

DRAKENSTEIN MUNICIPALITY

DRAFT RURAL DEVELOPMENT STRATEGY

Notice is hereby given that Council intends to adopt the Draft Rural Development Strategy for Drakenstein Municipality. Interested and affected parties are hereby invited to submit their written comments during a 30 day advertising period.

The Draft Rural Development Strategy is available at the offices of the Human Settlements Department, 4th floor, Berg River Boulevard, Paarl where the following officials can assist:-

- Mr Timmy Cloete at (021) 807-4590 or e-mail Timotheus.Cloete@drakenstein.gov.za
- Ms Thabisa Mgedezi at (021) 807-6233 or email Thabisa.Mgedezi@drakenstein.gov.za

The draft strategy is also available on the municipal website, www.drakenstein.gov.za.

Comments can be submitted in writing to the City Manager, Drakenstein Municipality, P O Box 1, Paarl, 7622, by no later than **Monday, 22 January 2018**.

07 December 2017

DR J H LEIBBRANDT
CITY MANAGER

Paarl Post - 07/12/2017
Sondag Son - 10/12/2017

DRAKENSTEIN MUNISIPALITEIT

KONSEP LANDELIKE ONTWIKKELINGSTRATEGIE

Kennis geskied hiermee dat die Raad van voornemens is om die Konsep Landelike Ontwikkelingstrategie vir Drakenstein Munisipaliteit goed te keur. Geïnteresseerde en geaffekteerde partye word hiermee uitgenooi om skriftelike kommentaar in te dien gedurende die 30 dae kennisgewingstydperk.

Die Konsep Landelike Ontwikkelingstrategie is beskikbaar by die kantore van die Menslike Nedersettings Departement, 4de Vloer, Bergrivier Boulevard, Paarl, waar die volgende amptenare u behulpsaam kan wees:

- Mnr Timmy Cloete by (021) 807-4590 of e-pos Timotheus.Cloete@drakenstein.gov.za
- Me Thabisa Mgedezi by (021) 807-6233 of e-pos Thabisa.Mgedezi@drakenstein.gov.za

Die Konsep Landelike Ontwikkelingstrategie is ook op die munisipale webtuiste, www.drakenstein.gov.za beskikbaar.

Skriftelike kommentaar kan gerig word aan die Stadsbestuurder, Drakenstein Munisipaliteit, Posbus 1, Paarl, 7622, nie later nie as **Maandag, 22 Januarie 2018**.

07 Desember 2017

DR J H LEIBBRANDT
STADSBESTUURDER

Paarl Post - 07/12/2017
Sondag Son - 10/12/2017



"A CITY OF EXCELLENCE"

DIRECTORATE: COMMUNITY SERVICES

DEPARTMENT: HUMAN SETTLEMENTS

DIVISION: RURAL DEVELOPMENT

RURAL DEVELOPMENT STRATEGY 2032

DEVELOPED JUNE 2017



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Acknowledgements

This document was prepared by the Directorate Community Services under the leadership of the Executive Manager, Mr Gary Boshoff, Housing Manager, Mr Faarieg Rhoda and Acting Manager for Evictions and Rural Affairs, Mr Timmy Cloete with the assistance of Siyakhana Consultants, Dr Harlan Cloete and Mr Earl Ontong. We are grateful for the invaluable support received from the nine rural ward councilors, the Provincial Department of Agriculture and the community organizations and interest groups.

Document Purpose

The document serves a twofold purpose. In the first instance, it is a stagey that sets a framework to guide planners, managers and specifically the nine-rural ward councillors of the Drakenstein Municipality. Secondly, it supports the 2032 vision of the Drakenstein Municipality to evolve into a “City of Excellence”.

Working Definitions

Vision:	The ability to think about or plan the future with imagination or wisdom.
Policies:	A course or principle of action adopted or proposed by an organization.
Strategy:	A plan of action designed to achieve a long-term or overall aim.
Plans:	A detailed proposal for doing or achieving something.
Inputs:	What we use to do the work.
Activities:	What we do.
Outputs:	What we produce or deliver.

Outcomes: What we wish to achieve.

Impact: What we aim to change.

1. Executive Summary

The Drakenstein Municipality has a 2032 vision, to evolve into a *"City of Excellence"*. To achieve this vision, medium to long-term strategies are required to develop, maintain and extend the municipality's competitiveness and human resource competence.

In 2009 the Drakenstein Municipality adopted a rural development strategy (RDS), however the shortcomings of the 2009 RDS was that the latter was not integrated into the Integrated Development Plan (IDP) process, was vague on vision, did not offer a ward based approach to rural development and was not internally (departmentally) aligned. The 2017 rural development strategy address all the previous shortcomings. The latter complements the broad vision of the municipality, by offering an innovative approach to rural development and a framework for how to manage rural development effectively within a local authority. It is not a stand-alone strategy and is to be read in conjunction with the 2017 - 2022, IDP of the municipality.

Drakenstein Municipality has 33 wards of which 9 (27%) can be considered as rural wards. These wards face a plethora of historic, complex, wicked problems that will have to be overcome in the short, medium to long-term. The problems range from Infrastructure, Social Development and Social Cohesion. The problems are compounded by the fact that in many of these instances, the local authority does not own the land, which limits the intervention scope of the local authority.

A sustainable rural economy through partnerships and innovation, is the vision for rural development. This vision will be achieved by following a specific approach to rural development that is centered around eight areas. Firstly, a triad approach is recommended which recognize the specific roles played by the municipal actors in rural development. Secondly, the IDP is the principle planning instrument of the municipality, rural development is supported through employing community based planning methodologies. Thirdly, rural development priorities are determined using empirical evidence which is fourthly converted into performance outcomes. The approach recognize that rural development cannot be achieved in isolation and fifthly emphasize the intergovernmental collaborative nature for rural development to succeed. Sixthly, the municipality need to introduce and incentive scheme for rural land owners to encourage land reform projects. Seventhly, the municipality needs to acquire land to meet the ever-increasing housing needs of the rural dwellers. And finally, the rural priorities are aligned with the overall seven Institutional Key Performance Areas as identified in the 2017- 2022, IDP.

An Integrated Management Framework for Rural Development (IMF-RD) is therefore dependent on the Municipality having in place the right policies that recognize the Drakenstein Municipal rural reality in support of the institutional strategic objectives. This in turn is dependent on how rural development is organized through the delegation of the rural development mandates to operational directorates and specifically line managers. This leads to superior holistic practice of rural development through the identification of specific budgeted projects and programs with clear outcomes. The rural development charter is an internal departmental management tool that aligns the rural development efforts of the municipality and institutionalize rural development. At the center of the Integrated

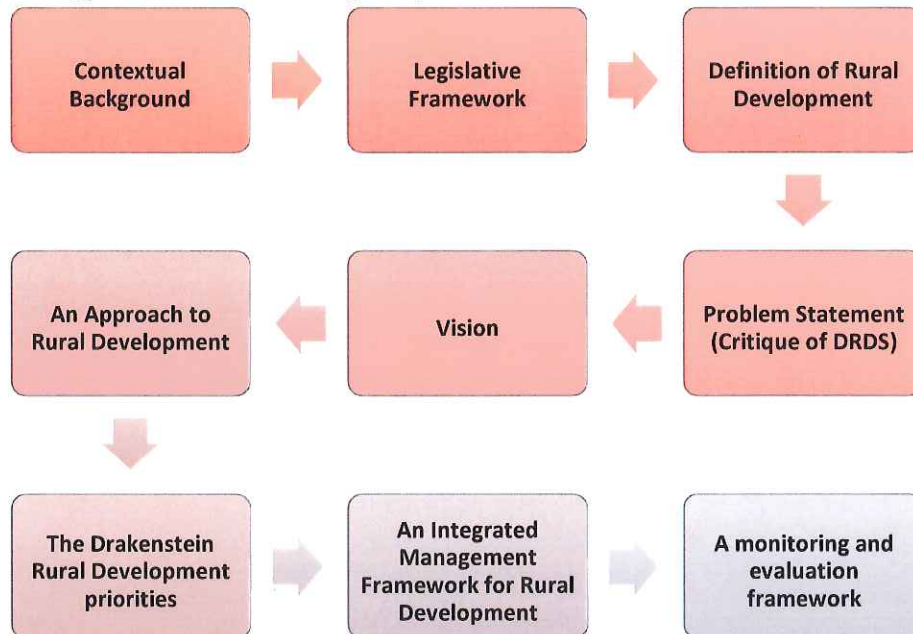
Management Framework for rural development is a set of ethical values that guides institutional behavior. The identification of the internal and external stakeholders and their unique contribution to support rural development is identified and managed. Finally, the rural development strategy is underpinned by an effective monitoring and evaluation framework.

This approach and management of rural development is dependent on the municipal competence to respond effectively to the hopes and aspirations of rural dwellers in the Drakenstein municipal area.

2. Introduction

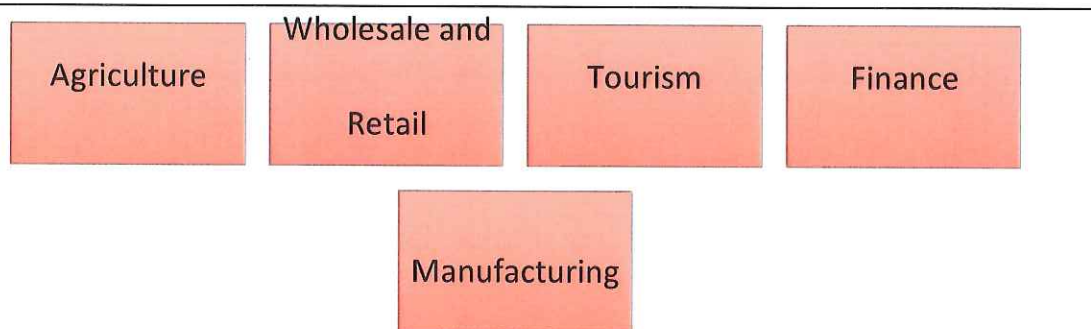
To as the department procured the services of Siyakhana to support the division, Rural he Directorate Community Services of the Drakenstein Municipality (DM) hereafter referred Development within the Department Human Settlements with planning and preparation for a Comprehensive Rural Development Plan (CRDP) and establishment of a Rural Development Forum (RDF) in May 2016. However, it needs to be noted that the Department Rural Development and Land Reform have moved away from CRDP and are implementing the Agri-Parks programme which is biased towards agriculture, providing support and linkages for farmers in a specific area (Jacobs, 2016: Interview).

This (2017) strategy document follows a logic viz;



3. Contextual Background and Rural Reality

The Drakenstein Municipality economy is vibrant and dynamic as illustrated below. The economy is driven by the following sectors (Drakenstein Municipality LED Implementation Plan, 2015).



The Drakenstein Municipality consist of 33 wards of which 9 are consider as rural wards. A rural ward is defined through the Urban Edge definition and makes provision for certain wards to have an urban and a rural character (e.g. ward 25).

The urban edge marks the transition between rural and urban land use, i.e. generally between urban areas where full municipal services are provided to land uses other than agriculture and the rural, predominately agricultural, conservation and nature areas. Urban is furthermore defined as urban development which includes all development of land where the primary use of the land is for the erection of structures, this may include all erven zoned and used for residential, business, commercial, industrial and infrastructural uses. i.e. zonings where the primary use would be the construction of building and the use of the property by built development, as to opposed to the potential for the property outside the urban edge with no or some built development. (Department of Environmental Affairs and Development Planning – WC, Provincial Urban Edge Guidelines, December 2015)

3.1 The Rural Reality

The challenges of the 9 wards are diverse, but there are shared challenges. The challenges he table below provides a sync summary of the developmental priorities of the rural wards. of the rural wards are Infrastructure (facilities are the common challenge across all 9 wards), Social Development followed by Social Cohesion). Although Infrastructure is the main challenge identified, it must be noted that local economic development was not identified as a developmental priority. It could be that the rural dwellers do not regard themselves as potential active economic actors.

Development Priorities	Priority Need	Wards								
Infrastructure	Emergency Housing/Housing	1		17	18	25	28	29		31
	Water & Sanitation	1						29		
	Electricity	1								
	Facilities (sport, clinics, waste removal, community hall, ECD, municipal services, public pools, etc.)	1	3	17	18	25	28	29	30	31
	Road Safety		3	17				29	30	31
	Storm Water & Drainage								30	
Social Development	Social Work/Welfare	1	3	17		25			30	
	Health	1								

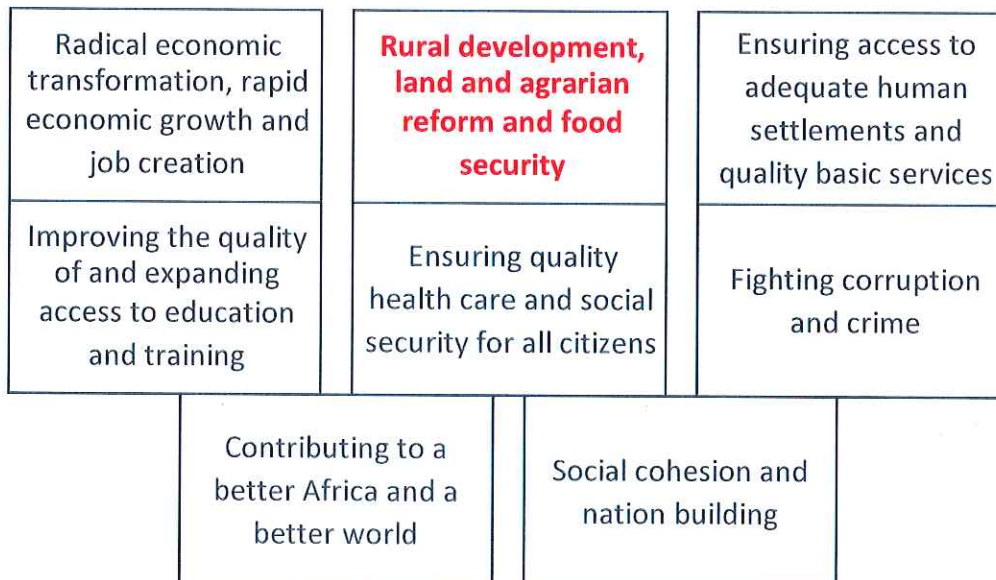
	Evictions	1								
	Youth Development		3	17				29	30	
	Ward Projects					25				
Local Economic Development										
Social Cohesion	Safety	1		17					30	31
	Youth Unemployment					25				
	Communication					25				
	Emergency Services								30	31

Table 1: Summary of Rural challenges

3.2 National Strategic Objectives

T state, a thriving business sector and strong civil society institutions with shared and he National Development Plan (NDP) recognises the need for a capable and developmental complementary responsibilities. It identifies decent work, education and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities.

The 2014 – 2019 Medium Term Strategic Framework focuses on the following priorities:



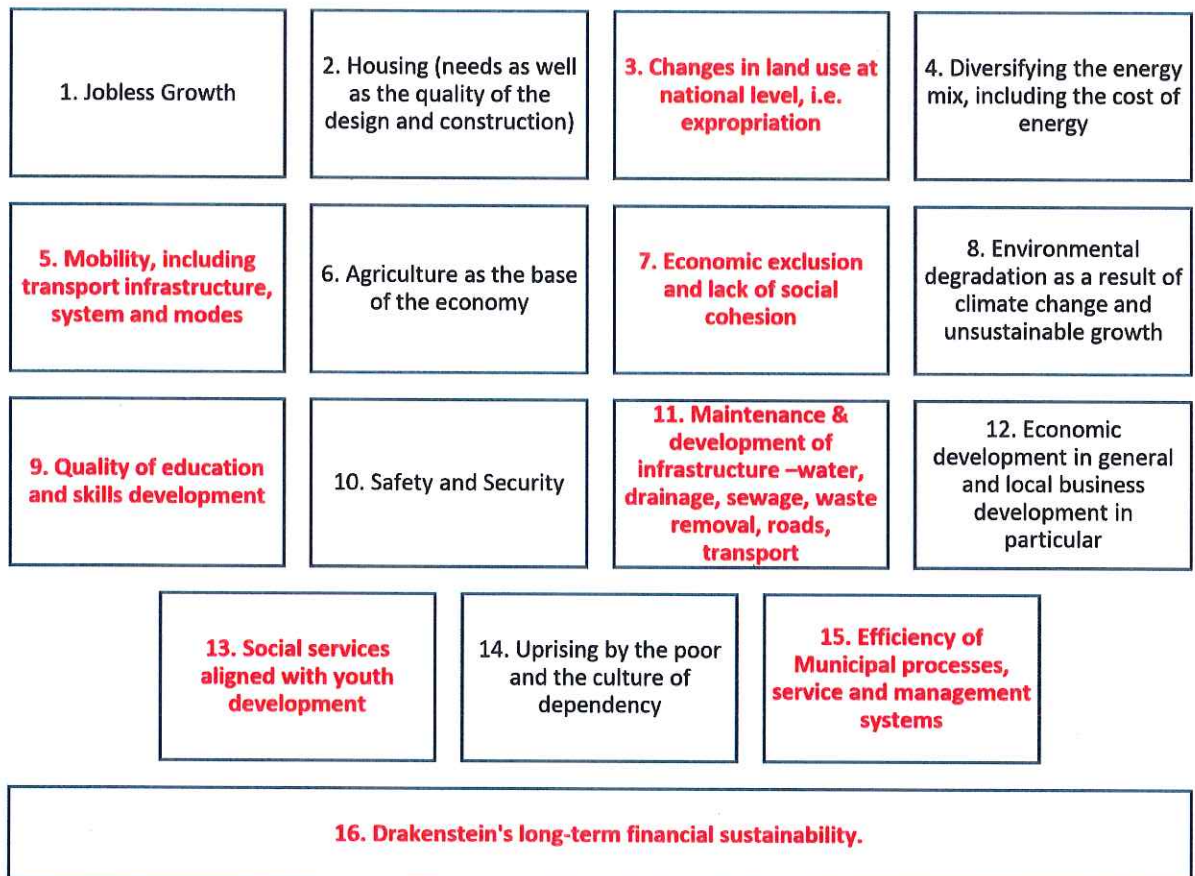
3.3 Provincial Strategic Objectives (PSG)

The Western Cape Government has identified the four Provincial Strategic Goals (PSGs) to deliver on its vision and to help realise the objectives of the NDP over its five-year term. The PSGs are set out in the figure below.



3.4 The Drakenstein Local Authority challenges

The Drakenstein Municipality identified the following 16 challenges that the municipality must respond to (IDP 2017-2022) viz;



These challenges are accentuated in the rural ward analysis (see later) and is addressed through the following **Seven Key Performance Areas (IDP 2017-2022)**;



3.5 The Objective of Local Government

The objects of local government are –

To provide democratic and accountable government for local communities;	To ensure the provision of services to communities in a sustainable manner;	To promote social and economic development;	To promote a safe and healthy environment; and	To encourage the involvement of communities and community organisations in the matters of local government.
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one western Cape after Cape Town, contributing 31% to the CWDM GDP. Despite its relative wealth, the socioeconomic statistics show extreme deprivation and poverty amidst immense wealth. The Bayette study on poverty showed that inequality in the Municipality has worsened since 1996 and that employment has decreased in key sectors such as manufacturing that are traditional employers of lower and middle-income workers. (Bayette, undated, Poverty) (MERO 2015)

Saron the key sectors are agriculture, manufacturing (linked to agriculture) and wholesale and retail. In Gouda it is agriculture, business services and retail and business services suggesting it is more of a business centre servicing other areas. Drakenstein Local Economic Development Strategy October 2007

DRAKENSTEIN CONTEXTUAL BACKGROUND

Unemployment is highest in Drakenstein at 21.1% (Drakenstein Annual Performance Report 2014/2015)

The historical growth rate for the municipal area between 2001 and 2011 based on the National Census information is calculated at 2.65% per annum – well higher than the average growth rate between 1996 and 2001 of 0.85% per annum (Drakenstein SDF 2015 – 2035). This has resulted in an increase in unemployment to 21.1% in 2015 (Drakenstein Annual Performance Report). Employment patterns are highly racialized and the manufacturing, construction, transport, largest sector (in 2011) and the storage and communications industries have all shed-fastest growing (2000 to 2011 jobs). These sectors are key employers of African and average), making it the most Coloured males. The key growth sectors namely whole important contributor to the and retail and financial and business services employ municipal economy. However, there higher skilled people and are key employers of Whites, are a number of concerned about the over-reliance of the Drakenstein economy on the financial services sector.

Economic Development Strategy 2015

Drakenstein Local

Paarl accounts for the bulk of the economic activity (75.8%) followed by Wellington (16%), Huguenot (7.7%), then Gouda (0.4%) and finally Saron (0.1%). In

Drakenstein Municipality is one of five municipal areas within the Cape Winelands District Municipality (CWDM). Drakenstein Municipality has 280 195 people living in the municipal area (2016 Community Survey): 62.5% are Coloured, 13.5% are White, 22.7% are Black African. Of those aged 20 years and older, 6.5% have completed primary school, 37.7% have

The climatic and soil conditions provide for excellent opportunities for the cultivation of particularly apricots, peaches, pears, prunes and guavas. Within the agricultural sector viticulture is a key sector with 18% of all wine grapes in South Africa originating from Drakenstein. Olives are another key product with 90% of all South Africa's olive crops produced in the Western Cape and a significant number of these in the greater Paarl area. Paarl has a significant manufacturing and wholesale base with over two thirds of the manufacturing sector linking back to agriculture.

Drakenstein Local Municipality Medium Term Strategy Framework, December 2014

Using income as the indicator of poverty, the poor are also concentrated in certain geographic areas. Spatially the geographic areas of poverty are concentrated in rural areas and informal settlements/townships in the large urban areas. Poverty is not just about income. It is also about a lack of access to land, shelter and services and a lack of access to opportunities. A brief overview of some indicators that reflect service access and opportunities follows.

Drakenstein Local Municipality Medium Term Strategy 2015

some secondary education, 27.9% have completed secondary education, 3.3% of those aged 20 years and older have no form of schooling.

The tourism sector is under-developed given its prominence in the broader CWDM area. Paarl receives a number of day visitors about half of which are local and the other half

international. Tourism in Paarl is seasonal with peaks in the November and February and a low season in April to August. Wellington has a more even profile but also has a low period

Drakenstein IDP 2012 - 2017

more significance to South Africa than international visitors. The industry is fragmented, lacks a service

in July. Here domestic visitors outnumber international visitors. This can most probably be attributed to the fact that the town has a number of historic/ cultural attractions that have culture, is beset by skills gaps and has poor intelligence particularly in the demand side. In general, the local industry tends to put too much emphasis on the international market which is volatile. **Drakenstein Local Economic Development Strategy October 2007**

4. Legislative Framework

Table 1: National Policy Framework Alignment Summary

Policy Document	Strategic Purpose	Key Priorities	Implications for Drakenstein Municipality
1. Constitution	Address the legislative framework for all policies in South Africa	Social Economic Development	Development of Social Economic Strategies and Policies that address inequality.
2. Department of Rural Development and Land Reform	To facilitate rural development and land reform in South Africa	Rural Development Restitution Land Reform Geospatial and Cadastral Services	To develop a comprehensive rural development strategy and policy
3. National Development Plan 2030 (NDP)	To provide a long-term strategic view primarily aimed at poverty elimination and inequality reduction.	<ol style="list-style-type: none"> Raising employment through faster economic growth; Improving the quality of education, skills development and innovation; and Building the capability of the state to play a developmental, transformative role. 	Local strategies and policies must aim to create sustainable employment opportunities that address income inequality and skills development at all levels.

<p>4. New Growth Path (NGP)</p>	<p>To address unemployment (reduction from 25% to 15% by 2020).</p>	<p>1. Infrastructure, through the massive expansion of transport, energy, water, communications capacity and housing, underpinned by a strong focus on domestic industry to supply the components for the build-programmes; The agricultural value chain, with a focus on expanding farm-output and employment and increasing the agro-processing sector;</p> <p>2. The green economy, with programmes in green energy, component manufacture and services</p> <p>3. Manufacturing sectors in IPAP2; and</p> <p>4. Tourism and certain high-level services.</p>	<p>Job creation must be one of the key considerations for initiatives/projects within the Municipality. This is especially relevant for LED projects that are in line with the Municipalities key sectors.</p>
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Policy Document	Strategic Purpose	Key Priorities	Implications for Drakenstein Municipality
<p>5. National Framework for Local Economic Development (LED)</p>	<p>To directly support the development of sustainable, robust and inclusive local economies that mobilize local opportunities, real potential and competitive advantages via LED.</p>	<p>1. Improving good governance, service delivery, public and market confidence in municipalities through an alignment of national, provincial and local programmes;</p> <p>2. Identifying and exploiting a local competitive advantage as a means of understanding the opportunities and constraints in local economies;</p> <p>3. Instituting Sustainable Developmental Community Investment Programming as a partner for LED within communities; and</p> <p>4. Intensify enterprise support through the Small Enterprise Development Agency (SEDA).</p>	<p>This framework impacts on the management of the municipality:</p> <ul style="list-style-type: none"> • Mobilization of internal resources of the municipality; • Building internal capacity in order to meet local development objectives.

<p>6. Industrial Policy Action Plan 2013/14 – 2015/16 (IPAP2)</p>	<p>To set out specific objectives and mechanisms to achieve the alignment of policies towards the national job creation strategy.</p> <ol style="list-style-type: none"> 1. Stronger articulation between macro and micro economic policies; 2. Industrial financing directed at real economic sectors; 3. Leveraging public and private procurement to raise domestic production and employment in a range of sectors; 4. Competition and regulation policies that lower costs for productive investments and poor and workingclass households; 5. Skills and innovation policies that are aligned to sectoral priorities; and 6. Deployment of these policies in general. 	<p>Direct relevance to LED within the Drakenstein Municipality - national funding is linked to manufacturing initiatives that fall within the IPAP2 strategic clusters. Note relevance to: Agro-processing; Viticulture; Furniture; Craft; Green Industries; Energy Efficiency.</p>
<p>7. Spatial Planning and Land Use Management Act, 2013 (Act No 16 of 2013)</p>	<ol style="list-style-type: none"> 1. To set out specific objectives to create an intergovernmental approach to spatial planning and land use management. 2. The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) and the Western Cape Land Use 	<p>To give effect to the development principles and applicable norms and standards as set out in Chapter 2 of the Act of the aforementioned act.</p> <p>responsible for the implementation of legislation regulating the use and development of land, and guide— (a) the preparation, adoption and implementation of any spatial development</p>

3. Planning Act, 2014 (LUPA) seeks to promote consistency and uniformity in procedures and decision-making.
- Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.
- SPLUMA Principles:
- Spatial Justice
 - Spatial Sustainability
 - Efficiency
 - Spatial Resilience
 - Good Administration
4. historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.
- SPLUMA Principles:
- Spatial Justice
 - Spatial Sustainability
 - Efficiency
 - Spatial Resilience
 - Good Administration
2. framework, policy or by-law concerning spatial planning and the development or use of land;
- (b) the compilation, implementation and administration of any land use scheme or other regulatory mechanism for the management of the use of land;
- (c) the sustainable use and development of land; (d) the consideration by a competent authority of any application that impacts or may impact upon the use and development of land; and
- (e) the performance of any function in terms of this Act or any other law regulating spatial planning and land use management.
- Provide for a uniform, effective and comprehensive system of spatial planning and land use management
- 2.
3. Ensure that the system of spatial planning and land use management promotes social and economic inclusion
4. Provide for development principles and norms and standards
5. Provide for the sustainable and effective use of land
6. Provide for cooperative government and intergovernmental relations amongst national, provincial and local spheres of government
7. Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

<p>8. Land Use Schemes should incorporate provision that enable redress in access to land by disadvantaged Communities- Flexible procedures</p>		<p>Implications for Drakenstein Municipality</p>
<p>8. Land Use Schemes should incorporate provision that enable redress in access to land by disadvantaged Communities- Flexible procedures</p>	<p>8. Communal Property Associations To enable communities to form juristic persons, to be known as communal property 1996 as amended by the Land Associations in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; and to provide for matters connected therewith.</p>	
	<p>Strategic Purpose</p>	
	<p>Key Priorities</p>	
	<p>9. All Municipal Areas Flexible Provision -management of:</p> <ul style="list-style-type: none"> • Disadvantage areas • Informal settlements • Former homelands <p>10. Provision Accommodate access to:</p> <ul style="list-style-type: none"> • Secure tenure • Incremental upgrading of informal areas <p>11. Inclusion, integration of disadvantaged areas</p> <p>12. Special consideration to the Protection of prime agricultural land</p> <p>13. Promote land development in locations that are sustainable and limit urban sprawl</p>	
	<p>8. Communal Property Associations To enable communities to form juristic persons, to be known as communal property 1996 as amended by the Land Associations in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; and to provide for matters connected therewith.</p>	<p>1. Makes provision for communities to apply for To be able to render assistance to communities with provisional communal property of association. applications.</p>

<p>9. Extension of Security of Tenure Act, 1997</p>	<p>To provide for measures with State assistance to facilitate long-term security of land tenure; to regulate the conditions of residence on certain land; to regulate the conditions on and circumstances under which the right of persons to reside on land may be terminated; and to regulate the conditions and circumstances under which persons, whose right of residence has been terminated, may be evicted from land; and to provide for matters connected therewith.</p>	<p>Subject to the provisions of section 4, this Act shall apply to all land other than land in a township established, approved, proclaimed or otherwise recognised as such in terms of any law, or encircled by such a township or townships. but including—</p> <ol style="list-style-type: none"> 1. Any land within such a township which has been designated for agricultural purposes in terms of any law; and 2. Any land within such a township which has been established, approved, proclaimed or otherwise recognised after 4 February 1997, in respect only of a person who was an occupier immediately prior to such 	<p>To assist with arbitration and mediation.</p>
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<p>Policy Document</p>	<p>Strategic Purpose</p>	<p>Key Priorities</p>	<p>Implications for Drakenstein Municipality</p>
		<p>establishment, approval, proclamation or recognition.</p>	

<p>10. Transformation of Certain Rural Areas Act 94 of 1998 as amended by Land Affairs General Amendment Act 11 of 2000 and the Mineral and Petroleum Resources Development Act 28 of 2002</p>	<p>To provide for the transfer of certain land to municipalities and certain other legal entities; the removal of restrictions on the alienation of land; matters with regard to minerals; the repeal of the Rural Areas Act, 1987, and related laws; and to provide for matters connected therewith.</p>	<p>1. At the commencement of this Act, all trust land situated in a township must vest in the municipality of the area where such land is situated, subject to the continued existence of any registered or registrable rights of a person in or over a piece of land in the township.</p> <p>2. If the ownership of all the land held under a title deed vests in a municipality in terms of subsection (1), the registrar of deeds concerned must make such alterations and entries in his or her registers and such endorsements on any such title deed in terms of the second proviso to section 16 of the Deeds Registries Act, 1937 (Act No. 47 of 1937), as are necessary to give effect to such vesting.</p>	<p>When dealing with the land transferred to a municipality in terms of sections 3 (6) and 12 (a) or (b), such municipality -</p> <ol style="list-style-type: none"> 1. Must afford residents a fair opportunity to participate in the decision-making processes regarding the administration of the land; 2. Must not discriminate against any resident; 3. Must give residents reasonable preference in decisions about access to the land; 4. Must not sell or encumber the land, or any substantial part of it, without the consent of a majority of residents at a public meeting called for that purpose; 5. Is accountable to the residents; 6. Must manage and record effectively all financial transactions regarding the land; and 7. Has fiduciary responsibilities in relation to the residents.
<p>11. Upgrading of Land Tenure Rights Act 112 of 1991 as amended by General Law Amendment Act 139 of 1992, General Law Second Amendment Act 108 of 1993, Land Affairs General Amendment Act 11 of 1995, Development Facilitation Act 67 of 1995, Upgrading of Land Tenure Rights Amendment Act 34 of 1996, Land Affairs General Amendment Act 61 of 1998, Transformation of Certain Rural Areas Act 94 of</p>	<p>The Upgrading of the Land Tenure Rights Act, 1991 (Act 112 of 1991) primary objective is to upgrade full ownership status a variety of lower land tenure rights and to incorporate the registration of these upgraded rights in accordance with the formal deeds registry system. The Act also provides for the transfer, in full ownership, of tribal land to tribes.</p>	<p>1. To provide for the upgrading and conversion into ownership of certain rights granted in respect of land, for the transfer of tribal land in full ownership to tribes, and for matters connected"</p>	<p>To assist applicants and to liaise with the Department of Land Affairs and Department of Traditional and Local Government Affairs</p>

1998, Public Service Amendment
Act 30 of 2007

<p>12. Integrated Urban C Framework</p>	<p>The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa: By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.</p> <p>For this to happen the country must:</p> <ul style="list-style-type: none"> • Clarify and relentlessly pursue a national vision for spatial development; • Sharpen the instruments for achieving this vision; and • Build the required capabilities in the state and among citizens 	<p>To achieve this transformative vision, four overall strategic goals are introduced:</p> <ol style="list-style-type: none"> 1. Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas. 2. Inclusion and access: To ensure people have access to social and economic services, opportunities and choices. 3. Growth: To harness urban dynamism for inclusive, sustainable economic growth and development. 4. Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration. 	<p>The municipality should ensure that their spatial and sectoral plans are not developed for compliance, but are credible and aligned to the provincial and national development priorities and goals.</p>
<p>13. Department of Rural Development and Land Reform – Draft Agri-Parks Master Plan for Cape Winelands District Municipality (see Appendix F for Executive Summary of the Strategy/Plan)</p>	<p>The Agri-Park strategy is aimed at providing direction and scope for Cape Winelands DM Agri-Park over the long term, in order to achieve implementation advantages.</p>	<p>The strategy aligns itself to the 14 government priority outcomes, and most importantly outcome 7 – Vibrant, equitable and sustainable rural communities and the AgriPark draft policy framework; which aims to enable the establishment of rural industrial hubs across South Africa to serve as primary vehicles of agrarian transformation and comprehensive rural development in order to:</p>	<p>The municipality need to liaise with the relevant department and CWDM to ensure the correct implementation of Agri-Parks in the Drakenstein Area.</p>

1. Enhance agricultural production and efficiency;
2. Promote household food security and national food sovereignty;
3. Engender agrarian transformation through rural enterprise development and employment creation; and,
4. Address the triple challenges of poverty, inequality and unemployment as starkly manifest in rural areas.

14. Small Town (SALGA) Regeneration Why Small Towns: Small town regeneration approach: To network closely with SALGA from a LED perspective to ensure economic viability of the CRDP. (See Appendix G for Summary of Small Town Regeneration Strategy)

1. Abundance of land, properties and natural resources
2. Green showcase potential: e.g. Lifestyle Estate, energy efficiency or green technologies
3. Reduction of outward migration too urban centres: people are a resource for development.
4. For rural development to happen, small towns need to absorb people with skills and expertise (infrastructure and improved QoL is important)

Small town regeneration approach:

1. Holistic approach
2. Focus is on the entire town and its role within the region (spatial approach)
3. Creating an enabling environment & infrastructure for economic growth
4. Looks at economic interventions as part of a bigger value chain

Table 2: Provincial Legislative Framework Alignment Summary

Policy Document	Strategic Purpose	Key Priorities	Implications for Drakenstein Municipality
1. Department of Agriculture	To set a provincial framework for agriculture	<ol style="list-style-type: none"> Rural Development Coordination Social Facilitation Farmworker Development 	Liaise and work better in an integrated intergovernmental structure.
2. Western Cape: Development Strategy	Micro-Economic To provide a strategic framework for cost efficient interventions aimed at boosting the Western Cape economy.	<ol style="list-style-type: none"> Clearly identified tailor-made strategies for sectors identified as having high growth potential: Exports, Tourism, Agriculture, ICT and Cultural industries. 	Provides specific direction to the Municipality in harnessing local resources to stimulate the local economy.
3. Western Cape Provincial Development Framework	Spatial To provide a strategic framework aimed at addressing the biased nature of historical investment by the public sector.	<ol style="list-style-type: none"> Spatially indicates the long-term growth & development path of the municipality; Co-ordinates the spatial implications of all strategic sector plans (engineering, housing, community services etc.) of a municipality; Gives physical effect to the vision, goals and objectives of the municipal IDP; and Informs land use management. 	Ensure the spatial challenges outlined in Provincial SDF are acknowledged and implement strategies and interventions to address the issues raised in the framework.

<p>4. Western Cape Land Use Planning Act, 2014 (LUPA)</p>	<p>To consolidate legislation in the Province pertaining to provincial planning, regional planning and development, urban and rural development, regulation, support and monitoring of municipal planning and regulation of public places and municipal roads arising from subdivisions; to make provision for provincial spatial development frameworks; to provide for minimum standards for, and the efficient coordination of, spatial development frameworks; to provide for minimum norms and standards for effective municipal development management; to regulate provincial development management; to regulate</p>	<p>The new planning legislation in the Western Cape is regulated by legislation at all three spheres of government, namely:</p> <ol style="list-style-type: none"> 1. The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) and the Municipal Systems Act, 2000 (Act 32 of 2000) at national level, 2. The Western Cape Land Use Planning Act, 2014 (Act 3 of 2014) (LUPA) and the Western Cape Land Use Planning Act Regulations, 2015 at Provincial level 3. Municipal Bylaws on Land Use Planning at municipal level. 	<p>Must regulate at least the following:</p> <ol style="list-style-type: none"> a) The development, adoption, amendment and review of a zoning scheme for the municipal area; b) The procedures in terms of which the municipality receives, considers and decides on land use applications c) The procedures in terms of which the municipality facilitates public participation in its consideration of land use applications; d) The criteria for deciding on land use applications; e) The imposition of conditions of approval for land use applications; f) The procedures applicable after a land use application has been approved; and g) The enforcement by the municipality of its by-laws and decisions with regard to land use planning. <p>Perform the functions referred to in this section in accordance with this Act</p>
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Table 3: Drakenstein Municipality Legislative Framework Alignment Summary

<p>Policy Document</p>	<p>Strategic Purpose</p>
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Key Priorities

Implications for Drakenstein Municipality

<p>1. Drakenstein Municipality Integrated Development Plan (IDP) 2012 – 2017</p>	<p>Final To provide a coherent plan to improve the quality of life for people living in the area.</p> <ol style="list-style-type: none"> To develop a “Place of Excellence”; To link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial and district development plans; and Key priorities are: Governance and Stakeholder Participation; Physical Infrastructure and Energy Efficiency; Services and Customer Care; Economic Growth and Development; Health, Safety and Environment; Social and Community Development; Institutional Transformation; Financial Sustainability. 	<p>To ensure that these are achieved via an integrated implementation strategy and plan.</p>
<p>2. Rural Development Strategy, 2009</p>	<p>To set a framework for rural development</p> <ol style="list-style-type: none"> Sustainable technologies Agri business Physical infrastructure Social infrastructure 	<p>Integrated and align strategy with key municipal processes</p>
<p>3. Amended Spatial Framework (SDF) for the Drakenstein Municipality</p>	<p>Development To give strategic direction with regard to the use of space and its relation to the general well-being of the population.</p> <ol style="list-style-type: none"> The alleviation of poverty through the spatial restructuring of the municipality over time and in so doing redress the imbalances created through the system of apartheid; 	<p>Aligned with the Western Cape Provincial Spatial Development Framework.</p>

Policy Document	Strategic Purpose	Key Priorities	Implications for Drakenstein Municipality
		<ol style="list-style-type: none"> Reverse the practice of located the poor away from opportunities, facilities and places of employment in dormitory suburbs on the urban fringe; Increased densities and a compact urban environment that will spread the benefits of urban living to a wider section of the population; 	

<p>4. Increased accessibility to existing and new services, infrastructure and opportunities to enhance the overall quality of life of communities;</p> <p>5. Providing new and reinforcing existing opportunities for economic development and spreading the benefits thereof to a large majority of the population;</p> <p>6. Protection of the natural resource base of the municipality; and</p> <p>7. Protection of the agricultural resource base of the municipality.</p>	<p>4. Drakenstein Municipality Local Economic Development Strategy 2015</p> <p>To develop an enabling environment for economic growth that will benefit all of its citizens, especially those who are poor and aims at ensuring local black economic empowerment that results in real material benefit.</p> <p>1. To stimulate and maximise economic growth in the formal and informal sectors to achieve 6% growth by 2014;</p> <p>2. To increase the number of job/ economic opportunities, especially for the unskilled by creating 12 500 additional jobs by 2014; To broaden participation of black people in the mainstream formal economy by distributing 15% of land and ensuring all major public/private partnerships have at least 30% BBBEE ownership;</p> <p>4. To maximise the social wage (indirect income) of the indigent and vulnerable by reducing the</p>	<p>Aligned with:</p> <ol style="list-style-type: none"> 1. National Framework for Local Economic Development (LED) 2. Industrial Policy Action Plan 2013/14 – 2015/16 (IPAP2) 3. Western Cape Province Growth and Development Strategy: Ikapa Elihlumayo 4. Western Cape: Micro-Economic Development Strategy
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<p>Policy Document</p>	<p>Strategic Purpose</p>	<p>Key Priorities</p> <p>number of people with no income from 10.4% to 5.2% of the population;</p> <p>5. To increase the skills, capacity and networks of the poor by reducing illiteracy by 10% and ensuring 50% of children attend ECD centres; and</p>	<p>Implications for Drakenstein Municipality</p>
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<p>6. To improve the asset base, income and living standards of the poor and halve the number of people living below the HSL.</p>	<p>1. Recognizing that LED is a Strategic objective of A key document in terms of alignment of the Drakenstein Municipality with the National Framework for Local Economic Development (LED).</p> <p>2. Mainstreaming LED in all Municipal Departments; and</p> <p>3. Creating a more responsive administration to the needs of business and other economic stakeholders in the local economy.</p>	<p>To implement the supportive actions, identified in this report, required to ensure that the town farms remain a valuable resource for existing and future generations, as a matter of urgency.</p>
<p>5. Local Economic Development Charter for To Drakenstein Municipality</p> <p>6. Paarl Farms Land Use Management Policy (2005)</p> <p>7. Densification and Urbanisation Strategy and Open Space Utilisation Policy (2006)</p>	<p>To outline the commitment of each municipal department to creating an enabling environment for business growth and development.</p> <p>This policy is aimed at guiding the future use of the Paarl "town" farms.</p> <p>This report presents a conceptual approach densification and urbanisation as well the future use of public open space and vacant land within the settlements of the Drakenstein Municipality.</p>	<p>The proposed strategy is underpinned by three principles:</p> <ol style="list-style-type: none"> 50% of such activities should be within walking distance of where people live thus the extent of mixed use development should be expanded. A socio-economic gradient with appropriate interfaces between various community groups should be established so as to ensure that communities are not divided by large gaps in the living standards between those living near each other. <p>The strategy proposes the following mechanisms for achieving densification:</p> <ol style="list-style-type: none"> Demolition and redevelopment Infill Subdivision, Second Dwellings, Sectional Title Greenfield Development Brownfield Development <p>A minimum gross average density of 25du/ha must be achieved so that urban settlements can become more efficient and convenient and to support the efficient implementation of public transport systems.</p>
<p>Policy Document</p>	<p>Strategic Purpose</p>	<p>Key Priorities</p>
<p>Implications for Drakenstein Municipality</p>		

<p>8. Informal Settlement Programme (2014)</p>	<p>This report presents a strategy for the upgrading of existing informal settlements to formalised urban areas, using National Housing programmes and other subsidy mechanisms.</p>	<p>1. The strategy provides a detailed investigation of all informal settlements in the municipality and identifies suitable mechanisms and the interventions required to upgrade specific settlements.</p>
<p>9. Environmental Framework (2012)</p>	<p>The Environmental Management Framework (EMF) for the municipality is based on the vision for Drakenstein: "An environment to sustain livelihoods, and the health and wellbeing of its people".</p>	<p>The objectives of the framework are to:</p> <ol style="list-style-type: none"> 1. Guide development in Drakenstein in such a way that it conserves: <ul style="list-style-type: none"> - high productivity agricultural soils; - important biodiversity; - systems that regulate and provide a reliable supply of clean water; - land cover to prevent erosion; and - landscape character and aesthetic qualities. 2. Guide location of development in order that it avoids and minimises: <ul style="list-style-type: none"> - pollution of land, air, surface and groundwater; and - exposure to natural hazards. 3. Guide environmental decision making regarding development in such a manner that it promotes: <ul style="list-style-type: none"> - good stewardship of land; - greater efficiency of energy, land and water use; and - rehabilitation and restoration of degraded natural areas.
		<p>To adhere to the three Environmental Management Zone (EMZ) categories in the municipal area - these are:</p> <ol style="list-style-type: none"> 1. Zone 1: Keep assets intact 2. Zone 2: Be careful 3. Zone 3: Limited Constraints

5. A Working Definition of Rural Development

R *Human Resource Development (HRD)*, social and economic programmes and transfers. Rural development is multi-dimensional and much broader than poverty alleviation *through* places emphasis on changing environments to enable poor people to earn more, invest in themselves and their communities and contribute toward maintenance of key infrastructure; *a successful strategy will make people less poor, rather than more comfortable in their poverty (ISDS, 2010).*

6. Problem Statement (Critique of the Drakenstein Rural Development Strategy (DRDS) 2009)

The 2009 strategy had 5 sections viz;

Introduction
Rural Area delineation
Rural development interventions
Integrated rural development
Implementation manual

The main critique of the DRDS were

The latter was never integrated into the IDP processes of the municipality.

The vision not clearly spelt out

Did not offer a ward based approach to Rural Development

It was not aligned with the Treasury performance guidelines (see Figure 1.)

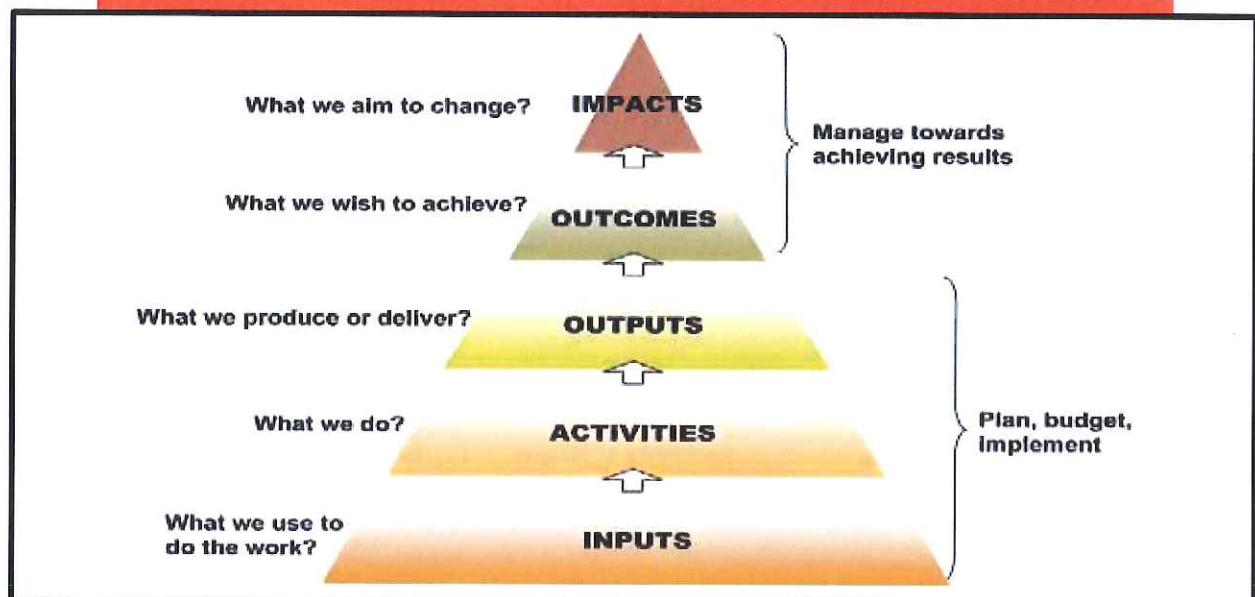


Figure 1: National Treasury Performance Framework

7. Vision 2032 for Rural Development

Although the Drakenstein has broad vision, namely; **“A CITY OF EXCELLENCE.”**
The following Rural Development vision is proposed;

A sustainable rural economy through partnership and innovation

8. The Approach

This section spells out how rural development should be approached within the Drakenstein Municipality.

8.1 A Triad Approach

The Drakenstein Rural Development Strategy should follow a triad approach that recognise the specific role played by the municipal actors as illustrated in Figure 2.

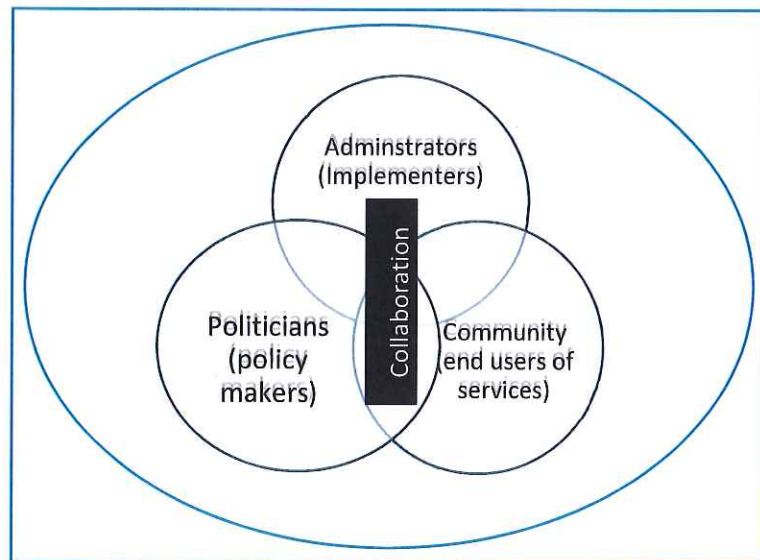


Figure 2: Triad Approach

8.2 The Centrality of the IDP and related process

The Integrated Development Plan (IDP) is the principal planning tool of the municipality. The rural development strategy should be integrated in the IDP through a consultation process that is aligned with the community based planning methodologies.

8.3 Empirical Evidence

Any planned intervention should be based on empirical evidence gathered from the development priorities as determined in the ward priorities. (See Appendix A)

8.4 Treasury Performance Definitions

The ward development priorities are converted into organisational performance outcomes that follows the monitoring and evaluation framework of the National Treasury (see Figure 1).

8.5 Intergovernmental Relations Model

Intergovernmental Relations (IGR) refers to the complex and interdependent relations amongst the three spheres of government as well as the coordination of public policies amongst the national, provincial and local government sectors (See Appendix C).

8.6 Incentivized Approach

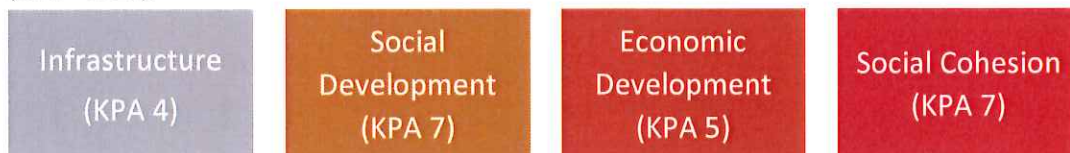
The need was expressed for the municipality to introduce an incentive scheme (through the municipal tariff policy) for specifically rural land owners who participate in rural development, programmes or projects.

8.7 Land Acquisition

The acquisition of land to meet the rural housing needs (e.g. emergency housing) for the possible establishment of Agri villages to address the growing housing need.

8.8 Indicators

The following indicators (See Figure 3). are used to cluster the various needs of the rural wards that should be read in conjunction with the Seven Key Performance Areas (KPAs) as identified in the IDP (2017- 2022).



Indicator	Descriptions
Infrastructure	<ul style="list-style-type: none"> • Spatial development • Security of water supply • Sewerage and water treatment • Electricity/energy • Provincial roads • Public transport • Community housing developments • Community halls • Sports complex • Library and information services • Housing • Emergency services (fire, ambulance, police)
Social development	<ul style="list-style-type: none"> • Food security • Youth development • Family support services • Improved health care services • Improvement of community safety • Self-actualisation programmes • Disaster management • HRD opportunities • ECD
Economic development	<ul style="list-style-type: none"> • Economic development • Formation of co operatives • Project viability studies

	<ul style="list-style-type: none"> • Business plan development • Economic transformation • Development of rural enterprises • Job creation opportunities
Social cohesion	<ul style="list-style-type: none"> • Farm worker and farm owner relationship • Restitution • Land reform

Figure 3: Key Indicators

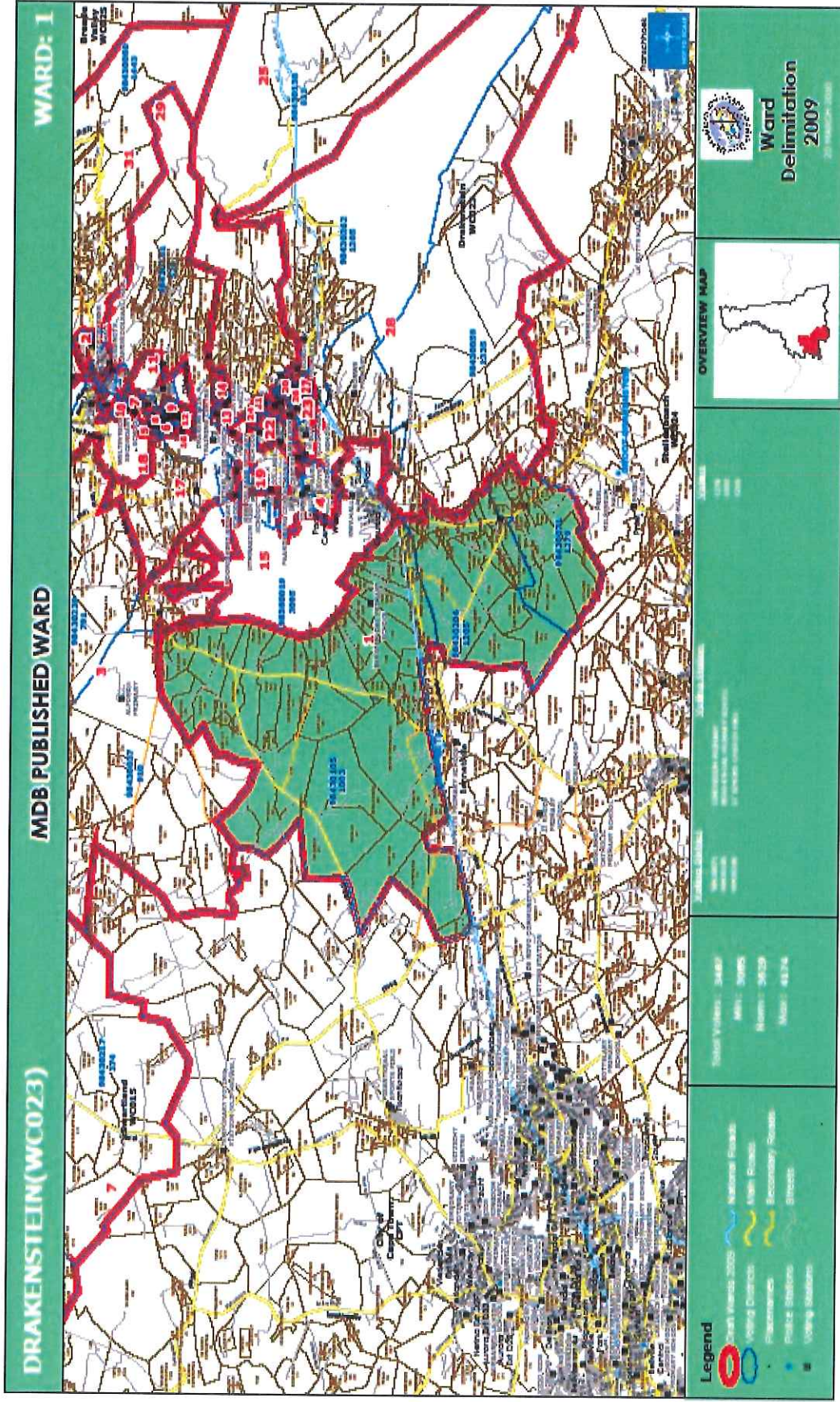
8.9 Rural Development Priorities

The Drakenstein Municipality consist of 33 wards of which the following 9 wards can be considered as rural, wards, 1, 3, 17, 18, 25, 28, 29, 30 and 31. This is indicated below together with the development priorities as identified in the ward meetings during the period September and October 2016. In addition, the rural development priorities are clustered into the following categories:

- Infrastructure
- Social Development
- Local Economic Development
- Social Cohesion

Ward	Councillor	Description
1	Calvin Kroutz	Simondium
3	Wilhelmina Smit	Windmeul and Bergriver Farms, Slot van die Paarl Farms
17	Jako Matthee	Northern Paarl, Nieuwedrift, Drommedaris, Dalweide
18	Albertus Buckle	Soetendal, Wellington North, New Rest
25	Laurichia van Niekerk	Lantana
28	Reinhardt van Niewenhuyzen	Ronwe, Salem, Sonop and surrounding Farms
29	Lorraine Willemse	Perdeskoen Farms, Uitsig, Voor Street Area.
30	Johannes Smit	Saron
31	Geoffrey Ford	Gouda, Hermon Bovlei, Groenberg

Ward 1: Councillor Calvin Kroutz

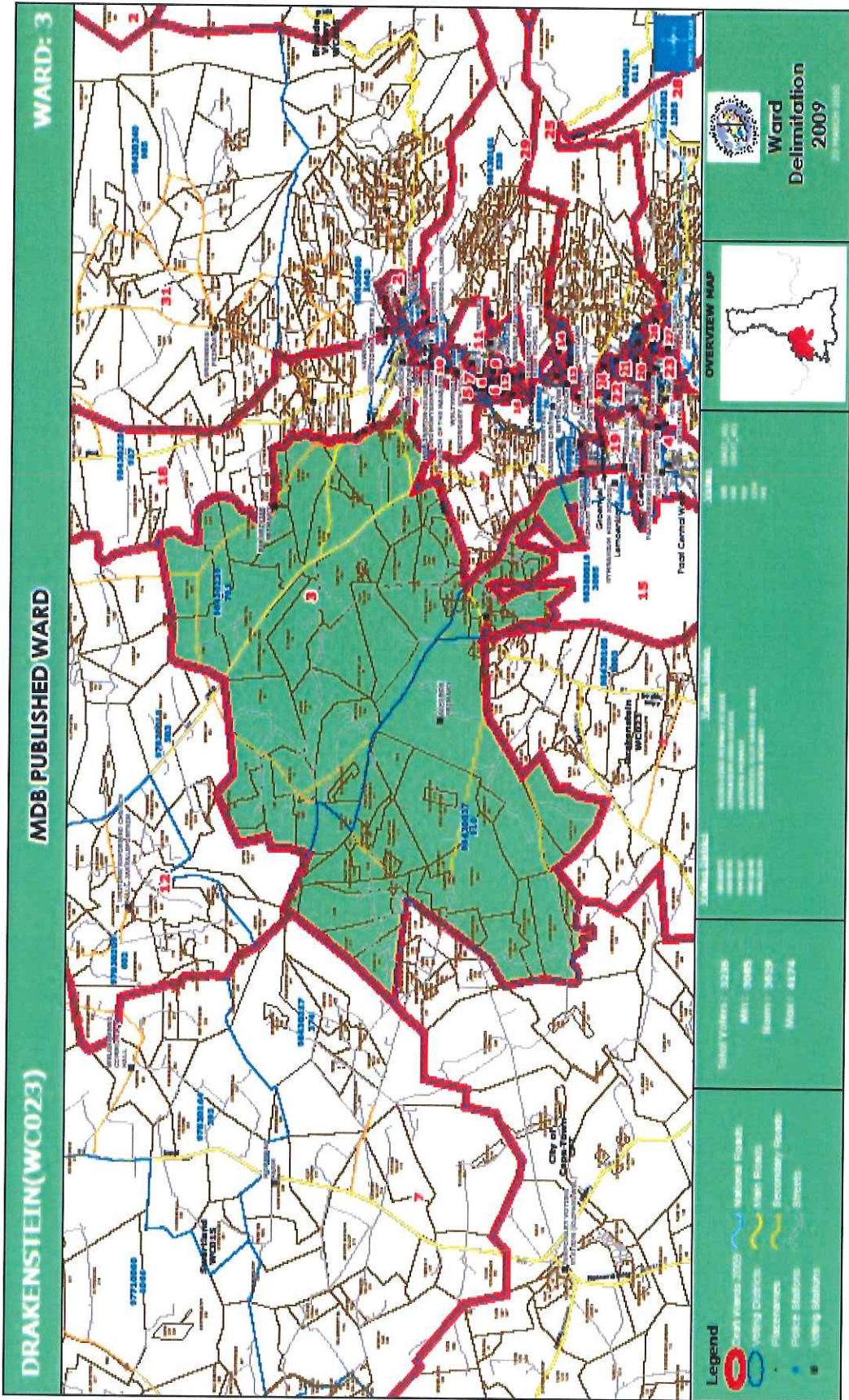


Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Simondium	<ul style="list-style-type: none"> • Need houses due to eviction of farm dwellers and several informal settlements that are expanding • Need access to toilets and access to clean water on the farms. • More dignified emergency housing. • Provision of electricity, water and sanitation at emergency housing sites. • Electricity for informal settlement. • Bus Shelter to protect learners from rain. • Sport facilities for farm workers. • Relocate the Brickfields community to an area where electricity can be provided to them. • More Social Workers are needed. • Health issues are not adequately addressed in the Brickfields community. 	Infrastructure	Human Settlements	The housing needs of the rural dwellers in ward 1 is addressed in a sustainable way.
			Civil Engineering Services	The residents have access to sanitation facilities and access to clean water through the subsidy program of the municipality.
			Human Settlements	Emergency housing is available for the farm dwellers who face eviction.
			Civil Engineering Services	The emergency housing site will be serviced and will have access to water, electricity sanitation.
			Civil Engineering Services	The electrification of the area was done and is running non-stop.
			Roads, Transport and Storm Water	There are bus shelters to protect the learners from the elements.
			Spatial Planning	There are adequate sport facilities for the farm workers
			Human Settlements	The Brickfields community have been relocated into an area that is serviced with municipal services.
		Social Development	Community Development	There are sufficient social workers that are servicing the ward.
			Community Development	The health risked posed in the Brickfields community is addressed.

<ul style="list-style-type: none"> • Municipality to address the issues of farm evictions. 	Human Settlements	The municipality address the farm evictions in a multi sector way.
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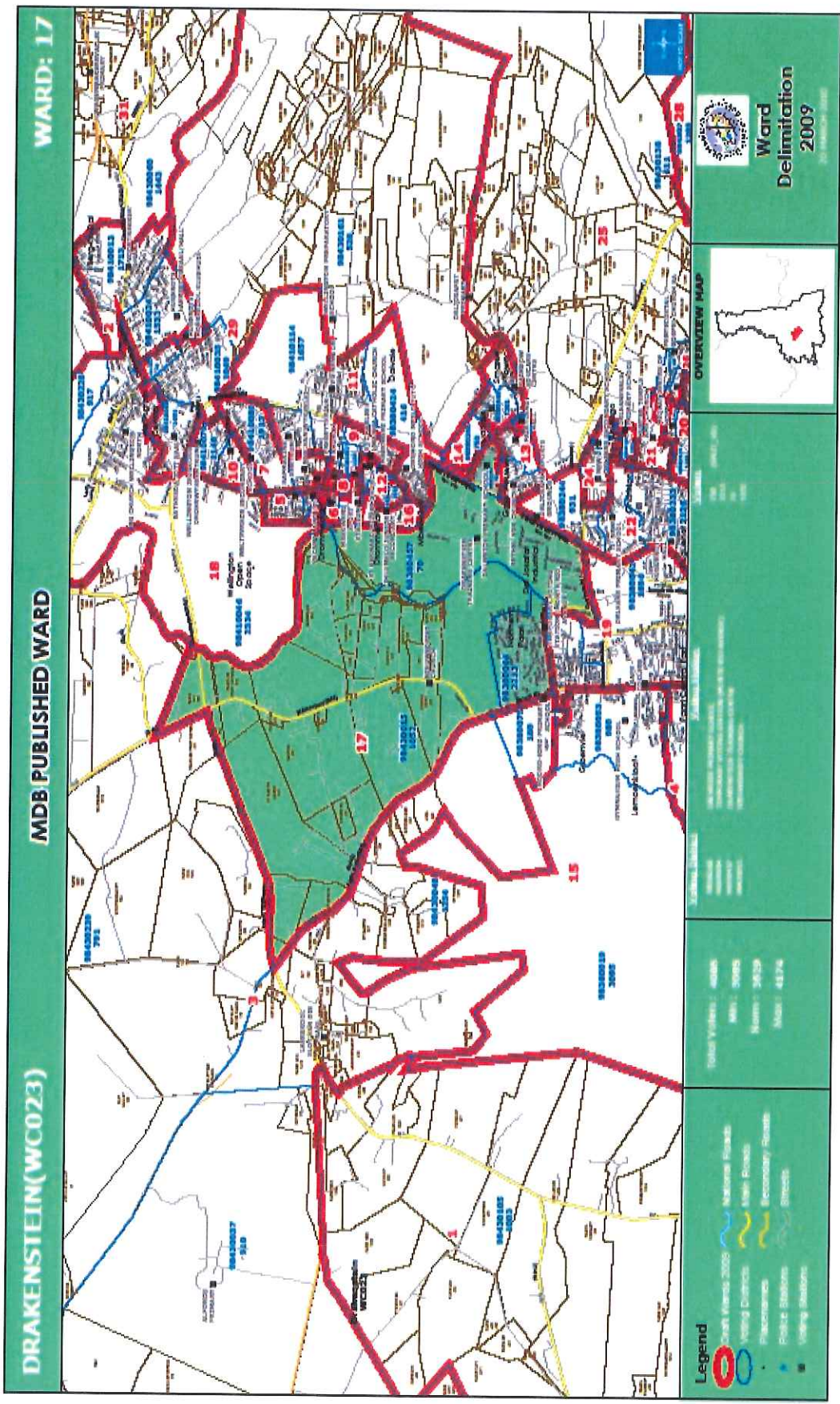
Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
<ul style="list-style-type: none"> • The Soup Kitchen does not supply in the growing need in the community. • Safety. 			Community Development	The soup kitchen addresses the food security challenge of the ward through with multi sector stakeholders.
		Social Cohesion	Law Enforcement	Increased presence of traffic officers that conduct speed enforcement and patrols the area. More additional signage is erected and a pedestrian crossing.

Ward 3: Councillor Wilhelmina Smit



Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Windmeul and Bergriver Farms, Slot van die Paarl Farms	<ul style="list-style-type: none"> A pedestrian crossing is required for the safety of scholars at Windmeul Primary School. Application must be made for the reduction of the speed limit so that a pedestrian crossing can be built. 	Infrastructure	Roads, Transport and Storm Water	Increased presence of traffic officers that conduct speed enforcement and patrols the area. More additional signage is erected and a pedestrian crossing.
	<ul style="list-style-type: none"> Need a new clinic building at Windmeul. Temporary storage buildings not acceptable. 		Community Services Provincial Department of Health	A new clinic to be erected in the Windmeul area.
	<ul style="list-style-type: none"> More refuse bins are needed at Windmeul Primary School. The municipal taxes for more bins should be investigated because it is not affordable. 		Solid Waste and Parks	A municipal waste reduction program is operational resulting in less waste being placed in bins.
	<ul style="list-style-type: none"> Need a community hall at Windmeul 		Property & Estate	A community hall is erected in the area that address the social cultural activities of the community.
	<ul style="list-style-type: none"> The problem of the unemployment of matriculants on farms where their parents reside. 	Social Development	Community Development	A comprehensive post matric skills development program is rolled out for the youth in partnership with various stakeholders.

Ward 17: Councillor Jako Matthee



DRAAKENSTEIN(WC023)

MDB PUBLISHED WARD

WARD: 17

Legend

- 2009 Wards
- 2005 Wards
- Police Districts
- Police Stations
- Voting Stations
- National Roads
- Local Roads
- Secondary Roads
- Streets

WARD DATA

Total Voters:	4888
Men:	2095
Women:	2793
Men:	4274

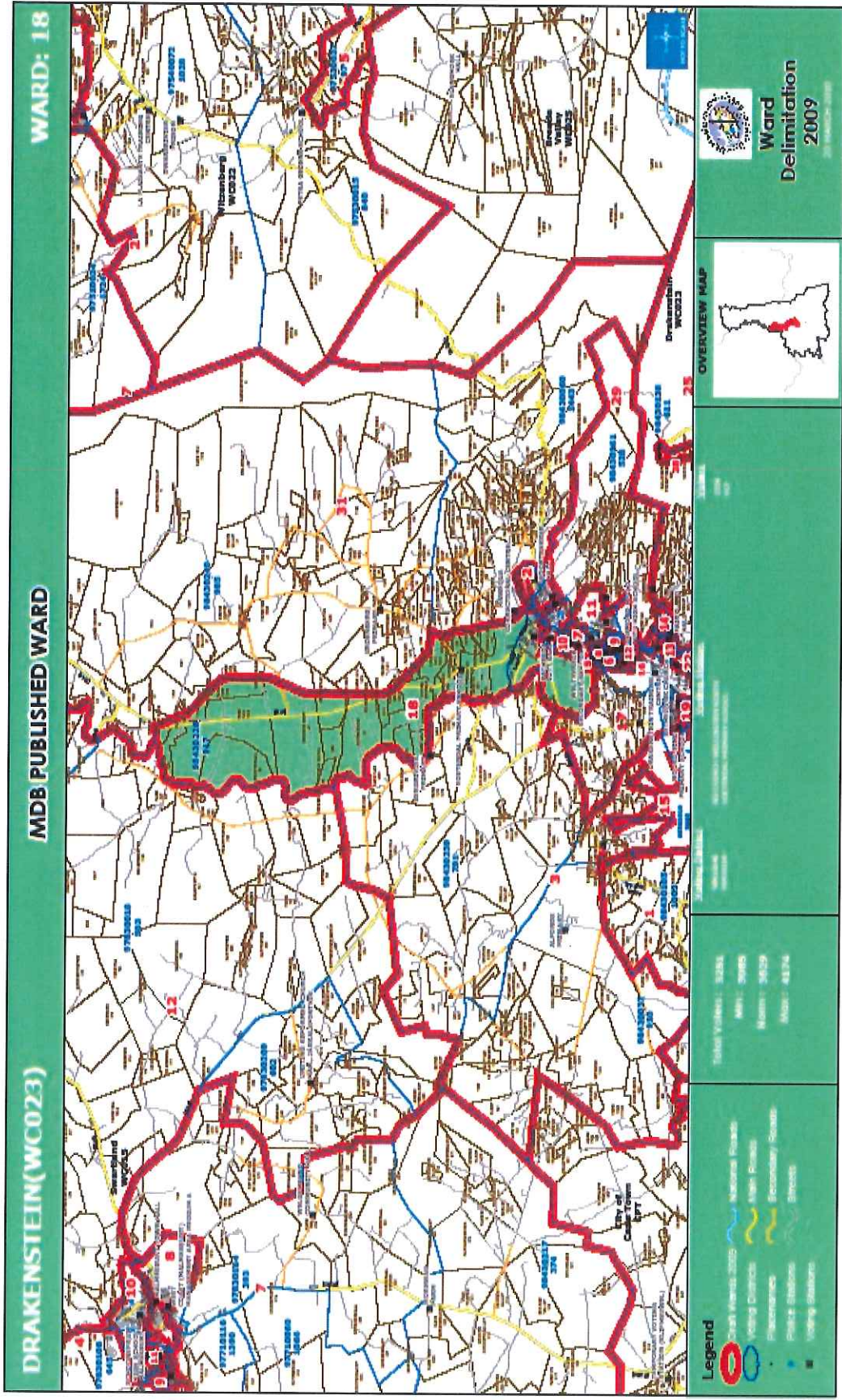
OVERVIEW MAP



Ward
Delimitation
2009

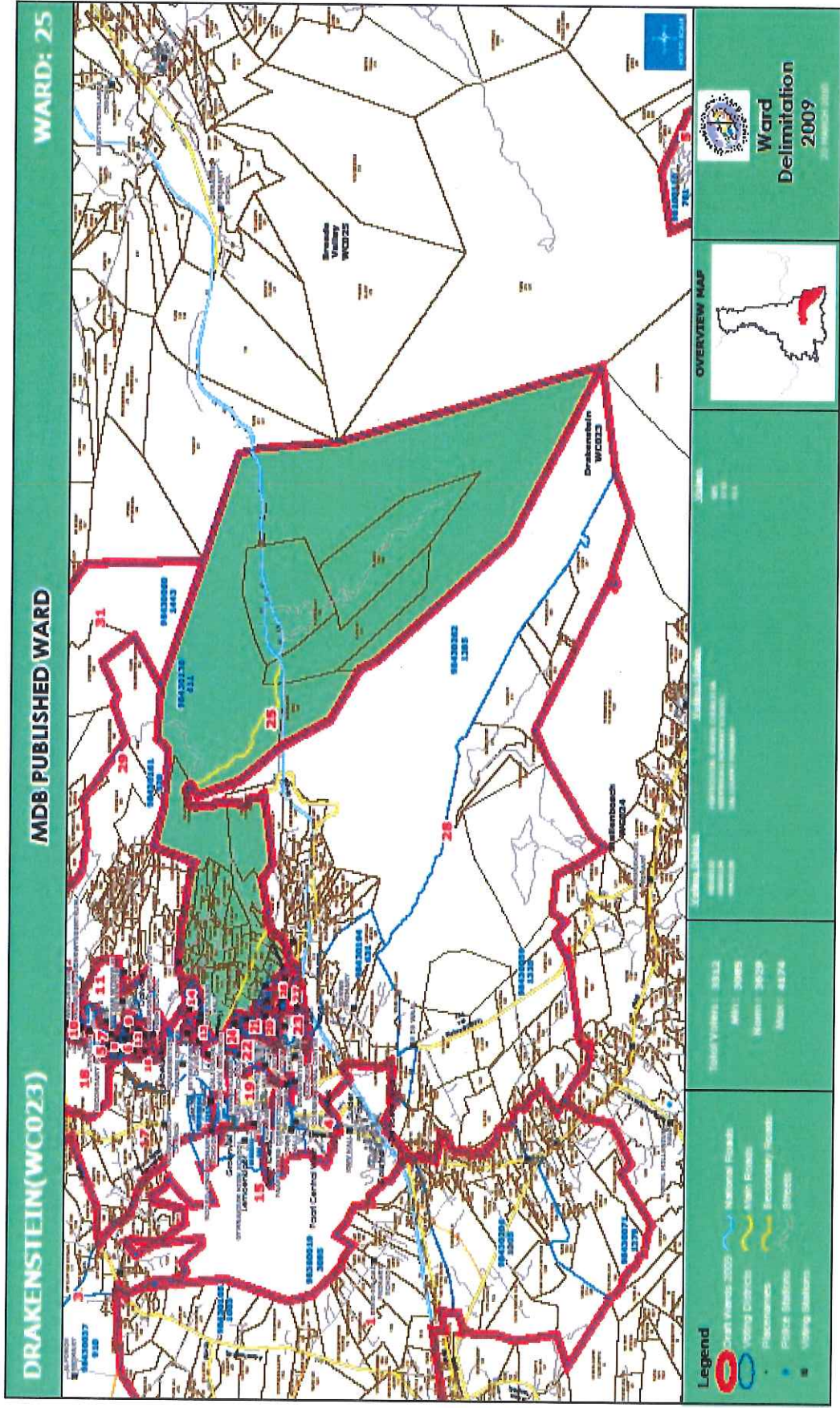
Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Northern Nieuwedrift, Drommedaris, Dalweide	<ul style="list-style-type: none"> Insufficient visible policing. Skills development training for youth to tackle unemployment and drug abuse. Solutions to the housing problems of workers in the Nieuwedrift area. Poor street lighting in all neighbourhoods. Take too long to replace broken lights. Paving of sidewalks in neighbourhoods. Upgrading existing parks/development of new parks in the neighbourhood. 	<p>Social Cohesion</p> <p>Social Development</p> <p>Infrastructure</p>	<p>Protective Services National Department – SAPS</p> <p>Community Development</p> <p>Human Settlements</p> <p>Electricity</p> <p>Roads, Transport and Storm Water</p> <p>Parks</p>	<p>A neighbourhood watch is established in the area that leads to increased safety of citizens.</p> <p>A comprehensive skills development program is rolled out for the youth in partnership with various stakeholders.</p> <p>The Nieuwedrift farm dwellers housing is addressed.</p> <p>The street lights are repaired within 24 hours of reporting.</p> <p>All sidewalks in designated areas have been erected.</p> <p>The Parks have been upgraded.</p>

Ward 18: Councillor Albertus Buckle



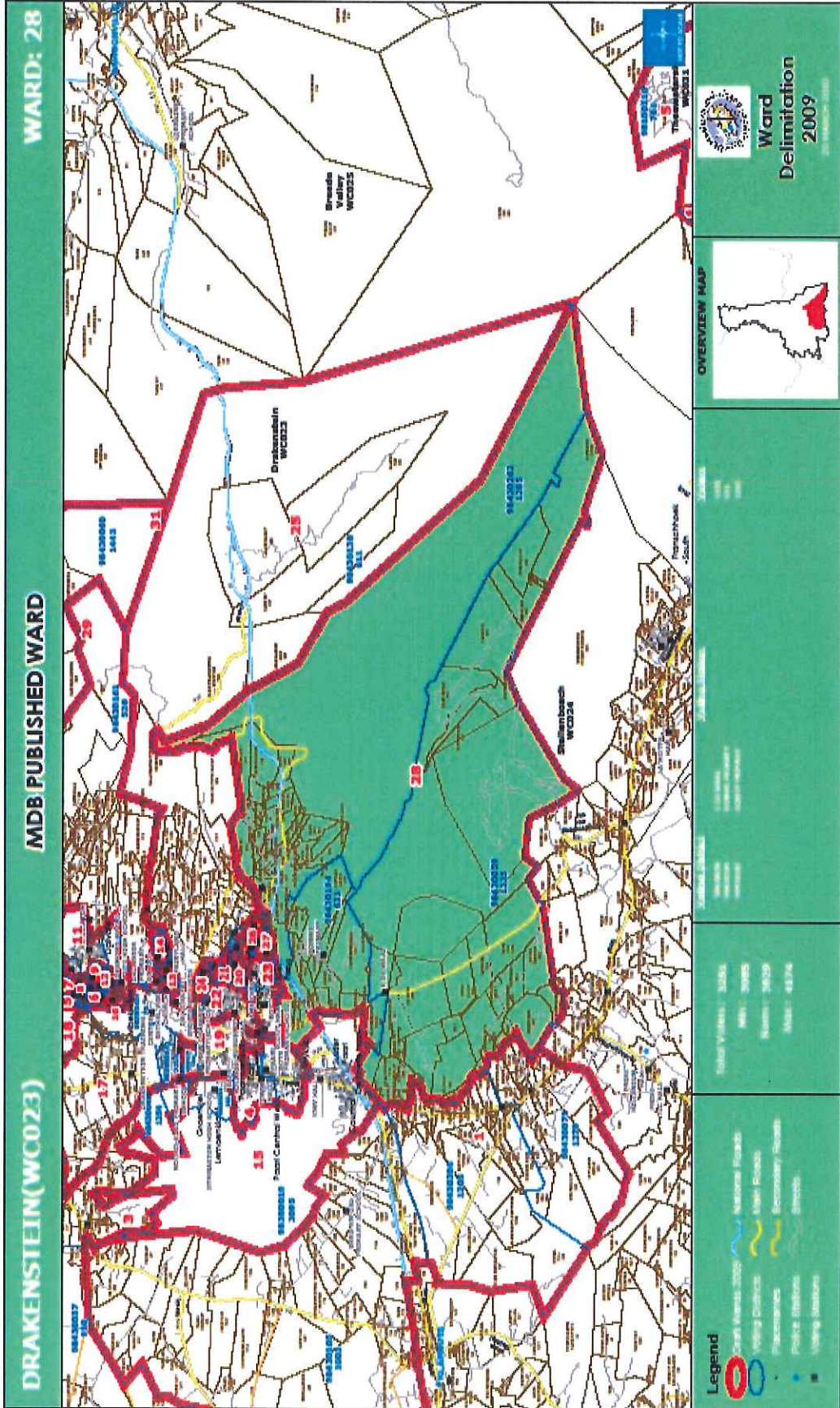
Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
<p>Soetendal, Wellington • Need access to houses because North, New Rest of farm evictions.</p>	<ul style="list-style-type: none"> • Installation of floodlights at the sports field. 	<p>Human Settlements</p>	<p>The housing needs of the rural dwellers in ward is addressed in a sustainable way. The municipality address the farm evictions in a multi sector way.</p>	
<ul style="list-style-type: none"> • Inadequate rural sports field. 	<p>Electricity</p>	<p>Flood lights are erected that address the sport and cultural activities of the farm dwellers.</p>		
<ul style="list-style-type: none"> • Provision of crèches by the Municipality for farm children. 	<p>Parks</p>	<p>The rural sports field have been developed to meet the required needs of the community.</p>		
	<p>Community Development</p>	<p>The ECD challenge of the farm dwellers are addressed together with stakeholders</p>		

Ward 25: Councillor Laurichia van Niekerk



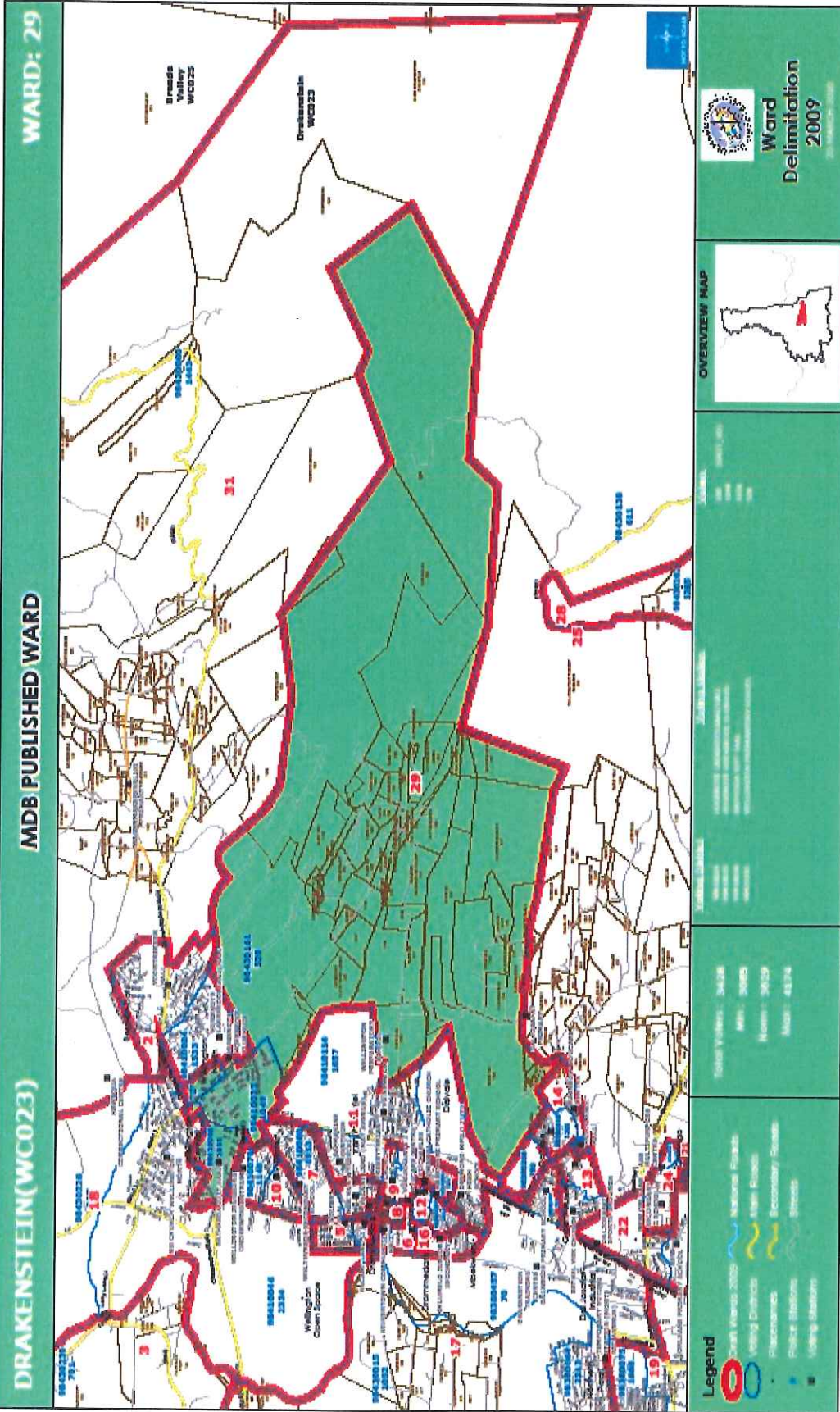
Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Lantana	<ul style="list-style-type: none"> Unemployment database not transparent. 	Social Cohesion	Community Development	A transparent updated unemployment database is in place
	<ul style="list-style-type: none"> EPWP and CWP projects in the ward not visible and transparent- job opportunities not directed to employed people in the ward. 	Social Development	Corporate Services	The mayoral bursary fund is in place that address the skills need of the municipal area.
	<ul style="list-style-type: none"> Municipal bursaries must be allocated to students in the ward. 			
	<ul style="list-style-type: none"> Expand mayoral bursaries to also include social work, teaching and nursing. 			
	<ul style="list-style-type: none"> Sport facilities to be constructed in the ward. 	Infrastructure	Parks	To upgrade current sport facilities with relevant stakeholders.
	<ul style="list-style-type: none"> Land for an ECD centre is needed in the ward. 		Community Development	A supportive ECD policy is in place that address ECD needs of the community.
	<ul style="list-style-type: none"> ECD Centres need to be erected and properly managed in the ward. 			
	<ul style="list-style-type: none"> Communication needs to be improved in rural areas. 	Social Cohesion	Corporate Services	The communication with the rural wards is improved through use of community media (newspaper, community radio, social media platforms).
	<ul style="list-style-type: none"> Communication with regards to projects and programmes in the ward is of a poor standard. 	Social Development		Information to residents is simplified in the language of their choice.

Ward 28: Councillor Reinhardt van Niewenhuyzen



Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
<p>Ronwe, Salem, • The land next to Boland Park Sonop and Stadium should be utilised surrounding for housing development for Farms</p>	<ul style="list-style-type: none"> the farm workers. Need access to housing because of farm evictions. Street lights and sidewalks from Ashanti Farm to Sonop School (Keerweder) on Sonstraal Road. Provision of floodlights at Ronwè Primary School sport field. Playpark at Sonop School. Municipal intervention is required on New Beginnings Farm (to improve the living conditions of the current occupiers). Homes are uninhabitable. 	<p>Infrastructure</p>	<p>Human Settlements</p>	<p>The housing needs of the rural dwellers in ward is addressed in a sustainable way. The municipality address the farm evictions in a multi sector way. The housing needs of the rural dwellers in ward is addressed in a sustainable way. The municipality address the farm evictions in a multi sector way. Streetlights and sidewalks are erected in the identified areas.</p>
			Electricity	The floodlights are erected in partnership with relevant stakeholders.
			Parks	All sidewalks in designated areas have been erected. The challenges of the New Beginnings dwellers are addressed in a sustainable way with multi sector stakeholders.

Ward 29: Councillor Lorraine Willemse



WARD: 29

DRAKENSTEIN(WC023)

MDB PUBLISHED WARD

Ward Delimitation 2009



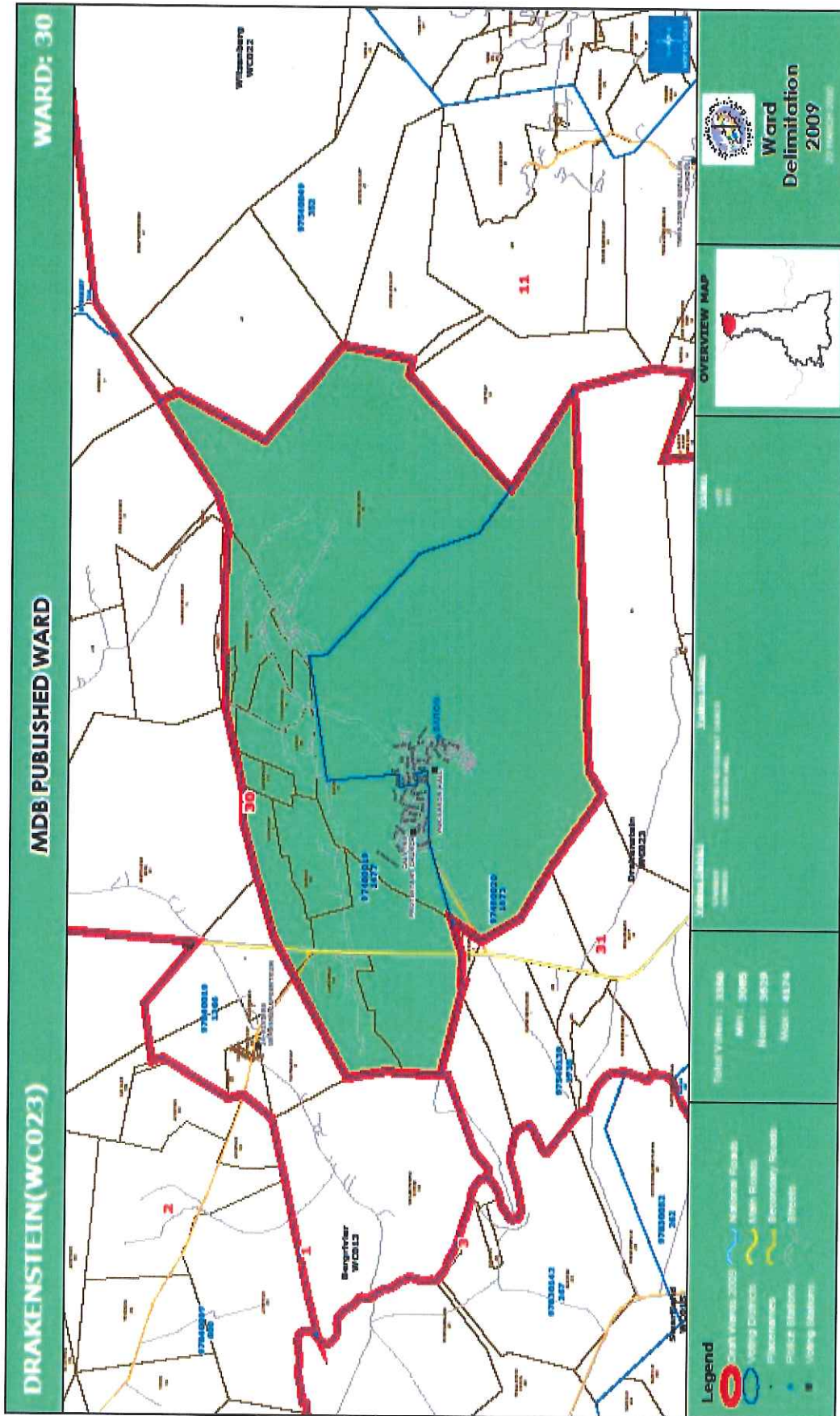
Ward	Population	Area (km ²)
Basissig	10 134	30,8
Breda Valley	10 025	20,8
Driehoek	9 985	27,3
Draakenstein	9 723	33,2
Other	9 657	18,8
Total	49 524	130,9

Legend

- Wards 2009
- Roads
- Waterways
- Public Stations
- Primary Schools
- High Schools
- Secondary Schools
- Other

Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
<p>PerdeskoenVoor Uitsig, Area.</p>	<p>Farms, • Side walk in Perdeskoen and Street regular cut/Infrastructure of grass in Perdeskoen.</p>	<p>Roads, Transport and Storm Water</p>	<p>Sidewalks are erected in the identified areas.</p>	<p>The housing needs of the rural dwellers in ward is addressed in a sustainable. a</p>
<ul style="list-style-type: none"> • Municipality should provide houses to those in need. 	<p>The municipality address the farm evictions in a multi sector way.</p>	<p>Human Settlements</p>	<p>The Bovlei and Perdeskoen community have access to drinking water.</p>	<p>The Happy Toddler Centre is upgraded and the community can utilize the facilities.</p>
<ul style="list-style-type: none"> • Access to drinking water for Bovlei and Perdeskoen Area 	<p>Youth development to curb the scourge/Social Development of substance abuse.</p>	<p>Infrastructure</p>	<p>Property & Estate</p>	<p>A multi sector stakeholder Local Drug Action Committee (LDAC) is established for the Drakenstein municipal area.</p>
<ul style="list-style-type: none"> • Need for small meeting venue at the Happy Toddler Centre 				
<ul style="list-style-type: none"> • Youth development to curb the scourge/Social Development of substance abuse. 				

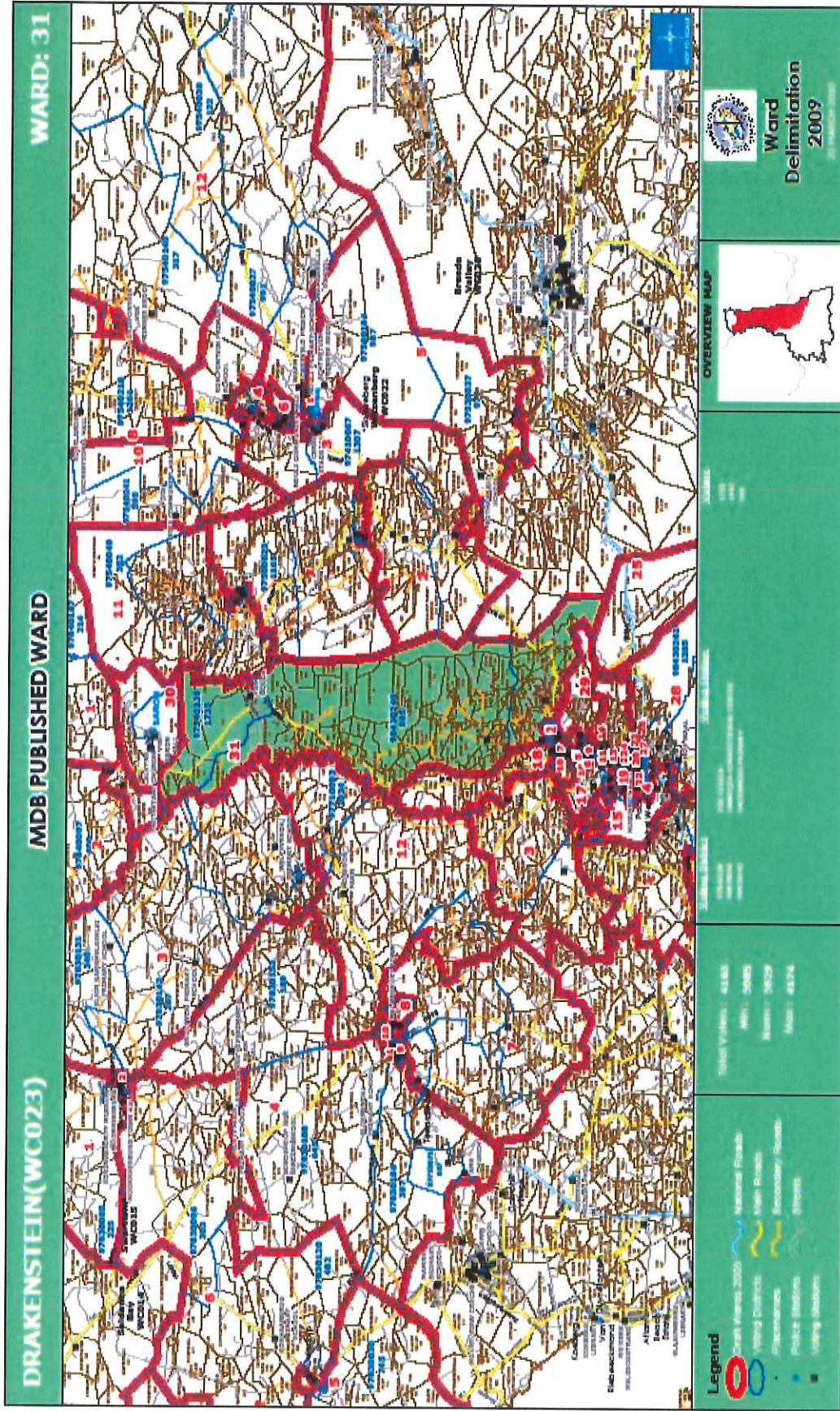
Ward 30: Councillor Johannes Smit



Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Saron	<ul style="list-style-type: none"> Storm water drainage system erodes roads. Thirteenth Avenue is a good example of the destruction of roads caused by storm water drainage systems. The storm water drainage system must be cleaned and small contractors can be used to keep it clean. Speed calming measures in Claremont Street (partially proclaimed road - part of the main entrance road to Sharon. There are also races in Church Street and the main access roads. Speed calming measures needed in Church Street and Weber Street (tarred section). Restore the pools for small children in the reserve. The small pools' pumps do not work and the environment is unsafe for small children. Enclosing the cemetery. The fence should be built walls because it is a refuge for offenders. Must be like Wellington cemetery fencing. Need a canopy for shelter from the rain in front of the clinic. 	Infrastructure	Roads, Transport and Storm Water	The Storm water drainage system is cleaned using local business.
				Speed calming measures have been put in place.
			Parks	<p>The following projects are completed;</p> <ul style="list-style-type: none"> upgrading the children's pool furnishing of outdoor showers for pool users Installation of irrigation system in the park New pipeline to ablution block Construction of more shady gazebos <p>The fence around the Saron cemetery is erected.</p>
			Community Services Provincial Department of Health	A canopy erected for residents to shelter from the rain.

<ul style="list-style-type: none"> Soup kitchens funded by Drakenstein Municipality is required. Some of the soup 	Social Development	Community Development	A sustainable soup kitchen is in place in the ward.
Description			
Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
<ul style="list-style-type: none"> kitchens have been closed due to a lack of food for distribution. 			
<ul style="list-style-type: none"> Saron needs youth projects where the youth can get involved. 		Community Development	A comprehensive multi youth sector project is in place
<ul style="list-style-type: none"> Need sports equipment for all sporting codes. 	Parks		A sports equipment strategy is in place that is developed with the Provincial Department
<ul style="list-style-type: none"> Ambulance service from Ceres is insufficient. It takes too long for ambulances to reach Saron. People should therefore use their own transport to transport patients to hospital. 	Social Cohesion	Community Services Provincial Department of Health	A comprehensive health service will be established for the area.

Ward 31: Councillor Geoffrey Ford



Description	Identified Development Priorities	Rural Development Indicator	Government Sphere Competence	Outcomes
Gouda, Hermon Bovlei, Groenberg	<ul style="list-style-type: none"> Housing and land for housing 	Infrastructure	Human Settlements	The housing needs of the rural dwellers in ward is addressed in a sustainable way. The municipality address the farm evictions in a multi sector way.
	<ul style="list-style-type: none"> Clinic in Gouda & Hermon 		Community Services Provincial Department of Health	A clinic is erected for the Gouda and Herman areas.
	<ul style="list-style-type: none"> Upgrading of basic roads infrastructure 		Civil Engineering Services	The road was upgraded.
	<ul style="list-style-type: none"> Drakenstein Municipal Office requested for Hermon so residents can pay their services. 			The Hermon residents have municipal services that is brought closer to the community.
	<ul style="list-style-type: none"> Public Swimming Pool in Gouda 		Parks	A public swimming pool
	<ul style="list-style-type: none"> Upgrading of sport facilities. 			The sports facilities are upgraded.
	<ul style="list-style-type: none"> Upgrading of Onrus Houses. 		Human Settlements	The houses in the Onrus houses are addressed in a sustainable way
	<ul style="list-style-type: none"> There are 6 empty houses in Hermon, 2 of which need repair. Allocate these houses to those in need. 			The housing challenge is addressed in partnership with the Cape Winelands District Municipality.
	<ul style="list-style-type: none"> Upgrading from gravel to paved roads (Saron and Gouda) 		Roads, Transport and Water	The road upgrade completed.
	<ul style="list-style-type: none"> Improve street lighting in Gouda. 		Electricity	The street lighting installed.
	<ul style="list-style-type: none"> Speed calming measures for Hermon. 		Roads, Transport and Water	Speed calming measures introduced
	<ul style="list-style-type: none"> Housing opportunities for Hermon's residents. 		Human Settlements	A housing needs analysis data base is developed for the Hermon residents.

<ul style="list-style-type: none"> • 24 hour Police Services required. 	Social Cohesion	Protective Services National Department - SAPS	An increase in safety and security of residents.
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9. An Integrated Management Framework for Rural Development (IMF-RD)

The IMF-RD is proposed and illustrated in Figure 4 and answers several questions.

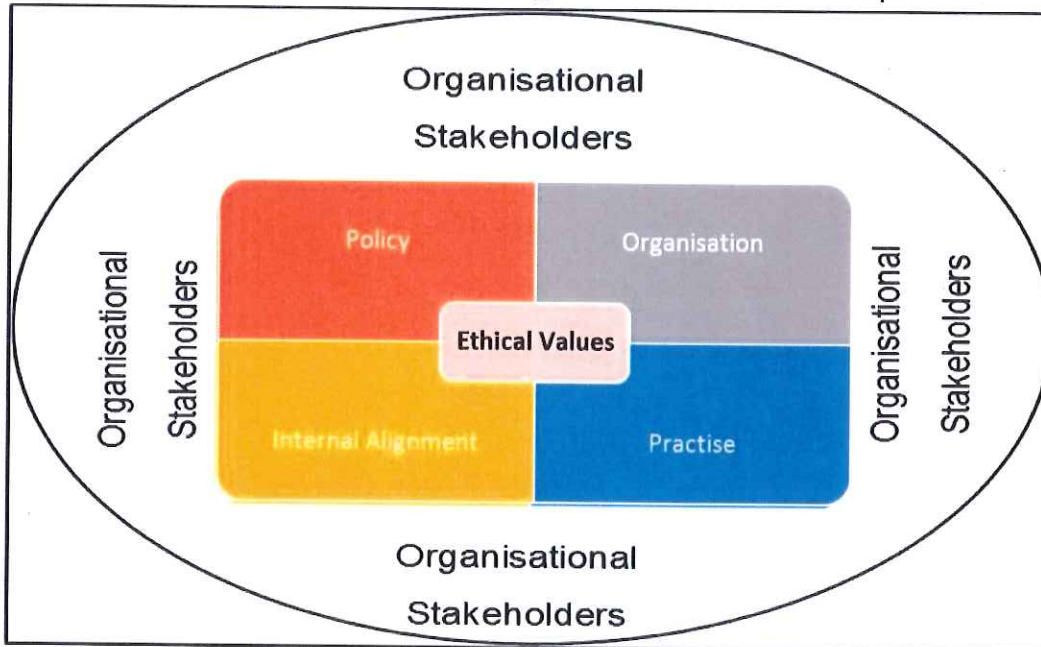


Figure 4: Integrated Management Framework for Rural Development

The **Integrated management framework for Rural Development (IMF-RD)** ensures that rural development moves beyond compliance to conviction. It moves from a “tick box” approach to a more holistic approach:

9.1 Policy

- All the municipal policies should be aligned to ensure that it takes into consideration the Drakenstein Rural Reality.

9.2 Organisation

- Rural development should be organised internally to give effect to the strategy with the necessary support structure to implement rural development effectively.

9.3 Practice

- Rural development should be practiced holistically through a program approach.

9.4 Internal Alignment

- A rural development charter that commits all the departments should be put in place.

9.5 Ethical Values

- A set of measurable ethical values should be identified.

9.6 Stakeholder Management

- Rural development is managed in partnership with national, provincial and local partners.

10. Monitoring and Evaluation Framework

It is proposed that all the ward development priorities are converted to developmental outcomes and are structured in accordance with the National Treasury Guidelines (See Figure 5).

Project	Inputs (what we use to do the work)	Activities (what we do)	Outputs (what we produce or deliver)	Outcomes (what we wish to achieve)	Impact (what we aim to change)

Figure 5: National Treasury Guidelines – Project Plan





11. References

1. Drakenstein Municipality, Integrated Development Plan 2017 - 2022
2. Constitution of South Africa, 1996 - Role of Local Government


3. Department of Environmental Affairs and Development Planning - WC, Provincial Urban Edge Guidelines, December 2015
4. Department Rural Development and Land Reform - Agri-Parks Master Plan 2015
5. Department Rural Development and Land Reform, www.drdlr.gov.za
6. Drakenstein Municipality Annual Performance Report 2014/2015
7. Drakenstein Municipality - Integrated Development Plan 2012 – 2017
8. Drakenstein Municipality - Integrated Development Plan 2017- 2022
9. Drakenstein Local Economic Development Strategy 2015
10. Drakenstein Municipality - Rural Development Strategy 2009
11. Drakenstein Spatial Development Framework 2015 – 2035
12. Municipal Economic Review and Overview (MERO) 2015
13. National Development Plan 2030 - Chapter 6 IRE
14. Provincial Economic Review and Overview (PERO) 2015
15. Provincial Department of Agriculture (www.westerncape.gov.za)
16. Provincial Implementation Framework for Comprehensive Rural Development Plan
17. Progress report on the National Rural Youth Service Corps – 27 August 2014
18. SALGA - Small Town Regeneration Strategy 2016
19. Rural Realities - Phulisani
20. Western Cape - Community Survey 2016
21. Western Cape Government - Provincial Strategic Plan 2014 - 2019
22. Witzenberg Municipality - Intergovernmental Relations Model

12. Appendix A: Ward Inputs/Priorities

The following is a summary of the composition of the ward, critical ward information and development needs identified during ward meetings held during **September – October 2015**.

WARD 1: Simondium	
DEMOGRAPHICS	
POPULATION 	Asian/Indian: 0,2% Coloured: 71,5% Black African: 14,9% White: 13% Households: 2,206 Other  : 0,6% Population: 9,945
HOUSEHOLDS WITH NO ANNUAL INCOME 	INDIVIDUALS WITH NO MONTHLY INCOME 
33% of HH annual income level is less than <i>R38,200 p.a</i> [# 291 = 13%]	30% of individuals have no monthly income [#3,002] 36% of individuals earn between R1 – R3,200 p.m.

TENURE STATUS

<p>Rented = 600 (27%)</p> <p>Rent-free = 1,161 (53%)</p>	 <p>Owned not paid off = 75 (3%)</p> <p>Owned & fully paid = 130 (6%)</p>	<h3>TYPE OF MAIN DWELLING</h3> <p>Formal House = 1,672 HH (76%)</p> <p>Shack in b/yard = 33 HH (1%)</p> <p>Informal dwelling = 143 HH (6%)</p>
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ACCESS TO COMMUNICATION









Landline = 400 HH Only **18%** of HH have access to a landline (Telkom line).

Cellular phone = 1,867 HH **85%** of HH have access to a cellular phone.

Access to internet = 705 HH **32%** of HH have no access to internet.

SERVICE DELIVERY INFORMATION








<h4>WATER</h4> <p>#581 HH</p>  <p>HH's with access to water represents 0,97% of all HH.</p> <p>26% of households receive their water from the Municipality.</p> <p>1158 HH source their water from a borehole and 42 HH from a water tanker.</p>	<h4>SANITATION</h4> <p>#1,329 HH</p> <p>HH's with sanitation services represents 2,22% of all HH.</p> <p>60% of HH have access to sanitation services above the minimum service level.</p> <p>5,03% of HH have no access to sanitation services.</p> <p>9,16% of HH use bucket toilets.</p> 
<h4>ELECTRICITY FOR LIGHTING</h4> <p>#2,007 HH</p> <p>91% HH's with electricity</p>  <p>6,71% of HH use candles</p>  <p>for lighting purposes</p>  <p>AND 6 HH utilises solar energy</p>	<h4>REFUSE REMOVAL</h4> <p>#721 HH</p>  <p>32,68% of HH receive refuse removal services above the minimum service level.</p> <p>HH's with refuse removal services represents 1,21% of all HH.</p> <p>7,39% of HH have no access to refuse removal services.</p>



DEVELOPMENT PRIORITIES





MUNICIPAL PRIORITIES

IDP 1.1	Need houses due to eviction of farm dwellers and a number of informal settlements that are expanding.	IDP 1.2	Need access to toilets and access to clean water on the farms.
IDP 1.3	More dignified emergency housing.	IDP 1.4	Provision of electricity, water and sanitation at emergency housing sites.
IDP 1.5	Electricity for informal settlement.	IDP 1.6	Municipality to address the issues of farm evictions.
IDP 1.7	Bus Shelter to protect learners from rain.	IDP 1.8	Pavement at Suid-Agter-Paarl needed as many children are run over.
IDP 1.9	Safety.	IDP 1.10	Sport facilities for farm workers.
IDP 1.11	Relocate the Brickfields community to an area where electricity can be provided to them.	IDP 1.12	The two ACVV Social Workers servicing the area are not sufficient to attend to the many needs of the community. More Social Workers are needed.

IDP1.13	Health issues are not adequately addressed in the Brickfields community.	IDP 1.14	The Soup Kitchen does not supply in the growing need in the community.
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WARD 3: Windmeul and Bergriver Farms, Slot v/d Paarl		
DEMOGRAPHICS		
 POPULATION	Asian/Indian: 0,1% Coloured: 69,4% Black African: 17% White: 13,2% Households: 2,660 Other  : 0,3% Population: 11,743	
 HOUSEHOLDS WITH NO ANNUAL INCOME 40% of HH annual income level is less than R38,200 p.a. [# 264 = 10%]	 INDIVIDUALS WITH NO MONTHLY INCOME 18% of individuals have no monthly income [#2,093] 44% of individuals earn between R1 – R3,200 p.m.	TENURE STATUS Rented = 508 (19%) Rent-free = 1,623 (61%) Owned not paid off = 99 (4%) Owned & fully paid = 139 (5%)
ACCESS TO COMMUNICATION   		TYPE OF MAIN DWELLING Formal House = 1,660 HH (62%) Shack in b/yard = 42 HH (2%) Informal dwelling = 36 HH (1%)
Landline = 380 HH Only 14% of have access to a landline (Telkom line). Cellular phone = 2,117 HH 80% of HH have access to a cellular phone. Access to internet = 644 HH 76% of HH have no access to internet.		

SERVICE DELIVERY INFORMATION	
WATER #577 HH  HH's with access to water represents 0,97% of all HH. 22% of households receive their water from the Municipality. 1,372 HH source their water from a borehole and 92 HH from a water tanker.	SANITATION #1,986 HH HH's with sanitation services represents 3,32% of all HH. 75% of HH have access to sanitation services above the minimum service level. 3,57% of HH have no access to sanitation services. 1,77% of HH use bucket toilets. 

<p>ELECTRICITY FOR LIGHTING</p> <p>#2,620 HH</p> <p>98% HH's with electricity </p> <p>0,68% of HH use candles  for lighting purposes</p> <p>AND 10 HH utilises solar energy </p>	<p>REFUSE REMOVAL</p> <p>#956 HH</p> <p>6% of HH receive refuse removal services above the minimum service level. </p> <p>HH's with refuse removal services represents 1,6% of all HH.</p> <p>1,5% of HH have no access to refuse removal services.</p>
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DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES

IDP 3.1	A pedestrian crossing is required for the safety of scholars at Windmeul Primary School. Application must be made for the reduction of the speed limit so that a pedestrian crossing can be built.	IDP 3.2	The problem of the un-employment of matriculants on farms where their parents reside. The matter should be taken up with the agricultural sector. Such matriculants should get preference.
IDP 3.3	Need a new clinic building at Windmeul. Temporary storage buildings not acceptable.	IDP 3.4	More refuse bins are needed at Windmeul Primary School. The municipal taxes for more bins should be investigated because it is not affordable.
IDP 3.5	Need a community hall at Windmeul.		

WARD 17: Northern Paarl, Nieuwedrift, Drommedaris, Dalweide

DEMOGRAPHICS

POPULATION



Asian/Indian: 0,1% Coloured: 52,6% Black African: 10,6% White: 36,6%

Households: 2263 Other  : 0,2% Population: 9630

HOUSEHOLDS WITH NO ANNUAL INCOME



19% of HH annual income level is less than R38,200 p.a. [# 293 = 13%]

INDIVIDUALS WITH NO MONTHLY INCOME



23% of individuals have no monthly income [#20,174] 23% of individuals earn between R1 – R3,200 p.m.

TENURE STATUS

Rented = 513 (23%) 

Rent-free = 442 (20%) 



TYPE OF MAIN DWELLING

Formal House = 1,993 HH (88%)






Shack in b/yard = 26 HH (1.0%)

Informal dwelling = 91 HH (4.00%)

WARD 17: Northern Paarl, Nieuwedrift, Drommedaris, Dalweide

ACCESS TO COMMUNICATION	
  	<p>Landline = 964HH Only 43% of have access to a landline (Telkom line).</p> <p>Cellular phone = 2,138 HH 94% of HH have access to a cellular phone.</p> <p>Access to internet = 1,258 HH 56% of HH have no access to internet.</p>

SERVICE DELIVERY INFORMATION

<p>WATER #1,727 HH</p> <p style="text-align: center;"></p> <p>HH's with access to water represents 2,89% of all HH.</p> <p>76% of households receive their water from the Municipality. 456 HH source their water from a borehole and 11 HH from a water tanker.</p>	<p>SANITATION #1,910 HH</p> <p>HH's with sanitation services represents 3,2% of all HH.</p> <p>84% of HH have access to sanitation services above the minimum service level.</p> <p>1,9% of HH have no access to sanitation services. 1,46% of HH use bucket toilets.</p> <p style="text-align: right;"></p>
<p>ELECTRICITY FOR LIGHTING #2,176 HH</p> <p>3,64% HH's with electricity </p> <p>3% of HH use candles  for lighting purposes</p>	<p>REFUSE REMOVAL #1,745 HH</p> <p>77, 11% of HH receive refuse removal services above the minimum service level.</p> <p>HH's with refuse removal services represents 2,92% of all HH.</p> <p style="text-align: right;"></p>

DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES			
IDP 17.1	Insufficient visible policing. Possibility should be explored to implement a neighborhood watch project.	IDP 17.2	Poor street lighting in all neighborhoods. Take too long to replace broken lights.
IDP 17.3	Development of a "music school". Musical instruments are also required.	IDP 17.4	Construction of a wall between the formal and informal area.
IDP 17.5	Footbridge over storm water channel Drommedaris.	IDP 17.6	More speed bumps in Drommedaris.
IDP 17.7	Skills development training for youth to tackle unemployment and drug abuse.	IDP 17.8	Development of sports facilities in Drommedaris (pavilion, dressing rooms, etc.).
IDP 17.9	Solutions to the housing problems of workers in the Niewedrift area.	IDP 17.10	Paving of sidewalks in neighborhoods.
IDP 17.11	Upgrading existing parks / development of new parks in the neighborhood.		

WARD 18: Soetendal, Wellington North, New Rest

DEMOGRAPHICS

POPULATION



Asian/Indian: 0,6% Coloured: 50,6% Black African: 19% White: 29%

Households: 2,060 Other : 0,8% Population: 8,253

HOUSEHOLDS WITH NO ANNUAL INCOME



28% of HH annual income level is less than R38,200 p.a [# 289 = 14%]

INDIVIDUALS WITH NO MONTHLY INCOME



29% of individuals have no monthly income [#2,407] 29% of individuals earn between R1 – R3,200 p.m.

Rented = 869 (42%) (16%) Formal House = fully paid = 484 (23%)



TENURE STATUS

Owned not paid off =

1,598 HH (78%) Rent- Shack in b/yard = 25 HH Informal dwelling = 37 HH (2.00%)

TYPE OF MAIN DWELLING

327 free = 343 (17%) Owned & (1.0%)

ACCESS TO COMMUNICATION



Landline = 627HH Only 45% of have access to a landline (Telkom line). Cellular phone = 1,864 HH 90% of HH have access to a cellular phone. Access to internet = 929 HH 55% of HH have no access to internet.

SERVICE DELIVERY INFORMATION

WATER

#1,766 HH



HH's with access to water represents 2,95% of all HH.

86% of households receive their water from the Municipality. 135 HH source their water from a borehole and 20 HH from a water tanker.

SANITATION

#1,923 HH

HH's with sanitation services represents 3,22% of all HH.

93% of HH have access to sanitation services above the minimum service level.

1, 5% of HH have no access to sanitation services. 4, 03% of HH use bucket toilets.



ELECTRICITY FOR LIGHTING

#1,999 HH

3,34% HH's with electricity



2,48% of HH use candles for lighting purposes



AND 2 HH utilises solar energy



REFUSE REMOVAL

#1,758 HH

85,34% of HH receive refuse removal services above the minimum service level.

HH's with refuse removal services represents 2, 94% of all HH.

1, 75% of HH have no access to refuse removal services.



















DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES

IDP 18.1	Need access to houses because of farm evictions.	IDP 18.2	Installation of floodlights at the sports field.
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IDP 18.3	Inadequate rural sports field.	IDP 18.4	Provision of crèches by the Municipality for farm children.
IDP 18.5	Speed bumps, circle, and robot addressing Main Street speedsters.	IDP 18.6	Wellington Interim Rural Development: Water and Sanitation for people living on Ouruigte Farm.

WARD 25: Lantana	
DEMOGRAPHICS	
POPULATION 	Asian/Indian: 0,5% Coloured: 89,3% Black African: 6,4% White: 3% Households: 1,682 Other  : 0,8% Population: 8,877
HOUSEHOLDS WITH NO ANNUAL INCOME  39% of HH annual income level is less than R38,200 p.a. [# 242= 14%]	INDIVIDUALS WITH NO MONTHLY INCOME  33% of individuals have no monthly income [#2,888] 30% of individuals earn between R1 – R3,200 p.m.
TENURE STATUS Rented = 564 (34%)  Rent-free = 163 (10%)   Informal dwelling = 34 HH	TYPE OF MAIN DWELLING (2.00%)
ACCESS TO COMMUNICATION   	Landline = 349 HH Only 21% of HH have access to a landline (Telkom line). Cellular phone = 1,313 HH 78% of HH have access to a cellular phone. Access to internet = 394 HH 77% of HH have no access to internet.
SERVICE DELIVERY INFORMATION	
WATER #1,455 HH  HH's with access to water represents 2,43% of all HH. 87% of households receive their water from the Municipality. 52 HH source their water from a borehole and 3 HH from a water tanker.	SANITATION #1,293 HH HH's with sanitation services represents 2,16% of all HH. 77% of HH have access to sanitation services above the minimum service level. 0,77% of HH have no access to sanitation services. 3,27% of HH use bucket toilets. 
ELECTRICITY FOR LIGHTING #1,591 HH 95% HH's with electricity  3,86% of HH use candles  for lighting purposes  AND 3HH utilises solar energy	REFUSE REMOVAL #1,328 HH  78,95% of HH receive refuse removal services above the minimum service level. HH's with refuse removal services represents 2,22% of all HH. 0,18% of HH have no access to refuse removal services.

DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES

IDP 25.1	People who are residing at the informal houses and at the wendy houses need access to electricity.	IDP 25.2	Houses are needed in the informal settlement, elderly people and the underprivileged who have been on the waiting list for years. Housing opportunities for back yard dwellers.
WARD 25: Lantana			
IDP 25.3	Maintenance and Upgrading are needed at all municipal flats in the ward. Flats need to be painted.	IDP 25.4	The ward has a lot of skilled people who don't get work. Unemployment database not transparent. EPWP and CWP projects in the ward not visible and transparent- job opportunities not directed to employed people in the ward.
IDP 25.5	Tarring of sidewalks in Disa Street, Hibiscus Street, Magnolia Street, entrance of Magnolia Primary School, Nederburg Heights, Champaign Street and Claret Street.	IDP 25.6	Community Business Park- Nederburg Primary/ Better municipal infrastructure. Ward needs a business park (needs basic infrastructure and municipal services to operate a business park).
IDP 25.7	Better SMME support for the business park in point 2.	IDP 25.8	Municipal bursaries must be allocated to students in the ward. Expand mayoral bursaries to also include social work, teaching and nursing.
IDP 25.9	Sport facilities to be constructed in the ward. Play park at the back of Magnolia Street can be developed as a sports ground. Pitch at Lantana can be fixed for sporting facilities.	IDP 25.10	Land for an ECD centre is needed in the ward. ECD Centres need to be erected and properly managed in the ward.
IDP 25.11	Speed bump needed at the front of Magnolia Mobile in Magnolia Street.	IDP 25.12	Municipality must regularly clean the streets in the area to prevent drain blockages and illegal dumping.
IDP 25.13	Communication needs to be improved in rural areas. Communication with regards to projects and programmes in the ward is of a poor standard.	IDP 25.14	Municipal rental does not correlate with the household income.
IDP 25.15	A series of potholes needs to be repaired on the corner of Japonica Street.		

WARD 28: Ronwè, Sonop, Salem and Surrounding Farms

DEMOGRAPHICS

POPULATION



Asian/Indian: 0,5% Coloured: 62,1% Black African: 16,9% White: 19,3%

Households: 1,211 Other : 1,3% Population: 7,084

HOUSEHOLDS WITH NO ANNUAL INCOME






24% of HH annual income level is less than
R38,200 p.a [# 66 = 5%]



INDIVIDUALS WITH NO MONTHLY INCOME



26% of individuals have no monthly income [#1,843]
21% of individuals earn between R1 – R3,200 p.m.





<p>TENURE STATUS</p> <p>Rented = 556 (46%) </p> <p>Rent-free = 389 (32%) </p> 	<p>TYPE OF MAIN DWELLING</p> <p>Formal House = 1,097 HH (84%)</p> <p>Shack in b/yard = 8 HH (1.0%)</p> <p>Informal dwelling = 1 HH (0.00%)</p>
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<p>ACCESS TO COMMUNICATION</p>   	<p>Landline = 461 HH Only 38% of HH have access to a landline (Telkom line).</p> <p>Cellular phone = 1,058 HH 87% of HH have access to a cellular phone.</p> <p>Access to internet = 610 HH 50% of HH have no access to internet.</p>
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WARD 28: Ronwè, Sonop, Salem and Surrounding Farms

SERVICE DELIVERY INFORMATION

<p>WATER</p> <p>#530 HH</p>  <p>HH's with access to water represents 0,89% of all HH.</p> <p>44% of households receive their water from the Municipality.</p> <p>321 HH source their water from a borehole and 7 HH from a water tanker.</p>	<p>SANITATION</p> <p>#927 HH</p> <p>HH's with sanitation services represents 1,55% of all HH.</p> <p>77% of HH have access to sanitation services above the minimum service level.</p> <p>2,81% of HH have no access to sanitation services.</p> <p>1,24% of HH use bucket toilets.</p> 
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<p>ELECTRICITY FOR LIGHTING</p> <p>#1,187 HH</p> <p>98% HH's with electricity </p> <p>1,32% of HH use candles  for lighting purposes</p> <p>AND 1 HH utilises solar energy </p>	<p>REFUSE REMOVAL</p> <p>#658 HH</p> <p>54,34% of HH receive refuse removal services above the minimum service level.</p> <p>HH's with refuse removal services represents 1,1% of all HH.</p> <p>3,55% of HH have no access to refuse removal services.</p> 
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DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES











IDP 28.1	The land next to Boland Park Stadium should be utilised for housing development for the farm workers.	IDP 28.2	Need access to housing because of farm evictions.
IDP 28.3	Street lights and sidewalks from Ashanti Farm to Sonop School (Keerweder) on Sonstraat Road.	IDP 28.4	Provision of floodlights at Ronwè Primary School sport field.
IDP 28.5	Playpark at Sonop School.	IDP 28.6	Municipal intervention is required on New Beginnings Farm (to improve the living conditions of the current occupiers). Homes are uninhabitable.







WARD 29: Voor Street Area, Uitsig, Perdeskoen Farms

DEMOGRAPHICS

POPULATION 		Asian/Indian: 0,8% Coloured: 69,4% Black African: 3,4% White: 26,1% Households: 2,166 Other  : 0,4% Population: 7,866	
HOUSEHOLDS WITH NO ANNUAL INCOME  24% of HH annual income level is less than <i>R38,200 p.a</i> [# 192=9%]		INDIVIDUALS WITH NO MONTHLY INCOME  25% of individuals have no monthly income [#1,985] 27% of individuals earn between R1 – R3,200 p.m.	
TENURE STATUS Rented = 769 (36%)  Rent-free = 199 (9%)		TYPE OF MAIN DWELLING Formal House = 1,811 HH (84%) Shack in b/yard = 109 HH (5.0%) Informal dwelling = 5 HH (0.20%)	
WARD 29: Voor Street Area, Uitsig, Perdeskoen Farms			
ACCESS TO COMMUNICATION   		Landline = 963 HH Only 44% of have access to a landline (Telkom line). Cellular phone = 1,919 HH 89% of HH have access to a cellular phone. Access to internet = 1,015 HH 53% of HH have no access to internet.	
SERVICE DELIVERY INFORMATION			
WATER #2,000 HH  HH's with access to water represents 3,35% of all HH. 92% of households receive their water from the Municipality. 107 HH source their water from a borehole and 12 HH from a water tanker.		SANITATION #1,972 HH HH's with sanitation services represents 3,3% of all HH. 91% of HH have access to sanitation services above the minimum service level. 0,97% of HH have no access to sanitation services. 3,42% of HH use bucket toilets. 	
ELECTRICITY FOR LIGHTING #2,072 HH 96% HH's with electricity  2,91% of HH use candles  for lighting purposes  AND 4 HH utilises solar energy		REFUSE REMOVAL #1,899 HH  87,21% of HH receive refuse removal services above the minimum service level. HH's with refuse removal services represents 3,16% of all HH. 0,88% of HH have no access to refuse removal services.	
DEVELOPMENT PRIORITIES			
MUNICIPAL PRIORITIES			
IDP 29.1	Newton and Pelican Park Sport facilities need to be upgraded so that community events that are unique to Wellington can be hosted there.	IDP 29.2	Youth development to curb the scourge of substance abuse.

IDP 29.3	Restructure the tennis court in an indoor sport complex.	IDP 29.4	Traffic calming: • Traffic calming next to the school in Voor Street, Champagne Street.
IDP 29.5	Side walk in Perdeskoen and regular cut of grass in Perdeskoen.	IDP 29.6	Maintenance and cleanliness of pavements in the ward 29. Upgrading and tarring of pavement in Powel and Jaden Street.
IDP 29.7	Municipality should provide houses to those in need.	IDP 29.8	Access to drinking water for Bovlei and Perdeskoen Area
IDP 29.9	Use of vacant land for parking in front of semi-attached houses in 71 Voorstreet areas.	IDP 29.10	Need for small meeting venue at the Happy Toddler Centre
IDP 29.11	Maintenance and Upgrading of the cemetery.	IDP 29.12	Fencing of the residents' houses bordering the cemetery in Mentor Street for safety and security purposes.

WARD 30: Saron	
DEMOGRAPHICS	
POPULATION 	Asian/Indian: 0,2% Coloured: 93,7% Black African: 4,4% White: 1,28% Households: 2,463 Other  : 0,4% Population: 9,938
HOUSEHOLDS WITH NO ANNUAL INCOME  52% of HH annual income level is less than R38,200 p.a [# 124= 5%]	INDIVIDUALS WITH NO MONTHLY INCOME  29% of individuals have no monthly income [#1,843] 62% of individuals earn between R1 – R3,200 p.m.
TENURE STATUS Rented = 346 (14%)  Rent-free = 879 (36%)  	TYPE OF MAIN DWELLING Formal House = 2,235 HH (91%) Shack in b/yard = 113 HH (5.0%) Informal dwelling = 28 HH (1.00%)
ACCESS TO COMMUNICATION   	Landline = 447 HH Only 18% of have access to a landline (Telkom line). Cellular phone = 1,958 HH 79% of HH have access to a cellular phone. Access to internet = 477 HH 81% of HH have no access to internet.
SERVICE DELIVERY INFORMATION	

<p>WATER #2,298 HH</p>  <p>HH's with access to water represents 3,84% of all HH.</p> <p>93% of households receive their water from the Municipality. 11 HH source their water from a borehole and 29 HH from a water tanker.</p>	<p>SANITATION #2,294 HH</p> <p>HH's with sanitation services represents 3,84% of all HH.</p> <p>93% of HH have access to sanitation services above the minimum service level.</p> <p>1,75% of HH have no access to sanitation services. 1,18% of HH use bucket toilets.</p> 
<p>ELECTRICITY FOR LIGHTING #2,419 HH</p> <p>4.05% HH's with electricity</p>  <p>1,14% of HH use candles  for lighting purposes</p>  <p>AND 5 HH utilises solar energy</p>	<p>REFUSE REMOVAL #2,259 HH</p>  <p>91,721% of HH receive refuse removal services above the minimum service level.</p> <p>HH's with refuse removal services represents 3,78% of all HH.</p> <p>0,08% of HH have no access to refuse removal services.</p>

DEVELOPMENT PRIORITIES			
MUNICIPAL PRIORITIES			
IDP 30.1	Storm water drainage system erodes roads. Thirteenth Avenue is a good example of the destruction of roads caused by storm water drainage systems. The storm water drainage system must be cleaned and small contractors can be used to keep it clean.	IDP 30.2	Speed calming measures in Claremont Street (partially proclaimed road - part of the main entrance road to Sharon. There are also races in Church Street and the main access roads. Speed calming measures needed in Church Street and Weber Street (tarred section).
IDP 30.3	Restore the pools for small children in the reserve. The small pools' pumps do not work and the environment is unsafe for small children.	IDP 30.4	Enclosing the cemetery. The fence should be built walls because it is a refuge for offenders. Must be similar to Wellington cemetery fencing.
IDP 30.5	Soup kitchens funded by Drakenstein Municipality is required. Some of the soup kitchens have been closed due to a lack of food for distribution.	IDP 30.6	Saron needs youth projects where the youth can get involved.
IDP 30.7	Need sports equipment for all sporting codes.	IDP 30.8	Stop signs instead of yielding signs for road safety purposes needed on the corner of Elim Street and Keerom Street as well as on the corner of Canal Street and Claremont Street.
IDP 30.9	Need a canopy for shelter from the rain in front of the clinic.	IDP 30.10	Need crèche facilities in Saron.
IDP 30.11	Ambulance service from Ceres is insufficient. It takes too long for ambulances to reach Saron. People should therefore use their own transport to transport patients to hospital.	IDP 30.12	Dumping site untidy and disorderly and not properly managed in Saron. Areas should be identified in Saron where garbage can be dumped in "skips" so it can be deposited orderly at the dumping site.
IDP 30.13	Inadequate and poor signage to Saron on the provincial roads.		

WARD 31: Gouda, Hermon Bovlei, Groenberg

DEMOGRAPHICS

POPULATION



Asian/Indian: 0,3% Coloured: 85,7% Black African: 8,5% White: 5,4%
Households: 1,839 Other: 2% Population: 8,310

HOUSEHOLDS WITH NO ANNUAL INCOME



47% of HH annual income level is less than R38,200 p.a [# 133 = 6%]

INDIVIDUALS WITH NO MONTHLY INCOME



30% of individuals have no monthly income [#2,468]
51% of individuals earn between R1 – R3,200 p.m.

Rented = 479 (26%)

TENURE STATUS

Rent-free = 889 (48%)



TYPE OF MAIN DWELLING

Formal House = 1,532 HH (83%)

Shack in b/yard = 130 HH (7.0%)

Informal dwelling = 29 HH (2.00%)

ACCESS TO COMMUNICATION



Landline = 252 HH

Only 14% of HH have access to a landline (Telkom line).

Cellular phone = 1,454 HH 79% of HH have access to a cellular phone.

Access to internet = 421 HH 23% of HH have no access to internet.

SERVICE DELIVERY INFORMATION

WATER

#1,315 HH



HH's with access to water represents 2,2% of all HH.

72% of households receive their water from the Municipality.

179 HH source their water from a borehole and 44 HH from a water tanker.

ELECTRICITY FOR LIGHTING

#1,761 HH

96% HH's with electricity



2,72% of HH use candles for lighting purposes



AND 15 HH utilises solar energy

SANITATION

#1,524 HH

HH's with sanitation services represents 2,55% of all HH.

83% of HH have access to sanitation services above the minimum service level.

3,15% of HH have no access to sanitation services.

3,75% of HH use bucket toilets.



REFUSE REMOVAL

#1,219 HH

66,29% of HH receive refuse removal services above the minimum service level.

HH's with refuse removal services represents 2,04% of all HH.

0,51% of HH have no access to refuse removal services.



DEVELOPMENT PRIORITIES

MUNICIPAL PRIORITIES

IDP 31.1	Housing and land for housing.	IDP 31.2	Clinic in Gouda.
IDP 31.3	Upgrading of basic roads infrastructure	IDP 31.4	Public Swimming Pool in Gouda
IDP 31.5	Upgrading of sport facilities.	IDP 31.6	Upgrading of Onrus Houses.
IDP 31.7	There are 6 empty houses in Hermon, 2 of which are in need of reparation. Allocate these houses to those in need.	IDP 31.8	Upgrading from gravel to paved roads (Saron and Gouda)
IDP 31.9	Improve street lighting in Gouda.	IDP 31.10	Speed calming measures for Hermon.
IDP 31.11	Housing opportunities for Hermon's residents.	IDP 31.12	24 hour Police Services required.
IDP 31.13	Small clinic for Hermon.	IDP 31.14	Drakenstein Municipal office for Hermon to enable residents to pay for their services.

13. Appendix B: Rural Development Charter



DIRECTORATE: COMMUNITY DEVELOPMENT

DIVISION: RURAL DEVELOPMENT

RURAL DEVELOPMENT CHARTER FOR DRAKENSTEIN MUNICIPALITY

**FIRST DRAFT
JUNE 2017**

1. Introduction

Municipalities have a critical role to play in creating an enabling environment that will contribute to rural development & job creation specifically in the rural areas as defined in the ward priorities (2015). The local economy in its area of jurisdiction. Although many factors that impact on municipalities in South Africa have an important role to play in the development of the local economy is outside the control of municipalities, it directly impacts on its performance through:

- The development and implementation of policies and by-laws
- Its budgeting and expenditure patterns
- Investment in Economic Infrastructure such as roads, water services and electricity and
- Creating a business-friendly administration that responds to the needs to business and other economic stakeholders.

Municipalities have a critical role to play in creating an enabling environment that will contribute to rural development & job creation specifically in the rural areas as defined in the ward priorities (2015).

2. Legislative & Policy Context

The National Development Plan (NDP) presents a road map for rural development. More specifically chapter 6 sets out a trajectory for rural economic transformation and development. The vision of the NDP is for rural areas to be socially, spatially and economically integrated across municipal, district, provincial and regional boundaries- where there is economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes with improved access to basic services, health care and quality education. The promotion of rural development that includes local economic development is critical to National Government Agenda to create a developmental state. Rural development has therefore been mainstreamed in key pieces of legislation and policies of government.

2.1. Constitution of the Republic of South Africa, 1996

The Constitution places the promotion of social and economic development as a key mandate of the developmental state. The Constitution, in terms of section 153 stipulates that “a municipality must -

a) structure and manage its administration and budgeting and planning processes to give priority

to the basic needs of the community, and to promote the social and economic development of the community; and

b) Participate in national and provincial development programmes.

2.2. COGTA KPA for Municipalities

The Department of Cooperative Governance and Traditional Affairs has set 5 Key Performance Areas for municipalities. These are:

- Municipal Transformation and Organizational Development;
- Basic Service Delivery;
- Local Economic Development (LED);
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation

These are cross-cutting themes in each municipality and are part of the 5-year Local Government Strategic Agenda.

2.3. Integrated Development Plan 2012 - 2017

Economic Growth and Development has been identified as one the Key Performance Areas in the Integrated Development Plan. All municipal departments therefore have an obligation to contribute to achieving the objectives outlined in the IDP.

3. What is a rural development charter?

The objectives of rural development cannot be achieved by one single department / unit within the Drakenstein Municipality. It requires the collective efforts of various stakeholders and all departments in the Drakenstein Municipality. The Rural development charter aims to outline the commitment of each department to creating an enabling environment for development in the Drakenstein municipality and represents the commitment of all the identified departments. It should be read with the LED charter of the municipality.

4. Objectives of the Charter

The objectives of the rural development charter are as follows:

- Recognizing that rural development as a strategic objective of the Drakenstein Municipality;
- Mainstreaming Rural development in all Municipal Departments; and
- Creating a more responsive administration to the needs of business and other economic stakeholders in the local economy

5. Sectoral Plans per Department

The Drakenstein Municipality is in the process of finalizing its organizational review in an attempt to become more responsive to the developmental needs of all its internal and external stakeholders. The review of the organizational structure presents the municipality with an opportunity to mainstream rural development into all municipal departments in Drakenstein.

The administration of Drakenstein Municipality consists of the following directorates:

- Office of the Municipal Manager
- Directorate: Financial Services
- Directorate: Corporate Services
- Directorate: Planning & Economic Development
- Directorate: Community Services
- Directorate: Infrastructure Services

5.1. Office of the Municipal Manager

The Office of the Municipal Manager is responsible to provide strategic leadership, building partnerships and directing the activities of the administration and external stakeholders of the Drakenstein Municipality.

Main Development Activities

- Building Partnerships with a broad area of Stakeholders such as the organised labour and the business community;
- Ensuring that new and existing policies/by-laws contribute to creating an enabling environment that promotes growth and development;
- Ensuring that the administration is responsive to a changing and dynamic economic environment;
- Liaise with other spheres of government to access resources for development;
- Ensuring sound Rural development governance of the entire organization; and
- Monitor the implementation of major rural development projects.

5.2. Directorate: Financial Services

The Directorate: Financial Services is primarily responsible for the provision of financial services and in order to ensure financial viability, compliance with financial legislation and regulations.

Main Rural Development Activities

- Determining tariffs for water, electricity, sewerage, rates, refuse removal and other municipal services required by the economy;
- Setting guidelines for budgeting purposes;

- Consider the provision of investment incentives (rebates on service charges and property tax) for the establishment of new business or the expansion of existing businesses;
- Promote local procurement;
- Timeous payment of all suppliers;
- Implementing Credit Control Systems; and
- Implementing an Indigent Policy.

5.3. Directorate: Corporate Services

The Directorate: Corporate Services is responsible for the provision of administrative support to ensure the effective performance of the entire municipality.

Main Development Activities

- Administering the sale and lease of municipal fixed assets (property) for development;
- Maintaining a record of all municipal land and buildings;
- Safekeeping of records/documentation;
- Development and Maintaining the municipal website and other marketing material to promote Drakenstein Municipality as a business and tourism destination;
- Liaise with other spheres of government in order to effect service delivery; and
- Contribute to an effective and efficient administration by ensuring an effective ICT system.

5.4. Directorate: Planning & Economic Development

The Directorate: Planning & Economic Development is responsible for the provision of town planning services, the promotion of economic development and environmental services.

Main Development Functions

- Administering/managing Municipal Public Private Partnerships as an enabler for Economic Development;
- Tourism Marketing & Development;
- Conducting economic research;
- Supporting the formal and informal business sector;
- Liaise and partnering with the private sector to identify economic opportunities and assist in removing obstacles with the view to promote economic development (Reduction in Red Tape);
- Develop and update the Spatial Development Framework, Urban Edge and other relevant municipal planning policies;
- Administering Land Use Applications (rezonings, land-use departures, consent) with the view to provide land use rights to business / industry wanting to invest in Drakenstein Municipality;

- Identification of land for business / industrial development; and
- Administering the building plan scrutiny and approval process
- Red Tape Reduction on the Planning approval processes (reduce time to approve rezonings, building plans etc.)

5.5. Directorate: Community Services

The Directorate: Community Services is responsible for providing integrated community services, housing provision and maintenance, protective services, parks & recreation and waste management and for implementing a comprehensive rural development program.

Main Development Functions

- Implementing skills development programmes;
- Creating assets through the provision of housing;
- Creating a clean environment for business and tourist
- Removal of waste from business premises;
- Creating a safe environment for business and tourist through effective traffic services, disaster management services and law enforcement;
- Promoting job creation through the implementation of labour intensive projects (Expanded Public Works and Community Works Programmes).

5.6. Directorate: Infrastructure Services

The Directorate: Infrastructure Services is responsible for the civil engineering services (water, sewerage, streets, storm water and traffic engineering services) and electrical engineering services.

Main Development Functions

- Provision of economic infrastructure (water, sewerage, roads);
- Provision of tourism and business signage in road reserves;
- Creating a safe environment through sound environmental management practices;
- Create 500 job opportunities per annum through the implementation of local job creation projects;
- Promoting job creation through the implementation of labour intensive projects; and
- Provision and maintenance of uninterrupted electrical services to businesses •
Reduce RED Tape and the speed of approving development applications

6. Mainstreaming LED in all municipal departments

It is evident that the entire administration is responsible for contributing to the development objectives of Council. It is therefore critical to set clear performance targets for each directorate for their contribution for LED. These targets must be incorporated into the performance contracts

of all senior managers (Executive Managers, Deputy Executive Managers / HOD's, Senior Managers and Managers.

LOCAL RURAL DEVELOPMENT CHARTER

CHARTER FOR THE OFFICE OF THE MUNICIPAL MANAGER

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Economic Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Office of the Municipal Manager is responsible for providing strategic leadership and oversight for Implementation of the Municipal Integrated Development Plan -

Signed in Paarl on this ____ day of _____ 2017

Municipal Manager

RURAL DEVELOPMENT CHARTER

CHARTER FOR THE DIRECTORATE: CORPORATE SERVICES

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Directorate: Corporate Services provides essential corporate support services to the effective operation of the Drakenstein Municipality

Signed in Paarl on this ____ day of _____ 2017

Manager: _____ Executive
Municipal Manager Corporate Services

DRAFT CHARTER FOR THE DIRECTORATE: FINANCIAL SERVICES

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Directorate: Financial Services provides essential support services to the effective operation of the Drakenstein Municipality;

Signed in Paarl on this ____ day of _____ 2017.

Manager: Financial Services _____ Executive
Municipal Manager

CHARTER FOR THE DIRECTORATE: COMMUNITY SERVICES

RURAL DEVELOPMENT CHARTER

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Directorate: Community Services provides essential community services to the residents of the Drakenstein Municipality.

Signed in Paarl on this ____ day of _____ 2017.

Manager: _____
Executive
Municipal Manager Community Services

CHARTER FOR THE DIRECTORATE: PLANNING & ECONOMIC DEVELOPMENT

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Directorate: Planning & Economic Development provides essential Planning, Economic Development and Environmental services to residents of the Drakenstein Municipality.

Signed in Paarl on this ____ day of _____ 2017.

Manager: _____
Executive
Municipal Manager Planning & Economic
Development

RURAL DEVELOPMENT CHARTER

CHARTER FOR THE DIRECTORATE: INFRASTRUCTURE SERVICES

Whereas, the Constitution of the Republic of South Africa places a mandate on local government to structure its administration and budgeting processes to promote social and economic development; and

Whereas, Drakenstein Municipality committed itself to the promotion of Growth & Development as one of the Key Performance Areas in its 5-year Integrated Development Plan; and

Whereas, the Directorate: Infrastructure Services provides essential Economic Infrastructure Services to residents of the Drakenstein Municipality.

Signed in Paarl on this _____ day of _____ 2017.

Manager:

Executive
Municipal Manager Infrastructure Services

RURAL DEVELOPMENT CHARTER



**Integrated Development Plan (IDP) Representative Forum -
Terms of Reference**

14.1 Integrated Development Plan (IDP) Representative Forum – Terms of Reference

1. Background and Purpose

- 1.1 The Drakenstein Integrated Development Plan (IDP) Representative Forum (hereafter referred to as the Repforum) is hereby established in terms of Section 15 of the *Local Government: Municipal Planning and Performance Regulations (No. 796, 24 August 2001)*.
- 1.2 In accordance with Regulation 796 a municipality must, in the absence of an appropriate municipal wide structure for community participation, establish a forum that will enhance community participation in (i) the drafting and implementation of the municipality's integrated development plan; and (ii) the monitoring, measurement and review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.
- 1.3 By broadening the scope of the IDP Representative Forum to include the budget, performance management and service agreement requirements for public participation, the municipality asserts that budgeting ought to be linked to development planning, which clearly impacts the definition of performance areas, indicators and targets, as well as service delivery.
- 1.4 The Terms of Reference is designed with due consideration of the parameters provided through Regulation 796 and other legislation applicable to the notion of public participation, the unique Drakenstein context and the input from various stakeholders and role players in the IDP, Budget and Performance Management processes of the municipality.

2. Roles and Responsibilities

As an emerging city Drakenstein Municipality understands the importance of keeping pace with changing environments and employs a number of diverse instruments to keep abreast of developments in different sectors. Public participation stands central to all of these methodologies to gauge perceptions, movements, projections, implied outcomes and ultimate impact on our residents and partners.

2.1 Roles of the IDP Representative Forum

- 2.1.1 Represent the interest of the municipality's constituency in the IDP Process.
- 2.1.2 Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government.
- 2.1.3 Ensure communication between all the stakeholder representatives inclusive of municipal government.
- 2.1.4 Monitor the performance of the planning and implementation process.

2.2 Responsibilities of the IDP Representative Forum

- 2.2.1 Form a structural link between the municipality and the public by informing interest groups, communities and organisations on relevant planning activities and their outcomes.
- 2.2.2 Analyse and integrate issues affecting the various sectors, determine priorities, strategies, projects and programmes and identify budget requirements.
- 2.2.3 Discuss and comment on the draft IDP/Budget.
- 2.2.4 Monitor performance of the planning and implementation process through the Quarterly and Mid-Year Performance Reports and the Annual Report of the municipality.

3. Composition of the IDP Representative Forum

The IDP Representative Forum shall consist of:

STAKEHOLDER	MEMBERS	MAXIMUM NO. OF REPRESENTATIVES
Drakenstein Municipality	<ul style="list-style-type: none"> + Municipal Manager + Members of the Executive Management Team + Manager: IDP/PMS + Joint Planning Initiative (JPI) Champions + Support Officials 	10
Cape Winelands District Municipality	<ul style="list-style-type: none"> + Municipal Manager + Director: IDP/PMS and Risk Management + Joint Planning Initiative (JPI) Members + Executive Director 	5
Government Departments	<p><u>Provincial Government</u></p> <ul style="list-style-type: none"> + Provincial sector departments + Joint Planning Initiative (JPI) Members <p><u>National Government</u></p> <ul style="list-style-type: none"> + Statistics South Africa + South African Police Services + Department of Rural Development and Land Reform + Department of Correctional Services + Department of Home Affairs + Department of Labour + Department of Justice and Constitutional Development 	17

Sector Groupings	<ul style="list-style-type: none"> + Representatives of Organised Groups + Advocates of Un-organised Groups + Representatives of Organised Business + Advocates of Informal Business 	15
STAKEHOLDER	MEMBERS	MAXIMUM NO. OF REPRESENTATIVES
	+ Ward Committees	15
Neighbouring Municipalities (<i>ad hoc membership</i>)	<ul style="list-style-type: none"> + City of Cape Town (south-west); + Stellenbosch Local Municipality, Cape Winelands District (south); + Breede Valley Local Municipality, Cape Winelands District Municipality (south-east); + Bergrivier Local Municipality, West Coast District Municipality (north); + Witzenberg Local Municipality; and + Swartland Local Municipality, West Coast District Municipality (north-west). 	6
TOTAL		68

Table 1: Composition of IDP RepForum

4. Procedure for Assigning Government Officials to Serve on the Drakenstein IDP Representative Forum

- 4.1 The Municipal Manager will request the Head of Department (HoD) of the Provincial Department of Local Government to coordinate the assigning of appropriate officials from Provincial and National Government Departments to serve on the forum.
- 4.2 The Department of Local Government will coordinate the nomination process on behalf of the municipality and submit a duly authorised list of delegated officials from all requested provincial and national departments.
- 4.3 The Municipal Manager will request the Municipal Managers of municipalities listed in Section 3. to delegate appropriate officials to serve on the forum.
- 4.4 The Municipal Manager of the municipalities listed in Section 3. will submit the names and contact details of the duly authorised officials who will serve on the forum.

5. Procedure for Nomination of Ward Committee Representatives

- 5.1 The Speaker of the Drakenstein Municipality will notify Ward Councillors of the nomination period and guidelines for delegating Ward Committee members to serve on the IDP Representative Forum.

5.2 The Ward Councillors, in consultation with their Ward Committees, will submit the details of their nominated Ward Committee members to the Speaker within the timeframes specified by the Speaker and with due consideration of guidelines provided by the Speaker.

5.3 The Speaker will convene a meeting of all the Whips of Political Parties represented on the Council to consider the list of nominations and make a recommendation to Council who will then endorse the nominated Ward Committee members to serve on the IDP Representative Forum.

6. Procedure for Election of Representatives from Sector Groupings

6.1 The Municipal Manager will call for nominations from sector groupings through the local media.

6.2 Sector groupings (Representatives of organised groups including advocates of unorganised Groups, organised business and advocates of informal business) submit their nominations on the provided templates designed by the Administration, within the timeframes set by the Municipal Manager.

6.3 The representative of an organisation/body must provide a copy of the constitution of the particular organisation/body to the municipal election officer, in order for the organisation to be nominated to be elected on the IDP Representative Forum, such constitution to be submitted simultaneously with the nomination form at the election meeting.

6.4 The Municipal Manager will appoint an official to act as election officer during the meeting.

6.5 The following rules shall apply during the election of the IDP Representative Forum meeting:

6.5.1 Political parties or their branches may not be elected to serve on the IDP Representative Forum.

6.5.2 Voting for members of the IDP Representative Forum will take place by ballot paper on pro-forma ballot papers prepared by the administration.

6.5.3 If an organisation/body is represented on the committee, no other member of the executive of that organisation is eligible to be elected as an individual IDP Representative Forum member, but the person may be nominated to represent another organisation/body. "Executive" means, for the purposes of this paragraph, a person elected or co-opted to If more nominations are received than vacancies on the committee, the meeting will by majority vote

decide which organisations/bodies and individuals from geographical blocks will serve on the committee.

- 6.5.4 In the nomination and election of members of the IDP Representative Forum the meeting must ensure that women are equitably represented in that IDP Representative Forum and a diversity of interests are represented in that IDP Representative Forum.
- 6.5.5 If after an election, it is found that women or interests are not adequately represented, the Election Officer may declare up to two candidates who received the least number of votes and who are not from these groups as not having been elected. Candidates representing these under-represented groups who received lesser votes may then be declared elected. Alternatively, the Election Officer may call for nominations from these groups. If more nominations are received than vacancies an election will be held in terms of these rules.
- 6.5.6 An eligible voter must only make one nomination or second a nomination for an organisation/sector respectively, during the election process of the IDP Representative Forum.
- 6.5.7 If an organisation/sector is to be represented on the IDP Representative Forum no other member of the executive of the particular organisation/sector is eligible to be elected as a geographical block representative for the particular IDP Representative Forum. "Executive" means, for the purposes of this paragraph, a person elected or co-opted to manage the affairs of that organisation/sector.
- 6.5.8 Nominations for organisations/sector respectively will be accepted in the order of the highest to the lowest number of votes achieved during the election.
- 6.5.9 In the event that more nominations are received than available opportunity for representation or vacancies on the particular IDP Representative Forum, the meeting must decide to place the particular nominations on a replacement list.
- 6.5.10 The Election Officer of the meeting must announce the total votes cast for organisational representatives and individual representatives from geographical blocks at the meeting and such results must be recorded in the minutes of the meeting.
- 6.5.11 If a member of the IDP Representative Forum resigns or is no longer a member, the organisation/sector on the short list (taking into consideration the agreed ratio) which received the next highest number of votes at the election will be eligible to fill the vacancy. In the absence of a shortlist the IDP Representative Forum may decide to fill the vacancy in terms of the process set out in this chapter.
- 6.5.12 If the same number of votes is cast during any election the result will be determined by way of lot.
- 6.5.13 Any person nominated on behalf of an organisation/body or as an individual must indicate his/her acceptance of such nomination in writing.

- 6.5.14 The election officer, whose decision will be final, will decide on any questions of order during the election part of the meeting.
- 6.5.15 If a person or organisation makes any misrepresentation regarding eligibility as a candidate at a meeting, such person or organisation shall be disqualified to serve as a member for the term of the committee.
- 6.5.16 Only people who are registered voters in the Drakenstein Municipality may vote at the meeting for the election of IDP Representative Forum members.
- 6.5.17 The decision(s) of the chairperson will be final, upon applying the applicable rules for election purposes set out in this document.
- 6.5.18 If a person (organisation/sector) makes any misrepresentation regarding eligibility as a candidate at a meeting, such person or organisation shall be disqualified to serve as a member for the term of the IDP Representative Forum.

6.6 The election results for the establishment of the IDP Representative Forum must be officially reported to the Council by the municipal administration.

6.7 The administration must notify the public of the election results for the establishment of the IDP Representative Forum in the local newspapers and other appropriate communication instruments available after the report has been submitted to Council in accordance with 6.6.

7. Roles and Responsibilities within Government

7.1 Local Municipality

- 7.1.1. Provide secretariat and administrative support services to the IDP Representative Forum and adequately budget for the required activities.
- 7.1.2. Disseminate IDP related information in a timeous manner to IDP Representative Forum Members where their input is required.
- 7.1.3. Consider the input from the IDP Representative Forum on the IDP, Budget and Performance Management System and make recommendations to the Mayoral Committee.
- 7.1.4. Prepare submissions to the district municipality, neighbouring municipalities and other spheres of government in respect of transversal issues or issues residing within their legal competence which were raised by communities during the IDP outreach programmes of the municipality.
- 7.1.5. Coordinate the collation of feedback on the issues listed under 7.1.4 to communities through the IDP Process.

7.2 District Municipality

- 7.2.1 Support the municipality's efforts to enhance community participation through the establishment of a municipal wide structure for community participation in the IDP, Budget and Performance Management System.
- 7.2.2 Build the capacity of the IDP Representative Forum by providing training and capacity enhancement programmes and adequately budget for this purpose.
- 7.2.3 Invite the IDP Representative Forum members to workshops and meetings planned to facilitate the participation of stakeholders in the planning processes and implementation of programmes of the district municipality.

7.3 Provincial Government Sector Departments

- 7.3.1 Support the municipality's efforts to enhance community participation through the establishment of a municipal wide structure for community participation in the IDP, Budget and Performance Management System.
- 7.3.2 Invite the IDP Representative Forum members to workshops and meetings planned to facilitate the participation of stakeholders in the planning processes and implementation of programmes of the respective government departments through the support of the Drakenstein Municipality.
- 7.3.3 Participate in the meetings of the IDP Representative Forum and give inputs and feedback as required.

8. Roles and Responsibilities of Sector Groupings

- 8.1 Advocate for the inclusion of the interests of the organisations/sectors in the plans, strategies and budgets of all spheres of government, most particularly the IDP and Budget of the Drakenstein Municipality.
- 8.2 Contribute knowledge and ideas to analyse the socio-economic environment and present possible solutions to the key challenges encountered by the municipality through the municipality's implementation of the IDP Process Plan.

9. Meeting Procedures

- 9.1 The Municipal Manager will be the Chairperson of the meeting and in the absence of the Municipal Manager, a duly authorised senior manager will act as chairperson.
- 9.2 Secretariat Services will be provided by the IDP Unit of the Drakenstein Municipality.
- 9.3 The Secretariat will notify members of the forum at least 14 days before any meeting of the forum to allow them sufficient time to consult their respective constituencies on the matters that will be discussed at such a meeting.
- 9.4 The Secretariat will submit the minutes of the meetings of the IDP Representative Forum to the Executive Management Committee within 21 days after the meeting was held.
- 9.5 The Secretariat will distribute the minutes of meetings to members of the IDP Representative Forum within 5 (five) working days after the minutes were submitted to the Executive Management Committee.

9.6 The IDP Representative Forum will have no decision-making powers and may make recommendations to Council.

10. Term of Office

10.1.1 The term of office of the IDP Representative Forum shall be determined by Council resolution for a period not exceeding the term of office of the current council.

10.1.2 The IDP Representative Forum in the municipality will disestablish on the expiration of the term of office of the current municipal council.

15. Appendix F: Department Rural Development & Land Reform – Agri-Parks Master Plan for Cape Winelands District Municipality (Executive Summary)

Report Purpose:

The purpose of the report is to inform the way forward with the Cape Winelands District Agri-Park initiative. This report has been commissioned by the Department of Rural Development and Land

Cape Winelands District Agri-Park Master Plan provides a broad framework to guide the way forward. However, this report must continue to evolve and be viewed as a work in progress as additional information comes to light and as the stakeholder engagement process deepens moving forward.

The purpose of the report is to inform the Agri-Park Master Plan proposals regarding priority agri-park agriculture commodities and agri-processing initiatives, required facilities and services, institutional options, and way forward issues regarding planning processes and detailed feasibility analysis.

Cape Winelands Targeted Commodities:

Agriculture forms the backbone of the Cape Winelands District Municipality's economy, with approximately 80 000 hectares of cultivated and irrigated areas dedicated to the production of mostly deciduous fruit (apricots, nectarines, pears and apples), table grapes, wine grapes and vegetables. Leading agricultural contributions to the district economy originate from the Witzenberg and Drakenstein municipalities. The district is also well known for its flourishing table grape and wine industry, in addition to matured agro-processing facilities and manufacturing. The locus of the CWDM wine industry is relatively well dispersed between Robertson, Worcester, Stellenbosch and Paarl.

Livestock production is spread throughout the district municipality, with poultry farming mainly centred in Drakenstein and Stellenbosch. The related dairy industry is centred in the Langeberg local municipality.

Apart from this the CWDM also has a large number of small scale and emerging farmers dependant on the land for a living.

Commodities in the CWDM were selected in two categories, namely:

- Main commodities – those commodities that make up a sizable portion of the District and Provincial GDP.
- Support commodities – those commodities produced by small and emerging farmers.

The commodities were selected using the following criteria:

- Input from the District and Local Municipalities;
- Input from the DAMC;
- The impact and possible future impact of the commodity(ies) on the local economy by way of contribution to the GDP and job creation. Commodities with high potential growth and high potential of job creation.

- Commodities produced by small and emerging farmers which could help them achieve economic independence and sustainability, contribute to GDP growth for the district and where they require support in order for this to happen.

Using the criteria as set out above, the main commodity selected for inclusion into the Cape Winelands Agri-park is the following:

- Deciduous fruit (Apples, pears and stone fruit)

This commodity has excellent investment, value adding, growth, export, wealth creation and job creation potential.

Small and emerging farmers produce a myriad of commodities in the district, without much support normally available to commercial farmers such as access to finance, production inputs, packing / processing facilities and marketing channels. This keeps them anchored in the cycle of dependence and poverty without the means to break out. The Agri-Park of the Cape Winelands District can change all that for the positive by way of much needed support where most needed through the Agri-Hubs and Farmer Production Support Units.

For this to be achieved the commodities produced by the small and emerging farmers, even though they might not be main commodities, must be included in the Agri-Park of the Cape Winelands DM with support services to achieve the aims of rural development and the Agri-Parks. These support commodities for inclusion into the Cape Winelands Agri-Park are indicated below:

- Red meat (beef, mutton, pork)
- Lucerne
- Vegetables (various)
- Wine grapes
- Essential oils (buchu and rose geranium) and traditional herbs

Three Agri-Processing Opportunities

The following three agri-processing opportunities present exciting opportunities for the Cape Winelands Agri-Park

- Vegetable packing facility with cold storage at the Agri-Hub in Ceres – Business plan in process of being developed.
- Existing abattoir with new feedlot at the Agri-Hub in Ceres – Feasibility study in process.
- Cold storage for fruit at the Agri-Hub in Ceres – Business plan in process of being developed.
- Fruit pulp processing facility at the Agri-Hub in Ceres – Business plan in process of being developed.

Cape Winelands Agri-Park Strategy

The Agri-Park strategy is aimed at providing direction and scope for Cape Winelands DM Agri-Park over the long term, to achieve implementation advantages.

The strategy aligns itself to the 14 government priority outcomes, and most importantly **outcome 7 – Vibrant, equitable and sustainable rural communities** and the Agri-Park draft policy framework; which aims to enable the establishment of rural industrial hubs across South Africa to serve as primary vehicles of agrarian transformation and comprehensive rural development in order to:

- enhance agricultural production and efficiency;
- promote household food security and national food sovereignty;
- engender agrarian transformation through rural enterprise development and employment creation; and,
- address the triple challenges of poverty, inequality and unemployment as starkly manifest in rural areas.

To achieve this, the following Agri-Park outcome, vision, mission, goals and objectives are proposed for the Cape Winelands Agri-Park:

Priority Outcome

Outcome 7	Vibrant, equitable and sustainable rural communities
Outputs	<ol style="list-style-type: none">1) Sustainable agrarian reform with a thriving farming sector2) Improved access to affordable and diverse food3) Improved rural services to support livelihoods4) Improved employment and skills development opportunities5) Enabling institutional environment for sustainable and inclusive growth

Vision

The Cape Winelands DM Agri-Park will be a catalyst for rural economic development/industrialisation ensuring development and growth to improve the lives of all communities in the district.

Mission

The Cape Winelands DM Agri-Park will assist to address the needs of emerging farmers to strengthen their ability to participate in both local and international (where relevant) value chains by coordinating and supporting improved access to capacity development (e.g. farm management) and other support services and facilities (e.g. access to equipment, water, transport, processing, cold and normal storage, packaging and distribution as well as market information and research) in order to meet the standards and other purchasing requirements of relevant supply chain buyers, thereby helping to retain and create jobs and improve the incomes of emerging farmers and farm workers

Goal

By 2025 Cape Winelands DM's rural areas and towns would be transformed into thriving areas in terms of jobs, food security and opportunities to prosper.

To achieve the proposed Agri-Park Goal, the following objectives aligned to the Agri-Park draft policy framework are proposed for the implementation of Cape Winelands DM Agri-Park:

Objective 1: Transformation and Modernization - To transform and modernise rural area and small towns in Cape Winelands DM through the development of the Agricultural sector over the next 10 years

Objective 2: Agri-Park Infrastructure Development - To develop an integrated and networked AgriPark Infrastructure over the next 10 years.

Objective 3: Agri-Park Governance and Management - To enhance agricultural productivity, the AgriPark is to enable producer ownership of 70% of the equity in Agri-Parks, with the state and commercial interests holding the remaining 30% minority shares and allowing smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years. As the Lead Sponsor, the DRDLR must appoint a suitably qualified and experienced Agri-Park Manager who will facilitate the formal establishment of the Agri-Park and its constituent institutional arrangements to ensure that the Agri-Park (at FPSUs and Agri-Hub levels) provides a comprehensive range of Farmer Support Services for farming excellence.

Objective 4: Agri-Park Funding - To facilitate funding, and investment for the development of the Agri-Park over the next 5 years

Objective 5: Agri-Park Farmers and Communities Development: To provide technical support and extension services to Agri-Park beneficiaries over the next 10 years and beyond.

Objective 6: Agri-Park Implementation Capacity - To enhance the capacity and capability of officials responsible for the implementation of the Agri-Parks over the next 3 years.

Agri-Park Infrastructure Plan

An Agri-Park is *not* only physical buildings located in single locations (like ordinary industrial parks) per district *but* it is defined as:

A networked innovation system of agro-production, processing, logistics, marketing, training and extension services located in District Municipalities. As a network, it enables the growth of marketdriven commodity value chains and contributes to the achievement of rural economic transformation (RETM). An AP contains three service collections:

- a. Farmer Production Support Unit (FPSU) with a focus on primary production towards *food security*;
- b. Agri-Hub (AH); and
- c. The Rural Urban Market Centre (RUMC) which may service multiple districts.

The proposed Agri-Hub and its Farmer Production Support Units for the Cape Winelands DM are discussed and indicated on the maps below.

The sites were proposed for the following reasons:

- The close proximity of small and emerging farmers in close proximity to the hubs and FPSU's;
- The proximity to production of main and support commodities;
- Rural development needs;
- Location of CRDP sites;
- Support for the sites by the DAPOTT, DAMC and local municipalities;
- Approval of sites by the local municipalities.

The Witzenberg Municipality has made available a number of erven in the Schoonvlei industrial area, just outside Ceres, for the establishment of the Agri-Hub. The Farmer Production Support Units (FPSU) placement has as yet not been decided. Bulk infrastructure (water and electricity) is available. This Agri-Hub will also serve as FPSU for the surrounding small and emerging farmers. No FPSU's have been identified:

Three FPSU's should be considered:

- Saron (60 km from Agri-Hub) to support small farmers that produce vegetables and meat.
- Wolseley (18 km from Agri-Hub) to support the emerging farmers that produce vegetables and meat on available state land (not yet made available to emerging farmers).
- Stellenbosch to support the small farmers that produce meat, vegetables and wine grapes on Municipal commonage (at the moment leased out to commercial farmers and not yet made available to emerging and small farmers)
- Further FPSU's should be considered at Worcester, Roberson, Ashton and Montagu.

The Rural Urban Market Centre Unit (RUMC) has three main purposes:

- Linking and contracting rural (AH's and FPSU's), urban and international markets through contracts.
- Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.
- Provides market intelligence and information feedback, to the AH and FPSU, using the latest information and communication technologies.

The site for Cape Winelands RUMC has not been confirmed. It is however proposed that the West Coast, Cape Winelands and Overberg District Municipalities should seriously consider a shared Rural Urban Market Centre at Stellenbosch. This will not only save on development and operational costs, but it will also create economy of scale and bargaining muscle in negotiations with local and overseas buyers. Stellenbosch is also situated very close to Cape Town, the main urban and export centre and is very close to all the major routes from the hubs and into Cape Town as indicated on the map below:

- N7 – Vredendal to Cape Town
- N1 – Ceres to Cape Town
- N2 – Bredasdorp to Cape Town

Stellenbosch as a shared RUMC has further advantages, namely: It is close to support, educational institutions, extension and research structures such as the University of Stellenbosch, Elsenburg College, the Agricultural Research Council, the Provincial Department of Agriculture and Nietvoorbij.

Agri-Hub Implementation Plan

The Agri-Park implementation will continue to evolve as new developments unfold. It will be important for implementation to take place in as coordinated a manner as possible and therefore the pending appointment of a District Agri-Park Manager will assist in this regard and provide a key focal point for all stakeholders to interact with.

This 10 year Agri-Park Master Plan implementation plan therefore contains the following:

- Agri-Park Critical Success Factors based on international experience;
- Agri-Park Implementation monitoring plan to guide the monitoring of the Agri-Park (it will be critical for stakeholders to agree on key indicators to be monitored and for regular progress reports on these indicators to be presented and discuss at the Agri-Park stakeholder meetings such as the DAPOTT and DAMC))
- Agri-Park Risk Management Plan: it will be critical for key risk managers to be identified and who are responsible to implementing actions to mitigate the key risks facing the successful implementation and operation of the Agri-Park.
- Agri 10 Park High Level 10-year implementation plan to provide an indication of the phased implementation approach; and
- Agri-Park Strategic Partnership Framework to provide an indication of the wide range of partnerships that will need to be explored facilitated and defined to ensure the successful operation of the Agri-Park.

Way Forward and Next Steps

This master plan will be taken forward by the District Municipality that will facilitate its ongoing evolution and implementation with a wide range of partners and support organizations.

Several specific feasibility studies, consultation and further research will now be required during the course of 2016 to further detail the Agri-Park and processing opportunities, including the identification of possible implementation partners and facility planning requirements.