	4000 households visited quarterly					
Account enquiries	All enquiries addressed within 1 department	Telephonic queries responded to within a day				
		Written queries responded to within a week				



FINANSIËLE DIENSTE						
FINANCIAL SERVICES						
Diensvlak spesifikasie	Kwaliteit	Reaksie Tyd	Dekking	Beskikbaarheid	Terugvoer binne sekere tyd	Wetlike vereistes
<i>Service specification</i>	<i>Quantity</i>	<i>Reaction time</i>	<i>Coverage</i>	<i>Availability</i>	<i>Feedback within set time</i>	<i>Legal requirements</i>
UITGAWES (KREDIT)						
Betaal van alle krediteure binne 30 dae van staatsdatum		30 Dae vanaf staatsdatum		Kantoor ure		
EXPENSES						
Payment of all creditors within 30 days		30 days from statement date		Office hours		
VERSEKERING						
Versekering binne 30 dae afgehandel	Rekonsiliasies van uitgawes om 100% dienslewering			Kantoor ure		
INSURANCE						
All claims finalized within 30 days	Reconciliation of all expenses for 100% service delivery			Office hours		
VERSKAFFERS						
100% voldoening aan Geval spesifieke vereistes		Binne vasgestelde tydperk		Kantoor ure		MFMA "Voorsienings kanaalbestuur"
SUPPLIERS						
Case specific requirements		As per agreed timeframe		Office hours		MFMA "Supply Chain"

BEPLANNING EN BOUBEHEER						
PLANNING AND BUILDING CONTROL						
Diensvlak (spesifikasie)	Reaksie Tyd	Tyd vir afhandeling	Beskikbaarheid	Terugvoer binne sekere tyd	Goedkeuring(s)	Wetlike vereistes
<i>Service specification</i>	<i>Reaction time</i>	<i>Time for completion</i>	<i>Availability</i>	<i>Feedback within set time</i>	<i>Approvals</i>	<i>Legal requirements</i>
BEPLANNING EN ONTWIKKELING						
Hersonerings, Onderverdelings, Afwykings, vergunnings gebruike,	7 Dae na ontvangs	Afhangende van die betrokke aansoek/navraag	Kantoor ure	3 Maande indien beheer	Binne 3 maande indien aangeleentheid binne munisipale besluitnemingmag val	Ordonnansie 15/1985
PLANNING AND DEVELOPMENT						
Re-zoning, subdivisions, departures and consent uses	7 days after receipt	Depending on nature of application	Office hours	3 Months if in municipal control	Within 3 months if approval municipal affair	Ordinance 15/1985
BOU AFDELING						
		Binne 30 werksdae na indiening	Kantoor ure		Goedkeuring binne 30 dae	Volgens bou-regulasies
BUILDING DIVISION						
		Within 30 working days after submission	Office hours		Approval within 30 days	According to building regulations





**BYLAAG 1:
OPERASIONELE STRATEGIEË
ANNEXURE 1:
OPERATIONAL STRATEGIES**

Kwessie	DIR	Afdeling	WKS/PA	Doelwit		Oortmoedige Strategie		Beginsel		Projek		Aanwysers				
				Almal	WKS/PA	Almal	WKS/PA	Almal	WKS/PA	Almal	WKS/PA	Almal	WKS/PA	Almal	WKS/PA	Almal
1	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Pro-Aktiewe Bemiddeling van munisipaliteit as beleggingsdiensleier	Jaarlike begheidsdag	2.500	2.750	3.025	3.328	3.660	Aktiewe deelname aan sake-kamer begheidsdag	Jaarlike begheidsdag		
2	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Ontwikkeling van N7 "lughawe korridor" tussen Malmesbury en Kaapstad		x	x	x	x	x	Deurlopende ondersteuning aan die vestiging van 'n lughawe suid van Malmesbury	Doersel van industriële nodas tussen Malmesbury en Kaapstad		
3	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Bevoeder verbeelde vervoer deur pro-aktiewe staking met SANRAL rakende N7		x	x	x	x	x	Aktiewe politieke en administratiewe voorspraak vir opgradering van N7 na dubbelpaad	Saamvattendelike vergaderings met SANRAL		
4	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Fasiliteer die ontwikkeling van Malmesbury as "voorkeur" swem"-bestemming in die Wes-Kaap	Ontwikkeling van hoë vlak fasiliteite (kompetensie)	x	x	x	x	x	Staking mer relevante sportstrukture	Hoewehheid sreekswe byeenkomste aangebied		
5	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Ontwikkel Malmesbury as 'n dienssentrum vir Groter Westus streek							Aktiewe Ontwikkeling van Groter Westus se mediese praktiese			
6	REC	Almal	LED	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Ontwikkel Malmesbury as Kommersele Streeksentrum en Alternatief vir Noordelike Voostede (Lang-termyn)		x	x	x	x	x	Fasiliteer van proses vir skaping van sreeksentrum	Geidentifiseerde perseel vir sreeksentrum		
7	Makro Stuur	Almal	DT	DT	Om die begheids van stuur volg strategie binne die organisasie toe te pas	Optimaliseer dienslewering deur die toepaslike makro-struktuur te vestig	Herien makro-struktuur	x	x	x	x	x	Toets deurloopend die relevansie van die huidige struktuur	Makro struktuur herien		
8	Makro Stuur	Almal	DT	DT	Ontwikkel meer lewingsgeoriënteerde organisasie	Optimaliseer dienslewering deur die toepaslike makro-struktuur te vestig	Kliente-diensentrum	174.000						Sentrum spesifitieses gemaak		
9	Makro Stuur	Almal	DT	DT	Om van kris bestuur na strategies bestuur te beweeg	Ontwikkel kliente-diensentrum wat navroe doelmating herle na toepaslike personeel	Kliente-diensentrum	350.000						Sentrum operasioneel		
10	Makro Stuur	Almal	DT	DT	Om van kris bestuur na strategies bestuur te beweeg	Verminder administratiewe las op bestuur	Herien makro-struktuur	x								
11	Makro Stuur	Almal	DT	DT	Om kundigheid in te koop deur markverwante sake-pakkette	Eokus toemenging op kontak-omringings wat mer privaat sektor kan kompeleer vir spesifitiese vaxardigheid		x	x	x	x	x		% senior bestuurposisies geval per diektorat		
12	Skaking	Almal	PKR	PKR	Om adiel by te dra tot inter-regering samewerking	Deurloopende verleenwoordiging op Distrikstrukture		x	x	x	x	x	Deurloopende deelname aan distrik-strukture			

Kwessie	DIR	Afdeling	WK SPA	Deelwit	Oorhoofse Strategie	Beginsel	Projek	Tjere					Aanwyser			
								2007-08	2008-09	2009-10	2010-2011	2011-2012				
13	Bestk	SMP	LED	BESKERMINGSDIENSTE												
14	Armoede	Bestk	SMP	LED	Verhoogte bewustheid van misdadaad in plaaslike gemeenskappe	Geïkonde gemeenskaps bewusmaking ten opsigte van misdadaad			x	x	x	x			Wetlike horeveelheid bewaakings odtes uitgevoer	
15	Armoede	Bestk	SMP	LED	Verhoogte bewustheid van misdadaad in plaaslike gemeenskappe	Versterking van sosiale strukture om misdadaad te bekamp	GFFs en ander veiligheidsstrukture moet odtief ondersteun word		x	x	x	x				
16	Veiligheid	Bestk	SMP	LED	Om misdadaad in hoër prioriteitsareas te bestuur	Verky publieke steun teen misdadaad in prioriteitsareas	Identifiseer prioriteitsareas		x							
17	Veiligheid	Bestk	SMP	LED	Om misdadaad in hoër prioriteitsareas te bestuur	Verky publieke steun teen misdadaad in prioriteitsareas	Publieke steun program		x	x	x	x				
18	Veiligheid	Bestk	SMP	LED	Om misdadaad in hoër prioriteitsareas te bestuur	Geïkonde odtie in prioriteitsareas			x	x	x	x				

Kwartaal	DIRE	Afdeling	WKS/PA	Doelwit		Oorhoofse Strategie		Beginsel		Projek		Tijdsduur					Aanwysers
				LED	LED	LED	LED	LED	LED	2007-08	2008-09	2009-10	2010-2011	2011-2012			
19	Veiligheid	SMP	LED	Om misdaad in hoër prioriteitsareas te bestuur	Uitvoering van voorkomingsstrategie							x	x	x	x	% verandering in die voorafgelede prioriteitsareas	
20	Veiligheid	SMP	LED	Om misdaad in hoër prioriteitsareas te bestuur	Uitbreiding van SMP menslike hulpbronne kapasiteit							x	x	x	x	% van poste gevul gebaseer op goedgekeurde besighheidsplan	
21	Veiligheid	SMP	LED	Om dwelmerwante misdaad te verminder	Bekom befondsing deur aktiewe bemaking van diens							x	x	x	x	Deurlopende bemaking van diens	
22	Veiligheid	SMP	LED	Om dwelmerwante misdaad te verminder	Ontwikkeling van SMP dwelmerwante kapasiteit (o/i / skof)							4	2			Werklike hand eenheids greep	
23	Veiligheid	SMP	LED	Om dwelmerwante misdaad te verminder	Fokus op jeugbewusmaking in dwelmprioriteitsareas							x	x	x	x	Werklike hoeveelhede bewusmakingstasies	
24	Veiligheid	SMP	LED	Om dwelmerwante misdaad te verminder	Tekens bekende dwelmerwante en shabbers							x	x	x	x		
25	Rooker bestuur	SMP	LED	Om plakkery binne die reggebiede te ontmoedig	Toepas en bemaking van "zero-verdragsgaarnheid" beradering teenoor plakkery							x				Daarstel van plakkerybeleid	
26	Rooker bestuur	SMP	LED	Om plakkery binne die reggebiede te ontmoedig	Daarstel van toegewyde diens binne afdeling om probleem te bestuur							x	x			Ontwikkeling van plakkerybeleid	
27	Rooker bestuur	SMP	LED	Om plakkery binne die reggebiede te ontmoedig	Verhoging van operasionele begroting om plakkery te bestuur							x	x	x	x	Addisionele Fondse toegewy aan diens	
28	Rooker bestuur	SMP	LED	Om plakkery binne die reggebiede te ontmoedig	Versterkte monitoring van onwettige strukturele en personeelveranderinge onder afdelings in munisipaliteit							x	x	x	x		

Kwessie	DIR	Afdeling	WK SPA	Doelwit	Oorhoofse Strategie	Projek	Tjere					Afdelwit	Aanwysers					
							2007-08	2008-09	2009-10	2010-2011	2011-2012							
29	Aanleideheid	Bestk	SMP	LED	Om die oorhoofse aantrekkingskrag van die Swartland te verbeter deur misdaad voorkoming	Uitbreiding van SMP diens na 24 uur diens												
30	Aanleideheid	Bestk	SMP	LED	Om die oorhoofse aantrekkingskrag van die Swartland te verbeter deur misdaad voorkoming	Verhoogde sigbare polisie in sake-kerns op seker tye												
31	Aanleideheid	Bestk	SMP	LED	Om die oorhoofse aantrekkingskrag van die Swartland te verbeter deur misdaad voorkoming	Onwikkel en implementeer sosiale misdaad voorkomings program												
32	Aanleideheid	Bestk	SMP	LED	Om die oorhoofse aantrekkingskrag van die Swartland te verbeter deur misdaad voorkoming	Bestrewe bevestiging van sukses van diens aan publiek												
33	Volgheid	Bestk	Brandweer	BS	Om die bestaande brandweerdienste belyer te laat funksioneer ten spyte van personeel tekorte	Verhoogte fokus op voorkoming												
34	Volgheid	Bestk	Brandweer	BS	Om die bestaande brandweerdienste belyer te laat funksioneer ten spyte van personeel tekorte	Verhoogte fokus op publieke bewusmaking												
35	Volgheid	Bestk	Brandweer	BS	Om die bestaande brandweerdienste belyer te laat funksioneer ten spyte van personeel tekorte	Verbeterde kommunikasie met WKDM												
36	Volgheid	Bestk	Brandweer	BS	Om rookuitklinging rondom Brandweerdienste te kry	Hofvakkenskaping met WKDM rakende finalisering van diens-onderzoek												
37	Volgheid	Bestk	Brandweer	BS	Om onvolgende diens deur WKDM ondersteuning aan te vul	Toepassing van druk op WKDM op omliggende stasies ook in Swartland te vestig ten einde medelike diens aan te vul												

Kwartaal	DIR	Afdeling	WK/SPA	Doelwit		Oorhoofse Strategie	Beginsel	Projek		Aidwiteit					Aanwyser
				Beleg	Beleg			Beleg	Beleg	Beleg	Beleg	Beleg	Beleg	Beleg	
38	Aansteelheid	Bestk	Almat	IS	Om bestaande vakkies van dienslewing te onderhou	Versaker dat voldoende begroting word om bestaande kwaliteit van diens te bewaar	Begroting moet versaker dat diens op dieselfde of beter vlak gelewer word	Belegbegroting		2007-08	2008-09	2009-10	2010-2011	2011-2012	% van belegbegroting gespaandeer
39	Aansteelheid	Bestk	Almat	IS	Om bestaande vakkies van dienslewing te onderhou	Ontwikkeling van nodige infrastruktuur uit interne fondse	Kapitaal begroting moet oordeelkundige besplan word om nie onder-spandeering tot gevolg te hê nie.	Kapitaal Begroting		2007-08	2008-09	2009-10	2010-2011	2011-2012	% van Kapitaal begroting gespaandeer

Kwessie	DIR	Afdeling	WK SPA	Deelwit	Oorhoofse Strategie	Beginsel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aidwiteit	Aanwyser
40	Elek	Almal	IS	ELEKTRONIEK										
41	Elek	Almal	IS	Om bestaande vakte van dienstevoering te onderhou	Verseker dat voldoende begroot word om bestaande kwaliteit van diens te lewer	Begroting moet verseker dat diens op dieselfde, of beter vlak gelewer word	Becytsbegroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% van bechytbegroting gespaardeer
42	Elek	Almal	IS	Om bestaande vakte van dienstevoering te onderhou	Onwikkeling van nodige infrastruktuur uit interne fonte	Kapitaal begroting moet oordeelkundige besplan word om nie onder-spoondeing tot gevolg te hê nie.	Kapitaal Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% van Kapitaal begroting gespaardeer

Kwessie	DIR	Afdeling	WK SPA	Doelwit	Oorhoofse Strategie					Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aktiwiteit	Aanwysers
					Beginnel	Projek	2007-08	2008-09	2009-10								
43				ERANSKIEDERSTE													
44	REC	Fin	IF	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Aktiewe bemaking van munisipale gebied as residensiële alternatief vir Kaapstad				100.000					Bemaking van gebiede as deel van ontwikkelingsvoorwaardes vir residensiële ontwikkelings	Webwerf opgegradeer	
45	REC	Fin	IF	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Aktiewe bemaking van munisipale gebied as residensiële alternatief vir Kaapstad				x	x				Kwartaaliese opgradering van webwerf inhoud		
46	REC	Fin	IF	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Aktiewe bemaking van munisipale gebied as residensiële alternatief vir Kaapstad				x	x				% van wettlike verskafes waaraan voldoen is ten opsigte van webwerf inhoud		
47	REC	Fin	Frontale Dienste	LED	Onwikkel institusionele praktyk wat besighelavestiging bevoordeel	Ontwikkelings-inisiatiewe; Industrieel				x	x				Inisiatief skema opgestel gemik op die vestiging van industrie		
48	REC	Fin	Frontale Dienste	LED	Onwikkel institusionele praktyk wat besighelavestiging bevoordeel	Ontwikkelings-inisiatiewe; Opleiding				x	x				Inisiatief skema opgestel gemik op die vestiging van opleidingsentra		
49	REC	Fin	Frontale Dienste	LED	Onwikkel institusionele praktyk wat besighelavestiging bevoordeel	Elektroniese bemaking van gebied op munisipale webwerf en deur Capegateway				x	x				Permanente advertensie op Webwerf		
50	REC	Fin	Frontale Dienste	LED	Versterk die skakeling tussen werkløse individue en werkgewers	Optimaliseer werkløse databasis				x					Databasis opgegradeer volgens spesifikasie en maandeliks opgegradeer		
51	Amoedse	Fin	Frontale Dienste	LED	Om werkløse te koppel met die privaatsektor	Die ontwikkeling en onderhoud van 'n uitgebreide databasis vir werkløse individue				x					Databasis opgegradeer om gidentifiseerde inligting vas te lê		
52	Amoedse	Fin	Frontale Dienste	LED	Om werkløse te koppel met die privaatsektor	Die ontwikkeling en onderhoud van 'n uitgebreide databasis vir werkløse individue				x					Databasis opgegradeer om gidentifiseerde inligting vas te lê		

Kwessie	DIR	Afdeling	WKS/PA	Doelwit	Oortuifse Strategie	Beginsel	Projek	Tjydskema					Aidwiteit	Aanwysers
								2007-08	2008-09	2009-10	2010-2011	2011-2012		
53	Fin	Finansiële Dienste	LED	Om weerlose groepe in die gemeenskap te bevoordeel deur interne prosesse	Optie en bestuur van beleid en prosesse wat plaaslike weerlose groepe bevoordeel	Weerlose groepe moet sover moontlik bevoordeel word, sonder om effektiwiteit en waarde vir geld pyns te gee.	Heren finansieë beleid waar nodig	x	x	x	x	x	Finansiële beleid herien	
54	Fin	Finansiële Dienste	LED	Om weerlose groepe in die gemeenskap te bevoordeel deur interne prosesse	Gereelde inligtingses vir alle belangstellende besighede oor munisipaliteit se aankoop en ander prosesse			x	x	x	x	x	Werklike inligtingses onderneem (% van beplande)	
55	Fin	SCM	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Aggressiewe bewusmakingsveldtogte om wanbetaling te verminder		Bewusmakingsprojek	x	x	x	x	x	Werklike bewusmakingsprojekte onderneem	
56	Fin	Krediet Beheer	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Aggressiewe bewusmakingsveldtogte om wanbetaling te verminder		Bewusmakingsprojek	x	x	x	x	x	% afname in wanbetalingsake	
57	Fin	Krediet Beheer	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	"Zero-tolerance" benadering teenoor wanbetaling			x	x	x	x	x		
58	Fin	Fin / Jhal	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Instelling van voorbetaalde water en elektrisiteitsmeters in alle nuwe ontwikkelings			x	x	x	x	x	% nuwe ontwikkelings met voorbetaalde dienste	
59	Fin	Bestuur	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Aanbied van insentiewe om bestaande aansluitings te wryg na voorbetaalde dienste		Ondersoek insentief-maatreels om bestaande huishoudings oor te skakel na "prepaid"	x					Ondersoek na insentief-skema vir die uitbreiding van pre-paid in bestaande huishoudings	
60	Fin	Bestuur	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Voortreure te verleen aan inkomste-genererende kapitaal projekte			x	x	x	x	x	% kapitaal projekte in besigheid wat inkomste-genererend greg kan word	
61	Fin	Bestuur	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Onderhoud van bates en infrastruktuur by prioriteit bo die ontwikkeling van nuwe infrastruktuur / aankoop van nuwe bates			x	x	x	x	x		
62	Fin	Krediet Beheer	PV	Om die finansieë volhoubaarheid van die munisipaliteit te versterk	Uitbreiding en kapasitering van kredietbeheer-afdeling deur addisionele personeel en begroting			x	x	x	x	x	Werklike personeel tekens bereik	
63	Finan. Administrasie	Bestuur	PV	Om deursigtige en wetlike korrekte finansieë bestuur toe te pas	Ondersoek alle IT oplossings om die effek van personeel tekorte te verminder			x	x	x	x	x		
64	Finan. Administrasie	Bestuur	PV	Om deursigtige en wetlike korrekte finansieë bestuur toe te pas	Optimaliseer werksaai en begrotinge om aanwending van personeel te optimaliseer		Optimaliseerings ondersoek	x					% voltooiing aan OG-verlees	
65	Dienste	Bestuur	BS	Om bestaande vlakke van dienisewering te onderhou	Versterk dat voldoende begroot word om bestaande kwaliteit van diens te lever		Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%	% van bedryfsbegroting gespandeer	
66	Dienste	Bestuur	BS	Om bestaande vlakke van dienisewering te onderhou	Onthikking van nodige infrastruktuur uit interne fondse		Kapitaal Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%	% van Kapitala begroting gespandeer	

Kwessie	DIR	Afdeling	WK SPA	Doelwit	Oorhoofse Strategie	Beginsel	Projek	2011-2012				Aanwyser	
								2007-08	2008-09	2009-10	2010-2011		
67	Gem			GEMEENSKAPSDIENSTE									
				Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn.	Kliënte-vernedeeltes en hoë kwaliteit diens aan potensiele ontwikkelaars / Besoekers								
68	REC	Beplanning en Ontwikkeling	LED					x	x	x	x	x	

Kwessie	DIR	Afdeling	WK SPA	Doelwit	Oorhoofse Strategie	Beginstel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aidwiteit	Aenwyser
69	REC	Gem	Bestuur en Ontwikkeling	LED	Verseker dat ruimtelike beplanning ekonomiese groei in die gebied pro-aktief bevorder	Investeringvriendelike ruimtelike beplanning en grondgebruiksbeplanning	Ruimtelike beplanning en grondgebruik bestuur moet ontwikkeling ondersteun sonder om die omgewing te kompromiteer							Jaarliks hersiening van stedeelike gense binne reggebied om groei te ekonomieser en te identifiseer
70	REC	Gem	Bestuur en Ontwikkeling	LED	Verseker dat ruimtelike beplanning ekonomiese groei in die gebied pro-aktief bevorder	Uitvoerende dienslewering, veral ten opsigte van industriële en besighedeontwikkeling								% aansoeke afgehandel binne 60 dae
71	REC	Gem	Bestuur en Ontwikkeling	LED	Verseker dat ruimtelike beplanning ekonomiese groei in die gebied pro-aktief bevorder	Sporende administrasie van aansoeke en ondersteuning ten opsigte van eksternale goedkeuring (waar ontwikkeling onderaan word)								Standaard goedkeuringstydperk vir voorwaardes ontwikkel en jaarliks hersien
72	Datas ontswaaiing	Gem	Bestuur en Ontwikkeling	SP	Volhoubare privaat ontwikkeling binne die reggebied	Ontwikkeling en toepassing van standaard goedkeuring-voorwaardes gemik op langtermyn uitvoerbaarheid (dienste / in / hulpbronne)	Goedkeuringstydperk	x					Verseker dat goedkeuringstydperk omgewing- en diens uitvoerbaarheid bevorder.	% van totale ontwikkelingsaansoeke aan goedgekeurde ontwikkelingsaansoeke
73	Datas ontswaaiing	Gem	Bestuur en Ontwikkeling	SP	Volhoubare privaat ontwikkeling binne die reggebied	Aanwending van ontwikkelings-voorwaardes om grootaantal dienste te ontwikkel								
74	Datas ontswaaiing	Gem	Bestuur en Ontwikkeling	SP	Volhoubare privaat ontwikkeling binne die reggebied	Aanwending van ontwikkelings-voorwaardes om agterstande aan te spreek								
75	Datas ontswaaiing	Gem	Bestuur en Ontwikkeling	SP	Om met groter akkuraatheid groei te identifiseer en te monitor	Ontwikkeling van uitgebreide databasis vir grondgebruik	Elektroniese grondgebruik databasis	x					Deurlopende opdatering van databasis	Databasis uitgebeeld en maatskaps opgedateer
76	Behuiging	Gem	Bestuur en Ontwikkeling	SP	Om geïntegreerde menslike vestigings te ontwikkel	Ontwikkel nuwe industriële areas binne aanvaarbare afstand van nuwe gesubsidieerde behuigingsprojekte	Industriële persele deur die munisipaliteit ontwikkel moet so toeganklik moontlik wees vanaf gesubsidieerde behuigingsprojekte en privaat vervoer.							% nuwe industriële areas binne 2 km van die inkomste woongebiede
77	Behuiging	Gem	Bestuur en Ontwikkeling	SP	Om geïntegreerde menslike vestigings te ontwikkel	Ontwikkeling van bekostigbare persele vir middel-inkomste huishoudings	Ontwikkeling van 10-jaar plan vir die vestiging van bekostigbare erwe in die reggebied	x						% bekostigbare erwe ontwikkel
78	Behuiging	Gem	Behuiging	SP	Om geïntegreerde menslike vestigings te ontwikkel	Toepassing van groei-potensiaal logika op alle toekomstige behuigingsprojekte	Geen toekomstige gesubsidieerde behuiging in dorpe met lae, geen groei-potensiaal							% huise gebou in areas met hoë groei potensiaal
79	Behuiging	Gem	Behuiging	SP	Om geïntegreerde menslike vestigings te ontwikkel	Aanwending van provinsiale toekennings in lyn met PGOS (PGOS)	Behuigingsprojekte moet strategies ooreenstem met PGOS	5,448,000	4,645,000	5,445,000				% spandering van fondse
80	Behuiging	Gem	Behuiging	SP	Om geïntegreerde menslike vestigings te ontwikkel	Aanwending van provinsiale toekennings in lyn met PGOS (PGOS)	Behuigingsprojekte moet strategies ooreenstem met PGOS							% eenhede werklik opgetig
81	Behuiging	Gem	Behuiging	SP	Om geïntegreerde menslike vestigings te ontwikkel	Toekomstige gesubsidieerde behuiging gefokus op Matieland, Moorsburg en Darling	Gesubsidieerde behuiging in areas met groei							% behuiging in geïdentifiseerde groei-dorpe

Kwessie	DIR	Afdeling	WKS/PA	Doelwit	Outreë Strategie	Beginnel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aldiwit	Aanwysers
82	Besuiding	Gem	Besuiding	SP	Om gheue greede menslike vestigings te ontwikkel	Ontwikkeling van gesubsidieerde behuidingsprojekte met hoer dienstevoordere	Gesubsidieerde behuidings-ontwikkelings- en ontwikkelings- en sosio-ekonomiese kan ontwikkel	x						Nuwe minimum dienstevoorde vif gesubsidieerde behuidingsprojekte ontwikkel
83	Besuiding	Gem	Besuiding	SP	Om gheue greede menslike vestigings te ontwikkel	Pro-aktiewe plakkettebeheer								
84	Besuiding	Gem	Besuiding	SP	Om nuwe behuiding so te reguleer dat die nuwe ontwikkeling nie die munisipaliteit se finansiële volhoubaarheid ondermyn nie	Ontwikkeling van huurbehuiding as alternatief vif gesubsidieerde behuiding in Mamelobury	Nuwe behuiding moet verkieslik in areas met hoer ontwikkelingspotensiaal en lae werkloosheid wees.							% huur-eenhede ontwikkel
85	Besuiding	Gem	Besuiding	SP	Om nuwe behuiding so te reguleer dat die nuwe ontwikkeling nie die munisipaliteit se finansiële volhoubaarheid ondermyn nie	Alle nuwe gesubsidieerde ontwikkelingsprojekte moet vooraanbaltalige dienste toegerus met vooraanbaltalige dienste toegerus met vooraanbaltalige dienste								% nuwe gesubsidieerde huise wat met vooraanbaltalige dienste toegerus is
86	Besuiding	Gem	Besuiding	SP	Om nuwe behuiding so te reguleer dat die nuwe ontwikkeling nie die munisipaliteit se finansiële volhoubaarheid ondermyn nie	Alle nuwe gesubsidieerde behuidingsprojekte in areas met medium tot hoer groeipotensiaal en werkloosheid van 20%								% projekte in areas met voldoende groeipotensiaal
87	Besuiding	Gem	Besuiding	SP	Om behuiding strategies en optimaal te bestuur	Toekomstige behuidingsbehoefes beter kan te spreek deur verbeterde inligting en prioritering		x						Differensieel huise aanbestel en nuwe vraag na behuiding identifiseer
88	Besuiding	Gem	Besuiding	SP	Om behuiding strategies en optimaal te bestuur	Toekomstige behuidingsbehoefes beter kan te spreek deur verbeterde inligting en prioritering		x						Ontwikkeling en toepassing van nuwe prioriteringsmodel
89	Besuiding	Gem	Besuiding	SP	Om behuiding strategies en optimaal te bestuur	Behuidingsvraag dikwoud te moer deur inligting sistemiese vraag		x						Ontwikkeling en onderhoud van ekstensiewe behuidingsdatabasis
90	Besuiding	Gem	Besuiding	SP	Alle nuwe huise-eienaars bewus van hul verantwoordelikehede en regte	Ekstensiewe opleiding vif nuwe huise-eienaars uitgerus as deel van elke behuidingsprojek	Alle behuidingsprojekte het opleidingskomponente							% nuwe huise-eienaars wat ekstensiewe opleiding ontvang het
91	Rokker beheer	Gem	Besuiding	LED	Om plakkery binne die reggebied te ontmoedig	Identifiseer en paroliseer "hotspots"								% van bekende strukture vewwyder
92	Inkomite	Gem	Besuiding	FV	Om die finansiële volhoubaarheid van die munisipaliteit te versterk	Bepark die migrasie van werkloue individue na die area deur behuidingsbeleid wat plaaslike inwoners bevoordeel		x						% toename in informele huishoudings
93	Inkomite	Gem	Besuiding	FV	Om die finansiële volhoubaarheid van die munisipaliteit te versterk	Bepark gesubsidieerde behuiding in areas met hoer werkloosheid en lae ontwikkelingspotensiaal	Gesubsidieerde behuidingsprojekte in areas met hoer ontwikkelingspotensiaal	x	x	x	x	x		% huise in areas met hoer groeipotensiaal
94	Besuiding	Gem	Besuiding	SP	Om behuiding strategies en optimaal te bestuur	Alle projekte moet voorsiening maak vif mense wat van plase na dorpe verskuif is								% van behuiding toegesien aan eks-plaaswarkers
95	REC	Gem	Gem	Ont	LED	Entrepreneurskap-ontwikkeling deur opleiding	Entrepreneurskap-ontwikkeling primêr in dorpe met hoer groeipotensiaal	x	x	x	x	x		Jaarlike entrepreneurskap program

Kwartaal	Afdeling	WKS/PA	Deelwit	Oorhoofse Strategie		Beginstel	Projek	Aanwysers								
				2007-08	2008-09			2009-10	2010-2011	2011-2012	Aldiwit	Aanwysers				
96	REC	LED	Om die mobiliteit van jong volwassenes in dorpe met lae potensiaal deur die oordrag van markervante vaardighede te bevorder	Minimum van een mobiliteitsprojek per gebied potensiaal dorpe per jaar	Mobiliteitsprojekte moet verksak skakels met groei-dorpe hê Gemk op 18-25 ouderdom			x	x	x	x	x		Jaarlike mobiliteitsprogram	Mobiliteitsprogram in Koringberg EN Wyk 7	
97	REC	LED	Bevorder die waarde van ontpeenskap	Bevorder ontpeenskap deur stelsel van beoering "rewards"				x	x	x	x	x			Bhrepener van die Jaar	
98	Amoede	LED	Om die kapasiteit van jeugdiges te verhoog ten einde toegang tot die ekonomie te verbeter	Prioriteit jeug-ontwikkeling in Wyk 7, Koringberg	Jeug-ontwikkeling moet mobiliteit bevorder			x	x	x	x	x			Jeug ontwikkelings programme gemk op mobiliteit in Wyk 7 en Koringberg	
99	Amoede	LED	Om die kapasiteit van jeugdiges te verhoog ten einde toegang tot die ekonomie te verbeter	Deurlopende ondersteuning aan kapasiteitsbou programme van ander regeringsfere	Projekte ondersteun in lyn met mobiliteits-ontwikkeling			x							Struktuur ontwikkel	
100	Amoede	LED	Om 'n ondersteuningsdiens vir die publiek te lewer rakende FEO	Ondersteun inwoners met die opstel en administrering van FEO-besighedsplanne	Ondersteuning slegs op verzoek van publiek, ten einde sukses van projek te verbeter											
101	Groed Herwinning	IGR	Om grondhervormingsprosesse in die munisipale reggebied te ondersteun	Bevordering van grondhervorming deur die fasilitering van skakeling tussen rolspelers	Kommensie, eerder as bestaansboerderye, moet bevorder word as deel van grondhervorming				x							
102	Groed Herwinning	IGR	Om grondhervormingsprosesse in die munisipale reggebied te ondersteun	Ontwikkeling van bestaande meeningdronprojekte				1,800,000	1,800,000	1,800,000	1,800,000					% beplande meeningdronprojekte geïmplementeer
103	Groed Herwinning	IGR	Om grondhervormingsprosesse in die munisipale reggebied te ondersteun	Wewing van eksisteme fondse om grondhervormingsprojekte te implementeer												Werklike % van fondse verrey
104	Groed Herwinning	IGR	Om grondhervormingsprojekte as finansiële uitvoerbare bedrywe te ontwikkel	Fasilitering van opleiding gemk op die ontwikkeling van bestuurvaardighede vir projek telkengroepe												Skakeling tussen publiek en relevante departement
105	Amoede	IBS	Om gemeenskappe beter ingelig te hou rakende ondersteuningsdienste / ontwikkelings geleentheids	Ontwikkeling van toepaslike strukture om inligting aan gemeenskappe oor te dra				x								
106	Amoede	IBS	Om gesentraliseerde gemeenskapsstrukture in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Jaarlike fondsewewing vir ontwikkeling van MPCC's				x	x	x	x	x				Indien van belonings-aansoek
107	Amoede	IBS	Om gesentraliseerde gemeenskapsstrukture in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra waaruit gemeenskapsontwikkeling gedryf kan word				1,000,000								% van gemeenskappe met toegang tot MPCC's
108	Amoede	IBS	Om gesentraliseerde gemeenskapsstrukture in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra waaruit gemeenskapsontwikkeling gedryf kan word				1,110,000								Werklike MPCC's ontwikkel
109	Amoede	IBS	Om gesentraliseerde gemeenskapsstrukture in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra waaruit gemeenskapsontwikkeling gedryf kan word				300,000								Werklike MPCC's ontwikkel
110	Amoede	IBS	Om gesentraliseerde gemeenskapsstrukture in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra waaruit gemeenskapsontwikkeling gedryf kan word						1,000,000						Werklike MPCC's ontwikkel

Kwessie	DIR	Afdeling	WKS/PA	Doelwit		Oortmoedige Strategie		Beginsel	Projek	Aidwyleit					Aanwysers
				2007-08	2008-09	2009-10	2010-2011			2011-2012					
111	Amdoede	Gem	Orit	IS	Om gesentraliseerde gemeenskapsinfrastruktuur in alle gebiede te ontwikkel en te verbeter vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra voordat gemeenskapsontwikkeling gedryf kan word	Mooreesburg MFCC	150.000						Werklike MFCC's ontwikkel	
112	Amdoede	Gem	Orit	IS	Om gesentraliseerde gemeenskapsinfrastruktuur in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra voordat gemeenskapsontwikkeling gedryf kan word	Koringberg MFCC		550.000					Werklike MFCC's ontwikkel	
113	Amdoede	Gem	Orit	IS	Om gesentraliseerde gemeenskapsinfrastruktuur in alle gemeenskappe te vestig vir gemeenskapsontwikkeling	Ontwikkel gemeenskapsdienspunte in alle gemeenskappe as kern-sentra voordat gemeenskapsontwikkeling gedryf kan word	Wesbank MFCC	300.000						Werklike MFCC's ontwikkel	
114	Amdoede	Gem	Orit	IS	Om regeringdiensle nader aan die publiek te bring	Die vestiging van ten minste 6 regeringdepartemente in alle funksionele MFCC's							Stapel ontwikkelend met Reg. Dept's om geïdentifiseerde depts. in MFCC's te vestig	% MFCC's wat 4+ regeeringsdiensle huisves	
115	Amdoede	Gem	Orit	IS	Om te verseker dat amand in die gebied ten minste toegang tot een eie per dag het	Ondereun sop-kombuse en ander instansies deur fondswerving / ander ondersteuning							Deurlopende ondersteuning vir sop-kombuse	% dorpe met toegang tot sokombuse	
116	Amdoede	Gem	Orit	IS	Om basiese lewenswaardighede in die hele gebied te verhoog	Aanbod van basiese lewenswaardighedsprogramme in alle areas in die munisipale gebied, veral areas met 'n hoë HPI/indeks (Kberg/Wyk 7)	Lewenswaardigheds programme							% dorpe waar lewenswaardigheds programme ondemeem is	
117	Amdoede	Gem	Orit	IS	Om die menslike ontwikkelingsprosesse vand'n vroeë ouderdom te bevorder	Darstel van ECD-sentrums in alle dorpe deur aktiewe ondersteuning te verf van NGOs en CBO's	Ontwikkeling van ECD's	400.000	1.000.000	1.000.000				% dorpe voorsien van ECD's	
118	Amdoede	Gem	Orit	IS	Om die menslike ontwikkelingsprosesse vand'n vroeë ouderdom te bevorder	Aktiewe fondswerving ten einde ECD-infrastruktuur te ontwikkel	Jaarlike fondswerving projek		x	x				% van beplande fondse bekom	
119	Sport	Gem	Orit	IS	Om sosiale ontwikkeling te bevorder deur formele sport-aktiwiteite	Stap formele sportstrukture vir alle kodes en ondersteun strukture								% van sportkodes met formele strukture	
120	Sport	Gem	Orit	IS	Om minimum vlak sport-infrastruktuur in alle dorpe te vestig	Aktiewe fondswerving dienste kort aan te spreek	Jaarlike LOTO-aansoeke		x	x	x	x	x	Jaarlike indien van LOTO aansoek	
121	Sport	Gem	Orit	IS	Om minimum vlak sport-infrastruktuur in alle dorpe te vestig	Aktiewe fondswerving dienste kort aan te spreek	Jaarlike LOTO-aansoeke		x	x	x	x	x	% van beplande fondse bekom	
122	Karavane	Gem	CS&	LED	Om karavaan-fasiliteite op 'n optimaal te bestuur	Ontwikkeling van toepasse IT-toegang vir kliënte, asook skakeling met HK	Opgradering van IT stelsel							IT-bespekingstelsel in plek en onderhou	

Kwessie	DIR	Afdeling	WK SPA	Oorhoofse Strategie							Aanwyser				
				Deelwit	Beginnel	Projek	2007-08	2008-09	2009-10	2010-2011		2011-2012	Aidwiteit		
123	Karorene	Gern	COA	LED	Om karavaan-fasiliteit optimaal te bestuur	Deurdoende diensverleening deur kliente vraelyste en vooratelle	Onwikkeling van kliëntsorg stelsel	x							% klente versoek om terugvoer te gee
124	Karorene	Gern	COA	LED	Om karavaan-fasiliteit optimaal te bestuur	Verbeeter klient-personeel verhouding deur personeel te kapitaal	Onwikkeling van kliëntsorg stelsel	x	x	x	x				% van personeel as posities ervaar
125	Dienste	Gern	Almal	BS	Om bestaande vlakke van dienslewering te onderhou	Verseker dat voldoende begroot word om bestaande kwaliteit van diens te lewer	Bedryfsbegroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%			% van bedryfsbegroting gespandeer
126	Dienste	Gern	Almal	BS	Om bestaande vlakke van dienslewering te onderhou	Onwikkeling van nodige infrastruktuur uit interne fondse	Kapitaal Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%			% van Kapitaal begroting gespandeer
127	Toelmsne	Gern	Toelmsne	LED	Om die swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Onwikkeling van twee Toelmsne "gateways" om beide die swartland en Weskur te benut	Toelmsne "gateway's"		x						Werklike ontwikkeling van Toelmsne gateways

Kwessie	DIR	Afdeling	WK SPA	Doelwit		Oorhoofse Strategie		Beginsel	Projek	Tjied					Aandwysers	
				2007-08	2008-09	2009-10	2010-2011			2011-2012						
1.28	Toerisme	Gem	Toerisme	LED	Om areas met gevestigde toerisme potensiaal as profiel te ondersteun	Fokus bemaking en toerisme-verwante infrastruktuur ontwikkeling op areas met bestaande toerisme potensiaal	Bevorder eendier bestaande potensiaal as omvattende probeer step									
1.29	Toerisme	Gem	Toerisme	LED	Om SEB binne toerisme te bevorder	Akiewe bemaking van toerisme onder vooreen benadeelde groepe										Werklike bewusmakings-inisiatiewe gemik op PDI-onderneem
1.30	Toerisme	Gem	Toerisme	LED	Om SEB binne toerisme te bevorder	Prefekt-ondersteuning aan SEB-toerisme bedrywige										% geregtigheids toerisme bedrywige met SEB status
1.31	REC	Gem	Toerisme	LED	Verseker dat ruimtelike bepaling ekonomiese groei in die gebied pro-aktief bevorder	Bemaking van gebied										% van nuwe ontwikkelings wat area bemak as gevolg van goedkeurings voorwaardes

Kwessie	DIR	Afdeling	WK SPA	Doelwit		Oorhoofse Strategie		Projek	Beginsel	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aidwiteit	Aanwysers	
				ALLE INGENIEURS													
1.32	Ingenieurs dienste (alle)	Ingenieurs dienste (alle)	IS	Om surplus kapasiteit in alle gebiede te handhaaf rakende alle munisipale dienste	Voldoende begroting om grootmaat surplus te skep vir dienste											% lode surplus stotings/voorsieningkapasiteit per diens	
1.33	Grootmaat dienste	Ingenieurs dienste (alle)	IS	Om surplus kapasiteit in alle gebiede te handhaaf rakende alle munisipale dienste	Meester beplanning teen hoë / medium / lae groei-senario's met keuse vir grootmaat opgraderings			Infrastruktuur meesleplanne		x						Meesterbeplanning vir alle dienste ondeneem	
1.34	Grootmaat dienste	Ingenieurs dienste (alle)	IS	Om surplus kapasiteit in alle gebiede te handhaaf rakende alle munisipale dienste	Onthwerp van infrastruktuur moet uitgebreid vir volgende 30 jaar in ag neem				Infrastruktuur spesifikasies moet toekomstige 30-50 jaar voorbereiding insluit							% nuwe grootmaat-infrastruktuur wat 30 jaar diens kan lewer	
1.35	Landelike Dienste	Ingenieurs dienste (alle)	IS	Om die diens-ogterstande in landelike gebiede te bepoel	Skakeling met WKDM wat om gevestigde gesondheid diens in landelike areas lewer om detail diens-inging te bekom			Dienste ondersoek van landelike areas in regsgebied		200.000						Dienste-ondersoek afgehandel	
1.37	Landelike Dienste	Ingenieurs dienste (alle)	IS	Om basiese dienste in die landelike gebiede te vestig	Uitkling van welker raamwerk rondom landelike dienste - SM en WKDM			Welke ondersoek oor die lewering van landelike dienste en meganismes								Dienste-ondersoek afgehandel	
1.38	Landelike Dienste	Ingenieurs dienste (alle)	IS	Om basiese dienste in die landelike gebiede te vestig	Implementering van die WKDM subsidie deur skakeling met die relevante grond-eienaars			Bepalings en bevoensidings van subsidie / diens-opgraderingsoppas								% grond-eienaars bereik	
1.39	Landelike Dienste	Ingenieurs dienste (alle)	IS	Om basiese dienste in die landelike gebiede te vestig	Implementering van die WKDM subsidie deur skakeling met die relevante grond-eienaars												% landelike ogterstande aangepreek
1.40	Landelike Dienste	Ingenieurs dienste (alle)	IS	Om basiese dienste in die landelike gebiede te vestig	Onthwerp en vestiging van dienste wat minimele operasionele steun van munisipaliteit verg				Dienste moet onthwerp word mer so min as moontlike beslyf/onderhoudskoste								

Kwessie	DIR	Afdeling	WKS/PA	Deelwit	Oorhoofse Strategie	Beginnel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aktiviteit	Aanwyser
1.41	KMM			KANTOOR VAN DIE MUNISIPALE BESTUURDER										
1.42	KMM	IO	FV	Om die werksaamhede van die munisipaliteit te monitor	Deurlopende toepassing van RBAP									% RBAP Geïmplementeer
1.43	KMM	IO	GG	Om in 'n volhoubare interne oudfl diens te kan voorsien	Werving en behoud van toepasselike vaardighede		Interne Oudfl Interikap	124,000	134,400	150,000				Interikapprogram
1.44	KMM	GGP	DR	Om die kultuur van prestasie bestuur oor die mediam termyn op bestuurswaarde te vestig	Stap van kommunikasie geleenthede tussen bestuurders om waarde van oorsiering te verhoog									Alle senior bestuurders onderwerp aan COC/CMC

Kwessie	Dire	Afdeling	WKS/PA	Doelwit	Oorhoofse Strategie	Beginsel	Projek	Aidwileit					Aanwyser		
								2007-08	2008-09	2009-10	2010-2011	2011-2012			
1.45	PS	KMM	GOP	ED	Om aan die wettlike vereistes rondom prestasie bestuur te voldoen	Implementeer stelsel met inbegrip die OG-terugvoer									% afdelings in OG verslag waar daar aan wetgewing voldoen is
1.46	PS	KMM	GOP	ED	Om prestasie teikens te rig op die langtermyn doelwitte van die organisasie	Hou van jaarlikse beplannings- en begrotingswetswinkels met bestuur									Jaarlikse beplanningsessies
1.47	GOP	KMM	GOP	PV	Om die bespreking jaarlikse strategies op te stel in lyn met GOP langtermyn oogmerke	Hou van jaarlikse beplannings- en begrotingswetswinkels met bestuur									Jaarlikse beplanningsessies
1.48	PEO	KMM	GOP	LED	Om 'n ontwikkelingsgeïntegreerde organisasie te ontwikkel	Stap van PEO komitee wat inset lever in begroting									% kapitaal projekte in areas met lae groei potensiaal
1.49	PEO	KMM	GOP	LED	Om 'n ontwikkelingsgeïntegreerde organisasie te ontwikkel	Versaker dat PEO-geïntegreerde indikatorty direktorale getreë word									% diensie met PEO-indikatorty
1.50	PEO	KMM	GOP	LED	Om 'n ontwikkelingsgeïntegreerde organisasie te ontwikkel	Versaker dat PEO-geïntegreerde indikatorty direktorale getreë word								x	Ontwikkeling van interne LED komitee
Dienste		KMM	Aimai	BS	Om bestaande vlakke van dienslewering te onderhou	Versaker dat voldoende begroot word om bestaande kwaliteit van diens te lewer									% van bedryfsbegroting gespedeerd

Kwessie	DIR	Afdeling	WK SPA	Doelwit		Oorhoofse Strategie		Beginsel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aidwiteit	Aanwysers
				KORPORATIEWE DIENSTE	DEELWIT	ORHOOFSE STRATEGIE	BEGINSEL									
1.51	Korp	Onk. diens	DT		Om kommunikasie met die publiek rolende dienste navorde te optimaliseer	Onthou klientediens sentrum vir die bestuur en hanter van diensaanvare en klages			Onwerp Klientediens konsep							KDS ontwikkel (1) en operasioneel (2)
1.52	Korp	Biblioteke	LED		Om gemeenskappe meer bewus te maak van ontwikkelings-inisiatiewe	Aanwending van biblioteke as inligtingspunte vir besighedsonwikkeling			"besighedboeke" in alle biblioteke	150.000						Hoewelheid besighed-boekies ontwikkel
1.53	Korp	Biblioteke	LED		Om gemeenskappe meer bewus te maak van ontwikkelings-inisiatiewe	Aanwending van biblioteke as inligtingspunte vir besighedsonwikkeling			Onthou internetaal punte in alle biblioteke							% van biblioteke met internettoegang vir publiek
1.54	Korp	Biblioteke	DT		Om Biblioteke se bestuur te verbeter	Optimale aanwending van informasie-tegnologie in alle biblioteke			Alle biblioteke toeges met epos/net / PALS	x	x					% biblioteke met PALS / epos/net
1.55	Korp	Biblioteke	DT		Om Biblioteke se bestuur te verbeter	Aggressiewe fondswenning (borgskappe)				x	x					% van fondswenning bereik
1.56	Korp	Biblioteke	DT		Om Biblioteke se bestuur te verbeter	Opgradering van sekuriteitsreëls in biblioteke (interne fondse)			Biblioteek sekuriteitsreël							% afname in gesteelde materiaal
1.57	Korp	Biblioteke	DT		Om Biblioteke te vestig as "ersentras" in die gemeenskap	Onthou van publieke internet-punte in alle biblioteke deur borgskappe van telekommunikasie maatskappye			Versker borgskap van telekom-maatskappye vir 5 jaar periode	x						% biblioteke met internet punte vir publiek
1.58	Korp	Biblioteke	DT		Om Biblioteke te vestig as "ersentras" in die gemeenskap	Uitbreiding van fisiese struktuur om groeiende getal verbruikers te akkommodeer			Mambesbury / WB							Werklike R waarde stondeer op opgradering
1.59	Korp	Biblioteke	DT		Om Biblioteke te vestig as "ersentras" in die gemeenskap	Daarstel van sateliet diens in kleiner sentra			Wyk 7 Satelietdiens	x						Satelite diens gevestig
1.60	Korp	Biblioteke	DT		Om Biblioteke te vestig as "ersentras" in die gemeenskap	Daarstel van sateliet diens in kleiner sentra			Yzerfontein Satelietdiens							Satelite diens gevestig
1.61	Korp	Biblioteke	DT		Om Biblioteke te vestig as "ersentras" in die gemeenskap	Daarstel van sateliet diens in kleiner sentra			Koringberg Satelietdiens							Satelite diens gevestig
1.62	Korp	Biblioteke	DT		Om verbruikers op te lei ten einde materiaal te beskerm	Voorsiening van inligtingstukke saam met materiaal (boeke)										% afname in beskadigde materiaal
1.63	Korp	Biblioteke	DT		Om verbruikers op te lei ten einde materiaal te beskerm	Deurlopende medieseelingsprogramme, versprei										% uitvoering van medieseelingsprogramme
1.64	Korp	Biblioteke	DT		Om verbruikers op te lei ten einde materiaal te beskerm	Deurlopende medieseelingsprogramme, versprei										% uitvoering van medieseelingsprogramme

Kwessie	Dire	Afdeling	WKS/PA	Doelwit		Oortmoedige Strategie		Beginnel		Projek		Afdwiler		Aanwysers	
				WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA	WKS/PA		
165	Korp	MH	DT		Om interne kapasiteit te verbeter	Deurlopende indkise program vir nuwe en bestaande personeel	Indkise spreek beide oortmoedige en detail prosesse aan							Twee maandelike indkise sessies - verpligtend vir nuwe personeel, vrywillig vir bestaande personeel	% beplande indkise sessies wat plaasgevind het
166	Korp	MH	DT		Om interne kapasiteit te verbeter	Alle nuwe personeel ge-evalueer na indkise									% personeel onderwerp aan evaluering
167	Korp	MH	DT		Om skaars en noodsaaklike vaardighede vir die organisasie te ontwikkel	Daarstel van loopbaanplanne vir alle personeel	Daarstel van loopbaanplanne vir alle personeel		500000						% relevante personeel met loopbaanplanne
168	Korp	MH	DT		Om skaars en noodsaaklike vaardighede vir die organisasie te ontwikkel	Aanspreek van vaardigheds-tekorte ge-identifiseer in loopbaanplanne deur spesiale opleiding	WSP gebaseer op geïdentifiseerde vaardigheds-tekorte in loopbaanplanne								% projekte in WSP gebaseer op geïdentifiseerde vaardigheds-tekorte
169	Korp	MH	DT		Om skaars en noodsaaklike vaardighede te werf en te behou	Hersien kwalifikasies van munisipaliteit om meer kompeterende poskorte aan te bied	Hersien kwalifikasies van munisipaliteit om meer kompeterende poskorte aan te bied								Ondersoek na heikategorisering
170	Korp	MH	DT		Om skaars en noodsaaklike vaardighede te werf en te behou	Fokus op hoër betalende kontrak-aanstellings vir skaars vaardighede	Kontrak aanstellings kon meer makroverwani vergoed								
171	Korp	MH	DT		Om skaars en noodsaaklike vaardighede te werf en te behou	Indienemingsproesse moet sensitiwees vir die verkyng van skaars vaardighede									Indienemingsproesse hersien
172	Korp	MH	DT		Om skaars en noodsaaklike vaardighede te werf en te behou	Implementeer studente / internskap program geïnk op plaaslike leug									Internskap program ontwikkel
173	Korp	MH	DT		Om voldoende MH diens aan personeel te lewer	Begroed vir uitbreiding van diens ten einde 1 addisionele MH praktisyn te bekom									MH kapasiteit uitgebrel
174	Korp	MH	DT		Om omvattende MH diens aan personeel te lewer	Integreer alle MH funksies binne een departement									
175	Korp	Onk.diens	DT		Om die interne kommunikasie in die organisasie te verbeter	Skep van 'n inter-departementele reaksie onderleiding van korporatiewe dienste wat verantwoordelike is vir die insameling en verspreiding van inligting									hoeveelheid inligtingstukke versprei deur jaar
176	Korp	Onk.diens	DT		Om die interne kommunikasie in die organisasie te verbeter	Verspreiding van maandelike brief / inligtingstuk met vasgestelde onderwerpe									hoeveelheid inligtingstukke versprei deur jaar
177	Korp	Aggewe	DT		Om inkomende inligting so spoedig moontlik na die korrekte afdeling te verwys	Deurlopende monitering van rekenaar-kapasiteit en diensteoortuigings opdatings									
178	Korp	Aggewe	DT		Om rekordbestuur te reguleer volgens welke vereistes	Rekordbestuur proses as deel van indkise van nuwe personeel									% nuwe aanstellings wat indkise rekordbestuur ontvang
179	Korp	Aggewe	DT		Om rekordbestuur te reguleer volgens welke vereistes	Monitering van probleme en opleiding vir probleemgevalle									
180	Korp	Onk.diens	GG		Om deelnemende strukture optimaal te laat funksioneer	Deurlopende betrokkenheid van wyskominitees	Verantwoordelike vir sukses van wyskominitees is by wyskominitees								
181	Korp	Onk.diens	GG		Om deelnemende strukture optimaal te laat funksioneer	Behou genteresserdheid van lede deur interessante inligting weer te gee / wekkesse te hou									Gemiddelde % bywoning van wyskominitees per maand

Kwestie	DIR	Afdeling	WKS/PA	Doelwit	Onderhooft Strategie	Project	Beginsel	2007-08	2008-09	2009-10	2010-2011	2011-2012	Afdelwit	Aanwysar
182	WKS/komitee	Korp	OG	Om deelnemende strukture optimaal te laat funksioneer	Optimale administratiewe steun aan komitees			60.000						
183	WKS/komitee	Korp	OG	Om deelnemende strukture optimaal te laat funksioneer	Diskresionêre aansenwaingsprojek per wyskomitee			1,100,000	1,100,000	1,100,000	1,100,000	1,100,000		Diskresionêre fonds in begroting

Kwessie	DIR	Afdeling	WK SPA	Doelwit	Oorhoofse Strategie	Beginsel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aidwiteit	Aanwyser
184	Dienste	Korp	IS	Om bestaande vlakke van dienslewering te onderhou	Versaker dat voldoende begroting word om bestaande kwaliteit van diens le wer	Begroting moet versaker dat diens op dieselfde of beter vlak gelewer word	Becyfbegroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% van becyfbegroting gespandeer
185	Dienste	Korp	IS	Om bestaande vlakke van dienslewering te onderhou	Ontwikkeling van nodige infrastruktuur uit interne fondse	Kapitaal begroting moet oordeelkundige besplan word om nie onder-spandeling tot gevolg te he nts.	Kapitaal Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% van Kapital begroting gespandeer

Kwessie	DIR	Afdeling	WK SPA	Doelwit		Oorhoofse Strategie		Beginsel	Projek	2007-08	2008-09	2009-10	2010-2011	2011-2012	Aldiwit	Aanwysers		
				SAVIELENGENIEUSDIENTSE														
187	Vervoer	SIV	Bestuur	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Onderneem langtermyn vervoer beplanning gemik op die beheer van Maatsbury se vervoer binne die voorsienbare toekoms			Maatsbury Oorhoofse Vervoer beplanning	100.000						Oorhoofse Vervoerplan vir Mby		
188	REC	SIV	Reënigs-dienste	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Vernooi die oomheltheid van die area deur 'n hoër vlak van aansiktheid										1.3de plek behaal in Skaarse Dorp Kompetisie		
189	AV	SIV	Management	LED	Optimale werkskepping deur arbeidsintensiewe projek ontwerp	Armeede verligting deur die skep van tydelike werk deur kapital projekte		Kapitaal projekte sover moontlik ontwerp op arbeidsintensief te wees, sonder om voorrede vir geld, of effektiwiteit te ondermyn										
190	AV	SIV	Reënigs-dienste	LED	Om werk te skep deur diens-innovering	Volhoubare werkskepping deur hervinning en kompostering			Volhoubaarheids ondersoek	x							Volhoubaarheidsstudie onderneem	
191	AV	SIV	Reënigs-dienste	LED	Om werk te skep deur diens-innovering	Volhoubare werkskepping deur hervinning en kompostering			Ontwikkeling van komposeringsaanleg op Mabung								Komposierings-aanleg	
192	Buise diens onderhoud	SIV	Almari	BS	Om bestaande vlakke van dienslewering te onderhou	Verseker dat voldoende begroot word om bestaande kwaliteit van diens te lewer		Begroting moet verseker dat diens op tuisland, of buite vlak gelewer word	Bedryfsbegroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%			% van bedryfsbegroting gespaandeer	
193	Buise uitbreiding	SIV	Almari	BS	Om bestaande vlakke van dienslewering te onderhou	Ontwikkeling van nodige infrastruktuur uit interne fondse		Kapitaal begroting moet oordeelkundige besplan word om te onder-spoedering tot gevolg te hê.	Kapitaal Begroting	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%				% van Kapital begroting gespaandeer
194	Sport	SIV	Sport	BS	Ontwikkeling van kwaliteit sport-fasiliteite in dorpe met groei-potensiaal	Uitbreiding van Weibank en Riebaek fasiliteite deur lotto en eie fondse		Alle fasiliteite voldoen aan standaard										% van velde in Mby, Mbg, Dorp, MK vervoer teenligo-standaard voldoen
195	Sport	SIV	Sport	BS	Onderhou bestaande infrastruktuur	Begroet vir voldoende onderhoud akteurs daar vir uitbreiding en/of opgraderings begroot word		Onderhoud voor opgradering										% onderhoudskosten in begroting aangespreek
196	Buise uitbreiding	SIV	Bestuur	BS	Om bestaande vlakke van dienslewering te onderhou	Detail inligting rakende landelike dienste			Landelike diensonderzoek	200.000								
197	Sport	SIV	Sport	BS	Om die sportlunisie optimaal te bestuur	Formaliseer rol en funksie binne die munisipaliteit			Roi-uitkleding vir sport ontwikkeling	x								Roi-uitkledingsproses afgehandel
198	Sport	SIV	Sport	BS	Om minimum vlak sport-infrastruktuur in die dorpe te vestig	Ontwikkel 5 jaar projek-sekule vir sport-opgradering tot op minimum vlak			Opgraderingsstrategie	x								Opgradering strategie

Kwessie	DIR	Afdeling	WK SPA	Deelwit	Oorhoofse Strategie	Beginsel	Projek	Aidwiteit					Aenwyser		
								2007-08	2008-09	2009-10	2010-2011	2011-2012			
199	Vervoer	Stuur	LED	Om die Swartland se ligging optimaal te benut vir die ontwikkeling van die gemeenskap oor die langtermyn	Ontwerp finansieringsmeganisme waardeer privaat-ontwikkelaars wesentlik bydra tot die opgradering en ontwikkeling van Malmesbury se padnetwerk		Doarste van finansieringsmeganismes vir Malmesbury oorhoofse padnetwerk	x							Belofingsstrategie vir oorhoofse padnetwerk
200	Grootmaat dienste	Stuur	IS	Om surplus kapasiteit in alle gebiede te hanteer deur ratende alle munisipale dienste	Versker dat ontwikkelaars toepaslike bydra tot die ontwikkeling van grootmaat kapasiteit	Alle ontwikkelaars moet grootmaat "on-lew" betoel									

Line	DIR	Division	WCRA	Objective		Overarching strategy	Principle	Project	Activity					Indicator		
				SENIOR MANAGEMENT	COMMUNITY				2007-08	2008-09	2009-10	2010-2011	2011-2012			
1	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Pro-active marketing of municipality as investor's friendly		Annual business day	2.500	2.750	3.025	3.328	3.660	Active Participation in chamber of commerce	Annual business day	
2	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Development of N7 "airport corridor" between Malmesbury and Cape Town			x	x	x	x	x	Continuous support to the establishment of airport south of Malmesbury	Development of industrial node between Malmesbury and Cape town	
3	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Principle improved transport through proactive liaison with SANRAL regarding the N7			x	x	x	x	x	Active political and administrative advocacy for upgrading of N7 to double lanes	Semester meeting with SANRAL	
4	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Facilitate the development of Malmesbury as preferential "swimming" destination of the Western Cape	Offer cost effective access to the service	Development of a facility of High's standards (competitive)	x	x	x	x	x	Liaison with relevant sport structures	Number of regional events presented	
5	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Develop Malmesbury as medical services centre for the greater West Coast region						x	x	Active support for the development of medical practices		
6	LED	AI	Senior Management	LED	The optimal utilization of Swarland's locality for the development of the community over the long term	Develop Malmesbury as commercial regional centre and alternative for northern suburbs (long term)			x	x	x	x	x	Facilitating the process of the development of a regional centre	Identification of site for regional centre	
7	Macro Structure	AI	Senior Management	DT	To apply the principle of structure follows strategy within the organisation	Optimise service delivery through establishment of applicable macro structure		Review macro structure	x	x	x	x	x	Continuously test the relevance of the current structure	Review of macro structure	
8	Macro Structure	AI	Senior Management	DT	Develop a more client orientated organisation	Optimise service delivery through establishment of applicable macro structure		Client service centre	174.000						Client care specifications finalized	
9	Macro Structure	AI	Senior Management	DT	To shift from crisis management to strategic management	Develop a client service centre to direct enquiries to the appropriate official		Client service centre	350.000						Centre operational	
10	Macro Structure	AI	Senior Management	DT	To shift from crisis management to strategic management	Reduce administrative burden on management		Review macro structure	x							
11	Macro Structure	AI	Senior Management	DT	To secure expertise through the offering of market related salary packages	Focus increasingly on contract appointments in order to compete with private sector for specialised skills	Contract appointments can be compensated more market related			x	x	x	x	x		% of senior management positions filled (by directorate)
12	Macro Structure	AI	Senior Management	R2R	To actively contribute to inter governmental co-operation	Continued representation on District Structures			x	x	x	x	x	Continuous participation in district structure		

EU-OP		DIR	Division	WCPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
29	Attractiveness	Pro	SMP	LED	To improve the overall attractiveness of the Swartland through crime prevention	Extension of SMP service to 24/7				x	x	x	x		Total service availability (% of time / month)
30	Attractiveness	Pro	SMP	LED	To improve the overall attractiveness of the Swartland through crime prevention	Increased visible policing in business centre on peak time			x	x	x	x	x		
31	Attractiveness	Pro	SMP	LED	To improve the overall attractiveness of the Swartland through crime prevention	Develop and implement a social crime prevention programme			x	x	x	x	x		
32	Attractiveness	Pro	SMP	LED	To improve the overall attractiveness of the Swartland through crime prevention	Extensive marketing of successes of service to the public			x	x	x	x	x	Continuous marketing of service through quarterly page and local media	
33	Safety	Pro	Fire Fighting	RS	To improve the functioning of the existing fire fighting service in spite of lack of personnel	Increased focus on prevention			x	x	x	x	x		
34	Safety	Pro	Fire fighting	RS	To improve the functioning of the existing fire fighting service in spite of lack of personnel	Increased focus on public awareness			x	x	x	x	x	Annual extensive awareness raising	Actual awareness campaigns
35	Safety	Pro	Fire fighting	RS	To improve the functioning of the existing fire fighting service in spite of lack of personnel	Improved communication with WCDM			x					Establishing responsibility	Formal role clarification with WCDM
36	Safety	Pro	Fire fighting	RS	To obtain role-clarification regarding Fire Fighting Service	High level liaison with WCDM regarding finalisation of service-investigation		Presentation by WCDM regarding fire fighting services	x						Role clarification w.r.t. Fire Fighting Service
37	Safety	Pro	Fire fighting	RS	To supplement insufficient service through support by WCDM	To put pressure on WCDM to establish satellite stations in the Swartland to supplement urban service			x						Satellite Station established in Malmesbury

Line	DIR	Division	WCIPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
38	Abstract Services	All	NS	To maintain existing levels of service delivery	Ensure that sufficient funding is made available through budget to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Operating budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% of Operational Budget Spent
39	Abstract Services	All	NS	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Capital budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% of Capital Budget Spent

Line	DIR	Division	WC RPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
				FINANCIAL SERVICES										
43	LED	Fin	LED	The optimal utilization of Swariland's locality for the development of the community over the long term	Active marketing of the municipal area as residential alternative for Cape Town (see under mentioned detailed strategy)		Upgrading of website	100.000					Marketing of area as part of residential approval conditions	Website upgraded
44	LED	Fin	LED	The optimal utilization of Swariland's locality for the development of the community over the long term	Active marketing of the municipal area as residential alternative for Cape Town (see under mentioned detailed strategy)			x	x					Quarterly updating of website content
45	LED	Fin	LED	The optimal utilization of Swariland's locality for the development of the community over the long term	Active marketing of the municipal area as residential alternative for Cape Town (see under mentioned detailed strategy)			x	x					% of legal requirements adhered to w.r.t. website content
46	LED	Fin	LED	The optimal utilization of Swariland's locality for the development of the community over the long term	Active marketing of the municipal area as residential alternative for Cape Town (see under mentioned detailed strategy)			x	x					Incentive scheme aimed at the establishment of industries
47	LED	Fin	Fin Serv	Develop institutional practices which promotes the establishment of businesses	Incentives for developments: Industrial		Incentives scheme	x	x				Review incentives annually	Incentive scheme aimed at the development of education facilities
48	LED	Fin	LED	Develop institutional practices which promotes the establishment of businesses	Developmental/Incentives: Training		Incentives scheme	x	x				Review incentives annually	Permanent advert on Website
49	LED	Fin	LED	Develop institutional practices which promotes the establishment of businesses	Electronic marketing of area on municipal website and through Cape Gateway		Internet marketing	x	x				Continuous updating of database	Database upgraded per specification and updated on monthly basis
50	LED	Fin	LED	Strengthen the link between unemployed individuals and employers	Optimize unemployed database		Extension of existing database	x					Continuous updating of database	Database updated to capture identified information
51	Poverty	Fin	LED	To link the unemployed with the private sector	The development and maintenance of a detailed database for unemployed individuals		Extension of existing database	x					Continuous updating of database	Database updated to capture identified information
52	Poverty	Fin	LED	To link the unemployed with the private sector	The development and maintenance of a detailed database for unemployed individuals		Extension of existing database	x					Continuous awareness raising in private sector	Database updated to capture identified information

EU	DIR	Division	WCPA	Objective		Overarching strategy		Principle	Project		Activity					Indicator
											2007-08	2008-09	2009-10	2010-2011	2011-2012	
53	Poverty	Fin	Fin dev	LED	To benefit defenceless groups within the community through internal processes	Compiling and management of policy which benefit local defenceless groups	Vulnerable groups must be benefited as far as possible without undermining value for money and effectiveness	Review financial policies where necessary	x	x	x	x	x	x		Financial policy reviewed
54	Poverty	Fin	Fin dev	LED	To benefit defenceless groups within the community through internal processes	Regular information sessions for interested parties and businesses on the municipality's purchase and other procedures		Awareness campaigns	x	x	x	x	x	x		Actual information sessions undertaken (% of planned)
55	Income	Fin	SCM	FV	To ensure the financial sustainability of the municipality	Aggressive awareness campaigns to reduce non-payment		Awareness campaigns	x	x	x	x	x	x		Actual marketing projects undertaken
56	Income	Fin	Cred Control	FV	To ensure the financial sustainability of the municipality	Aggressive awareness campaigns to reduce non-payment		Awareness campaigns	x	x	x	x	x	x		% decrease in default payment rate
57	Income	Fin	Cred Control	FV	To ensure the financial sustainability of the municipality	Zero tolerance approach regarding non-payment			x	x	x	x	x	x		% of new developments with prepaid services
58	Income	Fin	Fin / Civil	FV	To ensure the financial sustainability of the municipality	Installation of prepaid water and electricity meters in new developments			x	x	x	x	x	x		Researching incentive scheme for the extension of pre-paid services in existing households
59	Income	Fin	Management	FV	To ensure the financial sustainability of the municipality	Offering of incentives for existing connection to convert to prepaid services		Investigation regarding incentives for households to convert to prepaid services	x	x	x	x	x	x		% capital projects in budget which are considered as income generating
60	Income	Fin	Management	FV	To ensure the financial sustainability of the municipality	Preference must be given for income-generated capital projects	Long term financial implications of all projects considered for all projects		x	x	x	x	x	x		Actual personnel targets achieved
61	Income	Fin	Management	FV	To ensure the financial sustainability of the municipality	Maintenance of assets and infrastructure have priority over the development of new infrastructure/purchase of new assets			x	x	x	x	x	x		
62	Income	Fin	Cred Control	FV	To ensure the financial sustainability of the municipality	Increased and capacitate credit control division through additional personnel and budget			x	x	x	x	x	x		
63	Fin admin	Fin	Management	FV	To apply transparent and statutory correct financial management	Investigate all IT solutions to reduce the effect of personnel shortages			x	x	x	x	x	x		% compliance w.r.t. AG requirements
64	Fin admin	Fin	Management	FV	To apply transparent and statutory correct financial management	Optimize workflow and technology in order to utilize personnel optimally		Optimisation investigation	x	x	x	x	x	x		% operational budget spent
65	Services	Fin	Management	BS	To maintain existing levels of service delivery	Ensure sufficient funding is made available through the budget to ensure that existing service levels can be provided	Budget must ensure that service be rendered at the same or better level	Operating budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%			% capital budget spent
66	Services	Fin	Management	BS	To maintain existing levels of service delivery	Develop the required infrastructure from internal funds	Budget must ensure that service be rendered at the same or better level	Capital budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%			

Issue	DIR	Division	WCRA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
69	LED	Planning and Development	LED	Ensure that spatial planning promotes economical growth in a proactive manner in the area	Investor's timely spatial and land-use planning	Spatial planning and land-use management must support development without compromising the environment								annual review of urban edges in jurisdiction area to accommodate and facilitate growth
70	LED	Planning and Development	LED	Ensure that spatial planning promotes economical growth in a proactive manner in the area	Excellent service delivery, especially in respect of industrial and business development									% of applications finalized within 60 days
71	LED	Planning and Development	LED	Ensure that spatial planning promotes economical growth in a proactive manner in the area	Speedy administration of applications and support in respect of external approvals (if application is supported)									Standard approval conditions developed and annually reviewed
72	Township Dev	Planning and Development	SP	Sustainable private development within the municipal area	Development and application of standard conditions of approval focused on long term sustainability (services/resources)		Conditions of approval	x					Ensure that all approvals are environmentally sustainable	Standard approval conditions developed and annually reviewed
73	Township Dev	Planning and Development	SP	Sustainable private development within the municipal area	Application of developer's contributions for the development of bulk services									% of total development cost utilized for the upgrading of bulk services
74	Township Dev	Planning and Development	SP	Sustainable private development within the municipal area	Application of developer's contributions for the development of bulk services									
75	Township Dev	Planning and Development	SP	To monitor growth trends with more accuracy	Development of extended databases for landuse		Extensive landuse database	x					Continuous upgrading of database	Database expanded and upgraded on a monthly basis
76	Housing	Planning and Development	SP	To develop integrated human settlements	Development of new industrial areas close to subsidised housing developments	Industrial areas development by the municipality must be accessible for communities with fewer access to private transport								% of new industrial areas situated within 2 kilometers of low income housing areas
77	Housing	Planning and Development	SP	To develop integrated human settlements	Development of affordable even for middle income households		Development of a 10 year plan for the release of affordable even in the jurisdictional area	x						% planned affordable even developed
78	Housing	Housing	SP	To develop integrated human settlements	Application of growth potential logic on all future housing projects									% of houses built areas with high growth potential
79	Housing	Housing	SP	To develop integrated human settlements	Utilization of provincial grants in line with PGDS	Housing projects must strategically correspond with PGDS	Future housing projects	5.648.000	4.445.000	5.645.000				% of housing funds expended
80	Housing	Housing	SP	To develop integrated human settlements	Utilization of provincial grants in line with PGDS	Housing projects must strategically correspond with PGDS	Housing projects							% of housing units developed
81	Housing	Housing	SP	To develop integrated human settlements	Future subsidised housing focusing on Malmesbury, Moorsburg and Darling									% of housing in identified growth towns

Line	DIR	Division	WCRA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
82	Housing	Com	Housing	To develop integrated human settlements	Development of subsidised housing developments at higher level of services	Subsidised housing developments must be design in such a manner that socio-economical development is promoted on the long run	Identified an acceptable review of current new developments	x						new service levels for subsidised housing determined
83	Housing	Com	Housing	To develop integrated human settlements	Proactive squatter control									
84	Housing	Com	Housing	Development of new housing projects must be regulated in order to prevent the compromising of the municipality's financial sustainability	Development of tenancy housing as alternative for subsidised housing in Madibany	No future subsidised housing in towns with low/no growth potential								% number of planned rental units developed
85	Housing	Com	Housing	Development of new housing projects must be regulated in order to prevent the compromising of the municipality's financial sustainability	All newly subsidised houses must be equipped with pre-paid services									% new subsidized houses provided with pre-paid meters
86	Housing	Com	Housing	Development of new housing projects must be regulated in order to prevent the compromising of the municipality's financial sustainability	All newly subsidised housing projects in areas with minimum to high growth potential and pre-payment lower than 20%									% of projects in areas with medium to high growth potential
87	Housing	Com	Housing	To manage housing strategically and optimally	Future housing needs must be better addressed through detailed information and prioritization		Distinguish between "housing backlog" and "new demands" defined and ratified by Council	x						Formal differentiation between new housing demand and current backlog established
88	Housing	Com	Housing	To manage housing strategically and optimally	Future housing needs must be better addressed through detailed information and prioritization		Development of a newly prioritised model and re-prioritisation of backlogs	x						Develop and apply new prioritization model
89	Housing	Com	Housing	To manage housing strategically and optimally	To accurately monitor the housing demand through an extensive waiting list		Extension of current waiting list process to include more relevant and accurate information	x						Develop and maintain extensive housing database
90	Housing	Com	Housing	All new home owners informed and aware of responsibilities and rights	Roll out extensive training for new home owners in new housing projects	All housing projects have training components								% of new home owners received extensive training
91	Informal Settlement	Com	Housing	To discourage squatting within the municipal area	Identified and partial hotspots									% of known structures removed within legal parameters
92	Income	Com	Housing	To ensure the financial sustainability of the municipality	Limit the migration of unemployed individuals to the area through a housing policy that benefits local residents		Housing Policy	x						% increase in formal households
93	Income	Com	Housing	To ensure the financial sustainability of the municipality	Limit subsidised housing in areas with high unemployment and low growth potential	Subsidised housing project within areas with high growth potential		x	x	x	x	x		% houses in areas with high growth potential
94	Housing	Com	Housing	To manage housing strategically and optimally	All projects must make provision for persons who were displaced from farms									% of housing allocated to ex-farm workers
95	LED	Com	Com/Dev	To promote the development of businesses in towns with economical growth	Development of entrepreneurs through training	Entrepreneurs development primary in towns with high growth potential	Annual entrepreneurship programme	x	x	x	x	x		Annual entrepreneurship program

Line	DIR	Division	WCRA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
123	Caravans	Com	EH	To managed caravan-facilities optimally	Continued improvement of service through questionnaires completed by public and proposals by public		Development of client care system	x						% of clients requested to give feedback
124	Caravans	Com	EH	To managed caravan-facilities optimally	Improve client-personnel relationship through capacitating personnel	Personnel positive orientated regarding clients		x	x	x	x	x		% of personnel experience as positive
125	Services	Com	All	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Operating budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% of operational budget spent
126	Services	Com	All	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Capital budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% of Capital Budget spent
127	Tourism	Com	Tourism	The optimal utilisation of Swartland's locality for the development of the community over the long term	Development of two tourism gateways in order to market both the Swartland and West Coast		Tourism gateways		x					Actual Tourism Gateways developed

Year	DIR	Division	WCPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
				ALL ENGINEERS										
1.32	Engineers (All)	All Engineers	65	To maintain surplus capacity regarding all municipal services in all areas of the municipality	Adequate funding to create bulk service surplus capacity									% surplus storage / bulk provision capacity per service
1.33	Engineers (All)	All Engineers	65	To maintain surplus capacity regarding all municipal services in all areas of the municipality	Master planning with regard to High (medium/low growth scenario's with costs for bulk upgrades)		Infrastructure Masterplan	x	x					Master planning for all services
1.34	Engineers (All)	All Engineers	65	To maintain surplus capacity regarding all municipal services in all areas of the municipality	Design of infrastructure must take into consideration development for the next 30 years	Infrastructure specifications must include 30-30 year expansion								% of new bulk infrastructure which can provide 30 year service
1.35	Engineers (All)	All Engineers	65	To determine service backlogs in rural area	Liaison with WCDM's Environmental Health Officers in order to obtain information regarding services- information in rural area		Investigation regarding service levels in rural area of jurisdictional area	200,000						Service investigation completed
1.37	Engineers (All)	All Engineers	65	To establish basic services in rural area	Clarity on legislative framework regarding rural services - SM and WCDM		Legal investigation regarding delivering of rural services and mechanisms							Service investigation completed
1.38	Engineers (All)	All Engineers	65	To establish basic services in rural area	Implementation of the WCDM subsidy through liaison with relevant land owners		Marketing and awareness of subsidy/service upgrading options							% land owners reached with service upgrade policy
1.39	Engineers (All)	All Engineers	65	To establish basic services in rural area	Implementation of the WCDM subsidy through liaison with relevant land owners									% of rural backlogs addressed
1.40	Engineers (All)	All Engineers	65	To establish basic services in rural area	Design and establishment of service types which require the minimum support from the municipality	Services must be design with as few as possible operating/maintenance costs								

Line	DIR	Division	WCRA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
				OFFICE OF THE MUNICIPAL MANAGER										
1.41	OMM			To monitor business/operations of the municipality	Continued application of RBAP									% RBAP implemented
1.42	AudI	IA	PV	To supply a sustainable internal auditing function.	Recruiting and maintaining appropriate skills		Internal Audit Internship	124,000	136,400	150,000				IA Internship program
1.43	AudI	IA	GG		Create a communication opportunities between managers in order to increase the value of assessing process									All senior managers subjected to COC and CMC's
1.44	PAG	IBP	OT	To establish a culture of performance management on management level over the medium term										

Line	DIR	Division	WCPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
				CORPORATE SERVICES										
151	LED	Support Services		To optimize communication with public regarding service enquiries	Develop and maintain a client service centre for the management and handling of service enquiries and complaints		Client care concept	150,000						Client care developed and maintained
152	LED	Libraries	LED	To improve awareness of development initiatives	Utilization of libraries as information points for business development		Develop "business corners" in all the libraries							Number of business corners developed
153	LED	Libraries	LED	To improve awareness of development initiatives	Utilization of libraries as information points for business development		Develop internet offices in all libraries							% of libraries with internet access points for public
154	Libraries	Libraries	OT	To improve the management of libraries	Optimal utilization of information technology at all libraries		All libraries equipped with e-mail/Internet/PALS	x	x					% of libraries with PALS / E-mail and Internet
155	Libraries	Libraries	OT	To improve the management of libraries	Aggressive canvassing for funds in order to expand IT infrastructure			x	x	x	x			% of funding targets reached
156	Libraries	Libraries	OT	To improve the management of libraries	Upgrading of security systems in libraries (Internal funds)		Library's security systems		x					% decline in stolen materials
157	Libraries	Libraries	OT	To establish libraries in learning centres in the community	Development of public internet-points in all libraries through sponsors from the telecommunication sector		Ensure sponsors from telecom companies within 5 year period	x						% of libraries with internet access points for public
158	Libraries	Libraries	OT	To establish libraries in learning centres in the community	Increasing of physical structure in order to accommodate the growing number of clients		Malmesbury/Wesbank			x				Actual R spend on upgrading
159	Libraries	Libraries	OT	To establish libraries in learning centres in the community	Establishing of satellite service in smaller centres		Ward 7 Satellite Service		x					Satellite service established
160	Libraries	Libraries	OT	To establish libraries in learning centres in the community	Establishing of satellite service in smaller centres		Yzerfontein Satellite Service			x				Satellite service established
161	Libraries	Libraries	OT	To establish libraries in learning centres in the community	Establishing of satellite service in smaller centres		Kooringberg Satellite Service				x			Satellite service established
162	Libraries	Libraries	OT	To empower users/clients in order to preserve material	Supplying of information together with material (books)									% decline in damaged materials
163	Libraries	Libraries	OT	To empower users/clients in order to preserve material	Continued media-leading programmes especially with the focus on ABEI									% implementation of media training program
164	Libraries	Libraries	OT	To empower users/clients in order to preserve material										

Year	DIR	Division	WCPA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
165	Induction	Corp	HR	To improve internal capacity	Continued induction programme for new appointment and current personnel	Induction addressed overhead and detailed processes	Detailed induction programme (operational part)	x						% planned induction sessions which took place
166	Induction	Corp	HR	To improve internal capacity	All newly appointed personnel evaluated after induction									% personnel subjected to evaluation
167	Induction	Corp	HR	To develop scores and essential skills for the organisation	Establishment of career planning for all personnel		Development of career planning programmes		500000					% relevant personnel with career plans
168	Capacity	Corp	HR	To develop scores and essential skills for the organisation	Addressing of skills shortages identified through career planning programmes through specialised training	WSP based on identified skills shortages in career plans								% project in WSP based on identified skills shortages
169	Capacity	Corp	HR	To recruit and retain score and essential skills	Review the categorization of the municipality in order to offer more competitive packages		Review possibility of categorization of municipality	x						Investigation of re-categorization of municipality
170	Capacity	Corp	HR	To recruit and retain score and essential skills	Focus on higher-compensated contract appointments for scores skills	Contract appointments can be compensated more market related								
171	Capacity	Corp	HR	To recruit and retain score and essential skills	Employment processes must be more sensitive for the obtaining of scores skills		Review the processes in order to optimize the recruitment of scores skills	x						Review recruitment processes
172	Capacity	Corp	HR	To recruit and retain score and essential skills	Implement students/internship programmes focusing on the youth		Development of internship programmes	x						Internship programme developed
173	Capacity	Corp	HR	To render an adequate HR service to personnel	Budget for extension of the service in order to obtain 1 additional personnel practitioner									HR capacity expanded
174	Capacity	Corp	HR	To render a comprehensive HR service for personnel	Integrate the HR functions within one department		Review macro structure	x						
175	HR form	Corp	Support services	To improve internal communication in the organisation	Establishing of an inter-departmental editorial office responsible for the gathering and calculation of information		Establishment of inter-departmental editorial office	x					Monthly meeting of editorial office	Number of information brochures distributed
176	HR form	Corp	Support services	To improve internal communication in the organisation	Circulation of monthly newsletter/information pamphlet with specific topics			x	x	x	x	x	Monthly distribution of information brochure	Number of information brochures distributed per year
177	Internal Comm	Corp	Actives	To refer incoming correspondence to the correct department	Continuous monitoring of computer-capacity and upgrading accordingly									
178	Internal Comm	Corp	Actives	To regulate record management in accordance with legislation	Record management process as part of induction of new personnel		Develop record management module for the induction programme	x						% new appointments which receives induction
179	Internal Comm	Corp	Actives	To regulate record management in accordance with legislation	Monitoring problems identified and training for problem areas/cases								Continuous monitoring and identification of problem cases	
180	Word Committees	Corp	Support services	To ensure the optimal functioning of participation structures	Continued involvement of ward councils	Responsibility for the success of ward committees lies with ward councillors								
181	Word Committees	Corp	Support services	To ensure the optimal functioning of participation structures	Capture the interest of members by offering interesting information/ work sessions									Average % attendance of word committees per month

Line	DIR	Division	WCRA	Objective	Overarching strategy	Principle	Project	2007-08	2008-09	2009-10	2010-2011	2011-2012	Activity	Indicator
				CIVIL ENGINEERING SERVICES										
186		Civ												
187	Transport	Management	LED	The optimal utilisation of Swartland's locality for the development of the community over the long term	Create a communication opportunities between managers in order to increase the value of assessing process		Over arching transport planning for Matieland	100,000						Overall Transport plan for Matieland
188	LED	Cleaning services	LED	Optimal job creation through the designing of labour intensive projects	Enhance the attractiveness of the area through the maintenance of a high level of neatness									1 - 3 places in Clearestown competition
189	Poverty	Management	LED	To create jobs through service innovations	Poverty alleviation through creating temporary jobs through capital projects	Capital projects must, as far as possible, be capital intensive, without compromising value for money								
190	Poverty	Cleaning services	LED	To create jobs through service innovations	Sustainable job creation through recycling and composting		Sustainability investigation	x						Sustainability investigation for composting
191	Poverty	Cleaning services	LED	To create jobs through service innovations	Sustainable job creation through recycling and composting		Development of a composting/fertilising site at Matieland							Composting plant
192	Basic Service Maintenance	All	BS	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Operating budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% op operational budget spent
193	Basic Service expansion	All	BS	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services	Budget must ensure that service be rendered at the same or better level	Capital budget	95%-100%	95%-100%	95%-100%	95%-100%	95%-100%		% of Capital Budget \$ spent
194	Sport	Sport	BS	Development of sport-infrastructure of high standard in town with growth potential	Expansion of facilities in Westbank and Riebeeck with Lotto and own funding	All facilities on standard								% of fields in Mby. Mbg. Dor. Rie. Rie. compliant with Regule standards
195	Sport	Sport	BS	Maintenance of existing infrastructure	Budget adequately for maintenance before budgeting for expansions and upgrading	Maintenance receives priority above upgrading								% of maintenance issues addressed in budget
196	Basic Service expansion	Management	BS	To maintain existing levels of service delivery	Ensure adequate funding from internal sources to deliver existing quality of services		Rural Services study	200,000						
197	Sport	Sport	BS	To managed the sport function optimally	Formalise roll and function within the municipality			x						Re-allocation completed
198	Sport	Sport	BS	To established minimum level of sport-infrastructure in all towns	Develop a 5 year project schedule for the upgrading of sport facilities up to the minimum standard			x						Sport facility upgrading strategy

