



BRREËRIVIER WYNLAND
BREEDERIVER WINELANDS
MUNISIPALITEIT ~ MUNICIPALITY ~ MASIPALA



**Integrated Development Plan
(IDP)**



2007 - 2011



Vision Statement



*Together we strive for a unified, prosperous
community where people are at the centre of development.*



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1. Introduction:



1.1 Message from the Executive Mayor:
Cllr S J Ngonyama

An Integrated Development Plan is a key document in the life of a community. It seeks to guide both its residents and staff and to clearly set out the strategic directions of the council and how it will allocate its limited resources. This strategic document is the basis of council's strategic priorities for the next five years and even beyond.

This IDP and Budget that I will table is also based on the principle of all human life has equal worth. Over the last couple of months I repeatedly said that my Council is a Council for the poorest of the poor. The IDP and Budget will thus be used to better the life of the poor, the jobless and the previously disadvantaged. In doing so, we will not jeopardize the sustainability of the municipality.

As council, we are critically aware that we have to optimize our resources in order to ensure that we can derive the maximum benefit from the economic opportunities within our area but also on a district, provincial, national and even international context. This however, will only be in our goal to uplift our previously disadvantaged communities. It is really my view that this IDP and budget be implementation documents of transformation. **People in the street must feel it touches them.**

People shall be put at the centre of development by constructively taking part in decision making processes, the identification of their respective needs and the allocating of resources therefore.

I trust that we shall achieve our goals in working for and with all the people of Breede River/Winelands Municipality. We are humble in recognizing the challenges of the future.

This IDP will guide us into effective planning and implementation in such a way as to make the Breede River/Winelands Municipality a unified and prosperous community.



1.2. Message from the Municipal Manager:
Mr SA Mokweni

The second generation IDP of Breederiver Winelands Municipality must embody the requirements of long term plausible strategy to ensure proper service delivery, effective infrastructure development and the views and needs of the community.

The intension of developmental local government is to ensure a better life for all.

It is therefore important that the IDP and the Budget linked thereto reflect the view of the community at large, and not the viewpoint of individuals or only certain spheres of interest.

Alignment of local objectives with that of provincial and national government become more and more important, and are reflected in the IDP.

Capacity must be created and maintained to ensure the achievement of goals.

Unfortunately all stated requirements and requests can not always be accommodated, because of limited funding, viability and the fact that a local government can (*and must*) only concentrate on those functions allocated to its sphere of government by the Constitution. Community needs that are the function of other spheres of government such as district, provincial and national are referred to that level of government for their interventions.

The Integrated Development Plan must therefore reflect reality, which should be viable, sustainable and affordable.

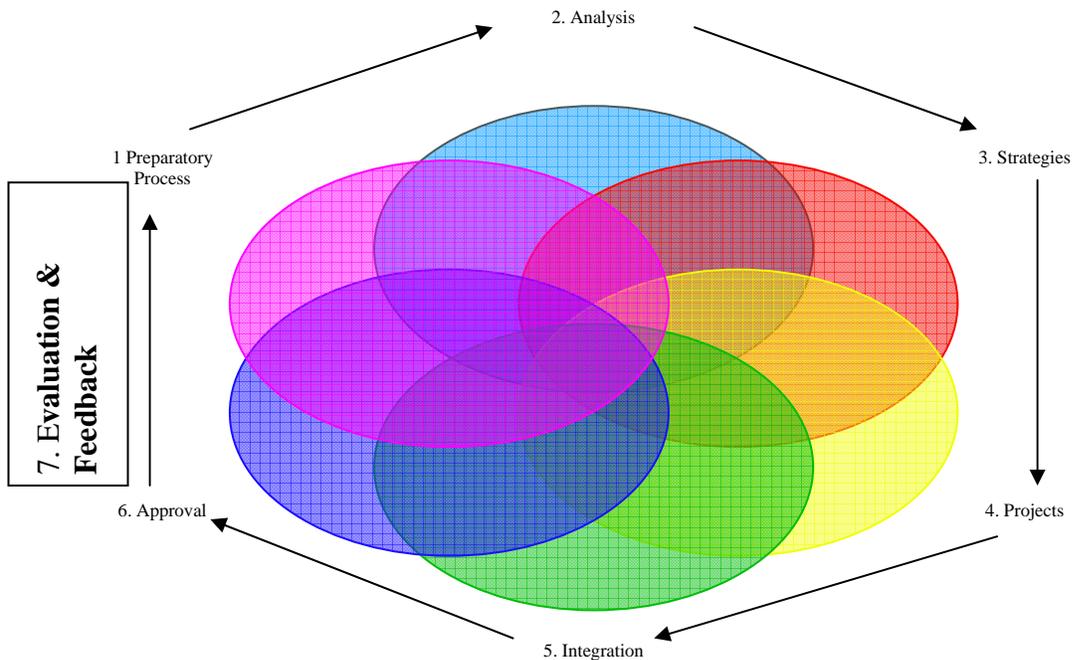
2. Preparation Process:

2.1. Process Plan

The following plan was developed for the compilation of the IDP:

1. **Preparation Phase** - Municipality plan the process for drafting the IDP and set up a phased programme for developing the IDP, the participatory process, and a budget for the planning process.
2. **Analysis Phase** – During this phase the aim is to understand the existing circumstances within the municipality. It requires understanding the causes for priority concerns and the link with other existing systems.
3. **Strategy Phase** – Here the municipality decides on its future development direction. The municipality develops a vision, a set of objectives to meet the vision, and strategies to fulfill objectives.
4. **Project Phase** – The purpose during this phase is to develop project proposals, and to undertake sufficiently detailed project planning to ensure an effective link between planning and delivery.
5. **Integration Phase** – Here the main aim is to check that project proposals are in line with the vision, objectives and strategies developed and resources available.
6. **Approval Phase** – During this phase all interested parties and stakeholders are given a chance to comment on the draft IDP before it is finally adopted by Council
7. **Evaluation & Feedback** – Although this is not a formal part of the IDP process, evaluation and feedback should be included to strengthen **sustainability** in the IDP process.

Diagram: 2.1



2.2 Process followed

On the 25th July 2006 the IDP process plan for BRWM for the financial year 2007/2008 was approved by council. As part of this process Council also adopted a new structure for consultative/participatory engagements at a council meeting on 29th August 2006. (Annexure A)

2.2.1 The timelines

An intensive community - stakeholder participation process, commenced during August 2006. During this time the process involved councillors, officials, ward committees, sectors, the rural community and the IDP Representative Forum who spent many hours in debate and consultation.

DATE	WORKSHOP	OUTCOME
15 August 2006	Mayoral Committee	<ul style="list-style-type: none"> • People should be put at the centre of development. • Take part in decision making, identification of their wards local needs and allocating of resources
16/8/06	Council	Agreed on Process first to engage with the different Wards
10/8/06 – 26/9/06	Council/Personnel/Wards/ Rural Areas/Sectors/Other	Inputs with regard to needs in the municipal area
30/11/06 & 4/12/06	Small Farmers/Housing	Focus inputs: Small Farmers & Housing (Social Housing)
10/11/06	CWDM – Plenary Workshop	Developmental Priorities
1 & 13/11/06	Council/Personnel/Wards/ Sectors/Rural/ Labour & IDP Representative Forum	Long term Vision / Mission/ Value System/Strategic Priorities
6/2/07 & 19/2/07 & 28/2/07	Council & Heads of Departments	<ul style="list-style-type: none"> • Budget of Transformation • Credible IDP • Close the GAP between 1st & 2nd Economy • LED • Actual Delivery • Equity Plan assist Budget • Batho Pele – People First • “Someone in the street must feel it touches them” • Focus should be on the previously disadvantage communities.

2.2.2 Draft IDP & Budget 2007 – 2011 Consultative engagements

The Executive Mayor, Councillor J Ngonyama tabled the 2007/2011 draft budget and IDP at the council meeting on the 27 March 2007.

Both the draft Budget and IDP were taken to the following wards, communities and sectors for inputs and comments before the final submission to council on the 29th May 2007

WARD	WARD COUNCILLOR	DATE	TIME	VENUE
1	Cllr JD Burger	10 April 2007	19:00	Robertson Community Hall
2	Cllr SW Nyamana	12 April 2007	19:00	Nkqubela Community Hall
3	Cllr M Carelse-Snyman	16 April 2007	19:00	Robertson Community Hall
4	Cllr E Vollenhoven	17 April 2007	19:00	Bonnievale Community Hall
5	Cllr G Fielies	18 April 2007	19:00	McGregor VGK Kerkzaal
6	Cllr MWH du Preez	19 April 2007	19:00	Kabouterland Crèche, Ashbury, Montagu
7	Cllr J Thomson	2 May 2007	19:00	Montagu Community Hall
8	Cllr SW van Eeden	24 April 2007	19:00	Town Hall, Bonnievale
9	Cllr J Adams	3 May 2007	19:00	Barnard Hall Ashton
10	Cllr K Klaas	11 April 2007	19:00	Zolani Community Hall

The municipality also had special engagements with the following sectors:

18 April 2007	Business	(Formal & Informal)
19 April 2007	Agriculture	(Formal & Informal)
20 April 2007	All other sectors	

2.3 District Framework:

Council approved the IDP Framework as proposed by CWDM during a council meeting held on 8 June 2006. During a council meeting on the 25th July 2006 the IDP process plan for BRWM for the financial year 2007/2008 was approved.

3. Vision/Mission and Values:

Poverty is one of the core development challenges Breede River Winelands Municipality are facing, and therefore the municipality have to adopt a holistic approach in addressing the inter-related social factors that can contribute to a quality life for all:

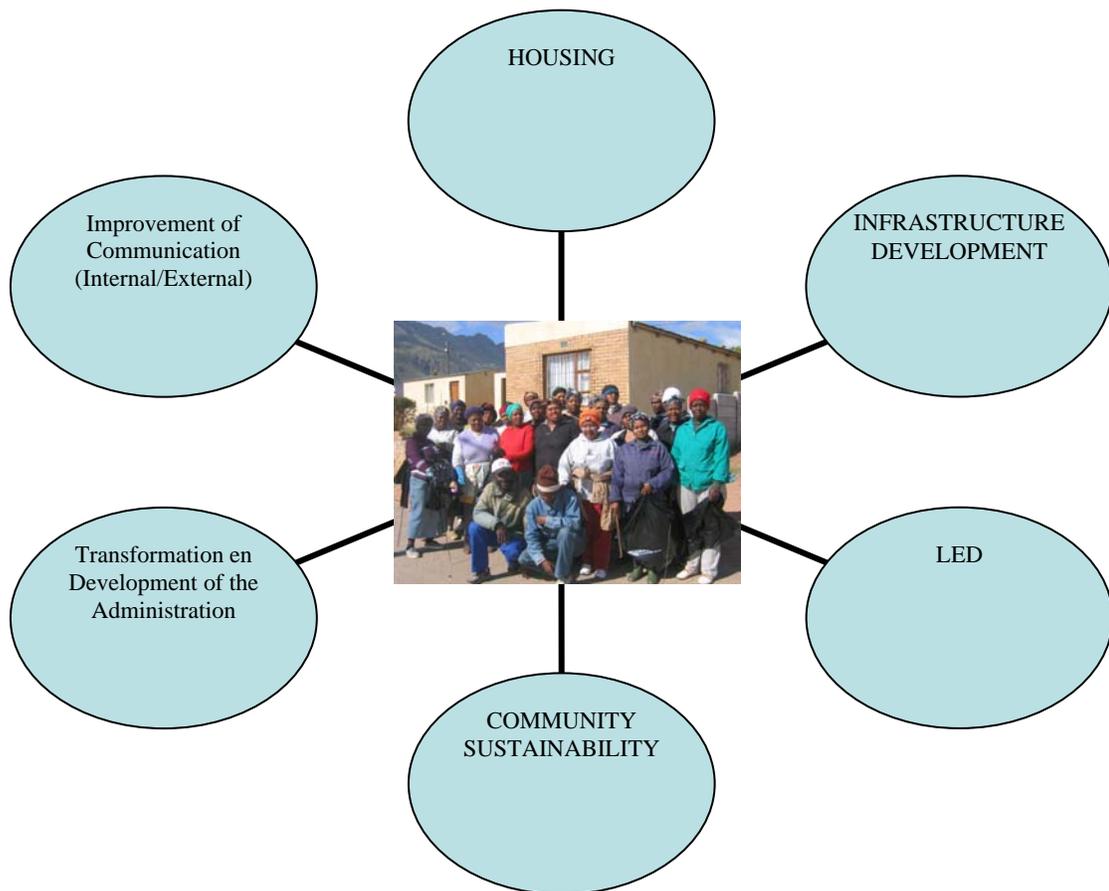
The following indicators had to be considered in all our planning:

- Access to basic services (housing/water/sanitation/energy/refuse removal/public transport/telephone services)
- Access to social services (health/education/welfare/policing)
- Access to all income and local economic development activities

In order to address these challenges, Council has adopted a slogan from now to 2020 namely:

“People at the centre of Development”

In context with our six strategic objectives one can illustrate our slogan as follows:



The following new development strategy was adopted by council at a council meeting on the 30th January 2007:

Vision

Together we strive for a unified, prosperous community where people are at the centre of development.

Mission:

Council will achieve its vision to:

- establishment a good and transparent Local Government
- provide equal, sustainable and affordable services to all
- enhance cooperation between all relevant stakeholders through community participation processes
- established and improve social and economic development for all
- enhance sustainable environmental development

The **eight Batho Pele Principles** include:

- **Consultation** The public and employees should be consulted about the level and quality of public services they receive and, where possible, should be given a choice about the services offered.
- **Service Standards** The public should be told what level and quality of public service they will receive, so that they are aware of what they can expect from us.
- **Courtesy** The public should always be treated with courtesy and consideration.
- **Access** All members of the public should have equal access to services they are entitled to.
- **Information** The public should have full, accurate information about the services they are entitled to receive.
- **Openness and Transparency** The public should be told how administrations are run, how much they cost and who is in charge.
- **Redress** If the promised service is not delivered the public should be offered an apology, a full explanation, and a speedy and effective remedy; when complaints are made, the public should receive a sympathetic and positive response.
- **Value for money** Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

4. Existing Development Analysis:

4.1 Legal Framework Analysis:

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. The Constitution therefore provides for a new approach to government on national, provincial and local government levels. The new Constitutional model redefines the relationships between the three spheres of government, by replacing the system of a vertical hierarchy of tiers, with three overlapping planning processes and sets of plans each relating to a different sphere of government. The focus of co-operative governance is however to ensure that scarce resources are used for maximum impact.

In terms of the Local Government: Municipal Systems Act 2000, (*Act 32 of 2000*), Integrated Development Planning (IDP) is a process aimed at promoting intergovernmental planning by way of co-ordinating local development intentions with national and provincial legislation, policy, plans and programmes.

The Municipal Systems Act also requires municipalities to draw up an IDP which is a strategic plan upon which all development within a municipal area is based. The plan is developed in consultation with the community stakeholders and guidelines such as an IDP framework from the District Municipality, Provincial and National Government. The IDP is also the principal planning instrument that guides and informs the municipal budget.

It is a plan that not only concentrates on the provision of fundamental municipal services within Breederiver Winelands Municipality, but in addition it seeks to eradicate poverty, boost local economic development, eradicate unemployment and promote the process of reconstruction and development.

In addition, the Municipal Finance Management Act (MFMA) (ACT 56 OF 2003) CHAPTER 4 (21) (1) (a) states that :“The mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality’s integrated development plan and budget related policies,.....to ensure that the tabled budget and IDP are mutually consistent and credible.”

Credible Integrated Development Plan

In compiling credible IDP's one looks to mainly three important questions with regard to the municipality as institution and is outlined very broadly within the following table:

Question	Focus Areas
1. What is our plausible long term, sustainable development story? (Strategy)	Clear Analysis of municipal reality & clear development Strategy
2. What is the municipality itself going to do, to deliver on this IDP? (Own Resources/Actions)	Targeted basic Services and Infrastructure Investment. Community Involvement in planning and delivery. Institutional Delivery Capacity within the municipality.
3. Who else needs to be involved to deliver on IDP? (Alignment/Integration of external resources)	Alignment with national & provincial programmes

National and Provincial Government Strategies

What follows is brief description of government's service delivery targets followed by the general outcome goals, key objectives, guiding principles and key development priorities of the Accelerated and Shared Growth Initiative of South Africa (ASGISA), the National Spatial Development perspective (NSDP), the Western Cape Ikapa Elihlumayo policy and the accompanying Provincial Spatial Development Framework (PSDF). It also shows how Breederiver Winelands Municipality IDP responds to those indicators and answers the question where we fit in.

Government's Service Delivery targets for the period up to 2014 are crucial and have to be reflected in our service delivery namely:

- Reduce unemployment by half
- Reduce poverty by half
- Provide the skills required by the economy
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom
- Provide a compassionate government service to the people
- Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents
- Significantly reduce the number of serious and priority crimes and cases awaiting trial
- Position South Africa strategically as an effective force in global relations

ASGISA Guidelines

“...the three spheres of government have been working together for some months to elaborate the specific interventions that will ensure that ASGISA succeeds in its purpose, which includes the reduction of the unemployment levels....

Originally the main focus of ASGISA is on:

- Building infrastructure to grow the capacity of our economy
- Boosting sectors of the economy with special potential for faster growth developing the skills we need
- Addressing inequalities that marginalize the poor in the Second Economy
- Continuing with the policies that have created a good climate for growth
- Making government more effective and efficient

In the State of the Nation Address of the President of South Africa on the 9th February 2007 he stated clearly:

“.....Responding to the imperative to move forward as quickly as possible to build the South Africa defined by a common dream, our government committed itself, working with all South Africans, to implement detailed programmes intended:

- To raise the rate of investment in the First Economy;
- To reduce the cost of doing business in our country;
- To promote the growth of the small and medium business sector;
- To speed up the process of skills development;
- To improve our export performance, focusing on services and manufactured goods;
- To increase spending on scientific research and development;
- To implement detailed programmes to respond to the challenges of the Second Economy;
- To implement programmes to ensure broad-based black economic empowerment;
- To continue with programmes to build a social security net to meet the objectives of poverty alleviation;
- To expand access to such services as water, electricity and sanitation;
- To improve the health profile of the nation as a whole;
- To intensify the housing programme;
- To implement additional measures to open wider the doors of learning and of culture;
- To improve the safety and security of all citizens and communities;
- To ensure that the public sector discharges its responsibilities as a critical player in the growth, reconstruction and development of our country;
- To accelerate the process of renewal of the African continent; and
- Increasingly to contribute to the resolution of major questions facing peoples of the world;

It is therefore requested that all levels of government have to respond to this unified commitment.

The NSDP Guidelines

The ultimate vision of the NSDP is to:-

- Focus economic growth and employment creation in areas where it will be most effective and sustainable
- Support restructuring where feasible to ensure greater competitiveness
- Foster development on the basis of local potential
- Ensure that all municipalities are able to provide for basic needs

The Ikapa Elihlumayo Guidelines

The Premier of the Western Cape introduces the concept of “Ikapa Elihlumayo – the Growing Cape” in 2003. This is a major attempt by government and its social partners to set an effective development agenda for all the stakeholders to work together to realize the Province’s vision.

The key purpose of the Ikapa strategy is to grow the economy of the Western Cape through catalytic socio-economic interventions that will increase wage employment and per capita income, strengthen sectors, grow new enterprises, raise skills levels, reduce disparities and broaden meaningful economic participation by all.

3.1.1 The Provincial Spatial Development Framework Guidelines

The primary goal of the PSDF is to ensure an integrated and effective approach to economic and social development so that Government’s infrastructure investment and development spending has better spatial outcomes than is currently being achieved.

The PSDF, partly based on a study of the growth potential of towns in the Western Cape (2005), sets out an integrated social, economic and environmental framework for the future of the Western Cape. It will guide both the provincial infrastructure and micro-economic strategies. As such it is closely linked to the NSDP.

Cape Winelands District Municipality Growth and Development Strategy (CW-GDS)

The following vision, mission, underlying principles, values and objectives for CW-GDS has been collectively agreed to by all sectors and B-Municipalities at the District Growth and Development Summit held on the 30th November 2006 in the Cape Winelands region namely:

Shared Vision 2014	Mission Statement	Underlying Principles and Values	Shared Objectives
<p>Growing, Sharing, Delivering and Innovating Together</p>	<p>The citizens of the Cape Winelands commit themselves to inclusive, informed and responsible governance where sustainable service delivery and development create opportunities for all</p>	<ul style="list-style-type: none"> • Inclusivity • Integration • Sustainability • Benefits for all • Participation • Education • Access • Responsible Governance 	<ul style="list-style-type: none"> • Business co-operating together to achieve desired growth and secure the well being of communities and individuals • Clean and transparent government • Sustainable development • Skills development and education for all • Fair, rewarding and respectful workplace practices • Safe and secure district for all • Informed citizens actively participating in the economy and development processes and decisions • Innovative, creative, competitive economic enterprises that meet needs and create opportunities • Integrated, link and productive human settlements • Institutional networking, co-operation and communication

Breederiver Winelands Municipality Response to the Legal Framework Analysis

Vision 2014: Government Manifesto			Housing	Infrastructure Development	LED	Community Sustainability	Transformation and Development of the Administration	Improvement of Communication (Internal & External)
	1	Reduce unemployment by half				X		
	2	Provide skills required by the economy			X			
	3	Fair distribution of land			X			
	4	Build more and better schools and improve services at schools				X		
	5	Citizens to enjoy full constitutional rights	X	X	X	X	X	X
	6	Build more and better clinics and improve services at hospitals and clinics				X		
	7	Address diseases like HIV/AIDS				X		
	8	Improve police services and reduce serious and priority crimes				X		
	9	Improve road safety and reduce causes of road accidents		X				
	10	Focus and assist in areas where poor people are living	X	X	X	X	X	X
	11	Improve delivery and quality of housing situated close to economic opportunities	X	X	X	X		
	12	Combat corruption in housing administration of waiting list	X				X	X
	13	Pull the resources to build more and better municipal infrastructure through EPWP		X	X	X		
	14	Speed up delivery of free basic services	X	X	X	X	X	X
	15	Access to clean running water and decent sanitation to all households by 2010	X	X		X		
	16	Access to electricity to all households by 2012	X	X		X		
	17	Bucket system for sanitation phased out by 2007	X	X		X		
	18	Fighting corruption the public service	X	X	X	X	X	X
	19	Responsive and effective governance	X	X	X	X	X	X
	20	Compassionate governance services	X	X	X	X	X	X
	21	Improving the capacity of the administration					X	
	22	Make ward committees more effective						X

Provincial Growth & Development Strategy			Housing	Infrastructure Development	LED	Community Sustainability	Transformation and Development of the Administration	Improvement of Communication (Internal & External)
	1	Micro Economic Reform Strategy to direct provincial involvement in the private sector			X			
	2	Strategic Infrastructure and Logistic Plan that supports growth		X				
	3	PSDF	X	X	X	X	X	X
	4	Building Human Capital with emphasis youth for skilled workers			X	X		
	5	Building Social Capital with emphasis on youth to reverse the decline in social capital				X		
	6	Effective Co-ordination and Communication Strategy						X
	7	Improving financial governance					X	
	8	Provincialisation of municipal rendered services to enhance accountability	X	X	X	X	X	X

CWDM – DISTRICT WIDE OBJECTIVES			Housing	Infrastructure Development	LED	Community Sustainability	Transformation and Development of the Administration	Improvement of Communication (Internal & External)
	1	Economic Development			X			
	2	Land Reform & Tenure Security		X	X			
	3	Community Safety				X		
	4	Community and Development Services			X	X		
	5	Rural Development			X	X		
	6	Housing	X	X				
	7	Sustainable Development				X		
	8	Basic Infrastructure Services		X				
	9	Public Transport				X		
	10	Sustainable financial Systems					X	
	11	Representative and Responsive Governance					X	X

CWDM – GDS			Housing	Infrastructure Development	LED	Community Sustainability	Transformation and Development of the Administration	Improvement of Communication (Internal & External)
	1	Business Cooperation			X			
	2	Fair rewarding and respectful workplace			X		X	
	3	Economic enterprizes that meet needs and create opportunities			X	X		
	4	Skills development and education for all			X	X		
	5	Safe and secure district for all				X		
	6	Sustainable Development	X	X	X	X	X	X
	7	Integrated, linked and productive human settlements	X	X	X	X		
	8	Clean and transparent governance				X	X	X
	9	Informed citizens and actively participating institutional network, cooperation				X	X	X
10	Institutional Communication					X	X	

4.2 Organisational Strategic Objectives:

Council adopted the following key strategic objectives in order of priority:

1. to effectively respond to the Housing needs of the community
2. to deliver quality basic services
3. to create a basis for Local Economic Development
4. to transform the organization and to develop its administration in line with councils new vision
5. to practice Sound Financial Management
6. to strengthen public confidence through effective Stakeholder Management

- **Housing**

The key focus areas for housing relates to:

- Provision of subsidized (low cost) housing,
- The provision of services in informal settlements
- Social Housing as new venture
- Identification of suitable land for housing
- Eradication of Squatter areas

- **Delivery of quality basic services**

This relates to the provision of infrastructure be it new, upgrading or maintenance thereof.

- **Local Economic Development (LED)**

This area is regarded as a key aspect in improving the quality of life of all citizens as well as dealing with the issue of high unemployment rates in the area focusing on programmes do address unemployment, skills development, industrial development and support to business . Council is in the process of developing a LED strategy.

- **Organizational transformation**

Council is embarking on a programme of organizational transformation in line with its vision to ensure better service delivery. To ensure that the municipality is reflective of its demographic population of the area, council has adopted an Employment Equity Plan.

- **Financial Management**

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

- **Stakeholder Management**

A Communication Strategy was approved by Council which set the basis for internal and external communication procedures.

Following statistical indicators of the municipal area in relation to Cape Winelands District Municipality in brackets:

Total Population: 2001: 79,439
 2006: 92,627
 2010: 100,151

Population growth rates (average annual)	
2001 – 2006	3.1%
2006 – 2010	2.0%

Centre for Actual Research, 2005 (Population projections for the Western Cape 2001 - 2025)

Socio-economic Indicators

Unemployment rate 2001	12.2% (18,4%)
Number of unemployed 2001	3,637 (49,804)
Proportion of households with no income	10.59% (11,83%)
Number of households with no income	2,240 (18,859)

Source: Statistics South Africa; Census 2001

Supply and utilisation of public infrastructure

HEALTH			
Number of medical facilities	25 (92)	Nurse patient ratio (National target: 34)	39 (32)
Percentage births under 2,5kg (National target: < 10%)	20% (18%)	Proportion under 1 with 1st measles immunisation (National target: 90%)	69% (82%)
TB prevalence per 100 000 people	1,188 (1,113)	TB Cure rate % (National target: 85%)	71 (66%)
HIV/AIDS prevalence rate (2005)	3.2% (3.8%)	HIV/AIDS prevalence rate (2010)	4.0% (4,7%)
Number of HIV/AIDS deaths (2005)	120 (718)	Number of HIV/AIDS deaths (2010)	209 (1,163)
EDUCATION			
Number of schools (Primary and High)	55 (261)	Educator learner ratio	36 (38)
Percentage of people over 14 illiterate (less than grade 7)	38% (28%)		
CRIME (REPORTED)			
Number of police stations (2004/05)	5 (24)	Total number of cases reported (2004/05)	5,243 (61,572)
Number of murders (2004/05)	44 (357)	Number of rapes (2004/05)	143 (1,118)
Drug related crimes 2002/03	361 (2,581)	Drug related crimes 2004/05	760 (5,080)

Source: SAPS (2005), Department of Health (2005), WCED (2005)

Strengths and challenges

STRENGTHS	CHALLENGES
Fairly well diversified economy	Strong growth in drug related crime
Tourism potential, natural beauty	Increasing HIV/AIDS prevalence
Located close to major markets and access/transportation points to other markets	Negative effects of exchange rate sensitive sectors to labour absorptive sectors (Manufacturing and Agriculture)
Compares favourably to district on unemployment	

THE STRUCTURE OF MUNICIPALITY

The structure of the municipality has three distinct components:

- *Political*
- *Administrative*
- *Public Participation Structures*

Political Structure

The current political governance structures of the Municipality are as follows:

- Council
- Executive Mayor
- 4 x Portfolio Committees
- 10 x Ward Committees

The 10 Ward Committees are chaired by the relevant directly elected Ward Councillor. The 4 Portfolio Committees are each chaired by a member of the Mayoral Committee. The IDP Representative Forum is chaired by the IDP Coordinator and includes representation from the 10 elected ward committees.

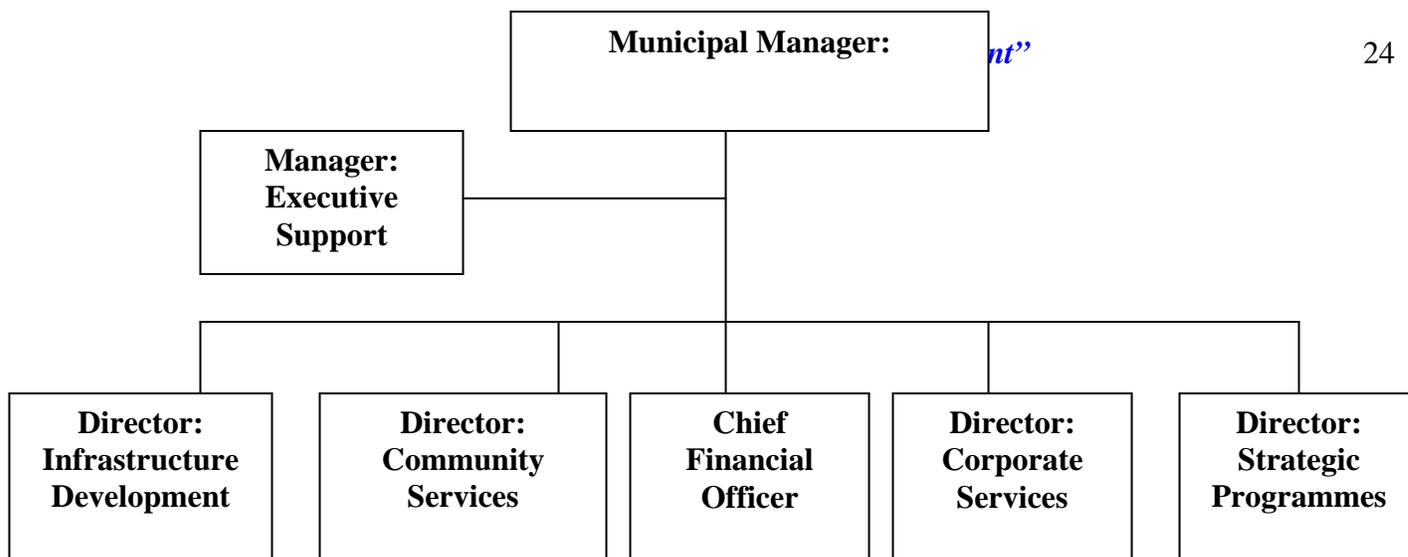
Administrative Structure

The administrative component is divided into 5 directorates with one sub-directorate in the office of the municipal manager:

- Infrastructure Development
- Community Services
- Finances
- Corporate Services
- Strategic Programs

Each of these components is managed by a Director and reports to the Municipal Manager as Executive Management Team (EMT). The Heads of Departments reports to the EMT as the Operational Management Team.

Following is the Macro Structure of the Municipality:



4.4. Community and Stakeholder Analysis:

Breederiver Winelands Municipality has the following key stakeholders through which public participation takes place;

- 10 Ward Committees;
- The IDP Representative Forum;
- Agriculture;
- Ratepayers associations;
- Organized Business;
- Valuation Advise Forum;
- Community Based Organizations and
- Public Meetings

During intensive public participation processes the stakeholders identify key Development Priorities within there given wards, communities and organizations outlined as follows:

Inputs from Wards

WARD 1

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Upgrading of RDP houses	Pedestrian bridge Môreson	Funds for entrepreneurship development	Upgrading of play park at Park Avenue		
Houses	Tar road 1 st Avenue Môreson		Play park for Môreson		
	Bridge from Môreson to Loop St		Crèche		
	Tarring of Sidewalks		Skills development centre		
	Business plots/erven		Bursaries for previously disadvantaged Youth		
	Land for small farms		Suitable work areas for disabled people		
	Land for community gardens		Streetname signs		
			Speed bumps Van Zyl St, Loop St, Alberta St, Aster Ave Môreson		
			Chevron signboard end of Loop St		

WARD 2

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Upgrading of RDP houses	Storm water pipes	Brick-making project	Cleaning of wards	Equal recruitment and employment of staff	
Houses for people in squatter camps	Toilets for each squatter house		Community Hall	Reverse politics - cut of basic services	
Housing for middle income groups	Storm water problems Honey St		Upgrading of sport fields	Reverse tariffs policies	
	Upgrading of storm water channel		Library		
	Provision of toilets and tress at Nqubela Cemetery		Upgrading of park & school		
	Erven for churches		Youth Centre		
	Extension of small farmers (kraal)		Upgrading of Community Hall		
	Erven for businesses		Pedestrian bridge between Nkqubela & town		
	Vegetables - land for gardens		Speed bumps		
	Land for small farms		Speed bumps in May St		

WARD 3

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Upgrading of RDP houses	Upgrading of storm water pipes	Job creation projects - youth	Fencing around graveyards	Tariff policies for municipal facilities	A ward office with community workers in the ward
Housing for middle income groups	Tarring of roads in Droëheuwel & Môreson		Skills training for crèche personnel	Address subletting of houses	
	Upgrading of current roads		Play park - all areas	Make use of services of skilled community members	
	Electricity for individuals/house holds		Daycare centre Willemlnsrivier		
	Inside toilets for Dorpsig, Burnham, Sonskyn		Braai facilities for braai events		
	Street lights from Robertson to Goree		Removal of vegetation behind Langeberg High School		
	Water purification plant Willemlnsrivier		Roadsigns for De Hoop Road		
	Land for small farmers/		School transport for rural farms		
	Land for Small businesses/High School				
	Planting of trees in front of houses				

WARD 4

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Upgrading of RDP houses	Tarring of all gravel roads in Mountain View	Economic development funds	Service centre for the elder	Effective regulation for hawkers	
Housing for middle income groups	Upgrading of storm water draining	Upgrade place where hawkers do business	Skills development centre		
		Purchase train station for tourism purposes	Training for spaza shops		
		Brick-making project	Gym & swimming pool		
		Needlework project	Support to Arts & Culture projects		
		Fabric printing	Establishment of bus rank		
			Speed bumps for all streets		
			Greening of town		
			Greening of entrance to Happy Valley up to Angora St		

WARD 5

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Houses	Upgrading of sidewalks	Economic development funds	Service centre for the elder	BEE	Effective feedback mechanisms from officials
	Building of a dam	Upgrade place where hawkers do business	Skills development centre	Transparency of advertising vacancies	
	Purification of water	Job creation	Training for spaza shops		
	Upgrading & Tarring of Road to Greyton	Brick-making project	Gym & swimming pool		
	Cost-effective business erven for previously disadvantaged	Needlework project	Support to Arts & Culture projects		
	Further development of land for small farmers	Fabric printing	Establishment of bus rank		
			Speed bumps for all streets		
			Greening of town		
			Fencing around the canal (rural areas)		
			Removal of grass alongside roads (rural areas)		
			Safety signs on rural roads		
			Improvement of ambulance service		

WARD 6

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Upgrading of RDP houses	Electrification in all dark areas	Encourage township toward econ. development	Availability of Health Services	Review policies with regard to use of tents by churches	Effective engagements with farm workers
Need more houses	Tarring of gravel roads	Partnership for previously disadvantaged people/communities in mineral water project	Address poor services of ambulances	Revisit tariffs for the re-use of cemetery	Regular information sessions with house owners
	Upgrading of tarred roads		Upgrade current clinic for the use of the elderly	Re-opening of Keurkloof	
	Upgrading of electricity - dark areas		Training for TB care givers	Change & review subsidy dates	
	Upgrading of Akasia Ave		Cleaning of ward to improve tourism development	Revisit tariffs for use of Community Hall	
	Provision of water facilities/service at Ashbury entrance (tap)		Establishment of a Youth Centre		
	Removal of brick work project out of the community		Upgrading of sports field		
	Land for small farmers & vegetable gardens		Bus-shelters for Skerpioenkop		
	Land for a crèche		Change taxi point to more central within community		
	Land for churches		Establishment of a satellite police station within community		
	Planting of trees & provision of water		Speed bumps in Mimosa Ave & in front of crèche		

WARD 7

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Land for housing	Tarring of Nel St	Job creation projects	Clean the ward	High tariffs of municipal facilities	
Houses	Toilet facilities @ graveyard	Cement project	Fencing of graveyard Bad Street		
	Land for development		Fence playgrounds for children		
			Skills training centre		
			Useful usage of existing clinic		
			After-care centre/ crèche		
			Speedbumps in Du Preez, Barrie & Aster St		

WARD 8

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Housing	Upgrading of tarred roads	Job creation projects	Cleaning of ward	High tariffs of municipal facilities	Feedback from Council
	Upgrading of stormwater facilities	BEE in Building Construction	Cleaning of sidewalks		
	Upgrading of highway		Cleaning of canal from Happy Valley to river		
	Tarring of Mooivallei Road		Skills development centre		
	Upgrading of stormwater		Outdoor arena development		
			Community Hall for rural communities		
			Cleaning of gardens/ parks		
			ABET Training		
			Refuge removal on farms		
			Planting of trees		
			Greening of entrance to Happy Valley		
			Planting of trees		
			Road signs to promote transport		
			Road signs of Bonnievale on Swellendam/Drew road		

WARD 9

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Remove semi-detached Eike till Dennis; Olien; Uitspan - new houses	Tarring of all gravel roads	Job creation projects	Stadium at old rugby field	Review of tariffs for community halls	Feedback from Council
Houses - emergencies	Inside toilets - Iris St	BEE in Building Construction	Upgrading of new sport grounds at Heidiland	Availability of free facilities to other departments	
	Public toilets in the highway	Tourism facilities - guest houses - support	Home for the elderly (old age home/place of safety)		
	Electricity at old cemetery		Renovate existing clinic for the use of day hospital		
	Upgrading of storm water pipes		Address poor services of ambulance		
	Need of cemetery closer to community		Establishment of play parks		
	Land for small farmers & SMME's		Swimming pool within coloured area		
			Poverty alleviation programmes		
			Youth centre		
			Establishment of play park at ou kanon		
			Speed bumps - all streets, Uitspan St		

WARD 10

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Houses	Tarring of all gravel roads	Job creation projects	Skills development centre	Review of tariffs for community halls	Feedback from Council
	Sidewalks	Tourism facilities - guest houses - support	Renovation of clinic for day hospital	Availability of free facilities to other departments	
	Pedestrian bridge from Zolani to town	Community Restaurant	Address poor service of ambulance		
		Clothing Factory	Infrastructure for disabled persons and skills development		
		Internet Cafè	Safe place for mentally disabled children & street children		
			Development of cultural village		
			Upgrading of sportfield		
			Speedbumps - all		

Inputs from Rural Communities

RURAL: UITNOOD

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
			Renovate existing VGK facility into recreational Centre		Feedback from Council and information distribution
			Cleaning of sidewalks alongside Mcgregor – Uitnood Road		
			Liaise with Department of Education for Transport to Robertson Langeberg School (from Uitnood)		
			Lights on the Sportsfield		
			Fencing the school at Uitnood		
			Transport for Uitnood to the primary school		
			Pedestrian signs		
			Speed limit signs		

RURAL: KOO AREA

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Address the need for houses	Address the need for toilets		Community Hall – Koo area		Feedback from Council and information distribution
			A need for fencing and lights on GB Batt School premises		

			A need for Social facilities		
			A need for an information centre		
			A need for skills training		
			Bad service delivery Department of labour should be addressed		
			A need for Transport to the town		

RURAL: EXCELSIOR FARM

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	A need for sanitation at Ashton Canning Farm	Address the condition of the weekly wages of farm workers	A need for Home Based Care Workers		Feedback from Council and information distribution
	Land for sport activities		Address the poor/bad condition of the farm houses		
			A need for a Community Hall		
			A need for transport for children to the Langeberg factories Crechè		
			A need for lights on Zandvliet Road		

RURAL: ROOIBERG AREA

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Address the upgrading of Vinkrivier drift on Goree Road	Address the condition of the weekly wages of farm workers	Fencing of canal at Rooiberg area		Feedback from Council and information distribution
	Tarring of riverside Road		Address the need for clean drinking water		
			A need for a day clinic at all farms		
			Upgrading of sportsfield		
			A need for recreational facilities at the clubhall's sidehall		
			Bus shelter for schoolchildren on their way to school		

RURAL: KEISIE

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
			A need for public phones at Harmonie – Ian de Kock (023 614 2342)		
			A need for electric lights in all houses		
			A need for a Community hall		
			Address the problem of bad/poor service delivery from Ambulance services.		
			A need for working space for clinics and crechès		
			A need for lights at the rugby field		
			A need for a crèche		

			A need for shelters in town for unpredictable weather purposes		
			A need for a pedestrian bridge at lan de Kock		
			A need for a bus shelter for schoolchildren		

RURAL: DREW

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
A need for RDP houses on farm Areas	A need for sanitation		A need for a Community Hall at Drew/Bonnievale		
			A need for an Advice Office		
			Address the distance of the clinic		
			A need for Health services		
			Address the poor/bad quality of drinking water		
			Address the unsafe condition of the electricity, especially at Eldorado farm		
			Address the need for more effective communications		

SECTOR: HEALTH

Inputs from Sectors

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Housing for all towns	Address the need for communal toilets in Nkqubela		HIV/Aids Awareness Campaigns	Effective implementation of fire brigade services	
	Upgrading of water and sanitation in all towns, including rural areas		Training Programmes for Counselling – Home Based Care	Effective implementation of disaster management plan	
			Skills Development	The need for air pollution strategic plan	
			Strengthen TB Treatment and awareness campaign	Strategic plan for coordination of ambulance services	
			Educate staff and community members on usage of medicine		
			Implementation of Health Development programmes on farms		
			Address the need for specialized health workers on farms		
			Address the need for space for community projects		
			Address the need for first aid training for police		
			Implementation of food security programmes for TB & HIV/Aids patients		
			Address the need for skills development in early childhood at schools		
			Address the service of the ambulances in general		
			Need for training in alcohol syndrome cases		
			Fencing of water canal in Goree		

SECTOR: BUSINESS

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Upgrading of roads in all towns	SMME Development	Financial support to culture groups	Promote the use of Local specialized individuals – organizations for training purposes	
	Upgrading of Taxi – ranks in all towns	BBE Development	Financial support to McGregor Community Choir		
	Shelters at Taxi – ranks in all towns		A need for accredited training for unskilled Labour forces		
			The need for a skills development centre		
			The need for skills development in Business		

SECTOR: SPORT & RECREATION

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
			Programmes for youth development		
			Sport facilities for all towns		
			Upgrading of sportsfields at all towns		
			Athletics field for McGregor		
			Upgrading of R/son cricket pitch		
			A need for a stadium at Ashton sportsfield		
			Upgrading of Rugby and Soccer field in Zolani		
			Establishment of tennis courts in all towns		

SECTOR: RELIGION

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
			A need for Halfway Houses	Review tariffs on services to churches	
			Poverty alleviation programmes	Address the need for building churches without building plans	
				Review the policies of financial assistance towards churches	
				Apply the tariffs on services to churches according to their income	

SECTOR: YOUTH/WOMEN/DISABLED

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
		Establishment of home stays and B&B's	Address the need for information and skills development centre	Working opportunities at Municipal Departments during holidays for previously disadvantaged youth	
		Small business development – Laundry in Ashton	HIV/Aids awareness campaigns		
			A need for capacity building programmes & network activities for the youth of all the towns		
			Personal and skills development projects		
			Playgrounds in all towns		

SECTOR: EDUCATION AND TRAINING

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
		Poverty alleviation programmes	A need for early childhood development – crèches in all towns		
			Food security programmes		
			Business education programmes		
			Radio Station Satellite Valley FM – Worcester 88.8		

SECTOR: WELFARE

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Address the need for inside toilets in all towns		Address the need for wheelchair entrances at houses of disabled and the elder		
			Renovate the clinic in Cogmanskloof into a Day Hospital		
			Address the need for Old Age Homes for Mcgregor and Cogmanskloof		

SECTOR: AGRICULTURE

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Address the need for inside toilets on all farms		A need for information session on all farm areas		

SECTOR: ARTS AND CULTURE

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Land for small businesses	Poverty alleviation programmes	Strategic assistance to Youth organizations to become NGO's		
		Tourism empowerment programmes	A need for financial assistance for Witness Messenger Singer from B/vale		
		Financial assistance to Imizamo Yethu and Ashton Needlework Project	Address the need for improvement of arts & crafts programmes		

Inputs from Tourism Offices

TOURISM: BONNIEVALE

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Upgrading of Storm water pipes in High Street	The incredible Valley Raise Project	Skills Development for Kevin Jafftha	More delegated powers to client service managers	
	Broadening of the road – kanaalstreet (Droom van B/vale)	Bed and Breakfast	Address the need for regular maintenance of parks		
	Entrance structure at the entrance of H/valley – Droom van B/vale	Catering Enterprise in B/vale	The need for regular maintenance of streets and sidewalks		
	Sidewalks from H/valley to the town – Droom van B/vale	Fabric Painting Project	Skills Development of Roger Kortjè		
	The need for a nature resort at the back of Mooivallei – Droom van B/vale	Hay Bale Competition	Skills Development for a second assistant		
		Convert the railway station for tourism purposes	Cleaning of canal from H/Valley up until the river – B/vale		
		Promotion of Arts and Crafts – Droom van B/vale	Establishment of Rugby and Soccer field close to the Main Rd.		

		The need for a tourist guide	Domino competitions between various farms		
		Provision of road board signs that promotes B/vale on the S/dam road	Photographic competitions (faces of characters)		
			Running Marathon from Zolani to H/Valley		
			Approach farmers to ask for the preening of entrances to their farms		
			The cleaning of the area next to the railway – Mooivallei		
			Plant of trees		
			Establishment of hiking trials at the back of Mooivallei Cheese Factory		
			Establishment of cycling trials in and around B/vale		
			Provision of fishing spots next to the river		
			Address the need of regular maintenance of the cemetery		
			The need to address aesthetic development plan		

TOURISM: MONTAGU

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Upgrading of Ashbury roads	The need to employ 14 – 16 permanent workers @ Kanonkop; Badskloof; Joubertpark; Montagu Leidam; Tunnel Fort; Route 62; Klipspringerhoogte	The need for Skills Development	The need to remove old advertisement boards that is not being used	
	The need to develop Longstreet	Hiking trials	The need to liaise with possible learnership programmes		
	Welcome signs at the entrance of	The need for a Brood	Upgrading of cemetery		

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	Montagu	– oond project	(Ashbury) – fencing and parking facilities		
	The need to upgrade the road between Ashton & Montagu for cycling and hawkers	Job creation in general	Establishment of recreational facilities		
	A safe parking area at Old English Ford – H/R62	Utilization of clay depots	Upgrading and cleaning of municipal Leidam, Bad & Barrystreet		
	The need for a robot at the station – H/R62	The need to promote tourism	Upgrading of tunnel entrance to Montagu (proper layout; tarred ablution blocks)		
	The need for business erfs in the disadvantaged communities	B&B	Pathways with proper steps and railing – Old English Ford		
			Upgrading of Kanonkop parking area; proper layout and recreational area as well as ablution blocks		
			Cycling and foot paths		
			The need to investigate Old Spring Mill in regard to Spring water and jobs		
			Assistance to MAG Centre for the possibility to provide training and creation of much needed jobs		
			A need for youth facilities for training purposes (H/R62)		
			Upgrading of Community Halls for Drama and theatre purposes		

TOURISM: ASHTON

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
	Welcome signs at the entrance of A/ton	Hiking trails	A need for youth facilities for training purposes		
	The need to upgrade the road between Ashton & Montagu for cyclists and hawkers	Job creation in general	Upgrading of Community Halls for Drama and Theatre purposes		
	The need for business erven in the disadvantaged communities	The need to promote tourism			
		B&B			
		The need for a Tourism magazine			

TOURISM: McGREGOR

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
			Assistance to Mcgregor Community Choir	Effective regulation for hawkers	
			Assistance to the Uni-Star Christmas Choir		

TOURISM: ROBERTSON

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
		SMME Development	Assistance to Arts and Culture Projects	Effective regulation for hawkers	
		BEE Development			
		Support to Waky Wine Project			
		Training of Entrepreneurs			

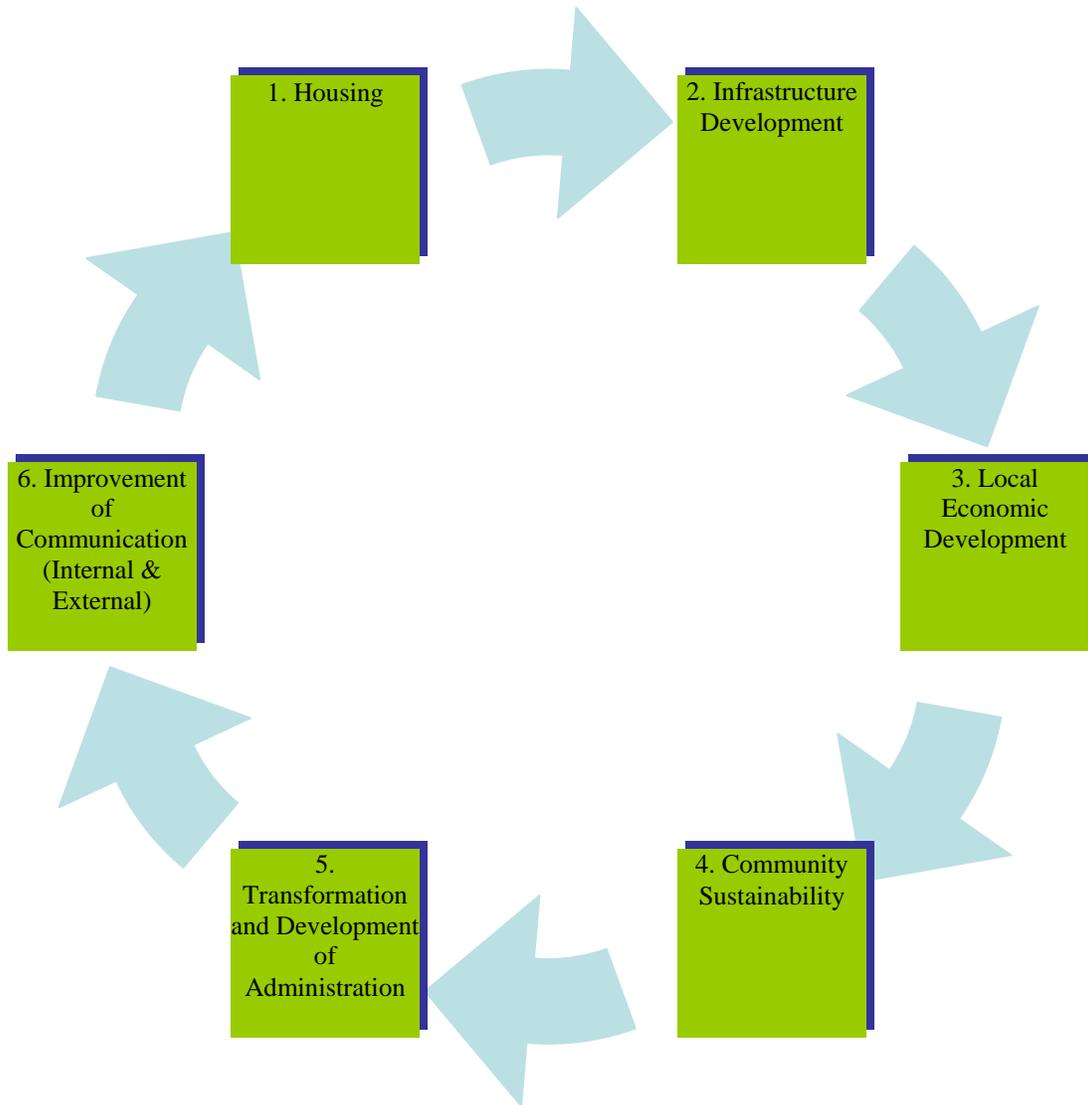
Inputs from Personnel

PERSONNEL

HOUSING	INFRASTRUCTURE	LED	COMMUNITY SUSTAINABILITY	TRANSFORMATION AND DEVELOPMENT OF ADMINISTRATION	IMPROVEMENT OF COMMUNICATION
Need for housing for Municipal workers	Upgrading of personnel restrooms – B/vale		Need for skills development centre	Safety Clothes	Need for a translator
	Need for canopy's for all vehicles		Need for social support to personnel	Equal presentation on the safety committee	Need for effective communication in different towns
			Implement accredited training	Regularly doctors examination for employers that work with refuge removal and at sanitation departments	Education programme for the community with regard to the service of the Municipality
			Secure the health of personnel	Need for a Office in Mcgregor	Need to meet with council and other departments
			The need for first aid kits for workers at all departments	Need for man work power	Upgrading of radio communication systems
			The need for clean drinking water for personnel at sewerage works – Montagu	Need for capacity building of personnel	Address approach of senior towards other workers
			The need for training in regards to safety	Need to look at safety of transport of personnel	
			The need for a sick bay at all offices	Need to look at the poor quality of equipment of personnel	
			Address the neat of all offices in general	Address the flow of correspondence between the Mcgregor office and the Main office	
			Bursaries for children of personnel	Address the balances of salary scales – all towns	
				Address personnel shortages	
				Address the safety of transporting of gas to Monagu	

5. Development Strategies

Taking into consideration the development challenges and strategy, council have outlined the following Strategic Development Strategies which will serve as drivers of the municipality’s developmental agenda:



5.1 Development Objectives:

To ensure a balanced development agenda our strategic priorities were weighted against four perspectives in line with council's strategies. These strategic objectives give us a clear perspective of what we want to achieve in terms of our developmental agenda: To -

- establishment a good and transparent Local Government
- provide equal, sustainable and affordable services to all
- enhance cooperation between all relevant stakeholders through community participation processes
- established and improve social and economic development for all
- enhance sustainable environmental development

Key Performance Areas & Strategic Guidelines

In order to make sure that service delivery and implementation for each strategic objective does take place, Key Performance Areas (KPA's) have been developed and form part of our Service Delivery Budget Implementation Plan (SDBIP).

5.2 Key Performance Areas (KPA's) and Strategies:

Key Performance Areas	Strategic Objectives	Sector Plans
To effectively respond to the Housing needs of the community	<p>Strategic Objective 1:</p> <p style="text-align: center;"><u>To effectively respond to the Housing needs of the community:</u></p> <p style="text-align: center;">KPA / Programmes for Housing delivery</p> <ol style="list-style-type: none"> 1. The Building of subsidized (low cost) housing (Post 1994 housing) 2. Project infill – Building of subsidized (low cost) housing (Post 1994 housing) in existing neighborhoods 3. Provision of Services/Infrastructure for subsidized (low cost) Post 1994 housing 4. Transfer of houses to beneficiaries 5. Compilation of Housing waiting list 6. Provision of Social housing – to cater for the needs of those above the low costs housing criteria, but still does not qualify for corporate housing ventures 7. Repairs of structural damages to pre 1994 rental houses 8. Eradication of Squatter areas 9. Land available of housing 10. Draft Proposals for future housing repairs projects 11. Finalize proposals for future low costs housing developments and finalize subsidy applications 12. Repair of Structural damages to post 94 (RDP) house 	Housing Plan Spatial Development Framework (SDF)
To deliver quality basic services	<p>Strategic Objective 2:</p> <p style="text-align: center;"><u>To deliver quality basic services to the community:</u></p> <p style="text-align: center;">KPA / Programmes for Basic Services delivery</p> <ol style="list-style-type: none"> 1. Delivery of Quality Water to the community 2. Deliver high standard of Sanitation 3. Upgrading of Roads Infrastructure 4. Upgrading of Storm Water 5. Delivery of Electrical Infrastructure 6. Delivery of Planning and Economic Development Services 7. Traffic and Law Enforcement 8. Delivery of quality Firefighting and Disaster Management services 9. Delivery of Library Services 10. Delivery of quality Community, Recreational and Sport Facilities and Cemeteries 11. Delivery of Environmental Services 12. Vehicle replacement program 	Integrated Waste Management Plan Integrated Transport Plan Water Services Plan Spatial Development Framework (SDF) Environmental Management Plan Disaster Management Plan

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To create a basis for Local Economic Development	<p>Strategic Objective 3: <u>To create an enabling environment for Local Economic Development:</u></p> <p>KPA / Programmes for Local Economic Development</p> <ol style="list-style-type: none"> 1. Compiling the LED strategy 2. Affirmative procurement Practices 3. Establishment and strengthening of the Local Economic Development Forum 4. Emerging Business Support programmes implemented 5. Tourism Development to create economic growth 6. Programmes to address unemployment 7. Skills Development 8. Industrial development 9. Establishment and strengthening of informal trading zones 10. Business Support programmes implemented 11. Land reform projects to create economic empowerment 	LED & Tourism Strategy Poverty Reduction Strategy
To transform the organization and to develop its administration in line with councils new vision	<p>Strategic Objective 4: <u>To transform the organisation and to development its administration and corporate governance in support of delivery.</u></p> <p>KPA / Programmes for Basic Services delivery</p> <ol style="list-style-type: none"> 1. The Development of the administration in support of delivery 2. Strengthening Corporate Governance 3. Strengthening internal audit processes 	Institutional Plan Skills Development Plan Employment Equity Plan Performance Management System Gender Strategy HIV/AIDS Strategy
To practice Sound Financial Management	<p>Strategic Objective 5: <u>To maintain sound financial management practices:</u></p> <p>KPA / Programmes for Sound Financial Management</p> <ol style="list-style-type: none"> 1. Accurate and timely financial reporting 2. Building and strengthening financial expertise 3. Effective asset management 4. Effective IT management 5. General sound financial practices 6. Effective management of Supply Chain Processes 7. 	Financial Plan Supply Chain Management Policy
To strengthen public confidence through effective Stakeholder Management	<p>Strategic Objective 6: <u>To strengthen public confidence through effective Stakeholder management :</u></p> <p>KPA / Programmes for Basic <u>effective Stakeholder management:</u></p> <ol style="list-style-type: none"> 1. Manage Stakeholder relations for effective service delivery 2. Strengthen social programmes to enhance public participation 	Communication Strategy Ward Committee Policy Framework

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6. Capital Projects:

Will Hilton once said the following: "The foundation of human association is the idea that human life has equal worth and human beings are equally entitled to political, economic and social rights which allow them to choose a life they have reason to live."

Human life has equal worth was the theme of minister of finance, Mr. Trevor Manuel's budget speech in parliament this year.

The budget that will be tabled is also based on the principle of human life has equal worth. Over the last couple of months the Executive Mayor repeatedly said that his council is a council for the poorest of the poor. The budget will thus be used to better the life of the poor, the jobless and the previously disadvantaged. In doing so, we will not jeopardize the sustainability of the municipality.

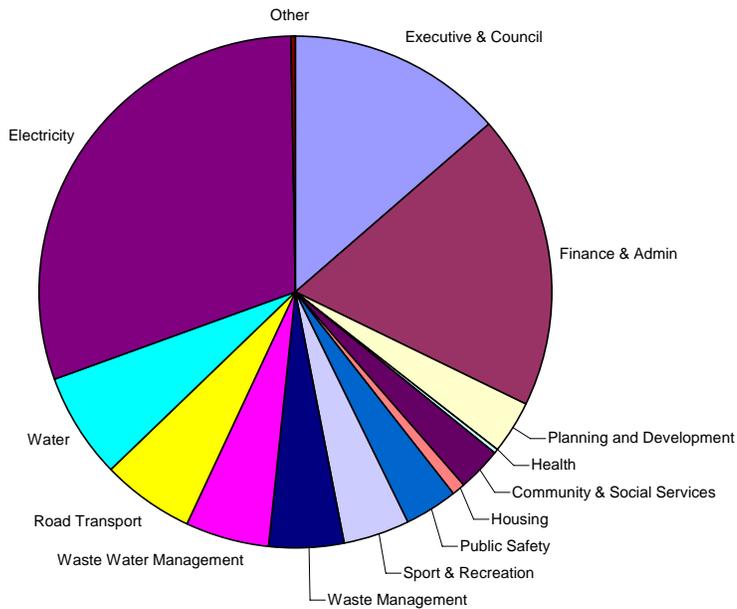
The budget must be aligned to the IDP and must also comply with the guidelines issued by National Treasury. National Treasury issued a MFMA Circular No.41 to provide municipalities with guidelines for the preparation of their 2007/2008 Medium Term Revenue and Expenditure Framework budgets and it included guidance on growth parameters and other budget related issues.

Council in the 2007/2008 financial year is serious in addressing key issues rightly reflected with the following allocations in the Operational Budget:

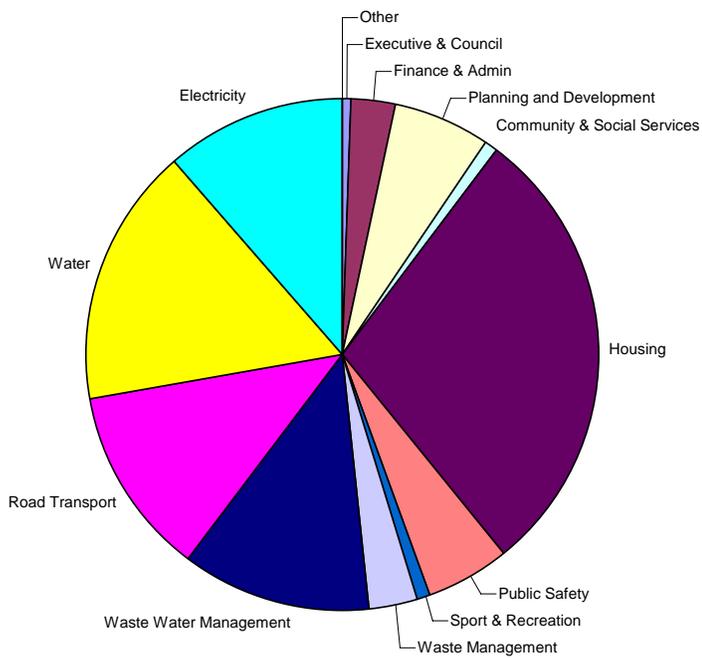
Youth Development:	R 350 000
Tourism Development:	R1,020 000
Skills Development:	R 200 000
SMME Development:	R 150 000
Rural Development:	R 300 000

Following is a detailed draft outline of both the Capital and Operational budget. More Detail in [\(Annexure B\)](#)

OPERATING EXPENDITURE BY SERVICE



CAPITAL EXPENDITURE BY SERVICE



“People at the Centre of Development”

7. Sector Plans: Overview of Breederiver Winelands Municipality Sector Plans

Sector Plan	Purpose of Plan	Role/Contribution to IDP Strategy	Current Status
Institutional Plan	A municipality that is responsive to the needs of all citizens, delivers services of a quality; is driven by a set of core values; operated in an effective, efficient and economical way and a personnel corps that is well trained, ethically correct, morally sound and professional.	One of our IDP objectives is Institutional Transformation and Development. This plan is geared towards putting the organization in a position to attain its IDP priorities.	Approved by Council
Skills Development Plan	To equip and empower the staff with the necessary skills for their respective duties	Empowered staff will be better suited to deliver the service and task as required through the implementation of the IDP	Approved by Council
Employment Equity Plan	To comply with Employment Equity requirements through targets set by data of Stats SA	Ensure the necessary representivity required to serve all the communities equally	Approved by Council
Performance Management System	Facilitate a performance driven and accountable municipality	To set performance indicators and targets that will measure the effectiveness and efficiency of the municipality in implementing its IDP objectives	Approved by Council
Ward Committee Policy Framework	To facilitate democracy by enabling broad but structured community participation in Council affairs	Participating in the IDP to enable community in drafting, monitoring and review of municipal IDP and Budget	Approved by Council
HIV/AIDS Strategy	To mobilize all sectors in a developmental intervention to fight HIV/AIDS	To ensure a sustainable interventions both institutional and locally address the pandemic	Approved by Council
Gender Strategy	To address the vulnerable position of women through capacity building and empowerment to ensure that they do not suffer any discrimination	Gender is a cross-cutting issue in IDP	All projects are gender – sensitive and provide equal opportunities for women
Communication Strategy	To plan and manage effective and efficient communications with the community, role players and stakeholders	To facilitate participation, understanding buy in for the IDP development agenda of the municipality	Approved by Council
Financial Plan	To effectively manage financial position of the municipality according to the IDP standards as set out in the MFMA and National Treasury	To provide for democratic, accountable and effective governance of finances	Annually drafted in terms of the IDP/Budget review process
LED & Tourism Strategy	Outlines how council can create an enabling environment for economic growth, that will benefit all the Citizens, especially those that are poor	Local Economic Development is the third highest strategic objective of council	First Draft Report Finalized

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Spatial Development Framework	Legal requirements in terms of Municipal Systems Act and other relevant legislation. Purpose is to create and maintain sustainable and orderly living environment	Quality living environments as promoted by the IDP must be reflected/addressed by the SDF	Current SDF will be updated in financial year 2007/2008
Housing Plan	To focus on the current and projected housing needs and to isolate the factors that might influence the delivery of housing	Quality living environments a provision of housing	This is council's highest strategic objective. Plan reviewed in 2007 to make provision for 2000 units per financial year (Annexure C)
Environmental Management Plan	Integrated Environmental functions of all sections. Ensure compliance with legislation. Ensure also compliance with NEMA	Ensure sustainability of the municipality	Approved by council
Integrated Waste Management Plan	To address the challenge of Waste Management in BRWM	To present in a holistic sequential way the status quo and way forward to address waste management for a better life for all	Approved by Council
Integrated Transport Plan	To develop and enhance the public transport system in BRWM	Ensure quality living with efficient public transport system	Prepared under auspices of CWDM
Water Services Plan	To develop a culture of effective planning and management in assisting the business, WSDP sets out action plan	Objectives of the IDP are supported through the provision of water services, as set out in WSDP and SDBIP	Approved by Council, but is in process of being reviewed by CWDM
Disaster Management Plan	To address any natural or manmade Disaster that might occur	Disaster Management is an integral part of the IDP to ensure a safer community	Approved by Council (Annexure D)
Poverty Reduction Strategy	To address the plight of the poorest in the community in order to ensure their life sustenance	Council given direction to deliver services to the previously disadvantage communities	Holistic approach through both the Capital & Operational Budgets



References

The following sources of information are acknowledged:

- 1) Cape Winelands District Municipality GDS
- 2) Breede River/Winelands Municipality (2006/2007) Integrated Development Plan
- 3) Breede River/Winelands Municipality Development Profile - November 2004
- 4) Breede River/Winelands Municipality Local Economic Development Strategy - 2007
- 5) Breede River/Winelands Municipality Spatial Development Framework
- 6) Breede River/Winelands Municipality Annual Report 05/06
- 7) Breede River/Winelands Municipality Water Services Development Plan - October 2004
- 8) Breede River/Winelands Municipality Integrated Solid Waste Management Plan - June 2003
- 9) National Housing Programme - April 2004/05
- 10) Breede River/Winelands Municipality Overview Report 1 July 2006 to 31 December 2006
- 11) State of the Nation Address February 2007
- 12) Elihimayo iKapa Strategy WC - June 2004
- 13) Hermanus Declaration on IDP - 11 March 2005
- 14) Breede River/Winelands Municipality PMS Framework
- 15) RSA (2001): SA Statistics
- 16) Inputs from Breederiver/Winelands Municipality Wards/Sectors/Personnel/Council/Rural/Tourism and other community structures
- 17) Provincial and National Department of Local Government : Strategies and Credible IDP's
- 18) All sector Departments (Province)

Abbreviations

IDP	Integrated Development Plan
BRWM	Breederiver/Winelands Municipality
EDF	Economic Development Forums
DF	Development Forums
LED	Local Economic Development
SDF	Spatial Development Framework
DMP	Disaster Management Plan
WSDP	Water Services Development Plan
CWDM	Cape Winelands District Municipality
PMS	Performance Management System
NPO	Non Profit Organization
KPI	Key Performance Indicator
RDP	Reconstruction and Development Program
CMIP	Conciliated Municipal Infrastructure Program
MFMA	Municipal Finance Management Act
NSDP	National Spatial Development Perspective
PSDF	Provincial Spatial Development Framework
ASGISA	Accelerated and Shared Growth Initiative of South Africa
CW-GDS	Cape Winelands Growth and Development Strategy
SDBIP	Service Delivery Budget Improvement Plan
SMME	Small Medium and Macro Enterprise