



STELLENBOSCH MUNICIPALITY

STELLENBOSCH – PNIEL – FRANSCHHOEK

DRAFT 2013/14 INTEGRATED DEVELOPMENT PLAN 1st review of the 3rd GENERATION IDP (2012/17) (as prescribed by section 34 of the Municipal Systems Act)



MARCH 2013

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MESSAGE FROM THE EXECUTIVE MAYOR -

The Integrated Development Plan has previously been described as the municipality's core management tool; a guideline plan of which the details may be negotiated as we go forward.

It is however also a charter in the sense that it that speaks to the values that underpin the commitment we, the political leadership, the municipal staff, our citizens, our business community and partners subscribe to.

We must strive to achieve a town in which all values, i.e. integrity, accountability, mutual respect and a commitment to excellence are part of the daily life and activities of people

This is particularly significant because this IDP cycle is mapping a new way forward; a way that will allow us to address our most pressing backlog issues while setting clear and attainable goals that will transform the future of the municipal area.

It is a challenging document because it invites us to change our thinking from looking at problems to looking at solutions.

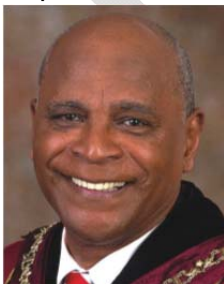
Creative thinking and innovation offers us a way forward if we are serious about Stellenbosch Municipality as a leader in governance and partnership building. Stellenbosch Municipality has the potential to become the Innovation Capital of South Africa; a trendsetting place that opens up all the possibilities that new technologies and futuristic thinking has to offer.

The five strategic objectives that have become our focal points are

- Stellenbosch as the most preferred town for investment and business. Business and investment inflows translate into jobs and prosperity,
- The Greenest town, that will not only make Stellenbosch even more attractive for visitors and tourists but also provide a base for new industries,
- Dignified Living that will ensure that our citizens own their town, take pride in it and have a sense of self-worth and belonging,
- A Safer Stellenbosch that will put civic pride and responsibility in place of crime and destructive behaviour, and
- Good governance that implies compliance with and adherence to the policies and procedures that are mandatory and is the hallmark of a well-run municipality.

This is an IDP of hope because it has parted ways with a “business as usual” and strives to invite the citizens of the Greater Stellenbosch to discover new and practical shortcuts to the better future that is our collective aim. It is the most radical attempt at transformation that we have ever attempted, but it is attainable.

This is, finally, a people’s IDP that we must talk about, reshape and utilize to drive the process of significant change; change that is visible, that can be measured and that we can be proud of as a Municipality with possibilities that we are only beginning to explore.



Conrad Sidego
Executive Mayor

MESSAGE FROM THE MUNICIPAL MANAGER

Integrated development planning is critical for sustainable development within municipalities. The IDP process is designed to be consultative and inclusive so that the diverse needs of all parts of the community are considered. In compiling the IDP, municipalities have to confront hard choices on issues such as municipal budget, land management, promotion of local economic development and institutional transformation.

Integrated Development Plans, however, do not only inform the municipal management; they are also supposed to guide the activities of the private sector, NGO's, corporate service providers and agencies from the other spheres of government within the municipal area.

There is much to be proud of since the formation of a unitary Stellenbosch Municipality some ten years ago – bringing together previously separate administrators. Yet, in the ordinary life of our town, serious shortcomings and inequities exist – challenges which if not concertedly addressed, threaten our common and individual well-being. The current economic climate locally and internationally is a negative one.

The reviewed IDP is however an attempt to start a process that will provide for a better Greater Stellenbosch area that will work for all its citizens and those that come after them, and to create dignified living and even abundance over the next couple of years.

We invite all citizens and interest groups in the Greater Stellenbosch area to throw their weight behind the implementation of the projects and programmes to support the five strategic objectives.

We are committed to innovation and transformation to do more with less resources, and we are looking forward to doing so with the assistance and support of all residence and other stakeholders.

Christa Liebenberg
Municipal Manager

GLOSSARY OF ACRONYMS

ACRONYM	MEANING
CBO	Community Based Organisation
CITP	Comprehensive Integrated Transport Plan
CWDM	Cape Winelands District Municipality
DPLG	Department of Provincial & Local Government
DGDS	District Growth and Development Strategy
DMA	District Management Area
GGP	Gross Geographic Product
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HR	Human Resources
IDP	Integrated Development Plan
IMATU	Independent Municipal Allied Trade Union
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LG-TAS	Local Government Turnaround Strategy
MDGs	Millenium Development Goals
MFMA	Municipal Financial Management Act
MTSF	Medium Term Strategic Framework
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
PGWC	Provincial Government of the Western Cape
PMS	Performance Management System
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SLA	Service Level Agreement
SMME	Small Medium & Micro Enterprises
TB	Tuberculosis
WCDSPP	Western Cape Draft Strategic Plan
WSDP	Water Services Development Plan

IDP AND DOCUMENT STRUCTURE

Our 3rd generation IDP takes the form of a “package” of documents and instruments, each serving a different purpose but working interdependently.

This document, entitled “Stellenbosch Municipality: 3rd Generation IDP”, forms the main document. Other documents and instruments that support the main document are:

- The municipal budget.
- The Top Layer SDBIP (Service Delivery Budget Implementation Plan)
- The Service Delivery Business Implementation Plans of the different directorates of the municipality which outlines detailed programmes, projects, and associated resource allocation and performance targets.
- Various sector plans prepared to support and direct the work of different functional areas of the municipality (e.g. the Spatial Development Framework, Comprehensive Integrated Transport Plan and Water Services Development Plan).
- Ward Plans (currently under preparation).

This document is structured in ten parts.

- Part 1 introduces and situates the Stellenbosch Municipality in its larger context, and outlines the purpose of the IDP and the approach and process followed in its preparation.
- Part 2 provides an analysis of the Greater Stellenbosch area today, current trends and issues.
- Part 3 outlines how the municipality deals with Governance and Institutional Development within the Greater Stellenbosch area
- Part 4 outlines the policy context for preparing IDPs.
- Part 5 summarises citizens’ needs for service delivery as expressed through various engagements.
- Part 6 summarises the findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organisation.
- Part 7 provides a reflection on our challenges – within the context of the broader municipal policy context and as expressed in surveys, by citizens, through the work on sector plans, and our daily experience.
- Part 8 outlines our overall strategy and way of work for the next five-years.
- Part 9 unpacks our strategy in terms of focus areas, objectives and activities.
- Part 10 outlines our broad financial plan and planned allocation of resources to support our strategy, focus areas, objectives and activities.
- Part 11 outlines IDP related monitoring and evaluation activities over the year ahead.

EXECUTIVE SUMMARY

We are officially known as the Stellenbosch Municipality; it is our legal description.

To stress our inclusiveness – a municipality which includes a number of towns and villages and the areas between them – all with much endeared historic names, histories and local hopes and aspirations – we make every effort to refer to the “Greater” Stellenbosch area or municipality.

We are not responsible for only one – albeit significant town – in this larger constellation. We unequivocally share an equal commitment to all areas that make up the Greater Stellenbosch Municipality.

The Municipal Systems Act requires municipalities in South Africa to prepare a five year strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the Provincial and National government. It is the principal planning instrument that guides and informs the municipal budget and all action.

Legal Framework for the revision of the IDP

The IDP comprises a “package” of documents. This document, entitled “Stellenbosch Municipality: 3rd Generation IDP”, forms the main document. Other documents and instruments that support the main document include the municipal budget, the Service Delivery Business Implementation Plans of the different directorates of the municipality (containing detailed programmes, projects, and associated resource allocation and performance targets), various sector plans prepared to support and direct the work of different functional areas of the municipality and Ward Plans (currently under preparation).

The IDP outlines:

- An analysis of the Greater Stellenbosch area today, current trends and issues.
- The national and regional policy context for preparing IDPs.
- Citizens’ needs for service delivery as expressed through various engagements.
- The findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organisation.
- The municipality’s overall strategy and way of work for the next five-years, including focus areas, predetermined objectives and activities.
- The municipality’s broad financial plan and planned allocation of resources.
- Related monitoring and evaluation activities over the year ahead.

Strategic Framework of the IDP

Our Vision

We describe the vision of where we want to be as a municipality and the Greater Stellenbosch area as:

“The Innovation Capital of South Africa”

Our Mission

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.

Our Values

In all of our work and engagements, we subscribe to the following values:

Character Leadership: We undertake to involve communities in planning development in their areas, provide regular progress reports on the implementation of those plans and deal decisively and swiftly with poor performance, mismanagement of council assets, corruption and fraud that are all impediments to good municipal governance.

Transformation: We will tirelessly work at transforming our municipality, communities and broader society as custodians of hope through unlocking the endless possibilities our valley holds treasure. This commitment is shaped by our understanding of the historical, spacial, social and economic inequalities rive in our valley.

Innovation: We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives which show creativity and ingenuity.

OUR OVERARCHING STRATEGY

Our overarching strategy is illustrated in the diagram below:

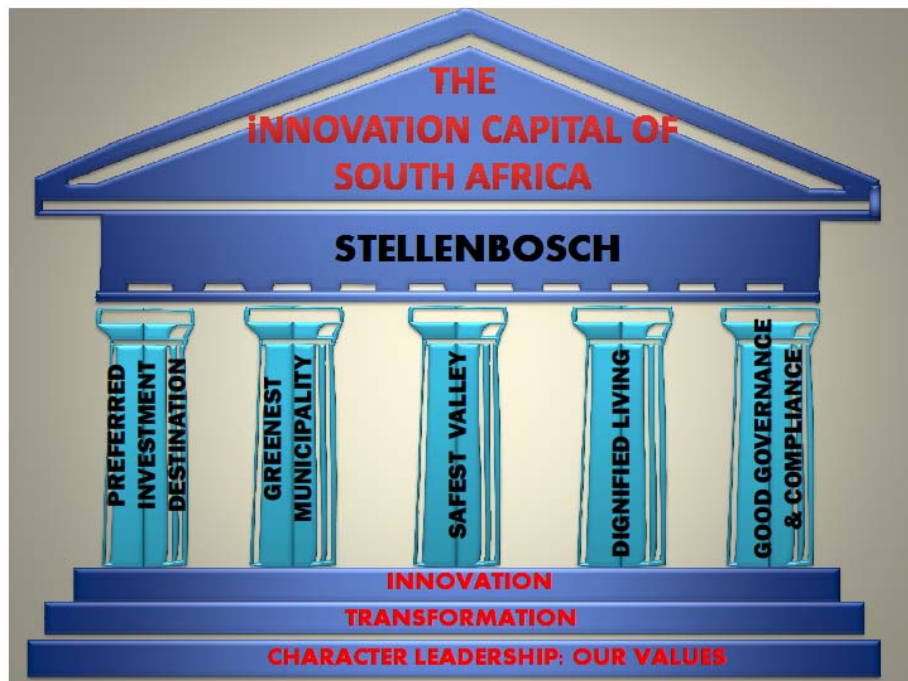


Diagram : Illustration of the Greater Stellenbosch area's overarching strategy

The Municipality's strategic vision is informed by our desire to become the **Innovation Capital of South Africa**. The 5 pillars which help us to realize this vision include: Preferred Investment Destination, Greenest Municipality, Safest Valley, Dignified Living and Good Governance & Compliance. The foundation of our vision is to tackle everything we do in an innovative manner, finding new and better ways of delivering on our mandate. This is then informed by our values: Character Leadership and Innovation. This is what we live by. Lastly we need to question whether we are transforming people's lives. Key to achieving true transformation is the creation of an environment conducive for business development, expansion and retention.

1. INTRODUCTION

1.1. THE STELLENBOSCH MUNICIPALITY AT A GLANCE

Stellenbosch Municipality is located in the heart of the Cape Winelands. It is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers approximately 900 km² and has a population of approximately 270 000 people. The municipality's area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to as far as Raithby in the south, to Bottelary, Koelenhof, and Klapmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east. Apart from formal settlement areas, the municipal area also includes a number of informal settlements.

Stellenbosch town is the second oldest town in South Africa, dating back to 1679 when an island in the Eerste River was named Stellenbosch by the then Governor of the Cape, Simon van der Stel. The first farming activities in the area were started in 1679.

Today, the area has become primarily known for its extraordinary wines and its fruit. The towns of Stellenbosch and Franschhoek are renowned for various architectural styles such as Dutch, Georgian and Victorian, which reflect its heritage and traditions, but also divisions of the past.

The area houses excellent educational institutions, including the University of Stellenbosch and a number of prestigious schools. It has a strong business sector, varying from major South African businesses and corporations, to smaller enterprises and home industries. The tourism industry alone is responsible for the creation of about 18 000 jobs in the area. Wine farms and cellars abound, and the area is the home of the very first Wine Route in South Africa.

A variety of sport facilities is available. Coetzenburg, with its athletics and rugby stadiums, has delivered star performances over many generations. The municipal area has a number of theatres, which include the university's HB Thom Theatre, Oude Libertas Amphitheatre, renowned for its summer season of music, theatre and dance, Spier Amphitheatre, as well as Klein Libertas Theatre, Dorpstraat Theatre and Aan de Braak Theatre.

The area is known for its quality, award-winning restaurants and is a tourist haven with many boutiques, galleries, and curio shops. There are several museums and art galleries and the area is host to a number of annual cultural, food and wine, and sports festivals. A wide array of accommodation is available for visitors to choose from.

Welfare and community organisations abound and the municipality and university play a leading role in assisting meeting the needs of previously neglected communities.

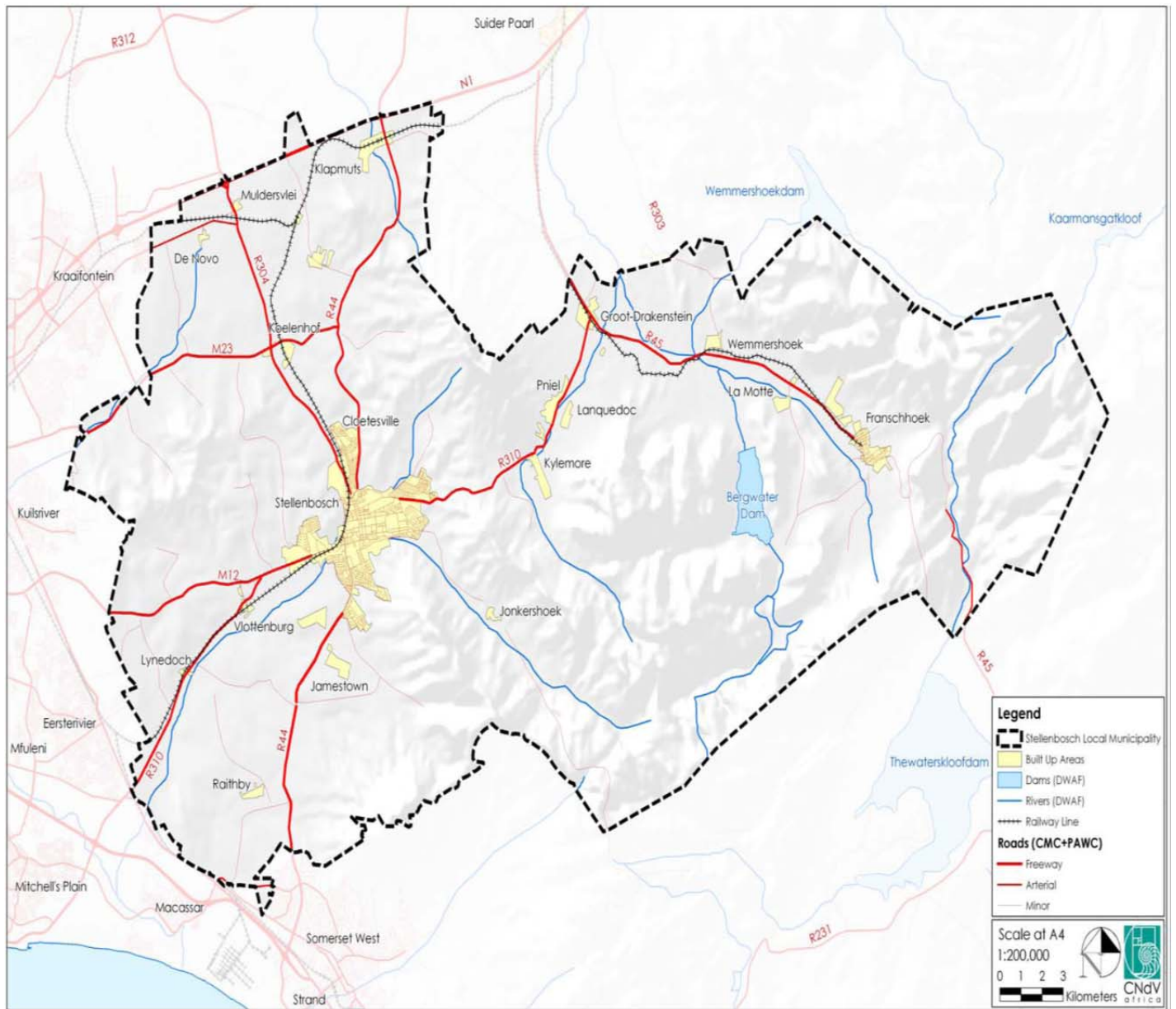


Diagram 2: Greater Stellenbosch with different areas

1.2. THE ROLE AND PURPOSE OF THE IDP

The Municipal Systems Act requires municipalities in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the Provincial and National government. It is the principal planning instrument that guides and informs the municipal budget.

The focus of the IDP is varied, including the provision of basic municipal services, measures for building and transforming municipal capacity, measures to assist in expanded livelihood opportunities for citizens, enterprise development, building dignified and safe living environments, and importantly, new ways of working and living together.

In terms of the core components of integrated development plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that:

An integrated development plan must reflect-

- a) *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;*
- b) *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;*
- c) *The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- d) *The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- e) *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- f) *The council's operational strategies;*
- g) *Applicable disaster management plans;*
- h) *A financial plan, which must include a budget projection for at least the next three years; and*
- i) *The key performance indicators and performance targets determined in terms of section 41.*

The IDP is informed by a leadership agenda – as contained in national and provincial policy documents – as well as the needs of local citizens and public, private and community organisations.

It directs, and is informed by, different aspects of the municipality's work, including how the municipality is structured politically and administratively, the municipal budget, the sector plans and service delivery and budget implementation plans of different municipal services, and how the municipality manages its performance.

1.3. REVISING THE 2012/17 IDP FOR 2013/14

Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 prescribes that:

A municipal council-

- (a) *must review its integrated development plan-*
 - (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) *to the extent that changing circumstances so demand; and*
- (b) *may amend its IDP in accordance with a prescribed process*

The legislative framework provides an opportunity for Council, together with the Administration and Community, to take stock of progress made, identify areas of improvement and re-prioritize resources in line with the changing needs of communities. This is the first revision of the 3rd Generation IDP prepared for the Stellenbosch Municipality since Council adopted the five-year plan on 31 May 2012.

1.3.1 IDP Revision Framework

The revision has been undertaken within the parameters of the following framework:

- i. ASSESSMENT ISSUES**
 - The Analysis Report on the 2012/13-2016/17 IDP submitted by DoLG, read together with the comments provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act; and
 - Shortcomings and weaknesses identified through self-assessment.
- ii. REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT**
 - Review of the Strategic elements of the IDP and integrating the strategic intent throughout the budget process and the finalizing of the Service Delivery and Budget Implementation Plan; and
 - Review of elements of the Spatial Development Framework.
- iii. INCLUSION OF NEW INFORMATION WHERE NECESSARY**
 - Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2012/13-2016/17 IDP (i.e. MFMA Regulatory Circulars);
 - Alignment of the IDP with newly completed/revised Sector Plans;
 - Review of the Strategic Elements of the IDP, particularly in the context of Organisational Re-design;
 - The ongoing alignment of the Stellenbosch Municipality's Performance Management System (PMS) Policy Framework, in terms of Chapter 6 of the MSA, with the IDP;
 - The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.
- iv. KEY ELEMENTS FOR REVIEW**
 - Socio-Economic Profile (new 2011 Statistics);
 - Public Participation Input
 - Revision of Strategy (strategic framework)
 - Update on Sector Plans, e.g. SDF and LED Strategy, Disaster Management Framework "chapter"
 - Performance Management: Five-year IDP Implementation Map (i-MAP) which will ensure closer alignment between the IDP, Budget and Service Delivery and Budget Implementation Plan (IDP/BUDGET/SDBIP Alignment)
 - Institutional Planning
 - Financial Planning
 - Report on the consideration and responses to 2012 MEC letter issues
 - Joint intergovernmental planning platforms (IDP Indaba 1 and 2) and a clearer reflection of provincial and national government's investment footprint in the municipal space

- Increased efforts to achieve better alignment between sector plans internally and with those of LM's, provincial and national govt.

1.3.2 Provincial Assessment: Letter from Minister of Local Government: Minister A Bredell

The Provincial Minister assessed the municipality's 2012/17 Integrated Development Plan in accordance with Section 32 of the Municipal Systems Act. In his submission the MEC commended the municipality for:

- The fact that some of the legislative prescripts and time frames with regards to the IDP have been complied with.
- The IDP's status quo analysis section which goes beyond describing the latest figures on the service delivery and the general state of the municipality; it provides information on how the municipality has been performing over time, in responding to the aforementioned issues.
- Electricity, transport, roads, and local economic issues which were well addressed.
- The municipality's strategic objectives which were aligned with provincial and national strategic goals. The illustration of how the different sector plans are integrated within the municipality's IDP was also commended.

The MEC noted some areas of improvement and attempts were made to address these concerns during the revision period. The table below offers a brief update on the progress made:

Areas of Improvement	Progress made
1. LED Strategy must be developed	Currently a KPI for 2012/2013 and due to be complete in June 2013.
2. The Municipality's draft SDF includes proposals to manage biodiversity. However, there are no formal plans or programmes to ensure biodiversity conservation in the municipal region, other than the "Adopt a River" programme. The municipality should speak to officials and biodiversity scientists employed by Cape Nature and the South African National Biodiversity Institute (SANBI), who are familiar with specific biodiversity conservation, remediation and rehabilitation challenges in the region and who can advise on the development of biodiversity plans, programs and projects to undertake biodiversity and ecosystem conservation, rehabilitation and remediation projects. The municipality could partner with national programmes such as Working for Wetlands, Working for Water, Working on Fire for some of these or could allocate municipal funds or access national Extended Public Works Programme (EPWP) funds to fund such biodiversity conservation, rehabilitation and remediation projects.	Appointment of Environmental Officer is in process
3. It is a serious concern that the previous Stellenbosch Municipal Councils have never adopted their draft SDFs. Amendments have been made to the SDF with the assistance of the Built Environment Support Programme. The updated SDF must be incorporated into the IDP and adopted by Council and form part of the 2013/14 IDP review.	SDF was adopted by Council in February 2013
4. Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.	Current KPI
5. Additional work must be undertaken in terms of the Integrated Waste Management Plan	
6. Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and	

Areas of Improvement	Progress made
projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.	
7. It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.	
8. The status quo analysis section of your IDP could be strengthened through inclusion of spatial data and representation. The use of outdated statistics further weakens this section.	Provincial Government's spatial footprint will be included in the final IDP
9. Social development issues are not adequately addressed in your IDP.	Social Development is considered an unfunded mandate. Department moved with Macro restructuring with budget removed and staff reduced from 19 to 5. Hence no progress has been made.
10. Even though the IDP indicates that unabridged information will be provided in the SDBIP regarding capital spending, it may be more helpful to at least provide information in the IDP showing a breakdown of the budget by specific projects, location of spending, and time frames for such projects. The breakdown of expenditure by set strategic objectives only, may be too 'high level' to have tangible meaning, particularly to communities whose interest may be on the municipality's response to their specific needs, which require specific projects.	
11. In support of the provincial strategic objective around economic growth and job creation, serious consideration has to be given to the challenge of how to make regions more competitive. In the coming year, and in light of the growth potential of your municipality, the Western Cape Government will be focusing more closely on whether implementation plans, based on approved economic strategies of municipalities, are addressing growth plans, plans to improve the local business climate in localities and unemployment.	Currently included in the LED strategy.

1.4 THE HIGH-LEVEL PREPARATION PROCESS FOR THE REVISION

The high-level preparation process and time-line for the first revision of the 3rd Generation IDP is reflected in the table below. Please refer to Chapter 4 for detailed input as gathered from public engagements.

DATE	ACTION
August 2012	<ul style="list-style-type: none"> Statutory approval by the Council of a "process plan" for preparing the 3rd Generation IDP
September 2012	<ul style="list-style-type: none"> Mayco and top management engagements on the broad focus of the IDP. Engagements were focused on establishing a shared understanding, and agree on the purpose, focus and public participation process to be followed in revising the 3rd Generation IDP.
October/November 2012	<ul style="list-style-type: none"> Mayco agreement to engage with citizens and interest groups through public ward meetings, ward committee meetings and "sector" meetings on issues and needs to be addressed in the 3rd Generation IDP. Public was also allowed to identify their key priorities within their respective areas
November/ December 2012	<ul style="list-style-type: none"> Extensive administrative engagements to obtain inputs and refine goals, focus areas, and objectives IDP Prioritization Exercise conducted with Mayoral Committee, Municipal Manager and Directors with Managers Performance Analysis; Financial Analysis; and Organizational (Gap) Analysis.

January/early February 2013	<ul style="list-style-type: none"> • Mayco and top management confirmed goals and focus areas and provided direction on predetermined objectives. Several strategic planning sessions were held in each Directorate • Provincial IDP Indaba to agree on intergovernmental agreements to support municipal IDP
February 2013	<ul style="list-style-type: none"> • Strategic Planning sessions in all Directorates involving all staff members • Administration prepared the Draft IDP • Administration prepared the Draft budget • Administration prepared the high-level SDBIP
March 2013	Mayco and Council considers the Draft IDP and Budget, 20 and 26 March 2013 respectively
April 2013	<ul style="list-style-type: none"> • Public consultation on the Draft IDP and Budget
May 2013	<ul style="list-style-type: none"> • Mayco and Council adoption of the IDP and Budget • IDP submitted to the Province (Action to follow)

DRAFT

2. THE STATE OF THE GREATER STELLENBOSCH AREA

In order to plan ahead, we need to take an honest look at where the Greater Stellenbosch area is today. We cannot plan without understanding our current reality. The sections below expand on various aspects of life and service delivery in Stellenbosch Municipality, generally and within the municipality.

STELLENBOSCH SOCIO-ECONOMIC SNAPSHOT¹

Population

Number	2001	2011	%Share	2001	2011
Total	121 383	152 525	African	19.6%	27.7%
Male	59 223	73 963	Coloured	56.4%	53.0%
Female	62 160	78 562	White	23.7%	18.9%
			Asian	0.2%	0.4%

Socio-economic indicators:

Education	2001	2006	2011
Literacy rate	78.1%	81.7 %	85.3%

Health	2001	2006	2011
HIV+ estimates	2,674	5,457	7,365
AIDS death estimates	58	183	339

Crime (number of reported cases)	2009	2010	2011
Drug-related crimes	1149	1424	53
Sexual crimes	189	267	229
Murder	48	55	53

Income	2001	2006	2011
% of people living in poverty	35.3%	31.5%	29.0%
Income inequality (Gini coefficient)	0.62%	0.62%	0.57%
Human Development Index	0.64%	0.66%	0.69%

Unemployment rate (Official definition)	2006	2011
Total	7633 (16.3%)	11 168(20.2%)
Male (% share)	15.1%	20.4%
Female (% share)	17.5%	20.0%

Employment (Sectors), 2011

Formal sector employment: Trade (15.5%), Agriculture (14.8%), Manufacturing (13.5%), finance (11.8%), Construction (4.5%), transport (1.8%), and Community social and personal services (31.7%).

Informal sector employment: Manufacturing (12.6%), Construction (10.8%), Trade (28.4%), finance (8.9%), transport (10.1%), and Community social and personal services (29.0%).

Access to Basic Service Delivery

(% share of households)	2011
Formal dwellings	90.7%
Informal dwellings	9.3%
Formal dwelling backlog	3149
Electricity Connections (% share of HHs)	98.8%
Hygienic toilets	97.2%
Water (piped water)	96.7%
Formal Refuse removal (% share of HHs)	89.7%

¹Source: Global Insight Regional eXplorer, 2013

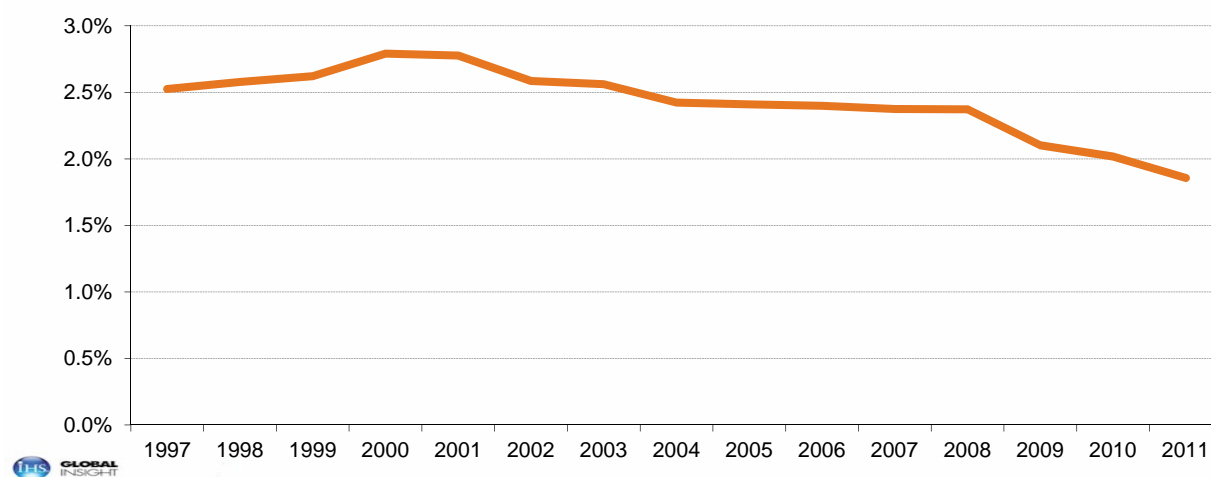
Economy	2009	2010	2011
GDP-R Constant Prices 2005 (R1000)	6 209 556	6 415 190	6 604 408
Average annual growth (Constant Prices 2005)	0.3%	3.3%	2.9%
GDP-R Constant 2005 Prices (average annual growth)		1996 – 2011	
		1.4%	
<hr/>			
Trade		2011	
Exports (R1000)		7 349 954	
Imports (R 1000)		3 004 732	
Total Trade		10 354 687	
Trade Balance		4 345 222	
Exports as percentage of GDP		74.3%	
Stellenbosch %Share of Cape Winelands District – Export Trade		52.4%	
Stellenbosch %Share of Cape Winelands District – Import Trade		10.1%	
Stellenbosch %Share of Cape Winelands District – Total Trade		23.6%	
Stellenbosch %Share of Western Cape Province - Export Trade		1.0%	

2.1. DEMOGRAPHIC PROFILE

Population Indicators

The population growth as illustrated in Figure 1 has a general downward slump, decreasing since 2000. The **current** population growth rate is just above 2.0%.

FIGURE 1: Stellenbosch Population Growth Rate



The Cape Winelands District accommodates approximately 13.6% of the Western Cape Province population. **Table 1** shows the population distribution for the Local Municipalities (LMs) located within the Cape Winelands District.

TABLE 1: Population Distribution (2011)

	% in Cape Winelands	% in Western Cape
Witzenberg Municipality	16.9%	2.3%
Drakenstein Municipality	31.9%	4.3%
Stellenbosch Municipality	19.6%	2.6%
Breede Valley Municipality	20.4%	2.8%
Langeberg Municipality	11.2%	1.5%
Cape Winelands District		13.6%

Source: Cape Winelands District Municipality calculations based on Global Insight data, 2013

Table 1 indicates that the Drakenstein Municipality is the largest contributor to the Cape Winelands District population. Stellenbosch Municipality (2.6%) is the third largest contributor to the Cape Winelands District population and only makes up 2.6% of the Western Cape population.

Age and Gender Indicators

The age profile provides valuable insight into the composition of the market population and will help establish the Potential Economically Active population (PEA). The PEA refers to the **population** that falls within the working age group (aged between 15 and 64).

It does not mean that this entire portion of the population is prepared, willing or able to be employed, i.e. some prefer to stay at home as housekeepers, others are disabled and some are full-time students, or have given up looking for work. They do however form part of the potential labour pool.

Figure 2 illustrates the population pyramid for the Stellenbosch Municipality. The population pyramid for the Stellenbosch Municipality has a wide bottom base that gradually narrows amongst the older age cohorts. The wide base at the bottom pyramid indicates a high fertility rate. The pyramid narrows toward the top which indicates a higher death rate amongst the older generations than among the younger people. This represents a natural trend in healthy demographics.

FIGURE 2: Stellenbosch Age Profile (2011)

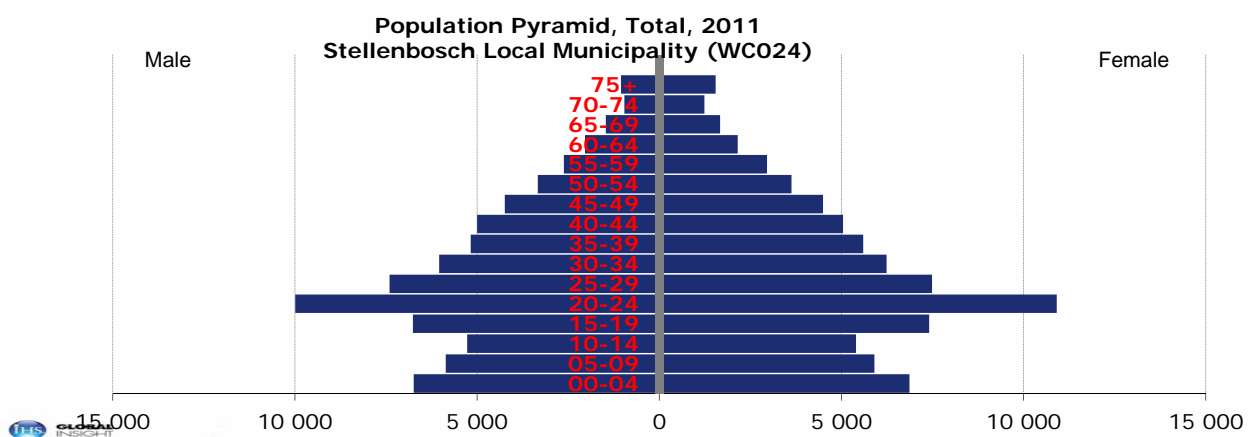


Figure 2 shows that the male and female distribution of the Stellenbosch population is fairly equal with 51,5% of the population being female and 48,5% of the population being male. The high concentration of 20 to 24 year olds can mainly be attributed to the Stellenbosch University population. Further 14,7% of the population fall within the 5 to 14 Years age group which indicates a large percentage of the population that will be entering the labour market in the future. This indicates that there is a need for employment opportunities to be created within the area in order to absorb the current unemployed as well as the future labour pool.

2.2. DEVELOPMENT PROFILE

Human Development Index (HDI)

Human Development Index is a summary measure of human development. The HDI provides an alternative to the common practice of evaluating a country's Progress in development based on per capita Gross Domestic Product. The HDI Measures the average achievements in a country in three basic dimensions of Human development:

- A long and healthy life, as measured by life expectancy at birth.
- Knowledge, as measured by the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio.
- A decent standard of living, as measured by the Gross Domestic Product per capital in purchasing power parity terms in US dollars.

The HDI has had a significant impact on drawing the attention of governments, corporations and international organisations to aspects of development that focus on the expansion of choices and freedom, not just income.

TABLE 2: Human Development Index, 2011

Population Group	Stellenbosch	Cape Winelands	Western Cape
Black	0.57	0.52	0.58
White	0.86	0.86	0.87
Coloured	0.65	0.66	0.66
Asian	-	0.76	0.79
Total	0.69	0.65	0.71

Source: IHS Global Insight Regional eXplorer, 2013

Table 2 illustrates that Stellenbosch HDI score of 0.69 is higher than the district HDI score of 0.65 but lower than the provincial HDI score of 0.71.

Gini coefficient

The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case of perfect inequality where one household earns all the income and other earns nothing).

TABLE 3: Gini coefficient, 2011

Population Group	CapeWinelands
Stellenbosch	0.55
Drakenstein	0.55
BreedeValley	0.54
Witzenberg	0.55
Langeberg	0.53
Cape Winelands District	0.55

Source: IHS Global Insight Regional eXplorer, 2013

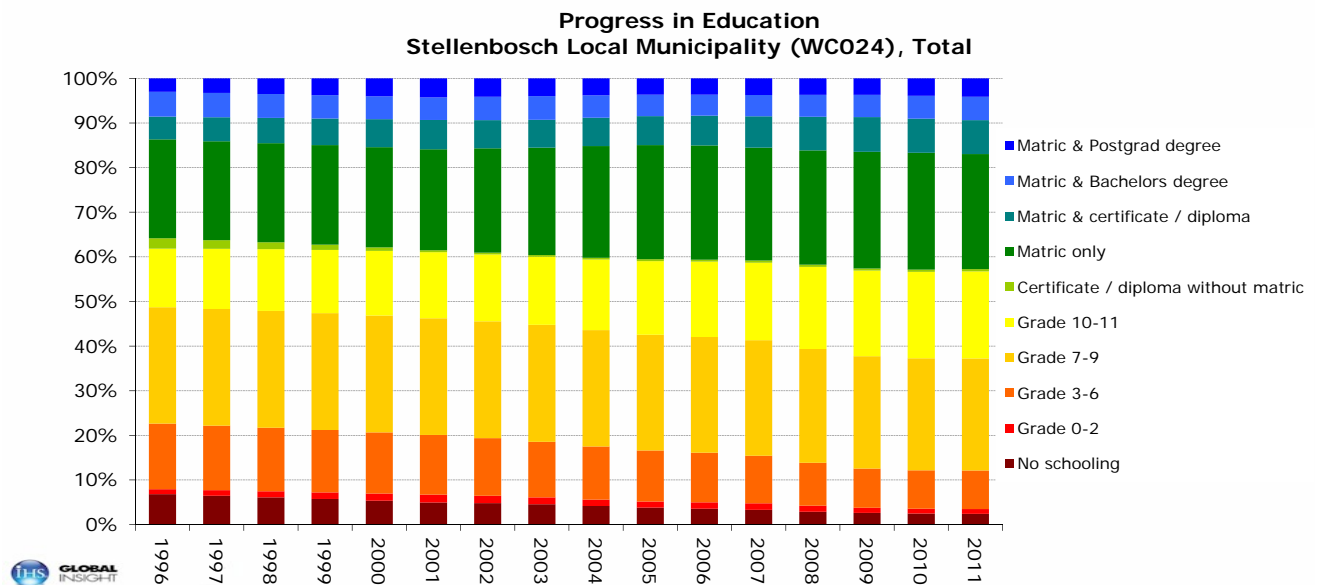
Table 3 illustrates that all 5 B-municipalities have a Gini coefficient of above 0.50. This means that all the municipalities within the Cape Winelands District have a more unequal income distribution amongst households.

Literacy Indicators

Education is often a means to expand the range of career options a person may choose from and has a direct influence on a person's income and ability to meet basic needs. It is therefore one of the 4 indicators of human development.

Figure 3 shows that in Stellenbosch LM 78248 (85.3%) persons are literate and 15055(14.7%) persons are illiterate.

FIGURE 3: Progress in Education



Education in the 21 century is perhaps the single most important tool for creating competitiveness in the economy. It is increasingly being seen as the engine to the economy and not just simply an input. Economies are increasingly being driven by knowledge and innovation and this requires skilled people.

Poverty Indicators

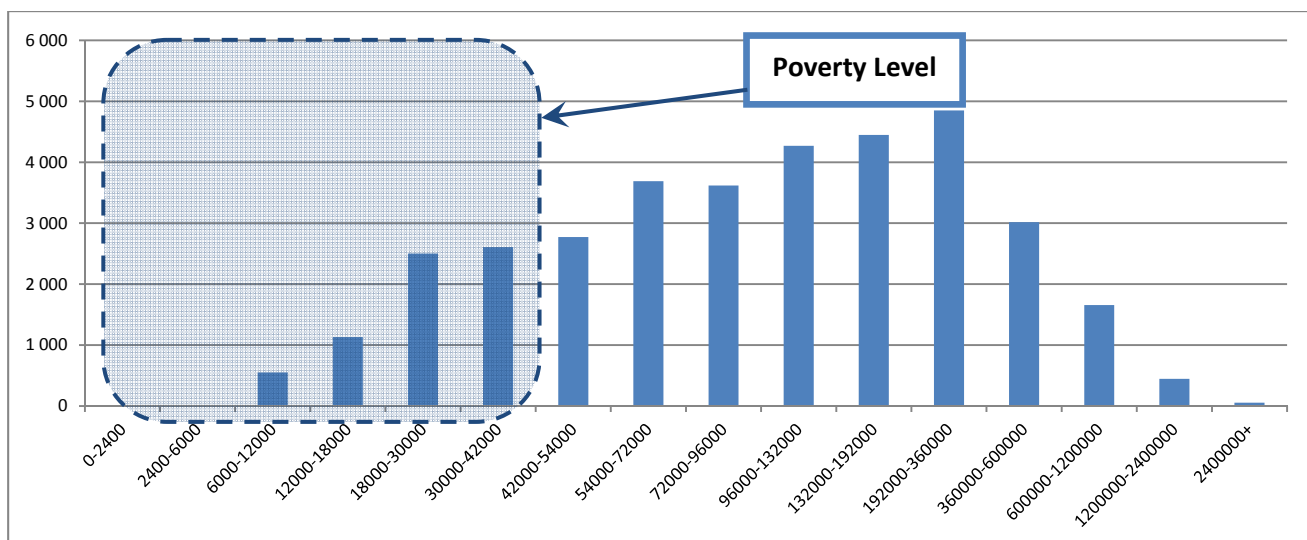
Generally, household income levels forms a foundation for determining poverty levels in a community. Additionally, the income levels of a particular area provide some insight into the economic behaviour of a particular community, i.e. the buying power of that community and the potential poverty levels that a community might be experiencing.

Household income is defined as the combined income of all members of the household. The determination of the income includes:

- Labour Remuneration
- Income from Poverty
- Transfers from Government (Including Pensions)
- Transfers from Incorporated Businesses
- Transfers from other Sources

Generally, household income levels forms a foundation for determining poverty levels in a community. Additionally, the income levels of a particular area provide some insight into the economic behaviour of a particular community, i.e. the buying power of that community and the potential poverty levels that a community might be experiencing. **Figure 4** illustrates the number of households by income category that is residing in the Stellenbosch LM.

FIGURE 4: Number of Households by Income (2011)



Source: IHS Global Insight Regional Explorer, 2013

Figure 4 shows that of the 6795 households within the Stellenbosch municipal area, 19.1% of the households in the Stellenbosch LM fall within the low income bracket (R 0 – R 42,000), which is also identified as the poverty level in **Figure 4**. These households generally have difficulty meeting their basic needs. 63.4% of households fall within the middle income group (R 42,001 – R 360,000) and only 17.5% of households fall within the high income bracket (R 360,001 and more).

According to the Cape Winelands Regional Local Economic Development Strategy (CW-RLEDS, 2012 – 2016) average annual household income within the area will not increase unless household **members** improve their skills through skills development and training, better education attainment opportunities and job creation in higher skilled economic sectors.

2.3. HOUSEHOLD INFRASTRUCTURE PROFILE

Measuring household infrastructure involves the measurement of the four indicators: Access to

- Running water,
- Proper sanitation,
- Refuse removal, and
- Electricity.

Basic Services

A house is considered serviced if it has access to all four of these basic services. If not, the household is commonly known as forming part of the 'backlog'.

TABLE 4: Water, Sanitation, Electricity and Refuse

Cape Winelands	1996	2001	2011
Water	95.4%	91.6%	96.7%
Sanitation	84.6%	92.4%	97.2
Electricity	89.9%	95.7%	98.8%
Refuse	81.0%	83.9%	89.7%

Source: IHS Global Insight Regional eXplorer database, 2013

Figure 5: Household Infrastructure

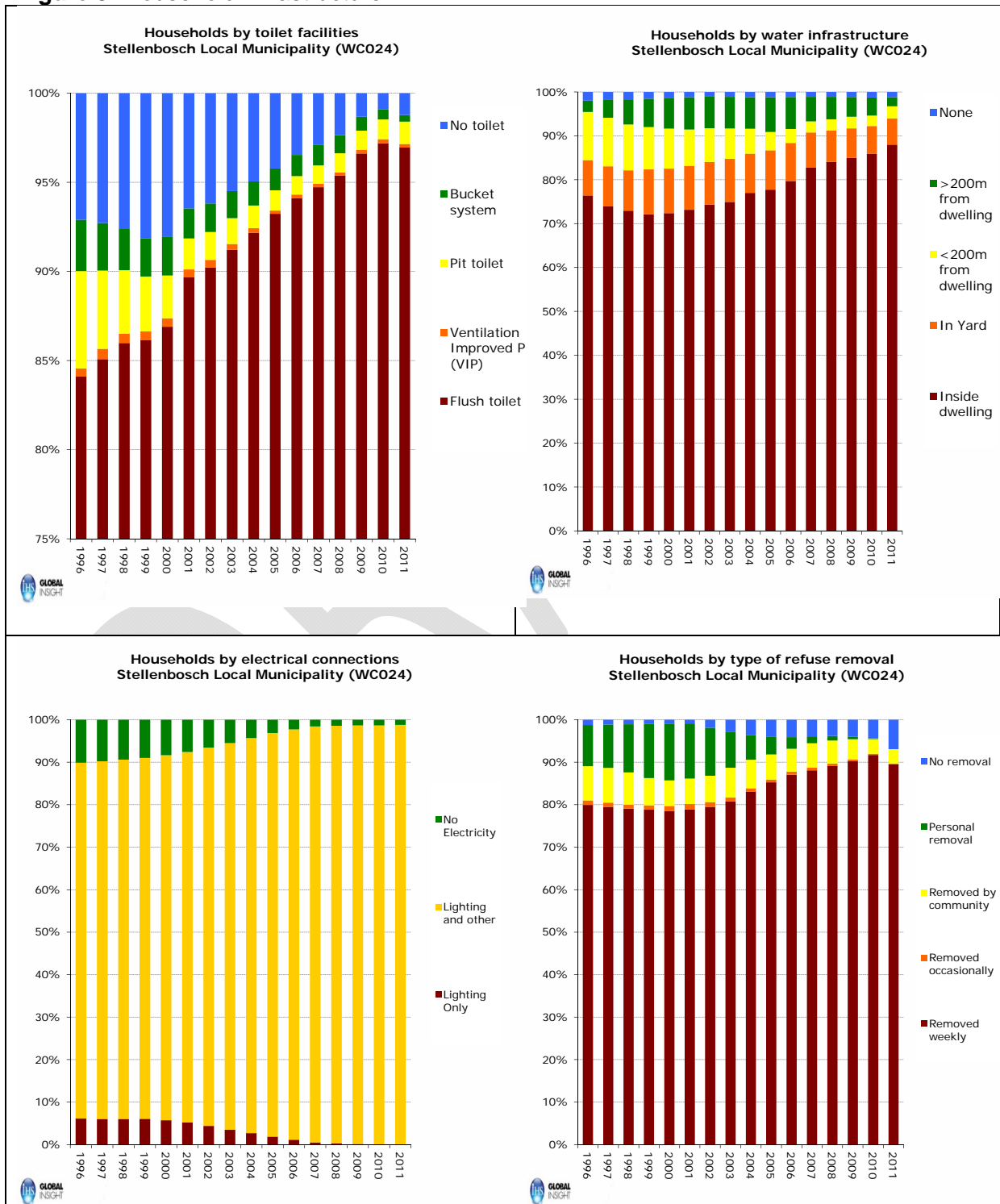


Table 4 and Figure 5 clearly illustrate improved access to water, sanitation, electricity and refuse for the communities of the Stellenbosch LM since 1996.

2.4. LABOUR PROFILE

Employment Status

Table 5 shows that:

- 55 311 of the Stellenbosch LM population falls within the Economically Active Population.
- 11 168 of the Stellenbosch LM population are unemployed.
- 50 336 of the Stellenbosch LM population are employed.

TABLE 5: Total Employment, Unemployment and Economically Active Population

CapeWinelands	Cape Winelands	Stellenbosch
Total Employment (Formal & Informal)	228 077	50 336
Unemployment (Official Definition)	61 084	11 168
Economic Active Population (Official Definition)	290 910	55 311

Source: IHS Global Insight Regional eXplorer, 2013

The Stellenbosch LM has a 22.0% unemployment rate. The unemployment rate is percentage of the total labour force that is unemployed but actively seeking employment and is willing to work. The unemployment rate of the Stellenbosch LM is lower in comparison to the Cape Winelands District (20.3%) Western Cape (21.2%) and the national unemployment rate (24.7%). **Table 6** shows the unemployment rate for South Africa, Western Cape, districts within the Western Cape and the local municipalities within the CWDM.

TABLE 6: Unemployment Rate (2010)

	Unemployment Rate
South Africa	24.7%
Western Cape	21.2%
Cape Winelands DM	20.3%
Local Municipalities within the Cape Winelands District	
Witzenberg LM	10.6%
Drakenstein LM	21.9%
Stellenbosch LM	20.2%
Breede Valley LM	22.8%
Langeberg LM	24.7%

Source: IHS Global Insight Regional eXplorer, 2013

From the above table it is evident that all the local municipalities within the CWDM are lower than the national rate, Stellenbosch LM has the second lowest unemployment rate within the Cape Winelands District.

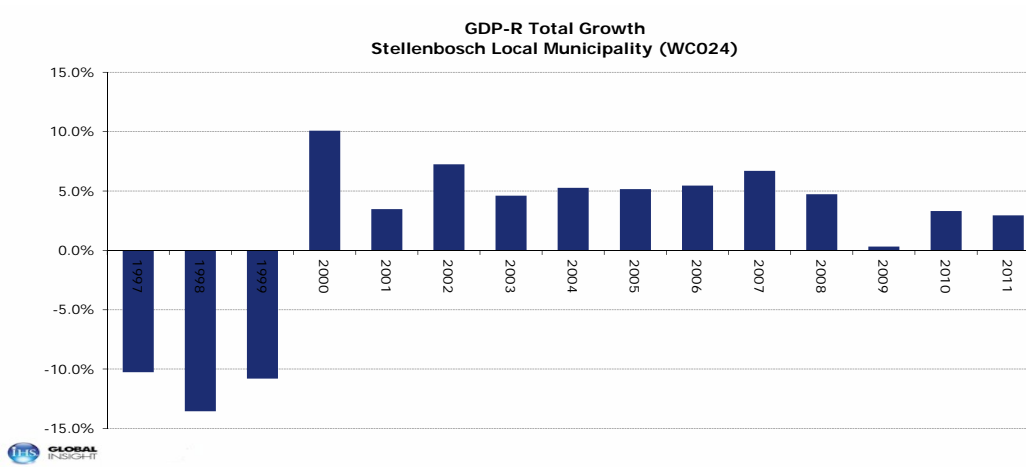
2.5. ECONOMIC PROFILE

Economic Growth

The economic growth experienced fluctuations between 2000 and 2009. 2008 saw a global recession in the global economy, which has had an impact on the economic growth. As indicated within **Figure 6** it is evident that the impact of the global recession is mainly illustrated by the sharp decline in economic growth for the period in 2009. **Figure 6** further illustrates that the Cape Winelands has recorded growth rates of between 4 – 6% from 2002 to 2008. Minimal growth (0.3%) was experienced in 2009 at the height of the global financial

crisis. In 2010 (3.3%) and 2011 (2.9%) there was continued higher growth rates indicating economic recovery.

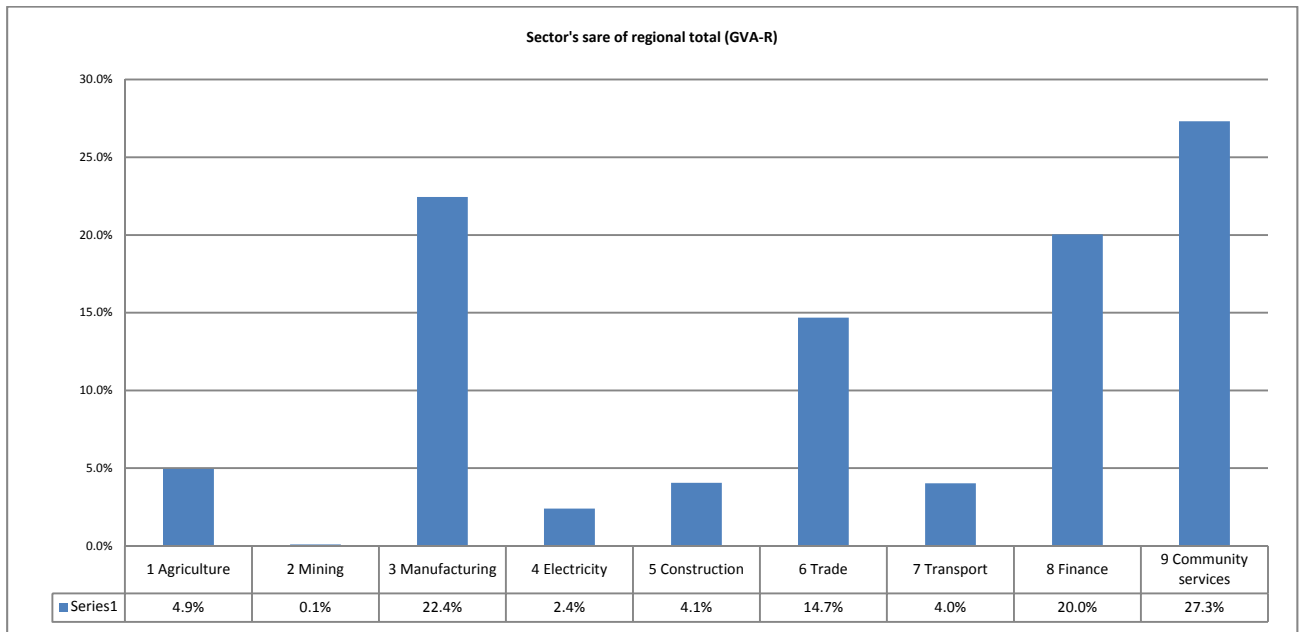
FIGURE 6: Stellenbosch GDP-R Growth



Sector Contribution

The Cape Winelands District economic profile shows a diversity in economic activity with Community Services, Manufacturing, Financial and Business Services, Agriculture and Trade forming some of the largest contributors to the area’s GGP.

Figure 7: Economic profile, Stellenbosch LM 2011



Source: IHS Global Insight Regional eExplorer, 2013

2.6 SAFETY AND SECURITY PROFILE

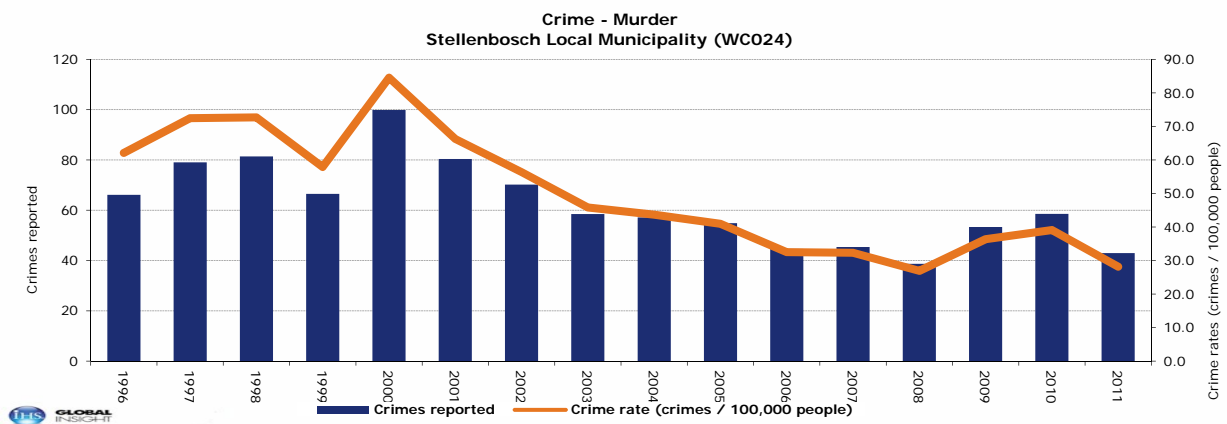
Crime has a negative impact on a community, both socially and economically. An increase in crime has an influence on various aspects:

- Investor decisions;
- Business & Industry profits;
- Morale of upcoming youth;
- Government spending;
- Quality of life, etc.

Murder

It is evident from **Figure 8** that murder statistics is relatively constant as from middle 2005 where reported murders have been between 40 and 60 per annum.

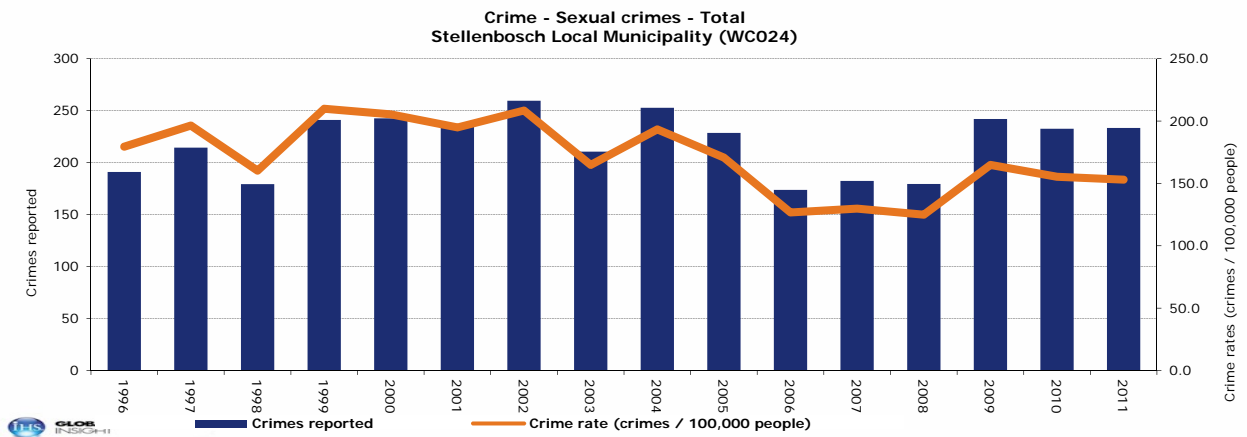
Figure 8: Crime – Murder



Sexual Crimes

It is evident from **Figure 9** that since 2001 there has been a decrease in sexual crimes but that in 2009 to 2011 the reported cases of sexual crimes is increasing again.

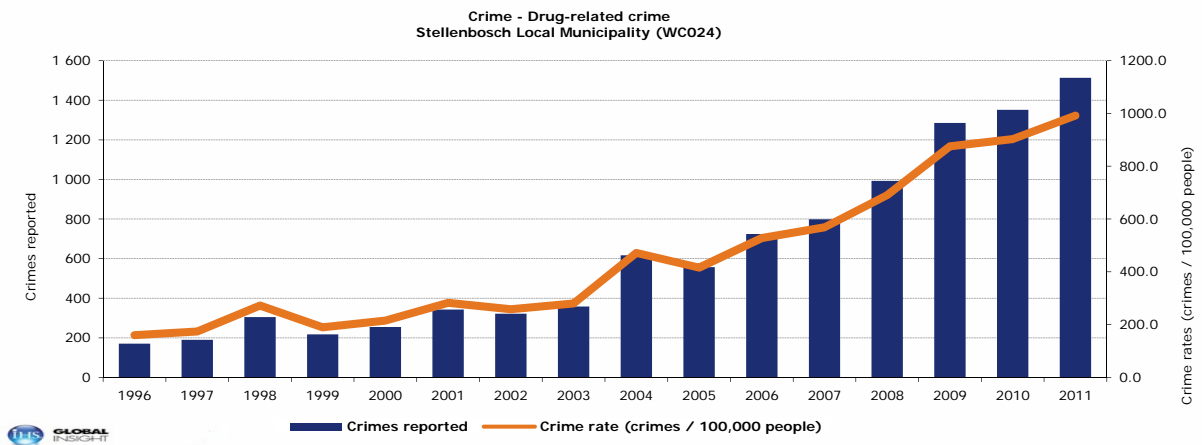
Figure 9: Crime – Sexual Crimes



Drug-related Crimes

It is evident from **Figure 10** that drug-related crime is increasing at a rapid rate within the Stellenbosch LM which follows the trend within the Cape Winelands District.

Figure 10: Crime: Drug-related Crime



3. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

3.1 Political representation and government structures

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and in the various social programmes in the municipal area.

a) Council

Stellenbosch Municipality is represented by 43 councillors, of whom 22 were elected directly as

Ward councillors, with the rest being elected on the basis of the proportion of votes cast for the different political parties. The situation, at the end of the 2011/12 financial year was as follows:

POLITICAL PARTY	NUMBER OF COUNCILLORS
DA	25
ANC	11
SCA	3
COPE	1
NPP	1
ACDP	1
SPA	1

b) Executive Mayoral Committee

The Executive Mayor of the Municipality, **Alderman CJ Sidego**, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each Member of the Mayoral Committee is listed in the table below for the period 1 July 2011 to 30 June 2012:

Name of member	Capacity
CJ Sidego	Executive Mayor
MG Smuts	Deputy Executive Mayor
PW Biscombe	Mayco member
V Fernandez	Mayco member
N Jindela	Mayco member
SJ Louw	Mayco member
PJ Retief	Mayco member
JP Serdyn	Mayco member
Q Smit	Mayco member
PJ Venter	Mayco member

c) Portfolio Committees

In terms of section 80 of the Municipal Structures Act, 1998, if a council has an executive committee it may appoint, in terms of section 79, committees of councillors to assist the executive committee or executive mayor. Section 80 committees are permanent committees that specialise in a specific functional area of the Municipality and, in some instances, may make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.

The portfolio committees for the 2011/12 mayoral term and their chairpersons are as in the tables below.

Planning, IHS and Property Management Portfolio Committee

Name of member	Capacity
MG Smuts	Portfolio Chairperson

Engineering Services Portfolio Committee:

Name of member	Capacity
PW Biscombe	Portfolio Chairperson

Finance and Strategic and Corporate Services Portfolio Committee:

Name of member	Capacity
PJ Venter	Portfolio Chairperson

Community Services and Public Safety Portfolio Committee:

Name of member	Capacity
N Jindela	Portfolio Chairperson

3.2 Representative Forums

a) Labour Forums

The table below lists the members of the Labour forum for the 2011/12 financial year:

Name of representative	Capacity
Ms EL Maree	Councillor
J Davids	Councillor
Ms S Louw	Councillor
L Stander	Councillor
Ms P Sitshoti	Councillor
J Hendricks	Councillor
L Mdunyelwa	Director: Strategic and Corporate Services
A van Niekerk	Director: Engineering Services
P Oliver	Director: Community and Protection Services
M Bolton	Chief Financial Services
Ms M Zimri	Acting HR Manager
J Brown	SAMWU Representatives
J Erasmus	SAMWU Representatives
S Fortuin	SAMWU Representatives
L Jansen	SAMWU Representatives
B Kiva	SAMWU Representatives
P Solomons	SAMWU Representatives

Name of representative	Capacity
S Dyidi	IMATU Representatives
B Fourie	IMATU Representatives
Ms S Matthee	IMATU Representatives

3.3. The administration

The Municipal Manager is the Chief Accounting Officer of the Municipality. She is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. She is assisted by her direct reports, which constitutes the Management Team, whose structure is outlined in the table below:

Directorate/Business Centre	Responsibilities	Name	Designation
Office of the Municipal Manager	Strategic Management, Internal Audit, Risk Management, Intergovernmental Relations	Christa Liebenberg	Municipal Manager
Financial Services	Revenue management, expenditure management; budget preparation and management, management of financial statements, supply chain management; asset management	Mark Bolton	Chief Financial Officer
Strategic and Corporate Services	Integrated development planning, corporate strategy and policy formulation and management, performance management, knowledge management, communications, inter-governmental relations, international relations, human resources and Information Technology	Luzuko Mduyelwa	Director: Strategic and Corporate Services
Engineering Services	Transport, roads and storm water; water services, electrical services, mechanical workshops, area cleaning, solid waste management, development and project management, drawing office	Andre van Niekerk	Director: Engineering Services
Planning and Economic Development	Management and planning of heritage and environmental resources; spatial planning and land use management, stakeholder management, neighborhood revitalization, community development, local economic development and tourism,	Basil Davidson	Director: Planning and Economic Development
Community and Protection Services	Disaster management, social conflict management, fire services, traffic services, law enforcement, security services, land invasion, VIP Protection, By-law enforcement, safety/disaster control room, fleet management, libraries, cemeteries, sport and parks and recreation.	Patrick Oliver	Director: Community and Protection Services
Integrated Human Settlements	Housing, informal settlement upgrade and management, housing management and Property management	Lester van Stavel	Director: Integrated Human Settlements (Acting)

As part of the 3rd Generation IDP preparation process, the Mayoral Committee reviewed the effectiveness of the macro-organisational structure to deliver on the municipality's strategy and service delivery mandate.

Specifically, it was found that:

- A more focused planning and economic development directorate is required.
- Issues of community safety and community development will be better addressed if combined in one directorate.

- The provision and management of current and future residential opportunities will be best served through a dedicated directorate focused on integrated human settlement development and management.

The new macro structure, illustrated below, was agreed to by Council during May 2012 and at the time of the review of the IDP, the micro-structure was being finalized.



The Stellenbosch Municipality currently employs **1 073 (excluding non-permanent positions)** officials, who individually and collectively contribute to the achievement of Municipality's objectives.

The key performance management instrument of the municipality is the Service Delivery Business Implementation Plans (SDBIP). Linked to the IDP, the SDBIP forms the basis of the performance contracts of directors and quarterly, mid-year and annual performance reviews of senior management, directorates and the municipality.

3.4 Public Accountability

MSA section 15 (b) requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (i) states that a municipality must develop a system of municipal governance that complements formal representative governance with a system of participatory governance. Section 18 (i) (d) requires a municipality to supply its community with information concerning municipal governance, management and development.

The participation outlined above is required in terms of:

- the preparation, implementation and review of the IDP;
- the establishment, implementation and review of the performance management system;
- the monitoring and review of performance, including the outcomes and impact of such performance; and
- the preparation of the municipal budget.

3.5 Corporate Governance

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

a) Risk Management

Section 62 of the Municipal Finance Management Act (MFMA), No. 56 of 2003, states that the Accounting Officer should take all reasonable steps to ensure that the Municipality has and maintains effective, efficient and transparent systems of financial and **risk management** and internal control, as well as the effective, efficient and economical use of the resources of the municipality.

b) Anti-Corruption and anti-fraud

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption, while the Municipal Finance Management Act (MFMA), section 112(1) (m)(i), identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimise the likelihood of corruption and fraud.

c) Audit Committee

The Municipal Audit Committee, appointed in terms of section 166 of the MFMA, has also been appointed as the Performance Audit Committee.

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- internal financial control and internal audit;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting information;
- performance management;
- effective governance;
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality

Members of the Audit Committee

Name of representative	Capacity	Meeting dates
John Minnaar	Chairperson	29 August 2011
Linda Nene	Member	05 December 2011
Henry Isaacs	Member	13 January 2012
Ruthaleen Davidse	Member	10 April 2012
Maryke Van Wyk	Member	28 May 2012 21 June 2012

3.6 Ward Committees

The Local Government: Municipal Systems Act of 2000 states in section 42 that a municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipality's performance management system, and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality. Stellenbosch Municipality implements the Ward Committee System.

The objective of a ward committee is to enhance participatory democracy in local government. Ward committees are a part of local governance and an important way of achieving the aims of local governance and democracy mentioned in the Constitution of 1996.

A general understanding has emerged that a ward committee is an area-based committee whose boundaries coincide with ward boundaries.

Ward committees:

- are made up of representatives of a particular ward
- are made up of members who represent various interests within the ward
- are chaired by the ward councillor
- are meant to be an institutionalised channel of communication and interaction between communities and municipalities
- give the community members the opportunity to express their needs and opinions on issues that affect their lives, and to be heard at the municipal level via the ward councillor
- are advisory bodies created within the sphere of civil society to assist the ward councillor in carrying out his or her mandate in the most democratic manner possible

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and acts as the chairperson. Although ward committees have no formal powers, they advise the ward councillor, who makes specific submissions directly to the council. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The ward committees support the ward councillor, who receives reports on development, participate in development planning processes and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees function optimally in terms of the provision of community information, convening meetings, ward planning, service delivery, IDP formulation and performance feedback to communities.

3.7. Inter-governmental work

In order to ensure effective service delivery, it is essential that high levels of cooperation exist between all three spheres of government. Effective inter governmental relations structures are especially important to the developmental role of municipalities. This role can

only be fulfilled through the active involvement of all spheres of government in the setting of priorities, resource allocation and development planning.

The Cape Winelands District Municipality plays an active role in ensuring that municipal funding needs are coordinated with the Province. The District municipality also plays a key role in ensuring coordination of Provincial infrastructure service provision, safety initiatives and community services with that of the municipality.

At the highest leadership levels, Ministers and Executive Mayors Forum (MINMAY) and the Ministers and Executive Mayors Technical Committee (MINMAY TECH) plays a critical role in ensuring synergy between the Province and municipality. At the level of individual services, municipal officials (in partnership with relevant political leadership), engage on an on-going basis with colleagues at District and Provincial level in relation to strategic planning, resource allocation, and day-to-day service delivery issues.

3.8 Partnerships

The municipality engages in numerous partnerships to facilitate service delivery. The table below summarises key partnerships.

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Executive Mayor/ Rector Forum	A partnership with the University to ensure aligned development planning and the municipality drawing from the University's expertise and resources
Stellenbosch 360° Advisory Committee	A partnership with the umbrella tourism body for the Greater Stellenbosch area aimed at growing and sustaining the municipality's tourism industry and broadening tourism related benefits
Stellenbosch Infrastructure Task Team (SITT)	A partnership with the University and other stakeholders aimed at exploring sustainable infrastructure provision to meet the needs of the municipality
Stellenbosch Gotland Municipality Partnership	Partnership with Gotland municipality focusing on programmes in Local Economic development
Safety Forum	Advisory Forum to the Executive Mayor on all safety issues as well as remedial measures implemented to address and alleviate threats
Dilbeek Twin City Agreement	A partnership with the Dilbeek Gemeente in Belgium focused on community and youth development
Stellenbosch Night Shelter	A partnership to enable appropriate management of the municipal night shelter
Youth Empowerment Action	A partnership established to enable implementation of the Dilbeek Agreement
@ Heart	A partnership established to enable implementation of the Dilbeek Agreement
Youth Affairs	A partnership established to enable implementation of the Dilbeek Agreement
StellEmploy	A partnership established to enable implementation of the Dilbeek Agreement
ETA (Exercise and Training Academy)	A partnership established to enable implementation of the Dilbeek Agreement
Arte Velden Hoge School in Gent	Placement of practical students from Belgium (3 rd year Social work students)
Adopt-a-River	Cleaning and maintenance of rivers by local organisations or companies within the Greater Stellenbosch Area.
Landfill Monitoring Committee	A partnership with the Devon Valley residents, whereby residents monitor the Stellenbosch landfill site
SALGA Water Services Benchmarking Committee	A partnership aimed at improving efficiency and effectiveness through comparative process benchmarking, peer-to-peer operational knowledge sharing, and iterative performance improvements
IMESA (Institute for Municipal Engineers South Africa)	A partnership with IMESA aimed at strengthening knowledge and capacity related to municipal infrastructure and service delivery

3.9 Finance and resource mobilization

3.9.1 Key financial indicators

The Stellenbosch Municipality is classified as a “high capacity” municipality and is therefore required to implement Generally Recognized Accounting Practices (GRAP). Accordingly the financial statements for the year ending 30 June 2011 have been prepared in the GRAP format.

Key financial indicators are shown in the table below.

INDICATOR	2010/11	2011/12
Current ratio		
Actual income versus Budgeted income		
Level of reliance on government grants		
Actual expenditure versus Budgeted expenditure		
Personnel costs to total expenditure		
Interest paid as a percentage of total expenditure		
Repairs and maintenance as a percentage of total expenditure		
Acquisition of PEE (Actual versus Budgeted)		
Customer debtors collection period		
Total liabilities versus total assets		

3.9.2 Operating revenue

The major revenue streams that supported the programmes and activities of the municipality during 2011/12 were:

- Property rates (%)
- Service charges (%), which consist of the following:
 - Electricity sales
 - Water sales
 - Waste water management (sewerage and sanitation)
 - Waste management (refuse)
- Government grants and subsidies (%)
- Other (%)

The municipality experienced total revenue growth of ___% on the amounts realised in the previous financial year, made possible by means of cost saving measures which included amongst other strategies, minimisation of wastage.

3.9.3 Operating expenditure

The municipality's main categories of expenditure for the 2011/12 financial year were as follows:

- Employee related costs (%)
- Bulk purchases (%)
- Depreciation (%)
- Repairs and maintenance (%)
- Finance costs (%)
- Other (%)

The proportion made up by bulk purchases increased from the preceding year, owing to the above average electricity supply tariff increases.

3.9.4 Capital expenditure and source of finance

Capital expenditure incurred during the 2011/12 financial year amounted to R____, ____% of the approved capital budget.

The table below reflects the proportion of capital expenditure per function.

FUNCTION	% OF CAPITAL
Executive and Council	
Budget and Treasury Office	
Corporate Services	
Community and Social Services	
Sport and Recreation	
Public Safety	
Housing	
Planning and Development	
Road Transport	
Electricity	
Water	
Waste Water Management	
Waste Management	

The source of finance is indicated below.

SOURCE OF FINANCE	%
Capital Replacement Reserve	
Grants (National Treasury)	
Grants (Provincial Treasury)	
External Borrowings	
Public Contributions	
Other	

3.10 Service delivery achievements

Specific service delivery achievements of the municipality during the period of preparing the 3rd generation IDP include:

- Separation-at-source programme - This programme was rolled-out to all 22 wards in the Stellenbosch region, where all recyclable waste is placed in a separate clear plastic bag for collection. The roll-out was completed in November 2011, and has been in operation since then.
- Construction of new lined cell at the Devon Valley (Stellenbosch) Landfill - The construction of the new cell commenced in March 2012, and was initially planned for completion by July 2012. However, due to adverse weather conditions at the critical stage of the construction programme, this project is delayed and will be completed by November 2012. The new cell is approximately half a hectare in size, and may reach a maximum height of 20m. It is anticipated that the new cell should provide airspace for 3-5 years, depending on waste minimisation and diversion measures that need to be in place.
- Waste characterisation study of the Stellenbosch waste stream - In May 2012, the first waste categorisation study was undertaken for Stellenbosch Municipality over a two week period. Students from Stellenbosch University and the Sustainability

Institute, as well as 23 EPWP workers were brought on board this project to assist with the weighing, recording and separation of the various waste streams per sample black bag opened.

- Waste to Energy - In March 2012, initial discussions began with Provincial Government's Green Cape initiative, to explore the processes that need to be followed to evaluate and recommend WtE technologies that will be appropriate and suitable for this municipality.
- Rated the 2nd Best Financially Managed Municipality in South Africa - Ratings Africa annual municipal financial sustainability index rated Stellenbosch Municipality the best financial sustainable municipality in the Western Cape and 2nd in South Africa.
- Unqualified Annual Financial Statements - 5th Consecutive Unqualified Audit Outcome
- Approval of macro organizational structure in April 2012

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4. OUR STRATEGIC POLICY CONTEXT

The Stellenbosch Municipality's strategic planning does not occur within a vacuum. Various key policy directives – ranging from those with a global reach to more specific directives applicable to the municipality and its neighboring municipalities – are considered in framing future strategic planning and resource allocation.

The sections below outline key policy directives considered in framing Stellenbosch Municipality's 3rd generation IDP.

4.1. GLOBAL DEVELOPMENT POLICY DIRECTION

4.1.1. The Millennium Development Goals

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, at the United Nations Millennium Summit in September 2000 and from further agreement by member states at the 2005 World Summit. The goals and targets are interrelated and should be seen as a whole. They enjoin the developed countries and the developing countries through a partnership that would be conducive to development and to the elimination of poverty. The goals are to:

- Eradicate extreme poverty and hunger.
- Achieve universal primary education.
- Promote gender equality and empower women.
- Reduce child mortality.
- Improve maternal health.
- Combat HIV/Aids, Malaria and other diseases.
- Ensure environmental sustainability.
- Create a global partnership for development with targets for aid, trade and debt relief.

4.2. NATIONAL POLICY DIRECTION

4.2.1. National strategic outcomes

Based on the national government's election manifesto and Medium Term Strategic Framework, a set of twelve outcomes were developed through extensive consultation and discussion at both Ministerial and administrative levels. These outcomes reflect the desired development impacts sought nationally, given government's policy priorities.

- Improved quality of basic education.
- A long, healthy life for all South Africans.
- All people in SA are and feel safe.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable and sustainable rural communities with food security for all.
- Sustainable human settlements and improved quality of household life.
- A responsive, accountable, effective and efficient local government system.
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better SA and contribute to a better and safer Africa and World.

- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

4.2.2. National Development Plan 2030 – “*Our Future, make it work*”

The National Development Plan aims to eliminate poverty and reduce inequality by 2030.

This plan envisions a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education and hard work. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.



Source: National Development Plan

While the achievement of the objectives of the National Development Plan requires progression a broad front, three priorities stand out:

- Raising employment through faster economic growth
- Improving the quality of education, skills development and innovation
- Building the capability of the state to play a developmental, transformative role.

A sustainable increase in employment will require a faster-growing economy and the removal of structural impediments, such as poor-quality education or spatial settlement patterns that exclude the majority. These are essential to achieving higher rates of investment and competitiveness, and expanding production and exports. Business, labour, communities and government will need to work together to achieve faster economic growth.

4.3. PROVINCIAL POLICY DIRECTION

4.3.1. The Western Cape Provincial Government's draft strategic plan

The Western Cape Provincial Government's draft strategic plan: Delivering the open opportunity society for all (2010) identifies 11 strategic priorities:

- Creating opportunities for growth and jobs.
- Improving education outcomes.
- Increasing access to safe and efficient transport.
- Increasing wellness.
- Increasing safety.
- Developing integrated and sustainable human settlements.
- Mainstreaming sustainability and optimising resource-use efficiency.
- Increasing social cohesion.
- Reducing poverty.
- Integrating service delivery for maximum impact.
- Creating opportunities for growth and development in rural areas.
- Building the best-run regional government in the world.

4.4 FUNCTIONAL REGION AND DISTRICT POLICY DIRECTION

4.4.1. The Cape Town Functional Region

Within the Western Cape, there is increasing support to focus strategic planning effort on the Cape Town Functional Region, including the City of Cape Town, Saldanha, Malmesbury, Paarl, Stellenbosch and Hermanus.

This focus recognises shared environmental resources and key regional economic interdependencies, including a commuting workforce, shared consumer catchment area, transport and other infrastructure, a second port at Saldanha, and tourism and agricultural areas.

Key related initiatives include:

- The planned establishment of an Economic Development Agency (EDA) in 2012. The EDA is a joint initiative of the Province and the City of Cape Town, charged with developing and leading a common economic agenda within the broader city region. Jobless growth, barriers to making the region more competitive, and a relatively weak business brand are key issues to be addressed by the EDA.
- Joint work by the Province and the City of Cape Town to explore the most appropriate roles for the Cape Town and Saldanha ports (and associated economic and settlement opportunity).

- A broader regional emphasis in the next five-year Integrated Transport Plan (2012-2017).

As a key settlement within the functional region, the Stellenbosch Municipality is expected to play an active role in initiatives related to strengthening the region.

4.4.2. The Cape Winelands District Municipality

The Cape Winelands District Municipality has set the following strategic objectives for the period 2012 – 2017:

- To facilitate the development of sustainable regional land use, economic, spatial and environmental frameworks that will support and guide the development of a diversified, resilient and sustainable district economy
- To ensure the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks
- To support and ensure the development and implementation of infra-structural services such as bulk- and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the CWDM
- To provide an effective and efficient support service to the Cape Winelands District Municipality's executive directors so that the organisational objectives can be achieved
- To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands
- To ensure the financial sustainability of the Cape Winelands District Municipality and to fulfil the statutory requirements.

5. PUBLIC EXPRESSION OF NEED

Apart from an understanding of the current reality of Stellenbosch Municipality and key global, national, regional and district level policy directives, the revision of the 3rd generation IDP needs to consider the views of citizens and interest groups as expressed through various processes and forums.

Part 10 of the IDP contains proposals for accommodating both local level and town-wide considerations in the preparation of future IDPs.

5.1 EFFECTIVE COMMUNITY PARTICIPATION

It has become experience in most municipalities that public participation related to IDP preparation largely raises issues related to the immediate living environment of citizens. Experience in future-focused, cross cutting strategy development with citizen participation is less developed. Many of the issues raised by citizens are therefore not of a long-term or strategic nature, and would be addressed more specifically in the Service Delivery Budget Implementation Plans (SDBIPs) of specific functional units of the municipality. Given the relationship between SDBIPs and the IDP, detailed issues are nevertheless reported in this section.

To ensure adequate addressing of all the issues raised in service delivery and IDP preparation, the municipality undertook to introduce new processes during the new financial year which:

- Engages ward committees in a structured manner on both strategic planning and service delivery issues.
- Schedules special engagements on the IDP/policy issues.
- Records and forwards ward committee issues on service delivery issues to the administration.
- Monitors the administration's performance on addressing service delivery issue.

Specific measures considered are:

- Allocating each of the four public participation officials in the municipality to a region (comprising a number of wards).
- Ensuring that each region's public participation official (and community workers similarly allocated to regions) attend all ward committee meetings.
- Preparing a standard "issue" sheet to be completed after the ward committee meeting for distribution/attention to relevant officials within the administration.
- Ensuring that the IDP office use issue sheets from ward committees to enhance ward-based needs analysis associated with the IDP.
- Ensuring that the IDP office complete a process of ward planning for every ward during the 2012/13 business year for incorporation into the 2013/14 IDP (ward planning should draw on volunteer professionals throughout the organisation).
- Ensuring that ward plans indicate the planned use of R150 000 ward allocations as well as other municipal service delivery programmes/ projects.

In addition to the above participation measures, the municipality will:

- Continue with structured ward meetings to discuss strategic town-wide issues related to service delivery.

- Engage with the District Municipality to ensure that town-wide issues are discussed in an inter-governmental manner, where joint meetings are held with the different spheres of government present.

The sections below expand on needs as expressed by citizens and interest groups in revising the 3rd generation IDP.

5.2 MUNICIPAL WIDE ISSUES

The review of the 2012/2017 Integrated Development Plan, in accordance with the approved IDP Process Plan, commenced with a needs analysis, which took place during October and November 2012. Meetings were structured to accommodate both the Ward Committee Representatives System, as well as Sector-based participation. The engagements were structured in the form of three different types of meetings: (i) Public Ward engagements (included all residents within a specific ward); (ii) Ward Committee meetings (included ward committee members and the Ward Councillor of each respective ward); and (iii) Sector-based meetings (in collaboration with the Cape Winelands District Municipality), which involved different stakeholders within the Greater Stellenbosch and were structured around six (6) of the Strategic Goals of the Municipality. The aim was to stimulate as much focused participation in the review of the IDP as possible. Main issues raised at these different engagements are summarized below.

5.2.1 PUBLIC WARD MEETINGS (meeting with all residents within a specific ward):

Ward	Issues
Ward 1: Cllr AR Frazenburg	Building of a Swimming Pool
	Provision should be made for Sport field (Athletics and Soccer)
	Cleaning of rivers
	Introduction of better control measures regarding erection of informal structures
	Removal of "drop-off" site in Mooiwater- health risk
	Redevelopment of Parks
	Tarring of streets in Mooiwater
	Removal and relocation of power pole and power box in front of Erf 3193
	Construction of a walk cross over bridge over river behind Erf 3061
	Fast tracking of indigent applications
	Ownership hand-over of houses
	Repair of dwelling on Erf 3076
	Development of Erven 412 for Housing
	Building of a Youth Centre
Naming of streets for the new housing development complex- Mooiwater	
Ward 2: Cllr N Ntsunguzi	Groendal Secondary School Hall – 17 October 2012
	Building of library with computer facilities (La Motte)
	Renovation of existing building in La Motte to be utilized as a Clinic
	Installation of Fire Extinguishers - wooden houses in La Motte
	Implementation and completion of projects as identified in 2012/2013 Municipal Budget
	Tarring of streets (La Motte)
	Paving of side walks (using local labour)- La Motte
	Installation of electricity boxes
	Immediate processing of Indigent Forms at Municipal Offices
	Building/ establishment of a Crèche (La Motte)
	Building of a Youth Centre (La Motte)
Ward 3: Cllr NM August	Wemmershoek Community Hall- 16 October 2012 & Lanquedoc St. Giles 18 October 2012
	Building/ Establishment of library in Lanquedoc
	Developing of Play park

Ward	Issues
	Building/ Establishment of library in Meerlust Building/ establishment of Clinic in Lanquedoc Provision of transport service to hospitals- Wemmershoek Maintenance of cemetery in Wemmershoek Repairing of all street lights in Lanquedoc Installation of streetlights in Gousblom Street in Wemmershoek Upgrading of all streets in Wemmershoek Installation of Solar Geyser Systems in Wemmershoek Upgrading of sewerage system Erection of Municipal Notice Boards – communities to be informed about Stellenbosch Municipality Lanquedoc is privately owned- MOU be drawn up between Stellenbosch Municipality and the Lanquedoc Housing Association (LHA) - MOU to be signed so that Lanquedoc can be seen as part of Stellenbosch Municipality Open space in Lanquedoc to be utilized Identification of land for housing development Job Creation (Lanquedoc, Meerlust & Wemmershoek) Youth Development
Ward 4: Cllr MC Jonhson	Police patrolling on weekends in Kylemore Safety of children to be ensured Law Enforcement patrolling around Park in Freesia Street Visibility of law enforcement and police in Kylemore Cleaning of river (job creation of local residents of Kylemore) Upgrading of cemetery Upgrading of cabin in Kylemore Mountain Installation of Traffic lights at the entrance of Kylemore Paving of sidewalks in Kylemore Upgrading of sewerage drains in Kylemore Installation of More lighting on the R304 (Helshoogte) Installation of Speed humps (Gladiolus Street) Construction of sidewalks in the new housing scheme of Kylemore Tarring of Petunia Street Provision of adequate water supply without water restrictions Upgrading of reservoir Implementation of Recycling facilities in Kylemore – (municipality to facilitates the process) Paving of sidewalks in Kylemore Provision of Housing for farm workers Provision of Housing for all Erection of hawkker stall at the entrance of Kylemore (flower sellers) Dwars River Tourism to operate as an independent organization (re-establishment of flea market) Naming of streets in Johannesburg Erection of wall at the entrance of Kylemore The gate at Bethlehem should remain accessible for the community during weekends –a servitude apply and municipality should address this issue
Ward 5: Cllr DD Joubert	Fencing of soccer field in Jonkershoek Refuse removal- those busy with cleaning projects do not remove their refuse Illegal dumping along river banks (Lindida) Visibility of Law Enforcement Cleaning of open spaces in Davy Street Upgrading of sewerage work Mobile toilets to be provided for households without toilets- Jonkershoek Upgrading of infrastructure and sanitation (toilets) – Jonkershoek Tarring of roads- Jonkershoek Stellenbosch Municipality to take over the provision of electricity to all households in Jonkershoek- Cape Nature

Ward	Issues
	do not have the capacity to provide all households with electricity
	Removal of trench in Davy Street is causing a seepage water problem
	Sewerage pipeline at Newman Street 33- need to be covered or removed
	Passage next to Newman Street 33- need to be closed currently a dumping site
	Transfer of ownership (Jonkershoek)
	Provision of Housing for residents of Jonkerhoek and Idasvalley
	Township Establishment (dorpstigting)
	Implementation of Youth Development Projects
	Hosting of a Land Summit – (identification of land ownership in Jonkershoek)
Ward 6: Cllr NE Mcombring	Traffic calming measures to be implemented in the WCO24
	Maintenance of CCTV Cameras in Merriman Avenue
	Finalization of the NMT (Non Motorized Transport Plan)
	Installation of a traffic light at the pedestrian crossing at the Idasvalley Clinic
	Upgrading of sewerage pipelines
	Flooding of sewerage drains on Peckham farm – health risk
	Installation of solar geysers systems for the farm workers of Peckham Farm
	Provision of Housing
Ward 7: Cllr Retief	Cleaning and rehabilitation of Plankenburg River
	Investigation of sustainable methods for the cleaning of rivers
Ward 8: Cllr Q Smit	Training of people as river guards for the cleaning of the Eerste River
	Private sewerage circulation especially with new development
Ward 9: Cllr MG Smuts	Traffic Circle in Merriman- extension of area around circle
	Finalization of the Non Motorised Transport Plan
	Developing of a Footpath along the Plankenburg River/ Eerste River
	Implementation of a recycling project by the municipality
	Finalization of Spatial Development Plan (SDF)
	More attention should be given to the Toy Museum for it to add value to the community of Stellenbosch
Ward 10: Cllr R Du Toit	Installation of a CCTV Camera at the Lavanda Municipal Flats
	Establishment of a Neighbourhood Watch
	Establishment of community gardens with the assistance of the municipality
	Building of a small community hall
	Sport development for the youth
	Cleaning of river behind the municipal flats
	Maintenance of Municipal Flats (Lapland)
	Cleaning of drain holes
	Lifts must be restored (has been broken for 17 years)
	Painting of municipal flats
	Floors at Aurora Flat to be upgraded (holes)
	Repairing of roofs at Aurora Flats
	Aurora Flat 605- Repairing of bathroom
	Aurora Flat 607- Repairing of doors
	Regularly outside cleaning of municipal flats- (its dirty, untidy and unhygienic)
	Repair of water pipes and windows
	Phyllaria 205: water leak should be repaired
	Phyllaria 609- bathroom and geyser to be repaired
	Phyllaria 608- water flows into another apartment due to flooding
	Marking of parking areas according to house/ flat numbers (designated parking)
	Repairing of roads and parking areas at municipal flats
	Building of braai facilities/ locations for all 3 municipal flats
	Residents of municipal flats are willing to paint the flats themselves- request for the municipality to provide paint to residents
	Reviewing of rental rates (rent of a 1 bedroom is more than a 2 bedroom)
	Implementation of social programs
Ward 11: Cllr JP Serdyn	Fencing of cemetery

Ward	Issues
	<p>Interest group has been established in the area- concerned with preserving Bio-diversity in our parks, endangered flowers in houses- control measures to be implemented</p> <p>Cleaning and Greening Department to meet on a regular basis with interest group</p> <p>Protection of the last "renosterbos" in Pappegaaiberg</p> <p>Removal of alien plants/ vegetation</p> <p>Protection of Pappegaaiberg mountain- erection of a fence to prevent the use of mountain as a "deurgangskamp"</p> <p>Installation of CCTV Cameras at all three entrance of residential area</p> <p>Fencing around Onder- Pappegaaiberg</p> <p>Removal of fallen pine trees</p> <p>Notices about planned municipal meetings should be attached to municipal accounts of residents</p> <p>Development of walking trail</p> <p>Upgrading of sidewalks on the Devon Valley road</p> <p>Traffic calming passed Oude Libertas- eg. Speed humps</p> <p>Overloading/ Capacity of sewerage works is a concern</p> <p>Beautification of landfill site</p> <p>Papegaaiberg (Onder Papegaaiberg) to be proclaimed as a "heritage site"</p> <p>Feedback required pertaining development at the Sawmills, ie. initial plan was to open shops, but currently it is said that houses will erected there?</p> <p>Proclamation of Papegaaiberg as a nature reserve require urgent attention</p>
<p>Ward 16: Cllr V Fernandez</p>	<p>Upgrading of park- Smartie Town</p> <p>Cleaning of river- Smartie Town</p> <p>Optimal use of tennis facilities and swimming pool</p> <p>Drug smuggling, illegal shebeens and crime activities to be addressed</p> <p>Maintenance of rugby field</p> <p>Tarring of Gemsbok Street</p> <p>Installation of water channels in Vredelust Street and Long Street</p> <p>Repairing of streets – Smartie Town</p> <p>Provision of housing</p> <p>Repairing of houses- Smartie Town</p> <p>Development of open space between Anthony and Curry Street – housing development or a park</p>
<p>Ward 17: Cllr PW Biscombe</p>	<p>Removal of trees at the Rhode Street municipal flats</p> <p>Feedback report on major projects as identified in previous IDP cycle</p> <p>Upgrading of sewerage pipelines (Rhode Street flats)</p> <p>Housing and Land for housing</p> <p>Fencing around Municipal Flats</p> <p>Building of braai facilities at the municipal flats (Langstraat)</p> <p>Installation of bigger post boxes and access to it (Langstraat Flats)</p>
	<p>Repairing of defects at Long Street municipal flats</p> <p>Upgrading Municipal flats (Rhode Street)</p> <p>Establishment of more Early Childhood Development Centre (ECD's)</p> <p>Youth Centre</p> <p>Facilities to be made available for soup kitchens</p>
<p>Ward 18: Cllr S Louw</p>	<p style="text-align: center;">Weltevrede Park</p> <p>Clinic – poor service from staff (clinic should be extended; appoint more staff)</p> <p>Community Hall</p> <p>Safety – Regular patrolling of area (not only over weekends)</p> <p>Cemetery</p> <p>A Swimming Pool</p> <p>Play parks– (open space opposite Jacobs- & Adams street)</p> <p>Maintenance of open spaces</p> <p>Cleaning of area</p> <p>Land for a church</p> <p>Youth facilities (community hall)</p> <p style="text-align: center;">Mandela City</p> <p>Recreational Facilities</p>

Ward	Issues
	Open spaces – Parks for Children
	Regular Cleaning of the area
	Clinic
	Community Hall
	Installation of electricity
	Water
	Toilets
	Wheely Bins
	Regular removal of refuse
	Cleaning of communal Toilets
	Housing
	Skills development Programmes for the Youth
	Crèches
	Education for the Disable – assistance to parent especially single parents
	Employment opportunities
	Education in Mother Tongue
	Veldman Houses
	Cemetery
	Cleaning of open spaces
	A Swimming pool
	Clinic services - upgrade
	Recreational Facilities
	Parks for Children
	Employment opportunities
	Water pressure too low
	Water meters to be moved to backyard – Bell Street 28
	Wheely Bins
	Electricity for Backyarders
	Installation of Solar geysers systems
	Ramp for wheelchairs –Railway Station
	Skills development Programmes for the Youth
	Crèches
	Housing
	Klapmuts Clinic Area
	Services at the clinic must be improved by means of more sisters that must be appointed
	Sport and Youth Development programs
	Improved safety control measures
	A swimming pool
	A Library
	A Taxi Rank
	Street Lights
	Housing for all back dwellers
	Shopping center
	Play parks for kids and Recreational Facilities
	chool
	Old Age Home
	Job creation projects
	La Rochelle
	Grass cutting / Projects
	Sports & Recreation
	Electricity
	Sanitation – cleaning toilets and more mobile toilets
	Refuse Removal
	Streetlights
	Housing
	Job Creation
	Club House Area

Ward	Issues
	Painting of road marks and speed humps
	Taxi Rank
	Housing and Land for housing
	Job Creation
	Old Age Home
	Youth Development
	A Secondary School
	A Shopping Centre
Ward 19: Cllr J Hendriks	Assistance needed with illegal shebeens- Elsenburg
	Sport facilities for De Novo
	Play park for De Novo
	The use of exiting buildings for a clinic and police station
	Safety (all areas of Ward 19)
	Concern about open holes on Claytile Farm (residents living in poor conditions and bad water quality)
	Adjustment of water pressure – De Novo
	Assistance should be provided to farm workers of Kromme Rhee and Elsenburg regarding evictions from private land
	Updating of housing applications
	What assistance can be provided to residents in the WCO24 living on private land (farms)
	Housing for Koelenhof residents
	Housing
	Skills Development for Youth- Elsenburg
	Youth Development – De Novo
	Home ownership in De Novo
Ward 20: Cllr A Crombie	Sport facilities for Vlottenburg
	Building of a community hall
	Satellite police station
	A meeting to be held with all surrounding farm owners
	Appoint of a Community Development Worker (CDW) for Ward 20
	Information to be made available regarding learnerships and internships
	Improvement of communication between the municipality and ward 20 residents
	Wheely Bins for households of Vlottenburg
	Access to water and toilet facilities- Vlotteburg
	Assistance with farm eviction on Topsell Farm
	Assistance be given to Ward Councillors for her to able to assist farms dwellers
	Housing and land for housing (Vlottenburg & Lynedoch)
	How will development take place in the absence of available land
	Negotiations to take place with a farmer for an exchange of land (farmer is waiting for the municipality for the past 3 years)
	Progress report on the Longlands Project
	Implementation of Poverty Alleviation projects
	Building of a clinic
	Support for local entrepreneurial initiatives
	Job Creation
Ward 21: Cllr EL Maree	Progress report on priorities provided for the past ten years
	Site visit by the Executive Mayor and Mayco to Kreefgat/ Sewende Laan
	Installation of electricity at informal settlements/ structures (Jamestown)
	Upgrading of infrastructure for all new housing projects
	Installation of sewerage pipelines for poor communities (upgrading)
	Housing and land for housing (Jamestown)
	One meeting to be held with farmers and developers of Farm 527
	Feedback report on the Malan Trust land (which was made available for housing)
	Feedback report to be provided on discussions with Blaauwklippen
	Land to be made available for BEE businesses
Ward 22:	"Glybaan" to left from Van Rheede Street to R44

Ward	Issues
Cllr L de Villiers	
	Sensitive planning measures to be implemented around Saffraan Laan (careful consideration regarding rezoning applications)
	Ward Committees to be informed on all rezoning applications
	Improvement of public participation processes through the Planning Department

5.2.2 WARD COMMITTEE MEETINGS

Ward Committee meetings were conducted to consider the public input collated during the meetings mentioned above and these issues informed the Ward Committee's task to prioritize and prepare Ward-based Development Plans. The priorities identified by the Ward Committees are listed in the table below:

Ward	Priority Issues
Ward 1: Cllr A Frazenburg	Housing
	Tarring of all streets in Mooiwater
	Pedestrian bridge over river behind erve 3061.
	Rebuilding of existing park in Ward 1
	Removal of "drop-off site" for refuse.
Ward 3: Cllr NM August	Recreation and Sport Facilities
	Community Development
	Primary Health Care
Ward 4: Cllr MC Johnson	Afterschool Club
	Multipurpose centre
	Housing
	Land
	Poverty Alleviation
Ward 6: Cllr NE Mcombring	Safety
	Housing and land for housing & updating of housing waiting list
	Traffic Calming
	Public safety and law enforcement
	Infrastructure
	Upgrading of Sportsfield
	Youth and Skills development
Primary Healthcare	
Ward 7: Cllr PJ Retief	Traffic Management
	Student Accommodation
	Planning Regulations
	Greening
Ward 8: Cllr Q Smit	Beautification of existing streets
	Greening
	Artwork and Design Capital
	Innovative lighting and cameras with lamppost
Ward 10: Cllr R Du Toit	Housing and Land for Housing
	Safety
	Employment
	Sport Facilities
	Green Environment
Ward 11: Cllr JP Serdyn	Infrastructure
	Public Safety / Law Enforcement
	Conservation (Natural environment)
	Proper participatory and sensitive planning – respect character of the area
Ward 12: Cllr N Mananga- Gugushe	Traffic Flow
	Public Safety
	Social Development

Ward	Priority Issues
	Woman Empowerment
	Infrastructure
Ward 13: Cllr N Gcaza	Land for housing, housing and gap housing
	Upgrade of hostels
	Youth centre and old age centre (Thusong centre)
	Kayamandi Taxi Rank
	Community Safety (Relocation of Slabstown people)
Ward 14: Cllr P Sitshoti	Land
	Formal Housing
	Thusong Centre
	24 Health Care Centre
	Cleansing
Ward 15: Cllr L Ronoti	Cleansing
	Land
	Public Safety
	Social development
	Skills Development
Ward 16: Cllr V Fernandez	Housing and identification of land
	Unemployment / Job Creation
	Infrastructure
	Safety
	Green Environment
	Green Environment
Ward 17: Cllr PW Biscombe	Infrastructure
	Upgrading of municipal units
	Housing
	Safety
Ward 18: Cllr SJ Louw	Identification of Land /open space
	Housing
	Multi – purpose centre
	Skills development training
	Infrastructure
Ward 19: Cllr J Hendriks	Job creation
	Housing
	Public Transport
	Sport & Sport Facilities
	Clinic
Ward 20: Cllr A Crombie	Land and Housing
	Sports and land facilities
	Job creation
	Multi -purpose centre
	Retirement Home
Ward 21: Cllr EL Maree	House and Land for Housing
	Social Upliftment
	Upgrading /Completion of Sport field facilities
	Creating of Agricultural Opportunities
Ward 22: Cllr L De Villiers	Infrastructure
	Safety

5.3 SECTOR SPECIFIC ISSUES

The Sector meetings, which were held towards the end of October/ early November involved different stakeholders within the Greater Stellenbosch and were structured around six (6) of the Strategic Goals. Key issues raised are summarised in the table below.

Sector	Priority Issues
Sector 1: Green Economy	Regular patrolling from Law Enforcement in nature areas- especially where mountain bikes use roads illegally
	The use of conservation areas for recreation purposes
	Multi- use landscapes should become an option
	Conviction of arson- this has never happened and should be addressed urgently
	Eerste River- need to increase water treatment
	Improvement on road facilities
	A more effective public transport system for the WCO24
	Better public participation with regard to the compilation of the Spatial Development Framework (SDF)
Sector 2: Dignified Living	Cleaning of picnic site in Franschoek
	Rehabilitation and beautification of the river in Cloetesville
	Deployment of law enforcement officers in various wards
	Safety issues to be addressed in Elsenburg
	Municipality should ensure that residents install sense of pride towards their neighbourhood
	Telephone system of municipality to be reviewed
	Installation of electricity for Langrug residents- those without electricity
	Service offices for indigent applications to be opened in Klapmuts and Franschoek
	Investigation into the defects of La Motte houses
	Housing for Elsenburg backyard dwellers
	Land to be made available for building of churches for Xhosa speaking people
	Funding to be made available for skills development
	Development of open space in Cloetesville (7 de laan next to the swimming pool)
	Implementation of creative methods on how to make use of local labour
	Commitment of developers towards social responsibility
Restoration of clinic in Cloetesville- clinic to be moved into a new building and the current building should be utilized as a tea garden for tourists	
Building of enrichment centres for Early Childhood Development (ECD's) and the use of local unemployed people to build these centres	
Sector 3: A Safe Town	More Law Enforcement Officers to be deployed in Franschoek on a full time basis
	Appointment of 3 Traffic Officers in Franschoek on the R45
	Upgrading of La Motte Firestation
	Transport plan of patients from Franschoek to Stellenbosch are a big concern
	Establishment of a Neighbourhood Watch in Franschoek- need assistance from the municipality
	Scholar patrols for Franschoek High and other surrounding schools
	Fencing and maintenance of play parks and open spaces in Franschoek
	Building of swimming pool for Franschoek
	Fixing of taps and toilet facilities at parks
	Training of local people as law enforcement officers
	Operation of a mobile clinic during festive seasons in Franschoek
	Control measures to be implemented to ensure project implementation
	Installation of street lights in Langrug
Unemployment to be addressed- direct impact on crime rate (Poverty vs Crime)	
Sector 4: Business and Tourism	Establishment of a youth council for WCO24
	Supply Chain to investigate on alternative ways of doing business
	Assistance to be provided for farm workers
	Increasing investment into local training facilities – such as Stellemploy
	Implementation of strategies for youth development
	Establishment of a partnership between Sakekamers, Cape Chamber of Commerce etc. to monitor opportunities for entrepreneurial development and training
	Implementation of the Red Tape Reduction project- should address the transformation agenda of procurement of goods and services at all spheres of government
	Development of Erven 412 & Three Triangles
Permanent employment of local residents- with the car park metering system in WCO24	

5.4 PRIORITIZATION OF COMMUNITY NEEDS

Various Strategic Planning Sessions held with the Mayoral Committee and Management (including line managers), culminated in the following Strategic Priorities:

Strategic Focus Areas	High Priority	Enabling Requirements	Community Need Area		
Preferred Investment Destination	Upgrading of basic infrastructure <ul style="list-style-type: none"> - Roads - Public Transport - Sewerage - Water and Electricity 	<ul style="list-style-type: none"> • Effective planning • Financial Strategy • Financial commitment • Competent Personnel 	<ul style="list-style-type: none"> • Roads • Public Transport • Sewerage • Water and Electricity 		
	Effective Administration	<ul style="list-style-type: none"> • Effective document system <ul style="list-style-type: none"> ○ Improve turn-around times for approvals ○ Efficient Standard Operating Procedures (SOP's) ○ Review of by-laws 	<ul style="list-style-type: none"> • Effective Administration 		
	Effective Spatial Planning <ul style="list-style-type: none"> - Spatial Development Framework (SDF) - Clear zoning schemes - Spatial development plans 	<ul style="list-style-type: none"> • GIS • Personnel 	<ul style="list-style-type: none"> • Spatial Development Framework (SDF) • Clear zoning schemes • Spatial development plans 		
Greenest Municipality	High-level negotiations to unlock PPP (Public/Private Partnerships) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Resources <ul style="list-style-type: none"> - Financial - Human Capital - Project Champion </td> </tr> <tr> <td style="padding: 2px;">Backlogs <ul style="list-style-type: none"> - Sewerage - Waste - Water & rivers (partially informal settlements) </td> </tr> </table>	Resources <ul style="list-style-type: none"> - Financial - Human Capital - Project Champion 	Backlogs <ul style="list-style-type: none"> - Sewerage - Waste - Water & rivers (partially informal settlements) 	<ul style="list-style-type: none"> • Availability of land • 15-Year financial plan • Easier process to facilitate PPP arrangements • Reduction in red tape • Human resource capital • Cross-functional approach must be structured • Clear strategy and insight by administrative champions 	<ul style="list-style-type: none"> • Green Jobs • Healthy Environment, enable to exercise green practices • Reduction in cost of living
Resources <ul style="list-style-type: none"> - Financial - Human Capital - Project Champion 					
Backlogs <ul style="list-style-type: none"> - Sewerage - Waste - Water & rivers (partially informal settlements) 					
	Access to Business space <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Protection of Environment <ul style="list-style-type: none"> - Natural - Heritage - Cultural </td> </tr> </table>	Protection of Environment <ul style="list-style-type: none"> - Natural - Heritage - Cultural 	<ul style="list-style-type: none"> • Identify new business areas (informal- & formal) as part of spatial planning • Appointment of Environmental officer • Preparation of integrated Environmental Plan • Finalise Heritage register 	<ul style="list-style-type: none"> • Access to Business space • Natural Environment • Heritage Environment • Cultural Environment 	
Protection of Environment <ul style="list-style-type: none"> - Natural - Heritage - Cultural 					
Dignified Living	Housing <ul style="list-style-type: none"> - Klapmuts - Kayamandi - Jamestown 	<ul style="list-style-type: none"> • SDF – important • Budget – long term • Critical staff needs 	<ul style="list-style-type: none"> • Housing • Public Facilities • Basic Services 		

Strategic Focus Areas	High Priority	Enabling Requirements	Community Need Area
	Basic services to the Poorest Communities - (water & toilets in 17b informal settlements in WCO24)	<ul style="list-style-type: none"> Waste water treatment works need to be completed Public/Public Partnership: including NGO's Land for housing Reservoir: Ward 04: Groendal (2012/2013) Enkanini Development decision 	<ul style="list-style-type: none"> Job opportunities (LED) Safe Environment Access to Services (social grants, etc.)
Safest Valley	Consolidated by-laws	<ul style="list-style-type: none"> Community Fire Safety by-law Parking by-law Nuisance and keeping of animals Air pollution by-law Liquour trading hours by-law Awareness Effective enforcement 24/7 Public Safety agencies (appoint "hot bodies"/staff & resources) 	By-law development & enforcement
	Staff, vehicles and equipment for 24/7 service	<ul style="list-style-type: none"> MOU between all relevant stakeholders within all spheres of government Fire & Disaster Awareness programmes Expansion of multi-purpose centres Investigation of fire & disaster management Centralised control room 	Integration of services in support of Disaster Management
	Road Safety Measures <ul style="list-style-type: none"> Increase lines, curbs and signs & other road safety measures Road safety awareness rolled out at schools 	<ul style="list-style-type: none"> 24/7 enforced services Increased road safety measures such as traffic calming measures, disabled friendly measures, traffic humps, intersection improvement, lighting Increased road traffic safety awareness 	Road Traffic Safety Management
Good Governance and Compliance	<ul style="list-style-type: none"> Compliance to laws and Regulations Financial Management Proper Planning and Reporting instruments Skills development Customer Care 	<ul style="list-style-type: none"> Budget Skilled workforce Appropriate equipment Professionalism in the workplace 	Accountability Effective and sustained communication, community participation Responsiveness to complaints

6. SECTOR PLANNING

The municipality has a number of medium and longer term sector plans which directs work related to different functional areas of the organisation. These plans form an integral part of the IDP. Although the time-periods for sector plans and the IDP differ (e.g. the SDF has a 20 year horizon), the IDP and sector plans inform each other. Like the IDP, sector plans are subject to periodic review (often annually). During review, alignment between sector plans and the IDP receive specific attention.

The sections below expand on key sector plans of the Stellenbosch municipality.

6.1 SPATIAL DEVELOPMENT FRAMEWORK

A Spatial Development Framework (SDF) is a key component of the IDP. The SDF should indicate the nature and location of various activities in a manner which best meets agreed objectives. The Stellenbosch Municipality SDF was completed in 2010 and was approved by the Town Council on 28 February 2013 in terms of the Municipal Systems Act.

The SDF has been drafted by Stellenbosch Municipality in accordance with the relevant legislative requirements to guide the future spatial form of the greater Stellenbosch area. It is aimed at developing a binding set of principles which guide development and developmental rights of property owners. Specifically, the SDF aims to:

- Achieve shared and inclusive growth
- Increase access to opportunities, particularly for disadvantaged citizens
- Improve sustainability by minimizing ecological footprints
- Maintain the unique sense of place of the towns and region

To achieve these outcomes, various factors such as strategic infrastructure needs and requirements, natural resources, housing, agriculture and appropriate land use need to be taken into consideration. The report proposes seven strategic perspectives that will guide the future spatial development of Stellenbosch and ensure that development that does not diminish the resource base on which its economy depends, or the beauty and sense of place that is valued by local inhabitants and visitors:

Strategic Perspective 1: Interconnected Nodes

A key feature of the greater Stellenbosch area is the historic pattern of locating settlements along strategic transport and river systems. To protect the unique character of the area and constrain environmental damage, it would be advantageous to follow this pattern. However, development patterns in recent years have seen the growth of unplanned informal settlements and low-density suburbs situated far away from transport routes, both of which place unnecessary pressure on ecosystems, arable land and other resources

Those living in distant suburbs are almost entirely reliant on private motor vehicles for their mobility, and the expansion of these developments has an important role to play in increasing traffic congestion. To stem this, it is suggested that higher density developments be allowed within town limits, and that a strict urban edge be defined and enforced to put an end to low density urban sprawl.

While each settlement should have its own design and implementation framework that

recognizes the unique characteristics of its setting, the common principles of walking distance, functional integration and socio-economic integration should be common to all of them. Developments should be prioritised firstly around rail routes, and secondly alongside road routes and intersections.

A balanced supply of low-, middle- and high income housing should be prioritised in each node including some social and gap-housing on private developments. In accordance with the principles of densification, existing settlement nodes should receive priority above greenfield land. Land use should be based on its best long term sustainable use, rather than on its best financial return.

Strategic Perspective 2: Car Free Living

Congestion has increased significantly in recent years, and most of the vehicles on the road are from within the municipality as opposed to those from outside. To reduce the number of cars on the road, a combination of non-motorised transport and public transport facilities is suggested. Adequate pedestrian and cycling infrastructure and appropriate development policies should ensure that at least 50% of activities found in an urban area are within 1km of residential areas, making it easier to live without private cars. Ensuring that settlement densities are adequate to ensure the financial viability of public transport facilities should also encourage a shift away from ever-increasing dependence on private cars.

Strategic Perspective 3: Inclusive Economic Growth

Stellenbosch effectively has a dualistic economy. One part is highly skilled and affluent, and their desire to live in Stellenbosch has led to rapid increases in the value of land for housing and farming. This is contrasted by a significant low-income population which experiences poor service access and low living standards. Recent retail and housing developments have predominantly catered to the needs of high income earners and car owners, and the divide between the two groups has widened as a result.

To address imbalances between rich and poor, a proportionate balance of low, middle and high income housing should be provided. More affordable housing should be provided closer to economic opportunities, and commercial zones should be created within close proximity of low income suburbs. Sufficient industrial land should also be made available near public transport links, especially rail.

Shopping centres and areas with high pedestrian traffic should include market areas and sidewalk opportunities that help informal traders to access more business. Markets and informal retail spaces should be properly managed, and rentals charged for informal retail spaces according to the level of services provided.

In accordance with the various aims of the SDF, appropriately located public land should be used for agricultural, conservation and tourism purposes in land reform, equity or lease schemes that broaden participation in the rural economy. Stellenbosch University's ambitious "Campus Master Plan" should also be integrated into the municipality's spatial planning.

Strategic Perspective 4: optimal Land Use

Stellenbosch faces a shortage of around 20,000 housing units, and meeting this need will require doubling the current stock. Given the current relationships, this implies that at least 6,000 units will have to be built on municipal land, much currently used for agricultural purposes. Doing so would destroy the municipality's character, so the concept of infill and redevelopment with higher densification is promoted instead. Due to excessively cumbersome procedures, national and provincial land reform programs prefer to acquire private land

rather than making publically owned land available for development via lease. Various factors including policy uncertainty and indecision have significantly increased the premium on private land. Policy consistency is required for at least ten years in regard to the approval of applications either within or outside the urban edge to allow longer term financial stability and planning.

Instead of expanding the footprint of built areas, suitable locations for at least 6,000 middle and low income residential units need to be identified either as part of existing settlements through densification or extension and integration of existing settlements. At all times, preference must be to develop locations close to public transport hubs, and brownfield sites are preferred over greenfield locations. Projects catering to low, middle and high income groups should be designed as larger integrated settlements rather than stand-alone townships or gated communities. It is proposed that municipal land be allocated to its most appropriate use, and that the land be used or applied by the municipality – preferably under a lease agreement - to allow for the desired developments to become feasible, rather than being sold to the highest bidder.

Strategic Perspective 5: Resource Custodianship

Achieving a sustainable future for Stellenbosch will depend on its ability to make best use of available resources for the benefit of all. Resolving inequality and growing the economy will require access to energy, water, waste and sanitation services, and the 20,000 new residential units proposed for Stellenbosch municipality will require a doubling of infrastructural service points over the next 10 or more years. The infrastructure backlog equates to a funding requirement of R1billion. This implies an annual requirement of approximately R400 million for 5 years. Current budgetary projections indicate that no more than R200 million will be available under the most optimistic scenarios implying that it is not possible to fund the infrastructure investment. The potential for large scale upliftment and development is severely hampered by the lack of attention to necessary infrastructure in the past. Five specific areas require urgent attention:

- **Fresh water:** Much of Stellenbosch's key water supply infrastructure is in a state of disrepair, severely constraining the municipality's ability to deliver uninterrupted fresh water services and preventing future development. At the same time, poor management of solid and liquid wastes in agricultural, industrial and informal residential areas and run-off from roads is causing the pollution of rivers and groundwater. To address this, pollution reduction should be complemented by efforts to re-establish and protect indigenous riverine ecosystems. All rivers above a minimum size shall be protected by river conservation zones, and no buildings should be located in the 1:100 year flood lines. The eradication of alien vegetation from all areas should be supported. Peak water demand should be accommodated with supplementary water storage and recycling, and urban water conservation and demand management programs should be implemented.
- **Waste water:** Stellenbosch municipality's 7 waste water treatment works (WWTW) and sewage reticulation system cannot meet the needs of the current population, let alone support future development. Regular sewage leaks and overflows into rivers and groundwater result in eutrophication, ecosystem degradation and the spread of disease, threatening the health of communities and reducing quality of life. WWTW must be upgraded to achieve minimum water quality standards as defined by DWAF. Where feasible, development at new settlement nodes should be serviced by localised waste water treatment plants that deploy appropriate sustainability-oriented technologies. Peak load management systems will need to be considered for particular areas. Sewage should be regarded as a potential source of water,

nutrients, methane gas.

- **Solid waste:** The municipality's solid waste system is at maximum capacity. The current landfill site at Stellenbosch town is way over capacity, and the new cell being constructed in August 2012 will only provide additional capacity until 2017. With high public resistance to new solid waste sites and in line with new legislation, ways of reducing waste streams need to be implemented urgently. Appropriate strategies for waste separation at source should be formulated and implemented as swiftly as possible. A MRF should be installed at each waste transfer station and landfill site, and private and community-based sub-contractors should be included in a recycling-oriented waste management system.
- **Energy:** Economic growth and the provision of housing are directly affected by the availability of electricity, and the municipality is entirely dependent on the Eskom grid in this regard. Stellenbosch town needs to reduce its consumption by 10% to avoid overstepping supply. A combination of innovative demand reduction measures and increases in capacity will be required to prevent power disruptions whilst improving access to the poor, and this change will need to be led by wealthy households, businesses and the University. All new housing should install solar water heating devices, and non-subsidy housing should be encouraged to meet the portion of their electrical demand that exceeds 300kWh per month by generators such as solar photovoltaic panels and solar hot water heating devices. SANS 10400-XA energy efficiency standards should be adhered to in all planning applications for new buildings, major renovations and usage changes. Alternative energy sources should be developed and integrated into the grid, and the largest energy users should be encouraged and incentivised to invest in solar energy generation.
- **Construction materials:** Most of Stellenbosch's building materials are sourced outside the municipality, increasing the load on the transport system whilst contributing to CO₂ emissions and depleting fossil fuels. Many of these materials also require vast amounts of electricity to produce. Private contractors should be educated about source sites for building materials that are as close to the settlement nodes as possible, and their use should be encouraged over more distant sources. The use of recycled, recyclable and low energy building materials in the construction of new buildings should also be encouraged.

Strategic Perspective 6: Food and Agriculture

The fertile soils of Stellenbosch produce the region's largest export products, namely wine and vegetables. If one then includes the tourism sector which is largely built on wine tourism, then the importance of agriculture to the region cannot be overemphasised. The majority of arable land is used for the production of wine, with only a small proportion of the region's food being produced locally.

Several factors such as inappropriate rezoning of high value agricultural land and the diminishing financial returns on farming have led the sector to experience difficulties in attracting capital. While significant investments have been made in the farming sector, not all is related to productive uses of the land. This has led to fertile land being rendered unproductive, and this in turn has diminished employment opportunities for low skilled workers and increased reliance on food imported from elsewhere.

It is proposed that 10,000 ha of land should be used for the production of food for local consumption. Land outside of existing or proposed urban settlements should be used for

agricultural production, biodiversity conservation, scenic quality and agri-tourism. The use of incentives to encourage the usage of fallow land should be implemented, including potentially using public land as surety for the release of funding from the Land Bank, DBSA and others to further land reform projects. To ensure sustainable agricultural usage, further sub-division of land should be strongly discouraged. Informal, properly managed farmers markets selling fresh produce should be provided in key centres, while further large mall developments should be discouraged.

Strategic Perspective 7: Heritage

The sense of place of the Stellenbosch region is derived from a long agricultural and academic history coupled with well-preserved architecture and endemic biodiversity. Uncontrolled expansion of urban areas and industrialised agriculture into indigenous ecosystems threatens the unique fabric of the region, and may diminish the appeal of the area. Several specific principles are proposed to protect the character of the area, including the use of guidelines for sensitive biodiversity areas, controls over building heights and architectural styles along major roads, and the determination of appropriate land use zoning according to view sheds. The character of the rural area should be protected via various guidelines such as setting buildings along provincial roads back by at least 100m. Tourism that reinforces the municipality's sense of place should be encouraged and attractions should be developed that remain appropriate to the region's well established themes.

Key principles and Land Development Objectives of the SDF are:

- Managing development and growth in a manner where walking distance is the “primary measure of access”. This means that the municipal area should be planned so that citizens can access most of their daily needs on foot (within 20 minutes, or within a 1km radius).
- The functional integration of activities to the greatest degree possible. This means that different uses should be mixed to maximise pedestrianism and minimise vehicular transport.
- Socio-economic integration of neighbourhoods, enabling poorer residents to access opportunities on foot.
- Average gross densities of approximately 25 du/ha in settlements large enough to accommodate public transport and 15 du/ha in rural settlements to ensure efficiency in service delivery and maximum protection of scarce environmental resources.
- The definition of clear edges to settlements to encourage inward growth and protect important agricultural, scenic and biodiversity land resources.
- Development focused on alternative energy, water and waste service arrangements which does not compound the financial and environmental challenges associated with existing infrastructure provision.

To give effect to these principles the SDF proposes a municipal spatial configuration and structure comprising a system of interconnected, nodal, tightly constrained settlements that have only minimal outward expansion, relatively dense internal plans, and which are linked with other settlements by high speed voice and data communications and road and rail public transport services. In terms of implementation, priority should be given to the development of settlement locations on the rail routes first, and road routes second.

The SDF contains detailed spatial proposals for the management of:

- Water resources, rivers and watersheds.
- Biodiversity areas.
- Unique landscapes and visual amenity.
- Agricultural land and productive opportunity.
- Housing need (of different types).
- New infrastructure provision (so as not to increase pressure on overburdened existing systems).
- Important economic sectors (including manufacturing, the financial sector, small business, and tourism).
- Public land.

The diagram below illustrates high-level recommendations of the SDF for settlement and route hierarchy and investment priority in places and routes.

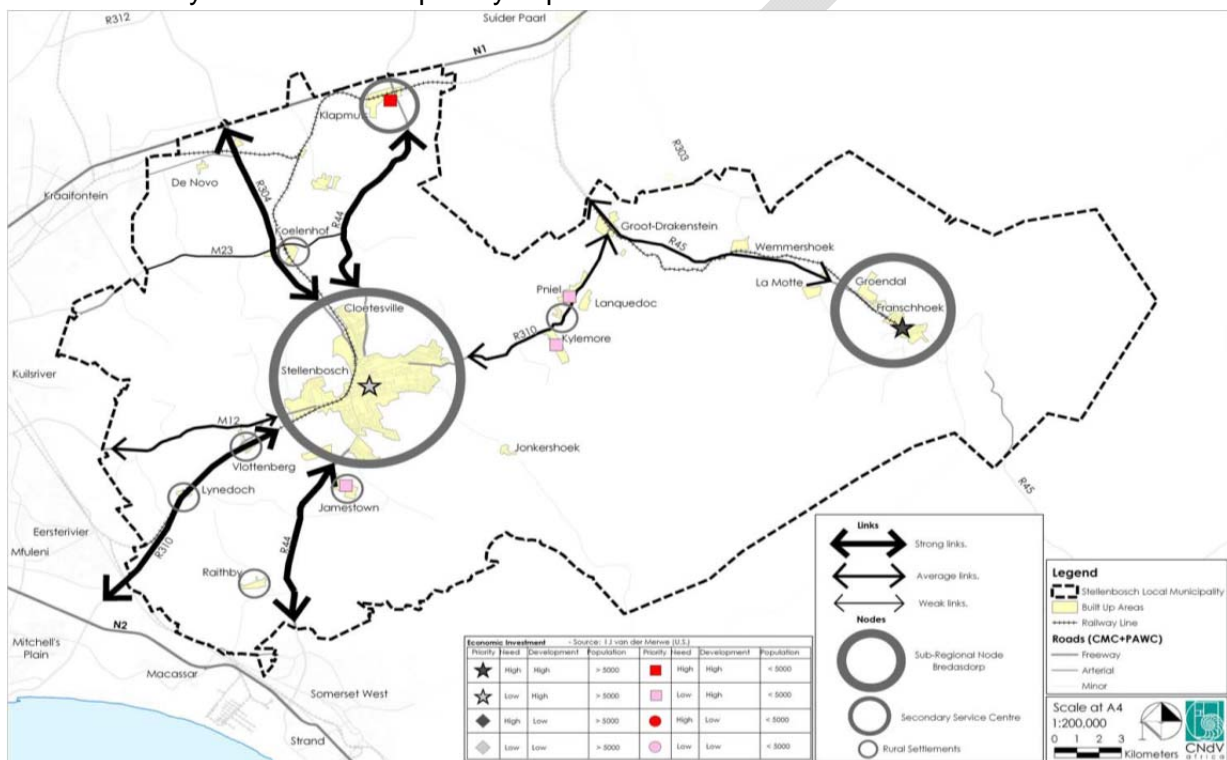


Diagram 4: High-level settlement hierarchy and route hierarchy and investment priority

The SDF makes the following broad proposal for the main settlements in the municipal area:

SETTLEMENT	BROAD PROPOSALS
Stellenbosch town	<ul style="list-style-type: none"> • Reconceptualise the town as a complex of 5 mixed income, mixed use interdependent urban villages focusing on the following centres: <ul style="list-style-type: none"> – North: Cloetesville/Kayamandi on intersection (to be extended) of Bassi Street/R304/Cloesteville Roads. – Centre: Existing town centre. – East: Idasvallei/Uniepark on intersection of Helshoogte/Cluver Roads. – West: Onderpepagaaiberg/SFW on intersection of Devon Valley/Adam Tas/Oude Libertas Roads. – South: Paradyskloof on intersection of Blaauklippen/Strand Roads. • Encourage social and GAP housing in these centres. • Redevelopment, infill and new development is possible on 460 ha of government, municipal and privately owned land identified to increase thresholds for public transport and prevent

SETTLEMENT	BROAD PROPOSALS
	<ul style="list-style-type: none"> • sprawl. • Encourage low key densification of existing suburbs through 2nd dwellings and subdivision down to minimum erf size. • Encourage redevelopment to densities from 100 to 200 dwelling units/ha gross (2 - 4 storey townhouses and apartment buildings) along main transport routes and around public open spaces. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high quality urban areas. • Encourage continuous street trading and business along Bird Street and extended into Khayamandi, Cloeteville and Idasvallei along Cluver and Merriman Streets. • Upgrade main streets with trees, landscaping, cycling and pedestrian facilities similar to that already completed in Dorp, Plein and Church Streets. • Consider the special needs of the university and ensure that its development follows the same principles as the rest of the town and that the campus does not become a gated complex blocking movement through its precincts. • Define an urban edge that seeks to limit outward growth of the town (but accommodates new development areas likely to be required over the next decade).
Franschhoek	<ul style="list-style-type: none"> • Promote the integration of Franschhoek north and south. • Encourage low key densification of existing suburbs through 2nd dwellings and subdivision down to minimum erf size. • Extend the main street upgrading project through Franschhoek to the north and accommodate cycle ways. • 59 ha of land above the current urban boundary of the town between Franschhoek north and south could be used for mixed use, mixed income development including social and gap housing. • Extend the economic opportunities offered by the exposure to traffic along the R45 northwards so that Franschhoek north's frontage on to this route can also benefit. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high quality urban areas. • Demarcate an urban edge that holds the current line of development to the south, west and east and accommodate land to facilitate the integration of Franschhoek north and south.
La Motte	<ul style="list-style-type: none"> • 32 ha of land in the vicinity of the former SAFCOL headquarters site could be used for mixed income, mixed use development with a low key retail/commercial farm stall frontage along the R45 to increase living and economic opportunity. • Provide NMT links with the R45 and surrounding settlements. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Tar the Robertsvlei Road to act as an alternative route to the south and increase exposure to passing trade.
Wemmershoek	<ul style="list-style-type: none"> • 23 ha of new development is possible: <ul style="list-style-type: none"> – Above the wetland area abutting the R303 to the north. – Along the current residential area's western boundary. – Below the rail line abutting the school on the western edge of the R303. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Pursue small scale mixed use development with appropriate urban design and road access management guidelines along the R303. • Provide NMT links with the R45 and surrounding settlements.
Groot Drakenstein	<ul style="list-style-type: none"> • 16 ha of mixed income, mixed use development is possible (linked to land reform and respectful of the area's heritage potential) on the western portion of Meerust and the property on the other side of the entrance road abutting the R45 for a distance of 500 m. • Introduce service roads along property frontages facing the R45 so that benefits of passing trade can be obtained without disrupting traffic.

SETTLEMENT	BROAD PROPOSALS
	<ul style="list-style-type: none"> Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Dwarsrivier Valley (Pniel, Johannesdal, Lanquedoc, Kylemore)	<ul style="list-style-type: none"> 83 ha of mixed income, mixed use development is possible through development of: <ul style="list-style-type: none"> Johannesdal plots and a strip along the Helshoogte Road. The eastern fringe of Kylemore. The link area along flood plain between Kylemore and Lanquedoc above the 1:100 year flood plain. An area east of Lanquedoc. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. Pniel, Kylemore and Lanquedoc should be declared core heritage areas.
Klapmuts	<ul style="list-style-type: none"> 123 ha of infill and greenfield development opportunity exists at: <ul style="list-style-type: none"> Etlinger street south between R44 and river. Old Paarl Road south between railway line and transfer station. Merchant street between river corridor, Groenfontein Pad and railway line. Klapmuts West, abutting the eastern boundary of the R44 (greenfields) The area around the 4 way stop should be improved to maximize opportunities for lower income traders. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Muldersvlei Crossroads	<ul style="list-style-type: none"> 45 ha of privately owned land could be developed as a model rural village. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Koelenhof	<ul style="list-style-type: none"> 86 ha of privately owned land could be developed to strengthen the rural village. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Jamestown, De Zalze	<ul style="list-style-type: none"> Approximately 56ha of mixed use, mixed income development opportunity exists to the western side of the R44, on a portion of municipal land on which the airfield is situated, and the land at the entrance to Technopark. The cross section of the R44 should be amended to make it less of a barrier to development to the western and eastern sides of the road. The historic mission village character of Jamestown and the De Zalze farm homestead should be protected. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Vlottenburg	<ul style="list-style-type: none"> Approximately 17ha of infill and new development is possible subject to flood line studies. The area around the Vlottenburg Road/R310 intersection (including van Ryn's Cellar) represents important heritage assets and should be protected. The area around the Vlottenburg Road/R310 intersection could provide economic opportunity for local residents and farmers. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Spier	<ul style="list-style-type: none"> Further urban development should be promoted only within the current development precinct of Spier between the R310 and the Eerste River. The extent of future development should be restricted to the ability to generate required services through sustainable methods. Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Lynedoch	<ul style="list-style-type: none"> Approximately 42ha of infill opportunity exists both east and west of the railway line and R310. The The theme of the current or more recent development at the node should be continued. The Drie Gewels is of heritage significance should be respected in any further development. The Eerste, Blouklip and Bonte Rivers and furrows should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Raithby	<ul style="list-style-type: none"> Approximately 10ha of land is available for infill development within the existing village edge. The Bonte River and any furrows should be declared river conservation corridors with 10 to 30m setbacks from the river bank

SETTLEMENT	BROAD PROPOSALS
	<ul style="list-style-type: none"> The historic church building, the built form of the town and the “water erven” which gives the area its historic and special sense of place and should be protected.

The SDF is illustrated in the diagram below. The SDF document contains more detailed illustrations of the spatial proposals for the main settlements in the municipal area.

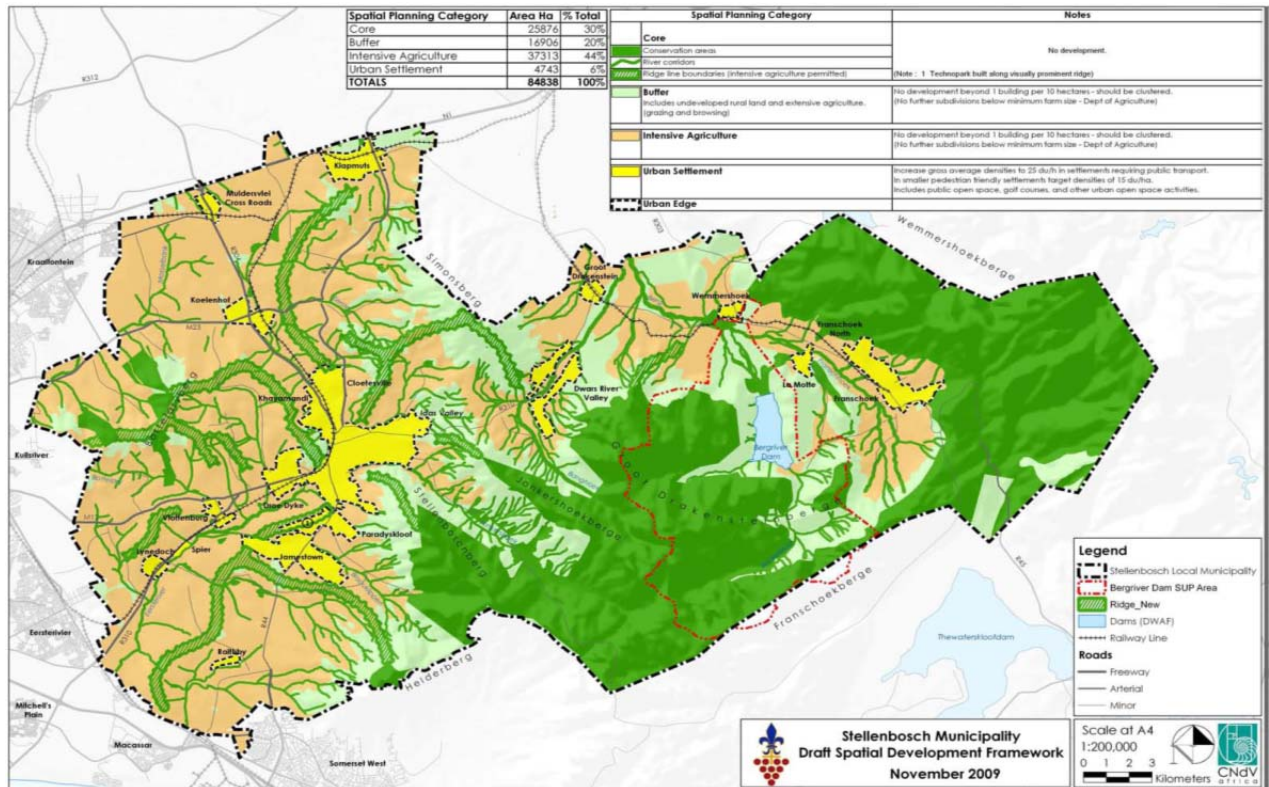


Diagram 5: The Stellenbosch Municipality SDF

6.2 INTEGRATED ZONING SCHEME

The municipality has prepared a draft Integrated Zoning Scheme to standardise and review the different “legacy” zonings and regulations of earlier administrations now part of the Greater Stellenbosch Municipality. Final public participation processes are under way and it is intended to submit the new Zoning Scheme to Province for approval during 2012.

6.3 HERITAGE LANDSCAPE PLAN

The Heritage Landscape Plan is intended to provide detailed management information and guidelines on heritage assets in outlying municipal areas

6.4 INTEGRATED HUMAN SETTLEMENT PLAN

The Municipality’s Integrated Human Settlement Plan (IHSP), the “Stellenbosch 2017 Housing Strategy”, was approved by Council in 2008. This work was further elaborated in a report, “Analysis and Evaluation of Key Stellenbosch ISHSP Sites”, undertaken by the District Municipality in 2009. In 2010, the municipality appointed a service provider to report on the status quo of potential housing projects in Stellenbosch Municipality. A housing “pipeline” document was prepared by the municipality during November 2010 and approved by Council.

The Stellenbosch 2017 Housing Strategy supports the SDF’s proposed municipal spatial configuration comprising a system of interconnected and tightly configured settlements with

clear urban edges, surrounded by agricultural land. The target is the provision of roughly 20 500 residential units to cater for the current backlog in housing. A programme of some 234 project are included, allocated to the different settlements and nodes identified in the SDF. The following housing types are provided for:

- Informal settlement upgrade.
- RDP housing.
- Social housing.
- Community transitional housing.
- Formalised home ownership.
- Private rental.
- Employer housing (especially farm worker housing).

The estimated cost of this programme will be approximately R9.5 bn over 10 years. A key proposal was to utilise municipal land provided at reduced cost for formal home-ownership in order to cross-subsidise other housing types. The implementation of the IHSP requires considered integrated administration, management and planning, arguably beyond the capacity of existing delivery mechanisms.

The municipality is currently in the process of procuring turn-key professional teams to assist with the delivery of a number of projects identified in the IHSP. A detailed housing pipeline is included in the Service Delivery Business Plan (SDBP) of the Planning, Integrated Human Settlements and Property Development directorate. Priority projects include:

- Franschoek, Langrug (1 499 units).
- Vlottenburg, Longlands (106 units).
- Klapmuts, Erf 342 (1 060 units).
- Erf 2124, Klapmuts (99 units).
- Jamestown, Farm 527 (570 units).
- Kayamandi, Watergang (106 units).
- Idas Valley, Lindida 1 (190 units).

In line with the SDF, housing opportunity and upgrading of informal settlements occur in a dispersed manner in the municipality, as indicated in the diagram below.

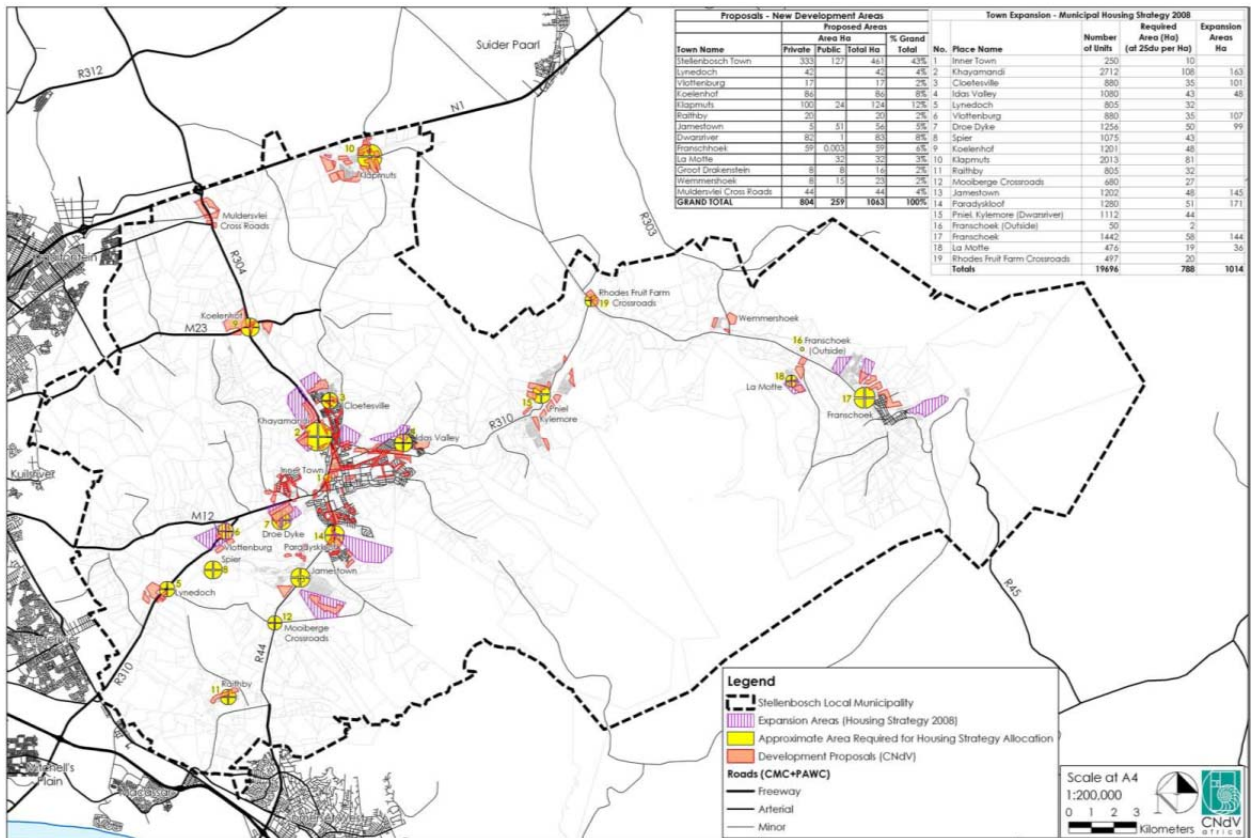


Diagram 6: Dispersed housing opportunity in different towns and villages within the municipality

The municipality has established a dedicated informal settlement department to manage and coordinate the upgrading of informal settlements. The broad objectives of the department are to:

- Manage the provision of services and development programmes to informal settlements.
- Prevent the illegal invasion of land.
- Enumerate identified informal settlements.
- Upgrade informal settlements by the provision of services.
- Facilitate tenure security in informal settlements.
- Facilitate food security and poverty alleviation, in partnership with other stakeholders.
- Assist in short-term job creation through linkages with EPWP and longer term job creation through upgrading programmes
- Facilitate capacity-building and training for residents and stakeholders through direct service provision and partnerships with outside agencies.

Agreements have been concluded with a number of communities to assist and direct upgrading activities. Enumeration and profiling have commenced in:

- Langrug.
- Enkanini.
- Mandela City.
- Slabtown.
- Backyards in Cloetesville
- Backyards in Lanquedoc

- Zone I in Kayamandi
- 7'de Laan in Jamestown
- Jonkershoek

6.5 COMPREHENSIVE INTEGRATED TRANSPORT PLAN

The National Land Transport Act (NLTA), Act 5 of 2009, requires "Type 1" planning authorities (the country's major cities and towns (including Stellenbosch Municipality), to prepare Comprehensive Integrated Transport Plans (ITP). Generally an ITP is considered as a mechanism by which planning authorities can plan for, develop, manage, integrate and provide for all modes of transport in their areas of jurisdiction.

CITPs must, inter alia:

- Enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of IDP and land development objectives.
- Direct employment opportunities and activities, mixed land use and high density residential development into high utilisation public transport corridors interconnected through development nodes (thereby discouraging urban sprawl).
- Give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures in a manner that provides incentives for sustainable mobility management.
- Maintain and further develop road infrastructure so as to improve travel by all road-based modes of transport where appropriate.
- Acknowledge and, where necessary, plan for the role of appropriate non-motorised forms of transport such as walking and cycling.

Stellenbosch completed a five-year CITP in 2010. The work was supported through structured public participation with other spheres of government, industry stakeholders and citizens.

6.5.1 Transport needs assessment

Key issues and concerns related to transport identified in the CITP are:

- The University of Stellenbosch campus, in terms of its staff, students and operational practices, has an undeniable, immense impact on the municipality's road and transport networks.
- In the recent past the university and municipality have been grown substantially, resulting in structural deficiencies in the capacities of the road and transport networks.
- There is very little cheap land available in Stellenbosch and its environs for either open parking lots or elaborate new road schemes.
- Non-motorised transport projects are of extreme importance for the town of Stellenbosch as the modes of cycling and walking provide basic mobility to the student population.
- During normal university lecture times, available parking is at a premium throughout the town, with vehicles parked legally and illegally on every available piece of land.
- Although some sections of the local population make use of public transport to access job opportunities in Stellenbosch, public transport use is very low compared to private care usage.

- There are large numbers of commuters that cross the municipal boundaries of Stellenbosch every day to access their places of work (there is also a small contra flow out of town).
- Large volumes of freight traffic using “local” roads.
- The transportation systems and patterns within the Stellenbosch Municipality are undeniably linked to the immediately adjacent Cape Town Metropolitan Area.

6.5.2 Proposals of the CTIP

Core proposals of the CTIP are:

Public transport

- Roll-out of a number of public transport interchange projects to serve existing operations.
- Assisting the University of Stellenbosch to implement its public transport and shuttle services.
- Compiling a final feasibility study to design public transport services for Stellenbosch, integrating the current public transport proposals of the municipality and university (January 2015 should be the target for the implementation of integrated services).
- Negotiations with the taxi industry to include current operators in the future integrated operations need to commence shortly.

Transport Infrastructure Strategy

- Adoption of a Parking Strategy, integrated with non-motorised and public transport plans, and focused on centralised parking facilities dispersed within the outer edge of Stellenbosch town.
- Formation of a Parking Strategy Implementation Group to drive planning and implementation of the Parking Strategy across municipal functional areas and in partnership with other stakeholders.
- Implementation of key municipal road projects, including:
 - Intersection upgrade of Van Reede and Strand Streets.
 - Intersection upgrade of Lang/Helshoogte and Adam Tas Streets.
 - Intersection upgrade of Merriman Avenue and Adam Tas Street.
- Cooperation with the PGWC and the Cape Winelands District Municipality on the planning and execution of the programme to construct, rehabilitate, maintain and upgrade Provincial roads in the municipal area.
- Joint work with the PGWC and the Cape Winelands District Municipality on further feasibility and impact studies related to the possible construction of the proposed western route to alleviate congestion along the R44 and the R310.
- Ongoing maintenance of various signalised intersections within the municipal area.
- Ongoing maintenance of municipal roads.
- Ongoing upgrading of the municipality’s 27km of roads which are not surfaced and other major roads with substandard walkways.

Travel demand management

- Preparatory work to explore the establishment of pedestrian and non-motorised priority areas within the town of Stellenbosch (the campus area historic core of Church and Andringa streets).
- Completion of the CBD/Kayamandi/Cloetesville non-motorised transport project. development area in the public centre of Stellenbosch.

- Implementation of a network of cycle routes to complement the cycling initiatives of the university.
- Support for the introduction of pilot shuttle services by the University of Stellenbosch.
- Introducing appropriate parking charges on both the university campus and the downtown area of Stellenbosch.

Freight logistics strategy

- Together with the PGWC, on-going interaction with Transnet on ways to shift road based freight traffic to rail.
- Interaction with the PGWC on the construction of a further weighbridge and holding area in the vicinity of Stellenbosch.

Traffic Safety

- Regular liaison with the Traffic Department in relation to high accident areas and support for traffic safety programmes (including education programmes and safety at public transport interchanges and parking areas).

Management of the CITP

- Annual updating of the CITP, programme and projects schedule and budgets.

6.6 INTEGRATED WASTE MANAGEMENT PLAN

The Stellenbosch Municipality has an agreed Integrated Waste Management Plan (IWMP). The plan was reviewed and updated in 2010 and a final assessment of alternatives presented in the plan was completed in February 2011.

The plan has been prepared in terms of the requirements of the National Waste Management Strategy (March 2010) and considers:

- Waste disposal.
- Education and awareness raising.
- Enforcement and by-law requirements.
- Organisational arrangements.
- Waste information management.
- Waste minimisation, re-use and recycling.
- Waste collection and asset management.
- Waste treatment.

The IWMP is presented in three parts:

- Part A contains baseline information and an in-depth review of the current status of the Stellenbosch Municipality. This phase of the project includes baseline information.
- Part B is a summary of the gaps and needs.
- Part C assesses the gaps and recommends suitable alternatives with concomitant priority status. Preferred alternatives are provided with an implementation plan and monitoring framework.

Priority issues identified are:

- Proper staffing and allocation of financial and human resources for the Waste Management department.
- Existing landfill site closure and alternatives to achieve compliance with current legislation.
- Waste minimisation and education to ensure more responsible waste management.
- Reducing waste quantities to landfill.
- Waste information management and in particular waste data at landfill site and the provision of adequate services at the landfill site to ensure proper management of the site.
- Capacity building where staff are equipped to deal with critical waste management aspects.
- Need for a regional facility and alignment with Cape District Municipality planning.
- Involvement of industry in waste minimisation and responsible waste management.
- Review of tariff policy and fee structure to ensure cost recovery.
- Review and update of fleet requirements and alignment with current needs.

The Devon Valley waste disposal site and its life span is one of the critical decision areas for the Municipality. This process is not straightforward since the provincial authorities will determine, through an authorization and licensing process, what decisions will have to be taken. Alternative considerations will need to take into account options such as drop-offs, transfer stations as well as a regional facility with the Winelands District Municipality in addition to the expansion of the landfill site.

Another area of focus for the municipality is waste minimisation. Alternatives which are being proposed include economic and political instruments such as green taxes, recycling subsidies and financial incentives for waste generators (e.g. pay-as-you-throw policy measures).

The inclusion of public private partnerships, community involvement and alternative technologies are crucial and the appropriate mix will have to address the needs of the Municipality accurately.

There is a fundamental need to capacitating the community, private sector as well as municipal officials on best practice in waste management. Various alternatives in this regard have been proposed, but importantly, an integrated approach will need to be realised.

6.7 ELECTRICAL MASTER PLAN

The Stellenbosch Municipality prepared an Electrical Master Plan in 2006. The plan aims to provide the Stellenbosch Municipality with a clear view and long-term plan for the development of electrical infrastructure required to support the envisaged demand growth in Stellenbosch and surrounding areas. It also evaluated the long-term viability of existing infrastructure and expansion and refurbishment requirements thereof, where new infrastructure should be located and what components, either existing or new, will be required.

The Electrical Master Plan comprises the following main elements:

- Documented assessments of primary equipment at all 66/11kV substations and 11kV switching substations within the municipal area.
- Site specific assessments to provide a systematic estimate of the life remaining in substation facilities, and planning to extend the life of facilities to meet future needs.

- Development of a geographical load forecast based on regional demographic and historical load growth patterns (as informed by the SDF). The anticipated long-term load forecast was directly used as input to the expansion plan.
- Development of network strengthening and expansion options and technical evaluations to ensure that load and performance criteria are met over the short, medium and longer term (2025).
- Preparation of cost estimates of the technically viable expansion and strengthening options.

The Electrical Master Plan is regularly updated and is used in medium term project planning, prioritization and budgeting.

6.8 WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority (WSA), the Stellenbosch Municipality has a duty in terms of Sections 12 and 13 of the Water Services Act (Act No 108 of 1997) to prepare and maintain a Water Services Development Plan (WSDP). The municipality prepared a comprehensive WSDP in 2007. An update was prepared in the 2011/2012 financial year, incorporating new national guidelines. As part of the WSDP “package”, the municipality maintains:

- Water and Sewer Master Plans
- Water Safety Plan
- Drinking Water Quality Sampling Programme
- A Water demand Management (WDM) Strategy

Key findings of the WSDP are:

Basic services and level of service

- There is no basic water and sanitation services backlog in the urban areas of the municipality. A small number of the households on the farms in the rural areas are still without basic water and sanitation services.
- The clinics, hospitals and schools in the municipal area have adequate and safe water supply and sanitation services.
- All indigent households receive free basic water (the first six kilolitres of water) and sanitation services.
- All the formal households in urban areas of the municipality are provided with water connections and waterborne sanitation facilities inside the houses (higher level of service). Communal standpipes and ablution facilities are provided in the informal areas as a temporary emergency service. Communal standpipes represent the weakest part of a network’s water supply services. Standpipes are often constructed in ways that cannot withstand excessive use (and abuse) and are often neglected in terms of operation and maintenance, adversely affecting the health of its already vulnerable and poor users.
- A sustainable type of water and sanitation facility needs to be provided to the households on the farms, with current services below RDP standard. SM is committed to support the private landowners as far as possible with regard to addressing the current services backlog on the farms in the rural areas, as identified through the Cape Winelands Rural Survey of Service Levels.

Water supply and accommodating growth

- Detail water balance and future water demand projection models were developed as part of the WSDP process, in order to adequately plan for the augmentation of the existing water sources.
- The municipality is currently busy with the updating of the Service Delivery Agreements with the CoCT for the provision of potable bulk water to some of the towns in the municipal area.
- For Stellenbosch, Franschhoek, Dwarsrivier, Klapmuts and Raithby, the existing water distribution system has insufficient capacity to supply the future water demands for future growth potential.
- From a Water Services perspective, the most significant challenges are the augmentation of the existing water sources, the replacement and upgrading of old infrastructure to accommodate development, the provision of sustainable basic services to informal settlements, and to ensure the provision of basic services to rural communities located on private farms.

Maintenance of infrastructure

- Both water infrastructure and sanitation infrastructure require serious remedial investment. About 38.6% of the water supply infrastructure is in a poor or very poor condition and the condition backlog is in the order of R324.8 m. The bulk of the backlog is made up of the water reticulation pipeline assets. About 43.4% of the sanitation infrastructure is in a poor or very poor condition and the condition backlog is in the order of R283.4 m. The bulk of the backlog is made up of the sewer reticulation assets and the Stellenbosch WWTW.
- An Infrastructure Asset Register is in place for all water and sanitation infrastructure. It is critical that an Infrastructure Asset Management Plan is developed and implemented, based on the principle of preventative maintenance to ensure that damage to assets is prevented before it occurs. Assets must be rehabilitated and/or replaced before the end of their economic life and the necessary capital funds must be allocated for this purpose. Maintenance activities have been increasingly focused on reactive maintenance as opposed to preventative maintenance.

Current infrastructure projects

- The upgrading of the Paradyskloof WTWs and the Stellenbosch WWTWs are currently taking place. The other WWTWs are also being refurbished, with a Risk Reduction Action Plan that is being implemented, in order to improve the performance of the existing WWTWs and to ensure that the treated effluent discharged from the WWTWs complies with the legal requirements.

Water Demand Management

- Although the municipality has a five block step tariff system which discourages wasteful or inefficient use of water the implementation of comprehensive Water Demand Management interventions has been limited, primarily due to a lack of human resource capacity to undertake the necessary work and budget constraints.
- The municipality needs to actively implement the WDM Strategy in order to reduce the current percentage of non-revenue water as far as possible and to keep the future water demand as low as possible.

Climate change

- In terms of adapting for climate change, water systems will need to be more robust and new/alternative sources of supply may need to be found. Increased skills will be required from water managers and long-term water projections are required.

Although an overall decrease in rainfall is generally not forecasted, increased variability in the climate and frequency of extreme events, as well as increased temperature and wind could have an impact on water sources, particularly surface waters. It is therefore advisable for the municipality to maintain a conservative approach to the management of water sources, including:

- Establish assurance of supply levels of all water sources.
- Increase assurance of supply of the water resources by ensuring that there is at least 10% additional capacity (headroom), when considering the maximum 24 hour demand on the peak month of the year.
- Not undertaking new developments unless a proper investigation of the implication on water sources and sustainability in the long term has been undertaken.
- Vigorously implement WDM measures, especially in terms of increased water efficiency, frequent monitoring of the water supply system, from the sources to the consumers, and regular and adequate system maintenance and repairs.

Blue Drop Awards have been awarded for four of the municipality's five Water Supply Systems. Three awards were received with the City of Cape Town who supplies water to these systems from where Stellenbosch manages distribution to end users. A further Blue Drop award (the fourth consecutive award) was achieved for the Stellenbosch Water Supply System, reflecting water treated by the municipality's Idas Valley and Paradyskloof Water Treatment Plants. The Department of Water Affairs acknowledged this exceptional performance by awarding a silver award to Stellenbosch.

The municipality did not receive a Blue Drop Award for the Franschoek Water Supply System that receives water from its own Franschoek Water Treatment Works. This was anticipated because of certain infrastructure issues in this system. Projects have been initiated to address these issues.

6.9 DISASTER MANAGEMENT PLAN

Stellenbosch Municipality has a Disaster Management Plan which was completed and agreed to by Council in 2004. The municipality believes that the current plan requires a thorough review as it is not sufficiently strategic, lacks tactical focus and is not user friendly. The new plan is scheduled to be tabled before Council in 2011, but resource constraints has meant that the work has not yet started (a consultant budget of approximately R1.5 m is required). Given the current situation, the administration has agreed to work with the Winelands District Council – who has a recently completed preparation of a “best-of-breed” Disaster Management Plan – to undertake an interim review of the Stellenbosch Municipality Disaster Management Plan before mid 2012. This exercise will not only ensure improved disaster management readiness but also serve to enrich and specify a clear brief for the review proper.

The Stellenbosch Municipality's Traffic Operational Plan, aligned with the National Rolling Enforcement Plan is in place and reviewed annually. The Stellenbosch Municipality Safety Plan, prepared in partnership with the SAPS, Neighborhood Watch and private sector security industry, is in place and updated on a four-monthly basis. This plan includes a Festive Season Plan.

6.10 LOCAL ECONOMIC DEVELOPMENT STRATEGY

A Draft Local Economic Development strategy was prepared for the Stellenbosch Municipality in 2012. The Draft Strategy summarizes the key economic development challenges and opportunities within the municipal area as:

- The need to continuously grow the local economy through niche sectors such as services, tourism, agri-processing, wood processing and the informal sector.
- The need to increase participation, in particular of the poor and other marginalised groups (women, youth, the disabled, and those experiencing geographic exclusion) in mainstream economic activity.
- The critical need for human resource development, both in term of those with limited skills and education as well as ensuring that high level skills are developed, attracted and retained in the area, in order to grow the local economy.
- Dramatically changing the largely racially based land-use pattern and encouraging the location of new economic opportunities where the poor are located and also locating the poor where current economic opportunity exist.
- Mobilising private, public and community resources (institutions, funding and finance) towards growing the local economy.
- Harnessing municipal resources and activities such as procurement, spatial planning, utility service provision, land reform and its sphere of influence to achieve its strategic developmental goals.
- Directing municipal expenditure, both capital and operating, in a manner that creates confidence for the private sector to continue to invest in Stellenbosch and also improving the living standard of all its residents and in particular those who are marginalised.
- Ensuring that the economic benefits from transformation initiatives such as land reform, property development, and so on accrue to the broadest possible number of beneficiaries, in particular those that are poor.

The following focus areas and strategies for local economic development are proposed:

- Initiatives which support growth in the niche sectors with significant growth potential, i.e. services, tourism, agri-processing, wood processing, informal sector and construction.
- Spatial areas where growth can best be achieved, produce can be processed (i.e. the CBDs of Stellenbosch and Franschhoek) as well as areas where the greatest needs exist, including Kayamandi, Cloetesville, Idas Valley, Pniel, Johannesdal, Kylemore, Languedoc, and Klappmuts, etc). The emphasis should be on the activities the municipality can engage in to change the space economy (specifically land use planning and engineering infrastructure).
- Education and skills development in relation to the niche sectors identified.
- Support for small businesses, the informal sector and emerging entrepreneurs.
- Enabling sustainable livelihoods, *addressing* poverty reduction and social welfare support.
- BBBEE, procurement and land reform, addressing issues relating to transformation and economic empowerment within the context and capacity of the municipality.

The Local Economic Development Strategy is currently under review. Structured engagement with key stakeholders representing different sectors of the local economy forms an integral part of the review process.

6.11 THE RELATIONSHIP BETWEEN SECTOR PLANS

Sector plans need to support and reinforce each other to have meaning and assist in sustainable development of the municipal area. The table below illustrates how different key sector plans inform and direct each other.

Spatial Development	Zoning Scheme	Housing Plan	Integrated Transport Plan	Infrastructure Master
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	Framework				Plans
Spatial Development Framework		Defines nature and form of urban development needed	<ul style="list-style-type: none"> Identifies municipal growth direction Identifies areas to be protected (e.g. agriculture and nature) Identifies areas for economic development Identifies housing priority areas 	<ul style="list-style-type: none"> Identifies municipal growth direction Identifies areas to be protected (e.g. agriculture and nature) Identifies areas for economic development Identifies housing priority areas 	<ul style="list-style-type: none"> Identifies municipal growth direction Identifies areas to be protected (e.g. agriculture and nature) Identifies housing priority areas Identifies areas for economic development Identifies Infrastructure priority areas
Zoning Scheme	Translates nature and form of urban development needed into supportive regulations		Provides for overlay zones meeting the specific requirements of different human settlements	<ul style="list-style-type: none"> Provides for land use regulations that supports public transport Indicates extent of land use right requiring services 	<ul style="list-style-type: none"> Provides for land use regulations that supports efficient infrastructure provision Indicates extent of land use right requiring services
Housing Plan	Identifies current settlements and interventions which should be accommodated in future planning	Identifies nature and form of human settlement development which is affordable		Identifies current settlements and interventions which should be accommodated in future planning	Identifies current settlements and interventions which should be accommodated in future planning
Integrated Transport Plan	Identifies transport and roads priority areas	Identifies ideal route classification	Identifies transport and roads priority areas		Identifies transport and roads priority areas
Infrastructure Master Plans	<ul style="list-style-type: none"> Identifies existing infrastructure capacity /constraints Identifies interventions required to support growth/infill 	Identifies existing infrastructure capacity /constraints	<ul style="list-style-type: none"> Identifies existing infrastructure capacity /constraints Identifies interventions required to support growth/infill 	<ul style="list-style-type: none"> Identifies existing infrastructure capacity /constraints Identifies interventions required to support growth/infill 	

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7 REFLECTION, CHALLENGES AND OPPORTUNITIES

As an introduction to preparing the overall strategic direction and focus of the Stellenbosch municipality for the next five years, the sections below reflect on challenges and opportunities to be addressed, informed by the current reality of life and service delivery in the municipality, key policy directives, the expressed needs of citizens and interest groups, and key findings of various municipal sector plans.

7.1. REFLECTION

Our region and towns – the bigger towns of Stellenbosch and Franschhoek, smaller villages, historic farms and impressive valley and mountain landscapes – are imprinted in the minds of many people and nationally and internationally known for its environmental richness, history, status as a place of learning and cultural heritage. Many have engaged with what we offer, for a period during a visit or as a student, or a lifetime as a citizen. These engagements have been enormously rich in opportunity and filled with good memories.

We still offer opportunity; we still impress and make inroads in learning, in industry of different kinds, and in the tourism sector. As the thirteenth largest urban economy in South Africa, and the second largest after the City of Cape Town in the Western Cape Province, our regional and national contribution to growth and development is significant.

Yet, we also appear to be at a crossroads. We appear to be at a point where our challenges are of a nature where if we do not address them now, we can lose what is special about Stellenbosch. We are approaching a point where many citizens have difficulty – in varying degrees – engaging with their place of residence, learning and work. Some struggle to survive and have no access to safety, a house or a job. Others find it difficult to get to work or drop children at school, given transport problems. Wealth, in itself, does not appear to assist – both the wealthy and poor are affected in different ways.

Much work has been done to ascertain and measure our challenges – whether of a global, regional or local nature. Some of them we all experience on a daily basis; they have become part of our lives. Let us highlight a few:

The environment and heritage ...

Globally, we know that our environment is increasingly under threat in different ways. We also see it in the Greater Stellenbosch area. Development has meant the loss of many hectares of valuable agricultural land, and some pristine nature areas have been scarred or have become less accessible for everyone to enjoy.

Spatially, the outward growth of major towns – specifically Stellenbosch and Franschhoek – into surrounding agricultural and nature areas has diminished opportunity to address our challenges. We have undermined a valuable biodiversity resource, not only as a context for tourism, but also as cultural heritage, a sacred space for healing, and the provider of valuable eco-system services such as clean water, clean air, and erosion prevention. Poorly controlled suburbanisation and land use change of farms, has resulted in its non-productive use and displacement of work and people. Their needs for jobs and shelter now have to be met elsewhere.

The ad-hoc growth of specific centres and the connection of centres into “strip” developments along major routes disperse opportunity and increases car dependence.

Our towns are losing its historic character, not only in terms of built form, but also activity. Although new activity in the historic centres of our towns attracts tourists, these activities often bear little relationship to our unique heritage, creativity and diversity.

Unequal access to opportunity ...

We have seen the growth of “exclusively” poor areas, independent of existing settlements and non-residential opportunity. Existing poor areas, already limited in facilities which are often over-utilised and poorly maintained, accommodate all new growth in affordable shelter.

Inadequate shelter ...

We have a current and future “shelter” backlog of 45 000-50 000 units, half of which is for middle and upper income households. Over the last ten years Kayamandi has more than doubled its population. Cloeteville has also almost doubled in size. As the population has grown, the release of land for development and housing has not kept pace.

Housing has become so expensive that many of those who work here commute from outside our area. For others, the most basic shelter – even if temporary – remains an unattainable dream.

Poverty and joblessness ...

We have not dented unemployed or made significant progress in increasing access to livelihood opportunities for poor families. The ever increasing international oil prices are continuously putting upward inflationary pressures on our local economy. This, coupled with the use of maize and other traditional staple food sources for bio-fuels is rapidly making food unaffordable for most, already hard-pressed families.

We have failed to encourage people to farm again, not only providing food security but producing a surplus that meet the needs of the town.

Crime, fear and mistrust ...

Crime has become serious – also in sacred public places like cemeteries and evidence of social disintegration is visible in our streets. The result is mistrust, increased withdrawal into private lives, “gatedness” and failure to work together for a better future.

Infrastructure stress ...

Our infrastructure is under serious stress. Apart from national energy provision problems, our own distribution capacity is almost at peak in most areas. The solid waste disposal site and sewerage works is almost at capacity. The environment pays the price as sewage pollutes the rivers and water tables.

Road congestion is serious in key places during peak hours. Publicly provided public transport, considering that the majority of our people walk to places of work and residence, is almost non-existent.

Stretched municipal resources ...

We have limited municipal resources; our current capital and infrastructure investment budget appears inadequate. It is estimated that meeting infrastructure needs for roads, solid waste and sewer services alone over the next five years could amount to over R700 million.

An ill-prepared municipal institution ...

The Municipality cannot address Stellenbosch’s challenges on its own, not only because of limited resources, but also because it doesn’t control all the variables impacting on development and management in the town and does not necessarily have the full range of competencies for the task. It remains very much an institution geared to delivering a set of defined services – focused on infrastructure and maintenance – within a known, slow-changing context. Political discontinuity has also not assisted in attracting and developing a strong administration.

Untapped energy ...

Within a context of resource constraints, partnerships are frequently mooted as an option to assist with municipal service delivery. Although Stellenbosch is blessed with strong intellectual, community and business competency, we have not tapped this resource sufficiently to work with us in meeting our challenges.

7.2. A SUMMARY OF CHALLENGES AND OPPORTUNITIES

The high-level challenges and opportunities of the Stellenbosch municipality can be summarised as follows:

STRENGTHS	WEAKNESSES	OPPORTUNITIES
Governance		
<ul style="list-style-type: none"> • The prospect of political continuity and working across party lines towards meeting common community objectives 	<ul style="list-style-type: none"> • Political discontinuity has inhibited follow-through on key programmes • The past behavior of leadership has created mistrust in political leadership 	<ul style="list-style-type: none"> • Partnerships in service delivery have not yet been fully explored • Leadership has an opportunity to re-establish trust across all sectors of the municipality by following through on key programmes and projects
Administration		
<ul style="list-style-type: none"> • The cost of staff comprises a relatively low proportion of overall costs • Strong management skill and leadership potential exists at middle management level (enabling succession planning) 	<ul style="list-style-type: none"> • Administrative discontinuity has inhibited follow-through on key programmes 	<ul style="list-style-type: none"> • Opportunities to use strong middle management capacity to undertake tasks beyond normal job designations • Communication with citizens could be improved considerably
Municipal finance		
<ul style="list-style-type: none"> • The municipality is rated highly for financial prudence 	<ul style="list-style-type: none"> • Inadequate resources to meet foreseen infrastructure and housing need 	<ul style="list-style-type: none"> • A record of financial prudence could be employed as a stage for expanding the extent and scope of resources available to address critical service delivery issues
The environment		
<ul style="list-style-type: none"> • A highly valuable natural environment 	<ul style="list-style-type: none"> • Inadequate staff resources to undertake environmental management functions 	<ul style="list-style-type: none"> • A community willing to invest in/ contribute to environmental management • New approaches to environmental management have been implemented (e.g. Adopt-a-River) which could be expanded
Spatial development		
<ul style="list-style-type: none"> • An existing structure of dispersed settlements located on major rail and road routes 	<ul style="list-style-type: none"> • Accommodating all new growth in the largest towns results in sprawl, more pressure on already needy areas, and a loss of agricultural opportunity and tourism/scenic value 	<ul style="list-style-type: none"> • Considerable infill opportunity exists (as shown in the SDF) to accommodate current and future need within existing towns and villages, thereby curtailing urban sprawl

The economy		
<ul style="list-style-type: none"> • The area's climate and soils are supportive of agriculture • Stellenbosch municipality has the potential for more growth • The local economy is diversified across the primary, secondary and tertiary sectors, and well served by regional air, rail and road infrastructure • The area has unique natural, scenic, and cultural attractions, diverse hospitality, recreational and leisure facilities, and established tourism infrastructure • The municipality owns large "commonage" areas, comprising productive agricultural land • The municipality is home to a number of major corporations • Very strong research and development capacity exists 	<ul style="list-style-type: none"> • There has been limited transformation of the rural/agricultural economy in terms of land and agrarian reform • The formally developed urban economy contrasts strongly with the informal under-developed township economy • A lack of local economic development information inhibit smaller entrepreneurs to respond to opportunity 	<ul style="list-style-type: none"> • The extensive municipal commonage could be employed to a greater extent to facilitate economic development and make connections between established and emerging farmers • Partnerships with the business, tourism sector and university could be strengthened further (with the municipality playing a facilitation role)
Housing, living conditions, and public facilities and services		
<ul style="list-style-type: none"> • Limited backlogs in basic service provision 	<ul style="list-style-type: none"> • A high incidence of farm evictions places additional stresses on municipal service provision • Housing "backlogs" far outstrip available resources or technical capacity to deliver • Slow pace of housing delivery for low-income and "gap" sectors • The administration as a whole is not geared to contribute to in-situ upgrade of informal settlements 	<ul style="list-style-type: none"> • The in-situ upgrading of well-located informal settlements is a more viable option to providing new housing to residents of these communities • Considerable infill opportunity exists (as shown in the SDF) to accommodate current and future need within existing towns and villages • New approaches to local area management have been implemented (e.g. area cleaning) which could be expanded
Infrastructure		
<ul style="list-style-type: none"> • Strong basis of existing infrastructure and networks 	<ul style="list-style-type: none"> • Failure to rehabilitate infrastructure specifically poses the risk that ongoing deterioration will escalate to uncontrollable proportions, with considerable impact on citizens, the economy of the area, and the image of the municipality 	<ul style="list-style-type: none"> • A dispersed settlement pattern of villages and towns offer the opportunity to explore alternative infrastructure provision for smaller places • Considerable pressure on existing infrastructure could be released through implementing demand management strategies
Community safety		
<ul style="list-style-type: none"> • Strong community safety partnerships exists with SAPS, the district and private/community sector service providers 	<ul style="list-style-type: none"> • Inadequate traffic enforcement • Inadequate facilities for vehicle testing and impoundment • Inadequate fleet and essential equipment • Inadequate staff to man essential services/ facilities 	<ul style="list-style-type: none"> • Partnerships with private/community sector service providers could be strengthened

8. OUR STRATEGY AND WAY OF WORK

The sections below reflect where we want to be as a Municipality and Greater Stellenbosch area, what we do, and how we work as a municipality.

8.1 RETHINKING WHERE WE WANT TO GO AND WHAT WE DO

8.1.1 The Strategic Intent that guided the creation of the 3rd Generation IDP

After the Local Government Elections that were held on 18 May 2011, the Stellenbosch Council was immediately tasked with crafting a five-year Integrated Development Plan for the municipality. Whilst conducting medium-term planning within the prescripts of the regulatory framework for integrated development planning, the new leadership also had to ensure that the challenges with this transition did not affect the smooth running of the administration and that quality services continued to be delivered without interruptions. In the middle of 2011, following the new political leadership taking office, the municipality took stock of its strategy processes, including its experience in integrated development planning.

This reflection has highlighted a number of considerations for review and they are as follows:

- A longer term focus is needed because Stellenbosch is growing. Decisions on investment and development made today will have implications for years to come.
- A wider focus is needed – the IDPs to date have concentrated on complying with the complex legislation rather than on the broad developmental purpose of the IDP process.
- Partnerships are essential to expand the range of functions and activities available to citizens and visitors to Stellenbosch. The municipality needs to lead with boldness and to give people a chance to contribute and be appreciated.
- IDP processes have not harnessed broad citizen interest around common challenges and the future of Stellenbosch. In general, meetings in wealthy areas are very poorly attended compared to those in poor areas.
- A more integrated approach to service delivery is needed in the townships to add proper programmes for maintenance, social services and safety and security to the traditional provision of housing and infrastructure.
- The relationship between the IDP and the municipality's organisation and performance management has not been clear.
- The IDP does not reflect the unique attributes of Stellenbosch.
- The IDP is not written so that it is easy to understand.

Specifically, the Mayoral Committee requested that the 3rd Generation IDP:

- Be undertaken within the context of starting a strategic Greater Stellenbosch 2030 discussion.
- Focus on the town's special characteristics and challenges, including challenges outside traditional municipal services
- Harness the energy and resources of all stakeholders internal and external to the municipality.
- Draw clear linkages between the municipality's strategy and the management of the Municipality, including business planning and performance management.
- Deliver products which are creative, uniquely "Stellenbosch" in character, readable and work together seamlessly.

Other factors/approaches that influenced this revision

In conducting self-assessment during the revision, it was found that:

- i. Council and Management were very concerned about the alignment between the IDP, Budget and Performance Management System/SDBIP of the municipality;
- ii. The IDP does not necessarily inform Organisational Design to the extent that it should;
- iii. The implementation of the Performance Management System at the municipality is beneath standard and this was confirmed later on when the Auditor General expressed an adverse opinion on the municipality's reporting on predetermined objectives;
- iv. Public Participation Processes as conducted in the past were ineffective and rather contributed to the deterioration of the relationship between the municipality and communities;
- v. Communication, customer care and giving regular feedback on the type and level of services the municipality render, are not receiving the necessary attention; and
- vi. The municipality is ideally located and is institutionally ready to become a centre of excellence through developing innovative, cost effective solutions to solve its critical service delivery and socio-economic challenges.

With this revision, the municipality employed the following approaches to deepen the IDP process:

- i. A strong effort was made to conduct public meetings in all the wards, complemented with Ward Committee and Sector-based meetings;
- ii. Strategic Planning Sessions per directorate, aiming to ensure that every employee of the municipality participates in a planning exercise;
- iii. Doing thorough assessments through the compilation of the 2011/12 Annual Report, Mid-year Performance Report and revising the 2012/13 SDBiP; and
- iv. Closely aligning the processes of crafting the IDP, compiling the Multi-year Budget and the development of the Top-Layer SDBIP.

8.2. OUR VISION

We describe the vision of where we want to be as a municipality and the Greater Stellenbosch area as:

“The Innovation Capital of South Africa”

8.3. OUR MISSION

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.

8.4. OUR VALUES

In all of our work and engagements, we subscribe to the following values:

Character Leadership: We undertake to involve communities in planning development in their areas, provide regular progress reports on the implementation of those plans and deal decisively and swiftly with poor performance, mismanagement of council assets, corruption and fraud that are all impediments to good municipal governance.

Transformation: We will tirelessly work at transforming our municipality, communities and broader society as custodians of hope through unlocking the endless possibilities our valley holds treasure. This commitment is shaped by our understanding of the historical, spacial, social and economic inequalities rive in our valley.

Innovation: We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives which show creativity and ingenuity.

8.5. OUR OVERARCHING STRATEGY

Our overarching strategy is illustrated in the diagram below:

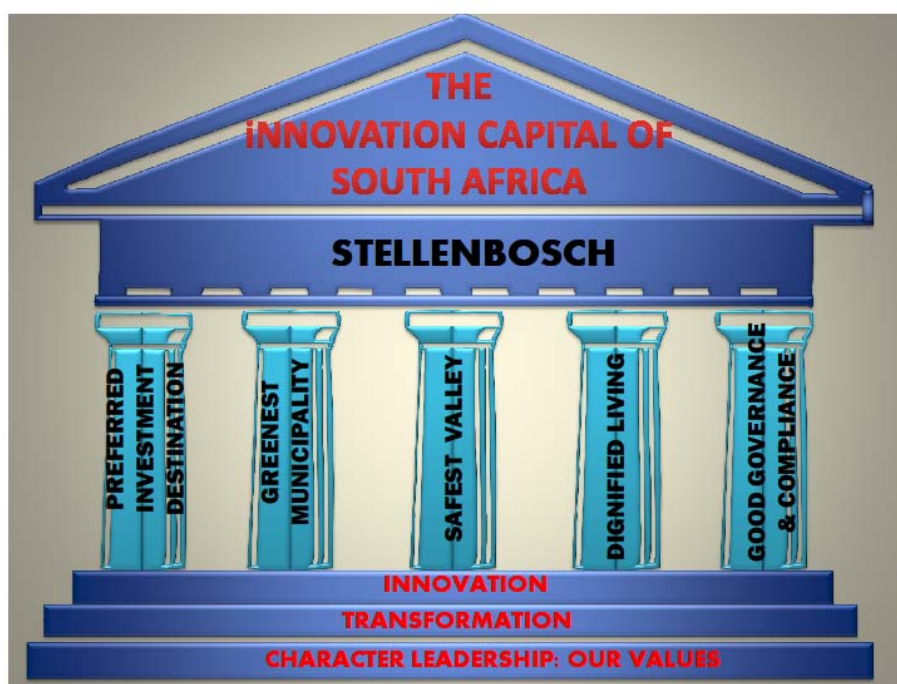


Diagram: Illustration of the Greater Stellenbosch area's overarching strategy

The Municipality's strategic vision is informed by our desire to become the **Innovation Capital of South Africa**. The 5 pillars which help us to realise this vision include: Preferred Investment Destination, Greenest Municipality, Safest Valley, Dignified Living and Good Governance & Compliance. The foundation of our vision is to tackle everything we do in an innovative manner, finding new and better ways of delivering on our mandate. This is then informed by our values: Character Leadership and Innovation. This is what we live by. Lastly we need to question whether we are transforming people's lives. Key to achieving true transformation is the creation of an environment conducive for business development, expansion and retention.

8.5.1 STRATEGIC FOCUS AREA 1: PREFERRED INVESTMENT DESTINATION

There can be little doubt that progress in fostering opportunity for enterprise, creativity and business development in our cities, towns and villages is an urgent issue in South Africa. This includes concerns about unemployment, poverty, income inequality, and skills shortages. This strategic focus area has three broad dimensions: The first relates to the provision of services to citizens, how these assist them to facilitate development, jobs, and so on. The second relates to the internal working of the municipality, how municipal procurement of services assists in fostering opportunity for enterprise development, creativity and business development. The third dimension asserts that efficient infrastructure

and services lie at the heart of the municipality's mandate. Infrastructure and services of different kinds provide in the basic livelihood needs of citizens, and also enable enterprise and business development. Without appropriate, well maintained infrastructure, the Greater Stellenbosch area will fail as a place of living, work and learning.

8.5.2 STRATEGIC FOCUS AREA 2: GREENEST MUNICIPALITY

There are a number of dimensions to the environment which underlie its importance for the Greater Stellenbosch area and for the people living within it. The first is an ecological dimension, which recognises that the natural environment and its processes provide the setting upon which, and the basic resources within which, human life is played out. The second is an economic and productive dimension, which recognises that the natural environment underpins a vitally important tourism and agricultural economy. The third is a psychological, social, and recreational dimension, recognising that human life is qualitatively affected by a sense of place, and the need for places of "escape" from urban life. The fourth is a cultural dimension, recognising the inextricable relationship between the characteristics of a place, peoples' activities in that place, and the emergence of cultural expressions and forms.

There are at least three reasons why spatial direction is important. Firstly, we live our lives in geographic space; how activities and infrastructure are organised in space fundamentally impact on people's access to opportunity. For example, prioritising new urban development on agricultural land may harm the overall viability of agriculture and food security of an area. Another example is the location of housing for poor people far away from work opportunities, which impacts on disposable income, work productivity and transport infrastructure provision. Secondly, municipal strategy has over the last decade taken a strong "sectoral" approach. The approach looks at development in sectors such as Local Economic Development Plans, plans for "creative industries", small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in our settlements. Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organised in space.

8.5.3 STRATEGIC FOCUS AREA 3: SAFEST VALLEY

Establishing safety and law abiding behavior in Greater Stellenbosch is an absolute priority. All our efforts to improve services, opportunity and sound financials – including affordable rates – will come to nothing if by-laws are not respected by some, our assets are vandalised or our neighbourhoods, roads, business areas and recreational facilities are not safe. Safety and security, together with cleanliness, is often cited as the most important factors in getting investment into a city or town. A safe and secure Greater Stellenbosch area is thus not only a functional necessity but underpins elements of economic and social development strategies.

8.5.4 STRATEGIC FOCUS AREA 4: DIGNIFIED LIVING

All of our citizens should have access to a dignified life; notwithstanding their relative material wealth or background. By that we mean *inter alia* access to shelter, ethical administration of municipal housing and sufficient choice in housing opportunity for different income groups, including young people. We also mean neighborhoods with accessible public facilities and services. Support for vulnerable groups – including the youth, women and the elderly – are critical, as is a close working relationship with other government and social agencies that focus on the needs of these groups.

8.5.5 STRATEGIC FOCUS AREA 5: GOOD GOVERNANCE AND COMPLIANCE

As more people become urbanised, towns and cities have become increasingly important foci of political and economic power and service provision. As the 13th largest economy nationally, the Greater Stellenbosch area and municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where, and to whose benefit, is however, a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities, resources are limited, and tough choices have to be made. To succeed, municipalities have to develop appropriate policy and decision-making structures, plan carefully for the long and short term (across territorial areas and sectors) ensure synergy between the work of the political and administrative spheres of the municipality, their own work and that of other spheres of government, civil society and the business sector, communicate well, and monitor processes and procedures in a structured manner. Importantly, excellence in service delivery contributions, external and internal to the organization, need to be recognised and built upon.

We cannot deliver in the needs of our citizens without a skilled and customer focused administration in all the different functional areas and at all levels of the municipality. Given rapid change in all facets of society, the opportunity must exist for staff to develop their skills, whether in specific functional areas or management. To ensure best use of public resources, regular performance management is essential. Information must be readily available, and contact between citizens and the municipality should be responsive and as efficient as possible.

The facilities which house the administration also need to be organised in a manner which facilities integrated and joint work between staff and between staff, political leadership and other sectors of the community.

A sound financial basis is central to implementing any strategy. The Greater Stellenbosch area is no exception. In order to deliver in the needs of its citizens, the municipality is required to manage revenue streams in a sustainable manner. It also needs to ensure that funds available are utilised for identified projects and that “value for money” is achieved. In procuring goods and services, ethical conduct is essential to ensure the integrity of the municipality. Most importantly, the use of municipal resources must support agreed upon objectives; in other words, the municipal budget and on-going expenditure must be strategy-led.

8.6. CORE PRINCIPLES IN EXECUTING OUR STRATEGY

8.6.1. Shared work between political leadership, the administration and community

Our municipality comprises three core components:

- Democratically elected political leadership.
- The administration comprising officials.
- Citizens (as individual, interest groups and organizations, public, community based, and private)

This can best be illustrated as follows:

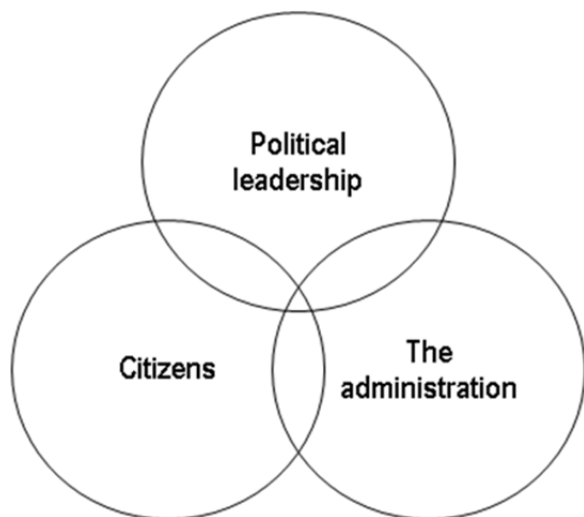


Diagram 8: The “components” of the municipality

For sustainable municipal management, it is critical that political leadership and the administration work closely together. Ultimately, democratically elected political leadership is responsible for policy direction. The administration provides advice and implements policy.

International best practice shows that the only way to do sustainable urban management is to engage in meaningful partnerships with communities where communities take full responsibility for the development of their own neighbourhoods. Stellenbosch Municipality is committed to ensure that real social and economic development of our poorest communities is realised through proper community input and ownership. It is not often realised that “communities” are legally part of the Municipality. This means that local communities cannot simply play the role of critic or passive bystander. It is vital that local communities play an active part in the planning and implementation of projects and programmes in their neighbourhoods.

A component of community participation is focused on ward-based planning where the desired outcome is to have a ward based plan for each of the 22 wards. Ward-based plans are a form of participatory planning designed to promote community action, with clear linkages to the IDP. It mobilises communities and citizens to take responsibility for their own destiny and captures what communities see as their desired outcomes. It also helps speed up the implementation of the IDP. This ensures that the IDP objectives become the collective responsibility of community members, ward councillors, ward committees, the business community, non-governmental and community-based organisations and all other stakeholders in the Greater Stellenbosch. This presents an opportunity for visionary local leaders to implement a shared agenda and show tangible and measurable results through collectively addressing the above-mentioned ward priorities.

8.6.2. Alignment with institutional structures and processes

In many instances, we believe that strategy fails because it is prepared by consultants at arms'-length from accountable municipal officials, or driven by one functional area, and are not appropriately embedded in the "daily work" of all functional areas of municipalities. With this in mind, we have ensured that:

- Broad staff participation informs the IDP.
- The strategy drives performance scorecards in the municipality.
- Meetings of the Mayco and Directors' Forum are structured to include ample time to manage and monitor strategy implementation.
- A regular informal meeting takes places between the Mayco and Directors' Forum where progress on the strategy or specific strategic issues is discussed.

8.6.3. New forms of planning and staff deployment

Traditional strategic planning processes aimed at guiding development and management decisions are time-consuming. Preparing a detailed strategic framework and implementation programme can take months. Unfortunately, these processes do not provide for the "now", for the need to guide decisions today. For municipalities, the "now" has become extremely important. Every month counts. We believe that our challenges have become so significant that if we do not find an integrated and commonly shared response to them fast, we may lose much of what is special about an area and be less prepared to meet future challenges successfully. Often also, we find, that the fact that a strategy is "under preparation", is used as an excuse for inaction or even poor decision-making. The arm's-length approach also appears to neglect local experiential knowledge – what people know through working with services issues on a daily basis. With this in mind we have:

- Provided for regular, informal but structured engagements between the Mayco and Director's Forum to discuss strategic matters and how to best respond to these issues.
- Formed special teams to deal with urgent, day-to-day issues as they emerge (e.g. area cleaning).

These planning methods bridge the gap between local experiential knowledge, the technical requirements of strategy preparation, and the need for strategic frameworks to be available to deal with immediate decision-making. This process is aimed at getting an initial position through intense, structured information sharing and planning workshops on how to direct development and management of the town. Written up as an initial strategy, provision is made for influencing the decisions of *today* and the nature of further work in a manner which supports the strategy. A framework is also provided for immediate use in directing daily decision-making in support of the strategy. The strategy becomes the broad strategic framework, elaborated in further technical work.

8.6.4. Considering the different investment needs of settlements

Fundamentally, we believe that sustainable management of any settlement requires continued focus on four "investment needs". It has to provide in the *basic needs* of citizens; it has to *maintain its assets* and functions; it has to *provide for crisis and disaster and fix past mistakes*; and it has to *invest productively*, making the settlement better for the future.

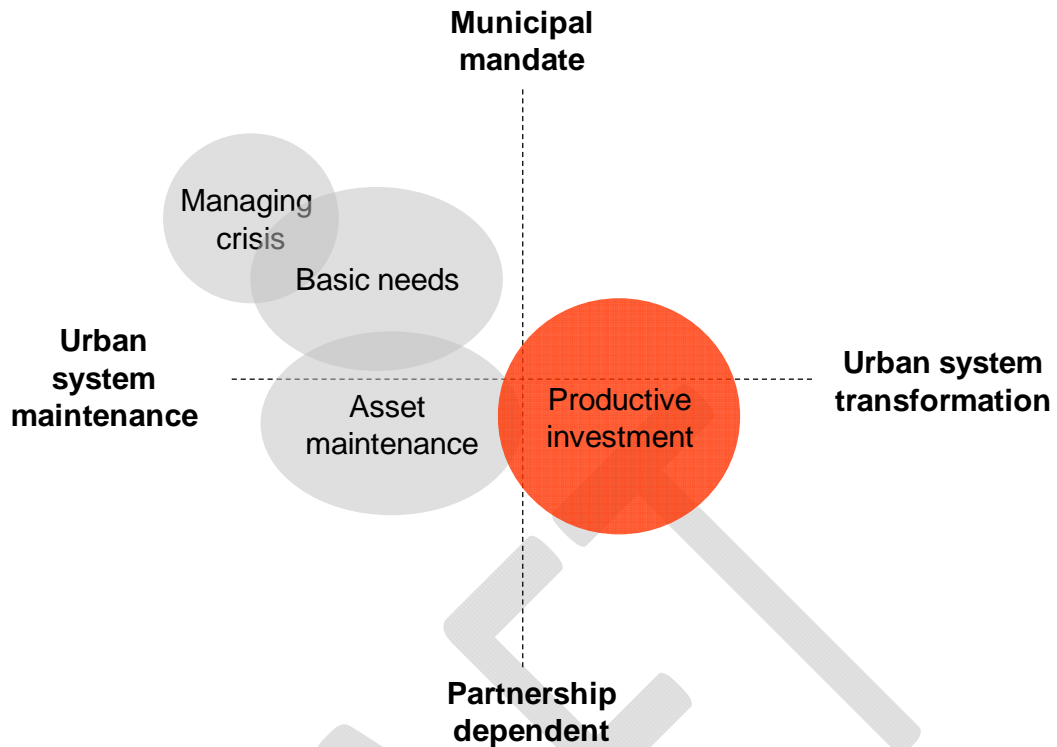


Diagram 9: The “different investment needs of settlements

Successful settlements deal with all four of these investment needs at the same time. This makes for balanced development, allowing for both individual and public needs to be met and for the mistakes of the past to be fixed while preparing for the future. The proportion of resources to be allocated to each dimension need to be determined through policy, informed, in turn, by an understanding of settlement and citizen needs. Settlement needs are critical. Unlike citizen needs, settlement needs relate to the collective needs of the settlement (or part of the settlement), and often includes things that are not politically popular. Major infrastructure maintenance – the kind of service that is not very visible or takes time to manifest if neglected – is a prime example. Many local governments remain stuck in basic needs provision, managing crisis, and asset maintenance; a traditional municipal mandate. As a result, the urban system is merely maintained. What is needed is also a focus on productive investment, requiring new partnerships with the private and community sectors; in this way transforming the municipal area for the better.

We therefore propose that the Greater Stellenbosch IDP considers these different investment needs in detail in the formulation of objectives and short and medium term milestones (as contained in the SDBPs of the different services).

8.6.5. The tools of governance

All spheres of government have a range of tools available to achieve objectives and maintain relationships with citizens, the private sector, other government organisations, the community sector, and so on.

What is becoming increasingly true is that the complexity and interconnectedness associated with achieving desired settlement outcomes in today’s settlement context demand the employment of a range of tools – in concert with each other. This differs from the past, where settlement management focused on infrastructure investment for growth, regulating land subdivision, and land use and built environment management.

The paragraphs below outlines the range or “classes” of tools available to government for use in pursuit of its objectives (Adapted from Neilson L, 2002: “Instruments of governance in urban management”, Australian Planner 39(2) 97-102).

Policy: *defining/framing the position of government and direction for action in relation to issues where clear choices exist (for example, to focus on private or public transport, to grow a settlement outwards or contain it inwards).*

Plan making: *indicating where resources should focus functionally or spatially, in what form, and when.*

Legislation: *directing, constraining and rewarding (potentially) the behaviour of different actors in society (in the interest of all citizens).*

Regulation: *elaborating on behaviour outlined in legislation through guidelines, standards, and so on.*

Fiscal measures: *fees, charges and taxes for services as a means for raising government revenue, and directing action in support of policy and legislation (through fiscal “incentives”).*

Financial measures : *the priorities and areas of government spending, including investments in infrastructure, facilities and programmes to support spatial and sectoral/functional area policy and plans.*

Institutional measures: *arrangements for decision-making, the allocation of powers, responsibilities, agreements and relationships between government and other actors, human resource capacity/competency, and measurement systems within government and between government and other actors.*

Asset management: *the approach taken to the management of government assets (land, public facilities, and so on).*

Knowledge and information management: *the government’s investment in and dissemination of knowledge about existing/anticipated conditions which require management.*

Advocacy: *the positions that government take on issues, “positive” and “negative”. This could be through the media, public meetings/engagements, at events, and so on.*

8.6.6. Accessible documents

We firmly believe that strategic documents should be presented in a format accessible to all stakeholders. Specifically:

- For integrated service delivery over time, it is necessary for municipal leadership and officials at all levels, representing different services and interests, to understand the strategy. This cannot be achieved by presenting strategy in a number of weighty documents, each prepared by different services. The complete overall strategy needs to be presented in a manner which assists its internalisation by all. For this reason, the IDP will appear in different formats.

- The IDP is also supported by a clear “story” where successive actions build on each other. Traditionally, achieving meaningful integration is a difficult task in municipal development strategy formulation. Work is predominantly done within different services or functional areas and then “packaged” together as an “integrated” strategy. A key aim with the IDP is therefore be to show how different actions – of different kinds and often undertaken by different services – are interdependent and only have full meaning if implemented together.

DRAFT

9 OUR STRATEGY UNPACKED

The sections below unpack the broad strategic focus areas into detailed predetermined objectives, and short and medium term milestones.

9.1. STRATEGIC FOCUS AREA 1: PREFERRED INVESTMENT DESTINATION

The Stellenbosch Municipality wants to establish an environment where enterprise, creativity and businesses – large and small – thrive. Services and infrastructure should support the needs of the business sector, municipal processes should not inhibit private sector initiative, and the municipality should play a key role in providing information which facilitates enterprise development.

Although the Stellenbosch Municipality has an agreed LED Strategy (last updated in 2009), and through its infrastructure provision and a range of other services contribute to economic development, the reality is that a *specific* LED strategy has received little attention over the last few years. For the coming year, provision has been made for the crafting of a long-term strategy (20 to 30 years) for the municipality. This multi-year project will be very inclusive and will rely heavily on qualitative economic data to ensure that effective and sustainable planning takes place.

We would like to be in a situation where the provision and management of infrastructure and services in the Greater Stellenbosch area meets the needs of households, businesses, public institutions and other enterprises. That means that we will maintain the infrastructure that we already have, address backlogs, and pro-actively provide infrastructure to accommodate future growth. It also means that the way in which infrastructure is provided is sustainable: specifically that it is respectful of the environment, prudent in resource use, and affordable to beneficiaries. Critically, our infrastructure initiatives need to assist in meeting the municipality's local economic development objectives.

The truth is that we have fallen behind in aspects of infrastructure provision and management over the last decade and longer. Specifically, we have neglected maintenance of what we have. This means that the costs of fixing existing infrastructure is high, and prevent us from making necessary investments in accommodating new needs (e.g. for future growth). To arrest decline, we have developed a 15-year infrastructure restoration and development plan, focused in initial years on the restoration and maintenance of critical infrastructure as well as meeting critical demand in infrastructure capacity (e.g. for landfill and water treatment). Implementation of this plan has commenced.

To support sustainable long term infrastructure planning and provision a Stellenbosch Infrastructure Task Team (SITT) comprising private sector and University partners has been established. This team strives to find innovative and alternative ways to manage infrastructure provision in future, as well as alternative funding mechanisms, as the Stellenbosch municipal administration cannot resolve this burning issue by itself.

Our work to foster opportunity for enterprise, creativity and business development in Greater Stellenbosch focuses on the areas:

- LED planning and management.
- LED information and communication
- Sector support
- Reducing Red Tape
- Municipal services in support of LED
- Transport

- LED through infrastructure projects
- Integrated, sustainable long term infrastructure planning and resourcing

What is our strategy?

- On-going refinement of our LED strategy in close partnership with stakeholders.
- Improving the availability and relevance of LED information.
- Support for key sectors important to the economic well-being of Greater Stellenbosch and all citizens.
- Ensuring that municipal service provision (e.g. infrastructure provision and supply chain management) support LED objectives as far as possible.
- Ensuring that infrastructure and services planning and resourcing occurs over the long term, in a sustainable manner and draws on the expertise of other service delivery agencies, the private sector, and the University.

The following PREDETERMINED OBJECTIVES direct our work:

- To promote economic development within the municipal area
- To facilitate and co-ordinate support to emerging farmers.
- To improve the regulatory environment for business
- Create an environment conducive to business development, job creation and sector development
- To ensure the provision of non-motorised transport routes as a functional mode of transport
- To provide quality water, manage demand and maintain existing infrastructure
- To provide transport routes and functional streets safe for all modes of transport
- To upgrade and maintain road infrastructure
- To upgrade and maintain stormwater infrastructure
- To ensure the provision of a compliant solid waste service, upgrade and maintain existing infrastructure
- Ensuring that infrastructure and services provision support local economic development objectives

9.2 STRATEGIC FOCUS AREA 2: GREENEST MUNICIPALITY

We envisage a future state where the Greater Stellenbosch area's natural environment and resources is responsibly and sustainably managed by all, within the aims of the Cape Winelands Biosphere. Access to the environment would be easy for all citizens, and their use of the environment respectful. The municipality should lead by example through protecting and rehabilitating what we have, employing sustainable resource use practices in its own projects, and expanding environmental assets through establishing new parks and tree planting.

Large parts of the municipal forestry areas are no longer required for forestry. It is intended that these areas are set aside for conservation and recreation, but the municipality lacks dedicated nature conservation capacity. Despite being part of the Cape Winelands Biosphere – and therefore the need for careful consideration in relation to environmental impacts in most of what we do – we also lack dedicated environmental management capacity. This includes air and water pollution management as well as the assessment and management of proposals in terms of the provisions of the National Environmental Act. Although alien vegetation control is undertaken, initiatives focus only on public land. The Adopt-a-River programme has been very successful, drawing in the contributions of the private and community sectors to clean and maintain the Eerste River. The Jan Marais eco-centre has been completed and will become a focus for environmental education. Urban greening

initiatives have been most successful, also leading to the municipality winning the Western Cape Province's "Greenest Town" award in 2011. We must now build on these achievements.

We want to be in a situation where the agreed direction and nature of future development in the Greater Stellenbosch area and its parts is respectful of the environment and heritage assets, support human development, direct our investment in infrastructure and public facilities, and are clearly understood by all. Our systems for land use management and building development management should support the overall spatial direction, be efficient and based on readily available, up-to-date information. We also want to mainstream resource-efficient or green building.

Much work has been done to reach consensus on the municipal Spatial Development Framework for the Greater Stellenbosch area. This includes integration with the work of other sectors, specifically infrastructure service provision, transport, housing, and facilities provision. Council has approved the SDF in February 2013 and is ready to implement some of the key projects and recommendation. We have developed a comprehensive register of heritage assets in the core of Stellenbosch and Franschhoek. Similar work has not been completed for the outlying and rural areas. We are planning to build the capacity of officials to support green building and our land and building development processes – including IT systems – are receiving attention to make them more efficient and user friendly.

WHAT IS OUR STRATEGY?

- A stronger focus on the environmental planning and management function, including appropriate resourcing.
- A more concerted approach to conserving the municipality's nature areas, including appropriate resourcing of the nature conservation function.
- Extended management of alien vegetation.
- Further roll-out of the Adopt-the-River programme to all rivers within the municipal area.
- Extended urban greening initiatives.
- Finalising processes to establishing certainty and a shared understanding in relation to the future spatial direction of development of Stellenbosch Municipality.
- Detailed planning for specific areas within the overall spatial framework.
- Expansion of heritage information to include outlying areas of the municipality.
- Establishing and maintaining institutional arrangements in support of integrated development facilitation (specifically of major development initiatives).
- Developing more detailed land use development rights and overlay regulations recognising the specific characteristics and land use management requirements of different areas and places.
- More efficient and user-friendly land and building development systems.

The following PREDETERMINED OBJECTIVES direct our work:

- Provide and maintain an attractive and green environment for the benefit of its communities and thus conserving our natural heritage.
- To develop and maintain public open spaces and cleaning the rivers to provide clean, health and sustainable green environments
- To manage urbanisation in a considered manner and to maintain a balance between conservation and development.
- To implement recycling initiatives

9.3 STRATEGIC FOCUS AREA 3: SAFEST VALLEY

Stellenbosch Municipality would like to ensure compliance with the law on a “twenty-four seven” basis. We want to enforce traffic regulations on our roads at all times and respond to emergencies in the best way possible.

We would also like law enforcement officers deployed to every part of the municipal area – not only monitoring compliance with by-laws, but also assisting citizens in need, and notifying various departments within the municipality of service delivery issues as they occur. These officers should work closely with other safety agencies, including Neighbourhood Watch organisations. While we need to be able to respond to disasters efficiently and fully, we would also like to focus on preventative work, including preventing the occupation of unsafe land.

At this stage, visible law enforcement in Stellenbosch Municipality is not possible at all hours, given serious staff shortages and insufficient specialist equipment, facilities and fleet of vehicles. For example, the municipality’s only fire truck equipped with an aerial platform (“cherry picker”) is 26 years old and beyond repair. In cases of emergency where this equipment is required, the municipality is reliant on a vehicle from the District Municipality (stored in the Paarl area, and therefore not rapidly deployable in the larger part of Stellenbosch Municipality). Similarly, no impoundment facility for vehicles exists and vehicle testing facilities are inadequate. We have, however, made great progress in integrating the initiatives of various law enforcement agencies – including SAPS, the District Municipality, and Neighbourhood Watch – with that of the municipality.

Our work to establish a safe Greater Stellenbosch focuses on four areas:

- Traffic.
- Municipal law enforcement.
- Fire and rescue.
- Disaster and event management.

What is our strategy?

- Securing adequate permanently employed human resources, facilities and equipment (specifically fleet) to undertake the specialist functions of traffic management, fire and rescue services, and disaster and event management on a “twenty-four seven” basis and comply with legal standards.
- Establishing adequate, integrated law enforcement capacity, present in every ward of the municipality.
- Maintaining and deepening partnerships in relation to safety.

The following PREDETERMINED OBJECTIVES direct our work:

- To provide traffic services, law enforcement and road safety awareness education
- To provide a disaster ready service and upgrade existing firefighting equipment

9.4 STRATEGIC FOCUS AREA 4: DIGNIFIED LIVING

We would like all citizens of Stellenbosch to enjoy a dignified life, notwithstanding their relative material wealth or background. For some this would mean access to adequate shelter, for others, the ability to afford a home of their own. Neighbourhoods should have accessible public facilities – whether for health care, education, or recreation – be well maintained, and continuously improved. We would like to see a Greater Stellenbosch area where residents enjoy a strong and positive sense of community identity, and participate in

many aspects of community life, and celebrate diversity. Strong, empowered community networks, formal and informal, support strong communities and form the basis for community action, activity and caring.

We would like all vulnerable groups – specifically the youth, women and elderly – to receive appropriate support, whether to sustain livelihoods or facilitate personal development. In providing support, we envisage seamless cooperation between different government agencies and the community and private sectors in their initiatives. Specifically, we see the municipality encouraging and supporting processes to promote constructive dialogue, conflict resolution, and empowerment of the disadvantaged and vulnerable to ensure that community resources are both accessible and equitable.

We cannot honestly say that all our citizens enjoy a dignified life. Many have no access to shelter, and the general quality and standard of public facilities and services in parts of poorer neighbourhoods and informal settlements is not what we desire. Many of our citizens are vulnerable, and require on-going support to sustain themselves and develop as individuals. Extraordinary work is done in health, education, and other social services by other government agencies, the community and private sectors, but they require ongoing municipal support and coordination of efforts.

Our work to establish self-help action to dignified living in Greater Stellenbosch focuses on seven areas:

- Integrated planning for housing and settlement upgrade.
- New housing and shelter opportunity.
- Settlement upgrade.
- Housing administration and management.
- Integrated community management.
- Public facilities and services.
- Vulnerable groups.

What is our strategy?

- Ensuring that planning for new housing opportunity and the upgrade of informal settlements occur in an integrated manner, coordinating the contributions of different government and non-government agencies and functional areas.
- Delivering on new housing and shelter provision within the human resource and financial capacity of the municipality.
- Facilitating the progressive in-situ upgrading of informal settlements.
- Ensuring the sustainable management of existing and new municipal housing.
- Facilitating processes for community driven community development and renewal.
- Ensuring that all communities have access to a full range of public facilities – for health, education and recreation – and the appropriate staffing and maintenance of facilities.
- Ensuring the delivery of a comprehensive range of services to vulnerable groups, and the coordinated cooperation of service providers at all levels in the delivery and management of services to these groups.

Our work to deliver basic services in Greater Stellenbosch focuses on the following areas:

- Water.
- Electricity.
- Solid waste.

The following PREDETERMINED OBJECTIVES direct our work:

- To facilitate and co-ordinate social development projects in the community.
- To enhance and extend existing library services to satisfy the needs of the Community of the Greater Stellenbosch
- To develop and maintain community facilities that will meet Provincial, National and International Standards
- To develop and create enough burial space and promote alternative burial methods.
- To provide housing opportunities by means of serviced sites or top structures or rental units

9.5 FOCUS AREA 5: GOOD GOVERNANCE AND COMPLIANCE

Many partnerships with other spheres of government, municipalities abroad, and local organisations exist. Albeit beneficial, we need to identify clearly what benefit the Stellenbosch Municipality wants to derive from these relationships, the terms of reference for relationships, and where new relationships are needed. Although we communicate frequently with citizens, through different means, we believe that this communication could be better structured, and that we can make our services better known. We have also not sufficiently recognised excellence in service delivery contributions, external and internal to the municipality.

We cannot deliver in the needs of our citizens without a skilled and customer focused administration in all the different functional areas and at all levels of the municipality. We would like our staff resource to be productive at all times, for staff to have the opportunity to develop their skills, whether in specific functional areas or management. Regular performance management is essential. Information must be readily available, and contact between citizens and the municipality should be responsive and as efficient as possible. The facilities which house the administration also needs to be organised in a manner which facilities integrated and joint work between staff and between staff, political leadership and other sectors of the community.

Some critical functional areas are understaffed, both through vacancies on the staff establishment which have not been filled or through inadequate provision on the staff establishment. Leadership development is receiving attention through the re-establishment of the Leadership Forum, rolling out minimum competency training, and involving staff in the leadership of projects outside of their functional areas. We have launched a customer care programme which will start with basic issues and encompass more aspects of our work as it is rolled out over the IDP period.

In relation to basic issues, a concerted intervention has been undertaken to improve responsiveness to telephone calls. We continue to strengthen our Performance Management System and plan to further expand Individual Performance Management in this financial year. We will increase our focus on ensuring that the Performance Management System also includes accountability instruments for the political leadership. We are renewing our efforts to ensure that a functional customer care system is implemented and will monitor it very closely to ensure that our customers receive the best possible services.

Systems improvement and integration is very high on the agenda for this financial year as we steadfastly move towards our aim to become a centre of excellence, particularly so in good governance and compliance matters.

As the 13th largest economy nationally, the Greater Stellenbosch area and municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where, and to whose benefit, is however, a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities, resources are limited, and tough choices have to be made. Sound financial planning and management is central to municipal service delivery and sustainability. This includes, having a long-term financial plan in place to deliver on citizen needs, “value for money” is achieved at all times, and, in procuring goods and services, ethical conduct is maintained. Most importantly, the use of municipal resources must support agreed upon objectives; in other words, the municipal budget and on-going expenditure must be strategy-led.

We have been recognized for prudent financial management, have retained financial stability, and ensured relative predictability in projected growth of revenue streams. Specifically, we would like to work to achieve greater synergy between the municipal budget and strategy, grow non-traditional income streams, and improve citizen interaction on financial matters and accounting processes further.

This Strategic Focus Area is aligned to the Provincial Government’s Strategic Objective to become the best run regional government in the world.

What is our strategy?

- Ensuring that area functional areas have the capacity and readiness to deliver services in terms of short, medium and longer term objectives and targets.
- Ensuring that all staff have the opportunity for leadership development within their functional areas and municipal management generally.
- Developing the utmost care for customers in everything we do.
- Ensuring regular performance management of staff at all levels within the organisation.
- Responsible management of historic and sensitive documents.
- Developing a new integrated and user friendly municipal HQ in the Stellenbosch town centre as well as decentralised service centres to facilitate citizen convenience in interaction with the municipality.
- Maintaining representative structures for decision-making, at the scale of the municipality as whole and local wards, and focusing on relevant issues.
- Undertaking strategic planning for the longer and shorter terms, the municipality as a whole, and local areas.
- Establishing a clearer focus to inter-governmental working, international and local partners.
- Clear communication, external and internal to the municipality.
- Regular auditing of processes.
- Celebrating excellence in service delivery, external and internal to the municipality.
- Renewed inter-governmental efforts to establish a Municipal Court in Stellenbosch.

The following PREDETERMINED OBJECTIVES direct our work:

- Management of the municipal IT Systems
- To establish an operational and functional municipal court
- To manage integrated development planning and the efficient measurement of predetermined objectives as per regulatory framework.

- To involve the community in the planning and management of programmes and projects that affect them in partnership with the municipality
- To review municipal governance processes as per the Risk Based Audit Plan
- A skilled and capable workforce that supports the growth objectives of the municipal area
- A responsive and, accountable, effective and efficient local government system
- To improve revenue- & debtor management.
- To provide accurate & relevant financial information for decision making.

DRAFT

10. FINANCIAL PLAN

To achieve delivery on the 3rd generation IDP Strategic Focus Areas, focus areas and objectives it is essential to align the municipal budget with the strategy. The sections below expand on aspects of the Stellenbosch Municipality's medium term financial planning and the extent to which is possible to align the budget to all the priorities of the wards, given our financial constraints and the need to concentrate on basic service delivery.

10.1 INTRODUCTION

The long-term financial viability of municipalities depends largely on:

- The extent to which improved and sustainable revenue capacity can be achieved.
- Sound financial management of its resources.

These imperatives necessitate proper multi-year financial planning. Future impacts of revenue and expenditure streams and the financial implications for the community (i.e. the potential influence on rates, tariffs and service charges) must be identified and assessed to determine the sustainability of planned interventions, programs, projects and sundry service delivery actions.

10.2 CAPITAL AND OPERATING BUDGET ESTIMATES

10.2.1 Budget assumptions

The selected key assumptions relating to this budget are as follows:

- Government grants for years 2013/2014 to 2015/2016 are as per the Division of Revenue Act and Provincial Gazette (capital and operational).
- The inflation rate has been estimated at 5.5% for 2013/2014.
- Growth in the salary and wage bill has been provided for in the budget at 6.85% as advised in National Treasury Circular 67.
- Increases for the purchase of electricity and water have been estimated at an average of 8% and 6% respectively.
- Trading Services: water and electricity tariffs increases with 6% and 7% respectively.
- Economic services: sewerage and refuse tariffs increase with 9.5% and 8.5%, respectively.
- Provision for rates tariff increases is calculated at 3.9%.

10.2.2 Operating budget estimates

A municipality is a non-profit organisation and it should break even after contributing to the different funds and reserves and meeting normal operating expenses. With the structuring of rates and tariffs both the user-pay principal and full cost recovery are applied. However reliance is placed on economic and trading services to fund the "Rate- and General Services".

	(Previous) 2011/2012 Actuals	(Current) 2012/2013 Budget	Year 1 2013/2014 Budget	Year 2 2014/2015 Budget	Year 3 2015/2016 Budget
Revenue Sources					
Property Rates	191 993 067	199 560 469	251 077 679	265 893 850	281 584 340
Electricity	332 365 038	366 591 962	395 347 779	424 986 140	456 846 600
Water	93 668 430	82 304 669	101 289 570	107 366 960	113 808 970
Sewerage	49 313 541	51 274 115	56 508 665	61 876 990	67 755 300
Refuse	30 522 661	32 933 756	36 921 786	40 060 140	43 465 260

Rental of facilities	11 706 102	14 082 074	14 840 984	15 880 820	16 927 254
Fines	11 133 590	11 830 760	11 141 820	11 701 145	12 280 925
Licences and Permits	4 821 179	4 709 090	5 485 410	5 759 643	6 047 625
Operational grants	44 918 574	98 018 989	99 122 740	85 370 470	104 225 080
Sundry Income	55 921 496	37 016 040	40 632 413	42 931 600	45 379 723
Operating Revenue	826 363 680	898 321 924	1 012 368 846	1 061 827 758	1 148 321 077
Operating Expenditure					
Employee-related cost	230 014 432	252 798 499	278 934 205	298 294 730	319 027 595
Remuneration Councillors	11 625 267	12 861 910	14 286 195	15 214 820	16 203 810
Depreciation	103 711 325	113 922 270	122 212 510	124 549 710	130 478 340
Finance Charges	6 344 344	10 838 246	18 661 386	28 631 546	38 378 894
Bulk Purchases	216 533 944	252 103 342	272 229 560	293 704 490	316 879 210
Contracted Services	7 842 408	13 297 702	13 599 085	14 025 065	14 799 230
Repairs and Maintenance	56 753 488	60 482 630	65 257 090	68 798 968	72 881 630
Other Expenditure	171 339 980	214 785 562	225 945 358	212 908 163	234 052 341
Operating Expenditure	804 165 188	931 090 161	1 011 125 389	1 056 127 492	1 142 701 050
Surplus/(Deficit)	45 819 047	- 32 768 237	1 243 457	5 700 266	5 620 027
Appropriations	36 640 823	32 768 237	- 1 243 457	- 5 700 266	- 5 620 027
Surplus/(Deficit)-Year	82 459 870				

It should be noted that the above surplus is calculated in terms of the accrual principle and therefore is not 100% cash backed.

10.2.3 Capital budget estimates

	(Previous) 2011/2012 Actuals	(Current) 2012/2013 Budget	Year 1 2013/2014 Budget	Year 2 2014/2015 Budget	Year 3 2015/2016 Budget
Funding Sources					
Capital Replacement Reserve	74 397 523	82 074 000	84 675 000	89 228 743	104 486 197
Grants Provincial	28 134 365	31 982 372	17 256 000	13 900 000	22 400 000
Grants National	21 529 861	40 283 534	59 469 000	47 964 000	61 993 000
External Loans	36 950 275	30 762 535	61 550 000	75 295 000	66 200 000
Other	22 808 474	13 249 492	105 000	105 000	5 005 000
Total Funding Sources	183 820 498	198 351 933	223 055 000	226 492 743	260 084 197
Expenditure					
Municipal Manager	14 842	450 000	0	0	0
Planning & Development	92 382	60 000	1 110 000	800 000	0
Human Settlements	27 412 392	44 763 501	26 620 000	22 895 000	29 995 000
Community and Protection Services	9 875 230	10 504 602	11 255 000	9 685 000	8 795 000
Engineering Services	143 612 456	138 896 330	173 400 000	184 742 793	212 903 160
Strategic & Corporate Services	1 937 875	3 105 000	10 090 000	7 919 950	7 941 037
Financial Services	875 321	572 500	580 000	450 000	450 000
Capital Expenditure	183 820 498	198 351 933	223 055 000	226 492 743	260 084 197

NB: The external loan funding over the MTREF is not secured yet.

10.3 FINANCIAL MANAGEMENT ARRANGEMENTS

For the effective and efficient financial management of the municipality, all role-players, inclusive of the Municipal Councillors, must provide an environment conducive to good management. Local Government legislation and National Treasury circulars articulate and provide regulatory structure. Council and officials define this environment by developing and accepting policy guidelines to govern financial decision-making and fiscal discipline.

The management arrangements of Stellenbosch Municipality are reflected in the following policy documents:

DOCUMENT	PURPOSE	STATUS
Delegation Register	To provide for administrative, managerial and institutional arrangements in respect of the delegation of responsibilities.	In place
Acting Allowance Policy	The aim of the policy is to provide a uniform legal standard to regulate the appointment of staff in acting positions. The policy addresses the issue of appointing staff in acting positions and the payment of an acting allowance when applicable.	Draft
Credit Control and Debt Collection Policy	<ul style="list-style-type: none"> To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts 	In place
Indigent Policy	To subsidise indigent households with a specified level of income enabling them to pay for a basic package of municipal service.	In place
Irrecoverable Debt Policy	To provide a framework for the writing off of irrecoverable debt, in order to ensure that Council is in a position where it is not carrying debt which has prescribed or which is irrecoverable on its books.	In place
Tariff Policy	To provide a framework to determine rates and tariffs to finance expenditure.	In place
Rates Policy	To ensure that all the stipulation of the Municipal Property Rates Act are effected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners.	In place
Special Rating Areas Policy	The aim of the policy is to strike an appropriate balance between facilitating self/funded community initiatives that aim to improve and/or upgrade neighbourhoods.	In place
Supply Chain Management Policy	To provide a system of procurement that gives effect to the principles of: <ul style="list-style-type: none"> Fairness Equity Transparency Competitiveness Cost effectiveness 	In place
Borrowing Policy	To establish a borrowing framework policy for the Municipality and set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds.	In place
Asset Management Policy	To ensure that all aspects of assets from requisition to disposal are met	In place
Budget Implementation and Monitoring Policy	The policy sets out the budgeting principles which Stellenbosch Municipality will follow in preparing each annual budget. The policy aims to give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework in terms of the planning, preparation and approval of the annual and adjustments budgets. The framework for virementations is also explained in this policy.	In place
Funding and Reserves Policy	The policy provides a framework to ensure that the annual budget of Stellenbosch Municipality is fully funded and that all funds and reserves are maintained at the required level to avoid future year non cash backed liabilities. The policy aims to give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework.	In place
Cash Management and Investment Policy	To regulate and provide directives in respect of the investment of funds and to maximize returns from authorized investments, consistent with the primary objective of minimizing risk.	In place

DOCUMENT	PURPOSE	STATUS
Travel and Subsistence Policy	This policy sets out the basis for the payment of subsistence, travel allowance, hourly rate when applicable for the purpose of official travelling.	In place
Accounting Policy	This policy provides the accounting framework applicable to the finances of the municipality and is informed by the Municipal Finance Management Act (Act no 56 of 2003).	In place
Grant-in-aid Policy	This policy provide the framework for grants-in-aid to non-governmental organisations (NGO's), community-based organisations (CBO's) or non-profit organisations (NPO's) and bodies that are used by government as an agency to serve the poor, marginalised or otherwise vulnerable as envisaged by Sections 12 and 67 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).	In place
Development Contributions for Bulk Engineering Services	Local government has the discretionary power when granting development approvals to impose conditions in relation to the provision of engineering services and the payment of money which is directly related to requirements resulting from those approvals in respect of the provision of the necessary services to the land to be developed. This policy provides the framework for the calculation of these contributions.	In place
Petty Cash Policy	All purchases below R 2 000 are regulated by this policy. Clear processes and procedures are stipulated to ensure that all transactions are processed effective and efficiently in a bid to ensure prudent financial control.	In place

10.4 FINANCIAL STRATEGIES AND PROGRAMS

The optimal use of available resources, the maximum raising of revenue and the sustainable delivery of services are the key elements to a successful financial strategy. The Municipality has developed and implemented various strategies in this regard with the following table summarising key strategies:

STRATEGY	CURRENTLY IN PLACE
Revenue raising strategies	<ul style="list-style-type: none"> • Extension of the Pre-paid electricity meters programme • To bring pre-payment meter vending points within close proximity of all consumers • To ensure optimal billing for services rendered and cash collection • To ensure effective credit control and debt collection • In the structuring of tariffs, continue with the user-pay principal and full cost recovery • Revaluation of all properties as per the Municipal Property Rates Act, at market-related values. • Outsourcing of pay-point facilities.
Asset management strategies	<ul style="list-style-type: none"> • Completed process of unbundling all infrastructure assets and compiling a new improved asset register. • Conducting audits on all moveable assets of the organisation. • To improve the over-all management of fixed property
Financial management strategies	<ul style="list-style-type: none"> • Continued cash flow management • Outsourcing of pay-point facilities.
Capital financing strategies	<ul style="list-style-type: none"> • Continued sustainable use of Own Financial Sources (CRR) • Use of bulk service contributions to fund extensions • Accessing national and provincial funding through proper requests, business plans and motivations. • Leveraging of private finance
Operational financing strategies	<ul style="list-style-type: none"> • To introduce free basic services within the limits of affordability • Implementation of proper tariff structures for all the services. • "Economic-"and "Trading Services" being cost reflective.
Strategies that would enhance cost-effectiveness	<ul style="list-style-type: none"> • Investigation into possibilities for utilising new technology to save costs • Implementation of new systems/equipment acquired to address capacity shortages • Implementation of electronic bank reconciliation.

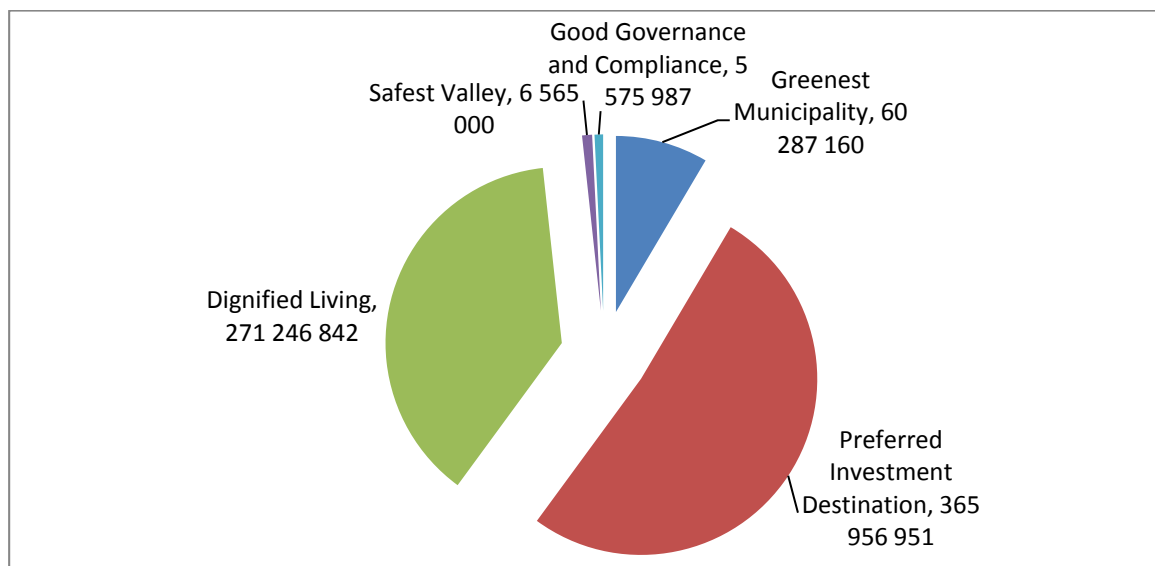
10.5 MEDIUM TERM CAPITAL EXPENDITURE PER STRATEGIC GOAL

The proposed Capital Expenditure per Strategic Focus Area over the medium term is illustrated in the table below.

Capital Expenditure	2012/2013	2013/2014	2014/2015
Greenest Municipality	14,500,680	21,722,000	24,064,480
Preferred Investment Destination	113,655,478	110,485,793	141,815,680
Dignified Living	88,878,842	90,590,000	91,778,000
Safest Valley	3,530,000	2,100,000	935,000

Capital Expenditure	2012/2013	2013/2014	2014/2015
Good Governance and Compliance	2,490,000	1,594,950	1,491,037

Capital Expenditure for 2013 – 2016 per Strategic Focus Area



10.6 MEDIUM TERM OPERATIONAL EXPENDITURE

The proposed Operational Expenditure per Strategic Focus Area over the medium term is illustrated in the table below.

Operational Expenditure	2012/2013	2013/2014	2014/2015
Greenest Municipality	21,369,925	20,631,800	21,752,760
Preferred Investment Destination	24,135,830	25,597,440	27,278,750
Dignified Living	772,609,798	806,522,476	877,164,910
Safest Valley	66,945,752	71,292,527	76,082,350
Good Governance and Compliance	126,064,084	132,083,249	140,422,280

10.7 MEDIUM TERM OPERATIONAL REVENUE

The proposed Operational Revenue per Strategic Focus Area over the medium term is illustrated in the table below.

Operational Revenue	2012/2013	2013/2014	2014/2015
Greenest Municipality	4,302,652	2,671,030	2,805,795
Preferred Investment Destination	4,159,209	4,371,610	4,590,200
Dignified Living	783,331,252	801,870,755	892,455,602
Safest Valley	18,636,279	19,611,853	20,605,505
Good Governance and Compliance	278,664,454	295,166,510	312,256,975

10 IDP IMPLEMENTATION, MONITORING AND REVIEW

11.1. DETAILED SERVICE DELIVERY PLANS

In parallel with completion of the 3rd generation IDP Revision, work has commenced to prepare the Service Delivery and Business Implementation Plans (SDBIPs) for the 2013/14 budget year for the different functional areas and directorates of the municipality. The SDBIP will unpack the IDP strategic focus areas and predetermined objectives into more detailed programmes, projects, budgets, and performance targets and measurement criteria.

11.2. PROJECT PRIORITISATION

In the prioritisation of programmes and projects to be included in the SDBIPs, the following criteria will be applied:

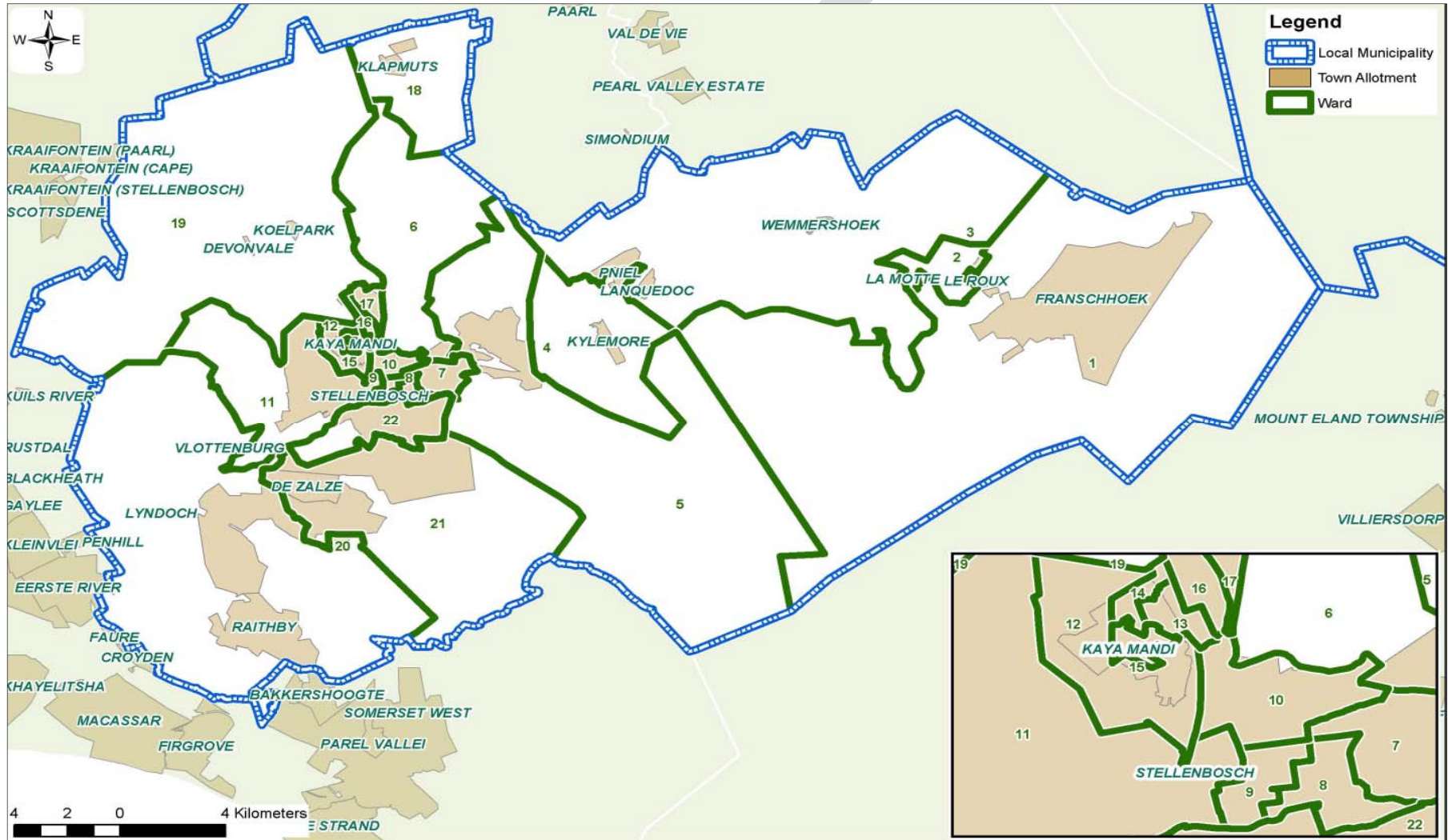
- The extent to which the programme or project demonstrates measurable support for the strategic goals, focus areas and objectives of the 3rd generation IDP (as aligned to global, national, provincial and district policy directives).
- The location of the project in relation to previously disadvantaged areas and/or the extent to which such areas will benefit from the project.
- The clear identification of beneficiary communities and the expected positive impacts on beneficiary communities.
- The extent to which the project will support other programmes and/or projects of the municipality and its service delivery partners.
- The extent to which the project supports the EPWP.
- The extent to which the project is intended to enhance a previous project, extends a previous project, or completes an incomplete project.
- The extent to which the project is supported by other funding allocations, or supports such allocation to provide for richer, more integrated human settlement outcomes or accelerated delivery.
- The extent to which future operational resources for the project has been secured (including both human and financial resources).
- The extent to which prerequisite land planning, and associated statutory land and environmental processes are in place or have been completed.
- The extent to which detail project milestone and cash-flow planning, and processes for procuring resources are completed and/or highlighted.

11.3. IDP REVIEW

As required in terms of the Municipal Systems Act, the 3rd generation IDP will be reviewed annually.

APPENDIX 1:

WARD BOUNDARIES



APPENDIX 2:

COUNCILLORS

WARD COUNCILLORS

Surname	Full names	Party	Ward
Frazenburg	Aldridge Rodger	DA	1
Ntsunguzi	Nombulelo	ANC	2
August	Nicholas Matthys	DA	3
Johnson	Malcolm Claude	DA	4
Joubert	Donaven David	DA	5
Mcombring	Nateshia Eleanor	DA	6
Retief	Pieter Jakobus	DA	7
Smit	Quintin	DA	8
Smuts	Martin Gideon	DA	9
Du Toit	Rozette	DA	10
Serdyn	Johanna Petronella	DA	11
Mananga-Gugushe	Nokuthula	ANC	12
Gcaza	Nomthunzi	ANC	13
Sitshoti	Phelisa	ANC	14
Ronoti	Lindela	ANC	15
Fernandez	Valerie	DA	16
Biscombe	Paul William	DA	17
Louw	Sophie Jacobina	DA	18
Hendriks	Jan Karel	DA	19
Crombie	Ansaaf	DA	20
Maree	Elizabeth Lauretta	DA	21
de Villiers	Leon	DA	22

PROPORTIONAL COUNCILLORS

Surname	Full names	Party
Arends	Deon Simon	ACDP
Moses	Christina	ANC
Swakamisa	Lizzie Nobathembu	ANC
Dauids	Jacobus Andre	ANC
Ngcofe	Melken Mongameli	ANC
Jooste	Sandra	ANC
Nalumango	Ronalda Schivonne	ANC
Bergstedt	Hillary Cathrine	COPE
Sidego	Conrad Johannes	DA
Venter	Pieter Jakobus	DA
Mdemka	Leonarah Xoliswa	DA
Fourie	James Stephen Andrew	DA
Botha	Dawid Christo	DA
Jooste	Cyril Peter	DA
Jindela	Nyaniso	DA
Pretorius	Willem Johannes	DA
Williams	Jerome Jakobus	NPP
Hendrickse	Derek Arthur	SCA
Qotywa	Khuthala Eunice	SCA
Wanana	Midasi	SCA
Adams	Franklin	SPA

APPENDIX 3:

ALIGNMENT OF STRATEGIC GOALS

The table below illustrates alignment between the Stellenbosch Municipality's strategic goals and important global, national, provincial and district level strategic goals. The numbers in brackets indicate the sequence in which goals are presented in the different base documents.

Stellenbosch Municipality	Millennium Development Goals	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	Winelands District Municipality*
A leader in governance, partnership and citizen participation	Create a global partnership for development with targets for aid, trade and debt relief (8)	<ul style="list-style-type: none"> • A responsive, accountable, effective and efficient local government system (9) • Create a better SA and contribute to a better and safer Africa and World (11) • An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship (12) 	<ul style="list-style-type: none"> • Build a capable state (7) • Fight corruption (8) • Transformation and unity (9) 	<ul style="list-style-type: none"> • Increasing social cohesion (8) • Integrating service delivery for maximum impact (10) • Building the best-run regional government in the world (12) 	
A skilled and customer focused administration	Promote gender equality and empower women (3)	<ul style="list-style-type: none"> • A skilled and capable workforce to support an inclusive growth path (5) • A responsive, accountable, effective and efficient local government system (9) 	<ul style="list-style-type: none"> • Education and training (5) • Build a capable state (7) • Fight corruption (8) 	<ul style="list-style-type: none"> • Integrating service delivery for maximum impact (10) • Building the best-run regional government in the world (12) 	<ul style="list-style-type: none"> • Improving and expanding service provision to all communities (3) • Ensuring an institutional framework that fosters co-operative governance (6)
Sound financials		A responsive, accountable, effective and efficient local government system (9)	<ul style="list-style-type: none"> • Build a capable state (7) 	Building the best-run regional government in the world (12)	
A treasured and protected environment	<ul style="list-style-type: none"> • Eradicate extreme poverty and hunger (1) • Ensure environmental sustainability (7) 	<ul style="list-style-type: none"> • Environmental assets and natural resources that are well protected and continually enhanced (10) 	<ul style="list-style-type: none"> • Transition to a low-carbon economy (3) • Transform urban and rural spaces (4) 	Mainstreaming sustainability and optimizing resource-use efficiency (7)	
Responsible development management		<ul style="list-style-type: none"> • Vibrant, equitable and sustainable rural communities with food security for all (7) 	<ul style="list-style-type: none"> • Transition to a low-carbon economy (3) • Transform urban and rural spaces (4) 	<ul style="list-style-type: none"> • Developing integrated and sustainable human settlements (6) • Mainstreaming 	<ul style="list-style-type: none"> • Access to adequate land and affordable housing (2) • Developing and maintaining the CWDM's landscape

Stellenbosch Municipality	Millennium Development Goals	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	Winelands District Municipality*
		<ul style="list-style-type: none"> • Sustainable human settlements and improved quality of household life (8) 		<ul style="list-style-type: none"> • sustainability and optimizing resource-use efficiency (7) • Creating opportunities for growth and development in rural areas (11) 	and environment through sustainable and efficient land use planning (5)
Opportunity for enterprise, creativity and business development	Eradicate extreme poverty and hunger (1)	Decent employment through inclusive economic growth (4)	Create jobs (1)	<ul style="list-style-type: none"> • Creating opportunities for growth and jobs (1) • Creating opportunities for growth and development in rural areas (11) 	Stimulating and growing the economy for increased regional economic output and decreased unemployment (1)
Dignified living	<ul style="list-style-type: none"> • Eradicate extreme poverty and hunger (1) • Achieve universal primary education (2) • Promote gender equality and empower women (3) • Reduce child mortality (4) • Improve maternal health (5) • Combat HIV/Aids, Malaria and other diseases (6) 	<ul style="list-style-type: none"> • Improved quality of basic education (1) • A long, healthy life for all South Africans (2) 	Provide quality health care (6)	<ul style="list-style-type: none"> • Improving education outcomes (2) • Increasing wellness (4) • Developing integrated and sustainable human settlements (6) • Increasing social cohesion (8) • Reducing poverty (9) 	Access to adequate land and affordable housing (2)
Efficient infrastructure and services		An efficient, competitive and responsive economic infrastructure network (6)	Expand infrastructure (2)	<ul style="list-style-type: none"> • Creating opportunities for growth and jobs (1) • Increasing access to safe and efficient transport (3) • Mainstreaming sustainability and optimizing resource-use efficiency (7) 	Improving and expanding service provision to all communities (3)
A safe town		All people in SA are and feel safe (3)		Increasing safety (5)	Promoting a safe environment (4)

* Drawn from 2009/ 10 CWDM Annual report

APPENDIX 4:

KEY CONTACT INFORMATION RELATED TO SERVICE DELIVERY

General:	021 808 8111 (08:00 - 16:30 week days)
Municipal 24 Hours Emergency line for all departments:	021 808 8890 (week days and over weekends)
Water Services:	021 808 8230 or 021 808 8231 (08:00 - 16:15 week days)
Electricity:	021 808 8300 (08:00 - 16:15 week days)
Sewerage:	021 808 8250 (08:00 - 16:15 week days)
Fire & rescue:	021 808 8888 or 021 808 8890 (24 hours)
Law Enforcement:	021 808 8890 (24 hours) <i>This is not an emergency number for the South African Police Service</i>
Environment, Sport & Facilities:	021 808 8160 or 021 808 8161 (08:00 - 16:15 week days)
Traffic Department:	
Control Room:	021 808 8813 or 021 808 8800 (8:00 - 16:15 Monday - Friday)
Vehicle Registration:	021 808 8807 or 021 808 8808 (8:00 - 15:30 Monday - Friday)
Parking Metres:	021 808 8841 (8:00 - 15:30 Monday - Friday)
Learner's Licence Appointments:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00] and Fridays [8:00 - 13:00]) <i>Bring: Identity Document photos x2, R68-00, Identity document</i>
Licences:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00], Fridays [8:00 - 14:00]) <i>Bring: Identity Document x2, R135-00, Identity Document, Learner's License</i>
Licence Renewals:	021 808 8822 or 021 808 8807 021 808 8808 (Monday - Thursday [8:00 - 15:00] and Fridays 8:00 - 13:00)
Traffic fine enquiries & payments:	021 808 8816 or 021 808 8817 (Monday – Friday 08:00 – 15:30) Cash can only be accepted at the Traffic department Bring the traffic fine and the amount that is outstanding A cheque, together with the fine or fine reference number, can also be posted to: Stellenbosch Municipality 1 Joubert Street, Stellenbosch, 7600