



DRAKENSTEIN

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

2018/2024 Integrated Development Plan (IDP)

2019 review

A city of excellence

www.drakenstein.gov.za

TABLE OF CONTENTS

	Foreword By The Executive Mayor	4
	Overview By The Municipal Manager	6
CHAPTER 1: INTRODUCTION AND BACKGROUND	1.1 Integrated Development Plan (IDP) Context	7
	1.2 The Planning Process	8
	1.3 Implementation Of The IDP	11
	1.4 Annual Review Of The IDP	11
	1.5 What The Review Is Not	11
	1.6 The Organisation	12
	1.7 Strategic Policy Directives	15
CHAPTER 2: SITUATIONAL ANALYSIS	2.1 Drakenstein Profile	37
	2.2 Ward Analysis	70
	2.3 Situational Analysis Per KPA and KFA	71
	KPA1: Good Governance	72
	KPA2: Financial Sustainability	84
	KPA3: Institutional Transformation	90
	KPA4: Physical Infrastructure and Services	97
	KPA5: Planning and Economic Development	107
	KPA6: Safety and Environmental Management	123
	KPA7: Social and Community Development	133
	2.4 Partnering For Development	141
CHAPTER 3: DEVELOPMENT STRATEGIES	3.1 Vision, Mission And Corporate Values	144
	3.2 Key Performance Areas	145
	3.3 Context Of The Strategy	147
	3.4 Elements Of The Strategy	148
	3.5 Identification of the Catalytic Zones	150
	3.6 Alignment of the Integrated Development Plan (IDP) and the Strategic Development Framework	172
	3.7 Implementing Vision 2032	188
	3.8 Vision 2032 In Conclusion	188
	3.8 Strategic Alignment of Key Performance Areas and Key Focus Areas	192
CHAPTER 4: LONG-TERM FINANCIAL PLAN	4.1 Introduction	232
	4.2 Key influences and risks	232
	4.3 Financial Framework	233
	4.4 Financial Strategies	237
	4.5 Financial Policies	240
	4.6 Budget Assumptions	244
	4.7 Operating Revenue	246
	4.8 Operating Expenditure	249
	4.9 Operating Budget Results	252
	4.10 Capital Expenditure	253
CHAPTER 5: PERFORMANCE MANAGEMENT	5.1 Introduction	265
	5.2 High Level SDBIP Targets And Indicators	266
	5.3 Reporting On The SDBIP	266
	5.4 Monitoring and the Adjustments Budget Process	267
ANNEXURES		268

Glossary of Acronyms

AC: Audit Committee	LTO : Local Tourism Organisation
ACDP: African Christian Democratic Party	MAYCO : Executive Mayoral Committee
AFS: Annual Financial Statement	MERO : Municipal Economic Review & Outlook
AG: Auditor-General	MPAC : Municipal Public Accounts Committee
AIDS: Acquired Immune Deficiency Syndrome	MFMA : Municipal Finance Management Act
ANC: African National Congress	MTSF : Medium Term Strategic Framework
ART: Anti-Retroviral Treatment	NDP : National Development Plan
CAPEX: Capital Expenditure	NKPA : National Key Performance Area
CBD: Central Business District	NPA : National Prosecuting Authority
CBP: Community Based Planning	NPP : National People's Party
CJC: Criminal Justice System	NSDP : National Spatial Development Framework
CRP : Current Replacement Cost	OPEX : Operational Expenditure
COGTA : Cooperative Governance and Traditional Affairs	PAC : Performance Audit Committee
COPE: Congress of the People	PDM : People's Democratic Movement
CWDM: Cape Winelands District Municipality	PGWC : Provincial Government of the Western Cape
DA: Democratic Alliance	PHC : Primary Health Care
DCF: District Coordinating Forum	PMS : Performance Management System
DM: Drakenstein Municipality	PR : Party Representative
ECD: Early Childhood Development	PSO : Provincial Strategic Objective
EPWP: Expanded Public Works Programme	SAPS : South African Police Services
GPRS: General Packet Radio Service	SCM : Supply Chain Management
HDI: Historically Disadvantaged Individuals	SCM : Supply Chain Management
HIV: Human Immuno-deficiency Virus	SDBIP : Service Delivery and Budget Implementation Plan
ICT: Information and Communication Technology	SIHSP : Sustainable Integrated Human Settlement Plan
IDP : Integrated Development Plan	SMME : Small Medium & Micro Enterprise
LED: Local Economic Development	STATSSA : Statistics South Africa
IGR: Inter-Governmental Relations	TB : Tuberculosis
IHSP: Integrated Human Settlements Plan	WC-PGDS : Western Cape Provincial Growth & Development Strategy
IT: Information Technology	WDP : Ward Development Plan
JPI: Joint Planning Initiative	WSDP : Water Services Development Plan
KFA: Key Focus Area	
KPA: Key Performance Area	
KPI: Key Performance Indicator	
LED: Local Economic Development	
LG-MTEC: Local Government Medium Term Expenditure Committee	

FOREWORD BY THE EXECUTIVE MAYOR

The Integrated Development Plan (IDP) is a strategic development plan reviewed annually to guide all development planning in a municipal area. It also informs municipal budgeting and resource allocation as prescribed by the Municipal Systems Act .

This document represents the second (2nd) Review of our Fourth Generation IDP for the 2017-2022 period. To complement the IDP 2017-2022, Drakenstein Municipality went beyond the legislative five year period (2017-2022) and deliberately adopted “Vision 2032”.

This is a strategic matrix designed to plan beyond, to negotiate a legacy for which this Council can account for and one everyone can be proud of. This fourth generation IDP will act as the launching pad which will put into motion enhanced service delivery with an emphasis on unlocking economic opportunities and investment in our area.

As the Executive Mayor of the Drakenstein Municipality, I am proud to be associated with Vision 2032. It is my firm believe that this strategic intent will deliver much needed jobs, housing, improved physical and economic infrastructure as well as addressing service delivery backlogs.

With a renewed sense of urgency, focus and energy this Council will ensure that the needs of the Drakenstein Community and its challenges are being addressed at an accelerated pace. This is the importance of Vision 2032. It embraces our community in participatory development ensuring that needs and objectives are being met to the highest standards.

Priorities contained in the IDP are dynamic and to some extent evolving, which is what drove this Council to adapting its priority list to reflect the actual and imminent needs of our most vulnerable members in our community. It is in this spirit that we as a Council encourage your participation and to take ownership of developments in your area. The newly appointed Council are committed to Vision 2032 and are looking forward to a lasting legacy. A legacy founded on a strong value base and inspired by a vision which will facilitate a better future for all in Drakenstein.

When envisioning Vision 2032, the outcome is clear. Drakenstein Municipality is well on its way to becoming an extraordinary “City of Excellence”.

Councillor Conrad Poole
EXECUTIVE MAYOR



OVERVIEW BY THE MUNICIPAL MANAGER

The 2032 strategic vision sets the strategic agenda for the five-year Integrated Development Plan (IDP) and guides development planning and implementation within Drakenstein. This IDP was reviewed in consultation with all our stakeholders to ensure that it is dynamic and relevant in addressing the needs and expectations of our community.

I want to express gratitude to everyone that participated through our IDP engagements and made valuable contributions in the development of this plan. It therefore reflects the priorities of the municipality which are informed by the needs of our community.

Annually we will review our strategic objectives and key performance areas with the sole purpose of ensuring sustainable development and improving service delivery.

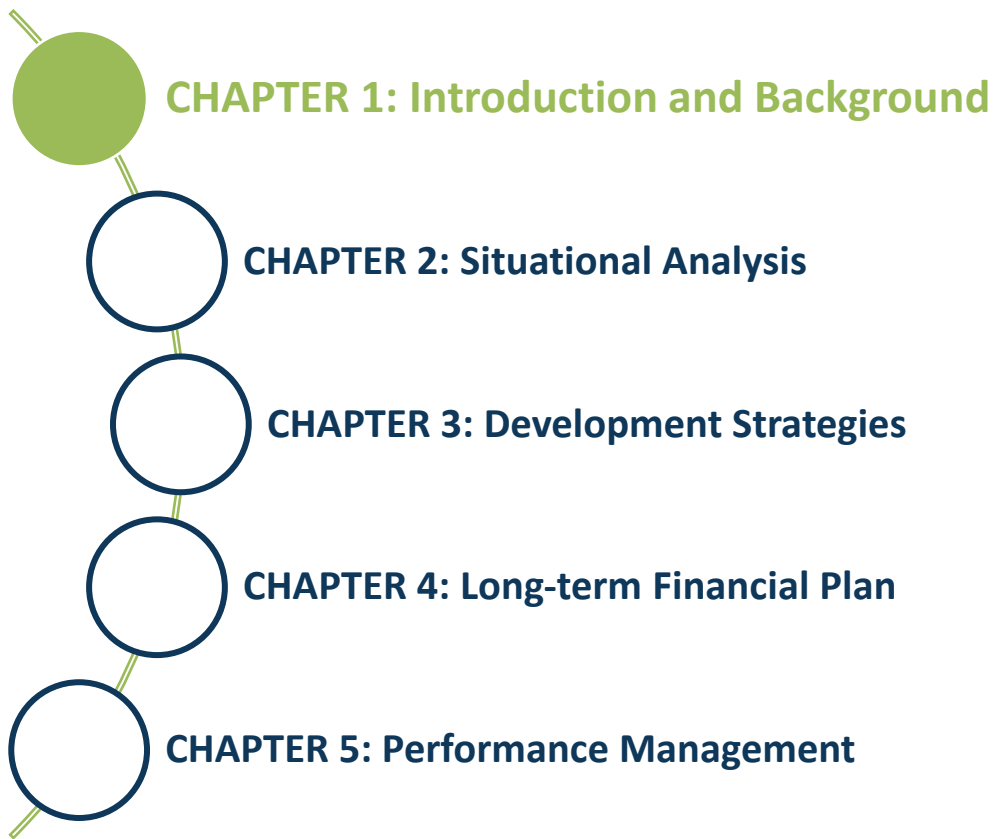
The review of the IDP afforded the municipality an opportunity to reflect on its experiences and successes and to re-configure its strategic focus in order to address future challenges. Emphasis will be placed on improving service delivery and identifying new economic growth areas. Our five-year budget as well as the performance agreements of managers are aligned with the IDP.

The organisational structure of Drakenstein will also be reviewed to ensure that it is aligned and ready to respond to the strategic vision. As the administration it is our responsibility to make things happen and to create an enabling environment that support local democracy and enhance service delivery. In all our efforts we will ensure that all available resources are optimally utilized and that value for money is achieved.

Our vision remains “A city of **excellence**” and we will continue to serve our community in the best possible way. This will be achieved by a well-motivated and skilled workforce and the adoption of a customer centric planning and implementation approach.



Dr. JH Leibbrandt
CITY MANAGER



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

A city of **excellence**

1.1 INTEGRATED DEVELOPMENT PLAN (IDP) CONTEXT

The Municipal Systems Act, No. 32 of 2000 requires that municipalities prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements Drakenstein Municipality's Council has delegated the authority to the Municipal Manager to prepare the IDP.

Drakenstein Municipality's commitment to developing "A City of Excellence" has been the focal point of the 2018/2024, with a specific emphasis to translate the Municipality's strategy into action. The aim of the new 5-Year IDP for Drakenstein is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the Municipality, aligned with national, provincial and district development plans and planning requirements binding on the Municipality in terms of legislation.

Drakenstein Municipality takes particular pride in our efforts to ensure that members of the community participate in the planning of development in their wards and in the broader community. Developmental local government is further enhanced through closer and more focussed and robust interaction with other spheres of government. This truly fosters a culture of partnership in development and is enabling the Drakenstein Municipality to deliver more comprehensively on the delivery priorities as identified in the IDP.

Stakeholder and community engagements to determine and undertake development priorities form the cornerstone of the IDP. It is through these engagements that the review of the IDP is necessitated. Needs are dynamic and by virtue of its changing nature, have to be reviewed frequently. This process is assisting the Municipality to further enhance its service delivery outputs and outcomes and through the Performance Management System, implemented by the Municipality, it ensures that the Municipality remains accountable to the local community, the various sectors and business alike.

The Municipal Council ensures that its oversight role is sufficiently mandated by the populace voice of its local community, through fully embracing the principles of participatory democracy. This is being achieved through a well-functioning Ward Committee System, robust public participation through our various development planning processes and regular communication with the community through public meetings, community newsletters, radio and various other print media and electronic media including the Municipal Website.

Chapter 3 of the IDP contains the five (5) year performance plan of the Municipality. It is this plan that guides and focuses the Municipality's attention on the development priorities as identified by the community, sectors and businesses. The Long Term Financial Plan also provides significant insight into the financial commitment to development. This chapter explains the financial position of the Municipality.

Over and above competing needs which have to be balanced with available resources, the Drakenstein Municipality is comfortable that it will meet its deliverable objectives as stated in this revised IDP as informed by our long-term strategy (Vision 2032).

1.2 THE PLANNING PROCESS

1.2.1 ROLES AND RESPONSIBILITIES

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process is referred to as the “Process Plan” and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The Process Plan is compiled in terms of sections 28 and 29 of the Municipal Systems Act, No 32 of 2000; which specifies that (i) each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP and (ii) that the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

Furthermore, Chapter 4 and Section 21(1) of the Municipal Finance Management Act, No 56 of 2003 (MFMA) indicate that the Mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The elected Council is the ultimate IDP decision-making authority. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

1.2.2 FIVE-YEAR CYCLE OF THE IDP

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process will be referred to as the “Process Plan” and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The IDP drives the strategic development of Drakenstein Municipality. The Municipality’s budget is influenced by the key performance areas identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

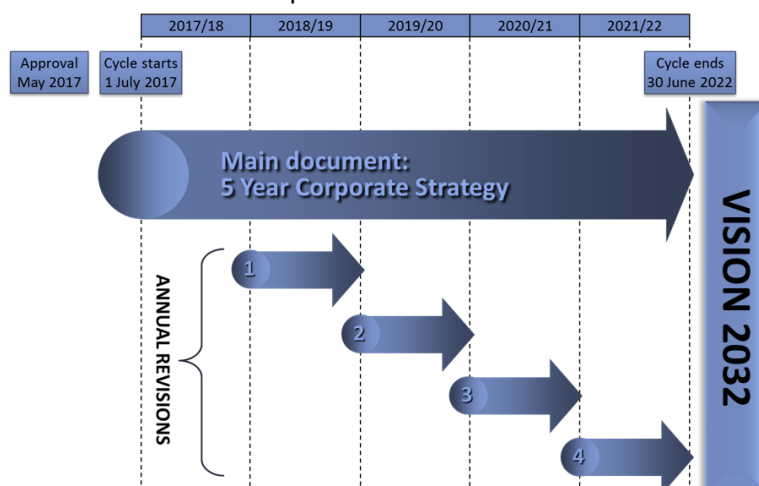


Figure 15: 5 Year Corporate Strategy

Drakenstein Municipality's commitment to developing a "City of excellence" has been the focal point of the 2012-2017 IDP as informed by the long-term strategy (Vision 2032) with a specific emphasis to translate the Municipality's strategy into action.

The aim of the new 5-Year IDP for Drakenstein is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the Municipality which is aligned with national, provincial and district development plans and planning requirements binding on the Municipality in terms of legislation.

1.2.3 FIRST YEAR IDP REVIEW PROCESS FOLLOWED

The IDP Time Schedule was adopted by Council at Item 4 during August 2018, in accordance with s28 and s29 of the Local Government: Municipal Systems Act (MSA), Act No.32 of 2000, together with the IDP/Budget/PMS Time Schedule, in accordance with s21(1)(b) of the Municipal Finance Management Act (MFMA), Act No.56 of 2003.

In order for Drakenstein to prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. Stakeholder interventions (timeframes, resources, etc.) are outlined in the Table 1.3 below:

Municipal summary of the IDP Review Process Plan Roll-out process with particular reference to community participation and stakeholder engagements (Phase by Phase):

Time Frames	IDP Phases	Participation Mechanisms	Coordinating Unit
June 2018	Analysis Phase: Determine local issues, problems, relevant stakeholders, potentials and priorities.	Internal IDP Preparation Meetings with Budget Office and City Manager.	IDP and Performance Management Division
July 2018	Strategy Phase: Determine vision and objectives, determine strategies, and participate in IGR Structures.	Draft IDP/Budget/PMS Time Schedule for the second review of the 2017/2022 presented to the Strategic Management Team. Adjustments made to the IDP Process Plan for 2017/2022 to accommodate structural changes to the Budget Steering Committee as approved by Council. IDP Representative Forum community representatives elected (27 July 2018).	IDP and Performance Management Division
August 2018	Analysis Phase: Determine local issues, problems, relevant stakeholders, potentials and priorities.	Council approved 2019/2020 IDP/Budget/PMS Time Schedule.	IDP and Performance Management Division
September 2018	Strategy Phase: Determine vision and objectives, determine strategies, and participate in IGR Structures.	Submission of the 2019/2020 IDP/Budget/PMS Time Schedule to the Department of Local Government and Cape Winelands District Municipality. Publish advertisements to give local notice to local residents and stakeholders on the 2019/20 IDP/Budget/PMS Time Schedule. IDP Councilors' Briefing Session to impart institutional arrangements for IDP Public Participation Roadshow and share dry-run presentation as well as administrative responses to previously listed community priorities.	IDP and Performance Management Division

Time Frames	IDP Phases	Participation Mechanisms	Coordinating Unit
		IDP Consultative Engagements with stakeholders, members of the public, sectoral groupings as per approved schedule.	
October 2018	Strategy Phase: Review vision and objectives, determine strategies, and participate in IGR Structures.	Finalisation of the IDP consultative engagements with all Stakeholders, members of the public, sectoral groupings as per approved schedule. Strategic Integrated Municipal Engagement with sectors to agree on strategic transversal priorities.	IDP and Performance Management Division
November / December 2018	Integration Phase: Agree on project proposals and compilation of integrated programmes	Integration of Plans and Projects with Sector Capital Adjustments Budget and Draft Capital Budget for 2018/2023 MTREF	IDP and Performance Management Division
January 2019		2018/2019 SDBIP Review Sessions per department and submission of Mid-Year Performance Report 2018/2019 and Annual Report 2017/2018.	IDP and Performance Management Division
February 2019	Approval Phase: Alignment Processes with Provincial Government (LGMTECH) and District Municipality	Council considered and adopted Revised 2018/19 Top Layer SDBIP & Adjustments Budget. Compilation of input from internal divisions on IDP Implementation Matrix Review, response to IDP Community Priorities and updates on the content of the 2017/2022 IDP applicable to the 2019/2020 Review. Compiled Draft Top Layer SDBIP and reviewed Five-year Municipal Performance Scorecard for inclusion in IDP. Technical Integrated Municipal Engagements with Sectors.	IDP and Performance Management Division
March 2019	Approval Phase: Approval by Council of draft reports and releasing said reports for public comments	Publish advertisements to give Local notice to local residents and stakeholders on the adopted IDP Review and Public Roadshow Programme	IDP and Performance Management Division
April 2019	Approval Phase: Provide opportunity to communities and stakeholders to propose amendments to Draft IDP, Budget and SDBIP.	IDP Consultative Engagements with stakeholders Public Comments Report Finalised and Distributed to s for comments LG-MTEC 3 Engagement with Provincial Government to discuss technical assessment of the budget and IDP Review conducted by sectors.	IDP and Performance Management Division
May 2019	Approval Phase: Adoption by Council.	Council considers community and stakeholder inputs and adopts Draft (Revised) IDP, Draft Budget and Draft SDBIP. Notice in local Newspaper to local residents, stakeholders on the adopted IDP, Budget.	IDP and Performance Management Division
June 2019	Post-Approval Phase: Regulated action to notify the public and other stakeholders, other spheres of government of adoption of IDP and Budget	Notice in local Newspaper to local residents, stakeholders on the adopted Revised IDP, Budget. Submission to MEC for Local Government, Provincial Treasury. Preparation and approval of SDBIP by Executive Mayor.	Office of the City Manager

Table 1: IDP Process Plan Roll-out

1.3 IMPLEMENTATION OF THE IDP

The IDP drives the strategic development of Drakenstein Municipality. The Municipality's budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

In addition to the above, Risk Management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Drakenstein Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

1.4 ANNUAL REVIEW OF THE IDP

In accordance with Section 34 of the Municipal Systems Act the IDP has to be reviewed annually in order to:

- Ensure its relevance as the municipality's strategic plan;
- Inform other components of the municipal business process including institutional and financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant the municipality must assess implementation performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address problems. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, outcomes and outputs of the IDP.

The purpose of the annual review is therefore to -

- reflect and report on progress made with respect to the strategy in the 5 year IDP;
- make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the 5 year strategy; and
- inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

1.5 WHAT THE REVIEW IS NOT

- The Review is not a replacement of the 5 year IDP.
- The Review is not meant to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands.

1.6 THE ORGANISATION

The Governance Structure of Drakenstein Municipality is informed by the Municipal Structures Act, No.117 of 1998 which stipulates the roles and responsibilities that each structure within the municipality should perform.

1.6.1 POLITICAL STRUCTURE

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and each Political Office Bearer of the Municipality and of the Municipal Manager must be defined.

Executive Mayor and the Executive Mayoral Committee

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

Name of member	Portfolio
CJ Poole (Executive Mayor)	
GC Combrink (Executive Deputy Mayor)	Finance
JF le Roux	Engineering Services
P Mokoena	Corporate Services
Adv. J Miller	Planning, Economic Development and Tourism
E Gouws	Social Services
LT van Niekerk	Sport, Recreation, Art and Culture
L Willemse	Human Settlements and Property Management
R Smuts	Public Safety
MA Andreas	Rural Management
R van Niewenhuyzen	Communication and Intergovernmental Relations
C Kearns	Environment, Parks and Open Spaces

Table 2: Executive Mayoral Committee

Speaker and Council

Drakenstein Municipality consists of 65 Councillors. 33 are Ward Councillors; and 32 are Proportional Councillors (PR). The Speaker presides at meetings of the Council. The list below indicates all councillors with their capacity/positions:

Name of Councillor	Capacity	Ward representing or proportional
Abrahams Alvina Wilhelmina	Councillor	Proportional
Adriaanse Miriam Maria	Councillor	Ward 24
Afrika Amelda Felicity	Councillor	Proportional
Anderson Joan Veronica	Councillor	Ward 26
Andreas Margaretha Aletta	Member of the Mayoral Committee	Proportional
Arnolds Ruth Belldine	Councillor	Ward 7
Bekeer Abraham	Councillor	Proportional
Bester Theunis Gerhardus	Councillor	Ward 19
Blanckenberg Derrick Solomon	Councillor	Ward 16

Name of Councillor	Capacity	Ward representing or proportional
Booyesen Vanessa Charmaine	Councillor	Ward 27
Buckle Albertus Marthinus Loubser	Councillor	Ward 18
Combrink Gert Cornelius	Deputy Executive Mayor	Proportional
Cupido Felix Patric	Councillor	Ward 22
Cupido Patricia Beverley Ann	Councillor	Ward 20
De Goede Hendrik Ruben	Councillor	Proportional
De Wet Jo-Ann	Councillor	Ward 14
Duba Bongiwe Primrose	Councillor	Proportional
Ford Geoffrey Harry	Councillor	Ward 31
George Nonkumbulo Nancy	Councillor	Proportional
Gouws Eva (Replaced Jacobs, Frances)	Member of the Mayoral Committee	Ward 21
Jacobs Frances (Replaced by Gouws Eva)	Member of the Mayoral Committee	Ward 23
Jonas Sweetness Xoliswa	Councillor	Proportional
Kearns Christephine	Member of the Mayoral Committee	Ward 10
Klaas Moses Thembile	Councillor	Proportional
Koegelenberg Renier Adriaan	Chief Whip	Proportional
Kotze Hendrik Jacobus	Councillor	Ward 2
Kroutz Calvin	Councillor	Ward 1
Landu Linda	Councillor	Proportional
Le Hoe Marthinus Jacobus	Councillor	Proportional
Le Roux Jacobus Francois	Member of the Mayoral Committee	Proportional
Lugqola Anathi	Councillor	Proportional
Mangena Tembekile Christopher	Councillor	Ward 9
Masoka Zolani Livingstone	Councillor	Proportional
Matthee Hendrik Johannes Nicolaas	Councillor	Ward 17
Matthee Joseph	Councillor	Proportional
Mbenene Ndileka Primrose	Councillor	Ward 5
Mdunusie Minah Nontombi	Councillor	Proportional
Meyer Willem Pieter Daniel	Councillor	Proportional
Miller Johan	Member of the Mayoral Committee	Ward 4
Mkabile Nkomfa Deon	Councillor	Proportional
Mpulanyana Thuso Reginald	Councillor	Proportional
Mokoena Liphaphathi Patricia	Member of the Mayoral Committee	Proportional
Niehaus Lodewyk Wilfred	Councillor	Ward 15
Nobula Mncedisi Daniel	Councillor	Ward 12
Nqoro / Nomana Tryphina Zukiswa	Councillor	Ward 6
Nzele Lawrence Vuyani	Councillor	Ward 32
Poole Conrad James	Executive Mayor	Proportional
Rens Samuel Colin	Councillor	Proportional
Richards Abdul Moutie	Councillor	Proportional
Ross Soudah	Councillor	Ward 13
Sambokwe Ludia Sindiswa	Councillor	Proportional
Sauerman Nicolaas Daniel	Councillor	Proportional
September Sharon Elizabeth	Councillor	Ward 33
Smit Johannes	Councillor	Ward 30
Smit Wilhelmina Elizabeth	Councillor	Ward 3
Smuts Rean	Member of the Mayoral Committee	Proportional
Solomons Elizabeth Aletta	Councillor	Proportional
Stowman Aidan Charles	Speaker	Ward 11
Van Niekerk Laurichia Tylial	Member of the Mayoral Committee	Ward 25
Van Niewenhuyzen Reinhardt Heinrich	Member of the Mayoral Committee	Ward 28
Van Santen Aletta Johanna	Councillor	Proportional

Name of Councilor	Capacity	Ward representing or proportional
Vika Mandisa	Councillor	Proportional
Willemse Lorraine	Member of the Mayoral Committee	Ward 29
Windvogel Elizabeth Janet	Councillor	Proportional

Table 3: Council

1.6.2 THE ADMINISTRATION

The administrative part of Drakenstein Municipality is headed by the City Manager who reports directly to the Executive Mayor. Executive Directors, Chief Audit Executive, Chief Risk Officer, Manager: Communication Services and Manager: IDP and Performance Management are reporting directly to the City Manager. There are five Directorates that perform strategic, social, technical, financial and administrative functions assigned to the Municipality. The structure below depicts Drakenstein Municipality's Macro Organisational Structure:

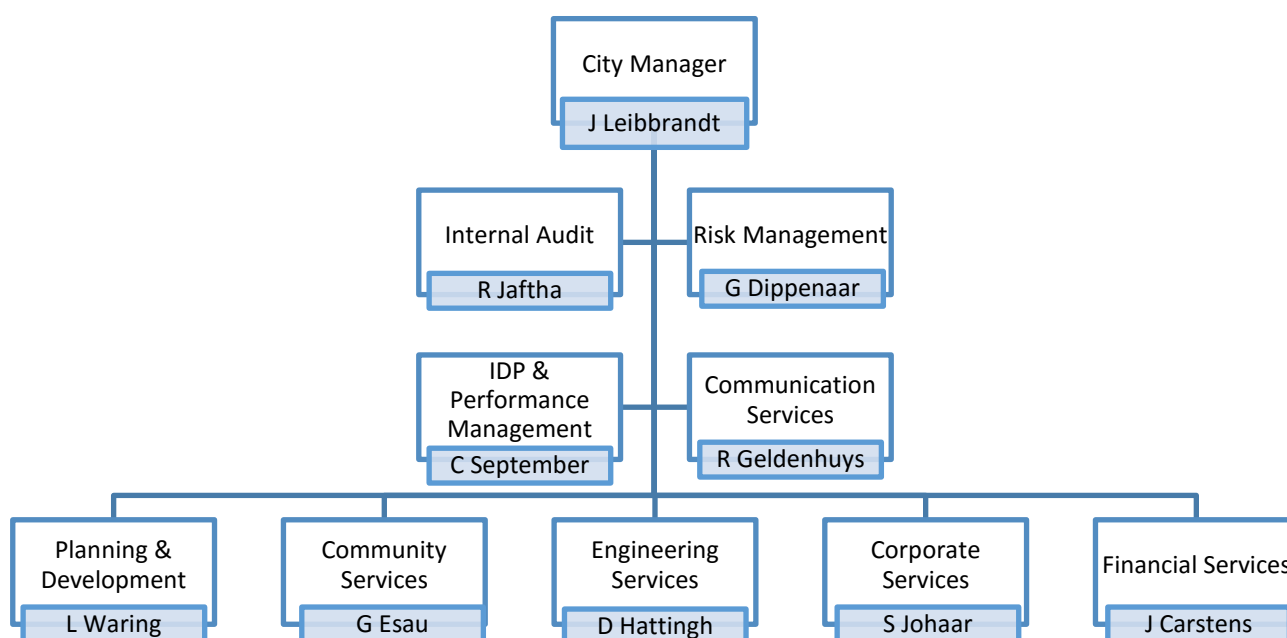


Figure 1: Strategic Management Team (SMT)

Through the IDP, the Municipality identified a need to review the organisational structure of the Municipality on a continuous basis with a view to maximise service delivery efficiency and effectiveness. The review of the structure in 2014/15 was adopted for the Financial Directorate, Community Services- VPUU and on 21 October 2015 again for Community Services - Human Settlements. About 99% of the placement process has been completed and all appeal letters have been responded to. Funding in order to secure the required staff capacity, is being made available subject to affordability and whether posts are of critical nature. The filling of all other vacancies on the structure will be rolled out as the budget is made available by Council.

The new organisational structure provides a solid basis to ensure that Drakenstein management practices and procedures are efficient and functional so that its work can be performed and its goals can be met.

1.7 STRATEGIC POLICY DIRECTIVES

The IDP requires alignment with other spheres of government at different stages during the process.

Alignment is the instrument to synchronize and integrate the IDP process between different spheres of government. The alignment process must reveal how National and Provincial Government and the District Municipality could tangibly assist this Municipality in achieving its developmental objectives.

It is in the interest of the sector departments to participate in the IDP process to ensure that its programmes and those of municipalities are aligned. It is the responsibility of municipalities to prepare and adopt IDP's. However, the IDP is an integrated inter-governmental system of planning which requires the involvement of all three spheres of government. Some contributions have to be made by provincial and national government to assist municipal planning and therefore government has created a range of policies and strategies to support and guide development and to ensure alignment between all spheres of government as stated by the Municipal Systems Act, Section 24.

To ensure that Drakenstein is a responsive, efficient, effective and accountable municipality, the IDP will outline in detail how Vision 2032 (the municipality's long-term vision) translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality will ensure closer alignment between the long term development objectives (in the context of South African endorsed Global Initiatives, as well as National, Provincial and District Development Policies) and the IDP.

The mandate for the Municipality is guided by – but not limited to – the following:

Municipal Key Performance Area (MKPA)		National Key Performance Area (NKPA)	National Outcome (NO)	Sustainable Development Goal (SDG)	National Development Plan (NDP)	Provincial Strategic Objective (PSO)	Cape Winelands District Municipality Strategic Objectives (CWDM)
Ref no.	MKPA	NKPA	NO	SDG	NDP	PSO	CWDM
MKPA1	Good Governance	NKPA2	NO6	SDG8	NDP7	PSO1	CWDM1
		NKPA5	NO10	SDG15	NDP3	PSO3	CWDM1
		NKPA1	NO12	SDG17	NDP13	PSO4	CWDM3
MKPA2	Financial Stability	NKPA1	NO4	SDG8	NDP2	PSO2	CWDM1
MKPA3	Institutional transformation	NKPA5	NO5	SDG9	NDP11	PSO5	CWDM2
MKPA4	Physical infrastructure and services	NKPA3	NO10	SDG9	NDP4	PSO4	CWDM2
		NKPA4	NO9	SDG3	NDP16	PSO5	CWDM3
		NKPA3	NO6	SDG10	NDP10	PSO5	CWDM2
MKPA5	Planning and Economic Development	NKPA4	NO8	SDG11	NDP3	PSO3	CWDM2
		NKPA1	NO4	SDG4	NDP1	PSO1	CWDM3
MKPA6	Safety and Environmental Management	NKPA5	NO7	SDG12	NDP9	PSO4	CWDM1
		NKPA4	NO10	SDG12	NDP11	PSO4	CWDM2
		NKPA1	NO8	SDG3	NDP9	PSO3	CWDM1
MKPA7	Social and Community Development	NKPA2	NO11	SDG10	NDP9	PSO2	CWDM1

Figure 2: Strategic Alignment Matrix

1.7 SUSTAINABLE DEVELOPMENT GOALS (INTERNATIONAL)

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. The SDGs came into effect in January 2016.

The 17 Sustainable Development Goals (SDGs) are aligned to our National Development Plan and are listed as follows:

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.7.1 NATIONAL DEVELOPMENT PLAN (NDP) –VISION FOR 2030

The Vision statement of the National Development Plan (NDP) aims to change the lives of millions of people in South Africa by eliminating poverty and reducing inequality by 2030. Therefore it is a step in the process of charting a new path for our country where all citizens have capabilities to grasp all opportunities available and it

will provide a common focus for action across all sectors and sections of South African society. The National Development Plan (NDP) provides a broad strategic framework to guide key choices and actions that will hold people accountable and finding innovative solutions to challenges.

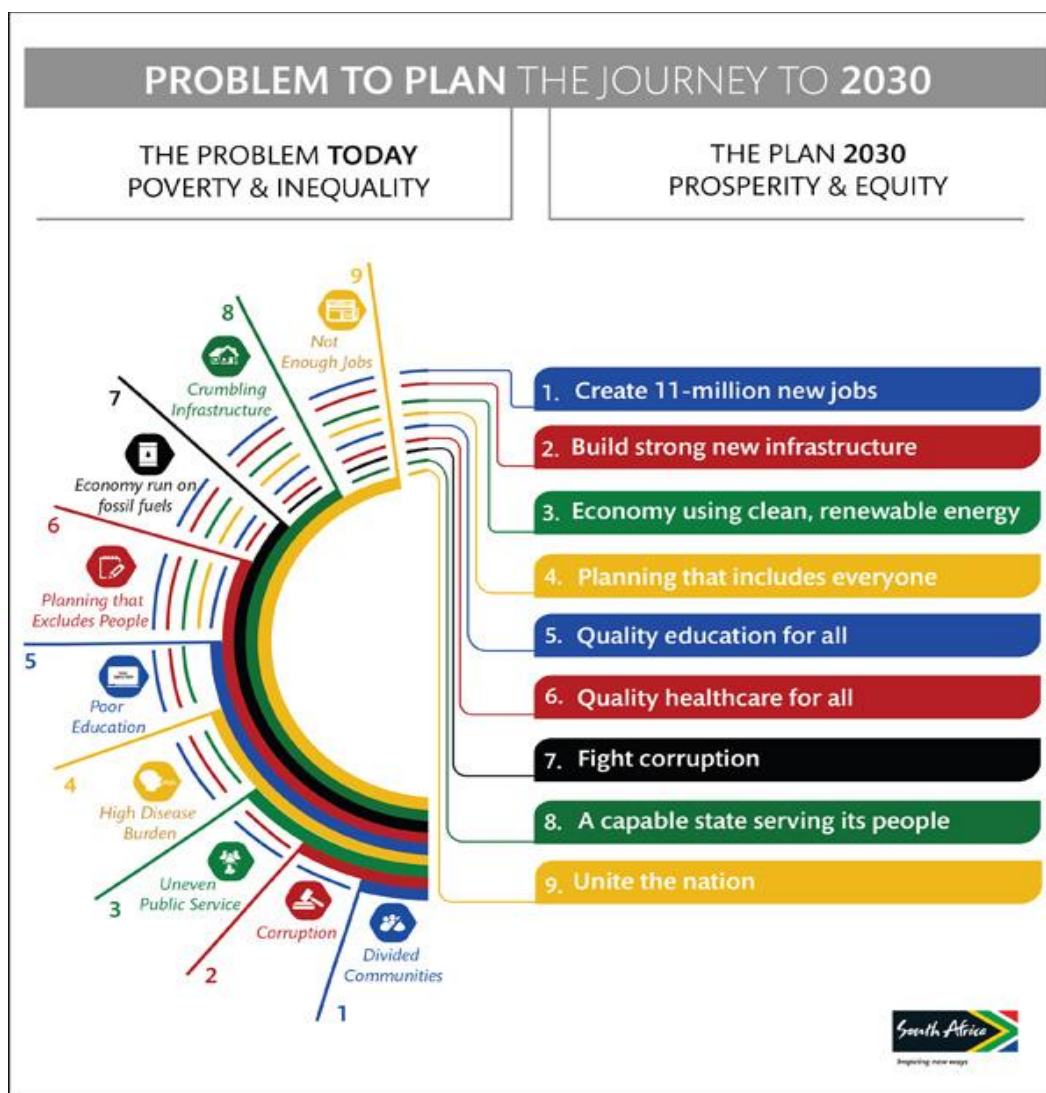


Figure 17: National Development Plan 2032

Government's targets for 2030 are as follows:

1. Create 11 million new jobs
2. Build strong new infrastructure
3. Economy using clean, renewable energy
4. Transform urban and rural spaces.
5. Education and Training
6. Provide Quality Health Care
7. Build Capable State
8. Fight Corruption
9. Transformation and Unity

1.7.2 NATIONAL GOVERNMENT'S OUTCOMES-ROLE OF LOCAL GOVERNMENT

National Government has agreed on 12 outcomes as a key focus of work between 2014 and 2019 and published these as annexures to the Medium Term Strategic Framework.

The outcomes are as follows:

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

1.7.3 THE INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people. The following four overall strategic goals are identified to achieve the overall outcome of spatial transformation envisaged by the IUDF:

- **Spatial Integration:** To forge new spatial forms in settlement, transport, social and economic areas.
- **Inclusion and Access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

These strategic goals inform the priority objectives of the nine policy levers: integrated urban planning and management, integrated transport and mobility, integrated sustainable human settlements, integrated urban infrastructure, efficient land governance and management, inclusive economic development, empowered active communities, effective urban governance and sustainable finances.

1.7.4 PROVINCIAL STRATEGIC PLAN 2014-2019 AND GAME CHANGERS

The Western Cape Government has identified the following Strategic Goals in its aim to contribute to the realisation of the aims and objectives of the National Development Plan over the five year term:

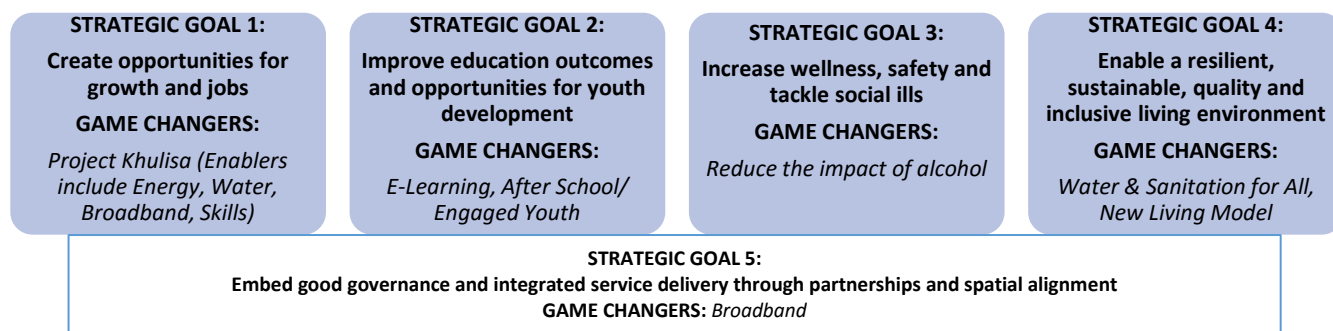


Figure18: Western Cape Government Strategic Plan 2014-2019

Drakenstein Municipality participates in an inter-governmental collaborative planning project, known as the Joint Planning Initiative (JPI) which was announced by Premier Zille in her State of the Province Address early in 2014.

The JPI consists of a set of priorities/ 'game changers' agreed upon by the Western Cape Government through the PSP and sector departmental initiatives and its municipalities' Integrated Development Plans. There is an ongoing discourse between Drakenstein Municipality and the Western Cape Provincial Government in their collaborative efforts to identify Joint Priorities for the area, as well as attain complete agreement on the Joint Initiatives that will support those priorities.

Agreed Joint Priorities for Drakenstein Municipality

The following priorities were discussed in great depth and consolidated as the agreed set of priorities for Drakenstein Municipality:

PRIORITY 1: Youth Unemployment

PRIORITY 2: Human Settlements

PRIORITY 3: Economic Development and unlocking key economic drivers

PRIORITY 4: Responding to the Street People challenge

1.7.5 CAPE WINELANDS DISTRICT MUNICIPALITY

The Cape Winelands District Municipality (CWDM) is guided by the following strategic objectives:

1. To create an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
3. Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

1.7.6 PROVINCIAL SPENDING – DRAKENSTEIN MUNICIPALITY

VOTE 1: PREMIER

<i>Grant</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	

VOTE 2: PROVINCIAL PARLIAMENT

<i>Grant</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	

VOTE 3: PROVINCIAL TREASURY

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

<i>Grant</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	
Financial Management Capacity Building Grant	360	480	None	To development financial human capacity within Municipal areas to enable a sustainable local financial skills pipeline that is responsive to Municipalities' requirements to enable sound and sustainable financial management and good financial governance.

VOTE 4: COMMUNITY SAFETY

Provincial payments and estimates

<i>Programmes</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	
Program 1: Administration		14	15	To make a contribution to the cost of training and equipment for volunteers enabling them to serve as auxiliary officers in the Law

				Enforcement Auxiliary Service (LEAS) in the City of Cape Town.
Program 2: Civilian Oversight		610	641	
Programme 3: Provincial Policing Functions		1103	1158	
TOTAL				

VOTE 5: EDUCATION

Provincial payments and estimates

<i>Programmes</i>	<i>2018/19 R'000</i>	<i>2019/20 R'000</i>	<i>2020/21 R'000</i>	<i>Purpose</i>
Programme 1: Administration		603	631	To provide overall management of the education system in accordance with the National Education Policy Act, the Public Finance Management Act and other policies.
Programme 2: Public Ordinary School Education		768881	809276	To provide public ordinary education from Grades 1 to 12, in accordance with the South African Schools Act and White Paper 6 on inclusive education. (e-Learning is also included.)
Programme 3: Independent School Subsidies		7763	8213	To support independent schools in accordance with the South African Schools Act.
Programme 4: Public Special School Education		29757	32025	To provide compulsory public education in special schools in accordance with the South African Schools Act and White Paper 6 on Inclusive Education including e-Learning and inclusive education.
Programme 5: Early Childhood Development (ECD)		21690	23054	To provide Early Childhood Development (ECD) at the Grade R and pre-grade R in accordance with White Paper 5 (e-Learning is also included).
Programme 6: Infrastructure Development		34849	36777	To provide and maintain infrastructure facilities for schools and non-schools.

Programme 7: Examination and Education Related Services		66	71	To provide education institutions as a whole with examination and education-related support.
TOTAL				

Summary of details of expenditure for infrastructure by category

Facility / Asset Name and Project Name	Type of infrastructure	Date: Start	Date: Finish	Total Project Cost	Exp. from previous years	2018/19	2019/20	2020/21	Outer Years
				R'000	R'000	R'000	R'000	R'000	R'000
NEW AND REPLACEMENT ASSETS									
Dal Josaphat PS	Inappropriate structures - Primary School	21-Nov-17	31-Aug-19	5 9 500	1 000	15 000	25 000		
Ebenezer PS	Inappropriate structures - Primary School	01-Jan-21	01-Aug-22					2000	
TOTAL									

VOTE 6: HEALTH

Provincial payments and estimates

Programmes	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
Programme 2: District Health Services	213 271	224 721	None	To render facility-based district health services (at clinics, community health centres and district hospitals) and community-based district health services (CBS) to the population of the Western Cape Province.
Programme 4: Provincial Hospital Services	445 946	470 348		Delivery of hospital services, which are accessible, appropriate, effective and provide general specialist services, including a specialised rehabilitation service, dental service, psychiatric service, as well as providing a platform for training health professionals and conducting research.

Programme 6: Health Sciences and Training	1666	1752		To create training and development opportunities for actual and potential employees of the Department of Health.
Programme 7: Health Care Support Services	4218	4499		To render support services required by the Department to realise its aims.
Programme 8: Health Facilities Management	43515	45801		The provision of new health facilities and the refurbishment, upgrading and maintenance of existing facilities, including health technology.
TOTAL				

Summary of details of expenditure for infrastructure by category

<i>Facility / Asset Name and Project Name</i>	<i>Type of infrastructure</i>	<i>Date: Start</i>	<i>Date: Finish</i>	<i>Total Project Cost</i>	<i>Exp. from previous years</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>Outer Years</i>
				<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>
CI840023: Paarl - Paarl Hospital - Acute Psychiatric Uni	Hospital - Regional	01-04-2011	26-04-2016	42 630	40 065				
CI810098: Wellington - Wellington CDC - Pharmacy Additions and Alterations	PHC - Community Day Centre	01-04-2013	31-03-2018	4 813	1881	500			
CI810074: Paarl - Mbekweni CDC - Replacement	PHC - Community Day Centre	28-02-2017	31-03-2021	66 000		1 500	10 000		
CI810032: Gouda - Gouda Clinic - Replacement	PHC - Clinic	30-03-2017	31-03-2020	14 000		500	1 000		
TOTAL									

VOTE 7: SOCIAL DEVELOPMENT

Provincial payments and estimates

<i>Programmes</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	

Programme 1: Administration	11 561	12 208		This programme captures the strategic management and support services at all levels of the Department i.e. Provincial, Regional, District and Facility/Institutional level.
Programme 2: Social Welfare Services	18726	19774		Provide integrated developmental social welfare services to the poor and vulnerable in partnership with stakeholders and civil society organisations.
Programme 3: Children and Families				Provide comprehensive child and family care and support services to communities in partnership with stakeholders and civil society organisations.
Programme 4: Restorative Services				Provide integrated developmental social crime prevention and anti-substance abuse services to the most vulnerable in partnership with stakeholders and civil society organisations.
Programme 5: Development and Research				Provide sustainable development programmes, which facilitate empowerment of communities, based on empirical research and demographic information.
TOTAL				

VOTE 8: HUMAN SETTLEMENTS

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

Grant	2018/19 R'000	2019/20 R'000	2020/21 R'000	Purpose
Programme 3: Housing Development	139 735	58 479		To provide housing opportunities, including access to basic services, to beneficiaries in accordance with the Housing Code.

Provincial payments and estimates

Programmes	2018/19 R'000	2019/20 R'000	2020/21 R'000	Purpose

VOTE 9: ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

Grant	2018/19 R'000	2019/20 R'000	2020/21 R'000	Purpose

Provincial payments and estimates				
Programmes	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	

VOTE 10: TRANSPORT AND PUBLIC WORKS

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

Grant	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
Programme 3: Transport Infrastructure	142 000	225 000		To deliver and maintain transport infrastructure that is sustainable, integrated, and environmentally sensitive, that supports and facilitates social empowerment and economic growth and promotes accessibility and the safe, affordable movement of people, goods and services.
Programme 5: Transport Regulation	11 208	11 758		To regulate the transport environment through the registration and licensing of vehicles, associations, operators and drivers; to promote safety through traffic law enforcement services, facilitate road safety education, communication, awareness and the operation of weighbridges; and to provide training to traffic policing and other law enforcement officials.

Provincial payments and estimates

Programmes	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
TOTAL				

Summary of details of expenditure for infrastructure by category

Facility / Asset Name and Project Name	Type of infrastructure	Date: Start	Date: Finish	Total Project Cost	Exp. from previous years	2018/19	2019/20	2020/21	Outer Years
				R'000	R'000	R'000	R'000	R'000	R'000
NEW AND REPLACEMENT ASSETS									
REHABILITATION, RENOVATIONS AND REFURBISHMENTS									
Modernisation - Paarl Cheve Building (CapeNature)	Offices	01-04-2015	31-05-2017	5 350	3 988	1 362			
C574.5 Gouda Weighbridge	Design documentation	15-10-2017	31-03-2020	1 00 000	3 0 000	70 000			
TOTAL									

VOTE 11: AGRICULTURE

Provincial payments and estimates

<i>Programmes</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>Purpose</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	
Programme 2: Sustainable Resource Management	8 197	9 656		To provide agricultural support services to farmers in order to ensure sustainable development and management of agricultural resources.
Programme 3: Farmer Support and Development	26 070	27 530		To provide support to farmers through agricultural development programmes.
TOTAL				

VOTE 12: ECONOMIC DEVELOPMENT AND TOURISM

None

VOTE 13: CULTURAL AFFAIRS AND SPORT

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

Grant	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
Programme 3: Library and Archive Services	21 556	9 428	-	To provide comprehensive library and archive services in the Western Cape.
Programme 4: Sport and Recreation	-	-	-	To provide sport and recreation activities for the inhabitants of the Western Cape.
TOTAL				

Provincial payments and estimates

Programmes	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
TOTAL				

VOTE 14: LOCAL GOVERNMENT

Transfers to local government by transfer/grant type and category (Provincial Gazette Extraordinary 7742 of 7 March 2017)

Grant	2018/19	2019/20	2020/21	Purpose
	R'000	R'000	R'000	
Programme 2: Local Governance	136	143		To promote viable and sustainable developmental local governance, integrated and sustainable planning and community participation in development processes.
Programme 3: Development and Planning	93	101		To promote and facilitate effective disaster management practices, ensure well maintained municipal infrastructure, and promote integrated planning.
TOTAL				

Provincial payments and estimates

Programmes	2018/19	2019/20	2020/21	Purpose
-------------------	----------------	----------------	----------------	----------------

	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	
TOTAL				

1.7.7 SECTOR PLAN ALIGNMENT

There is a range of sector plans that attend to sector inputs to address the Strategic Development Agenda of the Municipality. The Municipality has therefore formulated sector plans to support alignment with national and provincial priorities. The table below gives a summary, purpose, current status and planned activities related to the Drakenstein Municipality's sector plans in the IDP:

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
Spatial Development Framework	The purpose of the SDF is to provide a spatial analysis of the Municipality; to provide spatial development principles / guidelines with accompanying maps indicating the spatial objectives and strategies of the Municipality, such as the promotion of spatial restructuring, increased densities, compact urban environment, access to infrastructure services, economic opportunities, social facilities, protection of agricultural land and natural resources.	The contribution of the SDF to the IDP Strategy is to address the spatial requirements of issues identified through the IDP process. The SDF is the spatial component of the IDP as required in terms of the Municipal Systems Act.	The 5-year SDF was approved by Council on 28 October 2015 in terms of the Municipal Systems Act. The Annual Review of the SDF was approved by Council in May 2017.		The output of an approved SDF is a spatial strategy guiding the assessment and approval of land use applications in the Municipal Area. The commencement of the Annual Review of the SDF started in October 2017. The first round of the public participation process was completed. A second round of public participation will close on 9 April 2018 and it is envisaged to adopt the Annual Review of the SDF as part of the IDP in May 2018.
Integrated Waste Management Plan	To address the challenge of Waste Management in	To ensure that the residents of Drakenstein	The 2 nd generation IWMP has been approved by Council and	Under Review.	The Plan will address all areas of Waste

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
	Drakenstein in line with the National Waste Management Strategy.	live in a clean and healthy environment.	implemented. The action plans are on-going and more than 90% of the action items for the Plan has been addressed. The 3 rd generation IWMP draft is currently being reviewed to address changes in the waste sector as well as waste treatment processes. The latest 3 rd Generation IWMP will be submitted to Council for public participation, approval and adoption within the 2019/20 financial year. Provision on the 2019/20 budget will ensure implementation of the identified action plans, which would include a Biogas Plant and methods to create additional airspace.		Management- from waste prevention(waste avoidance) minimization, collection, treatment, recovery and final disposal. Implementation of advanced technology to optimise Waste management services.
Integrated Transport Plan	The Integrated Transport Plan (ITP) identifies and prioritises required road infrastructure upgrading and extension.	Provides current and future needs regarding required upgrading of road infrastructure network.	<p>The first phase of an Integrated Public Transport Network (IPTN) has been completed by the Cape Winelands District Municipality for Drakenstein. This plan is to be considered during the current financial year.</p> <p>The Integrated Transport Plan, though relevant and implemented, must be</p>		The Local Integrated Transport Plan for the Cape Winelands District Municipality (CWDM) has been revised in the 2015/2016 financial year, including the License Operating strategy as well as the Drakenstein Local Integrated Transport Plan 2016 – 2021 was completed at the same time and informs the development of infrastructure

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
			reviewed within the next two financial years.		
Water Services Development Plan	The purpose of the Water Services Development Plan (WSDP) is to progressively ensure efficient affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.	Strategic objectives of the IDP are supported through the provision of water and sanitation services.	A new plan must be developed every 5 years and updated as necessary and appropriate in the interim years. The 2009/2010 plan was updated 2011/2012.		The WSDP base date 2016/2017 will serve before Council for approval during July/August 2017 . The plan informs budgetary requirements.
State of the Environment Report	This is a report on the state of the environment in Drakenstein and serves as an input to a number of decision making tools including the IDP, SDF, etc. The report reflects the integrity and sustainability of the Municipality and the environment.	This report gives an indication of the condition of the environment in Drakenstein and relates to some of the strategic objectives in the IDP.	The State of the Environment Report (SOER) is completed every two years. Further updates during future years is an ongoing process.	Approved: 2018 Reviewed: 2020	The next state of the environment report will cover the 2019 and 2020 calendar years respectively. Work on the compilation of this report will commence early in 2020 and will serve before Council for approval during May/June 2020 .
Environmental Management System	The Environmental Management System (EMS) Plan integrates environmental functions of all s and sections and ensures compliance with environmental legislation.	Protects the integrity and sustainability of the Municipality and the environment. Ensures participative Greener Governance.	The Environmental Management Policy and EMS have been approved in 2008. Further phases within the EMS to continue as an ongoing process.		Further phases within the EMS to continue as an ongoing process. This will be done as and when posts are filled on the new organogram in each business unit in the municipality. It is also dependent on the resource capacity afforded to the EMS coordinator.
Biodiversity Strategy	This forms an input to all planning and policies and	Protects the integrity and sustainability of the	Biodiversity Priority Areas identified and approved in	Approved: 2006	The strategy informs the SDF, other policies, plans

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
	protects the integrity of the biodiversity and ensures sustainability.	Municipality and the environment. Ensures participative Greener Governance.	conjunction with SANBI and published in 2006. Areas identified in SDF and the Environmental Management Framework.		and assists in evaluating development applications.
Air Quality Management Plan	The Air Quality Management Plan (AQMP) is a legislative requirement and sets objectives and targets to achieve better air quality for all in Drakenstein.	The plan gives effect to some of the strategic objectives of the IDP to create a healthier living environment for all in Drakenstein.	The Air Quality Management Plan (AQMP) is currently being updated.	Approved: 2012 Reviewed: 2019	The draft final AQMP will be sent to MAYCO in June 2019, after which public participation will be conducted. The final AQMP will be sent to Council in March 2020 for approval.
Energy Master Plan	To indicate the Municipality's initiatives to reduce the towns energy usage in a sustainable manner	To investigate means to reduce the town's energy usage by implementation of green and alternative energy projects.	Department of Energy (DoE) allocated 2015/2016 R 5 million for energy efficiency projects. Three Municipal buildings interior lighting was replaced with LED luminaires and traffic signal lighting was converted to LED. DoE allocated 2016/2017 R 5 million for energy efficiency projects. Replace existing streetlights from Jan Van Riebeeck Rd through to Champagne street Wellington.		To be completed by June 2017.
LED Strategy	Outlines how Council can create an enabling environment for economic growth that will benefit all the Citizens, especially those that are poor.	Local Economic Development is the second highest strategic priority of Council.	LED Strategy adopted by Council in October 2007. The reviewed LED Implementation plan was referred back to the department for further analysis.		The is in the process of developing a five-year strategic plan which will outline the strategic objectives of Economic Development in terms of the Integrated Development Plan. This Plan will form the basis of


SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
					the LED implementation plan which will be submitted to Council by June 2018.
Disaster Management Plan	To address any natural or manmade Disaster that may occur.	Disaster Management is an integral part of the IDP to ensure a safer community.	Corporate plan is in place. The EMS Emergency Preparedness and Response Plans is also in place and is up to date as of October 2014. The Disaster Management Plan submitted for Council approval.	8 December 2018 Special MAYCO meeting.	The reviewed Corporate Disaster Management Plan was submitted to MAYCO for approval on the 8 December 2018. The reviewed Operational Disaster Management Plan addressing operational issues with provision for the pending Drought be tabled with the Draft IDP In March 2018.
Integrated Sustainable Human Settlement Plan (ISHSP)	To initiate a process to ensure that housing implementation contributes to the creation of vibrant sustainable and integrated communities in the Drakenstein Municipality.	To address the housing needs of Drakenstein inhabitants as identified within the IDP by facilitating and providing access to housing opportunities within the municipal jurisdiction area.	ISHSP reviewed and approved in March 2016. .	Approved in 2011. Last Reviewed and approved in March 2016.	Roll out of housing projects identified as per Housing Pipeline /business plan and as outlined per ISHSP. Plan to be overhauled in 2017/2018.
Employment Equity Plan/Report	To achieve and maintain representation in the workplace by appointing, empowering and developing competent members of staff which are equipped to implement the strategic plans of Council.	Transformation.	An Employment Equity (EE) Plan was approved during 2017/18 and an Employment Equity Forum was established to monitor implementation of the Plan.	The EE Plan is for a five-year period but is reviewed annually.	Continuous application of targets during recruitment and selection process to reach targets as set out in Employment Equity Plan and report. Continuous appointment of competent staff members within the goals of the EE Plan. Approval of EE Plan and the annual submission of the EE

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
					report to the Department of Labour on 01 October for compliance.
Human Resources Plan	To ensure that HR serve and support the Municipality in achieving its strategic objectives through proper HR practices such as recruitment, training, performance management, health and safety, personnel administration and labour relations.	Good Governance and Transformation	The Human Resource (HR) Plan was approved on 31 August 2017.	The HR Plan is for a five-year period.	Continuous recruitment, training and development of staff, individual performance reviews, Labour Relations and administration of staff.
Workplace Skills Plan	To Plan, budget and Implement Staff Training Activities.	Transformation.	The Annual Training Report and the Workplace Skills Plan was submitted to the LGSETA on 26 April 2017.	The next training report and WSP is due on and before 30 April 2018.	The completion of the WSP according to needs that are identified by s and employees. Implementation of the WSP activities and submission of Annual Training reports to the LGSETA.
Performance Management System	Facilitate a performance driven culture and accountable Municipality.	To set performance indicators and targets that will measure the effectiveness and efficiency of the Municipality in implementing its IDP Objectives.	The Framework was revised and submitted to Council for adoption on 12 December 2014. Quarterly and annual performance reviews are conducted. Performance evaluation of Section 56/7 managers have been conducted for 2017/18 and performance agreements for	Performance Management System policy was approved by Council on 12 December 2014 and annually reviewed thereafter. The last review was approved by Council on 30 January 2019	Quarterly performance report, Mid-year performance assessment report, Annual performance report, Annual Report, Individual performance evaluations, Quarterly performance Audit Report will be guided by the performance Management System Framework.

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
			2018/19 have also been signed.		
Public Participation Policy	To facilitate democracy by enabling broad but structured community and sector participation in Council affairs.	In the spirit of participative governance in general and participation in the IDP specifically, to enable community and sector participation in the drafting, monitoring and review of the municipal IDP and Budget.	Public Participation Policy was adopted by Council on 25 March 2015 after a consultative process.	The Public Participation Policy was reviewed and submitted to Council for adoption during January 2019.	IDP Process Plan, Ward Committee meetings, Public Meetings, Council Activities, Stakeholders engagements will be guided by the Public Participation Policy and applied regulations.
Long -Term Financial Plan	The purpose is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the Municipality.	The financial plan will ensure financial sustainability of the Municipality in the realization of the IDP objectives.	Financial Plan has been submitted as part of the IDP.		Was reviewed and fully aligned to the 2017/2022 five-year plan (IDP) during 2016/17 after draft budget was finalized.
Tourism Implementation Plan	Outlines Council's vision and plan to transform the tourism sector in order to share the benefits of tourism to all Communities in an equitable manner.	Contributes to Local Economic Development and Job Creation.	The Marketing Strategy adopted in 2004 was reviewed and a revised Tourism Implementation Plan was submitted in July 2013.		The department will submit an updated Tourism Implementation Strategy in the 2017/2018 financial year for consideration.
Water and Sewerage Master Plans	The water & sewerage water plans identify and prioritises required bulk water services infrastructure upgrading and extensions.	Provides current and future needs regarding required upgrading of water and sewer infrastructure network.	The previous update of the Water and Sewerage Master Plans was February 2017.	Water master plan (only) to be reviewed by September 2019	Water and Sewerage Master Plans were updated in February 2017 (every 2-3 years)
Water Services Development Plan	The purpose of the Water Services Development Plan (WSDP) is to progressively ensure efficient affordable, economical and sustainable access to water services	Strategic objectives of the IDP are supported through the provision of water and sanitation services.	A new plan must be developed every 5 years and updated as necessary and appropriate in the interim years. The 2009/2010 plan was updated 2011/2012.	Water Services Development Plan review in 2018 and only to be reviewed in 2023	The WSDP base date 2016/2017 will serve before Council for approval during July/August 2017 . The plan informs budgetary requirements.

SECTOR PLAN	PURPOSE OF PLAN	ROLE/ CONTRIBUTION TO IDP STRATEGY	CURRENT STATUS	DATE APPROVED, AND DATE REVIEWED	PLANNED ACTIVITY/ OUTPUT
	that promote sustainable livelihoods and economic development.				
Environmental Management Framework	The purpose of this plan is to guide municipal planning and support decision making for developments in the Drakenstein municipal area in order to achieve environmental sustainability.	This tool will ensure that development occurs sustainably, which is in line with some of the strategic objectives of the IDP.	The Environmental Management Framework (EMF) is currently being aligned with Drakenstein Municipality's Spatial Development Framework to ensure that developments are evaluated by the same spatial and environmental principles.	2017: Submitted to the Ministry: Local Government and Environmental Affairs and Development Planning for concurrence. 2019 – 2020: Alignment of EMF and SDF	The EMF and SDF will be aligned between 2019 and 2020, after which the two sector plans will be fully integrated.
River Environmental Management Plan	This plan sets out principles for managing and protecting riparian areas.	The plan sets out actions to achieve better water quality in the river systems, which ultimately promotes economic growth, environmental sustainability and more opportunities for recreation use of riparian areas.	The development of the Leeuw River Maintenance Management Plan is currently being undertaken.	Approved: 2013	River Maintenance Management Plans should be developed for all urban rivers in the Paarl and Wellington areas. These rivers have been identified as priority areas for maintenance and ecological improvement.
Storm water Management System (Wellington, Gouda, Saron and Hermon)	The Storm water Management System addresses priorities in required maintenance on the system.	Provides needs regarding required upgrading of storm water network in Towns specified.	The existing SMS was last updated in 2009. Pertained only to Wellington, Gouda, Saron and Hermon. The SMS for all catchment areas is to be updated		The SMS will be updated in accordance with available budget in the following financial year.
Pavement Management System	The Pavement Management System identifies and prioritises required maintenance and upgrading of streets infrastructure.	Provides current and Future needs regarding required maintenance.	The Pavement Management System has been revised and implemented during 2017/2018/		The prioritised maintenance and refurbishment of roads and streets will be implemented in accordance with available budget.

Table 4: Sector Plan Alignment Matrix

- 
- CHAPTER 1: Introduction and Background**
- CHAPTER 2: Situational Analysis**
- CHAPTER 3: Development Strategies**
- CHAPTER 4: Long-term Financial Plan**
- CHAPTER 5: Performance Management**
-



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

A city of **excellence**

DRAKENSTEIN PROFILE

2.1.1 INTRODUCTION

This chapter provides a situational analysis of the existing trends and conditions in the Drakenstein Municipality, in accordance with the requirements of the Municipal Systems Act for developing an IDP.

Geographical Location

Drakenstein Local Municipality is a Category B municipality and is situated in the Cape Winelands District of the Western Cape, and is approximately 60km east of the Cape Town Central Business District. The following municipalities share their borders with the Drakenstein Municipality:

- 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, Cape Winelands District Municipality (north-east); and
- Swartland Local Municipality, West Coast District Municipality (north-west).

The Municipality is strategically located on the national road and railway routes to the rest of South Africa and effectively forms the gateway to the City of Cape Town. The Drakenstein Municipality covers an area of 1,538 km² and comprises of the towns of Paarl, Wellington, Saron, Gouda, Hermon, Mbekweni and Simondium. It is a strong economic centre of the region, with a strong agricultural, tourism, light manufacturing industry and business services base and has recorded positive economic growth over the period 2001 to 2009.

The Drakenstein Municipality stretches from just south of the N1 freeway including Simondium in the south up to and including Saron in the north. The Klein Drakenstein, Limiet and Saron Mountain range from its eastern edge and the agricultural area immediately to the west of the R45 its western border. Paarl and Wellington are the main urban centres in the Municipality located in close proximity to the N1 in the south with smaller rural settlements at Saron and Gouda in the north and Hermon in the mid-west.

Paarl

In the Drakenstein Municipal Jurisdictional Area Paarl, fondly known as the “Pearl of the Cape”, is the major centre. Paarl is nestled in a fertile valley, along the banks of the Bergrivier. It is traditionally a farming town with many well maintained and attractive Cape Dutch houses, beautiful gardens and streets lined with old oak trees. Paarl has the longest main road (±10km) in South Africa, lined with fascinating examples of architectural history. Here you can find scenic drives, hiking trails and the Paarl wine route, with its many wine tasting opportunities and excellent restaurants. The Paarl Rock itself is popular for rock climbers.

Wellington

Wellington is nestled at the foot of Bainskloof Pass. It is famous for its historical architecture, fruit industries, wines and accommodation. With excellent soils and ideal climate, Wellington is home to most of South Africa’s vine nurseries. Wellington’s economy is centred on agriculture such as wine,

table grapes, citrus fruit and a brandy and spirit industry, with an established agro-processing industry. The beauty of the area is best viewed either by foot, by horse or by car to take in the scenery of nature, fynbos, wine, olives and the historical buildings, to name but a few.

Gouda

Gouda is predominantly a residential rural town established in support of the agricultural activities in the surrounding area. The historical coloured eastern portion of the town is characterised by two distinct residential areas – a southern low-density area and the northern higher area dominated by low-income subsidised housing development. Business development in the eastern portion of the town is non-existent with the only economic activity a fruit storage and packaging facility, five shopping facilities and a hotel located in the western portion of town. The town is also marketed for tourists, with the nearby Voëlvlei Dam and Bergriver being excellent venues for swimming, fishing, canoeing and yacht sailing, while the mountains are perfect for hiking, bird watching and finding wild flowers like proteas and other rare and endangered species, including snakes, baboons, and the Cape Mountain leopard. The local hotel and guesthouses supply ample accommodation and the village has a railway station with a regular train service to and from Cape Town.

Saron

Saron is a historically coloured settlement area and the town is steeped in history. A low-density middle to high-income residential area is located at the entrance and to the north of the only entrance road into town. The older residential area is located in the north-eastern portion of the town with the latest addition, a subsidised residential development of some 600 housing units, located to the south east. Industrial development is non-existent and the business development is limited to eight general dealers spread across the town.

Mbekweni

Mbekweni is a township situated to the north of Paarl. Most of Mbekweni's residents are Xhosa and speak the isiXhosa language. Many of the residents are first generation urban dwellers that call the Eastern Cape home. Most came to the Paarl Area in search of jobs and better education, since it is closer to the city. A substantial amount of the people in Mbekweni live in shacks, many no bigger than 10 square meters. The informal sector, particularly trading through mobile and spaza shops, is significant in Mbekweni where there are approximately 250 registered informal traders, but 405 informal traders were counted during an informal street count in Paarl in 2004.

Simondium

Simondium is a historically coloured rural and farm area. Simondium is situated in the Bergriver Valley between Franschhoek and Paarl. The little hamlet of Simondium lies at the upper point of a triangle with Stellenbosch and Franschhoek on the R45 because it is the lesser known of the three, tends to be described in terms of the other two towns. Simondium has fast earned a reputation of its own, particularly with regard to cheese, hosting of the annual Cape Country Picnic Festival and being on the Western Cape Brandy Route.

2.1.2 DEMOGRAPHIC TRENDS

i. Population Density

The Drakenstein Municipality has the largest proportion of persons among municipalities in the Cape Winelands District Municipal (CWDM) Area at 31.9%. It is the second most densely populated municipality with 163 persons living within a km², following behind Stellenbosch which has 187 persons living within a km².

Cape Winelands Population Density

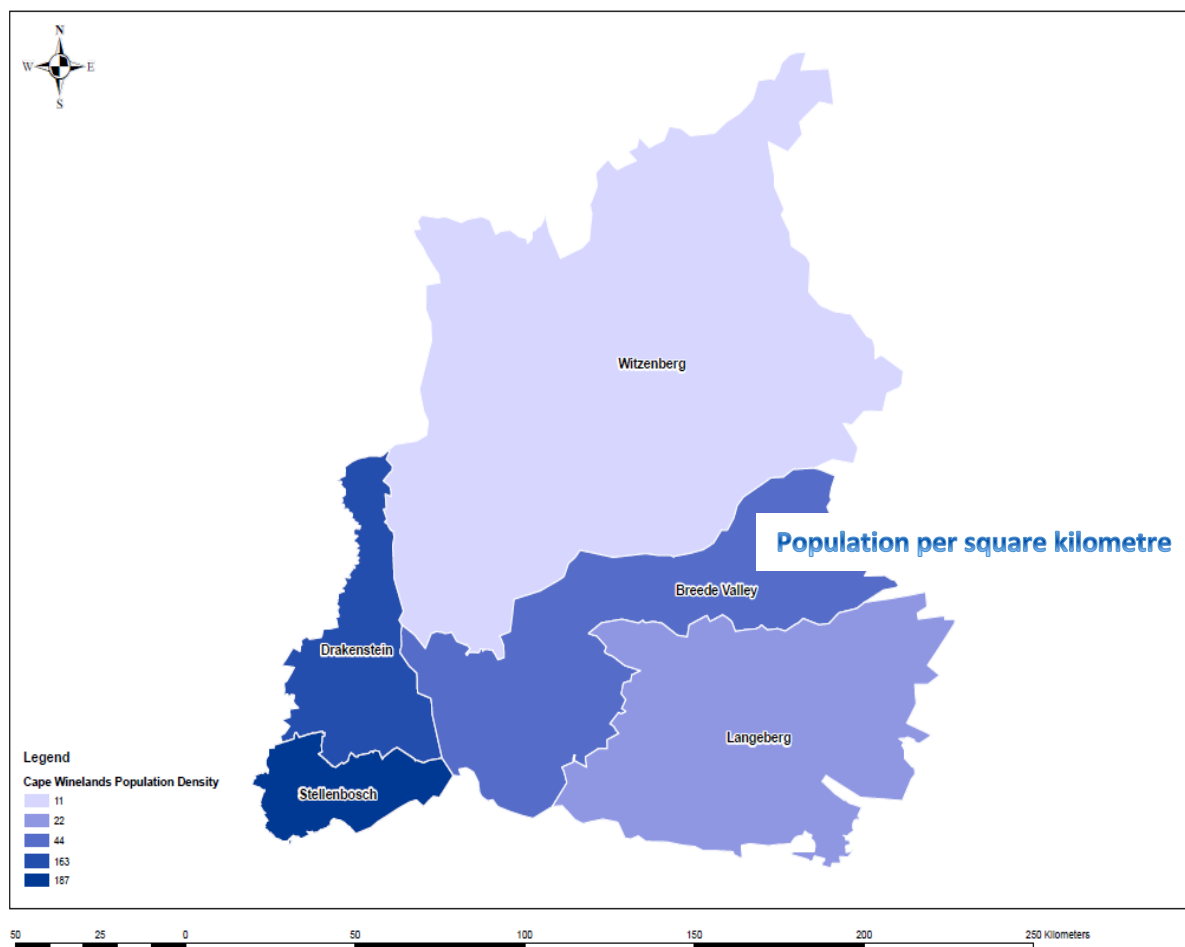


Figure 23: Cape Winelands Population Density Map

ii. Demographic profile

The population figure drawn from Quantec Research 2018 indicates that an estimated 280,425 people reside in the Drakenstein municipal jurisdiction. In 2016, Statistics South Africa estimated a population of 280,195 in the Community Survey. A population budge creates many opportunities for growth and development. Channelled properly, it may be a source of labour for different economic sectors and also provides a market for produced goods.

The tables below provides a snapshot of Drakenstein population by gender and age distribution.

Table 5: Population Details

Population Details										
Serial No.	Age	2015/2016			2016/2017			2017/2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Column Ref.	A	B	C	D	E	F	G	H	I	J
1	0-4	12,658	12,401	25,059	12,164	12,955	25,119	14,398	14,241	28,639
2	5-9	10,272	10,191	20,463	12,474	11,955	24,429	13,077	13,027	26,104
3	10-14	10,132	10,045	20,177	12,553	11,887	24,440	11,573	11,539	23,112
4	15-19	12,071	12,039	24,110	10,713	11,909	22,622	10,718	10,726	21,444
5	20-29	28,012	25,228	53,240	27,127	24,885	52,012	25,808	24,947	50,755
6	30-39	18,312	18,342	36,654	20,351	20,864	41,215	24,147	23,517	47,664
7	40-49	17,676	19,073	36,749	18,608	19,020	37,628	16,992	17,661	34,653
8	50-59	12,396	13,939	26,335	14,328	15,496	29,824	11,639	13,957	25,596
9	60-69	6,227	7,737	13,964	7,295	8,181	15,476	6,387	8,243	14,630
10	70+	2,833	4,340	7,173	2,810	4,620	7,430	2,961	4,866	7,827
11	Totals	130,589	133,335	263,924	138,423	141,772	280,195	137,700	142,724	280,424

Source: Quantec Research, 2018

iii. Household profile

The table below shows the number of households by different ethnic groups. In 2017/18, the Coloured households represented 55.13% of the total households in Drakenstein, followed by Black African and White households, accounting for 26.26% and 18.27% respectively. The Community Survey (2016) reported that Drakenstein had 71,686 households in 2016.

Table 6: Household breakdown by ethnic group

Household breakdown by ethnic group					
Serial No.	Ethnic Group	2015/2016	2016/2017	2017/2018	% share 2017/2018
Column Ref.	A	B	C	D	E
1	Black African	15,940	16,696	17,359	26.26%
2	Coloured	34,619	35,575	36,443	55.13%
3	Indian or Asian	208	217	227	0.34%
4	White	11,821	11,953	12,076	18.27%
5	Total	62,588	64,441	66,105	100.00%

Source: Quantec Research, 2018

iv. Labour Profile

In 2017/18, the Drakenstein municipal area employed a total number of 109,861 people. The significant increase in net employment can be attributed to an increase in the number of jobs created within the manufacturing and agriculture, forestry and fishing sector. Agriculture forms the backbone of the Drakenstein economy and provides inputs for the manufacturing sector.

A relatively small increase in the child cohort between 2019 and 2024, coupled with strong growth in the working and aged categories is expected to decrease the dependency ratio in Drakenstein.

Table 7: Employment by sector

Employment by Sector				
Serial No.	Sector	Number of jobs		
		2015/2016	2016/2017	2017/2018
Column Ref.	A	B	C	D
1	Agriculture, forestry and fishing	16,136	15,924	18,662
2	Mining and quarrying	77	77	87
3	Manufacturing	9,178	8,949	9,257
4	Electricity, gas and water	326	338	362
5	Construction	8,929	9,302	7,320
6	Wholesale, retail trade, catering and accommodation	24,240	24,643	23,802
7	Transport, storage and communication	4,673	4,369	3,624
8	Finance, insurance, real estate and business services	15,618	15,964	17,269
9	General government	11,916	12,149	11,748
10	Community, social and personal services	16,495	16,880	17,730
11	Total	107,588	108,595	109,861

Source: Quantec Research, 2018

v. Economic profile

The table below indicates the municipal Gross Value Added (GVA) at basic prices. The economic sectors that contributed the most to the Drakenstein economy in 2017/18 were agriculture, forestry and fishing, manufacturing, wholesale, retail trade, catering and accommodation and Finance, insurance, real estate and business services. These sectors have been growing at satisfactory rates for the past three years.

Table 8: Economic Activity by Sector

Economic Activity by Sector				
Serial No.	Sector	R`000 000		
		2015/2016	2016/2017	2017/2018
Column Ref.	A	B	C	D
1	Agriculture, forestry and fishing	1,206	1,337	1,409
2	Mining and quarrying	44	46	62
3	Manufacturing	2,955	3,044	3,238
4	Electricity, gas and water	487	514	564
5	Construction	1,485	1,560	1,653
6	Wholesale, retail trade, catering and accommodation	3,275	3,590	3,810
7	Transport, storage and communication	1,658	1,731	1,846
8	Finance, insurance, real estate and business services	3,942	4,218	4,555
9	General government	1,983	2,130	2,310
10	Community, social and personal services	1,551	1,647	1,792
11	Total	18,589	19,817	21,239

Source: Quantec Research, 2018

vi. Environment

Drakenstein Municipality is situated within the unique natural environment of the Cape Floristic Region, a biodiversity hotspot and one of only six floral kingdoms found anywhere on Earth. It is important to note that the natural environment forms the basis on which our economic and social systems depend. If Drakenstein Municipality is to continue to provide a stimulating environment for residents that promotes health and wellbeing and a flourishing economic base, it is imperative that natural resources and ecosystems are utilised in a sustainable manner. While the natural environment of Drakenstein is still in a relatively good state, some indicators are showing that the current state of the environment is under threat. These threats are caused by habitat destruction, alien invasive species, pollution to the environment and climate change which all need attention. Drakenstein Municipality will continue to monitor the state of the environment and develop new responses to counter these threats in order to ensure that the unique character of the environment is preserved for future generations to come.

vii. Dwelling Type

In 2016, the vast majority of households in the municipality reside in formal dwellings (90.3%), while 9.2 per cent of households reside in informal dwellings. The percentage of households living in informal dwellings in 2016 reduced by 4.2% in the five years since census 2011. Households living in “Informal dwellings - shack in the backyard” have decreased from 7.8% in 2011 to 4.0% in 2016, while “informal dwellings – shack not in a backyard (e.g. on a farm or an informal settlement)” has only marginally been reduced from 5.6% in 2011 to 5.2% in 2016.

Type of Dwelling	Census 2011 (%)	CS 2016 (%)
Formal Dwelling ¹	85.1	90.3
Informal Dwelling ²	13.4	9.2
Traditional Dwelling	0.5	0.2
Caravan/tent	0.1	0.0
Other	0.8	0.3

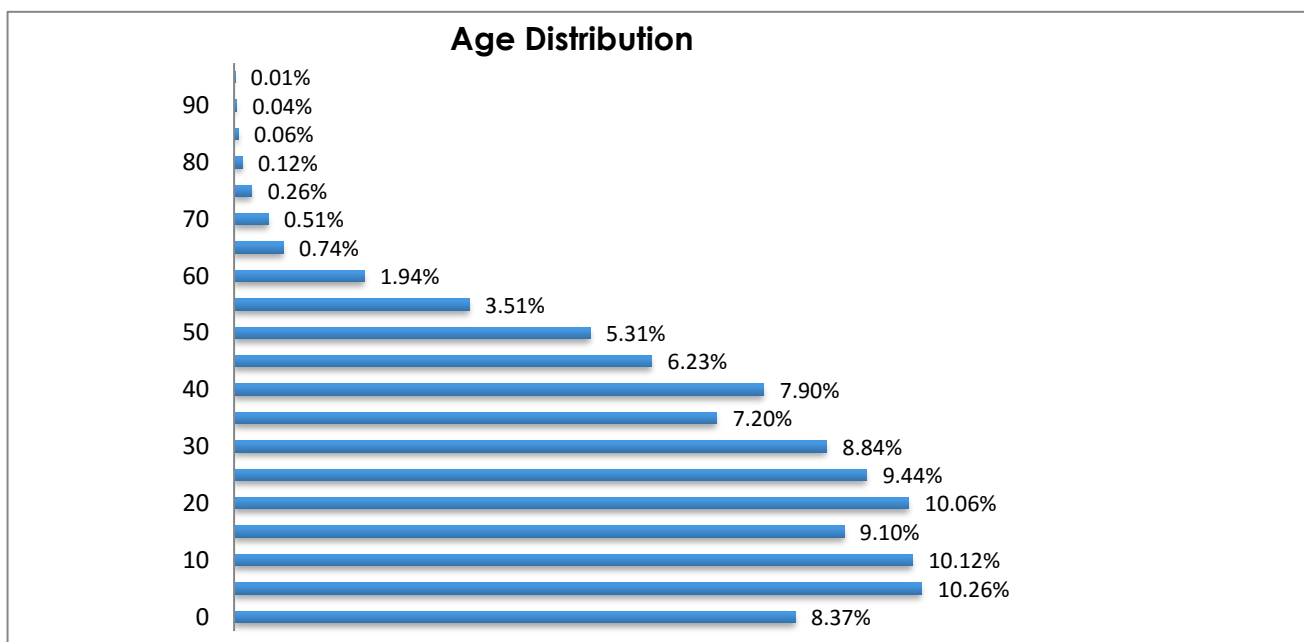
Table 9: Dwelling Type

Source: Statistics SA: Census 2011 & Community Survey 2016

viii. Agricultural Key Demographic Results

¹ Formal dwellings are structures built according to approved plans and exclude informal dwellings (those on a farm/in a backyard and those found in informal settlements) as well as those made of traditional material.

² This is a combination of informal dwellings those in a backyard and those found in informal settlements or on a farm.



Source: Western Cape Department of Agriculture: Agri Worker Household Census 2016/2017

The Agri Worker Household Census 2016/2017 indicated the average age of agri workers is persons aged 27.37 years and below and 66% of individuals were below

Gender Breakdown		
	Female	Male
Adults	30.01%	30.60%
Children	19.47%	19.93%
Total	49.48%	50.52%

the age of 35. While only just over 1% of the individuals were above 65 years of age. 30.09% in these groups were regarded as youth between the ages of 19 and 35

Source: Western Cape Department of Agriculture: Agri Worker

years old. The number of farms in Drakenstein Municipality amounts to 2380.

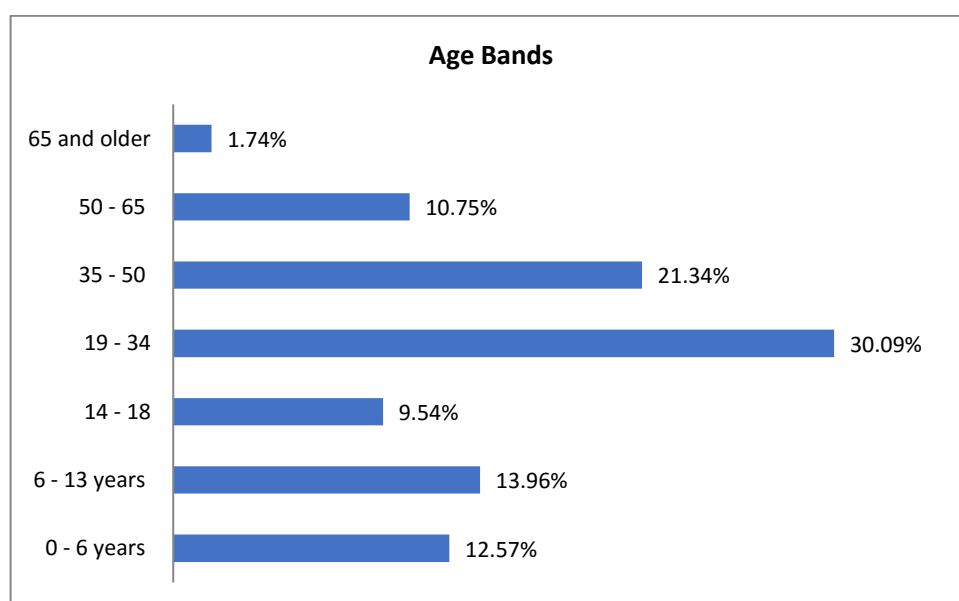


Figure 32: Agriculture Survey - Age Bands

Source: Western Cape Department of Agriculture: Agri Worker Household Census 2016/2017

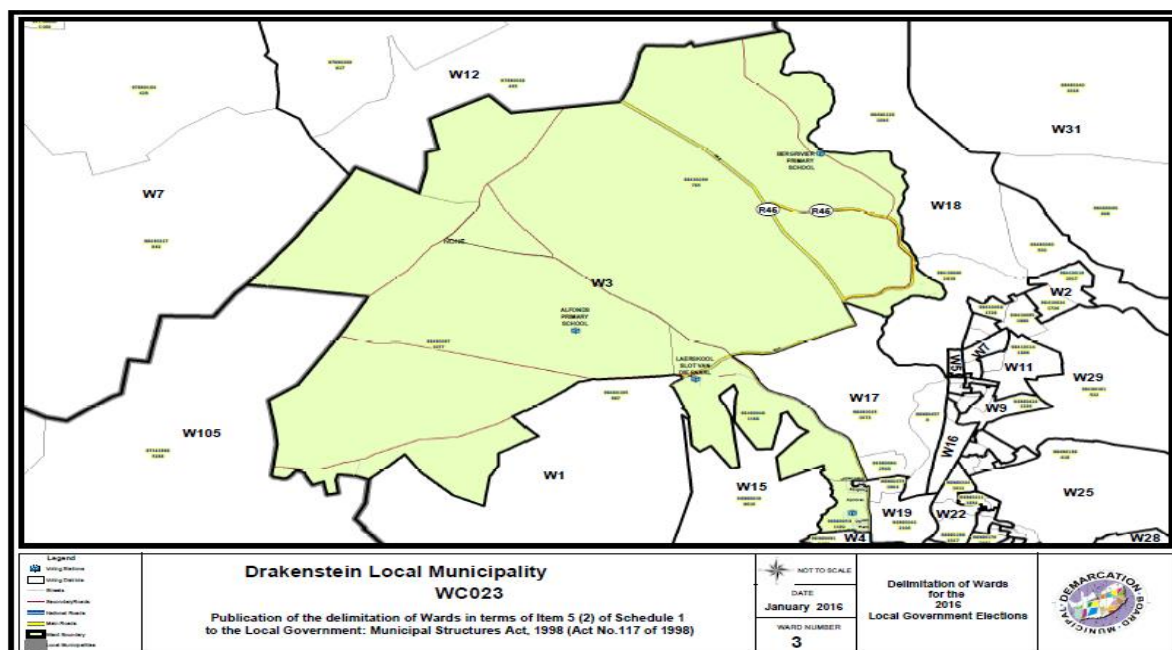


Figure 33: Drakenstein Municipality Rural Wards

Source: Western Cape Department of Agriculture: Agri Worker Household Census 2016/2017

2.1.2 GDP PER CAPITA

An increase in real GDP per capita, i.e. GDP per person, is experienced only if the real economic growth rate exceeds the population growth rate.

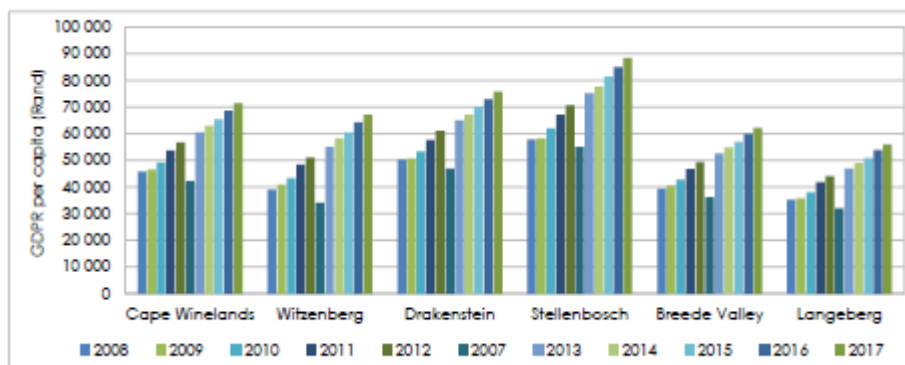


Figure 3: GDP per capita

Source: Stats SA 2017, own calculations

At 75 832 in 2017, Drakenstein real GDP per capita is marginally below that of the Cape Winelands District's figure of R71 426 as well as that of the Western Cape. A comparison of the Drakenstein and Cape Winelands trend lines does however reveal that the District average has gradually been catching up to the municipal rate which indicates that production is increasing progressively in other municipal areas within the region.

2.1.3 POVERTY

This section shows living conditions and economic circumstances of households in Drakenstein based on most recent data including Statistics South Africa's Non-Financial Census of Municipalities 2016 and Quantec. The deteriorating financial health of households and individuals under the weight of economic pressures, specifically between 2011 and 2015, has resulted in an increase in the poverty levels, according to the Poverty Trends in South Africa report released by Statistics South Africa in 2017.

According to the report the categories of people vulnerable to poverty remained to be African females, children 17 years and younger, people from rural areas, and those with no education. Inflation-adjusted poverty lines show that food poverty increased from R219 in 2006 to R531 per person per month in 2017. The lower-bound poverty line has increased from R370 in 2006 to R758 per person per month in 2017 while the upper-bound poverty line has increased from R575 in 2006 to R1 138 per person per month in 2017.

2.1.4 INCOME INEQUALITY

The National Development Plan has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030.

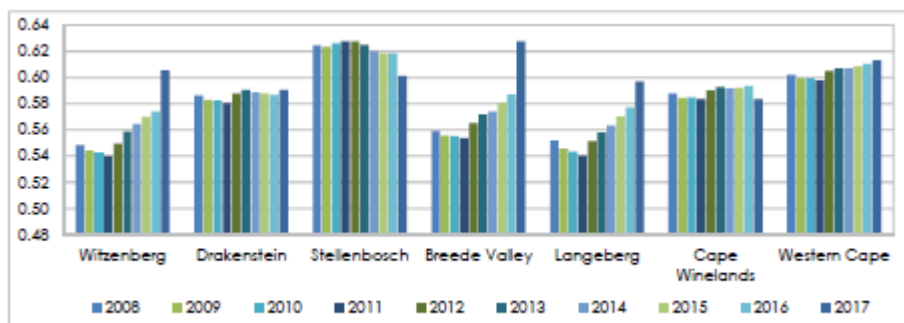


Figure 4: Gini Coefficient

Source: Global Insight, 2017

It is concerning to note that income inequality has on average been increasing not only in Drakenstein, but also in the Cape Winelands and the broader Western Cape Province. This indicates that the relative satisfactory growth experienced across these regions has not equally been distributed amongst households or individuals. Income inequality has marginally increased in Drakenstein between 2010 and 2017. This figure ranged from 0.58 to 0.59 (2010 – 2017), which represents a 0.2 per cent average annual growth figure for the aforementioned period.

2.1.5 HUMAN DEVELOPMENT

The United Nations uses the Human Development Index (HDI)³ to assess the relative level of socio-economic development in countries.

³ The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

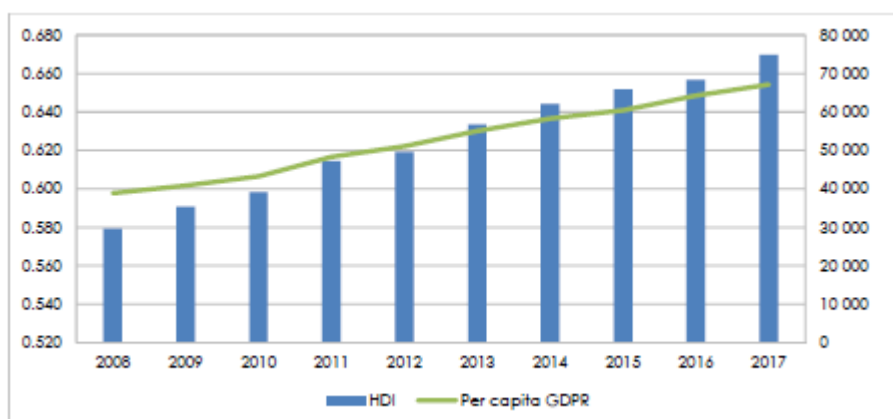


Figure 5: Human Development

Source: Global Insight, 2017

There has been a general increase in the HDI in Drakenstein (from 0.647 in 2008 to 0.723 in 2017), Cape Winelands and the whole of the Western Cape between 2011 and 2015. Naturally, per capita income as per definition is expected to mimic the trend of HDI and this is clearly displayed in the graphic above. While this trend is consistent for Drakenstein, per capita GDP has not risen at the rate experienced in comparison to surrounding municipalities across the Cape Winelands District.

2.1.6 INDIGENT HOUSEHOLDS

The constraining macro-economic climate is expected to impact heavily on the various municipal areas of the Western Cape, especially in rural communities where an economic downturn will result in significant job losses across. Rising unemployment figures will subsequently result in a decrease in expendable household income which, coupled with rising inflation rates, will force many families into poverty. Municipal services will ultimately become unaffordable, resulting in these households becoming reliant on free basic services which will in turn strain the already limited resources of a municipality.

Area	2014	2015	2016
Drakenstein	10 977	11 211	16 534
Cape Winelands District	33 406	34 704	42 756
Western Cape	404 413	505 585	516 321

Source: Department of Local Government, 2017

The rise in indigent households within Drakenstein has been quite dramatic in recent times. This sudden increase can potentially be linked to job losses within the agricultural sector and the influx of citizens that move from outlying smaller towns to Drakenstein in search of employment opportunities.

2.1.7 AVAILABILITY OF BASIC SERVICES

This section uses data from Census 2011, the 2016 Community Survey for the analysis of access to basic services within the Drakenstein Municipality.

i. Access to basic services

The Constitution of the Republic of South Africa states that every citizen has the right to access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living.

The Department: Engineering Services is responsible for basic service delivery, i.e. water, sewerage, streets, stormwater, traffic engineering, waste services and electricity.

Construction of the upgrading of Berg River Boulevard between Lady Grey Street and Optenhorst Street has commenced with a contract value of R 102.3 million. Completion of this project is estimated to be mid July 2018.

All persons registered as indigent in terms of Council's policy received free basic services, namely 10 kl of water, 100 kWh of electricity limited to a 20 amp circuit breaker as well as a subsidised refuse removal and sanitation services.

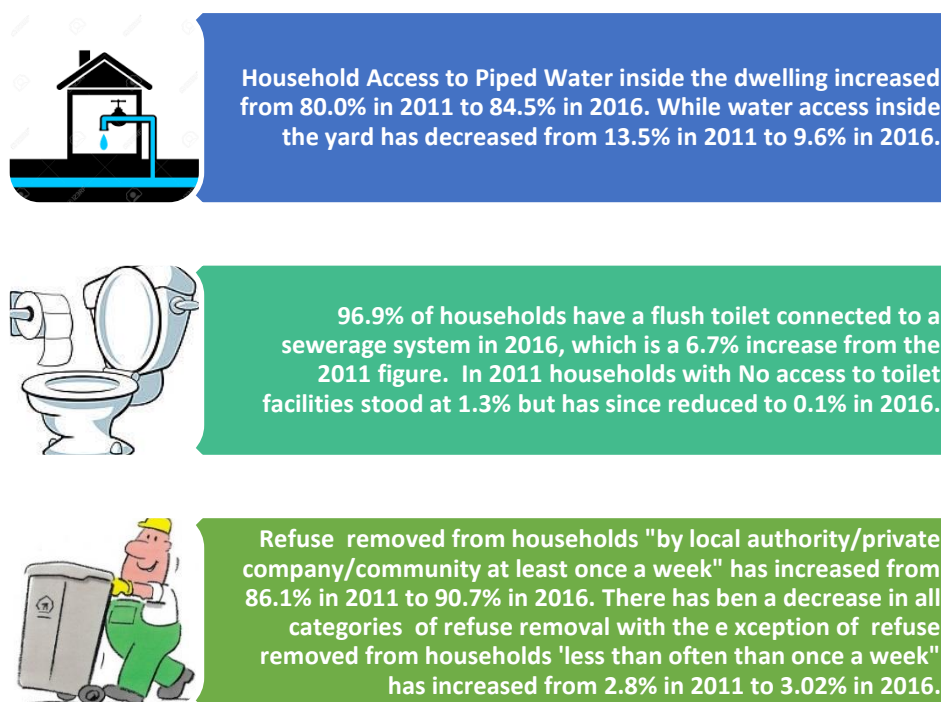


Figure 34: Access to Basic Services

Source: Statistics SA: Census 2011 & Community Survey 2016

ii. Water Provision

Given the Western Cape's current drought situation, great focus is currently placed on water availability and supply. This goes hand in hand with due

consideration for water quality. Access to safe potable water is essential to prevent the contraction and spread of diseases and maintaining a healthy life.

SERVICE STANDARD DEFINITION: Households with access to piped water inside the dwelling or yard or within 200 metres from the yard.

Area	2011	2016	Total increase 2011 - 2016	Average annual increase 2011 - 2016	Average annual growth 2011 - 2016
Drakenstein	99.4%	99.5%	11 889	2 378	3.7%
Cape Winelands District	99.2%	98.6%	36 002	7 200	3.4%

Table 11: Access to Water

Source: Statistics SA: Census 2011 & Community Survey 2016

In 2011, 99.4 per cent of all households within Drakenstein enjoyed access to piped water. Despite a significant increase in the total number of households since then, the Municipality was in 2016 still able to provide 99.5 per cent of all households with water services. The Municipality was therefore able to provide an additional 11 889 households (average annual increase of 2 378 households, or 3.7 per cent) access to piped water between 2011 and 2016.

(2017 Socio-Economic Profile: Drakenstein Municipality)

The upgrading of existing reticulation is planned in terms of priorities as determined in the IDP, as per the Water Master Plan, by Council and Technical Services. The implementation of this strategy is wholly dependent on the provision of an adequate budget. Major achievements for the past financial year were the construction and completion of the second 11 Mℓ Newton Reservoirs at Newton, Wellington. The main challenge in this regard is to obtain sufficient funding to upgrade the existing water networks in Paarl and Wellington.

The construction of the 5 Mℓ reservoir at Welvanpas (Wellington), the first of two 8 Mℓ Courtrai reservoirs and replacement of the existing bulk water pipe at Courtrai (Paarl) are in progress and will be completed in 2018. The construction of the new 10 Mℓ/day Welvanpas Water Treatment Works (WTW) with a total value of R 62 million is in progress and will be completed by end 2018. The third phase of a possible seven phases of the Strawberry King pipeline with a total value of R 120 million is in progress.

The planning of the new Newton-Leliefontein booster pump station and inline power generation turbine at Leliefontein, Paarl, has been completed.

iii. Electricity Provision

Energy is essential for human life and households generally apply electricity for cooking, heating and lighting purposes. Energy sources also have usage risks; for example, health and safety risks especially in the use of paraffin and open flame usage.

SERVICE STANDARD DEFINITION: Households with access to electricity as the primary source of lighting.					
Area	2011	2016	Total increase 2011 - 2016	Average annual increase 2011 - 2016	Average annual growth 2011 - 2016
Drakenstein	95.0%	94.5%	10 936	2 187	3.6%
Cape Winelands District	92.8%	92.6%	34 507	6 901	3.5%

Table 12: Access to Electricity

Source: Statistics SA: Census 2011 & Community Survey 2016

The total number of households in Drakenstein grew by 11 912 between 2011 and 2016 whilst the total number of households receiving access to electricity only increasing by 10 936 households. Household growth is therefore outstripping the provision of electricity services, evident from the fact that 94.5 per cent of all households had access in 2016, compared to 95.0 per cent in 2011.

(2017 Socio-Economic Profile: Drakenstein Municipality)

All formal and informal areas within the urban area have access to all basic services except electricity. Electricity was previously available to formally reticulated dwellings only. All formal dwellings have been electrified. Good progress has been made with the installation of electricity connections to informal dwellings during the 2016/17 financial year, which was funded with Integrated National Electrification Funding (INEP). Informal and illegal electricity connections remain a challenge. Basic services are provided to farms in the rural area through a subsidy scheme for farm workers. Basic services in the rural areas are addressed by Eskom as they mostly reside in the Eskom supply areas.

A number of Co-Generation PV installation applications were processed by the Electro-Technical Engineering Department for approval, as required for safety reasons. During the financial year applications for an additional 1 MW of solar PV plants had been received. In addition, special co-generation tariffs were developed to facilitate consumers who installed PV plants.

A Time-of-Use project was initiated during the financial year. Smart meters were introduced during the 2016/17 financial year on a test and research basis prior to introducing a Time-of-Use tariff for domestic consumers

iv. Refuse Removal Services

Refuse removal is an essential service that ensures that health related problems are kept at bay. A lack of or inadequate service is likely to result in illegal dumping. There are growing concerns around the land and environmental limitations in the creation and lifespan of landfill sites. This would benefit greatly from the 'reduce – reuse – recycle' approach, that encourages non-wasteful consumption practices (reduce), the reuse of products where possible (reuse) and the recycling of the product where its use in current form has been exhausted (recycle)

SERVICE STANDARD DEFINITION: Households who have solid waste removed by local authorities at least weekly.					
Area	2011	2016	Total increase 2011 – 2016	Average annual increase 2011 - 2016	Average annual growth 2011 - 2016
Drakenstein	86.1%	90.6%	13 436	2 687	4.7%
Cape Winelands District	79.9%	81.8%	34 548	6 910	4.0%

Table 13: Access to Solid Waste Removal

Source: Statistics SA: Census 2011 & Community Survey 2016

The Municipality has made great strides to extend refuse removal services to all households i.e. access to waste removal services at least once a week improved from 86.1 per cent in 2011 to 90.6 per cent in 2016. The current refuse removal services backlog can arguably be attributed to outlining farms areas that does not fall within the ambit of responsibility of the Municipality or areas that are geographically difficult to reach.

(2017 Socio-Economic Profile: Drakenstein Municipality)

Council has progressed well with the Waste-to-Energy (WTE) project, initiated in 2007. The MSA Section 78(3) and MFMA Section 120(6) processes have been completed and a report in this regard was tabled in Council which led to an in principle decision by Council to proceed with the PPP process whereby a private partner may construct and manage the WTE plant. The Environmental Impact Assessment (EIA) process is nearing closure to confirm if the project, which will be operated through a Public Private Partnership (PPP), will proceed. The EIA included ten specialist studies such as a traffic assessment, botanical assessment, freshwater assessment, geohydrological assessment, noise assessment, visual assessment, material hazardous installation assessment, air quality assessment, human and animal health risk assessment and a socio economic assessment as well as an engineering report that were taken through a public participation process. The Final Environmental Impact Report (FEIR) on the EIA public participation process will after another public participation process be submitted

to the National Department of Environmental Affairs (DEA) for consideration. Once DEA has approved or disapproved the FEIR, Council will then be able to take the final decision to proceed or not proceed with the PPP project.

v. Sanitation Services

Access to sanitation promotes health and dignity through the provision of safe disposal and treatment of human waste. Where sanitation systems are inadequate, negative health effects can be extremely serious. The current drought highlights challenges in the use of potable water within the sanitation services process.

SERVICE STANDARD DEFINITION: Households with access to a flush or chemical toilet connected to the sewerage system.

Area	2011	2016	Total increase 2011 - 2016	Average annual increase 2011 - 2016	Average annual growth 2011 - 2016
------	------	------	-------------------------------	--	--------------------------------------

Table 14: Access to sewage connection

Source: Statistics SA: Census 2011 & Community Survey

Drakenstein Municipality has since 2011 made significant progress in terms of providing all citizens with access to acceptable standards of sanitation services, to the extent that 98.4 per cent of all households enjoy access to a flush toilet connected to a sewerage system. Closer consideration of the annual service delivery data reveals that the Municipality was between 2011 and 2016 able to provide an additional 2 909 households access to sanitation on an annual basis. Access therefore grew at an average annual rate of 4.7 per cent.

Major civil and mechanical upgrading has commenced at the Wellington, Saron and Gouda wastewater treatment facilities in order to increase the capacity of the treatment facilities and replace dilapidated infrastructure in order to ensure good, compliant and high standard of effluent to be discharged into the watercourses.

Major upgrading of the bulk sewerage system for Paarl is in progress. The bulk sewer pipeline from the Paarl Wastewater Treatment Plant to Arboretum Road has been completed.

2.1.8 DIFFICULTIES FACING THE MUNICIPALITY

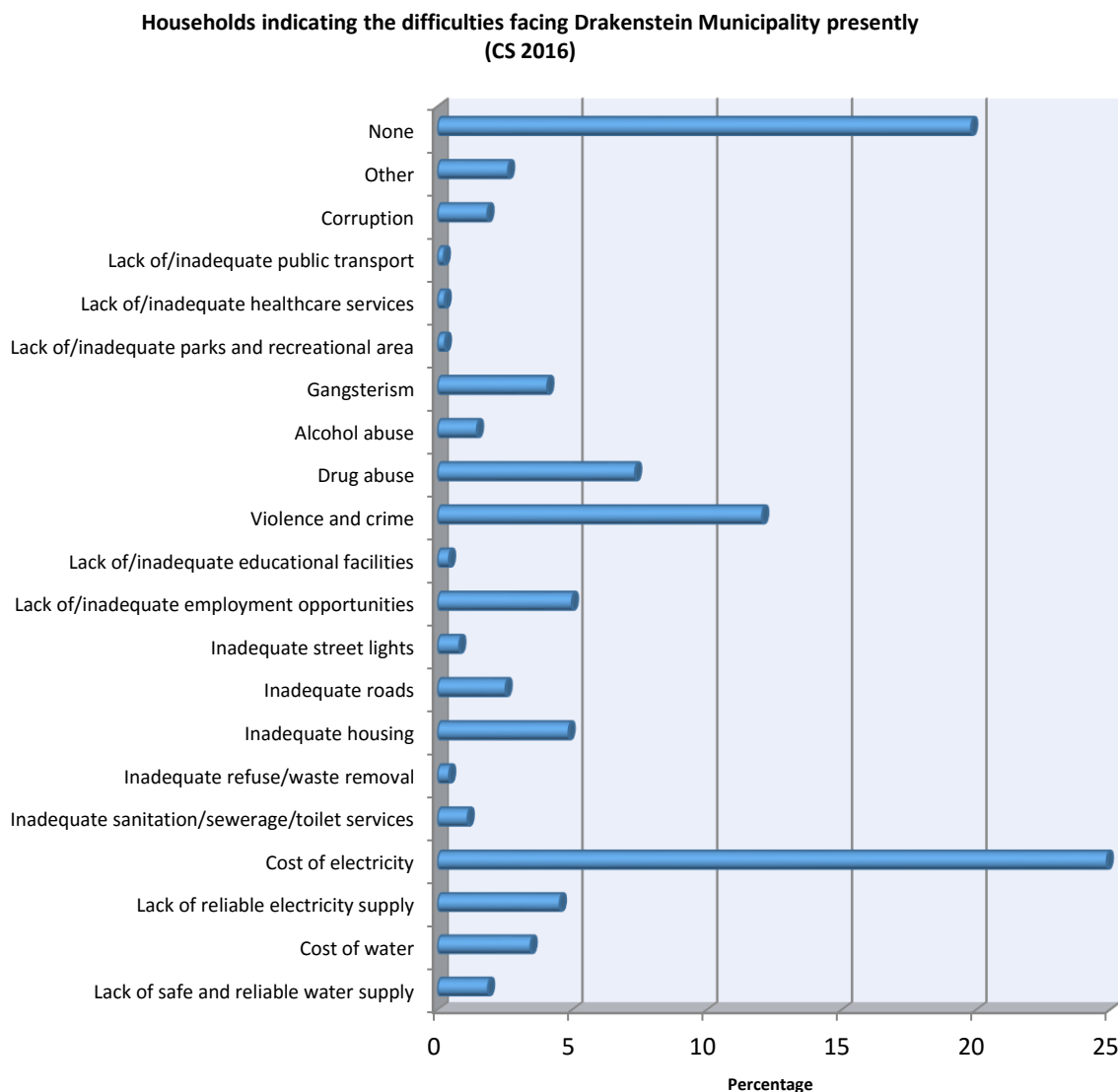


Figure 38: Difficulties facing the municipality

Source: Statistics SA: Community Survey 2016

Households indicated that the greatest challenge facing the municipality was the cost of electricity (24.9%), with violence and crime and drug abuse as the second and third most challenging obstacles facing the municipality. Households indicated the lack of/or employment opportunities follow as the next challenge facing Drakenstein Municipality (with 5.0% of the 71 686 households indicating this challenge as important). The Community Survey 2016 indicates that Inadequate housing (4.9%) is regarded as the fifth challenge facing the municipality, followed by the lack of reliable supply of electricity (4.5%). However, 19.8% of households indicated that there are “no challenges” facing the municipality.

The graph below illustrates the households indicating the extent to which the municipality is trying to resolve these challenges with 34.9% indicating that they “strongly disagree” that the municipality is trying to resolve the problems.⁴ On the opposite end of the spectrum only 6.8% of households indicated that they “strongly agree” that the municipality was trying to resolve the problems experienced.

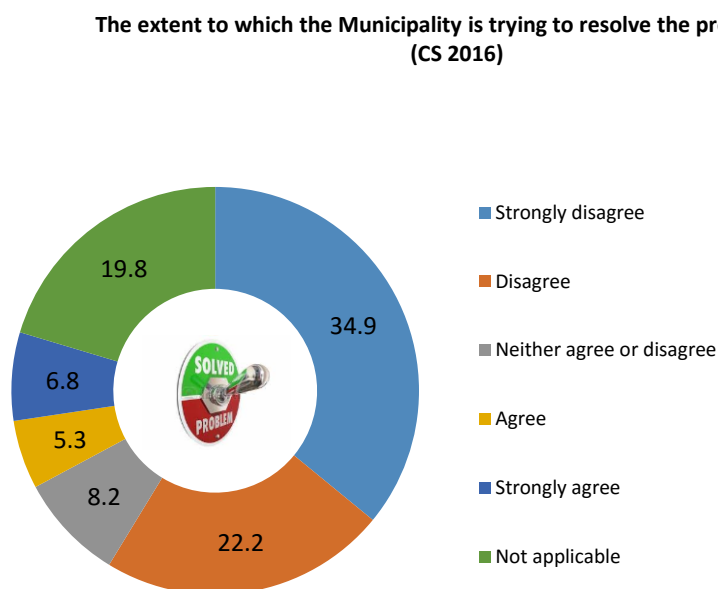


Figure 39: Resolving the problems

Source: Statistics SA: Community Survey 2016

2.1.9 EDUCATION LEVELS

Education and training improves access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy, the level of education of a population also influences its welfare.

Data source: Western Cape Education Department, 2017

i. Learner Enrolment

Learner enrolment in Drakenstein tapered off from 46 988 in 2015 to 47 601 in 2016 and increased slightly to 48 208 learners in 2017. This could be attributed to a number of factors including demographics and socio-economic context.

⁴ This question was asked of those who identified challenges in the preceding question, namely “What do you consider to be the Main problem/difficulty facing the municipality”

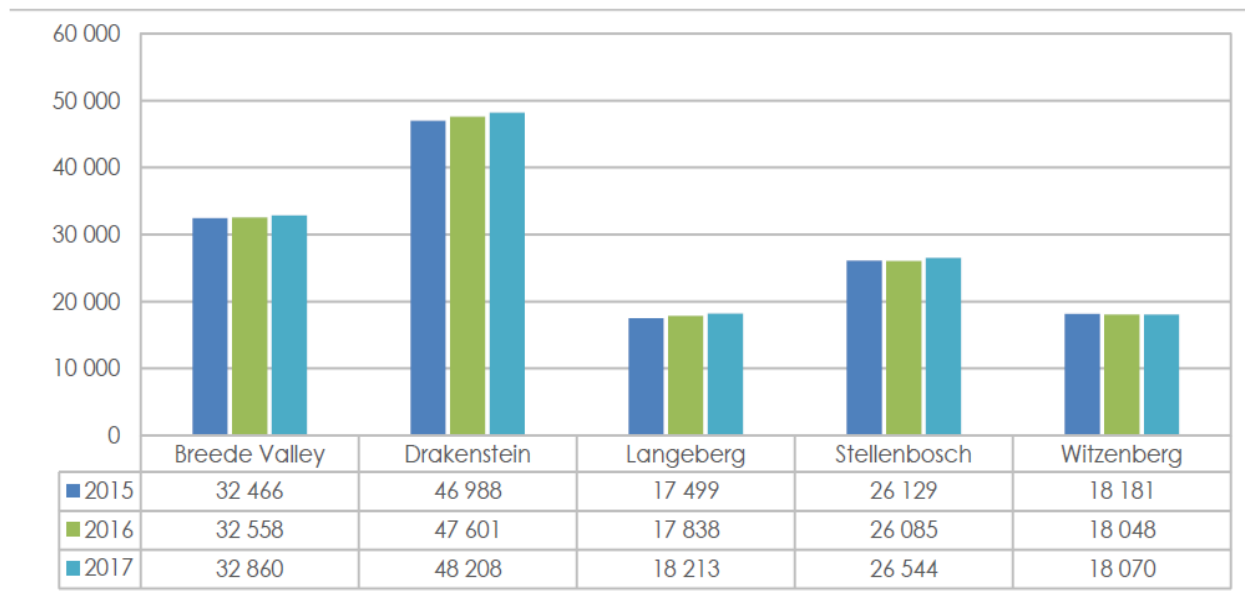


Figure 6: Learner Enrolment

Source: Statistics SA: Census 2011 & Community Survey 2016

ii. Learner-Teacher Ratio

The learner-teacher ratio in Drakenstein increased from 36.3 in 2015 to 36.45 in 2016 before falling marginally to 34.9 in 2017, which could in future affect learner performance within the Drakenstein municipal area. Factors influencing the learner-teacher ratio is the ability of schools to employ more educators when needed and the ability to collect fees.

iii. Grade 12 Drop-out Rates

The drop-out rates for learners within Drakenstein municipal area that enrolled between 2015 and 2016 declined from 27.1 per cent to 26.0 per cent respectively. These high levels of dropouts are influenced by a wide array of economic factors including unemployment, poverty, indigent households, high levels of households with no income or rely on less than R515 a month and teenage pregnancies.

iv. Educational Facilities

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively.

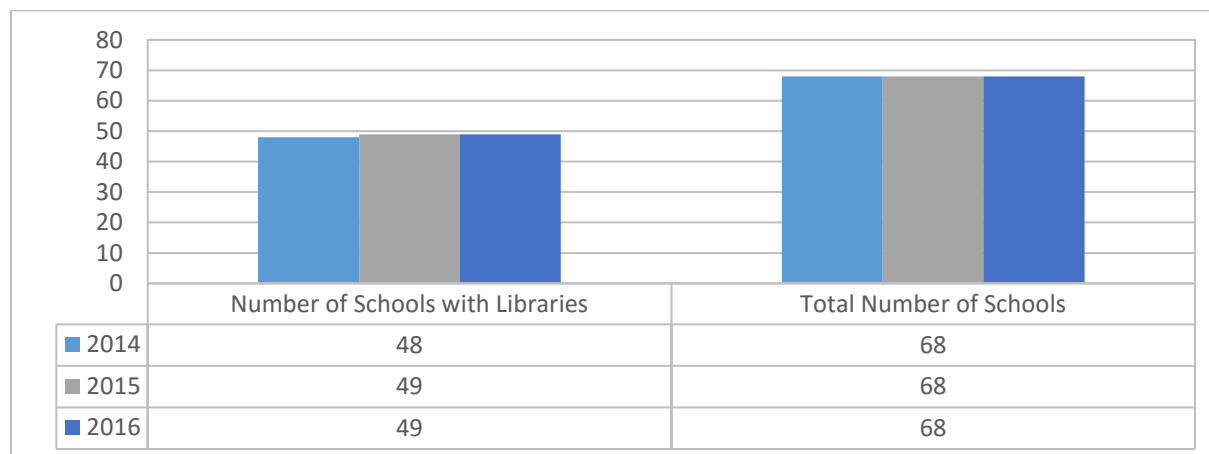


Figure 6: Educational Facilities

Source: Statistics SA: Census 2011 & Community Survey 2016

In 2017, Drakenstein had a total of 68 public ordinary schools. This number remains unchanged from the 2015 and 2016 figures recorded for this category. Given the tough economic climate, schools have been reporting an increase in parents being unable to pay their school fees. However, the proportion of no-fee schools dropped from 67.65 per cent in 2015 to 66.18 percent in 2017. This could in future further increase the drop-out rate.

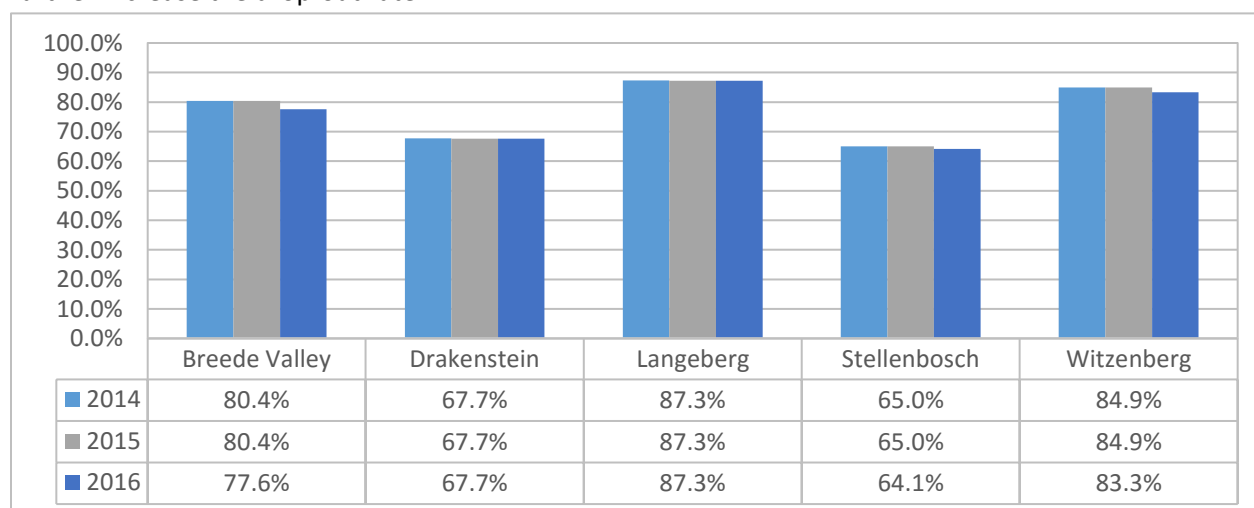


Figure 7: No-fees schools

Source: Statistics SA: Census 2011 & Community Survey 2016

According to the Western Cape Education Department, the proportion of no-fee schools in Drakenstein remained unchanged at 67.7 per cent between 2015 and 2016 before decreasing slightly to 66.2 in 2017.

v. Schools with Libraries

The number of schools equipped with libraries remained at 49 between 2015 and 2016, but decreased in 2017 to 46. Economic literature supports the overwhelming evidence on the five aspects of public libraries as agencies of community development and its positive impact on communities, namely: libraries serve as a medium to access information and to learn; libraries support social inclusion and equity; libraries promote community engagement; libraries create a bridge to resources and community participation, and libraries encourage economic vitality within the community.

v. Education Outcomes

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagements in the broader market, policy decisions and choices in the sphere of education play a critical role in determining the extent to which future economy and poverty reduction plans can be realised. This section measures the matric pass rate within the Drakenstein municipal area. Drakenstein matric pass rate remained at 86.7 per cent in 2015 and 2016, but decreased slightly to 85.4 per cent in 2017. This could improve access for learners to higher education to broaden their opportunities. Drakenstein had the second highest pass rate in the District.

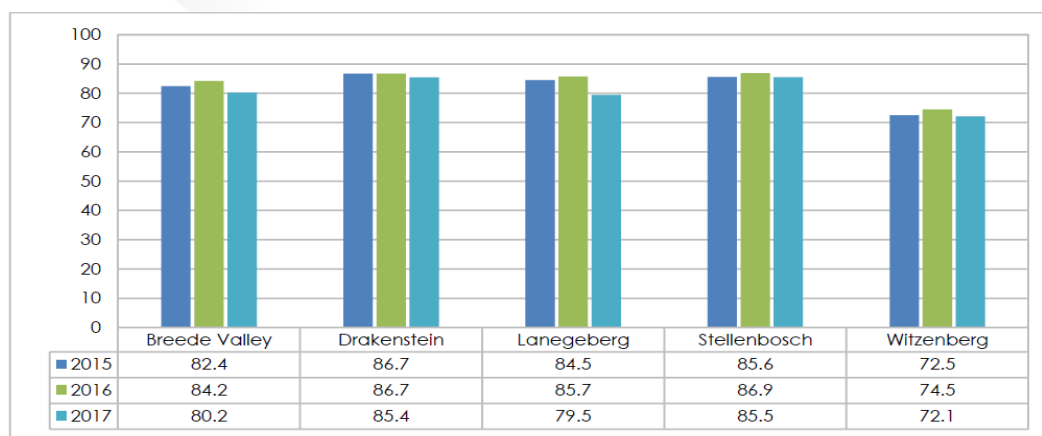


Figure 8: Matric pass-rate

Source: Statistics SA: Census 2011 & Community Survey 2016

Drakenstein matric pass rate remained at 86.7 per cent in 2015 and 2016, but decreased slightly to 85.4 per cent in 2017. This could improve access for learners to higher education to broaden their opportunities. Drakenstein had the second highest pass rate in the District.

vi. Highest Level of Education

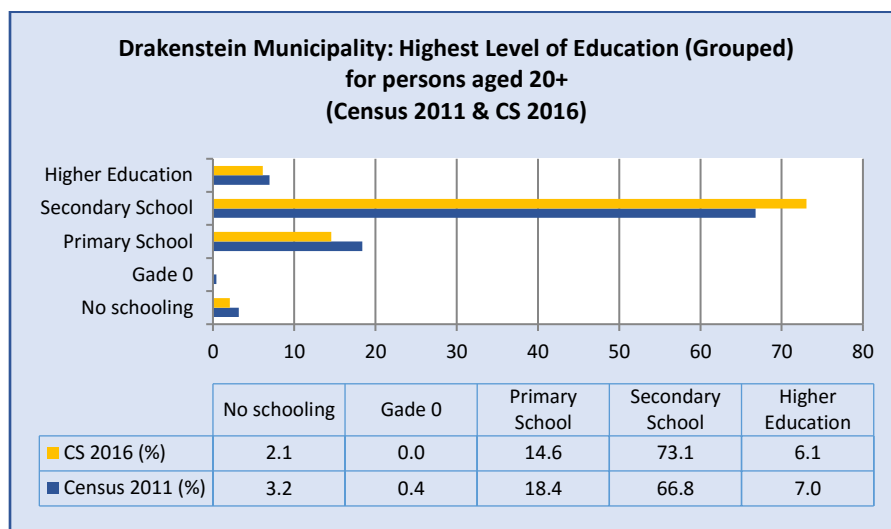


Figure 44: Highest level of education

Source: Statistics SA: Census 2011 & Community Survey 2016

The Community Survey 2016 indicated a 6.3% increase in the percentage of persons aged twenty and above who have completed secondary school, while those attaining a higher educational qualification has declined by 0.9% in 2016. The percentage of persons in this age group who have no schooling has reduced by 1.1% from 3.2% in 2011 to 2.1% in 2016.

vii. Literacy Levels

Literacy is used to indicate a minimum education level attained .A simple definition of literacy is the ability to read and write, but it is more strictly defined as the successful; completion of a minimum of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education.

The literacy rate in Drakenstein was recorded at 44.8 per cent in 2011 which is higher than the average literacy rates of the Cape Winelands District (81.7 per cent) and the rest of South African (80.9 per cent) but is lower than the Western Cape (87.2 per cent)

2.1.11 HEALTH

i. Healthcare Facilities

The information provided by the Department of Health as detailed in this section, pertains only to public sector healthcare institutions. All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare systems is geared in such a way that people have to move from primary with a referral system to secondary levels.

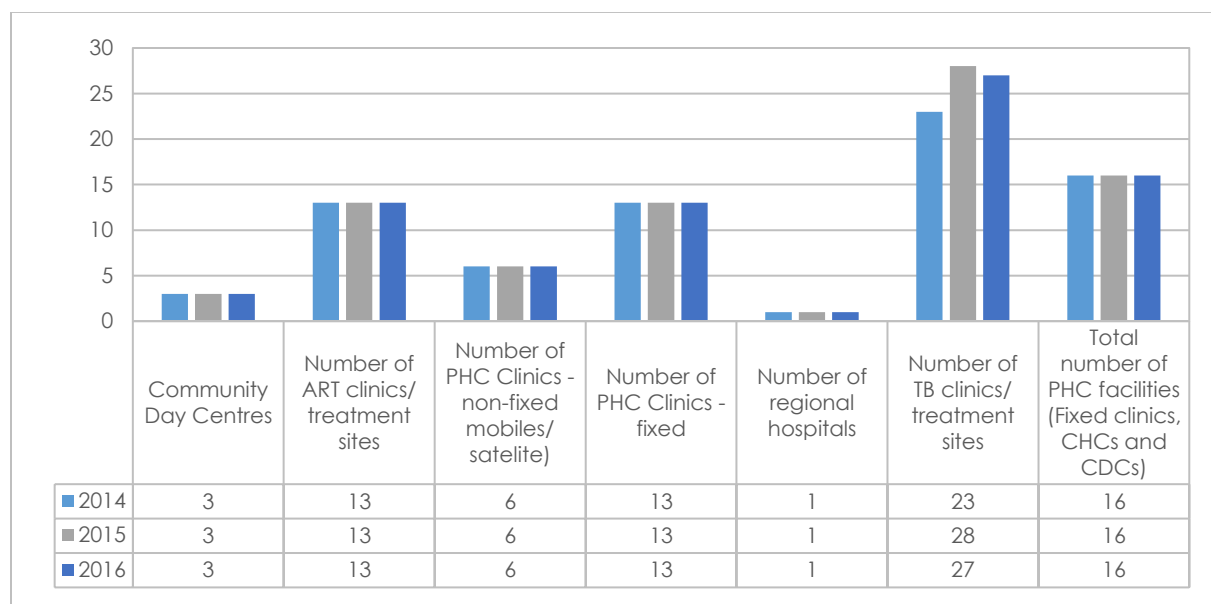


Figure 9: Primary Healthcare Facilities

Source: Statistics SA: Census 2011 & Community Survey 2016

In terms of healthcare facilities Drakenstein had 17 primary healthcare clinics (PHC) in 2017/18, which comprises of 11 fixed and 6 mobile clinics. Although there are no community health centres in either Drakenstein or the broader Cape Winelands

District, there are 3 community day centres in Drakenstein. In addition, Drakenstein has a regional hospital, as well as 18 ART treatment clinics/sites and 26 TB facilities.

ii. Emergency Medical Services

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. The number of ambulances per 10 000 people in Drakenstein increased from 0.2 in 2015 to 0.3 in 2016, remaining constant at 0.3 in 2017. This increase is welcomed as a larger number of operational ambulances can provide a greater coverage of emergency medical services. Drakenstein's ambulance ratio in 2017 lower than that of the Cape Winelands District (0.5).

Safety and security profile

From the table below, it is evident that contact crime was a major problem in 2017. Notably, high rate of murder and drug related crimes. Poverty, parental neglect, low self-esteem, alcohol and drug abuse are all connected in explaining why people commit crime.

Table 15: Safety and Security Statistics

Safety and Security Statistics				
Serial No.	Crime	Year		
		2015	2016	2017
Column Ref.	A	B	C	D
1	Murder	96	81	130
2	Sexual offences	391	339	350
3	Drug-related crime	3,281	3,265	3,953
4	Burglary residential premises	2,125	1,913	1,919
5	Driving under the influence of alcohol or drugs	234	195	192

Source: *Quantec Research, 2018*

iii. Driving under the Influence

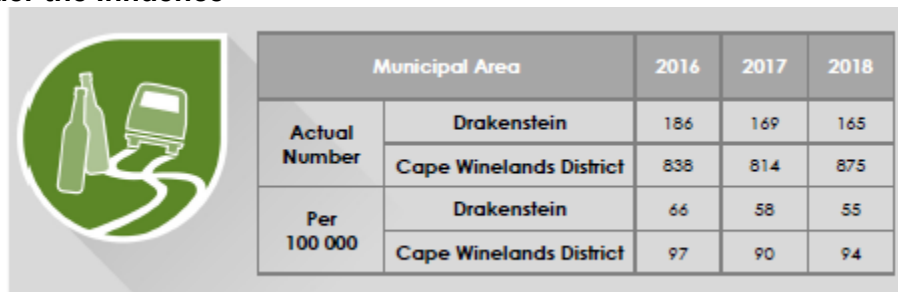


Figure 10: Driving under the influence

Source: Statistics SA: Census 2011 & Community Survey 2016

Despite concerted efforts by government our roads are still considered amongst the most dangerous in the world. Reckless driving and alcohol consumption remain the top reason for road accidents.

The number of cases of driving under the influence of alcohol or drugs in the Drakenstein area shows a decrease of 5.1 per cent from 58 in 2017 to 55 in 2018 (per 100 000 population). In the Cape Winelands District area, the number of cases increased by 4.4 per cent from 90 in 2017 to 94 in 2018 (per 100 000 population). It is noteworthy that cases of driving under the influence is on the decline in Drakenstein.

iv. Residential Burglaries

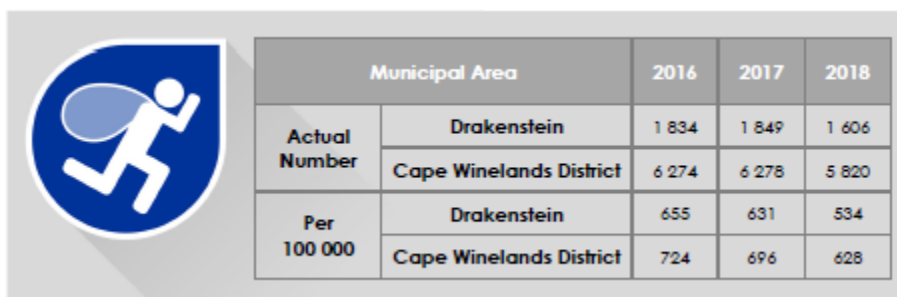


Figure 11: Residential Burglaries

Source: Statistics SA: Census 2011 & Community Survey 2016

Definition: Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.

Residential burglaries in the Western Cape increased by 5.3 per cent. Residential burglary cases within the Drakenstein area decreased by 15.3 per cent from 631 in 2017 to 534 in 2018 (per 100 000 population).

v. Fatal Crashes

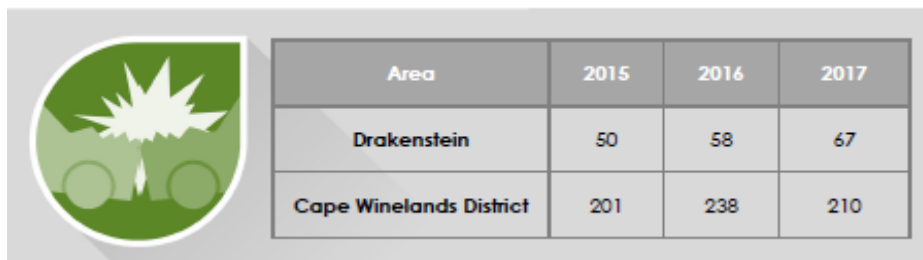


Figure 12: Fatal Crashes

Source: Statistics SA: Census 2011 & Community Survey 2016

Fatal crashes involving motor vehicles, motorcycles, cyclists and pedestrians within the jurisdiction of the Drakenstein Municipality has gradually increased since 2015, with an increase from 50 in 2015, up to 58 and eventually 67 in 2016 and 2017 respectively. The number of fatal crashes in the broader Cape Winelands District increased by 18.4 per cent between 2015 and 2016 before decreasing again towards the end of 2017.

vi. Road User Fatalities

Area	2015	2016	2017
Drakenstein	55	61	76
Cape Winelands District	232	307	233

Figure 13: Road User Fatalities

Source: Statistics SA: Census 2011 & Community Survey 2016

Definition: The type of road user that died in or during a crash i.e. driver, cyclist, passengers, pedestrians.

According to a recent study, the majority of road fatalities in Africa fall within the working age cohort - between the ages of 15 – 64 years – whilst three out of four fatalities were found to be male (Peden et al., 2013). The untimely death of these primary breadwinners therefore impacts directly upon not only the livelihood of family structures, but deprive society of active economic participants that contribute towards growth and development. The socio-economic impact of such road fatalities has proven to be

particularly devastating in South Africa where the majority of road users hail from poor and vulnerable communities.

The previous section specified that a total of 67 fatal crashes occurred within the Drakenstein region in 2017. As per above, a total of 76 road users died in these.

Additional, lower-level information regarding the time, location, gender, ages of above specified crashes are available from the Department of Transport and Public Works upon request.

2.1.12 THE ECONOMY

The local economy of the Drakenstein municipal area is dominated by the finance and business services sector (R4.226 billion; 21.2 per cent), followed by the wholesale and retail trade, catering and accommodation sector (R3.495 billion; 17.6 per cent); manufacturing

(R3.149 billion; 15.8 per cent) and agriculture, forestry and fishing sector (R1.402 billion; 7.0 per cent). Combined, these top sectors contributed R12.1 billion (or 61.1 per cent) to the Drakenstein municipal economy, which was estimated be worth R19.896 billion in 2016.

Drakenstein GDP performance per sector, 2006 - 2017									
Sector	Contribution to GDP (%) 2016	R million value 2016	Trend		Real GDP growth (%)				
			2006 - 2016	2013 - 2017	2013	2014	2015	2016	2017e
Primary Sector	7.3	1 457.6	2.1	1.0	2.7	8.0	-3.0	-9.0	6.1
Agriculture, forestry and fishing	7.0	1 401.6	2.2	0.9	2.7	8.1	-3.0	-9.2	6.1
Mining and quarrying	0.3	56.0	0.0	2.7	3.0	6.9	-0.4	-3.2	7.2
Secondary Sector	26.1	5 202.7	-0.3	-0.5	0.0	-0.1	-0.5	-0.7	-1.1
Manufacturing	15.8	3 148.6	-2.1	-2.1	-2.4	-2.1	-1.9	-1.9	-2.1
Electricity, gas and water	2.6	524.4	1.5	0.1	2.1	1.2	-1.0	-2.1	0.1
Construction	7.7	1 529.7	6.4	4.1	7.0	5.5	3.8	2.9	1.2
Tertiary Sector	66.5	13 236.5	3.6	2.6	3.6	3.2	2.5	2.4	1.5
Wholesale and retail trade, catering and accommodation	17.6	3 494.9	3.8	2.5	3.6	2.8	3.1	3.1	0.1
Transport, storage and communication	8.7	1 724.3	2.0	1.7	2.5	3.4	0.1	0.6	1.8
Finance, insurance, real estate and business services	21.2	4 225.6	4.3	3.3	3.7	3.5	3.8	3.1	2.6
General government	10.8	2 150.5	3.1	1.7	3.9	3.0	0.7	0.8	-0.1
Community, social and personal services	8.2	1 641.2	3.5	2.9	4.4	2.7	2.4	2.5	2.2
Total Drakenstein	100.0	19 896.8	2.4	1.7	2.6	2.7	1.4	0.7	1.2

Source: Quantec Research, 2017 (e denotes estimate)

The 10-year trend, between 2006 and 2016, shows that the construction sector registered the highest average growth rate (6.4 per cent) in Drakenstein during this period, followed by the finance and business

services sector (4.3 per cent), wholesale and retail trade, catering and accommodation (3.8 per cent); community, social and personal services (3.5 per cent) and general government (3.1 per cent) sectors.

A cause of concern is the fact that sectors with a significant contribution to the economy, such as agriculture (7.0 per cent) and manufacturing (15.3 per cent), registered the lowest growth rates and even regressing in the case of manufacturing for the period 2006 – 2016. Growth of the agriculture sector shrunk into negative territory in 2015 and 2016 due to the severe drought but the estimated growth rate for 2017 is a healthy 6.1 per cent.

2.1.13 LABOUR

The majority of workers in the Drakenstein labour force in 2016 was dominated by low skilled workers (38.8 per cent) and only 23.0 per cent were skilled.

Drakenstein trends in labour force skills, 2006 - 2017					
Formal employment by skill	Skill level contribution (%)	Average growth (%)	Average growth (%)	Number of jobs 2016	
	2016	2006 - 2016	2013 - 2017e	2016	2017e
Skilled	23.0	3.2	2.6	19 216	19 417
Semi-skilled	38.2	1.3	1.9	31 857	31 952
Low skilled	38.8	-0.4	2.2	32 420	32 353
Total Drakenstein	100	1.0	2.2	83 493	83 722

Source: Quantec Research, 2018 (e denotes estimate)

The number of skilled workers increased much more than that of semi-skilled workers during the period 2006 – 2016, while a slight decrease was experienced in the number of low-skilled workers. An improvement in education and economic performance can contribute to a further decrease in low-skilled workers.

The wholesale and retail trade, catering and accommodation sector (22 423; 20.8 per cent) contributed the most jobs in the Drakenstein municipal area in 2016, followed by the agriculture, forestry and fishing (19 146; 17.8 per cent), community and social services (16 828; 15.6 per cent); finance, insurance, real estate and business services (16 810; 15.6 per cent) and general government (12 134; 11.3 per cent) sectors. Combined, these top sectors contributed 87 341 or 81.0 per cent of the 107 760 jobs in 2016.

Drakenstein employment growth per sector 2006 – 2017e									
Sector	Contribution to employment 2016 (%)	Number of jobs 2016	Trend		Employment (net change)				
			2006 - 2016	2013 - 2017e	2013	2014	2015	2016	2017e
Primary Sector	17.8	19 233	9 474	2 577	992	-1 073	4 033	-891	-484
Agriculture, forestry and fishing	17.8	19 146	9 467	2 575	992	-1 073	4 030	-890	-484
Mining and quarrying	0.1	87	7	2	0	0	3	-1	0
Secondary Sector	15.6	16 849	482	1 031	292	271	116	262	90
Manufacturing	8.6	9 270	2 443	320	67	-147	-17	-20	-13
Electricity, gas and water	0.3	352	123	59	6	14	14	15	10
Construction	6.7	7 227	1 838	1 292	219	404	119	457	93
Tertiary Sector	66.5	71 678	20 227	10 543	2 216	2 148	2 606	1 078	2 495
Wholesale and retail trade, catering and accommodation	20.8	22 423	6 532	4 213	657	525	1 150	502	1 379
Transport, storage and communication	3.2	3 483	1 079	363	178	42	215	-213	141
Finance, insurance, real estate and business services	15.6	16 810	5 074	2 696	584	511	751	391	459
General government	11.3	12 134	2 820	125	-93	605	-218	217	-386
Community, social and personal services	15.6	16 828	4 722	3 146	890	465	708	181	902
Total Drakenstein	100	107 760	10 271	14 151	3 500	1 346	6 755	499	2 101

Source: Quantec Research, 2018 (e denotes estimate)

Figure 14: Contribution to Employment

Source: Quantec Research, 2018 (e denotes estimate)

Only the agriculture, forestry and fishing sector in the Drakenstein municipal area reported an average decrease in jobs (-890 in 2016 and -484 in 2017) for consecutive years between 2006 and 2016. There were job losses reported in this sector in 2016 and 2017 due to the severe drought. This is a major cause for concern considering the significant contribution of this sector to the Drakenstein economy. However, while this sector experienced job losses in the outer years, the sector subsequently also reported the largest increase in jobs between 2006 and

2016 (9 467), followed by wholesale and retail trade, catering and accommodation (6 532); and financial and business services (5 074).

Unemployment Rates for the Western Cape (%)												
Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017e
Drakenstein	8.9	9.0	9.7	11.1	12.5	12.7	12.7	12.4	13.0	12.2	13.4	14.1
Cape Winelands District	6.3	6.5	7.2	8.3	9.6	9.8	9.7	9.4	9.9	9.1	10.1	10.7
Western Cape	13.8	13.3	12.9	14.2	15.5	15.7	15.8	15.7	16.1	16.2	17.4	18.2

Source: Quantec Research, 2018 (e denotes estimate)

Figure 18: Unemployment Rates

Unemployment in the Drakenstein municipal area increased marginally from 12.2 per cent in 2015 to 13.4 in 2016 and an estimated 14.1 in 2017. Over the last decade, the unemployment rate has been rising

steadily. The Drakenstein unemployment rate in 2017 is much lower at 14.1 per cent than the average for the Province (18.2 per cent) but noticeably higher than that of the Cape Winelands District.

2.1.14 KEY ECONOMIC ACTIVITIES

The Community Survey of 2016 highlighted that the Drakenstein comprised R 14.404 billion (or 32.6 per cent) of the District total R 44.16 billion GDP as at the end of 2015. GDP growth averaged 2.9 per cent annum over the period 2005 – 2015, which is below the District average of 3.5 per cent. Average annual growth of 2.4 per cent in the post –recessionary period (2010-2015) remained below the District average of 2.8 per cent).

Drakenstein employed 28.3 per cent (106 083 labourers) of the Cape Winelands Districts labour force in 2015. Employment growth over the period 2005 – 2015 was moderate ,averaging 1.7 per cent per annum since which was below the overall District rate of 1.9 per cent per annum across the same period. Employment growth has nevertheless increased in the post – recessionary period (2010-2015) averaging 2.2 per cent per annum (which is still below the District’s rate of 2.9 per cent).

The Community Survey of 2016 highlighted that the biggest specified employment contributors in 2007 were as follows:

(a) Primary Sector

Agriculture, Forestry and Fishing

The sector comprised R1.046 billion (or 7.3 per cent) of the Municipality’s GDP in 2015. It displayed steady growth of 2.4 per cent for the period 2005 -2015, but slowed down to 0.3 per cent between 2010 and 2015. Agriculture, forestry and fishing employed 15.1 per cent of the Municipality’s workforce. Employment growth over the period 2005- 2015 has contracted by 2.1 per cent per annum on average. Although employment picked up significantly after the recession and grew at a rate of 3.4 per cent annum on average since 2010 ,the sector experienced net job losses of 4 473 jobs since 2005.

The labour force as the primary sector is characterised by a relatively large proportion of unskilled labour. Majority (62.3 per cent or 9 993 workers) of the workforce in agriculture, forestry and fishing operate within low-skill sector which has experienced a contraction of 2.8 per cent annum over the post-recession period (2010- 2015). The semi-skilled sector employs 2 546 workers (15.9 per cent) has grown at a rate of 4.0 per cent per annum since 2010. A contraction of 2.0 per cent annum was however experienced over the period 2005-2-15. The skilled sector employs the smallest proportion of the industry workforce (3.9 per cent or 622 workers). This segment has shown robust growth post recession (4.5 per cent per annum) but a 1.5 per cent annum contraction over the long term (2005-2015) .The informal sector makes up 17.9 per cent of the industry’s workforce and was the only sector to experience long term growth (albeit marginal) as employment grew by 1.4 per cent per annum over the period 2005- 2015. Informal employment within the agriculture ,forestry and fishing industry furthermore experienced good growth of 3.4 per cent per annum since 2010.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R1.046 billion	2.4%	0.3%
Employment		16 036	-2.1%	3.4%
Skill Levels	Skilled	622	-1.5%	4.5%
	Semi-skilled	2 546	-2.0%	4.0%
	Low skilled	9 993	-2.8%	3.2%
	Informal	2 875	1.4%	3.4%

Table 16: Primary Sector – Agriculture, Forestry and Fishing

Source: Statistics SA: Census 2011 & Community Survey 2016

(b) Secondary Sector

Manufacturing

The manufacturing sector comprise R 2.207 billion (or 15.3 per cent) of the Municipality's GDP in 2015. The sector has experienced a contraction over the period 2005 -2015 and in the latter half of the decade .It therefore remained below the overall municipal GDP growth over the period under review as the sector struggles to fully recover from the recession. The manufacturing industry employed 8.6 per cent of the Municipality's workforce. The number of workers contracted by 2.2 per cent from 2005 -2015. In the post –recessionary period a contraction of 2.4 per cent per annum was recorded, confirming the negative long-term trend. A disproportionately large number of workers employed in the manufacturing sector are displayed the biggest net job loss since 2005 (1 1417 jobs were lost since then) .A total of 16.8 per cent of those employed on the manufacturing sector are categorised as skilled, while this proportion decreased by 0.5 per cent per annum since 2005. 17.4 per cent of the workers in the Manufacturing sector operate within the informal sector which displayed a stagnant growth rate of 0.4 per cent since 2005.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R2.207 billion	-2.1%	-1.3%
Employment		9 078	-2.2%	-2.4%
Skill Levels	Skilled	1 524	-0.5%	-0.7%
	Semi-skilled	3 837	-2.8%	-2.7%
	Low skilled	2 135	-3.6%	-3.7%
	Informal	1 582	0.4%	-0.8%

Table 17: Secondary Sector - Manufacturing

Construction

The construction sector comprised R 858.8 million (or 6.0 per cent) of the Municipality's GDP in 2015, making it the smallest sector in the region. Construction has nevertheless been the fastest growing industry since 2005, with growth averaging 8.1 per cent annum since 2005. GDP growth has nevertheless slowed since the recession and averaged 4.1 per cent over the period 2010-2015 as the sector struggles to fully recover after the recession but nevertheless experienced a stagnation from 2010 – 2015 (0.4 per annum). Low skilled employment makes up 15.9 per cent and contracted by 2.5 per cent since 2010. Workers who have lost their jobs in other sectors may have found employment in the formal sector. Skilled employment makes up only 6.4 per cent of the construction industry's workforce, and has experienced a good growth rate over the past decade (3.6 per cent), with a significant slowdown since 2010 (0.8 per cent annum).

Tertiary Sector

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R858.8m	8.1%	4.1%
Employment		8 716	4.6%	3.2%
Skill Levels	Skilled	561	3.6%	0.8%
	Semi-skilled	2 796	2.2%	0.4%
	Low skilled	1 387	0.0%	-2.5%
	Informal	3 972	10.5%	9.3%

Table 18: Secondary Sector - Construction

Source: Statistics SA: Census 2011 & Community Survey 2016

Commercial Services

Commercial Services encompass the wholesale & retail trade, catering & accommodation, transport, storage & communication and finance, insurance, real estate & business's services industries. This sector comprised R 7.319 billion (or 50.8 per cent) of the Municipality's GDP in 2015 (the by far largest sector in the region). The industry grew steadily over the period 2005 -2015 (4.7 per cent per annum compared to the overall municipal average of 2.9 per cent), the sector also performed relatively well in the post – recessionary period continuing to grow at an above-average rate of 3.7 per cent per annum in average.

This sector employed 41.6 per cent of the municipality's workforce (making it the largest employer). Employment has shown robust growth throughout the past decade recording a 4.0 percent growth rate per annum. Employment growth has slowed down (2.7 per cent) over the period 2010 – 2015, nevertheless remaining above the overall municipal employment growth rate of 2.2 per cent per annum over this period. The commercial services industry has created an outstanding number of 13 803 jobs in net since 2000. The largest proportion (33.2 per cent or 14 664 workers) of the industry's workforce is classified as semi-skilled and rose by 1.6 per cent in average since 2005. It is closely followed by the

informal segment which employs 32.8 per cent of the workforce in 2005- 2015 and will therefore become the biggest segment soon if this trend continues. The low-skilled /semi-skilled /skilled workforce has shown moderate growth both prior to and post-recession .In the post- recession the informal segment showed the fastest growing workforce (5.3 per cent per annum from 2010 – 2015).

The industry experienced above-average GDP growth of 3.4 per cent over the period 2005- 2015 (and a decreased rate of 2.9 per cent per annum since 2010) .The industry employs a noteworthy share (26.1 per cent) of the Municipality's workforce and its employment growth over the period 2005- 2015 averaged 3.4 per cent per annum.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R7.319 billion	4.7%	3.7%
Employment		44 154	4.0%	2.7%
Skill Levels	Skilled	8 085	2.6%	2.2%
	Semi-skilled	14 664	1.6%	1.2%
	Low skilled	6 914	2.1%	1.7%
	Informal	14 491	11.5%	5.3%

Table 19: Tertiary Sector - Commercial Services

Source: Statistics SA: Census 2011 & Community Survey 2016

Infrastructure and services, will have necessary skills to be able to effectively utilise this infrastructure and is actively using broadband in their day to day lives.

Striving towards this vision, the Western Cape Government aims by 2020 improve business competitiveness and the livelihoods of citizens through various broadband initiatives. This 2020 objective includes the goal of increasing internet penetration in the Province to 70 per cent. The Western Cape Government has allocated R 1.6 billion towards this Game Changer across the 2016 MTEF.

One such initiative entails the establishment of a Wi-Fi hotspot at a provincial government building (schools, libraries, clinics, community centres and other public facilities) in each ward of each global municipality across the Province. These hotspots will allow limited access (250 Mb per month) to each user as well as allow free of charge access to all gov.za websites. All 33 wards within the Drakenstein Municipality currently have a WCG Wi-Fi hotspot. The location of these hotspots are reflected in the map attached hereto.

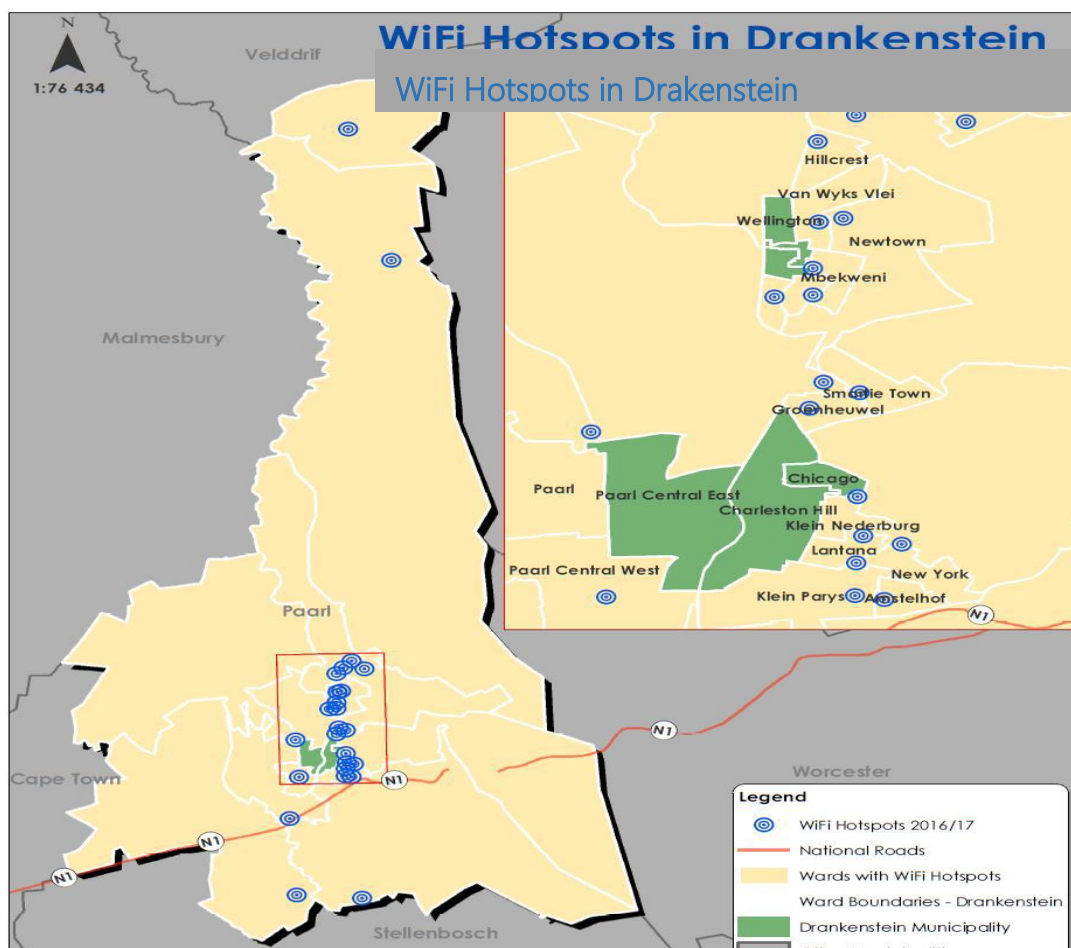


Figure 45: Wi-fi Hotspots in Drakenstein

Source: Statistics SA: Census 2011 & Community Survey 2016

WARD ANALYSIS

2.1.1 IDP PUBLIC PARTICIPATION

The IDP is about determining stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residents within the Municipal Area.

Various stakeholders and sector departments were involved during the draft IDP development process and this process comprised of 33 ward meetings, 1 IDP Sector Engagements. In addition, Housing Summits were conducted during March 2019 as a preamble to the IDP Public Participation process. The purpose of these Housing Summits are to address issues pertaining to Housing and Human Settlements. An IDP and Budget Roadshow in all 33 wards will take place during April 2019. In addition, the Mayor hosts the Mayoral Business Stakeholder Initiatives on a monthly basis, the purpose thereof to engage relevant municipal interest groups as part of ongoing public participation.

The IDP public meetings are conducted to ensure that people are included in the planning and to assist the Municipality to achieve its long-term development objectives. It will also guide the ward in what it will do to take forward its own development programme with support from all role-players.

Ward Committees

Ward Committees were elected during October and November 2016 and Induction Training of elected Ward Committee Members took place during the month of February with the support of the Public Participation Sub-directorate at the Provincial Department of Local Government.

The Municipality has participated fully on the joint intergovernmental planning platforms created by the relevant spheres of government, such as the Provincial IDP Managers' Forum, IDP Indaba, LG- MTEC, and the District IDP Managers Forum. The IDP Indabas contribute in finding solutions by reaching agreements with sector departments on enhancing service by addressing community issues that are specific- sector related.

IDP Representative Forum

In accordance with Section 15 of the *Local Government: Municipal Planning and Performance Regulations (No. 796, 24 August 2001)* Drakenstein Municipality has resolved to establish an IDP Representative Forum to enhance community participation in:

- (i) the drafting and implementation of the municipality's integrated development plan (IDP); 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.

The 33 Drakenstein Municipality Wards can be described as follows:

Ward	Description	Ward	Description
Ward 1	Simondium	Ward 2	Kerk Street, Berg-en-Dal, Ranzadale
Ward 3	Windmeul and Bergriver Farms, Slot van die Paarl	Ward 4	Paarl- Central
Ward 5	Carterville	Ward 6	Silvertown, Mbekweni
Ward 7	Van Wyksvlei, Weltevrede	Ward 8	Mbekweni
Ward 9	Mbekweni	Ward 10	Hillcrest, Wellington

Ward	Description	Ward	Description
Ward 11	Newton, Van Wyksvlei, Safmarine	Ward 12	Mbekweni
Ward 13	Groenheuwel	Ward 14	Groenheuwel
Ward 15	Suider Paarl, Courtrai	Ward 16	Mbekweni
Ward 17	Noorder Paarl, Nieuwedrift, Drommedaris	Ward 18	Soetendal, Wellington North, New Rest
Ward 19	Noorder-Paarl Central	Ward 20	Miqlat Sentrum Area
Ward 21	Chicago South, Magnolia	Ward 22	New Orleans, Charleston Hill, Huguenot
Ward 23	Klein Parys, Denneburg	Ward 24	Chicago
Ward 25	Nederburg, Lantana	Ward 26	Lantana, New York
Ward 27	Amstelhof	Ward 28	Ronwè, Sonop, Salem, Surrounding Farms
Ward 29	Voor Street Area, Uitsig, Perdeskoe Farms	Ward 30	Saron
Ward 31	Gouda, Hermon, Bovlei, Groenberg	Ward 32	Fairyland, Smartie Town and Milky Town
Ward 33	Langvlei, Boland Park, Lustigan Village		

Table 20: Ward Descriptions

SITUATIONAL ANALYSIS PER KPA AND KFA

The analysis in this Section is enriched by applying a rating system, which is as follows:




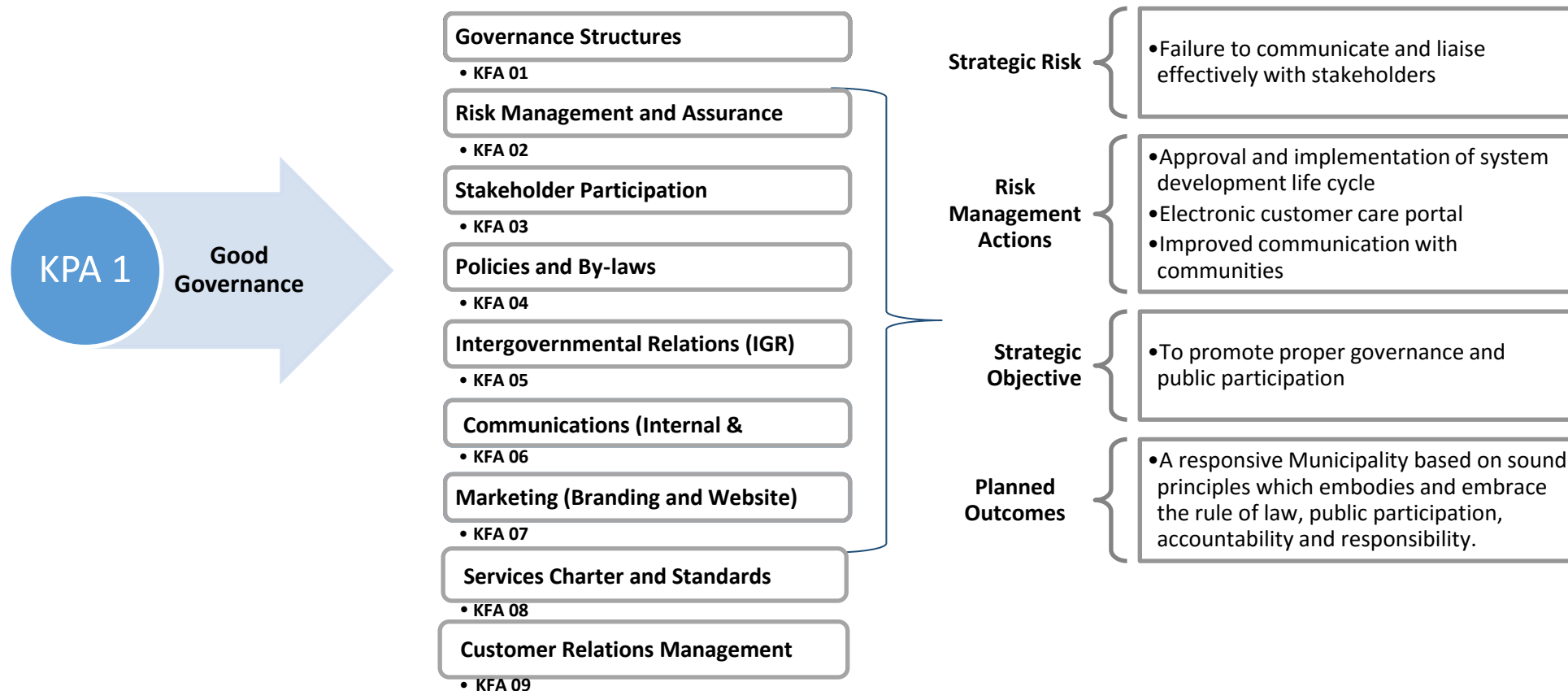
1 – Good performance/implementation	
2 – Average performance OR policy in place with average implementation	
3 – Poor performance OR no policy in place OR policy in place but poor/no implementation	

Table 21: Rating System - Situational Analysis

In order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management an array of interventions were identified. These were classified as Key Initiatives, Programs and Projects and were allocated to a series of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. In turn, the Big Moves have been located spatially within five Catalytic Zones and strategically within Key Performance Areas and Key Focus Areas.

These KPAs and KFAs are underpinned by a series of transversal enablers, such as policies, procedures and by-laws – the governance, financial and institutional foundation of both Drakenstein the Local Authority, and Drakenstein the City of Excellence. Most importantly, this Strategic Framework is the principal informant of the Drakenstein Five-year Performance Plan, Annual Service Delivery and Budget Implementation Plan and Performance Agreements of Senior Managers. The setting of key performance indicators and targets against which the performance of the municipality and its senior management and leadership are measured derive its mandate from this IDP.



Policies	
1. Recruitment and Selection Policy	2. Recruitment and Selection Policy
3. Rules Regulating the Election and Establishment of Ward Committees	4. Rules Regulating the Election and Establishment of Ward Committees
5. Ward Committee Policy	6. Ward Committee Policy
7. Travel and Subsistence Policy	8. Travel and Subsistence Policy
9. Roles & Responsibilities of Council, Political Structures, Office Bearers & Municipal Manager	10. Fraud Prevention Policy
11. Fraud Prevention Policy	12. Enterprise Risk Management Policy
13. Enterprise Risk Management Policy	14. Public Participation Policy
15. Public Participation Policy	16. Marketing Strategy
17. Marketing Strategy	18. Communication Policy and Strategy
19. Communication Policy and Strategy	20. Language Policy
21. Language Policy	22. Policy for Formulation, Development and Review of Policies
23. Policy for Formulation, Development and Review of Policies	

KFA 1: Governance Structures

KFA Description:

The Governance Structure of Drakenstein Municipality is informed by the Municipal Structures Act, No.117 of 1998, which stipulates the roles and responsibilities that each structure within the municipality should perform.

Political Structure

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and each Political Office Bearer of the Municipality and of the Municipal Manager must be defined.

Executive Mayor and the Mayoral Committee

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

Speaker and Council

Drakenstein Municipality consists of 65 Councillors. 33 are Ward Councillors; and 32 are Proportional Councillors (PR). The Speaker presides at meetings of the Council.

Additional Committees

In addition to the above structures, the Municipality has various other Committees.

These include:

Type	Name of Committee
Appeals Committee	✓ Section 62 Appeal Committee
Section 79 Committees	✓ Municipal Public Accounts Committee (MPAC)
	✓ Special Committee Dealing with transgressions of the Code of Conduct for Councillors
Section 80 Committees:	✓ Corporate Services Committee;
	✓ Planning and Economic Development Committee;
	✓ Infrastructure Services Committee;
	✓ Financial Services Committee; and
	✓ Community Services Committee
Oversight Committees	✓ Audit Committee;
	✓ Fraud and Risk Committee
Labour Committees	✓ Local Labour Forum
	✓ Training Committee
Other	✓ Budget Steering Committee
	✓ Ward Committees (Community members)

Table 22: KFA 1: Committees

Key Challenges and Rating

Key Focus Area	Challenges	Rating
A	B	C
KFA 1: Governance Structures	Council: Monitoring of Council Decisions and Effective Oversight	😊
KFA 1: Governance Structures	Mayoral Committee	😊
KFA 1: Governance Structures	Section 79 Committees: Effective Oversight and Accountability <ul style="list-style-type: none"> • Section 62 Appeals • MPAC • Disciplinary Committee for Councillors 	😊
KFA 1: Governance Structures	Section 80 Committees – Advice to Mayoral Committee and Inclusive Decision Making <ul style="list-style-type: none"> • Corporate Services Committee • Planning & Development Committee • Financial Services Committee • Engineering Services Committee • Community Services Committee 	😊
KFA 1: Governance Structures	Statutory Committees: Advisory and Oversight <ul style="list-style-type: none"> • Audit Committee • Fraud & Risk Committee 	😊
KFA 1: Governance Structures	Sound Labour Relations: <ul style="list-style-type: none"> • Local Labour Forum • Training Committee 	😊

Table 23: KFA1: Key Challenges and Rating**KFA 2: Risk Management and Assurance****KFA Description:**

Risk Management forms an integral part of the internal processes of a Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis. Based on the risk assessments performed, the top 15 strategic risks are summarised below. A comprehensive Risk Register can be found in the Annexures.

No	Strategic risk
1	Financial viability
2	Inadequate service delivery
3	Dissatisfaction of the community
4	Deficiency in staff skills and capacity
5	Increasing poverty and unemployment
6	Inadequate infrastructure, investment and maintenance
7	Weakness in governance and accountability
8	Unmanaged urbanisation
9	Failure to communicate effectively with stakeholders
10	Loss of economic development opportunities
11	Inadequate ICT planning, infrastructure and systems
12	Inability to meet land and human settlement demands

13	Inadequate short term insurance
14	Inadequate revenue collection and protection
15	National electricity blackout

The municipality receives assurance on the adequacy and effectiveness of its systems of internal control from the Internal Audit Department. Assurance engagements are performed in terms of a three year strategic and one year operational plan which is approved by the Audit Committee at the commencement of each financial year. The priorities in the Internal Audit plan can be categorised in terms of audits focusing on the systems of internal control, risk management and governance processes. The prioritisation of assurance engagements in these three categories is based primarily on the municipality's risk profile as well as legislative requirements. Internal Audit reports to the Audit Committee on a quarterly basis regarding the outcome of audits conducted in terms of the approved plan.

Key Challenges and Rating

Key Focus Area	Challenges	Rating
A	B	C
KFA2: Risk Management and Assurance	Risk identification and assessment	😊
KFA2: Risk Management and Assurance	Risk data analysis	😞
KFA2: Risk Management and Assurance	Risk forecasting	😐
KFA2: Risk Management and Assurance	Risk reporting	😊
KFA2: Risk Management and Assurance	Combined Assurance	😞
KFA2: Risk Management and Assurance	Fraud Prevention	😐
KFA2: Risk Management and Assurance	Fraud Detection	😞
KFA2: Risk Management and Assurance	Forensic Investigation	😊
KFA2: Risk Management and Assurance	Feedback / Reporting	😊
KFA2: Risk Management and Assurance	Assurance	😐

Table 24: KFA2 – Key Challenges and Rating

KFA 3: Stakeholder Participation

KFA Description:

The continuous improvement of communication between the municipality and communities remains high on the agenda for the Council Elect. Stakeholder participation will, therefore, enjoy significant attention during the course of the next five years.

Key Challenges and Rating

Key Focus Area	Challenges	Rating
A		C
KFA3: Stakeholder Participation	No formal public participation unit	☹️
KFA3: Stakeholder Participation	Increase public/citizen knowledge of legislation and legislative processes	☹️

Table 25: KFA3 –Key Challenges and Rating

KFA 4: Policies and By-laws

KFA Description:

These documents are instruments that guide Council, the Administration and communities and provide the framework for responsible local government in the Municipal Area.

Policies

A list of policies follows with current assessments thereof indicated:

Policies	Status
1. Recruitment and Selection Policy	Approved by Council: 21/05/2014 ☺️
2. Performance Management Policy Framework	Adopted by Council in 2004. Review and adopted by Council: 12/12/2014 ☺️
3. Memorial Crosses	Approved by Council: 30/11/2004 ☺️
4. HIV/AIDS Policy	Approved by Council: 30/11/2004 ☺️
5. Rules Regulating the Election and Establishment of Ward Committees	Approved by Council: 29/09/2016 ☺️
6. Ward Committee Policy	Approved by Council: 29/09/2016 ☺️
7. Travel and Subsistence Policy	Approved by Council: 20/05/2015 ☺️
8. Tariff Policy	Approved by Council: 20/05/2015 ☺️
9. Traffic Calming Policy	Approved by Council: 29/06/2005 ☺️
10. Customer Care, Credit Control and Debt Collection and Indigent support Policy	Approved by Council: 20/05/2015 ☺️
11. GRAP Accounting Policy	Approved by Council: 21/05/2014 ☺️
12. Asset Management Policy	Approved by Council: 20/05/2015 ☺️
13. Property Rates Policy	Approved by Council: 20/05/2015 ☺️
14. Cash and Investment Management Policy	Approved by Council: 20/05/2015 ☺️

15. Education, Training and Development Policy	Approved by Council: 27/11/2008	😊
16. Grants in Aid Policy	Approved by Council: 20/05/2015	😊
17. Overtime Policy	Approved by Council: 21/05/2015	😊
18. Lighting on private rural land	Approved by Council: 29/08/2006	😊
19. Alcohol Policy and Procedure Agreement	Approved by Council: 28/09/2006	😊
20. Supply Chain Management Policy	Approved by Council : 20/05/2015	😊
21. Petty Cash Policy	Approved by Council : 20/05/2015	😊
22. Budget and Management Oversight Policy	Approved by Council: 20/05/2015	😊
23. Roles and Responsibilities of Council, Political Structures, Office Bearers and Municipal Manager	Approved by Council: 27/11/2008	😊
24. Sexual Harassment Policy	Approved by Council: 25/10/2007	😊
25. Fraud Prevention Policy	Approved by Council: 21/03/2014	😊
26. Transfer Policy for Human Settlement Projects	Approved: 23/09/2014	😊
27. Writing off of irrecoverable debt Policy	Approved by Council: 20/05/2015	😊
28. Tree Management Policy	Approved by Council: 24/11/2010	😊
29. Sport and Recreation Policy	Approved by Council: 24/11/2010	😊
30. Long Term Financial Sustainability Policy	Approved by Council: 20/05/2015	😊
31. Developer Contributions Policy	Approved by Council: 20/05/2015	😊
32. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	Approved by Council: 20/05/2015	😊
33. Asset Transfer Policy	Approved by Council: 25/08/2015	😊
34. Policy on Stock Management	Approved by Council: 20/05/2015	😊
35. Unforeseen and Unavoidable Expenditure Policy	Approved by Council: 21/05/2014	😊
36. Virement Policy	Approved by Council: 20/05/2015	😊
37. Borrowing Policy	Approved by Council: 20/05/2015	😊
38. Funding and Reserve Policy	Approved by Council: 20/05/2015	😊
39. Water Losses Policy	Approved by Council: 20/05/2015	😊
40. Electricity Losses Policy	Approved by Council: 20/05/2015	😊
41. Environmental Policy	Approved by Council: 20/05/2015	😊
42. Insurance Policy	Approved by Council: 20/05/2015	😊
43. Policy for the Use of Landline Telephone System	Approved by Council: 22/09/2010	😊
44. Enterprise Risk Management Policy	Approved by Council: 31/03/2014	😊
45. Information and Communication Technology Policy (Reviewed)	Approved by Council: 23/09/2014	😊
46. Electronic Records Management Policy	Approved by Council: 24/11/2010	😊
47. Informal Trading Management Framework	Approved by Council: 26/04/2012	😊
48. Electrical Infrastructure Maintenance Policy	Approved by Council: 26/10/2011	😊
49. Public Participation Policy	Approved by Council: 25/03/2015	😊
50. Marketing Strategy	Approved by Council: 08/05/2008	😊
51. Integrated House Shop Policy	Approved by Council on 12/04/2012	😊
52. Events Support Framework	Approved by Council: 27/05/2008	😊
53. Records Management Policy	Approved by Council: 30/09/2015	😊
54. Private Work Policy	Approved by Council: 13/12/2012	😊
55. Placement Policy	Approved by Council: 13/12/2012	😊
56. Policy on the writing-off of irrecoverable debt	Approved by Council: 20/05/2015	😊
57. Early Childhood Development	Approved by Council: 28/10/2014	😊
58. Communication Policy and Strategy	Approved by Council: 29/09/2015	😊
59. Cellular Telephone Policy	Reviewed and adopted by Council on 12/12/2014	😊

60. Prioritization model for capital assets investment	Approved by Council on 20/05/2015	😊
61. Limited pay-out Gambling Machine Policy	Approved by Council: 26/02/2014	😊
62. PAIA Section 14 Manual (Promotion of Access to Information)	Approved: 28/08/2013	😊
63. Fleet Management Policy and User Guide	Approved: 25/02/2015	😊
64. Language Policy	Approved: 25/02/2015	😊
65. Housing Selection Policy	Approved by Council: 28/10/2014	😊
66. Emergency Housing Policy	Approved: 11/12/2015	😊
67. Appointment of Temporary Staff	Approved by Council: 30/09/2013	😊
68. Smoking Policy	Approved by Council: 30/07/2002	😊
69. Food and Nutrition Security policy	Approved by Council: 29/04/2015	😊
70. Housing Policy	Approved by Council: 27/01/2016	😊
71. Donations Policy	Approved by Council: 25/02/2016	😊
72. Policy for Formulation, Development and Review of Policies	Approved by Council: 27/08/2014	😊
73. Street People Policy	Approved by Council: 29/04/2015	😊
74. Grant in Aid policy: Community	Approved by Council: 29/04/2015	😊
75. Job Evaluation Policy	24/8/2017	😊
76. Grants in Aid Policy: Finance	31/4/2017	😊
77. Policy in Infrastructure Procurement and Delivery Management	21/6/2017	😊
78. Financial Asset Management Policy	31/5/2017	😊
79. Unclaimed Deposits Policy	29/3/2017	😊
80. Student Accommodation Policy	29/3/2017	😊
81. Generic ICT Service Level Agreement Management	29/3/2017	😊
82. Service Provider Management Framework	29/3/2017	😊
83. ICT Technical Policy	29/3/2017	😊
84. Change Management Policy	29/3/2017	😊
85. Backup and Restore Management Policy	29/3/2017	😊
86. ICT Access Management Policy	29/3/2017	😊
87. ICT Technology Management Framework	29/3/2017	😊
88. Motor Vehicle Allowance Scheme	12/12/2014	😊
89. Policy on the Naming and Renaming of Street, Public Places, Natural Areas, Artefacts and Council-owned Buildings and Facilities	31/5/2017	😊
90. Smoking Policy	27/7/2017	😊
91. Intergovernmental and International Relations Policy	29/11/2017	😊
92. Telecommunications Base Station Policy	31/10/2017	😊
93. Special Rating Area Policy	29/11/2017	😊

Table 26: KFA 4 - Policies (All)

By-laws

The following list of By-laws is included in the Municipal Code. The list indicates the current assessments thereof.

By-laws	Promulgation Status	
1. By-law No 1/2002: The Control of Fireworks	PG-5873 – 17/05/2002	😊
2. By-law No 2/2002: Establishment of Improvement Districts	PG-5932 – 04/10/2002	😊
3. By-law No 1/2007: The Advisory Board for Nature Reserves	PG-6426 – 16/03/2007	😊

4. By-law No 2/2007: Cemeteries and Crematoriums	PG-6426 – 16/03/2007, reviewed by Council: 12/12/2014 in process	😊
5. By-law 2014: Electricity Supply	PG-7326 – 07/11/2014	😊
6. By-law No 4/2007: The prevention of public nuisances and the keeping of animals	PG-6426 – 16/03/2007	😊
7. By-law No 5/2007: Camping Areas	PG-6426 – 16/03/2007	😊
8. By-law No 6/2007: Child Care Facilities	PG-6426 – 16/03/2007	😊
9. By-law No 7/2007: Paarl Mountain Nature Reserve	PG-6426 – 16/03/2007	😊
10. By-law No 8/2007: Public Amenities	PG-6426 – 16/03/2007	😊
11. By-law No 10/2007: The Management of Premises provided by the Municipality for Dwelling Purposes	PG-6426 – 16/03/2007	😊
12. By-law No 11/2007: The prevention of atmospheric pollution	PG-6426 – 16/03/2007	😊
13. By-law No 12/2007: The impoundment of animals	PG-6426 – 16/03/2007	😊
14. By-law No 9/2007: Parking Metres	PG-6426 – 16/03/2007	😊
15. By-law No 14/2007: Informal Trade	PG-6426 – 16/03/2007	😊
16. By-law No 15/2007: Streets	PG-6426 – 16/03/2007	😊
17. By-law No 16/2007: Public Swimming Pools	PG-6426 – 16/03/2007	😊
18. By-law No 17/2007: Refuse Removal	PG-6426 – 16/03/2007	😊
19. By-law No 18/2007: Water supply, sanitation services and industrial effluent	PG-6426 – 16/03/2007	😊
20. By-law No 19/2007: Parks for caravans and mobile homes	PG-6426 – 16/03/2007	😊
21. By-law: Rules of order regulating the conduct of meetings of the Council of the Municipality of Drakenstein	PG-7921 – 25/07/2014	😊
22. By-law No 21/2007: Rules of order regulating the conduct of meetings of the portfolio committees of the Municipality of Drakenstein	PG-6426 – 16/03/2007	😊
23. By-law No 1/2008: Outdoor Advertising and Signage	PG-6516 – 18/04/2008	😊
24. By-law No. 1/2011: Amendment of By-law 9/2007: Parking Meters	PG-6923 – 04/11/2011	😊
25. By-law No. 2/2011: By-law relating to controlled Parking Areas	PG-6923 – 04/11/2011	😊
26. By-law : Liquor Trading days and hours	PG-7078 – 11/01/2013	😊
27. By-law on Property Rates	PG- 144 - 28/06/2013	😊
28. Problem Building By-law	PG-7067 - 07/12/2012	😊
29. Tariff By-law	PG-7144 - 28/06/2013	😊
30. Customer care, Credit control, Debt collection and Indigent support By-law	PG-7144 - 28/06/2013	😊
31. Integrated Waste Management By-law	PG-2644 - 04/10/2013	😊
32. Fire Safety By-law	In Progress	😞
33. By-law No 9/2007: Parking meters	PG-6426 – 16/03/2007	😊
34. By-law No 2014: Water Services	PG-7291 – 25/07/2014	😊
35. By-law No 22/2007: Repeal	PG-6426 – 16/03/2007	😊
36. By-law on Customer Care, Credit Control, Debt Collection, and Indigent Support	PG- 7144 – 28/06/2013	😊
37. By-law No 18/2007: Water supply, sanitation services and industrial effluent	PG-6426 – 21/02/2012	😊
38. By-law No 19/2007: Parks for caravans and mobile homes	PG-6426 – 16/03/2007	😊
39. By-law relating to the Rules of Order regulating the conduct of meetings of the Council of the Municipality of Drakenstein	PG-7291 – 25/07/2014	😊
40. By-law No 21/2007: Rules of order regulating the conduct of meetings of the Portfolio committees of the Municipality of Drakenstein	PG-6426 – 16/03/2007	😊
41. By-Law No 1/2008: Outdoor Advertising and Signage	PG-6516 – 18/04/2008	😊
42. By-law No 1/2011: Amendment of By-law 9/2007: Parking Metres	PG-6923 – 04/11/2011	😊
43. By-law No 2/2011: By-law relating to controlled Parking Areas	PG-6923 - 04/11/2011	😊
44. Problem Building By-law	PG-7067 – 07/12/2012	😊
45. By-law on Liquor Trading Days and Hours	PG-7078 – 11/01/2013	😊
46. Tariff By-law	PG-7144 – 28/06/2013	😊

47. Property Rates By-law	PG-7144 – 28/06/2013	😊
48. By-Law: Municipal Land Use Planning	PG-7528 – 13/11/2015	😊

Table 27: KFA 4 - Bylaws (All)

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 4: Policies & By-Laws	Policies & By-laws: Corporate Services	😊
KFA 4: Policies & By-Laws	Policies & By-laws: Financial Services	😊
KFA 4: Policies & By-Laws	Policies & By-laws: Planning & Development Services	😊
KFA 4: Policies & By-Laws	Policies & By-laws: Community Services	😞
KFA 4: Policies & By-Laws	Policies & By-laws: Engineering Services	😊
KFA 4: Policies & By-Laws	Updated Policy Register	😊
KFA 4: Policies & By-Laws	Updated Municipal Code	😊
KFA 4: Policies & By-Laws	Increase public/citizen knowledge of legislation and legislative processes	😞

Table 28: KFA 4 - Key Challenges and Rating

KFA 5: Intergovernmental Relations (IGR)

KFA Description

Drakenstein Municipality's Intergovernmental Relations takes place in terms of our Constitutional Mandate and other relevant legislation, most importantly the Intergovernmental Relations Framework Act. The main purpose of IGR in the Municipality is to co-ordinate, facilitate and intervene between the various functions and responsibilities of the different spheres of government as well as interactions with parastatals and other stakeholders within our functional sphere in order to influence the effective delivery of our mandate.

The Municipality endeavors to ensure the full implementation of the IGR Framework through the existing IGR Forum that is represented by municipal officials as well as Sector Departments within the district.

The strategic aims of the Drakenstein's IGR Framework are:

- to promote and facilitate co-operative decision-making;
- to co-ordinate and align priorities, budgets, policies and activities across interrelated functions and sectors; and
- to ensure a smooth flow of information within government, and between government and communities with a view of enhancing the implementation of policy and programmes.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 5: International & Intergovernmental Relations	International Relations	😊

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 5: International & Intergovernmental Relations	National	😊
KFA 5: International & Intergovernmental Relations	Provincial	😊
KFA 5: International & Intergovernmental Relations	District	😊

Table 29: KFA5 - Key Challenges and Rating

KFA 6: Communications (Internal and External)

KFA Description

The Municipality has adopted a revised Communication Policy and Strategy. Drakenstein Municipality is in a process of creating user friendly communication channels to promote regular dialogue between the Municipality, local communities and other stakeholders. Creating communication channels are ongoing and changes as needed.

The new policy and strategy gives clear direction as to how two-way communication between the Municipality and the community is facilitated. As per the policy an internal communication forum was created to facilitate and expedite both internal and external communication.

Communication channels used internally are e-mails, telephone system, memorandums, Municipal Notice Boards, sectional and management meetings and internal newsletters.

External communication channels include the website, Mayoral Izimbizo's, electronic and print media, newsletters, Thusong Service Centres, Ward Committees and Ward Meetings and SMS's.

Key Challenges and Rating

Key Focus Area	Rating
B	C
Use of social media	😊
Self-driven social media platforms	😊
Human resources	😊
Media monitoring system (Reputation management)	

Table 30: KFA6 - Key Challenges and Rating

KFA 7: Marketing (Branding & Website)

KFA Description

Branding is streamlined across all municipal departments. All media and communication aspects of all municipal events are coordinated by the Media and Communications Department. Drakenstein Municipality has a fully developed website, which also acts as a reference point for all other services and products within the jurisdiction of the Municipality. The Municipality updates the webpage to include the necessary

documentation and news on a weekly basis of what is happening in the Municipality. We entered into agreements with two service providers for the updating and hosting of the website and are busy with an investigation to redo the website and to incorporate interactive applications. The municipal website is updated on a daily basis as and when requested in order to comply with the statutory requirements.

Key Challenges and Rating

Key Focus Area	Rating
B	C
KFA 7: Maximising events-related and other marketing opportunities to the optimum	😊
KFA7: Lack of unlocking the value of marketing	😊

Table 31: KFA 7 - Key Challenges and Rating

KFA 8: Service Charter and Standards

KFA Description:

The Electro-technical Department has accepted all the National Charters and Standards. These are all the National Rationalised Standards (NRS) documents accepted by the Electricity Distribution. These include NRS 047 Electricity Supply – Quality of Service and NRS 048 Electricity Supply – Quality of Supply. Water Services (Water & Sanitation) has also developed a charter which was approved with the promulgation of the Water Services By-Law

Key Challenges and Rating

Key Focus Area	Rating
A	B
KFA 8 Service Charter & Standards	😐

Table 32: KFA 23 - Key Challenges and Rating

KFA 9: Customer Relations Management

KFA Description:

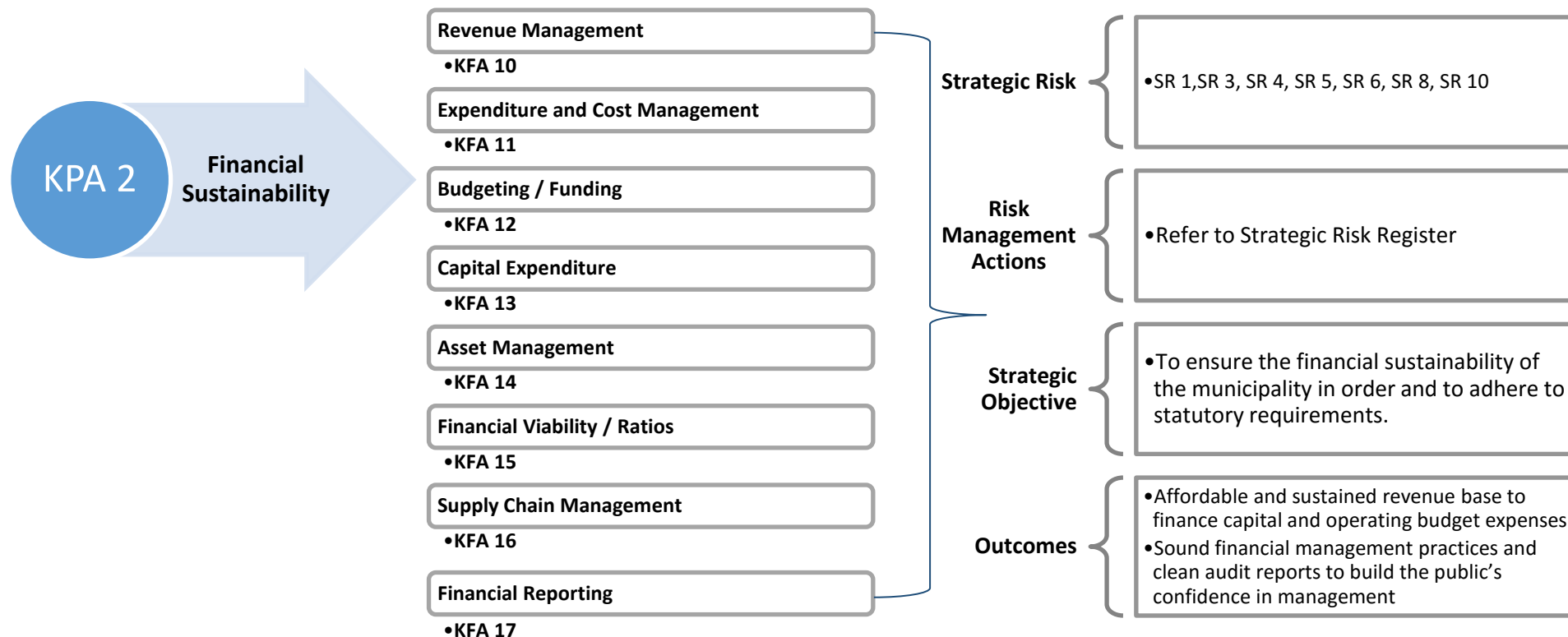
Council decided to establish a Customer Relations Management focus area to improve our customer relations in order to ensure that our customers are serviced with dignity and care. It has been established for the implementation of good integrated service delivery with maximum impact to support the vision of Drakenstein Municipality becoming the best run municipality. More effort will be placed to ensure that this service is streamlined across all the departments within the Municipality and that helpdesks are made available at least, at all core centres where they could be accessible to the public. This new service will also serve as a strategic focus area for Municipal Transformation and Organisational Development. A Customer Care Management system has been procured during the 2013/2014 financial year and has been duly commissioned together with the necessary staff training. A customer satisfaction survey was

undertaken during 2015/16 and will be repeated in years to come in order to monitor and guide the process of improving service delivery.

Key Challenges and Rating

Key Focus Area	Rating
B	C
KFA 9 Customer Relations Management	😊

Table 33: KFA 9 - Key Challenges and Rating



Policies		
1. Travel and Subsistence Policy	2. Petty Cash Policy	3. Virement Policy
4. Tariff Policy	5. Budget and Management Oversight Policy	6. Borrowing Policy
7. Customer Care, Credit Control and Debt Collection and Indigent support Policy	8. Fraud Prevention Policy	9. Funding and Reserve Policy
10. GRAP Accounting Policy	11. Long Term Financial Sustainability Policy	12. Policy on the writing-off of irrecoverable debt
13. Asset Management Policy	14. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	15. Prioritization model for capital assets investment
16. Property Rates Policy	17. Asset Transfer Policy	18. Donations Policy
19. Cash and Investment Management Policy	20. Policy on Stock Management	21. Financial Asset Management Policy
22. Insurance Policy Supply Chain Management Policy	23. Unforeseen and Unavoidable Expenditure Policy	24. Unclaimed Deposits Policy

Analysis of Internal and External Factors (The Current State)

Drakenstein can be categorised as a developing or growing Municipality simply because Drakenstein is the economic hub of the Cape Winelands District. Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality.

A Medium-term Revenue and Expenditure Framework (MTREF) is prepared for a planning period of five years, paying particular attention to new and replacement infrastructure investment, which is an important developmental component of the IDP. Drakenstein's Long-term Financial Plan is looking ten years in the future with the focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Drakenstein stimulate the macro-economic environment to attract private sector investment in Drakenstein. Through this approach, Drakenstein will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets, but in turn remains sustainable in the long-run.

This plan also focusses on the expansion of Drakenstein's revenue sources in relation to its costs to ensure that the Municipality stays a financial viable and sustainable going concern. Drakenstein must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in the IDP.

Action Plan

A detailed situational analysis of the financial sustainability of the Municipality is contained in the Long-Term Financial Plan.

For the KFA's below we have included only the current challenges and issues. This should however be read in conjunction with the Long-term Financial Plan.

KFA 10: Revenue Management

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 10: Revenue Management	Valuation Roll	😊
KFA 10: Revenue Management	Accurate Billing: Property Rates	😊
KFA 10: Revenue Management	Accurate Billing: Electricity	😊
KFA 10: Revenue Management	Accurate Billing: Water	😊
KFA 10: Revenue Management	Accurate Billing: Sanitation	😊
KFA 10: Revenue Management	Accurate Billing: Solid Waste	😊
KFA 10: Revenue Management	Accurate Billing: Housing Rentals	😞

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 10: Revenue Management	Pre-paid Electricity Meters	😊
KFA 10: Revenue Management	Pre-paid Water Meters	😞
KFA 10: Revenue Management	Conventional Electricity Meters	😊
KFA 10: Revenue Management	Conventional Water Meters	😞
KFA 10: Revenue Management	Indigent Register	😊
KFA 10: Revenue Management	Revenue Collection	😊
KFA 10: Revenue Management	Traffic Fines Collection	😞

Table 34: KFA 10 – Key Challenges and Rating

KFA 11: Expenditure and Cost Management

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 11: Expenditure and Cost Management	Operating Expenditure	😊
KFA 11: Expenditure and Cost Management	Cost Containment	😊
KFA 11: Expenditure and Cost Management	Creditor Payments	😊

Table 35: KFA 11 – Key Challenges and Rating

KFA 12: Budgeting/Funding

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 12: Budgeting / Funding	Zero Based Budgeting	😞
KFA 12: Budgeting / Funding	Grants	😞
KFA 12: Budgeting / Funding	External Borrowings	😞
KFA 12: Budgeting / Funding	Own Reserves (CRR)	😞

Table 36: KFA 12 – Key Challenges and Rating

KFA 13: Capital Expenditure

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 13: Capital Expenditure	Capital Expenditure	☹️
KFA 13: Capital Expenditure	Capital Expenditure	☹️

Table 37: KFA13 - Challenges and Rating

KFA 14: Asset Management

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 14: Asset Management	GRAP Compliant Asset Register	😊
KFA 14: Asset Management	Moveable Assets	☹️
KFA 14: Asset Management	Immoveable Assets	☹️

Table 38: KFA14 - Challenges and Rating

KFA 15: Financial Viability

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 15: Financial Viability Ratios	Capital Expenditure to Total Expenditure	😊
KFA 15: Financial Viability Ratios	Impairment of PPE, IP and Intangible Assets	😊
KFA 15: Financial Viability Ratios	Repairs and maintenance as a % of PPE and IP	☹️
KFA 15: Financial Viability Ratios	Debtors Collection Ratio	☹️
KFA 15: Financial Viability Ratios	Bad debts Written-off as a % of Provision for Bad Debt.	😊
KFA 15: Financial Viability Ratios	Net Debtors Days	☹️
KFA 15: Financial Viability Ratios	Cash / Cost Coverage Ratio	☹️
KFA 15: Financial Viability Ratios	Current Ratio	☹️
KFA 15: Financial Viability Ratios	Capital Cost as a % of Total Operating Expenditure	☹️
KFA 15: Financial Viability Ratios	Debt (Total Borrowings) / Revenue – Gearing Ratio	☹️
KFA 15: Financial Viability Ratios	Level of Cash Backed Reserves (Net Assets – Accum. Surplus)	😊
KFA 15: Financial Viability Ratios	Net Operating Surplus Margin	☹️
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Electricity	😊

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Water	😊
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Refuse	😞
KFA 15: Financial Viability Ratios	Net Surplus/deficit: Sanitation	😊
KFA 15: Financial Viability Ratios	Electricity Distribution Losses	😊
KFA 15: Financial Viability Ratios	Water Distribution Losses	😊
KFA 15: Financial Viability Ratios	Growth in Number of Active Consumer Accounts	😊
KFA 15: Financial Viability Ratios	Revenue Growth (%)	😊
KFA 15: Financial Viability Ratios	Revenue Growth (%): Excluding Capital Grants	😊
KFA 15: Financial Viability Ratios	Creditors Payment Period (Trade Creditors)	😊
KFA 15: Financial Viability Ratios	Irregular, F&W & UE / Total Operating Expenditure	😞
KFA 15: Financial Viability Ratios	Remuneration as a % of Total Operating Expenditure	😊
KFA 15: Financial Viability Ratios	Contracted services % of Total Operating Expenditure	😊
KFA 15: Financial Viability Ratios	Capex (Grants excluded) to Total Capital Expenditure	😞
KFA 15: Financial Viability Ratios	Capex (Grants & EL excluded) to Total Capital Expenditure	😞
KFA 15: Financial Viability Ratios	Own Source Revenue to Total Operating Revenue	😊
KFA 15: Financial Viability Ratios	Capital Expenditure Budget Implementation Indicator	😊
KFA 15: Financial Viability Ratios	Operating Expenditure Budget Implementation Indicator	😊
KFA 15: Financial Viability Ratios	Operating Revenue Budget Implementation Indicator	😊
KFA 15: Financial Viability Ratios	Service Charges & Property Rates Budget Implem. indicator	😊

Table 39: KFA 15 – Challenges and Ratings

KPA 16: Supply Chain Management

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 16: Supply Chain Management	Municipal Stores	😞
KFA 16: Supply Chain Management	Acquisitions	😊

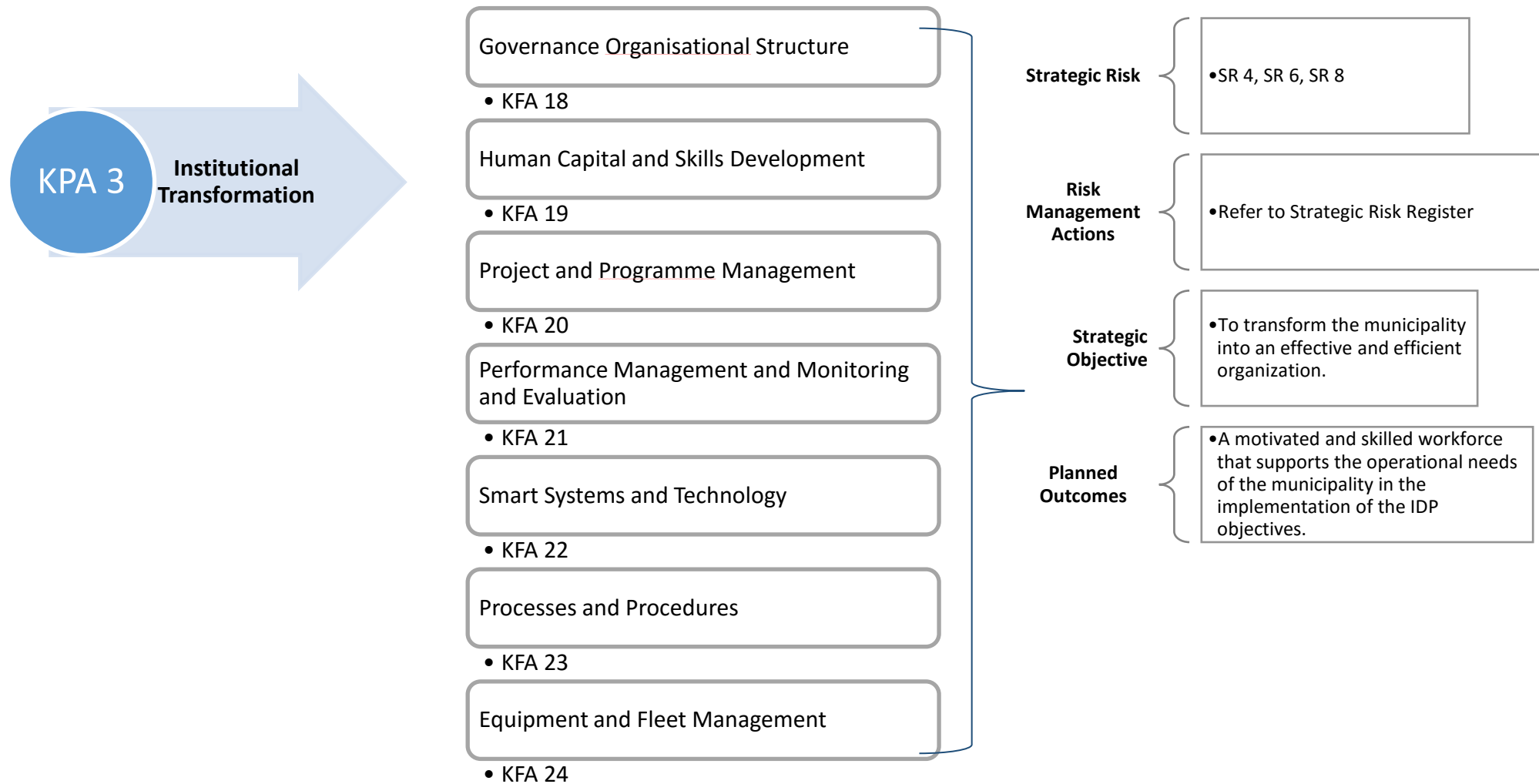
Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 16: Supply Chain Management	Demand Planning	☹️
KFA 16: Supply Chain Management	Contract Management	☹️
KFA 16: Supply Chain Management	Compliance Reporting	😊

Table 40: KFA16 - Challenges and Rating

KPA 17: Financial Reporting

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 17: Financial Reporting	MSCOA Structure	😊
KFA 17: Financial Reporting	Compliance Reporting	😊

Table 41: KFA 17 - Challenges and Action



Analysis of Internal and External Factors (The Current State)

In the pursuit of realising Drakenstein Municipality's vision of "A City of Excellence", it is important that the Municipality is governed in a way that promotes good governance.

The Municipality strives to achieve excellence by balancing the needs of all residents and the constitutional and legal framework applicable to local government with the available resources in such a way that service delivery takes place in an efficient, economic and effective manner.

KFA 18: Organisational Structure

KFA Description

The administrative part of Drakenstein Municipality is headed by the Municipal Manager who reports directly to the Executive Mayor. Executive Managers, Chief Audit Executive and the Governance Manager are reporting directly to the Municipal Manager. There are five Directorates that perform strategic, social, technical, financial and administrative functions assigned to the Municipality. The Municipal Manager Office is the sixth Directorate. It consists of the Internal Audit and Governance Management units.

Through the IDP, the Municipality identified a need to review the organisational structure of the Municipality on a continuous basis with a view to maximise service delivery efficiency and effectiveness. The review of the structure in 2014/15 was adopted for the Financial Directorate, Community Services- VPUU and recently on 21 October 2015 again for Community Services -Human Settlements. About 99% of the placement process has been completed and all appeal letters have been responded to. Funding in order to secure the required staff capacity, is being made available subject to affordability and whether posts are of critical nature. The filling of all other vacancies on the structure will be rolled out as the budget is made available by Council.

The new organisational structure provides a solid basis to ensure that Drakenstein management practices and procedures are efficient and functional so that its work can be performed and its goals can be met.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA18: Organisational Structure	Efficient Utilisation of Staff	☹️
KFA18: Organisational Structure	Finalisation of Job Descriptions	☹️
KFA18: Organisational Structure	Finalisation of Job Evaluation	☹️
KFA18: Organisational Structure	Filling of Funded Vacancies	☹️
KFA18: Organisational Structure	Effective and Efficient Utilisation of EPWP Capacity	☹️
KFA18: Organisational Structure	Alignment of organisational structure with functions and tasks required	😞

Table 42: KFA 18 – Key Challenges and Rating

KFA 19: Human Capital and Skills Development

KFA Description

Human Resources

The table below illustrates the status quo regarding the Municipality's vacancy rates per occupational category and per functional area:

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 19: Human Capital & Skills Development	Skilled Workforce	😊
KFA 19: Human Capital & Skills Development	Retention of Institutional Memory	😐
KFA 19: Human Capital & Skills Development	Motivated, Energised and Healthy Staff Compliment	😐

Table 43: KFA 19 – Key Challenges and Rating

In ensuring that the Municipality addresses challenges towards achieving organisational cohesion and effectiveness, the Municipality drafted a Human Resources Plan to ensure fair, efficient, effective and transparent personnel administration. The HR Plan focuses on delivering on eight (8) Performance Areas. These are summarised below:

- 1) Recruitment and Selection;
- 2) Education, Training and Development of staff;
- 3) Employment Equity and Diversity Management;
- 4) Occupational Health and Safety;
- 5) Individual Performance Management;
- 6) Employee Wellness;
- 7) Personnel Administration; and
- 8) Labour Relations.

Education, Training and Development at Drakenstein Municipality is focused on the enhancement of knowledge, skills and behavioural competencies of employees and councillors to the appropriate levels. The main purpose of training and development is to ensure that staff within the organisation has the competencies necessary to performance up to the quality standards in their current jobs within the context of the Municipality's Strategic Objectives.

KFA 20: Project and Programme Management

KFA Description

The organizational structure for the Technical Support and Project Management services is starting off in 2017. The Senior Manager for the branch commenced January 2017 and the Manager for the Project Management Unit (PMU) in March 2017.

Even though this branch is situated in the Infrastructure Services Directorate, the intention is to provide project management services and support to the whole Municipality, similarly to the fleet and buildings divisions of the branch.

The initial focus of the PMU is to start involvement in housing project delivery and initiate the adoption of a project management policy. The project management policy is seen as the key driver to implement the Infrastructure Delivery Management System (IDMS) requirements from National Treasury.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 20: Project Management	Mitigating Project Risk	😊
KFA 20: Project Management	Breaking down Silo Implementation	😊
KFA 20: Project Management	Efficient Project Implementation Cycles	😊
KFA 20: Project Management	Centralisation of Municipal Project Information	😞

Table 44: KFA 20 – Key Challenges and Ratings

KFA 21: Performance Management and Monitoring Evaluation

KFA Description

Performance Management serves to measure the performance of the Municipality on meeting its IDP. Council took it upon them to ensure the creation of an enabling environment for all employees to perform better. Drakenstein Municipality recently designed a new Performance Management Policy, which addresses in a complete manner the strategic, operational and tactical management of performance and workplace efficiency and is in the process of implementing this policy. The performance of the Municipality is measured and monitored monthly and evaluated at least quarterly. Performance is also measured, evaluated and reviewed half-year, and the results thereof inform Council whether the adjustment of indicators is necessary, and develop action plans to address poor performance. The performance of Drakenstein Municipality is integrally linked to that of staff. Therefore, organisational and individual performances are managed at the same time but separately. Currently Individual Performance Management is rolled out up to the third reporting line. Individual Performance Evaluations for section 56/7 employees and permanent employees who have entered into performance agreements are conducted on a quarterly basis. The final review is conducted annually in August/September. The information on the performance

results is included in the Annual Report of the Municipality. The municipality plans to start implementing Workplace Efficiency Monitoring and Evaluation from the 2018/2019 financial year.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 21: Performance Management	Organisational Performance Management Policy	😊
KFA 21: Performance Management	Individual Performance Management	😞

Table 45: KFA 21 - Challenges and Ratings

KPA 22: Smart Systems and Technology

KFA Description:

The municipality is structured, arranged and managed to facilitate the fulfilling of its strategic mandate. The management includes the development of appropriate strategy, implementation thereof, monitoring its performance against expectations and reporting on such. This structure, arrangements and management includes the conceptualisation of the use of Information and Communication Technology (ICT) in service delivery which culminates in an ICT Strategic Plan as approved in 2015. To achieve this the use of ICT in service delivery is, in the context of Drakenstein Municipality, driven by strategic management in the same milieu as the use of information, human resources, finances and infrastructure. ICT is thus increasingly used as an enabler of business functions and processes in the rendering of public services.

This positions the municipality to use ICT in the realisation of value in all aspects of its business whether it be supporting operations or management, service delivery or serving the citizenry more effectively. In this, ICT facilitates interaction between people, process and the delivery of management practice. ICT then also inevitably finds its way into enabling monitoring and evaluation. There is thus nearly no area of the municipal business that ICT does not influence.

In this regard, the ICT Strategic Plan was developed and it is managed in a process instituted through the ICT Steering Committee. The use of ICT in service delivery will be implemented according to the following revised ICT strategy for the period 2017 to 2022.

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 22: Smart Systems & Technology	Sustainability of ICT infrastructure	😞
KFA 22: Smart Systems & Technology	Functioning of ICT Steering Committee	😞
KFA 22: Smart Systems & Technology	Review of Critical Business Systems	😊

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 22: Smart Systems & Technology	Technology Environmental Controls	😊

Table 46: KFA22 - Challenges and Ratings

KFA 23: Processes and Procedure

KFA Description

The Municipality places a great emphasis on developing and streamlining its systems and work processes in order to improve efficiency and effectiveness of the service quality.

An on-going process of system improvement will be initiated in each service area and will include decision-making and management systems, information systems, financial systems, the HR System and work processes.

At the centre of the systems improvement for the Municipality will be the following core elements:

- Service planning (represent the best thoughts of a service at a particular stage given the service's present understanding of its mandate, its objectives and its constraints);
- Performance Management (link service/ sectoral planning to a Performance Management System across the Municipality);
- E- government (establish an IT enabled e-government to improve efficiency and effectiveness, to enable strategic, operational and process integration across the Municipality);
- Decision- making and Accountability (ensuring that decision-making balance the need for efficiency and speed with transparency and meaningful participation of Drakenstein's citizens and stakeholders; high level of accountability will be ensured by allocating responsibility for the tasks of Council to relevant Councillors and Officials through sound oversight mechanism).

Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 23: Process and Procedures	Electronic Interface	😐
KFA 23: Process and Procedures	Updated Standard Operating Procedures	😐
KFA 23: Process and Procedures	Optimising Business Processes	😐

Table 47: KFA21 - Key Challenges and Rating

KPA 24: Equipment and Fleet Management

KFA Description

In order to render effective services the Municipality must have an effective Fleet Services Unit to maintain, monitor and replace municipal fleet, and equipment.

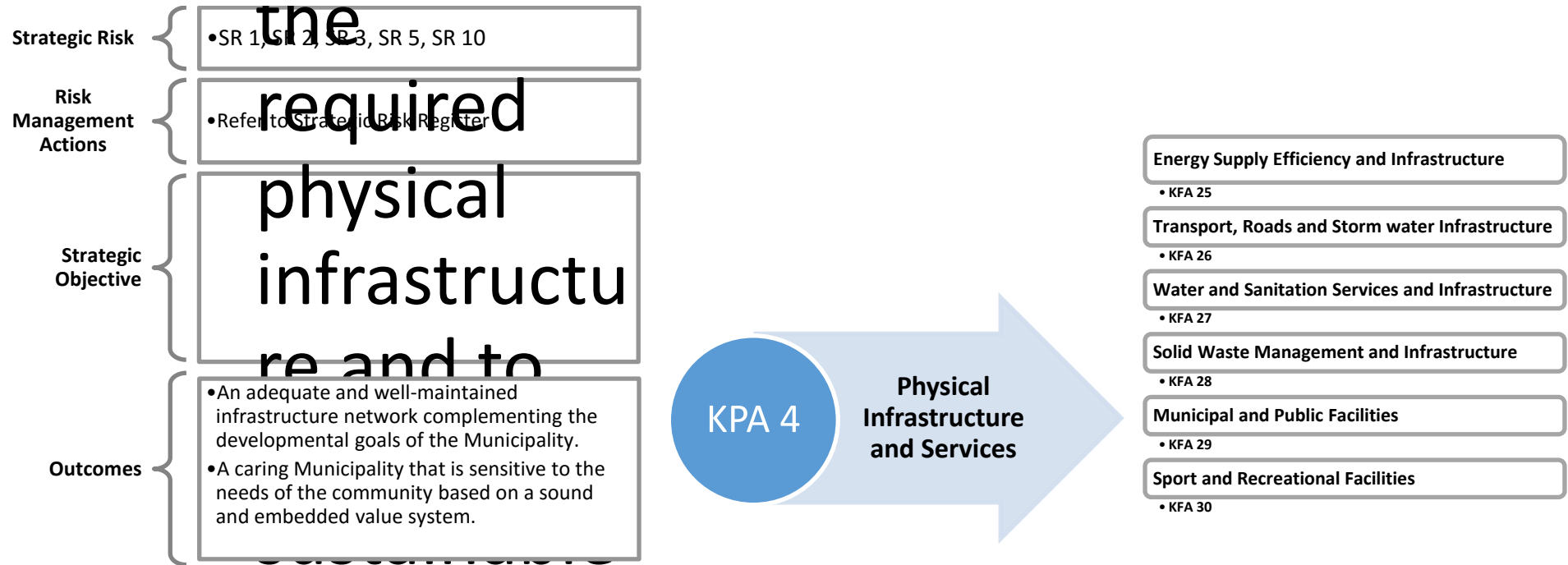
Municipal fleet and equipment is managed well by the Municipality. Equipment and fleet consist of heavy plant, refuse compactors-, trucks-, tractors-, light delivery vehicles, passenger cars and small plant equipment.

The total number of units currently maintained and serviced, amount to 1,112 items.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 24 : Equipment & Fleet Management	Efficient Prioritisation of Fleet Purchases	😊
KFA 24 : Equipment & Fleet Management	Efficient Utilisation of Existing Equipment & Fleet	😊
KFA 24 : Equipment & Fleet Management	Minimising of Equipment & Fleet Down Time	😞
KFA 24 : Equipment & Fleet Management	Ensure Responsible Driving	😊

Table 48: KFA 24 - Key Challenges and Rating



Policies
1. Customer Care, Credit Control and Debt Collection and Indigent support Policy
2. Lighting on private rural land
3. Water Losses Policy
4. Electricity Losses Policy
5. Electrical Infrastructure Maintenance Policy
6. Prioritization model for capital assets investment

(a) KPA Definition

Physical Infrastructure and Energy Efficiency –to ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein.

Services and Customer Care- to improve our public relations thereby pledging that our customers are serviced with dignity and care.

(b) Analysis of Internal and External Factors (The Current State)

Drakenstein's IDP sets the priorities for capital expenditure based on the vision for the municipal area towards "A City of Excellence". The IDP prioritises basic infrastructure through allocating 60% of its capital funds budget towards this. Social services infrastructure and operational infrastructure will each receive 10% of the prioritised funds and local economic infrastructure (such as business development or labour intensive capital projects) will receive 20% of the prioritised funds. Limitations in the capacity of the bulk infrastructure networks of the municipality will impact on the time frames for development of land parcels, identified as suitable for development. The SDF includes prioritisation of development options for the short, medium and long term, but ultimately the implementation of this plan is dependent on the municipal budget allocation.

KFA 25: Energy Supply Efficiency and Infrastructure

Key Focus Area	Challenges	Rating
A	B	C
KFA 25: Energy Supply Efficiency & Infrastructure	Illegal connections	☹️
KFA 25: Energy Supply Efficiency & Infrastructure	Replacing aged infrastructure	☹️
KFA 25: Energy Supply Efficiency & Infrastructure	Additional electrical supply	☹️
KFA 25: Energy Supply Efficiency & Infrastructure	Energy saving measures	☹️
KFA 25: Energy Supply Efficiency & Infrastructure	Electrical infrastructure upgrade & extensions	☹️
KFA 25: Energy Supply Efficiency & Infrastructure	Electrical infrastructure maintenance	☹️

Table 49: KFA25 – Key Challenges and Rating

KFA 26: Transport, Roads and Storm water Infrastructure

KFA Description:

Municipal public transport

Paarl-Wellington-Mbekweni has a well-developed sophisticated internal road network providing for good vehicular access to its many urban facilities and opportunities. This road network supports a road-based public transport system dominated by mini-bus taxis providing an internal as well as external service, connecting the towns with the rural settlements.

The railway line providing for a rail-based passenger service runs through the length of the Municipality in a north-south direction with stations located at:

- Paarl;
- Huguenot;
- Mbekweni;

- Dal Josafat;
- Wellington in the urban centre of Paarl-Wellington-Mbekweni;
- Malan;
- Soetendal;
- Hermon; and
- Gouda in the rural areas.

Although the railway line passes the town of Saron to its west *en route* to Porterville, there is no station or direct rail link with the town.

Municipal roads

All formal erven have access to roads. The following tables give an overview of the total kilometres of roads maintained and new roads tarred:

Financial year	Total km paved roads	Km of new tar paved roads	Km existing paved roads re-sealed	Km of existing paved roads re-sheeted	Km tar roads maintained
2011/2012	501.700	1.135	2.161	0.00	Entire Municipal Area
2012/2013	501.700	0	9.719	0.00	Entire Municipal Area
2013/2014	501.700	0	11.534	2.572	Entire Municipal Area
2014/2015	501.700	0	9.223	3.069	Entire Municipal Area

Table 50: KFA26 - Tarred Roads

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2011/2012	48.72	None	1.135	49.54
2012/2013	47.59	None	0	48.72
2013/2014	47.59	None	0	47.59
2014/2015	47.59	None	0	47.59

Table 51: KFA26 - Gravelled Roads

The table below shows the costs involved for the maintenance and construction of roads within the Municipal Area:

Financial year	New & Replacements R'000	Resealed R'000	Maintained R'000
2011/2012	11,150	5,798	5,128
2012/2013	1,2	10,7	4,3
2013/2014	11,0	11,6	4,6
2014/2015	15,0	26,2	4,08

Table 52: KFA26 - Cost of Construction/ Maintenance of Roads

Storm water management systems in built-up areas

The table below indicates the total kilometres of storm water maintained and upgraded as well as the kilometres of new storm water pipes installed over the last three financial years:

Financial year	Total km Storm water measures	Km new storm water measures	Km storm water measures upgraded	Km storm water measures maintained
2011/2012	353.085	0.113	1.150	Entire Municipal Area
2012/2013	354.198	0	0.85	Entire Municipal Area
2013/2014	354.198	0.122	1.12	Entire Municipal Area
2014/2015	354.320	0	0.75	Entire Municipal Area

Table 53: KFA26 - Storm Water Maintained

The PMS was updated in the 2015/16 financial year and the storm water master plan as soon as funding is made available. The principle is to update all the different master plans every 3-5 years and to align the different master plans with the 20 year growth plan and Spatial Development Framework.

Key Challenges and Rating

Key Focus Area	Challenge	Rating
A	B	C
KFA26. Transport, Roads & Storm Water Infrastructure	Public transport	☹️
KFA26. Transport, Roads & Storm Water Infrastructure	Road maintenance	☹️
KFA26. Transport, Roads & Storm Water Infrastructure	Road upgrading	☹️
KFA26. Transport, Roads & Storm Water Infrastructure	Roads masterplan	😊
KFA26. Transport, Roads & Storm Water Infrastructure	Stormwater masterplan	☹️
KFA26. Transport, Roads & Storm Water Infrastructure	Floodlines	😊
KFA26. Transport, Roads & Storm Water Infrastructure	Traffic calming measures	😊
KFA26. Transport, Roads & Storm Water Infrastructure	Development enabling infrastructure	☹️
KFA26. Transport, Roads & Storm Water Infrastructure	Public safety risks	😊

Table 54: KFA26 – Key Challenges and Rating

KFA 27: Water and Sanitation Services and Infrastructure

KFA Description

It is a legal requirement that a Municipality prepares a Water Services Development Master Plan (WSDP) to progressively ensure efficient affordable, economical and sustainable access to water and sanitation services that promote sustainable livelihoods and economic development.

A new plan must be developed at least once every five years and updated as necessary and appropriate in the interim years. The 2011/2012 plan was updated in 2015/2016. Annual Water Services audits are also performed. The WSDP together with Bulk Water Supply and Sewer System Master Plans determine financial requirements for infrastructure maintenance, asset management and capacity augmentation.

All formal erven have access to metered water and sewer connections. Informal areas are serviced by communal toilets and water stand pipes.

The current system to be operated and maintained is as follows:

Water Infrastructure

- Pipelines - 650 kilometres
- Reservoirs -28
- Pump stations - 16
- Dams - 4
- Water connections – 38486

The Current Replacement Cost (CRC) of the water infrastructure amounts to R 603,002,940.00 and the Depreciated Replacement Cost (DRC) amounts to R 337,087,462.00.

Sanitation Infrastructure

- Pipelines - 588 kilometres
- Pump stations - 15
- Sewer connections - 29,208
- Waste Water Treatment Plants - 6
- Bulk pump stations - 8

The Current Replacement Cost (CRC) of the sanitation infrastructure amounts to R 590,400,526.00 and the Depreciated Replacement Cost (DRC) amounts to R 309,581,205.00.

Water and Sanitation Services

Water and sanitation services are limited to potable water supply systems and domestic waste-water and sewerage disposal systems. All formal erven have access to full service level standards namely a water and sewer connection. Informal erven have access to basic levels of service, as per standards, namely a water stand pipe within 200 m and communal sanitation services for every 5 families.

Municipal Services (within the urban area) are available to all schools, clinics etc. It is however the responsibility of an owner / school to apply to be connected to the applicable service. A connection fee and service deposit is payable before the service can be rendered. There are no backlogs within the urban area. Sewage tanker services are provided to Rural Schools, where the schools and clinics are not connected to the municipal gravitation system.

Sanitation Services

Access to sanitation is one of the most important basic services as it concerns the health and dignity of human beings.

Key Challenges and Rating

Key Focus Area	Key Challenges	Rating
A	B	C
KFA 27: Water and Sanitation Services and Infrastructure	Aged infrastructure	☹️
KFA 27: Water and Sanitation Services and Infrastructure	New bulk infrastructure	☹️
KFA 27: Water and Sanitation Services and Infrastructure	New network reticulation	😊
KFA 27: Water and Sanitation Services and Infrastructure	New water resources	😊
KFA 27: Water and Sanitation Services and Infrastructure	Water loss management	😊
KFA 27: Water and Sanitation Services and Infrastructure	Basic services (water & sanitation) to informal settlements	☹️
KFA 27: Water and Sanitation Services and Infrastructure	Development enabling infrastructure	😊
KFA 27: Water and Sanitation Services and Infrastructure	Waste Water Treatment Works Capacity	😊
KFA 27: Water and Sanitation Services and Infrastructure	Waste Water Treatment Works process optimisation	☹️
KFA 27: Water and Sanitation Services and Infrastructure	Master Planning	☹️

KFA 28: Solid Waste Management and Infrastructure

KFA Description:

Drakenstein has adopted an Integrated Waste Management Plan in order to address the challenges of Waste Management in line with the National Waste Strategy. Actions within the plan as well as the review of the plan, is a continuous process. All formal erven are serviced by a kerbside, wheelie bin refuse removal system once a week. Informal erven are serviced by door-to-door black bag or central skip removal at least once a week.

Solid Waste Management services

The Municipality is responsible for refuse collection services, solid waste disposal and treatment, management of solid waste facilities, waste minimisation, street sweeping and cleaning of open undeveloped municipal erven. The Municipality strives to meet basic community needs through the provision of affordable and sustainable waste management services and the provision of a clean and healthy environment.

Basic waste management information is as follows:

- On average 42,000 refuse removal service points are being serviced weekly;
- 84,150 tons of solid waste disposed at the Wellington Solid Waste Disposal Site;
- In total 4,300 kilometres of streets are swept per annum; and
- 360 Hectare of open erven cleaned and mowed.

Note: All formal erven serviced by refuse bin removal service at least once a week. Informal erven serviced by bag or central skip removal at least once a week. Total number of households (refuse removal) indicates total collection points.

The municipality has embarked on a vigorous Waste Minimization program to divert green waste and builders' rubble from the landfill site and a dedicated facility has been constructed for this purpose. Green aztecas, however prone to vandalism, are placed throughout the municipal area as receptacles for glass. Additional receptacles for other recyclable commodities such as plastics, paper, cooking oil, electronic waste and motor oil are available at the Wellington drop-off area (Wellington landfill site, Interpace) and Material Recovery Facility (Paarl Refuse Transfer station, Distillery Street).

Key Challenges and Rating

Key Focus Area	Key Challenges	Rating
A	B	C
KFA 28: Solid Waste Management and Infrastructure	Alternative to Landfill	☹️
KFA 28: Solid Waste Management and Infrastructure	Landfill operation optimisation	☹️
KFA 28: Solid Waste Management and Infrastructure	Landfill compliance	😊
KFA 28: Solid Waste Management and Infrastructure	Rehabilitation of old landfill sites	😊
KFA 28: Solid Waste Management and Infrastructure	Illegal dumping/ Area cleaning	☹️
KFA 28: Solid Waste Management and Infrastructure	Waste minimisation	☹️
KFA 28: Solid Waste Management and Infrastructure	Solid waste removal in informal settlements	☹️
KFA 28: Solid Waste Management and Infrastructure	Norms & standards compliance	😊

Key Focus Area	Key Challenges	Rating
A	B	C
KFA 28: Solid Waste Management and Infrastructure	Master planning	😊

Table 55: KFA28 – Key Challenges and Rating

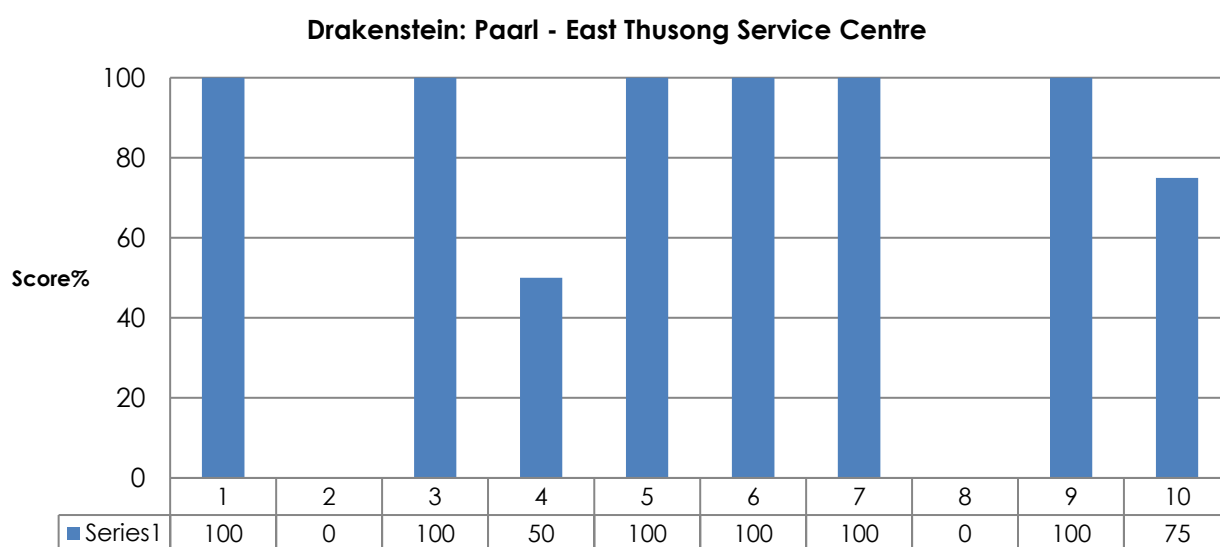
KFA 29: Municipal and Public Facilities

KFA Description:

On an annual basis provision is made in the annual capital and operational budgets for maintenance and upgrading of council owned properties and facilities. Community needs as well as regular inspections conducted at facilities are used to inform the budget. The post of Coordinator: Facilities Management has been prioritised for filling and the appointee will be responsible for the management of the Thusong Centres and Community Halls in Drakenstein.

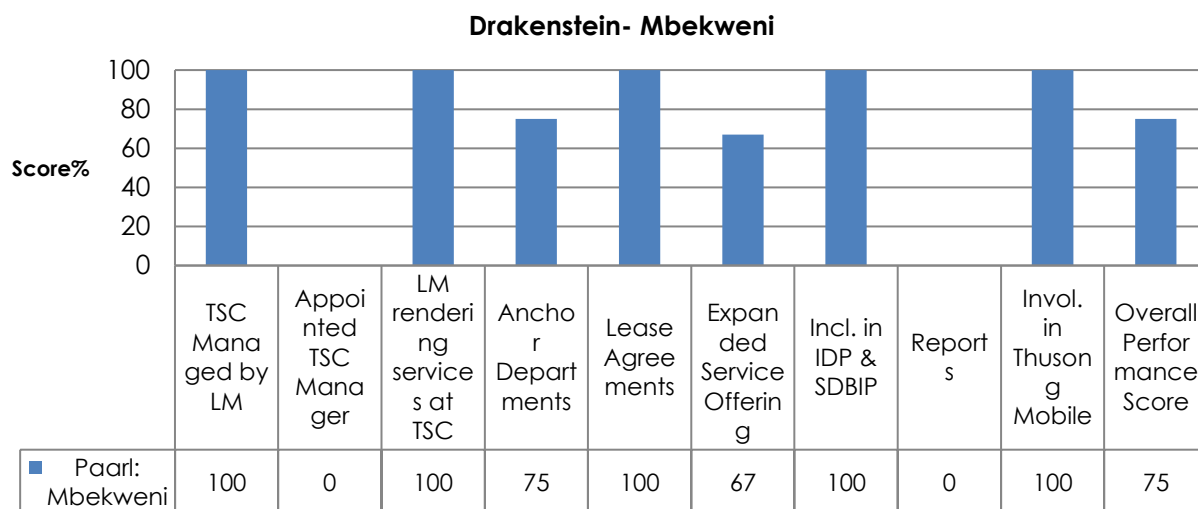
The construction of Community halls in Saron and Simondium have also been approved by Council.

The Thusong Programme is essentially establishing a one stop centre providing integrated service and information from government, to communities close to where they live as part of a comprehensive strategy to better their lives. Drakenstein Municipality makes use of a functionality score card which was developed by the Provincial Department of Local Government for Thusong Service Centres. This score card serves as a concise management reporting system describing the operational functionality of Thusong Service Centres and effectively drives the communication of agreed upon goals and actions and the distribution of accountabilities between role-players.



Graph 1: KFA 29 – Paarl East Functionality Score Card

As per the functionality score card above, the Paarl-East Thusong Service Centre is categorised as a well-functioning Thusong Service Centre with an overall score of 75%.



Graph 2:KFA 29 – Mbekweni Functionality Score Card

As per the functionality score card above, the Mbekweni Thusong Service Centre is categorised as a well-functioning Thusong Service Centre with an overall score of 75%.

Based on the score card above, the following key areas are being attended to by the municipality:

- Prioritising the appointment of a dedicated Thusong Service Centre Manager or Administrator to manage the daily operations of the centre;
- The submission of reports and good news stories on a quarterly basis to promote/ showcase functionality of the Mbekweni and Paarl East Thusong Service Centre;
- Budgeting for the Thusong Programme holistically, including the outreach components (i.e. Thusong Mobiles and Thusong Extensions); and
- Expanding the basket of services to include economic and social development programmes.

The municipality is also committed to utilise the Thusong Programme as a vehicle to achieve strategic social and economic priorities identified within the IDP.

The two Thusong facilities are managed according to the Six Block Model prescribed by national government. It houses six national government s, including SASSA, the Department of Social Services and Consumer Protection. It also houses six NGO's including Arise and Shine (Disabled Forum), Down Syndrome Association, Gender Violence Research Initiative (MRC study), HIV/Aids research study (University of Stellenbosch) and the CDW programme.

It also provides computer training opportunities in three dedicated computer laboratories (Office of the Premier). At the Mbekweni Thusong 33 663 people visited the facility to make use of the services provided and at Paarl East the total was 28,211.

Key Focus Area	Issues/ Challenges	Rating
A	B	C
KFA 29: Municipal & Public Facilities	Maintenance of municipal facilities	⊗
KFA 29: Municipal & Public Facilities	Maintenance of public facilities	⊗
KFA 29: Municipal & Public Facilities	Maintenance of sport facilities	⊗



KFA 29: Municipal & Public Facilities	Maintenance of resorts		
KFA 29: Municipal & Public Facilities	Green building initiatives		

Table 56: KFA29 - Key Challenges and Rating

KFA 30: Sport and Recreational Facilities









KFA Description

The following table gives a comparison between 2011/2012, 2012/2013, 2013/2014 and 2014/2015 of the different sport codes utilisation of the facilities.

Code	2011/2012	2012/2013	2013/2014	2014/2015	Number of fields
Rugby	1,156	1010	1074	1101	19
Cricket	275	260	233	237	12
Soccer	770	750	605	640	13
Cycling	6	2	2	6	1
Hockey	29	23	14	12	4
Athletics	51	48	54	36	3
Netball	399	328	307	668	12

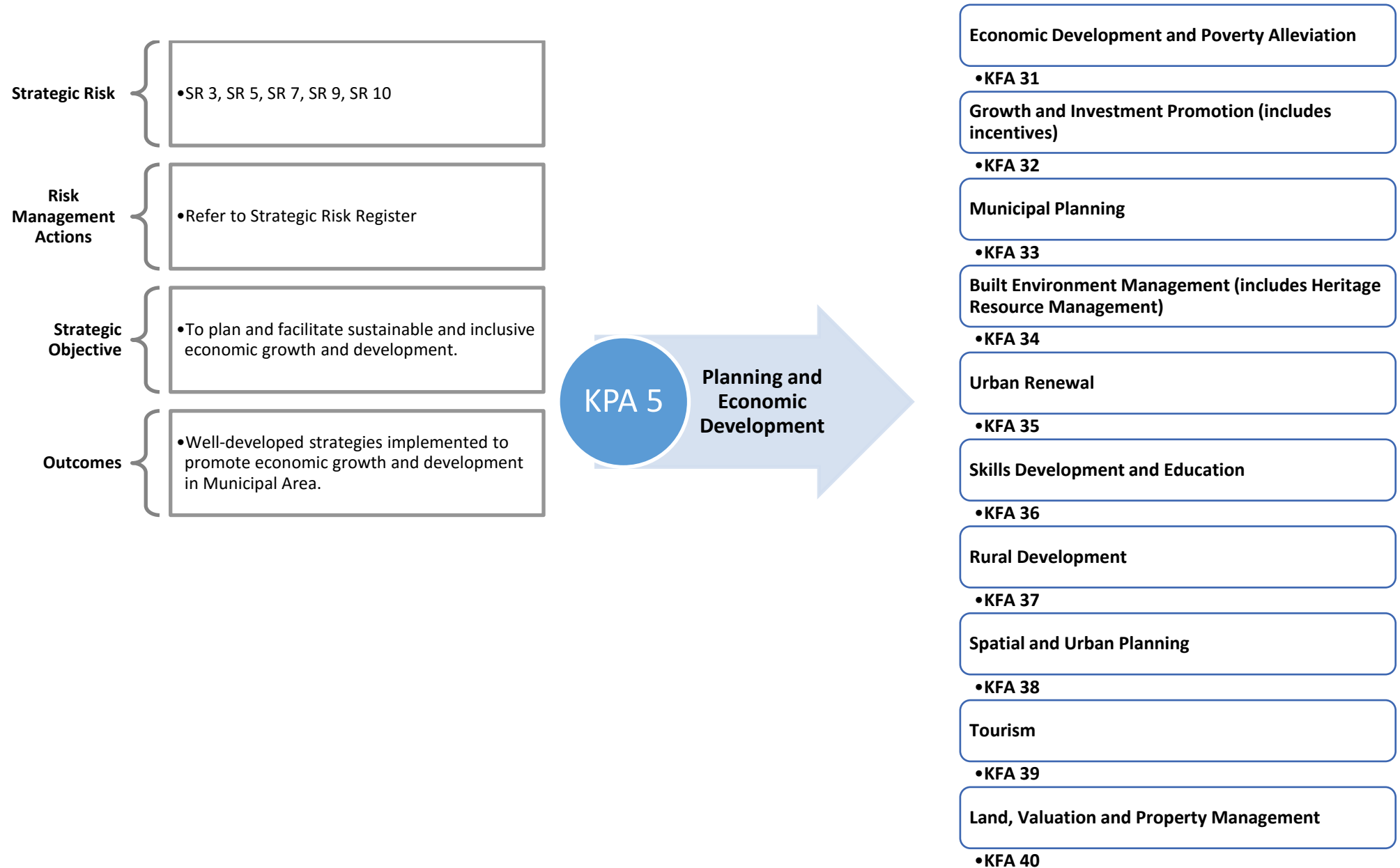
Table 57: KFA30 - Sport Events

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 30: Sport & Recreational Facilities	De Kraal	
KFA 30: Sport & Recreational Facilities	Newton	
KFA 30: Sport & Recreational Facilities	Weltevrede	
KFA 30: Sport & Recreational Facilities	Pelikaan	
KFA 30: Sport & Recreational Facilities	Parys Sport Fields	
KFA 30: Sport & Recreational Facilities	Orleans Sport Field	
KFA 30: Sport & Recreational Facilities	Mbekweni Sports Field	
KFA 30: Sport & Recreational Facilities	Huguenot Tennis	

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 30: Sport & Recreational Facilities	Gouda	😊
KFA 30: Sport & Recreational Facilities	Saron	😊
KFA 30: Sport & Recreational Facilities	Hermon	😊
KFA 30: Sport & Recreational Facilities	Pentz Street Swimming Pool	😞
KFA 30: Sport & Recreational Facilities	Pen Basson	😊
KFA 30: Sport & Recreational Facilities	Drakenstein Swimming Pool	😞
KFA 30: Sport & Recreational Facilities	Mbekweni Swimming Pool	😞
KFA 30: Sport & Recreational Facilities	Faure Street Swimming Pool	😞
KFA 30: Sport & Recreational Facilities	Weltevrede Swimming Pool	😡
KFA 30: Sport & Recreational Facilities	Antoniesvlei Swimming Pool- baboons, shebeen, staff housing, alien vegetation and swimming pool	😞
KFA 30: Sport & Recreational Facilities	Saron Swimming Pool – chalets and swimming pool	😞
KFA 30: Sport & Recreational Facilities	Orleans Spray Park – maintenance	😞
KFA 30: Sport & Recreational Facilities	Sport Forum/Council	😞
KFA 30: Sport & Recreational Facilities	Dal Josaphat Stadium	😞
KFA 30: Sport & Recreational Facilities	Faure Street Stadium	😊
KFA 30: Sport & Recreational Facilities	Boy Louw Sports Facility	😡

Table 58: KFA30 – Key Challenges and Rating



Analysis of Internal and External Factors (The Current State)

Drakenstein has a history that will continue to impact its present and future. Due to hard geographic and spatial borders along the river, the train line and the main road to support segregation, it will be very difficult to undo the prevailing impacts of spatial apartheid and the “tale of two cities. The key challenges to which Drakenstein must respond are:

Micro Environment (Internal):

- Continually striving towards efficiency in order to attract investment, development and growth;
- Minimise red tape and bureaucracy;
- Ensure long-term financial sustainability; and
- Create a SMART City of Excellence.

Macro Environment (External):

- jobless growth: which data indicates (such as investment, building plans and land use applications) indicate growth since the 2008 economic decline the labour force is characterised by a relatively large proportion of unskilled labour;
- changes in land use at national level, i.e. expropriation;
- agriculture as the base of the economy: the sector comprised R1.337 billion (or 7.3 per cent) of the Municipality’s GDP in 2016. It displayed steady growth of 2.4 per cent for the period 2005 -2015, but slowed down to 0.3 per cent between 2010 and 2015;
- economic exclusion and lack of social cohesion;
- quality of education and skills development: the literacy rate in Drakenstein was recorded at 44.8 per cent in 2011 which is higher than the average literacy rates of the Cape Winelands District (81.7 per cent) and the rest of South African (80.9 per cent) but is lower than the Western Cape (87.2 per cent);
- economic development in general and local business development in particular: the municipality must facilitate business development, growth and retention
- Business Resilience and Relevance to effectively respond to the Fourth Industrial Revolution..

KFA 31: Economic Development and Poverty Alleviation

KFA Description

Poverty Alleviation focuses on 11 food and nutrition centres that have been established throughout the Drakenstein Municipal Areas. These centres are managed and supported by the Community Development Section and provide an average of 240 meals for 3 days per week.

Job Creation

Job creation and economic growth remain one of Drakenstein Municipality’s key strategic priorities. In 2014 the Western Cape Government identified Skills Development as a game changer to accelerate economic growth in the province. The Municipality continues to channel resources towards facilitating sustainable solutions to unlock job creation opportunities. Drakenstein Municipality delivers the services and creates investor confidence which are critical preconditions for investment, which stimulates economic growth and in turn unlocks job creation.

Number of jobs	2012	2013	2014	2015	2016
Formal Sector	76,241	78,069	78,093	81,383	83,369
Informal Sector	19,490	21,630	23,284	26,205	25,226
Total	95,731	99,699	101,377	107,588	108,595

Table 59: KFA 31 - Job Creation

Economic Overview

The Drakenstein municipal area has the largest economy in the Cape Winelands District, contributing R19.8 billion to the economy of the District in 2016. The finance, insurance, real estate and business services, the wholesale and retail trade, catering and accommodation and the manufacturing sectors are the largest contributors to the economy. Employment in this municipal area is dependent on a diverse range of sectors which is in line with the more urban nature of some of the towns in the area, which provides goods and services to other industries within the region. In 2016, the Drakenstein municipal area employed 108,595 people, mostly within the wholesale and retail trade, catering and accommodation.

Income Category (per annum)	% of households
R 0,00 – R 42,000.00	24.6%
R 42,000.00 – R 132,000.00	37.4%
R 132,000.00 – R 600,000.00	32.5%
Above R 600,000.00	5.4%

Table 60: KFA31 - Income Category

Job Creation through EPWP Projects

A key strategy for the five-year cycle is to increase focus on the Expanded Public Works Program by mainstreaming it throughout the organization, rather than relying on one or two s to provide job opportunities. This broader span will allow for a greater diversity of jobs and in turn, this will increase jobs and subsequently the grant funding for the EPWP. The challenge for the years ahead is to ensure that while the organization seeks to reach the targets set by National Government, the jobs created are sustainable providing long-term prospects for the unemployed. The Engineering Service Department is responsible for the administration and co-ordination of the Municipality's Expanded Public Works programs. Two programs provide short-term work opportunities to unemployed people.

- The Expanded Public Works Programme, and
- The Community Work Programme

Employment creation through EPWP projects

The Expanded Public Works Program - Phase 3 was developed to focus on employment creation, income generation and labour intensive projects over a five-year period from 2014 until 2019. To respond to the objectives of the five-year period, projects was identified and rolled out to respond to job creation and income support to the poor and unemployed through the delivery of public and community assets and services.

The municipality dedicated its implementation of EPWP projects in the Environment and Culture sector respectively concentrating on waste removal, recycling and beautification of parks, cemeteries, resorts and swimming pools. In the Social sector, the Municipality focused on community safety through the implementation of disaster risk management and visible policing projects. The Infrastructure sector also

plays a role through implementing projects such as maintenance of municipal rental flats, demolishing of illegal structures and upgrading of sport fields.

EPWP phase 3 targets for Drakenstein Municipality

The EPWP Phase 3 outlined five year set targets for Drakenstein Municipality.

Job Creation through EPWP Projects				
Financial Year	Target Work opportunities (WOs)	Achieved Performance against WO target	Target Full Time Equivalents	Achieved Performance against FTE
2014/2015	527	622	101	77
2015/2016	565	489	118	173
2016/2017	608	1524	137	338
2017/2018	673	1928	163	489
2018/2019	703	-	177	-
Amount	3076	4563	696	1077

Table 61: KFA31 - Job Creation through EPWP Projects

The set target of 3076 for Phase 3 of EPWP, 2014 -2019 was achieved with 1487 work opportunities by 2018. Thus also resulted in an increased amount of the Conditional grant funding allocated to Drakenstein municipality towards its EPWP projects. The allocation have increased since the year 2014 from R 1000 000 to R 2 456 000 in the 2017 to an increased double amount of R4 433 000 in 2018.

The Municipality contributed R 11 434 000 since the year 2016 to R 19 456, 907 in the year 2018 to maximize the efforts in creating work opportunities and bringing unemployed people into economic activity. A total of 20 projects was identified for roll out in the 2018- 2019 financial year to create over 2000 work opportunities within Drakenstein.

Economic Employment by Sector

Economic Employment by Sector			
Sector	Jobs		
	2014/2015	2015/2016	2016/2017
Agriculture, forestry and fishing	12,661	16,136	15,924
Mining and quarrying	74	77	77
Manufacturing	9,265	9,178	8,949
Electricity, gas and water	304	326	338
Construction	8,726	8,929	9,302
Wholesale, retail trade, catering and accommodation	23,313	24,240	24,643
Transport, storage and communication	4,318	4,673	4,369
Finance, insurance, real estate and business services	14,919	15,618	15,964
General government	12,212	11,916	12,149

Community, social and personal services	15,585	16,495	16,880
Total	101,377	107,588	108,595

Table 62: Economic Employment by Sector**Key Challenges and Rating**

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 31: Economic Development and Poverty Alleviation	Scarcity of job opportunities and lack of economic opportunities;	☹️
KFA 31: Economic Development and Poverty Alleviation	Inter-generational poverty cycle and dependency cycle	☹️
KFA 31: Economic Development and Poverty Alleviation	SMME and Entrepreneurship Development	😊
KFA 31: Economic Development and Poverty Alleviation	Informal Economy Enhancement Strategy	😊
KFA 31: Economic Development and Poverty Alleviation	Addressing the digital divide and unemployment	☹️
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	😊
KFA 31: Economic Development and Poverty Alleviation	Enhancing Small Business support	☹️

Table 63: KFA31 – Key Challenges and Rating**KFA 32: Growth and Investment Promotion****KFA Description**

A key strategy for the five year cycle is to increase focus on the Extended Public Works Program by mainstreaming it throughout the organisation, rather than relying on one or two departments to provide job opportunities. This broader span will allow for a greater diversity of jobs and in turn this will increase jobs and subsequently the grant funding for the EPWP. The challenge for the years ahead is to ensure that while the organisation seeks to reach the targets set by National Government, the jobs created are sustainable providing long-term prospects for the unemployed.

The Economic Development Department is responsible for the administration and co-ordination of the Municipality's public works programs. The line function departments and their contractors appoint and manage the job seekers. There are two programs that provide short term work opportunities to unemployed people.

- The Expanded Public Works Programme, and

- The Community Work Programme

Year on year there has been a marked increase in the number of jobs created through the EPWP. It is intended that the trajectory be maintained for the next five years and beyond

To gauge the health/ state of the municipality economy and economic size, the table below gives a synoptic overview of demographics in the Drakenstein Area:

	2016	2011
Population	280 195	251 262
Age Structure		
Population under 15	26.40%	25.60%
Population 15 to 64	69.00%	69.20%
Population over 65	4.60%	5.20%
Dependency Ratio		
Per 100 (15-64)	45	44.5
Sex Ratio		
Males per 100 females	97.6	96.7
Population Growth		
Per annum	2.48%	n/a
Labour Market		
Unemployment rate (official)	18.3%	17.60%
Youth unemployment rate (official) 15-34	33.4%	24.60%
Education (aged 20 +)		
No schooling	2.10%	3.30%
Matric	33.70%	27.40%
Higher education	11.10%	11.80%

Table 64: KFA32 - Community Works Programme

The table below gives the municipality's total output reflected in terms of real GDP growth:

Year	Real GDP growth (%)
2011	3.2%
2012	2.8%
2013	2.6%
2014	2.6%
2015	1.3%
2016	0.4%

Table 65: KFA32 – Real GDP Growth (%)

Economic Activity by Sector			
R'000 000			
Sector	2014/2015	2015/2016	2016/2017
Agriculture, forestry and fishing	1,209	1,206	1,337
Mining and quarrying	40	44	46
Manufacturing	2,771	2,955	3,044
Electricity, gas and water	435	487	514
Construction	1,344	1,485	1,560

Wholesale, retail trade, catering and accommodation	2,992	3,278	3,590
Transport, storage and communication	1,568	1,658	1,731
Finance, insurance, real estate and business services	3,769	3,942	4,218
Government, community and social services	1,856	1,983	2,130
Community, social and personal services	1,420	1,551	1,647
Total	17,404	18,590	19,816

Table 66: KFA32 - Key Economic Activities

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 32: Growth and Investment Promotion (includes incentives)	Investor Facilitation	😊
KFA 32: Growth and Investment Promotion (includes incentives)	Investment Promotion	😊
KFA 32: Growth and Investment Promotion (includes incentives)	Inability to do effective Investment Promotion	😞
KFA 32: Growth and Investment Promotion (includes incentives)	No incentives to promote meaningful development such as a planning incentive policy	😞
KFA 32: Growth and Investment Promotion (includes incentives)	Development Contribution Policy	😊
156KFA 32: Growth and Investment Promotion (includes incentives)	Development Facilitation (proactive engagement with big roleplayers to plan together in order to attract investment)	😞

Table 67: KFA32 – Key Challenges and Rating

KFA 33: Municipal Planning

KFA Description

The purpose of land use planning is to enhance the living quality of all residents within the Drakenstein Municipal area and to cater for sustainable progression/growth of the Municipal area as a whole, through creating an environment that facilitates orderly and predictable development throughout the entire Drakenstein Municipal area.

The Land Use Planning Division is responsible for the processing of applications for land use changes (by means of rezoning, consent uses, departures, temporary departures, amendment of conditions of approval and removal of restrictive title conditions) and farm subdivision applications, as well as the scrutinizing of building plans for compliance with zoning parameters and attending to illegal land uses.

The most important instrument used in land use management is the Land Use Management System (previously Zoning Scheme Regulations). It must be noted that four different sets are currently in existence/operation for different parts of the Municipal area. In order to comply with the provisions of new planning legislation, adopt and utilize best practice and trends and to cater for local economic development,

a new single and integrated Land Use Management System for the whole of the Drakenstein Municipal area is being developed. This is a 3-year project in which the public will also be involved and is expected to be completed mid-2018.

Due to the promulgation of new National and Provincial planning legislation, the Municipality developed and adopted its own Bylaw on Municipal Land Use Planning, in terms whereof land use planning is regulated on Municipal level. In terms of the new delegation system, all Municipal land use planning applications are either decided by an Authorized Official, or a Municipal Planning Tribunal, with a general right of appeal to the Executive Mayor being the Appeal Authority. In terms of the Bylaw, various minor applications are exempted from the application procedures, thereby drastically shortening approval periods. The Bylaw was implemented on 1 February 2016. All applications submitted after 31 January 2016 are therefore dealt with in terms of the Bylaw. This change is expected to significantly speed up the approvals process.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 33: Municipal Planning	Not keeping within legislative timeframes for the commenting of building plan application, inspections, the issuing of Certificate of Occupations	⊖
KFA 33: Municipal Planning	Expedite completion notices of various projects to internal roleplayers (finance and rates)	⊖
KFA 33: Municipal Planning	Expedite land use application processes via an electronic system, ongoing revision of the LUMS, as well as the ongoing revision of the Municipal Planning By-Law and Policies.	⊖
KFA 33: Municipal Planning	Increase oversight and management of liquor outlets	⊖

Table 68: KFA33 - Key Challenges and Rating

KFA 34: Built Environment Management (includes Heritage Resource Management)

KFA Description:

Building regulations

The function of the building regulations and standards legislation is to regulate building development. This includes the processing and assessment of new building plan applications, the monitoring of building work to ensure compliance with the approved building plan and to implement appropriate action where unauthorised building activities occur. These actions all form the basis for the promotion of orderly building development that will benefit and promote the living environment of the citizens of the Municipal Area.

In order to expedite building plan applications, building inspections and action against unauthorised building work, the electronic application module will be reviewed, expanded and upgraded to enhance effective, efficient and expedient approval of building plan applications.

The protection of Drakenstein's rich and diverse heritage is a priority for the municipality. Heritage assets can be buildings, monuments, sites, places, areas or landscapes which have been positively identified as having a degree of significance. The interest of a heritage asset may be archaeological, architectural, artistic

or historic. Many of these assets have a local, communal value. Some have statutory protection through designation such as listed buildings or scheduled monuments; others are recognised as important internationally, such as World Heritage Sites. Heritage assets are non-renewable resources which can bring social, economic and environmental benefits through their conservation.

Community-based organisations and volunteers play an increasing role in protection of our natural and built heritage assets. Many of these are heritage assets – historic buildings, monuments, places or landscapes which have significance and are valued by the community.

In terms of relevant legislation, the municipality will be seeking to devolve appropriate functions to the municipality in order to expedite heritage processes. In conjunction with this, the Constitutions of the two Heritage Committees (Paarl and Wellington) are being reviewed with the possibility to amalgamate the two committees into one.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 34: Built environment Management (includes Heritage Resource Management)	Lack of suitable approval processes for industry development in rural areas	☹
KFA 34: Built environment Management (includes Heritage Resource Management)	Development of a Heritage By-law	☹
KFA 34: Built environment Management (includes Heritage Resource Management)	Heritage Committees to be duly constituted	☹
KFA 34: Built environment Management (includes Heritage Resource Management)	Develop and maintain a Heritage Register	☹
KFA 34: Built environment Management (includes Heritage Resource Management)	Heritage areas require approval i.t.o. the NHRA	☹
KFA 34: Built environment Management (includes Heritage Resource Management)	Lack of a Cultural Heritage Strategy for the municipality	☹

Table 69: KFA34 - Key Challenges and Rating

KFA 35: Urban Renewal

KFA Description

Urban renewal, or urban regeneration is a program of land redevelopment in areas of moderate to high density urban land use. Changes in the spatial economy can easily create imbalances in the urban environment and this

requires mitigation. The impact of renewal on the urban environment cannot be underestimated and plays an important role in the history and demographics of cities.

Urban renewal involves the relocation of businesses, the demolition of structures, and the use of public assets to revitalise the urban milieu for the benefit of all its users. Policies such as Special Ratings Areas, Restructuring Zones and Special Use Areas are tools to assist in renewal.

The Urban Renewal of the business areas in Paarl and Wellington remain a priority. The Public Private Partnership Agreement we have with the private sector investor for the upgrading of the Paarl CBD will be reviewed. A Special Ratings Area policy has been developed and once approved the Paarl and Wellington Central Business Districts can be declared as Special Rating Areas (SRAs) to encourage investors to upgrade the CBD areas in these specific towns.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 35: Urban Renewal	Ensure consistency in how to manage illegal construction work (backyard dwellers, signage, all other buildings), etc.	☹️
KFA 35: Urban Renewal	Lack of good quality public transport system	☹️
KFA 35: Urban Renewal	Implementation of Wellington Urban Design Framework	😊
KFA 35: Urban Renewal	No Spatial Directives for Paarl Hamlet Node/ Gateway and De Poort	☹️
KFA 35: Urban Renewal	No Spatial Directives for Paarl CBD and Surrounds	😊
KFA 35: Urban Renewal	Identification, acquisition and appropriate use of well located land.	😊
KFA 35: Urban Renewal	Disinvestment from CBD areas and lack of communication amongst all stakeholders and role players.	😊
KFA 35: Urban Renewal	Prevalence of crime and grime	😊
KFA 35: Urban Renewal	Lack of suitable/diverse housing and need for social integration	☹️

Table 70: KFA35 – Key Challenges and Rating

KFA 36: Skills Development and Education

KFA Description:

The Drakenstein Municipality has a literacy rate of 86.9% (2011). The workforce in Drakenstein Municipality can be regarded as relatively skilled. This can be attributed to the number of educational institutions (primary, secondary and tertiary) in its area of jurisdiction. However, we need to determine whether the skills that are available are those required by employers and industry. If not then the gaps must be identified and initiatives put in place to mitigate the skills gap.

Skill Levels	%
Highly Skilled	21,6%
Skilled	28,5%
Low Skilled	24.9%
Unspecified	25%
Total	100%

Table 71: KFA36 - Skill Levels

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 36: Skills Development and Education	Lack of relevant training to meet sector needs and there exists a big gap between the Skills needs and Demands	⊖
KFA 36: Skills Development and Education	No integration and proper planning of the skills development value chain	⊖
KFA 36: Skills Development and Education	Lack of educational resources and access to technology (e-learning)	⊖
KFA 36: Skills Development and Education	Lack of suitable skills for the Gaming Sector	⊖
KFA 36: Skills Development and Education	Lack of financial assistance for youth to access education	⊖
KFA 36: Skills Development and Education	Non uniformity and consistency in the interpretation of legislation	⊖

Table 72: KFA36 - Key Challenges and Rating

KFA 37: Rural Development

KFA Description

Rural development is multi-dimensional and much broader than poverty alleviation through Human Resource Development (HRD) and social and economic programmes. . It places emphasis on changing environments to enable rural people to earn more, invest in themselves and their communities and contribute towards maintenance of key infrastructure. However, the notion of rural-urban linkages and how they can be improved to reduce poverty and inequality, enhance inclusive development and economic growth are being recognized. Urban areas offer better jobs, respite from toiling on a farm without a decent income, safe drinking water and shorter distances to medical and healthcare facilities. These factors do not only present rural-urban dynamics, but can also be an important source of rural poverty reduction.

The National Department of Rural Development and Land Reform has the mandate to deliver in terms of vibrant, equitable and sustainable rural communities and food securities for all. However, it is expected that Municipalities play a critical role and form part of the Implementation Forum/ task teams which drives the achievement of this outcome, for the following reasons:

- Local government is closest to the people;
- Municipalities have a constitutional mandate to undertake a developmental approach in implementing policies and programmes;
- Municipalities are required to exercise powers and functions to maximize the impact of social development, meeting needs of poor and ensuring growth of local economy, as per applicable legislation. This is also proposed in the SALGA position regarding the role of municipalities in agriculture.
- In general, in order to meet the basic needs of rural and farming communities, Municipalities should:

- Establish an environment (whether directly or indirectly) that will contribute and/ or result in transformed rural communities, in a sustainable manner (facilitation, processes);
- Actively engage with spheres of government and partners, stakeholders and rural communities; and
- Co-operate and align policies and programmes with other government entities.

In 2009 the municipality adopted a Rural Development Strategy (RDS). However, upon attempting implementation and enacting this Strategy, certain shortcomings in the said document were highlighted, as follows:

- It was vague on vision;
- It did not offer a ward based approach to rural development;
- The strategy was not internally (departmentally) aligned; and
- The 2009 RDS was never integrated into the Integrated Development Plan (IDP) of the municipality

It should also be noted that, due to a shift in focus nationally from the “Comprehensive Rural Development Plan” to the Agri-parks concept, the scope of the strategy had to be adjusted accordingly. As far as the establishment of the Rural Development Forum is concerned, for alignment purposes, it is intended to be incorporated as a subcommittee of the IDP representative forum.

The municipality procured the services of Siyakhana Consulting Services to assist with the compilation of a Rural Development Strategy. The final draft is currently in the process of being considered by Council for approval.

The draft Rural Development Strategy document is a dynamic document that was co-developed after extensive consultation with government officials, rural ward councillors, community organizations and interest groups. This document complements the broad vision of the municipality by offering an innovative approach to rural development and a framework on how to manage and drive transversal rural development planning effectively within a local authority.

Following the approval of the strategy, the Rural Development section intends to bring about targeted sustainable interventions in the rural communities of Drakenstein. The focus will be on skills development targeting the youth, women and the development of Early Childhood Development centres in rural communities. The section will focus on facilitating access to financial assistance to rural learners to further their studies through current programmes and the buy-in of other entities. We will also focus on facilitating an enabling environment to develop the Agri-processing food chain to ensure that we contribute meaningfully to establishing food security within the rural hinterland which is one of our catalytic zones. We will achieve this with the extensive network of role players we have in the agricultural sector and access to municipal resources like commonage land. The section will be working closely with the Economic Growth and Tourism division to ensure that bankable business plans and an inclusive model for food security be developed in Drakenstein .

The following projects are targeted by the Rural Development section for the next 12-18 months:

- Vlakkeland Small Farmers (relocation to Gouda farms pending outcome of EIA Report;
- Saron Vegetable Garden (1HH1Ha programme);
- Greywater Project (pilot at rural school);
- Blueberry Incubator Project (involving rural youth with entrepreneurial spirit);
- Developing of programme to assist rural learners financially through bursaries to further their studies;
- Transformation process in Saron (TRANCRAA).

Key Challenges and Ratings







Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 37: Rural Development	Lack of Food security initiatives within the rural hinterland	
KFA 37: Rural Development	Lack of inadequate spatial planning in rural areas	
KFA 37: Rural Development	Lack of financial assistance for youth to access education	
KFA 37: Rural Development	Lack of economic opportunities	
KFA 37: Rural Development	Ineffective communication	
KFA 37: Rural Development	Lack of Basic Education facilities	

Table 73: KFA37 - Key Challenges and Rating

KFA 38: Spatial and Urban Planning

KFA Description

Urban planning is a technical and political process concerned with the development and use of land, planning permissions, protection and use of the environment, public interest and infrastructure, such as transportation, communications, and distribution networks. Spatial planning refers to the methods and approaches used by the public and private sector to influence the distribution of people and activities in spaces of various scales. Spatial planning can be defined as the coordination of practices and policies affecting spatial organisation. The primary document setting out the spatial strategy for municipalities is the Spatial Development Framework (SDF). The SDF is drafted for a five year cycle and reviewed annually – similar to that of the IDP. The current Spatial Development Framework (SDF) was adopted by Council on 28 October 2015 and is due for review during this IDP cycle. The SDF is attached as Annexure A.

The SDF makes provision for the development of precinct plans or spatial development plans for focus areas. The Spatial Planning department is currently undertaking a precinct plan for the extension of the Wellington Industrial Park with the aim to obtain the necessary development rights for industrial purposes. An Urban Design Framework was developed for the Wellington CBD as this was a priority project identified in the Drakenstein SDF. The goal of the project is to provide guidance on the future development and re-development of the CBD of Wellington. This would include revitalization, integration, upgrading, beautification and improved functioning of the CBD. A similar project is in process for Paarl CBD, Huguenot Station and Klein Drakenstein Road Area.

A number of precinct plans will be undertaken over the next five years. These include:

- Windmeul Precinct Plan
- Mbekweni Precinct Plan
- South of the N1 Precinct Plan

- Klapmuts Precinct Plan
- Paarl Farms
- Paarl East Precinct Plan
- Southern Paarl Precinct Plan

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 38: Spatial and Urban Planning	Need for a Social Contribution Policy to drive Corporate Social Investment	☹️
KFA 38: Spatial and Urban Planning	Limited Spatial Directives for south of the N1	☹️
KFA 38: Spatial and Urban Planning	Incomplete LSDF for Klapmuts	😊
KFA 38: Spatial and Urban Planning	Exemption of certain appropriate areas from Act 70 of 1970	☹️
KFA 38: Spatial and Urban Planning	Exemption of certain appropriate areas from Act 70 of 1970	☹️
KFA 38: Spatial and Urban Planning	Cemetery Space	☹️

Table 74: KFA38 – Key Challenges and Ratings

KFA 39: Tourism

KFA Description

Tourism sector growth remains buoyant hence the Western Cape Government's strong drive to prioritise this sector for the next five years. During 2015, the Western Cape for approximately 14.5% of all South African tourist arrivals and earned approximately 21.8% of the South Africa's total tourist spend. In the Cape Winelands we continued to experience significant growth in our traditional core markets namely Germany and France and we anticipate a steady growth of this market during the next five years. To achieve sustainable growth in this sector we have aligned our Tourism Strategy with the provincial priorities which will mainly focus on:

- Tourism Product Development – Here we will focus on developing a Sports Tourism Strategy to confirm and embed Drakenstein as a Sporting Destination of Excellence;
- Enhance our Cultural and Heritage Tourism – The Municipality will play a strategic role in establishing a Centre of Memory for Mr Nelson Mandela to uphold the Mandela Legacy in the area and position Drakenstein as a key destination on the Mandela Legacy Route. In 2017/2018 the Municipality will implement the Drakenstein Arts and Crafts Meander which will provide sustainable entrepreneurial opportunities to our local crafters.

- Improve the existing Destination Marketing activities- There will be a stronger focus on positioning Drakenstein's tourism brands on international and domestic marketing platforms with the view of establishing Joint Marketing Agreements with strategic role-players in the industry.
- Tourism Infrastructure Development – The Municipality will enhance the overall tourism experience through upgrading existing tourism infrastructure and in so doing ensure a quality experience overall.
- Tourism Skills Development- Over the next five years Drakenstein will facilitate an enabling environment to promote skills in the tourism value chain. This will be done through a number of partnerships with different spheres of Government and the Private Sector.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 39: Tourism	Lack of Transformation in the Tourism industry	⊖
KFA 39: Tourism	Lack of adequate Tourism Infrastructure	⊖
KFA 39: Tourism	Lack of Sports Tourism focus	⊖
KFA 39: Tourism	Lack of focused Events and MICE Strategy	⊖
KFA 39: Tourism	Lack of Film Locations Policy	⊖

Table 75: KFA39 – Key Challenges and Ratings

KFA 40: Land, Valuation and Property Management

KFA Description

Section: Land Survey

The purpose of the Land Survey Section is to provide a technical support service regarding land-related matters, to provide for the orderly and efficient development of land and to ensure proper control in respect of the subdivision of land within the urban environment. The section is responsible for the processing of land development applications, e.g. urban land subdivisions, removal of restrictive title conditions prohibiting land subdivision, encroachments, road and public place closures, scrutinising of building plans in respect of property and cadastral information, providing land information to assist the public, recommending whether or not rates clearance for the transfer of erven and farms within the municipal area may be issued, assisting other departments with land survey tasks and the verification of municipal property boundaries using land survey methods.

Section: Valuations

The purpose of the Valuation Section is to establish and maintain a reliable property valuation roll with accurate valuations, as the basis for levying municipal property taxes. The section is responsible for the appointment of a service provider for the compilation of the General Valuation (GV) Roll every four years, the implementation thereof and Supplementary Valuation (SV) Rolls at least bi-annually, except for the year during which the new General Valuation Roll is implemented, when only one SV is undertaken.

The General Valuation Roll 2016 will be implemented on 01 July 2017 and will be valid until 30 June 2021.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 40: Land, Valuation and Property Management	Compile the 2020 General Valuation Roll	😊

Table 76: KFA 40 - Key Challenges and Rating



Safety and Security

- KFA 41

Disaster and Emergency Management

Traffic Control and Licencing

- KFA 43

Municipal Law Enforcement (includes the Municipal Court)

- KFA 44

Environmental Management and Climate Change

- KFA 45

Natural Resources

- KFA 46

Parks and Open Spaces

- KFA 47

Animal Control

- * KFA 48

Policies
1. Memorial Crosses
2. Traffic Calming Policy
3. Alcohol Policy and Procedure Agreement
4. Tree Management Policy
5. Environmental Policy
6. Informal Trading Management Framework
7. Limited pay-out Gambling Machine Policy
8. Food and Nutrition Security policy

Analysis of Internal and External Factors (The Current State)

- Continually striving towards a sustainable and secure environment in order to attract development and growth;
- Internal alignment and enhancement of environmental management.

KFA 41: Safety and Security**KFA Description**

An agreement has been reached between the Western Cape Provincial Government, The National Treasury and the German Development Bank on behalf of the Federal German Government to embark on a “Violence Prevention through Urban Upgrade Programme”.

Five municipalities were pre-selected for the establishment of the VPUU programme, namely:

- Drakenstein
- Breede Valley
- Saldanha Bay
- Swartland
- Theewaterskloof

Drakenstein Municipality was selected as one of the prospective municipalities for the Provincial Roll-out and Implementation of Violence through Urban Upgrading. It has reached an agreement that the Directorate: Community Services will drive and manage the Violence through Urban Upgrading (VPUU) project. An interdepartmental VPUU task team has been established and all affected ward councillors and stakeholders are consulted in the implementation of the VPUU programme. The other municipality selected to participate in the VPUU programme is Theewaterskloof Municipality. The aim of the VPUU programme is therefore in line with National and Provincial objectives as well as this municipality's IDP.

The study area comprises some of the most poverty-stricken and crime hidden areas in the Drakenstein Municipality including the residential neighbourhoods of Chicago, Groenheuwel, Smartie Town, Fairyland, Siyahlala 1 and Siyahlala 2.

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 41: Safety & Security	CCTV Coverage	☹️
KFA 41: Safety & Security	24-hr Control room	☹️

Table 77: KFA41 - Key Challenges and Rating

KFA 42: Disaster and Emergency Management

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 42: Disaster and Emergency Management	Disaster Management Centre	☹️
KFA 42: Disaster and Emergency Management	Disaster Management Plan	😊
KFA 42: Disaster and Emergency Management	Turn-around strategic plan SANS	☹️

Table 78: KFA42 - Key Challenges and Rating

KFA 43: Traffic Control & Licencing

KFA Description

The main purpose of this section is not only to prosecute, but also to educate offenders.

The main activities undertaken are:

- Apprehending offenders talking on cell phones while driving, red light and stop street violations, failure to wear seatbelts, excessive speeding, taxis, and red and yellow line offences – all the aforementioned contributed to a high accident rate; illegal number plates and driving under the influence of alcohol;
- Dealing with illegal dumping, illegal occupation of Municipal property and vagrancy throughout Drakenstein;
- Corrective measures taken inter alia include the commissioning of red light and speed violation cameras, selective law enforcement on safety belts, cell phones, number plates and public transport. The construction to erect a public transport impoundment facility is well underway. This included regular roadblocks in conjunction with the South African Police Services (SAPS);
- The implementation of mobile cameras to effectively deal with excessive speed;
- Traffic safety talks at various institutions to address irresponsible driver behaviour and pedestrian safety; and
- Training of Law enforcement officers to effectively deal with Municipal by-laws.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 43: Traffic Control & Licensing	Upgrade Dal Josaphat Traffic Centre	☹️
KFA 43: Traffic Control & Licensing	Turn-around strategic plan	😊
KFA 43: Traffic Control & Licensing	Electronic MVR licensing renewal	☹️

Table 79: KFA43 - Key Challenges and Rating

KFA 44: Municipal Law Enforcement (including Municipal Court)

KFA Description

The general priority of the Law Enforcement Section is to ensure that the community is adhering to the By-laws of Drakenstein Municipality. This unit works hand in hand with the SAPS and the Housing Department in the demolishing of illegal structures.

Special focus is on the following:

- Demolishing of illegal structures;
- Removal of vagrants;
- Informal trading;
- Illegal dumping;
- Animal control; and
- Abandoned vehicles.

Foot patrol through the CBD is done on a daily basis to ensure visibility in order to create a safer environment. Regular patrol through the Arboretum, at the Berg River, parks, swimming pools and public squares are also conducted.

Control of Public Nuisances

The Law Enforcement Section attends to all complaints received and investigates as per By-law no 4/2007: The Prevention of public nuisances

Key Challenges and Ratings



Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 44: Municipal Law Enforcement	Appointment of additional staff	
KFA 44: Municipal Law Enforcement	Farm & neighbourhood watches relationships	

Table 80: KFA44 – Key Challenges and Ratings

KFA 45 : Animal Control

Key Challenges and Ratings




Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 45: Animal control	Purchase trailer	
KFA 45: Animal control	Appoint Pound-Master	
KFA 45: Animal control	Respond to Live-Stock complaints	

Table 81: KFA45 – Key Challenges and Ratings

KFA 46: Environmental Management and Climate Change

KFA Description

Environmental Management

Drakenstein's role in integrated Environmental Management derives from the broad rights defined in Section 24 of the Constitution which states:

"Everyone has the right:

to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development"

As the overall Environmental Function is divided by the constitution between the different spheres of government – even municipal functions are sometimes divided between local and district municipalities -- and the execution is spread across directorates for service delivery purposes, it is clear that Environmental Management must have a strong Strategic Planning and Alignment function as it is in the Drakenstein municipality that all of these policies and activities come together.

As the institutionalization of the Constitution is maturing, it is clear that environmental management will accord ever more closely to National Government providing the framework, primarily through national legislation and participation in international treaties, Provincial government providing a monitoring and support function and municipalities being the implementation agent. This is accordance with the objects of Municipal Government, the assignment of specific "environmental" responsibilities and possible delegation of powers through next generation Environmental Management Frameworks. It is thus likely that the scope (and cost) of Environmental Management in the municipality will increase during the term of the IDP.

Strategic Environmental Planning (Policy Alignment, Implementation and Monitoring)

The Department of Environmental Affairs and Development Planning has developed a Draft Environmental Management Framework (EMF) as set out in the National Environmental Management Act (No 107 of 1998). The EMF has the primary purpose of guiding decision making in respect of the EIA Regulations within the area to which the EMF applies. In essence, it is a tool that aims to direct appropriate development to appropriate locations.

The Drakenstein EMF was submitted to the Provincial Minister for Local Government and Environmental Affairs and Development Planning for concurrence, and subsequently gazetted for public comment. The EMF was finalised by updating it with the latest Provincial Critical Biodiversity Areas that were compiled by Cape Nature. The next step would be to integrate the EMF with the Spatial Development Framework (SDF) by resolving any possible conflict areas. This would be done in conjunction with the five year review of the SDF. A vital area of alignment is achieved strategically through the SDF/EMF and operationally through the inclusion of environmental concerns in land use planning applications and their assessment under the municipal (land use) planning function. This is also an important part of mainstreaming sustainable development principles.

The Drakenstein Climate Change Response Plan will highlight the municipality's climate change responses (both adaptation and mitigation), for implementation in the municipal area. The plan addresses the

municipality's vulnerabilities in areas like water quality, water security, flooding, infrastructure, land use and spatial planning, fires, etc. The draft plan is currently being finalised which will serve at Council in June 2018 for approval. Considerations like the current drought that the area is experiencing will also be incorporated into the final plan.

In addition to ensuring that policies are aligned strategically and operationally, it is vital that the municipality monitor the degree to which this is being accomplished. The single most important way in which this can be accomplished is through the State of the Environment Report. This of course depends on a strong baseline of information against which change can be evaluated. The last baseline was done in 2005 and it will have to be updated within the period of the IDP.

The current environmental legislation offers the municipality the opportunity to register as an Interested and Affected Party to highlight issues of concern in all development applications like Environmental Impact Assessments and Basic Assessments. The environmental Management Division has developed a standard operating procedure to facilitate the collection of comments from all relevant departments within the municipality and to submit these comments within the legislated commenting period.

Climate Change

Climate Change has the potential to pose a significant threat to our natural environment. Scientific evidence confirms that the climate is changing and that most of the warming trends observed during the last few decades are due to human activities. In the Western Cape, projections suggest that climate change will bring about increased variability in rainfall, more frequent extreme events and increased temperatures. These were to occur even if emissions were to be reduced globally. This would inevitably have a negative impact on water resources and biodiversity. We are currently facing severe drought/water scarcity conditions which makes water conservation drives and water demand management programmes more crucial than ever before. A significant number of other past disasters in the Western Cape have also been associated with variable weather conditions. These type of disasters cost local municipalities millions of rands and further strains resources that are already limited.

The municipal area's natural assets and ecological diversity are some of the key factors that makes Drakenstein a unique place to establish a living. The ecosystem services provided by Drakenstein's natural environment offer some of the most significant buffering opportunities for communities and infrastructure against the negative impacts of climate change. This is achieved through essential ecosystem services like food production, water supply, erosion control, nutrient cycling, pollination, raw materials (for wood crafts and building material), recreational and spiritual opportunities, etc. The protection of local ecosystems will contribute greatly to the municipality's ability to adapt to the impacts of climate change.

Therefore it is empirical that climate change is mainstreamed throughout line departments within the municipality by integrating it into all strategic objectives, policies, plans, strategies, operations, etc. It is not only an environmental function but should be implemented by all line departments. This approach will move planning from business-as-usual to effective climate resilient planning through successful project implementation. The Drakenstein Climate Change Response Plan is currently in the process of being finalised. This plan aims to create a coordinated response to climate change within the municipality by highlighting the work that has already been done and to offer a structure through which interventions can be further strengthened and supported. The likely climate change impacts will be assessed and plans, programmes and

projects developed to assist the Municipality in dealing with these impacts. It also aims to encourage collaboration between stakeholders and attempts to outline the various roles and responsibilities that can enhance this more effective approach towards reducing Drakenstein's climate vulnerability.

Drakenstein Municipality has been active in improving its resource efficiency and addressing factors that affect climate change even in the absence of a structured climate change response plan. Key initiatives like the implementation of a water demand management strategy has successfully shown a marked reduction in water demand and unaccounted for water losses in the system. Other initiatives and programmes throughout the organisation include:

- ☔ the retrofitting of street lights and municipal buildings to make use of more energy efficient LED lights, the development of a Green Building Manual;
- ☔ implementing systems to make municipal fleet more fuel efficient, eradicating invasive alien vegetation, upgrading various waste water treatment works;
- ☔ implementing waste minimisation programmes like recycling and supporting swap shops in the area;
- ☔ running broader public and schools awareness campaigns around various topics,
- ☔ the development of an air quality management plan;
- ☔ conducting risk assessments in certain informal settlements as well as many more other initiatives.

Drakenstein Municipality also has a Climate Partnership with the City of Neumarkt, a municipality in the state of Bavaria, Germany. This partnership between the two municipalities was established in 2014 under the "50 Municipal Climate Partnerships by 2015" that is facilitated by Engagement Global's Service Agency Communities in One World. The project aims to strengthen partnerships between German municipalities and municipalities in the Global South in these fields. A Memorandum of Understanding was undersigned by both municipalities' Executive Mayors, where both parties agreed to cooperate within this framework.

A joint programme of action was developed where short-, medium- and long term initiatives, objectives and targets were set out for the two municipalities that are centred around climate change mitigation and adaptation. Various secondments (visits) to Neumarkt and Drakenstein have been undertaken by delegations from both parties where projects were discussed, knowledge was transferred and various site visits were undertaken amongst others. A successful exchange programme was also hosted under the partnership in 2016 where two representatives from Drakenstein worked in Neumarkt for three months and two representatives from Neumarkt worked in Drakenstein for three months. The exchange was made possible through the ASA Programme of Engagement Global and the participants worked specifically on matters pertaining to climate change. The aim of the programme is to encourage young people's commitment to fair and sustainable global development.

Drakenstein Municipality has also been successful in obtaining funding in 2017, through Neumarkt, under Engagement Global's NAKOPA Programme. The funding will be used specifically for the rehabilitation of the banks of the Berg River, which has been identified as a key action under the Joint Programme of Action. The Berg River is considered to be the lifeline of the Drakenstein area as it serves as a critical water source for farmers and other water users. This rehabilitation project would assist in ensuring that the Berg River's natural ecological processes are restored which will contribute to a healthier freshwater ecosystem.

Through the Neumarkt-Drakenstein Climate Partnership, 2 school partnerships were also established between schools in Drakenstein and Neumarkt. Grundschule Woffenbach (Neumarkt) has a partnership with Wagenmakersvallei Primary (Drakenstein) and Grundschule Hasenheide (Neumarkt) has a partnership with

Mary Help of Christians Primary (Drakenstein). The schools have made short videos and also write letters to each other on a regular basis to share their experiences on the environmental lessons that were done in their respective classes.

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 46: Environmental Management and Climate Change	Lack of resilience conditions	☹
KFA 46: Environmental Management and Climate Change	Protect environmental resources and balance service delivery and environmental protection	☹
KFA 46: Environmental Management and Climate Change	Lack of environmental education and awareness	☹
KFA 46: Environmental Management and Climate Change	Lack of policy to promote green building	☹
KFA 46: Environmental Management and Climate Change	Top level buy-in within the organisation	☹
KFA 46: Environmental Management and Climate Change	Lack of mainstreaming of climate change within the organisation	☹
KFA 46: Environmental Management and Climate Change	Lack of transversal communication (we are still operating in silos)	☹
KFA 46: Environmental Management and Climate Change	Lack of environmental strategy (overall) to support or link with socio-economic plans/strategies in order to achieve sustainable development	☹
KFA 46: Environmental Management and Climate Change	Lack of planning for ecological disasters	

Table 82: KFA46 – Key Challenges and Ratings

KFA 47: Natural Resources

KFA Description

The environment is essential for human survival, well-being, cultural diversity and economic prosperity. Environmental goods and services are the benefits that people derive from nature and they include air, water, food and other basics such as medicines and fuel wood. These services are essential for human livelihoods and well-being and are particularly significant for the informal sector, where the dependence of people on the natural resource base is more direct. Drakenstein relies heavily on renewable and non-renewable natural resources and on the goods and services that ecosystems provide. Whilst the environment provides people with important goods and services, people and society as a whole have impacts on the environment and create 'pressures' which can lead to environmental change. In Drakenstein, a number of factors affect the

condition of the environment, the most important of which are population size and structure and economic development.

The economy of Drakenstein also has profound impacts on the environment. Whilst it is undergoing a transition from a primary-based economy to a tertiary one focused on manufacturing and financial services, primary sector activities like mining, agriculture and forestry still contribute substantially to environmental degradation. Economic growth, while crucial for the development of the municipality, has a consequent increase in demand for resources that risks unsustainable levels of consumption, particularly of energy and water, and has increased the generation of wastes and pollutants

Natural population growth and urbanization have increased pressure on land, air, water and energy resources. . In addition, the increased demand for housing has seen the conversion of a significant expanse of natural areas into urbanized spaces across the country. Deteriorating environmental quality, characterised by land degradation, poor water quality, and poor air quality, has negative impacts on the health and vitality of people and businesses in Drakenstein.

The impact of climate change, a phenomenon no longer relegated to the realms of the future, is ever present and the effects are felt mostly through water by means of storms, floods and droughts. South Africa is classified as a semi-arid country, with water considered as the most scarce natural resource. Fresh water is vital for the sustained growth of our economy through supporting agricultural production, industry and domestic use. Rivers play a critical role in this regard through managing fresh water resources by storing and transporting water, they sustain rural and urban communities while providing cultural and aesthetic value. It is therefore important to manage the Berg River as an important natural resource for Drakenstein Municipality.

Invasive alien species are also a significant national problem affecting almost 10 million hectares (8.28%) of the country, and spreading rapidly. About 750 tree and 8000 other species have been introduced to South Africa from Australia, South and Central America, North America, Europe and Asia. Their reasons for introduction are varied, and include their commercial value (crop species, timber and firewood), ornamental, stabilising sand dunes and as barrier and hedge plants. Invasive alien species have a significant negative impact on the environment. Next to direct habitat destruction, invading alien organisms are regarded as the biggest threat to biodiversity, and southern Africa could lose almost a quarter of its plant species from the fynbos region alone, due to invading alien plants.

High levels of poverty and unemployment in Drakenstein contribute to a heavy reliance on natural resources whilst also making people and communities much more vulnerable to environmental change. In order to ensure that present and future generations can continue to receive the goods and services provided by ecosystems, it is essential to manage and mitigate the human impacts on our natural resources

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 47: Natural Resources	Environmental degradation of water resources	⊗
KFA 47: Natural Resources	Increase ambient air quality monitoring	⊗
KFA 47: Natural Resources	Increase regulation of area sources of air pollution	⊗
KFA 47: Natural Resources	No formal conservation status of municipal conservation areas	☹

KFA 47: Natural Resources	Development encroaching onto environmentally sensitive areas	☹️
---------------------------	--	----

Table 83: KFA 47 - Key Challenges and Ratings

KFA 48: Parks and Open Spaces

KFA Description

Town Entrances

Drakenstein consists of 5 towns. The beautification of these towns including entrances vests within the Department Community Services. This is linked to the Municipality's grass cutting and planting of trees project.

Municipal Parks and Recreation

The Municipality is rendering a parks and recreation service which concentrates on the following initiatives:

- Environmental Awareness Programmes;
- Removal of invasive alien vegetation;
- Planting of trees on sidewalks and parks;
- Maintaining existing and establishing new play parks; and
- Regular grass cutting at parks and open spaces

Local Amenities and Public Places

Public Spaces and local amenities are issues which are constantly raised during public engagement process. Management of public spaces as a separate entity has recently been established in order to address community concerns. In addition the Municipality has adopted a "Cleaner" and "Greener" environmental programme. The current State of the Environment Report (SOER) provides a broad outlook of the current environmental patterns as well as possible contributing factors to environmental problems. The following programmes and projects have been identified to address key issues related to a clean environment:

Area	Projects
Parks Projects (EPWP System)	<ul style="list-style-type: none"> • Area Beautification; • Maintenance and Upgrading of existing Community Play Parks; and • Development of open spaces.
Environmental Affairs	<ul style="list-style-type: none"> • River Maintenance Plan; • Clearing of Alien Vegetation; and • Cleaning of Riverbanks.
Enhanced Healthy Environment	<ul style="list-style-type: none"> • Maintenance and Greening; • Planting of trees; and • Promotion of food garden projects/ Food Security.

Table 84: KFA 48 - Local Amenities and Parks

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 48: Parks & Open Spaces	Upgrade parks	☹️
KFA 48: Parks & Open Spaces	EPWP Programmes	😊

Table 85: KFA48 - Key Challenges and Rating



Health

- KFA 49

Early Childhood Development

- KFA 50

Gender, Elderly, Youth and Disabled

- KFA 51

Sustainable Human Settlements (housing)

- KFA 52

Sport and Recreation

- KFA 53

Arts and Culture

- KFA 54

Libraries

- KFA 55

Cemeteries and Crematoria

- KFA 56

Policies
1. Grants in Aid Policy
2. Transfer Policy for Human Settlement Projects
3. Sport and Recreation Policy
4. Events Support Framework
5. Early Childhood Development
6. Housing Selection Policy
7. Emergency Housing Policy
8. Food and Nutrition Security policy
9. Street People Policy
10. Grant in Aid policy: Community

Analysis of Internal and External Factors (The Current State)

The Constitution states that a municipality must “structure and manage its administration, 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 participate in national and provincial development programmes” (1996). Invariably, municipalities, as the government closest to the people, feel the brunt of macro-economic and social decline most notably and are approached by communities to provide a response to their dire challenges.

KFA 49: Health

Key Challenges and Rating

KFA 50: Early Childhood Development

KFA Description

The Drakenstein ECD forum consists 4 forums from different areas within Drakenstein including Paarl, Wellington, Mbekweni and Saron, Hermon and Gouda. Simondium is included within the Paarl Area. All stakeholders including Social Development Department and the ECD sector participated in completing the Drakenstein ECD strategy.

The ECD skills development workshops focussed on Sanitation training and dealing with Diarrhoea in the ECD environment and was necessitated because of a Diarrhoea outbreak in the Drakenstein Municipal area. Approximately 400 beneficiaries received training.

Approval was provided to build a containerised ECD facility in Fairyland

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
KFA 50: Early Childhood Development	To provide suitable land for the increasing need for ECDs.	☹
KFA 50: Early Childhood Development	To provide training to community-based ECD operators	😊

Table 87: KFA 50 - Key Challenges and Rating

KFA 51: Gender, Elderly, Youth and Disabled

KFA Description

Special Programmes

The youth projects are projects which aim to address the skills required to access employment opportunities for Youth. Skills training projects for youth included Waiter training, Beautician training, hairdressing training, Home Based Care, and Learners/Drivers Licence. Approximately 120 people in this sector participated in skills training opportunities.

The skills development project focuses on providing skills training to unemployed people. The skills chosen allow people access to immediate job opportunities. These opportunities are not limited to youth. 204 Beneficiaries participated in this project. Training conducted included:

- Waiter training
- Beautician training,
- Hair dressing Training
- Home Based Care;
- Learners/Drivers licence,
- Beautician training; and

Responses to Drug-Abuse: The Municipality had its first engagement with The Department of Community Safety with regards to the establishment of Local Drug Action Committees (LDAC's). A presentation was made by a PGWC official on how the programme must be rolled out within the Drakenstein Municipality. The Community Development Section was tasked with the responsibility of operationalising the establishment of the LDAC's within the Drakenstein municipal area. An integrated task team was established and a terms of reference and project roll out was developed to activate the local drug action committees within the Drakenstein Municipal Area.

Responses to Disabled: Several meetings were held with the Disabled Forum to ensure that people with disabilities can fully participate in all opportunities provided by Drakenstein Municipality. This also included representation on the Violence Prevention through Urban Upgrade Committee (VPUU) committee and evaluation of the accessibility of facilities within the Drakenstein for disabled people. The municipality will prioritise the development of a separate Gender and Disability Policy to provide clear guidelines for access to resources and opportunity creation for these demographics.

Responses to HIV/AIDS: The establishment of the Multi Sectoral Area Team (MSAT) was the first step to mainstream HIV/Aids within the Municipality. Various sections within the municipality contribute to the operations of the MSAT and observe the operations and protocols to deal with the disease. The Community Development Section facilitated various meetings and empowerment workshops to ensure that Gender is mainstreamed with external and internal stakeholders

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
KFA 51: Gender, Elderly, Youth and Disabled	To conduct gender-specific programs to create awareness around gender issues	😊
KFA 51: Gender, Elderly, Youth and Disabled	To conduct youth-specific programs to create awareness around youth matters.	😊
KFA 51: Gender, Elderly, Youth and Disabled	To establish and coordinate a Local Drug Action Committee	😊

Table 88: KFA51 - Key Challenges and Rating

KFA 52: Sustainable Human Settlements (Housing)

KFA Description

The Human Settlements within the municipality provides the following functions:

- Planning and Implementation of housing projects (inclusive of diverse typologies catering for various market segment-low cost/affordable/GAP/informal settlement upgrade);
- Management and Compilation of Council's Integrated Sustainable Human Settlement Plan;
- Management and maintenance of Council's rental stock;

- Management of Housing Demand Data Base (waiting list);
- Management and maintenance of informal settlements (inclusive of upgrade);
- Eviction Management.

IDP meetings are usually dominated in most wards on matters relating to housing. The current housing context within Drakenstein can be summarized as follows:

- Active housing demand: 19500 (Persons looking for a housing opportunity);
- 42 Informal Settlements (housing between 11000-13000 informal settlements dwellers);
- 16 000 (estimated number of people living in back yards);
- Over 800 applications for evictions in terms of ESTA and PIE over the last number of years. The provision of alternative accommodation is especially challenging to the municipality;
- Average Human Settlements Development Grant (HSDG) allocation of between R50m-R80m (which delivers on average 500-800 housing opportunities per annum. An above average HSDG allocation was received by the Municipality in the 2018/2019 financial year and the trend will continue in 2019/2020 to cater for the Vlakkeland Catalytic housing project which will create 2556 housing opportunities over the next 5 years.
- Availability and cost of bulk infrastructure (if bulk services are not available, housing delivery cannot progress). Alignment of bulk services availability and alignment of housing project readiness is therefore of critical importance to sustainable housing delivery.

Municipal Strategy & Plan

The Integrated Human Settlement Plan of Drakenstein (5-year housing plan) is aligned to both Provincial and National Strategies and recognizes that various housing solution is required for various clients (one shoe does not fit all) and requires a mix of housing types, diverse range of housing opportunities which are integrated and strategically well located. Key interventions of our strategy include incremental upgrade of our Informal Settlements; delivery of BNG (RDP) housing and creating opportunities for those in the affordable and GAP markets. As part of the housing plan, a 5-year housing pipeline has been developed incorporating various types of projects and housing typologies. The Municipal Human Settlement Plan is currently being overhauled and a final draft document is envisaged by the end of June 2019.

The Provincial Government has allocated the following funding to Drakenstein Municipality for the implementation of Human settlement projects over the MTEF:

2019/20:	R 107,170,000	
2021/22:	R67, 230,000	(Indicative amount subject to approval of projects)
2022/23:	R44,000,000	(Indicative amount subject to approval of projects)

Below schedule presents projects on the 2019/2020 Provincial Business Plan for Drakenstein:

DRAKENSTEIN	Sites	Units	Funding R'000
Paarl Vlakkeland (Phase 1.2)		284	40 170
Paarl Vlakkeland (Phase 1.3)		203	15 480
Paarl Vlakkeland (Phase 1.1)	180		10 800
Paarl Vlakkeland (Phase 1.4)	88		11 440
ISSP Lover's lane (168 sites) UISP	50		3 000
ISSP Chester Williams (139 sites) UISP	50		3 000

ISSP Paarl Dignified informal settlements			1 500
Schoongezicht (360)	299		17 940
Paarl Mbekweni Roofing			10 000
Sub TOTAL	667	487	107 170

It is important to note that the above are indicative targets linked to a budgetary allocation and are re-assessed in mid-year. Secondly, due to the limited funding as per Municipal HSDG allocation, not all projects as approved on the municipal pipeline will receive funding in the 2019/2020 financial year.

As already mentioned above, mid-year adjustment to the business plan usually occurs around August /September of each year. At this stage, consideration is then given to adjust targets and possibly incorporate additional projects onto the business plan.

Additional Projects that are in various phases of planning (not reflected above) include:

- Simondium Housing projects;
- Paarl East Housing Project;
- Erf 557, Mbekweni;
- Saron Housing Projects
- Carteville (Completion of Incomplete Project)

Creating access to housing opportunities and access to basic services, therefore, remains one of the key priorities for the municipality.

The following table shows the increase in the number of people on the housing demand database. There are currently approximately 41 472 names on the municipal waiting list.

Housing waiting list	Nr of people on Housing Demand Database	Active Demand	% Housing Demand Database increase/decrease
2009/2010	34,960		28% increase
2010/2011	35,721		2% increase
2011/2012	36,995		2.8% increase
2012/2013	37,890		2,4% increase
2013/2014	40,624		7,2% increase
2014/2015	41,475		2% increase
2015/2016	40506	19112	2.4% decrease
2016/2017	40970	19216	-1.2% decrease
2017/2018	41860	19728	2.12% increase
2018/2019	41472	19730	-0.93% decrease ** information per demand database as at 15/5/2019**

KFA 52 - Housing Waiting List

To enable better alignment of reporting systems between the Provincial Government and Drakenstein, and to have a more accurate reflection of demand, only the active demand will be used for official reporting purposes. . Data Base alignment is therefore ongoing.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA52: Sustainable Human Settlements (housing)	Informal Settlements management	☹️
KFA52: Sustainable Human Settlements (housing)	Maintenance of services in Informal settlements	☹️
KFA52: Sustainable Human Settlements (housing)	Maintaining / Update of demand database	😊
KFA52: Sustainable Human Settlements (housing)	Eviction Management Planning	☹️
KFA52: Sustainable Human Settlements (housing)	Emergency housing planning and implementation	☹️
KFA52: Sustainable Human Settlements (housing)	Maintenance of Rental stock	😊
KFA52: Sustainable Human Settlements (housing)	Repair and Upgrade of Rental Stock	☹️
KFA52: Sustainable Human Settlements (housing)	Implementation of Informal Settlement upgrade plans	☹️
KFA52: Sustainable Human Settlements (housing)	Implementation of Social Housing projects	☹️
KFA52: Sustainable Human Settlements (housing)	Alienation / transfer of rental stock to qualifying occupants	☹️
KFA52: Sustainable Human Settlements (housing)	Title Deed Restoration Project	☹️
KFA52: Sustainable Human Settlements (housing)	Delivery of IRDP Projects	☹️

Table 89: KFA52 - Key Challenges and Ratings

KFA 53: Sport and Recreation

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 53: Sport & Recreation	De Kraal	☹️
KFA 53: Sport & Recreation	Newton	☹️

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 53: Sport & Recreation	Weltevrede	☹️
KFA 53: Sport & Recreation	Pelikaan	☹️
KFA 53: Sport & Recreation	Parys Sport Fields	☹️
KFA 53: Sport & Recreation	Orleans Sport Field	☹️
KFA 53: Sport & Recreation	Mbekweni Sports Field	☹️
KFA 53: Sport & Recreation	Huguenot Tennis	☹️
KFA 53: Sport & Recreation	Gouda	😊
KFA 53: Sport & Recreation	Saron	😊
KFA 53: Sport & Recreation	Hermon	😊
KFA 53: Sport & Recreation	Pentz Street Swimming Pool	☹️
KFA 53: Sport & Recreation	Pen Basson	😊
KFA 53: Sport & Recreation	Drakenstein Swimming Pool	☹️
KFA 53: Sport & Recreation	Mbekweni Swimming Pool	☹️
KFA 53: Sport & Recreation	Faure Street Swimming Pool	☹️
KFA 53: Sport & Recreation	Weltevrede Swimming Pool	☹️
KFA 53: Sport & Recreation	Antoniesvlei Swimming Pool- baboons, shebeen, staff housing, alien vegetation and swimming pool	☹️
KFA 53: Sport & Recreation	Saron Swimming Pool – chalets and swimming pool	☹️
KFA 53: Sport & Recreation	Orleans Spray Park – maintenance	☹️
KFA 53: Sport & Recreation	Sport Forum/Council	☹️
KFA 53: Sport & Recreation	Dal Josaphat Stadium	☹️
KFA 53: Sport & Recreation	Faure Street Stadium	😊
KFA 53: Sport & Recreation	Boy Louw Sports Facility	☹️

Table 90: KFA53 - Key Challenges and Rating

KFA 54: Arts and Culture

KFA Description

Previously there has been no specific focus on Arts, Crafts and Culture from a Municipal perspective. With the current IDP the Municipality endeavours to introduce initiatives to respond to the citizens needs for the promotion of Arts, Crafts and Culture

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 54: Arts and Culture	To assist the local arts and culture organisations to establish a Arts and Culture Forum	☹️

KFA 55: Libraries

The Drakenstein Municipal Area has 18 Libraries. The following table depicts the Key Challenges pertaining to Libraries as well as a rating of the current status.

Key Challenges and Ratings

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 55: Libraries	House of Learning	😊
KFA 55: Libraries	Wellington Upgrade	😞
KFA 55: Libraries	Municipal-wide Program to develop reading , increase information literacy and focus on social awareness	😊
KFA 55: Libraries	Insufficient space for Rural libraries	😞
KFA 55: Libraries	Insufficient space for Rural Libraries	😞
KFA 55: Libraries	Insufficient space for Rural Libraries	😞
KFA 55: Libraries	New Library Building	😞

*Table 91: KFA56 – Key Challenges and Ratings***KFA 56: Cemeteries and Crematoria****KFA Description:**

The following table depicts the amount of burials that took place from 1 July 2011 until 30 June 2015.

Cemetery	01/07/2011 – 30/06/2012	01/07/2012 – 30/06/2013	01/07/2013 – 30/06/2014	01/07/2014 – 30/06/2015
Parys (Paarl)	728	697	659	791
Dale Josafat (Paarl)	44	8	4	7
Champagne (Wellington)	58	61	53	112
Hillcrest (Wellington)	571	432	381	373
Simondium	99	73	60	71
Hermon	37	40	47	46
Gouda	0	0	0	1
Saron	24	26	42	55
Total	1561	1338	1246	1456

*Table 92: KFA56***- Cemeteries and Crematoria**

Drakenstein Municipality is currently maintaining 11 cemeteries. 6 Cemeteries have reached capacity and 5 are still operational. Alternative burial methods are being investigated.

Key Challenges and Rating

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 56: Cemeteries	Parys Cemetery – Alien clearing, destitutes invading and maintenance	😊
KFA 56: Cemeteries	Klein Parys Cemetery – Alien clearing, destitutes invading and maintenance	😊
KFA 56: Cemeteries	Simondium Cemetery – Shacks on graves, staff housing occupied by private citizens and vandalism – maintenance	😞

Key Focus Area	Issues / Challenges	Rating
A	B	C
KFA 56: Cemeteries	Dal Josaphat Cemetery – Vandalism of fencing and encroachment of shacks and maintenance	☹️
KFA 56: Cemeteries	Hout Street Cemetery - Fencing burned down and signs stolen	☹️
KFA 56: Cemeteries	Bosman Street Cemetery – Alien clearing	☹️
KFA 56: Cemeteries	Hillcrest Cemetery – vandalism	☹️
KFA 56: Cemeteries	Champagne Cemetery – vandalism	☹️
KFA 56: Cemeteries	Bloekomlaan Cemetery – vandalism	☹️
KFA 56: Cemeteries	Voor Street Cemetery – vandalism	☹️
KFA 56: Cemeteries	Hermon Cemetery – drainage	☹️
KFA 56: Cemeteries	Gouda Cemetery – maintenance	☹️
KFA 56: Cemeteries	Saron Cemetery – maintenance	☹️


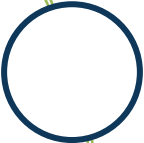
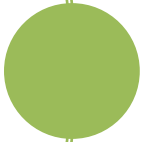
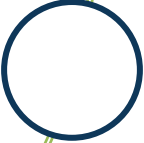

Table 93: KFA56 - Key Challenges and Ratings

2.4 PARTNERING FOR DEVELOPMENT

Drakenstein Municipality has embarked or built on the following development partnerships for the period under review:

- i. Partnership with **DEDAT on Work & Skills Programme** which involves facilitating creating and learning work opportunities with local companies as part of the Western Cape Government's Game changer to create an improved Labour Environment.
- i. Partnership with **DEDAT on "Red Tape Reduction"** on ease of doing business.
- ii. Partnership with **Drakenstein Business Federation to facilitate the establishment of Drakenstein Local Tourism Association**. Further partnership opportunities are currently pursued including the facilitation of stakeholder engagements between the private sector.
- iii. Drakenstein's **Climate Partnership with the Municipality of Neumarkt (Germany)** - Following the signing of the Memorandum of Understanding by the respective mayors in 2014, a "Joint Programme of Action" was finalised in 2015. This programme sets out mutual objectives and measures for climate change mitigation and adaptation and it also provides a strategic framework for further development of this partnership.
- iv. Drakenstein's **Environmental Awareness Program: Partnering with Schools** - Drakenstein Municipality is working with local schools to promote environmental awareness. In addition to involving learners in international environmental events such as World Environment Day and World Rivers Day, the municipality is working with three schools to implement food gardens. These gardens will address critical climate change issues and food security, provide various "hands-on" educational opportunities, and demonstrate the way in which small parcels of land can be turned into assets for households and neighbourhoods.
- v. Farm Evictions: Drakenstein Municipality is working with the provincial **Departments of Human Settlements and Local Government**, as well as **SALGA**, to manage the disproportionate number of **farm eviction cases** in the municipality's area of jurisdiction. Joint actions on consultations with the Department of Justice and assistance in terms of Emergency Housing have assisted the municipality to develop a response to the challenge. An effective response would however acquire further support and assistance.

- vi. **Youth Development & Unemployment:** This is also registered as a major Game Changer and focuses on the creation of vocational and skills training opportunities for the unemployed youth to make them more employable and to link them with available employment opportunities. The municipality has embraced these initiatives as critical to the development and promotion of an alternative approach to community development and growth.

-  **CHAPTER 1: Introduction and Background**
 -  **CHAPTER 2: Situational Analysis**
 -  **CHAPTER 3: Development Strategies**
 -  **CHAPTER 4: Long-term Financial Plan**
 -  **CHAPTER 5: Performance Management**
-



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

A city of **excellence**

3.1 VISION, MISSION AND VALUES

This chapter outlines Drakenstein Municipality's strategic intent and Key Performance Areas for the next five years, as directed by the long-term vision of the municipality, Vision 2032. It aims to respond to some of the key challenges experienced by the municipality and Global, National and Provincial imperatives outlined in Chapter 1.



Vision 2032 is the strategy for Drakenstein to realise a vision: to evolve into a

City of excellence

within the next fifteen years. Key facets of the Vision are economic dynamism; quality of life for all; a strong, well-governed brand; and financial sustainability. Long-term strategies are required to develop, maintain and extend Drakenstein's national and inter-national competitiveness.



The mission of the municipality is comprised of eight strategic thrusts to propel our economic and social progress, as follows:

- (a) Protecting and enhancing of the quality of life of our residents and the unique environment of our area;
- (b) Providing efficient and effective delivery of services which is responsive to the community's needs;
- (c) Promoting the principles of access, equity and social justice in the development of services;
- (d) Delivering an effective organisational culture which strives for service excellence;
- (e) Exercising regulatory functions of Council consistently and without bias;
- (f) Encouraging community participation in the processes of Council by consulting widely on its activities and policies;
- (g) Creating an enabling environment for economic growth, job creation and the alleviation of poverty; and
- (h) Promoting a future-oriented approach to planning.



Values reflect the core principles of an organisation: the deeply held values that do not change over time. A customer-centric approach shapes the values of the Drakenstein Municipality. This defines the character of the Municipality and the foundation on which leadership and employees behave and conduct decisions. Drakenstein Municipality is guided by the following six values:

Transparency • Excellence • Responsiveness
Accountability • Accessibility • Integrity

3.2 The Key Performance Areas (KPA's) and Key Focus Areas (KFA's) are listed below:

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OUTCOMES	KEY FOCUS AREA
KEY PERFORMANCE AREA (KPA) 1: Good Governance	To ensure good governance and the active participation of all relevant stakeholders.	A responsive Municipality based on sound principles which embodies and embrace the rule of law, public participation, accountability and responsibility.	KFA 01. Governance Structures
			KFA 02. Risk Management and Assurance
			KFA 03. Stakeholder Participation
			KFA 04. Policies and By-Laws
			KFA 05. Intergovernmental Relations (IGR)
			KFA 06. Communications (Internal and External)
			KFA 07. Marketing (Branding and Website)
			KFA 08. Services Charter and Standards
			KFA 09: Customer Relations Management
KEY PERFORMANCE AREA (KPA) 2: Financial Sustainability	To ensure financial sustainability in order to meet the statutory requirements.	Affordable and sustained revenue base to finance capital and operating budget expenses. Sound financial management practices and clean audit reports to build the public's confidence in management	KFA 10. Revenue Management
			KFA 11. Expenditure and Cost Management
			KFA 12. Budgeting / Funding
			KFA 13. Capital Expenditure
			KFA 14. Asset Management
			KFA 15. Financial Viability
			KFA 16. Supply Chain Management
			KFA 17. Financial Reporting
KEY PERFORMANCE AREA (KPA) 3: Institutional Transformation	To transform the municipality into an effective and efficient organization.	A motivated and skilled workforce that supports the operational needs of the municipality in the implementation of the IDP objectives.	KFA 18. Organisational Structure
			KFA 19. Human Capital and Skills Development
			KFA 20. Project and programme management
			KFA 21. Performance Management and Monitoring and Evaluation
			KFA 22. Systems and Technology
			KFA 23. Processes and Procedures
KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure & Services	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.	Well-developed strategies implemented to promote economic growth and development in the Municipal Area.	KFA 24. Equipment and Fleet Management
			KFA 25: Energy Supply Efficiency and Infrastructure
			KFA 26: Transport, Roads and Storm water Infrastructure
			KFA 27: Water and Sanitation Services and Infrastructure
			KFA 28: Solid Waste Management and Infrastructure
			KFA 29: Municipal and Public Facilities
KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development	To plan and facilitate sustainable and inclusive economic growth and development.	Well-developed strategies implemented to promote economic growth and development in the Municipal Area.	KFA 30: Sport and Recreational Facilities
			KFA 31: Economic Development and Poverty Alleviation
			KFA 32: Growth and Investment Promotion (includes incentives)
			KFA 33: Municipal Planning
			KFA 34: Built environment Management (includes Heritage Resource Management)

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OUTCOMES	KEY FOCUS AREA
			KFA 35: Urban Renewal
			KFA 36: Skills Development and Education
			KFA 37: Rural Development
			KFA 38: Spatial and Urban Planning
			KFA 39: Tourism
			KFA 40: Land, Valuation and Property Management
KEY PERFORMANCE AREA (KPA) 6: Safety and Environmental Management	To ensure a safe community and a healthy and protected environment.	Respond to all emergencies within predetermined times in order to mitigate risks and hazards. Develop and approve strategic and Disaster Risk Management Plans that feeds into the IDP. And render communities safe. Increase staff complement. Increase vehicle fleet.	KFA 41: Safety and Security
			KFA 42: Disaster and Emergency Management
			KFA 43: Traffic, Vehicle Licensing and Parking Control
			KFA 44: Municipal Law Enforcement (includes the Municipal Court)
			KFA 45: Environmental Management and Climate Change
			KFA 46: Natural Resources
			KFA 47: Parks and Open Spaces
			KFA 48: Animal Control
KEY PERFORMANCE AREA (KPA) 7: Social and Community Development	To facilitate social and community development.	Integrated Sustainable Human Settlement Plan that address the needs based on the available financial resources. To establish an environment where the poor and the most vulnerable are empowered through the building of social capital, the implementation of development Programmes and support and sustainable livelihood strategies.	KFA 49: Health
			KFA 50: Early and Childhood Development
			KFA 51: Gender, Elderly, youth and Disabled
			KFA 52: Sustainable Human Settlements (housing)
			KFA 53: Sport and Recreation
			KFA 54: Arts and Culture
			KFA 55: Libraries
			KFA 56: Cemeteries and Crematoria

All of the above are underpinned by series of transversal enablers, such as policies, procedures and by-laws – the governance, financial and institutional foundation of both Drakenstein the Local Authority, and Drakenstein the city of **excellence**.

3.3 CONTEXT OF THE STRATEGY

During the course of developing the long-term trajectory for Drakenstein Municipality, various stakeholders from a variety of sectors were consulted. Participants collectively analysed and engaged Drakenstein's history, key challenges and contextual environment. The strategic dialogue was framed around the following aspects:

- learnings from history;
- challenges – not just those that need to be addressed but also those which could become obstacles to possible future options and choices;
- trends and driving forces outside of Drakenstein, as well as factors that shape the future over which the municipality often has no control; and
- stakeholders and actors that interact with Drakenstein, and who are affected by its future.

The dual-pronged consultative process, namely the strategic dialogue and aligned Integrated Development Plan ward-based engagements, highlighted local issues, concerns and suggestions for improvement. Drakenstein has a history that will continue to impact its present and future. Due to hard geographic and spatial borders along the river, the train line and the main road to support segregation, it will be very difficult to undo the prevailing impacts of spatial apartheid and the “tale of two cities”. Key challenges, uncertainties, risks and possible trend breaks all contribute to shaping our future. Understanding the impact and forging a predictability and certainty of these issues is vital for developing a better understanding of the future of Drakenstein.

The key challenges to which Drakenstein must respond are:



Figure 15: Key Challenges

3.4 ELEMENTS OF THE STRATEGY

To tackle these challenges and in order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management an array of interventions were identified. These were classified as Key Initiatives, Programs and Projects and were allocated to a series of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. In turn, the Big Moves have been located spatially within five Catalytic Zones and strategically within Key Performance Areas and Key Focus Areas.

A description of these key definitions follow in the table below:

DESCRIPTION	DEFINITION
Key Performance Area	Key Performance Areas are the areas within the business unit, for which an individual or group is logically responsible.
Key Focus Area	Key Focus Areas are the areas identified as important or crucial where a result will assist in the achievement of the set objectives or goal.
Big Moves	Big moves in the Drakenstein Municipality context are defined as a cluster of highly interconnected and actions which will produce a desired end result with significant impact and benefits. They are enthused by a deep understanding of both the internal and external environment within which the organisation functions and are steered collectively with the focus to unlock the area's potential in the interest of the wellbeing of all stakeholders and residents. Big moves are purposefully driven by the Administration through the implementation of carefully selected key initiatives, programs and projects and form the foundation of the Integrated Development Plan, Budget and Performance Management System which are reviewed annually.
Key Initiatives	Key Initiatives may include the development of policies, by-laws, strategies and plans which will act as strategic enablers for the attainment of Big Moves.
Programs	Programs are structured and regulated activities that will provide the environment for the meeting of key objectives in support of the big moves and may include campaigns, maintenance and upgrade programmes and improvements in the Communications, ICT and other networks.
Projects	A project is an individual or collaborative enterprise, possibly involving research or design that is carefully planned usually by the project assigned team, to achieve a particular aim. One can also define a project as a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations. (<i>Wikipedia</i>)

Table 94: Key Definitions

3.5 IDENTIFICATION OF THE CATALYTIC ZONES

The Catalytic Zones are intra-municipal zones of spatial and economic activity. They cut across wards and administrative boundaries of the five towns in Drakenstein. The Zones are largely aligned to the Spatial Development Framework. The five Zones are outlined below, along with schematics indicating the physical location of the Zone and the spatial location of the Big Moves within each Zone. Certain Catalytic Zones overlap and thus share specific Big Moves (including Projects, Programmes and Key Initiatives). This is critical because it promotes and strengthens the integration between the different catalytic zones.

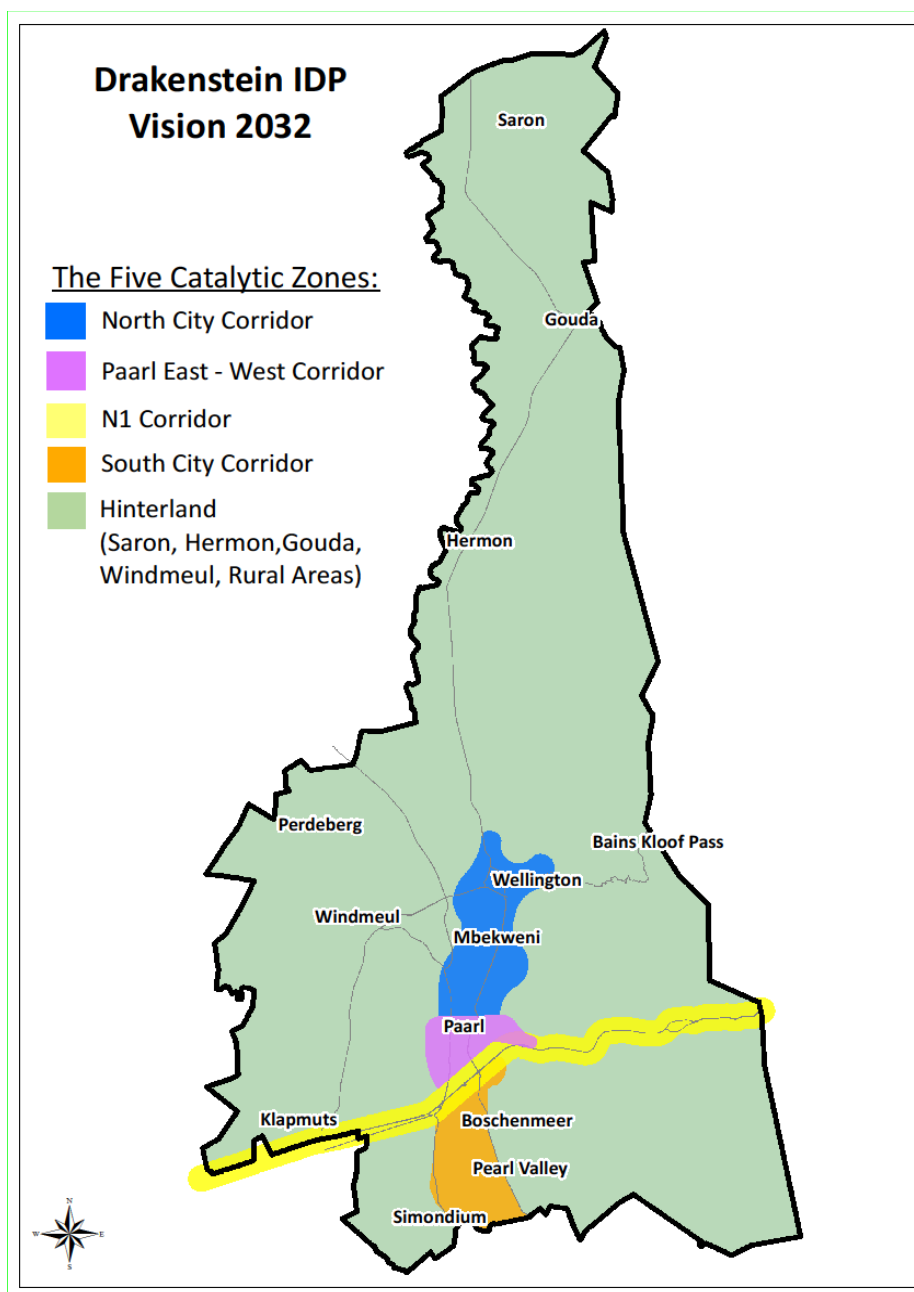


Figure 16: Five Catalytic Zones – Map

The details of the Zones, Moves, Initiatives, Programs and Projects are set out as follows:

3.5.1 CORRIDOR

(a) Description of Zone:

The N1 Corridor stretches from Klapmuts in the west and Huguenot Tunnel toll plaza in the east. The corridor straddles the N1 and includes areas such as Klapmuts, Ben Bernhard, the De Poort and Paarl Hamlet and the Huguenot Tunnel toll plaza. The corridor is part of the N1 route, being the main vehicular access route, linking Cape Town to the north of South Africa. The corridor thus has an important role as main access route to Paarl and Wellington and the Drakenstein hinterland. Development along this corridor must be well managed to promote Drakenstein area as destination for tourists as well as new businesses, industries and residents.

(b) List of Big Moves:

- Implement a Special Economic Zone at Klapmuts
- Development of the Huguenot Tunnel Long Haul facility
- Promotion of a light industrial and commercial Business Hub at Ben Benhart
- Development of De Poort and Paarl Hamlet node
- Development of Carolina / Lustigan Intersection (North of the N1)

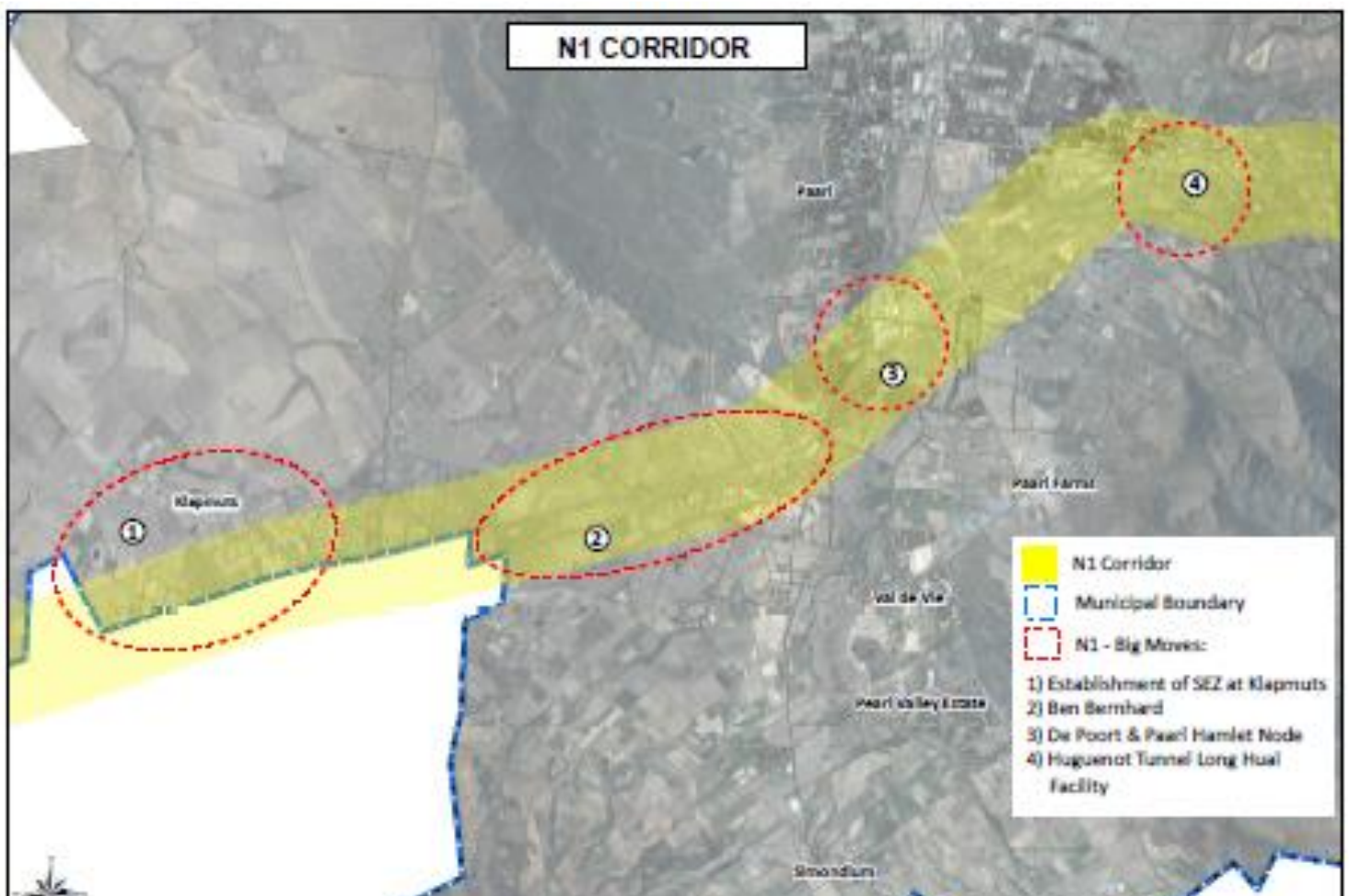


Figure 3: N1 Corridor Map

(c) Implementation Matrix for Catalytic Zone 1: N1 Corridor

CATALYTIC ZONE	N1 CORRIDOR
BIG MOVE	Implement an Integrated Commercial and Industrial Hub at Klapmuts
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Approval of Klapmuts SDF by Council 2. Promulgation of Klapmuts Special Economic Zone 3. Provision of adequate water, sewer, electricity, storm water and roads
PROJECTS, PROGRAMS, KEY INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> 1. Klapmuts Local Spatial Development Framework 2. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment 3. Proposal call for the development of vacant municipal 4. Implementation of basket of Incentives for industrial development 5. Provision of bulk infrastructure services 6. Green Industry Incubator Park 7. Agrarian Reform Programme <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,</p>
BIG MOVE	Development of the Huguenot Tunnel Long Haul facility
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Developed Huguenot Tunnel Long Haul Facility 2. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route 3. Receive and approve developments on vacant municipal land by Council
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> 1. Huguenot Tunnel Long Haul Facility 2. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route 3. Proposal call for the development of vacant municipal <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,</p>
BIG MOVE	Promotion of a light Industrial and Commercial Business Park at Ben Benhard
KEY PERFORMANCE AREA	Planning and Economic Development

INDICATORS OF SUCCESS	A stable electricity network with spare capacity
	Upgraded Strawberry King Bulk Water Pipeline
	Lowering in unemployment rate
	Increase in capital investment
	Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	Reduced crime rate
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. New Mall substation
	2. New N1 substation
	3. Upgrade of Strawberry King water
	4. Courtrai, Paarl – 2 nd Reservoir and bulk balance pipeline
	5. Industrial water meters, Paarl – meter of unmetered connections
	6. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	7. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	8. Municipal Wide CCTV Coverage
	9. Increased law enforcement and SAPS patrols
	10. Fair Valley Communal Agri-project
	11. Green Logistics Hub and Business Park
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,
BIG MOVE	De Poort and Paarl Hamlet node
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Developed De Poort Tourism Gateway
	2. A stable electricity network with spare capacity
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	6. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route
	7. Decrease in crime rate
	8. Use of Courtrai, Paarl – 2 nd Reservoir and bulk balance pipeline
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. De Poort Tourism Gateway
	2. New Mall substation
	3. New N1 substation
	4. Courtrai, Paarl – 2 nd Reservoir and bulk balance pipeline

	5. Upgrading of WWTW to ensure sufficient capacity for future developments (especially Paarl South) and eradicating maintenance backlogs especially at Paarl WWTW
	6. Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route
	7. Identification and Site development of cultural and heritage places of interest
	8. Installation of Tourism signage and infrastructure at iconic areas
	9. Municipal Wide CCTV Coverage
	10. Increased law enforcement and SAPS patrols
	11. Accreditation, restructuring zones
	12. Proposal call for the development of vacant municipal
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,
BIG MOVE	Carolina / Lustigan Intersection (North of the N1)
KEY PERFORMANCE AREA	Sustainable Human Settlements
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	3. Decrease in crime rate
	4. Execution of Boland Park Precinct
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. New Mall substation
	2. New N1 substation
	3. Replacement / upsizing of reticulation system
	4. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	5. Upgrade and rehabilitation of sewer system in entire Drakenstein
	6. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	7. Municipal Wide CCTV Coverage
	8. Increased law enforcement and SAPS patrols
	9. Private Developments (Bergenzicht, Neffensaan, Klipland, Groot Parys, Klein Parys Extension 2)
	10. Boland Park Precinct

	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.
--	--

Table 95: N1 Corridor Implementation Matrix

3.5.2 SOUTH CITY CORRIDOR (SOUTH OF N1, SIMONDIUM)

The South City Corridor is situated to the south of the N1 – thus generally bounded by the N1, R301, south of the Drakenstein Prison and the R45. This area is gaining popularity due to its strategic location within the Drakenstein Municipal boundaries and its accessibility to the City of Cape Town, surrounding neighbouring municipalities and northern parts of South Africa.

Furthermore, the dramatic scenic landscape, the setting of iconic built heritage resources and provision of quality services has highlighted this area's role as a catalytic zone. The creation of the South City Corridor is focused on an efficient and integrated urban structure, inclusive of a variety of housing typologies, commercial opportunities, social and community facilities with well-connected open spaces which caters for different income groups.

A new integration route (Watergat/Schuurmansfontein Roads) is proposed to spatially link communities to the east and west of the Berg River. Both accesses of the integration route (the R301 and R45) will be accentuated as tourism gateways leading to the Mandela House national heritage resource.

(a) List of Big Moves and description

- Creation of a new city corridor between R301 and R45
- Creation of the Watergat/Schuurmansfontein Integration Route
- Investment in South City Corridor Bulk Infrastructure

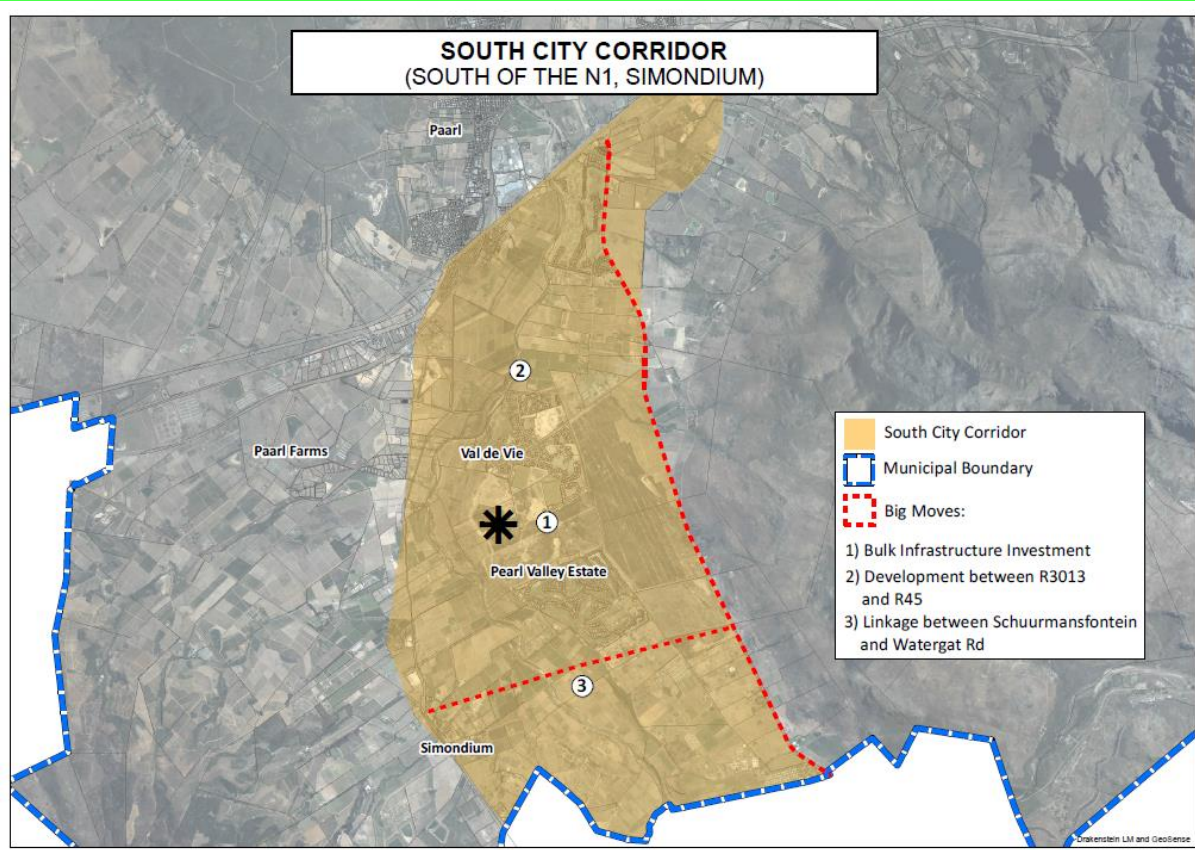


Figure 18: South City Corridor

(b) Implementation Matrix for Catalytic Zone 2: South City Corridor

Catalytic Zone		South City Corridor	
Big Move		Creation of a new city corridor between R301 and R45	
Key Performance Area		Planning and Economic Development	
Indicators of Success		1.	Construction of housing units
		2.	Rates and tax base increasing for the area south of the N1
		3.	Construction of public facilities
		4.	Approval of re-naming of R301 by Competent Authority
		5.	Infrastructure upgrade and improvement of R301
		6.	Employment opportunities created
		7.	Incremental increase of number of residents using community/public facilities
		8.	Erection of signage and beautification of town gateways
Projects, Programs, Initiatives	Item		
	1.	Attract investment for range of housing typology opportunities (IM037 wording amended)	
	2.	Provision of public facilities within new south city corridor	
	3.	Freedom Road project (R301 south of N1 – renaming and upgrade)	
	4.	Promotion of a commercial node	
	5.	Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route	
	6.	Town Gateways	

CATALYTIC ZONE	SOUTH CITY CORRIDOR
	<ol style="list-style-type: none"> Mountain Slope Study South of the N1 Local SDF <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.</p>
BIG MOVE	Creation of the Watergat/Schuurmansfontein Integration Route
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> Construction of bridge and public road Rates and tax base increasing for the south city corridor Inauguration ceremony attended by local, provincial and national spheres of government at Mandela House Tourism Node Employment opportunities created Incremental increase of number of residents using community/public facilities Erection of signage and beautification of town gateways
PROJECTS, PROGRAMS, INITIATIVES	<p><i>ITEM</i></p> <ol style="list-style-type: none"> <i>Linking Watergat and Schuurmansfontein Roads as a new Public Access Route</i> <i>Link bridge over Berg River at Simondium</i> <i>Promotion of investment zone (north of Drakenstein Prison)</i> <i>Create Mandela House Tourism Node</i> <i>Identification and site development of cultural and heritage places of interest</i> <i>Installation of Tourism signage and infrastructure at iconic attractions</i> <i>Simondium Social Node and Tourism Gateway</i> <i>Review of Simondium Precinct Plan</i> <i>Construction of Simondium Community Hall</i> <i>Simondium housing project</i> <i>Simondium Community Hall</i> <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.</p>

CATALYTIC ZONE	SOUTH CITY CORRIDOR
BIG MOVE	Investment in South City Corridor Bulk Infrastructure
KEY PERFORMANCE AREA	Physical Infrastructure and Services
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Provision of basic services to all residents within the South City Corridor
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	<ol style="list-style-type: none"> 2. Commissioning of new N1 132/6611kV80MVA Substation
	<ol style="list-style-type: none"> 3. Courtrai – Levendal/Val de Vie, Simondium, Paarl bulk pipeline
	<ol style="list-style-type: none"> 4. Bulk water pipeline and 2MI reservoir – Simondium (Phase 1)
	<ol style="list-style-type: none"> 5. Extension of reticulation system, Simondium (Phase 2)
	<ol style="list-style-type: none"> 6. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	<ol style="list-style-type: none"> 7. Boreholes and 0.5MI Reservoirs – 1x Simondium
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.

Table 96: South City Corridor Implementation Matrix

3.5.2 PAARL EAST/WEST INTEGRATION CORRIDOR (ALONG MAIN ROAD, PAARL CBD, PAARL EAST)

(a) Description of Zone

The “Paarl East – West Integration Corridor Catalytic Zone” mainly focusses on the integration of Paarl East and Central Paarl. The integration of the two areas is envisioned through the enhancement of the main distributor roads within the Catalytic Zone, which includes Klein Drakenstein Road and Lady Grey Street, as major activity corridors. It is also important to note that the revitalisation and upgrade of the Huguenot Station Precinct and Paarl Central Business District also forms part of this initiative. Furthermore, the development of key strategically located vacant properties within the catalytic zone for the development of the Paarl Waterfront, the Paarl Arboretum, the De Kraal Mixed Use Node, the Boy Louw Multi – Purpose Sport Centre and the Boland Park can also be regarded as crucial components of the integration of Paarl East and West.

(b) List of Big Moves and description

- Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct
- Urban upgrade of Klein Drakenstein Road Central Improvement District (Including Lady Grey Street)
- Paarl Central Business District Renewal
- Upgrade and Development of the Huguenot Station and De Kraal Mixed Use Nodes

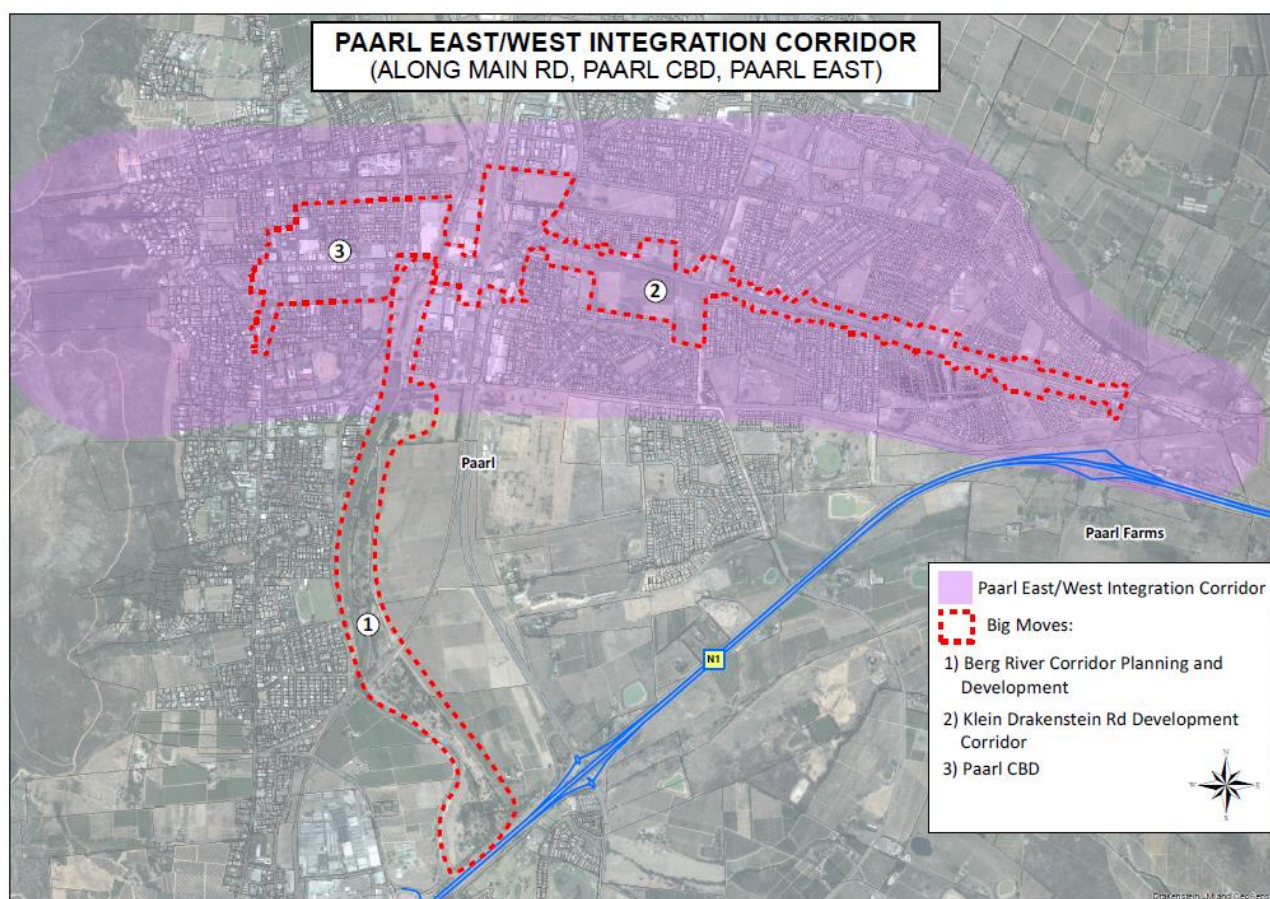


Figure 19: Paarl East/West Integration Corridor

(c) Implementation Matrix for Catalytic Zone 3: Paarl East / West Integration Corridor

CATALYTIC ZONE	Paarl East – West Integration Corridor			
BIG MOVE	Berg River corridor/ Paarl Waterfront and Arboretum Precinct			
KEY PERFORMANCE AREA	Planning and Economic Development			
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity			
	2. Increase in capital investment			
	3. Lowering in unemployment rate			
	4. Reduce in the use of potable water			
	5. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs			
	6. Establishment of the Boy Louw Multi-Purpose Sport Centre			
	7. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route			
	8. Receive and approve developments on vacant municipal land by Council			
	9. Effective execution of the Paarl Waterfront and Arboretum Precinct Plan and Framework			
	10. Decrease in crime rate			
	11. Safe and adequate public toilets			
PROJECTS, PROGRAMS, INITIATIVES	ITEM	BUDGET	TIMEFRAME	RESPONSIBILITY

CATALYTIC ZONE	Paarl East – West Integration Corridor
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Special tariffs for property rates and bulk services by incentivizing capital investment and job creation
	4. Recycle treated sewerage water, Paarl – pipe system to industrial area and sport fields
	5. Upgrading of WWTW to ensure sufficient capacity for future developments (especially Paarl South) and eradicating maintenance backlogs especially at Paarl WWTW
	6. Boy Louw Multi-purpose sport centre
	7. Proposal call for the development of vacant municipal land)
	8. Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route
	9. Identification and Site development of cultural and heritage places of interest
	10. Installation of Tourism signage and infrastructure at iconic areas
	11. Municipal Wide CCTV Coverage
	12. Increased law enforcement and SAPS patrols
	13. Upgrading of Public Toilets
	Strategic and Spatial Enablers: Paarl Waterfront and Arboretum Precinct Plan, Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.
BIG MOVE	Klein Drakenstein Road Central Improvement District (Including Lady Grey Street)
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Installed pre-paid water meters
	7. Upsized reticulation system
	8. Upgraded sewer system
	9. Solid Waste Management Infrastructure at compliant level
	10. Upgraded community and public facilities
	11. Decrease in crime rate
	12. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
A city of excellence	

CATALYTIC ZONE	Paarl East – West Integration Corridor
PROJECTS, PROGRAMS, INITIATIVES	13. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route
	14. Completion of Van Der Stel Street towards Klein Drakenstein Road
	15. Successful roll-out VPUU Projects
	16. Execution Olive Grove Community Project
	17. Execution of Klein Drakenstein Road Central Improvement District Plan
	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	5. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	6. Industrial water meters, Paarl – meter of unmetered connections
	7. Recycle treated sewerage water, Paarl – pipe system to industrial area and sport fields
	8. Replacement / upsizing of reticulation system
	9. Pre-paid water meters area wide
	10. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	11. Upgrade and rehabilitation of sewer system in entire Drakenstein
	12. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	13. Law enforcement i.r.o. water restrictions
	14. Upgrading of Solid Waste Management Infrastructure to compliance levels
	15. Maintenance and upgrade of all community and public facilities (community halls and Thusong centres
	16. Alienation of serviced industrial and commercial sites
	17. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	18. Proposal call for the development of vacant municipal
	19. Develop Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	20. Identification and site development of cultural and heritage places of interest
	21. Installation of Tourism signage and infrastructure at iconic areas
	22. Municipal Wide CCTV Coverage
	23. Increased law enforcement and SAPS patrols
	24. Upgrading of public toilets
	25. Coordination of sufficient health services / facilities
	26. Accreditation, restructuring zones
	27. Completion of Van Der Stel Street towards Klein Drakenstein Road
	28. VPUU Project Coordination
	29. Boland Cricket Park regeneration
	30. Olive Grove Community Project

CATALYTIC ZONE	Paarl East – West Integration Corridor
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Klein Drakenstein Road Central Improvement District Plan, Paarl and Wellington CBD Local SDF, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Devolution of Heritage Decision / Competency from Heritage Western Cape, Update Heritage Survey, Small Business Entrepreneurs Capacity Building and Mentorship, Vacant land Study, Densification Study, Secondary City Study, Paarl and Wellington CBD Local SDF and Implementation, Boland Park Precinct Plan, Roll-out of Broadband, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module.
BIG MOVE	Paarl Central Business District Renewal
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Upsized reticulation system
	7. Installed pre-paid water meters
	8. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	9. Upgraded sewer system
	10. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route
	11. Decrease in crime rate
	12. Safe and adequate public toilets
	13. Execution of the Paarl and Wellington CBD Local SDF
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	5. Area wide water saving devices for municipal buildings
	6. Industrial water meters, Paarl – meter of unmetered connections
	7. Replacement / upsizing of reticulation system
	8. Pre-paid water meters area wide
	9. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	10. Upgrade and rehabilitation of sewer system in entire Drakenstein
	11. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	12. Law enforcement i.r.o. water restrictions

CATALYTIC ZONE	Paarl East – West Integration Corridor
	13. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	14. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	15. Identification and site development of cultural and heritage places of interest
	16. Installation of Tourism signage and infrastructure at iconic areas
	17. Municipal Wide CCTV Coverage
	18. Increased law enforcement and SAPS patrols
	19. Upgrading of public toilets
	20. Coordination of sufficient health services / facilities
	21. Accreditation, restructuring zones
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Devolution of Heritage Decision / Competency from Heritage Western Cape, Update Heritage Survey, Small Business Entrepreneurs Capacity Building and Mentorship, Vacant land Study, Densification Study, Secondary City Study, Roll-out of Broadband, Paarl and Wellington CBD Local SDF and Implementation, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Integrated Economic Growth Strategy.
BIG MOVE	Huguenot Station and De Kraal Mixed Use Nodes
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Upsized reticulation system
	7. Installed pre-paid water meters
	8. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	9. Upgraded sewer system
	10. Upgraded community and public facilities
	11. Completion of the De Kraal Sport Stadium
	12. Receive and approve developments on vacant municipal land
	13. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route
	14. Decrease in crime rate
	15. Execution of the Paarl and Wellington CBD Local SDF
	16. Execution of the Klein Drakenstein Road Central Improvement District Plan
	17. Completion of De Kraal and Zanddrift Sport ground Indoor facility
	18. Execution of the Huguenot Station Precinct Plan
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation

CATALYTIC ZONE	Paarl East – West Integration Corridor
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	5. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	6. Area wide water saving devices for municipal buildings
	7. Industrial water meters, Paarl – meter of unmetered connections
	8. Replacement / upsizing of reticulation system
	9. Pre-paid water meters area wide
	10. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	11. Upgrade and rehabilitation of sewer system in entire Drakenstein
	12. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	13. Law enforcement i.r.o. water restrictions
	14. Maintenance and upgrade of all community and public facilities (community halls and Thusong centres
	15. De Kraal Sport Stadium
	16. Alienation of serviced industrial and commercial sites
	17. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	18. Proposal call for the development of vacant municipal land
	19. Develop Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	20. Identification and site development of cultural and heritage places of interest
	21. Installation of Tourism signage and infrastructure at iconic areas
	22. Municipal Wide CCTV Coverage
	23. Increased law enforcement and SAPS patrols
	24. Accreditation, restructuring zones
	25. De Kraal and Zanddrift Sport ground Indoor facility
	26. Huguenot Station Precinct
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Integrated Zoning Scheme, Devolution of Heritage Decision / Competency from Heritage Western Cape, Update Heritage Survey, Small Business Entrepreneurs Capacity Building and Mentorship, Vacant Land Study, Densification Study, Secondary City Study, Roll-out of Broadband, Paarl and Wellington CBD Local SDF and Implementation, Klein Drakenstein Road Central Improvement District Plan, Huguenot Station Precinct Plan, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Integrated Economic Growth Strategy.

Table 97: Paarl East/West Integration Corridor Implementation Matrix

3.5.3 NORTH CITY INTEGRATION CORRIDOR (PAARL, MBEKWENI, WELLINGTON)

(a) Description of Zone:

This Catalytic Zone is located north of the N1 and runs in a general north-south direction (with inclusion of Nieuwedrift as exception) and is referred to as the North City Integration Corridor. The Corridor includes the urban areas of Paarl, Mbekweni and Wellington (including the Wellington Industrial Park Precinct and the Berg River Boulevard extension to the R45 and Nieuwedrift). The Corridor overlaps with the N1 Corridor and the Paarl East/West Integration Corridor. The Big Moves that overlap with the other Catalytic Zones are not included in the tables for the North City Integration Corridor zone (i.e. therefore please refer to the other 2 Zones).

(b) List of Big Moves and description:

- Development of the Wellington Industrial Park
- Implementation of the Wellington CBD Plan and Implementation
- Development of the Vlakkeland, Erf 557 Mbekweni, Erf 16161 and Roggeland (SAHRA acquisition of land for Integrated Mixed Use development)
- Upgrade and development of the Dal Josafat Industrial Area
- Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development
- Planning and Implementation of the Violence Prevention through Urban Upgrade program

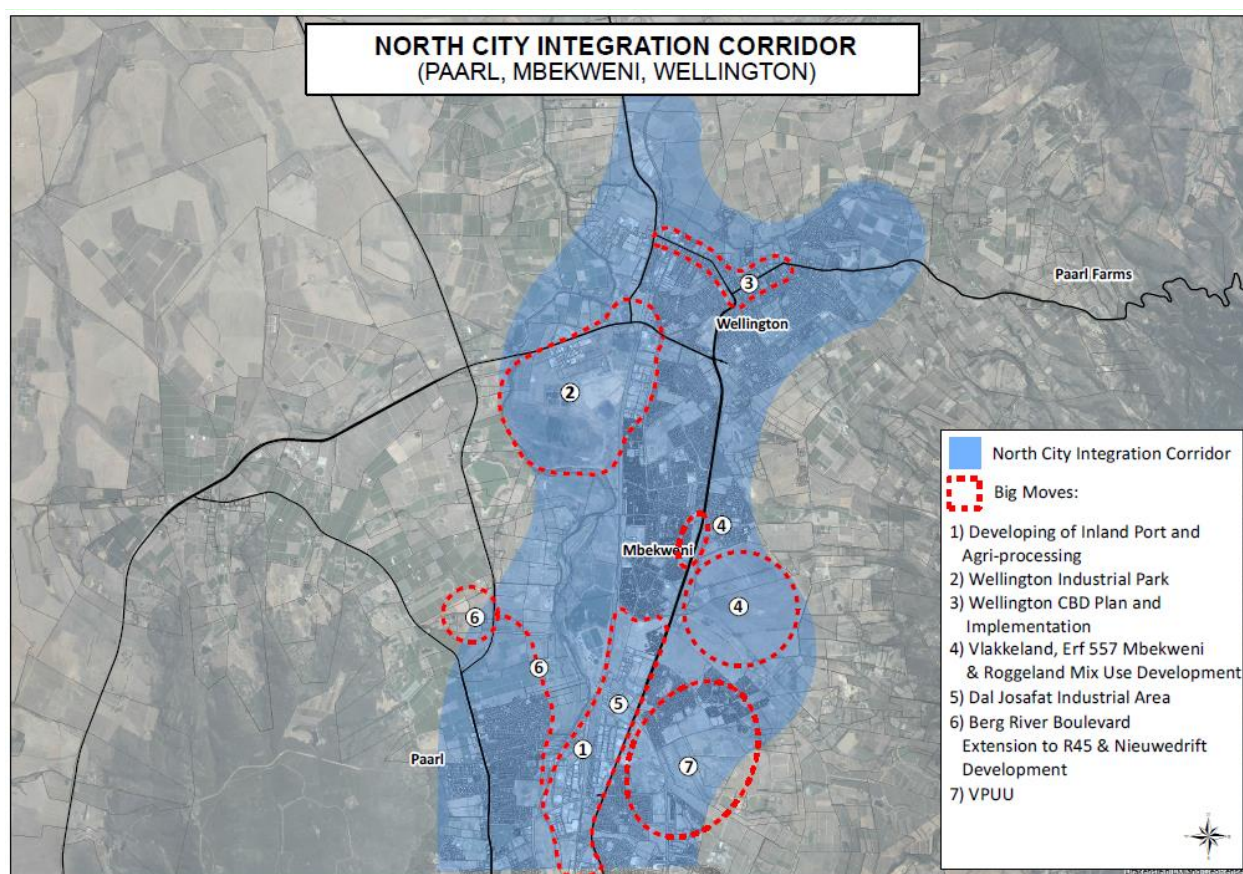


Figure 20: North City Integration Corridor

(c) Implementation Matrix for North City Integration Corridor

CATALYTIC ZONE	NORTH CITY CORRIDOR
BIG MOVE	Wellington Industrial Park
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Commencement of the extension development of the Wellington Industrial Park Precinct
	2. Establishment of Agro-parks in the Wellington Industrial Park Precinct
	3. Completion of the upgrade of infrastructure, at minimum cost, of Brownfield sites
	4. Serviced Industrial and Commercial sites transferred to property developers
	5. Commencement of the operation of the new landfill site
	6. Completion of the upgrade and rehabilitation of sewerage pump stations
	7. Completion of the development of the R44 and R45 intersection Gateway
	8. Rates and tax base increases for the area
	9. Employment opportunities created
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Secure development rights
	2. Agro-processing parks
	3. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	4. Alienation of serviced Industrial and Commercial sites
	5. Identify new landfill site
	6. Solution to landfill site problem
	7. Upgrade and rehabilitation of sewerage pump stations (...Wellington Industrial)
	8. Town Gateways
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	Wellington CBD Plan and Implementation
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Upgrade and development of the Church and Tourist Gateway Precinct in accordance with the Urban Design Plan (i.t.o. Wellington CBD Urban Design Framework)
	2. Upgrade and development of the other 6 precincts in accordance with the Urban Design Plans (i.t.o. Wellington CBD Urban Design Framework)
	3. Upgrading of the Wellington WWTW completed
	4. Rates and tax base increases for the area
	5. Completion of the development of the Retief Street/Champagne Road, Hermon road and Bainskloof road Gateways Employment opportunities created
	6. Employment opportunities created

CATALYTIC ZONE	NORTH CITY CORRIDOR
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Church Street, Wellington UDF Implementation - Secure development rights
	2. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs
	3. Town Gateways
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	Vlakkeland, Erf 16161, Erf 557 Mbekweni and Roggeland (SAHRA acquisition of land for Integrated Mix Use development)
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Completion of the Vlakkeland bulk water upgrade, Mbekweni
	2. Completion of the development of the Vlakkeland mixed use development
	3. Completion of the development of Erf 557
	4. Completion of the development of the Roggeland
	5. Upgrade and development of Mbekweni in accordance with the Urban Design Plans (i.t.o. Mbekweni Precinct Plan)
	6. Completion of upgrading of Pelikaan Park / Newton
	7. Upgrading of Paarl WWTW completed
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Vlakkeland Bulk water upgrade, Mbekweni
	2. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	3. Vlakkeland mixed use development : Secure development rights
	4. Erf 557 mixed use development : Secure development rights
	5. Secure development rights for Roggeland
	6. Mbekweni Precinct Plan
	7. Upgrading of Pelikaan Park / Newton
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	Development of Dal Josaphat Industrial Area
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Completion and establishment of the Inland Port and Agri-processing plant
	2. Completion the upgrade of the infrastructure, at minimum cost, of Brownfield sites

CATALYTIC ZONE	NORTH CITY CORRIDOR
PROJECTS, PROGRAMS, INITIATIVES	3. Serviced Industrial and Commercial sites transferred to property developers
	4. Completion of the establishment of a Special Ratings Area in Dal Josaphat industrial area
	5. Upgrading of Paarl WWTW completed
	ITEM
	1. Development of Inland Port and Agro-processing plant (BM)
	2. Brownfields – upgrade under utilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment.
	3. Alienation of serviced Industrial and Commercial sites
	4. Upgrading of Dal Josaphat
	5. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	Berg River Boulevard Extension to R45 and Nieuwedrift Development
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Completion of reservoir and bulk water pipeline
	2. Council accepts successful bidder's development proposals
	3. Upgrading of Paarl WWTW completed
	4. Completion of Berg River Boulevard extension to Retief Street
	5. Council approval and implementation of site development plan for R45 and Nieuwedrift/Berg River Boulevard Gateways
	6. Completion of Berg River Boulevard extension to R45
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Nieuwedrift, Paarl – 0.5Ml reservoir and bulk water pipe
	2. Nieuwedrift – Call for Development Proposals
	3. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	4. Extension of Berg River Boulevard to Retief Street
	5. Town Gateways
	6. Extension of Berg River Boulevard to R45 and Nieuwedrift
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	VPUU

CATALYTIC ZONE	NORTH CITY CORRIDOR
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Awaiting submission from consultant
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Community Based Business Park to promote the Informal Economy
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klipmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.

Table 98: North City Integration Corridor Implementation Matrix

3.5.4 HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)

(a) Description of Zone

Drakenstein's Hinterland constitutes Windmeul, Hermon, Gouda and Saron. This inland region is strategically located along the R44 and in close proximity of the N7 a strategic Transport corridor of the Western Cape. The region focuses primarily on Agriculture and related sector activities and therefore we identified the need to enhance the Agro –Processing value chain in the area.

(b) List of Big Moves and description

- Agro –Processing value chain in the area- This Big Move will focus on enhancing the existing Agro-Processing sector in the region through the development of a Business Retention and Expansion Strategy linked to the sector. We will focus on both upstream and downstream linkages of this sector.

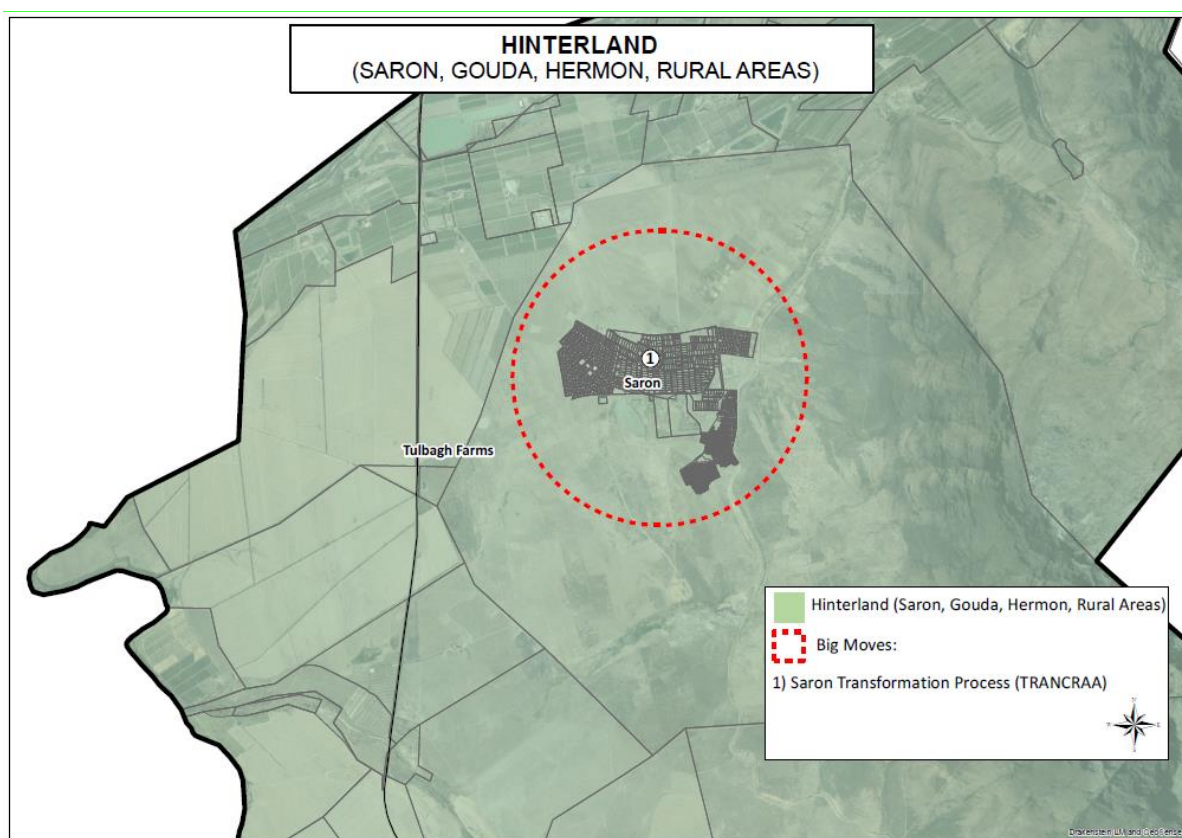


Figure 21: Hinterland - Saron, Gouda, Hermon Rural Areas Corridor

(c) Implementation Matrix for Catalytic Zone 5: Hinterland – Saron, Gouda, Hermon Rural Areas Corridor

CATALYTIC ZONE	HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)
BIG MOVE	Enhance Agro-processing value-chain in rural area
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. High Value Manufacturing.
	2. Increased contribution of SME Agro-processors to the GDP and employment.
	3. Increased access of SME Agro-processors to business development services.
	4. Availability of Integrated Transportation system –both passenger and goods and services
	5. Business Expansion
	6. Capital Investment
	7. Infrastructure Investment
	8. Social Stability
	9. Decrease in Social Services demands in area
	10. Number of businesses established in value chain
	11. Output per Capita
	12. Development of dignified and integrated human settlements
	13. Increase in skilled workforce
	14. Decrease in Absolute Poverty Rates

CATALYTIC ZONE	HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Gouda and Saron CBD: Small Business Development Upgrade.
	2. Hermon Precinct Plan
	3. Rural Tourism Product Development
	4. Identification and site development of cultural and heritage places of interest
	5. Installation of Tourism signage and infrastructure at iconic attractions
	6. Saron Transformation Process (TRANCRAA)
	7. Construction of Saron Community Hall
	8. Upgrade/ replace reticulation system in Saron
	9. Replace/ upgrade of bulk water pipe, Saron and Gouda
	10. Pre-paid water meters –area wide
	11. Saron Water Depot
	12. Centralize sludge management
	13. Upgrade and rehabilitation of sewerage pump station (Saron)
	14. Upgrade and Rehabilitation of sewer systems in entire Drakenstein
	15. Re-use of treated wastewater effluent
	16. Water Treatment works (2MI/d,2MI reservoir and 100MI, open dam, Saron
	17. Gouda Small Holdings- Water Reticulation System
	18. Telemetric system upgrade
	19. Replacement/Upsizing of reticulation system
	20. Environmental Performance Monitoring System
	21. Promotion of Green Economy
	22. 100 year Berg River Flood scenarios
	23. Air Quality Management Plan and Air Quality monitoring
	24. Berg River Maintenance Management Plan
	25. Update of key plans including Climate Change Strategy and Environmental Management Framework
	26. Water and Sanitation in rural areas
	27. Identification of available land for ECD centres
	28. Accreditation Restructuring zones-Appointment of turnkey implementation housing agent
	29. Co-ordination of sufficient health services
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing,Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Rural Development Strategy, Facilitate linkages with Agri-park, Rural Tourism Strategy.

3.6 ALIGNMENT OF THE INTEGRATED DEVELOPMENT PLAN (IDP) AND THE SPATIAL DEVELOPMENT FRAMEWORK

3.6.1 ALIGNMENT OF IDP VISION AND SDF VISION

The Integrated Development Plan (IDP) is the overall strategic development plan for a municipality, prepared in terms of the Municipal System Act, Act 32 of 2000, that guide decision-making, budgeting and development in the municipality. The Spatial Development Framework (SDF) presents the long term vision of the desired spatial form of the municipality. The SDF is thus a critical component to the IDP to direct municipal and private sector spending and investment by providing spatial proposals and strategies (thus the location and nature of development) which will support economic growth and integrated human settlements.

The IDP and SDF will now be interrogated in order to support the notion that the two strategic documents are aligned as required in terms of the Municipal System Act, Act 32 of 2000, Spatial Planning and Land Use Management Act, Act 16 of 2013 and the Land Use Planning Act, Act 3 of 2014.

A comparison will now be made between the two documents in terms of the following:

- ▣ **Vision**
- ▣ **Key Performance Areas and SDF Themes**
- ▣ **Maps**
- ▣ **Big Moves and SDF Implementation Matrix**

The following table presents the IDP Vision and the SDF Vision:

IDP Vision	SDF Vision
<p>A city of excellence</p> <p>The long-term Strategic Plan (Vision 2032) is the strategy for Drakenstein Municipality to realise the vision of being a “City of Excellence” within the next fifteen years. Key facets of the Vision are economic dynamism, quality of life for all, a strong, well-governed brand and financial sustainability. Long-term strategies are required to develop, maintain and extend Drakenstein’s national and international competitiveness.</p>	<p>The Drakenstein Municipality located at the heart of the Winelands and building on its assets – its dramatic scenic landscape, precious natural and cultural heritage, quality educational institutions and sporting facilities, thriving agricultural economy and unrivalled access to the regional access and logistics network – will be a city of excellence for all its residents.</p>
Alignment of the IDP Vision and SDF Vision	
<p>Both Visions:</p> <ul style="list-style-type: none"> • emphasize the movement to city status • highlight the importance to excel • emphasize a long term strategy for Drakenstein Municipality • build on the municipality’s key assets, quality of life and economic sustainability • realise the municipality’s competitiveness on a regional, national and international level 	

Table 99: IDP Vision and SDF Vision

It can therefore be concluded that the two Visions are aligned, with the IDP providing a strategic vision and the SDF providing the spatial strategy for the IDP vision.

3.6.2 ALIGNMENT OF THE IDP KEY PERFORMANCE AREAS AND SDF THEMES

Taking cognisance of the political, national, provincial and district policies and plans, seven Key Performance Areas (KPA's) were identified in the IDP for Drakenstein Municipality. Within the SDF, six themes emerged based on a synthesis of the key opportunities and challenges identified in the status quo analysis as well as the formulation of the SDF Vision.

The following table represents the alignment of the IDP KPA's and the SDF Themes.

As can be derived from the table, the SDF Themes makes cross-cutting references to each of the IDP KPA's. It can therefore be concluded that the IDP KPA's and the SDF Themes are aligned, with the IDP providing the broad basis for performance within the municipality and the SDF Themes providing strategies (from a spatial point of view) to adhere thereto.

IDP KPA	SDF Themes					
	Environmental Management	Agriculture and Rural Development	Heritage and the Cultural Landscape	Connectivity and Green Logistics	Sport and Recreation	Settlements and Communities
Good Governance: To promote proper governance and public participation.	Promotes custodian/stewardship of natural assets. Develop environmental awareness and education.	Increase exposure of agricultural practices and products to the general public and increase food security and nutritional awareness.	Establish partnerships for integrated management of landscapes and scenic routes and areas of cultural significance which cut across municipal boundaries.	Expand recycling initiatives.	Establish agreements regarding the sharing of facilities to optimize use and cross-code training benefits.	Investigate private-public partnerships for key priority projects.
A public participation process is followed for the SDF which strives to be in line with the IDP public participation process.						
Financial Sustainability: To ensure financial sustainability in order to meet the statutory requirements.	Public-private partnerships for disaster management. Incentivise conservation of private land	Re-orientation of existing farming model to facilitate appropriate subdivision, diversification, adaptive re-use of irrigated land, fast-tracked land reform and new local food chains between producers and consumers.	Acknowledge the potential for growing the contribution that these resources (heritage and cultural resources) make to the local economy.	Promote Drakenstein as a regional agri-processing hub through strengthening its position within the regional distribution network and unlocking key economic drivers.	Capitalize on established educational, sport and outdoor recreational facilities and opportunities to attract investment and spending. Investigate external funding options for facilities.	Promote urban renewal programmes in CBDs. Facilitate land ownership and security of tenure.
Institutional Transformation: To transform the municipality into an effective and efficient organization.	Invest in public-private partnerships.	Adopt new land use management scheme to manage agri-land diversification.	Adopt new land use managements scheme and heritage overlay zone to address impact on sensitive landscapes.	New land use management system to cater for transport industries.	Land use management requirements for sport facilities to allow mixed use development and guidelines for student accommodation.	New models of housing delivery and security of tenure to promote densification, accommodate a variety of income groups and a range of land uses.
Drakenstein Municipality has a dedicated Planning Department to deal with spatial planning and land use management						
Physical Infrastructure and Energy Efficiency: To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.	Promote off-grid services in outer lying and environmentally sensitive areas. Improve basic services to reduce disaster risk. Stricter management of resource utilization and consumption.	Promote off-grid agriculture infrastructure. Employ new technology e.g. hydroponic growing.	Promote off-grid services in outer-lying areas or environmentally sensitive areas.	Develop and implement sustainable energy plans. Understand infrastructure requirements and locational preferences for industry and agri-processing and provide infrastructure requirements accordingly.	Understand and address student transport needs. Establish infrastructural requirements of coordinated network of sporting facilities. Strategy for transport management of big events.	Upgrade network capacity to cope with densification. Ensure that long-term planned expansion of infrastructure networks will result in optimal use of land and smart growth patterns.

IDP KPA	SDF Themes					
	Environmental Management	Agriculture and Rural Development	Heritage and the Cultural Landscape	Connectivity and Green Logistics	Sport and Recreation	Settlements and Communities
Economic Growth and Development: To plan and facilitate sustainable and inclusive economic growth and development.	Eco-tourism encouraged. Employment through EPWP.	Agriculture as the economic base of the region. Agri-tourism and heritage assets to be promoted. Leverage rural and economic growth through road and rail infrastructure. Encourage food security.	Promote eco-tourism, agri-tourism and signage strategy for municipality.	Promote incentives to attract green economy and agri-processing projects and initiatives.	Investigate the sport/events economy to understand the institutional, logistical and marketing requirements. Promote the Drakenstein region as an educational hub.	Optimise use of land in green- and brownfield developments.
Safety and Environment Management: To ensure a safe community and a healthy and protected environment.	Protect Critical Biodiversity Areas. Roll-out of disaster management plans and map high vulnerability index and risk areas. Recognise the threat of climate change.	Establish sites for urban agriculture to promote household food security and improved nutrition. Employ appropriate technology to manage climate control.	Protect scenic routes, gateways, view sheds and sensitive interfaces between settlements and the natural and rural environment.	Protect sensitive interface between rural and urban landscapes from potentially insensitive uses and infrastructure.	Invest in the maintenance and upgrading of stadiums and sporting facilities. Protect public places used for sport and recreation.	Protect the particular sense of place of settlements and nodes.
Social and Community Development: To facilitate social and community development.	Identify and map high disaster risk areas.	Provide for farmworker and rural dweller settlement in the Human Settlement Plan. Innovative land reform/ownership options.	Celebrate gateways/scenic entry points to the municipality and its settlements.	Expand agri-processing activities in appropriate locations that relate to existing settlements.	Identification of strategic sites for the establishment of centralized community sport facilities and a regional sporting centre and conference facility.	Promote social development, community livelihoods and safety through the sustainable delivery of social facilities, public open spaces, recreational facilities and housing. Pursue social and physical integration of previously segregated areas.

Table 100: Alignment of IDP KPAs and SDF Themes

3.6.3 ALIGNMENT BETWEEN THE CATALYTIC ZONES IDENTIFIED IN THE IDP AND THE FOCUS AREAS IDENTIFIED IN THE SDF: MAPS

Vision 2032 makes provision for five catalytic zones within the Drakenstein Municipal Area, whilst the SDF developed 13 Focus Areas (with the rural areas dealt with at a broader level). It should be noted that the IDP Catalytic Zones refer to a spatial location on a broader scale, whilst the SDF Focus Areas provide detailed spatial information up to a cadastral level.

Catalytic Zones, as stated in the IDP, are intra-municipal zones of spatial and economic activity. Catalytic Zones contain “Big Moves” which are initiatives that will, over the next fifteen years, dramatically alter and improve the space, economy and sustainability of Drakenstein. Catalytic Zones cut across wards and administrative boundaries of the towns in Drakenstein. Certain Catalytic Zones overlap - this is critical because it promotes and strengthens the integration between the different catalytic zones.

The Spatial Development Framework equally, identifies 13 Focus Areas for the Drakenstein Municipal Area. Each Focus Area (FA) contains a spatial strategy consisting of a spatial concept plan, a land use implications plan and an implementation matrix for IDP prioritization. These focus areas should not be seen in isolation, but should be considered in close relation to one another in order to ensure that the broader spatial concepts are achieved in a holistic and cohesive manner.

The SDF Focus Area Maps were superimposed on the IDP Catalytic Zone Maps. As can be derived from the superimposed maps hereunder (after table below), both the IDP Catalytic Zones and the SDF Focus Areas provides spatial referencing for the entire Drakenstein Municipal Area. The linkage between the IDP and SDF is summarized as follows:

Linkages between the IDP Catalytic Zones and SDF Focus Areas		
Catalytic Zones identified in IDP	Focus Areas identified in SDF	Superimposed Maps
North City Corridor (Paarl, Mbekweni, Wellington)	FA1, FA2, FA3, FA4 (Paarl, Paarl East, Mbekweni, Wellington)	Figure 1
Paarl East/West Integration Corridor (corridor to the south a portion of Berg River Boulevard and Arboretum, Paarl CBD, Huguenot station pre & portions of Paarl East)	FA1, FA2 (Paarl, Paarl East)	Figure 2
South City Corridor (south of N1 [mostly within the urban edge] & Simondium)	FA5, FA6 (Paarl South, Simondium)	Figure 3
N1 Corridor (Klapmuts North, Ben Bernhard, De Poort, Paarl Hamlet [including the Paarl Mall precinct], Huguenot Tunnel)	FA1, FA2, FA7, FA8 (Portions abutting N1, Ben Bernhard, Klapmuts North)	Figure 4
Hinterland (and Hamlets) (Windmeul, Hermon, Gouda Saron, Bainskloof Village, farms)	FA9, FA10, FA11, FA12, FA13 (Windmeul, Hermon, Gouda Saron, Bainskloof Village and farms)	Figure 5

Table 101: Linkages between IDP Catalytic Zones & SDF Focus Areas

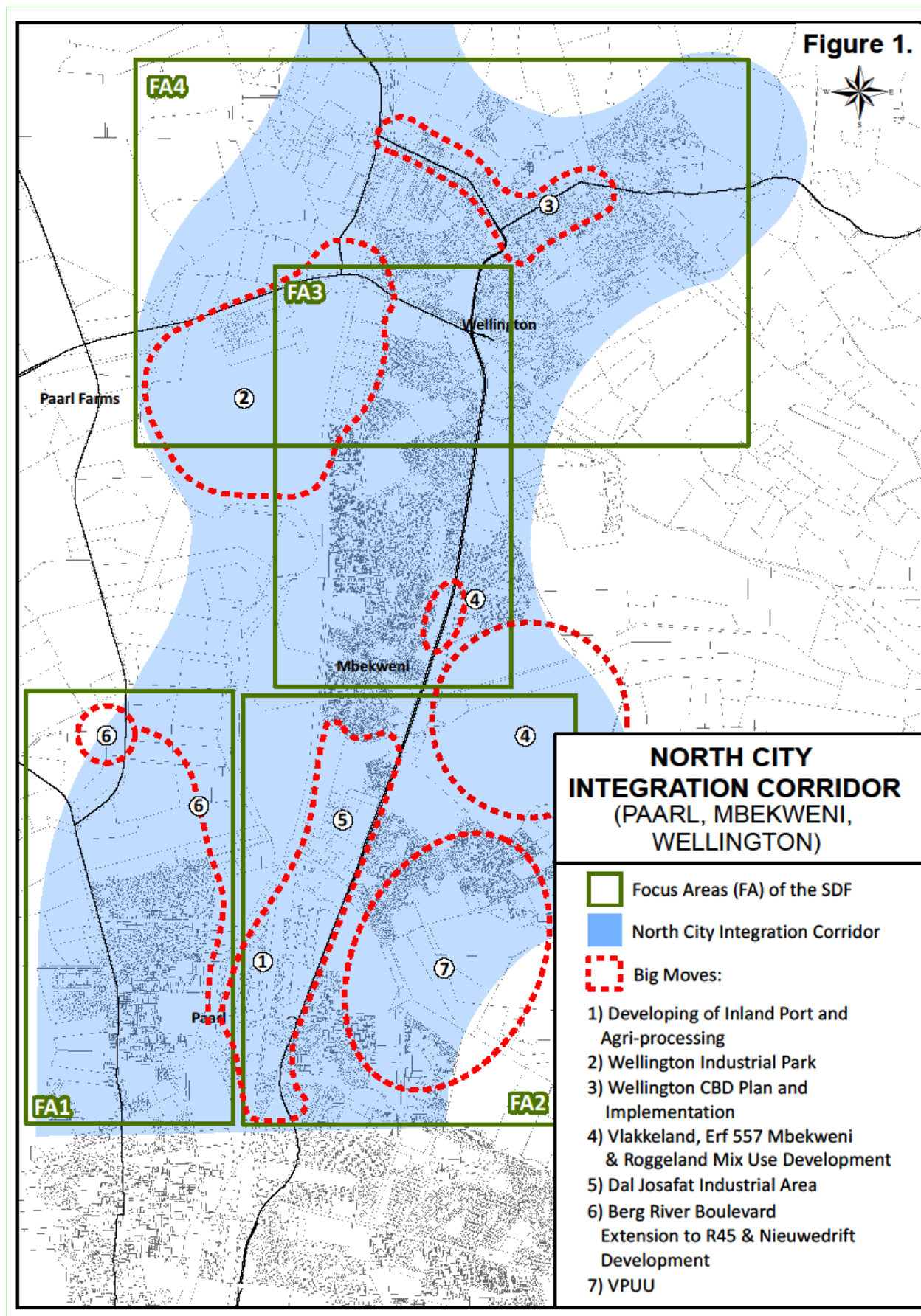


Figure 22: North City Integration Corridor Map

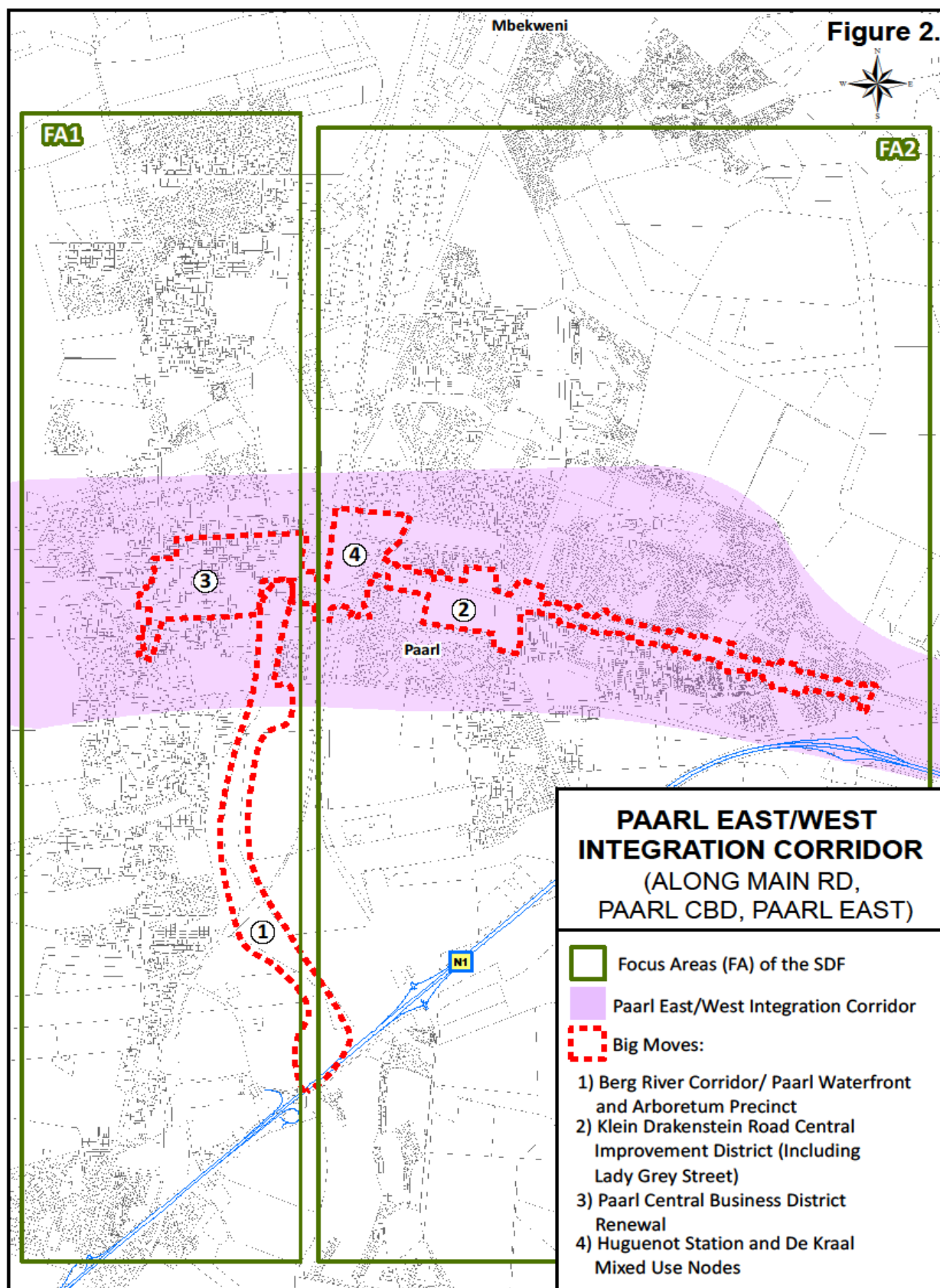


Figure 23: Paarl East/West Integration Corridor Map

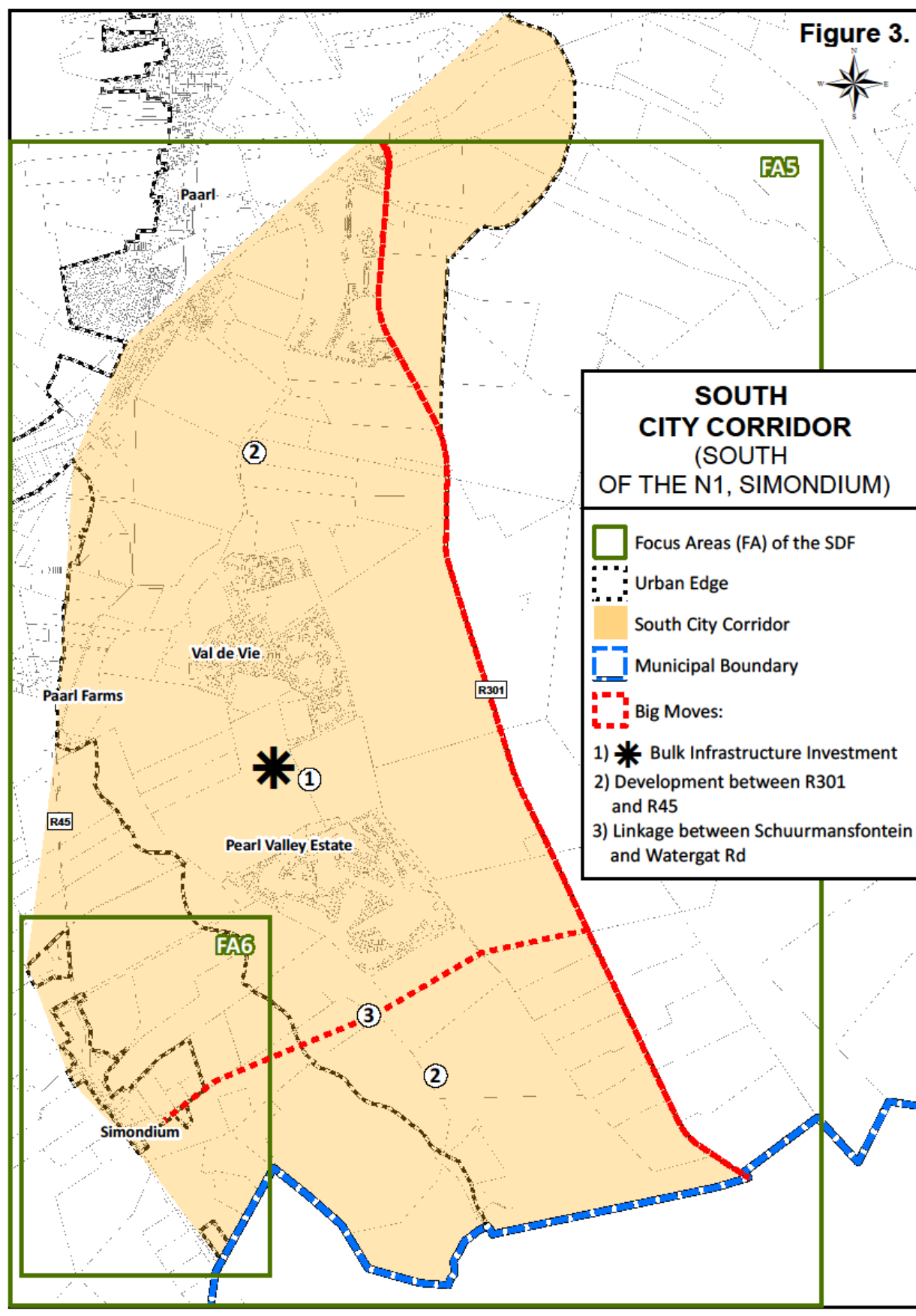


Figure 24: South City Corridor Map

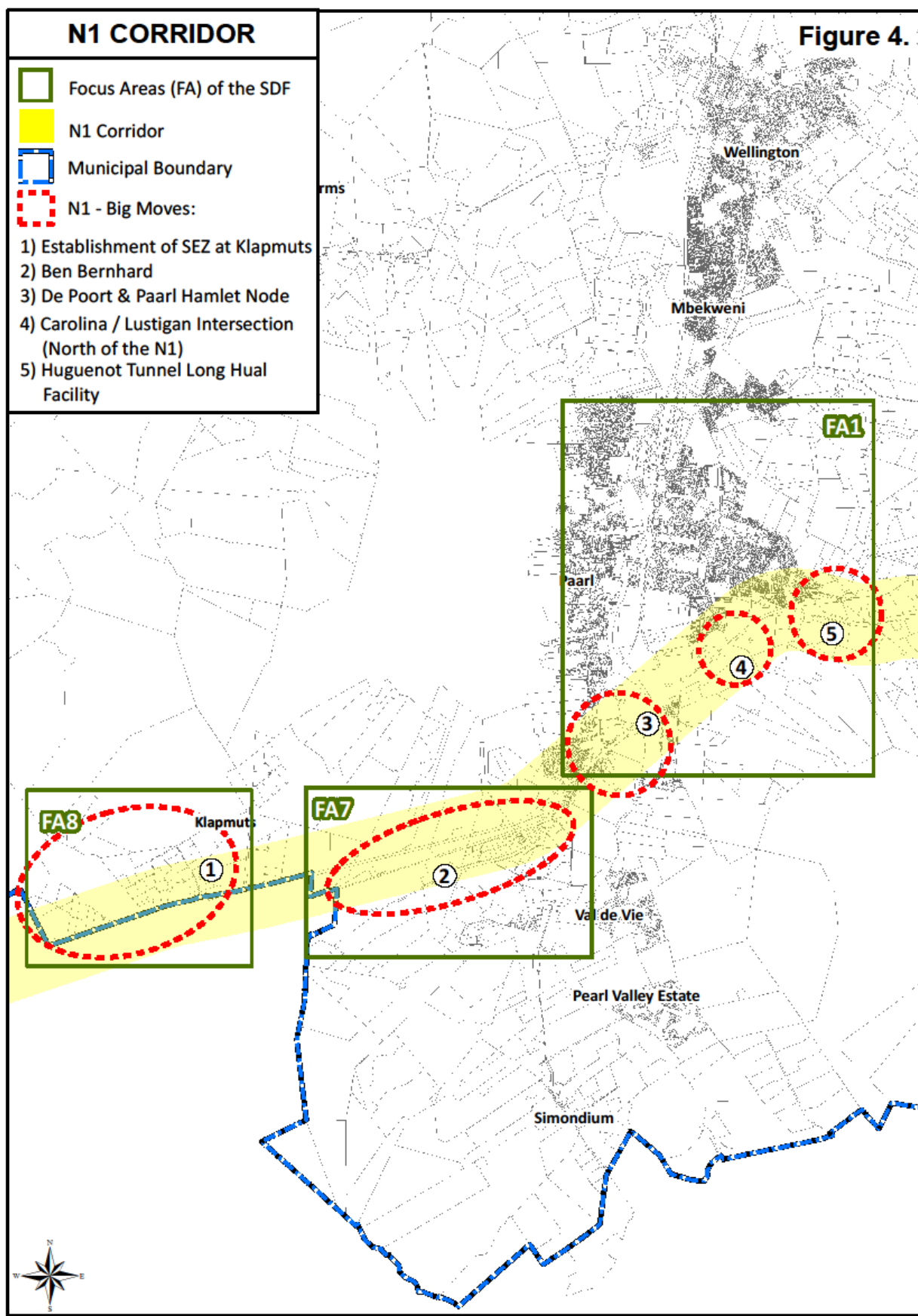


Figure 25: N1 Corridor Map

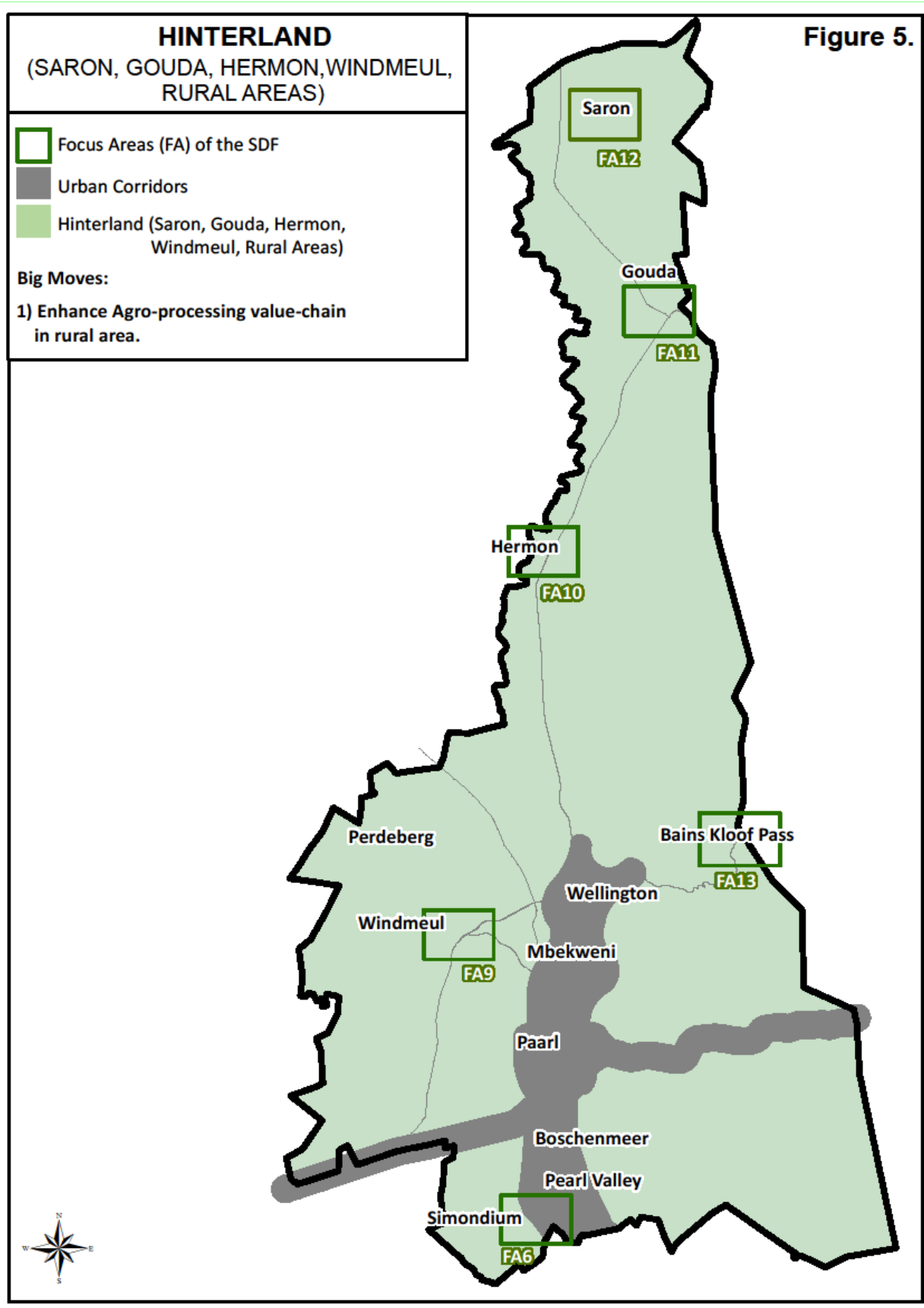


Figure 26: Hinterland Map

3.6.4 ALIGNMENT BETWEEN THE IDP BIG MOVES AND SDF IMPLEMENTATION MATRIX

In order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management, Vision 2032 identified an array of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. Big Moves were then broken down into Key Initiatives, Programs and Projects, also underpinned by timeframes, budget and responsible department. These Big Moves have been located spatially within the five Catalytic Zones. All of the above are underpinned by series of transversal enablers, such as policies, procedures and by-laws – the governance, financial and institutional foundation of both Drakenstein, the Local Authority, and Drakenstein the City of Excellence.

The SDF also makes provision for an Implementation matrix for each Focus Area which describes the type of projects that need to be initiated in a specific area. The matrix provides a description of the project, indicating whether it should be prioritized as a short, medium or long term project, the implementing agents and possible funding sources. All of the above, are underpinned by existing policies, strategies and plans that support the SDF proposals. Also, the municipality commissioned policy documents that will support the implementation of the SDF and recommendations are also made for additional policies required to implement the SDF proposals in order for Drakenstein to be “A City of Excellence”.

There is an alignment between the IDP Big Moves and the SDF Implementation Matrix as well as an alignment of the spatial location of the IDP Catalytic Zones and the SDF Focus Areas. The below table provides a snapshot correlation of the highlighted development priorities of the Drakenstein Municipality as identified in both the IDP and SDF.

IDP BIG MOVES	Referenced in Catalytic Zone Map	Referenced in Focus Area Map	SDF IMPLEMENTATION MATRIX
List of Big Moves for North City Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA1, FA2, FA3, FA4
Developing an Inland Port and Agri-processing	Nr1	FA2.8	Dal Josafat Station Precinct development proposed
Development of the Wellington Industrial Park	Nr2	FA4.6	Wellington Industrial Park Development Plan proposed (add to high priorities)
Implementation of the Wellington CBD Plan and Implementation	Nr3	FA4.2	Wellington CBD Urban Design Framework proposed and completed
Development of the Vlakkeland, Erf 557 Mbekweni, Erf 16161 and Roggeland (SAHRA acquisition of land for Integrated Mix Use development)	Nr4	FA3.1	Roggeland Precinct Plan proposed
Upgrade and development of the Dal Josafat Industrial Area	Nr5	FA2.4 & FA2.8	Upgrade of industrial area to occur along station precincts Incentivise existing industrial strip west of Jan van Riebeeck Drive (spatial proposal only)
Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development	Nr6	FA1.5	Nieuwedrift development framework proposed Berg River Boulevard extension proposed (connectivity indicated in SDF spatial concept plan only)
Planning and Implementation of the Violence Prevention through Urban Upgrade program	Nr7	FA2.6	VPUU Priority Projects Roll-out proposed
List of Big Moves Paarl East/West Integration Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA1, FA2
Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct	Nr1	FA1.4	Paarl Waterfront and Arboretum Precinct Plan proposed

IDP BIG MOVES	Referenced in Catalytic Zone Map	Referenced in Focus Area Map	SDF IMPLEMENTATION MATRIX
Urban upgrade of Klein Drakenstein Road Central Improvement District (Including Lady Grey Street	Nr2	FA2.1	Klein Drakenstein Road Central Improvement District Plan proposed
Paarl Central Business District Renewal	Nr3	FA1.3	Paarl CBD (and Main Road) Urban Design Framework proposed
Upgrade and Development of the Huguenot Station and De Kraal Mixed Use Nodes	Nr4	FA2.4	Huguenot Station Precinct Plan (inclusive of De Kraal) proposed
List of Big Moves for South City Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA5, FA6
<ul style="list-style-type: none"> Creation of a new city corridor between R301 and R45 	Nr2	FA5.3	Infill development proposed, thus mixed land uses catering for a variety of income groups
<ul style="list-style-type: none"> Creation of the Watergat/Schuurmansfontein Integration Route 	Nr3	FA5.2	Paarl South New Public Road link proposed
<ul style="list-style-type: none"> Investment in South City Corridor Bulk Infrastructure 	Nr1	FA5.5	New services and upgrading of services paramount to support new growth and densification
List of Big Moves for N1 Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA8, FA7, FA1 (abutting north of N1), FA2 (abutting north of N1)
Implement a Special Economic Zone at Klappmuts	Nr1	FA8.1	Klappmuts to be promoted as Special Economic Zone
Development of the Huguenot Tunnel Long Haul facility	Nr4	FA2.7	Logistics node and gateway proposed at Huguenot Tunnel
Promotion of a Special Economic Zone at Ben Bernhard	Nr2	FA7.1	Ben Bernhard area indicated as an area to attract investment (logistics, industrial, business hub)
Development of De Poort and Paarl Hamlet node	Nr3	FA1.1	Urban renewal, mixed land use with De Poort as industrial heritage centre and gateway
Development around the Carolina / Lustigan Intersection (North of the N1)	Nr5	spatial proposal in FA2	Promote infill development along portions of N1 (not a high priority in SDF as land use approvals have already been granted for many private development in the area)
List of Big Moves for Hinterland (Hinterland & Hamlets)	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA9, FA10, FA11, FA12, FA13
Agri-Processing value chain in the area- This Big Move will focus on enhancing the existing Agri-Processing sector in the region through the development of a Business Retention and Expansion Strategy linked to the sector. The focus will be on both upstream and downstream linkages of this sector.	Nr1	FA11.1 & FA12.1	Gouda transport logistics hub proposed Saron Heritage Core Precinct Plan Agriculture, agri-processing, tourism, operating as local service centre are core drivers for all rural areas

Figure 27: Linkages between IDP Catalytic Zones & SDF Focus Areas

3.6.5 LINKAGES WITH NEIGHBOURING MUNICIPALITIES

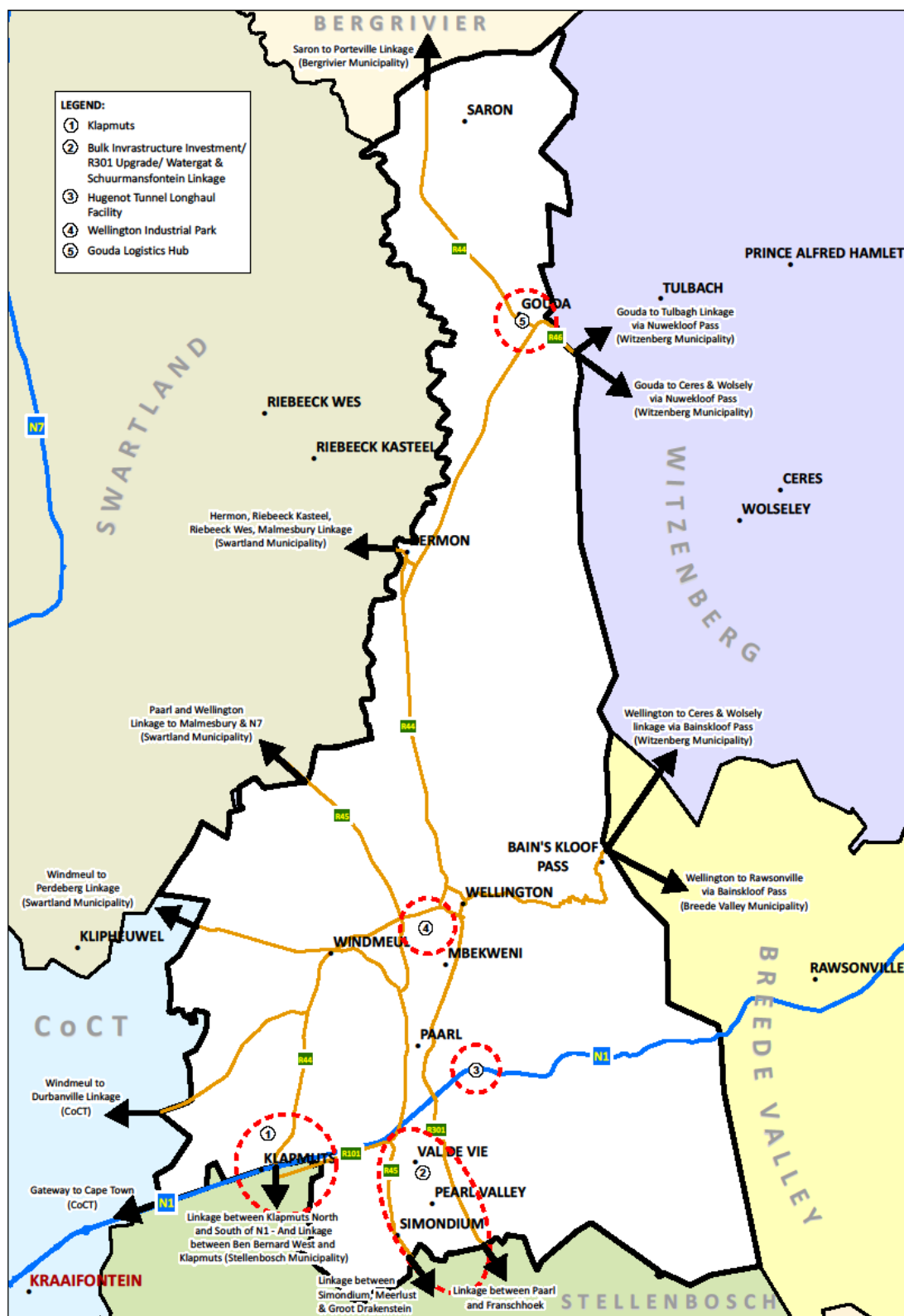


Figure 28: Linkages with neighbouring municipalities

A. Catalytic Zone: North City Integration Corridor as per the IDP and its relation to the SDF

The Corridor includes the urban areas of Paarl, Mbekweni and Wellington (including the Wellington Industrial Park Precinct and the Berg River Boulevard extension to the R45 and Nieuwedrift). The Corridor overlaps with the N1 Corridor and the Paarl East/West Integration Corridor. The SDF promotes this corridor as the area with the highest social and economic benefits for its residents based on the area's appetite for mixed use development, densification, different modes of transport and creating employment opportunities.

- **SDF Spatial Strategy – Wellington Industrial Park as link to N1 (City of Cape Town, east into greater South Africa), Swartland Municipality and Saldanha Municipality (see reference 4 on above map)**

The extension of the existing Wellington Industrial Park provides investment opportunities for national and international markets with subsequent employment opportunities being created for the residents of Drakenstein Municipality. The location of this industrial park on the R44, provides unrivalled access to Swartland Municipality, with linkages to the N7 connecting with the Saldanha Bay Municipality. The economic benefits for this industrial park with the Saldanha Bay Industrial Development Zone should be investigated as the existence of the connecting N7 and rail linkages presents opportunities which should work to the benefit of both municipalities.

B. Catalytic Zone: South City Corridor as per the IDP and its relation to the SDF

The South City Corridor is situated to the south of the N1 – thus generally bounded by the N1, R301, south of the Drakenstein Prison (municipal boundary with Stellenbosch Municipality) and the R45. This area is gaining popularity due to its strategic location within the Drakenstein Municipal boundaries and its accessibility to the City of Cape Town, Stellenbosch Municipality (Franschhoek, Pniel & Stellenbosch) and northern parts of South Africa. A new public integration route (Watergat/Schuurmansfontein Roads) is proposed in the SDF to spatially link communities to the east and west of the Berg River.

- **SDF Spatial Strategy - Simondium as link to Stellenbosch Municipality (see reference 2 on above map)**

The Watergat/Schuurmansfontein Integration Route as indicated in the SDF and prioritized in the IDP proposes a spatial link to connect communities to the east (Simondium) and west (along the R301) of the Berg River. This public route will also provide a further additional link to the Stellenbosch Municipal Area. The subsequent provision of bulk services in the area will also unlock development opportunities in the Simondium area, which could link up/connect with the Groot Drakenstein and Meerlust housing project located within the Stellenbosch Municipal Area. Again, an opportunity can be created to address the dire need for farmworker housing in an integrated manner in the Simondium/Groot Drakenstein Area should transport linkages and bulk services be prioritized by both municipalities. Working together on this common goal can result in benefits for both municipalities with greater motivation for MIG funding, housing subsidies and other funding options. It is also noteworthy that Drakenstein Municipality supplies and are responsible for providing electricity (including the related infrastructure) to areas located within the Stellenbosch Municipal Area.

- **SDF Spatial Strategy – R301 as link to Stellenbosch Municipality (see reference 2 on above map)**

Upgrading of the R301 is considered a priority in the IDP as this will stimulate further development in the area. The SDF proposes that mixed land uses should be encouraged along this route. The R301 is also the main route in Drakenstein Municipality providing access to Mandela House and it links up with Franschhoek

being a main tourist destination within the Stellenbosch Municipal Area. Greater tourism linkages should be investigated in order to attract tourists from the Franschhoek area to the scenic and rich history of Drakenstein Municipality.

C. Catalytic Zone: N1 Corridor as per the IDP and its relation to the SDF

The N1 Corridor stretches from Klapmuts in the west to the Huguenote Tunnel toll plaza in the east. The corridor straddles the N1 and includes areas such as Klapmuts, Ben Bernhard, the De Poort and Paarl Hamlet and the Huguenote Tunnel toll plaza.

The SDF emphasises the role of the N1 as a connecting and main movement and logistics corridor within the Drakenstein Municipality and beyond. The N1 Corridor provides direct movement between this municipality and the City of Cape Town to the west and unrivalled movement to the west, thereby accessing Breede Valley Municipality and the greater Western Cape and broader South Africa.

▪ SDF Spatial Strategy - Klapmuts as nodal link to City of Cape Town and neighbouring municipalities (See reference 1 on above map)

On the N1 Corridor, the Klapmuts Area is considered a new regional economic node within the Greater Cape Metro Regional Spatial Implementation Framework. Klapmuts, north of the N1, and situated within the Drakenstein Municipal area, is earmarked as a Special Economic Zone thereby opening up major economic opportunities for Drakenstein Municipality. The Klapmuts area, located south of the N1, lies within the Stellenbosch Municipal Area, where major housing opportunities are currently being provided along together with socio-economic opportunities. Drakenstein Municipality should therefore capitalize on providing investment opportunities to the north of the N1 in order to grow this new node into a viable economic space. The Klapmuts area can serve as the “Connecting Gateway” with our neighbouring municipalities, namely City of Cape Town, Stellenbosch Municipality (via R44 to the south) and Swartland Municipality (via R44 to the north) and Breede Valley Municipality and/or any South African area situated along the N1 (via N1 to the east).

Drakenstein Municipality should therefore strive to market Klapmuts as:

1. An attractive decentralized economic node with quality services and good accessibility for businesses wishing to locate outside of the City of Cape Town due to pressures such as traffic congestion, high property rates etc.; and
2. An attractive economic hub for goods and services from other neighbouring municipalities due its unrivalled regional access and logistics network.

This economic node will achieve even greater traction and momentum should Drakenstein and Stellenbosch Municipalities have a mutual understanding and commitment to attract businesses and employment opportunities to the Klapmuts area to benefit both municipalities and its communities to achieve its development objectives. Addressing the Klapmuts development issue clearly requires a collaborative sub-regional spatial development framework between the Stellenbosch and Drakenstein Municipalities in order to avoid unsustainable ‘*twin developments*’.

▪ SDF Spatial Strategy – Huguenot Tunnel as a link to Breede Valley Municipality, Western Cape & southern Africa (see reference 3 on above map)

A logistics hub and tourism gateway is proposed at the Huguenot Tunnel (i.e. Toll gate plaza) as this is the entry point to the Winelands area and City of Cape Town and/or exit to several other national destinations.

Drakenstein Municipality could capitalize on this longhaul transport facility by creating an enabling environment for tourism opportunities and creating logistics opportunities. These opportunities should be exploited to create employment opportunities for the residents of Drakenstein Municipality.

D.Catalytic Zone: Hinterland as per the IDP and its relation to the SDF

Drakenstein's Hinterland (& Hamlets) constitutes Windmeul, Hermon, Bainskloof Village, Gouda, Saron, farms and natural areas. The SDF promotes agriculture, agri-processing, tourism, operating as local service centres as core economic drivers for the rural areas.

- **SDF Spatial Strategy – Accessible routes as link to the City of Cape Town, Swartland Municipality and Berg River Municipality (see routes on above map)**

Windmeul is strategically located at the intersection of the R44 and MR281 (eventually becoming Paarl Main Road). This hamlet should harness its strategic location and scenic quality to establish Windmeul as a centre for outdoor adventure sports to attract residents from City of Cape Town (Durbanville is closest town) and Swartland Municipality. The Perdeberg Nature Reserve falls partially within the Drakenstein Municipal Areas and partially (larger area) within the Swartland Municipal Area.

Hermon, situated at the intersection of the R44 and R46, should capitalize on its linkage with Riebeeck Kasteel & Riebeeck Wes in the Swartland Municipal Area to create tourism opportunities.

The Berg River is a blue lung that, forms the boundary to the north of Wellington, between Drakenstein Municipal Area and the Swartland Municipal Area. The fact that these two municipalities 'share' the Berg River means that the river serves the purpose of 'connecting' the 2 Local Authorities. To the north of the northern boundary of the Drakenstein Municipal Area, the Berg River forms the boundary between the Swartland Municipal Area, and the Berg River Municipal Area.

Opportunities for recreational activities, festivals, sporting activities should be investigated along the Berg River. Tourism should be a main focus with coordination between Drakenstein, Swartland and Berg River Municipalities for major events spanning over all three Local Authority Areas.

The R44 also running parallel to the Berg River also 'connects' rural hamlets such as Gouda and Saron with Porterville which is located within the Berg River Municipal Area to the north.

- **SDF Spatial Strategy – Gouda as nodal link to Witzenberg Municipality (see reference 5 on above map)**

Gouda is strategically located at the intersection of the R46 to Tulbagh (via the Nuwekloof Pass) and the R44 to Saron and Porterville. This strategic location should be capitalized on through pursuing a freight logistics hub with weighbridge, service station and truckstop as indicated in the SDF. With an Agri-Park being proposed for Ceres in the Witzenberg Municipality by the Department of Rural Development and Land Reform, this logistics hub could serve as a major economic injection for the Gouda area.

Drakenstein Municipality should capitalize on the above linkages with surrounding municipalities in order to strengthen its role as a leading secondary city in the Western Cape.

3.7 IMPLEMENTING VISION 2032

As expounded to in Section 1.3 earlier, Drakenstein Municipality has taken due consideration of the need for interconnected and systems approaches to tackle the development challenges in our area. For that reason a network of interventions, ordered into seven (7) Key Performance Areas (KPAs) have been identified from which a series of Big Moves, Key Initiatives, Programs and Projects were categorised to be undertaken over the next fifteen years in increments of five years (to align with the IDP process and requirements).

The **Vision 2032 Implementation Matrix per Key Performance Area** is attached to the Integrated Development Plan as ANNEXURE B.

3.8 VISION 2032 IN CONCLUSION

The comparison on linkages between the IDP and SDF has been dealt with and it is the considered the opinion of Drakenstein Municipality that the two documents are aligned.

The IDP vision provides the strategic direction of the municipality and the SDF provides the desired spatial form of the municipality. Both documents;

- Emphasize the movement to city status;
- highlights the importance to excel;
- emphasizes a long term strategy for Drakenstein Municipality;
- build on the municipality's key assets, quality of life and economic sustainability; and
- realise the municipality's competitiveness on a regional, national and international level.

A table was generated to analyze whether the SDF Themes makes cross-cutting references to each of the KPA's as identified in the IDP. It can now be concluded that the IDP KPA's and the SDF Themes are aligned, with the IDP providing the broad basis for performance within the municipality and the SDF Themes providing strategies (from a spatial point of view) to adhere thereto.

The IDP Catalytic Zones refer to a spatial location on a broader scale, whilst the SDF Focus Areas (FAs) provide detailed spatial information up to a cadastral level. The SDF Focus Area Maps were superimposed on the IDP Catalytic Zone Maps. There is thus a spatial referencing confirming that the IDP Catalytic Zones and the SDF Focus Areas are aligned.

The Catalytic Zones identify "Big Moves" (thus interventions for spatial integration and economic growth) and the SDF Implementation Matrix identifies key priorities which will impact the spatial structure of the municipal area (with economic and social benefits) for each Focus Area. A table was then generated which provides evidence that there is a high correlation between the development priorities identified in both the IDP and SDF.

Prioritization of development priorities from a spatial planning point of view

In the absence of a Prioritization Model for the Drakenstein Municipality, a spatial recommendation will be made to influence the prioritization of IDP Big Moves. The IDP Big Moves were categorized as new priorities, infill priorities and upgrade priorities for each Catalytic Zone. These terms are defined below:

New Priorities refer to greenfield developments within the Drakenstein Municipal Area that will serve as catalyst to unlock various other opportunities. These priorities will increase the municipality's investment attractiveness and boost our economic competitiveness with huge economic and social benefits for our people.

Infill Priorities can be regarded as development of vacant and/or under-utilized land and/or connecting infrastructure which will contribute towards integrating communities by providing a range of land uses, support the principle of densification and promote the efficient use of resources and infrastructure. These priorities have the highest potential to adhere to the principles of spatial justice, spatial sustainability, spatial efficiency and spatial resilience as contained in the Spatial Planning and Land Use Management Act, Act 16 of 2013.

Upgrade Priorities refer to existing infrastructure, buildings, areas (i.e. existing built up areas) that should be upgraded, improved and revitalized together with landscaping and creative urban designing to create a vibrant community, as all amenities will be in close proximity.

The table below provides the categorization (as New, Infill or Upgrade Priorities) of all Big Moves for each Catalytic Zone:

Catalytic Zone	Type of priority	SDF recommendation as per IDP Big Move
North City Corridor	New	1. Developing an Inland Port and Agri-processing
	Infill	1. Development of the Vlakkeland, Erf 557 Mbekweni and Roggeland 2. Development of the Wellington Industrial Park 3. Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development
	Upgrade	4 Implementation of the Wellington CBD Plan and 5 Planning and Implementation of the Violence Prevention through Urban Upgrade program 6 Upgrade and development of the Dal Josafat Industrial Area
Paarl East/West Integration Corridor	New	This is an existing urban area
	Infill	1. Development of the Huguenot Station and De Kraal Mixed Use Nodes 2. Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct
	Upgrade	1. Paarl Central Business District Renewal
South City Corridor	New	1. Investment in South City Corridor Bulk Infrastructure
	Infill	1. Creation of a new city corridor between R301 and R45, thus a new integrated human settlement 2. Creation of the Watergat/Schuurmansfontein Integration Route
	Upgrade	1. Investment in South City Corridor Bulk Infrastructure (specifically the upgrading of R301)
N1 Corridor	New	7 Implement a Special Economic Zone at Klappmuts 8 Development of the Huguenot Tunnel Long Haul facility
	Infill	1. Promotion of a Special Economic Zone at Ben Bernhard 2. Development of Carolina / Lustigan Intersection (North of the N1)
	Upgrade	1. Development of De Poort and Paarl Hamlet node
Hinterland	New	1. Gouda transport logistics hub

Catalytic Zone	Type of priority	SDF recommendation as per IDP Big Move
	Infill	1. Agriculture, agri-processing, tourism, operating as local service centre are core drivers
	Upgrade	1. Agriculture, agri-processing, tourism, operating as local service centre are core drivers

Table 102: SDF Recommendation as per IDP Big Move

Recommendation:

The prioritization of development priorities for Drakenstein Municipality is challenging and therefore a recommendation will be made for certain priorities to receive preference (see table below). The argument is based on the premise that the preferred priorities, from a spatial planning point of view, will have the greatest social and economic impact for Drakenstein Municipality.

These priorities support spatial principles such as spatial integration, densification, optimal use of resources, economic investment and creation of employment opportunities thereby leading to a financially sustainable and integrated Municipal Area - thus realizing Drakenstein Municipality's vision of a "City of Excellence".

The table below summarizes the proposed prioritization of "Big Moves" from a spatial planning point of view for the next 15 year period:

Priority Level	New Priorities	Infill Priorities	Upgrade Priorities
1	Investment in South City Corridor Bulk Infrastructure	Vlakkeland, Erf 557 and Roggeland	Paarl Central Business District Renewal
2	Implement a Special Economic Zone at Klappmuts	Wellington Industrial Park	Wellington CBD Plan and Implementation
3		Huguenot Station and De Kraal mixed use nodes	
4		Creation of the Watergat/Schuermansfontein Integration Route	

Table 103: Proposed Prioritization of Big Moves - Spatial Planning Perspective

Investment in the South City Corridor Bulk Infrastructure will serve as catalyst for further investment in the new area. These public investments should include the provision of bulk infrastructure, upgrading of the R301 and ensuring a public integration route, namely the Watergat/Schuermansfontein Integration Route (past Madiba House). The public investment should be geared towards the creation of an integrated human settlement – a live-work-play environment.

The Klappmuts area should be prioritized as a new regional economic node, with the main purpose to attract investment for Drakenstein Municipality based on its accessibility and unrivalled logistical network. A Spatial framework should be prioritized (with the assistance of Stellenbosch Municipality) together with a bulk infrastructure masterplan for the area.

The SDF promotes the North City Corridor as the area with the highest social and economic benefits for its residents based on the area's appetite for mixed use development, densification, integration, use of different modes of transport and existence of employment opportunities. Therefore, the development of Vlakkeland, Erf 557 and Roggeland should be promoted, as these will support the spatial principles of the Spatial Planning and Land Use Management Act.

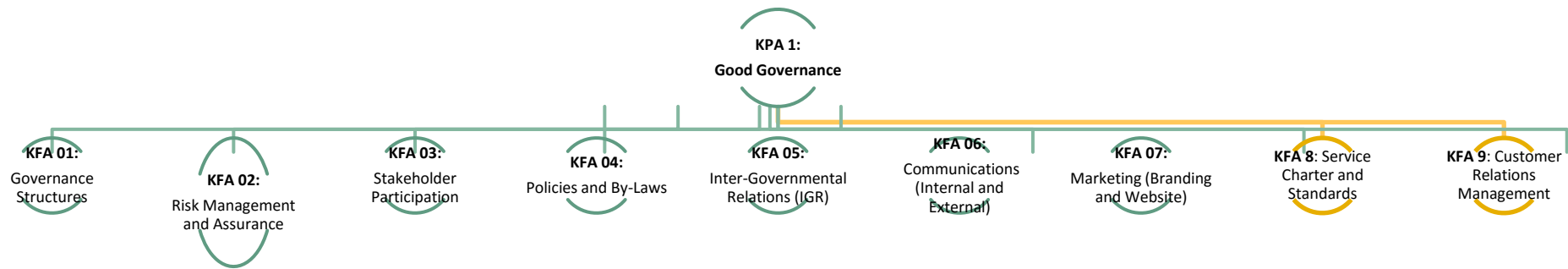
The extension of the existing Wellington Industrial Park provides investment opportunities for national and international markets with subsequent employment opportunities being created for the residents of Drakenstein Municipality. The location of this industrial park on the R44, provides unrivalled access to Swartland Municipality, with linkages to the N7 connecting with the Saldanha Bay Municipality. The economic benefits for this industrial park with the Saldanha Bay Industrial Development Zone should be investigated as the existence of the connecting N7 and rail linkages presents opportunities which should work to the benefit of both municipalities.

The upgrade of the Huguenot Station area, the optimal utilization of vacant municipal land and the development of the De Kraal site provides the ideal opportunity to Council to integrate the east and west communities of Paarl. The area forms part of a draft local spatial development framework and it was gazetted as a Restructuring Zone. This area should be a key focus to unlock the potential it holds for serving cohesion of the broader community.

A new way of thinking is required to transform the Paarl CBD and the Wellington CBD into vibrant city centres. These areas have the potential to serve as catalyst for unlocking live-work-play opportunities. High density residential development should be encouraged together with commercial and social facilities with the added advantage of facilities being within walking distance. Both areas form part of a local spatial development framework/urban design framework and are gazetted as Restructuring Zones and thus the foundation to support and foster innovation is set.

3.9 (STRATEGIC ALIGNMENT OF KPAS AND KEY FOCUS AREAS (KFAS))

KEY PERFORMANCE AREA 1: GOOD GOVERNANCE



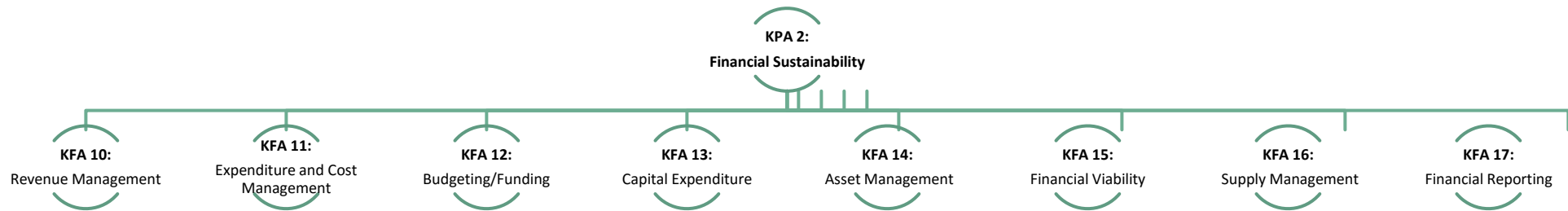
Key Policies linked to KPA 1

1.	Rules Regulating the Election and Establishment of Ward Committees
2.	Ward Committee Policy
3.	Public Participation Policy
4.	Communication Policy and Strategy
5.	Fraud Prevention Policy
6.	Enterprise Risk Management Policy

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	C	D	E	F	G	H	I
KFA 1: Governance Structures	Lack of knowledge on policy	Councillor Development Workshops	1	2	2	2	2	2
KFA 3: Stakeholder Participation	Lack of knowledge on policy							
KFA 2: Risk Management and Assurance		Programme – Completion of the Risk Based Internal Audit Plan	√	√	√	√	√	√
KFA 2: Risk Management and Assurance		Programme – Implementation of Combined Assurance Framework	√	√	√	√	√	√
KFA 4: Policies & By-Laws		Review of Municipal Pound and Fire Safety by-laws.	-	2	-	-	-	-
KFA 5: International & Intergovernmental Relations		Review all Twinning Agreements and International Agreements	-	100%	-	-	-	-
KFA 6: Communications	Lack of webpage update	New webpage launched and is to be updated frequently	x	X	X	X	X	X
KFA 7: Marketing (Branding and Website)	Lack of webpage update	New webpage launched and is to be updated frequently	X	X	X	X	X	X
KFA 7: Marketing (Branding and Website)	Maximising events-related and other marketing opportunities to the optimum	Add resources; Build a closer relationship between LED, the Sports Division and the DLTA for more effective marketing		X	X			
KFA 8: Services Charter & Standards								
KFA 9: Customer Relations Management		Investigate and Implement new electronic application for third channel to conduct surveys	-	1	-	-	-	-
KFA 9: Customer Relations Management		Procure and Implement Complaints Management System	-	1	-	-	-	-

KEY PERFORMANCE AREA 2: FINANCIAL SUSTAINABILITY



Key Policies linked to KPA 2

1.	Tariff Policy
2.	Customer Care, Credit Control and Debt Collection and Indigent support Policy
3.	Asset Management Policy
4.	Property Rates Policy
5.	Policy on the writing-off of irrecoverable debt
6.	Long Term Financial Sustainability Policy
7.	Borrowing Policy
8.	Prioritisation model for capital assets investment
9.	Supply Chain Management Policy
10.	Cash and Investment Management Policy

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 10: Revenue Management	Valuation Roll	Programme: Implement supplementary valuation rolls per year (including general valuation in 2021/2022)	2	2	2	2	2	2
KFA 10: Revenue Management	Accurate Billing: Property Rates	Programme: Ensure that all properties are rated and levied at the correct tariff and property category	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Accurate Billing: Electricity	Programme: Ensure that the applicable availability charges / consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Accurate Billing: Water	Programme: Ensure that the applicable availability charges / consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Accurate Billing: Sanitation	Programme: Ensure that the applicable availability charges / consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Accurate Billing: Solid Waste	Programme: Ensure that the applicable availability charges / consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Accurate Billing: Housing Rentals	Programme: Ensure that the applicable housing rental tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Pre-paid Electricity Meters	Programme: Monthly review the pre-paid sales statistics to investigate no or low purchases	12	12	12	12	12	12
KFA 10: Revenue Management	Pre-paid Water Meters	Project: Develop a Pre-paid Meters Policy to be approved by Council		1				
KFA 10: Revenue Management	Conventional Electricity Meters	Programme: Read at least 90% of all electricity meters on a monthly basis	≥90%	≥90%	≥90%	≥90%	≥90%	≥90%
KFA 10: Revenue Management	Conventional Water Meters	Programme: Read at least 80% of all electricity meters on a monthly basis	≥80%	≥80%	≥80%	≥80%	≥80%	≥80%
KFA 10: Revenue Management	Indigent Register	Programme: Compile and maintain an indigent register.	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 10: Revenue Management	Revenue Collection	Programme: Improve and sustain revenue collection to 98% of total revenue billed	97%	97%	97%	98%	98%	98%
KFA 10: Revenue Management	Traffic Fines Collection	Programme: Improve the collection of traffic fines issued to at least 50%	18%	30%	35%	40%	45%	50%
KFA 11: Expenditure and Cost Management	Operating Expenditure	Programme: Compile a zero-based operating expenditure budget	1	1	1	1	1	1
KFA 11: Expenditure and Cost Management	Cost Containment	Programme: Compile a zero-based operating expenditure budget	1	1	1	1	1	1
KFA 11: Expenditure and Cost Management	Creditor Payments							

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 12: Budgeting / Funding	Zero Based Budgeting	Programme: Compile a zero-based balanced operating budget to generate operating surpluses	-6%	-4.5%	-3%	-1.5%	0%	1.5%
KFA 12: Budgeting / Funding	Grants	Programme: Compile & submit business plans to obtain more grant funding from National and Provincial grant programs	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 12: Budgeting / Funding	External Borrowings	Programme: Reduce borrowings to reduce gearing ratio to 45%	67%	62%	57%	52%	47%	45%
KFA 12: Budgeting / Funding	Own Reserves (CRR)	Programme: Compile a zero-based balanced operating budget to generate operating surpluses	-6%	-4.5%	-3%	-1.5%	0%	1.5%
KFA 13: Capital Expenditure	Capital Expenditure	Programme: Calculate own funding mix (CRR & borrowings) for compiling a capital expenditure framework (CEF)	1	1	1	1	1	1
KFA 13: Capital Expenditure	Capital Expenditure	Programme: Compile & submit business plans to obtain more grant funding from National and Provincial grant programs	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 14: Asset Management	GRAP Compliant Asset Register	Programme: Submit GRAP compliant asset register by 31 August	1	1	1	1	1	1
KFA 14: Asset Management	Moveable Assets	Programme: Compile and maintain a moveable asset register	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 14: Asset Management	Immoveable Assets	Programme: Compile and maintain an immoveable asset register	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 15: Financial Viability Ratios	Capital Expenditure to Total Expenditure							
KFA 15: Financial Viability Ratios	Impairment of PPE, IP and Intangible Assets							
KFA 15: Financial Viability Ratios	Repairs and maintenance as a % of PPE and IP	Programme: Provide for repairs and maintenance of 10% to 12% of total operating expenditure	11%	11%	11%	11%	11%	11%
KFA 15: Financial Viability Ratios	Debtors Collection Ratio	Programme: Improve and sustain revenue collection to 98% of total revenue billed	97%	97%	97%	98%	98%	98%
KFA 15: Financial Viability Ratios	Bad debts Written-off as a % of Provision for Bad Debt.							
KFA 15: Financial Viability Ratios	Net Debtors Days	Programme: Improve revenue collection to reduce net debtors days ratio to 40 days	50	48	46	44	42	40
KFA 15: Financial Viability Ratios	Cash / Cost Coverage Ratio	Programme: Compile a balanced operating budget to improve cash / cost coverage ratio to 3 months	1	1.5	2	2.5	3	3

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 15: Financial Viability Ratios	Current Ratio	Programme: Compile a balanced operating budget and improve revenue collection to stabilise current ratio to 1.5 : 1	1	1.1	1.2	1.3	1.4	1.5
KFA 15: Financial Viability Ratios	Capital Cost as a % of Total Operating Expenditure	Programme: Reduce borrowings to reduce interest and redemption as a % of total operating expenditure to 12%.	15%	14.5%	14%	13.5%	13%	12%
KFA 15: Financial Viability Ratios	Debt (Total Borrowings) / Revenue – Gearing Ratio	Programme: Reduce borrowings to reduce gearing ratio to 45%	67%	62%	57%	52%	47%	45%
KFA 15: Financial Viability Ratios	Level of Cash Backed Reserves (Net Assets – Accum. Surplus)							
KFA 15: Financial Viability Ratios	Net Operating Surplus Margin	Programme: Compile a balanced operating budget to generate operating surpluses	-6%	-4.5%	-3%	-1.5%	0%	1.5%
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Electricity	Programme: Review charge outs of internal costs to ensure cost reflective electricity tariffs and a surplus of 15%	15%	15%	15%	15%	15%	15%
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Water	Programme: Review charge outs of internal costs to ensure cost reflective water tariffs and a surplus of 15%	15%	15%	15%	15%	15%	15%
KFA 15: Financial Viability Ratios	Net Surplus/Deficit: Refuse	Programme: Review charge outs of internal costs to ensure cost reflective refuse removal tariffs and a surplus of 10%	10%	10%	10%	10%	10%	10%
KFA 15: Financial Viability Ratios	Net Surplus/deficit: Sanitation	Programme: Review charge outs of internal costs to ensure cost reflective sanitation tariffs and a surplus of 10%	10%	10%	10%	10%	10%	10%
KFA 15: Financial Viability Ratios	Electricity Distribution Losses							
KFA 15: Financial Viability Ratios	Water Distribution Losses							
KFA 15: Financial Viability Ratios	Growth in Number of Active Consumer Accounts							
KFA 15: Financial Viability Ratios	Revenue Growth (%)	Programme: Improve revenue enhancement through analysing consumption and basic charges patterns and tariffs levied for property rates and service charges customers	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 15: Financial Viability Ratios	Revenue Growth (%): Excluding Capital Grants	Programme: Improve revenue enhancement through analysing consumption and basic charges patterns and tariffs levied for property rates and service charges customers	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

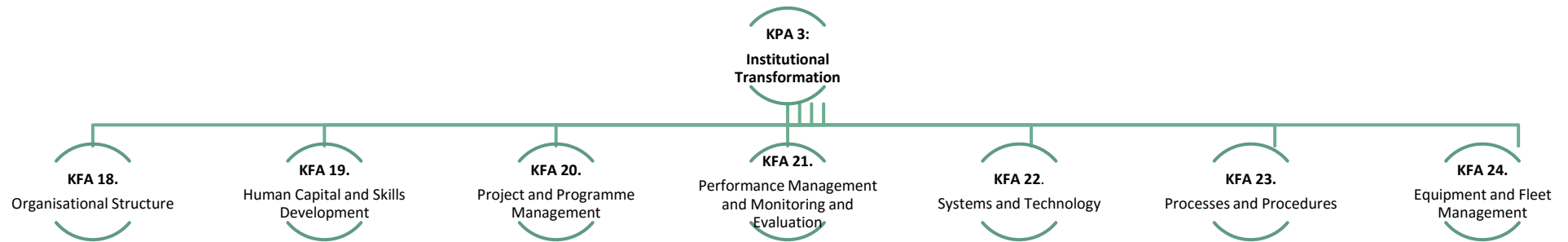
DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 15: Financial Viability Ratios	Creditors Payment Period (Trade Creditors)							
KFA 15: Financial Viability Ratios	Irregular, F&W & UE / Total Operating Expenditure	Programme: Compile/maintain a SCM contract management register for rates tenders to avoid deviations	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 15: Financial Viability Ratios	Remuneration as a % of Total Operating Expenditure							
KFA 15: Financial Viability Ratios	Contracted services % of Total Operating Expenditure							
KFA 15: Financial Viability Ratios	Capex (Grants excluded) to Total Capital Expenditure	Programme: Compile a balanced operating budget to generate operating surpluses to reduce external borrowings	-6%	-4.5%	-3%	-1.5%	0%	1.5%
KFA 15: Financial Viability Ratios	Capex (Grants & EL excluded) to Total Capital Expenditure	Programme: Compile a balanced operating budget to generate operating surpluses to reduce external borrowings	-6%	-4.5%	-3%	-1.5%	0%	1.5%
KFA 15: Financial Viability Ratios	Own Source Revenue to Total Operating Revenue							
KFA 15: Financial Viability Ratios	Capital Expenditure Budget Implementation Indicator							
KFA 15: Financial Viability Ratios	Operating Expenditure Budget Implementation Indicator							
KFA 15: Financial Viability Ratios	Operating Revenue Budget Implementation Indicator							
KFA 15: Financial Viability Ratios	Service Charges & Property Rates Budget Implem. indicator	Programme: Compile and maintain tariff modelling for property rates and service charges	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 16: Supply Chain Management	Municipal Stores	Programme: Annually review the minimum and maximum stock levels with user departments	1	1	1	1	1	1
KFA 16: Supply Chain Management	Acquisitions							
KFA 16: Supply Chain Management	Demand Planning	Programme: Compile and maintain a demand planning database	1	1	1	1	1	1
KFA 16: Supply Chain Management	Contract Management	Programme: Compile and maintain a contract management register	1	1	1	1	1	1
KFA 16: Supply Chain Management	Compliance Reporting							

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 17: Financial Reporting	MSCOA Structure	Programme: Implement new MSCOA 6.3 version and maintain MSCOA charts in outer years	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
KFA 17: Financial Reporting	Compliance Reporting	Programme: Submit annual financial statements by 31 August	1	1	1	1	1	1

KEY PERFORMANCE AREA 3: INSTITUTIONAL TRANSFORMATION



Key Policies linked to KPA 3

1.	Recruitment and Selection Policy
2.	Performance Management Policy
3.	Information and Communication Technology Policy
4.	PAIA Section 14 Manual (Promotion of Access to Information)
5.	Fleet Management Policy and User Guide
6.	Language Policy
7.	Education, Training and Development Policy

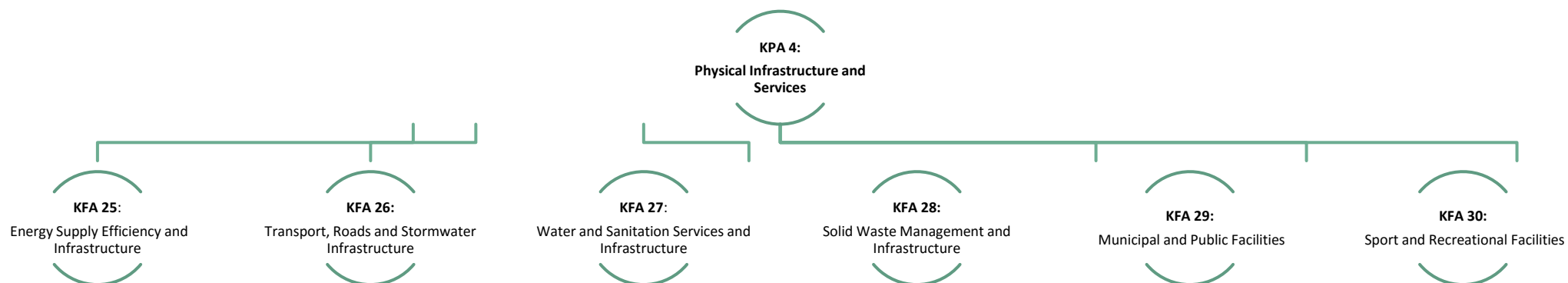
DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA18: Organisational Structure	Efficient Utilisation of Staff	Implementation of Staff Prioritisation Committee	1	1	-	-	-	-
KFA18: Organisational Structure	Finalisation of Job Descriptions	Establish Job description Review Committee	1	-	-	-	-	-
KFA18: Organisational Structure	Finalisation of Job Evaluation	Complete all Outstanding Job Evaluations for prioritised posts and existing staff	-	100%	-	-	-	-
KFA18: Organisational Structure	Filling of Funded Vacancies	Implementation of Staff Prioritisation Committee	1	1	-	-	-	-
KFA18: Organisational Structure	Effective and Efficient Utilisation of EPWP Capacity	Adopt EPWP Policy	1	-	-	-	-	-
		Implement EPWP Policy	100%	100%	100%	100%	100%	100%
KFA 19: Human Capital & Skills Development	Skilled Workforce	Conduct Workplace Skills Audit	1	-	-	-	1	-
		Implement Training Initiatives and Bursary Programme	2	2	2	2	2	2
KFA 19: Human Capital & Skills Development	Retention of Institutional Memory	Develop a succession plan for identified positions	-	1	1	1	1	1
KFA 19: Human Capital & Skills Development	Motivated, Energised and Healthy Staff Compliment	Implement wellness, excellence and recognition initiatives	3	3	3	3	3	3
KFA 20: Project and programme Management	Mitigating Project Risk	Incorporate Main Projects on Project Management Information System	-	100%	100%	100%	100%	100%
KFA 20: Project and programme Management	Breaking down Silo Implementation	Establish Project Management Forum for Transversal functions	1	2	3	-	-	-
KFA 20: Project and programme Management	Efficient Project Implementation Cycles	Circulate project implementation cycle guidelines and hold implementation cycle planning meetings to identify and communicate future requirements	1	4	4	4	4	4
KFA 20: Project and programme Management	Centralisation of Municipal Project Information	Capture and report on Main Projects via the Project Management Information System	-	100%	100%	100%	100%	100%
KFA 21: Performance Management	Organisational Performance Management Policy							
KFA 21: Performance Management	Individual Performance Management	Implementation of Staff Efficiency Monitoring by all Departments						
KFA 22: Systems & Technology	Sustainability of ICT infrastructure	Submission of Technology replacement Plan to budget steering committee by February of each year..	1	1	1	1	1	1
KFA 22: Systems & Technology	Functioning of ICT Steering Committee	Place attendance of ICT Steering Committee on the SDBIP of permanent members.	1	1	1	1	1	1

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 22: Systems & Technology	Review of Critical Business Systems	Monitor implementation of the ICT Strategic Plan Annually via the ICT Steering Committee	1	1	1	1	1	1
KFA 22: Systems & Technology	Technology Environmental Controls	Enter into service level agreements with internal service departments	1	-	-	1	-	-
KFA 22: Systems & Technology		Nuwe Drift Bulk Waterpipe & 1ML Reservoir						√
KFA 23: Process and Procedures	Optimising Business Processes	Create awareness of business process automation	1	0	0	1	0	0
KFA 24: Equipment & Fleet Management	Efficient Prioritisation of Fleet Purchases	Implement Standard Operating Procedure for fleet prioritisation and inclusive decisions	1	1	1	1	1	1
		Establish process to centralize approval of vehicle hire orders	-	1				
KFA 24: Equipment & Fleet Management	Efficient Utilisation of Existing Equipment & Fleet	Distribute fleet utilization reports and fleet management changes to vehicle allocations	2	4	4	4	4	4
		Establish a fleet control room	-	1	-	-	-	-
KFA 24: Equipment & Fleet Management	Minimising of Equipment & Fleet Down Time	Establish electronic dashboard for vehicle downtime	-	1	-	-	-	-
KFA 24: Equipment & Fleet Management		Upgrading of Satellite Transfer Stations in Saron, Gouda & Hermon		√	√	√	√	√
KFA 24: Equipment & Fleet Management	Ensure Responsible Driving	Monitor and Report on Functioning of Vehicle Control Officers	1	4	4	4	4	4
		Implement Rating System for Driver Behaviour	-	1	-	-	-	-

KEY PERFORMANCE AREA 4: PHYSICAL INFRASTRUCTURE AND SERVICES



Key Policies linked to KPA 4

1.	Lighting on Private Rural Land
2.	Electricity Losses Policy
3.	Water Losses Policy
4.	Electrical Infrastructure Maintenance Policy
5.	Traffic Calming Policy

Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 25: Energy Supply Efficiency & Infrastructure	Measuring Of Industrial Water Connections (Paarl/Wellington)			√	√		
KFA 25: Energy Supply Efficiency & Infrastructure	Replacement Of Reticulation Main Road, Church Street & Bergendal Area (Wellington)				√	√	√
KFA 25: Energy Supply Efficiency & Infrastructure	PROGRAMME: Annual Pipe Replacement programme						√
KFA 25: Energy Supply Efficiency & Infrastructure	New Customer Care System						√
KFA 25: Energy Supply Efficiency & Infrastructure	Electrification of Informal Settlements						√
KFA 25: Energy Supply Efficiency & Infrastructure	Drakenstein Street Light Projects				√		
KFA 25: Energy Supply Efficiency & Infrastructure	Vandalism and theft to existing infrastructure		√	√	√	√	√
KFA 25: Energy Supply Efficiency & Infrastructure	Quality of supply (upgrading of SCADA system)		√	√	√	√	√
KFA 25: Energy Supply Efficiency & Infrastructure	Increase existing HT network capacity to facilitate development, electrification and existing load growth (transformers at Parys 66/11 kV substation) Finish off phase 1 of project		√	√	√	√	√
KFA 25: Energy Supply Efficiency & Infrastructure	Increase existing MT network capacity to facilitate development, electrification and existing load growth (Paarl North and CBD replacement of infrastructure)			√	√	√	√
KFA 26: Transport, Roads & Stormwater Infrastructure	Saron WWTW: Replace Clarifier & Landscaping		√	√	√	√	√
KFA 26: Transport, Roads & Stormwater Infrastructure	Pearl Valley WWTW			√	√	√	
KFA 26: Transport, Roads & Stormwater Infrastructure	PROGRAMME: Education programmes			√	√		

Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 26: Transport, Roads & Stormwater Infrastructure	PROGRAMME: Increase awareness on availability of compost at WWTW				√	√	
KFA 26: Transport, Roads & Stormwater Infrastructure	PROGRAMME: Reseal of streets in terms of the Pavement Management System			√	√	√	
KFA 26: Transport, Roads & Stormwater Infrastructure	Upgrading of Oosbosch Street between Berg River Boulevard and Jan van Riebeck			√	√		
KFA 26: Transport, Roads & Stormwater Infrastructure	Upgrading of storm water pipes in danger of collapse		√	√	√	√	√
KFA 26: Transport, Roads & Stormwater Infrastructure	Upgrade taxi rank at Berg River Boulevard		√	√	√	√	√
KFA 26: Transport, Roads & Stormwater Infrastructure	Installation of traffic calming measures		√	√	√	√	√
KFA 26: Transport, Roads & Stormwater Infrastructure	Upgrading of sidewalks		√	√	√		
KFA 27: Water & Sanitation Services & Infrastructure	Pipe cracking projects to replace old sewer pipes						
KFA 27: Water & Sanitation Services & Infrastructure	Extension of Basic Services: Informal Settlements						
KFA 27: Water & Sanitation Services & Infrastructure	Paarl South Bulk Sewer						
KFA 27: Water & Sanitation Services & Infrastructure	Lantana Outfall Sewer						
KFA 27: Water & Sanitation Services & Infrastructure	Scientific Laboratory Equipment		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Upgrading of Paarl WWTW		√	√	√	√	√

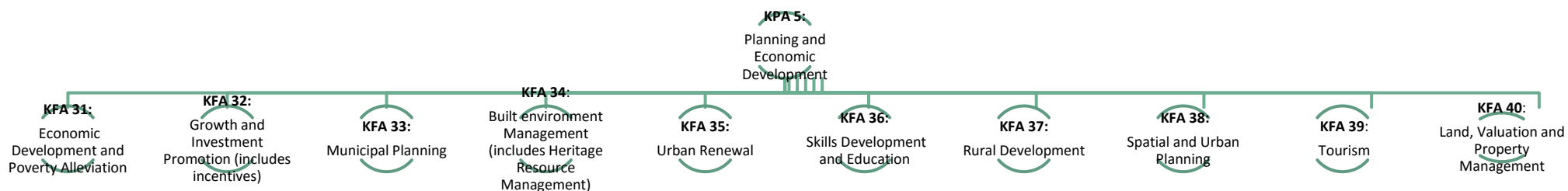
Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 27: Water & Sanitation Services & Infrastructure	Upgrading of Saron Pumpstation		√	√	√	√	
KFA 27: Water & Sanitation Services & Infrastructure	Upgrading of Gouda Pumpstation				√	√	
KFA 27: Water & Sanitation Services & Infrastructure	Eradication of Midblocks in Wellington South		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Wellington Town Square (EDP project)			√	√	√	
KFA 27: Water & Sanitation Services & Infrastructure	Updating Stormwater Masterplans			√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Traffic Signals		√				
KFA 27: Water & Sanitation Services & Infrastructure	PROGRAMME: Traffic Safety Awareness Programme			√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Provision of Borehole Infrastructure		√				
KFA 27: Water & Sanitation Services & Infrastructure	Completion of Welvanpas Water Treatment Works (WTW)						√
KFA 27: Water & Sanitation Services & Infrastructure	Extension of Basic Services: Informal Settlements		√				
KFA 27: Water & Sanitation Services & Infrastructure	Replace/Upgrade water reticulation system (Paarl/Wellington)		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Installation of Pressure Management Systems		√				
KFA 27: Water & Sanitation Services & Infrastructure	Completion of Courtrai reservoir x 2 plus bulk supply pipelines		√				

Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 27: Water & Sanitation Services & Infrastructure	Upgrade of bulk water supply (3ML Reservoir & Booster pumps) at Simondium		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Bulk water pipe replacement in Saron		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Drakenstein rural area: Ronwe project				√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Bulk storage & water treatment in Saron		√				
KFA 27: Water & Sanitation Services & Infrastructure	Courtrai/ Simondium Bulk Pipeline (315mm)			√	√		
KFA 27: Water & Sanitation Services & Infrastructure	6ML Pearl Valley Reservoir & Bulk Water Pipes		√	√			
KFA 27: Water & Sanitation Services & Infrastructure	Leiliefontein/Wellington Bulk Pipe Upgrade (700mm)			√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Windmeul Bulk Water Pipeline, Booster Pump Station, 2ML Reservoir		√	√			
KFA 27: Water & Sanitation Services & Infrastructure	Champagne Street Bulk Water Pipeline (Wellington)				√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	New Bergendal 5ML Reservoir (Wellington)					√	√
KFA 27: Water & Sanitation Services & Infrastructure	New Blouvlei 3ML Reservoir (Wellington)					√	√
KFA 27: Water & Sanitation Services & Infrastructure	Replace Bulk Water Pipeline Perdeskoeen to Welvanpas WTW (400mm), Wellington			√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Bo-Vlei To Welvanpas Bulk Pipeline (315mm)			√			

Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 27: Water & Sanitation Services & Infrastructure	Replacement Of Ysterbrug -Victoria Pumpline				√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Perdeskoen Water Scheme Phase 1						√
KFA 27: Water & Sanitation Services & Infrastructure	Gouda Small Holding Water Scheme			√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Renovations to Market Street Building		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Major repairs of corporate buildings (waterproofing of Civic Centre)		√	√	√	√	√
KFA 27: Water & Sanitation Services & Infrastructure	Depot & Office Renovations		√	√			
KFA 27: Water & Sanitation Services & Infrastructure	Replacement of vehicles & equipment			√	√	√	
KFA 28: Solid Waste Management & Infrastructure	Increase existing LT network capacity to facilitate development, electrification and existing load growth (replacement of infrastructure CBD)		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Replacement program for old and redundant electrical equipment		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	PROGRAMME: Preventative Maintenance Programme		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	PROGRAMME: Health & Safety Campaign		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Fencing at Wellington Disposal Facility (licencing conditions, provision of concrete palisade fence)		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Construction of Material Recovery Facility		√	√	√	√	√

Key Focus Area	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	D	E	F	G	H	I	J
KFA 28: Solid Waste Management & Infrastructure	Construction of Mini drop-off facilities		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Street refuse bins		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Extension/Compliance of Wellington Disposal Facility (inclusive of geomembranes)		√	√	√	√	√
KFA 28: Solid Waste Management & Infrastructure	Construction of Biogas Plant		√	√	√		
KFA 28: Solid Waste Management & Infrastructure	Wheelie bins		√	√	√	√	√
KFA 29: Municipal & Public Facilities	Bulk Refuse containers		√	√	√	√	√
KFA 29: Municipal & Public Facilities	Rehabilitation of Old Landfill Sites		√	√	√	√	√
KFA 29: Municipal & Public Facilities	Upgrading of Paarl Transfer Station		√	√	√	√	√

KEY PERFORMANCE AREA 5: PLANNING AND ECONOMIC DEVELOPMENT



Key Policies linked to KPA 5

Key Policies linked to KPA 5	
1.	Developer Contributions Policy
2.	Informal Trading Management Framework
3.	Integrated House Shop Policy
4.	Events Support Framework
5.	Donations Policy

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 31: Economic Development and Poverty Alleviation	Scarcity of job opportunities and lack of economic opportunities;	Implementation of the Integrated Economic Growth Strategy and Rural Development Strategy		X	X	X	X	X
KFA 31: Economic Development and Poverty Alleviation	Inter-generational poverty cycle and dependency cycle	Joint implementation plan within the different spheres of government to address Basic education, adult education and suitable skills development			X			
KFA 31: Economic Development and Poverty Alleviation	SMME and Entrepreneurship Development	Develop mentoring and skills development programme for SMMEs and entrepreneurs		X	X			
KFA 31: Economic Development and Poverty Alleviation	Informal Economy Enhancement Strategy	Implementation of the IEES		X	X	X	X	X
KFA 31: Economic Development and Poverty Alleviation	Addressing the digital divide and unemployment	Developing a Digital economy strategy and implementation plan			X			
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	Supply Chain Policy Reforms - Implementation of Preferential Procurement Regulations Strategy/Framework			X	X	X	X
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	Implementation of Contractor Development Programme (Supplier Development Programme)		X	X	X	X	X
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	Develop a comprehensive small business database and have a dedicated information service offering aimed at small businesses		X				
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	Establish a one stop Business Support Centre				X		
KFA 31: Economic Development and Poverty Alleviation	Development of Small Business linkages	Develop and implement a local "Tradeworld" portal to facilitate localised procurement opportunities for SMMEs			X			
KFA 31: Economic Development and Poverty Alleviation	Enhancing Small Business support	Development of a Township Economy Strategy and implementation plan			X			

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 31: Economic Development and Poverty Alleviation	Enhancing Small Business support	Establish an incubator at Wellington Industrial Park						X
KFA 31: Economic Development and Poverty Alleviation	Enhancing Small Business support	Establish a business hive in Ward 25		X	X			
KFA 32: Growth and Investment Promotion	Investor Facilitation	Expansion of Development and Investment Forum (DIF)		X				
KFA 32: Growth and Investment Promotion	Investor Facilitation	Implementation of Investment Incentive Policy		X				
KFA 32: Growth and Investment Promotion	Investor Facilitation	Appointment of Wesgro to provide Transactional Advisory services to facilitate investment promotion		X				
KFA 32: Growth and Investment Promotion	Investor Facilitation	Facilitate regulatory review of municipal approval processes		X	X			
KFA 32: Growth and Investment Promotion	Investment Promotion	Develop strategic position and brand		X	X	X	X	X
KFA 32: Growth and Investment Promotion	Investment Promotion	Develop and implement an Investment marketing plan			X			
KFA 32: Growth and Investment Promotion	Investment Promotion	Compile an Investors prospectus which include 5 bankable priority projects		X				
KFA 32: Growth and Investment Promotion	Investment Promotion	Development of an Investment Promotion Strategy (identification of sector priorities- via IEGS process		X				
KFA 32: Growth and Investment Promotion	Investment Facilitation	Develop an Investment and Development users guide		X				
KFA 32: Growth and Investment Promotion	Investment Facilitation	Create an investor database			X			
KFA 32: Growth and Investment Promotion	Investment Facilitation	Facilitate the development of business and industrial parks at Klapmuts, Wellington, Ben Barnhard and Waterfront		X	X	X	X	X
KFA 32: Growth and Investment Promotion	Investment Promotion	Support fibre roll -out plan			X	X		

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 32: Growth and Investment Promotion	Inability to do effective Investment Promotion	Develop a communication plan to inform stakeholders of Drakenstein's journey to Economic Excellence			X			
KFA 32: Growth and Investment Promotion	Investment Promotion	Establish a one stop Business Support Centre					X	
KFA 32: Growth and Investment Promotion	Investment Facilitation	Development of Wellington Industrial Park		X	X	X	X	
KFA 32: Growth and Investment Promotion	Investment Retention	Establishing a database of businesses as a monitoring and evaluation tool			X	X		
KFA 32: Growth and Investment Promotion	Investment Retention	Implement an after-care service and conducting an annual business confidence survey		X	X	X	X	X
KFA 32: Growth and Investment Promotion	Investment Retention	Provide sufficient research support to enable investment decisions by companies		X	X	X	X	X
KFA 32: Growth and Investment Promotion	Investment Retention	Publish quarterly economic bulletins to assure investor confidence		X	X	X	X	X
KFA 32: Growth and Investment Promotion	No incentives to promote meaningful development such as a planning incentive policy	Develop a Planning Incentive Policy			X	X		
KFA 32: Growth and Investment Promotion	Development Contribution Policy	Ongoing discussions with the relevant department regarding DC Policy		X				
KFA 32: Growth and Investment Promotion	Development Facilitation (proactive engagement with big roleplayers to plan together in order to attract investment)	Expansion of Development and Facilitation team/committee within the Municipality		X	X	X	X	X
KFA 33: Municipal Planning	Not keeping within legislative timeframes for the commenting of building plan application, inspections, the issuing of Certificate of Occupations	Development of SOP's and SLA's to align with Drakenstein the service charter between municipal stakeholders		X	X			

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 33: Municipal Planning	Expedite completion notices of various projects to internal roleplayers (finance and rates)	Developing a SOP to follow to outline the requirements and responsibilities of the internal stakeholders		X				
KFA 33: Municipal Planning	Expedite land use application processes via an electronic system, ongoing revision of the LUMS, as well as the ongoing revision of the Municipal Planning By-Law and Policies.	Development and Implementation of the E-land Use Management System		X				
KFA 33: Municipal Planning	Increase oversight and management of liquor outlets	SLA to be established between the relevant internal departments		X				
KFA 34: Built Environment Management (includes Heritage Resource Management)	Lack of suitable approval processes for industry development in rural areas	Annual revision of LUMS		X				
KFA 34: Built Environment Management (includes Heritage Resource Management)	Development of a Heritage By-law	Develop Liquor Outlet Policy			X	X		
KFA 34: Built Environment Management (includes Heritage Resource Management)	Heritage Committees to be duly constituted	Review of the Land Use Management Scheme in respect of agri-processing approval processes		X				
KFA 34: Built Environment Management (includes Heritage Resource Management)	Develop and maintain a Heritage Register	Engage with HWC and Legal Services and approval of required by-law			X			

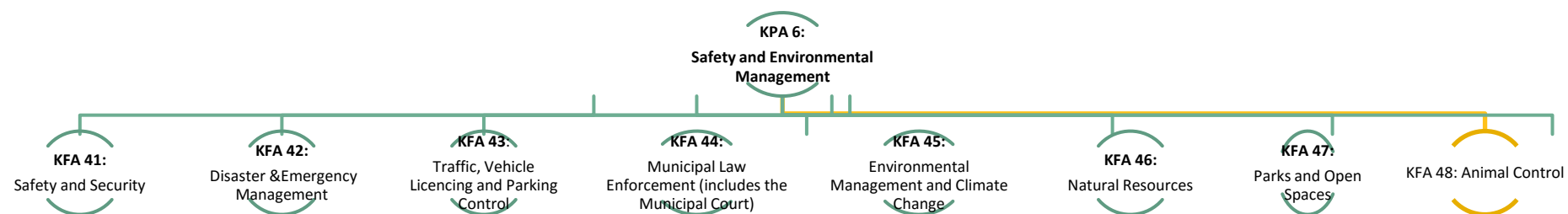
Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 34: Built Environmnet Management (includes Heritage Resource Management)	Heritage areas require approval i.t.o. the NHRA	Develop New Constitution for Heritage Committees						X
KFA 34: Built Environmnet Management (includes Heritage Resource Management)	Lack of a Cultural Heritage Strategy for the municipality	Mbekweni Cultural Precinct to be investigated			X	X		
KFA 35: Urban Renewal	Ensure consistancy in how to manage illegal construction work (backyard dwellers, signage, all other buildings), etc.	Obtain approval for specific heritage areas		X				
KFA 35: Urban Renewal	Lack of good quality public transport system	Develop a Cultural Heritage Strategy			X			
KFA 35: Urban Renewal	Implementation of Wellington Urban Design Framework	Developing clear SOP's and SLA's outligning rolls and responsibilities of the various internal stakeholders and procedures to be followed		X	X			
KFA 35: Urban Renewal	No Spatial Directives for Paarl Hamlet Node/ Gateway and De Poort	Incorporation of proposed public transport routes and interchanges into the SDF and LSDF		X	X			
KFA 35: Urban Renewal	No Spatial Directives for Paarl CBD and Surrounds	Finalise studies that are informants to implementation of the UDF		X				
KFA 35: Urban Renewal	Identification, acquisition and appropriate use of well located land.	Develop and adopt the framework and business model for Paarl Hamlet Node/ Gateway and De Poort		X				
KFA 35: Urban Renewal	Disinvestment from CBD areas and lack of communication amongst	Finalise the LSDF for Paarl CBD and Surround		X				

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
	all stakeholders and role players.							
KFA 35: Urban Renewal	Prevalence of crime and grime	Establish an inter departmental task team with property and estates		X				
KFA 35: Urban Renewal	Lack of suitable/diverse housing and need for social integration	Development of a CBD Action Plan (EDP Process)				X		
KFA 36: Skills Development and Education	Lack of relevant training to meet sector needs and there exists a big gap between the Skills needs and Demands	Conduct Skills Development Opportunity survey		X				
KFA 36: Skills Development and Education	No integration and proper planning of the skills development value chain	Establishment of the Drakenstein Skills Development Forum			X			
KFA 36: Skills Development and Education	Lack of educational resources and access to technology (e-learning)	Develop an e-learning policy and implementation plan				X		
KFA 36: Skills Development and Education	No integration and proper planning of the skills development value chain	Develop an integrated Skills Development Plan			X			
KFA 36: Skills Development and Education	Lack of suitable skills for the Gaming Sector	Establish Gaming Centres in Drakenstein			X	X		
KFA 36: Skills Development and Education	Lack of financial assistance for youth to access education	Review of the Youth Employment Facilitation plan		X	X			
KFA 36: Skills Development and Education	Non uniformity and consistency in the interpretation of legislation	Capacity building regarding SANS accredited courses on current legislation and how to interpret and enforce.		X	X	X	X	X

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 37: Rural Development	Lack of Food security initiatives within the rural hinterland	Rural Hinterland Development plan focusing on Food security			X			
KFA 37: Rural Development	Lack of inadequate spatial planning in rural areas	Finalisation of Trancraa Process			X	X	X	X
KFA 37: Rural Development	Lack of financial assistance for youth to access education	Implementation of rural Bursary Scheme		X	X	X	X	X
KFA 37: Rural Development	Lack of economic opportunities	Develop Agro-processing linkages with Agripark			X	X		
KFA 37: Rural Development	Ineffective communication	Establishment of a Rural Development Forum		X				
KFA 37: Rural Development	Lack of Basic Education facilities	Provision of suitable Early Childhood facilities in rural areas			X	X		
KFA 38: Spatial and Urban Planning	Need for a Social Contribution Policy to drive Corporate Social Investment	Develop a Social Contribution Policy			X			
KFA 38: Spatial and Urban Planning	Limited Spatial Directives for south of the N1	Develop a LSDF for south of the N1			X	X		
KFA 38: Spatial and Urban Planning	incomplete LSDF for Klapmuts	Conclude LSDF for Klapmuts North		X				
KFA 38: Spatial and Urban Planning	Exemption of certain appropriate areas from Act 70 of 1970	Engage with National Department of DAFF		X	X			
KFA 38: Spatial and Urban Planning	Cemetery Space	Obtain land use rights to extend Parys Cemetery			X			
		Engage with Legal Services and Community Services to negotiate with private property owners to acquire land for cemetery purposes			X			

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 39 Tourism	Lack of Transformation in the Tourism industry	Tourism Development Plan and Reviewed Destination Marketing Strategy						
KFA 39 Tourism	Lack of adequate Tourism Infrastructure	Tourism Development Plan to address provision of suitable infrastructure (includes development of Tourism nodes as per TDP, includes De Poort & Mandela Heritage Route)						
KFA 39 Tourism	Lack of Sports Tourism focus	Development of a Sports Tourism strategy						
KFA 39 Tourism	Lack of focused Events and MICE Strategy	Development of a comprehensive Events and MICE (Meetings, Incentives, Conference & Events Strategy						
KFA 39 Tourism	Lack of Film Locations Policy	Development of a Film Locations Policy						
KFA 40: Land Valuations and Property Management								

KEY PERFORMANCE AREA 6: SAFETY AND ENVIRONMENTAL MANAGEMENT



Key Policies linked to KPA 6

- | | |
|----|----------------------|
| 1. | Environmental Policy |
|----|----------------------|

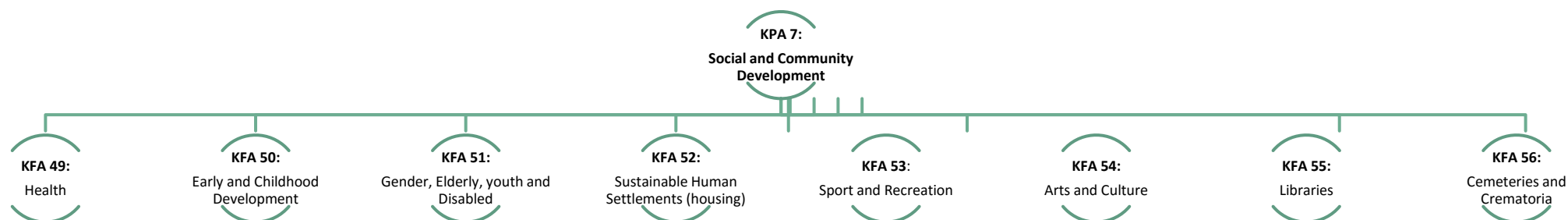
Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 41: Safety & Security	CCTV Coverage	To install and commission CCTV cameras for Drakenstein		X				
KFA 41: Safety & Security	24-hr Control room	To set-up a 24hr control room for all services in Drakenstein		X				
KFA 42: Disaster and Emergency Management	Disaster Management Centre	To establish a Disaster Management Centre		X				
KFA 42: Disaster and Emergency Management	Disaster Management Plan	To develop a Disaster Management Plan for Drakenstein	X					
KFA 42: Disaster and Emergency Management	Turn-around strategic plan SANS	To develop a Turn-around strategic plan in accordance to the SANS code	X					
KFA 43: Traffic control & Licensing	Upgrade Dal Josaphat Traffic Centre	To upgrade and renovations the Dal Josaphat Traffic Centre		X				
KFA 43: Traffic control & Licensing	Turn-around strategic plan	To develop a turn-around strategy for traffic and licensing services	X					
KFA 43: Traffic control & Licensing	Electronic MVR licensing renewal	To innovate an E-licensing renewal system	X					
KFA 44: Municipal Law Enforcement	Appointment of additional staff	To expand the current staff of Municipal Law Enforcement		X	X			
KFA 44: Municipal Law Enforcement	Farm & neighbourhood watches relationships	To establish and strengthen the relationship between the farm and neighbourhood watches	X					
KFA 45: Environmental Management and Climate Change	Lack of resilience conditions	Liaise with Civil Engineering Services for the finalisation of Resilience Conditions	X					
KFA 45: Environmental Management and Climate Change	Protect environmental resources and balance service delivery and environmental protection	- Adopt a Mountain Slope Study	X					
		- Align the SDF with EMF	X					
KFA 45: Environmental Management and Climate Change	Lack of environmental education and awareness	- Develop an environmental awareness strategy and implementation plan considering municipal staff, civil society, business and schools	X					
				X	X	X	X	

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
		- Implementation of the environmental awareness strategy						
KFA 45: Environmental Management and Climate Change	Lack of policy to promote green building	Update environmental policy	X					
KFA 45: Environmental Management and Climate Change	Top level buy-in within the organisation	Update environmental policy	X					
KFA 45: Environmental Management and Climate Change	Lack of mainstreaming of climate change within the organisation	<ul style="list-style-type: none"> - Include the implementation of 1 climate change initiative from the CCAP in the SDBIP of each Department - Develop a green audit tool for monitoring Department's carbon footprint - Implementation of the green audit tool at 1 Municipal building as a pilot project 	X	X	X	X	X	
KFA 45: Environmental Management and Climate Change	Lack of transversal communication (we are still operating in silos)	Include attendance at the Environmental Management Committee in the SDBIP of each Department	X	X	X	X	X	
KFA 45: Environmental Management and Climate Change	Lack of environmental strategy (overall) to support or link with socio-economic plans/strategies in order to achieve sustainable development	Update environmental policy	X					
KFA 45: Environmental Management and Climate Change	Lack of planning for ecological disasters	<ul style="list-style-type: none"> - Develop terms of reference (TOR) in conjunction with Disaster Management to establish a Disaster Management Forum - Environmental Management to serve as an active member on the Disaster Management Forum 	X	X	X	X	X	
KFA 46: Natural Resources	Bio-diversity							
KFA 46: Natural Resources	Air quality							
KFA 47: Parks & Open Spaces	Upgrade parks	Upgrading of parks in Drakenstein	X	X	X	X	X	X
KFA 47: Parks & Open Spaces	EPWP Programmes	Job creation for 200 beneficiaries (50 per quarter)	X	X				

KFA 48: Animal control	Purchase trailer	To purchase a trailer for livestock	X					
KFA 48: Animal control	Appoint Pound-Master	The appointment of a pound master	X					
KFA 48: Animal control	Respond to Live-Stock complaints	The effective respond to livestock complaints	X	X	X	X	X	X

KEY PERFORMANCE AREA 7: SOCIAL AND COMMUNITY DEVELOPMENT



Key Policies linked to KPA 7

1.	Transfer Policy for Human Settlement Projects
2.	Sport and Recreation Policy
3.	Early Childhood Development
4.	Housing Policy
5.	Emergency Housing Policy
6.	Food and Nutrition Security Policy
7.	Street People Policy
8.	Grant in Aid policy: Community

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 48: Health	Lack of participation in Health Forum meetings	Engagement meetings with stakeholders and the Department of Health	X	X	X	X	X	
KFA 49: Early and Childhood Development	Participation in Skills Development workshops	Establishment of Centre of Excellence (Skills centre)	X	X	X	X	X	
KFA50: Gender, Elderly, Youth and Disabled	Apathy toward municipal projects and programmes	Gender empowerment	X	X	X	X	X	
KFA50: Gender, Elderly, Youth and Disabled	Apathy toward municipal projects and programmes	Youth development	X	X	X	X	X	
KFA50: Gender, Elderly, Youth and Disabled	Apathy toward municipal projects and programmes	Elderly Support	X	X	X	X	X	
KFA50: Gender, Elderly, Youth and Disabled	Apathy toward municipal projects and programmes	Support to the disabled	X	X	X	X	X	
KFA : 51 Sustainable Human Settlements (Housing)		Routine Maintenance of Rental Stock	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Repair / Upgrade of Rental Stock	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Paint my Story project	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Transfer / Alienation of Rental Stock	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Implementation of Eviction Management and Emergency housing Plan (re-settlement land)	X	X				X
KFA : 51 Sustainable Human Settlements (Housing)		Implementation of Emergency housing plan	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Management of Housing Demand Database	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)		Maintenance of services in Informal Settlements	X	X	X	X	X	X

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA : 51 Sustainable Human Settlements (Housing)		Implementation of Restructuring zones (social housing)		X	X	X	X	
KFA : 51 Sustainable Human Settlements (Housing)		Implementation of Upgrade of Informal Settlement Programme for identified sites	X	X	X	X	X	X
KFA : 51 Sustainable Human Settlements (Housing)	Planning and Implementation of New Housing Opportunities (BNG Housing)	<ul style="list-style-type: none"> - Continue Implementation of Vlakkeland Catalytic Project; - Complete Planning of Simondium, Paarl East, Erf 557 and Saron IRDP projects. - Finalize project pipeline with Provincial Human Settlements. 	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Plan and Implement the roll out of UISP (Upgrade of Informal Settlements) projects	<ul style="list-style-type: none"> - Finalize the appointment of VPUU (NGO) to assist with Social facilitation - Finalize feasibility reports for 12 identified informal settlements for upgrade. - Implement upgrade of 12 identified settlements; - Identify further settlements for upgrade. 	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Implementation and development of Affordable housing opportunities	<ul style="list-style-type: none"> - Finalize potential beneficiaries for the Vlakkeland project; - Maintain a database of households with a household income between R3501 - R22 000.00 (GAP Market). - FLISP awareness campaigns. 	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Implementation of Social Housing Projects	<ul style="list-style-type: none"> - Finalize Partnership agreements with SHI's; - Roll out of identified social housing projects within approved restructuring zones. 		x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Provision of Service sites	<ul style="list-style-type: none"> - Identify appropriate land for the implementation of serviced site concept; - Develop a policy on serviced sites 	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Housing Consumer Education (lack of education and awareness on roles and responsibilities as recipients of houses)	<ul style="list-style-type: none"> - Implementation of housing consumer education and awareness campaigns 	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Rural Housing	<ul style="list-style-type: none"> - Finalize the Rural Housing Policy. - Identify sites for possible partnerships within rural areas 	x	x				

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
		- Finalize the future use of the Nieuwedrift (Helpmekaar) site						
KFA : 51 Sustainable Human Settlements (Housing)	Addressing matters in relation to Employee assisted housing	- Finalize a Policy for employee assisted housing.		x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Conclusion of old incomplete projects	- Implementation of actions to address defective roof in identified projects; - Submission of applications to apply for funding to complete incomplete projects.	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Human Settlement Planning	- Complete Human Settlement Plan and Strategy - Roll Out recommendation from plan.	x	x	x	x	x	
KFA : 51 Sustainable Human Settlements (Housing)	Informal Settlements management	<ul style="list-style-type: none"> • Appointment of two additional Informal Settlement Officers • Implementation of standard operating procedures to manage and monitor all informal settlements • Establishment of Informal Settlement committees to improve communication and operations 						
KFA : 51 Sustainable Human Settlements (Housing)	Maintenance of services in Informal settlements	<ul style="list-style-type: none"> • Appointment of maintenance contractor by Engineering Services department • Implementation of monitoring processes and procedures to assess standard of services delivered by Contractor 						
KFA : 51 Sustainable Human Settlements (Housing)	Maintaining / Update of demand database	<ul style="list-style-type: none"> • Arrange housing demand update events for all rural areas 						
KFA : 51 Sustainable Human Settlements (Housing)	Eviction Management Planning	<ul style="list-style-type: none"> • Identification of land for eviction settlement • Development of land for eviction settlement 						
KFA : 51 Sustainable Human Settlements (Housing)	Emergency housing planning and implementation	<ul style="list-style-type: none"> • Procurement of service provider for emergency housing units • Approval of Temporary Housing policy 						
KFA : 51 Sustainable Human Settlements (Housing)	Maintenance of Rental stock							

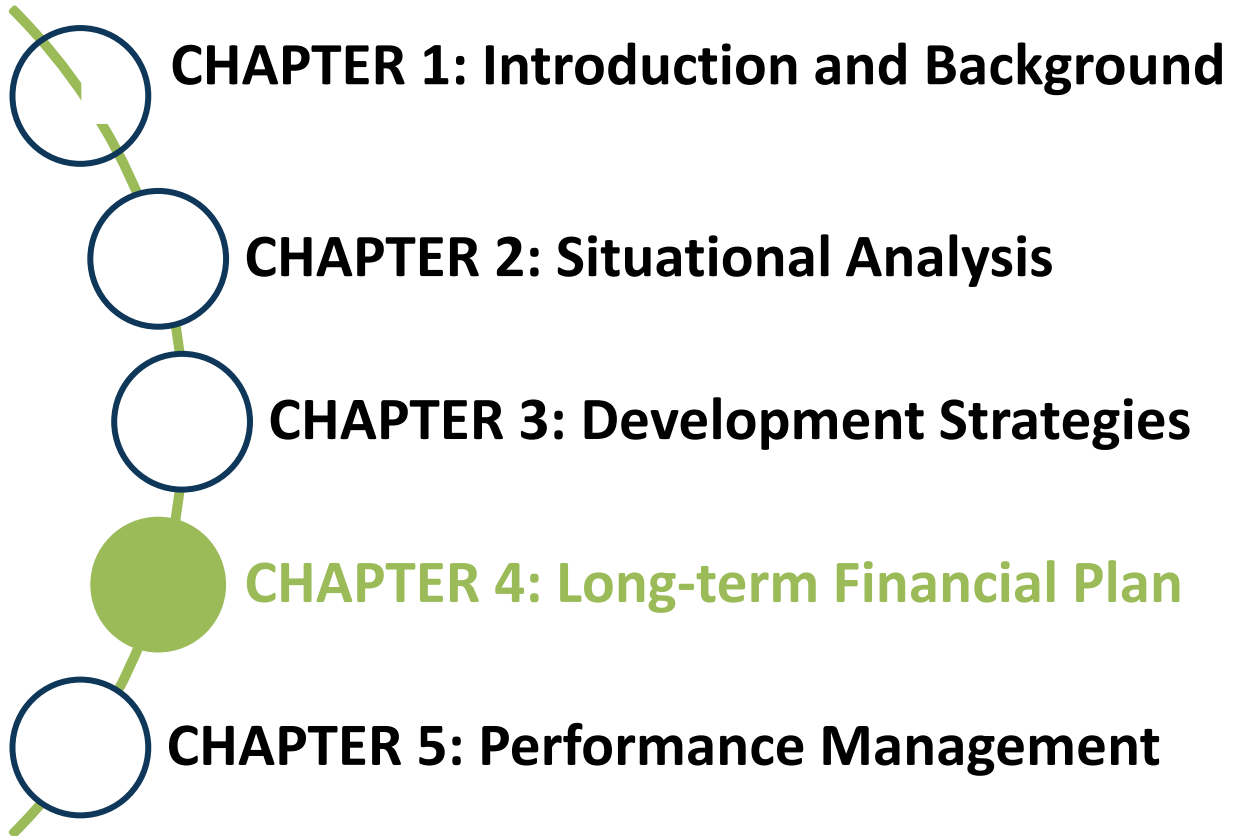
Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA : 51 Sustainable Human Settlements (Housing)	Repair and Upgrade of Rental Stock	<ul style="list-style-type: none"> Identify rental units for major upgrade and implement via contractor (including paint my story project) 						
KFA : 51 Sustainable Human Settlements (Housing)	Implementation of Informal Settlement upgrade plans	<ul style="list-style-type: none"> Prioritise the 12 Informal settlements due for upgrade and put on housing pipeline and business plan for funding 						
KFA : 51 Sustainable Human Settlements (Housing)	Implementation of Social Housing projects	<ul style="list-style-type: none"> Implementation of restructuring zones and at least one project as per approved social housing strategy 						
KFA : 51 Sustainable Human Settlements (Housing)	Alienation / transfer of rental stock to qualifying occupants	<ul style="list-style-type: none"> Identifying alienable rental units for transfer and submit report to Council to start transfer processes 						
KFA 52: Sport & Recreation	De Kraal	Construction of rugby fields, netball courts, cricket fields, clubhouse, parameter fencing.				x		
KFA 52: Sport & Recreation	Newton	Installation of spectator stands, parameter wall, ticket office and upgrade of change rooms		x				
KFA 52: Sport & Recreation	Weltevrede	Upgrade of fields, upgrade of cricket clubhouse			x			
KFA 52: Sport & Recreation	Pelikaan	Upgrade to clubhouse, ablutions, ticket office, field		x				
KFA 52: Sport & Recreation	Parys Sport Fields	Upgrade to change rooms and player seating area	x					
KFA 52: Sport & Recreation	Orleans Sport Field	Construction of turf wicket, Re-turf of field, installation of underground cabling, upgrade of parameter fencing, upgrade to clubhouse	x			x		
KFA 52: Sport & Recreation	Mbekweni Sports Field	Re-turf of sports field, upgrade of basketball court		x				
KFA 52: Sport & Recreation	Huguenot Tennis	Upgrade of tennis courts and parameter wall.			x			
KFA 52: Sport & Recreation	Gouda	Ongoing maintenance						
KFA 52: Sport & Recreation	Saron	Ongoing maintenance						
KFA 52: Sport & Recreation	Hermon	Ongoing maintenance.						
KFA 52: Sport & Recreation	Pentz Street Swimming Pool	Upgrading of aged infrastructure (Pipes, filters) Tender COMP9/2018	x					
KFA 52: Sport & Recreation	Pen Basson	Upgrade of sight screens		x				

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Key Focus Area	Issues / Challenges	Action Plan	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I	J
KFA 52: Sport & Recreation	Drakenstein Swimming Pool	Upgrading of aged infrastructure (Pipes, filters) Tender COMP9/2018	x					
KFA 52: Sport & Recreation	Mbekweni Swimming Pool	Upgrade of motors and structural repairs Tender COMP9/2018	x					
KFA 52: Sport & Recreation	Faure Street Swimming Pool	Upgrade of swimming pool aged filters and pipes Tender COMP9/2018	x					
KFA 52: Sport & Recreation	Weltevrede Swimming Pool	Total overhaul of the pool pipes Tender COMP9/2018	x					
KFA 52: Sport & Recreation	Antoniesvlei Swimming Pool- baboons, shebeen, staff housing, alien vegetation and swimming pool	Draw up baboon management plan, approach legal wrt shebeen and staff housing, major alien clearing program, upgrade of pool		X				
KFA 52: Sport & Recreation	Saron Swimming Pool – chalets and swimming pool	Legal to deal with evictees in chalets, upgrade pool		X				
KFA 52: Sport & Recreation	Orleans Spray Park – maintenance	Draw up sustainable maintenance plan		X				
KFA 52: Sport & Recreation	Sport Forum/Council	Finalization of MOU	x					
KFA 52: Sport & Recreation	Dal Josaphat Stadium	Upgrade of netball courts Installation of fencing Installation of high mast lighting	X x			x		
KFA 52: Sport & Recreation	Faure Street Stadium							
KFA 52: Sport & Recreation	Boy Louw Sports Facility	Installation of irrigation Installation of parameter fence	X	x				
KFA 53: Arts and Culture	Support from Council for funding of Arts and Culture forum.	Support from Provincial Government and social investment partners	-	-	1	-	-	

Key Focus Area	Issues/Challenges	Action Plan (Projects, Programme, Key Initiatives)	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I
KFA 55: Libraries	House of Learning		X	X			
KFA 55: Libraries	Wellington Upgrade	Upgrade of Library – insufficient space		X	X		
KFA 55: Libraries	Municipal-wide Program to develop reading , increase information literacy and focus on social awareness	Ongoing	X	X	X	X	X
KFA 55: Libraries	Insufficient space for Rural libraries	Set up containerised library Wagenmakers Valley		X			
KFA 55: Libraries	Insufficient space for Rural Libraries	Set up containerised library Nieuwedrift Valley			X		
KFA 55: Libraries	Insufficient space for Rural Libraries	Set up containerised library Groenberg				X	
KFA 55: Libraries	New Library Building	Build Library for the Chicago Community				X	X
KFA 56: Cemeteries and Crematoria	Parys Cemetery – Alien clearing, destitutes invading and maintenance	Install cameras, lights and fencing clear alien vegetation		X			
KFA 56: Cemeteries and Crematoria	Klein Parys Cemetery – Alien clearing, destitutes invading and maintenance	Install cameras, lights and fencing. Clear alien vegetation		X			
KFA 56: Cemeteries and Crematoria	Simondium Cemetery – Shacks on graves, staff housing occupied by private citizens and vandalism – maintenance	Housing department to assist, legal to assist, fencing, signage and lights		X			
KFA 56: Cemeteries and Crematoria	Dal Josaphat Cemetery – Vandalism of fencing and encroachment of shacks and maintenance	Install fence, lights, camera and signage		X			

Key Focus Area	Issues/Challenges	Action Plan (Projects, Programme, Key Initiatives)	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
A	B	D	E	F	G	H	I
KFA 56: Cemeteries and Crematoria	Hout Street Cemetery - Fencing burned down and signs stolen	Install fencing, lights and signage		X			
KFA 56: Cemeteries and Crematoria	Bosman Street Cemetery – Alien clearing	Major alien clearing operation		X			
KFA 56: Cemeteries and Crematoria	Hillcrest Cemetery – vandalism	Fencing, lights and signage		X			
KFA 56: Cemeteries and Crematoria	Champagne Cemetery – vandalism	Installation of fencing, lights and signage		X			
KFA 56: Cemeteries and Crematoria	Bloekomlaan Cemetery – vandalism	Installation of fencing, lights and signage		X			
KFA 56: Cemeteries and Crematoria	Voor Street Cemetery – vandalism	Installation of fencing, lights and signage		X			
KFA 56: Cemeteries and Crematoria	Hermon Cemetery – drainage	Appoint consultant to draw up professional plans and implement		X			
KFA 56: Cemeteries and Crematoria	Gouda Cemetery – maintenance	Appoint maintenance contractor		X			
KFA 56: Cemeteries and Crematoria	Saron Cemetery – maintenance	Appoint maintenance contractor		X			



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

A city of **excellence**

4

LONG-TERM FINANCIAL PLAN

4.1 INTRODUCTION

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Drakenstein. The Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without eroding its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

This plan will also focus on the expansion of Drakenstein's revenue sources in relation to its costs to ensure that the Municipality stays a financial viable and sustainable going concern. Drakenstein must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 5 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only need to cover a planning period of the next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding, the Prioritisation Model for Capital Asset Investment, long-term financial sustainability ratios and a concluding statement.

4.2 KEY INFLUENCES AND RISKS

This Long Term Financial Plan (LTFP) generates information which is used to guide decisions about Council operations into the future. However, as with any long term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into three main groups:

4.2.1 External Influences – items outside of the Municipality's control:

(a) Unforeseen political and economic changes or circumstances such as:

- Interest rates fluctuations;
- Localised economic growth – residential development & new business;
- Consumer Price Index;
- Changes in levels of grant funding;
- Changes to tariffs and levies and their conditions (e.g. ESKOM bulk tariff increases);
- Availability of essential resources such as fuel, electricity and water;
- Community needs and expectations; and
- A change in the level of legislative compliance.

(b) Variable climatic conditions such as:

- Flooding;
- Fires; and
- Drought.

4.2.2 Internal Influences – items that the Municipality can control:

- (a) Agreed service level review outcomes;
- (b) Infrastructure Asset Management;
- (c) Rate and other tariff increases;
- (d) Performance Management;
- (e) Efficiencies in service delivery and administrative support; and
- (f) Salaries and Wages.

4.3 FINANCIAL FRAMEWORK

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of financial sustainability benchmarks for a Municipality. A municipality can be categorised into a developed or a developing municipality. Drakenstein can be categorised as a developing or growing municipality simply because Drakenstein is the economic hub of the Cape Winelands District.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality. This financial plan and related strategies will need to address a number of key focus areas in order to achieve this goal. The areas which have been identified are detailed below.

4.3.1 Revenue adequacy and certainty

It is essential that Drakenstein has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The latest DoRA has laid out the level of funding from National Government that will be received for the 2019/2020 to 2021/2022 financial years.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the development phase that the Municipality is in. Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

From an independent study conducted in 2015/2016 (and the subsequent review thereof in March 2017) on the long term financial planning of Drakenstein, the risk to generate own municipal revenues (excluding grants), within the socio-economic environment in which Drakenstein operates, was identified as "high" per the study undertaker's own municipal revenue risk indicator, largely due to the relatively high unemployment rate within the region. The recommendation of this study to lower this risk includes the safeguarding of existing

revenue sources and the increase in future revenues by more than the CPI growth rate. It was recommended that the increase in future revenues be achieved by a combination of increased sales, increase in tariffs and new revenue sources through the increase of its tax base.

It is for this reason that the Municipality embarked on the high capital investment approach between 2016/2017 and 2018/2019 as described in paragraph 4.9 later in this chapter.

4.3.2 Cash / liquidity position

Cash and cash management is vital for the short-, medium- and long-term survival and good management of an organisation. This is also the case with Drakenstein Municipality. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are:

- (a) The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio between one point five and two to one (1.5-2:1) is acceptable and considered to be very healthy in terms of the National Treasury Guidelines. Drakenstein as at 30 June 2016 had a ratio of 1.27:1, as at 30 June 2017 1.24:1 and as at 30 June 2018 0.95:1. Excluding the current portion of long-term liabilities will increase the current ratio to 1.27:1 (considering the ratio as at 30 June 2018) but that would mean that Drakenstein must stop taking up external borrowings to finance capital expenditure. This obviously cannot happen in a developing municipality but the undesirable current ratio of below 1.5:1 needs to be reversed over the medium to long-term. Therefore, the operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected to reduce provisions for bad debt impairment.
- (b) The **debtors' turnover ratio**, which have a great impact on the liquidity of the Municipality. The debtors' payment period for the 2017/2018 financial year (before considering the provision for bad debt impairment) was 75.0 days, which is above the targeted number of 70 days and was due to the rising water debt after the implementation of Level 6B water restrictions. The treatment of indigent subsidy as revenue forgone in the 2017/2018 financial year in terms of the new mSCOA version released by the National Treasury, also played a role compared with the indigent subsidy treated as expenditure in the 2016/2017 financial year. Although the debt increased, sufficient provision was made for doubtful debt. The number of days for the 2016/2017 financial year was 66.2 days compared with the 75.5 days as at 30 June 2016.

The **debtors' turnover ratio** (before considering the provision for impairment) at 30 April 2019 stood at 61.8 days, indicating that the targeted number of below 70 days will again be reached by 30 June 2019. Over the medium- and long-term the Municipality will attempt to decrease the debtors' turnover ratio to 65 days (2019/2020), 62 days (2020/2021), 60 days (2021/2022), 58 days (2022/2023) and 56 days (2023/2024) respectively.

The **debtor's turnover ratio** (after provisions for bad debt impairment) increased to 45.2 days compared to 37.5 days as at 30 June 2017 and 43.7 days as at 30 June 2016. The radical increase is due to the same reasons indicated above. At 30 April 2019 this ratio stood at 46.0 days, indicating that the Municipality is on track to achieve the target of 45 days by 30 June 2019. Over the medium- and long-term the Municipality will attempt to decrease the debtors' turnover ratio to 44 days (2019/2020), 43 days (2020/2021), 42 days (2021/2022), 40 days (2022/2023) and 40 days (2023/2024) respectively.

The “acceptable” norm is 30 days as per MFMA Circular 71. This norm cannot be met and should be at least 45 days due to current credit control legislation requiring certain notification actions from a municipality before the electricity supply to a consumer may be disconnected to enforce reaction from a consumer in arrears. Going the legal route to recover outstanding arrears cannot be done within 30 days. It is an unreasonable norm.

- (c) The **revenue collection rate** which largely determines if the Municipality remains a going concern. Drakenstein will endeavour over the short-, medium- and long-term to collect $\pm 97\%$ of its billed revenue. Based on previous years collection rates and an expected collection rate of 97.3% for the 2019/2020 financial year a provision for bad debt impairment of 2.7% of expected billed revenue had been made, this being due to the sharp increase in the water debt in 2017/2018 and 2018/2019 due to the punitive water restriction tariffs being introduced. For each of the four outgoing years a provision of 2.6% has been made. The majority of debt older than 90 days has been provided for and the writing-off of irrecoverable debt of all indigent households and the incentives in the Writing-Off of Irrecoverable Debt Policy will reduce the debtor’s turnover ratio over the short- and medium-term.

4.3.3 Sustainability

Drakenstein needs to ensure that its operating budget is balanced and cash-funded through realistically anticipated revenue to be received/collected to cover operating expenditure. As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households, which are too poor to pay for even a portion of their basic services, at least have access to these basic services; there is a need for the subsidisation of these households through an indigent support subsidy.

The operating budget should also generate reasonable and sustainable cash surpluses to assist with the financing of capital budget expenditure since Drakenstein infinitely cannot continue to finance capital projects with external borrowings. Net financial liabilities (total liabilities less current assets) as a percentage of total operating revenue (capital items excluded) should be below acceptable target levels to ensure long-term financial sustainability. Current assets should be maintained and renewed or replaced in time to ensure that services are rendered at the desired quality levels over the long-term. For this purpose, a Long-Term Financial Sustainability Policy with three critical financial sustainability ratios was developed. This policy will be discussed in more detail in paragraph 4.13 below.

4.3.4 Effective and efficient use of resources

In an environment of limited resources, it is essential that the Municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people’s access to basic services. It is therefore imperative for the operating budget to be compiled on the zero-base budget approach to eliminate any “fat” usually built in a budget with an incremental approach.

4.3.5 Accountability, transparency and good governance

The Municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions should be open to public scrutiny and public participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

4.3.6 Equity and redistribution

The Municipality must treat people fairly and justly when it comes to the provision of services. In the same way the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The “equitable share” from national government will be used primarily for targeted subsidies to poorer households. In addition, the Municipality will continue to cross-subsidise between high- and low-income consumers within a specific service or between services. Unfunded and underfunded mandates remain a financial burden to Drakenstein’s customer base due to national and provincial transfers not following the functions that Drakenstein perform on behalf of national and provincial government.

4.3.7 Development and investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies should encourage the maximum degree of private sector investment.

4.3.8 Macro-economic investment

As the Municipality plays a significant role in the Cape Winelands Area, it is essential that it operates efficiently within the national and provincial macro-economic framework. Drakenstein’s financial and developmental activities should therefore support national and provincial fiscal policy.

4.3.9 External Borrowing

The strong capital market in South Africa (commercial banks and other borrowing institutions like the DBSA, etcetera) provides an additional instrument to access financial resources. However, the Municipality may not borrow to balance its operating budget and to finance any operating expenditure. Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayment commitments. Fortunately, Drakenstein through proper cash flow management and collection of revenue due to them has honoured all their external borrowing commitments to ensure a clean credit record.

In the past number of years, the Drakenstein Municipality, due to abnormal growth and development pressures, had to invest substantially in new infrastructure and for the renewal/refurbishment of current infrastructure. Although Drakenstein have aimed at a maximum borrowing level of external loans that will not exceed 50% of the total operating revenue (all conditional grants excluded) over the short- and medium-term; the need to broaden the Municipality’s tax base has necessitated the needs to invest more boldly in revenue

generating infrastructure (electricity, water and sanitation) and thus it has led the Municipality to exceeding the 50% capping level.

Drakenstein Municipality's MIG allocation - due to the formula applied - is substantially lower when compared to secondary cities of the same size. The municipality has already taken a decision to reduce capital infrastructure investment through external borrowings over the next five years to R160 million (2019/2020) and R180 million (2020/2021 – 2023/2024) per year to bring down the gearing ratio to 45%.

The manner in which the Municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the Municipality.

The Municipality's capital grants need to increase seriously, as the Municipality has reached its upper limit of borrowings. The gearing ratio (as calculated per MFMA circular 71) is estimated at 69.0% at the end of 2019/2020, before decreasing to 62.2% (2021/2022), 55.9% (2021/2022), 50.8% (2022/2023), 45.5% (2023/2024) and 44.6% (2024/2025). Drakenstein has resolved to reduce its capital infrastructure investment through borrowings over the medium term to stabilise at about 45.0% by 2024/2025 – well below the capping level of 50% as reflected in Council's Borrowing Policy.

Various submissions have been made to the Provincial Department of Local Government, Environmental Affairs and Development, the National Department of Cooperative Governance, as well as the National Treasury and the Provincial Treasury for additional capital grants but very little has materialised.

4.4 FINANCIAL STRATEGIES

With the above framework as a background, strategies and programmes have been identified and form part of this Long-Term Financial Plan to achieve the desired objective and that is the financial viability and sustainability of the Municipality.

4.4.1 Revenue raising strategies

The following are some of the more significant programmes that have been identified:

- (a) The implementation of the reviewed Customer Care, Credit Control, Debt Collection and Indigent Support Policy. This policy and the relevant procedures detail all areas of customer care, credit control, indigent support and debt collection of the amounts billed to customers, including procedures for non-payment, etcetera. This policy also defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
- (b) The implementation of the reviewed Tariff Policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
- (c) The implementation of the reviewed Property Rates Policy. This policy ensures that fair differential rates and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the Municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

- (d) The implementation of the reviewed Writing-Off of Irrecoverable Debt Policy with special incentives to encourage outstanding debtors to pay a certain percentage of their outstanding debt and the Municipality to write-off a certain percentage of outstanding debt in terms of the approved policy.
- (e) The review and implementation of an improved Payment Strategy. This strategy aims at implementing innovative cost-effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems. It will include a revenue protection unit that implement and see to it that credit control actions in terms of Council's policies are enforced vigorously to improve payment percentage levels.
- (f) The implementation of revenue enhancement strategies to ensure that all the properties in Drakenstein Municipality are levied all the required services. These strategies will ensure that revenue gaps are closed and that the municipality bills consumers for all services rendered.

4.4.2 Asset management strategies and programmes

The municipality's Asset Management Committee (AMC) has selected certain initial priority key focus areas, based on self-assessment of Drakenstein Municipality's current asset management "maturity". These focus areas are:

- (a) **Strategy management:** The AMC will oversee the implementation of an Asset Management Strategy, the Asset Management Policy, Asset Maintenance Policies and master plans.
- (b) **Information management:** This includes investigations and procedures towards implementation of an appropriate Integrated Asset Management System software to maintain a register of physical assets, to interface with the financial management system for all financial and organisational data processing, as well as to store spatial data of all assets or interface with the Geographic Information System.
- (c) **Technical information:** A detailed, hierarchically structured register will be compiled and maintained for all physical assets, with their important attributes listed. This register will be synchronised with the financial assets data to ensure alignment and be kept up to date with any movement, addition or removal of physical assets.
- (d) **Organisation and development:** It is envisaged that Drakenstein Municipality's management shall develop and/or participate in the development and implementation of systems and processes to ensure that their staff have the necessary skills and competencies for the healthy, safe, environmentally-friendly and cost-effective management of physical assets.
- (e) **Work planning and control:** The Municipality aim to utilise the Integrated Asset Management System software for all maintenance work planning and control activities. This will be done according to the formal business processes to be developed.
- (f) **Life cycle management:** It is envisaged that Drakenstein Municipality, through the AMC (including sub-committees), the relevant Departments/Divisions and the Financial Services Department will apply life-cycle management of municipal assets by establishing procedures and processes such as:

- (i) Making recommendations in conjunction with the line managers at the various areas regarding the long-term replacement plan and the verification of replacement decisions;
- (ii) Preparing detailed specifications and cost justifications for the acquisition of new equipment;
- (iii) Managing the decommissioning of old equipment in a manner to ensure maximum financial benefit, minimal operational disruption and minimal environmental damage; and
- (iv) Including life-cycle cost estimates in the design process for all new projects.

Drakenstein Municipality also considers risk management to be a key component for its business continuity and will devote the required effort and resources to ensure that the risks faced by the organisation in the course of its business activities, are appropriately identified, measured, evaluated and managed. The Municipality applies control and safeguards to ensure that assets are protected against improper use, loss, theft, malicious damage or accidental damage. The existence of assets is physically verified from time-to-time, and measures adopted to control their use. Significant assets are insured in accordance with the municipality's approved Insurance Management Policy. All insured assets are handled in terms of the Insurance Management Policy as agreed with the appointed Insurance Brokers.

4.4.3 Financial management strategies and programmes

The following are some of the more significant programmes that have been identified:

- (a) The on-going review of the computerised financial accounting system (SOLAR) and the post-implementation review of the municipal Standard Chart of Accounts (mSCOA).
- (b) Integration of all computerised systems and acquisition of hardware and software required. The integration of computerised systems and acquisition of the required hardware and software within the Municipality to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the Municipality.
- (c) Development of a Generally Recognised Accounting Practice (GRAP) and mSCOA compliant Medium Term Revenue and Expenditure Framework (MTREF) Budget.
- (d) Develop and implement a uniform budget reporting framework compliant with National Treasury's Municipal Budget and Reporting Regulations. Implementation of a budget module on the financial system.
- (e) Review and update asset, budget and accounting policies and procedures.
- (f) Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the Municipality and its customers.
- (g) Enhance budgetary controls and timeliness of financial data. Building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

4.4.4 Capital financing strategies and programmes

The following are some of the more significant programmes that have been identified:

- (a) The monitoring of the Borrowing Policy. This policy ensures that any external borrowings taken up by the Municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
- (b) The development and implementation of a policy for accessing finance (including donor finance).
- (c) The monitoring of the reviewed Prioritisation Model for Capital Assets Investment Policy for the prioritisation of capital projects to be implemented with scarce available financial resources that will have the biggest impact in improving the quality of life of Drakenstein's customer base. There is a need to develop a capital programme and database with all identified needs costed and linked to a ward or an area of the Municipality. It needs to be noted at this stage that national and provincial government programmes and grant funding often influences the capital investment programme of Drakenstein. This is something that the Municipality has little control over.

4.5 FINANCIAL POLICIES

4.5.1 General financial philosophy

The financial philosophy of Drakenstein is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Drakenstein.

It is the goal of the Municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the Municipality's infrastructure; to manage the Municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and, to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the Municipality have to develop financial policies that support the above. Drakenstein's financial policies shall also address the following fiscal goals:

- (a) To keep the Municipality in a fiscally sound position in both the long- and short-term;
- (b) To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- (c) To apply credit control policies which maximise collection while providing relief to the indigent;
- (d) To implement credit control policies that recognise the basic policy of customer care and convenience;
- (e) To operate utilities in a responsive and fiscally sound manner;
- (f) To maintain and protect existing infrastructure and capital assets;
- (g) To provide a framework for the prudent use of debt financing; and
- (h) To direct the Municipality's financial resources toward meeting the goals of the Municipality's Integrated Development Plan (IDP).

4.5.2 Budget-related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result, if needed, in a Revised Budget. These principles are embedded in the **Budget and Management Oversight Policy**.

The **Virement Policy** allows the City Manager and his administration to transfer funds from one vote to another vote within policy directives to improve effective and efficient service delivery.

Adequate maintenance and replacement of the Municipality's assets (property, plant and equipment) will be provided for in the annual budget as far as funding is available. It will be informed by Council's **Asset Management Policies**.

The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have revenue plans based on realistically anticipated revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed in paragraph 4.5.4 below.

4.5.3 Capital infrastructure investment policies

The Municipality will establish and implement a comprehensive ten-year Capital Expenditure Framework (CEF). The CEF will be updated annually and could be extended to even twenty years to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner. This will include bulk and internal services for human settlement programmes. In anticipation of the IUDG process a comprehensive ten-year CEF will be compiled for the 2019/2020 financial year to be approved by Council.

An annual capital investment budget will be developed and adopted by the Drakenstein Municipality as part of the annual budget. The Municipality make all capital improvements in accordance with the CEF and IDP. This is done based on the developed Prioritisation Model for Capital Assets Investment Policy. Drakenstein also has a **Developer Contribution Policy** aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Un-expensed capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding and approved external loans. Routine capital needs will be financed from current revenues (Capital Replacement Reserve) as opposed to the issuance of long-term debt. The Municipality will maintain all assets at a level adequate to protect the Municipality's capital investment and to minimise future maintenance and replacement costs.

4.5.4 Revenue policies

The Municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically anticipated revenue to be collected. The Municipality will consider market rates and charges

levied by other public and private organisations for similar services in establishing rates, fees and charges. Drakenstein will set fees and user charges at a level that fully supports the total direct (primary) and indirect (secondary) costs of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles are embedded in the reviewed **Tariff Policy**.

Drakenstein will implement and maintain a property valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the **Property Rates Policy**.

The Municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the Municipality's goals and strategic plan and to eradicate unfunded and underfunded mandates.

4.5.5 Credit control policies and procedures

Drakenstein will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, the **Customer Care, Credit Control, Debt Collection and Indigent Support Policy** was developed and reviewed. Currently as at 30 April 2019, households owe 63.0% of outstanding service charges and property rates (VAT included) compared with the 72.3% as at 30 June 2018 (of which 51% was considered recoverable). Therefore, the **Writing-off of Irrecoverable Debt Policy** with incentives was developed to reduce the outstanding debt with the aim to get households and other consumers out of their spiral of debt over the next three financial years. It seems that this approach is working slowly but surely as more and more household customers' starts using these incentives.

4.5.6 Supply chain management

The **Supply Chain Management Policy** will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost-effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's **Assets Transfer Policy**.

Contract management was a focus area in the past financial years and will receive even more attention during 2019/2020 after the establishment of a Contract Management Unit during 2018/2019. This unit will ensure that contracts awarded to service providers to render services are managed and monitored appropriately.

4.5.7 Investment policies

In terms of Section 13(2) of the Municipal Finance Management Act each Municipality must establish an appropriate and effective **Cash Management and Investment Policy**. Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds.

The preservation of principal is the foremost objective of the investment program. Drakenstein will continue the current cash management and investment practices, which are designed to emphasise safety of capital

first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the **Cash Management and Investment Policy** of Council.

4.5.8 Debt management policies

Drakenstein shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues or other sources. Long-term borrowing will be used to finance capital improvements as approved in the Municipality's CEF. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project. The Municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles are embedded in the **Borrowing Policy** of Council.

However, to broaden the tax base investment in revenue generating infrastructure (electricity, water and sanitation) is needed. Built into the **Borrowing Policy** is an additional sustainability indicator to determine affordability to borrow additional funds. Should the gearing ratio referred to exceed 50% of total operating revenue (capital grants excluded), then the interest and redemption repayable on external loans will not exceed 15% of total operating expenditure. The percentage for 2018/2019 will amount to 13.51% which is below Drakenstein Municipality's affordability margin of 15%. The margin will increase to 13.83% in 2019/2020 and then decrease to 13.30% (2020/2021), 13.03% (2021/2022), 12.77% (2022/2023) and 12.80% (2023/2024).

4.5.9 Asset management policies

The objective of the Asset Management Policies is to define the asset management intent of Drakenstein, including the life-cycle management, accounting and administrative policies and procedures relating to physical assets (immoveable and movable assets) and computer software (intangible assets) of Drakenstein Municipality. The principles and policy statements are embedded in the **Asset Management Policy (AMP)** and **Financial Asset Management Policy (FAMP)** of Council.

4.5.10 Long-term financial sustainability policy

Financial sustainability over the long-term has to do with the maintenance of high priority expenditure programs, both operating and capital, to ensure program sustainability and desired quality of services to be rendered. There must also be rates and service charges stability and predictability in the overall rate burden by ensuring reasonable rates and service charges to fund programs. Fair sharing in the distribution of council resources and the attendant taxation between current and future ratepayers (intergenerational equity) must also be promoted to ensure that the current generation are not over-burdened for the use of infrastructure by future generations – in other words sound long-term financial management. Based on the above three elements financial sustainability could be defined as follows:

“A council's long-term financial performance and position is sustainable where planned long-term services and infrastructure levels and standards are met without unplanned increases in rates and service charges or disruptive cuts to services”

Three key financial indicators or ratios were developed to influence long-term financial sustainability planning and budgeting. They are:

- (a) An **operating surplus ratio** to influence financial performance planning and budgeting;
- (b) A **net financial liabilities ratio** to influence financial position planning and budgeting; and
- (c) An **asset sustainability ratio** to influence asset management performance planning and budgeting.

The entire above-mentioned are embedded in the developed **Long-Term Financial Sustainability Policy** approved by Council.

4.5.11 Accounting policies

The principles on which Drakenstein operate with regard to the presentation, treatment and disclosure of financial information forms part of the **Accounting Policy** adopted in the compiled yearly annual financial statements.

4.6 BUDGET ASSUMPTIONS

Drakenstein Municipality has prepared its financial plans, forecast on the basis of sound historical income and expenditure trends, and based upon latest forecasts and knowledge to date. Future years forecasts are neither worst case scenario, or overly optimistic, and as such it is seen as little value to artificially revise these estimates to create a significant negative or positive variance that is not anticipated, as this could simply be misleading to the uninformed reader in the community.

Based on the financial framework, financial strategies and financial policies the MTREF Budget was compiled. Key assumptions relating to the MTREF Budget also included the following:

- (a) National government grants for the years 2019/2020 to 2021/2022 are as per the Division of Revenue Bill (DoRB). For year four and five estimated increases in terms of the year-on-year increase patterns were used where appropriate.
- (b) Provincial government grants for the years 2019/2020 to 2021/2022 are as promulgated in the Provincial Gazette. For year four and five estimated increases in terms of the year-on-year increase patterns were used where appropriate.
- (c) The headline inflation rate (consumer price index or CPI) was 5.3% for the 2017/2018 financial year and is estimated at 4.7% for the 2018/2019 financial year. The estimated CPI for the 2019/2020 financial year is 5.2% and for the next two indicative financial years at 5.4% (2020/2021) and 5.4% (2021/2022) respectively (National Treasury MFMA Circular No 94 dated 8 March 2019). For years four and five the CPI has been estimated at 5.4% for each year.
- (d) The South African Local Government Bargaining Council (SALGBC) determines the cost-of-living increases by mutual agreement between the employer and the unions. A 3 year wage agreement was concluded on 15 August 2018 providing guidance for the period 1 July 2018 to June 2021. This agreement prescribes the use of the projected CPI increase for the 2019 period plus 1.5% for the 2019/2020

financial year. The last year of the agreement prescribes using the projected CPI increase for the relevant period plus 1.25% for the 2020/2021 financial year. The remaining two years were estimated using the same principle.

- (e) The wage bill (councillors remuneration excluded) as a percentage of the total operating budget expenditure equates to 27.37% (2019/2020), 27.25% (2020/2021), 27.55% (2021/2022), 28.30% (2022/2023) and 29.22% (2023/2024) for each financial year respectively which is well within the acceptable norm of 25% to 40% of total operating expenditure.
- (f) Bulk electricity purchases increased with 0.31% and 7.32% for the 2017/2018 and 2018/2019 financial years respectively. For the 2018/2019 financial year an increase of 7.32% was budgeted for compared with the budgeted and estimated 15.63% for the 2019/2020 financial year. Due to a lack of guidance from NERSA a calculation was done to budget for the next four outgoing years as well. This calculation takes into consideration a “backlog” percentage as well as the annual increase approved by NERSA for Eskom. The envisaged future increases in Eskom tariffs will affect investment and growth in economic activities and will put further pressures on the already thinly stretched consumer.
- (g) Bulk water purchases increased with 10.0% and 79.68% for the 2017/2018 and 2018/2019 financial years respectively. For the 2018/2019 financial year, although an increase of 79.68% was confirmed, the impact on Drakenstein Municipality was not that big due to the amount of “free” litres of water that we are contractually entitled to before we start to pay based on the increased tariff. Due to the introduction of water restrictions the volume of water purchased from the City of Cape Town reduced significantly. An increase of 17.90% is included for the 2019/2020 financial year with an estimated 16.80% for the four outer years. It should be noted that due to water restrictions, the percentage tariff increase on bulk purchases for water is dependent on the relevant restriction level as well.
- (h) Property rates revenue increased with 9.49% and 8.2% respectively for the 2017/2018 and 2018/2019 financial years. Provision has been made for a property rates revenue increase of 8.2% for the 2019/2020 financial year and 8.4% for the next four outgoing years.
- (i) Electricity revenue for life line consumers (poor households) increased with 1.75% and 6.84% for the 2017/2018 and 2018/2019 financial years respectively. Budgeted electricity revenue for life line consumers’ increase with 13.93% for the 2019/2020 financial year. Due to a lack of direction from National Treasury and NERSA an estimated increase percentage was used to budget for the next four outgoing years.
- (j) Electricity revenue for all other consumers increased with 1.75% and 6.84% for the 2017/2018 and 2018/2019 financial years respectively. Budgeted electricity revenue for all other consumers’ increase with 13.93% for the 2019/2020 financial year. Due to a lack of direction from National Treasury and NERSA an estimated increase percentage was used to budget for the next four outgoing years.
- (k) Water revenue increased with 8.0% and 7.0% for the 2017/2018 and 2018/2019 financial years respectively. Budgeted water revenue increase with 6.0%, for the 2019/2020 financial year and with 6.0% respectively over the four outgoing years. This approach needs to be taken to prevent water consumption to reduce to a level that will lead to a significant reduction in water revenue. Although lower consumption will lead to lower costs, this approach will lead to a smaller operating surplus. Water

is a trading service and is supposed to generate an operating surplus and a smaller turnover will reduce the much needed profit to subsidise community services that cannot be covered through the property rates revenue raised.

- (l) Refuse removal revenue increased with 9.7% for both the 2017/2018 and 2018/2019 financial years respectively. Budgeted refuse removal revenue increase with 10.8% for the 2019/2020 financial year as well as for the next four outgoing years. In order to ensure the extension of the useful life of the Wellington Landfill Disposal Site, measures needs to be put in place to reach the same objective. These measures needs to be put in place as soon as possible and when incorporated or added to the current running costs will lead to an estimated 10.8% increase in the tariff.
- (m) Sanitation revenue increased with 15.0% for both the 2017/2018 and 2018/2019 financial years respectively. Budgeted sanitation revenue increase with 11.0% for the 2019/2020 financial year as well as for the four outer years. The higher than inflation increase are needed to ensure that sanitation revenue and expenditure break even in future financial years. Sanitation is an economic service and needs to break even as determined by Council's Tariff Policy.

Council is sensitive to the affordability and sustainability of the tariffs to be imposed. We carefully monitor the payment and collection rates and are thankful that the customer base of Drakenstein pays 97% of their billed accounts. Through the financial support and incentives envisaged through our new budget related policies developed we are hopeful that the payment rate will increase to more than 98% in the next financial year. Provision has been made for bad debt of 2.7% of expected billed revenue in the 2019/2020 financial year.

4.7 OPERATING REVENUE

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and marrying it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

Operating revenue will now be discussed and analysed.

4.7.1 Operating revenue by source

In the Table 4.1 below the operating revenue per revenue source are indicated as follows:

- (a) The last three audited financial years (green colour);
- (b) The current financial year (yellow colour);
- (c) The 2019/2020 financial year (pink colour); and
- (d) The last four outgoing financial years of the MTREF (no colour).

Table 4.1: Operating Revenue per Category

2019/2020 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) PER REVENUE CATEGORIES											
Serial Number	Description	Audited Expenditure 2015/2016	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Original Budget 2018/2019	2018/2019 Revised Operating Budget	2019/2020 Tabled Operating Budget	2020/2021 Indicative Operating Budget	2021/2022 Indicative Operating Budget	2022/2023 Indicative Operating Budget	2023/2024 Indicative Operating Budget
Column Referenc	A	B	C	D	E	F	G	H	I	J	K
1	Disposal of Fixed and Intangible Asset	(4,985,944)	(6,785,000)	(4,600,000)	(250,000)	(39,840,653)	(8,500,000)	(250,000)	(250,000)	(250,000)	(250,000)
2	Fines, Penalties and Forfeits	(52,589,650)	(69,610,030)	(92,938,480)	(69,847,415)	(98,222,246)	(89,068,288)	(89,078,592)	(89,089,162)	(89,100,010)	(89,111,151)
3	Interest, Dividends and Rent on Land	(31,496,545)	(38,074,780)	(40,280,774)	(38,051,946)	(23,705,059)	(24,625,055)	(25,596,635)	(28,648,045)	(31,743,446)	(34,969,871)
4	Licences or Permits	(3,206,735)	(3,329,028)	(3,326,097)	(4,632,497)	(4,079,285)	(4,288,949)	(4,584,904)	(4,904,047)	(5,248,374)	(5,625,129)
5	Operational Revenue	(15,632,336)	(21,586,865)	(17,815,904)	(18,557,302)	(16,155,410)	(17,060,502)	(17,891,608)	(18,764,341)	(19,680,786)	(20,643,136)
6	Property rates	(208,393,804)	(237,762,258)	(245,517,386)	(305,830,748)	(275,982,026)	(305,349,815)	(333,917,548)	(364,723,707)	(395,725,221)	(429,361,865)
7	Rental from Fixed Assets	(7,845,595)	(8,935,697)	(8,540,719)	(3,726,209)	(3,838,090)	(15,852,367)	(16,959,153)	(18,146,108)	(19,419,105)	(20,784,445)
8	Sales of Goods and Rendering of Servi	(13,429,358)	(11,739,059)	(10,923,144)	(11,399,692)	(13,078,871)	(11,340,282)	(11,695,833)	(12,069,160)	(12,461,154)	(12,837,673)
9	Service Charges	(1,179,724,935)	(1,332,503,939)	(1,390,388,923)	(1,588,891,626)	(1,470,248,748)	(1,684,706,325)	(1,864,821,661)	(2,032,189,378)	(2,157,437,311)	(2,291,004,156)
10	Transfers and Subsidies	(156,220,246)	(158,678,744)	(142,918,062)	(265,112,381)	(258,835,527)	(250,727,572)	(235,428,000)	(229,887,999)	(220,227,734)	(238,943,185)
11	Total Operating Revenue	(1,673,525,147)	(1,889,005,401)	(1,957,249,489)	(2,306,299,816)	(2,203,985,915)	(2,411,519,155)	(2,600,223,934)	(2,798,671,947)	(2,951,293,141)	(3,143,530,611)
12	Transfers and Subsidies: Capital	(73,708,344)	(65,440,162)	(155,684,651)	(84,933,000)	(172,122,425)	(120,907,968)	(119,381,000)	(120,078,000)	(54,578,000)	(54,578,000)
13	Grand Total	(1,747,233,490)	(1,954,445,563)	(2,112,934,140)	(2,391,232,816)	(2,376,108,340)	(2,532,427,123)	(2,719,604,934)	(2,918,749,947)	(3,005,871,141)	(3,198,108,611)

4.7.2 Analysis Of Projected Operating Revenue

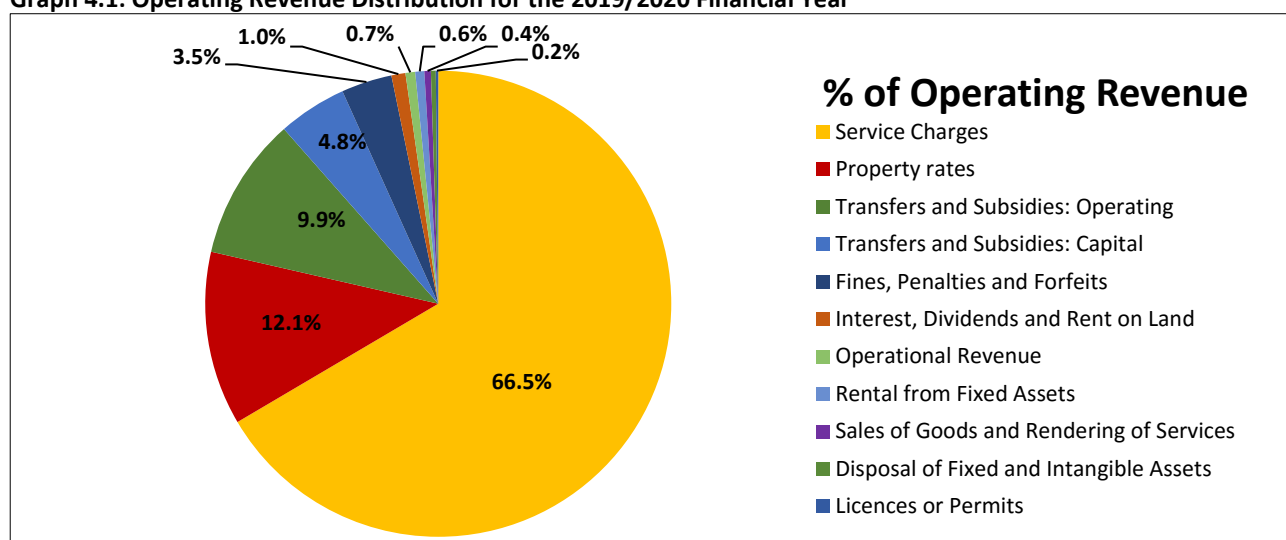
In Table 4.1 above the anticipated operating revenue for 2019/2020 is estimated at R2.532 billion or R156.3 million (6.5%) more than the 2018/2019 approved adjustments budget revenue of R2.376 billion.

Graph 4.1 below depicts that Drakenstein's main operating revenue source is their service charges (electricity, water, refuse removal and sanitation charges) of R1.684 billion that represents 66.5% of operating revenue for the 2019/2020 financial year. This source of revenue is projecting revenue of R2.291 billion by year five. Trading services produces the much-needed profits to subsidise community services to be funded through property rates. Electricity revenue is the bulk of this revenue representing 48.6% or R1.231 billion of operating revenue. Electricity tariffs over the MTREF period increase at a slower rate than the bulk purchases from Eskom increase. Water represents 8.1% or R204.4 million of operating revenue followed by refuse removal revenue (5.2%) and sanitation revenue (4.6%). Taking the high salary bill increases also into consideration, the gap between revenue turnover and expenses is closing slowly but surely and is a threat to local government as a whole.

The second highest operating revenue source is property rates with an amount of R305.3 million that represents 12.1% of operating revenue. This revenue source increases to R429.3 million by year five. Care should be taken to not over burden rate payers with this unpopular source of revenue. It is difficult to get rid of a label that a Municipality is an over-taxed enterprise and there are lots of examples in history where investors moved to other areas where property tax levies are seen to be reasonable.

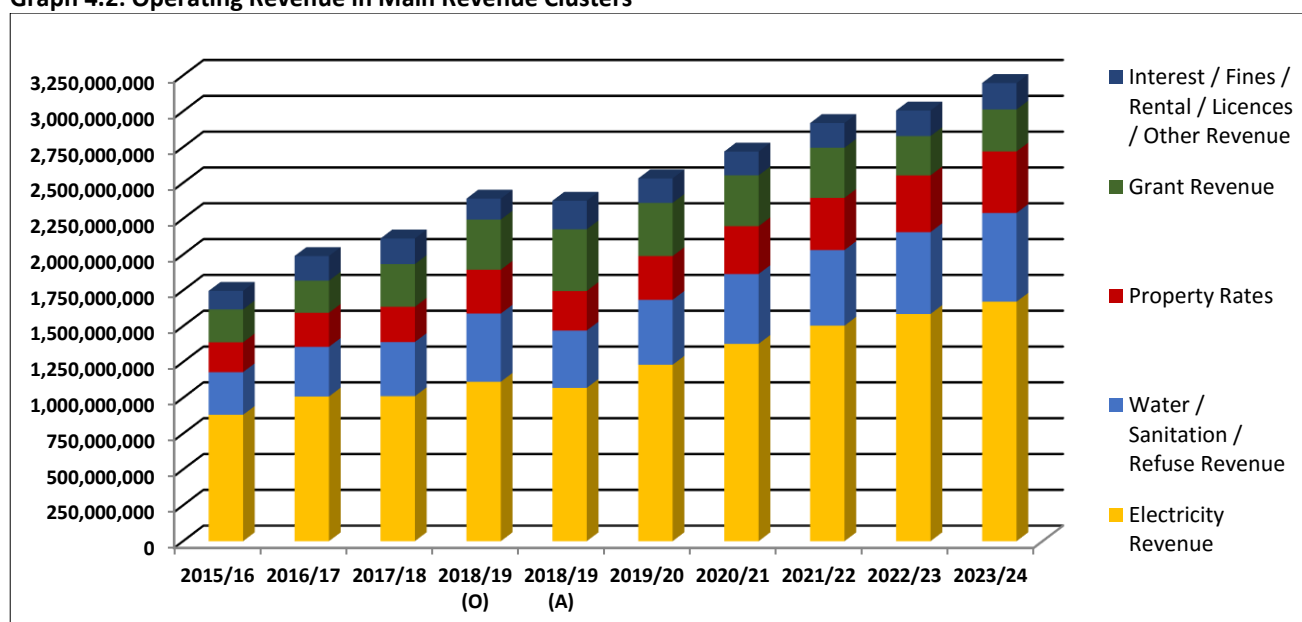
Operating government grants of R250.7 million are the third highest operating revenue source and represents 9.9% of operating revenue. The bulk of this grant is the Municipality's equitable share from the national fiscus and for the building of houses for the poorest of the poor. The housing grant will fluctuate from year to year depending on the housing programme funds made available through the National and Provincial Housing Programme.

Graph 4.1: Operating Revenue Distribution for the 2019/2020 Financial Year



Operating revenue shown in Graph 4.1 above are further broken down and depicted in Graph 4.2 below for the 2019/2020 financial year. The revenue sources are clustered into five main revenue sources. Electricity revenue (yellow colour) is clearly the main source of revenue. Water/sanitation/refuse revenue (light blue colour) is the second highest cluster of revenue followed by grant revenue (dark green colour), property rates (red colour), and other revenue (dark blue colour).

Graph 4.2: Operating Revenue in Main Revenue Clusters



Trends over the years suggest that electricity revenue represented 50.5% of operating revenue in 2015/2016 compared with the 45.0% of the 2018/2019 adjustments budget, the 48.6% for 2019/2020 and the estimated 52.3% in 2023/2024. Electricity revenue remains the main revenue source for the Municipality.

Water, sanitation and refuse removal revenue represented 17.0% of operating revenue in 2015/2016 compared with the 16.8% of the 2018/2019 adjustments budget, the 17.9% for 2019/2020 and the estimated 19.4% in 2023/2024.

Property rates revenue represented 11.9% of operating revenue in 2015/2016 compared with the 11.6% of the 2018/2019 adjustments budget, the 12.1% for 2019/2020 and the estimated 13.4% in 2023/2024.

Grant revenue represented 13.2% of operating revenue in 2015/2016 compared with the 18.1% of the 2018/2019 adjustments budget, the 14.7% in 2019/2020 and the estimated 9.2% in 2023/2024. Drakenstein seems not to be depended on government grants for operational purposes, but, it should be noted that maybe the Municipality are not receiving sufficient funds from the national fiscus to eradicate the backlog in housing for the poorest of the poor and to render free basic services to indigent households through the equitable share.

Other revenue, i.e. interest earned, rental revenue, fines, licenses, gains on the disposal of property, plant and equipment and other sundry revenue income (dark blue colour) represents the remaining revenue resources. Even combined in a cluster they contribute the least to Drakenstein's operating revenue base.

4.8 OPERATING EXPENDITURE

Operating expenditure budgeting is done on a zero-base budget approach where possible. This was done since the adjustments budget was approved by Council in February 2014 and the 2014/2015 operating budget approved by Council in May 2014. For the 2019/2020 further emphasis was placed on preparing a zero-based budget. Other best practice methodologies relating to operating expenditure include infrastructure repairs and maintenance as a priority; budgeted expenditure to be funded by realistically anticipated cash backed revenues; and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds. The latter is a great challenge.

4.8.1 Operating expenditure by category

Table 4.2 below depicts the main category of operating expenditure as follows:

- (a) The last three audited financial years (green colour);
- (b) The current financial year (yellow colour);
- (c) The 2019/2020 financial year (pink colour); and
- (d) The last four outgoing financial years of the MTREF (no colour).

4.8.2 Analysis of Operating Expenditure

In Table 4.2 below the total operating expenditure forecasted for the 2019/2020 financial year reflects an increase of 4.5% to an amount of R2.479 billion compared with the projected operating expenditure of R2.372 billion for the 2018/2019 financial year. Operating expenditure forecasts an increase of 8.9%, 5.8%, 4.5% and 4.0% to R3.102 billion in year five.

Table 4.2: Operating Expenditure by Category

2019/2020 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) PER EXPENDITURE CATEGORIES											
Serial Number	Description	Audited Expenditure 2015/2016	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Original Budget 2018/2019	2018/2019 Revised Operating Budget	2019/2020 Tabled Operating Budget	2020/2021 Indicative Operating Budget	2021/2022 Indicative Operating Budget	2022/2023 Indicative Operating Budget	2023/2024 Indicative Operating Budget
Column Referenc	A	B	C	D	E	F	G	H	I	J	K
1	Bulk Purchases Electricity	592,626,886	635,415,938	632,000,521	689,784,051	676,241,051	781,937,527	891,799,750	985,260,364	1,036,690,955	1,090,806,222
2	Bulk Purchases Water	33,971,210	23,369,899	2,738,869	22,655,849	5,620,034	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
3	Contracted Services	128,826,051	170,064,451	177,546,469	293,276,792	246,129,702	232,243,374	221,050,869	205,461,618	188,410,118	198,369,035
4	Depreciation and Amortisation	172,647,951	175,303,878	186,526,978	199,673,156	200,426,443	213,869,778	224,563,271	235,791,434	241,686,218	247,728,371
5	Disposal of Fixed and Intangible Asset	(12,634,863)	4,856,318	3,631,878	-	12,000,000	-	-	-	-	-
6	Employee Related Cost	391,084,407	418,980,237	564,864,231	625,426,030	637,181,224	678,529,455	735,421,718	786,861,800	844,626,401	906,691,503
7	Fair Value Adjustments	5,233	3,472	-	-	-	-	-	-	-	-
8	Finance Charges	-	-	7,708,536	-	14,173,929	-	-	-	-	-
9	Gains and Losses	-	658,000	-	-	-	-	-	-	-	-
10	Impairment Loss	84,493,556	105,400,833	153,828,596	102,409,320	137,548,663	127,034,743	130,896,775	135,046,777	139,507,203	144,302,338
11	Interest, Dividends and Rent on Land	76,579,560	93,989,644	124,741,177	144,574,379	152,085,592	162,758,940	161,128,159	158,837,871	155,031,172	149,261,545
12	Inventory Consumed	44,095,232	38,297,033	38,322,172	51,193,184	40,055,119	36,738,604	42,498,536	45,642,982	49,030,951	52,705,455
13	Losses	-	1,000,000	11,311,420	2,000,000	8,900,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
14	Operating Leases	14,221,421	15,763,490	17,135,209	22,712,631	23,423,101	19,980,724	22,330,549	23,839,257	25,457,686	27,194,472
15	Operational Cost	122,778,506	199,229,722	147,219,508	186,168,121	163,311,963	161,692,286	178,737,224	188,154,452	199,022,843	207,053,531
16	Remuneration of Councillors	21,053,960	26,313,054	28,062,166	31,229,363	30,147,397	31,709,291	33,812,721	35,809,669	37,924,834	40,165,248
17	Transfers and Subsidies	30,133,580	10,378,878	10,531,922	20,563,462	24,296,962	18,873,823	41,801,908	39,051,471	48,836,953	18,876,461
18	Total Operating Expenditure	1,699,882,692	1,919,024,847	2,106,169,651	2,391,666,338	2,371,541,180	2,479,368,545	2,699,241,480	2,856,277,695	2,984,197,334	3,102,723,381

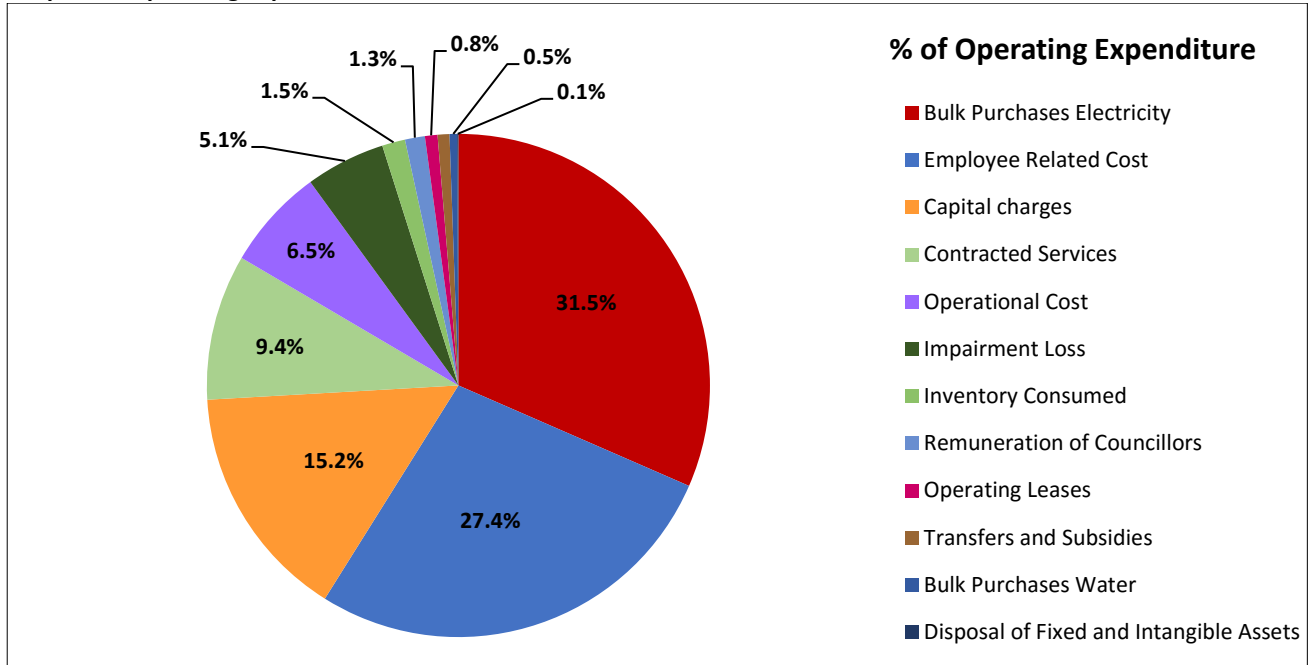
Drakenstein's main operating expenditure category is their bulk electricity purchases of R782.0 million that represents 31.5% (Graph 4.3 below) of total operating expenditure for the 2019/2020 financial year. This expenditure category is projecting an expenditure of R1.091 billion by year five. As mentioned before bulk electricity purchases grow at a higher percentage than the percentage in electricity tariff increases.

The second highest operating expenditure category is employee related costs with an amount of R678.5 million that represents 27.4% of total operating expenditure. This expenditure category increases to R906.7 million by year five. Care should be taken not to over burden rate payers with this expenditure category. MFMA Circular No 71 of 17 January 2015 determines that the ratio of employee cost as a % of operating expenditure of between 25% and 40% are deemed acceptable – depending on the kind and size of municipality.

Capital charges (interest on external borrowings and depreciation on capital assets combined) is the third highest operating expenditure category with an amount of R162.8 million (interest) and R213.9 million (depreciation) that represents 6.6% and 8.6% of total operating expenditure. These expenditure categories decrease to R149.3 million (interest) and increase to R247.7 million (depreciation) by year five. External borrowings are capped at 50% of total operating revenue to ensure that interest and redemption as a % of operating expenditure is limited to less than 15% of total operating expenditure.

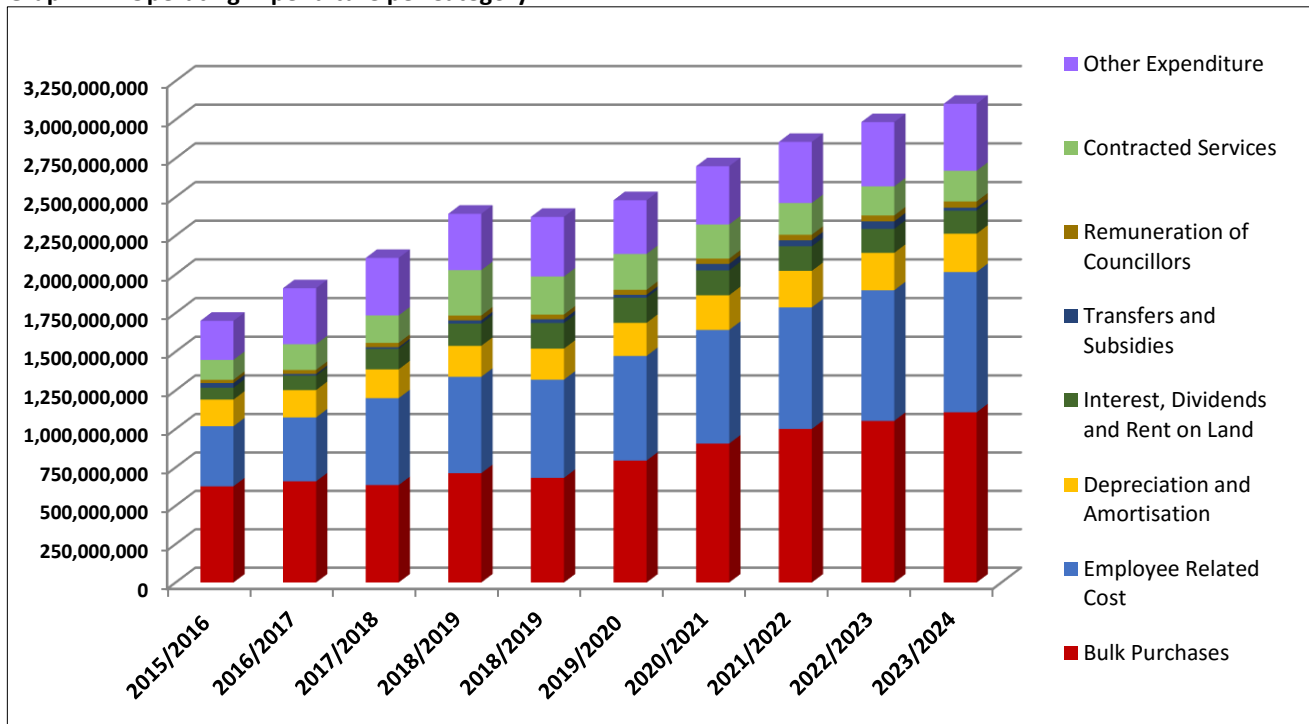
Contracted services are the fourth highest operating expenditure category with an amount of R232.2 million that represents 9.4% of total operating expenditure. This expenditure category decreases to R198.5 million by year five.

Graph 4.3: Operating Expenditure Distribution for the 2019/2020 Financial Year



Operating expenditure trends over the years shown in Table 4.2 are depicted in Graph 4.4 below.

Graph 4.4: Operating Expenditure per Category



The operating expenditure is clustered into eight main expenditure types. Bulk purchases of electricity (red colour) is clearly the main expenditure type. Employee related costs (blue colour) are the second highest cluster of expenditure type followed by other expenditure (purple colour) and capital charges (depreciation on capital assets and interest on external borrowings) (yellow and dark green colour respectively). It is clear from the figure above that bulk purchases and employee related costs are significantly higher than the other expenditure categories and it is also clear that the significant gap between bulk purchases and employee related costs over the nine years under review are closing. The high increases well above the inflation rate over

these years with regard to bulk electricity purchases from Eskom and the salary bill is skewing the picture and is certainly hurting our economy and that of the region, province and country.

Contracted services (light green colour) portrays a steady increase in operating expenditure over the past four years under review, it is endeavoured to reduce this number over the MTREF. Grant expenditure (transfers and subsidies (dark blue colour)) fluctuates from year to year and is dependent on the grant allocations made. Drakenstein will endeavour to reduce the provision of grants in cash and focus on the provision of grants in kind over the MTREF.

4.9 OPERATING BUDGET RESULTS

In Table 4.3 below the operating budget (capital grants revenue and expenditure excluded) forecasted for the 2019/2020 financial year reflects an operating deficit of R67.8 million, but, after taking non-cash items into consideration a cash funded operating surplus of R1.2 million is projected for the 2019/2020 financial year. This position should change into a more balanced budget and an operating surplus in 2023/2024 to the amount of R40.8 million – non-cash items excluded.

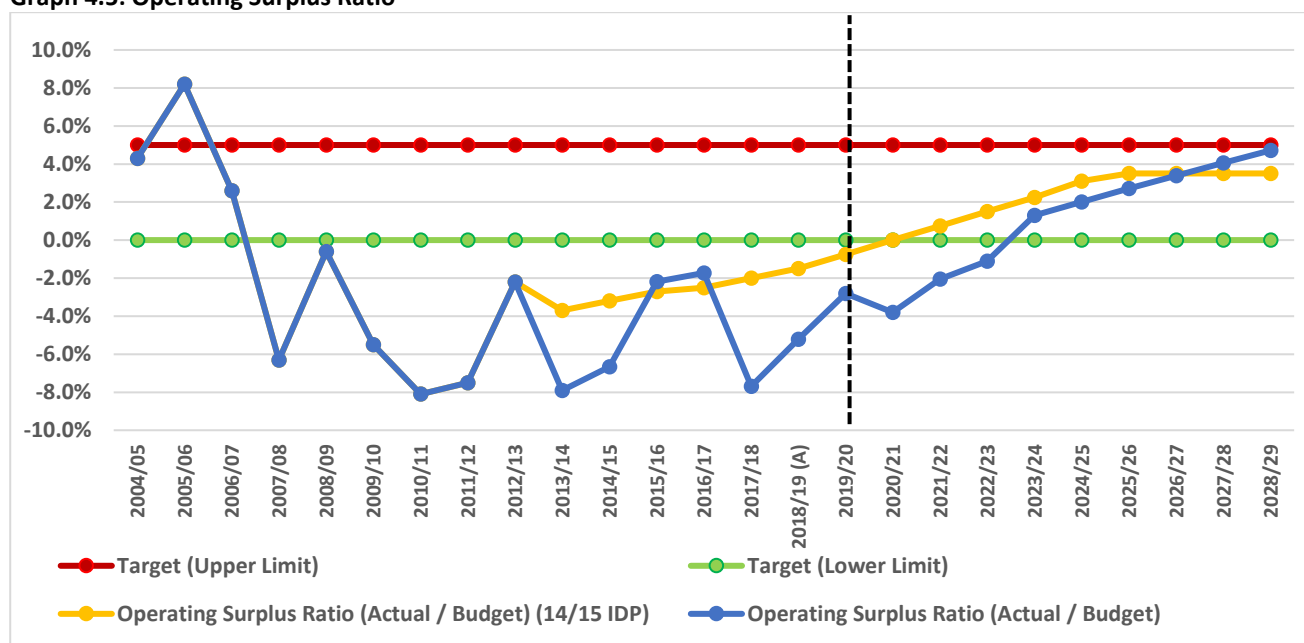
Table 4.3: Operating Surplus

2019/2020 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK(MTREF)						
Serial Number	Description	2019/2020 Tabled Operating Budget	2020/2021 Indicative Operating Budget	2021/2022 Indicative Operating Budget	2022/2023 Indicative Operating Budget	2023/2024 Indicative Operating Budget
Column Reference	A	B	C	D	E	F
1	Total Operating Revenue	(2,532,427,123)	(2,719,604,934)	(2,918,749,947)	(3,005,871,141)	(3,198,108,611)
2	Total Operating Expenditure	2,479,368,545	2,699,241,480	2,856,277,695	2,984,197,334	3,102,723,381
3	Operating Budget Deficit / (Surplus) =	(53,058,578)	(20,363,454)	(62,472,252)	(21,673,807)	(95,385,168)
4	Plus: Capital Grants (Excluding VAT Reclaimed) =	120,907,969	119,231,001	120,003,000	54,578,001	54,578,001
5	Revised Operating Budget Deficit / (Surplus) =	67,849,391	98,867,547	57,530,748	32,904,194	(40,807,167)
6	Less: Depreciation Counted Back =	(213,869,778)	(224,563,267)	(235,791,430)	(241,686,216)	(247,728,371)
7	Plus: Redemption Payable on External Loans =	184,492,535	201,101,880	216,783,805	229,485,871	251,546,894
8	Less: Disposals / Impairments =	(5,269,734)	(5,362,805)	(5,462,857)	(5,570,412)	(5,686,034)
9	Less: Provision for Rehabilitation of Landfill Sites =	(9,922,192)	(8,265,997)	(5,383,626)	(5,679,725)	(2,501,796)
10	Less: Leave Pay Contributions =	(7,642,393)	(8,196,532)	(8,741,601)	(9,322,918)	(9,942,892)
11	Less: Medical Aid Membership Contributions =	(16,636,000)	(17,927,000)	(18,895,058)	(19,915,391)	(20,990,822)
12	Less: Ex-Gratia Pensioners Contributions =	(205,000)	(203,000)	(202,000)	(201,000)	(199,000)
13	(Cash Funded) / Non-Cash Funded Operating Budget =	(1,203,171)	35,450,826	(162,019)	(19,985,597)	(76,309,188)

The long-term aim is to generate operating surpluses and even higher cash surpluses through economic growth and development. These cash surpluses will be used to build the Capital Replacement Reserve (CRR) for the funding of future capital expenditure. The more Drakenstein fund from own funds the less Drakenstein has to borrow from the open market to finance capital expenditure.

The above information has been populated in Graph 4.5 below to present a picture of Drakenstein's **Operating Surplus Ratio** developed in terms of the **Long-Term Financial Sustainability Policy**. It is clear from the blue line that Drakenstein Municipality's operating results until the 2010/2011 financial year was moving downwards towards a financial unsustainable position. The blue line represents the current expected trend, whereas the orange line indicates the Operating Surplus Ratio as reported in the 2014/2015 reviewed IDP.

Graph 4.5: Operating Surplus Ratio



The actual audited results of 2012/2013 produced an operating surplus ratio moving upwards towards a more financial sustainable position. The 2013/2014 audited results then suddenly moved downwards mainly due to a non-cash transactions (provision for the rehabilitation of landfill sites) due to environmental legislation municipalities operating budgets had to accommodate. The same environmental legislation affected Drakenstein Municipality in 2017/2018 due to a recalculation of the landfill sites rehabilitation costs.

The 2019/2024 MTREF clearly shows that Drakenstein has absorbed these temporary setbacks of the past few years and the operating surplus ratio projects further positive movements towards long-term financial sustainability. Drakenstein will attempt to move to a breakeven position in 2023/2024 and onwards to ensure that sufficient surpluses are generated to avoid the taking up of any medium-term (three to five year) external loans.

This position can significantly change if Drakenstein's tax base increases significantly with new middle and high-income housing developments and business and industrial developments. A conservative provision for the increase of operating revenue through additional developments has been made in the MTREF budget, as to ensure that budgeted anticipated revenue is realistic and secure. As mentioned earlier the model has been built on the assumption that Drakenstein collect at least 97% of billed revenue.

The focus will now shift to the discussion of capital expenditure trends.

4.10 CAPITAL EXPENDITURE

Capital expenditure budgeting is done through the Prioritisation Model for Capital Assets Investment Policy. This model as mentioned in paragraph 4.4.4(c) above was developed to ensure that scarce available financial sources are allocated to capital projects that will have the biggest impact on the outcomes that will improve the quality of life of Drakenstein's customer base. This model will also ensure that sufficient funds are made available for the renewal of dilapidated infrastructure to ensure on-going quality service delivery.

Since the 2004/2005 financial year (last 15 years), R3.959 billion was invested in capital infrastructure of which R3.107 billion during the last seven financial years. This includes the amount forecasted for the current 2018/2019 Adjustments Budget.

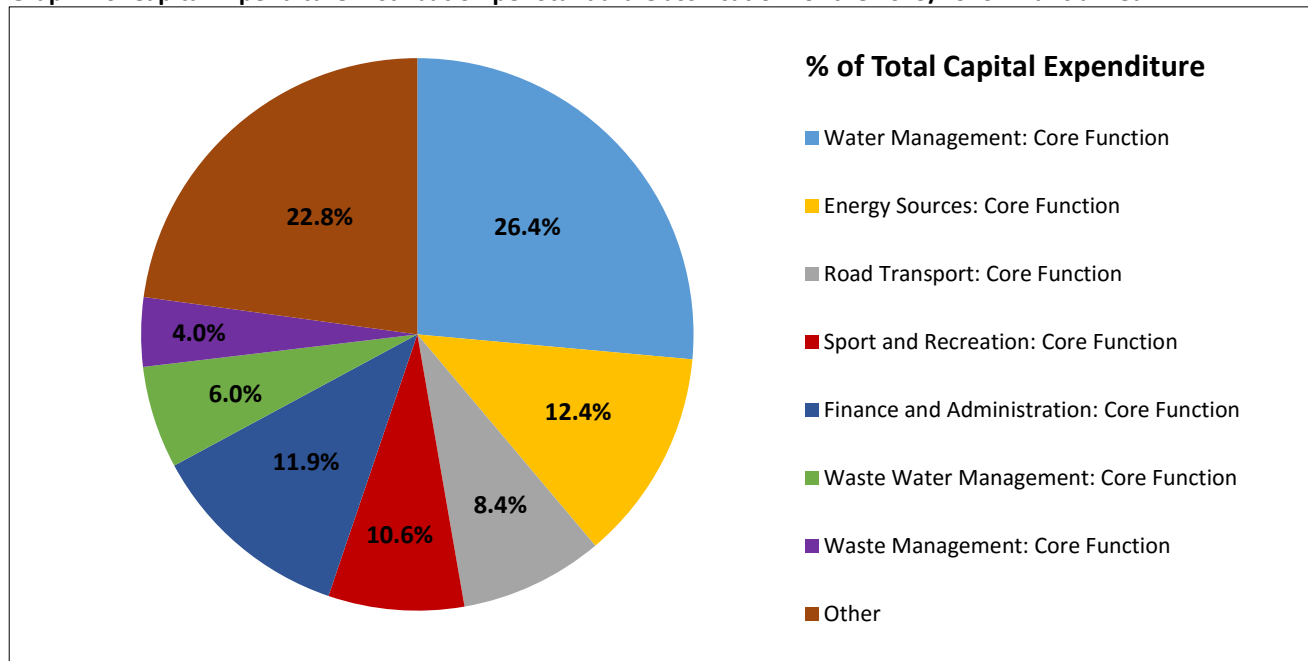
4.10.1 Capital expenditure by standard classification

Table 4.4 below depicts the main types of capital expenditure as per the Government Financial Statistics (GFS) standard classification. The four standard classifications are:

- (a) Governance and administration comprising of the sub-categories of executive and council; budget and treasury office; and, corporate services (including vehicles, equipment and IT related products);
- (b) Community and public safety comprising of the sub-categories of community and social services; sport and recreation; public safety; housing; and, health;
- (c) Economic and environmental services comprising of the sub-categories of planning and development; road transport; and, environmental protection; and
- (d) Trading services comprising of the sub-categories of electricity; water; waste water management; and, waste management.

The amounts in Table 4.4 below and the percentages in Graph 4.6 below reflect the standard classification and its sub-category allocations as a percentage of the total capital budget. Due to the developmental nature of a capital budget it only makes sense to look at what percentage of the available scarce financial resources are spent in what standard classification of capital expenditure. The focus must be on the investment in infrastructure that will improve the quality of life of Drakenstein's customer base and that will raise future economic benefits for the Municipality.

Graph 4.6: Capital Expenditure Distribution per Standard Classification for the 2019/2020 Financial Year



DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Table 4.4: Capital Expenditure by Standard Classification (GFS)

2019/2020 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER GOVERNMENT FINANCIAL STATISTICS												
Serial Number	Description	Audited Expenditure 2015/2016	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Original Budget 2018/2019	Revised Capital Budget 2018/2019	2019/2020 Indicative Capital Budget	2020/2021 Indicative Capital Budget	2021/2022 Indicative Capital Budget	2022/2023 Indicative Capital Budget	2023/2024 Indicative Capital Budget	2024/2025 Indicative Capital Budget
Column Reference	A	B	C	D	E	F	G	I	J	K	L	M
1	Community and Social Services: Core Function - Cemeteries, Funeral Parlours and Crematoriums	-	-	388,286	200,000	200,000	12,125,000	4,500,000	6,300,000	6,300,000	6,300,000	8,011,930
2	Community and Social Services: Core Function - Community Halls and Facilities	219,329	5,953,519	9,874,046	5,023,000	3,215,560	1,190,000	1,100,000	-	-	-	7,060,000
3	Community and Social Services: Non-core Function - Agricultural	405,810	5,210,177	158,625	800,000	1,039,630	-	-	-	-	-	1,070,000
4	Community and Social Services: Non-core Function - Cultural Matters	627,148	753,947	1,145,741	1,877,976	1,037,976	1,590,000	275,000	550,000	550,000	300,000	12,772,000
5	Community and Social Services: Non-core Function - Libraries and Archives	42,336	-	-	34,803	34,803	150,000	-	-	-	-	108,000
6	Energy Sources: Core Function - Electricity	33,969,448	89,870,819	145,925,422	129,469,565	133,832,907	46,930,000	31,350,000	27,500,000	29,350,000	29,100,000	1,239,016,566
7	Executive and Council: Core Function - Mayor and Council	180,520	2,647,408	3,241,573	-	89,233	-	-	-	-	-	-
8	Executive and Council: Core Function - Municipal Manager, Town Secretary and Chief Executive	383,678	2,323,087	391,437	-	110,000	1,850,000	100,000	125,000	130,000	100,000	9,810,000
9	Finance and Administration: Core Function - Administrative and Corporate Support	767,469	1,225,247	5,438,823	11,450,000	8,352,133	6,811,764	8,507,081	3,250,000	950,000	100,000	59,762,592
10	Finance and Administration: Core Function - Budget and Treasury Office	-	-	5,014	-	-	-	-	-	-	-	-
11	Finance and Administration: Core Function - Finance	66,733	214,922	599,229	-	691,034	400,000	-	-	-	-	984,375
12	Finance and Administration: Core Function - Fleet Management	11,559,030	9,627,567	30,939,233	8,996,431	13,004,611	12,324,717	6,868,150	6,182,113	13,018,236	14,954,440	255,818,368
13	Finance and Administration: Core Function - Human Resources	135,325	635,165	90,260	-	1,821,401	60,000	-	-	-	-	6,050,000
14	Finance and Administration: Core Function - Information Technology	2,971,024	4,867,648	4,310,221	6,041,789	8,130,840	11,788,000	11,493,400	11,832,500	7,798,000	9,500,000	32,426,912
15	Finance and Administration: Core Function - Marketing, Customer Relations, Publicity and Media Co-ordination	209,644	-	149,445	-	275,000	100,000	-	-	-	-	-
16	Finance and Administration: Core Function - Property Services	9,115,181	6,153,621	5,871,914	6,400,000	6,760,254	1,500,000	774,500	-	-	-	10,279,516
17	Finance and Administration: Core Function - Supply Chain Management	-	223,549	2,618,531	1,000,000	877,475	12,000,000	20,000,000	20,000,000	-	-	-
18	Finance and Administration: Non-core Function - Risk Management	-	-	30,194	-	-	50,712	-	-	-	-	-
19	Housing: Non-core Function - Housing	3,085,040	1,952,633	30,708,351	16,800,000	68,693,475	65,020,000	24,020,000	28,600,000	380,000	-	64,797,600
20	Internal Audit: Core Function - Governance Function	-	-	10,068	-	59,506	650,000	-	-	-	-	-
21	Other: Core Function - Tourism	-	-	-	-	-	650,000	750,000	150,000	-	-	2,250,000
22	Planning and Development: Core Function - Economic Development/Planning	-	-	16,689	-	165,848	8,000	8,000	8,000	8,000	8,000	3,239,726
23	Planning and Development: Core Function - Town Planning, Building Regulations and Enforcement, and City Engineer	-	804,061	115,845	-	-	7,000	7,000	7,000	7,000	7,000	-
24	Public Safety: Core Function - Fire Fighting and Protection	4,452	-	5,543	3,589,565	5,090,031	3,090,500	1,050,000	900,000	860,000	760,000	13,020,000
25	Road Transport: Core Function - Police Forces, Traffic and Street Parking Control	3,667,910	7,470,284	621,839	5,285,000	685,000	4,240,000	3,240,000	3,580,000	2,530,000	2,480,000	4,050,000
26	Road Transport: Core Function - Roads	60,867,947	67,895,159	64,400,084	56,672,971	80,502,883	27,550,000	73,000,000	67,500,000	10,750,000	16,750,000	829,444,797
27	Sport and Recreation: Core Function - Community Parks (including Nurseries)	1,055,082	1,011,737	329,703	1,750,000	2,550,000	3,000,000	2,000,000	1,500,000	4,500,000	4,500,000	12,200,000
28	Sport and Recreation: Core Function - Recreational Facilities	395,590	1,803,091	2,884,230	3,000,000	3,076,326	4,250,000	3,900,000	3,650,000	6,150,000	5,650,000	1,739
29	Sport and Recreation: Core Function - Sports Grounds and Stadiums	21,788,082	12,745,722	13,231,584	39,750,893	30,730,975	22,798,204	8,000,000	13,270,000	19,500,000	19,500,000	29,218,020
30	Waste Management: Core Function - Solid Waste Removal	11,903,988	5,353,592	15,592,655	3,000,000	3,048,662	15,285,000	9,217,904	6,000,000	20,000,000	19,500,000	117,315,488
31	Waste Management: Core Function - Street Cleaning	-	-	-	-	200,000	-	-	-	-	-	-
32	Waste Water Management: Core Function - Public Toilets	-	-	-	1,000,000	1,000,000	1,000,000	-	-	-	-	-
33	Waste Water Management: Core Function - Sewerage	-	-	123,920	-	-	-	-	-	-	-	-
34	Waste Water Management: Core Function - Waste Water Treatment	81,540,480	191,144,431	206,196,348	46,616,273	65,020,107	21,656,438	68,030,340	72,985,887	88,834,264	43,378,000	1,212,274,958
35	Water Management: Core Function - Water Distribution	72,091,087	124,472,320	107,563,292	105,282,100	175,007,880	99,954,615	23,757,529	26,112,500	22,962,500	61,690,560	1,510,219,630
36	Grand Total	317,052,334	544,359,708	652,978,143	454,040,366	615,303,550	378,029,950	301,948,904	300,003,000	234,578,000	234,578,000	5,441,202,217

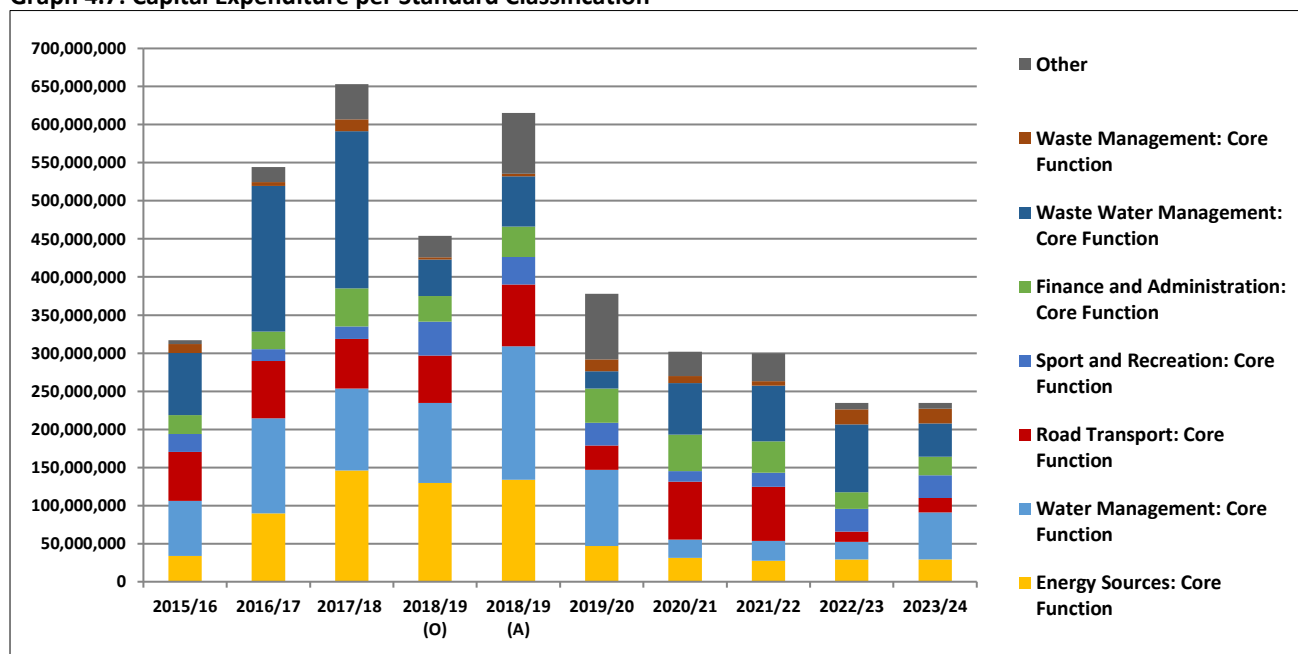
4.10.2 Analysis of Capital Expenditure

Total capital expenditure forecasted for the 2019/2020 financial year amounts to R378.0 million compared with the projected capital expenditure of R615.3 million for the 2018/2019 financial year (revised budget). Capital expenditure forecasts for the outer financial years amounts to R301.9 million (2020/2021), R300.0 Million (2021/2022), R234.6 million (2022/2023) and R234.6 million in year five (2023/2024). The capital programme also shows capital projects to the amount of R5.441 billion which cannot be accommodated in the next five financial years.

For the 2019/2020 financial year the split between the main standard classifications (GFS) as set out in Table 4.4 and Graph 4.6 above, are as follows: Water receives 26.4% of the capital budget, electricity 12.4%, roads 8.4%, sport and recreation 10.6%, finance and administration 11.9%, waste water 6.0%, waste 4.0% and other 22.8% (housing, community and social services, public safety and etcetera).

Capital expenditure trends over the years shown in Table 4.4 above are depicted in Graph 4.7 below. It is clear from Graph 4.7 that the majority of capital expenditure is invested in those categories previously known as trading services (water, electricity, waste water and refuse removal infrastructure) and roads infrastructure. The investment in these infrastructure services stimulates economic growth and especially the trading services generate revenue that increases our tax base.

Graph 4.7: Capital Expenditure per Standard Classification



4.11 CAPITAL EXPENDITURE FUNDING

Capital expenditure is funded through own revenue, grants and donations from outside stakeholders and external borrowings. Own revenue can only be generated through operating budget surpluses, but, this means that Drakenstein's customer base must pay for it through property rates and service charges levied.

Grants and donations through government programmes and private investors are another important funding source. Government programmes will usually give grants for bulk infrastructure services and internal infrastructure services where the investment in infrastructure is needed to provide basic services to the poor. Private investors will contribute levies to improve bulk services provision and to invest in basic infrastructure services for township development.

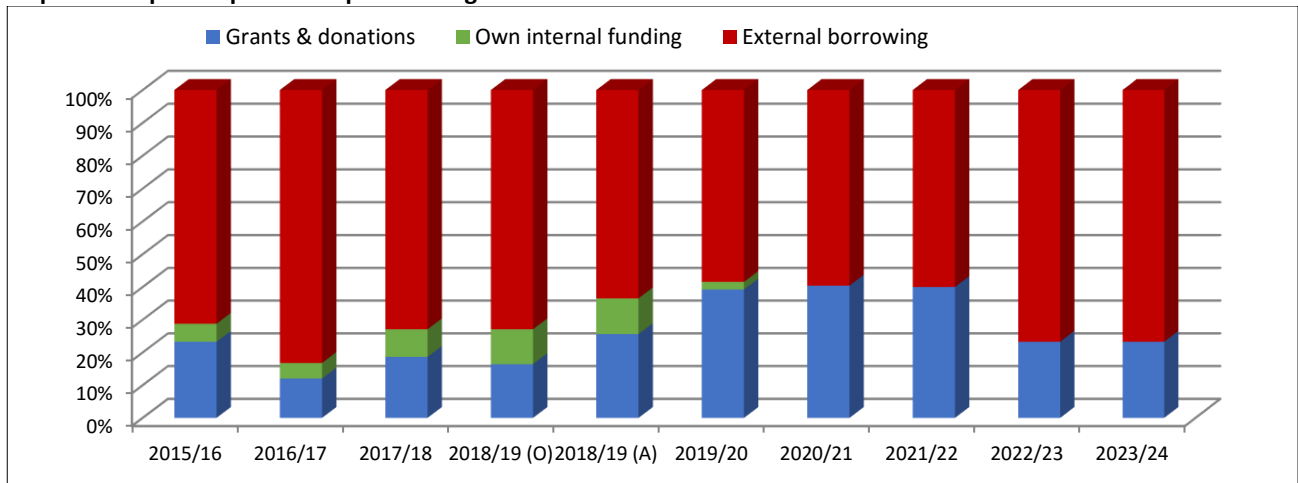
External borrowing is the least desirable source of finance to invest in infrastructure services, simply because borrowings need to be repaid at a cost for Drakenstein's customer base. A Municipality can become over-borrowed and needs to guard against this not to burden their customer base in an unsustainable and non-viable manner.

The capital expenditure funding trends over the ten years under review are set out in Table 4.5 and Graph 4.8 below. In Graph 4.8 below it is clear that external borrowings (red colour) are becoming the main source of funding of capital expenditure. It also clearly shows that own funding (green colour) is becoming the least favourite funding source and clearly indicates that Drakenstein do not have own reserves anymore to draw from. These reserves need to be rebuilt as from the 2019/2020 financial year as indicated in Table 4.3 and Graph 4.5 above. Grant funding (blue colour) fluctuates depending on the success of business plan applications for grant funding from government and funding agency programmes.

Table 4.5: Capital Expenditure per Funding Source

2019/2020 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER FUNDING SOURCE													
Serial Number	Description	Audited Expenditure 2015/2016	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Original Budget 2018/2019	Revised Capital Budget 2018/2019	2019/2020 Indicative Capital Budget	% of Total Funding	2020/2021 Indicative Capital Budget	2021/2022 Indicative Capital Budget	2022/2023 Indicative Capital Budget	2023/2024 Indicative Capital Budget	2024/2025 Indicative Capital Budget
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L	M
1	CRR	12,287,939	25,900,359	28,468,954	48,448,618	39,605,391	8,881,650	2.3%	-	-	-	-	770,631,804
2	CRR (roll over)	5,077,221	-	26,604,182	-	25,399,440	-	0.0%	-	-	-	-	-
3	External Loan	139,349,221	453,019,188	329,697,619	328,723,003	267,737,036	220,340,332	58.3%	180,000,000	180,000,000	180,000,000	180,000,000	4,284,794,776
4	External Loan (roll over)	86,541,188	-	146,521,140	2,361,789	122,935,468	-	0.0%	-	-	-	-	-
5	Grants	54,896,100	65,440,162	120,799,204	74,506,956	118,864,438	148,807,968	39.4%	121,948,904	120,003,000	54,578,000	54,578,000	385,775,637
6	Grants (roll over)	18,900,666	-	887,045	-	38,624,177	-	0.0%	-	-	-	-	-
7	Insurance	-	-	-	-	2,097,600	-	0.0%	-	-	-	-	-
8	Interest Earned	-	-	-	-	40,000	-	0.0%	-	-	-	-	-
9	Grand Total	317,052,334	544,359,708	652,978,143	454,040,366	615,303,550	378,029,950	100%	301,948,904	300,003,000	234,578,000	234,578,000	5,441,202,217

Graph 4.8: Capital Expenditure per Funding Source

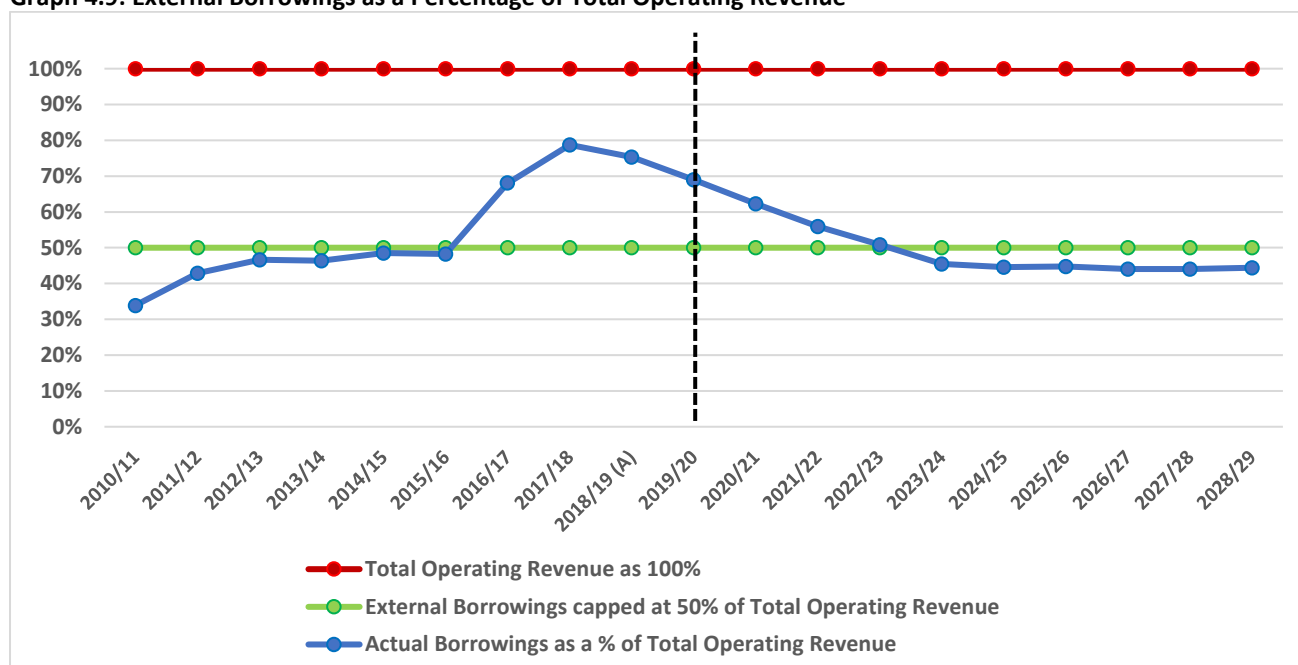


External borrowing as a funding source is capped at 50% of total operating revenue (excluding conditional grants). If not, Drakenstein will become over-borrowed and the Municipality will become a risk for borrowing agencies and this will certainly lead to higher borrowing interest rates.

Drakenstein's high gearing ratio is as a direct result of no additional grants being allocated to the municipality as the majority of the registered projects do not receive the maximum amount of funding that is approved for these projects. In Graph 4.9 below it is clearly shown that Drakenstein has reached its external borrowing limit and the gearing ratio (as calculated per MFMA circular 71) is estimated at 69.0% at the end of 2019/2020, before decreasing to 62.2% (2020/2021), 55.9% (2021/2022), 50.8% (2022/2023) 45.5% (2023/2024) and 44.6% (2024/2025).

Thereafter it will be maintained between 45% and 50%. Drakenstein will attempt on the long-term to reduce it to 45% of total operating revenue. In doing so we will have to stop borrowing on the medium-term (three and five-year loans) and replace it with own capital generated through operating surpluses. Drakenstein will also have to obtain more grant funding from government and agency programmes together with donations from investors for the provision of bulk infrastructure.

Graph 4.9: External Borrowings as a Percentage of Total Operating Revenue



Alternatively, off-balance sheet investments in infrastructure by the private sector should also be considered to stimulate economic growth and the growth of Drakenstein's tax base.

4.12 PRIORITISATION MODEL FOR CAPITAL ASSETS INVESTMENT

Drakenstein developed a Prioritisation Model for Capital Assets Investment that was implemented from the start of the 2013/2014 financial year. The purpose of the policy is to allocate available revenue for capital investment through a points system based on thirteen principles. These principles are statutory requirement; service delivery; essential service; economic stimulation; community benefit; permanent job creation; labour

intensive construction; revenue generating; aesthetical improvement; social upliftment; spatial development framework compliance; risk factor and time factor.

Three main categories were defined i.e. basic services infrastructure and roads, social and economic infrastructure and operational infrastructure. It needs to be noted that these categories do not concur with the GFS standard classifications. Each of these infrastructure categories will receive a percentage allocation of prioritised funds. Prioritised funds mean conditional grants, own revenue and external borrowings to be distributed amongst the prioritised capital projects on the capital programme.

Basic services and roads infrastructure comprising of electricity main supply and networks; water main supply and networks; sewer main supply and networks; solid waste infrastructure; and, roads and storm water will receive approximately 70% of prioritised funds.

Social and economic infrastructure comprising of public safety; parks and recreation; environmental; libraries; sport and recreation facilities; arts and culture; new urban development; business development; industrial development; any development that will help grow the local economy and that will create jobs; labour intensive capital projects; and etcetera will receive approximately 20% of prioritised funds.

Operational infrastructure comprising of vehicles, plant and equipment; computer hardware and software; communication networks; office furniture and equipment; machinery, tools and equipment; municipal office buildings; and etcetera will receive approximately 10% of prioritised funds.

Table 4.6 below depicts the allocations per infrastructure type. Basic services infrastructure in 2019/2020 will receive 67.5% of the total capital budget. Over the MTREF basic services infrastructure will receive 72.9% (2020/2021), 72.0% (2021/2022), 72.0% (2022/23) and 71.9% (2023/2024) of the total capital budget.

Table 4.6: Allocations per Infrastructure Type

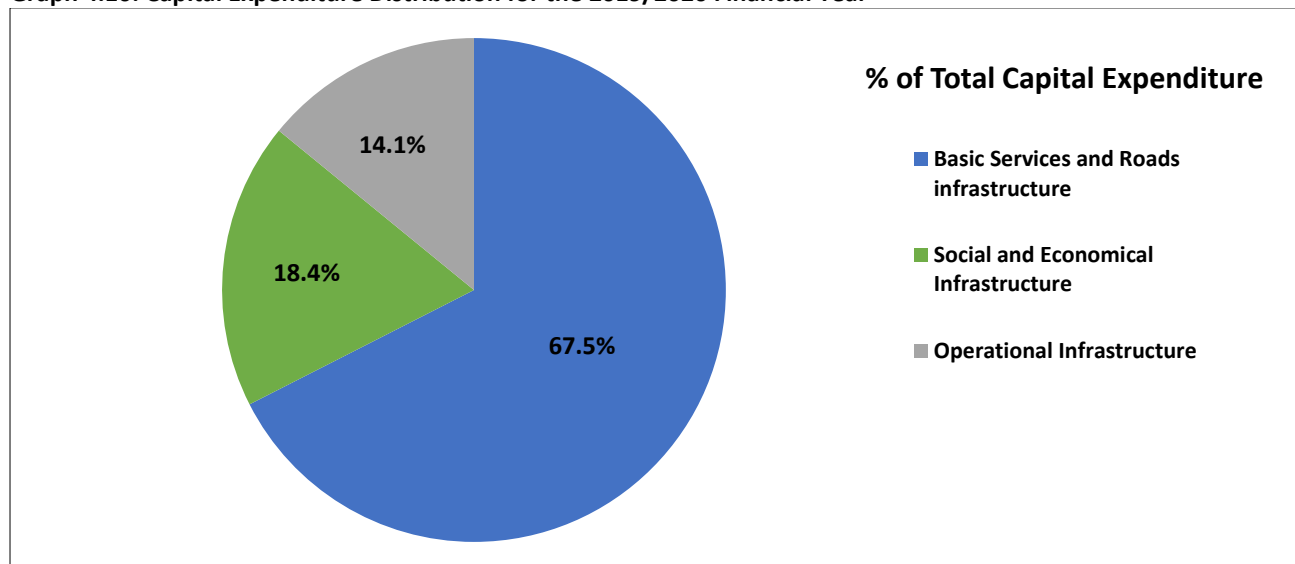
2019/2020 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER INFRASTRUCTURE TYPE AND FUNDING												
Serial Number	Infrastructure Type / Funding Source	Tabled 2019/2020 Budget	Distribution %	2020/2021 Indicative Capital Budget	Distribution %	2021/2022 Indicative Capital Budget	Distribution %	2022/2023 Indicative Capital Budget	Distribution %	2023/2024 Indicative Capital Budget	Distribution %	2024/2025 Budget Needs and Onwards
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
1	Basic Services Infrastructure	255,466,053	67.6%	220,255,773	72.9%	215,938,387	72.0%	168,996,764	72.0%	168,758,560	71.9%	4,540,500,649
2	Grants	146,170,000	38.7%	119,231,000	39.5%	120,003,000	40.0%	54,578,000	23.3%	54,578,000	23.3%	376,853,898
3	Prioritised Funds	109,296,053	28.9%	101,024,773	33.5%	95,935,387	32.0%	114,418,764	48.8%	114,180,560	48.7%	4,163,646,751
4	Social & Economical Infrastructure	69,434,968	18.4%	35,714,694	11.8%	40,890,000	13.6%	39,180,000	16.7%	37,700,000	16.1%	232,894,366
5	Grants	2,637,968	0.7%	2,717,904	0.9%	-	0.0%	-	0.0%	-	0.0%	8,871,739
6	Prioritised Funds	66,797,000	17.7%	32,996,790	10.9%	40,890,000	13.6%	39,180,000	16.7%	37,700,000	16.1%	224,022,627
7	Operational Infrastructure	53,128,929	14.1%	45,978,437	15.2%	43,174,613	14.4%	26,401,236	11.3%	28,119,440	12.0%	667,807,202
8	Grants	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	50,000
9	Prioritised Funds	53,128,929	14.1%	45,978,437	15.2%	43,174,613	14.4%	26,401,236	11.3%	28,119,440	12.0%	667,757,202
10	Grand Total	378,029,950	100.0%	301,948,904	100.0%	300,003,000	100.0%	234,578,000	100.0%	234,578,000	100.0%	5,441,202,217

Social and economic infrastructure will receive 18.4% of the total capital budget. Over the MTREF social and economic infrastructure will receive 11.8% (2020/2021), 13.6% (2021/2022), 16.7% (2022/23) and 16.1% (2023/2024) of the total capital budget.

Operational infrastructure will receive 14.1% of the total capital budget. Over the MTREF operational infrastructure will receive 15.2% (2020/2021), 14.4% (2021/2022), 11.3% (2022/23) and 12.0% (2023/2024) of the total capital budget.

For the 2019/2020 financial year the distribution is as depicted in Graph 4.10 below.

Graph 4.10: Capital Expenditure Distribution for the 2019/2020 Financial Year



The prioritised funds used for the allocations to the above infrastructure categories reflected in Drakenstein's capital budget come from the Municipality's operating revenue surpluses and external borrowings. In Table 4.7 below it is clear that operating surpluses to the amount of R8.9 million will only contribute 0.6% of the total capital budget of R1.449 billion over the 2019/2024 MTREF. External borrowings to the amount of R940.3 million will contribute 65.0% of the total capital budget over the same period. Grants will contribute R499.9 million or 34.5% of the total capital budget.

Table 4.7: Available Funding Sources

AVAILABLE FUNDING SOURCES TO BE USED FOR THE PRIORITISATION MODEL FOR CAPITAL ASSET INVESTMENT													
Serial Number	Financial Year	Capital Replacement reserve	% of Total Capex	External Loans	% of Total Capex	Prioritised Capex (Prioritisation Model)	% of Total Capex	Total Own Funding	% of Total Capex	Grants	% of Total Capex	Capital Budget Totals	% of Total Capex
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2019/2020	8,881,650	2.3%	220,340,332	58.3%	229,221,982	60.6%	229,221,982	60.6%	148,807,968	39.4%	378,029,950	100.0%
2	2020/2021	-	0.0%	180,000,000	59.6%	180,000,000	59.6%	180,000,000	59.6%	121,948,904	40.4%	301,948,904	100.0%
3	2021/2022	-	0.0%	180,000,000	60.0%	180,000,000	60.0%	180,000,000	60.0%	120,003,000	40.0%	300,003,000	100.0%
4	2022/2023	-	0.0%	180,000,000	76.7%	180,000,000	76.7%	180,000,000	76.7%	54,578,000	23.3%	234,578,000	100.0%
5	2023/2024	-	0.0%	180,000,000	76.7%	180,000,000	76.7%	180,000,000	76.7%	54,578,000	23.3%	234,578,000	100.0%
6	MTREF Totals	8,881,650	0.6%	940,340,332	65%	949,221,982	65.5%	949,221,982	65.5%	499,915,872	34.5%	1,449,137,854	100%
7	2024/2025 Plus	770,631,804	14.2%	4,284,794,776	79%	5,055,426,580	92.9%	5,055,426,580	92.9%	385,775,637	7.1%	5,441,202,217	100%
8	Grand Totals	779,513,454	11.3%	5,225,135,108	76%	6,004,648,562	87.1%	6,004,648,562	87.1%	885,691,509	12.9%	6,890,340,071	100%
9													
10													
11													
12													

Capital budget for the next five years to adress IDP needs = 1,449,137,854 21.03%

IDP needs in capital programme that could not be addresses in the next five years = 5,441,202,217 78.97%

Total capital programme based on IDP needs = 6,890,340,071 100.00%

The five-year MTREF indicates that the capital programme of R1.449 billion will only address 21.03% of Drakenstein's total capital programme needs of R6.890 billion. It is imperative to solve the unfunded and underfunded mandate issues to allow the operating budget to generate more operating surpluses to boost the funding of capital projects through own revenue. Government grant funding through government grant programmes needs to be sourced vigorously for basic services infrastructure, social infrastructure and economic infrastructure. Table 4.6 and 4.7 above depicts low levels of grant funding from government grant programmes over the next five years compared to other secondary cities of the same size – on average 34.6% of capital budget spending.

Business plans needs to be developed and the capital projects costs determined before it is submitted to sectors for approval purposes. Consultants needs to be appointed, tender documents compiled, and tenders invited in a calculated manner to ensure that the Municipality is ready to award tenders when funding is approved and become available at a later stage. If the Municipality do not have capital projects registered and approved for IUDG and housing subsidy projects, the Municipality cannot expect to receive unallocated or unspent funds from government programs.

4.13 LONG-TERM FINANCIAL SUSTAINABILITY RATIOS

The Long-Term Financial Sustainability Policy of Council refers to three key financial indicators or ratios that influence long-term financial sustainability planning and budgeting. They are:

- (a) An **operating surplus ratio** to influence financial performance planning and budgeting;
- (b) A **net financial liabilities ratio** to influence financial position planning and budgeting; and
- (c) An **asset sustainability ratio** to influence asset management performance planning and budgeting.

4.13.1 Operating surplus ratio

In paragraph 4.9 above the operating surplus ratio was discussed in detail. The discussions included envisaged actions to get closer to a balanced budgeted and an operating surplus above 0% by 2023/2024. The intention is to increase this operating surplus to about 4.7% in 2028/2029 to become less dependable on external borrowings on the long-term.

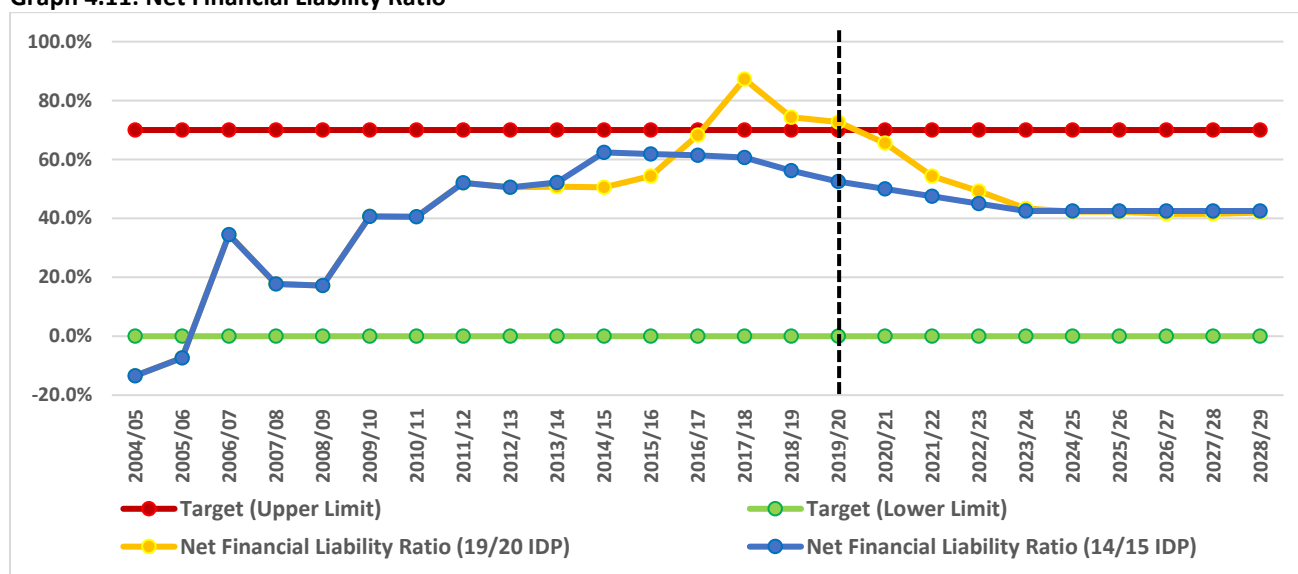
4.13.2 Net financial liability ratio

The net financial liability ratio is calculated by dividing total liabilities less current assets by the total operating revenue (excluding capital grants). This would be an indicator to ensure that net financial liabilities exceed current assets and must be served using available operating revenues to ensure that Drakenstein remains within recommended levels for sustainability. Drakenstein's Policy refers to an upper limit target of 70% and a lower limit target of 0% to ensure a reasonable financial sustainability range to operate within.

Graph 4.11 below sketches the net financial liability ratio picture. The depletion of reserves and the taking up of external loans is the main reasons why the ratio drastically increased from 2004/2005 to 2011/2012. Drakenstein went over the sustainability limit of 70% in 2017/2018 and this will continue until 2019/2020 due

to the extensive investment in revenue generating infrastructure (electricity, water and waste water) as discussed in detail in paragraph 4.10 above.

Graph 4.11: Net Financial Liability Ratio



The only way to reduce the net financial liability ratio is to reduce the gearing ratio to below 50% over the long-term as depicted in Graph 4.9 (external borrowings as a percentage of total operating revenue) above. This however goes together with the assumption that the operating budget must yield higher operating surpluses as depicted in Graph 4.5 (operating surplus ratio) above.

4.13.3 Asset sustainability ratio

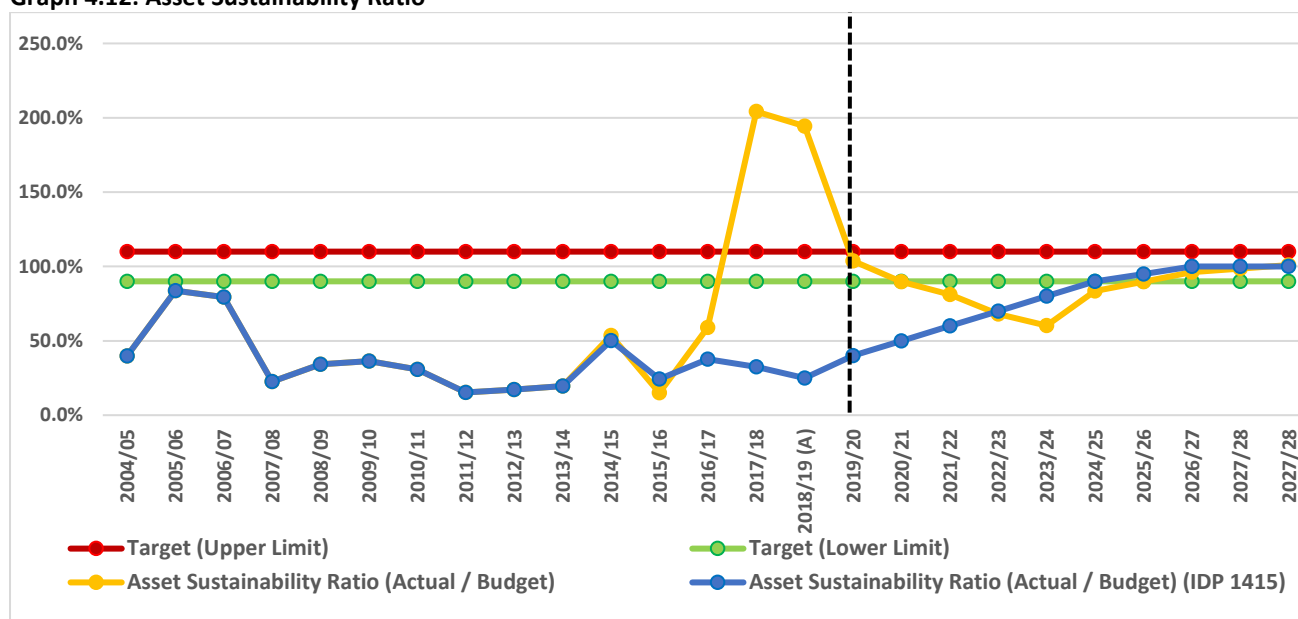
The asset sustainability ratio is calculated by dividing the capital expenditure amount spent on the renewal/replacement of asset infrastructure by the depreciation expenditure. This would be an indicator to ensure that existing infrastructure is sufficiently replaced or renewed when they reach their useful life. Based on this indicator about 16.9% (R1.163 billion) of the capital programme needs (R6.890 billion) for the 2019/2024 MTREF needs to be spent on the renewal/replacement of existing infrastructure to ensure that the same quality of services is kept being rendered.

Based on the 2019/2024 MTREF capital budget 58.7%, 66.7%, 63.6%, 70.1% and 63.7% of the capital budget expenditure are related to the renewal, replacement and upgrading of existing infrastructure. National Treasury's norm is 40%, thus the current spending models exceed this norm. The reason for this is simply that Drakenstein's' mains towns (Paarl, Wellington, Saron and Gouda) have old infrastructure that needs to be replaced.

In Graph 4.12 below, a good picture is being sketched. Current capital expenditure spending trends project that existing infrastructure are being renewed/replaced sufficiently or maintained efficiently to prevent renewal "backlogs". If renewal "backlogs" are not addressed it will result in a reduction of service levels and will likely create a burden on future ratepayers, who will either have to incur substantial financial costs to restore the assets or it will result in a convenience cost from not being able to utilise the assets, e.g. the closure

of roads due to excessive pot holes, unacceptable blue drop and green drop statuses due to quality standards not maintained and etcetera.

Graph 4.12: Asset Sustainability Ratio

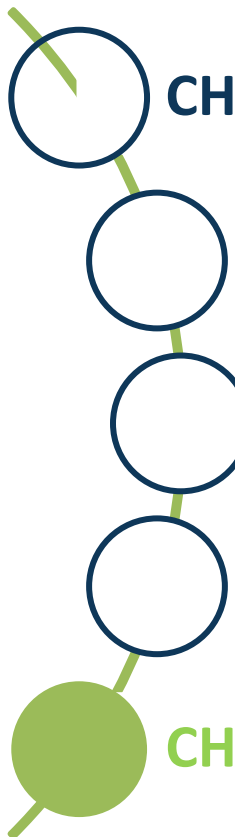


The ratio has decreased from the 2017/2018 year due to the completion of major projects such as the upgrading of the Wellington WWTW, Paarl WWTW and Welvanpas WTW, replacement of existing 66Kv cables and the installation of borehole infrastructure. This decrease is also due to the decrease in the capital budget in an attempt by Drakenstein to decrease its gearing ratio over the MTREF. The ratio decreases up to 2023/2024, before it stabilises over the last five outer years reaching the acceptable limits of between 90% and 110%.

4.14 CONCLUSION

The continued improvement and development of an effective financial planning process aids the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Long-Term Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that Drakenstein remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Long-Term Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing and cash funded budgets will certainly ensure the sustainability of the Municipality over the short-, medium- and long-term.

- 
- CHAPTER 1: Introduction and Background**
 - CHAPTER 2: Situational Analysis**
 - CHAPTER 3: Development Strategies**
 - CHAPTER 4: Long-term Financial Plan**
 - CHAPTER 5: Performance Management**
-



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

A city of **excellence**

5.1 INTRODUCTION

The Drakenstein Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and to measure the progress made in achieving the objectives as set out in the IDP.

In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within the Municipality. A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets relevance in the performance agreements of senior managers and consequence implementation thereof.

The Performance Management Policy of the Municipality was reviewed in November 2017 in an effort to streamline performance management processes to ensure that the new five year IDP (2017-2022) becomes an implementable plan with measurable performance objectives.

The Performance Management Policy includes the following objectives that the Municipality's PMS should fulfil:

- The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team;
- The PMS should facilitate learning in order to enable the Municipality to improve service delivery;
- It is important that the PMS ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary;
- The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

As a result of the preceding, the Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the Municipality. This negates any confusion that might arise in the Municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

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

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

MFMA Circular No. 13

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

5.2 HIGH LEVEL SDBIP TARGETS AND INDICATORS

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

5.3 REPORTING ON THE SDBIP

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

Monthly Reporting

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

Quarterly Reporting

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

Mid-year Reporting

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

5.4 MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

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

ANNEXURES

Annexure A – IDP Process Plan (2017/2022) & Budget Time Schedule (2019/2020)

- Annexure A1 – IDP Process Plan (2017/2022)
- Annexure C2 – IDP/Budget/PMS Time Schedule (2019/20)

Annexure B – Vision 2032 Implementation Matrix

Annexure C – Situational Analysis

- Annexure C1 - Profile of Drakenstein
- Annexure C2 - Ward Profiles
- Annexure C 3 - Consolidated Priority List (2019/20) **Draft**

Annexure D - (Sector Plans)

- Annexure D1.1, D1.2 & D1.3 - Spatial Development Framework
- Annexure D2 - Disaster Management Plan
- Annexure D3 - Environmental Management System
- Annexure D4 - State of the Environment Report (SOER)
- Annexure D5 - Air Quality Management Plan
- Annexure D6 - Biodiversity Policy
- Annexure D7 - Environmental Policy
- Annexure D8 - Integrated Waste Management Plan
- Annexure D9 - Integrated Transport Plan
- Annexure D10 - Water Services Development Plan
- Annexure D11 - Integrated Sustainable Human Settlement Plan
- Annexure D12 - Local Economic Development Strategy
- Annexure D13 - Drakenstein drought and flood planning: Drought and Flood Disaster Management Plan
- Annexure D14 – Drakenstein Drought Operational Response Plan **Draft**

Annexure E - Capital Programme (2018/2023) Draft

Annexure F - Performance Management

- Annexure F1 - Performance Management System Policy Framework
- Annexure F2 - Service Delivery and Budget Implementation Plan 2019/20 (**Draft**)

Annexure G – Comprehensive Risk Register **Draft**

Note: Annexures will be available on request.