



FINANCIAL SUSTAINABILITY



LED/SMME DEVELOPMENT



*INFRASTRUCTURE
DEVELOPMENT*



SERVICE DELIVERY



HUMAN DEVELOPMENT

DATE TABLED: 28 March 2013

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EXECUTIVE MAYOR'S FOREWORD

The Integrated Development Plan for Theewaterskloof Municipality was drafted in accordance with the requirements and prescriptions of the Municipal Systems Act (32 of 2000). During the IDP planning, development and implementation process the municipality adhered to key requests:

- The Municipal Council adopted a process set out in writing to guide the planning, drafting, adopting and review of the IDP.
- Through appropriate mechanisms, processes and procedures the municipality consulted and informed the local community, partners and role-players as an inherent mandate of the IDP-process.
- The Municipality notified the local community about the IDP implementation plan.

As required by legal prescriptions this IDP is a strategic instrument which guides and informs all planning, budgeting, management and decision making in the Municipality.

Drafting the IDP and the budget remained two processes which were integrally linked. The processes were coordinated so that the IDP and budget are consistent and credible in terms of the Municipal Financial Management Act (2003) and the Local Government: Municipal Planning and Performance Management Regulations (2001).

Council's responsibility with the drafting of the IDP was to:

- Guide the process.
- Monitor the involvement of the municipal administration.
- Avail its political structures; i.e. the ward committees to take the lead with the process.
- Oversee the entire process by ensuring and monitoring public participation.
- Approve a draft IDP.
- Table the draft for public input.
- Approve the IDP.
- Link the IDP and Budget.

TWK utilised ward committee structures to establish priority ward needs. In towns with more than one ward committee a Town Forum integrated priorities. The process was supported by administration and the various corporate directorates made inputs. During a work shop Council evaluated the priorities and utilised specific criteria to integrate certain priorities with the budget. This resulted in a draft IDP and budget which were tabled for public inputs. Afterwards Council adopted the IDP and budget for 2013/2014.

The ward committee, chaired by the ward councillors, succeeded to organise, consult and to spread information; as well as to encourage participation from communities and residents in wards. Ward committees succeeded as advisory bodies, representative structures and to perform functions without fear, favour or prejudice.

Community participation in the drafting of a people's IDP and Budget is guided by legal requirements defined by the Local Government: Municipal Systems Act. Council advised that a consultant should be involved to establish the best methods of community participation and Prof. De Wet Schutte, Associate Professor in Research Methodology at the Cape Peninsula University of Technology, did invaluable work to guide us in regards to the expectations and preferences of the community.

The process guided by Council adhered to sections of the Act dealing with the right of communities and their mechanisms to:

- Contribute to the decision making (section 5 (1) (a)).
- Observe the processes, mechanisms and procedures of the municipality (section 5 (2) (a)).
- Participate in the preparation, implementation and review of its IDP (section 16 (1)).
- Monitor the municipal obligation to take into account the special needs of the people who cannot read or write people with disabilities, women and other disadvantaged groups (section 17(3)).

Council linked and adopted the IDP and budget for 2013/2014 for Theewaterskloof Municipality and regards it as a means to address community issues with available resources. Demographics dictate the importance of a functional IDP for this Municipality. Theewaterskloof is the largest Municipal area in the Overberg.

The region is perceived to have a high population growth which brings with it certain challenges which primarily becomes the responsibility of local governments. These challenges impact on the extent of service delivery and the Municipality's ability to provide and deliver.

I congratulate my colleagues on the Mayoral Committee and Council. I appreciate your valuable inputs in creating a functional and effective IDP and for your enthusiasm to develop and empower the people in your wards and constituencies.

Thank you to the Municipal Manager and his administrative team. You succeeded to adopt the development of the IDP to new parameters guided by community and public needs and preferences. With innovative actions and a fresh approach you tabled the best IDP this municipality could have hoped for. I thank all involved in this Municipality for contributing towards the IDP-goal and I am looking forward to the implementation that will follow.

I thank our Heavenly Father for being the ultimate Driving Force in our thrust to serve His children with a wonderful initiative, called the IDP. Without His support nothing would be possible.

ALDERMAN: CB PUNT

EXECUTIVE MAYOR

THEEWATERSKLOOF MUNICIPALITY

MUNICIPAL MANAGER'S FOREWORD

Through pieces of legislation, amongst others the following, Theewaterskloof Municipality is guided, in all its activities, by an extended municipal Integrated Development Plan (IDP), compiled by the public with the guidance of Council and the active support of administration:

- Constitution of the Republic of South Africa (Act 108 of 1996).
- Local Government: Municipal Systems Act (32 of 2000),

I, in terms of legislation, determined the ground rules to prepare the IDP process plan, which included the responsibility, to:

- Overview the day to day management and coordination of the IDP process.
- Involve and inform all relevant stakeholders appropriately and timely.
- Manage the day-to-day drafting process.
- Respond to comments on the draft IDP.
- Ensure proper IDP documentation.
- Adjust the IDP in accordance with the MEC's comments.
- Ensure that the content of the IDP satisfy legal requirements.

Directors and officials supported me through the following obligations:

- Provision of technical, sector and financial information for analysis to determine priority issues.
- Provision of technical expertise in the consideration and finalisation of strategies and the identification of projects.
- Provision of departmental, operational and capital budgetary information.
- Preparation of project proposals and integration of projects and sector programmes.

The IDP: 2013/2014 was drafted after high levels of interaction between the municipality and other spheres of government, the municipal administration, including town offices, the municipal political fraternity, including ward committees and ward based communities and the general public.

The Municipality implemented all legal requirements to involve the community to ensure that the IDP is a people driven plan and that it reflects the need of the people and communities.

The process utilised by the Municipality to draft the IDP included the:

- Identification of ward priorities by ward committees.
- Amalgamation of ward priorities by Town Advice Forums.
- Inputs from municipal corporate directorates.
- Public participation processes.
- Consideration of IDP priorities against set criteria during special council workshops and linkage of selected priorities with the Annual Budget for 2013/2014.
- Linkage of the IDP and Budget.
- Council approval of the draft IDP/Budget.
- Tabling of the draft IDP/Budget for public response.
- Council approval of the 2013/2014 IDP/Budget.

In general terms the IDP, as a public document, is influenced by public matters, needs and required developments.

There is no doubt that the process to draft an IDP could raise expectation. The nature of the IDP process is to facilitate events where the public talks about their needs and when they do they have expectations that their concerns and needs will be met. Essentially the processes to establish this IDP focused on methods to reduce expectation and to manage it.

The IDP was drafted against the background of a year that was marked with controversy and disruption.

External factors forced our focus away from our duties and the critical task to broaden our income base for medium and long term financial sustainability. The only solution is to develop the financial sustainability of the municipality through innovative funding solutions.

Without sufficient funding and institutional capacity we will fail to provide sufficient and effective services as is demanded by the growing population and their expectations. In fact we will not be able to sustain service delivery.

As a result of the demands and needs of the community it was decided to reconsider municipal focuses and priorities. It became necessary to return and to attend to the basics again: relationships with our community structures and key role players and the return to pro-active and strategic driven planning and actions.

With brutal honesty we had to ask ourselves whether we were still in touch with community expectations, frustrations, and preferences. We had to revisit the IDP process and related public participation processes to establish whether it is still reliable and providing us with accurate information.

We were forced to review the efficiency and effectiveness of Ward Committees and to do so we appointed Prof De Wet Schutte, Associate Professor in Research Methodology at the Cape Peninsula University of Technology, to conduct an independent survey of the real expectations and preferences of the people at grass roots level. We had to review the processes through which all stakeholders, including those internally, required to make inputs towards the IDP.

We certainly found alternatives which developed into solutions and I am happy to report that it resulted in an informed and accurate IDP for 2013/2014. The solutions I refer to enabled Council and Administration to come to informed decisions and to create an environment conducive to prioritize and to prepare an “accurate” and good budget.

However the growth of public expectations and external pressures are vastly exceeding the need to develop institutional capacities and abilities to respond to the demand. In the year to follow we will have to engage with communities to develop understanding and realism for what can reasonably be expected and demanded from the municipality.

We will have to adopt more structured approaches and solutions regarding municipal budget strategies, policy frameworks, important questions regarding liquidity, borrowing status, reliance on service tariffs to subsidize rates funded operations and projects, low collection rates and needs to upgrade and maintain services infrastructure.

We are a poor municipality but we can assure communities, stakeholders and partners that we will utilize limited resources in the most professional and responsible manner to address expectations which, as it is, still exceed our capacities by far.

Despite serious restraints the municipality delivers and we remain committed to develop the municipal area as a destination of preference and choice to those who choose to invest, develop, do business, work, get their education and play and relax in Theewaterskloof.

The municipality is unable to attend to all demands, expectations and pressures but it is committed to identify and focus on the 20% issues which will have an 80% impact. This is only possible if the communities and stakeholders are willing to acquaint themselves with the realities of the bigger picture of Theewaterskloof municipality and if they allow and support us in our efforts to make this municipality an area off which we all can be proud of.

The 2013/2014 IDP is functional and reflects the peoples’ will. It is a sustainable IDP drafted in a network environment including effective and committed political and administrative structures.

I thank the community and all role players who drafted the IDP.

I thank the Executive Mayor and his Committee and Council for their overview, support and enthusiasm.

I thank the Ward Committees.

Thank you to all directors and their staff as well as the IDP-coordinating office.

Stan Wallace

Municipal Manager

CHAPTER 1

MUNICIPAL OVERVIEW

Vision

“To ensure and preserve the heritage and natural resources within the region, create and develop a safe, healthy, crime free, economically stable and viable environment for all”

Mission

“To provide, develop and promote equal opportunities for everyone to stay in a safe, healthy, crime free, economically stable and viable environment through transparent and effective governance, politically stable, planning, services and the efficient and effective utilisation of resources”

CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 INTRODUCTION

The conventional method of public participation as practiced on previous occasions has shown many flaws which have been highlighted by the many protest actions experienced within our municipal boundary.

This contributed to a re think of the process and the consideration of a different approach, namely, the Schutte Methodology (baseline assessment) to the public participation process. Taking into consideration the political tension levels in our area and a year of so called protest action in the majority of our towns we were preparing for a highly volatile process. We were also extremely concerned about escalating expectations and frustration levels and our ability to manage that down to a realistic, reasonable and affordable level.

The outcome of this assessment was presented at the public meetings. This year's participation meetings are considered as the most orderly, structured and realistic processes during the past six years.

In the majority of the instances the municipality was complimented from the floor. The outcome was generally considered credible. What was also interesting was that after such presentations, inputs from the floor were less than in the past and less militant and demanding. In many instances members of the community cautioned their peers that the needs are obviously great and that all should understand that all such needs cannot be addressed overnight.

A consolidated report on the findings was prepared which focused on general trends in terms of needs, expectations, preferences and the intensity of frustration levels. This was presented at an IDP workshop with full council and has guided us in prioritizing needs for IDP and Budget preparation purposes.

1.2 LEGAL CONTEXT

The IDP is compiled in terms of Chapter 5 of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000). Section 26 of the MSA states that the following core components should be included in the plan:

- (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;*
- © *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 or provincial sectorial plans and planning 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.*

In terms of Section 35 (1) of the Municipal Systems Act No 32 of 2000: An IDP adopted by the council of a Municipality-

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with
Regards to planning, management and development in the municipality:
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistencies between an municipality's integrated development plan and National or Provincial legislation, in which case such legislation prevails: and
- (c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

1.3 SUMMARY OF PROCESS

Local Government: Municipal Systems Act (32 of 2000) Section 28 refers:

Subsection (1): each municipal Council, within a prescribed period after the start of its elected term must adopt a process set out in writing to guide the planning, drafting adoption and review of its integrated development plan.

(2) The Municipality must in through appropriate mechanisms, processes and procedures established in terms of chapter 4, consult the local community before adopting the process.

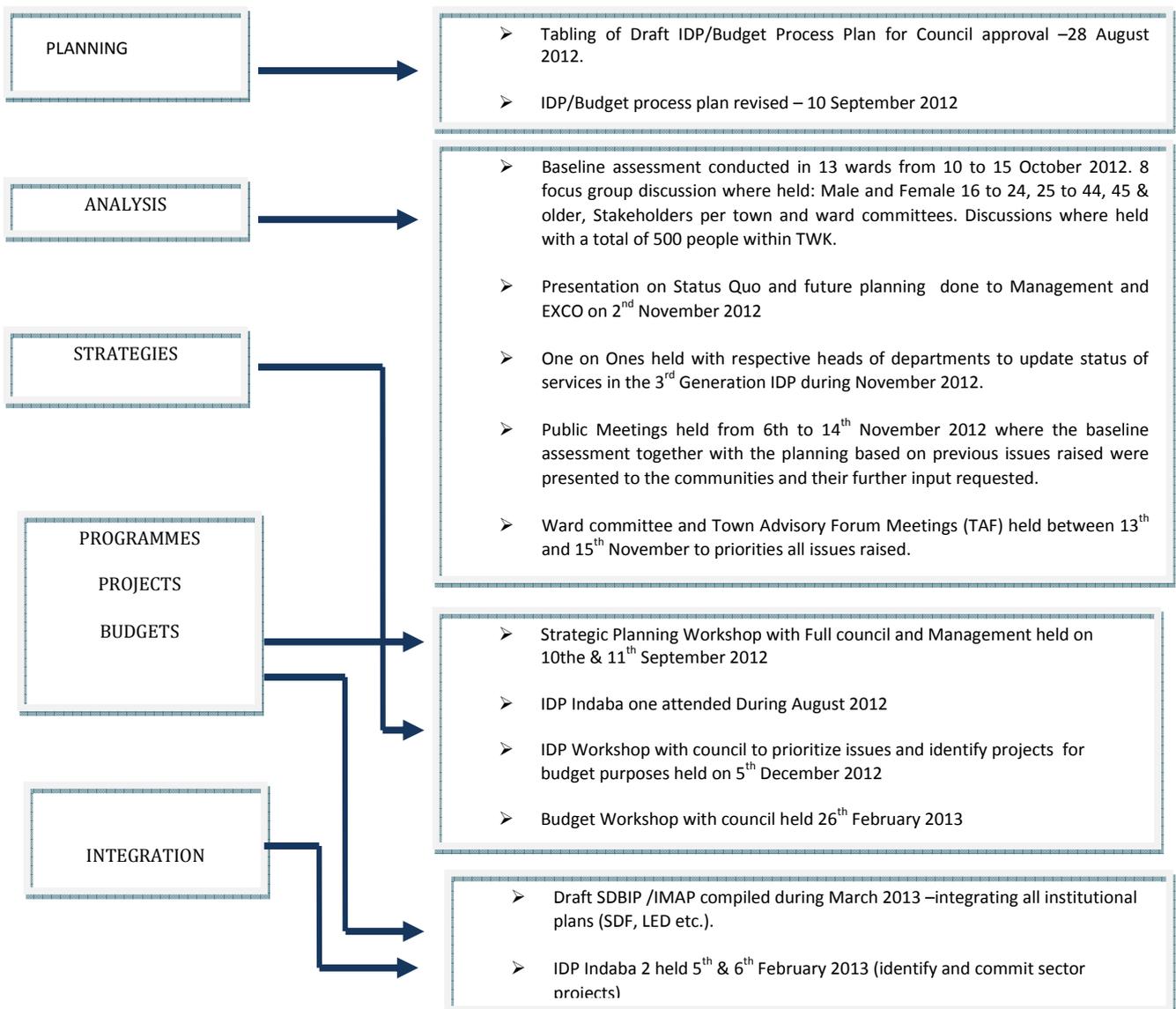
(3) A Municipality must give notice to the local community of particulars of the process it intends to follow.

In light of this regulation, the Municipality followed an extensive process as depicted in the Council approved IDP and Budget process plan (time schedule). The IDP has been refined through a project prioritization process which is informed by the Budget parameters.

The Process Plan fulfils the role of a business plan or an operational framework for the IDP/ and Budget process. The process plan outlines the manner in which the IDP/Budget process will be undertaken to such extent that it indicates what has to happen when, the responsible person, where it will happen and who the stakeholders will be.

The IDP process and the Budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and Budget related policies and the tabled Budget are mutually consistent and credible (MFMA 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001).

The main activities of the IDP process were as follows:



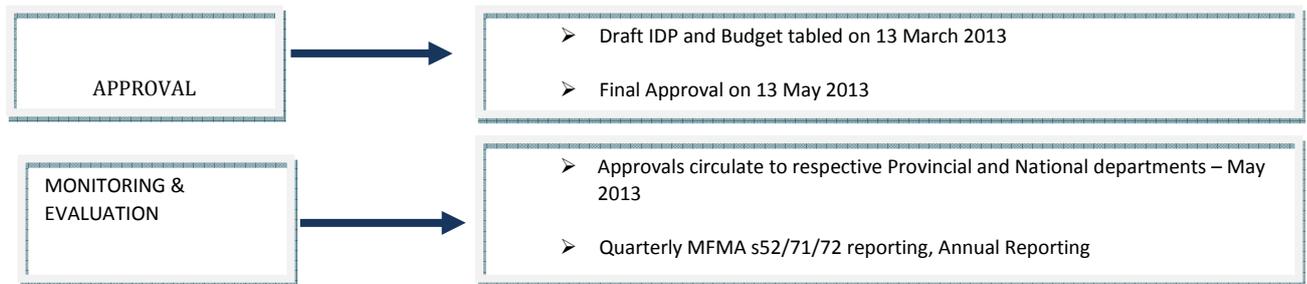
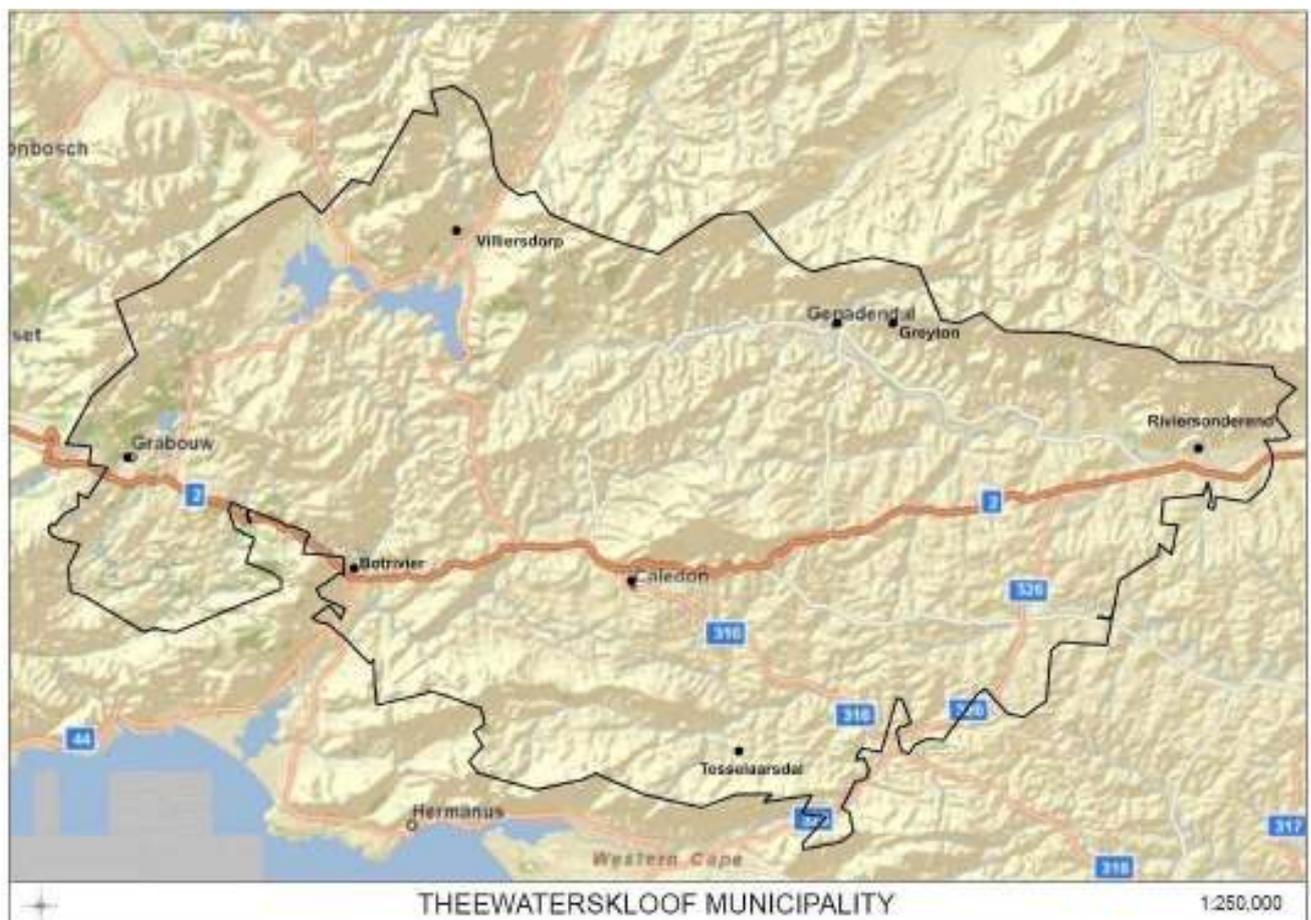


Table 1: IDP/Budget Process Schedule

The Municipality utilizes its ward Committees as the primary consultative structure with regard to planning. The input of the ward Committees and Town Advisory forums of all thirteen wards, Councillors and officials as well as the inputs from the public consultations were taken into account during the drafting of the strategic plan.

1.4 MUNICIPAL OVERVIEW

1.4.1 MUNICIPAL GEOGRAPHIC INFORMATION



Map 1: TWK Area Map

Theewaterskloof Municipality is the largest local authority in the Overberg District, embracing the City of Cape Town on its western boundary and sharing the eastern coastline with the Overstrand Municipality. It is the most populous Municipality in the Overberg District (42% of the total district population).

Theewaterskloof Municipality can be categorised as a rural area with open spaces and farming activities as is clear from the land and areas occupied by agriculture, small holdings and other land uses.

The Municipality comprises of 8 towns and is structured into 13 wards:

RIVIERSONDEREND (Ward 1)
Is the north-eastern edge of the Municipal boundary and the last town you pass through on the N2 before entering Swellendam Municipal the area? It is a small farming village on the N2 Garden Route. Dry land farming dominates in the
GREYTON (WARD 2)
To the northeast of Caledon. Is largely a tourist destination and lifestyle living destination. The surrounding area is farmlands, largely producing deciduous fruit. Greyton is a peaceful town in a beautiful mountain setting, where various outdoor activities can be enjoyed. On entering Greyton, the jewel of the Overberg, one is immediately reminded of an Old English Village. This beautiful small town is nestled at the foot of the Rivieronderend Mountains with the Sonderend River on its boundary
GENADENDAL (Ward 2)
Just before Greyton, are an old Moravian mission station and a small settlement with large tracts of communal land.
CALEDON (Wards 3 & 4)
Home to the Municipal headquarters, an agricultural service centre and the location of choice for most regional government services in the area. Two economic landmarks in the town are SAB Malsters largest malting plant in the Southern Hemisphere to which almost 100% of the barley produced is delivered, and the Caledon Casino and hot springs, a popular destination for passing tourists and visitors. The surrounding farmlands grow barley, canola and wheat, as well as some dairy activity.
VYEBOOM AND VILLIERSDORP (Wards 5 & 6)
Both apple and pear growing areas, with some viticulture. This area is probably best known for the Theewaterskloof Dam which supplies Cape Town with its water and serves as a significant water sport and recreational destination. The Vyeboom valley on the western side of Villiersdorp is responsible for a large percentage of the apple and pear crops of the district. Several fruit farms have their own cold storage rooms as the exporting of fruit has become an enormous industry.
BOTRIVIER (Ward 7)
Mainly tourism-based with some manufacturing and potential for future expansion of its light manufacturing.
GRABOUW (Wards 8-12)
Closest proximity to Cape Town, and is the Municipality's largest economic centre. Grabouw and the broader Elgin Valley are an agricultural area and home to the bulk of the apple and pear farming and the fruit and beverage manufacturing. It hosts three of the largest apple packing houses – Two-a-day, Kromco and Valley Packers, the first of Appletiser's manufacturing plants and Elgin fruit juices. There is also a growing viticulture industry in the area. The area is well known for its cut flowers and gardens. In addition to agriculture, the area is becoming a well-known tourism destination with two famous farm stalls (Orchards and Peregrine), the Eikenhof Dam, several farm-based facilities, the annual open gardens festival, the MTO forestry plantations and various conservancies.

Table 2: Towns/Wards

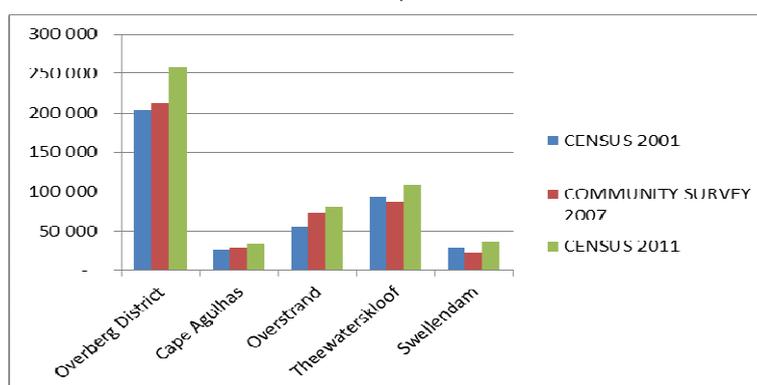
1.4.2 DEMOGRAPHIC & SOCIO-ECONOMIC INFORMATION

A) POPULATION

The Municipality is estimated to account for **42%** or **108 790** of the Overberg District's population in 2011.

MUNICIPALITY	CENSUS 2001	COMMUNITY SURVEY 2007	CENSUS 2011	% GROWTH
Overberg District	203 518	212 784	258 176	27%
Cape Agulhas	26 183	28 445	33 038	26%
Overstrand	55 735	74 546	80 432	17%
Theewaterskloof	93 276	86 721	108 790	17%
Swellendam	28 077	22 831	35 916	28%

Table 3: Population



Graph 1: Population

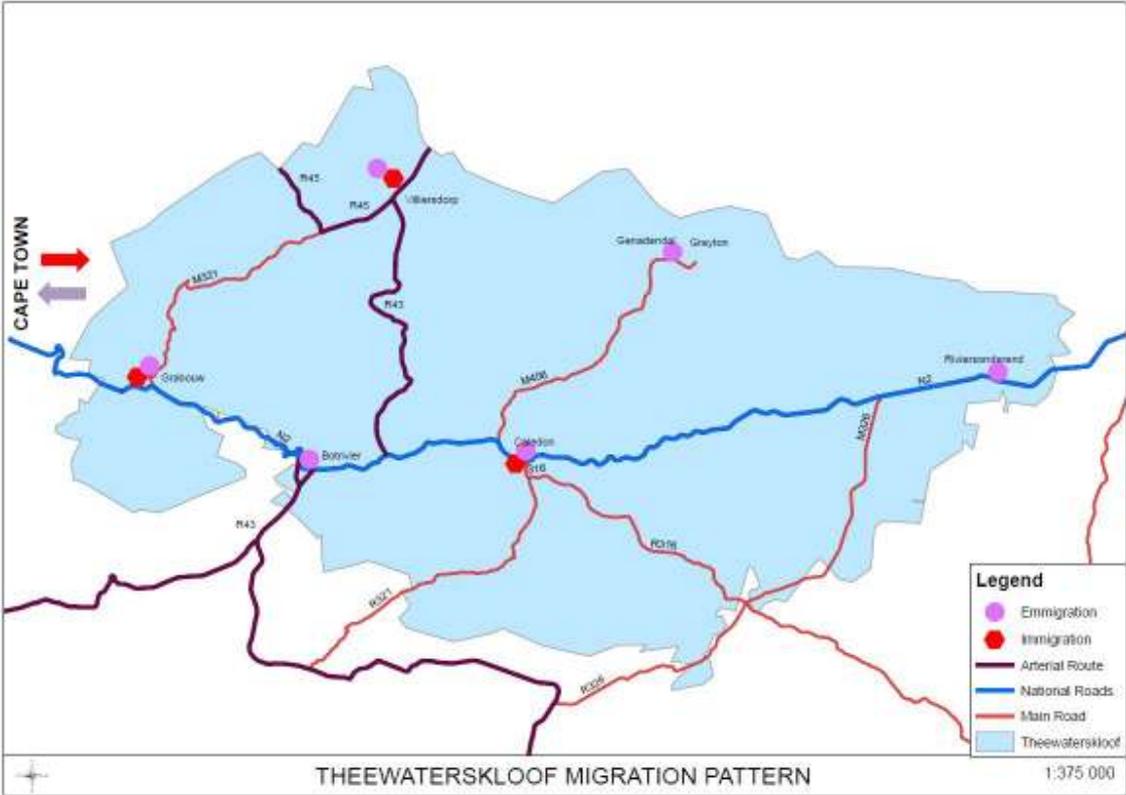
B) TOTAL POPULATION

The table below indicates the total population within the municipal area:

TOWN	WARD	CENSUS 2001	CENSUS 2011		% GROWTH	
		POPULATION	POPULATION	NUMBER OF HOUSEHOLDS		NUMBER OF HOUSEHOLDS (FARMS)
RIVIERSONDEREND	1	8534	9256	1477	1234	8.46
GREYTON/GENADENDAL	2	12304	8443	2582	0	-31.38
CALEDON	3	6566	11174	2805	0	70.17
CALEDON	4	9847	7102	859	1353	-27.88
VILLIERSDORP	5	9078	11627	1134	1621	28.08
VILLIERSDORP	6	8252	6805	2245	0	-17.53
BOTRIVIER	7	10320	8223	1579	514	-20.32
GRABOUW	8	2661	5066	1029	0	90.37
GRABOUW	9	18244	7995	126	1467	-56.18
GRABOUW	10	7473	5904	0 (FARM)	1397	-20.99
GRABOUW	11	N/A	5293	1552	0	
GRABOUW	12	N/A	7576	1127	506	
GRABOUW	13	N/A	14325	3796	0	
	Total	93276	108790	20311	8093	14%

Table 4: Total Population

Theewaterskloof Municipality’s population increased by 14% since 2001. The increase in population can be attributed to the influx (*in migration*) of people especially to Grabouw, Villiersdorp and Caledon. We believe that the influx of people to this area was originally caused by farm owners importing cheap labour from the Eastern Cape during the harvesting season. Most of these workers refuse to return to their original places after the harvesting season has passed. This impact heavily on the Municipality as additional provision needs to be made with respect to housing and basic services.

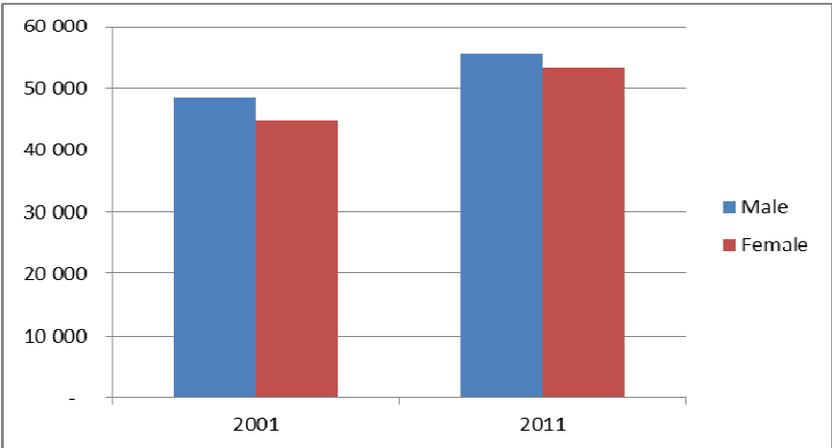


Map 2: TWK Migration Pattern

C) POPULATION BY GENDER

Gender	2001	2011	% Growth
Male	48 527	55463	14%
Female	44 749	53327	19%
Total	93 276	108790	14%

Table 5: Population by Gender



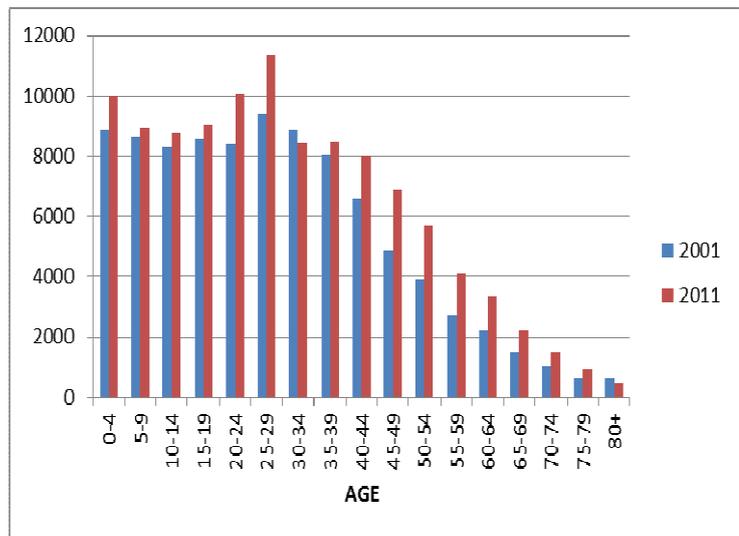
Graph 2: Population by Gender

Theewaterskloof had more males than females in both 2001 and 2011, however the percentage growth of females is higher than that of males.

D) POPULATION CATEGORIES BY AGE

AGE	2001	2011	% Growth
0-4	8861	10013	13%
5-9	8636	8942	3.54%
10-14	8312	8770	5.5%
15-19	8558	9028	4.49%
20-24	8403	10054	19.6%
25-29	9438	11372	20.49%
30-34	8877	8470	-4.58%
35-39	8043	8486	5.5%
40-44	6567	8013	22%
45-49	4901	6899	40.76%
50-54	3939	5677	44.12%
55-59	2717	4110	51.26%
60-64	2215	3354	51.4%
65-69	1511	2212	46.39%
70-74	1025	1502	46.5%
75-79	632	944	49.36%
80+	638	493	-22.72%
TOTAL	93276	108790	14%

Table 6: Population Categories by Age

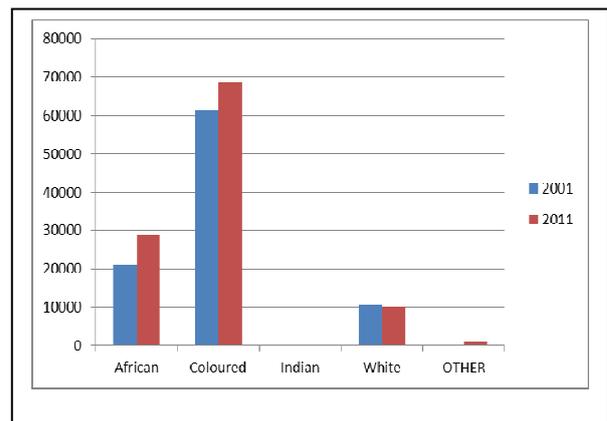


Graph 3: Population Categories by Age

E) POPULATION GROUPS

POPULATION GROUP	2001	2011	% GROWTH
African	21 204	28 757	35.6%
Coloured	61 370	68 478	11.58%
Indian	165	387	134.5%
White	10 540	10173	3.48%
OTHER		995	
Total	93 279	108 790	

Table 7: Population Groups



Graph 4: Population Groups

The Coloured racial group was the largest population group in Theewaterskloof in both 2001 and 2011 followed by the African racial group. With the rapid growth of informal settlements in the Theewaterskloof area, this is indicative of a steady increase of Black Africans. It is estimated that the high rate of migration into the areas such as Grabouw and Villiersdorp can be attributed to a number of reasons including the high number of seasonal workers in the agricultural sector and more so in the high intensity fruit production regions of Grabouw/Elgin and Villiersdorp/Vyerboom area.

F) FARM POPULATION STATISTICS

The tables below show the population statistics of people living in farms around Grabouw, Villiersdorp and Vyeboom areas. These figures were sourced from EGVV farm association in Grabouw. This data was collected in 2009 and in 2007. Other organization like provincial Department of Agriculture, Overberg DM, Department of Community Safety and Women on Farm Project were approached for this data but none of them had any updated statistics.

Total no farms	Farm owners	No permanent workers	Stay/attend in			pensioners	No seasonal workers		
			Workers	Hostel	crèche		Not in service & pension	picking	prune
139	Elgin Grabouw	2233	4472	2196	321	1625	8232	2679	4910
59	Vyerboom	1516	1896	1412	182	213	3028	874	1476
45	Villiersdorp	1096	1604	585	128	185	1500	594	822
240		4845	7972	4193	631	2023	12760	4147	7208

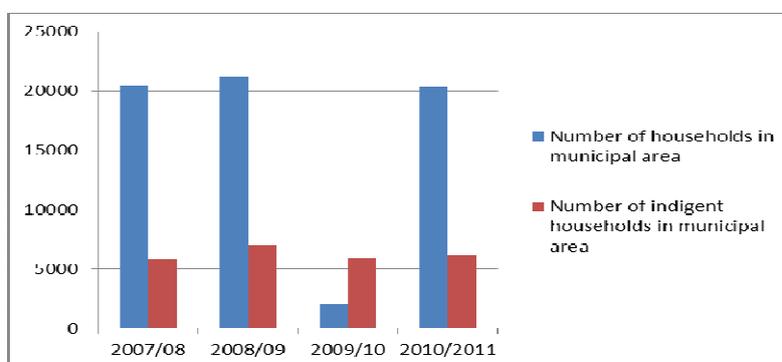
Table 8: Farm Population

G) HOUSEHOLDS

The total number of households within the municipal area increased from 20 502 households in 2007/08 financial year to a total of 24 363 households in 2010/11 financial year.

Households	2007/08	2008/09	2009/10	2010/2011
Number of households in municipal area	20 502	21 173	22 056	20312
Number of indigent households in municipal area	5 859	7 039	5 911	6157
Percentage of indigent households in the municipal area	28.58	33.25	26.80	30.3%

Table 9: Total Number of Households



Graph 5: Households

H) KEY ECONOMIC ACTIVITIES

Theewaterskloofs is the largest municipality in the District accounting for 37 per cent of GDP and is home to two thirds of the district's agriculture, forestry & fishing sector. The municipality's growth performance was dragged down by some shrinkage in its large agricultural sector, including heavy job losses (no less than 13 700 on a net basis), as well as notable net job losses in a number of services industries (such as wholesale & retail, transport & communication and CSP services).

Agricultural and agri production remains the predominant sector. Its importance is further emphasized by the contribution of agri-processing within the local manufacturing sector. The manufacturing sector, received a boost through the Foschini Group setting up manufacturing facilities in Caledon, significantly contributing to the fiscal of the town.

Hence the launch of the tourism brand the Cape Country Meander, tourism sector experienced a steady growth of 7% per annum. The sector captures the wholesale & retail trade, catering & accommodation sector, which also increased their contributions to the local economy.

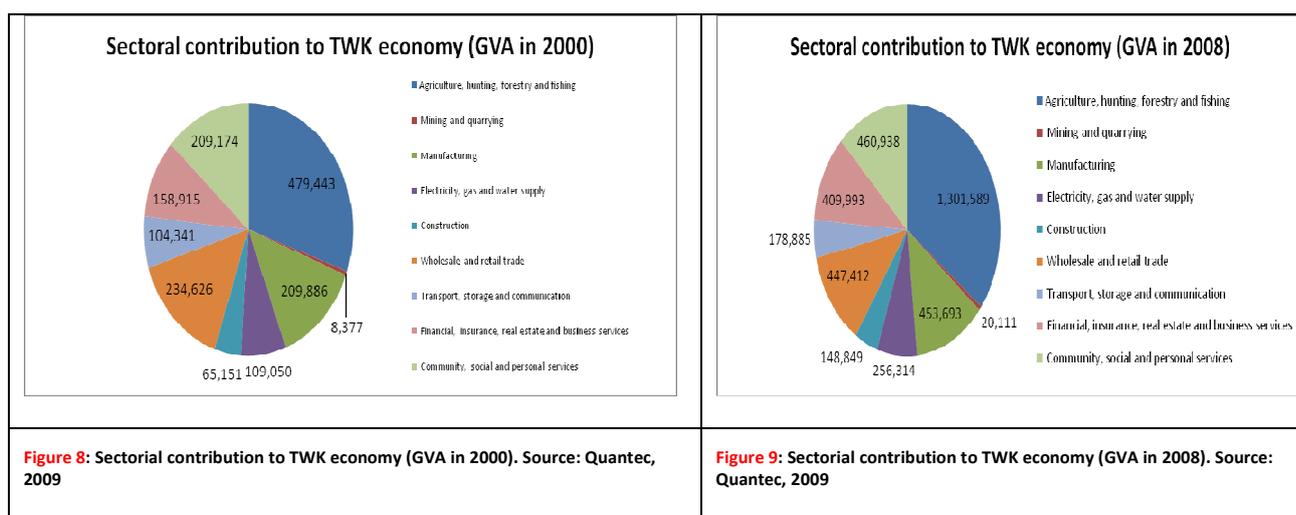


Table 10: Key Economic Activities

The economic activities are described in the table below:

Key Economic Activities	Description
Agriculture, forestry & fishing	<p>Agricultural production remains the leading driver of the local economy, making this the dominant sector. Its importance is further emphasized by the contribution of agri-processing within the local manufacturing sector. The Theewaterskloof economy is dominated by agriculture – both primary productions as well as manufacturing. The sector is well organised with various produce-based organisations. The pome fruit producers are organised in the Elgin-Grabouw-Villiersdorp-Vyeboom Farmers' Association with an office based in Grabouw.</p> <p>The wine farmers are part of a wine guild, and the wheat and barley farmers are organised under the Grain Association of South Africa. There is also a separate barley association, a dairy association and an emerging farmers' group called the Small Farmers' Association. Nationally, the agricultural sector has been a stagnant performer, growing at around 3% below annual GDP growth. In the last 10 years, the Theewaterskloof agricultural sector has out-performed the national agricultural sector growth despite the slump in the forestry, pome, grain and wine markets globally. This is testament to the business skill and entrepreneurial acumen in the area.</p>
Manufacturing	<p>Both nationally and in Theewaterskloof, manufacturing has been in decline. Manufacturing in the area is largely agri-processing (90% of turnover). Beverages account for 41% of the manufacturing sector with well-known fruit juice brands and Appetiser located in the Grabouw-Elgin Valley and SAB's largest malt processing plant in the southern hemisphere located in Caledon. A further 37% of the area's manufacturing is classified as processed and canned fruit and vegetables. This sector, together with the fresh fruit industry, accounts for the bulk of the exports out of the area.</p> <p>Despite the slow growth in the sector, opportunities exist for niche market value-adding, as demonstrated by the success of value-adding businesses like the bottled fruit syrups produced by the</p>

	<p>Feast-De-Renaissance business. There are opportunities to identify other similar high-end niche markets to add value to the raw product.</p> <p>Clothing is a new sector entering the market, taking advantage of the availability of labour, easy access to Cape Town and cheap light-industrial premises in the area.</p>
Construction	<p>The construction sector has grown steadily, notching over 6% growth between 2004 and 2005. Growth in the sector has also out-performed the national GDP averages, both in the local economy and the adjacent Overstrand and Cape Town economies.</p> <p>Traditionally, Theewaterskloof has been known for its artisan pool drawn from both Genadendal and Grabouw. The bulk of the construction activity in the area, using 2006 data, is in the electrical contracting arena, suggesting that there is a large amount of electrical sub-contracting based in the area.</p>
Wholesale & retail; catering & accommodation	<p>The wholesale & retail trade, catering & accommodation sector has been one of the fastest growing sectors in the area. Most of this growth has been concentrated around the local tourism industry.</p> <p>The retail sector is very dependent on the agricultural sector, in so far as much of the local money in circulation is earned from this sector. While growth locally has generally mirrored national growth (with some peaks and troughs), the current resident volumes combined with the lack of serviced land available for development are major constraints on the development of the potential in this sector. However, the anticipated upturn in the agricultural economy and Theewaterskloof's proximity to Cape Town and Overstrand (both of which are nearing capacity), presents an opportunity. This, combined with the Municipality's plans to expand its bulk infrastructure, creates potential to expand the rates base and create the conditions for sector growth.</p>
Transport & communication	<p>The transport sector has also been a growth driver. Again this can be attributed to the general upturn in the sector and to the location of several freight transport businesses and Gaffley's public transport in the area.</p>
Financial & business services	<p>The business services sector has been a steady growth driver in the local economy and deserves to be encouraged. The growth can largely be attributed to the upturn in the property market and the large agricultural service industry. There is, however, some talk of elements of this relocating to Stellenbosch due to challenges related to attracting managers into the area and in particular housing them. In both Grabouw and Caledon, there is a shortage of middle income housing stock. This has driven house prices up and is a disincentive to locating in the area.</p> <p>This sector requires a critical mass to consolidate and, if secured, is likely to continue to drive growth in the area.</p>
Tourism	<p>There is also a growing tourism sector captured in the wholesale & retail trade, catering & accommodation sector. With a steady growth of 7% per annum, tourism under its new brand of the Cape Country Meander has potential of becoming a strong sector in the area.</p>

Table 11: Description of Key Economic Activities

I) GROWTH POTENTIAL OF TOWNS

Town	Human Needs	Developmental status		Economic Base	Place identity
		Quantitative	Qualitative		
Botrivier	Medium	Low	Very low	Agriculture service centre	Overberg Rural town
Caledon	Very Low	Medium	Medium	Agriculture service centre	Hot springs and Casino
Genadendal	Medium	Low	Low	Tourism/Residential	Historical Mission Station
Grabouw	High	Medium	Medium	Agriculture service centre	The apple Town
Greyton	Low	Low	Low	Retirement/second homes	Victorian village with a serene lifestyle
Riversonderend	Medium	Low	Very Low	Agriculture service centre	Overberg Rural town
Villiersdorp	High	Low	Low	Agriculture service centre	Fruit/Scenic mountains

Table 12: Growth Potential of Towns

J) LABOUR FORCE

Theewaterskloof Municipality: Employment & GDP growth, 2000-2010

Sector	GDPR (% share)	Employment (number)	GDPR Yoy%	Expansion Yoy%	Recession Yoy%
	2005-2010	2000-2010	2000-2010	2000-2007	2008-2010
Agriculture, forestry and fishing (SIC: 1)	24.6	-13 655	-0.5	-0.9	0.7
Mining and quarrying (SIC: 2)	0.0	-3	-6.4	-5.4	- 8.9
Manufacturing (SIC: 3)	15.3	111	4.9	6.2	1.2
Electricity, gas and water (SIC: 4)	1.7	-27	- 0.7	0.2	- 3.2
Construction (SIC: 5)	5.7	484	11.0	12.1	7.8
Wholesale and retail trade, catering and accommodation (SIC: 6)	10.4	-409	0.9	2.5	-3.3
Transport, storage and communication (SIC: 7)	6.3	-183	3.1	4.0	0.6
Finance, insurance, real estate and business services (SIC: 8)	23.8	2 730	13.1	14.3	10.0
Community, social and personal services (SIC: 92, 95-6, 99, 0)	3.4	-391	1.4	2.6	-1.7
General government (SIC: 91, 94)	9.0	212	0.4	0.3	0.4
Total Theewaterskloof Municipality	100.0	-11 131	3.7	4.0	2.8

Table 13: Labour Force

The decrease in labour force participation could be attributed to can be attributed to the following:

- ✓ Stagnated economy does not provide for new job opportunities
- ✓ Young work seekers opting for employment in the city
- ✓ Labour unrest on farms increased mechanisation in the agricultural sector
- ✓ Heavy reliance on government grants diminishes the drive to seek employment

K) FUTURE TRENDS AND GOALS (EMPLOYMENT AND INCOME)

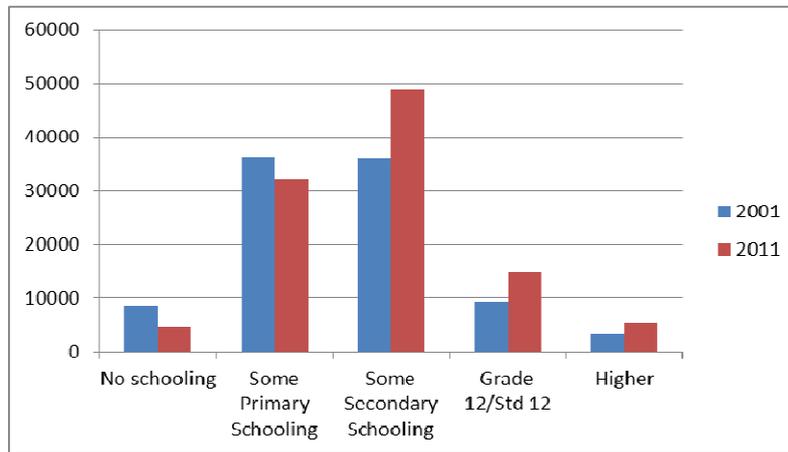
Agricultural development is prevalent in most areas for example Tesselaarsda, Genadendal and Rivieronderend are areas where the biggest opportunity exist to empower emerging farmers into the mainstream of the agricultural industry and therefore a clear strategy needs to be developed to make land available for this purpose. A great need has also been expressed to establish an industrial park within the TWK area where potential investors are encouraged to put up factories and stimulate job creation and economic development to make land available for this purpose.

L) LITERACY

In 2007, **77.6 %** of the Theewaterskloof's population was estimated to be literate. The information on literacy is sourced from the Department of Social Development since it tracks literacy rates per Municipality as an indicator pertaining to poverty alleviation. The Department of Social Development defines people aged 14 years and older as literate if they have successfully completed 7 years of formal education (passed Grade 7/ Standard 5). An illiterate person would therefore be someone aged 14 years and older with less than 7 years of formal education completed

Educational Level	2001	2011
No schooling	8 651	4 800
Some Primary Schooling	36 308	32 170
Some Secondary Schooling	36 132	48 843
Grade 12/Std 12	9 492	14 853
Higher	3 326	5 383

Table 14: Literacy Levels



Graph 6: Educational Level

STATS 2011 shows a drastic increase in the number of persons registered for grade 12 (56%). It is also evident that higher education increased by 62% since 2001.

M) SOCIAL GRANTS

Theewaterskloof has a large number of people receiving some or other form of grant. As the table below reflects, some people receive more than one grant, for example a disability or old age grant and a child support grant. The largest number of recipients is in Grabouw followed by Caledon and then Villiersdorp. This in itself is indicative of the large number of indigents in the area.

Total number of recipients									
Type of grant	Year	VDorp Ward 5&6	Vboom Ward 10	CaleD Ward 4&5	RivierS Ward 1	Gdal Ward 2	Gbouw Wards 8,9,11,12,13	GreyT Ward 2	Botriver Ward 7
Old age pension	2010	288	88	451	207	267	939	110	159
	2011	258	93	375	209	287	857	133	152
	2012	252		307	227	271	828	122	174
Disability grant	2010	257	69	304	223	154	1096	63	103
	2011	207	46	304	164	200	943	88	130
	2012	166		202	190	153	701	69	104
Foster care grant	2010	89	12	61	44	33	192	13	16
	2011	66	7	31	28	30	106	7	11
	2012	39		19	20	13	57	5	10
Child support grant	2010	766	119	739	425	395	2159	126	302
	2011	679	156	772	471	442	1741	159	305
	2012	643		614	466	382	1630	171	316
Other	2010	27	4	12	7	1	55	3	6
	2011	18	2	15	6	4	41	5	4
	2012	9		10	6	6	31	3	6
Total no. of grants paid	2010	1427	292	1567	906	850	4441	315	586
	2011	1228	304	1497	878	960	3688	392	602
	2012	1109		1152	909	823	3247	370	610

Table 15: Social Grant Allocation

N) HEALTH

The Provincial Department of Health and the private sector jointly provide health services in Theewaterskloof Municipality (TWKM.). The table below indicates the available primary healthcare facilities in the TWKLM area:

Health Services	Botrivier Ward 7	Caledon Ward 374	Genadendal Ward 2	Greyton Ward 2	RSE Ward 1	Tess/dal Ward 4	V/dorp Wards 5&6	Grabouw Ward 8,9,10,11,12
District Hospital		1						
Day Hospital								1
Municipal Clinic								
Primary Health Care Clinics	1	1	1	1	1		1	
Satellite Clinics				2				
Mobile Clinic		3	1	1	1	1	2	3
Private Practitioners		yes		yes	yes		yes	yes
Specialists								
X-Ray Units		1						1

Table 16: Health Services

O) CRIME

Crime statistics within our municipal jurisdiction is as follows:

CRIME CATEGORY	APRIL 2004-	APRIL 2005	APRIL 2006	APRIL 2007	APRIL 2008	APRIL 2009	APRIL 2010	APRIL 2011
	MARCH 2005	MARCH 2006	MARCH 2007	MARCH 2008	MARCH 2009	MARCH 2010	MARCH 2011	MARCH 2012
Contact Crime	2089	1297	1215	1254	1274	1464	1315	1435
Contact Related Crime	278	216	190	182	182	380	302	365
Property Related Crime	1441	1102	985	1018	1136	1228	1240	1161
Crime Heavily Dependent On Police For Detection.	1531	1577	1499	1440	1400	1492	1787	1874
Other Serious Crimes	1376	949	893	921	1134	1269	1300	1468
Aggravated Robbery Above	1	1	0	4	13	18	27	34
Other Crime Categories	253	183	159	180	174	203	192	181
Total	6969	5325	4941	4999	5313	6054	6163	6518

Table 17: Crime Stats

It is evident from the table above that crime within our municipal area is on an increase. . Lack of job opportunities as well as the high dependency on drugs can be attributed to the number and type of crimes committed. Special attention needs to be given to social developmental initiatives.

CHAPTER 2

SITUATIONAL ANALYSIS

CHAPTER 2: SITUATIONAL ANALYSIS

This chapter aims at providing a detailed analysis on the status quo of the Municipality with respect to both internal and external environmental needs. The status quo analysis will be addressed according to the *five national key performance areas* and will be incorporated into the *Spatial Analysis*.

Prior to the Analysis, light will be shed on some of the achievements over the past 4 years:

2.1 PAST YEARS ACHIEVEMENTS 2007/2012

2.1.1 BUDGET GROWTH

Our Budget increased as follows:

	2008/09 Actual	(R'000)	2009/10 Actual	(R'000)	2010/11 Actual	(R'000)	2011/12 Budgeted	2012/13 Budgeted
Operational Budget		R216,881		R239,609		R266,234	R351,393	402,690
Capital Budget		R60,454		R86,384		R64,589	R87,303	76,078
- Housing		R12,637		R24,673		R29,330	R33,977	23,682
- Water		R22,797		R26,736		R12,899	13,332	9,309
- Sanitation		R6,252		R4,301		R12,369	R21,259	23,121
- Electricity		R3,069		R5,392		R1,481	R7,921	8,510
- Roads		R2,193		R18,309		R5,567	R5,228	5,088

Table 18: Budget Growth Schedule

2.2 ANALYSIS

2.2.1 KPA: GOOD GOVERNANCE

Good Governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It is **the process of decision-making and the process by which decisions are implemented (or not implemented)**.

A) STATUS OF GOVERNANCE STRUCTURE

POLITICAL PARTY	NUMBER OF SEATS
Democratic Alliance (DA)	11
African National Congress (ANC)	9
Cope	1
Nico	1
NPP	1

Table 19: Political Governance Structure

Name of Official	Department	Functions
Horace Wallace	Municipal Manager	
Joseph Isaacs	Director Corporate Services	Legal Services, Administration, Valuations, Records, IT, Council Support, HR
Davy Louw	Director Finance	Budget, Revenue, Expenditure
Monwabisi Gxoyiya	Director Development	Town Planning, Property Management, Housing, Building Operations, LED, Sport, IDP, Sustainable Development
Jan Barnard	Director Operations	Service Delivery/Decentralised
✓ Conrad van Heerden	Director Technical Services	Planning and Management of Infrastructure development, Environmental and Disaster Management and Fleet

Table 20: Administrative Governance Structure

B) WARD COMMITTEE

The objective of ward Committees is to enhance participatory democracy in local government. The ward committee structure serve as the official public participation structure in the Municipality. Through this structure the Municipality consults and communicates with the community. In Towns where there is more than one ward committee, a Town Advisory Forum has been established.

In terms of the IDP, the functions of the ward Committees are as follows:

- They collect, discuss and prioritize their wards' needs on behalf of their constituencies.
- They assist in the drafting of their ward IDP's and Budget
- They are also responsible for reviewing and approving the Service Level Agreements of the Town Managers
- They make recommendations to Council Reports
- Consider the Quick Win Budget for their ward.
- They should report back to their Geographical area and Sectors on issues discussed at the ward committee.

2.2.2 KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

A) MACRO STRUCTURE



A key priority of the Top Management has been to establish a solid leadership core within the organisation which permeates through to middle and supervisory management levels.

The functional breakdown per Directorate is as follows:

Finance	Corporate	Development	Operations	Technical
<ul style="list-style-type: none"> ✓ Expenditure and Supply Chain ✓ Revenue ✓ Budget Office 	<ul style="list-style-type: none"> ✓ Legal Advisory ✓ Administration ✓ Information Technology ✓ Human Resources 	<ul style="list-style-type: none"> ✓ Integrated Development Planning ✓ Human Settlements ✓ Local Economic Development ✓ Property Management ✓ Town Planning, Building Control & GIS ✓ Sustainable Development ✓ Sport and Recreation ✓ Traffic and Law Enforcement 	<ul style="list-style-type: none"> ✓ Day to Day Service Delivery 	<ul style="list-style-type: none"> ✓ Water Distribution and Treatment ✓ Roads ✓ Electricity Distribution ✓ Waste Water Management ✓ Solid Waste Management ✓ Fleet Management ✓ Environmental Management

B) MUNICIPAL CAPACITY

Section 68(1) of the MSA states that Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a Municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

Below is an indication of the number of employees per function:

EMPLOYEES					
DESCRIPTION	Year 2010/11		Year 2011/12		
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	49	55	52	3	6%
Waste Water (Sanitation)	47	54	49	5	10%
Electricity	19	24	19	5	26%
Waste Management	33	34	29	5	17%
Housing	10	18	9	9	100%
Waste Water (Storm water Drainage)	72	72	67	5	7%
Roads	99	113	102	11	11%
Traffic	42	46	46	0	0%
Town Planning	9	15	8	7	88%
Local Economic Development	2	2	2	2	0%
Planning (Strategic & Regulatory/IDP)	2	2	2	0	0%

Finance	52	60	53	7	13%
Administration	32	48	32	16	50%
HR	6	6	6	0	0%
IT	2	2	2	0	0%
Property Management	3	3	3	0	0%
Parks	58	68	60	8	13%
Libraries	29	31	30	1	3%
Valuations	1	1	1	0	0%
Internal Audit	5	5	5	0	0%
Totals	572	659	575	82	3

Table 21: Number of Employees per function

The Municipality's performance with respect to the National Key Performance Indicators (MSA S43) is as follows:

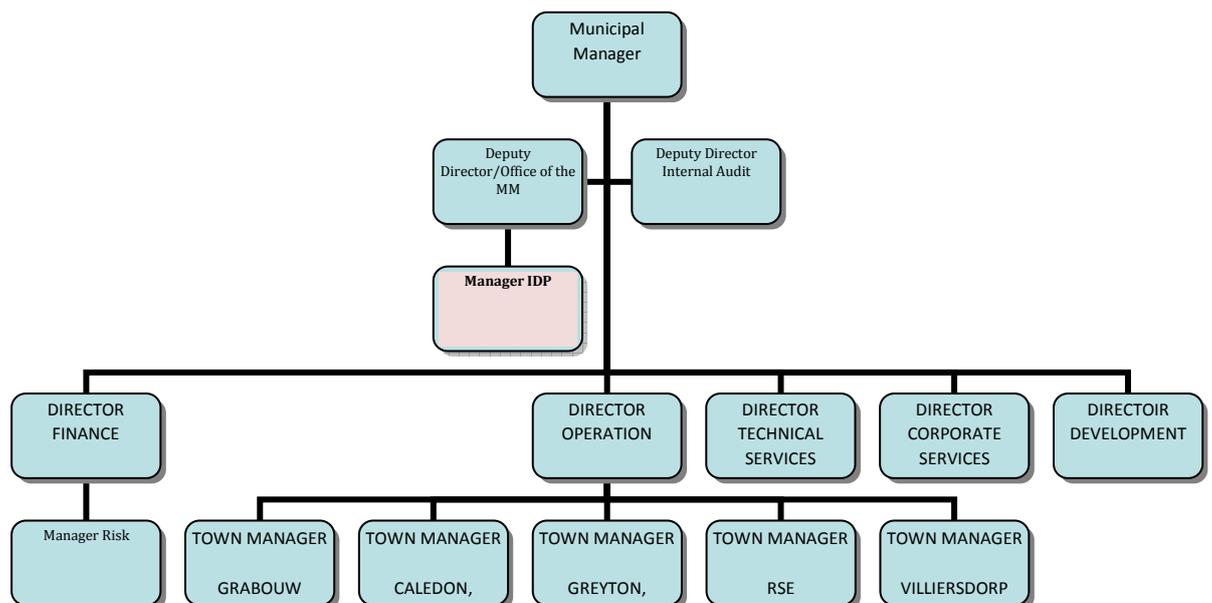
KPA & Indicators	Municipal Achievements		
	2009/10	2010/11	2011/12
The percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the Municipality's approved employment equity plan	64%	67%	69%
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	98%	95%	95%

Table 22: Performance Per National KPA's: Municipal Transformation and Organisational Development

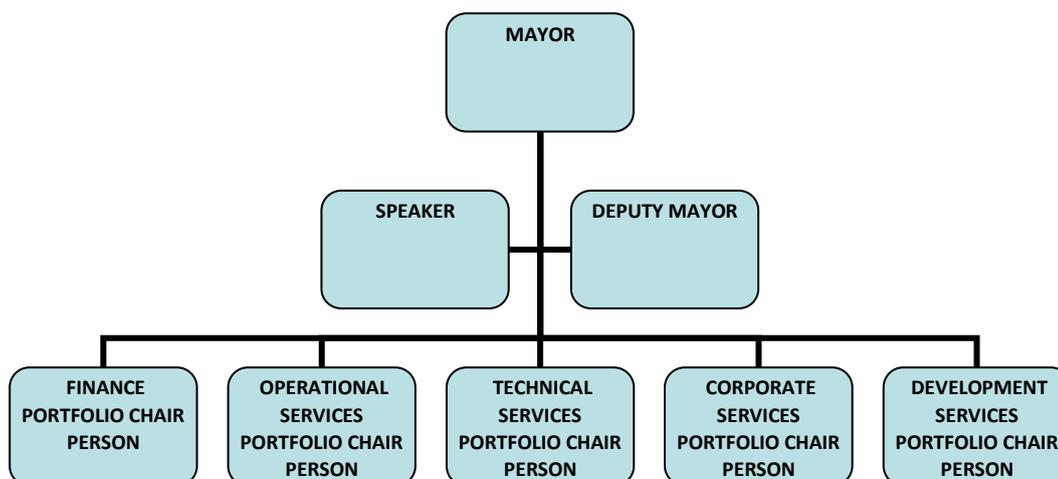
C) INSTITUTIONALISATION OF IDP

The IDP is institutionalized as follows:

ADMINISTRATION:



COUNCIL:



These two structures combined are referred to as the IDP steering committee.

The district IDP forum was reinstated during the 2012/13 financial year and the IDP framework drafted and adopted in consultation with the B Municipalities.

2.2.3 KPA: BASIC SERVICE DELIVERY AND INTEGRATED HUMAN SETTLEMENTS

There is no basic water and sanitation services backlog in the urban areas of TWKM’s Management Area. It is however estimated that there might still be households on the farms and informal settlements in the rural areas with existing service levels below RDP standard. It is important for the Municipality to verify the service levels on the farms through a detail survey.

The Municipality’s performance with respect to the National Key Performance Indicators (MSA S43) is as follows:

KPA & Indicators	Municipal Achievements		
	2009/10	2010/11	2011/12
The % of households earning less than R 1 100 per month with access to free basic services	26.80	23.09	30.3%
The % of households with access to basic level of water	100	100	100
The % of households with access to basic level of sanitation	100	100	100
The % of households with access to basic level of electricity	100	100	100
The % of households with access to basic level of solid waste	100	100	100

Table 23: Performance Per National KPA's: Basic Service Delivery

A) ACCESS TO FREE BASIC SERVICES

The following table indicates the percentage of indigent households that have access to free basic municipal services.

Number of households								
Financial year	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
	Access	%	Access	%	Access	%	Access	%
2008/09	1 138	5.4	7 039	33.2	7 039	33.2	7 039	33.2
2009/10	508	2.3	5 911	26.8	5 911	26.8	5 911	26.8
2010/11	1032	6.2	5636	34.0	5483	33.1	5638	34.0
2011/12	5327	32	5466	33	3173	19	5464	33

Table 24: Access to free basic services

2.2.3.1) WATER

A) BACKLOGS

The Municipality conducted a water meter audit through which the backlogs have been quantified. The outcome of the audit revealed that all households within the Municipality have access to running water, whether it is per yard/house connection or standpipe ±200m away.

Some of the challenges experienced with respect to water supply are:

- Replacement of aging infrastructure

Backlogs with respect to Water Infrastructure are evident in the table below:

Ward	Infrastructure backlogs (Water)	Ward	Infrastructure backlogs (Water)
1 (RSE)	Upgrading of Raw water supply Upgrading of water purification plant Water reticulation network replacement	2 Greyton Genadendal	Water reticulation network replacement Upgrading of water purification plants Bereaville Commissioning of Borehole Bereaville Water Treatment Facility Voorstekraal Membrane Voorstekraal Borehole & supply main Berea - weir & supply main upgrading Greyton Maermanskloof Source development Greyton New 500 kl Boschmanskloof reservoir Greyton improve Boschmanskloof network conveyance
3&4 Caledon	Water- network replacement Bulk pumpstation upgrading due to vandalism	5&6 Villiersdorp	2 MI Reservoir Water- reticulation network replacement Water- Upgrading bulk water supply network Water- Upgrading waste water purification plant
7 Botriver	Bulk Water Infrastructure Upgrading Water- reticulation network replacement Water- Upgrade of water purification plant Water- Upgrade of Bulk Water supply network	8-13 Grabouw	Bulk Water Capacity Upgrading Phase 5 Water reticulation network replacement

Table 25: Water Infrastructure Backlog

B) OVERVIEW ON THE LEVEL OF SERVICES

Ward	Overview on the Level of Services per Ward
1 RSE	Riversonderend is supplied with water from the Olifants River and the Sonderend River. Water from the weir in the Olifants River gravitates via AC pipeline to a sump located near the Sonderend River's raw water extraction.
2 Greyton Genadendal	<p>Genadendal is supplied with water from a weir situated approximately 3.5 km upstream from Genadendal in the Baviaans River. During periods of high demand, and particularly during summer months, supply from the weir is augmented with water extracted from the Baviaans River.</p> <p>Irrigation water is obtained from the Koringlandskloof Dam, which is situated in Koringlandskloof, north-west of Genadendal. Irrigation water is also obtained from the Badsberg Dam, which is situated north-east of Genadendal and is supplied with water from the Sewefontein River. In order to satisfy long-term water demands an additional supply of 1.3 Ml/day is required.</p> <p>Boesmanskloof is supplied with drinking water from Greyton water.</p> <p>Voorstekraal is supplied with potable water from a weir situated in a mountain stream and a new borehole commissioned in the 2008/09 financial year. The current supply is sufficient to meet the medium term demand</p> <p>Bereaville is supplied with potable water from a weir in the mountain stream situated to the north of the settlement. The Bereaville Dam situated to the north of the settlement receives overflow water from a 0.25 Ml reservoir. Water from the dam is mainly used for irrigation purposes. Additional sources must be investigated to address future needs.</p> <p>Greyton is supplied with raw water from the Gobos and Wolfkloof Rivers. The Gobos River is the main source of water supply to Greyton. Gobos borehole is situated on the bank of the Gobos River. The Wolwekloof and borehole sources are primarily used for irrigation purposes, but also provides emergency water supply to Greyton.</p>
3&4 Caledon	<p>Caledon is supplied with potable water by Overberg Water from the Theewaterskloof Dam, through the Ruëns West Water Supply System (RWWSS). A borehole, situated north-west of Caledon, serves as an emergency backup to water supplied through the RWWSS.</p> <p>Negotiations between TWK Municipality and Overberg Water are at an advanced stage and will include the current allocation as well as ensuring sufficient supply to meet medium to long term water demands.</p> <p>South African Breweries Malting (SABM) is the largest water user in Caledon, utilising between 50 and 60 % of water supplied to Caledon. In order to reduce the daily water demand, the SABM is in the process of installing a water re-use facility. The water re-use facility is planned to be fully operational in 2010. Based on the latest designs, the reuse facility will reduce the water intake of the plant by up to 43 %. In addition to lower consumption, effluent from SABM to the WWTW will be reduced by approximately 70 %.</p> <p>Tesselaarsdal is supplied with potable water from a borehole situated south-west of the settlement. The groundwater supply is augmented by the abstraction of water from a weir in a mountain stream which is a limited resource incapable of supplying water in peak summer months.</p> <p>Bethoeskloof is supplied with potable water from a borehole situated to the south of the settlement. Prior to the commissioning of this borehole it received water from the high level reservoir in Tesselaarsdal.</p>

<p>5&6</p> <p>Villiersdorp</p>	<p>Villiersdorp is supplied with bulk raw water from five boreholes, the Kommissiekraal River (only in winter months) and the Elandskloof Irrigation Board. The Elandskloof Dam is owned by DWAF and administered by the Elandskloof Irrigation Board (EIB) and is one of the primary water resources of Villiersdorp. Raw water is supplied via a pipeline and canal, assets owned by EIB. Approximately 364 Mega litres (ML) per annum is allocated to the TWK Municipality, with an additional 150 ML from the Villiersdorp Cooperation. The TWK Municipality is responsible for the payment of maintenance costs to the EIB associated with the conveyance of water from the Elandskloof Dam to the Villiersdorp WTW. Water from the Elandskloof Dam is used for agricultural and domestic users.</p> <p>The total estimated yield from the various sources is 1,388 ML/a. This is sufficient to supply in the current demand, but additional sources will have to be investigated to meet the projected short, medium and long term annual and peak daily future demands. An additional raw water supply of 1,362 ML is required to address Villiersdorp's long-term water demand.</p> <p>In general the boreholes and associated infrastructure are in a good working condition. Fencing around the boreholes must be replaced to prevent unauthorised access.</p> <p>Kommissiekraal Stream is being used as an emergency resource, but informal housing developments are causing degradation to the environment, surrounding the watercourse and increasing the risk of faecal contamination of the resource. In addition, the raw water pipeline which connects Kommissiekraal Weir to the water network is exposed and losses are clearly visible. Although there is no immediate risk associated with the Kommissiekraal Weir, the potential health risks should be addressed</p>
<p>7</p> <p>Botriver</p>	<p>The main water resource in Botriver is groundwater. Raw water is extracted from five boreholes, four of which are situated within the settlement and one borehole to the north-west of the water treatment works (WTW). A sixth borehole to the north-east of Botriver WTW is not yet operational.</p> <p>A study, recently undertaken by SRK Consulting revealed that the yield from boreholes currently in use is sufficient to meet the short to medium term water demand.</p> <p>The Railway Dam, which is situated in the centre of Botriver, is currently utilised to irrigate Botriver's sports grounds, situated to the south-west of the dam. It is also used to supply water to steam trains passing through the settlement.</p>
<p>8-13</p> <p>Grabouw</p>	<p>Grabouw is supplied with raw water from the Wesselsgat Dam and the Eikenhof Dam. The Eikenhof Dam is privately owned and administered by the Groenland Water Users Association (GWUA). The Eikenhof Dam has a total storage capacity of 29 000 ML of which 5000 ML is allocated to the TWK Municipality annually. Infrastructure used for the extraction, pumping and conveyance of raw water from the Eikenhof Dam to the Grabouw water treatment works (WTW) is owned, operated and maintained by the Municipality.</p> <p>The current total permit of 5000 ML/annum is sufficient to meet the current average annual demand. The capacity of the Eikenhof Dam and potential yield from this dam is also sufficient to meet the future average annual demands of Grabouw for the next few years, but studies have to be conducted on the future usage and possible rising of the dam wall.</p>

Table 26: Overview on Level of Water Services

The current residential water service levels are as follows:

AREA	BOT RIVIER	CALEDON	GENADENDAL	GRABOUW	GREYTON	RSE	TESS	VILLIERSDORP	FARMS	TOTAL
WATER SERVICE LEVELS										
BASIC NEED (RDP)	0	0	0	0	0	0	0	0	61	61
HOUSING NEED (NO SERVICES)	0	0	0	0	0	0	0	0	0	0
HOUSING NEED (COMMUNAL SERVICES)	412	80	0	4153	0	120	0	1749	0	6514
ADEQUATE	1085	2989	2324	3818	1904	1868	370	2202	1255	17 818
TOTAL	1497	3069	2324	7971	1904	1988	370	3951	1316	24 390

Table 27: Water Service Levels

All formal households within the municipal area are provided with water connections inside the houses. Communal standpipes are provided in informal areas as a temporary service. The Municipality takes note that communal standpipes represent probably the weakest part of a networks water supply service.

C) WATER HOT SPOT

The operation of the Grabouw water treatment works is far from desirable. The condition of the plant requires urgent attention and investment. It does not bode well with the facility treating drinking water to be in such a state.

D) STATUS OF FUTURE WATER RESOURCES

The status of potential future water resources is as follows:

DISTRIBUTION SYSTEM	POTENTIAL
BOTRIVIER	<p>The current water sources have adequate supply to cater for the medium and longer term future requirements.</p> <ul style="list-style-type: none"> ☐☐WC/WDM Strategies to reduce water losses ☐☐Re-use of water ☐☐Additional groundwater development ☐☐Investigate supply from the Bot River ☐☐Investigate supply from the mountain springs ☐☐Rainwater harvesting
CALEDON	<p>The current water sources do not have adequate supply to cater for the long-term future water Requirements under the high growth scenario.</p> <ul style="list-style-type: none"> ☐☐Re-use of water from the WWTW ☐☐Acquiring additional water from the Ruensveld West Scheme ☐☐Further groundwater development ☐☐Rainwater harvesting ☐☐Abstraction from the warm water springs ☐☐Abstraction from the Basil Newmark Dam
GENADENDAL	<p>The current water supply will meet the future water requirements, even for the high growth scenario. The following resource options are proposed as potential sources to augment the current water supply beyond 2035 or if required at an early stage:</p> <ul style="list-style-type: none"> ☐☐WC/WDM Strategies to reduce water losses ☐☐Rainwater harvesting ☐☐Groundwater abstraction ☐☐Abstraction from the Riviersonderend River
GRABOUW	<p>The current water sources do not have adequate supply to cater for the medium and longer term future water requirements under a high growth scenario. (Not Applicable: Signed Agreement for the supply of 5Mm³/a from the GWUA for Grabouw is adequate to meet the future water requirements).</p> <ul style="list-style-type: none"> ☐☐WC/WDM Strategies to reduce water losses ☐☐Further allocation from the Eikenhof Dam and the Wesselsgat Weir. ☐☐Re-use of water
GREYTON / BOSCHMANSKLOOF	<p>The current water supply will meet the future water requirements, even for the high growth scenario. The following resource options are proposed as potential sources to augment the current water supply beyond 2035 or if required at an early stage:</p> <ul style="list-style-type: none"> ☐☐Groundwater development ☐☐Abstraction from the Sonderend River ☐☐Rainwater harvesting
RIVIERSONDEREND	<p>The current water supply will meet the future water requirements, even for the high growth scenario. The following source options are proposed as potential sources to augment the current water supply beyond 2035 or if required at an early stage.</p> <ul style="list-style-type: none"> ☐☐Further allocation from the Sonderend River ☐☐Rainwater harvesting
TESSELAARSDAL	<p>The current water supply will meet the future water requirements, even for the high growth scenario. The following sources to augment the current water supply beyond 2035 or if required at an early stage.</p> <ul style="list-style-type: none"> ☐☐WC/WDM Strategies to reduce water losses.

	<input type="checkbox"/> Groundwater development <input type="checkbox"/> Rainwater harvesting <input type="checkbox"/> Abstracting water from the Hartebees / Klein River.
VILLIERSDORP	<p>The current water supply will meet the future water requirements, even for the high growth scenario. The following resource options are proposed as potential sources to augment the current water supply beyond 2035 or if required at an early stage:</p> <input type="checkbox"/> Re-use of water <input type="checkbox"/> Further allocation from the Elandsloof Government Water Scheme (Theewaterskloof Dam).

Table 28: Status of Future Water Sources

E) LEVEL OF AVAILABLE WATER SERVICE-STATE DEPARTMENTS

Level of Available Water Service- State Departments			
	Type	Number of Consumer Units	Adequate for high-level services
Police Stations	Urban	7	Yes
	Rural	0	
Magistrates office	Urban	2	Yes
	Rural	0	
Prisons	Urban		
	Rural	1	Yes
Schools	Urban	25	Yes
	Rural	17	Yes
Hospitals	Urban	1	Yes
	Rural	0	
clinics	Urban	7	Yes
	Rural	0	

Table 29: Level of Available Water Services – State Departments

F) OVERVIEW ON THE STATUS OF WATER QUALITY

Supply System	Microbiological			Chemical			Physical & Organoleptic			Operational		
	SANS 241 : 2006		Monitoring Compliance	SANS 241 : 2006		Monitoring Compliance	SANS 241 : 2006		Monitoring Compliance	SANS 241 : 2006		Monitoring Compliance
	Oct 12	Annual		Oct 12	Annual		Oct 12	Annual		Oct 12	Annual	
Bereaville	>99.9%	75.0%	>99.9%	>99.9%	>99.9%	60.0%	>99.9%	91.8%	>99.9%	50.0%	55.6%	66.7%
Botrivier	>99.9%	90.9%	>99.9%	>99.9%	98.8%	60.0%	>99.9%	98.9%	>99.9%	75.0%	56.8%	66.7%
Caledon	>99.9%	97.1%	>99.9%	88.9%	96.5%	60.0%	>99.9%	98.6%	>99.9%	50.0%	55.7%	66.7%
Genadendal-WTW	>99.9%	96.0%	>99.9%	>99.9%	99.0%	60.0%	87.5%	87.0%	>99.9%	50.0%	55.6%	66.7%
Grabouw WTW	>99.9%	>99.9%	>99.9%	66.7%	77.0%	60.0%	>99.9%	99.4%	>99.9%	50.0%	59.9%	66.7%
Greyton	66.7%	87.5%	>99.9%	>99.9%	>99.9%	60.0%	83.3%	93.2%	>99.9%	50.0%	54.9%	66.7%

A) BACKLOGS

Ward	Infrastructure backlogs (Sanitation)	Ward	Infrastructure backlogs (Sanitation)
1 RSE	Investigate upgrade of WWTP Upgrading of main sewer pump station Installation ablution facility and store room at sewer plant Grids & Aerator WWTP Sewer network replacement	2 Greyton Genadendal	Greyton-Genadendal Link Sewer Eradication of septic tanks in Genadendal/Greyton/Bereaville Upgrading of Genadendal WWTP Sewer network replacement Bereaville sewerage network
3&4 Caledon	Upgrading of Caledon WWTP Upgrading of Caledon WWTP Sub-station Infrastructure to unlock Blue Crane Dev Infrastructure to support Santa Housing New Outfall sewer to WWTP (Supporting all new development) Sewer network replacement	5&6 Villiersdorp	Upgrade Villiersdorp WWTP Connector sewers to unlock V6 & V7 development Connector sewers to unlock V8 development Sewer pipes to support RDP development Sewer network replacement Connector sewers to unlock V12 development (North East High income dev)
7 Botriver	Eradication of Septic tank system (Installation of sewer reticulation)	8-13 Grabouw	Upgrading of Grabouw WWTP Master Plan Septic tank eradication of the Berg & Boord/Klipkop area Reticulation of area east of Palmiet Bridge Sewer network replacement

Table 33: Sanitation Infrastructure Backlogs

B) OVERVIEW ON THE LEVEL OF SERVICES

Ward	Overview on the Level of Services-Sanitation
1 RSE	<p>Sewer system</p> <p>The entire Riviersonderend is connected to a waterborne sanitation system. All three sewage pump stations have extensive spare capacity in a fair condition. A lack of backup equipment results in significant sewage spills during maintenance or when existing pumps break down. A phased replacement program has been initiated and is rolled out in accordance with the conditions of the Budget.</p> <p>Wastewater treatment works (WWTW)</p> <p>The WWTW consists of an oxidation pond system and treated effluent is used for irrigating of the abutting golf course. The WWTP is in a good condition and the extensive pond system allows for long retention times which produce effluent of high standard. The addition of a grit channel to the treatment process will reduce maintenance of aerobic ponds by decreasing the settleable solids content of influent.</p>
2 Greyton Genadendal	<p>Sewer system</p> <p>Only Heuwelkroon and Boesmanskloof and Caledon Street in Greyton are reticulated while the remainder of the households make use of conservancy tanks. Although Boesmanskloof is reticulated, a significant proportion of the households is still using conservancy tanks and is not connected to the sewer system. The sewer system is in a fair condition, but requires significant upgrades in order to provide the entire settlement with waterborne sanitation. Due to community objection, the new pump station and rising main, planned to connect Greyton's sewer system to the Genadendal WWTW, has been cancelled.</p> <p>Most of the households in Genadendal and Voorstekraal are connected to a waterborne sanitation system. The remainder is connected to either conservancy tanks or a septic tank system. Bereaville is serviced by a conservancy tank system.</p> <p>Wastewater treatment works (WWTW)</p>

	<p>Greyton WWTW was decommissioned and the sewerage is reticulated to the Genadendal WWTW.</p> <p>The new 470m³/day activated sludge plant in Genadendal has been operational since September 2007. Operational deficiencies are currently being addressed to ensure optimal operation of the plant</p>
3&4 Caledon	<p>Sewer system</p> <p>Caledon is served entirely by a waterborne sanitation system. The sewer system is in a fair condition, but the system is under pressure due to the high wastewater flows generated by SABM. The installation of a water re-use facility at SABM will reduce the wastewater loading on the outfall sewers thereby creating capacity that will delay the upgrading of the existing infrastructure. A phased replacement program has been initiated and is rolled out in accordance with the conditions of the Budget. The sewer system is in a fair condition.</p> <p>Wastewater treatment works (WWTW)</p> <p>The Caledon WWTW has a design capacity of 4.2 MI/day. The WWTW is in a good condition and is operating well within its volumetric capacity. SABM discharges large volumes of non-biodegradable effluent with high sodium content to the WWTW. With the completion of the water re-use facility at SABM the total effluent from SABM will reduce by up to 70 %, from the current 1600 m³/day to an estimated 500 to 600 m³/day, decreasing the total inflow to Caledon WWTW by approximately 30 %.</p> <p>Planning for the upgrade of the works in anticipation of the Blue Crane development is currently underway.</p> <p>Tesselaarsdal and Bethoeskloof have no formal WWTW and most households make use of either a pit latrine or a septic tank and soak away. The low cost housing development has been provided with full water borne system connected to a communal conservancy tank. Sewage from the conservancy tank is transported to the Caledon WWTP. The design of a package plant is planned for the 2012/13 financial year.</p>
5&6 Villiersdorp	<p>Sewer system</p> <p>The majority of erven in Villiersdorp are connected to a waterborne sanitation system whilst the remaining households make use of septic tanks. The sewer system is in a fair condition. A phased replacement program has been initiated and is rolled out in accordance with the conditions of the Budget.</p> <p>Wastewater treatment works (WWTW)</p> <p>The Villiersdorp WWTW is in a good condition and is well-maintained. The WWTW operates within 50 % of its hydraulic and 60 % of the organic design capacities. Bergstan Consulting Engineers have been appointed to oversee the upgrade of the works to comply with the special effluent quality standards as required by DWAF</p>
7 Botriver	<p>Sewer system</p> <p>The majority of the erven in Botriver are served by a waterborne sanitation system while the remainder of the households make use of conservancy tanks or a septic tank/soak away system. The existing sewer system is in a fair condition. A pump station and a rising main were recently installed to allow for future low lying developments to connect to the WWTW.</p> <p>The design for the reticulation of those households still making use of the septic tank system has been completed. Phase I of the eradication of the septic tank system was completed in 2009 with the provision of sewer connections to households in Eerste Laan and Tweede Laan. Future phases are planned to be rolled out in accordance to the conditions of the Budget.</p> <p>Wastewater treatment works (WWTW)</p> <p>In 2009 the WWTW was upgraded to 1.050 MI/day to supply in the short to medium term demand. Further extension will be required to provide in the long term demand.</p>
8-13 Grabouw	<p>The majority of the erven in Grabouw are connected to a waterborne sanitation system. Sewage from septic tanks is collected, together with domestic and industrial effluent, and disposed of at Grabouw WWTW. Approximately 90 % of sewage is pumped to the WWTW.</p> <p>The sewer system is in a fair condition. A phased replacement programme has been initiated and is rolled out in accordance with the conditions of the Budget.</p> <p>The bulk sewers and pump stations are currently being upgraded from Rooidakke in the west up to the WWTP in the east. Two of the four phases have been completed. The third phase will be completed during the 08/09 financial year and the final phase will start during the 09/10 financial year.</p>

Wastewater treatment works (WWTW)

The current WWTP has exceeded its design capacity. Planning for the upgrading of the plant has been finalised. Construction on the phased upgrading will commence during the 10/11 financial year.

Table 34: Overview on Level of Sanitation Services

All the formal households in the urban areas of TWKM's Management Area are provided with sanitation facilities inside the houses (Higher level of service). Communal ablution facilities are provided in the informal areas as a temporary emergency service.

The current residential sanitation services are as follows:

SANITATION SERVICES LEVEL										
AREA	BOT RIVIER	CALEDON	GENADENDAL	GRABOUW	GREYTON	RSE	TESS	VILLIERSDORP	FARMS	TOTAL
BASIC NEED (RDP)	0	0	0	0	0	0	0	0	475	475
HOUSING NEED (NO SERVICES)	0	0	0	0	0	0	0	0	0	0
HOUSING NEED (COMMUNAL SERVICES)	412	80	0	4153	0	120	0	1749	0	6514
ADEQUATE	1085	2989	2324	3818	1904	1868	370	2202	841	17401
TOTAL	1497	3069	2324	7971	1904	1988	370	3951	1316	24390

Table 35: Sanitation Service Levels

C) OVERVIEW ON THE QUALITY OF WASTE WATER QUALITY

The Municipal Green drop Score = 65.5%

PERFORMANCE AREA	GREYTON	BOTRIVIER	RSE	GRABOUW	GENADENDAL	VILLIERSDORP	CALEDON
Process Control, Maintenance & Management Skills	58	73	63	53	58	50	78
Monitoring Programme	30	75	70	65	50	50	80
Credibility of Sample Analysis	70	70	70	70	70	70	70
Submission of Results	100	0	100	50	100	100	100
Waste Water Quality Compliance	45	45	20	60	38	48	40
Failure response management	25	25	25	25	25	25	25
Bylaws	100	100	100	100	100	100	100
Treatment and collector capacity	70	63	40	93	78	50	85
Asset Management	60	100	60	80	60	80	80
Bonus Scores	3.5	3.5	4.4	3.5	3.5	3.5	3.5
Penalties	0	0	0	0	0	0	0
Green Drop Score 2011	58.0%	58.3%	52.0%	68.3%	58.7%	61.2%	68.00%
Green Drop Score 2009	NA-0%	30%	30%	30%	NA/-0%	30%	30%
Treatment Capacity (MI/d)	0.3	1	0.7	3.6	0.7	1.8	4
Operational % i.t.o Capacity	110%	50%	72.9%	95%	17%	50%	62%
Cumulative Risk rating (CRR)	9	15	12	12	9	9	12
% i.t.o Maximum risk rating	50.0%	83.3%	66.7%	66.7%	50.0%	50.0%	66.7%

Table 36: Green Drop Status

D) DETAILED PROJECTS LIST (WSDP)

A detailed list of projects and costing is available in paragraph 8.4.

2.2.3.3) ENERGY

TWK municipality is responsible for electricity distribution and reticulation in the towns of Caledon, Villiersdorp, Greyton and Riviersonderend. In Grabouw, Genadendal, Botrivier, Tessellaarsdal and the agricultural area consumers are supplied directly by Eskom.

Description	Actual				
	2007/08	2008/09	2009/10	2010/11	2011/12
Electricity (at least minimum service level)	2 512	2 504	2 552	1631	1195
Electricity - prepaid (minimum service level)	1 804	2 552	2 697	4565	4596

Table 37: Electricity Distribution per Household

CONSUMER CATEGORY	NO. OF CONSUMERS	ENERGY SOLD	REVENUE
Domestic Prepaid	4596	16 mWh	R 18 189 000
Domestic Conventional	1195	10 mWh	R10 491 000
Business	254	11 mWh	R11 608 000
Time Of Use	74	18 mWh	R14 454 000
Municipality	1	2 mWh	R 1 973 000

Table 38: Electricity Distribution per Service

A) BACKLOGS

Ward	
3&4 Caledon	The new informal settlement created a backlog of 550 new connections in the Santa area
5&6 Villiersdorp	The backlog in Goniwe Park/ West Side will be eradicated during this financial year. A new backlog was created with the informal settlement on Destiny

Table 39: Electricity Infrastructure Backlogs

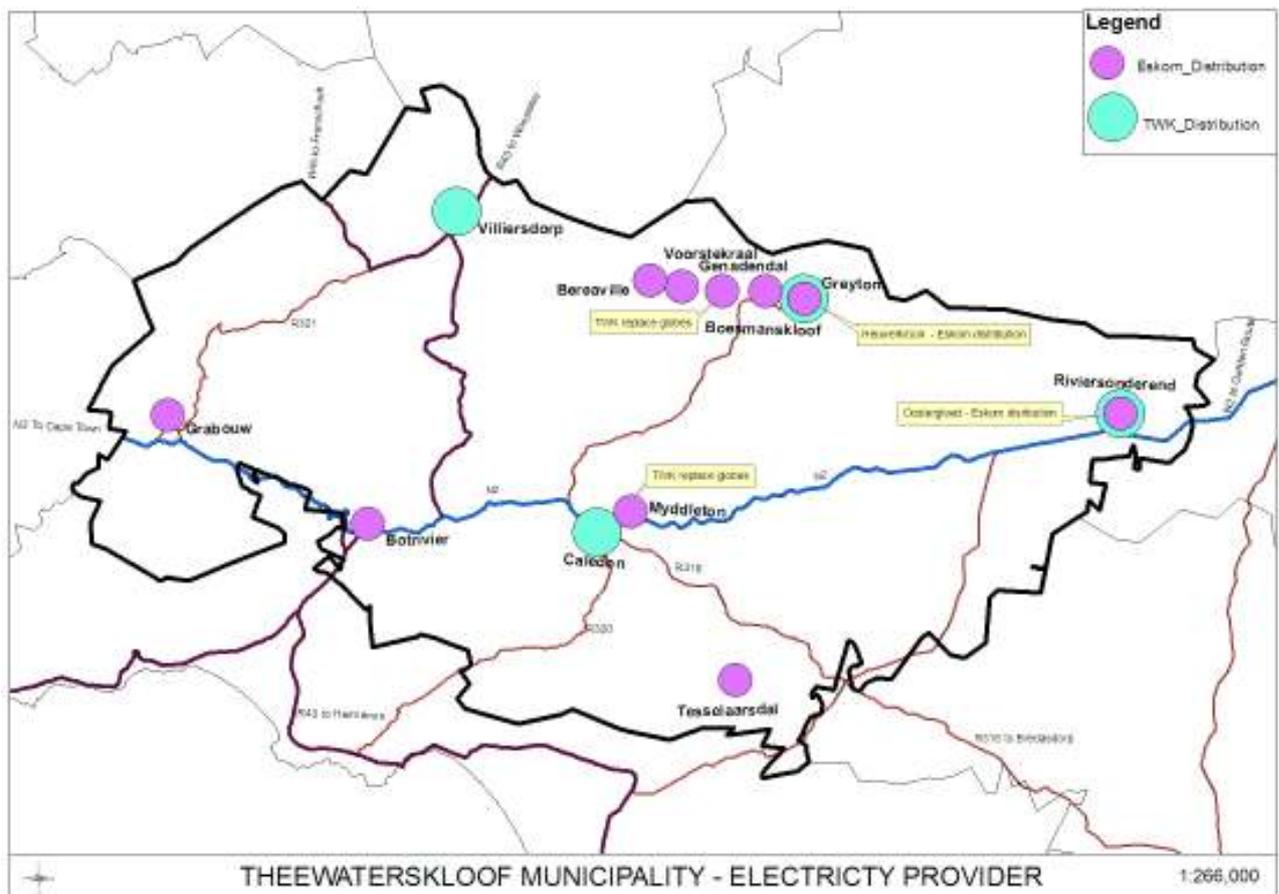
B) OVERVIEW ON THE LEVEL OF ELECTRICITY SERVICES/STATUS OF EXISTING NETWORKS

Ward	
1	The networks are adequate for the present demand. The maximum notified demand is 2000 kVA and the maximum registered to date is 1450 kVA. New switchgear was recently installed in the main incoming substation. The 11 kV and low voltage network needs to be upgraded. Provision is made in the long term budget to replace and upgrade sections of the system on a long term program.
2	The notified maximum demand was upgraded from 1500 kVA to 2000 kVA to cater for growth on the network. The intake point was moved to the new 66/11kV Substation of Eskom. This enabled us to switch from a night save Rural Tariff to a miniflex Tariff with a 20% saving on purchase cost. The network is adequate for the existing demands but needs to be upgraded on a regular basis. Provision is made in the long term budget.

3&4	The notified maximum demand was upgraded from 7000kVA to 8000kVA to cater for load growth and the additional capacity for the Caledon Mall. The master plan needs to be upgraded and the replacement of networks is ongoing.
5&6	<p>The notified maximum demand was upgraded from 3500kVA to cater for load growth. The network is being upgraded to cater for new connections in Goniwe Park and West Side.</p> <p>The master plan needs to be upgraded when the planning for Destiny Farm is available.</p> <p>The area of supply must be extended on the distribution license to include Destiny Farm in the supply area of Theewaterskloof.</p>

Table 40: Overview on the Level of Electricity Services

C) ACCESS TO ELECTRICITY



Map 3: Access to Electricity

D) DETAILED PROJECTS LIST

A detailed list of projects and costing is available in paragraph 8.4.

2.2.3.4) REFUSE REMOVAL

Collection and disposal of solid waste (residential and non-hazardous industrial waste) is done by the Municipality for all areas except farms.

No accurate data on waste generation in Theewaterskloof Municipality exists due to the lack of weighbridges or other measuring devices, with exception of the waste that is delivered to Karwyderskraal landfill from Villiersdorp Transfer Station, Grabouw Transfer Station and Botriver Public Drop-off. The average figures on waste generated are 0.37 kg/p/day for the low and very low income group, 0.83

Kg/p/day for the middle income group and 1.43 kg/p/day for the high and very high income group.

Informal settlements receive integrated area cleaning and refuse removal services. The refuse removal service is planned according to a weekly scheduled programme.

Other job creation initiatives are also utilized to ensure continuous clearing of areas, include clean and green programmes which are implemented either through the Community works programme or the Expanded public works programme.

Description	No of House Holds (2011 census)
Removed by local authority at least once a week	22958
Removed by local authority/private company less often	883
Communal refuse dump	582
Own refuse dump	3266
No rubbish disposal	455
Other	739
Unspecified	-
Not applicable	-

Table 41: Refuse removal per Household

A) BACKLOGS

Ward	Infrastructure Backlog
2 - Greyton & Genadendal	Solid Waste Drop Off Facility
7 - Botriver	Skips – New France
all	Recycling

Table 42: Refuse removal backlogs

B) OVERVIEW ON THE LEVEL OF REFUSE REMOVAL SERVICES

Ward	Status Quo
1	Investigations and planning is currently underway to acquire the necessary authorisation needed for either a transfer station or new landfill site in Riviersonderend
2	A transfer station planned for the Greyton/Genadendal community has been cancelled due to community objection to the Greyton-Genadendal Link Sewer project.
Greyton Genadendal	The Greyton/Genadendal waste disposal sites are not licensed and should be closed and rehabilitated and the waste diverted to Caledon.

3&4 Caledon	The Caledon landfill site is licensed as a GSB-site and receives waste from Botrivier, Caledon and Tesselaarsdal. The site is privately managed by Enviroserv and has capacity until 2016. Site operation is average to good, but the supply of cover material is critical. A major factor on this site is the presence of baboons that scavenge the waste creating a health risk for public visiting this site.
5&6 Villiersdorp	Villiersdorp landfill has been closed and replaced with a transfer station. However, uncontrolled disposal of waste still takes place from time to time at this landfill and is burnt. The containers which are transported to the Karwyderskraal are overfilled and not serviced frequently enough.
8-13 Grabouw	Grabouw has a transfer station. Refuse is transferred to Karwyderskraal

Table 43: Overview on Level of Services and Impact per site.

The analysis of the current waste management system has shown the following:

- All formal residential erven are receiving a weekly door-to-door waste collection service
- All collected municipal waste in the Riviersonderend service area is disposed at the Municipality's unlicensed waste disposal site in Riviersonderend
- All collected municipal waste in the Genadendal and Greyton service areas are disposed at the Municipality's unlicensed Genadendal and Greyton waste disposal sites
- All collected waste in Caledon, Tesselaarsdal and Botrivier are disposed at the Municipality's licensed Caledon landfill
- All collected waste in Grabouw, Villiersdorp as well as the waste from the Public Drop-off in Botrivier are disposed at the regional engineered and licensed waste disposal site at Karwyderskraal
- Waste recovery is not currently done
- Waste avoidance is not currently addressed
- Only the Caledon landfill is currently externally audited for permit compliance
- The Villiersdorp landfill has been closed, but not yet rehabilitated
- New by-laws on waste management does not exist for Theewaterskloof
- The Integrated Waste Management Plan is in draft
- The Municipality is in the process of registering the Municipal Waste Management Facilities on the Integrated Pollutant and Waste Information system (IPWIS)- reporting will commence in December 2012.
- The Municipality is not in the position to appoint a designated Waste Management office in the near future due to unavailability of funding. An estimated amount of R 400 000 is required to meet this standard.

2.2.3.5 ROADS

TWK Municipality is responsible for local roads which lie within the boundaries of the towns. The condition varies from good to fair for both surface and gravel roads. These roads consist of a total of 160.6 km surfaced and 98.8 gravel in length.

Roads outside the town area are the responsibility of the Overberg District but TWK acts on an agency basis for the District.

There are limited public transport services. Minibus taxis provide most of what is available although there are contracts for school services. Many trips are made by foot or by bicycle due to a large portion of the community being relatively poor and the towns being physically small. Neither the public transport services nor the none motorised infrastructure are of a desirable standard, but work is on-going with respect to improving none motorised infrastructure.

Other than the pass through freight on the N2, the road based freight transport in the region is almost entirely related to agricultural activity which is seasonal. The impact of this freight movement on the transport system is limited and not a matter of concern at present.

A) BACKLOGS, MAINTENANCE AND REHABILITATION

The roads are being rehabilitated on a contract basis. A copy of a five year maintenance programme with priorities and Budgets is available in the pavement Management system as well as Integrated Transport Plan. Improvement to infrastructure in some towns will provide better access for transport to some of the historical buildings.

There is little provision for pedestrian and bicycle travel in the municipal area apart from conventional sidewalks in the central business districts. These sidewalks are generally in a poor condition due to limited resources. There are no facilities on rural roads for non-motorized transport. People usually use the road shoulders and this poses a danger.

B) OVERVIEW ON THE LEVEL OF STREETS AND STORM WATER SERVICES

The Budget for the rehabilitation of roads for the five year financial period is estimated at R 23.94 million and resurfacing (over the next 2yrs) at R10.4 mill. The total length of network is 160.6km with an estimate replacement value of R192.7mill. The current network condition can be rated as fair to poor. With the expected remaining life of the surfaces and structures are 5-9 years.

The main transport needs are as follows:

- Provision of regular and safe public transport
- Improvement of transport facilities to schools, hospitals and police stations.
- Provision of facilities for non-motorised transport and the disabled
- Coordination of transport facilities for tourists to the area

2.2.3.6) STORM WATER MANAGEMENT

A) STATUS OF STORM WATER MASTER PLAN

- Storm water master plan analysed and assessed the existing storm water drainage systems and flow regime for each town
- This was compared to estimate peak flows to quantify the failure/flooding potential
- The results of both hydraulic capacity risk assessment and the erosion failure risk assessment were presented.
- Erosion Risk were divided in
 - ✓ High Erosion Risk
 - ✓ Medium Erosion Risk
 - ✓ Low Erosion Risk
- Flood lines were determined for each towns
- Storm water by-law has been tabled and approved by Council and awaiting promulgation.
- The hydraulic capacity per town is available in the Storm water master plan coupled to the required funding with priorities.
- The storm water master plan was adopted in September 2011.
- The storm water maintenance plan is in the process of being implemented.

B) CHALLENGES

With respect to storm water management, the following challenges are experienced by the Municipality:

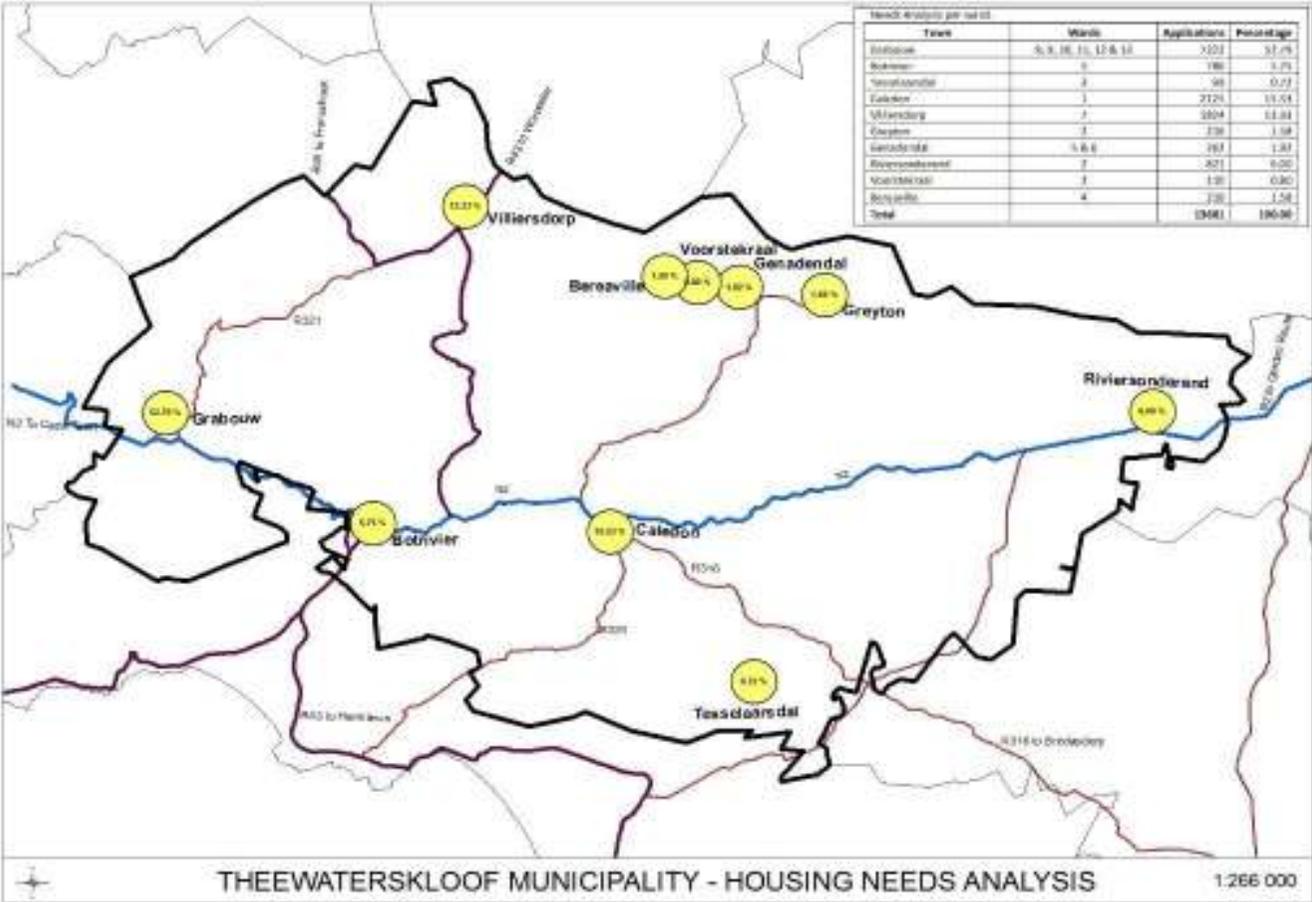
- ✓ Jurisdiction (very wide)
- ✓ Storm water area (wide spread)
- ✓ Storm water systems in towns (inadequate or non-existent)
- ✓ Continuous flooding has created a huge backlog
- ✓ EIA process takes a lot longer than anticipated.

2.2.3.7) INTEGRATED HUMAN SETTLEMENTS/HOUSING

A) STATUS OF HOUSING PLAN

The Housing Plan was adopted by council during August 2012. The revision of this plan will commence in the 2013/14 financial year to in order to correct shortfalls and reprioritise all projects

B) BACKLOGS/NEEDS ANALYSIS



Map4: Housing Needs Analysis/Backlogs.

C) CURRENT PROJECTS

To be included with the final.

MAP5: HOUSING PROJECT STATUS

D) PROPOSED PROJECTS

PROJECT NO	PROJECT NAME	PRIORITY	NO OF UNITS	HOUSING INSTRUMENT	ESTIMATED COST	EA (NEMA)	LUPO APPROVAL	LAND ACQUIRED	ENGINEERING INVESTIGATION COMPLETE	DESIGN OF SERVICES / TOP STRUCTURE COMPLETE	BENEFICIARIES IDENTIFIED	PROPOSED CONSTRUCTION YEAR
G2	GRABOUW: ROODAKKE PHASE 4	1	200	UIZP	R20.0M	YES	YES	YES	YES	YES	YES	2012
G3 - G5	GRABOUW: HILLSIDE	3	438	CRU	R43.8M	YES	YES	YES	YES	YES	YES	2013
G6	GRABOUW: PINEVIEW	2	32	PHP	R5.2M	N/A	YES	YES	YES	YES	YES	2012
G1	GRABOUW: WATERWORKS	4	±300	UIZP	R50.0M	NO	NO	YES	NO	NO	YES	2013
V2	VILLIERSDORP: SITE 1	3	225	UIZP	R22.5M	YES	YES	YES	YES	YES	YES	2012
V1	VILLIERSDORP: DESTINY FARM	6	±2800	IRDPA	R2.8M	NO	NO	NO	NO	NO	NO	2013
C2	CALEDON: SANTA	7	202	UIZP	R20.2M	N/A	YES	YES	YES	YES	YES	2012
B3	BOTRIVIER: GAP	8	45	CRU	R4.5M	N/A	YES	YES	YES	YES	YES	2012
B2	BOTRIVIER: PHASE 2	9	181	PHP	R18.1M	YES	YES	YES	YES	YES	YES	2012
R1	RIVIERSONDEREND	10	200	UIZP	R20.0M	NO	NO	NO	NO	NO	YES	2014
C6	MYDDLETON	11	80	CRU	R8M	N/A	NO	YES	NO	NO	NO	2013
G7	GRABOUW: ROODAKKE PHASE 5 & 6	12	476	UIZP	R47.6M	YES	YES	YES	YES	YES	YES	2016
C4	CALEDON: HOSTELS	13	±60	CRU	R6M	NO	NO	YES	NO	NO	NO	2016
C1	CALEDON: UITZICHT EXTENTION	14	±900	PHP	R90M	NO	NO	YES	NO	NO	NO	2018
C5	CALEDON: SIDE SAVIVA EXT	15	±400	IRDPA	R40.0M	NO	NO	YES	NO	NO	NO	2020
C3	CALEDON: PARKLANDS HOTEL	16	±30	CRU	R5.0M	NO	NO	NO	NO	NO	NO	2022
B1	BOTRIVIER: PHASE 3	17	226	UIZP	R22.6M	NO	NO	YES	NO	NO	YES	2018
V4	VILLIERSDORP: GAP	18	±30	CRU	R3.0M	NO	NO	YES	NO	NO	NO	2022
R2	RIVIERSONDEREND	19	±150	CRU	R15.0M	NO	NO	NO	NO	NO	NO	2025
GD1 - GD3	GENADENDAL	20	±250	PHP	R25.0M	NO	NO	NO	NO	NO	NO	2025
GT1	GREYTON	21	±120	IRDPA	R12.0M	NO	NO	YES	NO	NO	NO	2025

Table 44: Proposed Projects

E) INFORMAL SETTLEMENTS SERVICE STATUS

Settlement Name	Sanitation	Water	Electricity
New France	Yes	Yes	Yes
Side Saviwa	Yes	Yes	Yes
Iraq	Yes	Yes	No
Beverley Hills	No	Yes	No
Darkside	Yes	Yes	No
Hillside	Yes	Yes	Yes
Siteview	Yes	Yes	No
Waterworks	Yes	Yes	No
Zola	Yes	Yes	Yes
Joe Slovo Park	Yes	Yes	Yes
Westside	Yes	Yes	No
Extension 11	Yes	Yes	Yes
Goniwe Park	Yes	Yes	Partial
Poekom	Yes	Yes	Yes
Destiny	Yes	Yes	Yes

Table 45: Informal Settlements Services Status.

F) INFORMAL SETTLEMENTS PROFILE

S/ N	Name of Town	Name of Informal Settlement	Shack Count	Sanitation Shortfall	Cost	Water Shortfall	Cost
1	Bot River	New France	412	10	R 120 000	8	R 16 000
2	Caledon/ Myddleton	Side Saviwa	80	0	R 0	0	R 0
3	Grabouw	Iraq	337	11	R 132 000	8	R 16 000
		Beverly Hills	54	3	R 36 000	2	R 4 000
		Darkside	45	9	R 108 000	2	R 4 000
		Hillside	291	7	R 84 000	5	R 10 000
		Siteview	202	9	R 108 000	5	R 10 000
		Waterworks	554	12	R 144 000	9	R 18 000
		Zola	650	11	R 132 000	9	R 18 000
4	Riviersonderend	Joe Slovo Park	70	6	R 72 000	3	R 6 000
5	Villiersdorp	West Side	304	50	R 600 000	10	R 20 000
		Extension 11	407	11	R 132 000	3	R 6 000
		Goniwe Park	187	5	R 60 000	1	R 2 000
		Poekom	216	6	R 72 000	2	R 4 000
Total			3809	150	R 1 800 000	67	R 134 000

Table 46: Informal Settlements Profile.

An amount of R 1 934 000 is required to address the shortfall in the municipal area for the provision of access to Basic Services. The Department of Human Settlements is making funding available towards through the Access to Basic Services Programme. An application has been submitted to the Department with the hope of complying with National Norms and Standards.

2.2.3.8) Environment

Theewaterskloof has a rich array of natural attractions. In particular, these include a unique combination of natural scenery, floral diversity and dams. Some of the more significant attractions are:

- The Cape Floral Kingdom, especially the Kogelberg and the Palmiet
- The Dams: Theewaterskloof, Eikenhof, Nuweberg, Elandskloof, Mofam and Palmiet
- The Nature Reserves which include seven Nature Reserves and various conservancies
- The Hot Springs in Caledon
- The Bot River Vlei – (birding)

Theewaterskloof has not promoted enough of its biodiversity offerings. The absence of direct access to Kogelberg from the area is a key constraint. In general, the dams are underutilised attractions in the area. This is due to limited public facilities available on each of the dams. The hot springs are well utilised. Birding opportunities in the area are again under-developed.

The area also offers a wealth of heritage resources, including:

- Genadendal mission station, a recognised destination in TWK, with over 20 buildings listed as national monuments. It is also a listed national heritage site.
- The first railway station to have been constructed outside of Cape Town (Botrivier)
- Old Cape buildings & structures
- Old Cape wagon and slave route
- Various museums including a Tractor Museum in Villiersdorp, a special interest attraction with a large number of vintage tractors, and museums at Caledon and Genadendal
- Cultural experiences that accompany these i.e. home-stays & community tours with local guides, storytelling, Khoisan history, religious tourism & churches

Overall, this heritage has not been show-cased for tourism, with no existing wagon tour, underutilised station buildings, few home-stays or local tours and poor connections between the Genadendal offerings and the established tourism trade in Greyton or Elgin.

Apart from the natural environment, other natural and / or economic resource areas could include mineral resources, mountain catchment areas and high potential agricultural production areas. No unique mineral resource areas that exist within the Municipality have been identified.

The high potential agricultural soils of the Municipality, categorised as dry land and irrigated soil production areas, is a strategic natural resource. Categorisation of agricultural resources into horticulture and viti culture, (cultivated, permanent and temporary, commercial irrigated) and also dry land (cultivated, temporary) provides a “tool” to ensure that the resources are identified (mapped) and that measures can be put in place to protect the resource from undesirable land use change and unsustainable utilisation.

2.2.3.9) TRAFFIC SERVICES AND LAW ENFORCEMENT

Traffic law enforcement is the first process in the criminal procedure chain. After law enforcement took place the juridical process is in the hands of Department of Justice over which Traffic Services has no control.

A) MOTOR REGISTRATION AND LICENSING

The Municipality is performing motor registration and licensing on an agency basis for the Provincial Administration. Time plays a major role in the roadworthy of vehicles. Each vehicle has a minimum time limit on which a test must be conducted. As a legislative requirement should an officer be finished before the minimum time limit on a test has expired, he is not allowed to proceed with the next test.

B) DRIVING LICENSES

Driving licenses are also performed on an agency basis. Driving license testing consists of a yard test (parking) and a road test (practical driving). An applicant receives a maximum of 20 minutes to complete a yard test and a maximum of 45 minutes to complete the road test. Tests are booked hourly, should the applicant fail due to penalty points or drive into an obstacle during the yard test, it will be an immediate failure and he or she will not be allowed to advance to the road test. The testing officer will not be allowed to continue with the next test before the 1hr time period has expired. Renewal of driver’s license cards also have an impact on service delivery as the public has to wait in queues for an eye test.

Frustrations of standing in queues and assumptions that testing officers who are not allowed to capture information on the E-natis, are doing nothing to assist with service delivery is sometimes for the public the only way they see and interact with the traffic department. Hence their perceptions of the traffic departments’ service delivery are largely based on these experiences.

2.2.4). KPA: LOCAL ECONOMIC DEVELOPMENT

Theewaterskloof economy has grown in both nominal and real terms in the last ten years. However this growth has been small and has been at a slower rate than the population growth. Per capita income has consequently declined. Diminished household income inevitably leads to a decline in the collection of municipal rates and service fees. The result has been, and will continue to be, a negative outcome for Municipal revenue, and local businesses will suffer from less purchasing power.

Much of the low rate of growth can be attributed to the poor performance of the agricultural sector, which accounts for around half of the economic activity in the region. Nationally, the sector has been growing at around 3% below annual GDP growth. Global competition, climate change and the rising costs of inputs have all contributed to this poor performance. While the agricultural sector in Theewaterskloof has performed better than the national sector (between 1 and 2 % better), it has still grown below national GDP growth. This more robust performance has occurred despite the slump in the forestry, pome, grain and wine markets globally. This is testament to the business skill and entrepreneurial acumen in the area.

However, this skill has not been adequate to save many of the agricultural sector jobs in the region or jobs in the downstream activities. Consequently, the number of unemployed people has grown. Agriculture is likely to continue to shed

jobs with estimates of a possible further 3 000 jobs lost in the sector over the next ten years. Alternative growth sectors (construction, tourism and agro-processing) are all significantly smaller employers and are likely to replace only about a third of the jobs lost in agriculture. Unemployment is therefore likely to keep growing, reaching 44% of the working age population by 2030. The current dependency ratio is also likely to increase peaking at 4.32 in 2030.

In addition, levels of inequality in the area are high with a big divide between farmers, most of who have lived and farmed in the area for generations, and the large pool of unskilled migrants from the Eastern Cape who flock into the area in search of work and a better life. This has impacted on the social fabric of the region. Drug abuse has increased and is likely to continue to increase along with crime and social tensions.

How business is executed is also important. The region already has a high carbon footprint. Continued disregard for how business impacts on the environment will result in an increase in carbon emissions from the current estimates of around 825 000 tCO₂ to 2.8 million tCO₂ by 2030. This will lead to the ultimate destruction of one of the region's greatest assets – the quality of its natural environment.

Despite the sluggish performance of many sectors, the assessment of Theewaterskloof's economic potential is positive. It has significant comparative advantages – its natural endowments, its population growth and the consequent potential to expand its local rates base, its proximity to Cape Town, its relative political stability, and its strong base of local organisations and social capital. The key is using these comparative advantages optimally, and, where possible, turning them into competitive advantages. Given the dominance of agriculture and the sector's limited expansion potential, a multi-pronged strategy that both diversifies and stimulates the local economy is needed.

A) ECONOMIC ADVANTAGES AND DISADVANTAGES OF THE AREA

Competitive advantages are those aspects of the local economy which are unique and offer a distinctive economic advantage over other localities. Below is a table that lists the main advantages and disadvantages of the area.

Advantages (comparative and competitive)	Disadvantages
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Excellent climate <input checked="" type="checkbox"/> Fertile soil ideal for pome fruit and sauvignon blanc grapes <input checked="" type="checkbox"/> Top apple producing area in the country <input checked="" type="checkbox"/> Conservation asset base including Kogelberg Biosphere Reserve, Cape Nature reserves and other conservancies <input checked="" type="checkbox"/> Theewaterskloof and Eikenhof dams <input checked="" type="checkbox"/> Hot springs <input checked="" type="checkbox"/> Proximity to Cape Town, Stellenbosch and Hermanus <input checked="" type="checkbox"/> Proximity to the N2 <input checked="" type="checkbox"/> Labour availability <input checked="" type="checkbox"/> Elgin's growing brand <input checked="" type="checkbox"/> History of artisan skills <input checked="" type="checkbox"/> Presence of three FET training institutions – ELF, OTC and Boland College <input checked="" type="checkbox"/> Strong agricultural associations <input checked="" type="checkbox"/> Number and scale of value adding firms in the region <input checked="" type="checkbox"/> Existing tourism sector <input checked="" type="checkbox"/> Number of skilled business people (largely in the agricultural sector) who understand complex global markets and are able to innovate <input checked="" type="checkbox"/> Surrounded by growing economies <input checked="" type="checkbox"/> Relatively low crime <input checked="" type="checkbox"/> Relatively cheap land and services 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Infrastructure constraints <input checked="" type="checkbox"/> Constraints in the bulk services infrastructure capacity. This is one of the biggest blockages to economic growth, especially in Caledon and Grabouw, and one of the biggest barriers to the retention of disposable income in the local economy. <input checked="" type="checkbox"/> The high level of unemployment in the area <input checked="" type="checkbox"/> High level of imports into the local economy such as packaging materials, fertiliser and supplies. This increases the costs <input checked="" type="checkbox"/> Lack of interest by local labour in working in the agricultural sector <input checked="" type="checkbox"/> Leakage out of the local economy as most households with disposable income travel outside the municipal area into Cape Town to access education and retail facilities. While no figures are available to quantify the lost income from this exodus, we know it is significant, given the scale of the local economy <input checked="" type="checkbox"/> The lack of value-for-money housing stock in the area <input checked="" type="checkbox"/> Labour productivity is below that of competitors <input checked="" type="checkbox"/> The lack of a clear spatial growth strategy <input checked="" type="checkbox"/> The poor quality of the local education system especially for those in English medium secondary schools <input checked="" type="checkbox"/> The poor signage on the N2 and lack of clearly defined and signposted routes identified that divert people off the N2

2.2.5 KPA: FINANCIAL VIABILITY

A) PROBLEM STATEMENT

The following set of problem statements sets out the general Financial Viability Strategies that should guide the Municipality for the next five years. To address the key threats to the Financial Viability of the Municipality it is important to define and understand the key Problem statements. The Financial Viability Strategies would apply to the following Problem Statements:

B) PRODUCTIVITY AND COST CUTTING MEASURES

This challenge was rated top by Senior Management. Productivity levels in Theewaterskloof Municipality are currently not measured and consequently not adequately management.

Cost Cutting Measures refers to Expenditure Management and factors such as best value for money, efficiency, effectiveness, productivity are not being addressed 100% of the time when spending funds.

C) BACKLOGS IN INFRASTRUCTURE

Certain infrastructure and bulk service operations are already exceeding design capacity. The backlog in infrastructure is estimated at R473,969,409. Due to already bulk operations exceeding design capacity it would be a challenge to ensure that the growth needs of the Municipality are addressed by considering local economic development initiatives, and taking cognizance of changing needs of communities.

D) UNCONTROLLED INFLUX OF INDIGENT PEOPLE

People that are not able to pay for financial services and who are putting increased pressure on infra-structure and bulk services, operational capacity of the TWK, the economy as a whole and social conditions in our area. The uncontrolled Influx of Indigent people place an increased burden on the capacity levels of the Municipality and threaten the financial viability and sustainability of the Municipality.

E) NARROW RATES BASE

Theewaterskloof Municipality has an extremely narrow rate base and excessive increases on rates and Taxes are not an option. The Municipality is not providing electricity in all its towns as this is an important source of income to municipalities. With increased influx of Indigent people, high dependence on Agriculture (seasonal nature), high unemployment, the recent poor economic climate and no substantial development contributed to the already narrow rate base of TWK.

F) OUTDATED STATISTICS

2001 Census out-dated: a continued challenge for the Municipality to draft a meaningful and reliable Long Term Financial and Infrastructure Investment Plan. Lack of accurate data has an impact on Backlogs of Infrastructure, rates and Taxes. With Backlogs on Infrastructure its Statistical Data is integral as Expansions must be Cost effective as the Asset life cycle is long.

G) UNFUNDED MANDATES

Increase in the Municipality's scope

The services undertaken by the Municipality have expanded in scope and now include social and community services in addition to core functions. This is attributed to:

- **Community pressures** as municipalities is the face of government and
- **Withdrawal/Lack of services** by other spheres of government.
- Managing these demands is particular challenging as the Municipality has a narrow revenue base that has seen moderate growth.
- This is a major concern for local authorities; however, this issue is **very political**.

Cost of Library and Housing amount to R4, 190m and R4, 275m, respectively and represents approximately 20% of our already narrow Assessment Rates Income.

Department of Cultural Affairs and Sport has selected the Theewaterskloof Municipality as one of the B3 Municipalities who will be funded for the salaries of the permanent Library staff. This funding is known as the Municipal Replacement Funding (MRF) with the amount of R 3 521 000 being allocated for the 2011/12 financial year.

CHAPTER 3

COMMUNITY NEEDS ANALYSIS

CHAPTER 3: COMMUNITY NEEDS ANALYSIS

The identification and prioritization of community needs was an in depth process which involved the cooperation of the Ward Committees, Town Advisory forums as well as the larger community.

This section will deal with the development strategies as well as top priorities as determined by the Ward Committees in consultation with its communities.

3.1 SWOT ANALYSIS

WARD	STRENGTHS	WEAKNESSES	OPPORTUNITIES
1 RSE	<ul style="list-style-type: none"> - Situated on N2 - Possible agricultural service centre 	<ul style="list-style-type: none"> - Poverty - Substance abuse - Unemployment - Close down of businesses - Lack of investments - Low development potential 	<ul style="list-style-type: none"> - Development of alternative energy - Linked to this will be a focus on minimising waste and water consumption, making it a model resource use town. - Kleinberg provides excellent opportunity as a conservation area with opportunities for trails and mountain bike rides.
2 Greyton Genadendal	<ul style="list-style-type: none"> - Genadendal- Economy of the town is dominated by 'development' projects, mostly driven by local development organizations, as well as small-scale agricultural production and subsistence gardening. - Greyton- Lifestyle and tourist destination. - Booming Tourism (hiking trails, festivals, arts and cultural shows, historical tours, rose festival, winter festival) 	<ul style="list-style-type: none"> - Seasonality job opportunities - Poverty - Low income - Small commercial services - Poor Storm water infrastructure- floods - Lacks alternative waste management (recycling) 	<ul style="list-style-type: none"> - Historic mission station with residential and tourist opportunities. - Focus on cultural tourism - Gap housing development

WARD	STRENGTHS	WEAKNESSES	OPPORTUNITIES
3 & 4 Caledon Myddelton Tess	<ul style="list-style-type: none"> - Government service centre/Administrative Town of the Overberg - Agricultural service centre - Home to the Southern Associated Maltsters - Tourism- Caledon Casino and hot springs - Good infrastructure 	<ul style="list-style-type: none"> - Shortage of middle income housing stock - Lack of investment opportunities for development could result in the Towns stagnation - Illegal businesses - within residential areas. - Influx of immigrants resulting in increase of indigents. - Lack of parking within the CBD 	<ul style="list-style-type: none"> - Bottling of Spring Water - Residential land for development of Gap and Farm Worker housing - Ideally located for the establishment of light industry and in turn the creation of job opportunities. - Tourism improvement as a result of the upgrade of the Hemel and Aarde road.
5 & 6 Villiersdorp	<ul style="list-style-type: none"> - Agricultural service centre - Theewaterskloof dam provides water to the City of Cape Town. - Thriving industrial opportunities/ many of the pack houses fall within this town. - Ward 5 - taxi industry and home-based businesses 	<ul style="list-style-type: none"> - There aren't many craft-related businesses in the area - Lack of farm worker housing opportunities - Infrastructure not up to standard. - Influx of immigrants resulting in increase of indigents. - Illegal businesses - within residential areas. - Lack of investment opportunities for development - Illegal squatting - Substance abuse - Poverty - High unemployment rate - Seasonality employment 	<ul style="list-style-type: none"> - Increased tourist attraction to the TWK dam/development of the TWK dam
7 Botrivier	<ul style="list-style-type: none"> - Agricultural service centre - Home to the oldest rail station outside Cape 	<ul style="list-style-type: none"> - Water shortages - Bulk infrastructure constrain 	<ul style="list-style-type: none"> - Possibilities for light industrial development in turn create job opportunities. - Focus on Tourism- rail links with Elgin combined with a

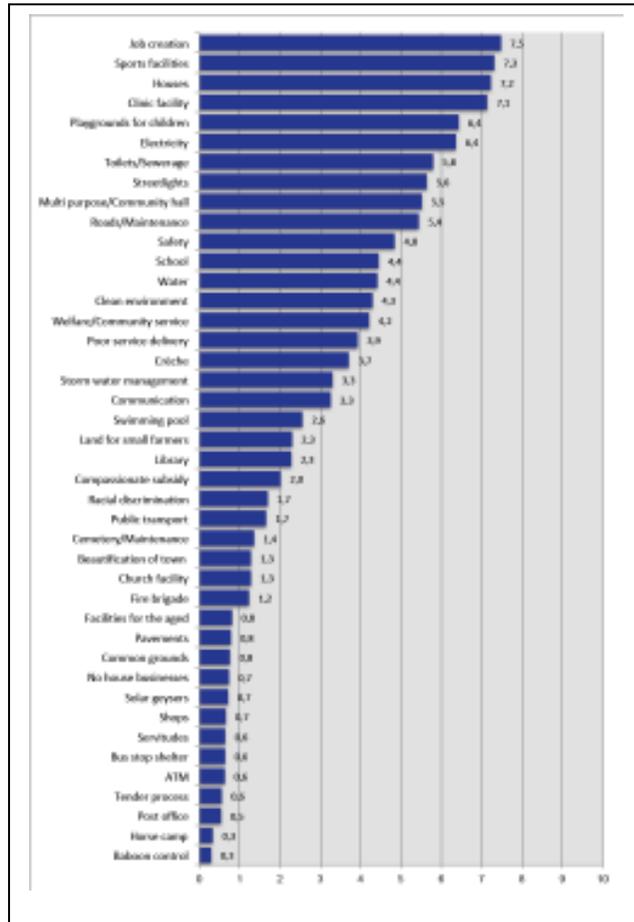
WARD	STRENGTHS	WEAKNESSES	OPPORTUNITIES
	Town	<ul style="list-style-type: none"> - Illegal house shops 	<ul style="list-style-type: none"> wagon and cycle route into Greyton - agri-tourism-wine tasting and fruit picking
8 to 13 Grabouw	<ul style="list-style-type: none"> - Adjacent to the N2 - Surrounded by mountain catchment areas and nature Reserves - integrated part of the Kogelberg Biosphere - Established agricultural sector - Established forestry sector - Established tourism/Eco tourism - Grabouw Sustainable Initiative (GDSI) - SMME Opportunities - Micro- economic activities (home based hair dressers, spaza shops etc. - Public transport 	<ul style="list-style-type: none"> - Diversification of agricultural/forests sector in terms of secondary products - Community involvement in Kogelberg Biosphere/knowledge of it - Optimal utilization of natural resources / - Optimal utilization of tourism opportunities for the previously disadvantage individuals - little/no land reform opportunities - Slow progress on GDSI due to lack of development investment - Financial constrains / Affordability/Unemployment /Seasonal employment - SMME opportunities not properly exploit - Legalization process of spaza shops and alike - Illegal businesses- within residential areas. - Influx of immigrants resulting in increase of indigents. 	<ul style="list-style-type: none"> - Focus is on making Grabouw a residential node/Gap Housing - Farm worker housing - Increased tourism opportunities-natural resources

3.2 WARD PROFILE

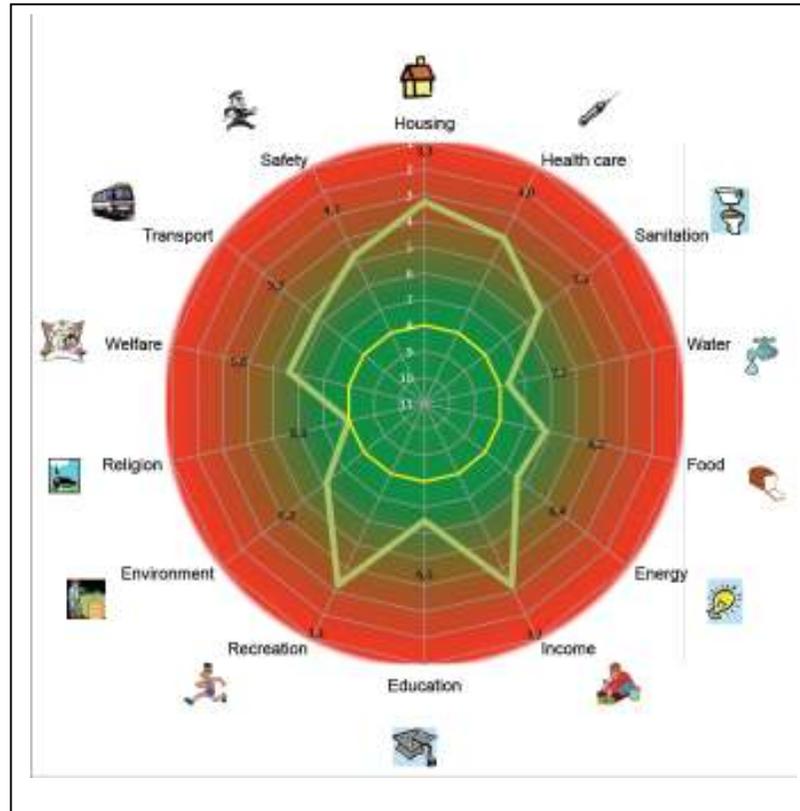
The spate of violence and protests actions experienced within the municipality presumably triggered by a lack of service delivery showed that the traditional Public Participation Processes as dictated by the IDP process seemed not to fully succeed in elevating the needs of the voiceless end users in communities to the level of decision makers in local authorities. In order to fill this gap, a community baseline assessment was conducted. Two indexes was scientifically measured, namely the **Priority index, “P Index”** and the Community index **“C Index”**. The **“P Index”** prioritises the needs within communities with the use of a scale measuring **“importance and satisfaction**. The **“C Index”**, is a **baseline** graphical depiction of the “state of the community”, and serves as the point of departure from which success or failure of service delivery and development projects in wards and communities can be monitored.

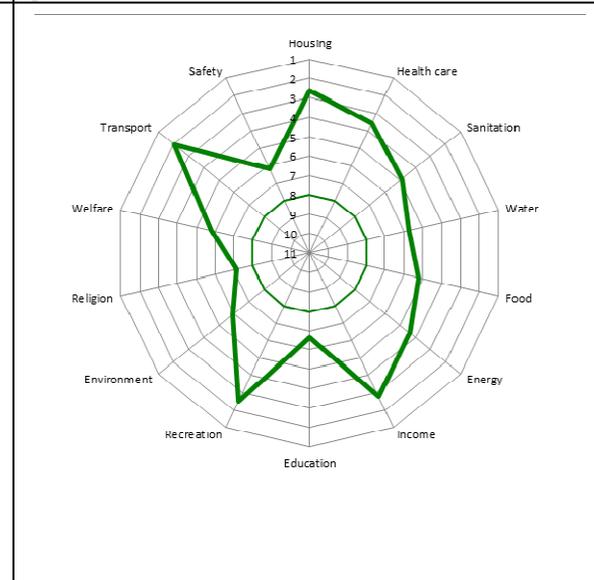
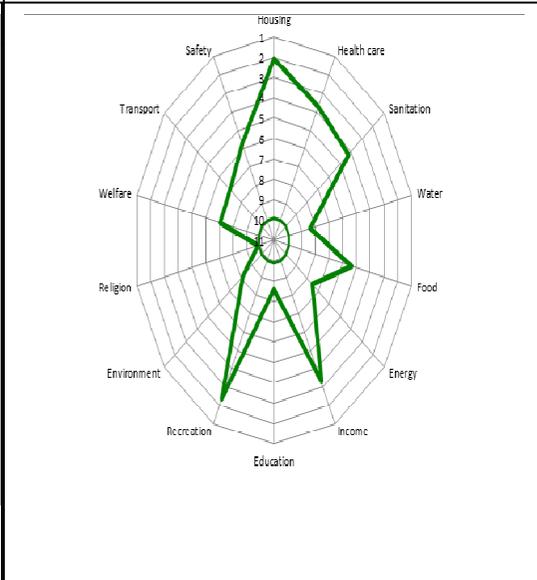
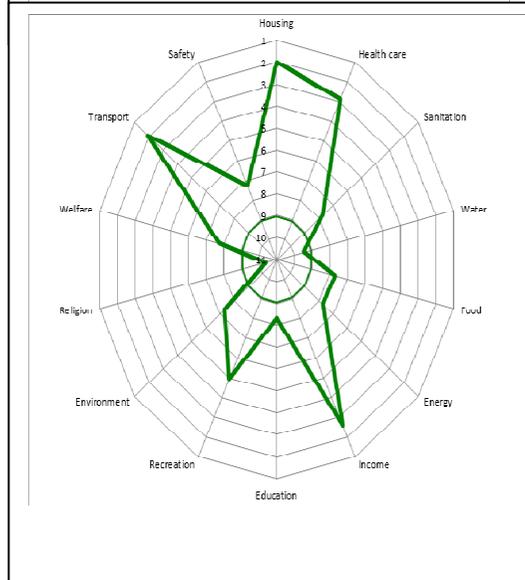
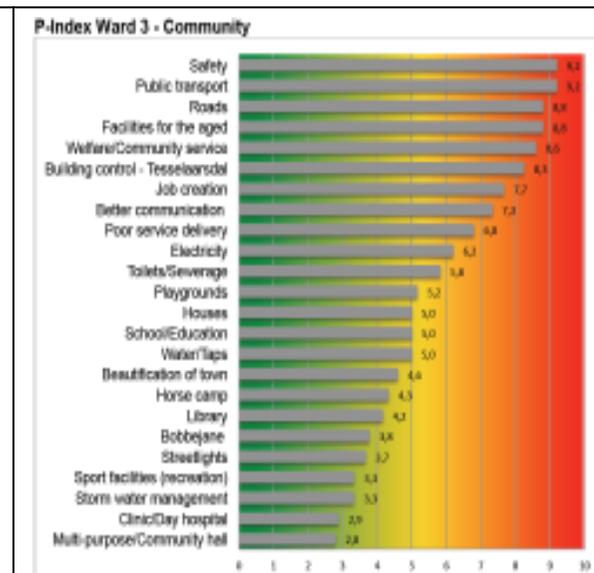
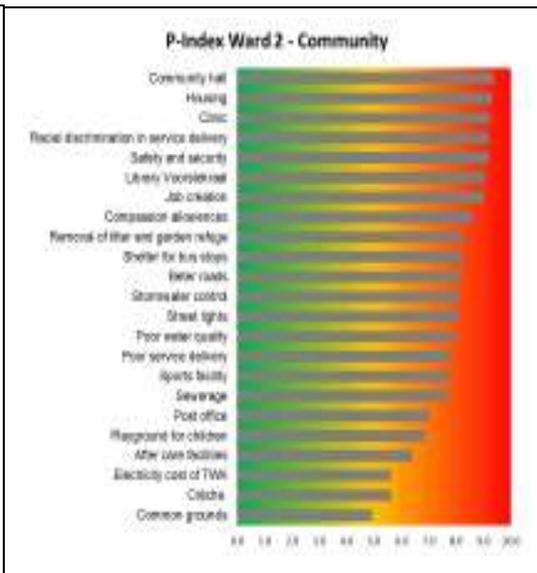
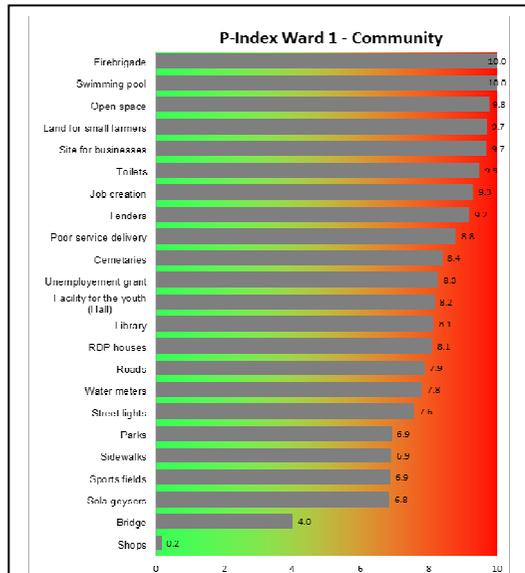
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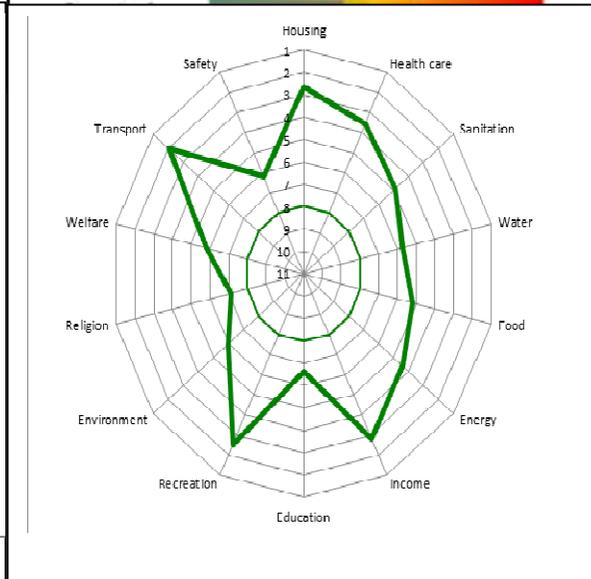
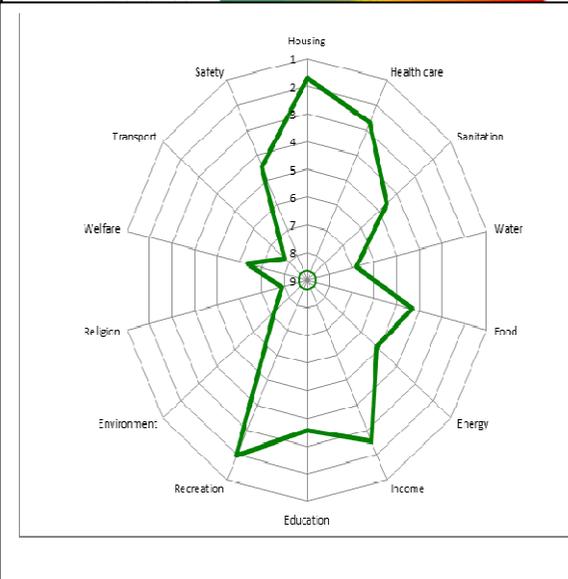
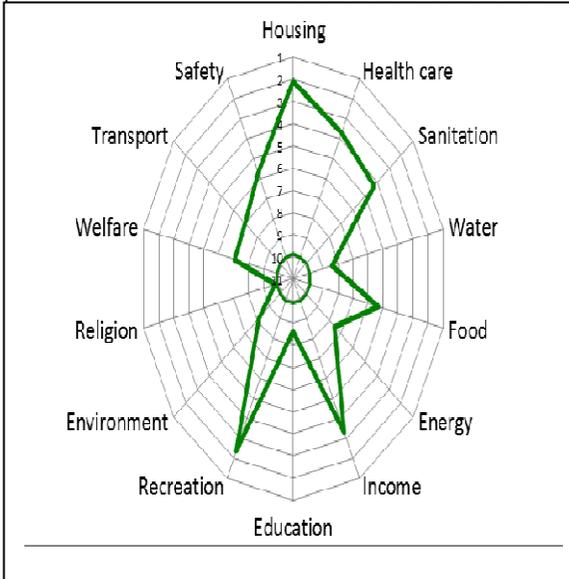
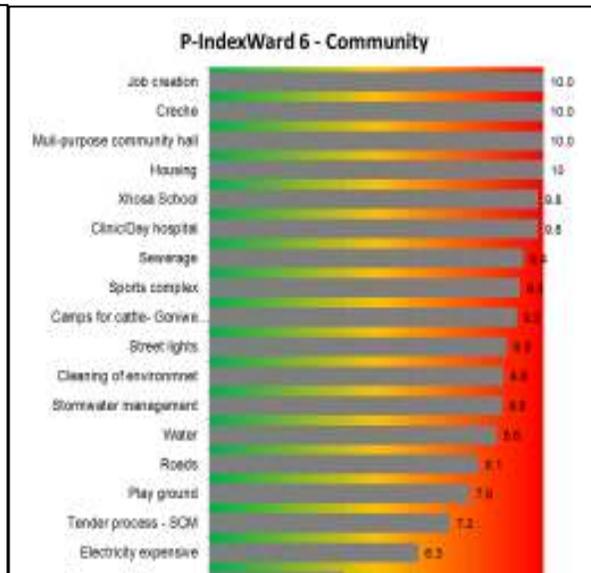
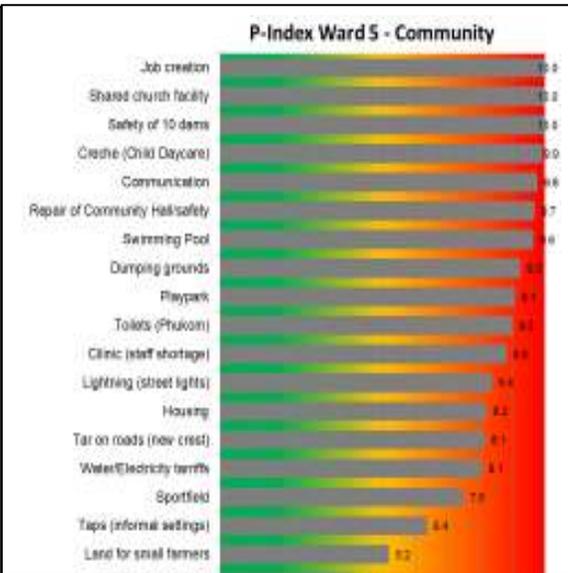
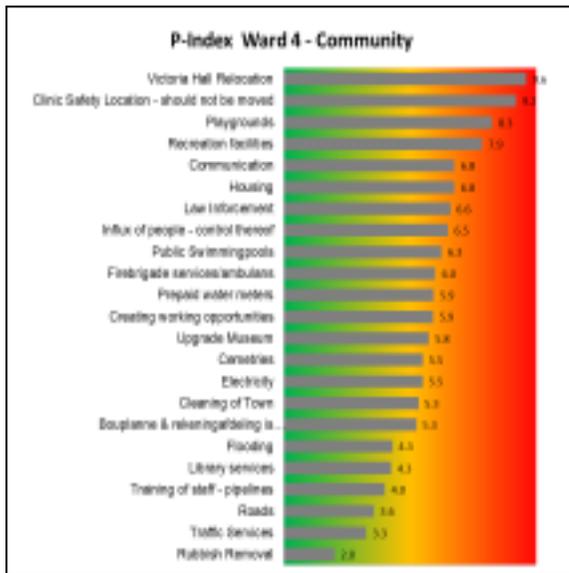
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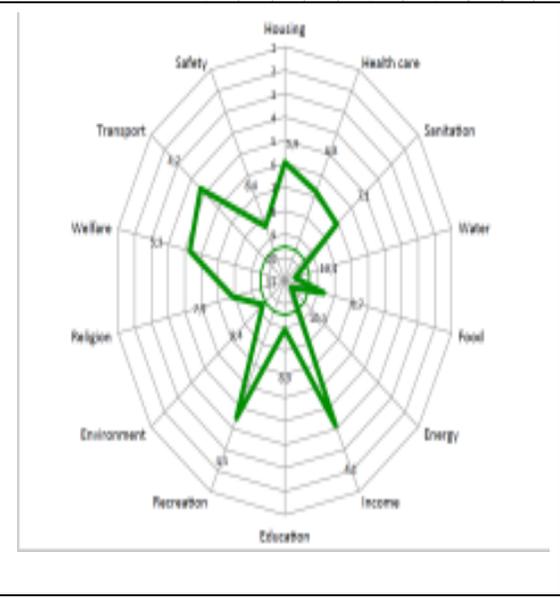
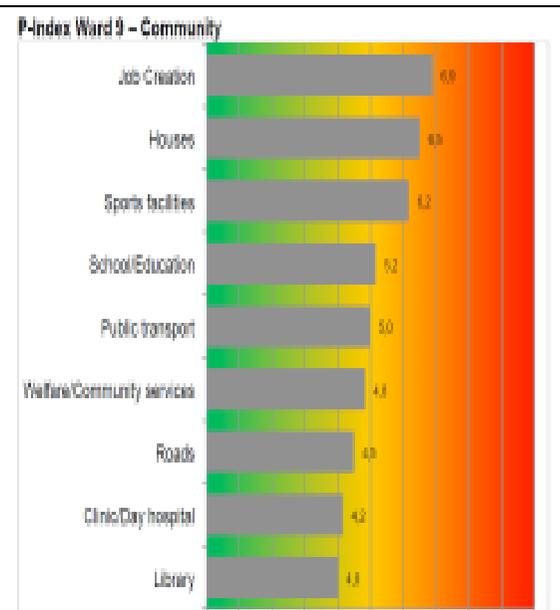
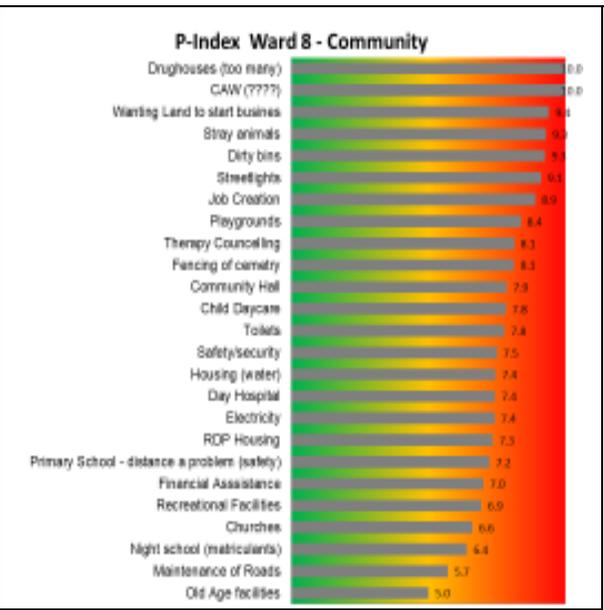
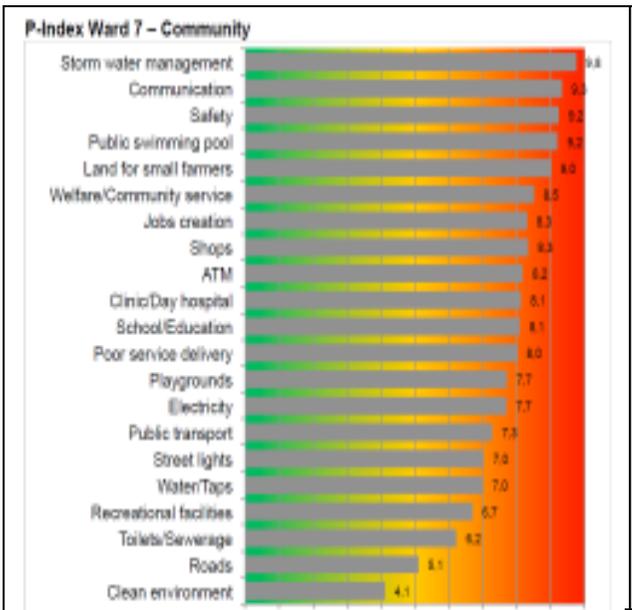


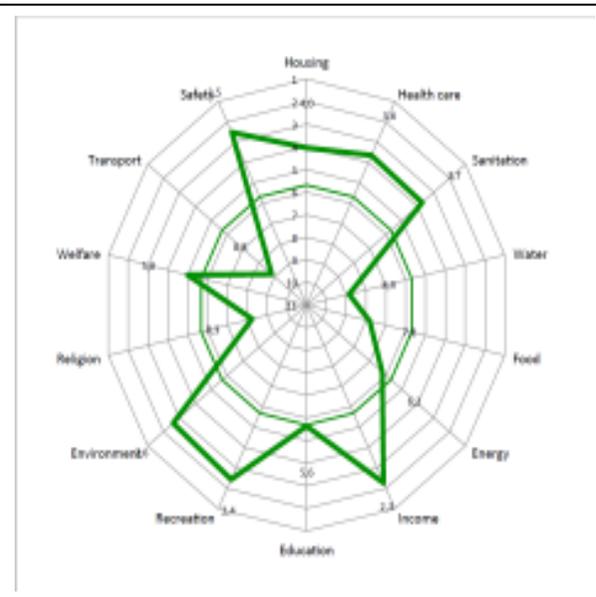
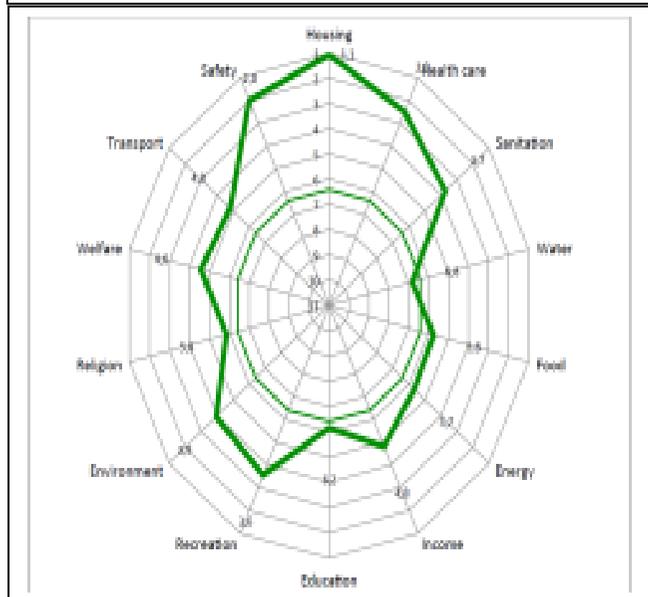
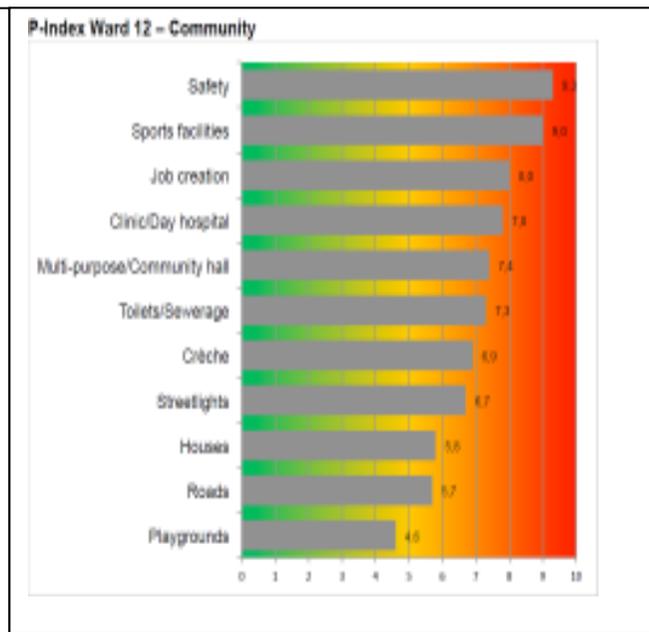
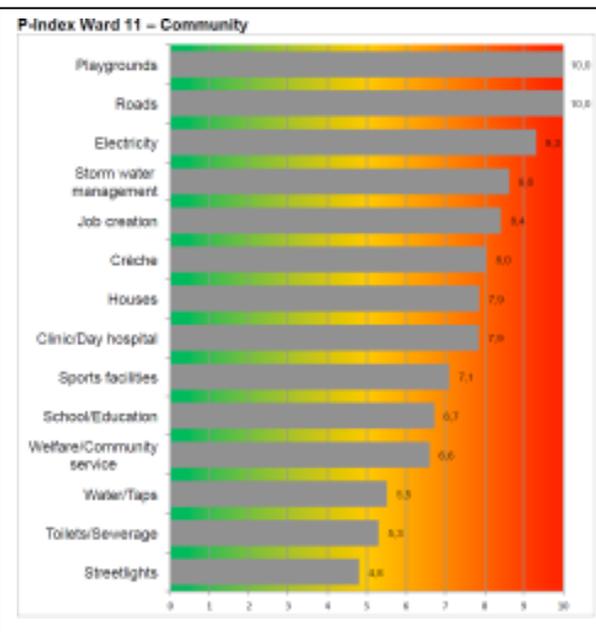
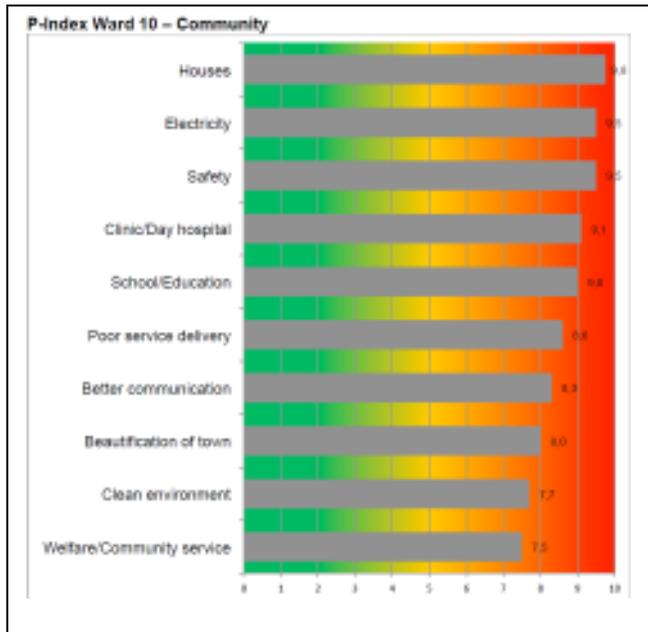
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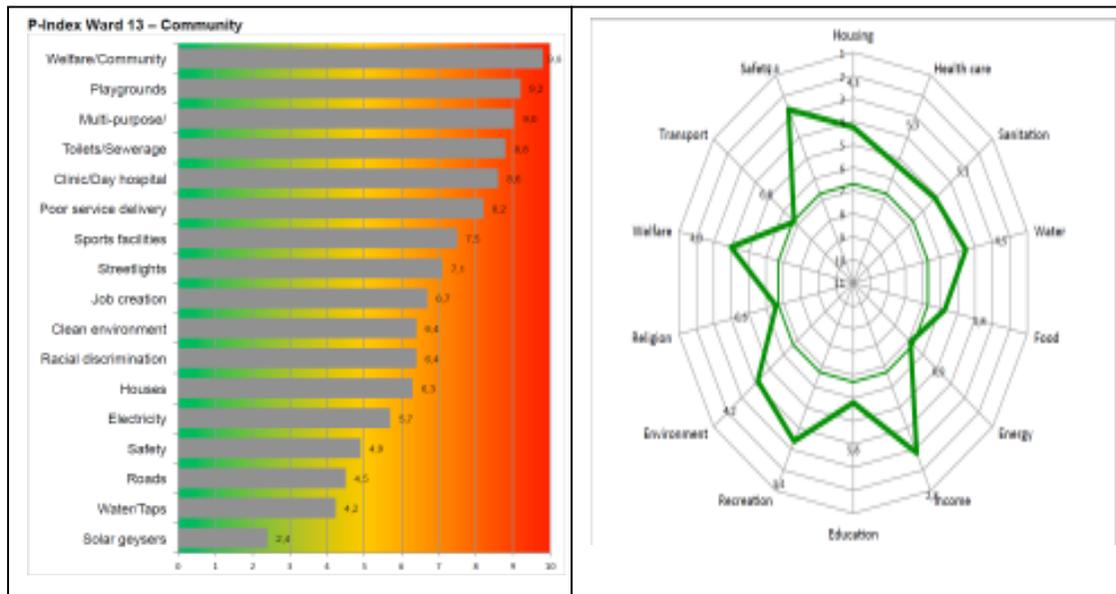












Detained description of each priority need is available in the individual ward assessment reports.

3.3 WARD PRIORITIES

The Public Participation Process conducted for the revision of the IDP raised the following as priority issues for the 2013/014 financial year.

WARD 1		WARD 2		Ward 3 & 4	
ISSUE	PRIORITY	ISSUE	PRIORITY	ISSUE	PRIORITY
Fire Services	1	Community Hall/Multipurpose centre for Greyton; Genadendal and Voorstekraal	1	Housing	1
Upgrade of Streets and Storm water	2	Upgrading of Storm Water Systems	2	Sport (Development of Sport facilities in Myddleton and Tesselaarsdal)	2
Implementation of a TAX and Tariff sliding scale	3	Library facility for Voorstekraal	3	Electrification/Street lights Myddleton	3

Water Provision/upgrading of networks	4	Outsourcing of septic tank services	4	Upgrade of Streets, Storm water channels and Sidewalks	4
Installation of Toilets, Taps (Water) and electrification at Joe Slovo Informal settlement	5	Improve Safety and security – Hire crime rate	5	Cleaning of Badsriver	5
Upgrading of Sport Facility	6	Upgrading of Roads	6	Construction of Taxi Rank (Town)	6
Reduce the tariffs for Municipal facilities	7	Bus Shelters	7	Make available Land for Small Farmers	7
Clearing/cleaning of public open spaces	8	More Fire hydrants in the community	8	Recycling (introduce recycling initiatives)	8
Land for small farmers	9	Housing	9	Identify and promote an Tourism Signature event in Caledon	9
Housing provision	10	Improve administration of clinic	10	Provide a pound/kennel facility for stray animals	10

WARD 5 & 6		WARD 7		Ward 8	
ISSUE	PRIORITY	ISSUE	PRIORITY	ISSUE	PRIORITY
Housing	1	Multipurpose centre/Hall	1	Repair current bad quality RDP houses	1
Toilets for informal areas	2	Sanitation	2	Satellite police station or neighborhood watch (high crime)	2
Upgrade of Sport facility into a multipurpose recreational facility	3	Streets, Storm water and Sidewalks	3	Skips for informal settlements and Wheelie bins for formal houses	3
Upgrade community Hall into a Multipurpose Facility/Thusong Centre	4	Upgrade od Sports and recreational facilities and construction of mini sports facilities	4	High Mass Lightening (too much crime Iraq and Zola)	4
Tarring of Roads and Storm Water	5	Out phasing of asbestos water pipes	5	Better ambulance and fire services (better response time)	5
Electrification of Informal areas (High Mass lights in Destiny)	6	Street lights	6		
CCTV Surveillance	7	Make available Land for Small Farmers	7		
Street lights (where?)	8	Introduce and additional entrance into Botriver	8		
	9	Environmental management	9		
	10	SAPD	10		

WARD 9		WARD 11		Ward 813	
ISSUE	PRIORITY	ISSUE	PRIORITY	ISSUE	PRIORITY
Skills Development Program	1	Repair/Upgrade roads Beverley hills	1	Transfer of houses to beneficiaries- Dennekruin/ Bosbou/ Waterwese. Completion of housing project	1
Housing for farm workers	2	Upgrade storm water Pineview and Beverly hills	2	Tarring of Roads/ Dennekruin/paving	2
Sport	3	Jobs (Greening and Paving)Beverly Hills	3	Repair of Roofs (Sideview and Slangpark)	3
Education	4	High Mass lights /Street lights Pineview and Beverly Hills	4	High Mast Lights (Russel str, behind Heights, Melrose, Charmain Str, Sideview	4
Transport	5	Crèche Beverley hills	5	Construction of new hall Siteview (Multipurpose/Churches etc. (lots of churches no land) Lieb to provide ERF no	5
WARD 10		WARD 12			
Behuising	1	High Mass lights (Hillside and XholaNaledi Squatter area)	1		
Electricity price	2	Youth center	2		
Sport facilities (all sports codes aside from Pineview park)	3	Toilets for houses informal settlements	3		
Health services (Poor services at Day Hospital)	4	Mini sport field (Soccer/Rugby/Cricket)	4		
Better Communication(TWK office /councilor/farm owners and ward committee)	5	Repairs/upgrade roads and storm water	5		
Recycling/Rubbish removal along roads (Viljoenshoop /appetizer, de Valley and Kentucky)	6				

CHAPTER 4

CORPORATE PRIORITIES

CHAPTER 4: CORPORATE PRIORITIES

The public priorities as identified were incorporated into the corporate planning and work shopped with full council per Directorate. This chapter will aim to align available budgets with identified priorities

Outcomes are as follows:

4.1 PRIORITIES: OPERATIONS DIRECTORATE

A) DAY TO DAY SERVICE DELIVERY

Aside from the Day to Day Service Delivery function of this Directorate, the priorities as identified in 3.3 above was further prioritised by council . Budgets or actions w.r.t implementation is aligned to the needs.

ISSUE	BUDGET/ACTION	ISSUE	BUDGET/ACTION	ISSUE	BUDGET/ACTION
WARD 1 (Reviersonderend)		WARD 2 (Greyton & Genadendal)		WARD 3&4 (Caledon)	
Upgrade of Streets and Storm Water (increase funding)	615 000	Eradication of sewerage tanks	7 254 545	Toilets at the informal Settlement	Application submitted to Dept. Human Settlements
High Mass lighting for Joe Slove Informal Settlement	80 000	Upgrade of Streets and Storm Water (increase funding)	380 000	Clearing of Badsriver	
Toilets for Joe Slovo Informal Settlements	Application submitted to Dept. Human Settlements	Upgrade community Hall at Voorstekraal	None	Upgrade of Streets and Storm Water (increase funding)	560 000
				Upgrade sport facility (Caledon, Myddleton and Tess)	none
WARD 5&6 (Villiersdorp)		WARD 7 (Botrivier)		WARD 8 (Grabouw)	
Toilets for informal settlements	Application submitted to Dept. Human Settlements	Development of community Hall	None	Wheelie bins for RDP Houses	None
Upgrade of Sport facility and community hall	Consultation with Community WRT relocation of Facility	Eradication of sewerage tank system and affordable tariff structures	Affordable Tariff approved	High Mass lights for Iraq and Zola	None
Allocated land for small farmers	Part of destiny Planning	Upgrade of Streets and Storm Water (increase funding)	190 000	Upgrade streets and storm water	
High Mass lights for Destiny and street lights for New Crest	190 000	Streetlights	none		

WARD 9		WARD 10		WARD 11	
Maintenance of cemetery- Municipality to determine tariff to maintain Vyerboom		Recycling		Upgrade of Streets and Storm Water (increase funding)	
				High Mass lights for Beverly Hills informal settlements	
WARD 12		WARD 13			
High Mass Lights –Hillside and XholaNaledi informal Settlements	None	Upgrade of Streets and Storm Water (increase funding)			
Toilets for informal settlements	Application submitted to Dept. Human Settlements	High Mass lights –Heights	None		

4.2 PRIORITIES: DEVELOPMENT DIRECTORATE

A) HOUSING RDP

PRIORITY	TYPE OF SERVICE	2012/ 2013	ACTUAL BUDGET 2012/13	2013/ 2014	IDP/BUDGET LINK	2014/ 2015	OUTER YEAR PLANNING	2015/ 2016	OUTER YEAR PLANNING	2016/ 2017	OUTER YEAR PLANNING
CALEDON - SANTA (W3)	CIVILS	112									
CALEDON - SANTA (W3) PHP	TOP STRUCTURE	80		132							
SANTA (W3) EHP	CIVILS	220									
SANTA (W3) CRU HOSTEL UPGRADE	PLANNING			25		25					
VILLIERSDORP - DESTINY FARM (W5)	PLANNING	XXX		100		100		100			
VILLIERSDORP (W5) 70 PHP TS	CIVILS & TS	32									
VILLIERSDORP (W5) 225 PHP TS	PLANNING	125		100		100		100		100	
VILLIERSDORP (W5) COETZEE BROERS	TRANSFER & UPGRADE	10		XXX		XXX		XXX		XXX	
BOTRIVIER (W7) IRDP 226	CIVILS	81		100							
BOTRIVIER (W7) IRDP 226	TOP STRUCTURE	90		113							
ROOIDAKKE UISP 1169	CIVILS	909									
ROOIDAKKE (W8) 1169 PHP TS	TOP STRUCTURE	250		250		250		419			

DENNEKRUIN (W13)	TRANSFERES	XXX								
DE WETSDORP (W13)	TRANSFERES	XXX								
HILLSIDE (W12)	DESIGN & CIVILS	XXX				220				
HILLSIDE (W12) PHP	TOP STRUCTURE					220				
WATERWORKS (W11)	DESIGN & CIVILS	XXX		100		200		200		
GENADENDAL (W02) UPGRADE OF OLD HOUSES EHP & IND SUBS	PLANNING	XXX								
RIVIERSONDEREND	PLANNING	XXX								
GENADENDAL	TRANSFERS	XXX								
TRANSFER OF TITLE DEEDS	- RDP HOUSES			105 000		100 000		100 000		
SQUATTER MANAGEMENT				200 000		200 000		200 000		200 000

B)PROPERTY MANAGEMENT

Ward	Priority /Needs	TIMELINE	Budget Link 2013/14	
			TWK	OTHER
11	Land sales - Gypsy Queen Residential Development	2012/13	NONE	
3 + 4	Residential development on Caledon Golf Course- (Appointment of consultant for planning)	2016	NONE	
3 + 4	Flight Park Development (Grant approval of residential component and ROD)	2012/13	NONE	
3 + 4	Development of Caledon Industrial land – (Appoint consultant for EIA and Planning)	2012/13	NONE	
3+4	Development of Caledon Nature Garden –(Appoint consultant for planning)	2014/15	NONE	
5 + 6	Sale Villiersdorp Caravan Park Development,	2012/13	NONE	
3 + 4	Ext. 12 Phase 4 EIA –(Appoint consultant for EIA and development planning)	2016	NONE	
2	GAP- Residential development- Erf 595 (Greyton) - next to Eskom - Appoint consultant for EIA and development planning	2013/14	NONE	
2	Rezoning of 300Ha of commonage for agricultural purposes for small farmers	2013/14	NONE	

Ward	Priority /Needs	TIMELINE	Budget Link 2013/14	
			TWK	OTHER
7-13	GAP Housing De Wetsdorp Grabouw	2012/13	NONE	
all	Land for churches, cemeteries	2013/14	NONE	
3	Development of portion of Shaw's Pass	2012 - 2016	Tender process	
5+6+8-13	Community Hall – identification and allocation of land	2012-2016	NONE	
	Subdivision of Municipal Property. Approximatly 25 municipal property must be subdivided from the meentgrond in order to comply with GRAP requirements		200 000	
	Expansion of Corporate office -Planning	2013/14	NONE	
	Upgrade/expansion of existing Traffic offices in Caledon	2013/15	NONE	
	EIA-Erf 595 Greyton: Development of agricultural land for upcoming small farmers.		NONE	
	Construction of a pound/ holding facility		NONE	
	Krige-Land for small farmers: Constitution of Small Farmers and facilitate Transfer of Public Works land- Caledon		In consultation with dept. Public works	
	Langverwagt-Land for small farmers: Constitution of Small Farmers and facilitate Transfer of Public Works land - RSE		In consultation with dept. Public works	
	Gap Housing de Wets Dorp (subdivision 2012/13) – Appointment of SP for the construction (Tender process)		NONE	
	GAP housing: Portion of Erf 595 – Planning and EIA		NONE	
	EIA & Planning. Development of land opposite SAB		NONE	
	EIA & Planning. Housing on Caledon Golf course	2015/16	NONE	
	EIA & Planning. Caledon Grave Yard	2016/17	NONE	

C) TOWN PLANNING

Ward	Priority /Needs	TIMELINE	FUNDING	
			TWK	OTHER
all	Greyton overlay zones	2013/14	NONE	
all	Aesthetic guidelines for Caledon/Botriver/Tesselaarsdal & Grabouw/Villiersdorp	2013/14	NONE	
TWK	Maintenance/support of TP man	2013/14	30 000	
TWK	Maintenance support of Build man	2013/14	30 000	
TWK	Maintenance and support of Law enforcement Management system	2013/14	30 000	
4	Aesthetic Guidelines (Myddelton)	2016/17	NONE	
All	Growth Model for all Towns	2016/17	NONE	
4	Structural Development Plan (Myddelton & Tesslaarsdal)	2014/15	NONE	
TWK	Wind Farm Development	2013/2017	NONE	
2,5,6	Review of Existing Heritage Plan	2014/16	NONE	
1,5	Aesthetic Guidelines (Genadendal & RSE)	2016/17	NONE	

D) SOCIAL DEVELOPMENT

WARD	PRIORITY /NEEDS	TIMELINE	FUNDING 2013/14	
			TWK	OTHER
All	EARLY CHILDHOOD DEVELOPMENT FACILITIES Improve the accessibility and availability of ECD centres - Make available Municipal infrastructure and or land	continuous	N/A	
All	YOUTH DEVELOPMENT INITIATIVE ➤ Career Expo, Youth Day support, EPWP Job shadowing & Skills Development)	continuous	45 000	
All	HIV/Aids: Establishment of an HIV/Aids council (SALGA)	continuous	16 000	
All	SUBSTANCE ABUSE: Establishment of a Drug Action committee (SALGA)	continuous	none	
All	VULNERABLE GROUPS: Networking, coordination and cooperation with respect to projects and programmes aimed at vulnerable groups	continuous	none	
All	SUSTAINABLE LIVLIHOODS: LAND FOR SMALL FARMERS: Facilitate the identification and allocation of land. Assist with the constitution of Small farmers Assist with the linkages to training and funding (Krige-RSE; Langverwagcht & Shaws Pass – Caledon, Grabouw; Villiersdorp Botrivier; Klein Begin RSE and Caledon)	continuous	58 000	
7	Project planning and design for Botrivier Multipurpose center	2013/14	40 000	

E) SPORT DEVELOPMENT

The 15% allocation of MIG funding will be allocated annually per priority projects as per the Sports Development Plan adopted by council.

WARD	PRIORITY /NEEDS	TIMELINE	FUNDING 2013/14	
			TWK	OTHER
	Sport plan	2013/14	None	
	Botriver Education Foundation: Funding of mountain bike and trial run event to generate financial income for Students (Bursary)	Annually		
	Upgrade of RSE Sports field with MIG funds	2012/13	Done 406 161	
	Upgrade sports facility at Myddleton (MIG)	2012/13	Done 406 161	

WARD	PRIORITY /NEEDS	TIMELINE	FUNDING 2013/14	
			TWK	OTHER
	Upgrade Goniwe park sports field with MIG funds	2014/15		1.9 mil
	Upgrade Pineview/Dennekruin sports field with MIG funds	2013/14		
	Upgrade sports facility at Tess (MIG)	2015/17		
	Upgrade Caledon sports field with MIG funds	2015/16		
	Upgrade Genadendal sport fields with MIG funds	2015/17		
	Upgrade Greyton sport fields with MIG funds	2015/17		
	Communication plan to facilitate sports forums:	2013/14		

F) TRAFFIC AND LAW ENFORCEMENT

WARD	PRIORITY/NEED	TIMEFRAME	BUDGET LINKS 2013/14	
			TWK	OTHER
	Law Enforcement: Bylaw revisions and enforcement	2013/14	300 000	
	Traffic: Traffic management violation services	2013/14	2.400 000	
	Driving license centre (new facility)	2017	none	

G) LOCAL ECONOMIC DEVELOPMENT & TOURISM

WARD	PRIORITY/NEED	TIMEFRAME	BUDGET LINKS(2013/14)	
			TWK	OTHER
	Tourism support- (Provide support to existing tourism offices and to The Cape Country Meander)	2013/16	252 000	
	SMME Development & support- (Set up a support system throughout TWK area for SMMEs)	2013/16	160 000	
	Marketing and Branding	2013/17	30 000	
	Employment intermediation- (Facilitation and set up of a system to ease the job placements)	2013/17	52 000	
	Destination marketing- (Continue with marketing and PR efforts in promoting the Cape Country Meander)	2013/17	65 000	
	Tourism Route-		68 000	
	Facilitation of processes		60 000	

H) SUSTAINABLE DEVELOPMENT

WARD	PRIORITY/NEED	TIMEFRAME	BUDGET LINKS(2013/14)	
			TWK	OTHER
	Develop an Environmental Management Framework (EMF) and Strategy for TWK Municipality (address issues such as waste management, recycling, resource management and energy efficiency) Revision and/or development of environmental bylaws in accordance with the EMF.	2013/14	Assistance required from DEADP	
	Grabouw Investment Initiative (legal costs for contractual processes:	2013/14	Supported by Legal Dept.	
	Grabouw Investment Initiative – Development facilitation (Facilitation for all processes related to Mid-Town renewal Community precinct, Eikenhof dam development and all other projects listed in the private sector proposals)	2013/17	150 000	
	Town Renewal – Special Rates Area (SRA) (Public private partnership) Safety, Cleaning, Caring (Public Safety in partnership with Safety Lab in using Neighborhood safety ambassadors)	2013/14	300 000	
	Town Renewal - River rehabilitation Klipdrift (Palmiet – Technical Services, IGR, Private sector)	2013/17	Forms part of the environmental budget	

	Sustainable Human Settlements – Rural Villages: CRDP and social facilitation)	2013/14	None	
	Hillside (Lorry/Taxi drop off and pickup points/SMME and recreational facilities)	2013/2015	Plan and design scheduled for 2012/13 financial year after which proposals will be submitted for external funding.	x

4.3 PRIORITIES: TECHNICAL DIRECTORATE

Legend

0-highest priority -5-lowest priority

The projects illustrated below are in line with the 5 year implementation plan of the directorate. Implementation however is solely dependent on External funding and the municipality's financial health and ability to take up loans or finance projects from its own coffers. Due to lack of finances projects are reprioritised annually with the revision of the IDP.

PRIORITY	ISSUE	YEARS					PRIORITY	ISSUE	YEARS				
		11/ 12	12/ 13	13/ 14	14/ 15	15/ 16			11 12	12 13	13 14	14 15	15 16
WARD 1RSE							WARD 2 GENADENDAL GREYTON		/	/	/	/	/
									12	13	14	15	16
1	Water- network replacement (1)						1	Water- network replacement (1)					
2	Upgrading of water purification plant (2)						1	Upgrading of water purification plants (1)					
1	Development of a drought contingency plan (1)						2	Development of a drought contingency plan (2)					
1	Sewer network replacement (1)						1	Sewer network replacement (1)					
3	Investigate upgrade of WWTP (3)						0	Greyton/Genadendal Link Sewer (0)					
1	Upgrading of streets & storm water network (1)						0	Eradication of Septic tank system (Bereaville EIA 2011/12) (0)					
0	Water- Upgrade raw water pipeline (0)						0	Scholtzriverstormwater upgrade (0)					

PRIORITY	ISSUE	YEARS					PRIORITY	ISSUE	YEARS				
1	Solid waste Recycling (1)						1	Upgrading of streets & storm water network (1)					
1	Clearing of alien vegetation Kleinbergie (1)						2	Causeway Vlei street Boschmanskloof (2)					
1	Clearing of alien vegetation along river (1)						2	Vehicle bridge Boschmanskloof (2)					
1	Maintain Firebreaks (1)						0	Genadendal Solid Waste Transfer Station (0)					
4	Management of cemeteries (4)						1	Solid waste Recycling (1)					
0	Upgrading and replacement of electrical networks						5	Leiwat channel upgrading (maintenance project of the town)					
0	Replace conventional electricity meters with pre - paid meters						1	Maintenance of Gobos river (1)					
								Maintenance of Nature Reserve (1)					
								Alien clearing					
WARD 3&4		11/ 12	12/ 13	13/ 14	14/ 15	15/ 16	1	Maintain Firebreaks(1)					
1	Water- network replacement (1)						1	Management of Nature Reserve (1)					
2	Dam inspection Basil Newmark Dam (2)						1	Clearing of alien vegetation (1)					
1	Development of a drought contingency plan (1)						1	Management of trees (1)					
1	Sewer network replacement (1)						0	Relocation of metering point to new Eskom Substation					
1	Sewer: Upgrading of WWTP (1)						0	Upgrading of declared maximum demand					
0	Sewer: Tesselaarsdal wastewater treatment package plant (0)						0	Replace conventional meters with prepayment meters					
1	Sewer: Upgrading of WWTP substation (1)						0	Upgrading and replacement of electrical network					
1	Upgrading of streets & storm water network (1)						0						
0							1	Replace LDV 1 ton (Mazda) – R 175 000					
3	Mill Street Bridge repair (3)						1	Replace LDV 1 ton (Nissan) – R 175 000					
1	Solid waste Recycling (1)						WARD 5&6		11/ 12	12/ 13	13/ 14	14/ 15	15/ 16
1	Clearing of alien vegetation Swartberg (1)						1	Water- reticulation network replacement (1)					

PRIORITY	ISSUE	YEARS					PRIORITY	ISSUE	YEARS							
1	Clearing of aliens reserve commonage (1)						2	Water- Upgrading bulk water supply network (2)								
1	Maintain Firebreaks (1)						1	Water- Upgrading water purification plant (1)								
1	Management of Cemeteries (1)						1	Development of a drought contingency plan (1)								
4	Animal control Baboons) (new) (4)						1	Sewer reticulation network replacement (1)								
0	Upgrading of declared maximum demand						0	Sewer: Upgrade of WWTP (0)								
0	Replace conventional meters with prepayment meters						1	Upgrading of streets & storm water network (cnr Protea & Buitekant, behind OK, Unie Ave-new) (1)								
0	Upgrading and replacement of electrical network						1	Solid waste Recycling (1)								
0	New 66/11kV substation Blue Crane Golf Estate						3	Upgrading Goniwe park sport ground (new) (3)								
1	Replace Sedan (Toyota Tazz) - R150,000						1	Maintain Firebreaks(1)								
1	Replace Digger-Loader – R 750 000						1	Management of trees(1)								
WARD 7		11/ 12	12/ 13	13/ 14	14/ 15	15/ 16	1	Management of Nature Reserve (1)								
1	Water- reticulation network replacement (1)						0	Upgrading of declared maximum demand								
								Upgrading and replacement of electrical network								
2	Water- Upgrade of Bulk Water supply network (2)						0	Replace conventional meters with prepayment meters								
1	Development of a drought contingency plan (1)						0	Upgrading of infrastructure and electrification of Goniwe Park and West Side								
2	Dam inspection- Spoorweg Dam (investigate decommissioning- new) (2)						1	Replace LDV 1 ton (Toyota) – R 175 000								
1	Sewer reticulation network replacement (1)						WARD 8 TO 13 - CONTINUE					11/ 12	12/ 13	13/ 14	14/ 15	15/ 16
1	Eradication of septic tank system (1)						0	Electrification of Waterworks, Siteview, Dennekruin & Hillside Wards 12,13 (new)								
1	Upgrading of streets & storm water network (1)						0	High mast lighting for Hillside & informal settlement Ward 12 (new)								

PRIORITY	ISSUE	YEARS					PRIORITY	ISSUE	YEARS				
		11/12	12/13	13/14	14/15	15/16			11/12	12/13	13/14	14/15	15/16
1	Solid waste (drop off for New France) (1)						1	Maintain Fire Breaks(1)					
1	Maintenance of Fire Breaks (1)						1	Clearing of alien vegetation (1)					
WARD 8 TO 13		11/12	12/13	13/14	14/15	15/16	1	Palmietrivier management (1)					
1	Water- network replacement (1)						4	Cemetery for Vyeboom (new, ward 9) (4)					
0	Water- Upgrade of bulk water supply (0)						1	Replace Tractor (Ford) – R 200 000					
1	Development of a drought contingency plan (1)						1	Replace LDV (Toyota) – R 175 000					
2	Dam Inspection- Wesselsgat dam (2)						1	Replace Tractor (Ford) – R 200 000					
1	Sewer network replacement (1)						1	Replace Sedan (Toyota) – R 150 000					
0	Upgrading of WWTP (0)						1	Replace Sedan (Toyota Tazz) – R 150 000					
1	Sewer reticulation of area east of Palmiet river (eradication of septic tank system) (1)						1	Replace Sedan (Toyota Tazz) – R 150 000					
1	Upgrading of streets & storm water network (Ward 11,12,13 Pineview, old scheme & "Irak"- new) (1)						1	Replace Sedan (VW Golf) – R 150 000					
1	Rooidakkestormwater upgrade (1)						1	Replace Digger-Loader – R 750 000					
1	Palmiet River bridge repair (1)						1	Replace Refuse Compactor (14 years) R 1 500 000					
1	Solid waste Recycling (1)												
HEAD OFFICE – DIRECTORATE TECHNICAL		11/12	12/13	13/14	14/15	15/16	HEAD OFFICE – DIRECTORATE DEVELOPMENT		11/12	12/13	13/14	14/15	15/16
1	Add 1 Ton LDV - R175,000 (1)						1	Trailer – R100,000 - Traffic Corporate (1)					
1	Add Vibratory Compactor (Roller) – R700,000 (1)						1	Motorbike x 2 – R250,000 - Traffic Corporate (4)					
1	Add Trailer (Repair Team) – R100,000 (1)						1	Motor cars Sedan x 3 – R525,000 – Traffic Corp (1)					
HEAD OFFICE – DIRECTORATE CORPORATE		11/12	12/13	13/14	14/15	15/16	HEAD OFFICE – DIRECTORATE FINANCE		11/12	12/13	13/14	14/15	15/16
1	Replace Sedan (Toyota Tazz) - R150,000 (1)						1	Replace Sedan (Toyota Tazz) - R150,000 (1)					

4.4 PRIORITIES: CORPORATE DIRECTORATE

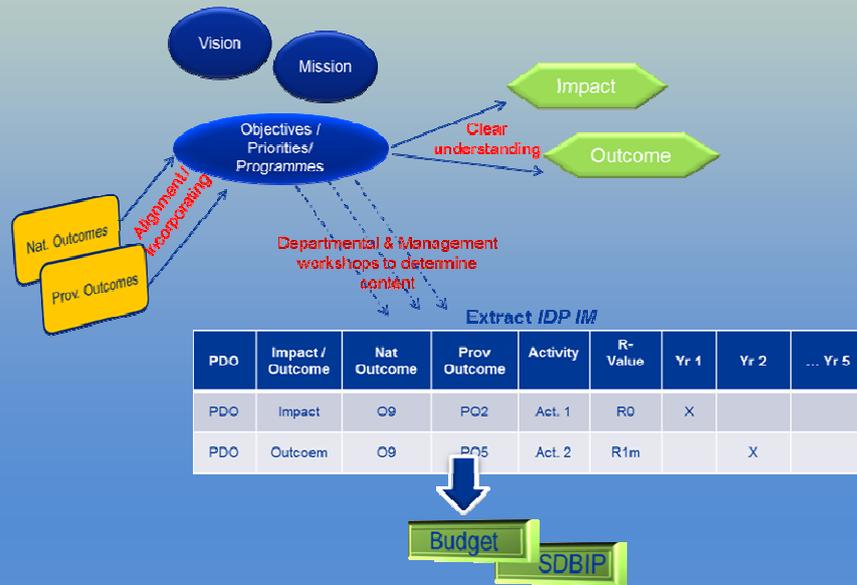
WARD	PRIORITY/NEED	TIMEFRAME	BUDGET LINKS(2013/14)	
			TWK	OTHER
	Productivity Assessment- <ul style="list-style-type: none"> • investigate the current productivity levels (picture) • address areas of concern • make recommendations on: <ul style="list-style-type: none"> – Productivity levels of HR resources – Technological productivity – Process productivity – Material, Fleet and equipment productivity Focus Areas: <ul style="list-style-type: none"> • Grabouw Town • Town Planning • Law Enforcement • Contract Management • Income / SCM • Property Management • Housing Officers / Squatter Control 	2012-2013		100 000
	Information Technology upgrading of redundant computers <ul style="list-style-type: none"> • Completion of the Backup and Disaster Recovery Plan • Replacement of redundant computers • Upgrade of Security/Surveillance System • Completion of ICT Data Centre • Replacement of 3 redundant servers • Completion of VOIP system in Villiersdorp • Appointment of consultant to analyse and assess municipal systems 	2012-2015		
	Master Systems Plan (Strategic plan that aligns ICT with the business priorities (IDP))	2012/13		
	General Valuation Roll and supplementary Valuation Rolls-enhancement of Municipal Revenue		755 500	
	Ward Committee campaign Ward summit			

4.5 PRIORITIES: FINANCE DIRECTORATE

WARD	PRIORITY/NEED	TIMEFRAME	BUDGET LINKS(2013/14)	
			TWK	OTHER
	Revenue Enhancement <ol style="list-style-type: none"> 1. Identify additional sources of revenue (e.g. Electricity takeover from Eskom and the maximizing of revenue through parking tariffs 2. Sustain Debt Collection: <ul style="list-style-type: none"> ➤ Billing Period ➤ Processes ➤ Bulk SMS system-arrangements/thank u ➤ Encourage early payments ➤ Pre-paid meters 3. Data cleansing- complete and correct property rates and services database for billing of services and taxes 4. Tariff reengineering- identify services rendered 5. Tariff modelling-calculate tariffs and profit margins in transparent manner 			
	EXPENDITURE MANAGEMENT <ol style="list-style-type: none"> 1. Value for money- <ul style="list-style-type: none"> • Expenditure Reduction – Telephone/ Fuel / Overtime • Consultants: Value for Money Audit 2. Budgeting: Improved Resource allocation 3. Capital Projects: <ul style="list-style-type: none"> • Project Management & Efficient Spending (especially Grants) • Capital Commitments & Ad-hoc Decisions • Loans- Last option 			
	Other Service Improvement/Process redesign Customer care Pursue the Fiscal policy review Tyreso Partnership			

CHAPTER 5

STRATEGIC OBJECTIVES & ALIGNMENT



CHAPTER 5: STRATEGIC OBJECTIVES & ALIGNMENT

5.1 INTRODUCTION

From the Vision and Mission Statement, and based on the Situational Analysis, it is necessary to develop main objectives that can provide a framework for the development of more detailed strategies, interventions and projects. Such a framework will also provide a consistent structure for the IDP document.

The 2012-2017 IDP lays the foundation to address the many challenges faced by the Municipality namely:

1. The plight of the farm worker
2. Housing and more specifically the eradication of informal settlements and alternative housing for the farm worker.
3. The slow progress in addressing the integration of Lebanon and Nuweberg into the TWK
4. The uncontrolled influx of indigent people into our Municipality
5. Retain and defend our cultural heritage
6. Achieve uniform service delivery standards in all of our towns and communities.
7. Residential developments/ Gap Housing
8. Economic Development
9. Functioning of the Traffic Department and Law Enforcement
10. Improving the Financial Viability of the Municipality

Table 47: Challenges

Theewaterskloof developed five Strategic Focus Areas (SFAs) based on the National Key Performance Areas, comprising seven Strategic Objectives (SO's) in total (see table below).

The purpose of this chapter is to explain the objectives developed by Theewaterskloof and to indicate how they are aligned to National and Provincial development programs.

The SFAs and SOs developed by Theewaterskloof are as follows:

GOAL			
<ul style="list-style-type: none"> • MANAGE EXPECTATIONS DOWN TO A REALISTIC, AFFORDABLE AND REASONABLE LEVEL • OPTIMISATION OF MANAGEMENT CAPACITY • LONGER TERM PLANNING • IMPROVE SERVICE LEVELS 			
SFA#	Strategic Focus Area	SO#	Strategic Objective
I (FIN)	Financial Viability	SO1	Municipal Financial Sustainability
II (GOV)	Good Governance	SO2	Good Governance and Clean Audit
III (INST)	Institutional Development	SO3	Institutional Capacity Development
IV (BSD)	Basic Service Delivery	SO4	Basic Service Delivery and Infrastructure and Growth Planning
		SO6	Sustainable Housing Programme
		SO7	Environmental Sustainability
V (LED)	Local Economic Development	SO5	Local Economic Development

Table 48: Strategy Map

These Focus Areas and the resulting Objectives will be described more fully in Chapter 5.

In order to ensure sustainability, shared economic growth as well as social upliftment within its communities, infrastructure development will be the for-runner of the IDP where the majority of funding will be allocated.

The following table demonstrates how the SFAs and SOs have been sequenced in order to facilitate a logical grouping of issues. The first three SOs pertain to an introspective view, i.e. where the Municipality as an organisation is relevant. SO4 and SO5 looks at the residents and their well-being SO5 and SO6 are also the topics of pro-active planning, in order to ensure that solutions are aligned. Planning is also associated with Environmental issues (S78) and with Development (SO5).

Although many issues and the eventual strategies are of a cross-cutting nature, it is worthwhile to pursue some degree of logical sequencing in order to improve the flow of the document and to better facilitate the involvement of departments and stakeholders.

SFA	Strategic Objectives		Corporate & Finance	Technical	Development	Operations
FIN	SO1	Municipal Financial Sustainability				
GOV	SO2	Good Governance				
INST	SO3	Institutional Capacity Development				
BSD	SO4	Basic Service Delivery and Infrastructure and Growth Planning				
LED	SO5	Local Economic Development & Social Upliftment				
BSD	SO6	Sustainable Housing Programme				
BSD	SO7	Environmental Sustainability				

In line with the 5 year plan and as the foundation for the 2013/14 revision, council and management held a Strategic workshop during September 2012. The focus was on determining whether or not "TWK as an organisation was finding itself in a crisis". The following, in order of priority, was seen by council as the most critical issues in need of intervention.

Priority Rating	Issue	Changes required
117	Financial Sustainability	<ol style="list-style-type: none"> 1. Improved functioning and results of the Revenue Section/improve the collection rate 2. Improved Tariff structure 3. Vigorous driving and management of projects of the financial sustainability steering committee 4. Develop an action plan to address concerns
110	Communication (Efficient)	<ol style="list-style-type: none"> 1. Review of our communication strategy or its implementation or lack of its implementation (the communication section in the office of the MM) 2. The review of the IDP process and methodology and more specifically the introduction of the Schutte methodology (The directorates of Corporate services, Operations) 3. The introduction of at least two Community Meetings in each ward between the Ward Councillor and supported by the Town Manager and other required officials per year and in addition to the normal public participation process. (Director Operations in consultation with the Ward Councillor Forum) 4. A critical review of the efficiency and effectiveness of the Newsletters and its impact 5. The urgent roll out of the SMS System of communication (Director of Corporate Services supported by the Director Operations and other relevant directors and

		<p>managers)</p> <ol style="list-style-type: none"> 6. A critical analyses of the application opportunities offered by the Web Site and a Blog as well as Social Networks (the communications section in the office of the MM and supported by the IT Section in the directorate of corporate services) 7. The introduction of Xhosa Help Desks where needed and or the employment of more staff with a Xhosa competency (Director Operations and the Director Development and more specifically in respect of the Traffic function) 8. A critical analyses of the ward committee system as a representative body and communication mechanism and the implementation of remedial programmes (The Director Corporate Services)
104	Productivity Assessment	The urgent appointment of Productivity SA to undertake measurement assessments in what is considered as possible development areas. Based on such findings remedial plans can then be designed. Should such a pilot show results such a measurement and remedial intervention should be expanded to other operational areas. (Director Corporate Services and supported by all affected directorates and managers)
57	Investor Ready and LED	Vigorous effort to expedite the refinement and roll out of the particular project plan and with a greater focus on developers and investors within the agricultural sector (Director Development)
41	Improved Relationships	<ol style="list-style-type: none"> 1. Deal with the agreements reached with the protest leaders as a matter of urgency and restore normal structures in dealing with the issues over the longer term. 2. Implement the communication interventions referred to above as urgently as possible 3. Team Building exercises for the top management team and the implementation of agreements reached as a result of such interventions. 4. Possibly a team building exercise similar to the one for the top management team between the MAYCO and the Management Team and use it as an opportunity to reach agreement on vision, values, priorities and ways to deal with critical issues upfront

The motivation, content and alignment with National and Provincial KPAs are set out in the following tables

5.2 MUNICIPAL PLANNING AND COOPERATIVE GOVERNANCE

There is a clear need to improve joint planning and financing across government spheres to deal with, amongst others, creating liveable neighbourhoods and informal settlements, equitable access to services by communities, and coherent investment in infrastructure that support economic growth.

In terms of section 24 of the Municipal Systems Act –

- (1) *The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.*
- (2) *Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.”*

In order to ensure this, Theewaterskloof Municipalities 3rd Generation IDP is framed within 5 long term strategies as indicated in the Strategy Map. Accordingly this document should be studied together with the more detailed 5 year plans on Service Delivery Improvement, Infra Structure and Bulk Service Upgrades and Expansions, IT and Human Resources Development, LED and Financial Viability Improvement. Theewaterskloof’s IDP will be aligned to all three layers of government to ensure optimal impact.

The key elements of alignment with National, Provincial policies are illustrated below:

5.2.1 Provincial Spatial Development framework

(PSDF):

It is aimed at addressing urbanization pressures on our natural environment as well as the economic and social sectors. The PSDF gives guidelines on urban development and environmental protection. TWK's spatial Development Framework is clearly aligned with the PSDF; this was ensured through the numerous engagements with province.

5.2.2 National Spatial Development Perspective

(NSDP):

NSDP reads the space economy through two distinct characteristics:

1

Categories of economic potential

- Identify areas of economic significance
- Enable comparison among areas
- Highlighting key characteristics of the space economy
- Identify requirements to capitalise on economic potential

2

Categories of poverty or need

- Identify absolute numbers and spatial distribution of people in poverty/need
- Enable comparison among areas
- Identify requirements to address poverty

The strategy focuses on providing basic services and access to social services and human resource development in areas of need as well as areas that display less growth potential.

TWK's alignment with the NSDP is evident in terms of our infrastructure investment in areas seen as growth development centres. An example of this is the Grabouw sustainable initiative where the upgrading of infrastructure compliments all of the initiatives projects such as the RDP and GAP housing development as well as the development of the CBD.

5.2.3 National Development Plan (NDP)

The NDP is a step in the process of charting a new path for the Republic of South Africa. The broad goal of this plan is to eliminate poverty and reduce inequality by 2030. The key focus areas of this plan are illustrated in the figure below:

The strategic focus of the NDP is as follows:

Chapter 3	Economy and Development
Chapter 5	Environmental Sustainability and Resilience
Chapter 6	Inclusive Rural Economy &
Chapter 7	South Africa in the Region and the World
Chapter 8	Transforming Human Settlements
Chapter 9	Improving Education, training and innovation
Chapter 10	Healthcare for all
Chapter 11	Social Projection
Chapter 12	Building Safer Communities
Chapter 13	Developing a capable and Development State
Chapter 14	Fighting Corruption
Chapter 15	Nation Building and Social Cohesion

Figure 6.1: National Development Plan 2030 Vision

5.2.4 National Outcomes

The 12 outcomes adopted by Cabinet to guide public-service delivery priorities and targets until 2014 are as follows:

Outcome 1: Improved quality of basic education
Outcome 2: A long and healthy life for all South Africans
Outcome 3: All people in South Africa are and feel safe
Outcome 4: Decent employment through inclusive economic growth
Outcome 5: A skilled and capable workforce to support an inclusive growth path
Outcome 6: An efficient, competitive and responsive economic infrastructure network
Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all
Outcome 8: Sustainable human settlements and improved quality of household life
Outcome 9: A responsive, accountable, effective and efficient local government system
Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced
Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World
Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

5.2.5 Provincial Strategic Objectives

The 12 Provincial Strategic Objectives as highlighted as follows:

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 and efficiency
Increasing social cohesion
Reducing poverty
Integrating service delivery for maximum impact
Creating opportunities for growth and development in rural areas
and Building the best-run regional government in the world

The Alignment of Theewaterskloof Municipality's strategic objectives with that of National, Provincial and District Objectives are evident under Strategic Focus Areas below.

5.3 MAJOR RISKS

TO BE INCLUDED WITH FINAL DOCUMENT

5.3 STRATEGIC FOCUS AREAS

SO1: FINANCIAL SUSTAINABILITY

Strategic Objective:	<p>SO1 MUNICIPAL FINANCIAL SUSTAINABILITY –</p> <p>Ensure Sustainable Financial Management of the Theewaterskloof Municipality and Execute Legislative requirements</p>
Full Description:	<p>Improve the financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee</p> <ul style="list-style-type: none"> ➤ <u>Debt Collection</u> and reducing unrecoverable Debt ➤ <u>Land Disposal Strategy</u> “making our assets sweat for us” (must address land Audit, Commonage other developments in Caledon and Prestige Clothing, Ext 12 and current developments must be expedited, Meeting with government sectors to streamline developments and cutting red tape) ➤ <u>Productivity improvement</u> and reducing input costs (sharing smaller property work with Operations) ➤ <u>Registration of Cost Saving Projects</u> (ABC critical) ➤ <u>Alternative sources of revenue/tariff structure</u> (Sin taxes, auctioning of scrap and the possibility of levying) ➤ <u>Investor-friendliness</u> ➤ <u>Secondary processing</u> and fully utilizing opportunities (E.g., cheese factory and Philippi Fresh produce) ➤ <u>Business Climate Assessment</u> (what are the stumbling blocks to local businesses/external business sector, Targeting marketing and talking to Cape Town. Money scouting and branding the Municipality as a keen and able partner, SMME and Tourism)
Departmental Objectives:	<ol style="list-style-type: none"> 1. Improved functioning and results of the Revenue Section/improve the collection rate 2. Improved Tariff structure 3. Vigorous driving and management of projects of the financial sustainability steering committee 4. Develop an action plan to address concerns
	<ol style="list-style-type: none"> 5. Address the financial Sustainability threat faced by the municipality 6. Effective Financial Management

Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	NKPA4	Municipal Financial Viability and Management
National Outcomes	NO9	A responsive and, accountable, effective and efficient local government system
National Dev Priorities (2030)	Chapter 14	Fighting corruption
Provincial Strategic Objectives	-	-
District Strategic Objective	5.1 (i)	Secure Financial Sustainability

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Good systems, compliance, revenue optimisation, financial sustainability planning	National Treasury and Provincial Treasury; ensuring clean audit	Budgets and 3 yr. plans; SDBIP

SO2: GOOD GOVERNANCE AND CLEAN AUDIT

Strategic Objective:	SO2 GOOD GOVERNANCE AND CLEAN AUDIT
Full Description:	Good Governance and Improve the auditing status of the Municipality
Departmental Objectives:	<ol style="list-style-type: none"> 1. Work towards obtaining a clean audit <ul style="list-style-type: none"> • Implement an action plan with the aim of obtaining a clean audit report 2. Effective Communication and community involvement <ul style="list-style-type: none"> • Implement the communication interventions as per the communication strategy • Review of the IDP process and methodology and more specifically the introduction of the Schutte methodology • Introduce at least two Community Meetings in each ward between the Ward Councillor and supported by the Town Manager and other required officials per year and in addition to the normal public participation process. • A critical review of the efficiency and effectiveness of the Newsletters and its impact • Roll out of the SMS System of communication • Roll out of the improved TWK website 3. Improved relationships <ul style="list-style-type: none"> • Deal with the agreements reached with the protest leaders as a matter of urgency and restore normal structures in dealing with the issues over the longer term. • Possibly a team building exercise similar to the one for the top management team between the MAYCO and the Management Team and use it as an opportunity to reach agreement on vision, values, priorities and ways to deal with critical issues upfront 4. Sound work ethics – Zero tolerance to fraud and corruption/Gross negligence 5. Public Participation <ul style="list-style-type: none"> • Improved involvement of all components of the Ward Community in the SLA process to manage expectations and service delivery satisfaction.

Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	NKPA1	Good Governance and Public Participation
National Outcomes	NO9	A responsive, accountable, effective and efficient local government system
National Dev Priorities (2030)	Chapter 14	Fighting corruption
Provincial Strategic Objectives	-	-
District Strategic Objectives	5.1 (iv)	Corporate Governance Audit

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Council, public and stakeholder participation, ward Committees, policies, bylaws	legislative framework and support	

SO3: INSTITUTIONAL CAPACITY DEVELOPMENT

Strategic Objective:	SO3 INSTITUTIONAL CAPACITY DEVELOPMENT
Full Description:	Refine and improve the institutional capacity of the Municipality
Departmental Objectives:	<ol style="list-style-type: none"> 1. Conduct a productivity assessment 2. Launch a productivity improvement plan based on the outcome of a productivity assessment 3. Optimum utilisation of PMS to ensure continuous performance improvement working towards a clean performance audit 4. Safe and Healthy working environment 5. Pertinent and efficient IT service and infrastructure

Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	KPA1	Municipal Transformation and Institutional Development
National Outcomes	NO9	A responsive, accountable, effective and efficient local government system
National Dev Priorities (2030)	Chapter 14 Chapter 13	Fighting corruption Developing a capable and Development State
Provincial Strategic Objectives	-	-
District Strategic Objectives	5.1 (ii)	Establish Managerial and Human Resource capacity

Main Functions (Municipal and other Spheres) and Sector Plans associated with this KPA

Municipal Functions	Other spheres	Specific Plans
Organisational Development, Systems		Operational plan, Performance Management System

SO4: BASIC SERVICE DELIVERY & INFRASTRUCTURE AND GROWTH PLANNING

Strategic Objective:	SO4 BASIC SERVICE DELIVERY
Full Description:	Achieve day-to-day service delivery standards in towns as per agreements with local communities and per corporate requirements To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and ensure sustainability in the process
Departmental Objectives:	<ol style="list-style-type: none"> 1. Day to Day Service Delivery <ul style="list-style-type: none"> • Re-launch of the SLA mechanism in accordance with the “Mind the GAP “theme. • Achieve at least a satisfactory rating in respect of all such reviewed SLA’s • Access to affordable and reliable Municipal Services 2. Infrastructure and bulk Upgrades <ul style="list-style-type: none"> • Introduce a repairs and maintenance programme • Proper maintenance of the infrastructure assets as per repairs and maintenance programme 3. Implementation of three year infrastructure and basic services upgrade, expansion and replacement program linked to the MIG Program, Capital Reserve Development Program and development contribution program which address: <ul style="list-style-type: none"> • Ageing infrastructure • Population growth • LED Developmental strategies • Improved accessibility to basic services of all communities • The accommodation of current economic activities and the acceleration of new economic developments (provision of all types of infrastructure for these purposes)

Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	NKPA2	Basic Service Delivery
National Outcomes	NO9	An effective, competitive and responsive economic infrastructure network
National Dev Priorities (2030)	Chapter 15 Chapter 4	Nation Building and Social cohesion Economic Infrastructure
Provincial Strategic Objectives	PSO10	Integrating service delivery for maximum impact
District Strategic Objectives	5.1 (vi) 5.1 (iii)	Operational effectiveness and efficiency of waste disposal services Operational effectiveness and efficiency of resorts

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Water, sanitation, roads, transport infrastructure, storm water, waste removal, parks, recreation. Forward Planning and integration with Human Settlements	MIG funds and other external funding, DWA initiatives	Master plans; MIG project plans, Water Services Plans,

SO5: LOCAL ECONOMIC DEVELOPMENT & SOCIAL UPLIFTMENT

.Strategic Objective:	SO5: LOCAL ECONOMIC DEVELOPMENT & SOCIAL UPLIFTMENT
Full Description:	CREATING AND ENABLING ENVIRONMENT FAVORABLE FOR ECONOMIC AND HUMAN DEVELOPMENT IN A SUSTAINABLE MANNER
Departmental Objectives:	<ol style="list-style-type: none"> 1. Establish an investor and developer institutional friendly environment within the Municipality <ul style="list-style-type: none"> • Obtain approval from the financial sustainability steering committee for a project plan intended to create an investor and developer friendly Municipality focusing on the Agricultural Sector • SMME Development in accordance with a formal Strategy and action plan • Implementation of Tourism Strategy with special focus on transforming the tourism sector • Draft and Implement a policy/strategy on how to deal with Small Farmers in the area 2. Convene and coordinate an internal Development Support Team as an additional resource to developers. 3. Contracting and Implementation of the Grabouw Investment Initiative 4. Replication of the methodology used to successfully attract private sector investment to Elgin/Grabouw to the whole Theewaterskloof jurisdiction.
	<ol style="list-style-type: none"> 5. Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities (vulnerable groups) 6. Implement the Youth Development Strategy in line with National programs such as EPWP, CWP and the youth entrepreneurial project.

Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	NKPA3	Local Economic Development
National Outcomes	NO2 NO3 NO4 NO5	Improve health and life expectancy All people in south Africa protected and feel safe Decent employment through inclusive economic growth An effective, competitive and responsive economic infrastructure network
National Dev Priorities (2030)	Chapter 3 Chapter 4 Chapter 9 Chapter 11 Chapter 10 Chapter 12 Chapter 5	Economy and Employment Economic Infrastructure Improving education, training and innovation Social protection Health care for all Building safer communities Environmental Sustainability and Resilience
Provincial Strategic Objectives	PSO1 PSO9 PSO11	Creating opportunities for growth and jobs Reducing poverty Creating opportunities for growth and development in rural areas
District Strategic Objectives	L.1 (v) 5.1 (vii)	Optimize stakeholder management approach Business/customer relations plan

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Creating Framework for Growth, Job Creation, Tourism, Specific Projects, PPPs, Town Planning Health and Safety,, everything to do with soft services and recreation, human development, education and training	DEADP, DoEDT Thusong initiative, CDWs, DECAS, DoE, DoSD, Rural Development	SDF, LED strategy Youth Development Strategy. EPWP Strategy, 2030 Strategy, 2030 Projections, Green Economy, Tourism sector plan, Destination Marketing Plan

SO6: SUSTAINABLE HUMAN SETTLEMENTS PROGRAMME

Strategic Objective:	SO6 SUSTAINABLE HUMAN SETTLEMENTS PROGRAMME
Full Description:	To develop integrated and sustainable human settlements that will address the housing demand within the Theewaterskloof Area
Departmental Objectives:	<ol style="list-style-type: none"> 1. Implementation of the Human Settlements Program which includes programs such as IRDP, EHP & EPHP) 2. Acquire land for planned integrated Human Settlements 3. Provision and Implementation of serviced sites 4. Ensure unbiased allocation of housing opportunities 5. Provision of economic and social facilities 6. Provision of GAP housing 7. The establishment of sustainable rural settlements in the villages of Klein begins, Nuweberg and Lebanon in following the Comprehensive Rural Development Process.

Alignment with National and Provincial KPAs:		
Sphere	Ref	Description
National KPAs	KPA	-(closest match is Basic Service Delivery)
National Outcomes	NO8	Sustainable human settlements and improved quality of household life
National Dev Priorities (2030)	Chapter 5 Chapter 8 Chapter 15	Environmental Sustainability and Resilience Transforming Human Settlements Nation building and Social Cohesion
Provincial Strategic Objectives	PSO6	Developing integrated and sustainable human settlements
District Strategic Objectives	--	-

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
planning and implementing housing projects with govt funds, GAP housing, managing emerging settlements	DHS, Human Settlement Projects	Human Settlement Plan & Housing Pipeline

SO7: ENVIRONMENTAL SUSTAINABILITY

Strategic Objective:	SO7 ENVIRONMENTAL SUSTAINABILITY
Full Description:	EFFECTIVE ENVIRONMENTAL MANAGEMENT INCREASED COMMUNITY SAFETY THROUGH TRAFFIC POLICING, BY LAW ENFORCEMENT AND DISASTER MANAGEMENT
Departmental Objectives:	<ol style="list-style-type: none"> 1. Implementation of Law Enforcement Strategy 2. Intensify the Impact of Traffic Policing in the TWK 3. Roll out of a traffic policing intensification project 4. Implementation of Town Renewal Strategies by using mechanisms such as Special Rates Areas, Neighborhood Safety Ambassadors, Urban Management teams and Integrated Town Renewal Task teams. 5. Mitigate the risk of potential disasters (flooding/fires) <ol style="list-style-type: none"> 6. Conserve the natural environment and improve the quality of our living environment 7. Effectively manage the municipality's natural resources (Reserves, public Open spaces, waterways) 8. Evaluate all development proposals for environmental sustainability 9. Roll out of the 110% Green economy 10. The replication of sustainable concepts and methodologies developed as part of the Grabouw Sustainable Development Initiative

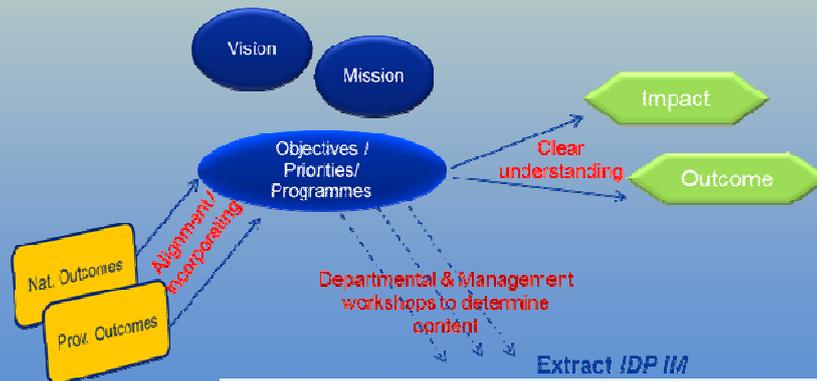
Alignment with National and Provincial KPAs:		
<i>Sphere</i>	<i>Ref</i>	<i>Description</i>
National KPAs	-	-
National Outcomes	NO10	Protection and enhancement of environmental assets and natural resources
National Dev Priorities (2030)	Chapter 5 Chapter 12	Environmental Sustainability and Resilience Building Safer communities
Provincial Strategic Objectives	PS07 PS05	Mainstreaming sustainability and optimising resource-use efficiency Increasing Safety
District Strategic Objectives	-	-

Main Functions and Sector Plans associated with this SO

Municipal Functions	Other spheres	Specific Plans
Planning and Functioning of Settlements and Conservation, Renewable Energy, Traffic	Planning support (DEADP) and Compliance e.g. NEMA	Disaster Management Plan, Air Quality Management Plan, Law Enforcement Strategy, SDF

CHAPTER 6

STRATEGIES INTO OPERATION



PDO	Impact / Outcome	Nat Outcome	Prov Outcome	Activity	R-Value	Yr 1	Yr 2	... Yr 5
PDO	Impact	O9	P02	Act. 1	R0	X		
PDO	Outcome	O9	P05	Act. 2	R1m		X	



CHAPTER 6: PUTTING STRATEGIES INTO OPERATION

This chapter will focus on aligning the spatial development framework, economic development plans, sectorial plans, master plans, key strategies and legislative developmental planning guidelines. The intention is to provide a single strategic document that is well-thought-through and defined and which will enhance organisational alignment, budgeting and service delivery.

The methodology used, namely the IMAP (IDP Implementation MAP) will also test the quality of the predetermined objectives (PDO's), the expected impact or outcome to be achieved by the PDO and will align it with the budget and then the SDBIP (performance). It is critical that implementable and measurable PDO's be properly formulated during the drafting of the 5-year IDP.

As this process is cascaded down to Ward Level, it will also serve as the Ward Based Plans.

The IMAP will be compiled after the tabling of the draft IDP and Budget and included in the final document for adoption by council.

The strategic interventions as identified under each strategic objective will be formulated into implementable projects on the IMAP.

6.1 SO1: FINANCIAL SUSTAINABILITY

A) OVERVIEW

This paragraph contains the analysis specific to SO1, but it should be noted that a more holistic Sustainability Analysis was undertaken and the results are presented at the end of this chapter. It was a separate exercise and therefore contains many ideas that overlap with the other SO's. See page 117-119

B) STRATEGIC INTERVENTIONS

1. DATA CLEANSING

The overall objective of this project is to ensure that:

- ✓ All fixed properties in TWK Municipal area appear on our Debtors Database,
- ✓ that all properties are billed for all Municipal Services and Assessment Rates
- ✓ That the Correct Tariffs are levied (accurate and complete).

In the process also look diagnostically at the Causes of such anomalies and deviations.

2. TARIFF RE-ENGINEERING

Most municipalities pay very little attention to proper tariff calculation: there is a practice of just adding a certain percentage increased to current tariff (whether such base tariff is correct or not). TWK was also guilty of such practice.

For the 2011/2012 the Municipality embarked on a Process of Tariff Re-engineering.

Part of the process was that each Directorate must describe and identify the tariffs of all services for which they are responsible.

Services rendered by the Departments vary and the functions and activities are not necessarily set out or correctly set out/described in the Tariff Policy. These leads to grey areas open for interpretation and tariffs not being levied correctly. The type, pricing and standard of services must be stipulated unambiguously in the Tariff Policy.

Client Identification was crucial as this would indicate the frequency and level of services rendered to apply the user-pay principle, based on cost of services.

3. TARIFF MODELLING

TWK Municipality was one of the leading municipalities in the pilot through the P3 Partnership consisting of four (4) Western Cape Municipalities and nine (9) other municipalities in Free State and Eastern Cape.

The model developed, will make it easier to calculate baseline tariffs and profits/profit margin in a transparent manner and ensure cost recovery (fixed, variable and both operating and capital cost).

- Tariffs generate sufficient revenue to ensure sustainability and makes provision for repairs and maintenance as well as expansion or replacement of infrastructure.
- Enhance Transparency
- Optimise Revenue-generation
- Ensure user-pay principle and cost-recovery
- To ensure municipal financial and service delivery sustainability by producing tariffs that reflect full cost recovery and financial strategic decisions made regarding, profits, losses and cross subsidisation when delivering the specific service.
- To ensure that the tariffs are affordable for consumers/citizens when related to their household income so as to enable them to pay their service bills.

4. DEVELOPMENT OF A CENTRALISED INFORMATION DATABASE

It is critical to support the Tariff-modelling, data and Information Management.

Data Management is a weakness in many Municipalities. Accurate and Reliable Data is not readily available to produce information for critical planning and making strategic decisions.

There are different systems within various departments. The Municipality plans to link all the systems onto a Centralised Database, in order to enhance:

- i) The completeness and correct billing for rates and services rendered as well as Budgeting and tariff and income calculations/costing.
- ii) Enable the user to electronically source information from the systems and reconcile and investigate variances.
- iii) It will also streamline processes. The Building Control Section currently has a Building Plan Register on Excel spread sheets. This can now feed into the Central Database and the Valuation Rolls can be updated and monthly reconciliations can be performed with less effort.

5. SERVICE IMPROVEMENT / PROCESS RE-DESIGN

What are Service Improvement / Process Re-Design?

- Improving current delivery of services to ratepayers
- Eliminating duplication
- Streamlining processes
- Improved usage of resources

Why introduce SI into Municipalities?

- To improve Services Delivery to Ratepayers
- Transparency and Accountability
- Customer-focused
- Improved Debtors Management and Billing

6.2 SO2: GOOD GOVERNANCE AND CLEAN AUDIT

A) OVERVIEW

Governance is the set of structures, processes and policies used to direct, guide, administer and control an organization in achieving its objectives.

The following processes, policies and structures are in place which helps ensure compliance to laws and regulations:

- ✓ Council and Councillors;
- ✓ the Audit & Performance Committee;
- ✓ the Internal Audit Division;
- ✓ Risk management;
- ✓ Information Technology Governance;
- ✓ Oversight committee

B) STRATEGIC INTERVENTIONS

- ✓ Continuous reviewing of policies and delegations and by-laws.
- ✓ Implementation of Anti-Corruption policies and initiatives. Adopt a zero tolerance approach to fraud and corruption.
- ✓ Implementation of Risk Management policies and initiatives. Identification of key risks and implementation of controls to mitigate these risks.
- ✓ Improve the functioning of the Ward committee system to ensure effective community engagements.
- ✓ Install a project management culture in the organization in order to ensure effective planning and defined workflow processes especially when implementing infrastructure projects.
- ✓ Exercise sound financial management.

6.3 SO3: INSTITUTIONAL CAPACITY DEVELOPMENT

A) OVERVIEW

In order to effectively address the service delivery and infrastructure development requirements, the Municipality needs to take into consideration its institutional capacity and over a 5 year period identify and address areas that need to be improved upon.

Capacity consists of staff, funding and revenue, process, management mechanisms like policy and strategy and risk management programs as well as management skill and capacity, equipment, fleet, Technology, buildings and facilities and material management

Although much has been achieved in establishing appropriate institutional capacity and more specifically in respect of management and staff capacity and in improving the standard of the fleet, much still needs to be achieved in the following:

- i) Technological capacity and renewal,
- ii) process re-engineering,
- iii) tools and equipment available to operational staff and
- iv) Cheaper and alternative infra-structure and bulk service capacity options.
- v) The general productivity of all of our resources needs to be professionally assessed in order to identify where and what needs to be done in order to optimize available capacity.

B) STRATEGIC INTERVENTIONS

- a) Productivity Assessment
- b) Develop strategies and measures to ensure the retention of key and competent staff which are critical to the successful functioning of the TWK, and which cannot be easily replaced and secondly a strategy that will ensure the successful recruitment of competent staff
- c) Develop outcome based training strategies and programs after a full skills audit in support of key strategic performance areas
- d) Increase capacity levels in key operational areas like for example in the law enforcement field- also identify which other operational and functional areas cannot perform because of staff shortages.
- e) **Optimum utilization of the PMS** in order to ensure that the continuous performance improvement process of the TWK is diagnostically addressed and analysed and that it exceeds minimum audit requirement
- f) **Improve project management and capacity management skill and practices** in order to narrow the gap between expectation and institutional requirements and such skills should be developed at all levels.
- g) Develop and implement a professional fleet management program and strategy that will inter alia address matters like maintenance, incident management, replacement and fleet and driver performance monitoring
- h) Upgrade the IT systems and equipment to an auditing compliant and appropriate functional level aligned with the institutional requirements of the TWK

6.4 SO4: BASIC SERVICE DELIVERY & INFRASTRUCTURE AND GROWTH PLANNING

A) STRATEGIC INTERVENTIONS

6.4.1 SERVICE DELIVERY

- a) The sustainability challenge is not fully understood by our beneficiaries, communities and the structures representing them. We will have to ensure that the appropriate awareness is created and that such communities become part of the solution rather than the problem.
- b) Through the SLA project, the ICD (Inner City Development Agency) in Grabouw, the Ward Committee system, and the establishment of stable working relationships with structures like the Chambers of Commerce and Rate Payer Associations we have been able to establish a mechanism through which the common threat of financial sustainability can be addressed. Although mechanisms are available through which the expectations and the perceptions of so called advantaged communities can be managed similar structures and mechanisms are not available in the informal and low cost housing areas and communities. Unless such mechanisms and structures are found it will be difficult to manage expectations and perceptions in such areas pro-actively and to obtain the buy in and cooperation of such communities. Such communities can then easily become part of the problem rather than the solution.
- c) **The SLA concept** -The status of this mechanism as a contract between the Council and a local community needs to be further developed and should be used for service rationalization in accordance with strategic and financial visions and objectives. Affordability is the first parameter that needs to be complied with followed by a focus on such services that will improve the financial sustainability of the Municipality, economic growth and job creation.

6.4.2 INFRASTRUCTURE AND GROWTH

In order to become competitive the TWK must offer sufficient infra-structure and bulk service capacity and in the process satisfy the demands and expectations of investors. Important though to understand what such demands are and that the TWK invests in infra-structure and bulk service capacity in accordance with investor interest, preferences and demand in order to avoid "White Elephant" developments. We need to establish exactly what investor interest is, what development is the most likely to have a substantial impact on growth and job creation and to establish the gaps accordingly.

The development of infrastructure which is necessary for longer term economic development requires a level of current capital investment that is not readily available.

In order to meet its existing infrastructure backlogs and maintenance requirements, Theewaterskloof needs between R60 and R72 million in capital funding per annum for the next ten years. With the current rates base, this would incur a deficit of R50 million on the operating account by 2016. Initial modelling suggests the local economy would need to grow by at least 5% per annum for the Municipality to be in a position to service the loans and remain financially viable in 2016.

In order to encourage Economic Growth and Development within Theewaterskloof it is essential that the Municipality focuses on the following:

On-going investment into maintenance and Bulk Infrastructure upgrades
Providing residents with adequate basic services
Provide services in a sustainable manner that will ensure making best use of existing infrastructure

6.4.2.1 WATER

About 18% of the water supply network is in a poor and very poor condition and the condition backlog is in the order of R94.4M. The bulk of the backlog is made up of the water pipelines, water pump stations and the Greyton and Grabouw WTWs.

TWKM is committed to implementing the WDM strategy in order to reduce the water losses within the various distribution systems as shown in the table below. In the case of Caledon where negative values were recorded over the period of study, the aim is not simply to “reduce the % of unaccounted for water (UAW), but rather to obtain a more accurate reflection of the UAW by implementing effective WDM measures.

Distribution System	09/10 (%/a)	2015 (%/a)	2035 (%/a)
Bot River	43.0	30	20
Caledon	Negative	10	10
Genadendal	11.3	15	15
Grabouw	22.4	15	15
Greyton	49.3	40	25
Riviersonderend	22.5	15	15
Tesselaarsdal	38.7	30	20
Villiersdorp	4.4	15	15
Total		15.4	13.6

The following implementation phases of the WDM Strategy are recommended, with TWKM already in the process of addressing the most critical concerns listed in the table:

COMPONENT	CHRONOLOGICAL STEPWISE APPROACH
CAFES cost and pricing strategy (CPP)	<ol style="list-style-type: none"> 1) Clean billing data, update SWIFT, verify / address metering and non-payment 2) Introduce IBR structure to all residential consumers, but limit price change 3) Set IBR structure = 6 blocks, min / max steps for 6 kl / month / 100 kl / month 4) Set price of water in max block (above 100 kl/month) to at least R15 / kl 5) Introduce informative billing
Leakage management programme (LMP)	<ol style="list-style-type: none"> 1) Measure water volume that is lost <ol style="list-style-type: none"> 1a) Raw water supply and treatment 1b) Distribution system 1c) End user meter problems 2) Identify and quantify losses <ol style="list-style-type: none"> 2a) Raw water supply and treatment 2b) Distribution system 2c) End user meter problems 3) Conduct operational and network audit

COMPONENT	CHRONOLOGICAL STEPWISE APPROACH
	3a) Raw water supply and treatment 3b) Distribution system 3c) End user meter problems 4) Improve performance: upgrade network, design action plans 5) Sustain performance with good staffing / organisation structures
Socio-political programme (SPP)	1) Schools WDM programme 2) Public awareness programme 3) Non-payment issues 4) Encourage users to implement WCP at their own expense
Water conservation products (WCP)	1) Repair on-site (plumbing) leaks 2) Reduced toilet flush volume 3) Xeriscaping garden areas (water wise gardening) 4) Other methods to reduce consumption by changing human habits
Reuse of waste water (RWW)	1) Identify large water consumers 2) Communicate advantages / incentives of reuse practice to large consumers 3) Information gathering on current status of reuse measures 4) Installation of reuse practice 5) Monitor future water consumption

Additional strategies include:

- ✓ Illegal connections – monthly monitoring of zero consumption
- ✓ Un-metered connection- installation of meters at locations of known un-metering.
- ✓ Re-use of water from the waste water treatment works

6.4.2.2 SANITATION

To ensure that the WWTWs of TWKM function optimally and produce final effluents that comply with the requirements of the Water Act on a continuous basis, it is necessary to ensure that three important aspects are checked on a regular basis:

- Condition of infrastructure
- Correct and sustainable functioning of mechanical and electrical equipment and instrumentation.
- Whether the unit treatment processes are operated within the prescribed operational parameters.

Other interventions include:

- Annual Detailed Audit of Assets, Infrastructure and Wastewater Section Personnel
- Quarterly Monitoring of the Wastewater Treatment Plants (Treatment Processes)
- Revision of TWK by-laws in line with DWA's Model Water Services By-laws
- All Industrial effluent discharge into the sanitation system needs to be metered.
- All persons to formally apply for the discharge of industrial effluent into the sanitation system.
- Regular sampling of the quality of industrial effluent discharged into the sanitation system.
- Any returns from the industries direct to the Water Resource System needs to be metered.
- Accredited Training of process controllers

6.4.2.3 ELECTRICITY/ENERGY

Climate change has emerged as a significant threat on our way of life. In order to address this, the following programmes have been identified:

- ✓ Partner with wind energy developers to make TWK a source of renewable energy production
- ✓ Retro-fit all Council buildings to conserve use of energy and water
- ✓ Change all streetlights to energy-efficient lighting
- ✓ Partner with local businesses to explore how firms can reduce their carbon footprints; develop industry-wide programmes for each of the main economic sectors – agriculture, agro-processing, tourism and construction
- ✓ Introduce by-laws and regulations that fast track the application of water and energy demand management
- ✓ Raise funds to ensure all RDP houses are fitted with solar water geysers
- ✓ Educate all residents about sustainable living practices

- ✓ **Transferring of ESCOM electricity reticulation to municipalities** -this may require central government intervention in an attempt to improve the financial sustainability of the Municipality.

6.4.2.4 WASTE (REFUSE REMOVAL)

FOCUS	ACTION
Waste Avoidance	Public Awareness and Education - Theewaterskloof Municipality will develop a public awareness and education campaign, putting special emphasis on waste avoidance and reduction at source. The campaign will endeavor to highlight ways in which the public can avoid or prevent waste generation, and to suggest alternatives to high waste producing products/activities. In addition, more proactive measures to reach the public, particularly on a local level, will be explored.
	Quantifying Prevention - assess the possibility of using statistics and other data collected to quantify the success of prevention measures employed within the Municipality. The Council will co-operate with the Waste Minimization groups in efforts to quantify waste avoidance through the use of performance indicators and by other means.
Waste Reduction	Recovery for Recycling - investigate the financial sustainability of a Material Recovery Facility (MRF) at their existing Caledon landfill as well as at their Transfer Station at Grabouw and Villiersdorp where recyclable materials are recovered from the collected wastes or source separated recyclables so that only material of no value be forwarded for land filling.
	Post Collection Composting - investigate the financial sustainability of a composting facility at their Villiersdorp Waste Facility where the organic fraction of the collected waste stream is composted.
Waste Disposal	Engineered Waste Disposal Facilities - The disposal of non-recoverable Waste will only be allowed at properly engineered waste disposal sites that are licensed by the relevant statutory authority and that are operated and audited in terms of the relevant permit conditions. After capacity at the Caledon site has been reached that waste will also be directed to the Karwyderskraal site.
	Monitoring of Waste Disposal - All waste destined for disposal and disposal Facilities shall be monitored for compliance with permit conditions, volumes received and for environmental impact.
Waste Management	Collection Service Review - continuously review waste collection operations, in order to make them as efficient as possible, with due regard to value for money in the area of municipal waste collection. Examine the quality of service, resource management and general working arrangements.
	Data Compilation - gathers accurate data regarding domestic, commercial and industrial waste generation and collection.
	Cleansing - general cleansing of the municipal area.

The strategic objectives for integrated waste management in Theewaterskloof Municipality can be Summarized as follows:

- To ensure that Waste Management in the Theewaterskloof Municipal Area complies with South African and International environmental standards so that it is beneficial to industrial and agricultural growth and the public's right to a clean and healthy environment.
- To minimize the entrance of material of value into the waste stream.
- To reduce all waste so that nothing of value or nothing that can decompose, gets disposed.
- To store, dispose or treat all waste that cannot be avoided nor reduced at licensed facilities with regular operational and environmental monitoring and in accordance with regulatory requirements.

For these strategic objectives to be met, a series of implementation instruments (action plans) will need to be implemented. These implementation instruments as well as time framework within which it should be addressed are described in the Integrated Waste management Plan (IWMP)

6.4.2.5 ROADS & STORMWATER

The following programmes are being planned for with respect to Roads:

- Improve riding quality of Dirt Roads.
- Improve riding quality of proclaimed main roads in line with approved Budgets.
- Minimise the probability/possibility of flooding (risk mitigation)
- Rehabilitation and maintenance of urban streets

- Provision of adequate parking facilities
- Provision of non-motorised facilities

The following programmes are being planned for with respect to Storm water systems:

In general, the remedial measures for the existing storm water drainage system have been based on conventional storm water practices viz.

- a) Conveyances:
Generally underground concrete pipes or rectangular culverts. Where high peak flow dictate open channels were selected with suitable linings depending on flow velocities.
- b) Attenuation Facilities
Only detention ponds were considered as the general geology and soils of the study area preclude the use of retention/soak away type facilities. Detention ponds were sized using a length to breath ratio 3 to 1.

7.5 SO5: LOCAL ECONOMIC DEVELOPMENT & SOCIAL UPLIFTMENT

7.5.1 LOCAL ECONOMIC DEVELOPMENT

Developing a long-term vision for Theewaterskloof started with the identification of key issues and an exploration of the challenges and opportunities these present. This informed the development of scenarios which concluded that the region could not continue with business as usual. Based on these scenarios a vision for Theewaterskloof 2030 was crafted and is detailed in this Section.



Theewaterskloof vision 2030 is a plan to make Theewaterskloof an attractive and desirable place to live, work and visit because of its **high Quality, sustainable** country living environment and its **connected** and **creative** community.

- **High quality environment:** A beautiful nature environment offering residents the best of country living. A place with excellent municipal and government services accessible to both rich and poor. A place that celebrates diversity and affords everyone an opportunity to prosper.
- **Sustainable:** A region where all the residents are able to meet their basic needs, the Municipality is financially viable and resources are managed responsibly to protect them for future generations.

- **Connected:** An integrated community where people are connected across towns and communities. A region that is connected and inter-active in all aspects of its cultural offerings, economic activity and options for smart living. A region that works well with other spheres of government, neighbouring municipalities and other economic regions in the world. Partnerships characterise every aspect of the region's working life.
- **Creative:** A region that embraces risk and is dynamic, innovative and adaptable. A place that is recognised for its entrepreneurship and creativity across a diverse range of sectors, with opportunities to invest and create wealth.

FIVE STRATEGIC THRUSTS

Achieving the 2030 vision requires a multi-pronged strategy. Five inter-related strategic thrusts have been identified, which, if actioned together, will provide the stimulus to create a quality living environment and turn the local economy around. It is hoped that through these five areas Theewaterskloof will become an attractive centre for investment, innovation and entrepreneurs. The five thrusts are:

- Creating a **place to live** offering a quality living environment that meets different settlement needs, from people looking for affordable housing to professionals, mobile entrepreneurs, and retired people who want to escape the city life to an attractive and well-located area.
- Creating the most sought-after and well-known **visitor destination** outside Cape Town for local and international visitors living, touring or working in the Cape.
- Becoming a recognised **centre of learning**, offering quality schooling, skills training and higher education in targeted sectors.
- Creating a region recognised for its **vibrant economy** and innovation offering employment and opportunities for entrepreneurs
- Becoming a **low carbon green region** through a focus on renewable energy, as well as sustainable resource use and business practices.

These strategic thrusts will form the basis of a programme with detailed action plans.

The vision, strategy and action plans will be shaped by the values of:

- **RESPECT** – for our diverse culture, the environment and different types of economic activity.
- **EQUITY** – providing equal access to information, resources and opportunities will be our goal.
- **INCLUSIVITY** – we will be a welcoming area embracing those who want to be part of, invest in, add value to, or simply visit our area.
- **COLLABORATION AND COOPERATION** – supporting, sharing with and learning from stakeholders from different sectors, between towns and between communities inside Theewaterskloof, and between TWK and neighbouring municipalities and other spheres of government.
- **ACCOUNTABILITY** – holding all stakeholders to account for their actions and ensuring they are true to the mandates they have been given.
- **SUSTAINABILITY** – prioritising sustainability in everything we do, using resources in a way that ensures they are still available to the next generation.

The vision enables Theewaterskloof to position the region around the quality of the living environment, a factor that is increasingly influencing investment decisions and, at the same, time tap into global growth sectors such as green business.

A) STRATEGIC INTERVENTIONS

FIVE STRATEGIC AREAS

Achieving the 2030 vision requires a multi-pronged strategy. Five inter-related strategic thrusts have been identified, which, if actioned together, will provide the stimulus to create a quality living environment and turn the local economy around. It is hoped that through an integrated approach to these five key action areas, Theewaterskloof will become an attractive centre for investment, innovation and entrepreneurs. The five thrusts are:

A. Places to live

Theewaterskloof is already home to over 120 000 people. It has the potential to improve the quality of life of many of its existing residents and to increase its residential base.

Currently the region is characterised by isolation and at times tensions between different communities in the same town and between people and communities living in different towns. Social issues such as drug abuse and crime bedevil the various communities.

The work of community organisations focused on building bridges between communities and of town based initiatives such as the Grabouw Sustainable Communities Initiative and the Villiersdorp Raintree Initiative provides examples of what is needed to create an integrated community all working towards ensuring a high quality living environment for all of Theewaterskloof's residents. In addition events such as the 2010 FIFA World Cup have demonstrated the power of sports of building bridges in communities. Music offers a similar bridge. There are opportunities to use these tools make Theewaterskloof a desirable high quality living environment with a connected and vibrant community.

The region is well located - positioned on the N2 just one hour outside of Cape Town and the airport. There is an opportunity to use these locational attributes to make Theewaterskloof an even more attractive place to live in 2030 for:

- Mobile entrepreneurs, wishing to opt out of city life and to create their own sustainable livelihoods and income opportunities.
- Middle and lower income homeowners living in the city but unable to afford city life.

Increasing the number of rate-paying residents would both increase the financial viability of the Municipality and also create the resident volumes necessary to support the education, retail and entertainment services desired by ratepayers.

At the same time, the region is an attractive destination for work seekers migrating towards Cape Town in search of better prospects, either as farm labourers or city workers. How this influx is managed will impact both on the quality of lives of people arriving in the region and also on the sustainability of the region as a place to live.

Outside of the towns, there is a range of rural housing requirements that need to be addressed.

How the region taps into the opportunities and addresses its settlement challenges will, along with the social capital and community relations, be an important lever that shapes the region's 2030 reality. Programmes that address the social fabric including drug abuse, crime and household debt challenges are, along with housing, key to raising the quality of life of residents living in the region.

This plan proposes a range of social capital initiatives combined with a nodal physical development focused on a few towns, each meeting different housing needs. The development of the residential housing market will support the continued growth of the construction sector and create additional employment opportunities.

Goal: To make Theewaterskloof's a desirable place to live and work through building community and creating the region as a residential base that meets different housing needs, from people looking for affordable housing to professionals, retirees and mobile entrepreneurs wanting to escape the city life.

B. Visitor destination

Theewaterskloof is situated between the established tourism regions of Cape Town, the Garden Route, Overstrand, Franschhoek and Stellenbosch, along with the broader Cape Winelands region. The region is centre around the old wagon route that brought settlers into the interior. It is part of the Cape Floral Kingdom and Kogelberg International Biosphere Reserve, has six mountain ranges, four mountain passes to travel through and seven dams, including the Theewaterskloof Dam. It is a recognised white wine producing region and the largest apple producing region in the country.

Yet the region's natural wonders and fresh country life have remained a hidden secret. The time has come to unveil this secret. This will be achieved through the launch of The Cape Country Meander, an umbrella brand across all eight towns and the development of new products. The Meander will build on the excellent work of the Elgin Valley and Greyton tourism associations and broaden the offerings across the region. The brand will offer the best of country life, an opportunity to revive the love of touring and a paradise for water and mountain sports.

Goal: To establish Theewaterskloof as *THE* visitor destination outside Cape Town for local and international visitors touring, living or working in the Cape

C. Centre of learning

The success of Theewaterskloof 2030 vision is in part dependent on establishing the region as a centre of learning – of municipal learning, business learning and education and training. This thrust focuses on creating a culture of learning in everything the region does.

Education is an integral part of creating a culture of learning and of addressing the region's economic challenges. Good schools and sound education open up possibilities for the next generation and will also attract people to the region. Genadendal was the site of the first teachers' training college in South Africa. Currently, the Department of Education has a regional office in Caledon. Tapping into these resources, as well as the work of the Elgin Learning Foundation (ELF) rural schools programme, Stellenbosch Universities schools enhancement programme and the resources of the two private schools - Applewood Preparatory School and Greyton House - the region aims to become a recognised centre of good quality for schools-based education in both English and Afrikaans.

Challenged by the mismatch between skills of the unemployed and the demands of the economy, Theewaterskloof is committed to creating platforms of learning that begin to equip local residents with the required skills to grow the local economy. This includes working with Elgin Learning Foundation, a private FET college, and a higher education institution to make the region a centre for artisan training relevant to green living and changing technologies.

Finally, the region aims to become a centre of excellence that demonstrates the value of multi-stakeholder and partnership programmes between the public and private sectors.

Goal: To become a recognised centre of learning of municipal best practice and sustainable practices and as a region offering quality schooling, skills training and higher education in targeted sectors.

D. Vibrant economy

Theewaterskloof economy has been growing at a slower rate than the region's population growth. In order to achieve its 2030 vision the region needs to retain its existing economic base and grow its economic activities in a diverse range of sectors.

Currently, Theewaterskloof is an agricultural economy faced with increasing international competition, increasing costs of production and the impacts of climate change. To remain well-known for its productive farmlands Theewaterskloof needs to explicitly focus on retaining farming activities, identifying complementary farm-based economic activities and increasing agro-processing activities in the region. It will also involve finding creative solutions to the water constraints and potential carbon costs facing the region.

Agriculture is however not an adequate economic base. Over the next 20 years it is anticipated that in order to remain competitive agriculture will become more mechanised resulting in a few thousand job losses. New economic activities are therefore needed both to create employment opportunities and to expand the economic base of the region. These need to be in keeping with the region's 2030 vision of being a sustainable low carbon region.

Goal: To create a vibrant and productive economy that attracts entrepreneurs and investors and is able to meet the needs of workers and work seekers.

E. Low carbon and green business

How a region is planned and the way in which government spatially plans the region and delivers services has a profound impact on the sustainability of a region. If Theewaterskloof is going to be recognised as a green destination sustainable principles need to guide its spatial planning and infrastructure programmes.

In addition, economies of the future will be linked to the carbon footprint of regions. In December 2010, the South African Government recognised this and approved the development of a carbon tax as a mechanism to influence consumer and producer behaviour. Theewaterskloof releases about 825 000 tons of CO₂ per annum. Reducing this fits with the region's commitment to sustainability and also with its plans to become a centre of innovation and economic growth.

The region has a head start with the Grabouw sustainable communities pilot project, the work of South African Breweries (SAB) to reduce its water consumption and the work of farmers to reduce their carbon footprint as export markets become more conscious of carbon issues.

Linked to a focus on reducing the carbon footprint in the region is the development of green industries, especially alternative fuel production.

Goal: To become a low-carbon region focused on renewable energy and sustainable resource use and business practices.

The vision enables Theewaterskloof to position the region around the quality of the living environment, a factor that is increasingly influencing investment decisions and, at the same, time tap into global growth sectors such as green business.

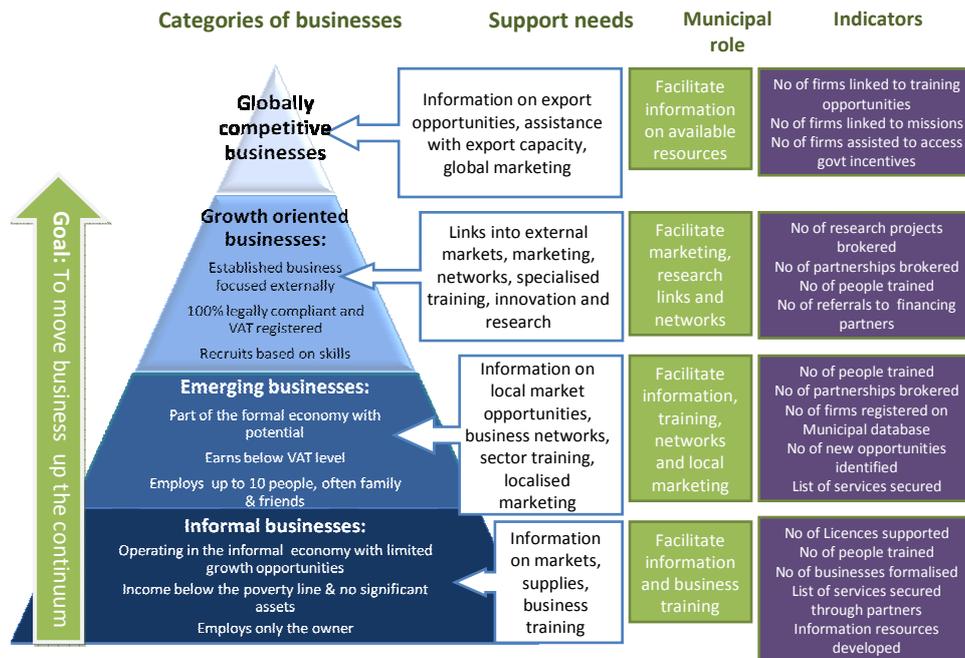
SMME SUPPORT

Last year a SME Framework has been developed to indicate the roles and functions the municipality will play in terms of SMME support.

The SMME Framework builds on LED Strategy and address the full spectrum of support programmes necessary to grow successful local businesses, increase jobs, attract investment and build globally-linked competitive businesses in the TWK region.

Theewaterskloof has categorised its SMEs into four groups based on the level of formality and global competitiveness of the firm, namely: survivalist/informal traders, emerging, growth-oriented and globally competitive. The objective is to support businesses to move up the development continuum to become globally competitive as these firms are more likely to stimulate economic activity and jobs in the

TWK SME Framework



ACTIONS

A set of actions has been prioritised which cuts across all sectors. These actions are collective responsibility of all actors in the long term economic turn-around strategy.

a) Retention of rates rebate to the agricultural sector.

Currently agricultural properties are only required to pay 25% of the rates. This is part of the Municipality's support to the sector and has assisted farmers to keep costs down, particularly in lean years.

b) Promotion of local produce and products and procurement of local products by government.

Developing a database of available products in the area and encourage government departments to procure locally, for example local trees for greening projects, local fruit for feeding schemes, etc.

c) Improving sustainability practices in the production process and also in farm management.

With pressure on our natural resource base, reduction of inputs is becoming more and more important in all businesses. With agriculture as the dominant business activity in the area, the sector needs to pioneer new practices that reduce the use of water and energy and that minimise waste.

d) The Cape Country Meander Tourism forum

Building on the success of the Cape Country Meander brand and empowering and capacitating the tourism forum to take on the role of implementer and driver. **Cycling route and community project**

Theewaterskloof is a recognised mountain biking destination and will be the site of the Cape Epic. Building on this, it is proposed that the area develops a cycling route, based on the French experiences, which would enable cycling enthusiasts to cycle safely through the area over a number of days. This requires developing a route and cycling trails, as well as appropriate accommodation facilities. Using this as the catalyst, a parallel project aimed at reducing the carbon footprint is a community bicycle project centred on cycling clubs that encourage young people to cycle around the area.

e) Improving municipal support capacity offered to business expansions and new investment

A key action planned to unlock the potential of the area is to establish private-public interface capacity within the Municipality. The new capacity will focus on attracting investment and fast tracking the required approvals for investments that can complement the sustainability and tourism focuses.

Other interventions with respect to SMME's include:

1. Opportunities within municipal value chain identified and isolated, for local business to tap into those opportunities
2. Build on the "Buy Local" initiative launched in 2011, promoting local products produced in the area (focusing in micro enterprises); first phase focuses on tourism and cottage industry, with printed catalogues being distributed across the area.
3. Established partnership with Finish-South African Association, where mentorship support programs are offered to existing businesses, including participation in the Micro-MBA. Currently there are 12 businesses participating in the program in Grabouw, with intake of new businesses taking place now in Caledon, Riviersonderend and Villiersdorp.
4. Facilitating and capacitating SMME forums in identified towns.
5. The municipality adopted a SMME support framework where municipal support to small businesses is offered in the form of facilitating information and business training.
6. Further capacitate town's Small Business advisors, where basic information on how to start a business, useful links to business registration and financing options is made available.
7. Partnership with Grabouw Entrepreneurs Forum, providing basic business assistance to emerging businesses.
8. Small Business Incubation Centre (Caledon) – 3 units rented out to entry level businesses at below market rentals.
9. Database of local mentors established to assist struggling micro enterprises, currently, 4 businesses make use of this opportunity.
10. Build on work done in the waste management sector and through partnerships encourage further enterprise opportunities for waste-entrepreneurs.

7.5.2 SOCIAL UPLIFTMENT

Poverty causes crime, drug and alcohol abuse, family violence, vandalism, a culture of 'we have nothing to lose', gansterism, deceases like HIV and TB, a troublesome youth and child neglect , to mention a few. This becomes a destructive force in any attempt to grow the economy. It forces a Municipality into a 'welfare state' type of situation when the right thing to do is to focus all your attention and effort on a developmental state. We eventually find ourselves fighting the symptoms and the implications rather than focusing on the cause. We need assistance from Provincial departments and even National departments to assist us in relieving the social development and welfare management pressure on us. In our attempt to improve the living conditions of the poorest of the poor we have most of our institutional capacity tied up in such attempts and have very little left to focus on developmental matters.

We must support the establishing of NGO's and NPO's and the National Government must be urged to make it compulsory to obtain Council's endorsement of NGO indicatives before funding is provided. This will align the IDP and NGO/NPO objectives and avoid "silo planning". It will also improve transparency and accountability. This support between government and local could thus be co-ordinated.

A) STRATEGIC INTERVENTIONS

- ✓ Establish a stakeholder forum-will allow for collaboration with a range of partners comprising of communities, NGO's, NPO's and state departments in the launching and implementation of programmes around issues addressing community needs.
- ✓ Facilitate the implementation of support programmes such as :
 - Youth Entrepreneurship/skills development through programmes such as the EPWP and CWP.
 - Small farmer support-in collaboration with Rural Development and department agriculture
 - Facilitate the provision of child care facilities
 - Development of a sport and recreational strategy for the Theewaterskloof municipal area and implement strategic sporting partnerships and events.

6.6 SO6: SUSTAINABLE HOUSING PROGRAMME

The scarcity of suitably located and affordable vacant land for low-cost housing development, coupled with limited state funding, means that housing remains a huge challenge for the Municipality. The poverty level of most families results in them finding living space within informal areas. In order to address this, the Municipality needs to focus on addressing poverty through low skilled job opportunities such as the EPWP and CWP programmes.

A) CHALLENGES

Grabouw	Is rated as the Highest priority in Housing need and delivery.
Villiersdorp	Is rated second highest. The lack of suitable land for relocation has been blocking the Goniwepark, Westside & Poekom225 Housing Project. The purchasing of Destiny Farm will unblock this project. It must be stressed that the planning and studies timeframes will delay this project by at least 2 years.
Caledon	Rated third highest and only requires Funding & Project Approval.
Riviersonderend	Have various challenges to address before housing projects materialize with respect to Planning, EIA & Flood line Studies that are required before a Project Application can be submitted. The timeframe envisaged are 2 – 3 years to resolve all of these challenges.
Botriver	An IRDP application for 226 IRDP was submitted to PGWC HSD. Approval is awaited where after the Civil Contractor must be appointed through the SCM process and after the completion of the Civil the Contractor for the top structures can commence with construction
Genadendal / Greyton, Voorstekraal&Bereaville	No forward planning has commenced due to the following reasons: Budget constraints and delay in finalizing the Transformations agenda from the Community.
Budget Constraints and Management - The TWK's current DORA allocation is R33,9mil whereas the demand for housing will require an amount of R930,6mil or should the current allocation be retained it would take 27,38 years to address.	

B) STRATEGIC INTERVENTIONS

Theewaterskloof Municipality's strategic focus areas are aligned to that of the Department of Housing and incorporate the following:

- Prioritizing secure access to basic services
- Acquiring well-located land for well-planned Integrated Human Settlements
- Increasing densities of new housing developments
- Closing the gap in the property market
- Inculcating a sense of ownership
- Improved Property Management
- A Fairer allocation of housing opportunities
- Reducing the carbon footprint (provide green technologies such as Solar Water Heaters, grey water recycling and solar and energy efficient lighting to past and current low cost human settlement developments.
- A co-ordinated and integrated approach

FOCUS	INTERVENTIONS
Upscale provision and implementation of serviced sites.	<ul style="list-style-type: none"> ➤ Prioritize in situ upgrading through provision of services and security of tenure. ➤ Phase building of top structures over a longer period. ➤ Investigate assistance to back yard dwellers.
Fair allocation of housing opportunities.	<ul style="list-style-type: none"> ➤ Implement proper data base collection system for accurate and up-to-date information.
Increase beneficiary involvement.	<ul style="list-style-type: none"> ➤ Investigate the options for contractor assisted managed PHP.
Increase sustainable resource use.	<ul style="list-style-type: none"> ➤ Explore alternative technologies, designs, layouts, etc. to achieve energy efficient, Water-wise and cost-effective development.
Increase densities on well-located land.	<ul style="list-style-type: none"> ➤ Infill land / erven already serviced by community facilities and close to transport corridors, should be developed at densities (> 35u/ha) selected for each site.
Closing the gap in the property market.	<ul style="list-style-type: none"> ➤ Seek state assistance for a finance scheme for people earning between R3500 and R15 000 p/month.
Increase the supply of new rental housing.	<ul style="list-style-type: none"> ➤ Implement a new CRU process to improve property management and higher collection rates.

C) ALIGNMENT WITH SPATIAL DEVELOPMENT FRAMEWORK

The analysis for each settlement and the strategic spatial development proposals for each Town were taken in the SDF.

The following strategic development proposals according to the SDF are highlighted to indicate the future:

- direction of residential growth (the spatial development concept);
- the spatial restructuring proposals indicating where spatial and social integration is proposed;
- the need for densification; and
- The identification of new growth areas.

The analysis of each town is concluded by highlighting how selected projects comply (aligned) with the strategies of the SDF. This can also be found in the Build Environment Spatial Plan (BESP)

THE FOLLOWING IMPLEMENTATION APPROACHES ARE BEING FOLLOWED: (RDP)

- ✓ Construct houses where the need is the greatest
- ✓ Projects that have commenced must be completed.
- ✓ Readiness for implementation (Planning, EIA's and Project Approval etc.)
- ✓ Create higher densities (multi-story as well as a greater number of dwellings per hectare)
- ✓ Speed up the transfer of Public Works land

RDP housing development will focus on a range of National housing subsidy programmes namely:

Integrated Residential Development programme (IRDP)	Aimed to provide at least a 40 m2 BNG house (a house built according to the BNG Policy, post- September 2004) to families on the municipality's waiting list who earn a combined income of no more than R3 500 per month. The subsidy amount is provided by the National Department of Human Settlements. Beneficiaries on the municipal waiting list must meet the requirements as prescribed in the National Housing Code.
Consolidation Subsidy Programme	This programme is aimed at facilitating improvements to homes where people already own a serviced stand without a top structure, and providing access to a subsidy for top structures only.
People's Housing Process (PHP)	Aimed at households that wish to maximise their housing subsidy by facilitating the building of their homes themselves.
Emergency Housing Programme	This is aimed at providing temporary assistance to victims of housing-related disasters (such as fire and flood damage), including the provision of TRAs. The programme also provides funding for minimum services and shelter.
Upgrading of Informal Settlements Programme (UISP)	The aim of this programme is to provide basic services (water, standpipes and toilet facilities), permanent services, and houses to existing informal settlement areas, wherever possible Participants are less restricted than beneficiaries who qualify for individual subsidies. The programme is not temporary in nature, instead focusing on permanent areas that need an upgrade.
Community Residential Units (CRUs)	This programme facilitates the building of new rental stock (Including hostels) and the upgrade of existing higher-density stock. It caters for families who prefer rental housing, and earn less than R3 500 per month. The Municipality remains the owner of the rental units.

ASIDE FROM RDP HOUSING DEVELOPMENT THE MUNICIPALITY ALSO NEEDS TO FOCUS ON PROVIDING ALTERNATIVE MEANS OF HOUSING TO ITS COMMUNITIES (GAP)

There is a great demand for GAP housing in the TWK area. Quite a number of people do not qualify for a RDP house as their income is usually above the margin income of R3500 per household.

The challenges are quite big in making available housing in the GAP category as it is not always financially viable. The cost of subdividing and servicing appropriate land is high in comparison with the construction cost of the top structures. In most cases cross financing has to be done in order to get housing established in the lower end of the market.

There are quite a number of portions of land in the various towns of TWK that is in the process of being developed for the GAP market. In Caledon an amount of 100 erven will be developed in the next 2 years. The all-inclusive price for properties will vary from R220k – R300k plus. Within 3 years another approximately 200 properties will be developed in the R150k – R250k price range. In Villiersdorp the development of an integrated housing scheme is in the process. Ten erven in De Wetsdorp Grabouw is earmarked for subdivision and development of GAP housing. A portion of land at the entrance of Greyton is also earmarked for more affordable housing and development plans are currently being drawn up.

The following Alternative Housing Projects have been initiated yet progress is depended on Provincial and National departments. Status of these projects is as follows:

Gypsy Queen Grabouw

The approval of the Record of Decision is awaited from Province for the upgrading of the Municipal water treatment plant in Grabouw for the development of 270 housing units.

A final report for approval of the subdivision and rezoning must be submitted to the TWK Planning Committee.

Extension 12 Caledon

The approval of the subdivision and rezoning of the property are awaited from the Department of Environmental Affairs.

211 Housing opportunities will be developed. The development will accommodate town houses for the middle income group as well as dwellings for the higher income market.

Caledon Erven 1100, 1101, 1102 Bergsig

The erven are in the process of being developed for the Affordable housing market that will give opportunities to people that do not meet the criteria of a RDP house as a result of a to high income.

Integrated Housing Villiersdorp

This housing project will create housing opportunities in the GAP market that ranges from R150 000 upwards. The area earmarked for the project must still be developed.

6.7 SO7: ENVIRONMENTAL SUSTAINABILITY

6.7.1 ENVIRONMENTAL MANAGEMENT

Public open spaces, parks and cemeteries are often abused as dumping sites, creating health risks and compounding the challenges of the cleansing services and law enforcement. Although bylaws are in place, the shortage of law enforcement officials makes it difficult to issue spot fines. The lack of environmental educational programmes due to environmental staff shortages is also a contributor towards illegal dumping and general cleanliness of the municipal area.

A) STRATEGIC INTERVENTIONS

- ✓ All natural areas are being preserved as statutory Municipal Nature Reserves
- ✓ These natural areas, sanctuaries and Nature Reserves will all be accessible and open for tourism.
- ✓ Different tourist groups & associations are already participating in events on some of our Nature reserves,
 - Mountain biking in Greyton.
 - Organised hiking in Greyton & Riviersonderend
- ✓ Theewaterskloof is going into partnership with Cape Nature with their Steward Ship Management Program (Shaws pass).
- ✓ The Kogelberg Biosphere is one of the first Biosphere's in South Africa and contributes hugely to eco-tourism in our area.
- ✓ We are at present busy with alien plant eradication and doing this in conjunction with external organisations such as Cape Nature (working for water) and land Affairs.
- ✓ EIA basic assessments were acquired to do maintenance in rivers
- ✓ Theewaterskloof is the initiator of the Overberg TWK Fire Protection Association
- ✓ Different NGO bodies in the Towns are being incorporated to do joint management of the Environment
- ✓ Where possible Arbour days are held with local schools and other government organizations
- ✓ Greening of Towns are done in conjunctions with local ratepayers and local NGO's
- ✓ Local conservation meetings are held with rate payers and Budgets are spent according to listings out of such meetings.
- ✓ Revision and/or development of environmental bylaws in accordance with the EMF.
- ✓ Establishment of Buyback centres and swap shops , to educate and incentivise communities to reuse and recycle
- ✓ Establish partnerships with Groenland Water Users association as a potential implementing agent for local projects
- ✓ Establish Partnerships with TWK Recycling as a potential implementing agent for local projects
- ✓ Facilitate and coordinate 110% Green Forum

6.7.2 DISASTER MANAGEMENT

Disaster and fire management is managed centrally by the District Municipality in Bredasdorp. Theewaterskloof has however drafted its own Disaster Management plan and is managing this in conjunction with the Overberg District Municipality. For more detail on Disaster Management (*See Annexure 2*)

A) CHALLENGES

- ✓ Insufficient personal
- ✓ Insufficient Fire & Rescue equipment including vehicles
- ✓ Lack of fire infrastructure at towns
- ✓ The fact that Theewaterskloof Municipal area is a fast rural area with great distances between the different Towns make it extremely difficult for rescue and fire fighting where there is a lack of a permanent fire station at such Towns.
- ✓ Delayed response time

B) STRATEGIC INTERVENTIONS

Where there is a lack of personal at some towns volunteer groups are being established to close this gap.

6.7.3 TRAFFIC & LAW ENFORCEMENT

Audits conducted by the National Department of Transport as well as the Western Cape Provincial Department of transport with regards to compliance have received favourable reviews at all Traffic Centres within the TWK municipal area, with a subsequent 96% compliance rate achieved.

Law Enforcement is a mandatory obligation placed on Municipalities and one of which has been identified as a strategic priority by the municipal Council. A Law Enforcement Strategy for the municipal Council has been drafted and awaits subsequent endorsement. This strategy dictates the course of action that would be embarked upon pursuant of effective and efficient law enforcement services that would create a safe environment for residents as well as to attract direct investment to the Municipality.

The synopsis of challenges faced is inherent at all traffic centres and includes inter alia the following:

- ✓ Shortage of human resources, operational as well as examiners of driving licenses.
- ✓ Shortage of vehicles at both traffic and law enforcement divisions.
- ✓ Ineffective vehicles in the form of 1400 LDV's, recommended the purchase of 4 x 4 vehicles to be considered.
- ✓ Stray animals - no suitable trailer to transport stray animals once confiscated.
- ✓ Motorcycles recommended expeditiously commute and patrol.
- ✓ Inefficient radio communication.

A) STRATEGIC INTERVENTIONS

- Increased focus on combating of minor crimes and by-law offences
- Stakeholder collaboration-increased participation in community police forums.
- Adoption of a Traffic and Law enforcement strategy.
- The establishment of an in-service training division to service both traffic and law enforcement divisions is part of the strategic development of traffic and law enforcement services.
- The appointment of traffic and Law Enforcement Wardens to compliment the staff component of the unit. This intervention speaks to Councils strategic priority, that of an "Improved Traffic and Law Enforcement Unit" with emphasis on increasing

efficiency of the Traffic and Law Enforcement Departments. These officers will have a diverse function and based on a year programme will focus on aspects such as by law enforcement, traffic law enforcement, squatter control, crime prevention, illegal structures etc.

- Regulation of traffic (Farm Lorr)

6.8 CASE STUDY - SUSTAINABLE DEVELOPMENT

A) Theewaterskloof's sustainable journey

"Earth provides enough to satisfy every man's need, but not every man's greed."

Mohandas K Gandhi

Our journey on the sustainability path has made us realise that Sustainable Development is more than environmental protection and that it is not a destination, but a continuous process.

This journey has started in 2006 where the Theewaterskloof Municipality has agreed to take part in a process of demonstrating the National Framework on Sustainable Development (NFSD) by partnering with the Sustainable Communities unit of the Development Bank of Southern Africa (DBSA) and roll out the Grabouw Sustainable Development Initiative as one of the first six pilots identified by the DBSA.

Different stakeholders came together to design a sustainable development plan for Grabouw that addresses the short-, medium- and long-term development needs of the area. In the process of establishing a Development Charter, a contract was negotiated between the community and other stakeholders regarding the development vision, rules of engagement and priorities for future development of the area. This was translated into a community-based, integrated development planning process that deals with issues of space, the built environment, infrastructure, the economy, social assets and human capital. The harmonisation of development pressures, social preferences and environmental constraints required a change in values, principles and strategies.

We have adopted the *five pathways* spelled out in the National Framework for Sustainable Development as

- Sustaining ecosystems and using natural resources efficiently
- Investing in sustainable infrastructure
- Creating sustainable human settlements
- Enhancing systems for integrated planning
- Building capacity for sustainable development

The *key overarching principles* that were agreed to are

- Sustainable balance - to achieve a balance between the ecological and development role of an area.
- Access - to ensure access to the opportunities and resources of a place for a range of people and activities e.g. access to land as a resource.
- Integration - between people of different backgrounds, incomes, culture and experiences of their spatial environment.
- Social justice - viewing resources in the interest of society/community, not in the interest of individuals.

The definition we therefore subscribe to for Sustainable Development is:

'Using, conserving, and enhancing the community's resources so that the ecological processes, on which life depends, are maintained and the total quality of life, now and in the future, can be increased. It closely incorporates environmental factors into economic growth'.

B) The GRABOUW SUSTAINABLE DEVELOPMENT INITIATIVE –

The Grabouw Sustainable Development Initiative (GSDI) is a programme that stems from the partnership between the Development Bank of Southern Africa and Theewaterskloof Municipality. The GSDI is a multi-million Rand programme and depends largely on private sector investment. Grabouw's Integrated Sustainable Development plan defined a portfolio of opportunities that will integrate the communities of Grabouw, provide equal access to opportunities, and provide an economic base to sustain the society.

A) STRATEGIC INTERVENTIONS

THE GRABOUW INVESTMENT INITIATIVE

Four projects have been identified as part of an intensive social facilitation process to serve as catalysts for Grabouw as part of the GSDI namely the Eikenhof Dam development, Midtown Renewal, the Community precinct and mixed housing. Investment posed a challenge and after several attempts to unlock government funding and/or private sector investment, the program embarked on smaller projects with strategic impact. In the past year a request for an expression of interest was advertised nationally and regionally to attract the needed private sector investment for the catalyst projects. The compulsory site briefing was attended by 27 companies of which 3 consortiums submitted bids. After initial evaluation, two of the three consortiums were given the opportunity to prepare detailed bids.

The possible benefits that will emanate from this investment are economic growth for the town in excess of R500 million which will lead to significant temporary employment during construction and a sizable number of permanent jobs. The requirements for the development are rooted in the principles of sustainability, and specific projects are aimed at preserving the natural environment.

Grabouw needs to grow its economic base significantly to be able to absorb the pressures of continuous population growth. It is expected that the investment initiative will provide the necessary economic growth that will broaden the tax base and will ensure financial viability for the Municipality.

GRABOUW PARTNERSHIP

Grabouw's development strategy depends on the cooperation and participation of civil society structures, the Municipality and organs of the state. The Grabouw partnership will be a formal permanent structure to facilitate the engagement of these stakeholders and role players. The synergy and efficiency of this partnership will determine the appetite of private sector investors.

The partnership hinges on three elements namely cleaning, safety and caring. The partnership is not replacing municipal services, but enhances these services, initially to curb the current decay in the mid-town, but it will eventually contribute to the sustainability of the envisaged investments.

The Partnership came into operation with the creation of four work groups that attend to the implementation of turnaround projects. Work groups are meeting monthly to monitor progress and address implementation challenges. The private sector has contributed significantly towards the implementation by providing expertise, guidance, materials and access to information. The work groups have an additional benefit because it has provided a platform for the promotion of intergovernmental relations where departments can engage in a focused, formal and regular basis. During the past year, this cooperation mechanism has accelerated government processes and saved significant time and costs.

24/7 PUBLIC SAFETY INITIATIVE

The Business Forum requested the GSDI Programme Office to identify the causes of the mid town's deterioration and to propose implementable solutions to the problems as a matter of urgency. Crime was identified as a transversal concern and at the root causes for the town's decay.

The Public Safety Work Group acted on the mandate, investigated the situation and causes, accessed existing models and technology and presented a draft solution to the stakeholders.

This project will protect both public and private assets and allow for safe and free movement of residents and visitors.

A special rates area will be created to fund the public safety initiative.

REHABILITATION OF THE PALMIET RIVER AND WATER GOVERNANCE

Rehabilitation of the Palmiet River in the CBD is at the core of the midtown renewal program. In the past year we have acquired exemption from DEADP to accelerate the river rehabilitation program by providing a river management plan instead of a full EIA that could take up to 18 months. Significant cost saving is involved since the process rely on an in-house process.

Greenland Water Users Association contributed in providing the Palmiet River Catchment Management plan at no cost to the Municipality. Theewaterskloof Municipality is responsible for the Maintenance plan and acquiring a water license.

Work on the river banks was done with the assistance of the Community Works Programme and other role players such as Cape Nature, Water Affairs, Department of Agriculture and BOCMA.

An Integrated water quality monitoring process commenced and contributes to the Water Governance model to be developed in time for replication purposes.

Our water Governance framework will provide a mechanism to balance the various sectorial demands on the Palmiet River and dams in the area to ensure equitable access to water.

AESTHETICS FOR GRABOUW

Design, form, build and construct – essential actions that shape the spaces we live, move and work in. These actions leads to the economic and human development that lies at the core of Grabouw’s vision of a transformed, integrated and prosperous town: one that is inclusive, equitable, ecologically sustainable and has shared growth benefiting for all its citizens.

For this purpose, a set of aesthetic guidelines were developed and adopted to guide the use and maintenance of existing infrastructure and set the framework developments. All new applications for building plans, land use and signing need to be aligned with the aesthetic guidelines. The Aesthetic guidelines also include plans for greening the town and a tree planting initiative marks the implementation of the greening process.

An integrated town renewal task team was created to coordinate all the law enforcement agencies to address burning issues that causes town decay. This task team also assist in accelerating new applications for different developments.

6.9 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The mandate for the Department of Rural Development and Land Reform is to develop rural areas throughout South Africa, and to achieve this the Department developed the Comprehensive Rural Development Programme (CRDP) to tackle issues such as underdevelopment, hunger, poverty, joblessness, lack of basic services and other social ills which have become synonymous with rural areas and redistributing 30% of the country’s agricultural land.

According to the Growth Potential of Towns Study, Villiersdorp has been identified as town with high Human Needs and Low Developmental status. As a result of this, Villiersdorp has been chosen as a pilot site in the implementation of the CRDP.

The CRDP is premised on three pillars: Land Reform, Agrarian Transformation and Rural Development.

- The CRDP has a holistic approach, partnering various stakeholders like other departments, non-governmental organisations, the business sector and the communities, in order to enhance socio-economic development issues.
- The CRDP’s job creation model aims to create employment of one person per household at each of the CRDP pilot sites for a period of two years
- With the implementation of the CRDP the department aims to promote the creation of vibrant, equitable and sustainable rural communities and food security.
- The CRDP is a catalyst and facilitator to ensure that development takes place in rural communities.
- The CRDP addresses specific needs of the communities in rural areas such as running water, sanitation, housing and development support.
- The CRDP is about changing the lives of people in rural areas, enabling people in the rural areas to take control of their destiny.

- The CRDP embraces and utilises participatory processes to enable members of rural communities to take control of their lives by engaging with the department in the implementation process of CRDP.
- The CRDP also embraces youth development. The department has established the National Youth Rural Services Corps to train youth in rural areas in various aspects of skills development in order to build their capacity and participate in socio-economic development in rural areas.

6.10 THUSONG CENTRE

Theewaterskloof Municipality is one of the pilot municipalities selected to participate in the roll out of the Neighborhood Development Plan (NDP). The neighborhood plan (NDP) or area based planning is one of five programmes implemented by the Department of Local Government which forms a critical part of the 3rd Generation IDPs. The NDPs will also ensure that communities have an active role to play in their community and not just passive recipients of development.

As one of the pilot municipalities, Theewaterskloof received R2mil from the Neighborhood Development Grant Programme. Council endeavored to spend this funding on the upgrade of a Thusong Centre in Grabouw. Complimenting this funding, a further R 2.5mil has been allocated by Department Local Government towards the Thusong Centre upgrade for the 2012/13 financial year.

The purpose of the Thusong center is to provide certain government services (such as identity documents, birth certificates and social grants etc.); in addition to development communication and information to the public to ensure that they become active participants in changing their lives for the better. It is to serve as a one stop shop for the entire community of Grabouw.

6.12 FINANCIAL SUSTAINABILITY – HOLISTIC APPROACH

As mentioned when SO1 was dealt with, the Municipality undertook a separate analysis of Financial Sustainability and developed a distinct strategy for it. Financial Sustainability is the most serious threat to the existence and well-being of the Municipality and therefore warranted this approach.

The strategy will gradually be integrated with the other SOs as there is a degree of overlapping. It is, however, a vital component of the Municipality's overarching strategy for the next five years. Without it the other SOs cannot be dealt with in a financially sustainable manner.

The Financial viability strategy is built on eight factors to address the Financial Sustainability Challenge of Theewaterskloof Municipality. The Financial Sustainability Strategy is an integrated plan and aims for an **overall sustainability of the municipal institution** in terms of individual staff capacity, institutional and environmental capacity enabling the adequate delivery of services.

ASPECTS	KEY AREAS
Budgeting And Financial Management	<ul style="list-style-type: none"> ✓ Tariff re-engineering and service Rationalization ✓ Revenue optimization ✓ Investment management ✓ Loan management: The Municipality are conscious that it may soon reach its maximum loan capacity and should be seen as a last option and be finance from savings rather than increase of tariffs. ✓ Budget planning and structuring: Emphasis will be place on matters like investment planning, reserves, maintenance of service delivery assets and the growth of the economy. ✓ Management of long term liabilities due to backlogs in bulk infrastructure
Fast Growing Local Economy	<ul style="list-style-type: none"> ✓ Infrastructure and Bulk Service Capacity ✓ Ability of the existing private sector ✓ Competitiveness with other neighbouring municipalities and local economies ✓ The National, Provincial and regional economy: partnering with other municipalities in diverting some of the investor and developer interest and not be in competition. ✓ Investor and developer friendly and institutionally ready Municipality ✓ SMME potential ✓ Available land ✓ Legal impediments E.g. Environmental legislation and red tapes delaying developments ✓ Safety and law obeying culture: This is one of the least concerning issues in our area although Villiersdorp and Grabouw require constant monitoring.
Unemployment & The Ability Of Communities To Pay	<ul style="list-style-type: none"> ✓ Excessive influx of unemployed, unskilled and homeless people. This is probably the most critical contributor towards the sustainability challenge of our economic and financial capacity ✓ Educational and human capital development capacity: partnerships with Learning foundations and university's e.g. Stellenbosch and Han University. SMME and SCM initiatives to develop entrepreneurial skills ✓ Acceptance of ownership of incoming people: Buy in from all components of a community to start working together and finding solutions. ✓ Squatter control and Management ✓ Unfunded mandates: Division of Revenue states when a function is shifted, the resources to employ to

ASPECTS	KEY AREAS
	<p>render the function shift with the function.</p> <ul style="list-style-type: none"> ✓ Social impact: Poverty, HIV/AIDS, crime, alcohol and drug abuse etc. Assistance are needed from National and Provincial Departments ✓ Nature of Local labour market Agriculture is the backbone of our economy and to a large extent is able to offer seasonal job opportunities. ✓ Recruitment practices of the agricultural sector and excessive wage demands
Partnership	<ul style="list-style-type: none"> ✓ The Agricultural Sector ✓ The Business Sector ✓ Grant Sponsors ✓ Neighbouring Municipalities ✓ Developers and Investors ✓ SALGA ✓ Regulatory Provincial Departments ✓ The AG ✓ Rating Africa ✓ International Twinning ✓ Media
Political Stability	<p>Without all of the decision makers and policy makers working together, focusing on the same vision and tactics and showing the political will to achieve sustainability we will not even be able to get out of the blocks and be spending our effort and resources on irrelevant issues.</p>
Institutional Capacity	<ul style="list-style-type: none"> ✓ Management Capacity: retention of an experience management team ✓ Human Capital Capacity: Turnover of Staff and productivity study of staff ✓ Technological capacity: Enable us to simplify our financial analyses, oversight and diagnostic processes and enable us to make more reliable in time conclusions and findings and which are required for appropriate remedial decision-making. ✓ Process: Process re-engineering has started and investigates: – Why and what municipal services processes need to be improved. How to improve specific municipal processes in order to improve productivity ✓ Equipment and Fleet: A critical assessment is required of the availability of appropriate and functional tools to our employees in the field. Identify vehicle running costs and can be used as a tool to monitor expenses e.g. overtime.
Expectation Management	<ul style="list-style-type: none"> ✓ Awareness of the seriousness of the situation: create proper awareness and let communities become part of the solution to the Financial Sustainable challenge ✓ Willingness to accept joint ownership ✓ Participation of the community in the IDP process ✓ Political support ✓ Ward Committee management ✓ The Town Management Model in decentralizing stakeholder management and customer satisfaction management

ASPECTS	KEY AREAS
	<ul style="list-style-type: none"> ✓ Service level agreements ✓ Communication
Central Government Fiscal Policy	<ul style="list-style-type: none"> ✓ The equitable share, MIG funding and EPWP funding ✓ Funding of Infra structure and bulk service requirements resulting from Housing Projects ✓ Cost of compliance ✓ Urban Development support ✓ Transferring of ESCOM electricity reticulation to municipalities ✓ Review of central government fiscal policy

CHAPTER 7

SECTOR PLANS

8. OVERVIEW OF SECTOR PLANS

This Chapter will focus on the current status of the Municipalities sector plans. These plans support the worldwide strategy summed up in the IDP, and focuses on specific sectors within the context of local government.

7.1 HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

7.1.1 STATUS OF THE SDF

The Built Environment Support Program (BESP) was approved by Council in September 2012. This was referred to DEA&DP to be considered in conjunction with the Council approved SDF.

7.1.2 OVERVIEW

This Human Settlements Plan (HSP) is prepared under the auspices of the Built Environment Support Program (BESP), an initiative between the Western Cape Department of Human Settlements (DoHS) and the Department of Environmental Affairs and Development Planning (DEA&DP), to promote integrated and sustainable human settlements. In terms of Component 1 of the BESP, support is being given to municipalities to produce credible Human Settlement Plans (HSP's) and Spatial Development Frameworks (SDF's). This approach requires a paradigm shift away from the simple delivery of houses, to providing human settlements as endorsed by the Breaking New Ground (BNG) and Isidima policy initiatives pertaining to integrated and sustainable human settlements.

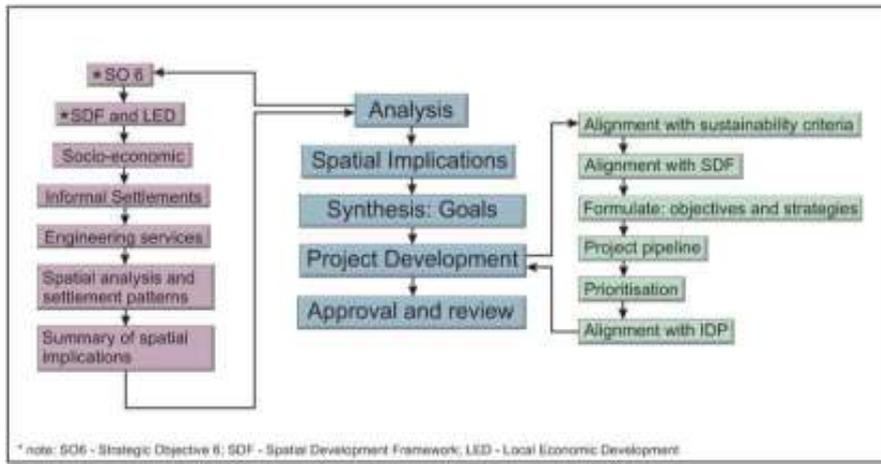
- The TWK HSP should therefore be read together with the Municipal IDP and the Theewaterskloof Spatial Development Framework (SDF). We can look upon the integration of the 3 sectors, as a strategic plan as well as an implementation plan in relation to integrated human settlement planning and housing delivery.
- The approach that will lead to a truly integrated planning process, incorporating and linking with the following documents, namely the IDP, the SDF, Growth Potential of Towns Study and the LED, as well as alignment with the TWK spatial development strategies according to the latest SDF (2011).

The TWK Spatial Development Framework (SDF: FEBRUARY 2012) (Table 5.2 and Table 5.3), also contains specific proposals for each rural node, which include the settlement of off-farm workers within settlements such as Lebanon, Velaphi and Bissitsdrift and on-farm settlement of farm workers in Vyeboom.

Table 5.2 contains a summary of challenges identified in the TWK SDF relating to human settlement development, followed by their implications for this HSP.

The HSP as one of the sectorial components of the IDP is required to reflect these challenges and to recommend appropriate solutions to give effect to the SDF. As a background to these challenges that exist, the goals and objectives and spatial development vision, principles to guide human settlement implementation, including:

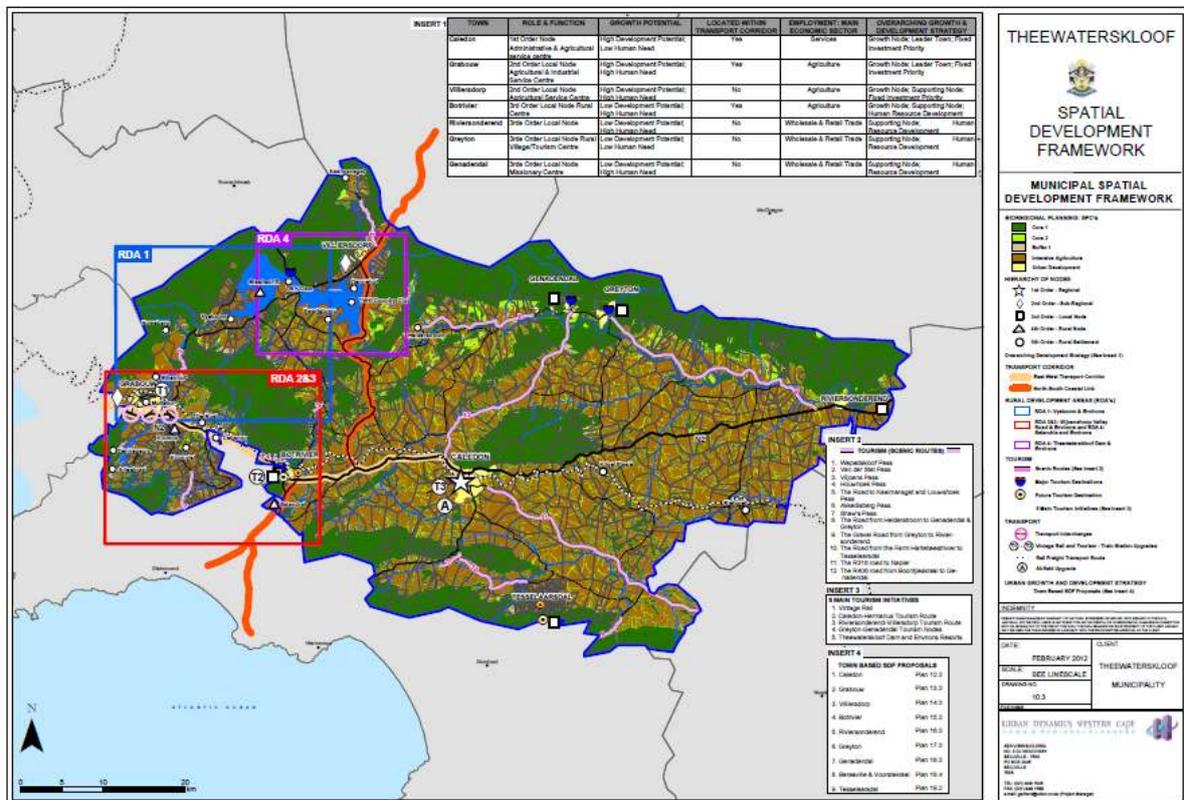
- Adopt the approach to shift from "housing" to the development of sustainable settlements;
- Accelerate the delivery of housing as a strategy for poverty alleviation;
- Implement the policies of BNG and Isidima, namely economic sustainability (access to economic opportunities); social sustainability (access to public facilities) and ecological sustainability (conservation of scarce resources).



The SDF and the HSP as a sector plans needs to be aligned with the IDP, in order to:

- Identify strategic land portions.
- The need for spatial restructuring through appropriate allocation of Housing on public and private land to facilitate integration.
- Meeting sustainability objectives in towns with low growth potential.
- Upgrading of “poverty pockets”.
- Prioritize informal settlements. (Addressing the housing backlog estimated at 8500 units.)
- Prioritize housing projects
- Undertake regular updates of the housing data base to ensure predictability of land supply.
- Co-ordinate bulk service delivery with housing programme.
- Future residential development needs to be aligned with the growth potential of urban nodes.
- Apply project sustainability criteria.

A) MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK



Map 6: Municipal Spatial Development Framework

7.2 DISASTER MANAGEMENT POLICY

7.2.1 STATUS OF THE DISASTER MANAGEMENT POLICY

Theewaterskloof has an approved Disaster Management policy.

7.2.2 OVERVIEW

As per Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must:

- prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
- regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000),
- Consult the local community on the preparation or amendment of its plan.

Theewaterskloof Municipality has taken the disaster management option of working in conjunction with the Overberg District Municipality and making use of their infrastructure in cases of disaster management (see Article 55(b) of the Disaster Management Act).

During disasters and incidents the first response will come from Theewaterskloof Municipality. If such incidents or disasters are of such magnitude that Theewaterskloof Municipality can't cope, Overberg District Municipality will be activated and for that matter Province as the chain of events will occur. All incidents will be coordinated by Overberg District Municipality.

Management of disasters must be seen as an on-going process and cannot be an add-on, chaotic set of actions during a disaster.

Risk Management Strategies regarding disasters include:

- Well planned developments, not in floodplain areas
- Risk assessments to be conducted before developing areas
- Ensuring to understand the responsibilities and communication during a disaster.
- Regular maintenance of critical areas which amongst others include:
 - Storm water systems including rivers, canals, catch pits, intakes, etc.
 - River systems
 - Firebreaks

7.3 WATER & SEWER MASTER PLAN

7.3.1 STATUS OF THE WATER & SEWER MASTER PLAN

Water and Sewer Master Plans are in place for all the towns in TWKM's Management Area and are linked to the SDF. The future development areas were identified as part of the SDF. Water supply and sanitation services are balanced with land usage and development planning. All service delivery is done in accordance with the availability of water and the capacities of the WTWs and WWTWs that are in place or that will be implemented.

7.3.2 OVERVIEW

The Capital Budget increased from R82.043M in 2010/11 to R87.304M in 2011/12, R70.045M in 2012/13 and R77.966M in 2013/14. Capital funding will have to increase substantially if existing service levels are to be sustained, which has to be the goal. In this regard TWKM's own funding, as well as the MIG funding must significantly exceed inflation. Other possible sources of funding and innovative funding mechanisms have to be explored. An Asset Management Plan needs to be developed from the Asset Register, which will indicate the real replacement values and service lives of the assets and the funds required to provide for adequate asset replacement.

7.4 STORM WATER MASTER PLAN

7.4.1 STATUS OF THE STORM WATER MASTER PLAN

The SWMP was completed in 2009 (last update). The municipality is currently in the process of upgrading the IMQS by linking the SWMP with IMQS.

7.4.2 OVERVIEW

Study of existing storm water systems

- Obtain all available data, layout plans, as built drawings and information from TWK
- Obtain design and construction plans and info from various instances for all developments currently in the planning or construction phase.
- Compiled collated data into data sets consisting of storm water drainage system detail tables and layout plans to be issued for gis, AutoCAD and storm water drainage modeling software.

Storm water management planning

- Hydrological and hydraulic model compilation of simulation
- Existing storm water drainage system analysis and assessment
- Remedial measures for flood and erosion control of future development drainage
- Capital cost estimates

Flood line determination

- To comply with legal requirements
- To establish if any parts of towns or future developments are exposed to a flood risk
- Detailed flood line studies for each town

7.5 INTGRATED WASTE MANAGEMENT PLAN

7.5.1 STATUS OF THE INTEGRATED WASTE MANAGEMENT PLAN

The first IWMP was drafted in March 2007 and updated in 2010.

7.5.2 OVERVIEW

The Plan takes particular note of importance of local authority waste management planning. It underlines the following principles of the National Waste Management Strategy:

- The prevention of waste generation;
- The recovery of waste of which the generation cannot be prevented, and
- The safe disposal of waste that cannot be recovered

The Plan addresses all areas of waste management – from waste prevention and minimisation (Waste avoidance), to its collection, treatment, recovery and final disposal. It does not only address the practicalities of waste management, but also the issues of public education and changing concepts, as these are vital to a successful management system.

The Plan is guided by national and provincial legislation.

7.6 INTEGRATED TRANSPORT PLAN

7.6.1 STATUS OF THE INTEGRATED TRANSPORT PLAN

The development and adoption of the ITP was facilitated through the Overberg District Municipality.

7.6.2 OVERVIEW

The main transport needs for the Theewaterskloof Municipality include:

- Provision of regular and safe public transport
- improvement of Transport facilities to schools, hospitals and police stations
- Provision of facilities for non-motorized transport and the disabled
- Coordination of transport facilities for tourists to the area

Theewaterskloof's response to these needs is aligned with the Strategies as stated in the Overberg District Municipality's IDP, namely: Provision of Basic Services, Human resource development, Financial Development, Economic Development and institutional development.

7.7.1 STATUS OF THE INTEGRATED WASTE MANAGEMENT PLAN

The PMS was completed in 2007. The upgrade of this system is scheduled for the 2013/14 financial year.

7.7.2 OVERVIEW

PMS is divided into 2 systems namely:

GRMS (Gravel Road Management System) and

Pavement Management System (PAVED)

DATA COLLECTION

- The following data were involved in the network assessment:
- Network definition
- Network characterization
- Pavement condition – visual assessment

PRESENTATION OF THE COMPUTER RESULTS OBTAINED FROM THE ANALYSIS

- Detailed outputs
- Maps
- Histograms
- Pie charts – surfacing and structure
- Priority listing
- Distribution of recommended resurfacing

BUDGETING

- Different funding scenarios
- Backlog calculations
- Prediction of condition
- Prediction of remaining life

Sector Plan	Theewaterskloof Status	District Status
Three year financial Plan	Adopted and approved	Three year Budget (MTEF)
Water Services Development Plan	Adopted by the Full TWK Council	Approved
Water and Sanitation Master Plan	Adopted	N/A
Water Resource Plan	In development phase.	N/A
Waste Management Plan	Adopted	One in operation
Storm Water Master Plan	completed	N/A
Pavement Management System	Updating still in progress. Multiyear project	N/A
Integrated Transport Plan	Adopted by Council	currently being updated
Energy/Electricity Plan	N/A	N/A
Riviersonderend Elec.Supply	09/05Plan in use. Review not necessary in short term.	N/A
Caledon Electricity Supply Master Plan	2007/2008 Plan in use.	N/A
Greyton Electricity Supply	05/06 Plan in use. Review not necessary in short term.	N/A
Villiersdorp Electricity Supply	07/08 Plan in use. Review not necessary in short term.	N/A
Disaster Management Plan	May 2011	Operational and updated annually
Spatial Development Framework	Approved, Revision is taking place, will be finished in end 2011	Approved 2004 - not updated since and should receive attention as part of new generation IDP development
Local Economic Development Strategy	adopted	Finalized July 2009
Housing Plan	Approved.	N/A
Performance Management Plan	adopted	Being Developed
Finance Management Plan	In Use	currently operational
Municipal Risk Plan	Adopted.	
Air Quality Management Plan		Draft
Integrated HIV/Aids Plan	No Plan	Operational
Workplace Skills Plan	Approved and adopted 07 June 2010	Operational and revised Annually
Financial sustainability Challenge	Adopted by Council	

CHAPTER 8

PROJECTS AND INVESTMENTS

CHAPTER 8: PROJECTS

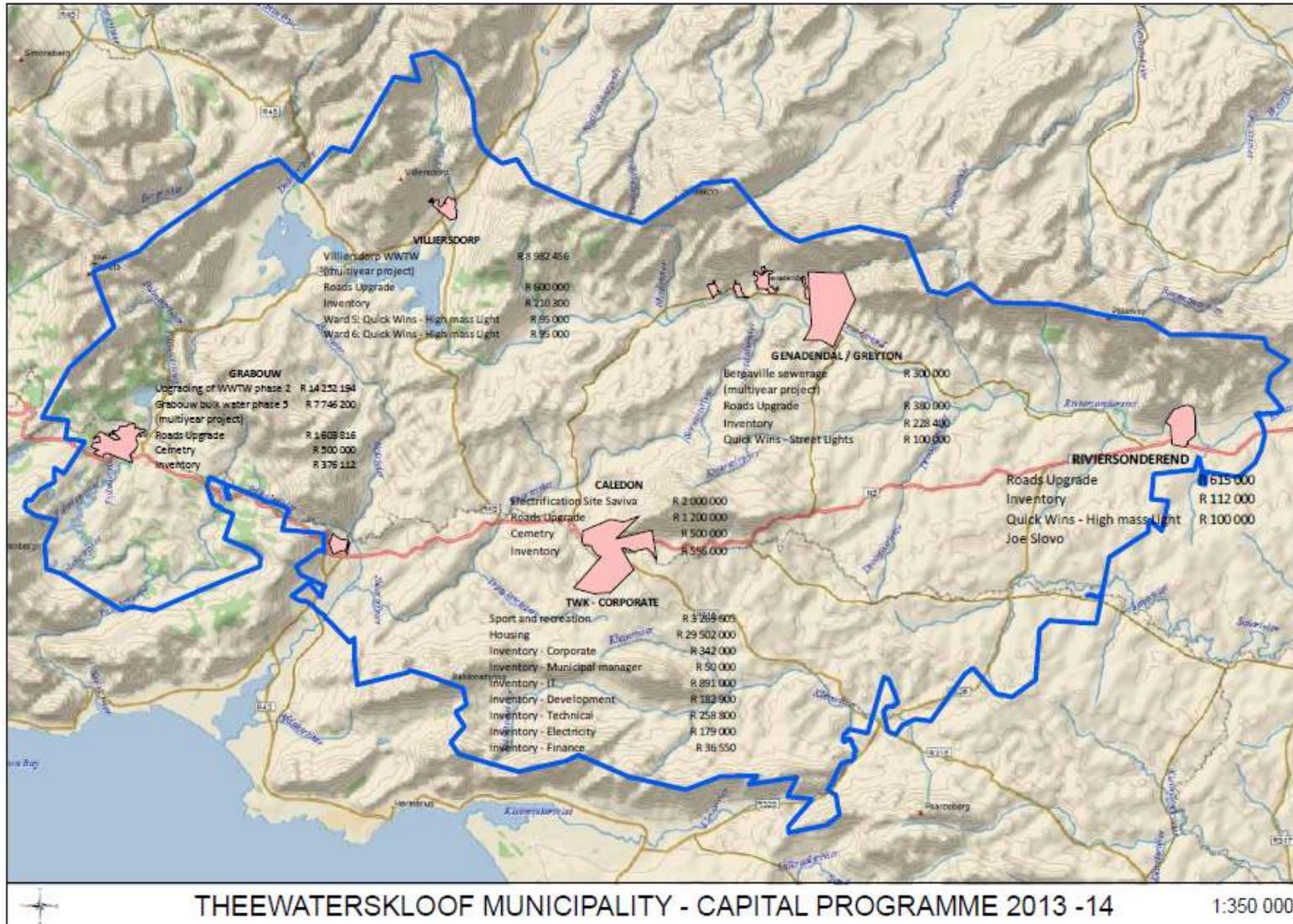
8.1 MAJOR FOCUS AREAS: OPERATIONAL, QUICK WINS AND CAPITAL FUNDED PROJECTS

2013/2014						
QUICK WIN PROJECTS						
VOTE NR	Project Name	Project Details	Town	Ward	Operating Amount	Capital Amount
10/10/10/13/7130/010	Sidewalks	Stabilization of pavement from 1st Avenue (Tar)	Caledon	3	125 000	
10/10/10/13/7130/010	Sidewalks	Stabilization of pavement - Hoopvolstraat (Paving)	Caledon	4	125 000	
10/10/90/90 Capital	Sidewalks	Stabilization and paving - Intersection Heide Street - Fontein Street	Botrivier	7	125 000	-
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	8	125 000	
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	9	125 000	
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	10	125 000	
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	11	125 000	
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	12	125 000	
10/10/10/13/7130/020	Sidewalks	Upgrading of sidewalks, paving and plant trees	Grabouw	13	125 000	
10/10/10/13/7130/030	Playpark	Upgrading and expansion of New Crest playground	Villiersdorp	5	30 000	
10/10/90/90 Capital	High Mass Light	High Mass Light	Villiersdorp	5	-	95 000
10/10/90/90 Capital	High Mass Light	High Mass Light	Villiersdorp	6		95 000
10/10/90/90 Capital	Playpark	Upgrading of playground Nuwedorp	Villiersdorp	6	30 000	-
10/10/90/90 Capital	High Mass Light	High Mass Light - Joe Slovo	RSE	1		80 000
10/10/10/13/7130/040	Christmas Lights	Maintenance of Christmas Lights	RSE	1	30 000	-
10/10/90/90 Capital	Speed bump	Construction of speed bump - Alpha Street	RSE	1	15 000	-
10/10/90/90 Capital	Street Lights	Street lights	Greyton/ Genadendal	2	-	100 000
10/10/10/13/7130/050	Paving	Upgrading of sidewalks, paving.	Greyton/ Genadendal	2	25 000	-

2013/2014						
OPERATIONAL						
VOTE NR	Project Name	Project Details	Town	Ward	Operating Amount	Capital Amount
10/10/20/12/5821	Tourism route and Bureaus	Provide support to existing tourism offices and to The Cape Country Meander			320 000	
10/10/20/12/5821	LED	LED (SMME directory, Marketing & Branding, Employment Intermediation)			160 000	
10/10/20/11/5860	Social	HIV / Aids & Crime & Substance Abuse			16 000	
10/10/10/11/7100	Special Projects	Junior Council, Town of the year, Community, Caledon, Botrivier and Greyton 200 year			190 000	
	Ward Committees	Ward Committees: Stipends, Phone, Travel, Support, Training			447 000	
	Communication	Communication & Publications/Newsletters			267 750	
	Financial Viability	Financial Viability initiatives			700 000	
	Sustainability	Grabouw Sustainable Plan			435 000	
	By-Law enforcement	Upgrading of By-Laws and reviewing of Policies			600 000	
		HAN/TWK partnership			85 000	

8.2 CAPITAL PROGRAMME – 2013/2016

Theewaterskloof Municipality			Capital 2013 -14	Capital 2014 -15	Capital 2015 -16
Town	Function	Project	Total 2013-2014	Total 2014-2015	Total 2014-2015
Grabouw	Sewerage	Upgrading Grabouw WWTW phase 2	14 252 194	0	0
TWK	Sport	TWK Sport & Recreation	3 269 605	3 745 800	3 955 050
Grabouw	Water	Grabouw bulk water phase 5 (multiyear project)	7 746 200	5 179 453	0
Villiersdorp	Sewerage	Villiersdorp WWTW (multiyear project)	8 982 456	7 320 550	4 132 093
Genadendal / Greyton	Sewerage	Bereaville sewerage (multiyear project)	300 000	3 330 550	6 848 450
Grabouw	Roads	Roads Upgrade	1 603 816	0	0
Caledon Botrivier Myddleton	Roads	Roads Upgrade	1 200 000	0	0
Riviersonderend	Roads	Roads Upgrade	615 000	0	0
Villiersdorp	Roads	Roads Upgrade	600 000	0	0
Genadendal / Greyton	Roads	Roads Upgrade	380 000	0	0
TWK	Roads	Roads Upgrade		5 020 647	5 130 000
Caledon	Cemetery	Cemetery Caledon	500 000	0	0
Grabouw	Cemetery	Cemetery Grabouw	600 000	0	0
TWK	Housing	Housing	29 502 000	0	0
Caledon	Electricity	Electrification Site Saviva	2 000 000	0	0
TWK	Corporate Services	Inventory	342 000	0	0
TWK	Municipal Manager	Inventory	50 000	0	0
TWK	IT	Inventory	891 000	0	0
TWK	Development	Inventory	182 900	0	0
TWK	Technical	Inventory	258 800	0	0
TWK	Electricity	Inventory	179 000	0	0
TWK	Finance	Inventory	36 550	0	0
Caledon	Operational	Inventory	556 000	0	0
Grabouw	Operational	Inventory	376 112	0	0
Genadendal / Greyton	Operational	Inventory	228 400	0	0
Riviersonderend	Operational	Inventory	112 000	0	0
Villiersdorp	Operational	Inventory	210 300	0	0
Villiersdorp W5	Operational	Quick wins - High mass Light	95 000	0	0
Villiersdorp W6	Operational	Quick wins - High mass Light	95 000	0	0
Riviersonderend	Operational	Quick wins - High mass Light Joe Slovo	80 000	0	0
Genadendal / Greyton	Operational	Quick wins - Street lights	100 000	0	0
TWK	Technical	PMU Salaries	0	375 000	375 000
TWK	Water	TWK Bulk Water Supply	0	0	5 926 407
		TOTAL	75 344 333	24 972 000	26 367 000



Map 7: Capital Programme

8.3 INDABA 2-SECTOR DEPARTMENTS INTERVENTIONS/COMMITMENTS

The Provincial Government prepared a map spatially referencing all sector projects for the coming financial year for each Municipality. This was done to complement the IDP Indaba 2 workshops held in February 2013.

Projects list to be included with Final document.

INDABA 2_2013 - 2015 : THEEWATERSKLOOF SECTOR DEPARTMENT INTERVENTIONS



Map 8: Sector Department investment

8.4 UNFUNDED CAPITAL PROJECTS

8.4.1 WATER

Name of project	Year required	Probable year of implementation
BOTRIVER		
Botriver: Upgrade WTW	2015	2020
Botriver: Upgrade reservoir (600 kl reservoir, AADD served = 280 kl/d, master plan items TBW.B6, 7 & 8)	Development related	2020
CALEDON		
Caledon: Investigate unknown capacities of pump stations and bulk pipelines	2010	2011
Caledon: Augment bulk supply to Natuurtuin reservoirs from Lower 4 MI - phase 1 (AADD served = 6 150 kl/d, master plan item TCW.B6)	2010	2016
Caledon: Augment bulk supply to Natuurtuin reservoirs from Lower 4 MI - phase 2 (AADD served = 6 150 kl/d, master plan item TCW.B4 & B9)	2020	2025
Caledon: New Badskop reservoir & augmentation of supply to Badskop (3,1 MI reservoir, AADD served by pipeline & pump station = 3 243 kl/d, master plan items TCW.B11, 12 & 13)	2014	2020
Caledon: New Blue Crane reservoir and bulk supply (3,0 MI reservoir, AADD served = 1 337 kl/d, master plan items TCW.B14, 15, 16 & 18)	Development related	2020
Caledon: New Caledon south reservoir and bulk supply (5,0 MI reservoir, master plan items TCW.B19 & TCW4.1)	Development related	2023
Caledon: Investigate possible bulk water supply from Basil Newmark Dam	2010	2011
GENADENDAL		
Genadendal: Upgrade of bulk water supply	2016	2021
Genadendal: Upgrade WTW (Ultimate AADD planned for in 2009 was for 1240 kl/d)	2016	2016
Genadendal: Bereaville Upper reservoir, pump station and rising main (500 kl reservoir, AADD served = 175 kl/d, master plan items TGGW.B1, 2 & 3)	Development related	2021
Genadendal: Genadendal Upper reservoir, pump station and rising main (700 kl reservoir, AADD served = 697 kl/d, master plan items TGGW.B8, 9 & 10)	Development related	2021
GRABOUW		
Grabouw: New reservoir at Uitkyk (3,5 MI reservoir, master plan items TGW.B6)	2010	2016
Grabouw: Upgrade capacity of Uitkyk pump station (Additional AADD served of 200 kl/d, master plan item TGW.B3)	2019	2022
Grabouw: Bulk water capacity upgrading (Ph 3-AADD served = 11 825 kl/d, no GLS master plan no.)	2010	2016
Grabouw: Bulk water capacity upgrading (Ph 5-5,0 MI reservoir, AADD served by pipeline & pump station = 6 117 kl/d, master plan items TGW.B1, 2 & 7)	2013	2017
GREYTON		
Greyton: Upgrade of WTW (AADD planned for is 1743 kl/d)	2012	2016
RIVERSONDEREND		
Riversonderend: Upgrade of WTW (water quality)	2016	2021
TESSELAARSDAL		
Tesselaarsdal: New reservoir at Tesselaarsdal (500 kl reservoir, master plan items TTW.B10)	2010	2016
VILLIERSDORP		
Villiersdorp: Investigate unknown capacities and routes of raw bulk infrastructure	2010	2011
Villiersdorp: 2MI reservoir at Ham St (M planning project for 2013/2014; 4,2 MI reservoir; master plan items TVW.B1; approx. budget of R3.8 million. Existing AADD of zone = 683 kl/d, Ultimate AADD = 2289 kl/d)	2010	2016
Villiersdorp: Upgrade WTW	2016	2018
Villiersdorp: Villiersdorp high reservoir, pump station and rising main (1,5 MI reservoir, AADD served = 836 kl/d, master plan items TGGW.B5, 6 & 70)	Development related	2021
Villiersdorp: Villiersdorp North East reservoir, pump station and rising main (750 kl reservoir, AADD served = 358 kl/d, master plan items TGGW.B8, 9 & 100)	Development related	2021
MUNICIPALITY WIDE - ALL TOWNS		
Theewaterskloof: Water Resource Investigation for Theewaterskloof, incl. agreements, licences & permits	2010	2012
Greater Genadendal, Tesselaarsdal and Villiersdorp only: Water Resource Study (excl. drilling)	2010	2012
Theewaterskloof: Water Demand Management interventions in all towns, incl. zone meters, telemetry, pressure management, leak detection, community education, tariffs, etc.	2010	2012

8.4.2 SANITATION

Name of project	Year required	Probable year of implementation
BEREAVILLE		
Bereaville: New bulk outfall sewer from Bereaville to Voorstekraal (AADD served = 69 kl/d)	When even in Bereaville are serviced with waterborne sanitation system	2018
CALEDON		
Caledon: Upgrade of WWTW (Planned ultimate ADWF of 8559 kl/d)		2016
Caledon: Upgrade Caledon bulk sewer (phase 1-AADD served = 7 679 kl/d)	2010	2016
Caledon: Upgrade Caledon bulk sewer (phase 2-AADD served = 7 679 kl/d)	2017	2022
GRABOUW		
Grabouw: Upgrade of WWTW (EIA phase; upgrade to 8.5Ml/day; approx. budget of R30.0 million)	2010	2015
GREYTON		
Greyton: Sewer connection Greyton - Genadendal (incl. pumpstation and rising main)	2010	2016
RIVIERSONDEREND		
Rivieronderend: Upgrade of WWTW (aeration and pre-treatment)	2016	2018
Rivieronderend: Upgrade of main sewer pump station	2016	2021
TESSELAARSDAL		
Tesselaarsdal: WWT Package plant (Pre-implementation phase; approx. budget of R1.2 million, 50 - 100 kl/d if the package plant is only for the recently constructed low cost housing area)	2012	2017
VILLIERSDORP		
Villiersdorp: Upgrade WWTW	2010	2019
MUNICIPALITY WIDE - ALL TOWNS		
Theewaterskloof: Reduction of stormwater ingress and groundwater infiltration	2010	2014

The lists of projects indicated above comprise part of the current backlog.

8.4.3 ELECTRICITY

Projects/Town	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
CALEDON					
Versterking van LS Netwerk Bergsig.Batana,Impala en Hoofweg	R 850 000				
Bergsig Substasie		R 860 000			
Ian Toerien Weg en Smallstraat	R 430 000				
Vervang Transformator Industrie straat			R 500 000		
Vervang Skakelstasie Op hv Human en Van Riebeeckstraat				R 650 000	
Opgradering Cemetry skakelstasie					R 700 000
Ontwikkeling					
Bepanning en EIA	R 500 000				
Nuwe 66/11kV Substasie		R 24 500 000			
Nuwe Casino Substation			R 24 500 000		
Nuwe erwe Bergsig		R 3 500 000			
Behuising					
Santa	R 2 800 000				
Uitsig Extension				R 5 000 000	
VILLIERSDORP					
Departementele behoeftes					
Opgradering oorhoofselyn Caledon & Unielaan	R 485 000				
Vervang skakelstasie MS Nywerheid		R 650 000			
Vervang skakelstasie Viljoen Ingenieurswerke			R 650 000		
Verskuif hoofsubstasie na Hamstraat				R 2 000 000	
Versterk toevoer na Destiny					R 1 500 000
Behuising					
Destiny					R 5 000 000
GREYTON					
Departementele behoeftes					
Versterk netwerk Hoofstraat	R 800 000				
Vervang gedeelte 11kV lyn agter Begraafplaas		R 600 000			
Versterk Netwerk Oakstraat			R 1 080 000		
Voltooi ringtoevoer na Van Schalkwykstraat				R 650 000	
Vervang oorhoofselyn Caledon straat.					R 780 000
RIVIERSONDEREND					
Buitekant straat opgradering Fase 2	R 550 000				
Voortrekkerstraat opgradering		R 420 000			
Voltooi ringtoevoer Hoofstraat Fase 1			R 450 000		
Voltooi ringtoevoer Hoofstraat Fase 2				R 450 000	
Opgradering LV Netwerk					R 500 000