



STELLENBOSCH

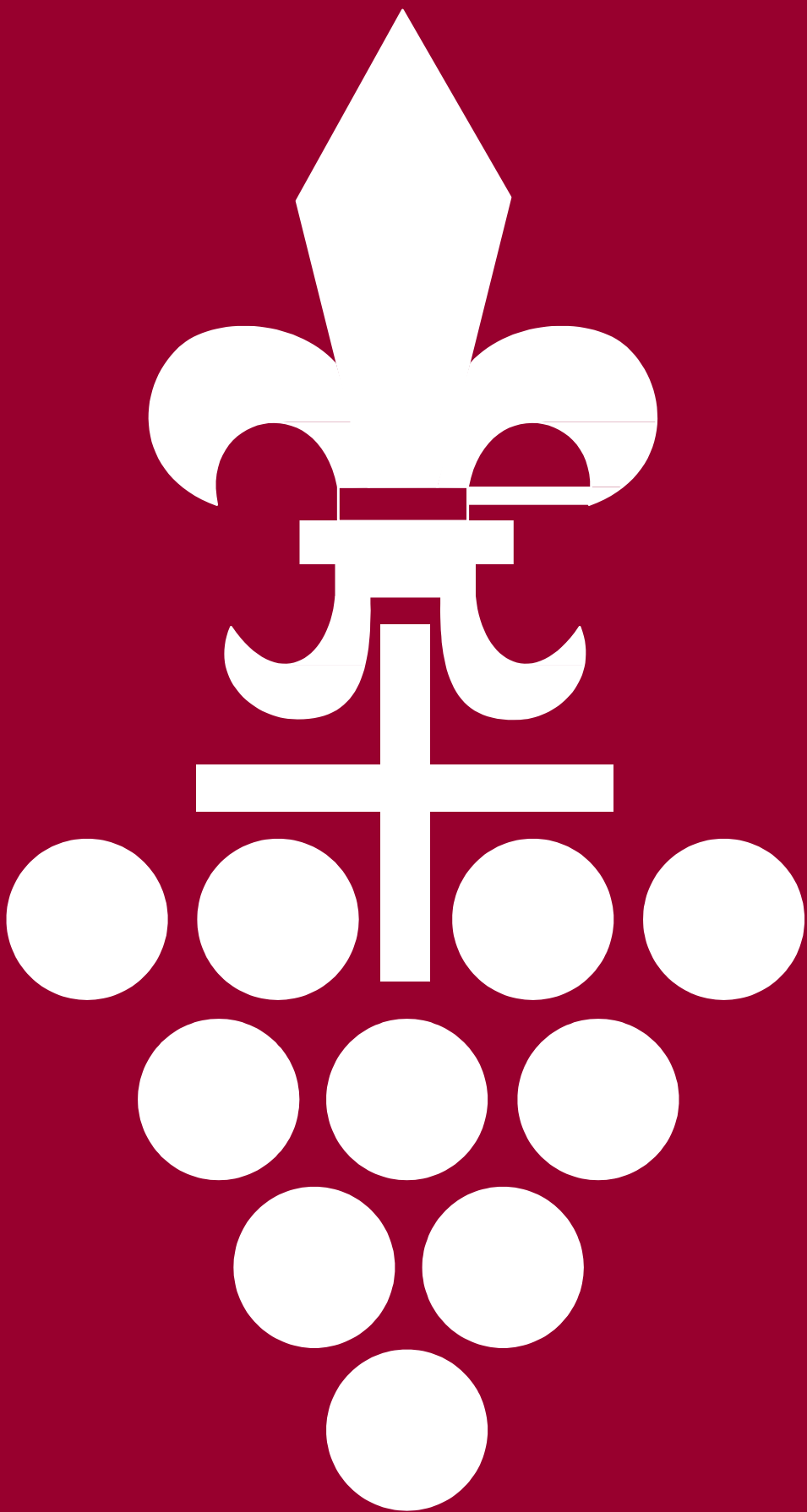
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

2014/15 INTEGRATED DEVELOPMENT PLAN

Second review of the third GENERATION IDP (2012-17) as prescribed by Section 34 of the Municipal Systems Act (2000)





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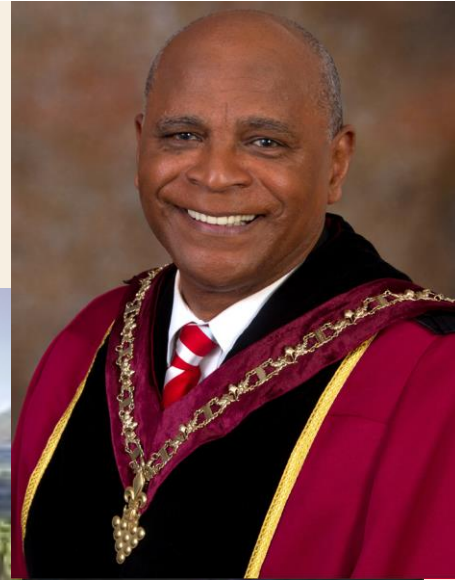
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FOREWORD BY THE EXECUTIVE MAYOR



The IDP has been described as the Municipality's core management tool: a guideline of details may be negotiated as we go forward.

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

We must strive to develop a town in which all values - integrity, accountability, mutual respect and a commitment to excellence – are part of the daily life and activities of people. This is particularly significant because this IDP cycle is mapping a new way forward; a way that will allow us to address our most pressing backlogs, while setting clear and attainable goals that will transform the future of the municipal area. It is a challenging document because it invites us to change our thinking from looking at problems to looking at solutions.

Creative thinking and innovation offer us a way forward, if we are serious about Stellenbosch Municipality as a leader in governance and partnership building. Stellenbosch Municipality has the potential to become the THE INNOVATION CAPITAL OF SOUTH AFRICA: a trendsetting place that opens up all the possibilities that new technologies and futurist thinking have to offer.

Our five strategic objectives focus on the following:

1. Striving to make Stellenbosch the **preferred town for investment and business**, where investment inflows and new enterprise translate into jobs and prosperity.
2. Establishing the **greenest municipality** which will not only make Stellenbosch attractive for visitors and tourists, but will also provide a desirable environment for new industries.
3. Ensuring a **dignified living** for all Stellenbosch citizens, who feel that they own their town, take pride in it and have a sense of self-worth and belonging
4. Creating a **safer Stellenbosch valley**, where civic pride and responsibility supplant crime and destructive behaviour.
5. Entrenching **good governance**, which implies compliance with and adherence to mandatory policies and procedures and is the hallmark of a well-run municipality.

This is an IDP of hope, because it has parted ways with a “business as usual” approach and strives to invite the citizens of the Greater Stellenbosch to discover new and practical shortcuts to the better future that is our collective aim.

This is, finally, a people's IDP that we must talk about, refine and utilise to the process of significant change; change that is visible, that can be measured and that we can be proud of as a Municipality only beginning to explore.

Conrad Sidego
Executive Mayor

OVERVIEW BY THE MUNICIPAL MANAGER



Integrated development planning (IDP) is critical for sustainable development within municipalities. The IDP process is designed to be consultative and inclusive so that the diverse needs of the whole community, as well as various sectors are considered. In compiling the IDP, municipalities have to confront difficult choices on issues such as the delivery of basic services to everyone while providing a safe, enabling environment which is dignified with many economic development opportunities.

IDPs, however, are intended not only to inform the political and administrative leadership, but also to guide the activities of the non-governmental organisations, the private sector, and other spheres of government within the municipal area. The economic environment in the district, province, country and the world should also be considered.

There is much to be proud of since the formation of a unitary Stellenbosch Municipality some ten years ago – bringing together previously separate administrations. Yet, serious shortcomings and inequities exist - challenges which, if not addressed, threaten the sustainability of the municipality. The major challenge of the high percentage of our youth who are without jobs, need a focused intervention which the IDP must also address.

The reviewed IDP is a process that will provide for a Stellenbosch area that will work for all its citizens and those that come after them, and to create dignified living and even abundance over the next few years. We invite all citizens and interest groups in the implementation of the projects and programmes to support the five strategic objectives.

We are committed to innovation and development while attaining clean and innovative governance. We aim to do more with fewer resources, and we look forward to achieving success with the assistance and support of all our residents and other stakeholders.

Christa Liebenberg
Municipal Manager

LIST OF ABBREVIATIONS



CBD	Central Business District	LED	Local Economic Development
CBO	Community Based Organisation	LG-TAS	Local Government Turnaround Strategy
CITP	Comprehensive Integrated Transport Plan	LGMTEC	Local Government MTEC
CoCT	City of Cape Town	LHA	Lanquedoc Housing Association
CWDM	Cape Winelands District Municipality	LM	Local Municipality
DBSA	Development bank of South Africa	MAYCO	Mayoral Committee
DPLG	Department of Provincial & Local Government	MDGs	Millennium Development Goals MEC Member of the Executive Council
DGDS	District Growth and Development Strategy	MFMA	Municipal Financial Management Act (Act no. 56 of 2003)
DMA	District Management Area	MOU	Memorandum of Understanding
DoLG	Department of Local Government	MSA	Municipal Systems Act (Act no. 32 of 2000)
DPLG	Department of Provincial and Local Government (Department of Cooperative Governance and Traditional Affairs)	MTREF	Medium-Term Revenue and Expenditure Framework
du/ha	Dwelling units per hectare	MTSF	Medium-Term Strategic Framework
DWAF	Department of Water Affairs and Forestry (now Department of Water Affairs)	NDP	National Development Plan
ECD	Early Childhood Development	NGO	Non Governmental Organization
EDA	Economic Development Agency	NMT	Non-motorized Transport
EPWP	Expanded Public Works Programme	NPO	Non-Profit Organization
GDP	Gross Domestic Product	NSDP	National Spatial Development Perspective
GDP-R	Gross Domestic Product in Rand	PGWC	Provincial Government of the Western Cape
GGP	Gross Geographic Product	PMS	Performance Management System
GIS	Geographic Information System	SALGA	South African Local Government Association
GRAP	Generally-recognized Accounting Practices	SAMWU	South African Municipal Workers Union
GVA-R	Gross Value-Added in Rand	SAPS	South African Police Service
HDI	Human Development Index	SDBIP	Service Delivery and Budget Implementation Plan
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	SDF	Spatial Development Framework
HR	Human Resources	SITT	Stellenbosch Infrastructure Task Team
IDP	Integrated Development Plan IHS Integrated Human Settlements	SLA	Service Level Agreement
IHSP	Integrated Human Settlement Plan	SMME	Small Medium & Micro Enterprises
i-MAP	Implementation Plan	SOP	Standard Operating Procedure
IMATU	Independent Municipal Allied Trade Union	SU	Stellenbosch University
IMESA	Institute for Municipal Engineers South Africa	TB	Tuberculosis
ITP	Integrated transport Plan	WCDSF	Western Cape Draft Strategic Plan
IWMP	Integrated Waste Management Plan	WDM	Water Demand Management
KPA	Key Performance Area	WSA	Water Service Authority
KPI	Key Performance Indicator	WSDP	Water Services Development Plan
		WtE	Waste to Energy
		WWTW	Waste Water Treatment Works

IDP AND DOCUMENT STRUCTURE



The revision of our third generation IDP takes the form of a “package” of documents and instruments, each serving a different purpose but working interdependently.

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

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

This document is structured in eleven (11) chapters.

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

CHAPTER ONE: EXECUTIVE SUMMARY



1.1. INTRODUCTION

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

In order to stress our inclusiveness – as a municipality that presides over a number of towns and villages and the areas between them, all with their own treasured historic names and histories, all inhabited by people cherishing local hopes and aspirations – we make every effort to refer to the “greater” Stellenbosch area or Municipality.

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

The MSA requires municipalities in South Africa to prepare a five-year strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national government. It is the principal planning instrument that guides and informs the municipal budget and all actions.

Legal Framework for the revision of the IDP

The IDP comprises a package of documents. The document, titled Stellenbosch Municipality: 3rd Generation IDP, forms the main document. Other documents and instruments that support the main document include the municipal budget, the SDBIP of the Municipality (containing detailed programmes, projects, and associated resource allocation and performance targets), various sector plans to support and direct the work of different functional areas of the Municipality, and ward plans (currently under preparation).

The IDP outlines:

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

1.2. THE STELLENBOSCH MUNICIPALITY AT A GLANCE

Stellenbosch Municipality is located in the heart of the Cape Winelands. It is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers approximately 900 km² and has a population of approximately 155 000 people. The Municipality’s area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to as far as Raithby in the south, to Bottelary, Koelenhof, and Klappmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east.

Apart from formal settlement areas, the municipal area also includes a number of informal settlements. Stellenbosch town is the second oldest town in South Africa, dating back to 1679 when an island in the Eerste River was named Stellenbosch by the then Governor of the Cape, Simon van der Stel. The first farming activities in the area were started in 1679. Today, the area has become primarily known for its extraordinary wines and its fruit. The towns of Stellenbosch and Franschhoek are renowned for various architectural styles such as Dutch, Georgian and Victorian, which reflect their heritage and traditions, but also divisions of the past.



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

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

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

Welfare and community organizations abound and the Municipality and University play a leading role in assisting to meet the needs of previously neglected communities.

1.3 STRATEGIC FRAMEWORK OF THE IDP

Our Vision

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

“THE INNOVATION CAPITAL OF SOUTH AFRICA”

Our Mission

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

Our Values

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

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

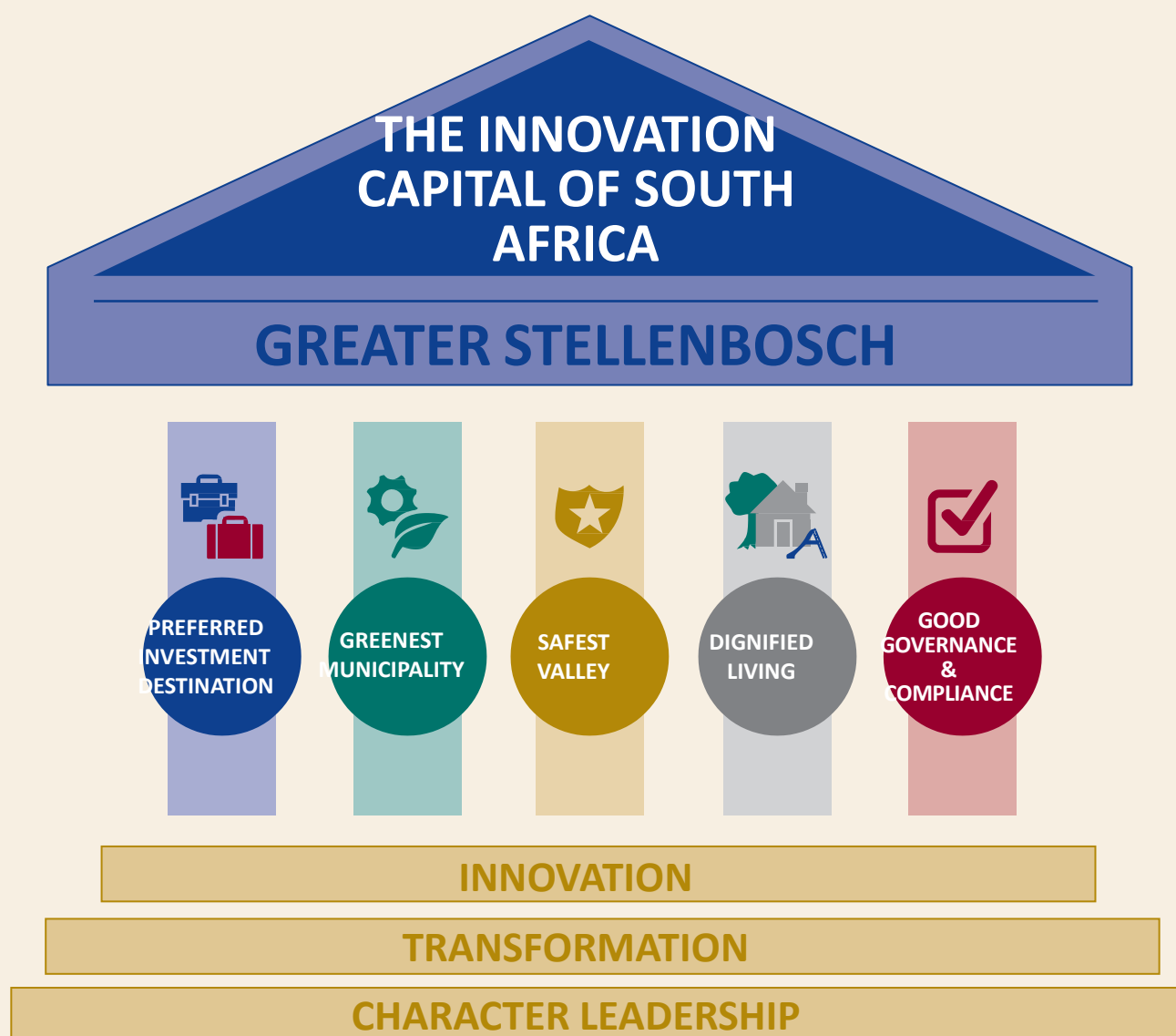
Transformation: We will tirelessly work at transforming our municipality, communities and broader society as custodians of hope through unlocking the endless possibilities our valley holds treasure. This commitment is shaped by our understanding of the historical, spatial, social and economic inequalities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

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



Our overarching strategy

Our overarching strategy is illustrated in the figure below:



OUR MISSION

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

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

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

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

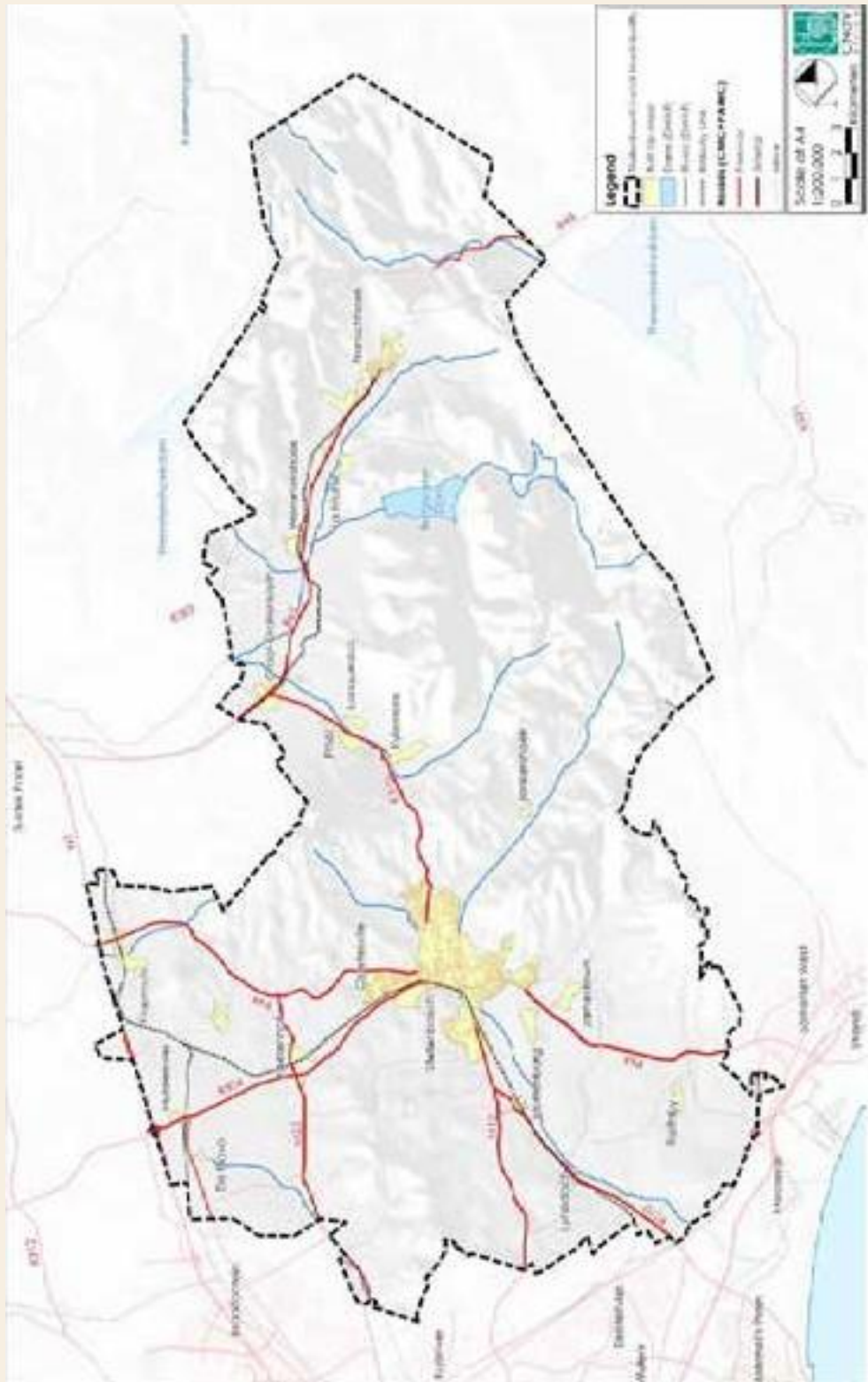
Innovation: We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives which show creativity and ingenuity.

FIGURE 1: Our Overarching Strategy

THE INNOVATION CAPITAL OF SOUTH AFRICA



FIGURE 2: Map of Greater Stellenbosch WC024





1.4 THE ROLE AND PURPOSE OF THE IDP

The MSA requires each municipality in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national governments. This IDP is then the principal planning instrument that guides and informs the municipal budget.

The focus of the IDP is varied, and includes the provision of basic municipal services, measures for building and transforming municipal capacity, measures to assist in expanded livelihood opportunities for citizens, enterprise development, building dignified and safe living environments, and, crucially, exploring new ways of working and living together. In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that:

In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that:

An integrated development plan must reflect-

- a) *The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
- b) *An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
- c) *The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- d) *The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- e) *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- f) *The council's operational strategies;*
- g) *Applicable disaster management plans;*
- h) *A financial plan, which must include a budget projection for at least the next three years; and*
- i) *The key performance indicators and performance targets determined in terms of section 41.*

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

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

1.5 REVISING THE 2012-17 IDP FOR 2014-15

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

A municipal council-

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

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



1.5.1 IDP Revision Framework

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

i. ASSESSMENT ISSUES

- o Comments provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act; and
- o Shortcomings and weaknesses identified through self-assessment.

ii. REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

- o Review of the Strategic elements of the IDP and integrating the strategic intent throughout the budget process and the finalizing of the Service Delivery and Budget Implementation Plan; and
- o Review of elements of the Spatial Development Framework.

iii. INCLUSION OF NEW INFORMATION WHERE NECESSARY

- o Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2013-14 to 2016-17 IDP (i.e. MFMA Regulatory Circulars);
- o Alignment of the IDP with newly completed/ revised Sector Plans;
- o Review of the Strategic Elements of the IDP, particularly in the context of Organisational re-design;
- o The ongoing alignment of the Stellenbosch Municipality's Performance Management System (PMS) Policy Framework, in terms of Chapter 6 of the MSA, with the IDP;
- o The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.

iv. KEY ELEMENTS FOR REVIEW

- o Socio-economic profile (new 2011 statistics) which will be added before the approval of the final IDP
- o Public participation input
- o Revision of strategy (strategic framework)
- o Update on sector plans, e.g. SDF and LED Strategy, Disaster Management Framework "chapter"
- o Performance Management: five-year IDP Implementation Map (i-MAP) which will ensure closer alignment between the IDP, Budget and Service Delivery and Budget Implementation Plan (IDP/ BUDGET/SDBIP Alignment)
- o Institutional planning
- o Financial planning
- o Report on the consideration and responses to 2013 MEC letter issues
- o Joint intergovernmental planning platforms (IDP Indaba 1 and 2) and a clearer reflection of Provincial and National Government's investment footprint in the municipal space
- o Increased efforts to achieve better alignment between sector plans internally and with those of Local Municipalities, Provincial and National government.



1.5.2 Comments provided by the MEC for Local Government

The annual assessment of municipal Integrated Development Plans (IDP's) and budgets by Provincial Governments is essential. The importance of this assessment is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 (MSA), the MSA Regulations and the Local Government Municipal Finance Management Act 56 of 2003 (MFMA). Provincial assessments afford the provincial sphere of government an opportunity to play its monitoring and support role to municipalities as stipulated by the Constitution. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and constitutional mandates.

The draft 2013/14 IDP and budget have been assessed against the following key areas:

- Outstanding findings from previous LG MTEC 3 engagements with the Municipality;
- Conformance with the Municipal Budget and Reporting Regulations (MBRR);
- Responsiveness of draft IDP and budget; and
- Credibility and sustainability of the budget.

A summary of the findings, recommendations and reported progress of the Department of Local Government on the Draft 2013/14 IDP of the Stellenbosch Municipality can be seen in Table 1 below.

AREAS OF IMPROVEMENT	COMMITMENT FROM DEPARTMENT OF LOCAL GOVERNMENT	PROGRESS/ RESPONSES
<p>It is acknowledged that the municipality does not have a council adopted Public Participation Policy; nonetheless the development thereof is planned and reflected on the SDBIP for 2013/14 financial year. The municipality is encouraged to finalize this process in order to influence future IDP/budget reviews.</p>	<p>The DLG committed, through the Public Participation Directorate to offer support in terms of strengthening the functionality of Ward Committees and institutionalizing community feedback including giving guidance and input on the drafting process of the Public Participation Policy.</p>	<ul style="list-style-type: none"> ▪ The Public Participation Policy will be developed as part of the 2013/14 SDBIP by the Department: IDP/PMS. ▪ FQ to invite proposals on the drafting of a Public Participation Policy and Service Delivery Charter was advertised and bids were received. The bid assessment is currently being conducted.



AREAS OF IMPROVEMENT	COMMITMENT FROM DEPARTMENT OF LOCAL GOVERNMENT	PROGRESS/ RESPONSES
<p>The situational analysis is primarily based on Global Insights projections and it is advised that the official source of data as captured on Stats SA Census 2011 be used for this section of the IDP.</p>	<p>The DLG, through the IDP Directorate will be co-hosting Stats SA Census 2011 data analysis training with Stats SA. You municipality is encouraged to participate at this platform as it is aimed at ensuring that IDP municipal practitioners are well trained to meaningfully extract and analyse Census 2011 from specialized computer programmes.</p>	<ul style="list-style-type: none"> ▪ The situational analysis was based largely on the Regional Profile compiled by Provincial Treasury for municipalities to use in their IDP's. Global Insight is a source of data for Provincial Treasury in compiling the profiles. ▪ At present the municipality is in the process of consolidating its dataset with the assistance of the University of Stellenbosch which will ensure consistent and coherent understanding of our socio-economic context. This will form the basis of decision making in respect of development planning in our municipal area. ▪ Officials from the Local Economic Development and Integrated Development Planning Departments attended a Stats SA Census 2011 Analysis Training Workshop held at the Stellenbosch University on 15 to 17 July 2013. ▪ IDP Practitioner and Community Participation Officer attended 3-day Training Session in Census 2011 Database and will attend follow-up training on Geographic Information Systems (GIS) arranged by the Department of Local Government, in partnership with Statistics SA, the Department of Environmental Affairs and Development Planning and the Department of the Premier on 28 November 2013.



AREAS OF IMPROVEMENT	COMMITMENT FROM DEPARTMENT OF LOCAL GOVERNMENT	PROGRESS/ RESPONSES
<p>The municipality makes no indication in the IDP that the reviewed integrated Waste Management Plan has been approved and adopted.</p>	<p>None</p>	<ul style="list-style-type: none"> ▪ A 2nd Generation IIWMP has been submitted originally. The comments have been taken to heart and a new IWMP is being drafted by the department. The new approach has been recognized as very good practice by DEAD&P and Stellenbosch Municipality has since assisted 3 other municipalities in this approach. A new IWMP will be submitted in time as required. ▪ It is noted that the user department has committed to the following KPI on the 2013/14 Top Layer SDBIP: Draft an Alternative Waste Disposal Strategy and submit to Council by the end of June. ▪ 2nd Generation IWMP suffices for now. Stellenbosch is in dire need of waste disposal airspace and requires a more urgent strategy to achieve its waste disposal needs to the time.
<p>The IDP does not indicate the existence of the Operations and Management Plan for municipality's assets and infrastructure. This is critical in view of the challenges this municipality is experiencing as identified in the SWOT analysis of the municipality with regards to the reported state of bulk water infrastructure within the municipal area.</p>	<p>None</p>	<p>The management and operation of the municipality's water assets and bulk water infrastructure within the Municipal area are managed by means of the:</p> <ul style="list-style-type: none"> ▪ Water Conservation and Water Demand Management Strategy which is a fundamental step in promoting water use efficiency. ▪ Standard Operating Procedures ▪ Water Services Development Plan which will be updated and advertised for Public Participation 2013/2014 financial year ▪ Water Pipe Replacement report which address the maintenance and upgrading of water pipes (Operational Plan).

TABLE 1: Findings, recommendations and reported progress of the Department of Local Government



1.6 THE HIGH-LEVEL PREPARATION PROCESS FOR THE REVISION

The high-level preparation process and time-line for the second revision of the third Generation IDP is reflected in Table 2 below. Please refer to Chapter 4 for detailed input as gathered from public engagements.

TABLE 2: Preparation for the Revision of the third Generation IDP

DATE	ACTION
August 2013	<ul style="list-style-type: none"> Statutory approval was given by the Council for a “process plan” for preparing the third Generation IDP.
September 2013	<ul style="list-style-type: none"> Mayco and top management engagements were held on the broad focus of the IDP. Engagements focused on establishing a shared understanding, and agreement on the purpose, focus and public participation process to be followed in revising the third Generation IDP.
October / November 2013	<ul style="list-style-type: none"> Mayco agreement was obtained to engage with citizens and interest groups through public ward meetings, ward committee meetings and sector meetings on issues and needs to be addressed in the third Generation IDP. Citizens were also allowed to identify their key priorities within their respective areas. Meetings held, included ward committee meetings, public ward meetings, as well as Neighbourhood Development plan meetings.
November / December 2013	<ul style="list-style-type: none"> Extensive administrative engagements were held to obtain inputs and refine goals, focus areas, and objectives. Each Directorate conduct strategic workshops in preparation of IDP/Budget revision and SDBIP inputs. IDP Prioritization exercise was conducted with the Mayoral Committee, Municipal Manager and Directors with Managers Performance Analysis; Financial Analysis; and Organizational (Gap) Analysis were conducted.
January /early February 2014	<ul style="list-style-type: none"> Mayco and top management confirmed goals and focus areas and provided direction on predetermined objectives. Several strategic planning sessions were held in each Directorate Provincial IDP Indaba was held to agree on intergovernmental agreements to support municipal IDP
February 2014	<ul style="list-style-type: none"> Strategic Planning sessions in all Directorates involving all staff members were held Administration prepared the Draft IDP Administration prepared the Draft budget Administration prepared the high-level SDBIP
March 2014	<ul style="list-style-type: none"> Mayco and Council considered the draft IDP and Budget, 20 and 26 March 2014 respectively
April 2014	<ul style="list-style-type: none"> Public consultation on the draft IDP and Budget in all 22 wards Think Tank meeting was held with core group of leaders from the business, academic, civil society and government sectors.
May 2014	<ul style="list-style-type: none"> Budget Steering Committee to consider Public Participation Input and budgetary amendments Mayco and Council adopted the IDP and Budget
June 2014	<ul style="list-style-type: none"> Submit IDP to Provincial Government Approval of SDBIP by the Executive Mayor within 28 days after adoption

CHAPTER TWO: THE STATE OF THE GREATER STELLENBOSCH AREA



***(Updated Statistics will be provided by StatsSA before the approval of the final IDP)**

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

STELLENBOSCH SOCIO-ECONOMIC SNAPSHOT¹

Population

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

Socio-economic indicators:

Education	2001	2006	2011
Literacy rate	78.1%	81.7 %	85.3%
Health	2001	2006	2011
HIV+ estimates	2, 674	5,457	7,365
AIDS death estimates	58	183	339

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

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

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

Employment (Sectors), 2011

Formal sector employment: Trade (15.5%), Agriculture (14.8%), Manufacturing (13.5%), Finance (11.8%), Construction (4.5%), Transport (1.8%), and Community Social and Personal Services (31.7%).

Informal sector employment: Manufacturing (12.6%), Construction (10.8%), Trade (28.4%), Finance (8.9%), Transport (10.1%), and Community Social and Personal Services (29.0%).

Access to Basic Service Delivery

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

¹Source: Global Insight Regional eXplorer, 2013



Economy	2009	2010	2011
GDP-R Constant Prices 2005 (R1000)	6 209 556	6 415 190	6 604 408
Average annual growth (Constant Prices 2005)	0.3%	3.3%	2.9%
GDP-R Constant 2005 Prices (average annual growth) 1996 – 2011	1.4%		

Trade	2011
Exports (R1000)	7 349 954
Imports (R 1000)	3 004 732
Total Trade	10 354 687
Trade Balance	4 345 222
Exports as percentage of GDP	74.3%
Stellenbosch %Share of Cape Winelands District – Export Trade	52.4%
Stellenbosch %Share of Cape Winelands District – Import Trade	10.1%
Stellenbosch %Share of Cape Winelands District – Total Trade	23.6%
Stellenbosch %Share of Western Cape Province - Export Trade	1.0%

TABLE 3: Stellenbosch socio-economic Snapshot

2.1. DEMOGRAPHIC PROFILE

Population Indicators

Population size provides an indication of the volume of demand for government services in a particular geographical space. It also serves as a planning measure to assist budget planners in matching available resources to the relative demand for services.

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

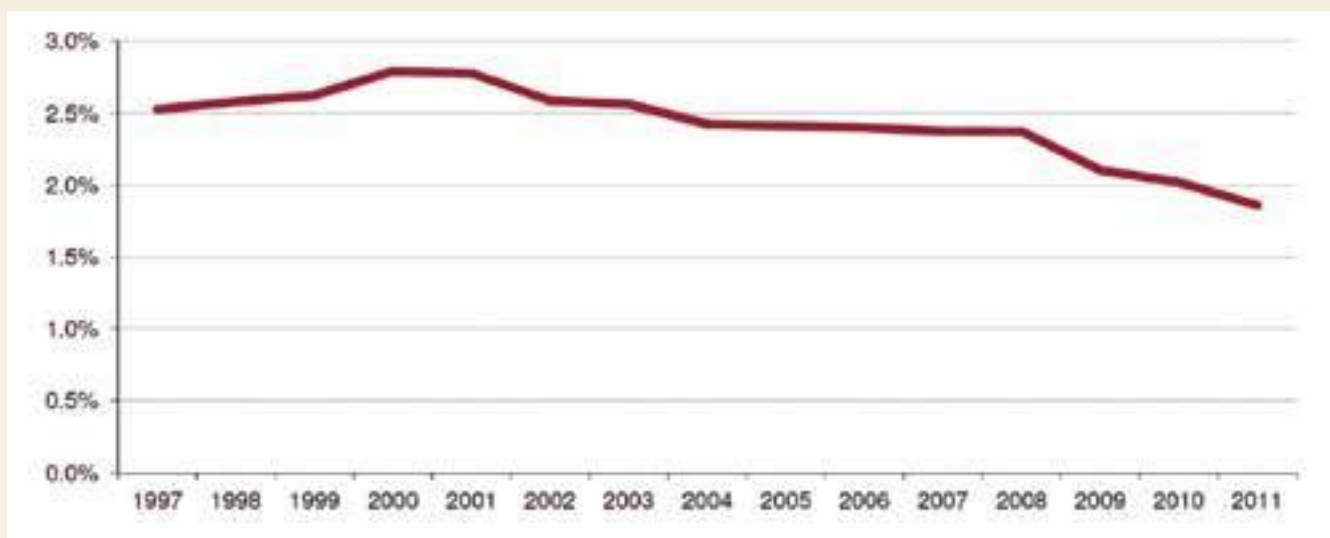


FIGURE 3: Stellenbosch Population Growth Rate



The Cape Winelands District accommodates approximately 13.6% of the Western Cape Province population. Table 4 shows the population distribution for the Local Municipalities (LM's) located within the Cape Winelands District.

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

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

TABLE 4: Population Distribution (2011)

Table 4 indicates that the Drakenstein Municipality is the largest contributor to the Cape Winelands District population. Stellenbosch Municipality (2.6%) is the third largest contributor to the Cape Winelands District population and only makes up 2.6% of the Western Cape population.

Age and Gender Indicators

The age profile provides valuable insight into the composition of the market population and will help establish the Potential Economically Active population (PEA). The PEA population refers to the population that falls within the working age group (between 15 and 64 years). It does not mean that this entire portion of the population is prepared, willing or able to be employed. For example, some prefer to stay at home as housekeepers, some are disabled and others are fulltime students, or have given up looking for work. They do, however, form part of the potential labour pool.

Figure 4 illustrates the population pyramid in the Stellenbosch local municipality. The population pyramid for this area has a broad base that gradually narrows. The broad base of the pyramid indicates a high fertility rate. The pyramid narrows toward the top which indicates a higher mortality rate among the older generations than among the younger people. This represents a natural and healthy demographic trend.

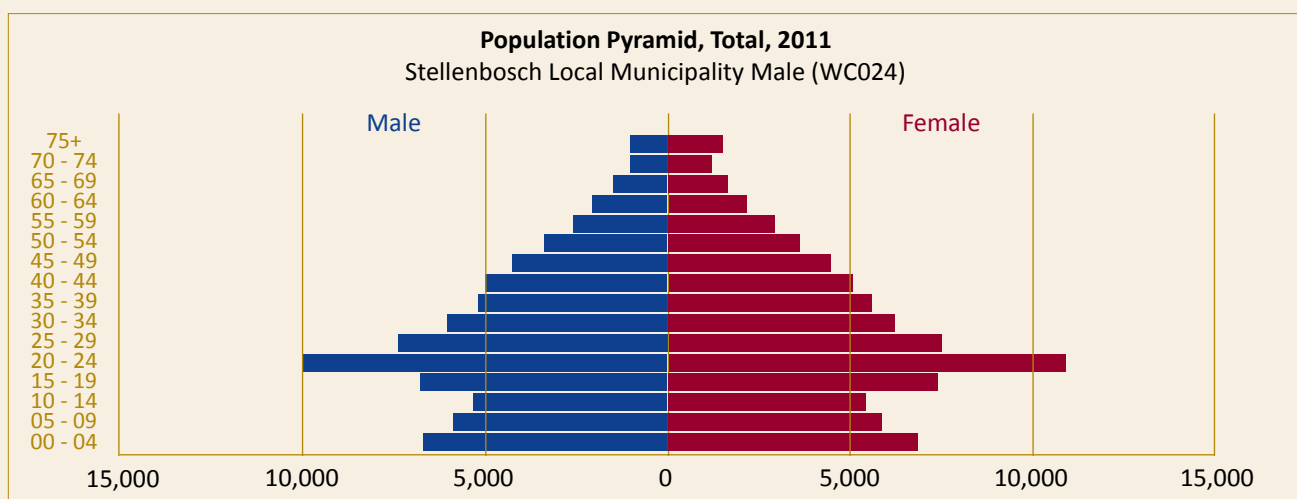


FIGURE 4: Stellenbosch Age Profile (2011)



Figure 4 shows that the male and female distribution of the Stellenbosch population is fairly equal with 51,5% of the population being female and 48,5% being male. The high concentration of 20- to 24- year-olds can mainly be attributed to the SU student population. Further, 14,7% of the population fall within the 5- to 14-year age group, which gives an indication of the large percentage of the population that will be entering the labour market in the future. This points at the need for employment opportunities to be created within the area in order to absorb the current unemployed as well as the future labour pool.

2.2 DEVELOPMENT PROFILE

Human Development Index (HDI)

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

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

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

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

Source: IHS Global Insight Regional eXplorer, 2013

TABLE 5: Human Development Index, 2011

Table 5 illustrates that the Stellenbosch HDI score of 0.69 is higher than the district HDI score of 0.65 but lower than the provincial HDI score of 0.71.

Gini coefficient

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

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

Source: IHS Global Insight Regional eXplorer, 2013

TABLE 6: Gini coefficient (2011)



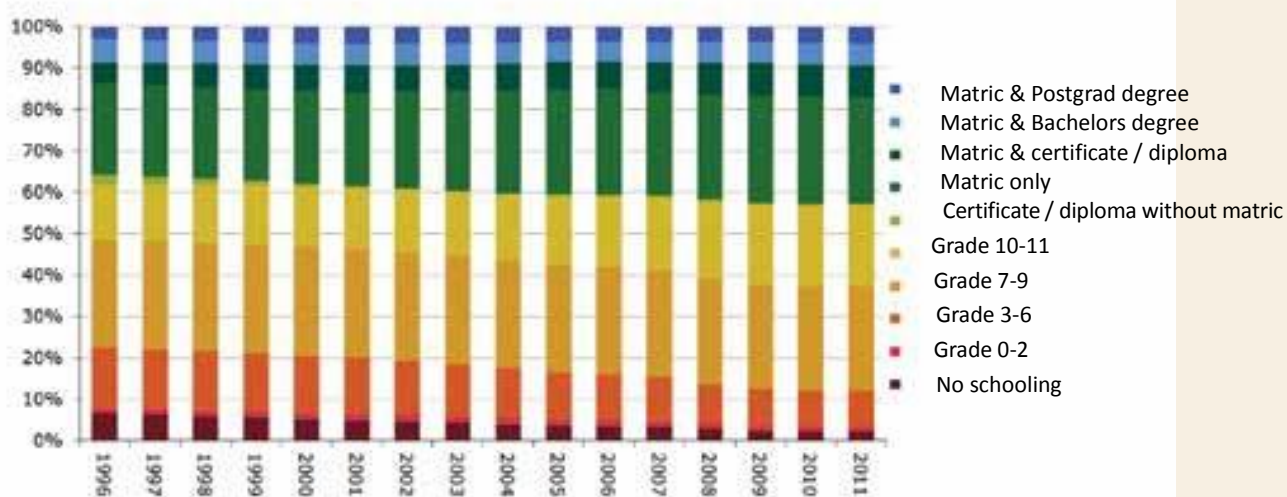
Table 6 illustrates that all five B-municipalities have a Gini coefficient of above 0.50. This means that all the municipalities within the Cape Winelands District have a more unequal income distribution among households.

Literacy Indicators

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

Figure 5 below, shows that in Stellenbosch LM 78248 persons (85.3%) are literate and 15055 persons (14.7%) are illiterate.

Progress in Education



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

Poverty Indicators

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

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

- Labour remuneration
- Income from poverty
- Transfers from government (including pensions)
- Transfers from incorporated businesses
- Transfers from other sources



Figure 6, below, illustrates the number of households by income category municipality.

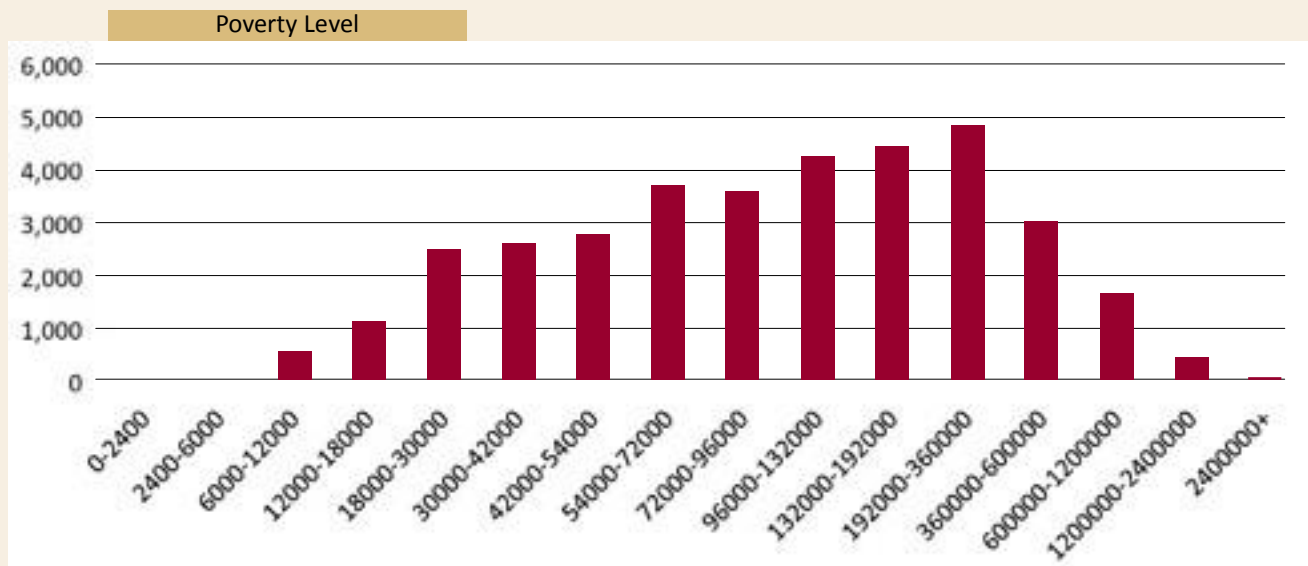


FIGURE 6: Number of Households by Income (2011)

Figure 6 shows that of the 6 795 households in the Stellenbosch municipal area, 19,1% of the households in the Stellenbosch LM, fall within the low-income bracket (R0–R42 000), which is also identified as below the poverty level in Figure 6. These households generally have difficulty meeting their basic needs. The figure also shows that 63,4% of households fall within the middle-income group (R42 001–R360 000) and only 17,5% of households fall within the high-income bracket (R360 001 and more).

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

2.3 HOUSEHOLD INFRASTRUCTURE PROFILE

Measuring household infrastructure involves the measurement of the four indicators, namely access to:

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

Basic Services

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

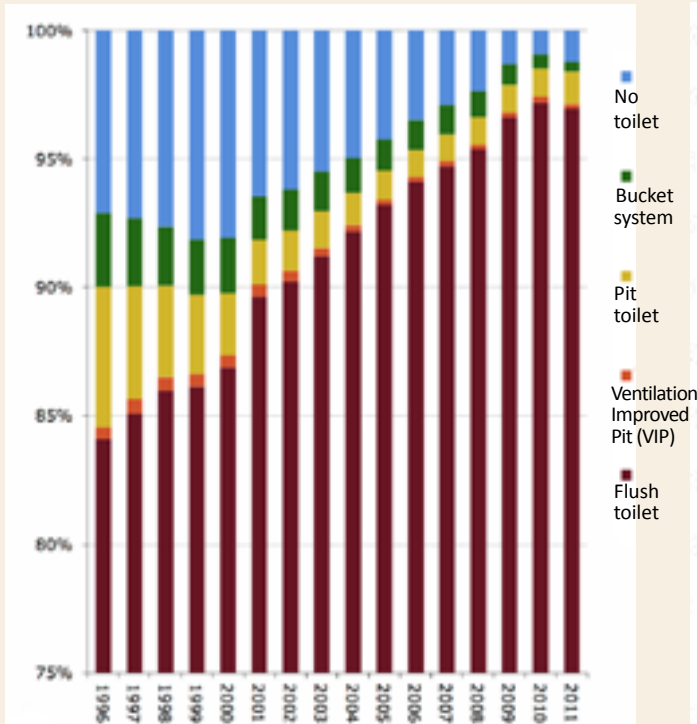
Cape Winelands	1996	2001	2011
Water	95.4%	91.6%	96.7%
Sanitation	84.6%	92.4%	97.2%
Electricity	89.9%	95.7%	98.8%
Refuse	81.0%	83.9%	98.8%

Source: IHS Global Insight Regional eXplorer database, 2013

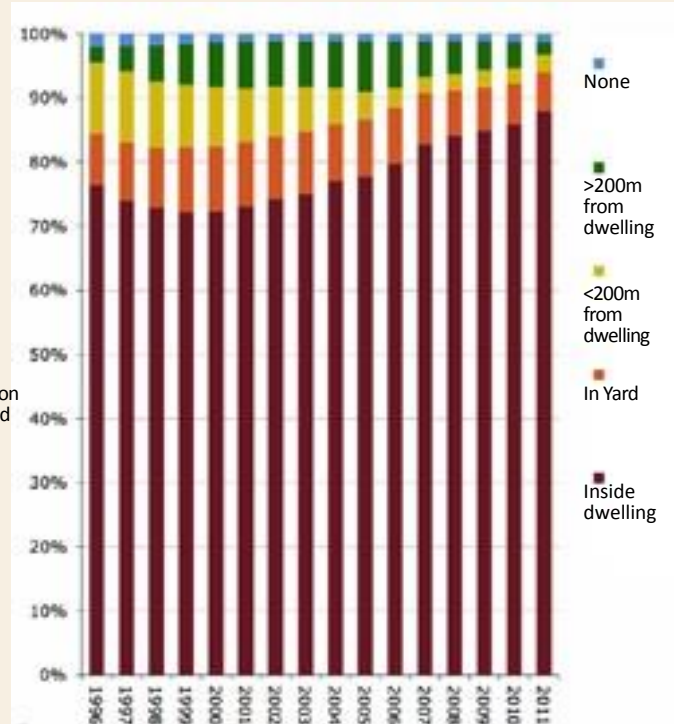
TABLE 7: Water, Sanitation, Electricity and Refuse



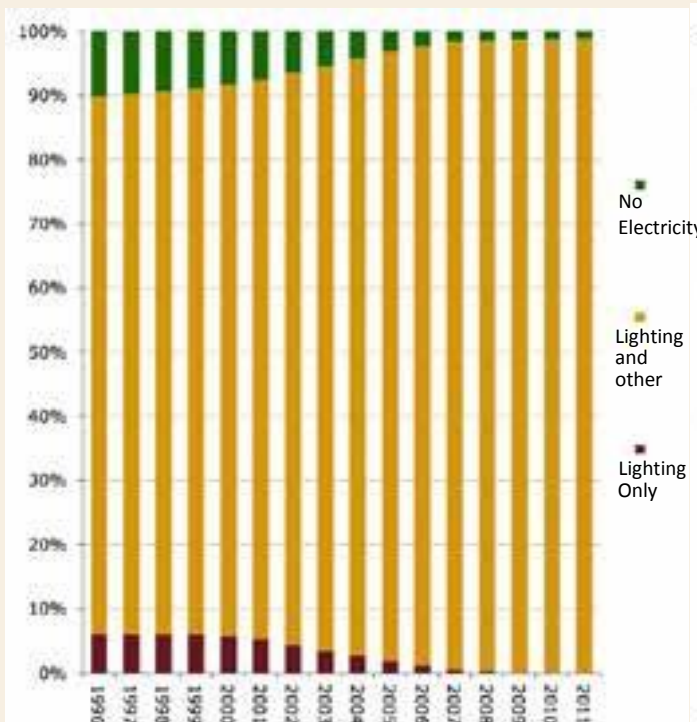
Households by toilet facilities



Households by water infrastructure



Households by electrical connections



Households by type of refuse removal

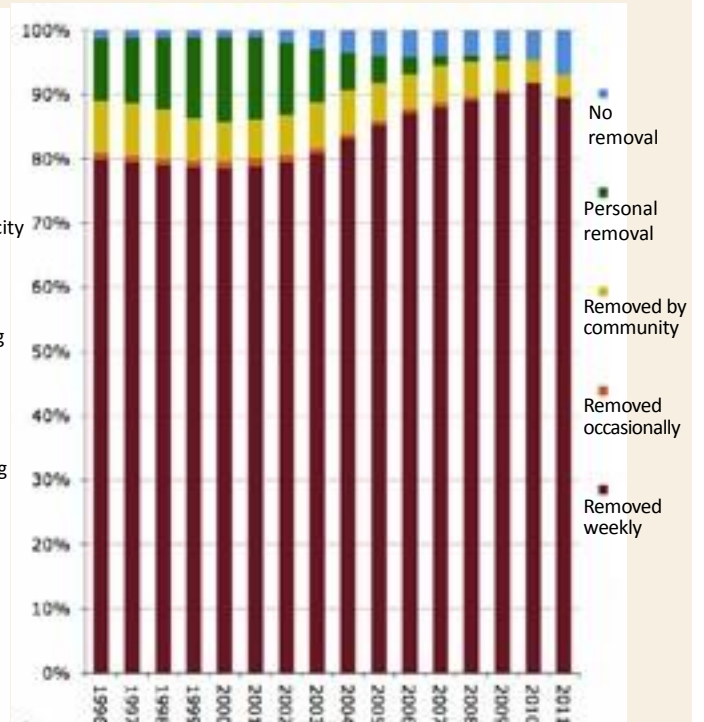


FIGURE 7: Household Infrastructure

Table 7 and Figure 7 clearly illustrate improved access to water, sanitation, electricity and refuse removal for the communities of the Stellenbosch LM since 1996.



2.4 LABOUR PROFILE

Employment Status

Table 8 shows that:

- 55 311 of the Stellenbosch LM population falls within the economically active population;
- 11 168 of the Stellenbosch LM population are unemployed; and
- 50 336 of the Stellenbosch LM population are employed.

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

Source: IHS Global Insight Regional eXplorer, 2013

TABLE 8: Total Employment, Unemployment and Economically Active Population

The Stellenbosch LM has a 20.2% unemployment rate. The unemployment rate is a percentage of the total labour force that is unemployed but actively seeking employment and is willing to work. The unemployment rate of the Stellenbosch LM is lower in comparison to the Cape Winelands District (20.3%) Western Cape (21.2%) and the national unemployment rate (24.7%).

Table 9 shows the unemployment rate for South Africa, Western Cape, districts within the Western Cape and the local municipalities within the CWDM.

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

Source: IHS Global Insight Regional eXplorer, 2013

TABLE 9: Unemployment Rate (2010)

From Table 9 above it is evident that all the LMs within the CWDM have lower unemployment rates than the national rate, and Stellenbosch LM has the second lowest unemployment rate within the Cape Winelands District.



2.5 ECONOMIC PROFILE

Economic Growth

The economic growth experienced fluctuations between 2000 and 2009. The year 2008 saw a recession in the global economy. As indicated in Figure 8, the impact of the global recession brought about a sharp decline in economic growth for the 2009 period. Figure 8 further illustrates that the Cape Winelands recorded growth rates of between 4–6% from 2002 to 2008. Minimal growth (0,3%) was experienced in 2009 at the height of the global financial crisis. In 2010 (3,3%) and 2011 (2,9%) there were continued higher growth rates indicating economic recovery.

GDP-R Total Growth

Stellenbosch Local Municipality (WC024)

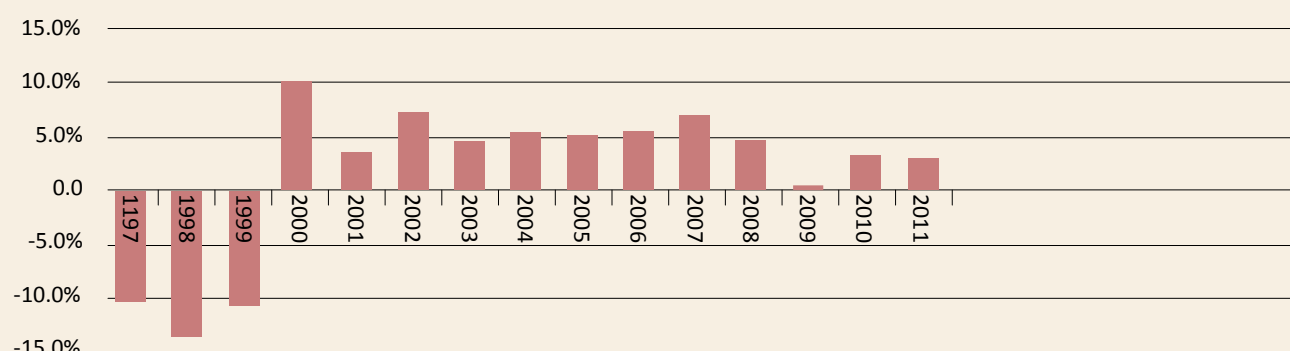
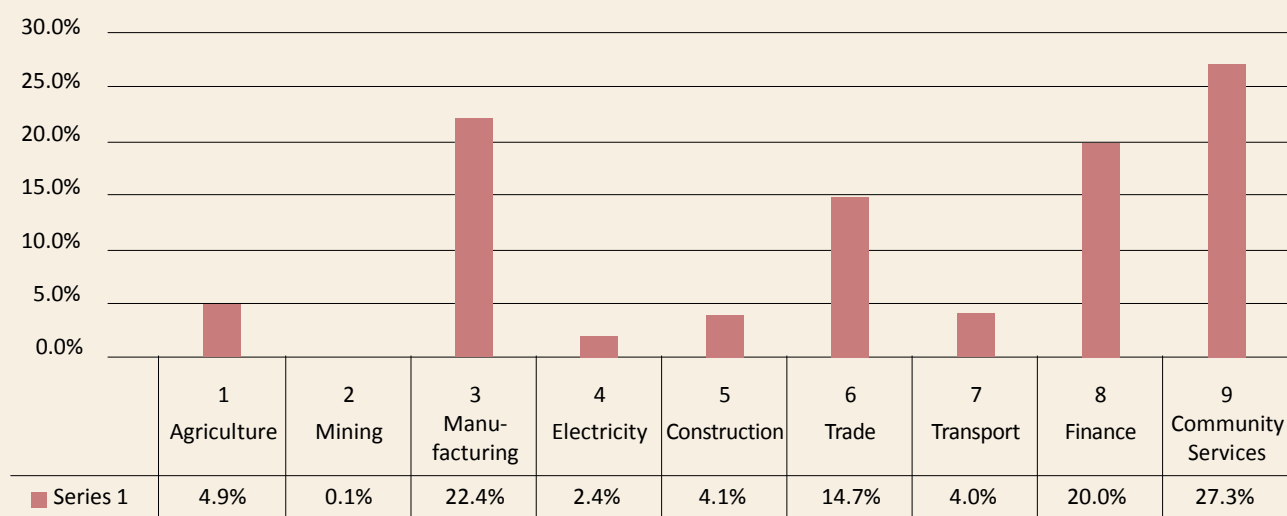


FIGURE 8: Stellenbosch GDP-R Growth

Sector Contribution

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

Sector's share of regional total (GVA-R)



Source: IHS Global Insight Regional eXplorer, 2013

FIGURE 9: Economic profile, Stellenbosch LM 2011



2.6 SAFETY AND SECURITY PROFILE

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

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

Murder

It is evident from Figure 10, below, that murder statistics were relatively constant from mid-2005 when reported murders allied between 40 and 60 per annum.

Crime - Murder

Stellenbosch Local Municipality (WC024)



FIGURE 10: Crime – Murder

Sexual Crimes

It is evident from Figure 11, below, that from 2001 there was a decrease in sexual crimes, but that from 2009 to 2011 the reported cases of sexual crimes increased again.

Crime - Sexual Crimes

Stellenbosch Local Municipality (WC024)



FIGURE 11: Crime – Sexual Crimes



Drug-related Crimes

It is evident from **Figure 12** that drug-related crime increased at a rapid rate in the Stellenbosch LM. This follows the trend in the Cape Winelands District as a whole.

Crime - Drug-related crime Stellenbosch Local Municipality (WC024)



FIGURE 12: Crime: Drug-related Crime



CHAPTER THREE: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

3.1 POLITICAL REPRESENTATION AND GOVERNMENT STRUCTURES

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

a) Council

Stellenbosch Municipality is represented by 43 councillors, of whom 22 were elected directly as ward councillors, with the rest being elected on the basis of the proportion of votes cast for the different political parties. The situation, at the end of the 2012/13 financial year was as follows:

Political Party	Number Of Councillors
DA	25
ANC	11
SCA	3
COPE	1
NPP	1
ACDP	1
SPA	1

TABLE 10: Council Political Representation

Name of councillor	Capacity	Political Party	Ward representing or proportional
F Adams	Part-time	SPA	Proportional Representative (PR)
DS Arends	Part-time	ACDP	PR
NM August	Part-time	DA	Ward Councillor
HC Bergstedt (Ms)	Part-time	COPE	PR
PW Biscombe	Mayco member	DA	Ward Councillor
DC Botha	Part-time	DA	PR
A Crombie (Ms)	Part-time	DA	Ward Councillor
JA Davids	Part-time	ANC	PR
E Groenewald (Ms)	Part-time	DA	Ward Councillor
R du Toit (Ms)	Part-time	DA	Ward Councillor
V Fernandez (Ms)	Mayco member	DA	Ward Councillor
JSA Fourie	Part-time	DA	PR
AR Frazenburg	Part-time	DA	Ward Councillor
N Gcaza (Ms)	Part-time	ANC	Ward Councillor
DA Hendrickse	Part-time	SCA	PR
JK Hendriks	Part-time	DA	Ward Councillor
N Jindela	Mayco member	DA	PR
MC Johnson	Part-time	DA	Ward Councillor
S Jooste	Part-time	ANC	PR
CP Jooste	Speaker	DA	PR
DD Joubert	Part-time	DA	Ward Councillor
SJ Louw (Ms)	Mayco member	DA	Ward Councillor



Name of councillor	Capacity	Political Party	Ward representing or proportional
N Mananga-Gugushe (Ms)	Part-time	ANC	Ward Councillor
EL Maree (Ms)	Part-time	DA	Ward Councillor
NE McOmbring (Ms)	Part-time	DA	Ward Councillor
LX Mdemka (Ms)	Part-time	DA	PR
C Moses (Ms)	Part-time	ANC	PR
RS Nalumango (Ms)	Part-time	ANC	PR
N Ntsunguzi (Ms)	Part-time	ANC	Ward Councillor
MM Ngcofe	Part-time	ANC	PR
KE Qotywa (Ms)	Part-time	SCA	PR
WJ Pretorius	Part-time	DA	PR
PJ Retief	Mayco member	DA	Ward Councillor
L Ronoti	Part-time	ANC	Ward Councillor
JP Serdyn (Ms)	Mayco member	DA	Ward Councillor
CJ Sidego	Executive Mayor	DA	PR
P Sitshoti (Ms)	Part-time	ANC	Ward Councillor
LN Siwakamisa (Ms)	Part-time	ANC	PR
Q Smit	Mayco member	DA	Ward Councillor
MG Smuts	Deputy Executive Mayor	DA	Ward Councillor
LL Stander	Part-time	NPP	PR
PJ Venter	Mayco member	DA	PR
M Wanana	Part-time	SCA	PR

TABLE 11: Ward Councillors & Proportional Councillors

b) Executive Mayoral Committee (MAYCO)

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

The name and portfolio of each Member of the Mayoral Committee is listed in the table below:

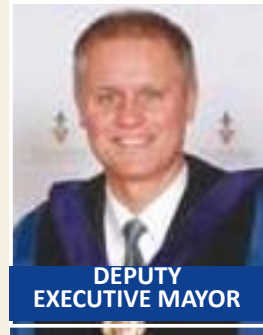
Name of member	Capacity
CJ Sidego	Executive Mayor
MG Smuts	Deputy Executive Mayor
A Frazenburg	Mayco member
V Fernandez	Mayco member
N Jindela	Mayco member
SJ Louw	Mayco member
PJ Retief	Mayco member
JP Serdyn	Mayco member
Q Smit	Mayco member

TABLE 12: Executive Mayoral Committee



EXECUTIVE MAYOR

Conrad Sidego



**DEPUTY
EXECUTIVE MAYOR**

Martin Smuts

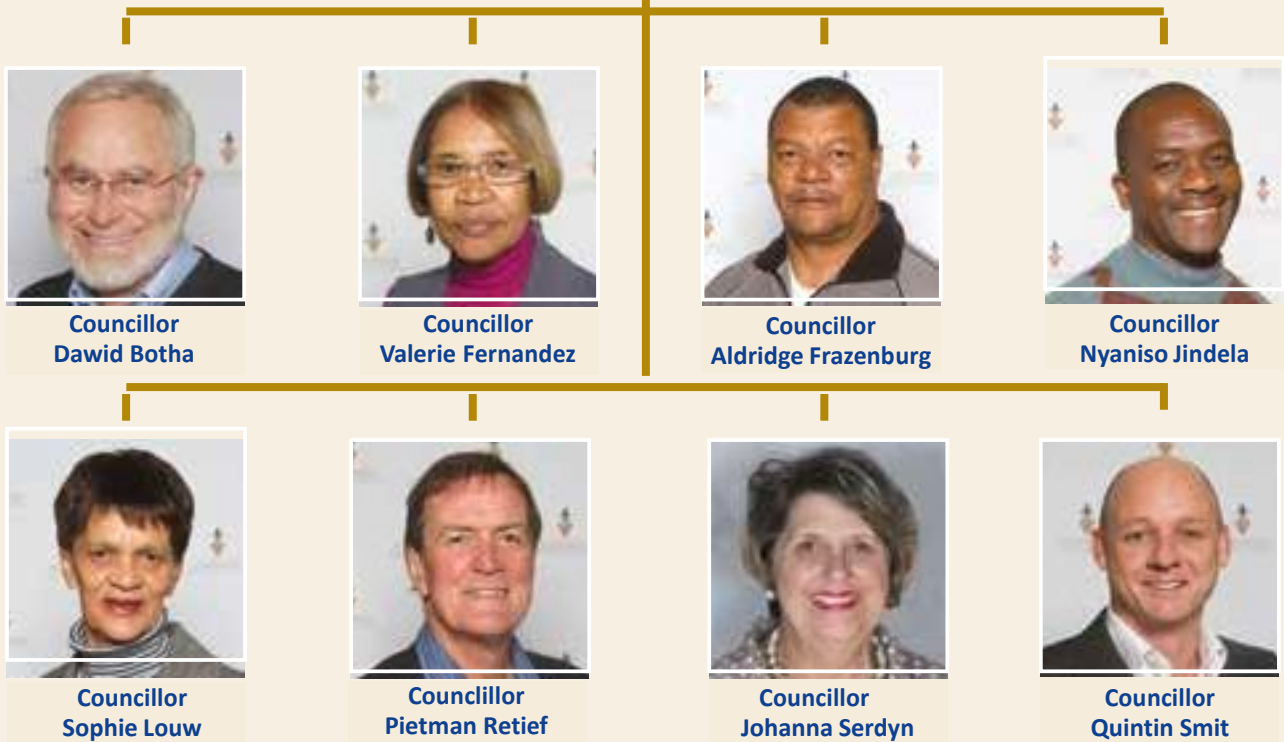


Figure 13: Executive Mayoral Committee



c) Portfolio Committees

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

The portfolio committees for the 2013-2014 Mayoral term and their chairpersons are provided in Table 13 below:

Name of member	Capacity
Planning, IHS and Property Management Portfolio Committee: J Serdyn	Portfolio Chairperson
Engineering Services Portfolio Committee: D Botha	Portfolio Chairperson
Finance and Strategic and Corporate Services Portfolio Committee: M Smuts	Portfolio Chairperson
Community Services and Public Safety Portfolio Committee: Q Smit	Portfolio Chairperson

TABLE 13: Portfolio Committees and Chairpersons

3.2 REPRESENTATIVE FORUMS

a) Labour Forums

Table 14 below lists the members of the Local Labour Forum:

Name of Representative	Capacity
Ms EL Maree	Councillor
J Davids	Councillor
Ms S Louw	Councillor
L Stander	Councillor
Ms P Sitshoti	Councillor
J Hendricks	Councillor
L Mdunyelwa	Director: Strategic and Corporate Services
A van Niekerk	Director: Engineering Services
P Oliver	Director: Community and Protection Services
M	Chief Financial Officer
Mr A van Rooyen	Manager: Human Resources
J Brown	SAMWU Representatives
J Erasmus	SAMWU Representatives
S Fortuin	SAMWU Representatives
L Jansen	SAMWU Representatives
B Kiva	SAMWU Representatives
P Solomons	SAMWU Representatives
S Dyidi	IMATU Representatives
B Fourie	IMATU Representatives
Ms S Matthee	IMATU Representatives

TABLE 14: Local Labour Forum



3.3 THE ADMINISTRATION

The Municipal Manager is the Chief Accounting Officer of the Municipality. She is head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. She is assisted by her direct reports, who make up the Management Team. The structure of the management team is outlined in Table 15 below:

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

TABLE 15: The Administration

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

Specifically, it was found that:

- A more focused planning and economic development directorate is required.
- Issues of community safety and community development will be better addressed if combined in one directorate.
- The provision and management of current and future residential opportunities will be best served through a dedicated directorate focused on integrated human settlement development and management.



3.4 PUBLIC ACCOUNTABILITY

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

The participation outlined above is required in terms of:

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

3.5 CORPORATE GOVERNANCE

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

a) Risk Management

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

b) Anti-Corruption and anti-fraud

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

c) Audit Committee

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

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

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –
- internal financial control and internal audit;
 - risk management;
 - accounting policies;
 - the adequacy, reliability and accuracy of financial reporting information;
 - performance management;
 - effective governance;
 - compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; performance evaluation; and any other issues referred to it by the municipality.


L. Nene (Mr.)	Chairperson	
R. Davidse (Ms.)	Member	
H.D Isaacs (Mr.)	Member	
R. Gani (Ms.)	Member	
M. Van Wyk (Ms.)	Member	

TABLE 16: *Members of the Audit Committee*

3.6 WARD COMMITTEES

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

The objective of a ward committee is to enhance participatory democracy in local government. Ward committees are a part of local governance and an important way of achieving the aims of local governance and democracy mentioned in the Constitution of 1996. A general understanding has emerged that a ward committee is an area-based committee whose boundaries coincide with ward boundaries.

Ward committees:

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

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

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

3.7. INTER-GOVERNMENTAL RELATIONS WORK

In order to ensure effective service delivery, it is essential that high levels of cooperation exist between all three spheres of government. Effective inter-governmental relations structures are especially important to the developmental role of municipalities. This role can only be fulfilled through the active involvement of all spheres of government in the setting of priorities, resource allocation and development planning.

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

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

3.8 PARTNERSHIPS

The Municipality engages in numerous partnerships to facilitate service delivery. Table 17 below summarizes key partnerships.

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

TABLE 17: Key Partnerships



3.9 SERVICE DELIVERY ACHIEVEMENTS

Specific service delivery achievements of the Municipality during the period of preparing the third generation IDP include the following:

- Separation-at-source programme – This programme was rolled out to all 22 wards in the Stellenbosch region, where all recyclable waste is placed in a separate clear plastic bag for collection. The roll-out was completed in November 2011, and has been in operation since then.
- Construction of new lined cell at the Devon Valley (Stellenbosch) landfill – The construction of the new cell commenced in March 2012, and was initially planned for completion by July 2012. However, owing to adverse weather conditions at the critical stage of construction, this project was delayed and completed only in November 2012. The new cell is approximately half a hectare in size, and may reach a maximum height of 20 m. It is anticipated that the new cell should provide airspace for three to five years, depending on waste minimisation and diversion measures that need to be in place.
- Waste characterisation study of the Stellenbosch waste stream – In May 2012, the first waste categorisation study was undertaken for Stellenbosch Municipality over a two-week period. Students from SU and the Sustainability Institute, as well as 23 EPWP workers, were brought on board to assist with the weighing, recording and separation of the various waste streams per sample black bag opened.
- Waste to Energy – In March 2012, initial discussions were held with provincial government's Green Cape initiative, to explore the processes that need to be followed to evaluate and recommend WtE technologies that will be appropriate and suitable for this municipality.
- Rated the second Best Financially Managed Municipality in South Africa – Ratings Africa annual municipal financial sustainability index rated Stellenbosch Municipality the best financially sustainable municipality in the Western Cape and second in South Africa.
- Unqualified Annual Financial Statements – Stellenbosch Municipality received its fifth consecutive unqualified audit outcome.

CHAPTER FOUR: STRATEGIC POLICY CONTEXT



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

The sections below outline key policy directives considered when framing Stellenbosch Municipality's third generation IDP.

4.1. GLOBAL DEVELOPMENT POLICY DIRECTION

4.1.1. The Millennium Development Goals (MDG's)

The MDGs and targets come from the Millennium Declaration adopted by 189 countries and signed by 147 heads of state and government at the United Nations Millennium Summit in September 2000, and from further agreement by member states at the 2005 World Summit. The goals and targets are interrelated and should be seen as a whole. They enjoin the developed and developing countries to work together in a partnership that would be conducive to development and the elimination of poverty.

The goals are to:

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

4.2 NATIONAL POLICY DIRECTION

4.2.1 Background

It is a stated intention in the Constitution that the country be run on a system of co-operative governance. South Africa is a constitutional democracy with a three-tier system of government and an independent judiciary. The national, provincial and local levels of government all have legislative and executive authority in their own spheres, and is defined in the Constitution as “distinctive, interdependent and interrelated”. Operating at both national and provincial levels are advisory bodies drawn from South Africa's traditional leaders. (<http://www.southafrica.info>).

Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The National Development Plan: 2030 and the Draft Provincial framework (Draft PSDF, Western Cape's Draft Strategic Plan) provide the context for spatial alignment. This framework improves the ability of municipalities to make trade-offs, utilising a limited budget in order to achieve maximum impact, while emphasizing how it all plays out in space and time.

Alignment and accountability will be achieved through all three spheres agreeing on challenges to be addressed. Currently the more ‘powerful’ spheres go over the head of the “lower” spheres of government, for example, Provincial government allocates money based on their own set of priorities. In addition, different interest groups have different understandings, wants and needs (for example agriculture vs. housing or social development). However, there are certain (National) targets that are non-negotiable. These targets need to be costed and a clear understanding of how it can be achieved established. The challenge is on how to prioritise, and to assess what can be achieved.

4.2.2 5-year Strategic Agenda for Local Government

The 5-year Strategic Agenda for Local Government was finalised in a Technical MINMEC meeting held on 31 May 2006. The Provincial planned interventions were endorsed at the PAF meeting held on 24 April 2006.

Five decisions were taken in respect of improving planning for growth and development:

- Planning capacity at all three levels of government must be significantly improved;
- Municipal councils should include in their plans concrete and realistic localised service delivery and development targets that would inform performance contracts of senior municipal officials;
- Certainty in the development planning system is required in relation to the location of national responsibility for spatial and land-use planning;
- Regulations and/or legislative amendments must be introduced to transform District and Metro IDPs into local expressions of government-wide commitments; and
- The NSDP must gradually evolve into a stronger and more directional national development planning instrument.

Three Strategic Priorities were identified:

Priority One receives the most attention in the then DPLG's strategic plan. It is divided into several key performance areas:

- Institutional Capacity and Municipal Transformation.
- Basic Service Delivery and Infrastructure.
- Local Economic Development
- Financial Viability and Management
- Good Governance

Priority Two relates mainly to improving relationships between the three spheres of government: national, provincial and local, and improving the ability of provinces to support and monitor local government.

Priority Three relates mainly to a review of policy and legislation, such as reviewing the two-tier municipal system (district and local municipalities), and changing the law to make it compulsory for all municipalities to adopt the ward committee system (currently it is optional). An important area relates to development planning – with the aim of ensuring that municipal Integrated Development Plans fit into planning at provincial and national level. This should give more weight to the IDPs, as it is presently very difficult for municipalities to achieve the goals outlined in IDPs if they are contradicted by provincial and national priorities.

4.2.3 National Strategic Outcomes

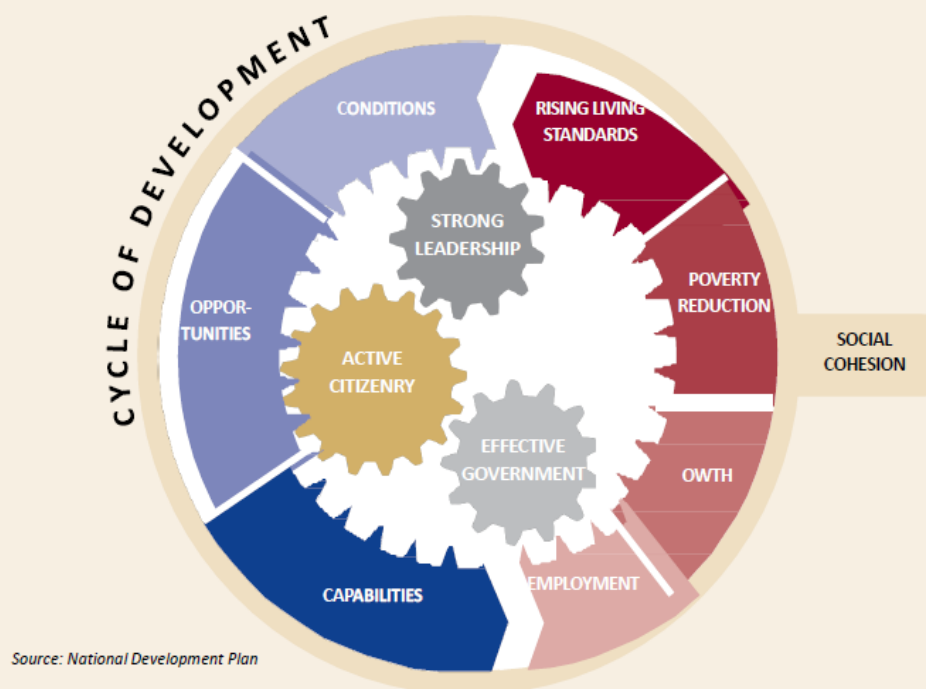
Based on the national government's election manifesto and Medium Term Strategic Framework, a set of twelve outcomes were developed through extensive consultation and discussion at both Ministerial and administrative levels. These outcomes reflect the desired development impacts sought nationally, given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

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

4.2.4 National Development Plan 2013 – “Our Future, make it work”

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

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



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

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

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

4.3 PROVINCIAL POLICY DIRECTION

The Western Cape Department of Local Government has adopted a very inclusive process in finding solutions to the complex challenges of intergovernmental relations during the past couple of years.

The following Process Plan has been adopted in support of Joint Intergovernmental Planning in the Province:

- IDP Indaba 1 and 2
- LGMTEC 1, 2 and 3

4.3.1 Joint Intergovernmental Planning: IDP Indaba 1 & 2

IDP Indaba 1 is a joint planning platform facilitated by the Department of Local Government. The main objectives of IDP Indaba 1 were:

- To provide provincial strategic guidance and dialogue on provincial policies and programmes and overall planning implications for municipalities;
- To create a platform for alignment of Districts and local municipality IDPs to Provincial and National plans;
- To lay foundations for the development of municipalities' strategies in the 3rd Generation IDP's;
- To encourage cross border alignment of plans at municipal level.

IDP Indaba 2 that took place on 19 February 2014 for Stellenbosch Municipality has more tangible results than IDP Indaba 1 as it is meant to result in clear agreements between municipalities and sector departments on how to achieve municipal priorities contained in the IDPs of municipalities. The objectives of IDP Indaba 2 are:

- To obtain and share sector projects implemented in municipalities;
- To share municipal priorities with sector departments to inform and guide future sector departmental priority setting, and
- To share municipal financial allocations.

4.3.2 Joint Intergovernmental Planning: LGMTEC 2 & 3

LGMTEC 2 is an annual engagement between municipalities, Provincial Treasury and the transferring departments to communicate Local Government Allocations and Grant Frameworks from the province to municipalities. This takes place after the provincial budget is tabled in the Provincial Legislature. These allocations inform the projects municipalities will implement in the following year.

LGMTEC 3 is a component of the Framework that deals with the analysis of draft IDPs of municipalities and their budget prior to adoption by municipal councils. This component seeks to ensure that municipalities' budgets and strategic plans reflects accurately the main developmental issues raised by communities and provincial sector departments during the process of formulating the IDPs and Budgets.

4.3.3 The Western Cape Provincial Government's draft strategic plan

The Western society for all Cape Provincial Government's draft strategic plan: Delivering an open opportunity (2010) identifies 12 strategic priorities:

1. SO1 - Increasing opportunities for growth and jobs
2. SO2 - Improving education outcomes
3. SO3 - Increasing access to safe and efficient transport
4. SO4 - Increasing wellness (health)
5. SO5 - Increasing safety
6. SO6 - Developing integrated and sustainable human settlements
7. SO7 - Mainstreaming sustainability and optimizing resource-use efficiency

8. SO8 - Increasing social cohesion
9. SO9 - Reducing poverty
10. SO10 - Integrating service delivery for maximum impact
11. SO11 - Creating opportunities for growth and development in rural areas
12. SO12 - Building the best-run provincial government in the world

4.4 FUNCTIONAL REGION AND DISTRICT POLICY DIRECTION

4.4.1. The Cape Town Functional Region

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

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

Key related initiatives include the following:

- The planned establishment of an Economic Development Agency (EDA) in 2012. The EDA is a joint initiative of the Province and the City of Cape Town, charged with developing and leading a common economic agenda within the broader city region. The increase of joblessness, barriers to making the region more competitive, and a relatively weak business brand are key issues to be addressed by the EDA.
- Joint work by the Province and the City of Cape Town to explore the most appropriate roles for the Cape Town and Saldanha ports (and associated economic and settlement opportunity).
- A broader regional emphasis in the next five-year Integrated Transport Plan (2012-2017).
- As a key settlement within the functional region, the Stellenbosch Municipality is expected to play an active role in initiatives related to strengthening the region.

4.4.2. The Cape Winelands District Municipality (CWDM)

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

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

4.4.3 TABLE 18: Horizontal Alignment Matrix

Strategic Focus Areas	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	CWDM Strategic Objectives Good
Preferred Destination for business and entrepreneurship	Ensuring decent employment through inclusive economic growth (4)	Creating jobs (1)	<ul style="list-style-type: none"> • Creating opportunities for growth and jobs (1) • Creating opportunities for growth and development in rural areas (11) 	
Greenest Municipality	<ul style="list-style-type: none"> • Ensuring that environmental assets and natural resources are well protected and continually enhanced (10) 	<ul style="list-style-type: none"> • Transitioning to a lowcarbon economy (3) • Transforming urban and rural spaces (4) 	<ul style="list-style-type: none"> • Mainstreaming sustainability and optimizing resourceuse efficiency (7) 	DSO 2: REG PLAN & ECO DEV: Facilitating sustainable economic empowerment of all communities within the Cape Winelands District through economic, environmental and social infrastructure investment, poverty alleviation, job creation and skills development
	<ul style="list-style-type: none"> • Ensuring vibrant, equitable and sustainable rural communities with food security for all (7) • Promoting sustainable human settlements and improved quality of household life (8) 	<ul style="list-style-type: none"> • Transitioning to a lowcarbon economy (3) • Transforming urban and rural spaces (4) 	<ul style="list-style-type: none"> • Developing integrated and sustainable human settlements (6) • Mainstreaming sustainability and optimizing resource-use efficiency (7) • Creating opportunities for growth and development in rural areas (11) 	
Safest Valley	Ensuring all people in South Africa are and feel safe (3)		Increasing safety (5)	DSO 1: COM & DEV: Ensuring the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks



Strategic Focus Areas	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	CWDM Strategic Objectives Good
Dignified Living	<ul style="list-style-type: none"> • Providing improved quality of basic education (1) • Enabling a long, healthy life for all South Africans (2) 	Providing quality health care (6)	<ul style="list-style-type: none"> • Improving education outcomes (2) • Increasing wellness (4) • Developing integrated and sustainable human settlements (6) • Increasing social cohesion (8) • Reducing poverty (9) 	DSO 5: R & S DEV: Facilitating and ensuring the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands
	Setting up an efficient, competitive and responsive economic infrastructure network (6)	Expanding infrastructure (2)	<ul style="list-style-type: none"> • Creating opportunities for growth and jobs (1) • Increasing access to safe and efficient transport (3) • Mainstreaming sustainability and optimizing resource-use efficiency (7) 	DSO 3: ENG & INF: Supporting and ensuring the development and implementation of infrastructural services such as bulk and internal services, functional road network and public transport services that contribute to integrated human settlements in the Cape Winelands
Good Governance and Compliance	<ul style="list-style-type: none"> • Achieving a accountable, effective and efficient local government system (9) • Creating a better South Africa and a better and safer Africa and world (11) • Building an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship (12) 	<ul style="list-style-type: none"> • Improving education and training (5) • Building a capable state (7) • Fighting corruption (8) 	<ul style="list-style-type: none"> • Integrating service delivery for maximum impact (10) • Building the best-run regional government in the world (12) 	
	Achieving a responsive, accountable, effective and efficient local government system (9)	<ul style="list-style-type: none"> • Building a capable state (7) 	Building the best-run regional government in the world (12)	DSO 6: FS: Ensuring the financial sustainability of the CWDM and fulfilling the statutory requirements

CHAPTER FIVE: PUBLIC EXPRESSION OF NEED



Apart from reflecting an understanding of the current realities of Stellenbosch Municipality and key global, national, regional and district level policy directives, the revision of the third generation IDP needs to take into account the views of citizens and interest groups as expressed through various processes and forums.

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

5.1 EFFECTIVE COMMUNITY PARTICIPATION

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

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

- Engage ward committees in a structured manner on both strategic planning and service delivery issues;
- Schedule special engagements on the IDP or policy issues;
- Record and forward ward committee issues on service delivery issues to the administration; and
- Monitor the administration's performance on addressing service delivery issues.

Specific measures considered are:

- Allocating each of the four public participation officials in the municipality to a region (comprising a number of wards);
- Ensuring that each region's public participation official (and community workers similarly allocated to regions) attend all ward committee meetings;
- Preparing a standard "issue" sheet to be completed after the ward committee meeting for distribution/attention to relevant officials within the administration;
- Ensuring that the IDP office use issue sheets from ward committees to enhance ward-based needs analysis associated with the IDP;
- Ensuring that the IDP office complete a process of ward planning for every ward during the 2012/13 business year for incorporation into the 2013/14 IDP (ward planning should draw on volunteer professionals throughout the organization); and
- Ensuring that ward plans indicate the planned use of R200 000 ward allocations as well as other municipal service delivery programmes/ projects.

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

- Continue with structured ward meetings to discuss strategic town-wide issues related to service delivery; and
- Engage with the District Municipality to ensure that town-wide issues are discussed in an intergovernmental manner, where joint meetings are held with the different spheres of government present; and
- Work hard at building strong relationships that can propel us to our vision of becoming the THE INNOVATION CAPITAL OF SOUTH AFRICA. We can only achieve this with strong partnerships with our private sector, government Stakeholders and civil society role players.

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



5.2 MUNICIPALITY WIDE ISSUES

The review of the 2012–2017 IDP, in accordance with the approved IDP Process Plan, commenced with a needs analysis, which took place during October and November 2012. Meetings were structured to accommodate both the Ward Committee Representatives System, and sector-based participation. The engagements were structured in the form of three different types of meetings: (i) public ward engagements (which included all residents within each ward); (ii) ward committee meetings (which included ward committee members and the ward councillor of each ward); and (iii) sector-based meetings (in collaboration with the CWDM), which involved different stakeholders within the greater Stellenbosch area and were structured around six of the 2012/17 strategic goals of the Municipality. The aim was to stimulate as much focused participation in the review of the IDP as possible. Main issues raised at these different engagements are summarised below.

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

TABLE 19: Public Ward Meetings

Ward	Issues
Ward 1: Cllr AR Frazenburg	Building of a Swimming pool
	Provision should be made for Sport field (athletics and soccer)
	Cleaning of rivers
	Introduction of better control measures regarding erection of informal structures
	Removal of “drop-off” site in Mooiwater- it is a health risk
	Redevelopment of parks
	Tarring of streets in Mooiwater
	Removal and relocation of power pole and power box in front of Erf 3193
	Construction of a pedestrian bridge over the river behind Erf 3061
	Fast tracking of indigent applications
	Ownership hand-over of houses
	Repair of dwelling on Erf 3076
	Development of Erf 412 for housing
	Building of a sports centre
	Naming of streets for the new housing development complex in Mooiwater
Visibility of street names in Mooiwater	



Ward	Issues
Ward 2: Cllr N Ntsunguzi	LA MOTTE
	Building of library with computer facilities (La Motte)
	Renovation of existing building in La Motte to be utilized as a Clinic
	Installation of fire extinguishers - wooden houses in La Motte
	Implementation and completion of projects as identified in 2012/2013 Municipal Budget
	Tarring of streets (La Motte)
	Paving of sidewalks (using local labour) - La Motte
	Installation of electricity boxes
	Immediate processing of Indigent forms at municipal offices
	Building/ establishment of a Crèche (La Motte)
	Building of a Youth Centre (La Motte)
	LANGRUG
	Housing and Land for Housing
	Installation of Electricity box in Langrug and Zwelitsha
	Naming of Streets
	Building of Community Hall in Langrug
	Land for Church
	Women empowerment and Job Creation
	More Toilets in Zwelitsha , water taps and sanitation
	Skills Development programs for youth, women and disabled individuals
	Numbering Shacks according to sections
	Sport Field
	Refuse removal and cleaning of area
	Waste management dust bin (bigx10) and wheely bins(Skips)
	Distribution of black bags on a monthly basis
	24 hour clinic service
	Removal of old trees
	Building of Library
	Law Enforcement patrolling around Langrug
	Relocation of families in Zwelitsha
	Progress report per each development project
	Cleaning awareness
	Upgrade of roads
	Tarring of streets
	Building of new High school (Senior Secondary School)
	Public Transport(Train and Bus)
	Installation of Streets Lights in Zwelitsha
	Upgrading of Road in Zwelitsha
	Old age Home
	Establishment of neighbourhood watch in Franschoek
	Transport plan of patients from Franschoek to Stellenbosch
	Scholar patrols
MAASDORP	
Maasdorp Housing Ownership (Transfer)	
JEFTHAS CRESCENT	
Housing Transfer ownership	



Ward	Issues
Ward 3: Cllr NM August	MEERLUST / WEMMERSHOEK / LANQUEDOC
	Job Creation (All Areas in ward 3)
	Land for Housing (All Areas in ward 3)
	Erection of municipal notice boards. Community to be informed on activities of Municipality
	Youth Development (All Areas in ward 3)
	Upgrading of Sewerage system (All Areas in ward 3)
	MEERLUST
	Maintenance of Meerlust Hall
	Building / Establishment of library in Meerlust
	WEMMERSHOEK
	Streetlights in Protea Street
	Assistance for pensioners struggling to pay for services
	Provision of transport service to hospitals from Wemmershoek
	Safety
	Drug problem
	Status of solar geyser project in Wemmershoek
	Maintenance of cemetery
	Regular feedback required from Departments on projects and complaints; not only via IDP
	Installation of lights at the school. Current status of project.
	Upgrading of all streets in Wemmershoek
	LANQUEDOC
	Maintenance of play park on a regular basis
	Roads are not safe
	Sidewalks for school children (URGENT) – removal of trench to accommodate school children
	Repairing of street lights (entrance Dahlia- and Tolbos Street)
	Building / Establishment of clinic
	Building / Establishment of library
Solar Geysers	
Signage of MOU between LHA (Lanquedoc Housing Association) and Stellenbosch Municipality	
Utilize open space in Lanquedoc	



	Issues
Ward 4: CLlr MC Jonhson	KYLEMORE
	Safety of children (in all areas in ward 4)
	Status report on Erf 64 (Housing department should have information sessions with
	Provision of housing for all
	Upgrading of roads in Kylemore
	Paving of sidewalks in Kylemore
	Needs assessment need to be done in Kylemore
	Installation of traffic lights at the entrance of Kylemore
	Paving of sidewalks in Kylemore
	Needs assessment need to be done in Kylemore
	Upgrading of sewerage drains in Kylemore
	Refuse bags need to be removed on a more regular basis
	Installation of more lighting on the R304 (Helshoogte road)
	Installation of speed bumps – Gladiolus Street and Skool Street
	Construction of sidewalks in the new housing scheme in Kylemore
	Erection of wall at the entrance of Kylemore
	Erection of hawker stall for flower sellers at the entrance of Kylemore
	Youth development is crucial
	Traffic light at entrance of Kylemore
	Street lights in Kylemore (urgent)
	Provision of housing for farm workers and housing for all
	Lights at playparks
	Maintenance of parks of all parks in Kylemore
	Installation of electrical box costs R11 000 at ESKOM.
	Police or law enforcement patrolling on weekends in Kylemore
	Cleaning of river (job creation for local residents)
	Upgrading of cemetery
	Tarring of Petunia Street
	Provision of adequate water supply without water restrictions
	Upgrading of reservoir
	Implementation of recycling facilities in Kylemore
	The gate at Bethlehem should remain accessible for the community during weekends – via a servitude application.
	Dwarsriver tourism should operate as an independent organisation (re-establishment of flea market)
Upgrading of cabin in Kylemore mountain	
PNIEL	
Recreational facilities for children	
Access to rivers	
JOHANNESDAL	
Naming of streets in Johannesburg	



Ward	Issues
<p style="text-align: center;">Ward 5: Cllr DD Joubert</p>	IDAS VALLEY / JONKERSHOEK / HYDRO AND SURROUNDING FARMS
	Refuse removal - those busy with cleaning projects do not remove their refuse
	HYDRO
	Houses in Hydro need to be revamped
	Eviction of farm workers (please assist)
	IDAS VALLEY
	Housing
	Visibility of Law Enforcement officers in Ward 5
	Cleaning of river (use local residents)
	Maintenance of sports field (use local residents)
	Garden refuse bags – should be removed from river
	Wheelie bins
	Special Housing meeting requested for Ward 5
	Illegal dumping along river banks – Lindida (Need Slips)
	CCTV camera requested at Dahlia Street
	Additional entrance and exit at Idas Valley
	Speeds bump in Rustenburg Road
	Law enforcement should patrol play parks and open spaces on a regular basis to monitor drug- and substance abuse activities
	Thusong Centre
	Cleaning of open spaces in Davy Street
	Upgrading of sewerage works (Adendorff Street from Lindida to Jonkershoek)
	Removal of trench in Davy Street (causing a water seepage/leakage problem)
	Sewerage pipeline in Newman Street needs to be covered or removed
	Passage next to Newman Street 33 needs to be closed as it is currently being used as a
	Implementation of Youth Development programmes in all areas in Ward 5
	Town Establishment
	JONKERSHOEK
	Job creation
	Bus shelters for school children
	Housing
	Youth development (training)
Fencing of soccer field in Jonkershoek	
Mobile toilets should be provided for households without toilets in Jonkershoek	
Upgrading of current infrastructure	
Tarring of road – Jonkershoek	
Stellenbosch Municipality to take over the provision of electricity to all households in Jonkershoek- Cape Nature does not have the capacity to provide all households with electricity	
Transfer of ownership	
Provision of housing for residents of Jonkershoek and Ida's Valley	
Hosting of a land summit – identification of land ownership in Jonkershoek	



Ward	Issues
Ward 6: Cllr NE Mcombring	IDAS VALLEY AND SURROUNDING FARMS
	Substance abuse on farms
	Workshops on Greening on Farms
	Youth Development on farms and Idas Valley
	Sports facilities for children on farms
	Community Hall
	Clarity on housing waiting list is requested
	Urgent solution for dangerous crossing (R44 from Timberlea and Nietvoorbij farms)
	Attendance of IDP meetings by Directors need to be address and reported. Community wants to get to know them
	Law Enforcement, Safety agencies and SAPS need to work together
	Another entrance & exit in and out of Idas valley
	Traffic calming measures to be implemented in the WCO24 speed bump
	Maintenance of CCTV cameras on sports field
	Installation of a traffic light at the pedestrian crossing in the direction of Ida's Valley
	Upgrading of sewerage pipelines
	Flooding of sewerage drains on Peckham farm – health risk
	Installation of solar geyser systems for the farm workers of Peckham Farm
	Provision of housing
R44 – Knorhoek rest point opposite Kanonkop	
Equipment e.g trolley on wheels for items display when tourists visit areas	
Ward 7: Cllr P Retief Ward 8: Cllr Q Smit Ward 9: Cllr MG Smuts	MOSTERTSDRIFT / UNIVERSITEITSOORD / CENTRAL TOWN
	GENERAL ISSUES
	Littering issue needs to be addressed
	Vehicle break-ins are the most common crime in Stellenbosch. What will the municipality do to assist?
	How will the municipality assist in addressing the shortage of parking in town?
	Urgent need for reliable public transport? What are planned in this regard?
	Request to meet with Idas Valley, Kayamandi and Cloetesville Taxi Association, in order to work on a sustainable transport plan. Municipality should also come on board (Mr. Hugo)
	New municipal website does not function effectively and is not user-friendly
	Recycling Project: why is nobody informed with regards to the status of this project?
	WARD 7
	Cleaning and rehabilitation of Plankenbrug River
	Investigation of sustainable methods for the cleaning of rivers
	WARD 8
	Training of people as river guards for the cleaning of the Eerste River
Private sewerage circulation, especially with new development	



Ward	Issues
Ward 10: Cllr R du Toit	Installation of a CCTV camera at the Lavanda municipal flats
	Establishment of a neighborhood watch
	Establishment of community gardens with the assistance of the municipality
	Building of a small community hall
	Sport development for the youth
	Cleaning of river behind the municipal flats
	Maintenance of municipal flats (Lapland)
	Cleaning of drain holes
	Lifts must be repaired (have been broken for 17 years)
	Painting of municipal flats
	Floors at Aurora Flat to be upgraded (holes)
	Repairing of roofs at Aurora Flats
	Aurora Flat 605 - repairing of bathroom
	Aurora Flat 607 - repairing of doors
	Regular cleaning outside municipal flats (dirty, untidy and unhygienic)
	Repair of water pipes and windows
	Phyllaria 205 - water leak should be repaired
	Phyllaria 609 - bathroom and geyser to be repaired
	Phyllaria 608 - water flows into another apartment as a result of the flooding
	Ward 11: Cllr JP Serdyn
Repairing of roads and parking areas at municipal flats	
Building of braai facilities/ locations for all 3 municipal flats	
Residents of municipal flats are willing to paint the flats themselves - request the municipality to provide paint to residents	
Reviewing of rental rates (rent of a 1-bedroom flat is more than a 2-bedroom flat)	
Implementation of social programmes	
Speed bumps (Devon valley road)	
Speedbump in Flamingo Street not visible.	
Illegal dumping of vehicle tyres in area	
Illegal informal settlement with 23 structures situated right next to the nature reserve.	
Urgent meeting should be held with the SDF unit. Please supply community with a suitable date A.S.A.P.	
Speed camera should be installed at Distell traffic light	
Palisade fence should be erected at cemetery as well as an additional one from Muldersvlei	
General safety in Onder-Papegaaiberg is worrying. Regular patrolling requested from law enforcement	
Stolen drain covers need to be replaced	
Interest group has been established in the area - concerned with preserving bio-diversity in our parks,	
Cleaning and Greening Department to meet on a regular basis with interest group	
Protection of the last 'renosterbos' in Papegaaiberg	
Removal of alien plants/ vegetation	
Protection of Papegaaiberg (mountain) - erection of a fence to prevent the use of mountain as a thoroughfare (deurgangskamp)	
Installation of CCTV cameras at all three entrances of residential area	
Fencing around Onder-Papegaaiberg	
Removal of fallen pine trees	



Ward	Issues
Ward 11: Cllr JP Serdyn	Notices about planned municipal meetings should be attached to municipal accounts of residents Fencing of cemetery Development of walking trail Upgrading of sidewalks on the Devon Valley road and storm water drainage Traffic calming past Oude Libertas - eg. speed humps Overloading/capacity of sewerage works is a concern Beautification of landfill site Papegaaiberg (Onder-Papegaaiberg) to be proclaimed as a heritage site Feedback required pertaining to development at the Sawmills. Initial plan was to open shops, but currently Proclamation of Papegaaiberg as a nature reserve requires urgent attention Paul Kruger and Dennesig Avenue R44 Adamtasweg – Closure Lower streets lights –Street lights to high Dennesig, Kleinvallei, Kiewiet, Loerie and the whole of Onderpapegaaiberg



Ward	Issues
	GENERAL ISSUES FOR ALL KAYAMANDI WARDS
Ward 12: Cllr N Mananga-Gugushe	Housing projects planned for Kayamandi
	Land for housing
	Situation with Zone M & Zone N. What is planned for those areas in all directorates?
	Thusong / Community Centre
	Area Cleaning
	WARD 12
	Electricity
	Land for Houses
	Housing
	Thusong Centre
Clinic (24 hours)	
	WARD 13
Ward 13: Cllr N Gcaza	Housing
	Youth opportunities (Spier and Lynedoch - land for agriculture)
	Tourism opportunities (Corridor)
	Land for Housing
	WARD 14
Ward 14: Cllr P Sitshoti	Land
	Land for houses
	Clinic (24 hour service)
	Thusong centre
	Community Hall
	WARD 15
Ward 15: Cllr L Ronoti	Proper water and Sanitation facilities closer to houses
	Cleansing of area on a regular basis (especially at dumping sites)
	Safety
	Wheelie bins needed
	Housing
	Land for housing
Taxi Rank in Kayamandi	



Ward	Issues
Ward 16: Cllr V Fernandez	CLOETESVILLE
	Area cleaning
	Provision of Housing
	Maintenance of rugby field
	Tarring of Gembok street
	Development of open space between Anthony and Curry Street – housing development or a park
	Upgrading of informal trading area (next to garage)
	Heuningboom street - Dumping site about to develop
	Starling plague (Spreeu plaag) in The Steps during summer is a Health Risk
	Faulty streetlights - corner of Pine and Sylvia street
	Faulty streetlights – corner of Eike and Sylvia street
	Installation of water channels in Vredelust Street and Last Street
	Optimal use of tennis facilities and swimming pool
	Drug smuggling, illegal shebeens and crime activities should be addressed immediately
	Tennis court need to be upgraded for a multi-purpose centre
	Repair of potholes in ward 16 (urgent Sylvia street)
	Recycling bins at several points within Ward 16
	Installation of channels in Vredelust Street 9, 11, 13 and 15
	SMARTIE TOWN
	Resurfacing of streets in Smartie Town
	Upgrading of park
	Cleaning of river
	Repairing of houses in Smartie Town
Upgrading of open space (Beta- and Hoek Street)	
Ward 17: Cllr PW Biscombe	Housing
	Visibility of Law enforcement in Rhode Street
	Fencing of Long Street flats
	Request for use of building next to Long Street flats for Feeding Action group. Please advise.
	Request that ownership be given to those staying in the flats
	Local residents should be appointed when housing projects are implemented within Cloetesville
	Removal of trees at the Rhode Street municipal flats
	Feedback report on major projects as identified in previous IDP cycle
	Upgrading of sewerage pipelines (Rhode Street flats)
	Housing and land for housing
	Fencing around municipal flats
	Building of braai facilities at the municipal flats (Long street)
	Installation of bigger post boxes and access to them (Long street flats)
	Repairing of defects at Long Street municipal flats
	Repairing of defects at Long Street municipal flats
	Upgrading municipal flats (Rhode Street)
	Establishment of more Early Childhood Development Centres (ECD's)
	Youth centre
	Facilities to be made available for soup kitchens
	Drug abuse problem are becoming worse with the influx of “unwanted” individuals into the neighbourhood
	Job creation



Ward	Issues
Ward 18: Cllr S Louw	KLAPMUTS
	High school in Klappmuts
	Transport for learners attending high school in Paarl
	200ha of land opposite railway line –
	Tarring of roads in Klappmuts
	Taxi permits needed urgently to prevent unnecessary fines to be issued
	Clinic - Extension of clinic is vital and appointment of more staff
	Street names in Klappmuts
	Meeting with New Housing (Lester van Stavel) & Cllr Louw with Koelpark and New Area
	Improved safety control measures (Clinic)
	Streets Lights (Clinic)
	Painting of road marks and speed humps (Clubhouse Area)
	KOELPARK
	Area cleaning
	Refuse removal
	Wheelie bins
	Resurfacing of roads in Koelpark
	Indigent criteria
	Speed bumps
	Safety crossing for school children
	INFORMAL SETTLEMENTS / MANDELA CITY / LA ROCHELLE
	Water (Mandela City)
	Toilets Per Household (Mandela City)
	Regular cleaning of the area (Mandela City)
	Wheelie Bins (Mandela City)
	Regular removal of refuse (Mandela City)
	Cleaning of communal toilets (Mandela City)
	Education for the disabled – assistance to parents, especially single parents (Refer to Social
	Education in mother tongue – isiXhosa (Mandela City)
	Grass cutting / projects (La Rochelle)
	Sanitation – cleaning toilets and more mobile toilets (La Rochelle)
	Refuse removal (La Rochelle)
	Spots lights X 2 (La Rochelle)
	Water (Mandela City)
	WELTEVREDE PARK / VELDSMAN HOUSES
	Cleaning of areas
	Cemetery (All Areas)
	Community hall / Recreational Facilities (All Areas)
	Safety – regular patrolling of area (not only over weekends)
	Clinic – poor service from staff (clinic should be extended; appoint more staff) Doctor visiting clinic
	extend to 3days
	Wheelie Bins (All Areas)
Swimming Pool (2015 – 2016)	
Parks for children (Veldsman Houses)	
Water pressure too low (Veldsman Houses)	
Ramp for Wheelchairs – railway station (Veldsman Houses – Discussion with Metro Rail)	
Skills, Sports Development programmes for the youth	
Taxi rank	
High / Secondary school	
Old age home	
Shopping centre	
Land for housing	



Ward	Issues
Ward 19: Cllr J Hendriks	ALL AREAS IN WARD 19
	Housing in Ward 19
	The use of existing buildings as a clinic and police station
	Safety in all areas in Ward 19
	Updating of housing applications
	Concern about open holes on Claytile Farm (residents living in poor conditions and bad water
	DE NOVO
	Resurfacing of roads in De Novo
	Housing Waiting list
	Sports facilities for De Novo
	Playpark for De Novo
	Adjustment of water pressure in De Novo
	Youth Development in De Novo
	Home Ownership in De Novo
	KOELENHOF
	Housing
	ELSENBURG
	Assistance needed with illegal shebeens in Elsenburg
	Farm workers in Elsenburg and Kromme Rhee need assistance regarding evictions from private land
	Skills development for youth of Elsenburg
Ward 20: Cllr A Crombie	RAITHBY
	Land for Sports facilities
	Housing
	Safety (Mobile police station)
	LED initiatives or training should be extended to Raithby
	VLOTTENBURG
	Urgent meeting requested with mr. Piet Smit relating to Vredenheim contract
	No access to basic services such as water, electricity and water (Longlands - Digteby residents)
	Housing
	Safety
	Electricity
	RAITHBY & VLOTTENBURG COMBINED ISSUES
	Sport facilities in Vlottenburg
	Building of a community hall
	Satellite police station Raithby & Vlottenburg
	A social agreement between farmers & farmworkers re: social upliftment
	Appointment of a community development worker (CDW) for Ward 20
	Information to be made available on notice boards on sports fields / grounds
	To look at toilet facilities (Chemical Toilets)
	Wheelie Bins for households of Vlottenburg, Sanddrift
Access to water and toilet facilities - Vlottenburg	
Sanddrift – 8 houses Re – payment arrangements	
Assistance to be given to Ward Councillors to enable them to assist farms dwellers	
Housing and land for housing – Ward 20	
How will development take place in the absence of available land	
Negotiations to take place with a farmer for an exchange of land (farmer has been waiting for	
Progress report on the Longlands Project	
Implementation of social projects	
Provision re: Primary Healthcare Services – Ward 20	
Support for local entrepreneurial initiatives	



Ward	Issues
	EPWP- Expanded Public Works Projects must be strengthened so that the community of Ward 19 Non-Motorized Transport Bus Shelters Backyard food gardens in collaboration with the Department of Rural Development and Land Social Development Project to inhibit/prevent the abuse of Social Grants eg, loan sharks, brokers and shebeens
Ward 21: Cllr EL Maree	<p style="text-align: center;">JAMESTOWN & SURROUNDING FARMS</p> Progress report requested from all directorates on priorities provided for the past ten years Upgrading of infrastructure for all new housing projects (sewerage pipelines, etc) Housing and land for housing (Jamestown) Feedback report on the Malan Trust land (which was made available for housing) Feedback report to be provided on discussions with Blaauwklippen Land to be made available for BEE businesses Installation of electricity at informal settlements/ structures (Jamestown)
Ward 22: Cllr E Groenewald	Crime What will the municipality do to assist upcoming businesses in Stellenbosch? Law Enforcement and Neighbourhood Watch should start working in an integrated manner Slip road (glybaan) to left from Van Rheeede Street to R44 Sensitive planning measures to be implemented around Saffraan avenue Ward committees to be informed on all rezoning applications Improvement of public participation processes through the Planning Department



5.2.2 WARD COMMITTEE MEETINGS

Ward Committee meetings were conducted to consider the public input collated during the meetings mentioned above and these issues informed the Ward Committee's task to prioritize and prepare ward-based development plans. The priorities identified by the Ward Committees are listed in the **Table 20** below:

TABLE 20: *Ward Committee Meetings Issues*

Ward	Priority Issues
Ward 1: Clr A Frazenburg	Tarring of all streets in Mooiwater
	GAP Housing
	Pedestrian bridge over river behind Erf 3061.
	Rebuilding/ revamping of existing park in Ward 1
Ward 2: Clr N Ntsunguzi	Removal of "drop-off site" for refuse
	Housing and Land for housing
	24 Health care centre (hospital) with emergency services
	Unemployment and Job Creation
Ward 3: Clr NM August	Skills development and training for youth, women and disable people
	Sport and Recreation
	Recreation and sport facilities
	Free access to municipal halls for youth activities and meetings (Community Clinic in Lanquedoc
	Mobile Library (Lanquedoc, Wemmershoek and Meerlust)
	Mobile office for neighborhood watch
Ward 4: Clr MC Johnson	Regular patrolling by law enforcement officers (Lanquedoc, meerlust and Playpark (Meerlust)
	Aftercare Facility
	Multipurpose centre
	Housing
	Land
	Poverty alleviation
Ward 5: Clr DD Joubert	Safety
	Housing – Development and infrastructure
	Sewerage upgrading
	Farm Dwellers & Back yard dwellers
	Upgrading of roads - Jonkershoek
Ward 6: Clr NE Mcombring	Upgrading of all play Parks effected green areas
	Housing, land for housing and updating of housing waiting list
	Traffic calming
	Public safety and law enforcement
	Infrastructure
	Upgrading of sports field
Ward 7: Clr PJ Retief	Youth and skills development
	Primary healthcare
	Traffic management
Ward 8: Clr Q Smit	Student accommodation
	Planning regulations
	Greening
	Beautification of existing streets
Ward 8: Clr Q Smit	Greening
	Artwork and design capital
	Innovative lighting and cameras with lampost



Ward	Priority Issues
Ward 10: Cllr R du Toit	Housing and land for housing
	Safety
	Employment
	Sport facilities
	Green environment
Ward 11: Cllr JP Serdyn	Infrastructure
	Public safety / law enforcement
	Proper participatory and sensitive planning – respect character of the area
	Traffic flow
Ward 12: Cllr N Mananga- Gugushe	Electricity
	Land for Housing
	Thusong Centre
	Clinic (24 Hours)
	Electricity
Ward 13: Cllr N Gcaza	Housing
	Community Development (Planning)
	LED
	Land for Housing (IHS)
Ward 14: Cllr P Sitshoti	Land
	Formal housing
	Thusong centre
	24-Hour health care centre
	Cleansing
Ward 15: Cllr L Ronoti	Cleansing
	Land
	Public safety
	Social development
	Skills development
Ward 16: Cllr V Fernandez	Unemployment / Job creation
	Housing and identification of land
	Infrastructure – Water pipeline and sewerage pipes
	Safety
	Green environment
Ward 17: Cllr PW Biscombe	Beautification of area (sidewalks, gardens, etc.)
	Safety (a closer relationship need to be established between SAPS and Law Enforcement)
	Infrastructure (replacement of water pipes in Rhode-, Williams-, and Long Street)
	Upgrading of municipal units
	Housing
Ward 18: Cllr SJ Louw	Cemetery
	Youth skills development projects
	Wheelie Bins
	Land for housing - Gap
	Taxi Rank
Ward 19: Cllr J Hendriks	Identify Land for housing – farmworkers
	Job creation
	Sports & Recreation Development
	Youth/ Skills Development
	Educational programmes eg: Drug Abuse
Ward 20: Cllr A Crombie	Land & Housing
	Sports Facilities & Land
	Job Creation
	Multi – Purpose Centre
	Skills development for Women & Youth
	Public / Non-Motorised Transport



Ward	Priority Issues
Ward 21: Cllr EL Maree	Housing and land for housing
	Social upliftment and social interaction
	Upgrading /completion of sport field facilities
	Creation of agricultural opportunities
	Conservation of the Blaauwklippen river catchment area
Ward 22: Cllr E Groenewald	Infrastructure
	Safety



5.3 SECTOR SPECIFIC ISSUES

The Sector meetings, which were held towards the end of October/early November, involved different stakeholders within the greater Stellenbosch area and were structured around six of the strategic goals. Key issues raised are summarised in **Table 21** below.

TABLE 21: Sector Specific Issues

Sector	Priority Issues
Sector 1: Green Economy	Regular patrolling by Law Enforcement in nature areas - especially where mountain bikes use roads illegally
	The use of conservation areas for recreation purposes
	Multi- use landscapes should become an option
	Conviction for arson - this has never been achieved and should be addressed urgently
	Eerste river - need to increase water treatment
	Improvement of road facilities
	A more effective public transport system for the WCO24
	Better public participation with regard to the compilation of the Spatial Development Framework (SDF)
Sector 2: Dignified Living	Cleaning of picnic site in Franschhoek
	Rehabilitation and beautification of the river in Cloetesville
	Deployment of law enforcement officers in various wards
	Safety issues to be addressed at Elsenburg
	Municipality to ensure that residents develop sense of pride in their neighbourhood
	Telephone system of the municipality to be reviewed
	Installation of electricity for Langrug residents who have no electricity
	Service offices for indigent applications to be opened in Klampmuts and Franschhoek
	Investigation into the defects of La Motte houses
	Housing for Elsenburg backyard dwellers
	Land to be made available for building of churches for Xhosa speaking people
	Funding to be made available for skills development
	Development of open space in Cloetesville (Sewende (7de) Laan next to the swimming pool)
	Implementation of creative methods of using local labour
	Commitment of developers towards social responsibility
	Renovation of the clinic in Cloetesville - clinic to be moved into a new building and the current building should be utilized as a tea garden for tourists
Building of enrichment centres for Early Childhood Development (ECD's) and the use of local unemployed people to build these centres	



Sector	Priority Issues
Sector 3: A Safe Town	More law enforcement officers to be deployed in Franschhoek on a full time basis
	Appointment of three (3) traffic officers in Franschhoek on the R45
	Upgrading of La Motte fire station
	Transport plan for patients from Franschhoek to Stellenbosch to receive urgent attention
	Establishment of a neighbourhood watch in Franschhoek - needs assistance from the municipality
	Scholar patrols for Franschhoek High and surrounding schools
	Fencing and maintenance of play parks and open spaces in Franschhoek
	Building of swimming pool for Franschhoek
	Fixing of taps and toilet facilities at parks
	Training of local people as law enforcement officers
	Operation of a mobile clinic during festive seasons in Franschhoek
	Control measures to be implemented to ensure project implementation
	Installation of street lights in Langrug
	Unemployment to be addressed
Sector 4: Business and Tourism	Establishment of a youth council for WCO24
	Supply chain to investigate alternative ways of doing business
	Assistance to be provided for farm workers
	Increase investment into local training facilities – such as Stellemploy
	Implementation of strategies for youth development
	Establishment of a partnership between business chambers, Cape Chamber of Commerce, etc. to monitor opportunities for entrepreneurial development and training
	Implementation of the Red Tape Reduction project - should address the transformation agenda of procurement of goods and services at all spheres of government
	Development of Erf 412 and Three Triangles
Permanent employment of local residents - with the car park metering system in WCO24	



5.4 PRIORITIZATION OF COMMUNITY NEEDS

Various strategic planning sessions held with the Mayoral Committee and Management (including line managers), culminated in the identification of the following strategic priorities set out in **Table 22**:

TABLE 22: IDP Priorities

Strategic Focus Areas	High Priority	Enabling Requirements	Community Need Area
Preferred Investment Destination	Upgrading of basic infrastructure <ul style="list-style-type: none"> - Roads - Public transport - Sewerage - Water and electricity 	<ul style="list-style-type: none"> • Effective planning • Financial strategy • Financial commitment • Competent personnel 	<ul style="list-style-type: none"> • Roads • Public transport • Sewerage • Water and electricity
	Effective administration	<ul style="list-style-type: none"> • Effective document system o Improve turn-around times for approvals o Efficient standard operating procedures (SOP's) o Review of by-laws 	<ul style="list-style-type: none"> • Effective administration
	Effective Spatial planning <ul style="list-style-type: none"> - Spatial development framework (SDF) - Clear zoning schemes - Spatial development plans 	<ul style="list-style-type: none"> • GIS • Personnel 	<ul style="list-style-type: none"> • Spatial development framework (SDF) • Clear zoning schemes • Spatial development plans
Greenest Municipality	High-level negotiations to unlock PPP (Public/Private Partnerships)	<ul style="list-style-type: none"> • Availability of land • 15-Year financial plan • Easier process to facilitate PPP arrangements • Reduction of red tape • Human resource capital • Cross-functional approach must be structured • Clear strategy and insight by administrative champions 	<ul style="list-style-type: none"> • Green Jobs • Healthy • Environment, enabler to exercise green practices • Reduction in cost of living
	Resources <ul style="list-style-type: none"> - Financial - Human capital - Project champion 		
	Access to business space	<ul style="list-style-type: none"> • Identify new business areas (informal- & formal) as part of spatial planning 	<ul style="list-style-type: none"> • Access to Business space
	Protection of Environment <ul style="list-style-type: none"> - Natural - Heritage - Cultural 	<ul style="list-style-type: none"> • Appointment of environmental officer • Preparation of integrated environmental plan • Finalise heritage register 	<ul style="list-style-type: none"> • Natural environment • Heritage environment • Cultural environment



Strategic Focus Areas	High Priority	Enabling Requirements	Community Need Area
Dignified Living	Housing - Klapmuts - Kayamandi - Jamestown		
	Basic services to the poorest communities - (water and toilets in 17b informal settlements in WCO24)	<ul style="list-style-type: none"> • SDF – important • Budget – long term • Critical staff needs • Waste water treatment works need to be completed • Public- /Private Partnership: including NGO's • Land for housing Reservoir: Ward 04: Groendal (2012/2013) • Enkanini development decision 	<ul style="list-style-type: none"> • Housing • Public facilities • Basic services • Job opportunities (LED) • Safe environment • Access to services (social grants, etc.)
Safest Valley	Consolidated by-laws	<ul style="list-style-type: none"> • Community fire safety by-law • Parking by-law • Nuisance and keeping of animals • Air pollution by-law • Liquor trading hours by-law • Awareness • Effective enforcement • 24/7 public safety agencies (appoint "hot bodies"/staff and resources) 	By-law development and enforcement
	Staff, vehicles and equipment for 24/7 service	<ul style="list-style-type: none"> • MOU between all relevant stakeholders within all spheres of government • Fire and disaster awareness programmes • Expansion of multi-purpose centres • Investigation of fire & disaster management • Centralised control room 	Integration of services in support of disaster management
	Road safety measures <ul style="list-style-type: none"> • Increase road safety measures such as lines, kerbs and signs • Roll out road safety awareness at schools 	<ul style="list-style-type: none"> • 24/7 enforcement services • Increased road safety measures such as traffic calming measures, disabled friendly measures, traffic humps, intersection improvement, lighting • Increased road traffic safety awareness 	Road traffic safety management



Strategic Focus Areas	High Priority	Enabling Requirements	Community Need Area
Good Governance and Compliance	<ul style="list-style-type: none">• Compliance to laws and regulations• Financial management• Proper planning and reporting instruments• Skills development• Customer care	<ul style="list-style-type: none">• Budget• Skilled workforce• Appropriate equipment• Professionalism in the workplace	<ul style="list-style-type: none">• Accountability• Effective and sustained communication, community participation• Responsiveness to complaints

CHAPTER SIX: SECTOR PLANNING



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

6.1 SPATIAL DEVELOPMENT FRAMEWORK

An SDF is a key component of the IDP. The SDF should indicate the nature and location of various activities in a manner that best meets agreed objectives. The Stellenbosch Municipality SDF was completed in 2010 and was approved by the Council on 28 February 2013 in terms of the MSA. The SDF has been drafted by Stellenbosch Municipality in accordance with the relevant legislative requirements to guide the future spatial form of the greater Stellenbosch area. It is aimed at developing a binding set of principles that guide development and developmental rights of property owners. Specifically, the SDF aims to:

- achieve shared and inclusive growth;
- increase access to opportunities, particularly for disadvantaged citizens;
- improve sustainability by minimising ecological footprints; and
- maintain the unique sense of place of the towns and region.

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

Strategic Perspective 1: Interconnected Nodes

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

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

While each settlement should have its own design and implementation framework that recognizes the unique characteristics of its setting, the common principles of walking distance, functional integration and socioeconomic integration should be common to all of them. Developments should be prioritised firstly around rail routes, and secondly alongside road routes and intersections.

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



Strategic Perspective 2: Car Free Living

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

Strategic Perspective 3: Inclusive Economic Growth

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

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

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

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

Strategic Perspective 4: Optimal Land Use

Stellenbosch faces a shortage of around 20 000 housing units, and meeting this need will require doubling the current stock. Given present relationships, this implies that at least 6 000 units will have to be built on municipal land, much of which is currently used for agricultural purposes. Doing so would destroy the municipal area's physical character, so the concept of infill and redevelopment with higher densification is promoted instead. Owing to excessively cumbersome procedures, national and provincial land reform programmes prefer to acquire private land rather than making publically owned land available for development via lease. Various factors including policy uncertainty and indecision have significantly increased the premium on private land. Policy consistency is required for at least ten years in regard to the approval of applications either within or outside the urban edge to allow longer-term financial stability and planning.

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



Strategic Perspective 5: Resource Custodianship

Achieving a sustainable future for Stellenbosch will depend on its ability to make best use of available resources for the benefit of all. Resolving inequality and growing the economy will require access to energy, water, waste and sanitation services, and the 20 000 new residential units proposed for Stellenbosch Municipality will require a doubling of infrastructural service points over the next 10 or more years. The infrastructure backlog equates to a funding requirement of R1 billion. This implies an annual requirement of approximately R400 million for five years. Current budgetary projections indicate that no more than R200 million will be available under the most optimistic scenarios, implying that it is not possible to fund the infrastructure investment. The potential for large-scale upliftment and development is severely hampered by the lack of attention to necessary infrastructure in the past. Five specific areas require urgent attention:

- **Fresh water:** Much of the key water supply infrastructure of Stellenbosch is in a state of disrepair, severely constraining the Municipality's ability to deliver uninterrupted fresh water services and preventing future development. At the same time, poor management of solid and liquid waste in agricultural, industrial and informal residential areas and run-off from roads is causing the pollution of rivers and groundwater. To address this, pollution reduction measures should be instituted, complemented by efforts to re-establish and protect indigenous riverine ecosystems. All rivers above a minimum size should be protected by river conservation zones, and no buildings should be located in the 1:100 year flood lines. The eradication of alien vegetation from all areas should be supported. Peak water demand periods should be backed up with reserves via supplementary water storage and recycling, and urban water conservation and demand management programmes should be implemented.
- **Waste water:** Stellenbosch Municipality's seven WWTW and sewage reticulation system cannot meet the needs of the current population, let alone support future development. Regular sewage leaks and overflows into rivers and groundwater result in eutrophication, ecosystem degradation and the spread of disease, which threaten the health of communities and reduce quality of life. The WWTW must be upgraded to achieve minimum water quality standards as defined by DWAF. Where feasible, development at new settlement nodes should be serviced by localised waste water treatment plants that deploy appropriate sustainability-oriented technologies. Peak load management systems will need to be considered for particular areas. Sewage should be regarded as a potential source of water, nutrients and methane gas.
- **Solid waste:** The Municipality's solid waste system is at maximum capacity. The current landfill site at the town of Stellenbosch is way over capacity, and the new cell constructed in August 2012 only provides additional capacity until 2017. With high public resistance to new solid waste sites and in line with new legislation, ways of reducing waste streams need to be implemented urgently. Appropriate strategies for waste separation at source should be formulated and implemented as swiftly as possible. An MRF should be installed at each waste transfer station and landfill site, and private and community-based sub-contractors should be included in a recycling-oriented waste management system.
- **Energy:** Economic growth and the provision of housing are directly affected by the availability of electricity, and the Municipality is entirely dependent on the Eskom grid in this regard. The town of Stellenbosch needs to reduce its consumption by 10% to avoid exceeding the supply. A combination of innovative demand reduction measures and increases in capacity will be required to prevent power disruptions while improving access to the poor, and this change will need to be led by wealthy households, businesses and the University. Solar water heating devices should be installed in all new housing, and occupants of non-subsidy housing should be encouraged to meet the portion of their electrical demand that exceeds 300 kWh per month by the use of generators such as solar photovoltaic panels and solar hot water heating devices. SANS 10400-XA energy efficiency standards should be adhered to in all planning applications for new buildings, major renovations and usage changes. Alternative energy sources should be developed and integrated into the grid, and the largest energy users should be encouraged and incentivised to invest in solar energy generation.



- Construction materials: Most building materials for Stellenbosch are sourced outside the municipal area. This increases the load on the transport system, while contributing to CO2 emissions and depleting fossil fuels. Many of these materials also require vast amounts of electricity to produce. Private contractors should be informed of source sites for building materials that are as close to the settlement nodes as possible, and the use of these nodes should be encouraged over more distant sources. The use of recycled, recyclable and lowenergy building materials in the construction of new buildings should also be encouraged.

Strategic Perspective 6: Food and Agriculture

The fertile soils of Stellenbosch produce the region's largest export products, namely wine and vegetables. If the tourism sector, which is largely built on wine tourism, is added, the importance of agriculture to the region is overwhelming. Most of the arable land is used for the production of wine, with only a small proportion of the region's food being produced locally.

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

It is proposed that 10 000 ha of land should be used for the production of food for local consumption. Land outside existing or proposed urban settlements should be used for agricultural production, biodiversity conservation, scenic quality and agri-tourism. The use of incentives to encourage the usage of fallow land should be implemented, including the possibility of using public land as surety for the release of funding from the Land Bank, the DBSA and others to further land reform projects. To ensure sustainable agricultural usage, further sub-division of land should be strongly discouraged. Informal, properly managed farmers' markets for the selling of fresh produce should be provided in key centres, while further large mall developments should be discouraged.

Strategic Perspective 7: Heritage

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

Key principles and land development objectives of the SDF are the following:

- The management of development and growth in a manner where walking distance is the "primary measure of access". This means that the municipal area should be planned so that citizens can access most of their daily needs on foot (within 20 minutes, or within a 1 km radius).
- The functional integration of activities to the greatest degree possible. This means that different uses should be mixed to maximise pedestrianism and minimise vehicular transport.
- Socioeconomic integration of neighbourhoods, enabling poorer residents to access opportunities on foot.
- Average gross densities of approximately 25 du/ha in settlements large enough to accommodate public transport and 15 du/ha in rural settlements to ensure efficiency in service delivery and maximum protection of scarce environmental resources.



- The definition of clear edges to settlements to encourage inward growth and protect important agricultural and scenic land resources and biodiversity.
- Development focused on alternative energy, water and waste service arrangements that do not compound the financial and environmental challenges associated with existing infrastructure provision.

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

The SDF contains detailed spatial proposals for the management of

- water resources, rivers and watersheds;
- biodiversity areas;
- unique landscapes and visual amenity;
- agricultural land and productive opportunity;
- housing needs (of different types);
- new infrastructure provision (so as not to increase pressure on overburdened existing systems);
- important economic sectors (including manufacturing, the financial sector, small business and tourism); and
- public land.

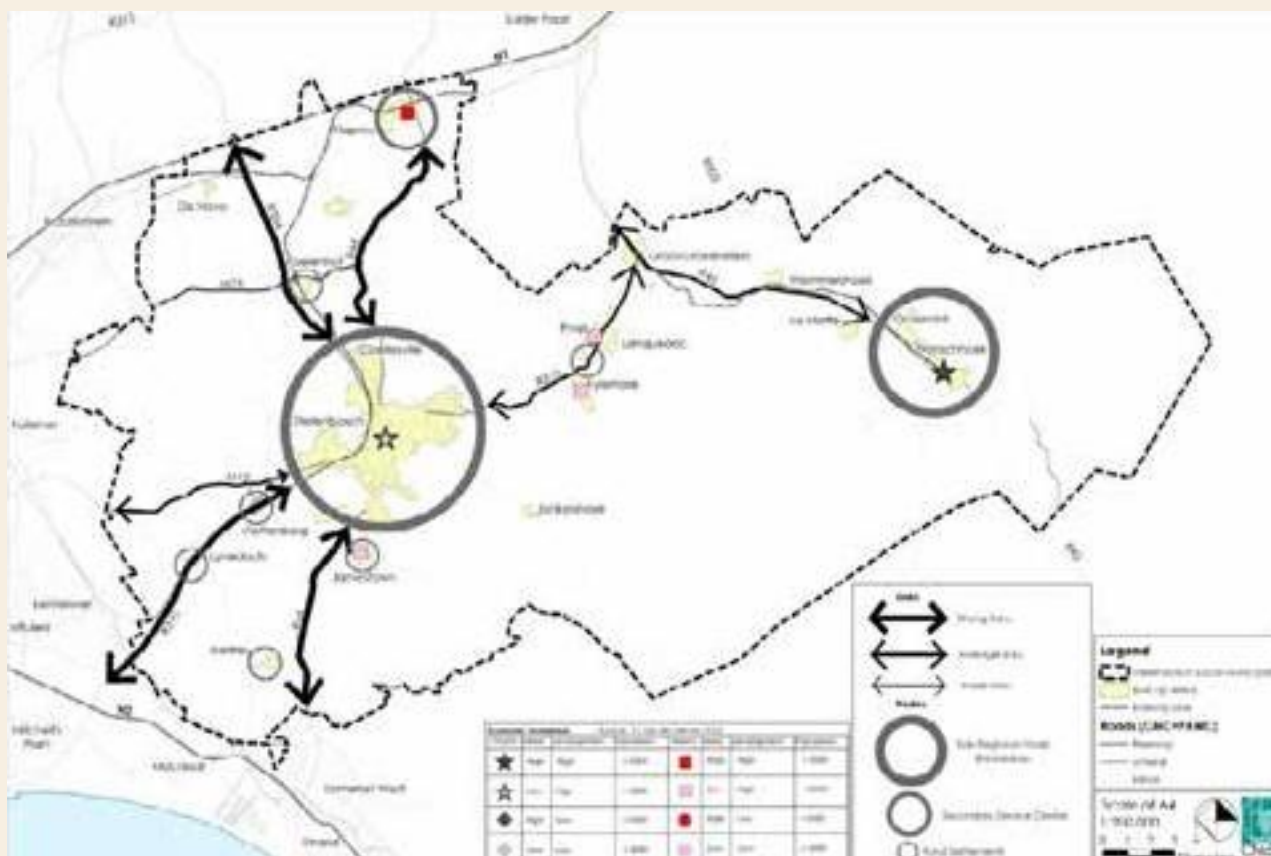


FIGURE 15: High-level settlement hierarchy and route hierarchy and investment priority



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

TABLE 23: Broad Settlement Proposals

Settlement	Broad Proposals
Stellenbosch town	<ul style="list-style-type: none"> • Reconceptualise the town as a complex of five (5) mixed income, mixed use interdependent urban villages focusing on the following centres: • North: Cloetesville/Kayamandi on intersection (to be extended) of Bassi Street/R304/Cloetesville Roads. <ul style="list-style-type: none"> – Centre: Existing town centre. – East: Ida’s valley/Uniepark on intersection of Helshoogte/Cluver Roads. – West: Onder-Papegaaiberg/SFW on intersection of Devon Valley/Adam Tas/Oude Libertas Roads. – South: Paradyskloof on intersection of Blaauwklippen/Strand Roads. • Encourage social and gap housing in these centres. • Implement redevelopment, infill and new development (possible on 460 ha of government, municipal and privately owned land identified) to increase thresholds for public transport and prevent sprawl. • Encourage low-key densification of existing suburbs through second dwellings and subdivision down to minimum erf size. • Encourage redevelopment to raising densities from 100 to 200 dwelling units/ha gross (two to four storey townhouses and apartment buildings) along main transport routes and around public open spaces. • Declare rivers and canals as river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high-quality urban areas. • Encourage continuous street trading and business along Bird Street and extended into Kayamandi, Cloetesville and Ida’s Valley along Cluver and Merriman Streets. • Upgrade main streets with trees, landscaping, cycling and pedestrian facilities similar to that already completed in Dorp, Plein and Church Streets. • Consider the special needs of the university and ensure that its development follows the same principles as the rest of the town and that the campus does not become a gated complex blocking movement through its precincts. • Define an urban edge that seeks to limit outward growth of the town (but accommodates new development areas likely to be required over the next decade).



Settlement	Broad Proposals
Franschhoek	<ul style="list-style-type: none"> • Promote the integration of Franschhoek north and south. • Encourage low key densification of existing suburbs through subdivision down to minimum erf size and the erection of second dwellings. • Extend the main street upgrading project through Franschhoek to the north and accommodate cycle ways. • Apply 59 ha of land above the current urban boundary of the town between Franschhoek north and south for mixed use and mixed income development including social and gap housing. • Extend the economic opportunities offered by the exposure to traffic along the R45 northwards so that Franschhoek north's frontage on to this route can also benefit. • Declare rivers and canals as river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high quality urban areas. • Demarcate an urban edge that restricts the current line of development to the south, west and east and accommodate land to facilitate the integration of Franschhoek north and south.
La Motte	<ul style="list-style-type: none"> • Apply 32 ha of land in the vicinity of the former SAFCOL headquarters site for mixed income and mixed use development with a low key retail/commercial farm stall frontage along the R45 to increase living and economic opportunity. • Provide NMT links with the R45 and surrounding settlements. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank. • Tar the Robertsvlei Road to act as an alternative route to the south and increase exposure to passing trade.
Wemmershoek	<ul style="list-style-type: none"> • Apply 23 ha of new development: <ul style="list-style-type: none"> – above the wetland area abutting the R303 to the north. – along the current residential area's western boundary. – below the rail line abutting the school on the western edge of the R303. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank. • Pursue small-scale mixed use development with appropriate urban design and road access management guidelines along the R303. • Provide NMT links with the R45 and surrounding settlements.
Groot Drakenstein	<ul style="list-style-type: none"> • Apply 16 ha for mixed income, mixed use development (linked to land reform and respectful of the area's heritage potential) on the western portion of Meerlust and the property on the other side of the entrance road abutting the R45 for a distance of 500 m. • Introduce service roads along property frontages facing the R45 so that benefits of passing trade can be obtained without disrupting traffic. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.



Settlement	Broad Proposals
Dwarsrivier Valley (Pniel, Johannesdal, Lanquedoc, Kylemore)	<ul style="list-style-type: none"> • Apply 83 ha for mixed income, mixed use development through the development of: <ul style="list-style-type: none"> – Johannesdal plots and a strip along the Helshoogte Road. – The eastern fringe of Kylemore. – The link area along the flood plain between Kylemore and Lanquedoc above the 1:100 year flood plain. – An area east of Lanquedoc. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank. • Declare Pniel, Kylemore and Lanquedoc as core heritage areas.
Klapmuts	<ul style="list-style-type: none"> • Use 123 ha of infill and greenfield development opportunities at: <ul style="list-style-type: none"> – Etlinger Street south between R44 and river; – Old Paarl Road south between railway line and transfer station; – Merchant Street between river corridor, Groenfontein road and railway line; and – Klapmuts West, abutting the eastern boundary of the R44 (greenfields) • Improve the area around the 4-way to improve the opportunities for lower income traders. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.
Muldersvlei Crossroads	<ul style="list-style-type: none"> • Use 45 ha of privately owned land to develop a model rural village. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.
Koelenhof	<ul style="list-style-type: none"> • Use 86 ha of privately owned to develop and strengthen the rural village. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.
Jamestown, De Zalze	<ul style="list-style-type: none"> • Use approximately 56ha as a mixed use, mixed income development opportunity to the western side of the R44, on a portion of municipal land on which the airfield is situated, and the land at the entrance to Technopark. • Amend the cross section of the R44 to make it less of a barrier to development to the western and eastern sides of the road. • Protect the historic mission village character of Jamestown and the De Zalze farm homestead • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.
Vlottenburg	<ul style="list-style-type: none"> • Use approximately 17ha of infill and new development subject to flood line studies. • Protect the area around the Vlottenburg Road/R310 intersection (including Van Ryn's Cellar) as they represent important heritage assets • Consider the possibility of the area around the Vlottenburg Road/R310 intersection providing economic opportunity for local residents and farmers. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.
Spier	<ul style="list-style-type: none"> • Promote further urban development only within the current development precinct of Spier between the R310 and the Eerste River. • Restrict the extent of future development to the ability to generate required services through sustainable methods. • Declare rivers and canals river conservation corridors with 10 to 30m setbacks from the river bank.



Settlement	Broad Proposals
Lynedoch	<ul style="list-style-type: none"> • Use approximately 42ha as an infill opportunity both east and west of the railway line and R310. • Continue the theme of the current or more recent development at the node • Respect the Drie Gewels as having heritage significance in any further development. • Declare the Eerste, Blouklip and Bonte Rivers and furrows as river conservation corridors with 10 to 30m setbacks from the river bank.
Raithby	<ul style="list-style-type: none"> • Use approximately 10ha of available land for infill development within the existing village edge. • Declare the Bonte River and any furrows river conservation corridors with 10 to 30m setbacks from the river bank • Protect the historic church building, the built form of the town and the “water erven” which gives the area its historic and special sense of place.

The SDF is illustrated in Figure 16 below. The SDF document contains more detailed illustrations of the spatial proposals for the main settlements in the municipal area.

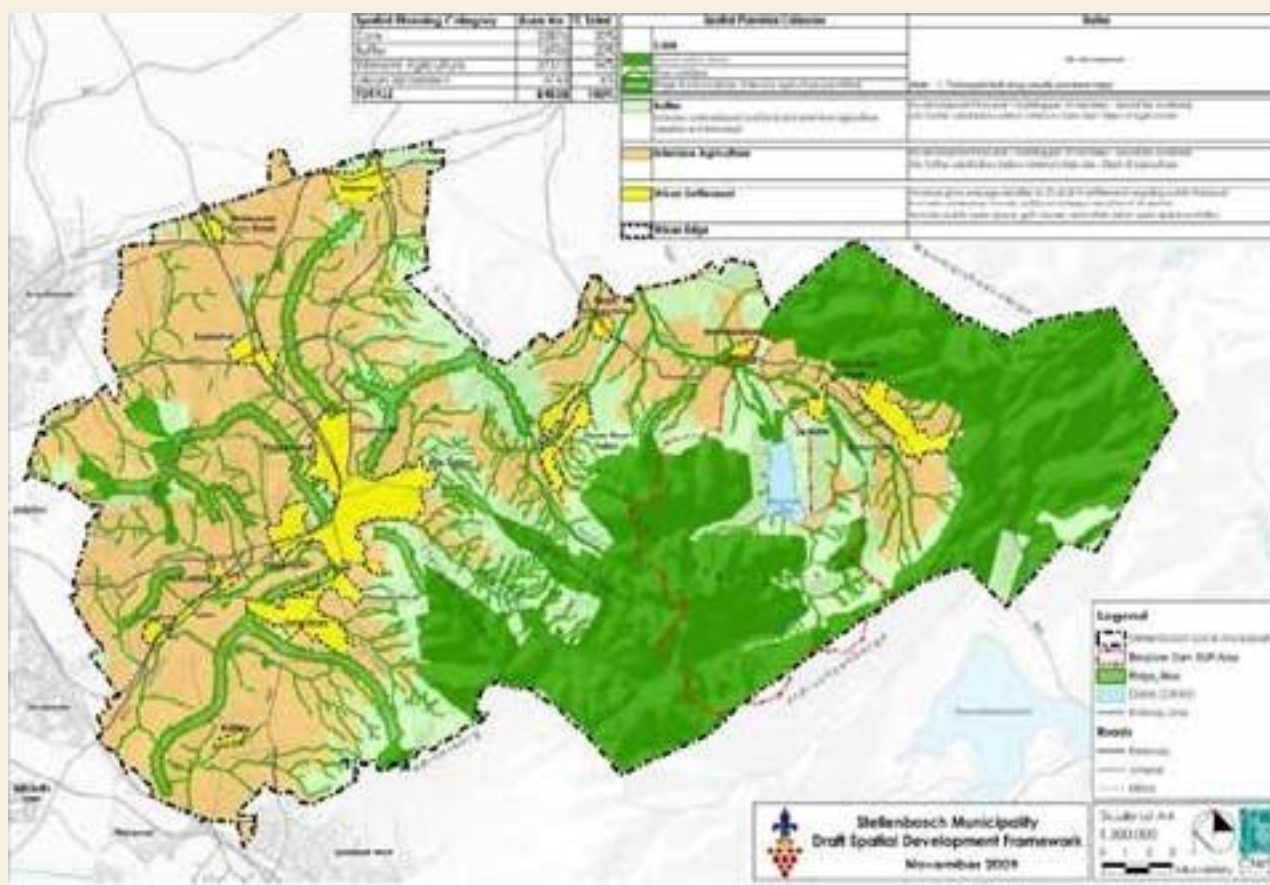


FIGURE 16: The Stellenbosch Municipality SDF



6.2 INTEGRATED ZONING SCHEME

The municipality has prepared a draft Integrated Zoning Scheme to standardise and review the different “legacy” zonings and regulations of earlier administrations now part of the Greater Stellenbosch Municipality. The draft IZS was adopted by Council on 24 October 2013 and referred to the Western Cape Department of Environmental Affairs & Development Planning (DEADP) for final approval.

6.3 HERITAGE LANDSCAPE PLAN

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

6.4 INTEGRATED HUMAN SETTLEMENT PLAN

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

The Stellenbosch 2017 Housing Strategy supports the SDF’s proposed municipal spatial configuration comprising a system of interconnected and tightly configured settlements with clear urban edges, surrounded by agricultural land. The target is the provision of roughly 20 500 residential units to cater for the current backlog in housing. A programme of some 234 projects are included, allocated to the different settlements and nodes identified in the SDF. The following housing types are provided for:

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

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

The Municipality is currently in the process of procuring professional turnkey teams to assist with the delivery of a number of projects identified in the IHSP. A detailed housing pipeline is included in the SDBP of the Planning, IHS and Property Development Directorate. Priority projects include:

- Franschhoek, Langrug (1 499 opportunities)
- Klapmuts, Erf 342 (1 060 units)
- Jamestown, Farm 527 (570 units)
- Idas Valley Housing Project (440 units)
- Kayamandi (193 service sites)



In line with the SDF, housing opportunity and upgrading of informal settlements occur in a dispersed manner in the municipality, as indicated in **Figure 25** below.

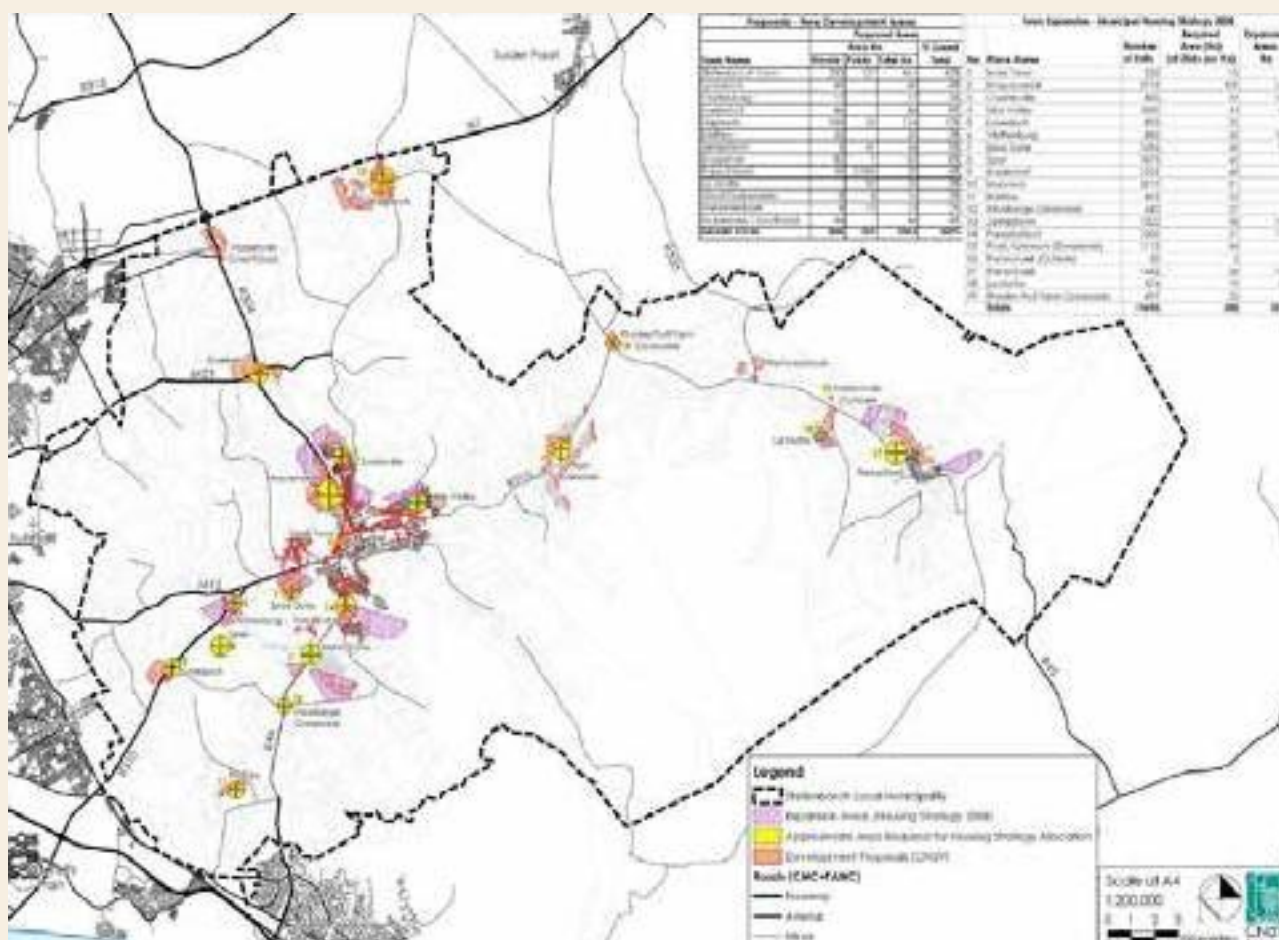


FIGURE 17: Dispersed housing opportunity in different towns and villages within the municipality

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

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



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

- Langrug.
- Enkanini.
- Mandela City.
- Slabtown.
- Backyards in Cloetesville
- Backyards in Lanquedoc
- Zone I in Kayamandi
- Sewende (7de) Laan in Jamestown
- Jonkershoek
- Meerlust
- Pniel (Ghiff)
- Erf 64, Kylemore
- Zone O in Kayamandi

6.5 COMPREHENSIVE INTEGRATED TRANSPORT PLAN

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

CITPs must, inter alia:

- Enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of IDP and land development objectives.
- Direct employment opportunities and activities, mixed land use and high density residential development into high utilisation public transport corridors interconnected through development nodes (thereby discouraging urban sprawl);
- Give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures in a manner that provides incentives for sustainable mobility management; Maintain and further develop road infrastructure so as to improve travel by all road-based modes of transport where appropriate; and
- Acknowledge and, where necessary, plan for the role of appropriate non-motorised forms of transport such as walking and cycling. Stellenbosch completed a five-year CITP in 2010. The work was supported through structured public participation with other spheres of government, industry stakeholders and citizens.

6.5.1 Transport needs assessment

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

- The University of Stellenbosch campus, in terms of its staff, students and operational practices, has an undeniable, immense impact on the municipality’s road and transport networks.
- In the recent past the university and municipality have grown substantially, resulting in structural deficiencies in the capacities of the road and transport networks.
- There is very little cheap land available in Stellenbosch and its environs for either open parking lots or elaborate new road schemes.
- Non-motorised transport projects are of extreme importance for the town of Stellenbosch as the transport modes of cycling and walking provide basic mobility to the student population.
- During university lecture times, available parking is at a premium throughout the town, with vehicles parked legally and illegally on every available piece of land.
- Although some sections of the local population make use of public transport to access job opportunities in Stellenbosch, public transport use is very low compared to private care usage.
- There are large numbers of commuters that cross the municipal boundaries of Stellenbosch every day to access their places of work (there is also a small contra flow out of town).
- Large volumes of freight traffic use local roads.
- The transportation systems and patterns within the Stellenbosch Municipality are undeniably linked to the immediately adjacent Cape Town Metropolitan Area.



6.5.2 Proposals of the CTIP

Core proposals of the CTIP are outlined below:

Public transport

- Roll-out of a number of public transport interchange projects to serve existing operations.
- Assist the University of Stellenbosch to implement its public transport and shuttle services.
- Awaiting response from the Provincial Government Western Cape (PGWC) about application for funding to conduct an Integrated Public Transport Network (IPTN). As soon as funding becomes available, appoint a service provider to complete the IPTN for Stellenbosch Municipality. The IPTN will give guidance on all public transport matters of the Stellenbosch Municipality.

Transport Infrastructure Strategy

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

Travel demand management

- Preparatory work to explore the establishment of pedestrian and non-motorised priority areas within the town of Stellenbosch (the campus area, work performed by Stellenbosch University).
- Completion of the CBD/Kayamandi/Cloetesville non-motorised transport project.
- Compilation of a network of cycle routes as part of a Comprehensive Cycling Plan to complement the cycling initiatives of the University.
- Support for the introduction of pilot shuttle services by the University of Stellenbosch.
- Introduction of appropriate parking charges on both the University campus and the downtown area of Stellenbosch.

Freight logistics strategy

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

Traffic safety

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

Management of the CIP

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



6.6 INTEGRATED WASTE MANAGEMENT PLAN

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

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

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

The IWMP is presented in three parts:

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

Priority issues identified are the following:

- Implementing proper staffing and allocation of financial and Human Resources for the Waste Management Department.
- Closing of existing landfill site and finding alternatives to achieve compliance with current legislation.
- Minimising waste and providing education to ensure more responsible waste management.
- Reducing waste quantities to the landfill.
- Managing waste information and in particular waste data at the landfill site and providing adequate services at the landfill site to ensure proper management of the site.
- Building capacity of staff equipped to deal with critical waste management aspects.
- Establishing a regional facility and alignment with Cape District Municipality planning.
- Involving industry in waste minimisation and responsible waste management.
- Reviewing tariff policy and fee structure to ensure cost recovery.
- Reviewing and updating of fleet requirements and alignment with current needs.

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

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

The inclusion of public-private partnerships, community involvement and alternative technologies is crucial and an appropriate mix must be found to address the needs of the Municipality accurately.

There is a fundamental need to capacitate the community, the private sector and also municipal officials on best practice in waste management. Various alternatives in this regard have been proposed, but it is important to apply, an integrated approach.



6.7 ELECTRICAL MASTER PLAN

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

The Electrical Master Plan comprises the following main elements:

- Documented assessments of primary equipment at all 66/11 kV substations and 11 kV switching substations within the municipal area.
- Site-specific assessments to provide a systematic estimate of the life remaining in substation facilities, and planning to extend the life of facilities to meet future needs.
- Development of a geographical load forecast based on regional demographic and historical load growth patterns, as informed by the SDF. (The anticipated long-term load forecast was directly used as input to the expansion plan.)
- Development of network strengthening and expansion options and technical evaluations to ensure that load and performance criteria are met over the short, medium and longer term (2025).
- Preparation of cost estimates of the technically viable expansion and strengthening options.

The Electrical Master Plan is regularly updated and is used in medium-term project planning, prioritization and budgeting. The Department is currently in the process of appointing a consultant to update the Electrical Master Plan.

6.8 WATER SERVICES DEVELOPMENT PLAN

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

- Water and sewer master plans
- A water safety plan
- A drinking water quality sampling programme
- A water demand management (WDM) strategy

Key findings of the WSDP are outlined below:

Basic services and level of service

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



Water supply and accommodating growth

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

Maintenance of infrastructure

- Both water infrastructure and sanitation infrastructure require serious remedial investment. About 38,6% of the water supply infrastructure is in a poor or very poor condition and the condition backlog is in the order of R324,8 million. The bulk of the backlog is made up of the water reticulation pipeline assets. About 43,4% of the sanitation infrastructure is in a poor or very poor condition and the condition backlog is in the order of R283,4 million. The bulk of the backlog consists of the sewer reticulation assets and the Stellenbosch WWTW.
- An Infrastructure Asset Register is in place for all water and sanitation infrastructure. It is critical that an Infrastructure Asset Management Plan is developed and implemented, based on the principle of preventative maintenance to ensure that damage to assets is prevented before it occurs. Assets must be rehabilitated and/or replaced before the end of their economic life and the necessary capital funds must be allocated for this purpose. Maintenance activities have been increasingly focused on reactive maintenance as opposed to preventative maintenance.

Current infrastructure projects

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

Water Demand Management

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

Climate change

- In terms of adapting for climate change, water systems will need to be more robust and new or alternative sources of supply may need to be found. Increased skills will be required from water managers and long-term water projections are required. Although an overall decrease in rainfall is not generally forecast, increased variability in the climate and frequency of extreme events, as well as increased temperature and wind could have an impact on water sources, particularly surface waters. It is therefore advisable for the Municipality to maintain a conservative approach to the management of water sources, including the following actions:
 - Establish assurance of supply levels of all water sources.
 - Increase assurance of supply of the water resources by ensuring that there is at least 10% additional capacity (headroom), when considering the maximum 24-hour demand on the peak month of the year.
 - Do not undertake new developments unless a proper investigation of the implication on water sources and sustainability in the long term has been undertaken.
 - Vigorously implement WDM measures, especially in terms of increased water efficiency, frequent monitoring of the water supply system from the sources to the consumers, and regular and adequate system maintenance and repairs.



Blue Drop Awards have been awarded for four of the Municipality's five water supply systems. Three awards were received in conjunction with the City of Cape Town, which supplies water to these systems – from where Stellenbosch manages distribution to end users. A further Blue Drop Award (the fourth consecutive award) recognised the Stellenbosch water supply system for water treated by the Municipality's Idas Valley and Paradyskloof water treatment plants. The Department of Water Affairs acknowledged this exceptional performance by awarding a silver award to Stellenbosch.

The Municipality did not receive a Blue Drop Award for the Franschoek water supply system that receives water from its own Franschoek water treatment works. This was expected because of certain infrastructure issues in this system. Projects have been initiated to address these issues.

Level of Service

In the rural area the responsibility lies with the landowner to manage stormwater over his land. In the urban area the responsibility lies with the local Municipality. The objective in storm water management is to be able to accommodate a 1:5 year storm in the residential areas and 1: 2 in the urban areas as contemplated in the Guideline for Human Settlements Planning and Design. The Water Act (Act 36 of 1998) determines that floodlines should be indicated on development plans. Floodline determination has been done in the past but this information is outdated. The municipality is currently busy compiling a hydrological model to determine the latest floodlines on the rivers in Stellenbosch and Franschoek for the urban area. It is a development condition for all future developments to do a floodline determination.

Maintenance of Infrastructure

The system is currently maintained on an ad hoc basis during the dry season. A Winter Preparedness plan is rolled out before the onset of winter to clean all stormwater infrastructure. Critical areas have been identified and maintenance teams are deployed when high rainfall is predicted. Localised flooding is experienced during high runoff events. The networks in these problem areas are constantly upgraded to reduce the likelihood of flooding. Priority is given to areas where houses are flooded or likely to be flood.

Risk Mitigation

In Stellenbosch erosion of riverbanks is currently a problem and the river maintenance plans and the hydrological model that are currently being determined will give guidance to the interventions that is required to reduce the risk. In some instances the riverbank erosion will impact on private property. The floodline determination of the La Cotte river in Franschoek proved that some of the properties along the riverbanks are at risk in the 1:50 and 1: 100 flood events. An environmental process is currently underway to determine the way forward.



6.9 LONGTERM WATER CONSERVATION AND WATER DEMAND STRATEGY

The Longterm Water Conservation and Demand Management Strategy was approved by Council on Tuesday, 25 February 2014. Water Conservation and Demand Management (WC/WDM) is mostly more cost effective and has less environmental impact when compared with developing new sources of supply, provided there is scope for implementing WC/WDM measures. The payback period for the implementation of WC/WDM in this municipality is 3 years which is considerably less than the 20 years that one would expect with major infrastructure projects. It is therefore an effective way of delaying the development of infrastructure for new water resources and reducing the need to new and upgrade bulk infrastructure.

WC/WDM involves measures which:

- Reduce real water losses in the water network;
- Reduce the consumption of the municipality and consumers;
- Increase the re-use of water by the municipality and consumers; and
- Increase the use of alternatives to potable water by the municipality and consumers.

The current bulk water input into the water network is 30,000 kilolitres per day (kl/d) with a level of unaccounted for water (UAW) of **29%**. A comprehensive WC/DM strategy which includes a 10 year financial plan has been developed. The strategy has two goals. The municipality will:

1. Prioritize the implementation of Water Conservation (WC) and Water Demand Management (WDM) strategy.
2. Ensure ongoing planning, management, monitoring and enabling environment.

This report recommends that the municipality adopt WC and WDM as a key service delivery strategy. The WC/WDM Strategy outlines what initiatives need to be taken each year, an estimated budget for each initiative and the water savings that can be expected. The strategy will need to be updated annually incorporating the measures already implemented and those still to be implemented.

It is expected that a total savings of 7,846 kl/d (26%) can be achieved over the next 10 years.

The unrestricted growth in water demand versus the growth in water demand assuming WC&WDM is implemented is shown below.

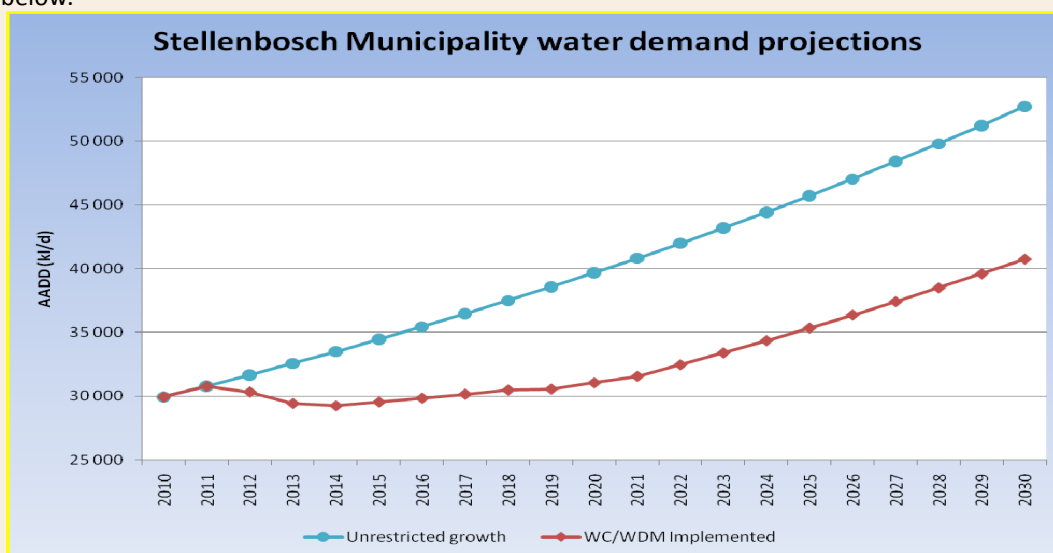


Figure 18: Unrestricted versus WDM growth in demand

Note that each town in the municipality has water supplies independent of each other.

When implementing WC/WDM in the municipality it is critical to implement in those towns where the existing supply will become inadequate for the demand the soonest. This will enable the municipality to delay the implementation of expensive infrastructure. The total budget required is R42.4 million over 10 years.



6.10 DISASTER MANAGEMENT PLAN

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

6.11 LOCAL ECONOMIC DEVELOPMENT STRATEGY

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

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

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

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

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



6.12 AIR QUALITY MANAGEMENT PLAN (AQMP) FOR STELLENBOSCH MUNICIPALITY

A Vision and Mission

Aligned with the CWDM vision for air quality management the **vision** for the Stellenbosch Municipality AQMP is:

Air quality in the Stellenbosch Municipality is clean and healthy

The **mission** statement to achieving the vision is:

Air quality in the Stellenbosch Municipality is co-operatively managed for the benefit of present and future generations according to the principles of sustainable development to safeguard health and quality of life, promoting economic and social development.

Goals

The goals to achieve the mission of the AQMP are listed below and their linkages to the Western Cape Provincial AQMP (D: EA&DP, 2010) and the CWDM AQMP (CWDM, 2012) are highlighted.

The three goals for the Stellenbosch Municipality AQMP are:

Goal 1: *Air quality governance meets requirements to effectively implement the AQMP*

This goal addresses the regulatory framework and the institutional capacity required in the Stellenbosch Municipality to carry out the air quality function. This links directly to the goal the AQMP for the Western Cape to 'Ensure effective and consistent air quality management' and the goal in the CWDM AQMP of 'Effective air quality management'.

Goal 2: *Reduce atmospheric emissions of harmful pollutants*

This goal aims to manage activities that impact on air quality to reduce the emissions of harmful pollutants and associated impacts on human health and well-being. This links directly to the Provincial AQMP goal to 'Ensure effective and consistent compliance monitoring and enforcement' and 'To ensure that health-based air quality standards are attained and continually met'. It also links to the CWDMAQMP goal of 'Effective air quality management' through an 'Emission reduction strategy'.

Goal 3: *Systems and tools are established to effectively implement the AQMP*

This goal refers to the systems and tools required for effective AQMP implementation, the cornerstone of which is an Air Quality Management System. The development of an AQMS links directly to the Provincial AQMP goal 'To ensure effective and consistent air quality management' through the development of AQM systems. It also links to the CWDM AQMP goal to develop and AQMS. An AQMS is the fundamental unit towards the management of air quality in an area, incorporating the necessary technical elements that provide information on the status of air quality (D: EA&DP, 2010).

Included in this goal is the need for stakeholders to actively participate in AQM in the Stellenbosch Municipality, which links to the Provincial AQMP goal 'To continually engage with stakeholders to raise awareness with respect to air quality'. It also links to the CWDM AQMP goal to 'Promote communication in relation to Air Quality Management'.

Time frames:

The timeframes defined for the implementation of the AQMP are:

Immediate:	First 3 months of AQMP adoption
Short term:	First 12 months of AQMP adoption
Medium Term:	2 to 3 years
Long term:	Year 4 and 5.



6.12 THE RELATIONSHIP BETWEEN SECTOR PLANS

Sector plans need to support and reinforce each other to have meaning and assist in sustainable development of the municipal area. Table 24 below illustrates how different key sector plans inform and direct each other.

TABLE 24: The relationship between sector plans matrix

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

CHAPTER SEVEN: REFLECTION, CHALLENGES AND OPPORTUNITIES



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

7.1. REFLECTION

Our region – with its bigger towns of Stellenbosch and Franschhoek, smaller villages, historic farms and impressive valley and mountain landscapes – is imprinted in the minds of many people, nationally and internationally, as an area of environmental richness and scenic beauty, and as a place of learning, status, history and cultural heritage. Many have engaged with what we offer – for a brief period during a visit, for a number of years as a student, or for a lifetime as a citizen. We believe these engagements will invariably have provided enormously rich opportunities and good memories.

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

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

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

The environment and heritage ...

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

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

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

Our towns are losing their historic character, not only in terms of built form, but also activity. Although new activities in the historic centres of our towns attract tourists, these activities often have little bearing on our unique heritage, creativity and diversity.

**Unequal access to opportunity ...**

We have seen the growth of poor areas, independent of existing settlements and devoid of nonresidential opportunity. Existing poor areas, already limited in facilities that are often over-utilised and poorly maintained, accommodate all new growth where affordable accommodation is concerned.

Inadequate shelter ...

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

Housing has become so expensive that many of those who work in the Stellenbosch municipal area commute from outside this area. For these and others, the most basic shelter – even of a temporary nature – within this municipal domain remains an unattainable dream.

Poverty and joblessness ...

We have not dented unemployment nor made significant progress in increasing access to livelihood opportunities for poor families. The ever-increasing international oil prices are continually placing upward inflationary pressure on our local economy. This, coupled with the use of maize and other traditional staple food sources for biofuels, is rapidly making food unaffordable for most already hardpressed families.

We have failed to encourage people to farm again, not only to provide food security for the nation, but to produce a surplus that meets the needs of the town.

Crime, fear and mistrust ...

The incidence of crime has increased – and is even taking place in sacred public places like cemeteries – and evidence of social disintegration is visible in our streets. The result is mistrust, increased withdrawal into private and gated lifestyles, and failure to work together for a better future. We have seen the growth of poor areas, independent of existing settlements and devoid of nonresidential opportunity. Existing poor areas, already limited in facilities that are often over utilised and poorly maintained, accommodate all new growth where affordable accommodation is concerned.

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Infrastructure stress ...

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

Road congestion is a cause for great concern in key areas during peak hours. Publicly-provided public transport – as opposed to privately-owned public transport – is becoming a necessity, considering that the majority of our people walk to places of work and residences close to workplaces are almost nonexistent.

Stretched municipal resources ...

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

An ill-prepared municipal institution ...

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

Untapped energy ...

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

7.2. A SUMMARY OF CHALLENGES AND OPPORTUNITIES

The high-level challenges and opportunities of the Stellenbosch municipality are summarized in Table 25 below:

TABLE 25: Strengths, weaknesses and opportunities

Strengths	Weaknesses	Opportunities
Governance		
<ul style="list-style-type: none"> The prospect of political continuity and working across party lines towards meeting common community objectives 	<ul style="list-style-type: none"> Political discontinuity inhibiting follow through on key programmes Mistrust in political leadership created by the past behaviour of leadership 	<ul style="list-style-type: none"> To explore partnerships in service delivery fully For leadership to re-establish trust across all sectors of the Municipality by following through on key programmes and projects



Strengths	Weaknesses	Opportunities
Administration		
<ul style="list-style-type: none"> The cost of staff comprising a relatively low proportion of overall costs Strong management skill and leadership potential existing at middle management level (enabling succession planning) 	<ul style="list-style-type: none"> Administrative discontinuity inhibiting follow-through on key programmes 	<ul style="list-style-type: none"> To use strong middle management capacity to undertake tasks beyond normal job designations To improve communication with citizens considerably
Municipal finance		
<ul style="list-style-type: none"> The Municipality being rated highly for financial prudence 	<ul style="list-style-type: none"> Inadequate resources to meet foreseen infrastructure and housing needs 	<ul style="list-style-type: none"> To employ a record of financial prudence as a stage for expanding the extent and scope of resources available to address critical service delivery issues
The environment		
<ul style="list-style-type: none"> An existing structure of dispersed settlements located on major rail and road routes 	<ul style="list-style-type: none"> Accommodating all new growth in the largest towns resulting in sprawl, more pressure on already needy areas, and a loss of agricultural opportunity and tourism/scenic value 	<ul style="list-style-type: none"> To make use of considerable infill opportunity (as shown in the SDF) to accommodate current and future needs within existing towns and villages, thereby curtailing urban sprawl
The economy		
<ul style="list-style-type: none"> The area's climate and soils being supportive of agriculture Stellenbosch Municipality having the potential for more growth The local economy being diversified across the primary, secondary and tertiary sectors, and well served by regional air, rail and road infrastructure The area having unique natural, scenic and cultural attractions, diverse hospitality, recreational and leisure facilities, and established tourism infrastructure The Municipality owning large commonage areas, comprising productive agricultural land The Municipality being home to a number of major corporations The existence of very strong research and development capacity 	<ul style="list-style-type: none"> Limited transformation of the rural/agricultural economy in terms of land and agrarian reform The strong contrast between formally developed urban economy and the informal underdeveloped township economy A lack of LED information inhibiting smaller entrepreneurs to respond to opportunity 	<ul style="list-style-type: none"> To employ the extensive municipal commonage to a greater extent to facilitate economic development and make connections between established and emerging farmers To strengthen further partnerships with the business and tourism sector and the University (with the Municipality playing a facilitation role)



Strengths	Weaknesses	Opportunities
Housing, living conditions, and public facilities and services		
<ul style="list-style-type: none"> Limited backlogs in basic service provision 	<ul style="list-style-type: none"> A high incidence of farm evictions placing additional stresses on municipal service provision Housing backlogs far outstripping available resources or technical capacity to deliver Slow pace of housing delivery for low income and gap sectors The administration as a whole not being geared to contribute to in situ upgrade of informal settlements 	<ul style="list-style-type: none"> To make use of in situ upgrading of well-located informal settlements as a more viable option to providing new housing to residents of these communities To make use of the considerable infill opportunity (as shown in the SDF) to accommodate current and future needs within existing towns and villages To expand the new approaches to local area management that have been implemented (e.g. area cleaning)
Infrastructure		
<ul style="list-style-type: none"> Strong basis of existing infrastructure and networks 	<ul style="list-style-type: none"> Failure to rehabilitate infrastructure specifically posing the risk that ongoing deterioration will escalate to uncontrollable proportions, with considerable impact on citizens, the economy of the area, and the image of the Municipality 	<ul style="list-style-type: none"> To make use of the opportunity offered by the dispersed settlement pattern of villages and towns to explore alternative infrastructure provision for smaller places To release the considerable pressure on existing infrastructure through implementing demand management strategies
Community safety		
<ul style="list-style-type: none"> Existing strong community safety partnerships with SAPS, the district and private/community sector service providers 	<ul style="list-style-type: none"> Inadequate traffic enforcement Inadequate facilities for vehicle testing and impoundment Inadequate fleet and essential equipment Inadequate staff to man essential services/ facilities 	<ul style="list-style-type: none"> To strengthen partnerships with private/community sector service providers

CHAPTER EIGHT: OUR STRATEGY AND WAY OF WORK



8.1 RETHINKING WHERE WE WANT TO GO AND WHAT WE DO

"When talking about Stellenbosch, Mayor Conrad Sidego may often be heard repeating, with great passion, the question: With all that we have in Stellenbosch, if we can't get it right here, where can we get it right?"

What Mayor Sidego is referring to is the well-known fact that there is a remarkable and unique concentration of capabilities, resources and opportunities in Stellenbosch, which, if mobilised by a resolute, overarching vision, has the potential to translate into an extraordinary example of hope in practice. Should this be achieved, it would attract attention and support not only from within South Africa, where alternatives to racially and class-divided cities are so desperately needed, but also from the international arena, where the hunger for alternatives is increasing as the world lurches ever faster into deeper and seemingly intractable economic and ecological crisis.

The mix of capabilities, resources and opportunities referred to above include the following:

- A growing and increasingly diversified economy embedded within a wide set of ecosystems that not only sustain it, but are also stunningly beautiful.
- A large, well-resourced research and teaching university that brings together a wide range of expertise and knowledge generation capabilities.
- A cluster of wealthy individuals and captains of profitable businesses for whom Stellenbosch represents more than just a convenient location; and who view it instead as a place where they would like to live, work and support a more sustainable future.
- A network of environmental scientists, government officials, farmers and NGOs working with our natural systems and who have developed the kind of expertise required to inform alternative ways of planning and executing development projects.
- Increasingly active and robust social, business, cultural and religious initiatives that connect people across race and class barriers
- Active and well-organised communities of affluent ratepayers to impoverished shack dwellers.
- A rural-urban (or "urban") setting that is not (yet) overwhelmed by large numbers of people whose needs overwhelm the size of the local economy.
- A long tradition of well-managed municipal infrastructures (water and sanitation, solid waste, energy-mobility), which is, nevertheless, under severe stress at present.
- A pool of knowledge and skills that enables knowledge-intensive businesses and organisations to locate themselves in Stellenbosch rather than in a large metropolitan city."

Source: Sustainable Stellenbosch: Opening Dialogues – Swilling, M; Sebitosi, B; and Loots, R.

8.1.1 The Strategic Intent that guided the creation of the Third Generation IDP

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

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

- A longer-term focus is needed because Stellenbosch is growing. Decisions on investment and development made today will have implications for years to come.
- A wider focus is needed. The IDPs to date have concentrated on complying with the complex legislation rather than on the broad developmental purpose of the IDP process.



- Partnerships are essential to expand the range of functions and activities available to citizens and visitors to Stellenbosch. The Municipality needs to lead with boldness and to give people a chance to contribute and be appreciated.
- IDP processes have not harnessed broad citizen interest around common challenges and the future of Stellenbosch. In general, meetings in affluent areas are very poorly attended compared to those in poor areas.
- A more integrated approach to service delivery is needed in the townships to add proper programmes for maintenance, social services, and safety and security to the usual provision of housing and infrastructure.
- The relationship between the IDP and the Municipality's organisation and performance management has not been clear.
- The IDP does not reflect the unique attributes of Stellenbosch.
- The IDP is not written so that it is easy to understand.

Specifically, the Mayoral Committee requested that the Third Generation IDP:

- be undertaken within the context of starting a strategic greater Stellenbosch 2030 discussion;
- focus on the town's special characteristics and challenges, including challenges outside conventional municipal services;
- harness the energy and resources of all stakeholders internal and external to the Municipality;
- draw clear linkages between the Municipality's strategy and the management of the Municipality, including business planning and performance management; and
- deliver products that are creative, uniquely "Stellenbosch" in character and readable, and which work together seamlessly.

8.1.2 Factors and approaches that influenced the first revision of the five year IDP

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

- the Council and Management were very concerned about the alignment between the IDP, the budget and the PMS or SDBIP of the Municipality;
- the IDP does not necessarily inform organisational design to the extent that it should;
- the implementation of the performance management system at the Municipality is beneath standard and this was confirmed later on when the auditor general expressed an adverse opinion on the Municipality's reporting on predetermined objectives;
- public participation processes as conducted in the past were ineffective and contributed rather to the deterioration of the relationship between the Municipality and communities;
- a think tank should be facilitated, to bring together the intellectual capacity of a core group of thinkers and practitioners in the academic, business, civil and government sectors;
- communication, customer care and giving regular feedback on the type and level of services the Municipality renders are not receiving the necessary attention; and
- the Municipality is ideally located and is institutionally ready to become a centre of excellence through developing innovative, cost-effective solutions to solve its critical service delivery and socio-economic challenges.

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

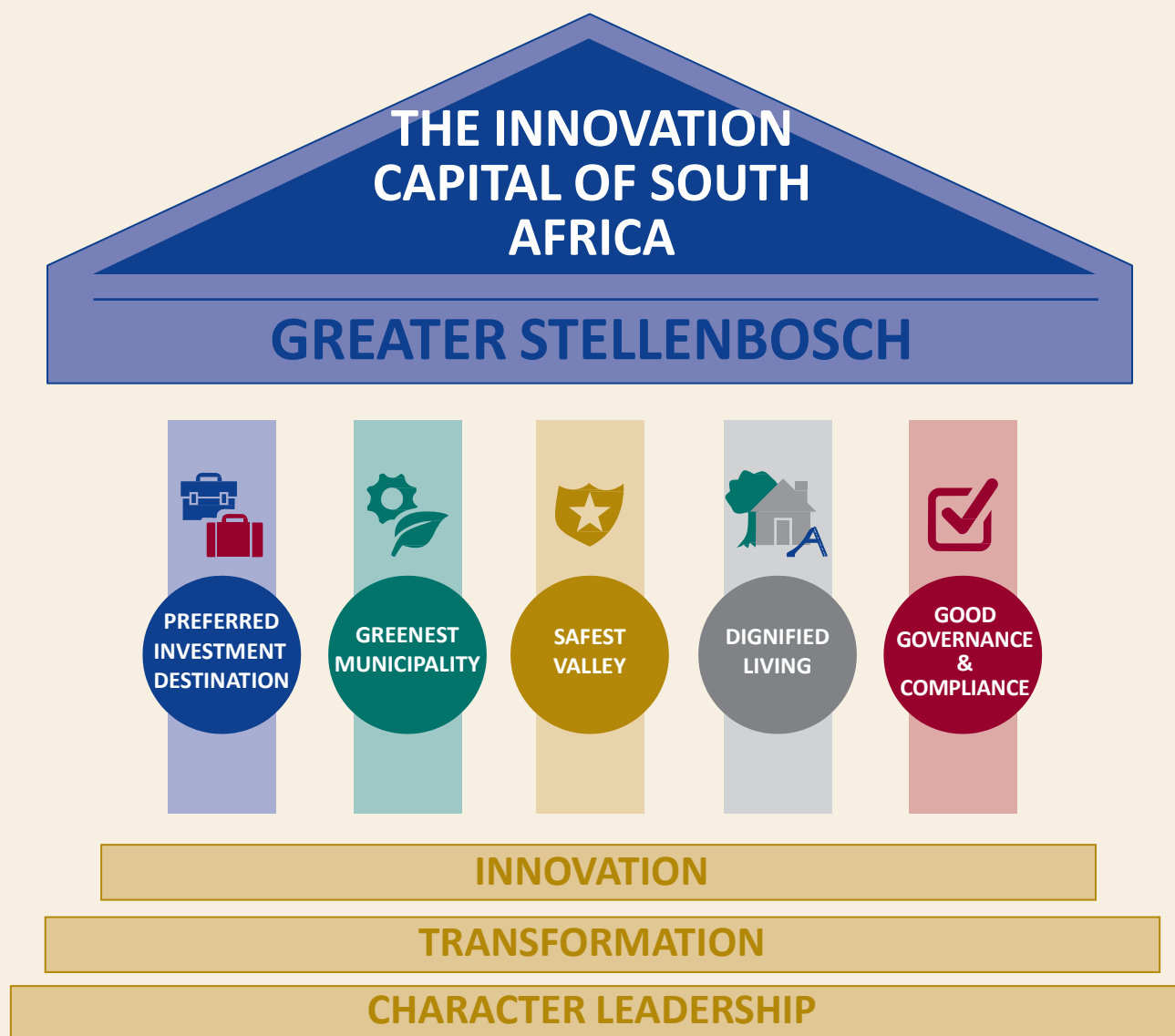
- Making a strong effort to conduct public meetings in all the wards, complemented by Ward Committee and sector-based meetings.
- Holding strategic planning sessions per directorate, which aimed to ensure that every employee of the Municipality participated in a planning exercise.
- Doing thorough assessments through the compilation of the 2012/13 Annual Report, Mid-year Performance Report and revising the 2012/13 SDBIP.
- Closely aligning the processes of crafting the IDP, compiling the multi-year budget and developing the top-layer SDBIP.



8.2. VISION

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

“THE INNOVATION CAPITAL OF SOUTH AFRICA”



OUR MISSION

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

OUR VALUES

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

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

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

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

FIGURE 19: Overarching Strategy



8.3. MISSION

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

8.4. VALUES

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

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

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

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

8.5. OVERARCHING STRATEGY

The Municipality's strategic vision is informed by our desire to become the **THE INNOVATION CAPITAL OF SOUTH AFRICA**. The five pillars that help us to realise this vision include: preferred investment destination, greenest municipality, safest valley, dignified living and good governance and Compliance. Our vision encourages us to tackle everything we do in an innovative manner, finding new and better ways of delivering on our mandate. This is then informed by our values: Character Leadership and Innovation. This is what we live by. Lastly we need to question whether we are transforming people's lives. Key to achieving true transformation is the creation of an environment conducive for business development, expansion and retention.

8.5.1 Strategic Focus Area 1: Preferred Investment Destination

There can be little doubt that progress in fostering opportunity for enterprise, creativity and business development in our cities, towns and villages is an urgent issue in South Africa. Major related concerns are unemployment, poverty, income inequality, and skills shortages. This strategic focus area has three broad dimensions: The first relates to the provision of services to citizens, and how these assist them to facilitate development, jobs, and so on. The second relates to the internal working of the Municipality, how municipal procurement of services assists in fostering opportunity for enterprise development, creativity and business development. The third dimension asserts that efficient infrastructure and services lie at the heart of the Municipality's mandate. Infrastructure and services of different kinds provide in the basic livelihood needs of citizens, and also enable enterprise and business development. Without appropriate, well-maintained infrastructure, the greater Stellenbosch area will fail as a place of living, work and learning.

8.5.2 Strategic Focus Area 2: Greenest Municipality

There are a number of dimensions to the environment that underlie its importance for the greater Stellenbosch area and for the people living within it. The first is an ecological dimension, which recognises that the natural environment and its processes provide the setting in which, and the basic resources with which, human life is played out.



The second is an economic and productive dimension, which recognises that the natural environment underpins a vitally important tourism and agricultural economy. The third is a psychological, social, and recreational dimension, which recognises that human life is qualitatively affected by a sense of place, and the need for places of 'escape' from urban life. The fourth is a cultural dimension, which recognises the inextricable relationship between the characteristics of a place, peoples' activities in that place, and the emergence of cultural expressions and forms.

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

8.5.3 Strategic Focus Area 3: Safest Valley

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

8.5.4 Strategic Focus Area 4: Dignified Living

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

8.5.5 Strategic Focus Area 5: Good Governance And Compliance

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



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

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

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

8.6. CORE PRINCIPLES IN EXECUTING STRATEGY

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

The Municipality comprises three core components:

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

These components are illustrated in **Figure 27** below

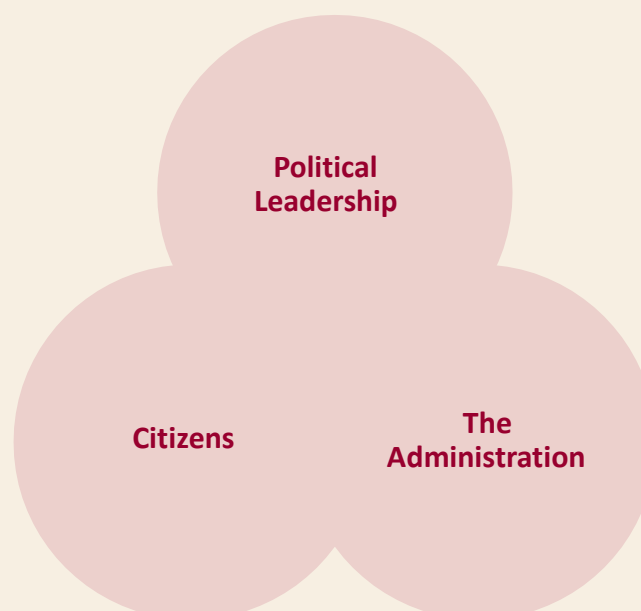


FIGURE 20: *The components of the Municipality*



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

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

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

8.6.2. Alignment with institutional structures and processes

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

- broad staff participation informs the IDP;
- the strategy drives performance scorecards in the Municipality;
- meetings of the Mayco and Directors' Forum are structured to include ample time to manage and monitor strategy implementation; and
- a regular informal meeting takes place between the Mayco and Directors' Forum, where progress on the strategy or specific strategic issues is discussed.

8.6.3. New forms of planning and staff deployment

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

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

These planning methods bridge the gap between local experiential knowledge, the technical requirements of strategy preparation, and the need for strategic frameworks to be available to deal with immediate decision-making. This process is aimed at getting an initial position through intense, structured information-sharing and planning workshops



on how to direct development and management of the town. Written up as an initial strategy, provision is made for influencing the decisions of today and the nature of further work in a manner that supports the strategy. A framework is also provided for immediate use in directing daily decision-making in support of the strategy. The strategy becomes the broad strategic framework, elaborated on in further technical work.

8.6.4. Considering the different investment needs of settlements

Fundamentally, we believe that sustainable management of any settlement requires continued focus on four investment needs. It has to provide in the basic needs of citizens; it has to maintain its assets and functions; it has to provide for crisis and disaster, and fix past mistakes; and it has to invest productively, making the settlement better for the future, as represented in **Figure 28** below.

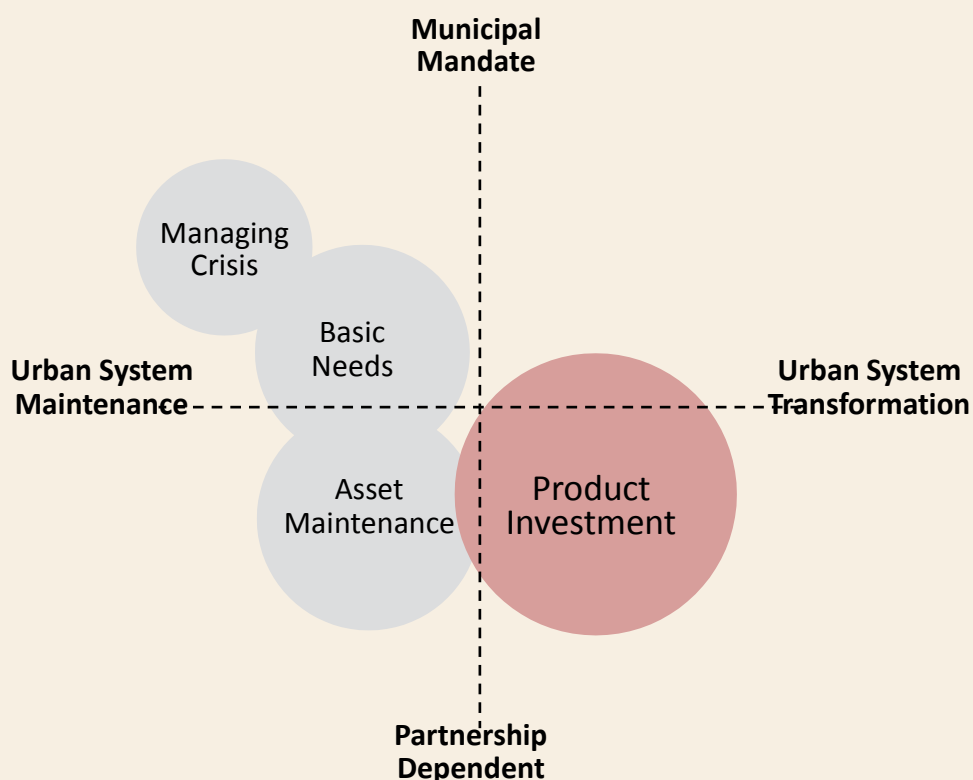


FIGURE 21: *The different investment needs of settlements*

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

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



8.6.5. The tools of governance

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

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

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

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

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

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

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

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

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

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

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

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

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

8.6.6. Accessible documents

We firmly believe that strategic documents should be presented in a format accessible to all stakeholders. Attention should be paid specifically to the following:

- For integrated service delivery over time, it is necessary for municipal leadership and officials at all levels, representing different services and interests, to understand the strategy. This cannot be achieved by presenting strategy in a number of weighty documents, each prepared by different services. The complete overall strategy needs to be presented in a manner that assists its internalisation by all. For this reason, the IDP will appear in different formats.
- The IDP should also be supported by a clear “story” where successive actions build on each other. Generally, achieving meaningful integration is a difficult task in municipal development strategy formulation. Work is predominantly done within different services or functional areas and then simply ‘packaged’ together as an ‘integrated’ strategy. A key aim with the IDP is therefore to show how various actions – of different kinds and often undertaken by different services – are interdependent and only have full meaning if implemented together.

CHAPTER NINE: STRATEGY UNPACKED



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



9.1. STRATEGIC FOCUS AREA 1: PREFERRED INVESTMENT DESTINATION

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

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

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

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

To support sustainable long-term infrastructure planning and provision, the SITT, comprising private sector and university partners, has been established. This team strives to find innovative and alternative ways to manage infrastructure



provision in future, as well as alternative funding mechanisms, as the Stellenbosch municipal administration cannot resolve this burning issue by itself.

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

- LED planning and management
- LED information and communication
- Sector support
- Reducing red tape
- Municipal services in support of LED
- Transport
- LED through infrastructure projects
- Integrated, sustainable, long-term infrastructure planning and resourcing

What is our strategy?

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



PREFERRED
INVESTMENT
DESTINATION





9.2 STRATEGIC FOCUS AREA 2: GREENEST MUNICIPALITY

We envisage a future state where the greater Stellenbosch area's natural environment and resources are responsibly and sustainably managed by all, adhering to the aims of the Cape Winelands Biosphere. We envisage easy access to the environment for all citizens, and their use of the environment respectful. The Municipality should lead by example through protecting and rehabilitating existing natural assets, employing sustainable resource use practices in its own projects, and expanding environmental assets through establishing new parks and tree planting.

Large parts of the municipal forestry areas are no longer required for forestry. It is intended that these areas be set aside for conservation and recreation, but the Municipality lacks dedicated nature conservation capacity. Despite being part of the Cape Winelands Biosphere – where we need to give careful consideration to environmental impacts in most of what we do – we lack dedicated environmental management capacity. We also lack capacity regarding air and water pollution management, as well as the assessment and management of proposals in terms of the provisions of the National Environmental Act. Although alien vegetation control is undertaken, initiatives focus only on public land. The Adopt-a-River programme has been very successful, drawing on the contributions of the private and community sectors to clean and maintain the Eerste River. The Jan Marais ecocentre has been completed and will become a focus for environmental education. Urban greening initiatives have been most successful, also leading to the Municipality winning the Western Cape Province's Greenest Town award in 2011. We must now build on these achievements.

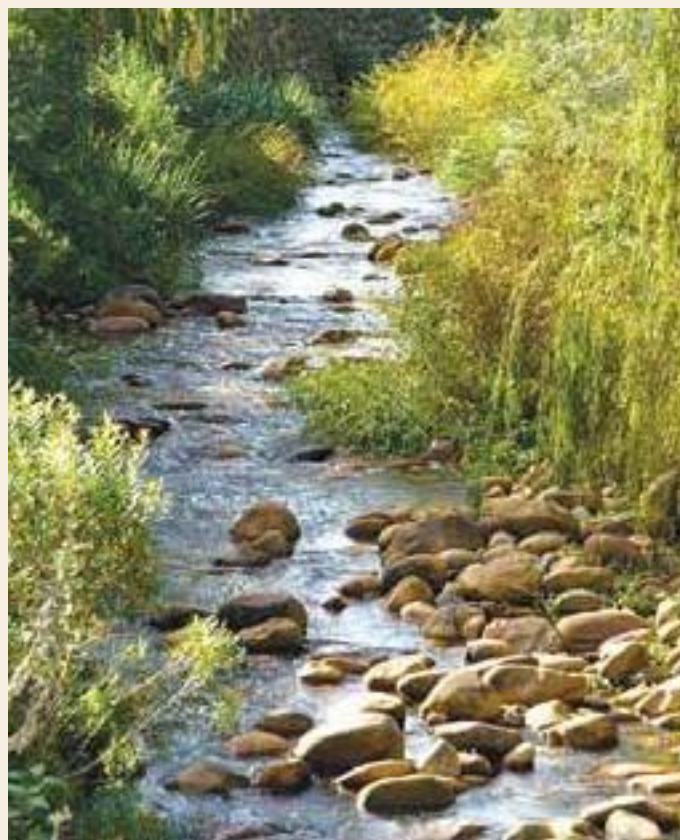
We want to be in a situation where the agreed direction and nature of future development in the greater Stellenbosch area – as clearly understood by all – is respectful of the environment and heritage assets, supports human development, and directs our investment in infrastructure and public facilities.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

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



What is our strategy?

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





9.3 STRATEGIC FOCUS AREA 3: SAFEST VALLEY

Stellenbosch Municipality would like to ensure compliance with the law on a 24/7 basis. We want to enforce traffic regulations on our roads at all times and respond to emergencies in the best way possible.

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

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

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

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

What is our strategy?

- Securing adequate permanently employed HR, facilities and equipment (specifically fleet) to undertake the specialist functions of traffic management, fire and rescue services, and disaster and event management on a 24/7 basis and to comply with legal standards.
- Establishing adequate, integrated law enforcement capacity, present in every ward of the Municipality.
- Maintaining and deepening partnerships in relation to safety.



SAFEST VALLEY



9.4 STRATEGIC FOCUS AREA 4: DIGNIFIED LIVING

We would like all citizens of Stellenbosch to enjoy a dignified life, irrespective of their relative material wealth or background. For some this would mean access to adequate shelter, for others the ability to afford a home of their own. Neighbourhoods should have accessible public facilities, whether for health care, education or recreation; be well maintained; and continuously improved. We would like to see a greater Stellenbosch area where residents enjoy a strong and positive sense of community identity, participate in many aspects of community life, and celebrate diversity. Strong, empowered community networks, formal and informal, support strong communities and form the basis for community action, activity and caring.

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

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

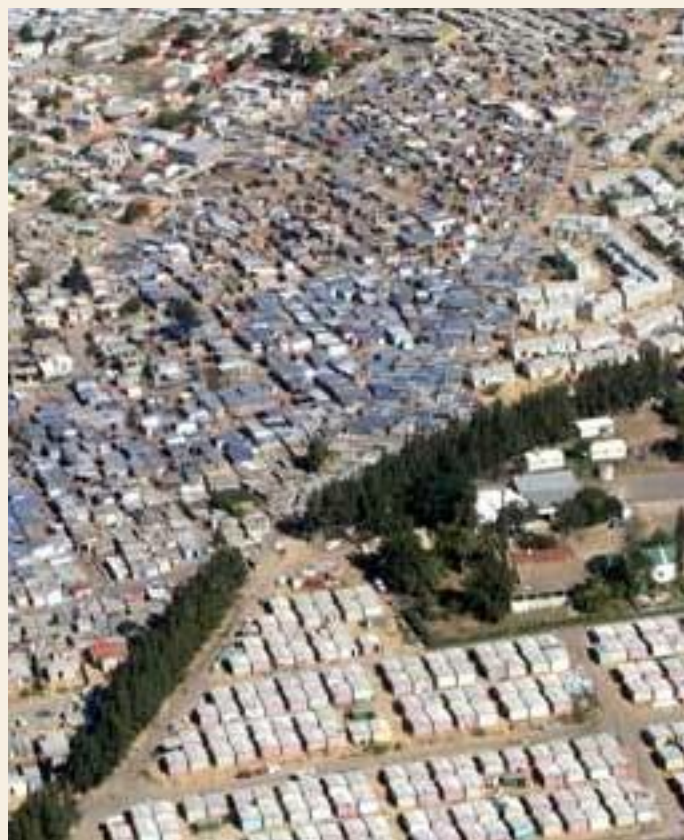
Our work to establish self-help action to achieve dignified living in greater Stellenbosch focuses on seven areas:

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



What is our strategy?

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



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

- Water Electricity
- Electricity
- Solid waste



DIGNIFIED LIVING



9.5 FOCUS AREA 5: GOOD GOVERNANCE AND COMPLIANCE

Many partnerships with other spheres of government, municipalities abroad, and local organisations exist. Albeit beneficial, we need to identify clearly what benefit the Stellenbosch Municipality wants to derive from these relationships, the terms of reference for relationships, and where new relationships are needed. Although we communicate frequently with citizens, through various means, we believe that this communication could be better structured, and that we can make our services better known.

We have also not sufficiently recognised excellence in service delivery contributions, external and internal to the Municipality. We cannot service the needs of our citizens without a skilled and customer-focused administration in all the different functional areas and at all levels of the Municipality. We would like our staff resource to be productive at all times, for staff to have the opportunity to develop their skills, whether in specific functional areas or management. Regular performance management is essential. Information must be readily available, and contact between citizens and the Municipality should be responsive and as efficient as possible. The facilities that house the administration also need to be organised in a manner that facilitates integrated and joint work among staff, and between staff, political leadership and other sectors of the community.

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

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

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



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

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

This strategic focus area is aligned to the Provincial Government's strategic objective to become the best-run regional government in the world.

What is our strategy?

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



**GOOD GOVERNANCE
& COMPLIANCE**



CHAPTER TEN: FINANCIAL PLAN

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

10.1 INTRODUCTION

The long-term financial viability of municipalities depends largely on

- the extent to which improved and sustainable revenue capacity can be achieved; and
- the sound financial management of its resources.

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

10.2 CAPITAL AND OPERATING BUDGET ESTIMATES

10.2.1 Budget assumptions

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

- Government grants for the years 2014/2015 to 2016/2017 are as per the Division of Revenue Act and Provincial Gazette (capital and operational).
- The inflation rate has been estimated at 5.6% for 2014/2015.
- Growth in the salary and wage bill has been provided for in the budget at 6.8% in line with the Collective agreement.
- Increases for the purchase of electricity and water have been estimated at an average of 8.06% and 6% respectively.
- Trading services: water and electricity tariffs increases with 9% and 7.39% respectively.
- Economic services: sewerage and refuse tariffs increase with 12.5% and 15%, respectively.
- Provision for rates tariff increases is calculated at 5.6%.

10.2.2 Operating budget estimates

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



TABLE 26: Operating Budget estimates

	(Previous) 2012/2013 Actuals	(Current) 2013/2014 Budget	Year 1 2014/2015 Budget	Year 2 2015/2016 Budget	Year 3 2016/2017 Budget
Revenue Sources					
Property Rates	195 890 743	241 268 851	254 479 573	268 918 860	284 185 580
Electricity	362 674 472	392 347 779	416 315 160	447 080 856	480 120 126
Water	95 457 979	101 289 570	103 804 990	113 147 452	123 330 726
Sewerage	53 451 314	56 508 665	57 825 818	65 054 050	73 185 814
Refuse	31 013 414	35 421 786	34 521 949	39 700 244	45 655 287
Rental of facilities	13 639 634	14 840 984	15 829 220	16 619 790	17 449 430
Fines	11 531 189	22 663 087	22 455 280	23 802 630	25 230 850
Licences and Permits	5 002 853	6 047 260	6 104 893	6 501 730	6 924 370
Operational grants	99 223 256	105 157 035	91 982 230	142 603 751	131 198 800
Sundry Income	68 120 021	58 181 050	53 548 728	50 975 578	49 480 548
Operating Revenue	936 004 875	1 033 726 067	1 056 867 841	1 174 404 941	1 236 761 531
Operating Expenditure					
Employee related cost	243 496 752	280 598 485	324 832 045	345 625 550	367 750 500
Remuneration Councillors	12 257 777	14 346 195	15 214 820	16 203 810	17 176 060
Depreciation	132 588 250	140 258 016	146 163 320	152 317 270	158 730 260
Finance Charges	8 451 161	13 609 665	23 270 726	34 972 959	46 379 083
Bulk Purchases	255 338 150	272 229 560	294 007 940	317 528 580	339 755 600
Contracted Services	13 352 040	12 945 479	14 251 295	16 168 633	17 390 857
Repairs and Maintenance	57 014 885	64 497 570	64 497 570	64 497 570	64 497 570
Other Expenditure	204 499 213	256 283 612	238 844 012	301 262 625	300 412 962
Operating Expenditure	926 998 227	1 054 768 582	1 121 081 728	1 248 576 997	1 312 092 892
Surplus/(Deficit)	9 006 648	-21 042 515	-64 213 887	-74 172 056	-75 331 361
Appropriations	77 951 589	21 042 515	64 213 887	74 172 056	75 331 361
Surplus/(Deficit)-Year	86 958 237	0	0	0	0

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



Capital budget estimates

TABLE 27: Capital budget estimates

	(Previous) 2012/2013 Actuals	(Current) 2013/2014 Budget	Year 1 2014/2015 Budget	Year 2 2015/2016 Budget	Year 3 2016/2017 Budget
Funding Sources					
Capital Replacement Reserve	73 415 021	106 253 045	122 734 497	94 801 627	115 227 199
Grants Provincial	34 080 522	20 900 198	19 311 000	15 756 000	45 611 000
Grants National	29 864 968	39 469 000	54 682 987	64 269 000	88 426 810
External Loans	25 477 676	11 533 054	100 000 000	124 000 000	111 000 000
Other	12 901 131	9 785 000	-	-	-
Total Funding Sources	175 739 318	187 940 297	296 728 484	298 826 627	360 265 009
Expenditure					
Municipal Manager	318 608	92 370	50 000	50 000	50 000
Planning & Development	186 673	1 190 000	960 000	70 000	70 000
Human Settlements	34 807 957	28 553 663	38 587 000	31 558 000	60 151 000
Community and Protection Services	9 812 758	14 013 960	15 979 950	9 249 600	11 246 500
Engineering Services	127 636 496	139 211 304	229 861 534	250 999 027	281 797 509
Strategic & Corporate Services	2 595 284	4 359 000	9 630 000	6 700 000	6 750 000
Financial Services	381 541	520 000	1 660 000	200 000	200 000
Capital Expenditure	175 739 318	187 940 297	296 728 484	298 826 627	360 265 009



10.3 FINANCIAL MANAGEMENT ARRANGEMENTS

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

The management arrangements of Stellenbosch Municipality are reflected in the policy documents listed below in **Table 28**:

TABLE 28: Management Arrangements

Document	Purpose	Status
Delegation Register	<ul style="list-style-type: none"> To provide for administrative, managerial and institutional arrangements in respect of the delegation of responsibilities. 	In place
Acting Allowance Policy	<ul style="list-style-type: none"> To provide a uniform legal standard to regulate the appointment of staff in acting positions. To address the issue of appointing staff in acting positions and the payment of an acting allowance when applicable. 	Draft
Credit Control and Debt Collection Policy	<ul style="list-style-type: none"> To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts 	In place
Indigent Policy	<ul style="list-style-type: none"> To subsidise indigent households with a specified level of income enabling them to pay for a basic package of municipal service. 	In place
Irrecoverable Debt Policy	<ul style="list-style-type: none"> To provide a framework for the writing off of irrecoverable debt, in order to ensure that Council is in a position where it is not carrying debt that has prescribed or which is irrecoverable on its books. 	In place
Tariff Policy	<ul style="list-style-type: none"> To provide a framework to determine rates and tariffs to finance expenditure. 	In place
Rates Policy	<ul style="list-style-type: none"> To ensure that all the stipulation of the Municipal Property Rates Act are effected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners. 	In place
Special Rating Areas Policy	<ul style="list-style-type: none"> To strike an appropriate balance between facilitating self/funded community initiatives that aim to improve and/or upgrade neighbourhoods. 	In place
Supply Chain Management Policy	<ul style="list-style-type: none"> To provide a system of procurement that gives effect to the principles of: <ul style="list-style-type: none"> fairness equity transparency competitiveness cost effectiveness 	In place
Borrowing Policy	<ul style="list-style-type: none"> To establish a borrowing framework policy for the Municipality and set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds 	In place
Asset Management Policy	<ul style="list-style-type: none"> To ensure that all aspects of assets from requisition to disposal are met 	In place



Document	Purpose	Status
Budget Implementation and Monitoring Policy	<ul style="list-style-type: none"> • Sets out the budgeting principles which Stellenbosch Municipality will follow in preparing each annual budget. • To give effect to the requirements and stipulations of the Municipal Finance Management Act (MFMA) and Municipal Budget and Reporting Framework in terms of the planning, preparation and approval of the annual and adjustments budgets. • To explain the framework for virementations 	In place
Funding and Reserves Policy	<ul style="list-style-type: none"> • To provide a framework to ensure that the annual budget of Stellenbosch Municipality is fully funded and that all funds and reserves are maintained at the required level to avoid future year non-cash-backed liabilities. • To give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework. 	In place
Cash Management and Investment Policy	<ul style="list-style-type: none"> • To regulate and provide directives in respect of the investment of funds and to maximize returns from authorized investments, consistent with the primary objective of minimizing risk. 	In place
Travel and Subsistence Policy	<ul style="list-style-type: none"> • To set out the basis for the payment of subsistence, travel allowance, hourly rate when applicable for the purpose of official travelling. 	In place
Accounting Policy	<ul style="list-style-type: none"> • To provide the accounting framework applicable to the finances of the municipality and is informed by the Municipal Finance Management Act (Act no 56 of 2003). 	In place
Grant-in-aid Policy	<ul style="list-style-type: none"> • To provide the framework for grants-in-aid to NGOs, CBOs or NPOs and bodies that are used by government as an agency to serve the poor, marginalised or otherwise vulnerable as envisaged by Sections 12 and 67 of the MFMA 	In place
Development Contributions for Bulk Engineering Services	<ul style="list-style-type: none"> • Local government has the discretionary power when granting development approvals to impose conditions in relation to the provision of engineering services and the payment of money that is directly related to requirements resulting from those approvals in respect of the provision of the necessary services to the land to be developed. • To provide the framework for the calculation of these contributions 	In place
Petty Cash Policy	<ul style="list-style-type: none"> • To stipulate clear processes and procedures to ensure that all transactions are processed effectively and efficiently in a bid to ensure prudent financial control. All purchases below R2 000 are regulated by this policy. 	In place
Asset Management Policy	<ul style="list-style-type: none"> • The Municipal Manager as Accounting Officer of municipal funds, assets and liabilities is responsible for the effective implementation of the asset management policy which regulates the acquisition, safeguarding, 	In place
Liquidity Policy	<ul style="list-style-type: none"> • The documented policy sets out the minimum risk management measures that Stellenbosch Municipality has to implement and adhere to in order to ensure that its current and future liquidity position is managed in a prudent manner. 	In place
Virementation Policy	<ul style="list-style-type: none"> • The policy sets out the Virement principles and processes which the Stellenbosch Municipality will follow during a financial year. These virements will represent a flexible mechanism to effect budgetary amendments within a municipal financial year. 	In place



10.4 FINANCIAL STRATEGIES AND PROGRAMMES

The optimal use of available resources, the maximum raising of revenue and the sustainable delivery of services are the key elements to a successful financial strategy. The Municipality has developed and implemented various strategies in this regard. **Table 28** summarises the key strategies:

TABLE 29: Key Strategies

Strategy	Currently In Place
Revenue raising strategies	<ul style="list-style-type: none"> • Extending of the pre-paid electricity meters programme • Bringing pre-payment meter vending points within close proximity of all consumers • Ensuring optimal billing for services rendered and cash collection • Ensuring effective credit control and debt collection • In the structuring of tariffs, continuing with the user-pay principle and full cost recovery • Revaluating of all properties as per the Municipal Property Rates Act, at market-related values • Outsourcing of pay-point facilities
Asset management strategies	<ul style="list-style-type: none"> • Completed process of unbundling all infrastructure assets and compiling a new improved asset register • Conducting audits on all moveable assets of the organisation • Improving the over-all management of fixed property
Financial management strategies	<ul style="list-style-type: none"> • Continuing cash flow management • Outsourcing of pay-point facilities • Implementing of liquidity policy and the relevant monitoring tool
Capital financing strategies	<ul style="list-style-type: none"> • Continuing sustainable use of Own Financial Sources (CRR) • Using of bulk service contributions to fund extensions • Accessing national and provincial funding through proper requests, business plans and motivations • Leveraging of private finance
Operational financing strategies	<ul style="list-style-type: none"> • Introducing free basic services within the limits of affordability • Implementing of proper tariff structures for all the services • Ensuring that Economic and Trading Services are cost-reflective
Strategies that would enhance cost- effectiveness	<ul style="list-style-type: none"> • Investigating possibilities for utilising new technology to save costs • Implementing new systems/equipment acquired to address capacity shortages • Implementing electronic bank reconciliation



10.5 MEDIUM-TERM CAPITAL EXPENDITURE PER STRATEGIC GOAL

The proposed capital expenditure per strategic focus area over the medium term is illustrated in **Table 29** below:

TABLE 30: Capital Expenditure per Strategic Focus Area

Strategic Goal	2014/2015	2015/2016	2016/2017
Greenest Municipality	26 252 130	23 183 868	30 195 000
Preferred Investment Destination	39 644 000	35 265 000	55 840 000
Dignified Living	220 962 354	236 688 759	268 860 009
Safest Valley	4 050 000	1 820 000	4 270 000
Good Governance and Compliance	5 820 000	1 870 000	1 100 000
	296 728 484	298 826 627	360 265 009

Capital Expenditure for 2013 – 2016 per Strategic Focus Area

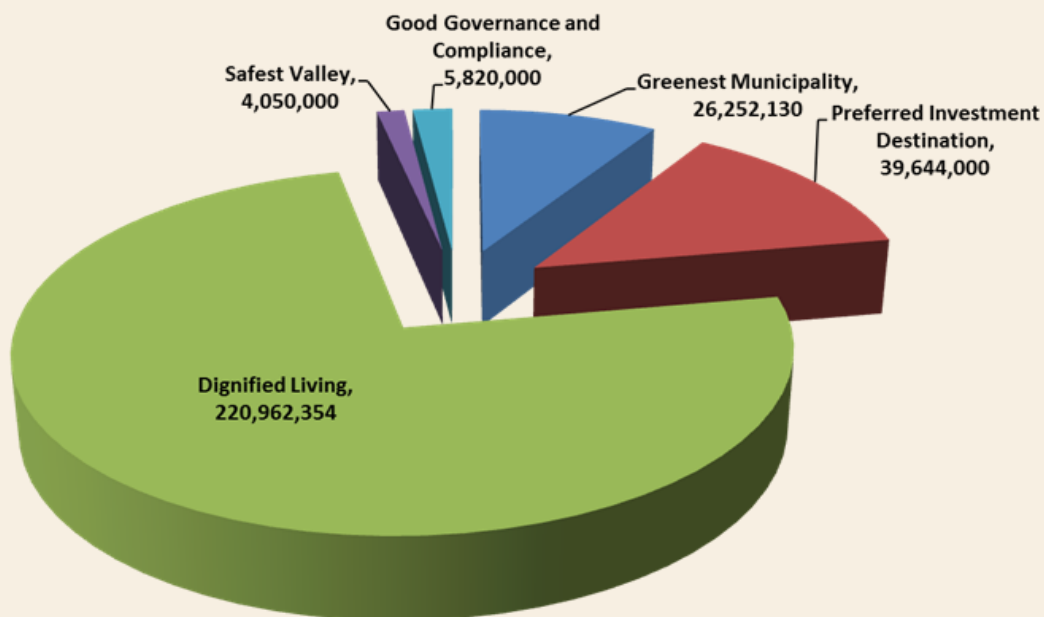


FIGURE 23: Capital Expenditure per SFA



10.6 MEDIUM-TERM OPERATIONAL EXPENDITURE

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

TABLE 31: Operational Expenditure per SFA

Operational Expenditure	2014/2015	2015/2016	2016/2017
Greenest Municipality	30 951 980	31 113 370	32 943 000
Preferred Investment Destination	24 443 160	25 947 422	27 561 209
Dignified Living	828 942 888	931 478 478	975 571 590
Safest Valley	90 696 215	94 004 113	100 030 874
Good Governance and Compliance	146 047 485	166 033 614	175 986 219

10.7 MEDIUM-TERM OPERATIONAL REVENUE

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

TABLE 32: Operational Revenue per SFA

Operational Revenue	2014/2015	2015/2016	2016/2017
Greenest Municipality	4 219 850	2 809 660	2 950 200
Preferred Investment Destination	4 177 420	4 386 300	4 605 650
Dignified Living	806 596 119	919 225 223	1 020 769 673
Safest Valley	30 502 498	32 338 260	34 284 880
Good Governance and Compliance	285 365 941	295 670 498	308 188 938

CHAPTER ELEVEN: IDP IMPLEMENTATION, MONITORING AND REVIEW



11.1. DETAILED SERVICE DELIVERY PLANS

Parallel with the completion of the third generation IDP revision, work has commenced to prepare the SDBIPs for the 2013/14 budget year for the various functional areas and directorates of the Municipality. The SDBIP will unpack the IDP strategic focus areas and predetermined objectives into more detailed programmes, projects, budgets, and performance targets and measurement criteria.

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) projections for each month of-*
 - (i) revenue to be collected, by source; and*
 - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter*

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The format of the Service Delivery Budget Implementation Plan (SDBIP) is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the Service Delivery Budget Implementation Plan (SDBIP) must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the Service Delivery Budget Implementation Plan (SDBIP) to include, inter alia, the following:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

MFMA Circular No. 13

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

In accordance with Section 53 of the MFMA, the mayor of a municipality must-

“(1)(c)(ii) take all reasonable steps to ensure that the municipality’s service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget

(1)(c)(iii)(bb) that the annual performance agreements as required in terms of Section 57(1)(b) of the MSA for the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.”



High Level SDBIP Targets and Indicators

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13.

The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality's boundaries.

Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

- i. Actual revenue, per source;
- ii. Actual borrowings;
- iii. Actual expenditure, per vote;
- iv. Actual capital expenditure, per vote;
- v. The amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- a) Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- b) Any material variances from the service delivery and budget implementation plan; and
- c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain with the municipality's approved budget.

Quarterly Reporting

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

Mid-year Reporting

- Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan. The section 72 report must include the following:
- the monthly statements submitted in terms of section 71 for the first half of the financial year;



- the municipality's service delivery performance, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan; and
- the past year's annual report, and progress on resolving problems identified in the annual report (s72);
- performance of service providers;
- make recommendations as to whether an adjustments budget is necessary (s72); and
- recommend revised projections for revenue and expenditure to the extent that this may be necessary (s72).

MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

In accordance with the Stellenbosch Municipality's approved **Performance Management Policy Framework**, KPI's can only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPI's should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPI's should be documented in a report to the Executive Mayor for approval.

Additional KPI's can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes. The 2013/14 Revised SDBIP is informed by a thorough assessment of the 2012/13 Annual Report, Auditor General's Report and the 2013/14 Adjustments Budget.

This policy framework is supported by **MFMA Circular No. 13: Service Delivery and Budget Implementation Plan** which stipulates that being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account.

INTERNAL AUDITING OF PERFORMANCE REPORTS

The municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee. The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

ANNUAL PERFORMANCE REVIEW

At least annually, the Executive Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an annual performance report format as per the Municipal Systems Act. The said annual performance report will form part of the municipality's Annual Report as per section 121 of the Municipal Finance Management Act.

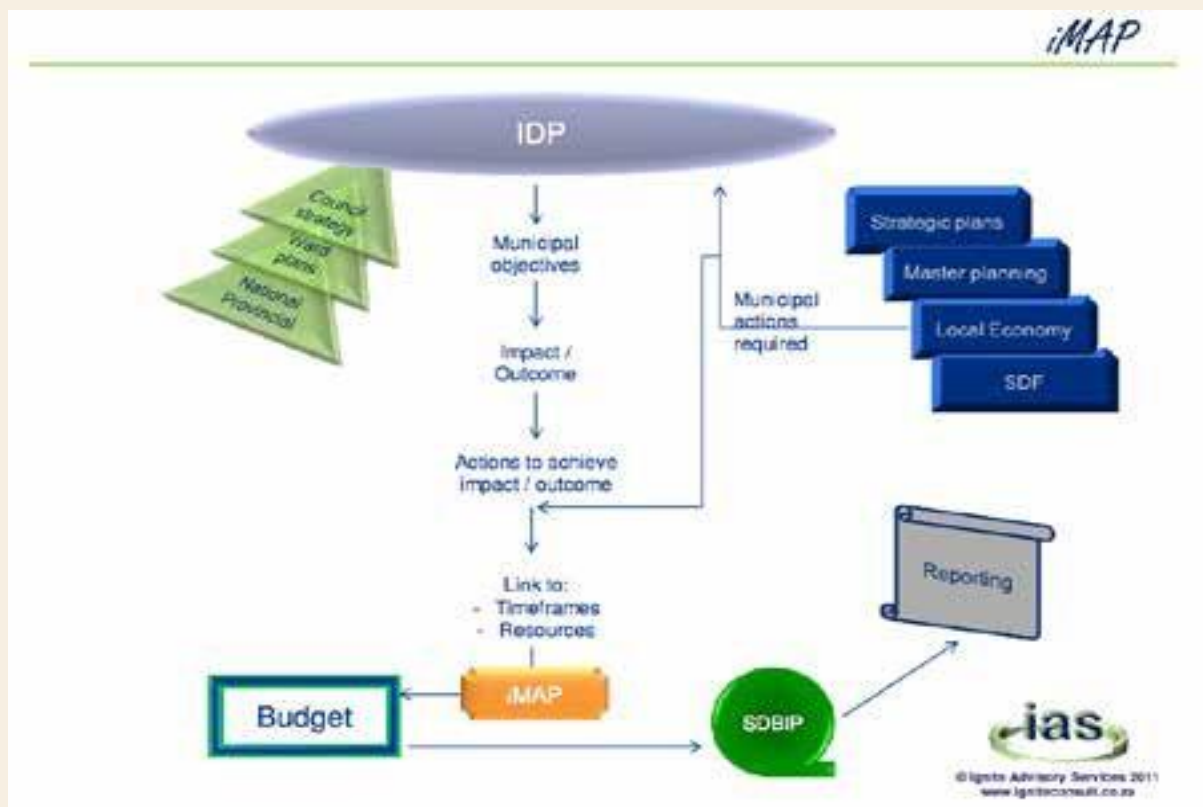


11.2. PROJECT PRIORITISATION

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

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

11.3. IDP Implementation Map (iMap)





APPENDICES

APPENDIX 1

STATS AND GRAPHS

SUMMARY DATA: WARDS

POPULATION PER WARD	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
Population	12,389	7,519	8,952	8,230	5,656	5,856	3,873	5,682	821	5,270	6,545	8,009	2,482	5,280	10,403	8,626	7,728	8,763	10,493	9,628	8,651	4,873	155,729
Population %	8%	5%	6%	5%	4%	4%	2%	4%	1%	3%	4%	5%	2%	3%	7%	6%	5%	6%	7%	6%	6%	3%	100%
Households	3,411	2,786	2,079	1,947	1,285	1,389	1,755	809	218	2,064	2,193	3,075	604	1,710	3,484	1,732	2,238	2,202	2,373	2,194	2,298	1,581	43,427
Households with no Annual income	597	799	164	192	244	238	737	234	107	880	556	908	87	439	1,129	264	254	440	272	120	129	169	8,959
Individuals with no Monthly Income	5,396	3,615	3,473	2,813	1,486	1,975	1,582	339	223	2,276	1,837	3,691	712	2,075	4,538	3,032	2,872	3,379	3,101	2,848	2,735	1,337	55,335

TENURE STATUS	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
Rented	1,018	210	303	402	276	444	1,059	645	163	1,702	1,251	386	180	392	338	458	1,032	513	768	618	498	380	13,036
Owned not paid off	322	74	39	249	360	210	231	13	17	113	166	65	98	27	70	318	538	109	125	126	622	430	4,322
Rent-free	1,058	1,668	577	270	108	222	56	37	4	20	336	1,941	130	846	2,079	113	35	712	897	954	405	115	12,583
Owned & fully paid	836	339	985	916	484	462	399	88	34	215	332	567	186	419	885	808	574	692	288	291	708	615	11,123

TYPE OF MAIN DWELLING	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
Formal House	2,520	538	1,610	1,558	1,236	1,107	1,411	162	46	574	1,072	406	404	471	479	1,098	1,475	1,541	2,104	1,804	1,941	1,333	24,890
Shack/House in b/yard	567	89	139	102	7	20	4	1	0	2	13	262	56	341	307	134	29	268	31	29	33	10	2,444
Informal dwelling	50	2,040	14	60	0	4	0	0	1	1	6	1,877	56	819	2,035	19	5	310	13	51	125	19	7,505

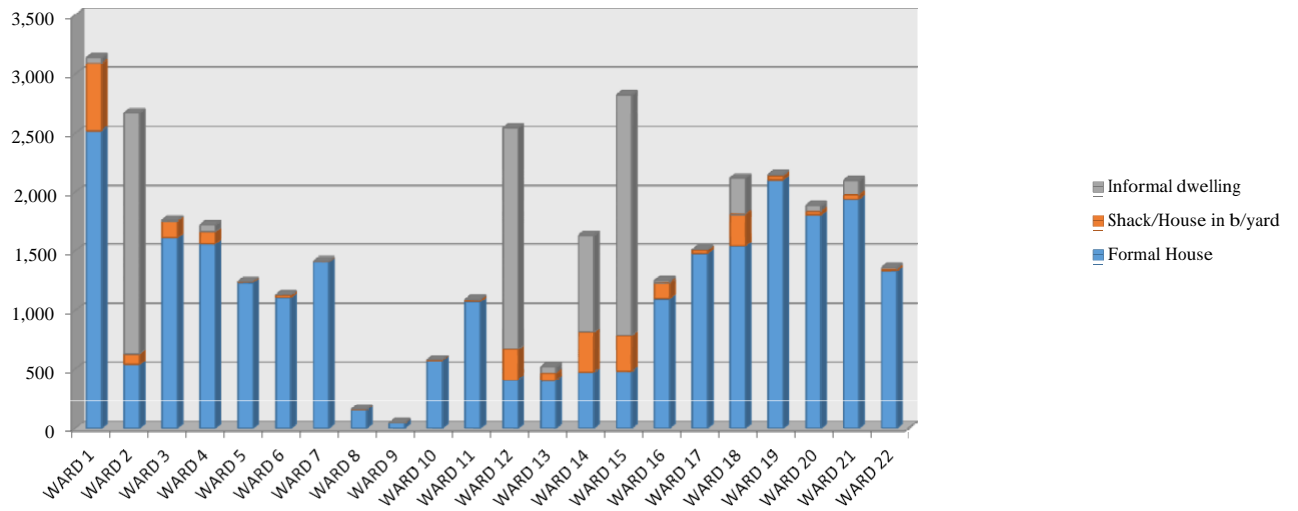
NUMBER OF HOUSEHOLDS PER SERVICE	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
Water	2846	2723	1677	1751	1114	1047	1738	759	216	2014	1781	3007	576	1703	3416	1554	2207	2034	1143	1077	1970	1493	37846
Sanitation Service Delivered per Household	3040	1687	1696	1675	1198	1297	1736	788	218	2033	2041	2878	565	1632	3307	1590	2179	1817	1554	1370	1971	1532	37804
Electricity	3,314	2178	2030	1870	1278	1362	1748	802	215	2058	2158	1730	598	1643	3393	1708	2192	2106	2163	2075	2167	1565	40353
Refuse Removal	3,108	2719	1774	1843	1242	1207	1753	781	218	2009	1902	2498	569	1655	3349	1703	2236	2056	1215	1358	2100	1529	38,824

SERVICES BACKLOGS - SANITATION (Households)	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
No provision of toilets per households	33	222	38	56	2	27	7	3	0	5	70	118	4	38	79	57	18	27	155	49	11	14	1033
Bucket Toilets per households	92	327	150	40	3	2	0	3	0	4	19	19	9	23	42	51	7	118	102	93	32	2	1138
Other toilet provisions	245	548	195	175	82	63	12	16	1	23	62	59	26	18	56	34	33	239	561	681	285	31	3445
TOTAL	370	1097	383	271	87	92	19	22	1	32	151	196	39	79	177	142	58	384	818	823	328	47	5616

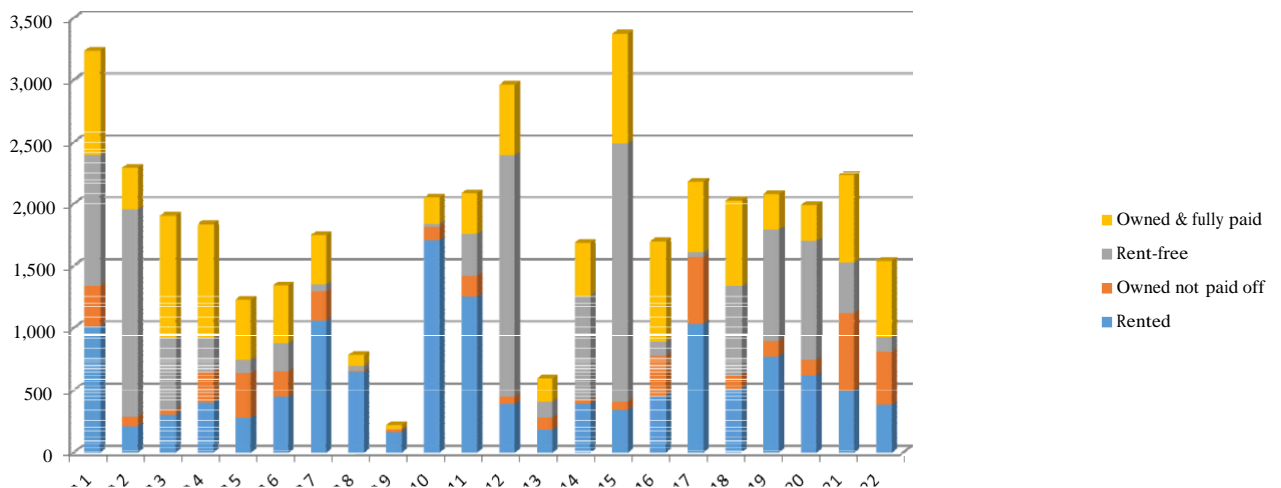
SERVICES BACKLOGS - ELECTRICITY (Households)	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
No electricity	15	14	6	5	2	3	0	0	2	1	6	2	0	3	9	4	30	6	50	12	20	0	190
Using Paraffin, candles, solar & gas	82	593	42	71	4	24	7	8	2	5	26	1342	7	65	82	20	15	90	159	107	110	16	2877
TOTAL	97	607	48	76	6	27	7	8	4	6	32	1344	7	68	91	24	45	96	209	119	130	16	3067

SERVICES BACKLOGS - REFUSE REMOVAL (Households)	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10	WARD 11	WARD 12	WARD 13	WARD 14	WARD 15	WARD 16	WARD 17	WARD 18	WARD 19	WARD 20	WARD 21	WARD 22	TOTAL
No provision of service	7	14	27	22	10	27	0	0	1	1	21	38	0	2	8	0	0	30	77	113	13	8	419
Using other means & own refuse dump	294	53	277	82	32	155	2	28	0	54	268	537	35	54	127	28	1	115	1079	722	184	43	4170
TOTAL	301	67	304	104	42	182	2	28	1	55	289	575	35	56	135	28	1	145	1156	835	197	51	4589

Type of Household Dwellings Per Ward

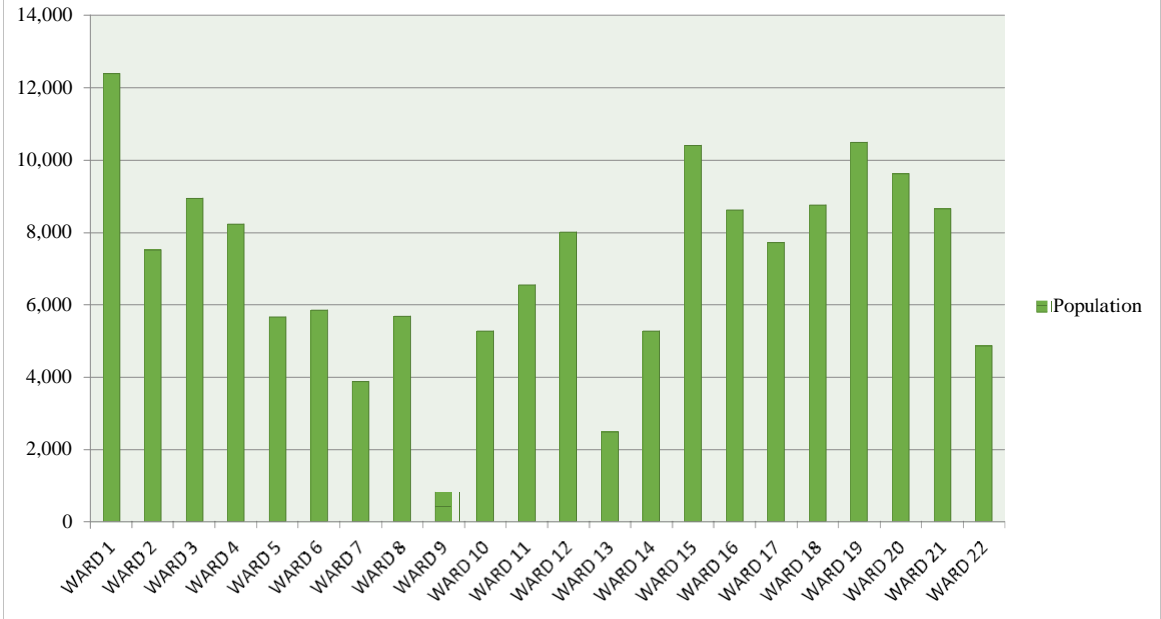


Tenure Status Per Ward

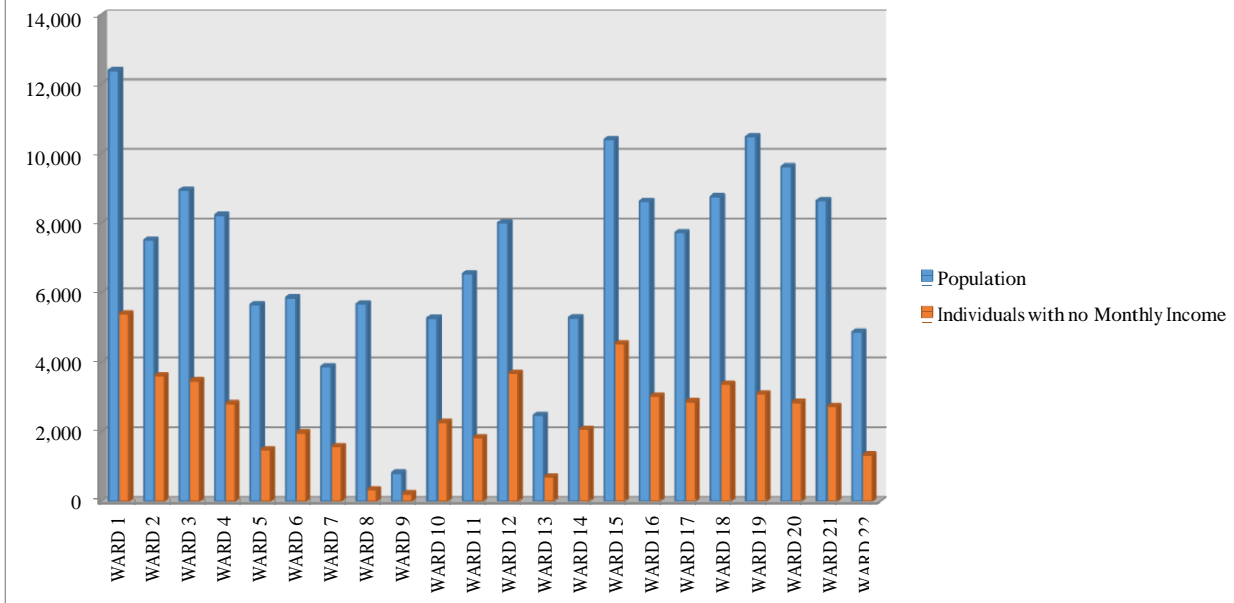


Dwellings - Tenure Graph

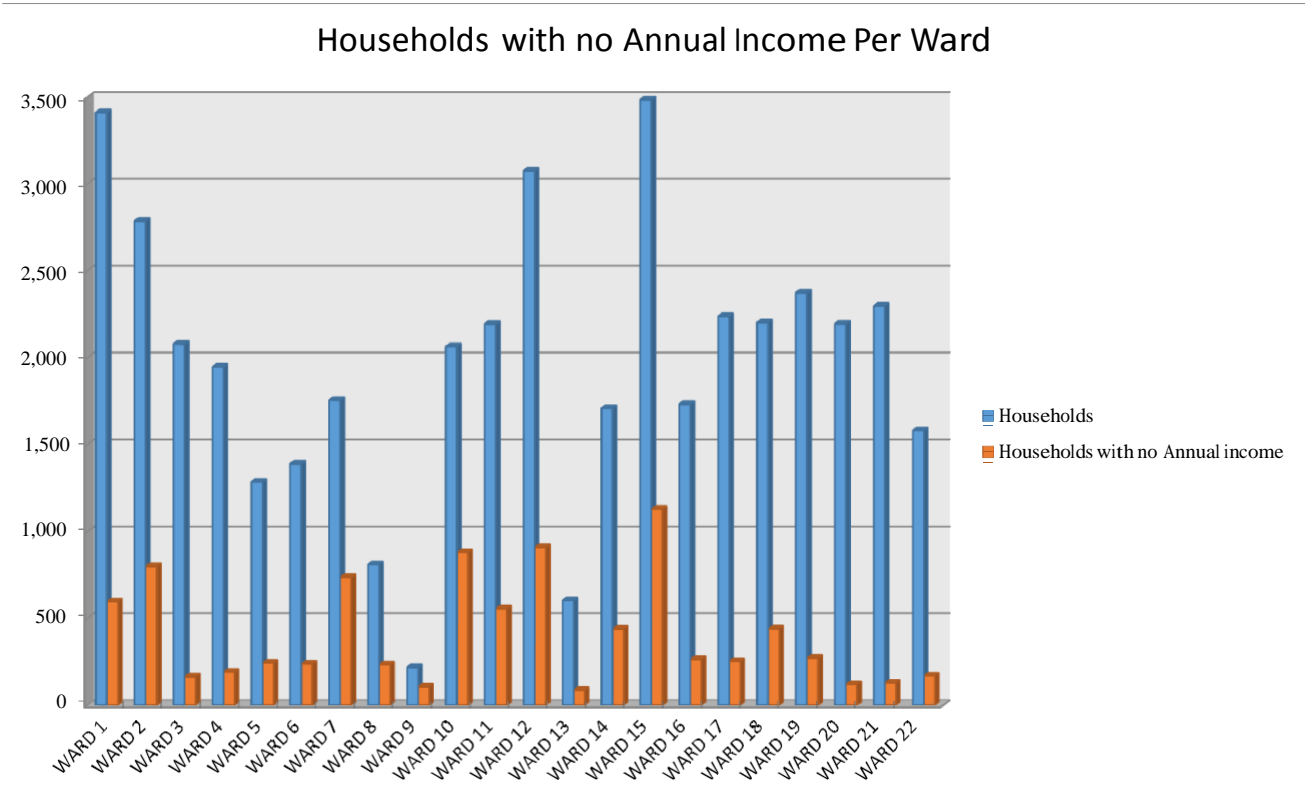
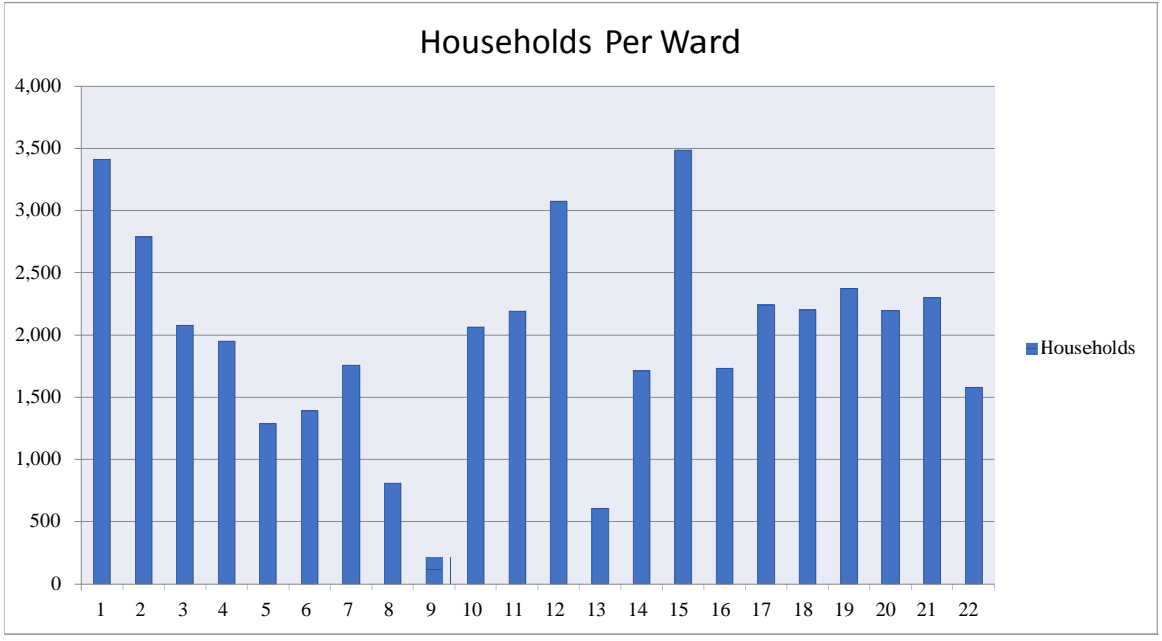
Population Per Ward



Individuals with no Monthly Income Per Ward

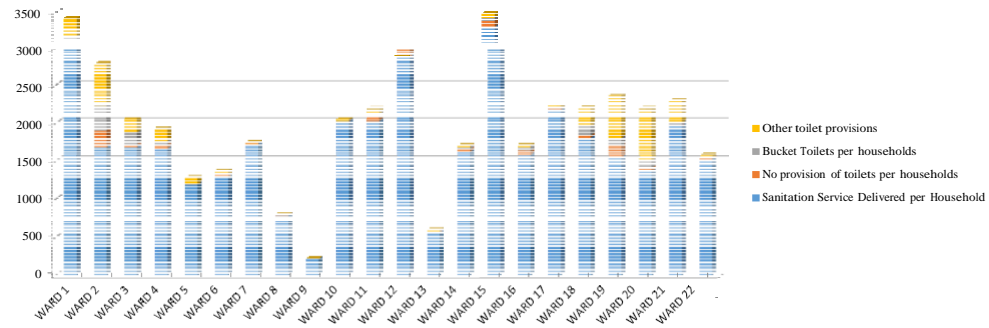


Population Household Graphs

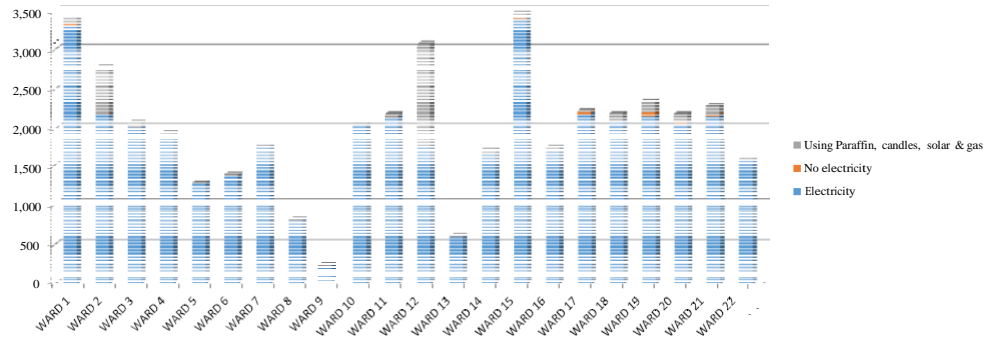


Service Graphs

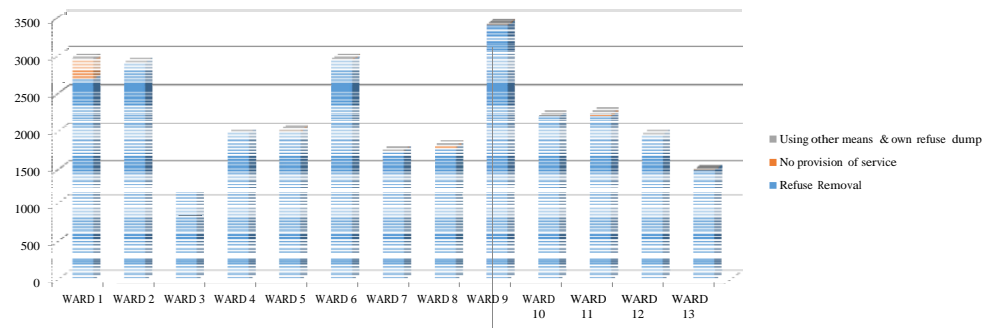
Sanitation Service Provision & Backlogs Per Ward (Households)



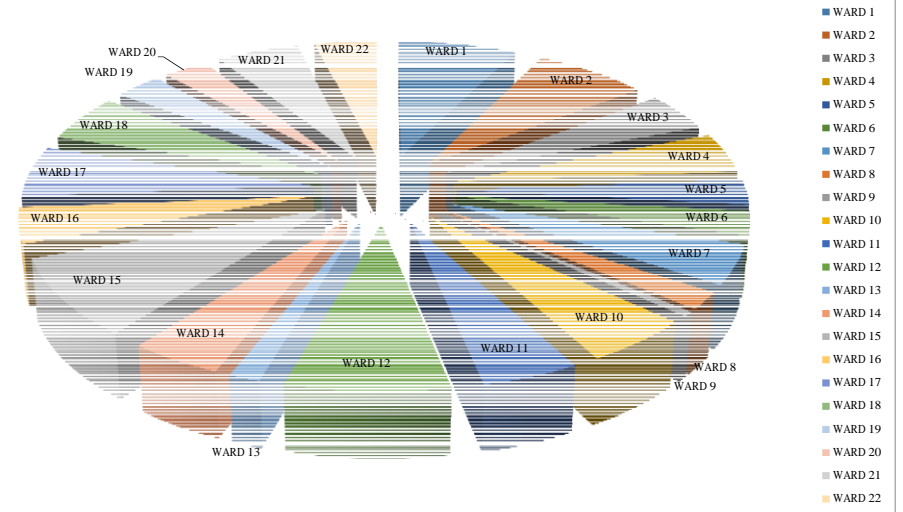
Electricity Provision & Backlogs Per Ward



Refuse Removal Provision & Backlogs Per Ward



Water Service Provided per Ward



APPENDIX 2:

KEY CONTACT INFORMATION RELATED TO SERVICE DELIVERY

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

