

# **CHAPTER 1**

## **Executive Summary**

## 1. Introduction

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The Municipal IDP has to be reviewed on an annual basis with the purpose of:

- Ensuring its relevance as the Supreme Municipal Strategic Plan;
- Informing other components of the municipal business process including institutional and financial planning and budgeting; and
- Informing the cyclical inter – governmental planning and budgeting cycle.

For the IDP to remain relevant a municipality must assess its performance against the previously set targets and municipal strategic objectives. The IDP must therefore reflect the impact of successes of the previous financial year and the identified or alternative organisational corrective measures to address the challenges that were experienced. The 2013/2014 review of the 2012/2013 Eden District Municipal IDP will purely shift its focus towards the internal and external circumstances that impact on the municipality's priority issues, objectives, strategies and projects.

This chapter focuses on:

- The legal context of Integrated Development Planning
- The three generations of Integrated Development Planning
- The process followed to formulate the 2013/2014 Eden District Municipal IDP
- The role players that were involved in the formulation process
- The reasons for the review of the IDP
- The MEC comments
- The Auditor – General's findings of the region's municipalities
- The 2013 LGMTEC 3 assessment of the IDP

### 1.1 Legal context of Integrated Development Planning

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Both the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the White Paper on Local Government, 1998 and Municipal Systems Act, 2000 (Act 32 of 2000) had a substantial impact on the traditional role of local government in South Africa. They also introduced a new and unique manner that proscribes the role of a developmental local government as co-responsible for the eradication of poverty, promote social and local economic development, allow for communities to participate in local municipal affairs and promote the process of reconstruction and development.

The municipal IDP is the result of the aforementioned integrated strategic planning process and requires municipalities to prepare and table before Council a strategic development plan for the municipal area usually for a five – year period.

Like in any other strategic planning process, the yearly assessment of performance is a necessity. For this reason, section 34 of the Municipal Systems Act, 2000 (Act 32 of 2000) compels each municipal council within South Africa to review their five year strategic plans:

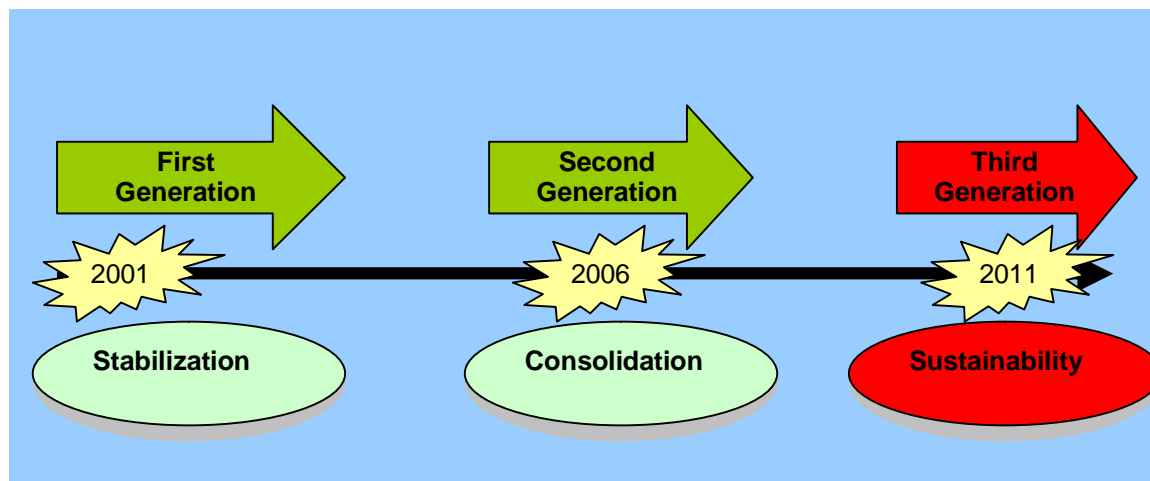
- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
- (ii) to the extent that changing circumstances demand an adjustment

The Eden District Municipality, together with its family of B – Municipalities are now approaching the adoption of the First Review of their 2012/2013 – 2016/2017 and linked to the budget and performance management processes aim to table the aforementioned before end of May 2013.

### 1.2 The Three Generations of Integrated Development Planning

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Illustration1:



Local government in South African is not only a dynamic sphere of government, but also known for it continuous and ever changing external environment. It is thus of great importance that municipal planning processes are in some manner rather flexible to adapt to these changes.

Illustration 1 draws attention to the three phases of Integrated Development Planning as was experienced in South Africa. The concept of Integrated Development Planning was first introduced in South Africa in the year 2001 and since then already experienced two transition phases. The following section highlights objectives of each of the generations of IDPs.

1. The **First Generation of IDPs** (Stabilisation), period 2001 – 2005 was known for the following:

- The introduction of the Municipal Strategic Planning process
- The establishment of structures to ensure the equitable distribution of municipal services
- Getting communities to become involved in municipal planning processes as per legislative stipulations

2. The **Second Generation of IDPs** (Consolidation) stretched between the period 2006 and 2010 and mainly focused on the crafting of and the credibility of Municipal IDPs.

3. The **Third Generation of IDPs** (2011 – 2015) introduced the beginning of preparing and implementing the new 5 years strategic plan not only for the Eden District and its B – Municipalities, but also all operational municipalities in South African. The key shift is towards:

- The IDP as a Geographical Investment Plan
- The rooting of in municipal wards or neighborhoods
- The integration of services delivered by all three spheres of government

It should be stressed that the Eden District Municipality does not serve wards, but in essence a family of B – municipalities that comprises of wards and neighborhoods. The roles and responsibilities of the municipality furthermore also differ immensely from those of B – municipalities. Legislation furthermore minimally emphasis the Third Generation function of district municipalities and as a result oblige the Eden District Municipality to focus on its core business of being the region's strategic partner through its coordinating, capacitating and facilitating function.

### 1.3 The Process Followed to Develop the Eden DM 2013/2014 IDP

A comprehensive 2012 – 2017 IDP was adopted by the Eden District Municipal Council in May 2012. The initial aim of this IDP was to align the municipality's strategies with those of the local municipalities and at the same time ensure cross sectoral integration and vertical and horizontal alignment in respect of national and provincial government initiatives, strategic directives, policies and procedures.



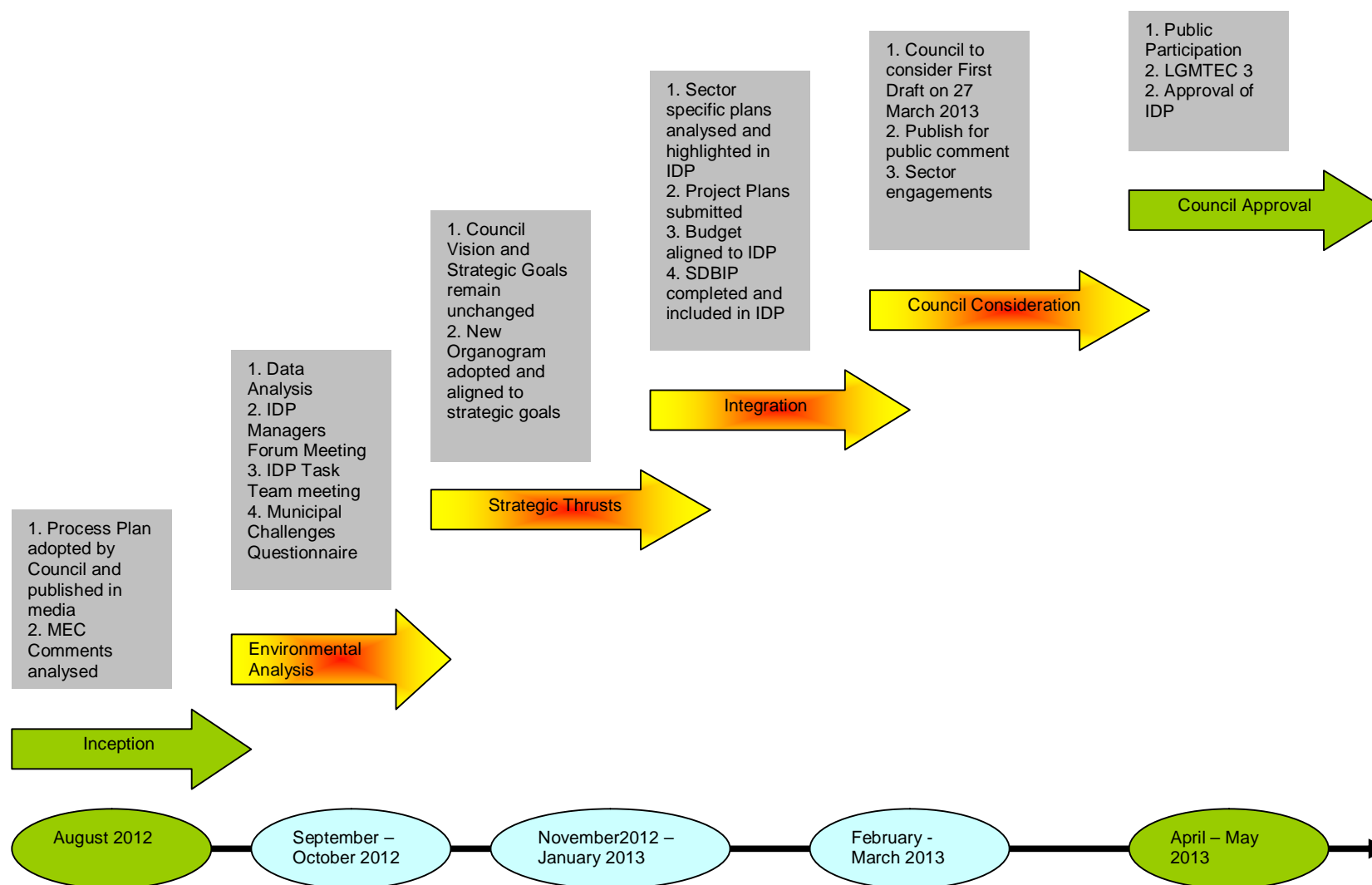
This 2012/2013 – 2016/2017 IDP now had to be reviewed focusing on previous shortcomings and rectifying of the MEC comments, the Auditor – General's findings and LGMTEC 3 assessment.

A Draft Process Plan and Section 27 Framework, to guide the 2013/2014 IDP Review, was approved by the Eden District Municipal Council in August 2012. These frameworks set out comprehensively the process of review, including timeframes for achieving certain milestones and detail the responsibilities, methodology, mechanisms for participation and the alignment with other stakeholders.

The adoption of the process plan was followed by a wide range of consultations with the district's B – municipalities via the Municipal Managers Forum and IDP Managers Forum meetings mainly to determine and agree on their municipal and ward based community challenges and priorities. This in effect added to the clarification of the Eden District Municipality's position towards the achievement of the objectives of a developmental local government.

The First Draft Review of the Eden District Municipal 2012/2013 IDP was considered by Council on 27 March 2013. A public notice was then published in the local and regional newspapers and IDPs distributed to the region's main libraries to allow communities and Eden stakeholders to comment on the content of the document. No comments or public input was however received. Legislation obliges municipalities to provide the Office of the MEC with a copy of the IDP as soon it was considered by Council. The Eden District Municipality complied with this prescribes and allowed the Office of the MEC an opportunity to interrogate its IDP. Critique and Eden DM responses will be highlighted at point 1.9 of this chapter.

The following illustration recapitulates the process that was followed in crafting the 2013/2014 review of the 2012/2013 IDP.



## **1.4 Role Players in the 2013/2014 IDP Formulation Process**

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The South African government committed itself to introduce a wide range of structures, acts, policies and procedures to ensure the implementation of participatory planning at the municipal level. It is for this reason that the Eden District Municipality strives to extensively enhance its relations with all three spheres of government. The following consultative bodies, structures and platforms added to the 2013/2014 Eden District Municipal IDP formulation process:

- District Mayors Forum (DCF)
- Eden District Municipal Council
- The Eden District Mayoral Committee
- District Municipal Managers Forum (MMF)
- Internal IDP Task Team comprising Senior Management and nominated line managers
- District wide IGR Forums
- The region's B – Municipalities
- District IDP Managers Forum
- The Provincial IDP Managers Forum
- IDP Indaba 1 and 2
- LGMTEC 3

## **1.5 Reason for the Review of the Eden District Municipality's 2012/2013 IDP**

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For any process or project instigated there must be a valid cause. The main reasons for the review of the Eden District Municipality's 2013/2014 IDP are as follows:

1. To ensure the relevancy of the IDP as Council's 5 year Strategic Plan
2. To focus on our achievements and identify failures and implement corrective measures
3. To ensure that the IDP aligns with national, provincial and the region's B – municipal planning processes, policies and strategic objectives
4. To ensure that the IDP directs all internal departmental planning processes
5. To ensure that the IDP remains the 2013/2014 foundation of our structured district intergovernmental platforms

## **1.6 The 2013/2014 Municipal IDP Review Pillars**

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Without any basis or platform linked to a process, it could be regarded as null and void. To this extend the 2013/2014 IDP review process is based on the following pillars:

1. Ensuring that the 2013/2014 Council Reviewed Budget mirrors the IDP
2. Ensuring that the Eden District Municipality's actions are guided by the path set by its stakeholders, by Council and the Municipal Administration
3. Ensuring better alignment with the SDBIP and Performance Management processes
4. Ensuring that Eden District Municipality's planning processes are in line with the prescribed legislative requirements, including the MSA and MFMA
5. Ensuring that the comments from the 2012 Provincial MEC panel was addressed
6. Ensuring the relevancy of the municipality's KPIs in relation to its seven strategic goals

## **1.7 Comments by the MEC Panel on the 2012/2013 Eden DM IDP**

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The MEC evaluation letter reference **3/11/2/12 (2012/1267)** in response to the Eden District Municipality 2012 - 2017 IDP submission, commended the Municipality with its efforts, alignment (horizontal and vertical) to achieve a Credible IDP with the exception of additional information required and areas to be improved. Overall the MEC recorded the following to be improved:

- The 2009 SDF needs to be reviewed and updated
- That sustainability as a cross – cutting objective be addressed in the IDP
- That linkages be created between different sector plans

### 1.8 District Wide Auditor – General Findings for the 2012/2013 Financial Year

Another critical issue that municipalities often overlook as part of their IDP processes are the outcomes of Auditor - General's assessment for their municipalities.

Apart from the two prior years experienced by the Eden District Municipality, the entire Eden region received unqualified audits for the 2011/2012 financial year. Two remarkable distinctions were those of Mossel Bay and George Municipality who were two of the few municipalities within the Republic of South Africa that received clean 2011/2012 audits. In order to improve on its audit outcomes and at the same time lead other district municipalities, the Eden District Municipality established an Audit Committee which intensively deals with emphasis of matters raised in the Auditor - General's report. This initiative forms part of a series of alternatives to achieve the objectives of the municipality's "Operation Clean Audit Campaign".

Tables 1 and 2 emphasize the Auditor - General findings for both the Eden District Municipality and its family of B – Municipalities.

**Table 1:**

Financial Year	Finding	Basis for finding
2011/2012	Unqualified with	Emphasis of matters
2010/2011	Unqualified with	Emphasis of matters
2009/2010	Unqualified with	Emphasis of matters

**Table 2:**

Municipality	Financial Year	Finding	Basis for finding
Bitou	2011/2012	Unqualified	Emphasis of matters
Knysna	2011/2012	Unqualified	Emphasis of matters
<b>George</b>	<b>2011/2012</b>	<b>Clean</b>	<b>No finding</b>
Oudtshoorn	2011/2012	Unqualified	Emphasis of matters
Kannaland	2011/2012	Result outstanding	Result outstanding
<b>Mossel Bay</b>	<b>2011/2012</b>	<b>Clean</b>	<b>No finding</b>
Hessequa	2011/2012	Unqualified	Emphasis of matters

### 1.9 Eden DM LGMTEC 3 Findings

In 2013 a more structured approach was pursued by the Provincial Government of the Western Cape, to qualify the interrelationship of the municipal IDP and Budget processes. LGMTEC 3 was utilised as the platform to interrogate and engage municipalities on their 2013/2014 Reviewed IDPs and Budgets. At this one – on – one session that was scheduled for 18 April 2013 the following comments and Eden District Municipality's responses on the 2013/2014 Draft IDP were detected:

<b>LGMTEC 3 Finding</b>	<b>Eden Comment</b>
There is a growing concern regarding quality of water in the Eden district. The Municipality was advised to strengthen its regional monitoring role by putting measures in place to protect and restore the quality of water in the river systems in the Eden district	Eden Strategic Goal on page 112 of the First Draft 2013/2014 IDP refers to the importance of the formulation of a Coastal Management Plan as a strategy. The Eden Coastal Management Plan is 90% completed and will be finalised by the end of May 2013. A wide range of projects and initiatives, linked to the plan were furthermore also identified
The Spatial Development Framework (SDF) of 2010 needs to be updated in order to reflect the change in economic context from when it was originally drafted and similarly it needs to be aligned with more recent local municipal SDFs in the region	The five year period of the Eden District Municipal 2009 SDF only expires in the year 2015. It should furthermore be highlighted that the crafting of a district municipal SDF largely depends on the approval of B – municipal SDFs. A finalisation and tabling thereof is thus a critical aspect. Currently, the municipality is in contact with the region's B – Municipalities in a continuous basis so as to track their progress. Contradictory, however, with the aforementioned is the fact the new legislation do not compel C – municipalities to adopt SDFs
A recommendation was made for an urgent meeting to take place between the relevant officials from the Department of Environmental Affairs and Development Planning and the Municipality during the 2013/14 review process, to ensure matters pertaining to waste management are resolved in the municipality	The respective department does have representation of the Eden Waste Management Forum. The Eden Draft 2013/2014 IDP highlights on page 99 the fact that district wide consultations with the relevant department via the District Waste Management Forum
A recommendation was made to the municipality for the creation of linkages between sector plans, the strategic objectives, actions, resource requirements and budgets, and the Performance Management System of the Municipality	An attempt was in fact made to align these functions as part of chapter 6 of the IDP. It must however be noted that KPIs can only be formulated and finalised after the Draft Budget was approved at Council by the end of May 2013
It is recommended the District updates the outdated 2010/11 Water Services Development Plan	Comment noted. Water monitoring is done by the Municipal Health unit. The function mainly includes the monitoring of drinking water, river water, seawater, boreholes, surface water and recreational water. The Eden District Municipality recently entered into an agreement with the Department of Water Affairs to do Chemical and Bacteriological sampling of rivers in the district
There is no indication on the status of the DITMP	Eden DITP approved in 2011. Currently in its review process. Province requested that chapters 3, 6 and 8 be updated. However, chapters need to be approved by B – Municipalities before tabling (approved) at district municipal council level. Funding was only allocated to George (sidewalk in Haarlem) and Oudtshoorn (taxi rank in Dysselsdorp) for 2013/2014 financial year
It is recommended that the Municipality include a section on coastal management in the IDP and to indicate the status of the Coastal Management Plan	The Eden District Municipality's Environmental Management section is currently assisting with the roll out and implementation of a Coastal Management Plan with by-law which needs to be completed within four years of the Act being enacted as stipulated in terms of the Integrated Coastal Management Act. A Municipal Coastal Committee with Terms of Reference and Code of Conduct was established to oversee and implement the Coastal Management Plan. Assessment only focuses on coastal management, but Eden also performs functions such as sustainable coastal conservation, biodiversity management, environmental education and awareness. Legislative and policy framework must be instigated by provincial and national government that will allow district municipalities to perform this function
It is not clearly indicated in the Eden District IDP whether LED programmes and projects are budgeted for or whether it is just cost estimates	Projects identified in the Draft IDP are unfunded project applications. It should be born in mind that the municipality currently finds itself in a financial uncomfortable position. As a result of the aforementioned, Council was forced to make hard decisions and is currently in the process of identifying alternatives as to how to ensure that the municipality remains financially stable. The outcomes of this process will lead to the adoption of the final budget, which will only then be finally linked to the IDP and SA7 objectives
The Department recommends that DM develops a Sports Master Plan in conjunction with its B-municipalities	Sport development is not an Eden function. Adding this to our priorities will require additional funding and capacity support, which the Eden District Municipality, at this stage in time will be unable to provide mainly because of the municipality's aim to start focusing on its core mandate as a district municipality.
There is no clear indication showing that there is mainstreaming of HIV and Aids in the IDP	Statements with regards to HIV/Aids are contradictory. National agreement with regards to the function of local government must be reached and communicated soon. However, Eden is actively involved and by some regarded as a Provincial Best Practice
Thusong Programmes are not reflected in the Eden District draft IDP	The managing of Thusong Centres is mainly the responsibility of B – Municipalities and the aim to bring government services closer to communities. However, the Eden District Municipality, as the region's strategic partner formed part of the panel which decided on the allocation of Thusong centres to B – Municipal Areas
The Performance Management System is in place, however it must	Individual Performance Management is of outmost importance to the successful achievement of the municipality's goals and objectives. However, capacity and the location of such an office/unit within the

still be cascaded to lower ranks in the organisation	organisation to monitor the process will eventually determine the credibility of such assessment
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As for the way forward, the Eden District Municipality will continue to advance on its IDP and IDP process and at the same time ensure that the LGMTEC 3 comments are addressed and analysed with the B – Municipal IDP Managers to avoid the future reoccurrences of any negative findings within the Eden region.

# **CHAPTER 2**

## **Eden Regional Situational Analysis (Focus on the Entire Eden Region)**

## 2. Introduction

It could be argued that the municipal strategic planning or IDP process is inevitably based on the availability of relevant, valid and current data. The data analysis process of 2013/2014 Reviewed IDP was mainly based on the 2011 Statistics South Africa Census results.

The data analysis conducted for the review of the 2012/2013 IDP highlights the following:

- The Eden regional demographics
- The region's educational attainment
- The region's literacy levels
- The region's HIV/Aids findings
- Safety and security
- Poverty and equality within the Eden region
- Access to basic municipal services
- The region's water quality
- Unemployment
- The region's economic composition
- National transfers to the Eden region

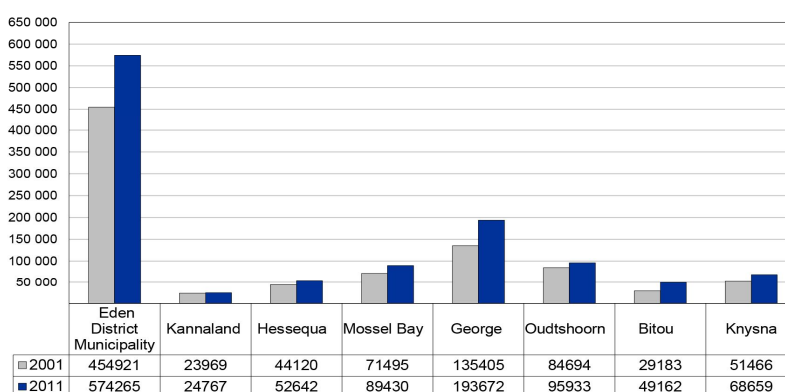
The chapter then concludes with a summative analysis of the statistical findings, mainly to propose solutions to the existing regional situation.

## 2.1 Eden Demographics

### 2.1.1 Population dynamics

The Eden region has the second largest population after Cape Winelands with 787 490 individuals. This, despite the fact that region's share of the Western Cape population decreased from 10.1 per cent in 2001 to 9.9 per cent in 2011.

**Graph1:**  
Population distribution across the municipalities within Eden, 2001 and 2011



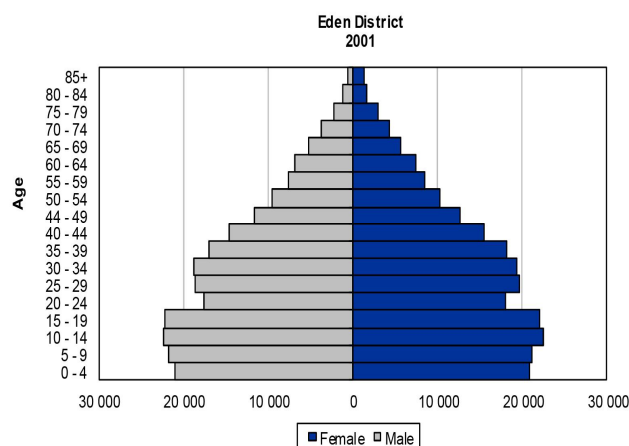
Source: StatsSA, Census 2001 and Census 2011

The 2011 Census estimates that the George municipal area as the most populous municipal area residing in the Eden region with 193 672 individuals. This is followed by Oudtshoorn with 95 933 individuals and Mossel Bay with 89 430 inhabitants. The least populated municipal areas within the Eden region in 2011 are Bitou Municipality with 49 162 people followed by the Kannaland Municipal area with only 24 767 people.



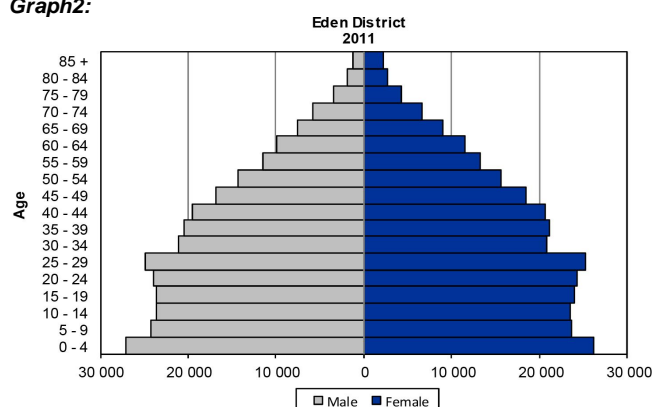
## 2.1.2 Age

**Graph 2:**  
Eden's population pyramids for 2001 and 2011



Source: Statistics South Africa Census 2001

**Graph2:**



Source: Statistics South Africa Census 2011

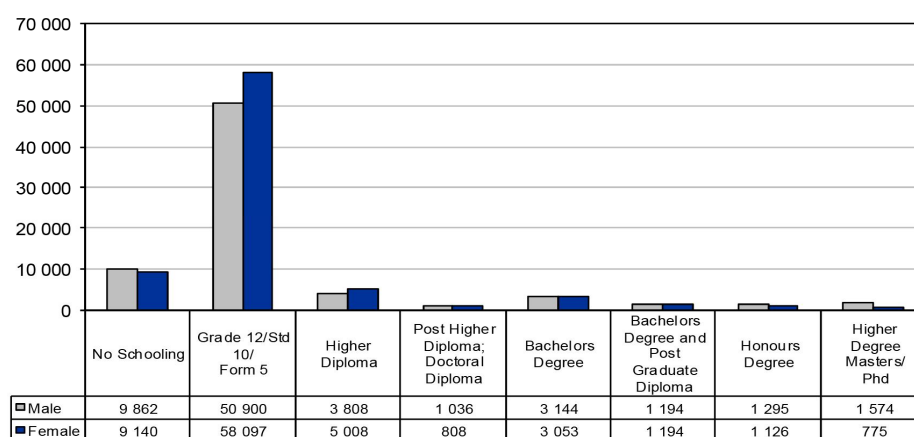
When comparing the shape of the 2001 and 2011 population pyramids, population increases are particularly noticeable at very young ages, from 0 to 9 years, as well as in the working age population between 25 and 29 years. In 2011, Eden region's population composition was children at 25.9 per cent, economically active population at 66.3 per cent and persons aged 65 and older at 7.8 per cent of the population. The youth represents 32.7 per cent of the population in 2011 and together with children represent 58.6 per cent of Eden District's population.

## 2.2 Eden Regional Educational Findings

### 2.2.1 Educational Attainment by Gender

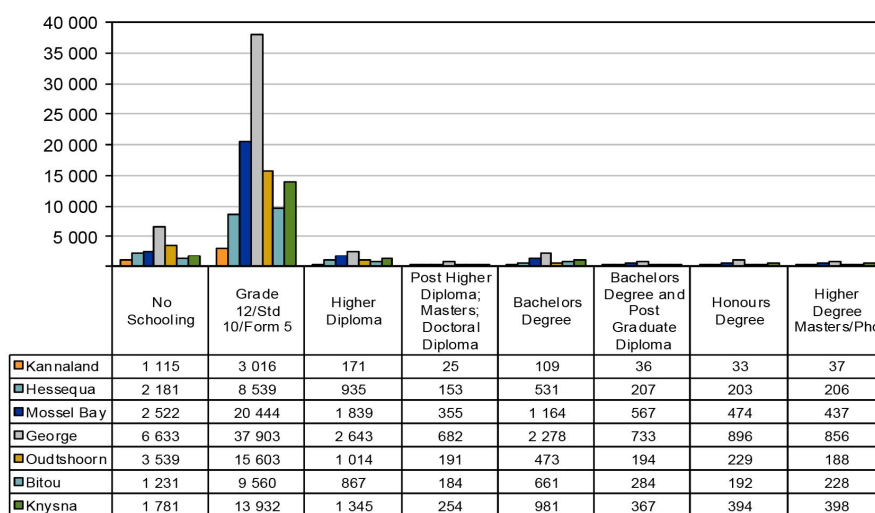
Graph 3 compares the educational attainment gender profile for the Eden District population in 2011. The most significant difference in the level of education between the males and females lies in the grade 12/std 10/Form 5 and higher diploma category. From this it is clear that the number of females having grade 12 and higher diploma outperforms their male counterparts.

**Graph 3:  
Education Attainment by Gender 2011**



## 2.2.2 Level of Education

**Graph 4:  
Education Level: Eden Region**



Graph 4 highlights the educational levels of Eden District population across the municipalities. George Municipality has the highest number individuals in the Eden region that has obtained grade 12, followed by the Mossel Bay municipal area. The Hessequa Municipality has the second lowest number of its population that has attained grade 12 with 1.5 per cent, whilst the Kannaland Municipality least number of individuals that have completed grade 12.

## 2.2.3 Learner Enrolment, Learner Teacher Ratio and Dropout Rates

The learner teacher ratio is very important, because it is closely related to the education outcomes of a municipal area. Table 3 provides that 34 per cent of learners are enrolled at schools in the George municipal area and the smallest proportion of learners is enrolled in the Kannaland municipal area. The highest dropout rate appears within Kannaland with the second lowest learner teacher ratio. One important observation that could be made is that one in every three enrolled learner dropout of school and that there is approximately one teacher for every three learners within the schools within the Eden region.

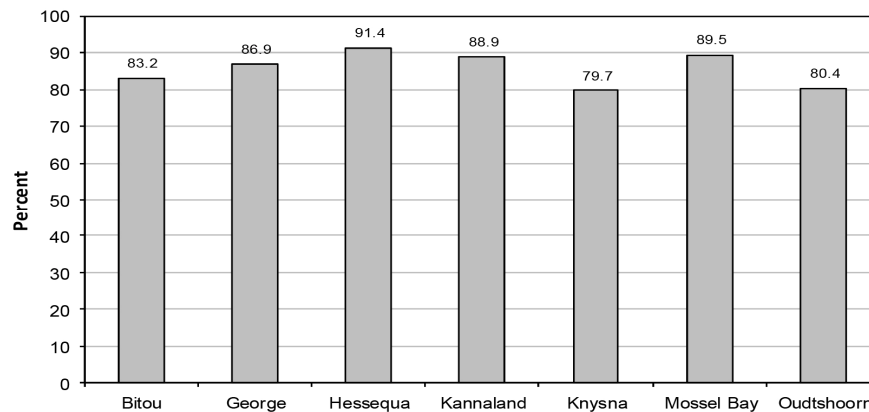
**Table 3:**  
**Eden District Learner enrolment, Learner-teacher ratio and Dropout rate, 2012**

	<b>Learner enrolment (Gr 1-12 + LSEN)</b>	<b>Percentage of enrolment in the Eden District</b>	<b>Learner teacher ratio</b>	<b>Dropout rate</b>
<b>Eden District</b>	<b>98 667</b>			
Bitou	6 981	7.1%	34.0%	36.0%
George	33 594	34.0%	32.1%	37.9%
Hessequa	8 313	8.4%	25.4%	33.9%
Kannaland	4 667	4.7%	29.7%	47.2%
Knysna	11 246	11.4%	32.5%	36.5%
Mossel Bay	14 903	15.1%	33.7%	40.4%
Oudtshoorn	18 963	19.2%	30.8%	26.6%

Source: Western Cape Department of Education, 2012

In terms of graph 5, schools within the Hessequa Municipal area achieved the highest pass rate, 91.4 per cent in the 2011 Matric exams, followed by Mossel Bay with 89.5 per cent pass rate. On the other hand, schools with the Knysna Municipal area achieved the lowest matric pass rate at 79.7 per cent.

**Graph 5:**  
**Education Outcomes – 2011 Matric Pass Rates within the Eden District**



Source: Western Cape Education Department, 2012

#### 2.2.4 Access to Higher and Further Education

According to the Department of Education, the Eden region is being served by the South Cape College with branches in each of the major centres of the Eden District. In addition, the Nelson Mandela Bay Metropolitan University based in Port Elizabeth also has a satellite campus in George. There are 8 FET Colleges within the Eden District's borders.

School libraries and media centres make a difference to student achievements and it has a positive impact on students and on learning. Table 4 provides that in the Eden District, there are 156 schools that have access to libraries or media centres. All schools within the Bitou and Knysna municipalities are equipped with libraries/media centres

**Table 4:**  
Public Further Education and Training Facilities and Schools with Libraries/  
Media Centres in the Eden District, 2012

	Public FET Colleges	Education facilities Number of schools with libraries/media centres	Education facilities Percentage of schools with libraries/media centres
Bitou	1	10	100.0%
George	4	43	84.3%
Hessequa	1	20	69.0%
Kannaland	0	13	72.2%
Knysna	0	18	100.0%
Mossel Bay	1	22	84.6%
Oudtshoorn	1	30	75.0%
<b>Eden District</b>	<b>8</b>	<b>156</b>	

Source: Western Cape Education Department, 2012

## 2.3 The Region's Literacy Rate

**Table 5:**  
Comparison of Literacy rates across the Eden District Municipalities in 2007

Literacy Rate	2007
Kannaland Municipality	65.64%
Hessequa Municipality	67.49%
Mossel Bay Municipality	81.09%
George Municipality	79.03%
Oudtshoorn Municipality	74.48%
Bitou Municipality	77.57%
Knysna Municipality	79.59%
Eden District Municipality	68.11%
<b>Eden region</b>	<b>77.07%</b>

Source: Department of Social Development, 2009

Literacy is used as a concept to indicate a minimum education level attained. A Laymen's definition of literacy is "the ability to read and write, which has been translated into the successful completion of a minimum of 7 years of formal education." Table 5 highlights the region's literacy rate.

## 2.4 The Eden Region's HIV/Aids Findings

**Table 6:**  
HIV/Aids Prevalence and Care Western Cape

City/Districts	Number of Anti-Retroviral Treatment (ART) Sites; June 2010	Number of Anti-Retroviral Treatment (ART) Sites; June 2011	Number of Anti- Retroviral Treatment (ART) Sites; June 2012	ART Patient Load; June 2010	ART Patient Load; June 2011	ART Patient Load; June 2012
City of Cape Town	49	61	64	59 734	75 652	85 791
West Coast District	4	17	28	2 149	3 205	3547
Cape Winelands District	13	23	31	8 477	9 750	11 830
Overberg District	4	6	17	2 386	3 259	4253
Eden District	9	23	34	6 777	7 847	9 397
Central Karoo District	2	3	3	559	674	715
<b>Western Cape</b>	<b>81</b>	<b>133</b>	<b>177</b>	<b>80 082</b>	<b>100 387</b>	<b>115 533</b>

Source: Western Cape Department of Health, 2010, 2011 and 2012

According to the 2009 National HIV Survey the estimated HIV prevalence for the Western Cape was 16.9 per cent (CI 95%: 13.8 – 20.5%). The weighted Provincial Survey estimate from the larger sub-district survey was 16.8 per cent (95% CI: 16 – 17.7%). The highest HIV prevalence estimates remain amongst the age groups of 25 - 29 and 30 - 34 years. (Department of Health, Annual Performance Plan 2011/12: 18)

The information presented here shows how the Eden District Municipality and different health districts in the Western Cape have responded to the healthcare need with respect to HIV/Aids treatment and care.

Table 6 demonstrates the number of patients that are on the anti - retroviral treatment across the Eden region. Eden District has a total 9 397 patients on anti-retroviral treatment, with 34 dedicated Anti-Retroviral treatment sites across the district. George has the highest patient load with 3 377 patients in the District with 9 treatment facilities and Mossel Bay has the second highest patient load with 1 758 patients with 5 treatment facilities as at the end of June 2012. Knysna and Bitou have a patient of load of 1 729 and 1 383 with Knysna having 5 facilities and Bitou 7 facilities. It is noted that the Anti-Retroviral sites has increased in the Eden District with 34.

## 2.5 Safety and Security

**Table 7:**  
**Crime in the Eden District: April to March 2003/04 – 2011/12**

	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2011 to March 2012
<b>CONTACT CRIME (CRIMES AGAINST THE PERSON)</b>								
Murder	218	219	233	251	206	199	184	176
Total sexual crimes	990	1 117	816	766	815	707	958	1 131
<b>PROPERTY RELATED CRIME</b>								
Burglary at residential premises	5 746	5 336	3 976	3 783	3 642	3 854	3 978	4 522
<b>ON POLICE ACTION FOR DETECTION</b>								
Drug related crime	1 792	3 129	3 529	4 001	4 389	4 964	5 614	6 225
Driving under the influence of alcohol/drugs	720	1 053	1 357	1 786	2 131	2 181	2 464	2 240

Source: South African Police Service, 2011/12

Table 7 shows the number of crimes within the selected crime categories that was reported to police stations located throughout the Eden District area over the period 2003/04 and 2011/12. The total number of murders steadily to peak at 251 cases in 2006/07 but since declined yearly to reach 176 cases in 2011/12. Total sexual crimes fluctuated over the period and reach a low of 707 incidents in 2009/10 but increased to 1 131 incidents in 2011/12. Burglaries at residential premises bottomed out at 3 642 cases in 2007/08 but since picked up steadily to reach 4 522 cases in 2011/12. Drug related crimes increased uninterruptedly from 1 792 cases in 2004 to 6 225 cases reported in 2011/12, and driving under the influence of alcohol/drug crimes followed the same disturbing trend by increasing steadily from 720 to 2 240 cases over the same period.

## 2.6 Poverty and Inequality in the Eden Region

Global Insight estimates on the number of people living in poverty in the Eden District municipal area shows a sharp increase between 1996 and 2002, with the number of people almost doubling, but since then showing some decline. In 2011 the estimated number of people living in poverty for the Eden District was approximately 137 128 people, down from the 2002 high of approximately 155 819.

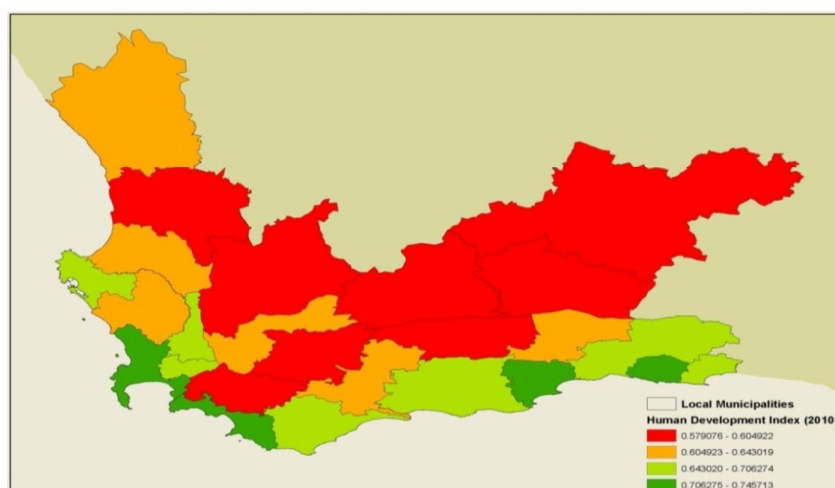
**Table 8:**  
**Poverty in the Eden Region**

Municipality	Percentage of people living in poverty		
	1996	2002	2011
Kannaland Local Municipality	37.1%	38.8%	25.1%
Hessequa Local Municipality	23.6%	27.2%	17.5%
Mossel Bay Local Municipality	23.7%	28.1%	17.1%
George Local Municipality	20.6%	30.7%	22.3%
Oudtshoorn Local Municipality	35.5%	42.4%	36.5%
Bitou Local Municipality	20.9%	39.6%	34.3%
Knysna Local Municipality	21.2%	26.3%	18.6%

The percentage of people living in poverty in Eden District has declined sharply between 2002 and 2011. As a percentage, the proportion of people living in poverty has declined from 33.3 per cent to 25.4 per cent in 2011. In 2011, the proportion of people living in poverty was just under 27 per cent compared to other Districts in the Western Cape.

The proportion of people living in poverty in Mossel Bay Municipality has declined from 28.1 per cent to 17.1 percent in 2011. All the other municipalities within Eden District recorded declining poverty rates, albeit at slower rates. In 2011, Mossel Bay recorded the lowest poverty rate whilst Oudtshoorn recorded the highest poverty rate.

**Map 2:**  
**HDI in the Western Cape 2010**



Source: Global Insight Regional Explorer, 2011. Map Created by E-Innovations, WC Department of the Premier

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0.

The HDI indicates that the level of development within the Eden region has also improved over the past decade; the HDI increasing from 0.64 in 2001 to 0.69 in 2010.

The levels of human development differ across the geographic areas in the Eden region. The HDI for all municipalities within the Eden region has improved over the last decade.

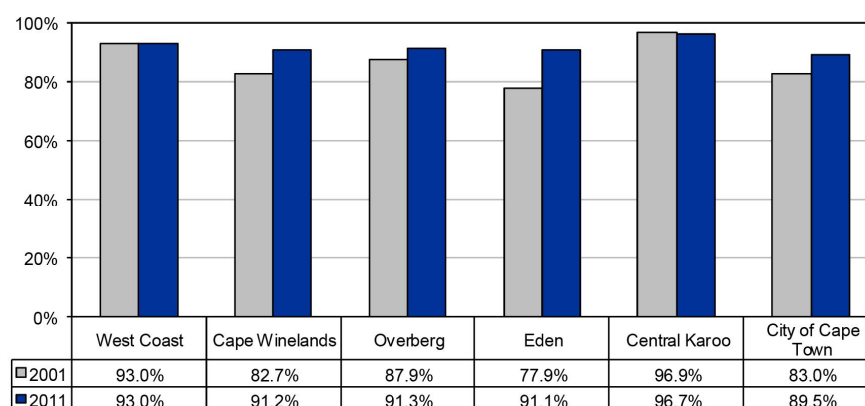
The HDI in Mossel Bay Municipality is well above all other municipalities in the Eden region. Conversely, Kannaland Municipality has the lowest HDI compared to other municipalities in the Eden District.

## 2.7 Regional Access to Basic Municipal Services

Access to services such as potable water, basic sanitation, safe energy sources and refuse removal services ensures that households are afforded a decent standard of living.

### 2.7.1 Access to Housing

**Graph 5:**  
Access to formal dwellings across the Western Cape, 2011

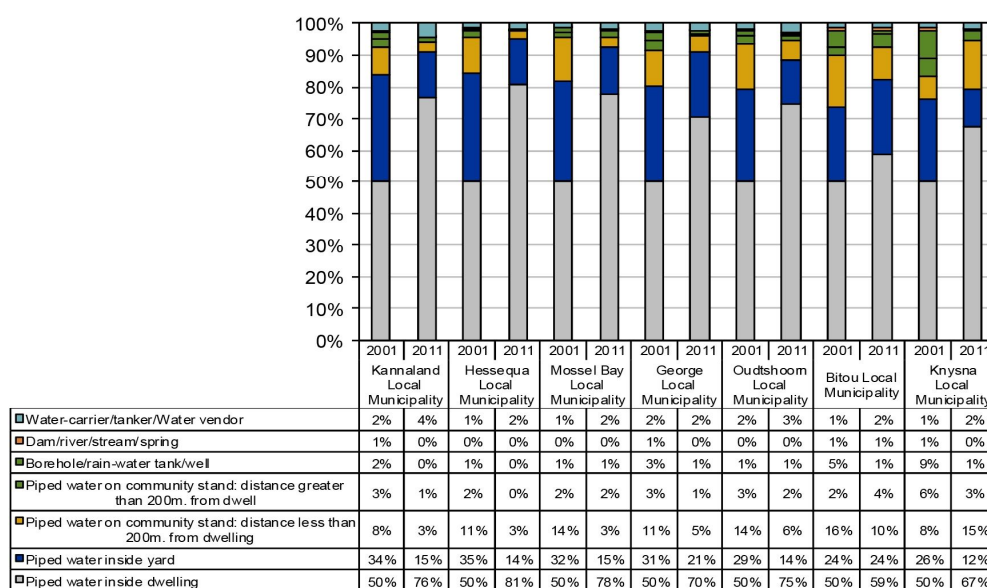


Source: StatsSA Census 2001 and 2011

In 2011, Kannaland Municipality had the largest percentage share of households residing in formal dwellings in the Eden region at 94.8 per cent, followed by Hessequa Municipality at 90 per cent. Mossel Bay Municipality had 73.5 per cent of households that had access to formal dwellings in 2011, whilst George had 76 per cent of households having access to formal dwellings, Oudtshoorn Municipality at 78.3 per cent. Bitou had 68.4 of its households that had access to formal dwellings and Knysna municipality had 65.3 per cent of households that have access to formal dwellings. The lowest percentage share of formal dwellings in 2011 was located in Bitou Municipality at 68.4 per cent and Knysna Municipality at 65.3 per cent.

### 2.7.2 Access to Piped Water in Dwelling

**Graph 6:**  
Comparison of access to piped water across the Eden District Municipalities, 2011



Source: StatsSA, Census 2001 and 2011



In 2001, 50 percent of households in the Kannaland Municipality had access to piped water inside their dwellings, whilst in 2011, 76 per cent of households have access to piped water inside their dwellings. Hessequa Municipality in 2001 had 50 per cent of its households having access to piped water inside their dwellings, whilst in 2011 the municipality 81 per cent of households has access to piped water inside their dwellings.

Mossel Bay Municipality in 2001 recorded a 50 per cent accessibility of piped water inside dwellings, whilst the municipality had an increase to 78 per cent of households having access to piped water inside their dwellings. George Municipality, Oudtshoorn, Bitou and Knysna municipalities all recorded in 2001 that 50 per cent of its households had access to piped water inside their dwellings. In 2011, George and Oudtshoorn recorded that 70 per cent and above its households have access to piped water inside their dwellings. The proportion of households with access to piped water inside dwellings was relatively low in Bitou and Knysna relative to other municipalities in the Eden Districts in 2011.

### 2.7.3 Regional Quality of Water

A satisfactory standard of quality water is essential to make it fit for human consumption and use. The Department of Water Affairs has developed a system of assessing the quality of drinking water throughout South Africa. Through the Blue Drop Certification Programme is mainly to ensure the quality of water that is used for consumption.

**Table 9:  
Blue Drop Performance**

Water Service Authority	Provincial Blue Drop log Position	Blue Drop Score 2012 in percentage	Blue Drop Score 2011 in percentage	Blue Drop Score 2010 in percentage	Green Drop Score 2009 in percentage
Eden Region	no data	no data	no data	no data	8
Kannaland LM	25	28.47	55.05	19.4	49.1
Hessequa LM	24	35.59	14.1	46.2	49.7
Mossel Bay LM	7	95.68	95.27	84.5	88.6
George LM	4	97.41	96.26	96.9	91
Oudtshoorn LM	22	64.58	36.88	44.8	41.4
Bitou LM	2	97.74	96.12	97.7	96.4
Knysna LM	13	92	89.76	75.2	60.8

Source: DWA Blue Drop and Green drop report 2012

In terms of blue drop status, Bitou Municipality is the best performing municipality in the Western Cape with a Blue Drop score of 97.74 per cent. George (97.41%) and Mossel Bay (95.68%) Municipality also performed extremely well.

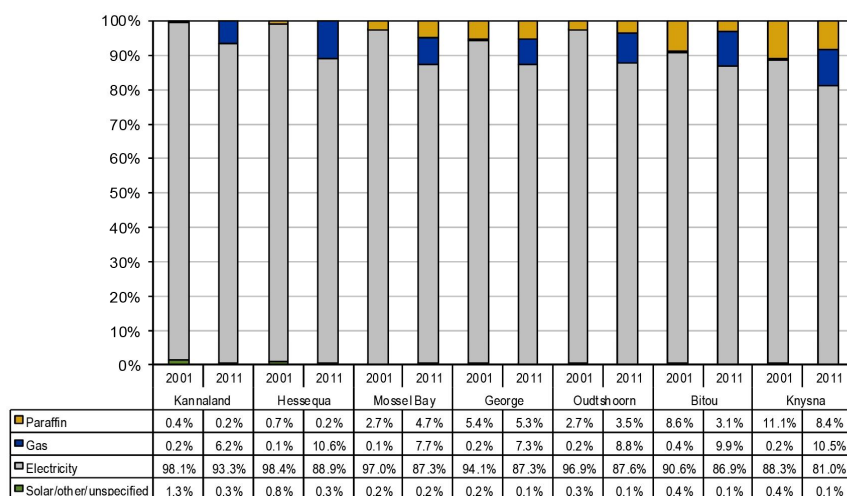
Overall, Bitou Municipality scored 96.4 per cent for the Green Drop; followed by the George Municipality with a 91 per cent for the Green Drop and Mossel Bay Municipality with a total per cent of 88.6 for the Green Drop as recorded in 2009. The lowest performing municipality for the Green Drop was the Eden District Municipality and the Oudtshoorn Municipality.

### 2.7.4 Access to Electricity

It can be observed that across all the municipalities in the Eden region, that the percentage of households having access to electricity has decrease in 2011. In 2011, Kannaland Municipality had the highest percentage of its households that had access to electricity. This is followed by Hessequa, Mossel Bay, George and Oudtshoorn Municipality. On the other end of the spectrum, Bitou and Knysna have the lowest levels of access to electricity within the Eden District in 2011.



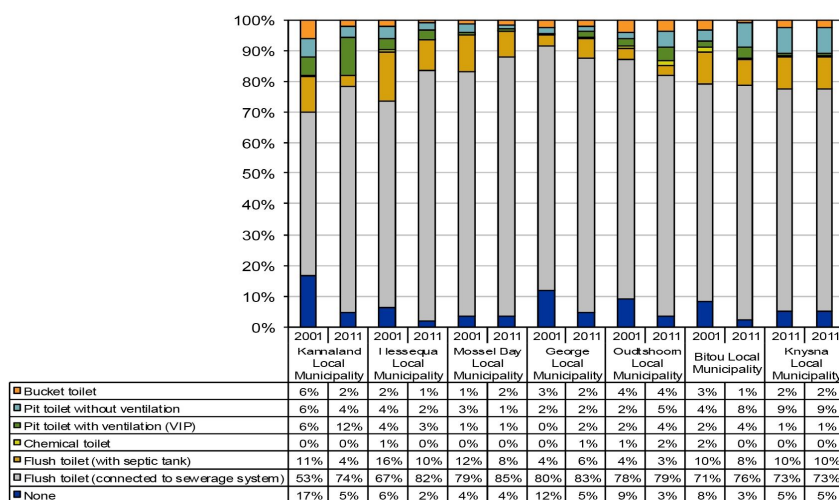
**Graph 7:**  
Comparison of access to electricity across the Eden District Municipalities,  
2011



Source: StatsSA 2001 and StatsSA 2011

## 2.7.5 Access to Sanitation

**Graph 8:**  
Comparison of access to sanitation facilities across the Eden District  
Municipalities, 2011



Source: StatsSA 2001 and Census 2011

The state of sanitation reflects the state of human development in any community. In 2011 Mossel Bay Municipality had the largest percentage share of households with access to flush toilets in the Eden region at 93 per cent, followed by George municipality at 89 per cent. In 2011, Knysna municipality ensured that 83 per cent of its households have access to flush toilets; whilst Bitou municipality reported 84 percent of its households that has access to flush toilets in 2011. In Kannaland Municipality 78 per cent of households have access to flush toilets. It is evident from graph 11 that a great improvement in sanitation in general but specifically the provision of flush toilets to households across all the municipalities occurred in 2011.

## 2.7.6 Refuse Removal

A significant improvement on the provision of refuse removal services once per week for households across all the municipalities in the Eden region is noticeable from 2001 to 2011.

In 2011, Knysna and Mossel Bay municipalities had the largest percentage share of households with access to refuse removal services at least once per week in the Eden region at 93 per cent. It is reported that in 2011 66 per cent of households in Kannaland had access to refuse removal services at least once per week, the lowest of the Eden District. The other municipalities' accessibility of refuse removal at least once a week by local authority ranged between 79 and 88 per cent in 2011. The percentage share of households with no waste disposal services in 2011 was largest in Kannaland Municipality at 4.8 percent and Oudtshoorn Municipality at 3.3 per cent.

## 2.8 Eden Regional Roads Infrastructure

**Table 10:**  
**Eden District Roads at 31 December 2011**

Category	Surfaced	Gravel	Total	Surfaced	Gravel	Total
	Kilometres			Proportional Distribution		
National	306	0	306	100.0%	0.0%	100.0%
Trunk	766	63	829	92.4%	7.6%	100.0%
Main	468	455	923	50.7%	49.3%	100.0%
Divisional	259	2 499	2 758	9.4%	90.6%	100.0%
Minor	43	2 341	2 384	1.8%	98.2%	100.0%
<b>Total</b>	<b>1 842</b>	<b>5 359</b>	<b>7 200</b>	<b>25.6%</b>	<b>74.4%</b>	<b>100.0%</b>

Source: Department of Transport and Public Works, 2011

The total coverage of roads of Eden District amounts to 7 200 kilometers. Overall, 1 842 kilometers (25.6%) constitute surfaced roads and 5 359 kilometers (74.4%) are gravel roads.

Graveled divisional roads account for 46.63 per cent of all gravel roads in the district making it the largest proportion of all gravel roads. Trunk roads comprise the largest proportion (41.58%) of surfaced roads in Eden District.

## 2.9 Eden Regional Unemployment Findings

### 2.9.1 Unemployment

It should be noted that the data on unemployment represents official unemployment statistics and not discouraged workers (workers not actively looking for work).

The Eden District municipal area has the second highest number of labour force (9.3%) after the Cape Winelands District (13.1%). Eden has the second highest unemployment rate (18.5%) after Central Karoo District (30.8%).

George Municipality has the biggest labour force and employed compare to other municipalities in the Eden District municipal area. While Kannaland Municipality has the lowest number of employed compared to other municipalities in the Eden District municipal area, Oudtshoorn Municipality on the other hand has the highest unemployment rate (23.8%) compared to other municipalities in the Eden District Municipality.

### 2.9.2 Unemployment by Gender

The 2007 Community Survey highlighted that females experienced a far higher unemployment rate than males. It further highlighted that males constituted 55.9 per cent of the labour force but accounted for only 41.5 per cent of the unemployed while females constituted 44.1 per cent of the

labour force but accounted for 58.5 per cent of the unemployed, due to a higher unemployment rate than males.

### 2.9.3 Unemployment by population group

In 2007, unemployment in Eden was concentrated within the Coloured and African racial groups. The African racial group had the largest share of unemployed in the district at 47.9 per cent followed by the Coloured racial group at 47.8 per cent. Together, the Coloured and African racial groups make up 95.7 per cent of the unemployed in the Eden region.

The African population recorded an unemployment rate of 25.3 per cent, which is the highest for any population group within the District. Conversely, the White population group recorded the lowest unemployment rate at 4.6 per cent.

### 2.9.4 Unemployment by Age

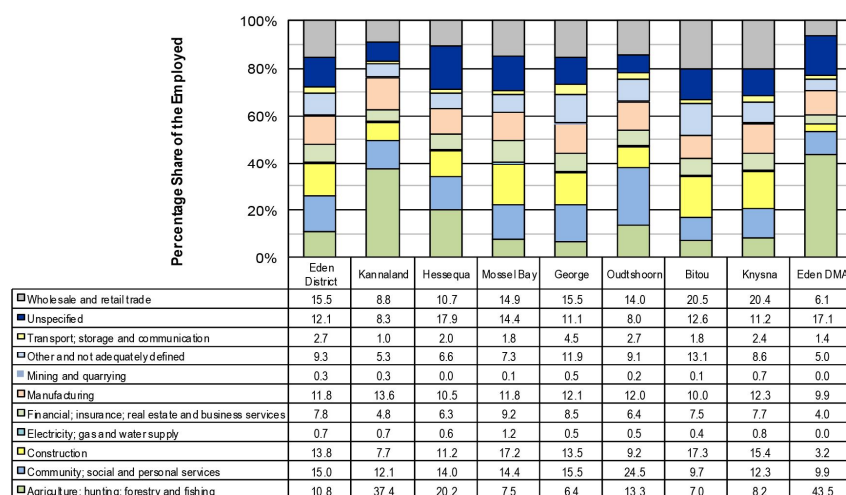
Unemployment is the greatest among the age cohorts 20 - 34 years, which accounts for 58.2 per cent of the unemployed. Unemployment amongst the 20 - 24 year age group is disproportionately high with a 23.7 percent of the unemployed but only 15.7 percent of the labour force. Unemployment is less pronounced in age cohort 45 to 65 which indicates that the labour market in the district is unable to absorb the younger population.

## 2.10 Employment

Employment opportunities or the lack thereof tells a story of whether or not the economy is able to create work opportunities for all those seeking employment. Sector employment and the skill level of those employed provides further information on the possible types of employment available as well as the skill level required to do the work. Although this provides a good indication of opportunities in the current labour market, it does not necessarily provide an indication of the sector growth potential and its associated employment creating potential and future skills need.

### 2.10.1 Regional Employment Findings by the Nine Identified Sectors

**Graph 9:**  
Employment by Sector – Eden, 2007



Source: StatsSA, Community Survey 2007

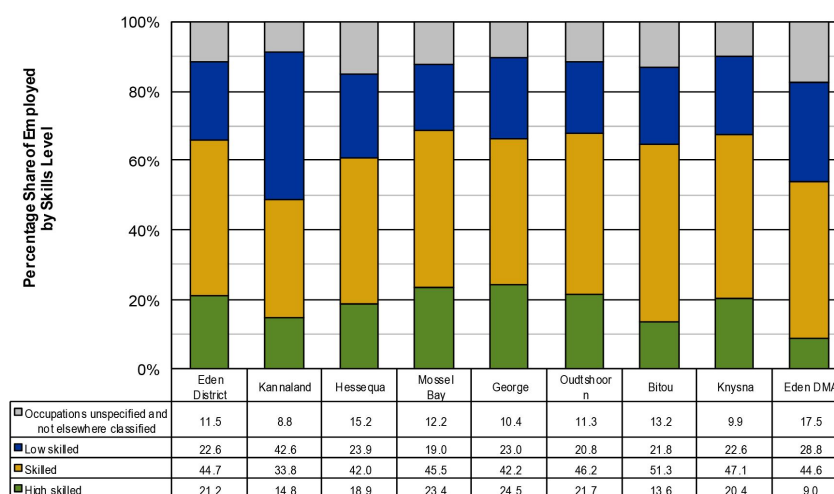
Graph 9 depicts the employment by the nine sectors within the different municipalities in Eden District. The following sectors are the biggest employment contributors in each of the local municipalities in 2007:

- Kannaland (Agriculture; 37.4%)
- Hessequa (Agriculture; 20.2%)
- Mossel Bay (Construction; 17.2%)
- George (Community, social and personal services and Wholesale and retail trade; 15.5% each)
- Oudtshoorn (Community, social and personal services (24.5%)
- Bitou (Wholesale and retail trade; 20.5%)
- Knysna (Wholesale and retail trade; 20.4%)

## 2.10.2 Skill Levels of the Region's Employed Population

The skill level of the employed indicates current availability of jobs skills necessary within the labour market. It serves as an indication to what extent the labour market would be able to accommodate workers at the different skill levels.

**Graph 10:**  
Skilled Level of the Employed in Eden District Municipalities, 2007



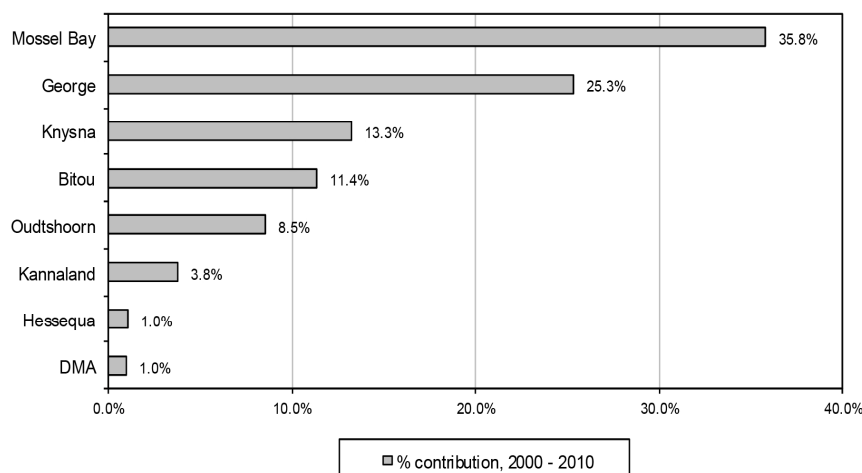
Source: StatsSA, Community Survey 2007

Graph 10 represents the skills level of the employed population in the Eden region. When comparing municipalities within Eden region, Bitou Municipality has a large proportion of skilled workforce (51.3%) compared to other municipalities, while Kannaland Municipality has the highest proportion of low skilled workforce (42.6%). George Municipality has the highest proportion of high skilled workforce (24.5%) compared to the other municipalities.

## 2.11 Eden Region's Economic Contribution to the Western Cape

According to the Municipal Economic Review Outlook (MERO 2012) the Eden regional economy is the second largest of the district economies in the Western Cape outside of the Cape Metro (which produces 73% of the Western Cape GDP-R). The Eden region accounts for 7.3 per cent of the Western Cape GDP-R and 27.5 per cent of the non-Metro GDP-R. The value of the GDP-R generated during calendar 2010 amounted to R25.5 billion. George is the largest municipality, accounting for close to a third of the Eden region GDP-R, followed by Mossel Bay (25%) and Knysna and Oudtshoorn (12% each); the Bitou municipality contributes 7.6 per cent, Hessequa 5.5 per cent and Kannaland 3.6 per cent.

**Graph 11:**  
**Eden District: broad weighted municipal contribution to growth,**  
**2000 – 2010**



Source: MERO 2012

Graph 11 ranks the various Eden district municipalities according to their relative contributions to the cumulative growth of the region over the period 2000 to 2010. The municipality that made the largest contribution to the District's growth is Mossel Bay due to the rapid growth in the sub-region (7.5 per cent per annum) and the fact that it accounts for one quarter of the Eden economy's GDP-R. George municipality's growth was lower than that of Bitou and Knysna (and in line with that of the Western Cape Province over the corresponding period, i.e. 4.1 per cent per annum, but given its size in the Eden district (32 per cent of GDP-R), it ranks second in terms of its contribution to the district economy's growth over the 2000s. Third in line is Knysna and fourth, the Bitou municipality. The Bitou municipality grew the fastest, namely 8 per cent per annum, but only accounts for 7.6 per cent of the ED economy's GDP-R. Oudtshoorn, Hessequa and Kannaland jointly contributed 13.3 percent to the ED GDP-R.

### 2.11.1 Eden Region's Economy Sector Composition

The composition of the Eden regional economy is of particular relevance to District authorities and policymakers alike. Table 11 displays for the period 2000 - 2010 the composition of the Eden regional economy.

At municipal level, the Bitou municipal economy grew the fastest in the district over the 2000 - 2010 periods (8 per cent per annum), followed by Mossel Bay (7.5 per cent per annum over the corresponding period). According to the Quantec Research data, the Construction sector is well represented in both these municipal economies and performed exceptionally well by growing by 11.9 per cent and 15.3 per cent respectively over the 2000 to 2010 period. The Wholesale and retail trade, catering and accommodation and Finance, insurance, real estate and business services sub-sectors also grew strongly in Bitou Municipality.

On the other end of the spectrum, the Hessequa Municipality's economy grew the weakest, i.e. by 1 per cent per annum with its Wholesale and retail trade, catering and accommodation sector shrinking and the Mining and Quarrying sector decreasing rapidly. Real growth in the Knysna (5.8 per cent per annum) and Kannaland (5.5%) also demonstrated high economic growth.

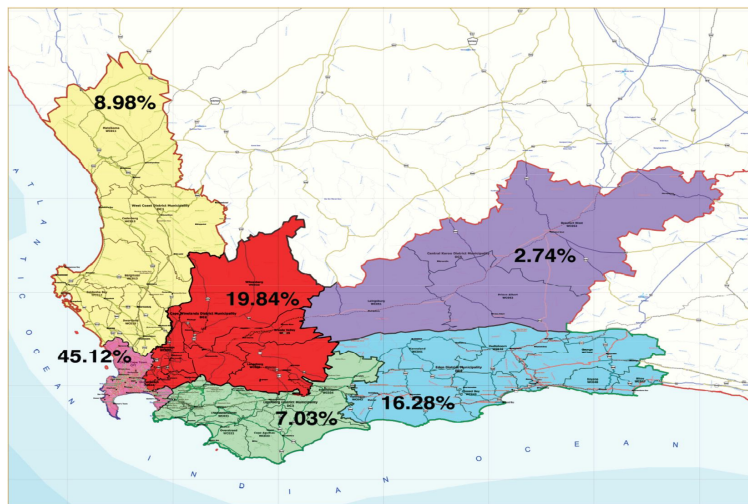
**Table 11:**  
**Gross Domestic Product region (GDPR) at basic prices, R millions, constant**  
**2005 prices (yoy% growth; 2000 - 2010)**

Industry	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna	Eden
1 Agriculture, forestry and fishing [SIC: 1]	1.1	-3.0	4.8	0.8	0.1	4.2	4.7	0.6
2 Mining and quarrying [SIC: 2]		-8.1	-14.2	8.1	5.9	-1.2	11.7	-3.7
3 Manufacturing [SIC: 3]	6.8	2.8	5.9	2.2	3.7	8.5	3.3	4.3
4 Electricity, gas and water [SIC: 4]		-2.5	9.3	-3.2	-0.8	0.7	6.3	0.7
5 Construction [SIC: 5]	16.3	3.7	15.3	10.9	10.4	11.9	10.9	11.5
6 Wholesale and retail trade, catering and accommodation [SIC: 6]	5.1	-1.3	8.3	3.0	2.3	10.6	6.4	4.9
7 Transport, storage and communication [SIC: 7]	6.0	2.3	3.8	7.6	6.2	1.8	2.7	5.5
8 Finance, insurance, real estate and business services [SIC: 8]	10.8	5.3	8.7	5.5	6.6	8.3	7.0	7.0
9 Community, social and personal services [SIC: 92, 95-6, 99, 0]	5.3	3.1	8.6	4.3	3.7	5.1	5.3	5.2
10 General government [SIC: 91, 94]	3.8	2.3	7.6	3.4	2.8	4.1	4.3	4.0
<b>Total Municipality</b>	<b>5.5</b>	<b>1.0</b>	<b>7.5</b>	<b>4.2</b>	<b>3.8</b>	<b>8.0</b>	<b>5.8</b>	<b>5.1</b>

## 2.12 National Transfers to the Eden Region

The transfers from National Government to the Western Cape and from Provincial government to the Eden Region, as well as the value of provincial spending within Eden, are set out in map 3.

**Map 3:**  
**National Transfers**



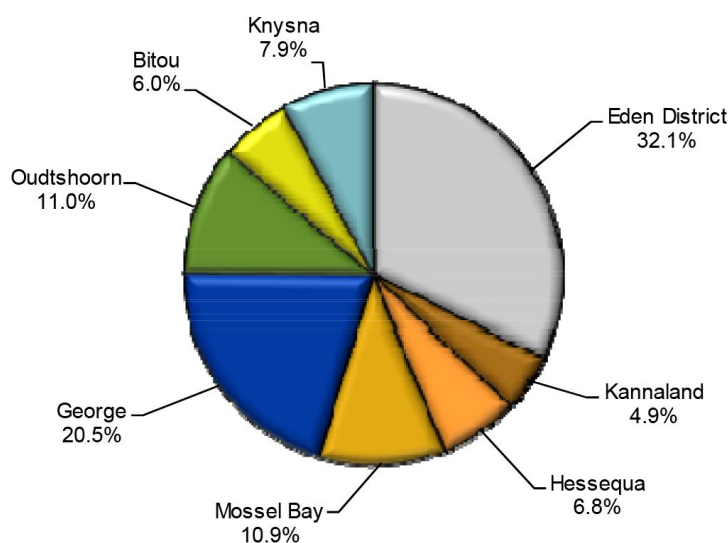
Source: Division of Revenue Act (No. 5 of 2012)

The largest allocation of the equitable share went to the City of Cape Town at 45.12 per cent. The second largest allocation went to the Cape Winelands District at 19.84 per cent, followed by the Eden District at 16.28 per cent. All the allocations below 10 per cent were made to West Coast at 8.98 per cent, Overberg District at 7.03 per cent and Central Karoo District at 2.74 per cent. The disaggregated allocation of unconditional grants (equitable share) and conditional grants for the Eden Region follows hereafter.

The largest recipient of equitable share is Eden District Municipality at 32.1 per cent followed by George at 20.5 per cent. Mossel Bay and Oudtshoorn both received approximately 11 per cent of the equitable share of the region. Knysna received 7.9 per cent, followed by Hessequa at 6.8 per cent, Bitou at 6 per cent and Kannaland at 4.9 per cent.



**Graph 12:**  
**Equitable Share within Eden Region**



## 2.13 Analytical Summary of Regional Data Findings

### Population dynamics

Apart from West Coast and City of Cape Town, the Eden District's population and that of the other districts, in the Western Cape Province have shown a decrease in its proportion of the Western Cape population. Various reasons including migration, HIV/Aids related illnesses, the mortality rate and career hunting however could be employed to substantiate this fact, some of which include. But, despite the aforementioned, the Eden region still has to cater for the second largest population in the Western Cape. This could in fact have an immense impact on the provisioning of basic municipal services especially housing, sanitation and electricity infrastructure. Some argue that argued that infrastructure precedes sustainable development. It is thus vital for the region's municipalities, via greater political support, to cooperate with each other to analyse and propose integrated longer term infrastructural plans followed by capital investment that are based on the spatial distribution and composition and growth patterns of the population to proactively make provision for possible future population growth trends and tendencies.

### Eden region age distribution

The region's youth, together with children represent 58.6 per cent of the population. Attributing to this phenomena are high birth rates and decline in mortality rates. The significant increase in the age group 0 - 9 years will have particular implications for municipalities in the region in that they will have to make provision for facilities and services related to children and ECD whilst the growth in the labour force will also have a direct impact in a greater need for employment opportunities for the age group from 25 – 29 years. Once again, it calls for the readjustment of the regions planning methodologies to direct investment bulk municipal water and electricity services and road and transport infrastructure and health and tourism industry that in turn could open the doors for sustainable regional economic development opportunities.

In terms of the safety of drinking water, the Eden region made an exceptional performance, with Bitou, George and Mossel Bay attaining Blue drop status.

### HIV/Aids

Apart from the discrepancies that still exist regarding to the roles and responsibilities of district municipalities in the fight against HIV/Aids and related deceases, the state of the HIV/AIDS epidemic in the country calls for an immediate response by all three spheres of government. Typical impacts of HIV/Aids include decreased productivity of workers, increased absenteeism an additional costs of

training of new workers. It also represents a greater demand and pressure on greater cooperation between the region's municipalities and partnering with social development institutions for investment in the social and regional health system.

### **Eden region crime findings**

All forms of crime, excluding the number of murders reported within the region increased. This social ill has a significant negative impact on the economy and the creation of sound economic relations with not only national, but also international partners. It is thus critical for all three spheres of government integrated their planning and join hands to scrum against the future impact that it has on both the region's social and economic investment prosperity.

### **Municipal service delivery**

It was recorded that all levels of municipal services delivery, apart from electricity, has increased within the Eden region. But, as was noted earlier population growth impact basic municipal service delivery and as a result it necessitates the Eden District Municipality, in support of its family of B – Municipalities to redirect their bulk infrastructure planning so as to proactively avoid future bottlenecks associated with scale and scarcity.

### **Eden road infrastructure**

A municipal road infrastructure is the salvation to social and economic development. Better connectivity improves socio – economic conditions of the people living in those areas. Good communication and transport network opens up the economy for better utilisation of its potential resources, facilities and induces growth of all sectors. Integrated road and transport planning should thus become one of the keys towards regional development within the Eden district.

### **Eden region poverty findings**

The government instituted initiative ASGISA, aimed to halve poverty and unemployment by the year 2014 by maintaining a steady growth in GDP of above 4.5% in the short term, and then adopting envisaged growth of 6% between 2010 and 2014. In 2011, the proportion of people living in poverty was just under 27 per cent, which in fact illustrates a decline of the percentage of people that lived in poverty within the region since the year 2002. Low household income is often associated with high poverty, low levels of education and high unemployment. Once again the importance of cooperation and the integration of municipal planning processes should be stressed.

### **Eden region unemployment**

The Eden region has the second highest unemployment rate (18.5%) after Central Karoo District (30.8%) mainly under the female and coloured groupings and age categories between 20 and 24 years of age. Although the Eden District Municipality and its family of B – Municipalities are not by legislation mandated to create jobs, they could in turn redirect their investments, human capacity and support towards tourism development, SMME development, BBBEE and skills development in order to create of sustainable job creation opportunities. This, however, will only become possible if the Eden District Municipality and its family of B – Municipalities realises the immense importance of investing in its bulk infrastructure.

### **Eden region environmental management**

Global Warming and its effects could hamper sustainable development and the quality of life of communities. Greater cooperation, the sharing of human and financial capital so as to ensure greater environmental management, environmental health and the risk of disasters become thus a critical consideration for the region. Political and administrative leadership to ensure the integration of the region's climate change, environmental health and disaster management planning must thus become a key so as to protect the future of our communities.



# **CHAPTER 3**

## **Eden B - Municipal Overviews (Focus on the region's B – Municipalities)**

### 3. Introduction

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The Eden region is made up of the Eden District Municipality and a family of seven B – municipalities each with their own geographical area of focus but with the goal of adding towards the sustainable development of the greater Eden area. The region's B - municipalities are as follows:

- Bitou municipality
- Hessequa municipality
- Oudtshoorn municipality
- George municipality
- Knysna municipality
- Mossel Bay municipality
- Kannaland municipality

Important to highlight is the fact that the Eden region's planning processes must be informed by the planning processes of these municipalities.

This chapter aims to provide an overview by focusing on the seven B – municipalities on an individual basis.

#### 3.1 Legislative Powers and Functions of the Region's B – Municipalities

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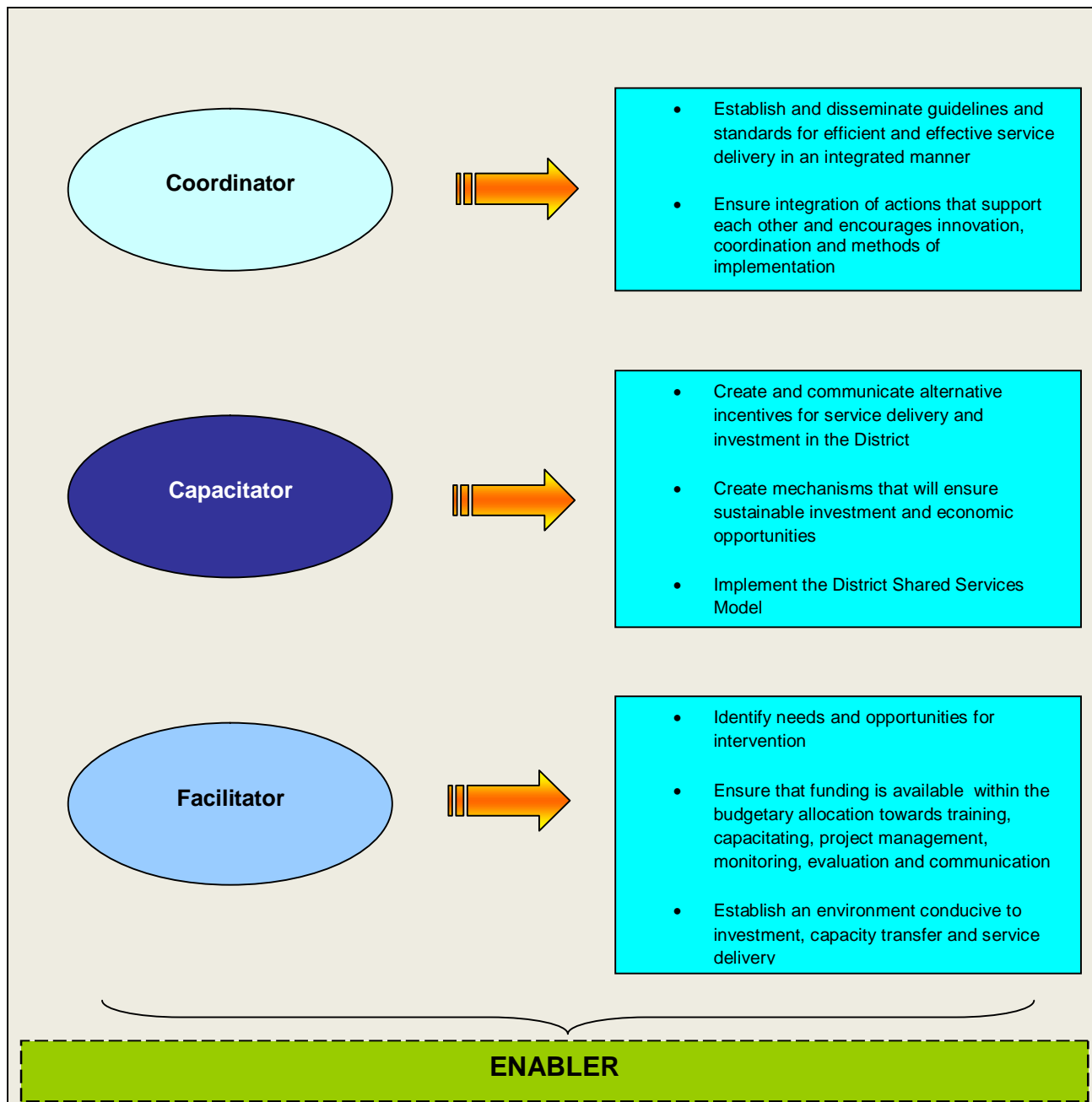
The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) highlights the functions that B – municipalities in South Africa have to perform to add their share towards the achievement of the goals and objectives of a democratic and developmental local government. Some of the functions reserved for the seven B – municipalities are:

<ul style="list-style-type: none"><li>• Beaches and Amusement Facilities</li><li>• Advertisements in Public Places</li><li>• Building, Trading Regulations, Liquor &amp; Public, Nuisance Control</li><li>• Cemeteries, Funeral Parlors &amp; Crematoria</li><li>• Fire Fighting Services Licensing</li><li>• Local Tourism</li><li>• Local Amenities</li><li>• Local Sport Facilities</li><li>• Street Trading</li><li>• Traffic and Parking</li><li>• Storm Water Management</li></ul>	<ul style="list-style-type: none"><li>• Markets Stalls / Trade Areas</li><li>• Municipal Abattoirs</li><li>• Municipal Planning</li><li>• Municipal Public Transport</li><li>• Municipal Parks and Recreation</li><li>• Municipal Roads</li><li>• Public, Nuisance Control Fire Fighting Services</li><li>• Public Places</li><li>• Pontoons, Ferries, Jetties, Piers &amp; Harbors</li><li>• Refuse Removal, Refuse Dumps &amp; Solid Waste</li></ul>
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#### 3.2 Eden DM's Role towards the Powers and Functions of B – Municipalities

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Chapter five highlights the key functions that are currently performed by the Eden District Municipality. Looking at the regional significant role of the Eden District Municipality, it could be summative illustrated as follows:



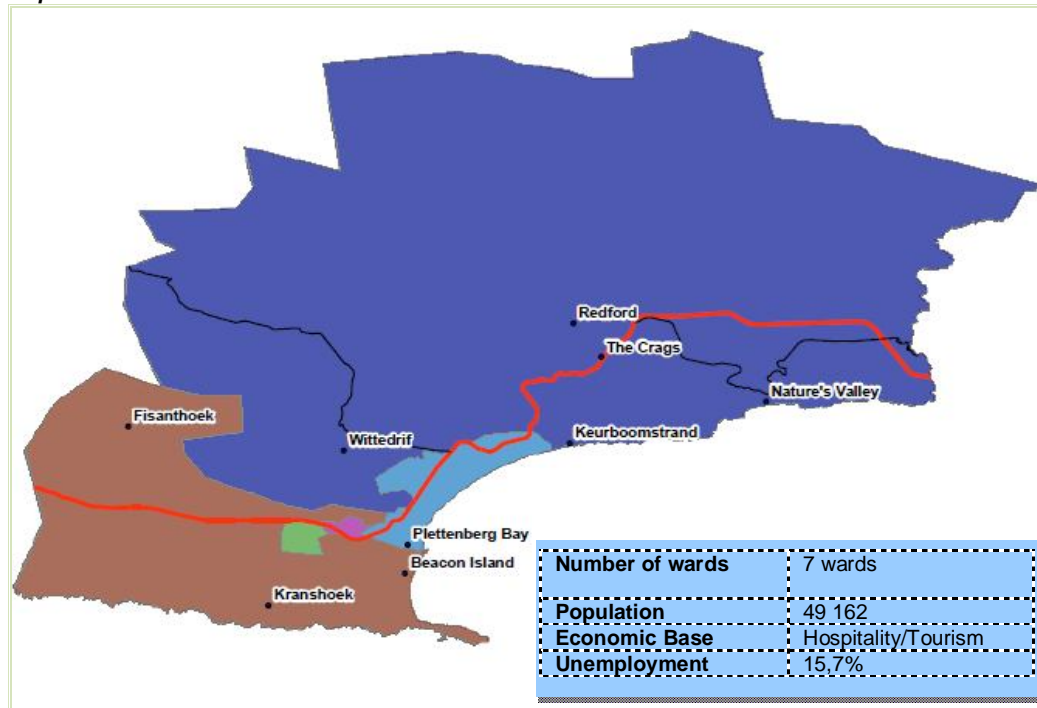
The preceding illustration defines Eden District Municipality's role as the region's coordinator, capaciator and facilitator of planning and service delivery. As the coordinator of service delivery, the Eden District Municipality is mainly responsible for the integration and the encouragement of support amongst the region's B – Municipalities. As the capaciator, the Eden District Municipality acts as the support structure to ensure economic infrastructure development. The Eden District Municipality must also act as the agent to recruit and ensure funding is available for longer term and bulk investment within the region. As a result of these, the Eden District Municipality will enable the region's B – municipalities to extensively improve their legislatively prescribed roles and responsibilities.

### 3.3 Overview of the Region's Seven B – Municipalities

#### 3.3.1 Bitou Municipality

Bitou Municipality is situated along the Garden Route, with its eastern boundary between the Western and Eastern Cape provinces. Plettenberg Bay, its main town, is known as “The Jewel of the Garden Route”. The municipality covers approximately 991 square kilometres in area and includes the areas of Covie, Nature's Valley, the Craggs, Kurland, Keurbooms, Wittedrift, Green Valley, Kranshoek, Harkerville, Kwanokuthula, New Horizons as well as Qolweni and Bossiesgif.

Map4:



#### **Bitou's Municipal Vision:**

*“To be the best together”*

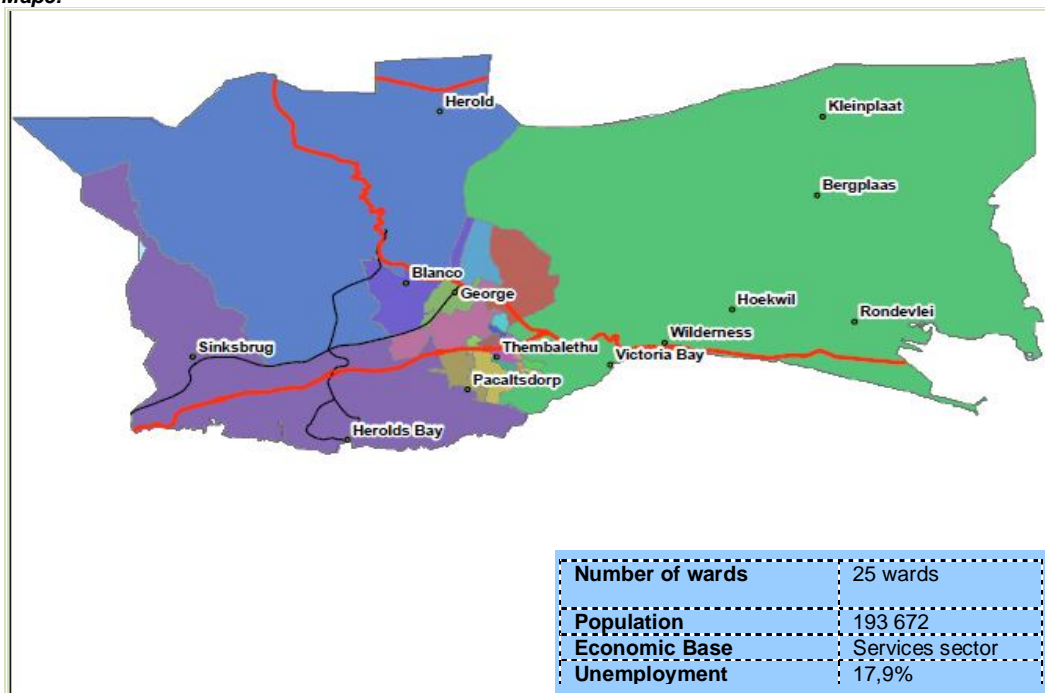
Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Housing
2. Sport and recreational facilities
3. Agricultural development
4. Manufacturing opportunities
5. Municipal waste

#### 3.3.2 George Municipality

George Municipality is situated in the heart of the Eden District and the midway between Cape Town and Port Elizabeth. It is known as the tourism highway of the Western Cape and links some of the district's mayor towns with each other. The municipal main towns include Wilderness, Harold's Bay and most recently added, Uniondale and Haarlem. The city is a popular holiday and conference centre and the administrative and commercial hub of the Garden Route. It is situated on a 10 kilometer plateau between the Outeniqua Mountains to the north and the Indian Ocean to the south.

Map5:



### **George's Municipal Vision:**

*"George strives to be the best medium sized city in the Country using all available resources sustainably to the benefit of the community in a growing and a thriving city."*

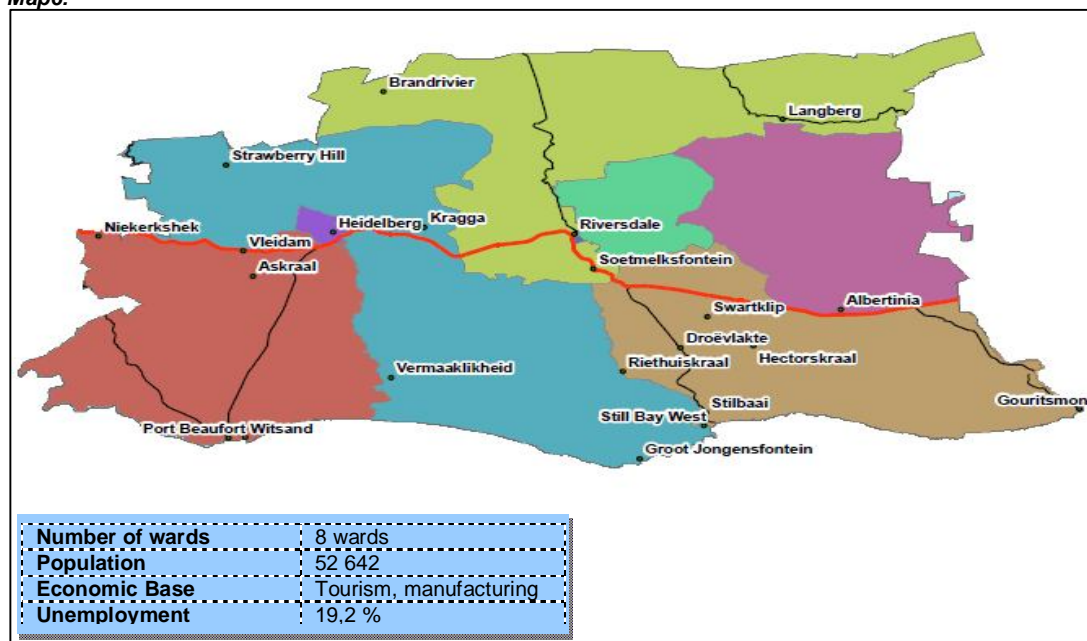
Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Sport and recreational facilities
2. Safety and security
3. Water infrastructure
4. Municipal transport infrastructure
5. Access to medical services

### **3.3.3 Hessequa Municipality**

Hessequa Local Municipality lies at the foot of the Langeberg Mountains with its boundaries stretching along the southern Cape coast from the Breede River in the west to Gouritsmond in the east. The National Road N2 connecting the three inland towns of Albertinia, Riversdale and Heidelberg forms the main transportation conduit across the municipality. The rise of tourism has resulted in the establishment of the four important coastal settlements of Gouritzmond, Still Bay, Jongensfontein and Witsand.

Map6:



### Hessequa's Municipal Vision

*"A caring municipality where everyone reaps the fruit of cost effective and innovative service delivery, stimulated economic growth and sustainable use of natural resources."*

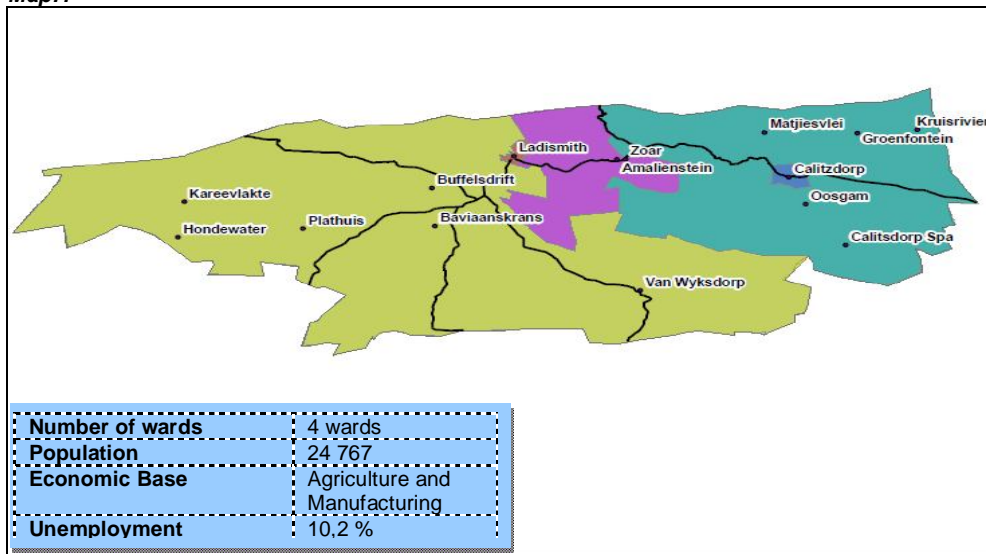
Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Access to medical services
2. Electricity
3. Access to government services
4. Funding for roads infrastructure

### **3.3.4 Kannaland Municipality**

Kannaland Local Municipality is classified as a Category B municipality and is responsible for basic service provision to the towns of Calitzdorp, Ladismith, Van Wyksdorp, and Zoar, as well as the surrounding farming communities. Kannaland is situated about 340km north-east of Cape Town along the famous tourism Route 62. It is linked by tarred main roads to all other major centres such as Oudtshoorn (100km), Montagu (139km), George (160km), Mossel Bay (185km) and Port Elizabeth (420km). Both the administrative and legislative seats of Kannaland Municipality are located in Ladismith, with satellite offices in Calitzdorp, Van Wyksdorp and Zoar.

Map7:



### Kannaland's Municipal Vision

*"To be the place of choice"*

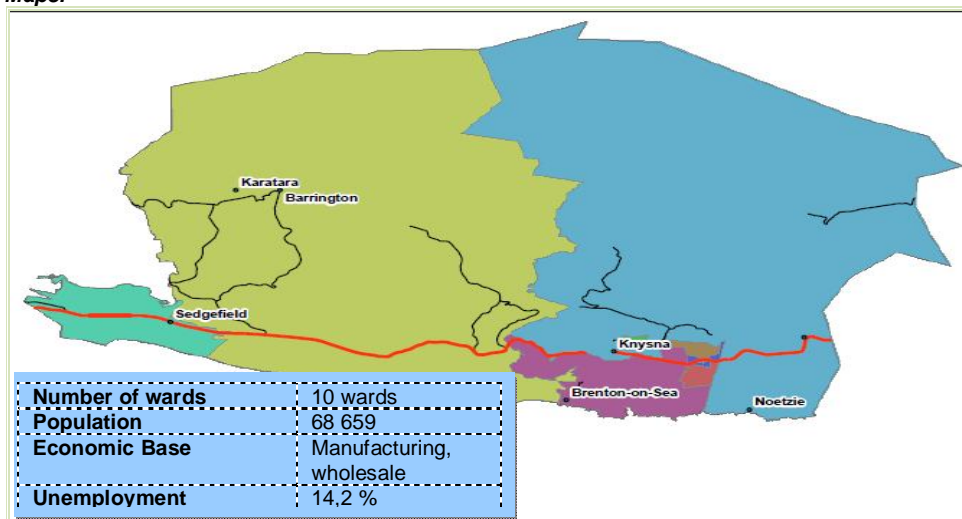
Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Solid waste management
2. Water infrastructure
3. Sanitation infrastructure
4. Electricity infrastructure
5. Creating a culture of payment

### 3.3.5 Knysna Municipality

Knysna Municipality boasts with an extraordinary natural beauty consisting of a part of the Outeniqua Mountains, the largest indigenous forest left in South Africa and a stretch of beaches. It lies 34 degrees south of the equator, and is 72 kilometers east from the town of George on the N2 highway, and 25 kilometers west of Plettenberg Bay on the same road. It provides municipal services to Rheenendal, Belvidere Estate, Knysna, Sedgefield, Brenton and Knoetzie.

Map8:



### **Knysna's Municipal Vision**

*"Knysna, where people and nature prosper!"*

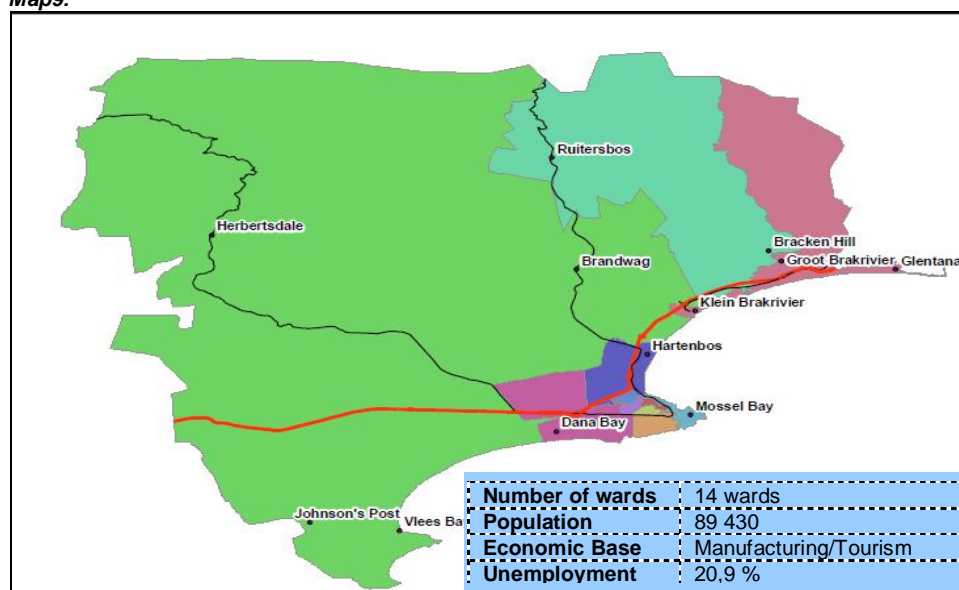
Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Master Planning
2. Nutritional programmes
3. Educational infrastructure
4. Housing
5. Local Economic Development support

### **3.3.6 Mossel Bay Municipality**

Mossel Bay also known as "Karoo – by – the – sea" poses as a popular tourist destination, mainly because of its temperate climate, long stretches of unspoiled beaches and sailing facilities, marine sports and fishing activities. Mossel Bay Local Municipality is situated within the Eden District Municipality. Its area includes the towns and/or settlements of Mossel Bay, Boggoms Bay, Brandwag, Buisplaas, D'Almeida, Dana Bay, Glentana, Fraaiuitsig, Friemersheim, Great Brak River, Hartenbos, Herbertsdale, Hersham, KwaNongaba, Little Brak River, Outeniqua Beach, Reebok, Ruiterbos, Southern Cross, Tergniet and Vleesbaai. It is situated on the N2 approximately halfway between the coastal cities of Cape Town and Port Elizabeth. It is bordered by the municipalities of George to the east, Langeberg to the west and Oudtshoorn to the north.

**Map9:**



### **Mossel Bay's Municipal Vision**

*"We strive to be a trend-setting, dynamic Municipality delivering quality services responsive to the demands and challenges of the community and our constitutional mandate, in which all stakeholders can participate in harmony and dignity."*

Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

1. Medical infrastructure
2. Arts and culture development support
3. Housing
4. Safety and security



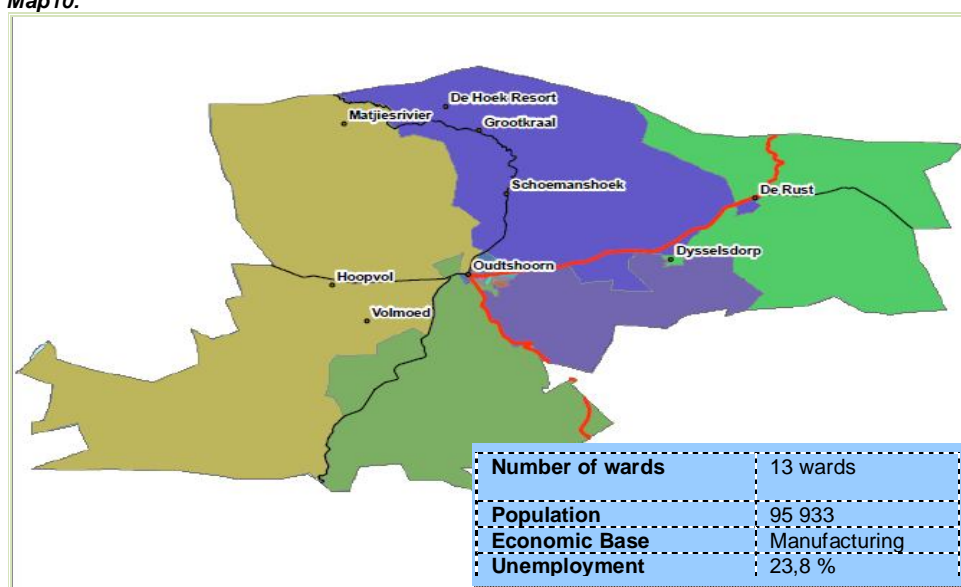
### 3.3.7 Oudtshoorn Municipality

Oudtshoorn Local Municipality lies within the boundaries of the Eden District Municipality in the Western Cape Province. Since 5 December 2000, the Oudtshoorn municipal area includes the larger settlements of Oudtshoorn, Dysselsdorp, and De Rust, and the smaller rural settlements of Volmoed, Schoemanshoek, Spieskamp, Vlakteplaas, Grootkraal, De Hoop, and Matjiesrivier. The Greater Oudtshoorn area is nestled at the foot of the Swartberg Mountains in the heart of the Little Karoo region in the Western Cape. The discovery of the Cango Caves and continual allure of the unique natural heritage has drawn people to this region. Oudtshoorn is a centre of regional cultural, sport and art activities, and has since 1994 been the host to the nationally famous Klein Karoo Nasionale Kuntefees (KKNK), an arts festival held in March/April every year.

#### Oudtshoorn's Municipal Vision

*"A strong and caring Municipality that strives to improve the quality of life of all our citizens in a sustainable manner".*

Map10:



Key **ward based priorities** identified by the municipality for the 2013/2014 IDP review process includes:

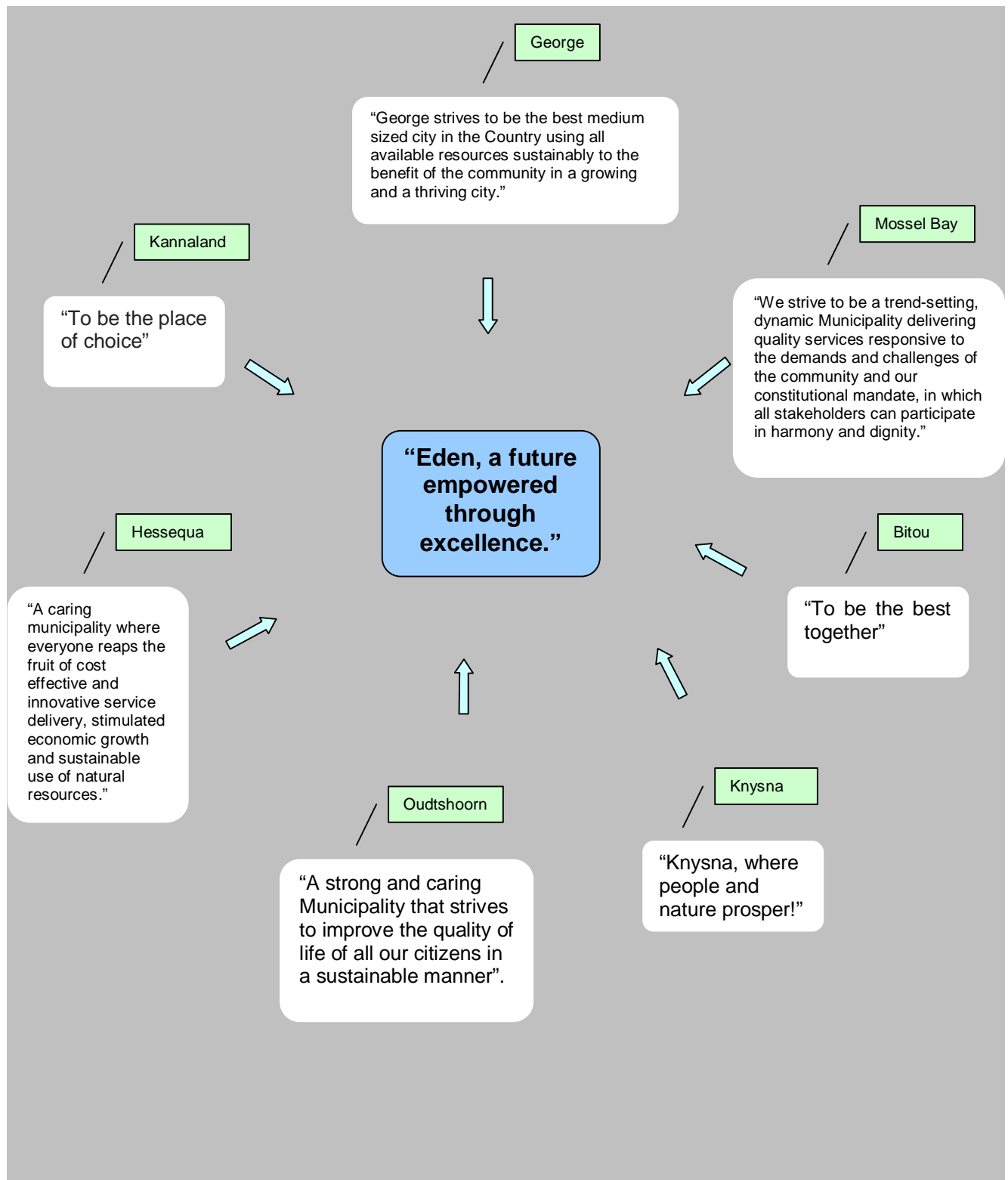
1. Housing
2. Medical infrastructure
3. Safety and security
4. Educational facilities

### 3.4 Eden Regional SWOT Analysis

Strengths	Weaknesses
<p>Eden IGR structures  Shared Services opportunities  Rich natural endowments  Closely situated to major cities of Cape Town and Port Elizabeth  George and Mossel Bay regarded as high capacity B – Municipalities  Good Road Transport Infrastructure and linkages between towns  Access to tertiary institutions  Mossel Bay harbor  George airport  Major festivals including KKNK, Knysna Oyster Festival, the Cheese and wine festival and Diaz Festival  Well sought after nature reserves and national parks</p>	<p>Services backlogs  Limited landfill space  Local government corruption  Slow payment of municipal taxes  Implementation of PMS  Municipal external loans  Aging infrastructure  Lack of updated sectoral development plans  Availability of land</p>
Opportunities	Threats
<p>Utilising the geographical position and natural endowments to enhance the district economy  Huge tourism potential  Mossel Bay landfill site  Agricultural development potential  Development of private partnerships  National and international regional economic investment  Cross border cooperation and partnerships</p>	<p>Limited funding  Climate change  Negative media publicity  Natural disasters  Environmental degradation  Impact of migration on service delivery  Increasing district wide community demand for municipal services and limited municipal resources  Service delivery protests  The impact of crime except in Mossel Bay  The levels of poverty  Possibility of aging services infrastructure  Impact of HIV/Aids on social and economic development  Migration from other provinces</p>

### 3.5 Aligning Eden DM's Vision with the Region's B – Municipal Visions

The following illustration provides an overview of the linkages of the visions of the regions B – Municipalities with that of the Eden District Municipality.



### **3.6 Eden Regional Municipal Challenges**

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The Eden District Municipality's recently engaged the region's B – Municipalities via the offices of the IDP Managers to identify out of a list of thirty two variables, the most critical priorities that are of a regional significance. At the Municipal Managers Forum of 19 April 2013, the region's Municipal Managers prioritised the following cross cutting issues, which will also be the key agenda discussion items for the 2013/2014 financial year:

1. Integrated road and transport infrastructure
2. Integrated Waste Management
3. Disaster Management
3. Bulk water, sanitation and electricity infrastructure provisioning
4. Information and Communications Technology and Geographical Information Systems (GIS)
5. Disaster Management
6. Local Economic Development including tourism
7. Regional environmental management

### **3.7 Eden District Municipal Proposed Regional Support Opportunities**

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In short the Eden District Municipality's sustainable developmental intensions for the region could be summarised as follows:

#### **3.7.1 Transport**

- Commuter services between Oudtshoorn and Dysselsdorp
- Planning railway link between Mossel Bay and Worcester
- District Road Infrastructure maintenance
- Eden DITP in review process

#### **3.7.2 Waste Management**

- Regional landfill sites planned for Mossel Bay and Oudtshoorn
- Proposed waste management conversion technologies for the Eden region
- Development of Second Generation Waste Management Plan for the region

#### **3.7.3 Air Quality Control**

- Assistance to B – Municipalities with Air Quality control function
- Review of Air Quality Plans which is currently in process

#### **3.7.4 Disaster Management**

- Expansion of the call centre
- The establishment of an Eden Fire Fighting training academy

#### **3.7.5 Environmental Management**

- Currently in the implementation phase of the Climate Change Adaptation and Mitigation Strategy
- Water conservation and preservation initiatives within the region

#### **3.7.6 Local Economic Development**

- Linking of businesses with priority sectors identified in Eden DM LED strategy
- Sourcing of external funding
- Tourism development support to B – Municipalities
- Participate in Western Cape Economic Development Partnership

### 3.7.7 Social Development

- Develop a district disability strategy
- Re – establishment of Eden Regional Youth Council
- Collaborative partnerships all Social Development partners and B – Municipalities

### 3.7.8 Human Resources Development

- Skills development via District Educational Forum
- Eden Regional Skills Development Framework in review phase
- Coordinate Eden regional Local Labour Forum

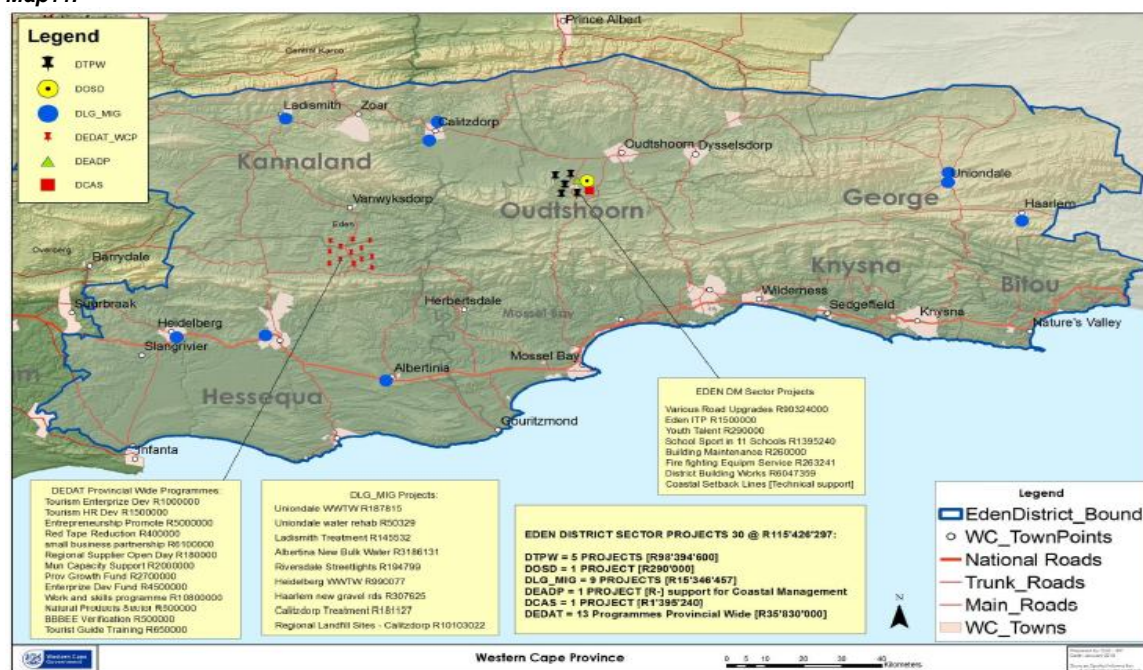
### 3.7.10 Shared Services

- Various inter – municipal agreements to assist municipalities where capacity constraints necessitates including:
  1. Collaborator
  2. Fire Fighting
  3. GIS
  4. Webpage Design
  5. ICT

## 3.8 2013/2014 Financial Year Budgetary Investment by Western Cape Provincial Government

Maps 11 to 18 provides a regional snapshot of the provincial government investment in the Eden region.

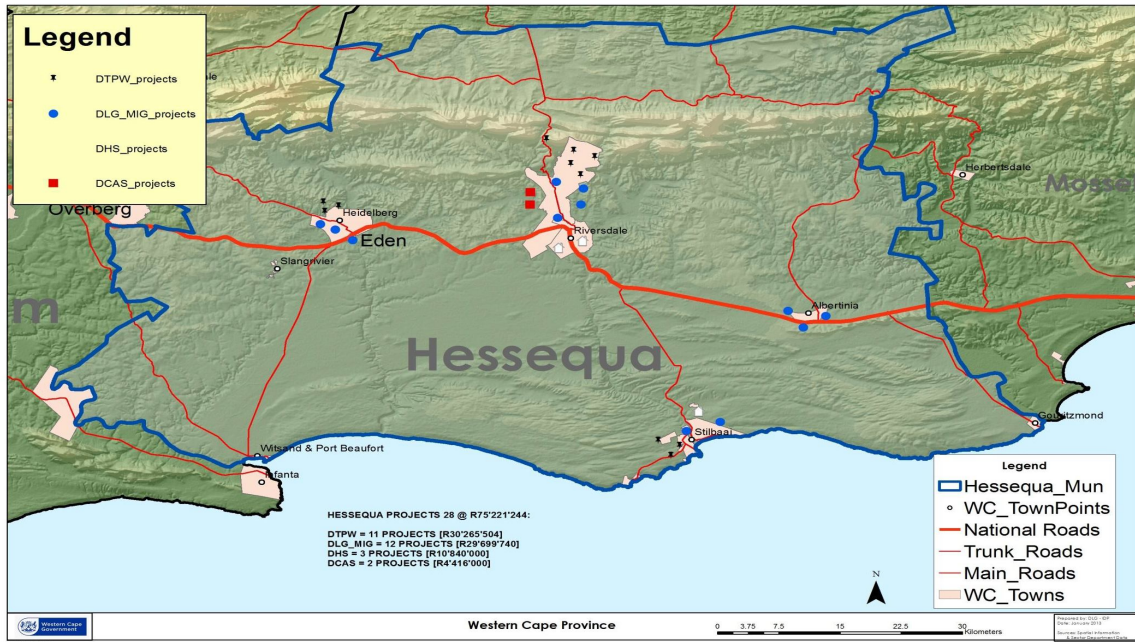
Map11:



### 3.8.1 Sector Investment in Hessequa Municipal Area

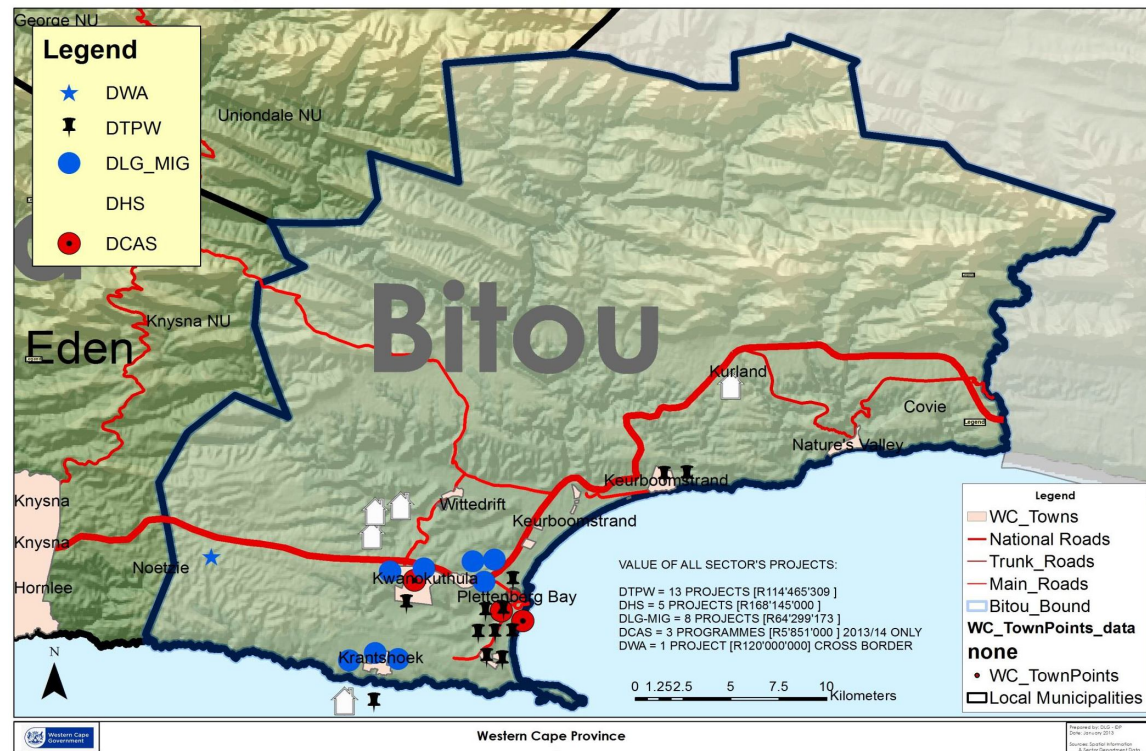


Map12:



### 3.8.2 Sector Investment in Bitou Municipal Area

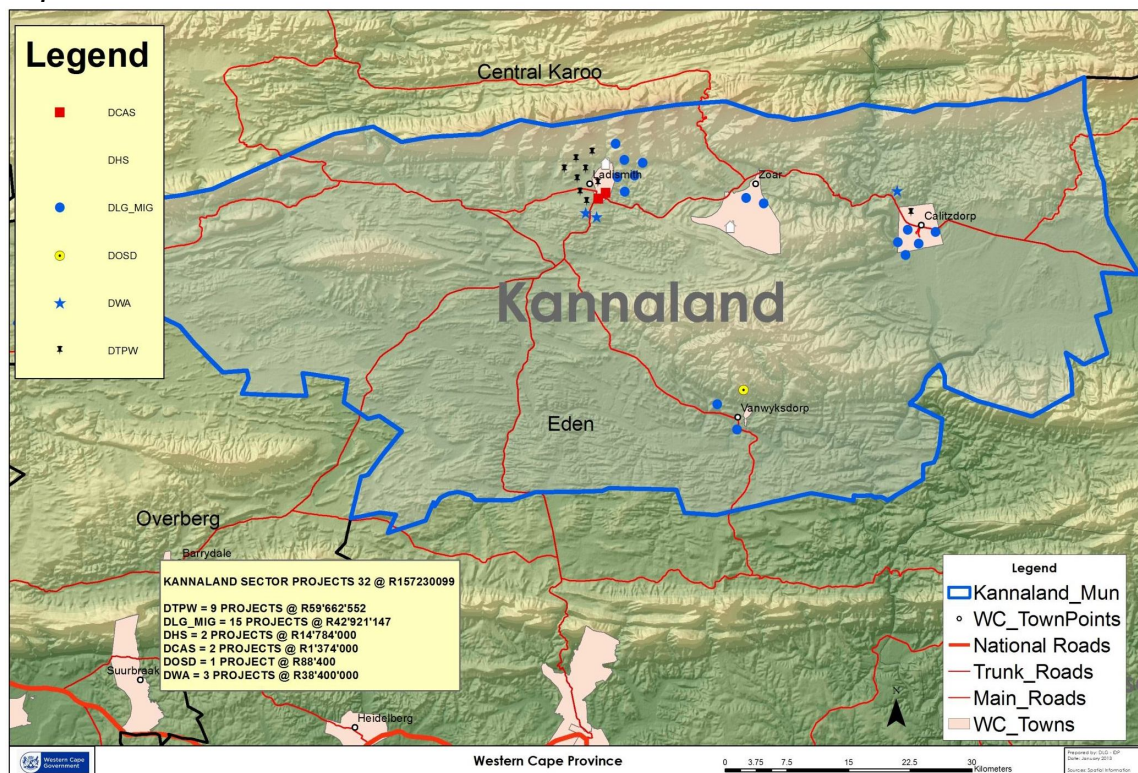
Map13:



### 3.8.3 Sector Investment in Kannaland Municipal Area

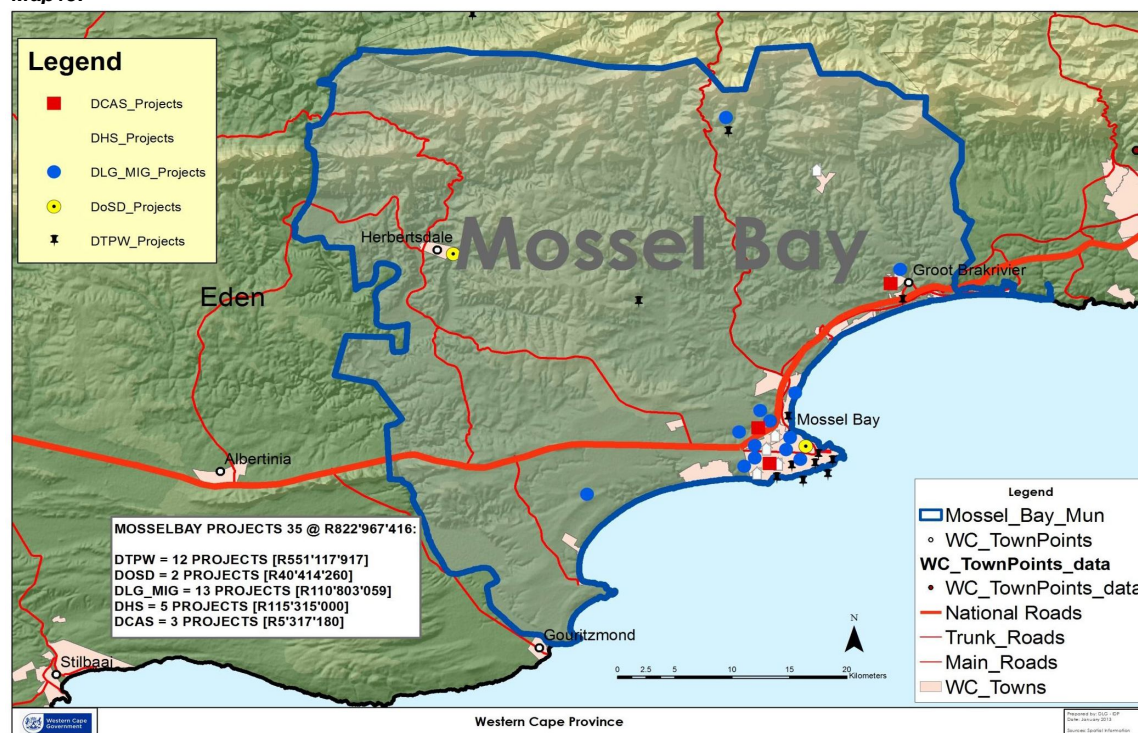


Map14:



### 3.8.4 Sector Investment Mossel Bay Municipal Area

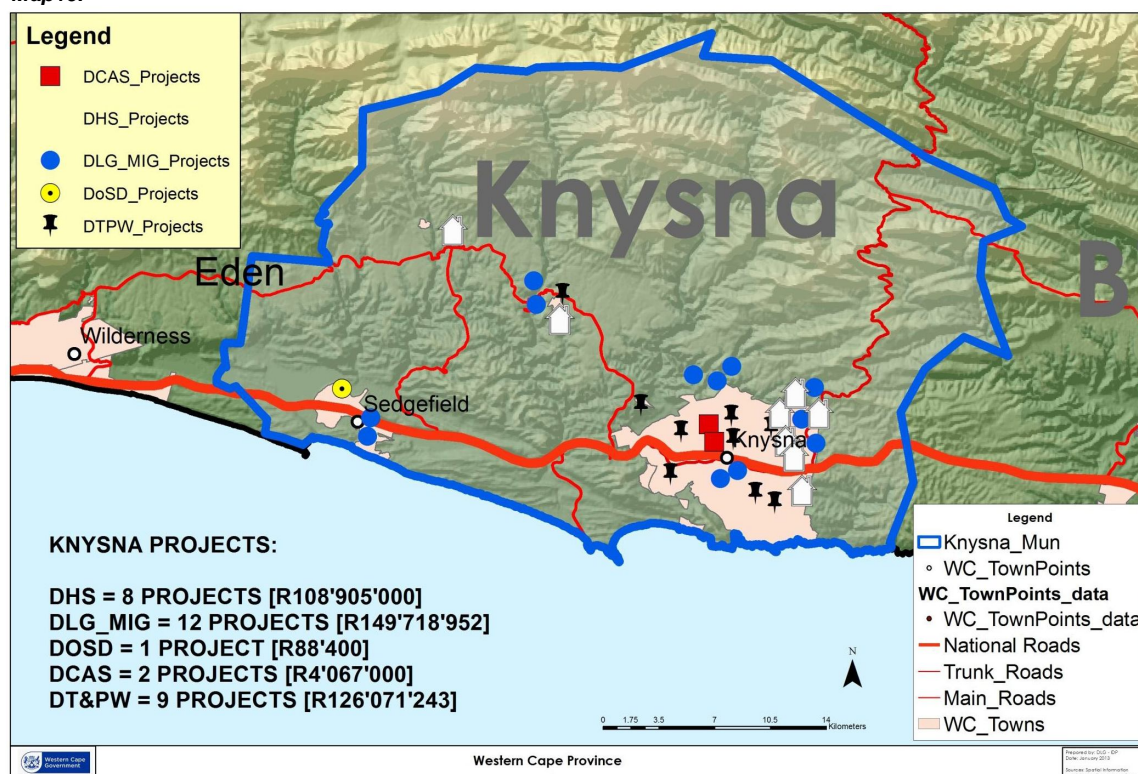
Map15:



### 3.8.5 Sector Investment Knysna Municipal Area

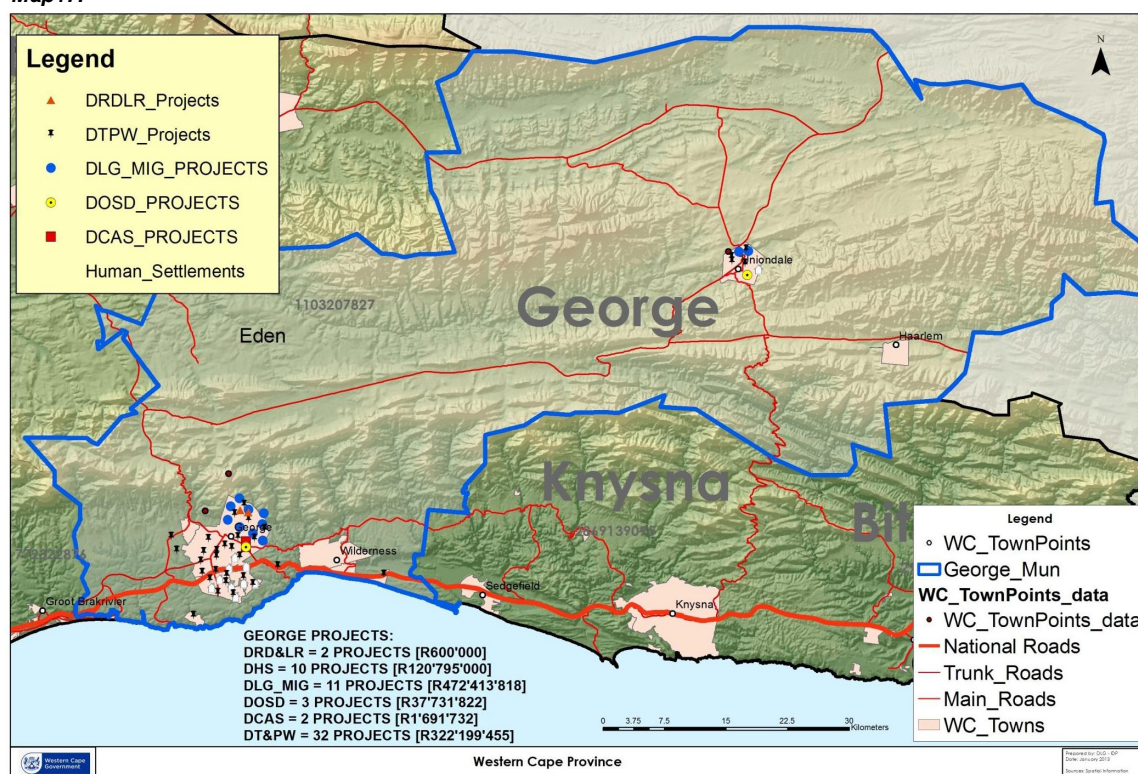


Map16:



### 3.8.6 Sector Investment in George Municipal Area

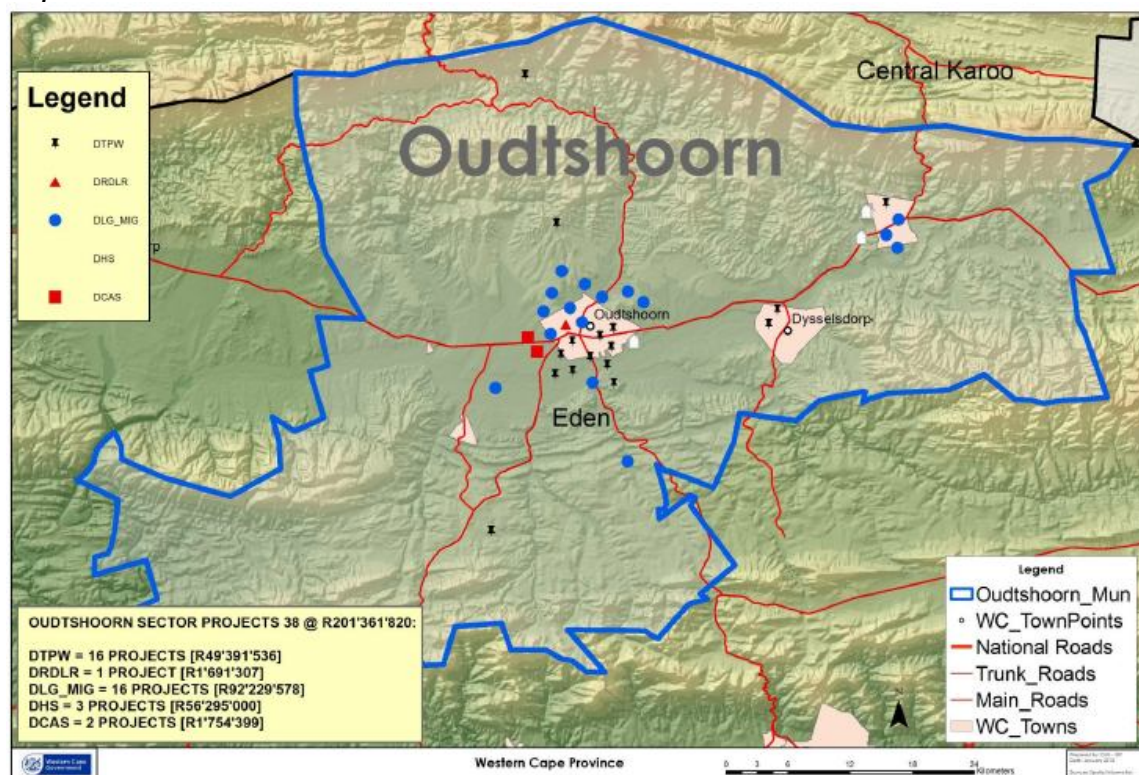
Map17:



### 3.8.7 Sector Investment in Oudtshoorn Municipal Area



Map18:



The regional investments made by the national and provincial government departments emanates from Indaba 1 and Indaba 2 discussions. Regionally government's investment footprint can be summarised as follows:

Department	Regional Investment
Department of Social Development	1 Regional project to the value of R 290 000.00
Department of Public Works	5 Regional projects to the value of R 98 394 600.00
Department of Local Government:	9 Regional MIG projects to the value of R 15 346 457.00
Department of Environmental Management and Development Planning	1 Support programme
Department of Economic Development and Tourism	13 Provincial projects to the value of R 35 830 000.00
Department of Cultural Affairs and Sport	1 Project to the value of R 1 395 240.00

# **CHAPTER 4**

## **Eden Regional Spatial Realities**

## 4. Introduction

---

The long term spatial development opportunities of the Eden region are articulated in amongst other the Provincial Spatial Development framework (PSDF), the Eden SDF and the Growth potential of towns study. The five year relevancy term of the Eden SDF only expired in the year 2015. This however, then requires the municipality, in collaboration with its B – Municipalities to review this framework. At the LGMTEC 3 engagements in April 2013, the Department of Local Government in cooperation with the Department of Environmental Management and Development Planning managed to commit themselves to support the municipality financially with the review of the Eden SDF.

A brief overview of these development proposals are being discussed in this chapter.

### 4.1 The Provincial Spatial Development Framework (PSDF)

---

The PSDF sets out broad strategies which are specific to the Eden District. These are summarised below:

- Promote urban compaction and densification specifically in George and Mossel Bay.
- Identify innovative urban development strategies to address problems created by broken topography of Knysna in order to address urban efficiencies. Need to attract permanent residents to the area and to move away from seasonal tourism related industries.
- George, Oudtshoorn and Knysna were identified as the towns with high development potential and high human need.
- Mossel Bay, Riversdale, and Plettenberg Bay are identified as towns with high development potential but lower human need.
- The Mossel Bay-George-Oudtshoorn area and Plettenberg Bay area identified as Tourism Development Areas and Route 62 identified as a tourism route.

Industrial development opportunities: Kudu Pipeline and downstream petrochemical processes at Mossel Bay; Agri-industry at George, Mossel Bay and Knysna; Agriculture and food processing at George.

The following significant spatial components have been identified in the PSDF as the key areas of economic growth and employment opportunity.

Regional motor 2: Southern Cape (Provincial SDF, 2009)

- Consists of Mossel Bay, George, Knysna and Plettenberg Bay;
- Diversified economy (industrial, tourism and construction sectors) with seasonal vulnerability;
- Highly sensitive lakes and mountain ecosystems.

Regional development corridor 1: Breede River Valley

- Linking the City of Cape Town to the Southern Cape;
- Linking agricultural areas between the Southern Cape and

Saldanha – Vredenburg industrial nodes;

- Potential for public road-rail services to address commuter congestion emerging on N2 between Mossel Bay and Knysna;
- Possibility for urban development.

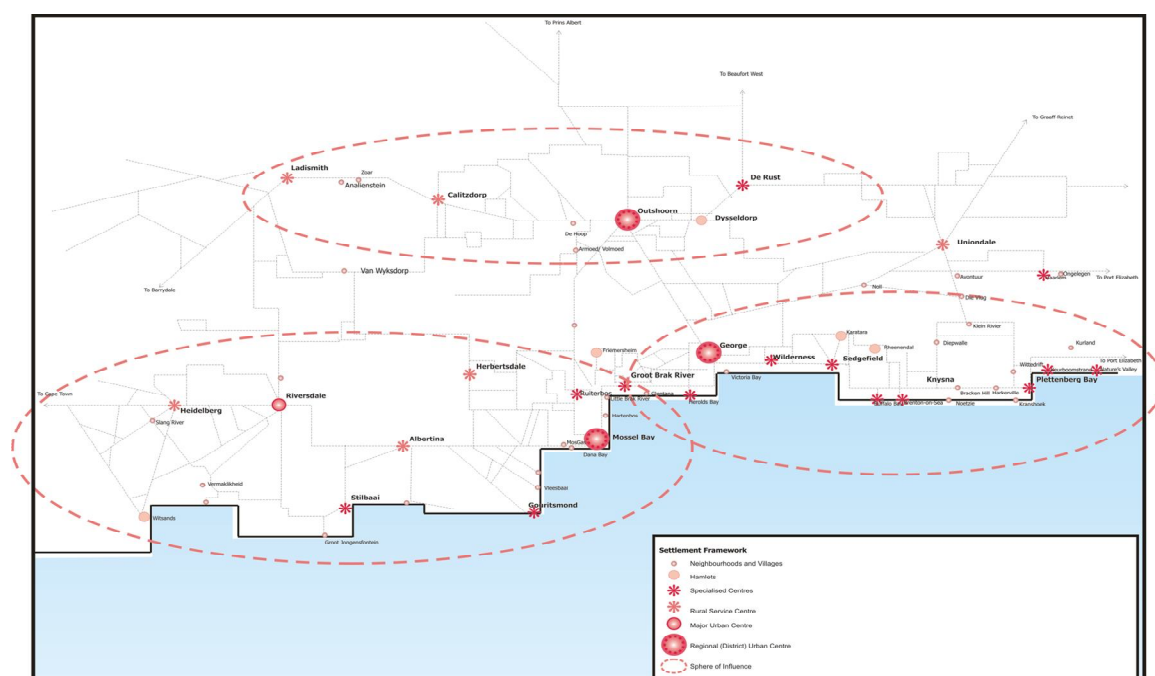
The PSDF states that larger towns and groups of towns that are functionally linked should make provision for future rail, light rail or road-based transport routes in their transportation and land use planning proposals. This forms part of the IRPTN in Cape Town and future IPTN development in the district municipalities.

The first step is to invest in NMT in line with incremental corridor densification. The municipalities for focus on long-term intra town corridors defined by the PSDF are:

- City of Cape Town
- Mossel Bay – George – Knysna (also potential commuter rail shuttle service);
- Hermanus – Onrus – Hawston – Fisherhaven;
- Saldanha – Vredenburg;
- Oudtshoorn – Dysseisdorp;
- Paarl – Wellington (also potential commuter rail shuttle service);
- Stellenbosch – Somerset West – Strand (also potential commuter rail shuttle service).
- George;
- Mossel Bay;
- Knysna
- Worcester – Vredendal

## 4.2 Eden DM Spatial Development Framework (SDF)

Map 19:



The Eden DM SDF (2009) includes a settlement framework, a movement framework and a natural resources framework. It identifies six major planning focus areas as part of the settlement framework. Oudtshoorn, Mossel Bay and George are recognised as Regional or District Urban Centres.

These settlements are the preferred location for public and private sector activities that have significant impact as trip generators and it is proposed that the majority of housing should be concentrated within the urban edges of these settlements.

The proposed Movement Framework is put forward with the objective to reduce congestion, increase mobility and link investment in transport infrastructure to land use and economic development policies. The movement framework depicts the location of the national, major, specialised and regional public transport routes, specialised harbours and regional and specialised airports (being George and Plettenberg Bay respectively).

To ensure sustainable long term development in the Eden District the 2009 SDF proposes that future settlement development and social infrastructure should be located where the major economic activity takes place. The towns of Oudtshoorn, Mossel Bay and George are the regional urban centres and

offer the widest range of economic and social opportunities. It is imperative that all future infrastructure and social planning is aligned with these three economic growth point towns identified in the Eden SDF.

#### **4.3 Main Towns and Settlements within the Eden region**

---

George is by far the most significant settlement in the district with a population exceeding 190 000 people and is considered to be the regional and administrative centre of the district.

Other regional centres identified in the Eden SDF are Mossel Bay and Oudtshoorn. They are considered to be major innovative business environments which attract a full range of facilities and shopping opportunities, cultural and community facilities.

In terms of the Eden SDF, Riversdale are regarded as other major urban centres. These centres have a concentration of retail, office and business activities and have a relatively large catchment area. A number of settlements are identified as "rural service centres" which are focused on serving the daily needs of local and mainly rural population. Examples of these are Heidelberg, Ladysmith, Albertinia and Calitzdorp.

Hamlets are the next level of settlement hierarchy identified in the SDF. They serve the surrounding rural areas and provide a specialist function in the region. Examples are Dysselsdorp, Great Brakriver, Sedgefield, Stilbaai, Uniondale etc.

A large number of neighbourhoods have been identified, which are pedestrian orientated settlements and which serve the daily interests of the surrounding community. Van Wyksdorp, Noll, Slangrivier, Avontuur, etc. are examples.

#### **4.4 Mapping of Envisaged Regional Infrastructure Opportunities**

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This section map 20 and 21 provides the geographic location of the proposed regional development opportunities in terms of infrastructure investment as reflected in the IDP. Although social development investment is also a priority for the district, the spatial mapping thereof is complicated because unlike infrastructure social investment is seldom confined to one specific geographic area, but rather implemented throughout the district.

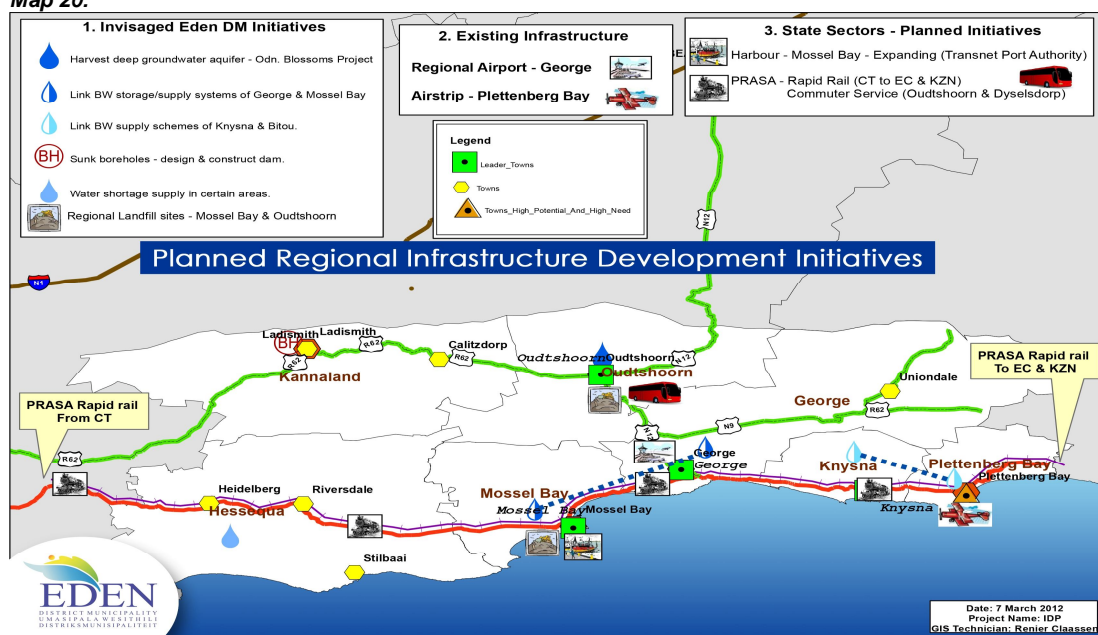
Map 20: Planned regional infrastructure development initiatives indicate the location of the following:

- i) The envisaged five (5) regional bulk infrastructure water supply scheme project
- ii) The envisaged two regional landfill sites in Mossel Bay and Oudtshoorn
- iii) The leader towns and existing key strategic infrastructure in district
- iv) The Mossel Bay harbour

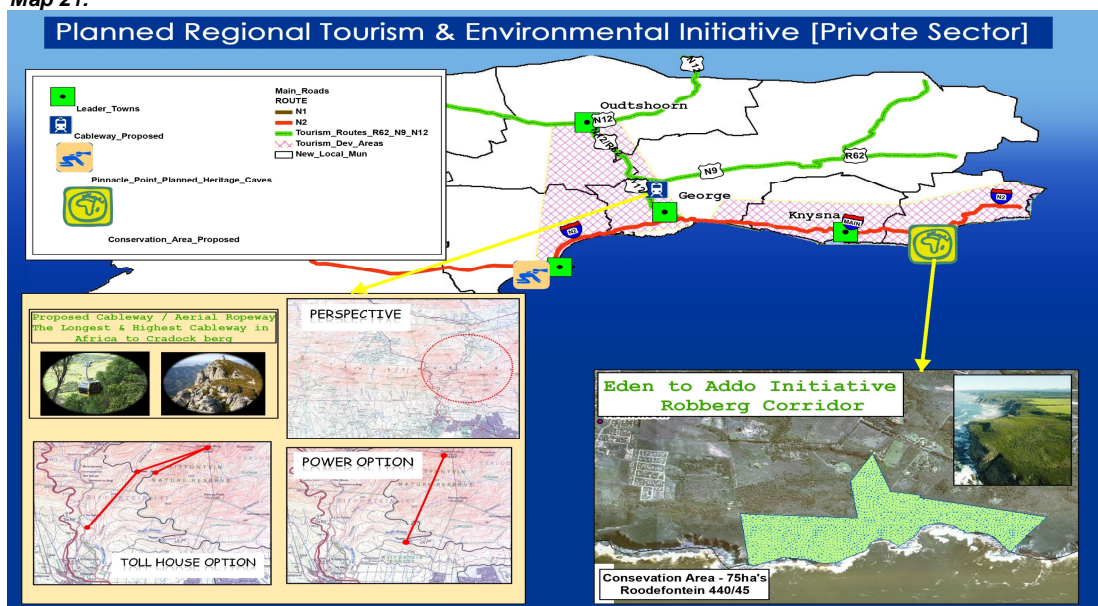
Also reflected on map 21 are the proposed long term initiatives of PRASA and Tourism opportunities by the Transnet Ports Authority



Map 20:



Map 21:



#### 4.5 Passenger Rail Agency of South Africa (PRASA)

In their 2050 Strategic plan PRASA propose rail development options for the country. Envisaged long term projects of PRASA for the Western Cape that would benefit the Eden District include:

- The development of a rapid rail system from Cape Town via the Cape Town International Airport (CTI) to George and Mossel Bay with extensions with the Eastern Cape and Kwa Zulu Natal is considered a high priority by PRASA over the long term (20 years).
- The rapid rail system will see the development of new stations at CTI, Hermanus, Heidelberg, Mossel Bay and George that is considered a high priority over the long term (20 years)
- PRASA is also considering introducing commuter services between Oudtshoorn and Dyselsdorp as a low priority over a short term period (0-5 years). Busses could provide improved links between the two settlements as well as to George.
- The envisaged development of a railway link between Mossel Bay Harbour and Worcester over the long term (20 years).

PRASA's next step is to develop an implementation plan focusing on the priorities identified in their 2050 strategic plan. The implementation of these rail projects could have significant economic and social benefits to the Eden district over the short to longer term.

#### **Overview of the Proposed Private Sector Projects is:**

##### **1. Pinnacle point archaeological site, Mossel Bay**

The proposal is for the declaration of the Pinnacle Point archaeological site as a World Heritage Site and the establishment of a World Heritage site gateway. The gateway could include an amphitheatre/ interpretive centre complex in the old stone quarry at the Point. Can become a major tourism attraction in the region and stimulate the local economy. – What is status of project?

##### **2. Garden Route and Little Karoo Cable way project**

This initiative is to develop and market a Cable way from the Outeniqua Mountains that span the towns of George and Oudtshoorn. It will be longest cable way in Africa. However, the initiative based in this area, will also be a vehicle to market and encourage increased visitor numbers and act a draw card for tourist in the region. The project initiators are currently engaging with various stakeholders to obtain buy-in. Specialised studies will be required as well as pre – construction capital.

##### **3. Eden to Addo corridor initiative, Robberg Coastal Corridor**

Cape Nature is busy developing a Draft Management Plan for the Robberg Coastal Corridor Protected Environment. The strategic level issues have largely been dealt with and site-specific conservation priorities in the landscape must be identified and prioritised for implementation. Map 6 , titled “Planned regional tourism and environmental initiatives (private sector)” reaffirms that some of the key proposed long term projects by the private sector to unlock the district’s environment and tourism potential will be located in leader towns like George, Knysna- Bitou and Mossel Bay.

#### **4.6 The Role of the Urban Edge**

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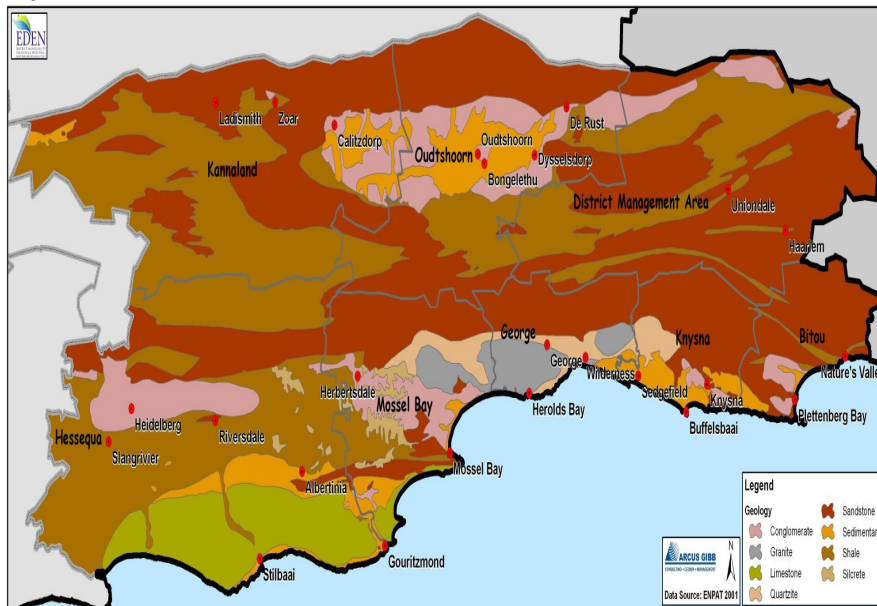
The urban edge is a demarcated line and interrelated policy and guidelines (relating to the management of the urban edge line) that separates urban areas from rural areas. It is critical for local municipalities to define the urban edge.

The following information should be mapped for each settlement in the municipal area for which an urban edge will be demarcated:

- Agricultural land and agri – processing surrounding urban areas
- Rural land, small farms and smallholdings
- Open space (urban and regional) and natural areas
- Rivers and floodplains
- Coastal zones and sea level rise (5m contour)
- Topography and slopes
- Existing planning & growth management
- Heritage resources
- Valuable landscapes
- Zoning, approvals and housing projects
- Transportation Planning
- Service networks and infrastructure

## 4.7 Eden's Natural Environment

Map22:

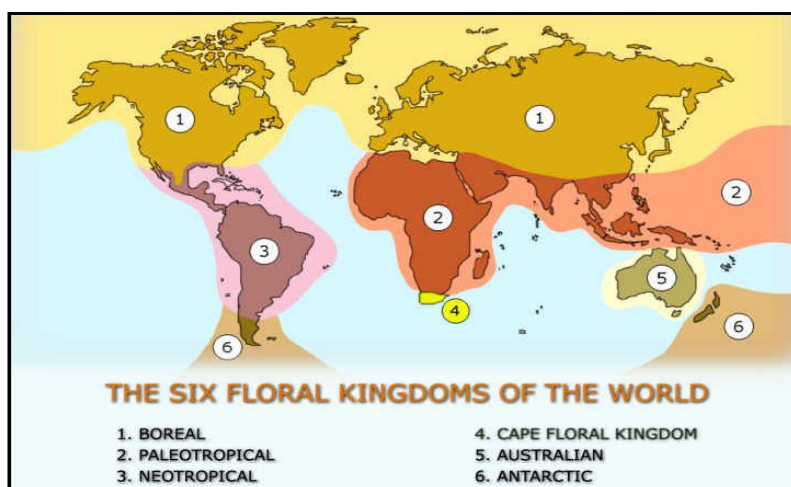


Eden's topography is characterised by variety. Along the shore, fine-grained sandy or pebble/shingle beaches alternate with wave-cut platforms and exposed headlands. There is an extensive coastal platform ranging from 5 – 40 km wide, linking the coastal zone to the foothills of the Outeniqua Mountains. The coastal platform is cut by deeply incised river valleys terminating in estuaries and forming coastal lagoons in places. The Outeniqua Mountains separate the coastal region from the Little Karoo and thus form a natural barrier between the South Cape and the interior.

Eden has a moderate climate. Rainfall occurs throughout the year and varies from 300 mm inland to more than 1000 mm on the coast. The rainfall of the Outeniqua sub-region (Garden Route and George) averages between 700 and 1200 mm per annum. The Little Karoo is the driest region with an annual rainfall of less than 400 mm. Frost seldom occurs in Eden with the general temperatures being moderate. The sea helps moderate temperatures in the coastal zone and coastal platform, but minimum temperatures drop with altitude in the mountains.

## 4.8 Eden Regional Biodiversity

Map 23:



Owing to its broad range of climatic conditions, geology, soils and landscapes, Eden has a very substantial share of global biodiversity within its borders. Our biological heritage is important to us in



many ways – providing us with ecosystem services like clean water, contributing directly to the economy through industries like fishing and tourism, supporting livelihoods by providing food, medicines and building materials and generally improving our health and well-being.

Important driving forces putting pressure on the biodiversity resources of Eden are:

1. Population growth;
2. The demand for economic growth to provide wealth and job creation;
3. Demand for housing and associated services for historically disadvantaged people;
4. Unsustainable extraction of natural resources as a result of poverty or greed;
5. Poor land use practices promoting soil erosion and infestation by invasive alien plants;
6. Altered field fire regimes;
7. Poor waste and pollution management;
8. Climate change; and
9. Lack of understanding

With a total area of 15.1% under formal protection Eden exceeds the national average of 6% considerably.

Fynbos and Renosterveld, important vegetation types in the Eden, require fires to stimulate seed germination, but the fire frequency is important.

In terms of appropriate responses, the mainstreaming biodiversity considerations into socio - economic agendas holds most promise to turn the situation around. It is necessary to:

- Integrate the protection and management of biodiversity resources with all human development by means of regional and national conservation initiatives;
- Build capacity in the areas of conservation assessment, taxonomy, green technology and knowledge transfer;
- Increase capacity in environmental law enforcement, management and education;
- Strengthen existing biodiversity conservation programmes to identify ecosystems, species and genetic resources that are at imminent risk of extinction;
- Implement strong countermeasures to slow down the speed with which the loss of biodiversity occurs; and
- Link biodiversity protection and economic upliftment, as biodiversity protection provides an opportunity for less formal, nature-based community initiatives to act as economic engines and job creators.

#### **4.9 Eden Regional Coast and Estuaries**

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Some 22 estuaries are found along the Eden coast. There are also four fresh-water lakes which constitute the Wilderness Lakes system. Many bird species classified as of conservation concern are reliant on the estuaries for the provision of feeding and breeding areas.

Current problems facing estuaries are pollution, reduced freshwater inputs due to extraction and impoundments in the upstream catchments, habitat disruption, channel modification and siltation issues. Many of these problems are interlinked. Seven of the 12 major estuaries in Eden are considered visually somewhat degraded, but score well in respect of water quality (11 out of 12).

To monitor the state of the Eden coast the following indicators were identified as practicable:

- The number of beaches having been awarded Blue Flag status; and
- Population density change in the coastal zone measured as the number of people recorded during national censuses as living in electoral wards within 20 km of the coast.

Eight major impact categories in the coastal zone of Eden were identified. In the context of responsible drivers and pressures, they are:

- i) Rampant coastal development, ribbon and leapfrog development lead to job losses in the agricultural sector, expensive infrastructure solutions, loss of biodiversity resources, and loss of the scenic qualities of the Eden coast, one of its main marketing features.
- ii) Modification of freshwater runoff leads to catchment issues of rivers feeding estuaries, change of estuary mouth dynamics, nutrient and energy flows, and the loss of biodiversity and conservation resources.
- iii) Non-extractive recreational activities, incl. boating, off road vehicles cause disturbance of breeding animals (e.g. water birds), pollution, trampling of sensitive vegetation, increased fire risk and bow wave wake damage to estuary shores.
- iv) Harvesting of marine living resources, fishing, by-catch mortality and dumping, poaching are implicated in severely threatened line fish and shellfish populations, substrate damage by trawls, incidental mortality of seabirds and marine mammals, and insufficient food for predators.
- v) Current waste management practices cause: litter pollution of beaches and estuary shores, deterioration of water quality, toxic effects in wildlife, fish and invertebrates, and the loss of scenic qualities.
- vi) The presence of alien invasive species leads to the disruption of natural sand transport patterns, biodiversity losses and knock-on socio-economic impacts.
- vii) Climate change, global warming, sea level rise bring flooding of coastal properties, regime shifts (e.g. Sardines to Anchovies), even radical changes to the recruitment success of certain marine species.
- viii) Unsustainable mariculture practises are responsible for eutrophication, the introduction of invasive species and the spread of disease.

#### **4.10 The Eden Region's Climate**

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There is general scientific agreement that the world is now warmer than at any time in the last 1000 years, and that the cause for this warming is due to human activities. Eden is at risk from projected changes in rainfall pattern and warming induced by changes in the global energy balance and atmospheric water balance.

Due to climate change it is predicted that certain areas of the Eden district will become more prone to drought, while other areas might be facing increasingly frequent and severe storms and possible flooding (as has been evident in the last few years).

# **CHAPTER 5**

## **Eden District Municipal Sector Plans**

## 5. Introduction

In order to ensure further alignment of municipal strategies and objectives with those of provincial and national government departments, it is required that certain primary and secondary sector plans are in place.

This chapter aims to provide an oversight of the Eden District Municipality's sectoral plans that will direct its mandate to the achievement of its regional goals and objectives.

The following table provides an indication of the current stance of the municipality's sector plans in place:

Sector	Eden Sector Plans and strategies	Status
<b>Spatial Planning and Development</b>	Eden Spatial Development Framework	Approved in 2009
<b>Transport</b>	District Integrated Transport Plan	Compiled in 2010
<b>Sanitation</b>	District Mobility strategy concepts	Compiled in 2011
	Eden Sanitation Master Plan	Compiled in 2011
<b>Water</b>	Bulk Regional Wastewater Master Plan	Compiled in 2010
	Bulk Regional Water Supply Master Plan	Compiled in 2011
<b>Disaster Management</b>	Eden Disaster Management Strategy	Compiled in 2007
<b>Air Quality Management</b>	Eden Air Quality Management Plan	Compiled in 2007
<b>Environmental Management</b>	Eden Integrated Environmental Policy and its five sectoral strategies	Compiled in 2009
<b>Waste Management</b>	Integrated Waste Management Plan	Compiled in 2007
<b>Economic Development</b>	Eden Local Economic Development Strategy	Adopted in 2012
<b>Tourism</b>	Eden Tourism Marketing and Development Strategy	Review process
<b>Strategic Support</b>	Employment Equity Plan	In Review process
	Workplace Skills Plan	In Review process
	Eden Communications Strategy	In Review process
<b>Social Development</b>	Eden HIV/Aids/TB policy	Compiled in 2009
	Eden Youth Policy	Draft in 2010
	Eden Disability Strategy	Draft in 2011
	Eden District Wide Safety Strategy	Draft December 2010

### 5.1 Eden DM Spatial Development Framework (Support will be provided by DLG with the review process)

Section 26 of the Municipal Systems Act, 2000 (Act 32 of 2000) emphasize that one of the key components of a municipal IDP is a SDF which must include the provision of basic guidelines for a land use management system for the municipality. This guide to strategic municipal physical and spatial development was adopted by the Eden District Municipal Council in September 2009. The underlying aims of this SDF are to achieve integrated, sustainable and equitable social and economic development across the district. It consists of two plans the Natural Resource Framework and the Settlement and Citizens Framework. The following challenges were identified in the 2009 SDF:

Area	Key Challenges
<b>Natural Environment</b>	<ol style="list-style-type: none"> <li>1. Recurring natural disasters</li> <li>2. Poor access to markets</li> <li>3. Competition for and uncertain water supply</li> <li>4. Pressure for the development of agricultural and forestry landscapes</li> <li>5. Development pressure in agricultural and urban areas</li> </ol>
<b>Settlement and Services</b>	<ol style="list-style-type: none"> <li>1. Competition between local municipalities for investment</li> <li>2. Decay and decline in hamlets</li> <li>3. Inappropriate “rural” development</li> <li>4. “Un”-credible urban edges and low density development</li> <li>5. Poor access of rural communities to services and facilities</li> <li>6. Competition between maintenance and new infrastructure costs</li> <li>7. Poor secondary network of routes</li> <li>8. Uncertainty with regards to the timing and alignment of the proposed N2</li> <li>9. Uncertainty with regards to the future use of the railway lines</li> <li>10. Insufficient access to the Eden District (airport and harbour)</li> <li>11. Uncertain electricity supply</li> <li>12. Demand for a regional landfill site(s)</li> </ol>
<b>Space Economy</b>	<ol style="list-style-type: none"> <li>1. Mismatch of skills and skills gap</li> <li>2. Need for more job creation in the primary economic sectors</li> <li>3. Drop in demand in the construction sector</li> <li>4. Need for growth in the Transport, Storage and Communications Sectors</li> <li>5. No growth potential in financial, insurance, real estate and business services</li> <li>6. Need for growth in community social and personal services</li> </ol>

## 5.2 Eden DM Local Economic Development Strategy

The revised Eden LED strategy aims to enhance the local business and competitive environment and thus increase sustainable growth and development in the area and ensure that this growth is inclusive of all communities. It will focus on identifying the current resources and infrastructure that is available within the local municipal area and the skills that are available to assess what still needs to be done in order to allow for the growth of the economy and generate opportunities for all the stakeholders.

Important to note is that the current Eden GDS Strategy (2006) was used as base document on which to build the credible district LED so as to ensure that valuable information was not lost in the process.

The LED Objectives are as follows:

1. Regional business retention and expansion
2. Co – ordinate regional infrastructure
3. Increase bilateral trade and investment
4. Increase skills and economic development through institutional support
5. Enabling an Environment for Economic growth through procurement
6. To increase the regional Tourism competitive advantage
7. Sport investment and Development

In the implementation plan the timeframes for the proposed LED projects are spread over the short, medium and long term. The LED strategy notes that it is important to start with the projects which are shorter in term to gain economic credibility, as most of the longer term projects is dependent on the shorter ones to be completed first.

The strategy also recommends that projects are implemented simultaneously, within proper project planning, management, capacity, budget and timeframe, to ensure successful project implementation.

The following table provides for the project applications for the 2013/2014 financial year:

Project	Requested funding		
	2013/2014	2014/2015	2015/2016
Train and Gain Interactions	50 000.00	70 000.00	90 000.00
Regional Investment Marketing Publication	100 000.00	150 000.00	200 000.00
Regional Business Mentorship Programme	100 000.00	150 000.00	200 000.00

It must however be noted that the final allocation mainly depends on the availability of funds.

### 5.3 Eden DM Tourism Marketing and Development Strategy

In a meeting with the local tourism offices on 28 February 2012 it was decided that the Tourism Unit of Eden District Municipality in collaboration with the local tourism offices will compile a whole new Garden Route and Klein Karoo Tourism Marketing and Development Strategy. This document is now in its final phase and readily available for Council adoption.

Key performance areas of the new document:

- Domestic destination
- International destination
- Consumers,
- international guests relations,
- E – marketing
- Joint marketing agreements
- Emerging markets
- Penetration of markets (existing and new)
- Public relations and communications

### 5.4 Eden DM Air Quality Management Plan

The Eden District Municipal Air Quality Management Plan (AQMP) was drafted and adopted by in 2007 and is currently in its review phase. Currently, Eden is the only municipality in the Eden region that has an Air Quality Unit, which consists of two officials. The main legislative function is the licensing of listed activities as contemplated in the Air Quality Act, 39 of 2004.

In order to achieve its vision, the following key objectives were identified by the municipality:

- Formalise air pollution control function in the EDM
- Compile an emissions inventory for the region
- Air quality monitoring
- Meteorological monitoring
- Dispersion modeling facility
- Capacity building within the EDM
- Centre of expertise
- Spirit of cooperation
- Law enforcement
- Dissemination of information
- Air quality impacts in town and regional planning activities
- Regional waste management strategy
- Review of the air quality management plan

## **5.5 Eden DM Integrated Transport Management Plan (DITP)**

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The Eden DITP was approved by Council, around February – March of 2011. Since then two chapters have been updated but not approved by all B municipalities in the area and referred to the DPLG at the last Integrated Transport Steering Group meeting on 26 March 2013. For that reason, the revision of the DITP could not serve before Council. Subsequently another 3 chapters have been revised during which also needs to be approved by all the B - municipalities before it can be taken up in the DITP.

## **5.6 Eden DM Non – Motorised Transport (NMT) Plan**

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A Non Motorised Transport (NMT) Master plan was prepared in 2007 for the Eden District Municipality by Pendulum. NMT should be included in the local transport plans (LTP), but the minimum requirements for such a plan still needs to be finalised. Negotiations are underway to receive guidelines from national Department of Transport.

The NMT Master Plan identifies, inter alia the following key areas that NMT should address:

- Providing linkages to public transport
- Improving connections between previously disadvantaged communities and established towns.

## **5.7 The Eden DM Mobility Strategy**

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The Eden Mobility Strategy supports the NMT Master Plan in having identified these key areas and therefore the NMT concepts for the mobility strategy are as follows:

- NMT to provide accessibility to areas with limited vehicular access
- Linkages to public transport stops / facilities in rural and urban areas
- Linking local settlements to activity centres (schools, medical centres, etc)

## **5.8 Eden DM Disaster Management Policy**

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The Disaster Management Act, 57 of 2002, National Disaster Management Framework of 2005 and Municipal Systems Act, 32 of 2000 mandates district municipalities to perform a disaster management function. Early 2006, the Eden Disaster Management Section, in collaboration with SRK Consulting compiled a comprehensive and user – friendly Disaster Management Plan and at the same time also conducted a Disaster Risk Assessment for the region.

Some of the main risks identified through the Disaster Risk Assessment, per municipal area are as follows:

The following KPAs were identified and should apply to the Eden District Municipality in its effort to pro – actively prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post – disaster recovery and rehabilitation operations within the Eden District:

1. Creating a sustainable municipal institutional capacity for disaster management
2. Having effective risk reduction strategies
3. Disaster risk management planning and implementation thereof
4. Effective disaster response, relief and recovery
5. Enhancing public awareness and preparedness, disaster risk management research, education and training

6. Evaluating and improving of disaster management implementation in the district municipal area

The Eden District also appointed a Head of Centre and established a fully equipped municipal disaster management centre, MDMC, complete with 24/7 call centre, joint operational (JOC) and tactical centre. From this centre regional Disaster Management Coordinators has been appointed for the Eastern-, Western- as well as Karoo regions and local authorities has been assisted with the compilation of contingency planning for the known threats.

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### **5.9 Eden DM Integrated Waste Management Plan (IWMP)**

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Eden District municipality is responsible to establish regional landfill sites in the district. As a result of this, the Mossel Bay area was identified earmarked for this purpose. An Integrated Waste Management Plan (IWMP) was drafted for the Eden District in 2007 and its review is due in 2012/13 financial year.

An Eden Integrated Waste Management Forum was furthermore also established when the Local Municipalities identified it as a goal in their IWMP and Regional Waste Management Plan. The forum was established as a platform in the region for the Local Municipalities to share information and discuss challenges encountered in performing their specific duties with emphasize on a regional basis.

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### **5.10 Eden DM Bulk Infrastructure Master Plan**

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The June 2011 Eden District Bulk Infrastructure Master Plan for Sanitation provides an inventorial assessment of the sanitation bulk services infrastructure across the district in order to identify regional deficiencies in service provision and thus to facilitate co-ordinate funding procurement.

The scope of sanitation master plan included:

1. Regional Bulk Sanitation Infrastructure needs relating specifically to Wastewater Treatment Works
2. Water Conservation and Water Demand Management opportunities (i.e. re-use).

The master plan considered the immediate needs (2009 to 2013) and medium term needs (2013 to 2020), based on estimated population and economic growth.

Sanitation treatment capacity is exceeded in the Eden district in many cases. The increased waste water flows have outstripped treatment capacity and the result is sub-standard effluent from Waste Water Treatment Works (WWTW) and pollution of the rivers and the environment.

This situation has been further aggravated with the serious drought experienced in the region since 2008 and the limited availability of water (*Source Eden Bulk Sanitation Master Plan, June 2011*). There are a total of 38 waste water treatment facilities that are operated, maintained and managed by the seven local municipalities in the Eden district.

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### **5.11 Eden DM Employment Equity Plan (EEP)**

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Eden has an employment equity plan adopted in 2008 and to date not all of the targets in the plan has been achieved due to the non retention of skilled black professionals. The Eden District Municipality is currently in the finalisation phase of the review of its 2008 Employment Equity Plan.

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### **5.12 Eden DM Regional/Internal Workplace Skills Plan (WSP)**

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Eden has an internal workplace skills plan that is drafted annually. The regional WSP was adopted on 1 December 2011 and is currently in the finalisation phase of its review process.



Regionally it was agreed by Skills Development Facilitators to jointly focus on the following training interventions:

- Life Skills Training
- Minimum Competency Training
- Adult Basic Education
- Road Construction Apprenticeships
- Grader Operator Apprenticeships
- Waste water treatment/Water reticulation/Water purification Apprenticeships
- Electric Mechanical Apprenticeships
- Local Economic Development Training

### **5.13 Eden DM HAST Plan**

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The Eden HAST Plan was developed for the period 2009 to 2011, but it can only realise to its full potential when there is commitment of all stakeholders and role players, as well as sufficient funding for implementation. A more aggressive network strategy is proposed to solicit stakeholder involvement with planning and implementation of the HAST plan. The plan will be reviewed in 2012 in line with the National Strategic Plan. A strategic session took place in March 2012 to commence the process of review.

### **5.14 Eden DM Youth Policy**

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All the local municipalities have an official responsible for youth development. A District Youth policy was adopted by Council in 2011. This policy must be reviewed, but the implementation thereof mainly depends on the availability of sufficient funding.

### **5.15 Eden DM EPWP Policy**

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The Eden EPWP policy aims to provide a framework for the implementation of EPWP related programmes and initiatives within the Eden region. The main objectives of the policy include:

- To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development
- To inform all departments within the Eden District Municipality on how their functions should contribute towards the EPWP programme
- To entrench the EPWP methodology within the Eden District Municipality
- To develop skills within our communities
- To capacitate SMMEs and emerging contractors
- To re-engineer the planning, design and implementation of municipal programmes
- To maximise the percentage of the municipality's budget spend

### **5.16 Eden DM Bulk Water Supply and Wastewater Master Plan**

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The Eden District Bulk Water Supply and Wastewater Master Plan studies that were completed in June 2010 and June 2011 respectively. The Bulk Water Master Plan envisages projects that are B-Municipality specific as well as cross border projects that are envisaged to be implemented on a regional basis. Bulk infrastructure projects, however, are often complex and capital intensive requiring quality feasibility studies before implementation.

# **CHAPTER 6**

## **Eden District Municipality's Institutional Arrangements**

## 6. Introduction

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This chapter mainly focuses its attention on the institutional necessities that will allow the Eden District Municipal Council and administration to achieve its vision, seven strategic goals and related strategies.

### 6.1 Eden DM Powers and Functions

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The Municipal Structures Act, 1998 (Act 117 of 1998) outlines the roles and responsibilities functions of district municipalities. As a district municipality, the Act provides for a range of functions that should be provided by district municipalities. As a district municipality, the Eden District Municipality's exclusively focuses on the following identified powers and functions:

- Integrated Development Planning in the district
- Bulk infrastructure planning
- Solid waste disposal sites
- Provincial roads (agency basis)
- Regulation of passenger transport services
- Municipal health services
- Fire fighting services in the district/Disaster Management
- Promotion of local tourism

### 6.2 Eden Governance Framework

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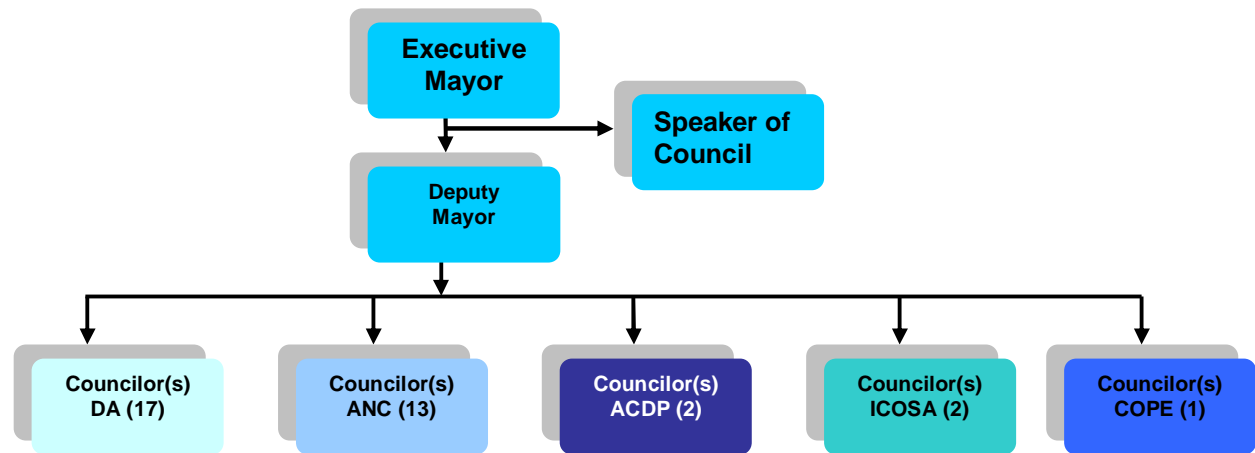
#### 6.2.1 Eden District Municipality's Political Structure

As of August 2012 there were seventeen (17) councillors from the Democratic Alliance (DA) representatives, thirteen (13) from the African National Congress (ANC), and two (2) each from the African Christian Democratic Party (ACDP) and the Independent Civic Organisation of South Africa (ICOSA) and one (1) from the Congress of the People (COPE). The Executive Mayor is Councillor Vernatt (Wessie) van der Westhuizen, Deputy Mayor is Lionel Esau and the Speaker of Council is Doris Nayler. Both these office bearers are members of the DA.

The current Eden District Municipal Council consists of thirty five (35) councilors, of whom fifteen (15) are directly elected by party list proportional representation, and twenty are appointed by the councils of the constituent local municipalities. This component is made up as follows:

Municipality	Number of representatives
George Municipality	6
Mossel Bay Municipality	4
Oudtshoorn Municipality	3
Hessequa	2
Bitou	2
Knysna	2
Kannaland	1

The following diagram provides an overview of the municipal political structure.



## EDEN EXECUTIVE MAYORAL COMMITTEE



**Executive Mayor**  
Cllr Wessie van der Westhuizen



**Executive Deputy Mayor**  
Cllr Lionel Esau



**Eden Speaker**  
Ald. Doris Nayler



**Chairperson  
Financial Services**  
Cllr Johann Koegelenberg



**Chairperson  
Management Services**  
Cllr Henry Mc Combi



**Chairperson  
Corporate Services**  
Cllr Tertius Simmers



**Chairperson  
Poverty Alleviation &  
Rural Development**  
Cllr Sharon May



**Chairperson  
Local Economic  
Development**  
Cllr John Maxim



**Chairperson  
Support-and Technical  
Services**  
Cllr Johan du Toit

## Councillors



Cllr J Harmse  
African National Congress



Cllr MM Mbali  
African National Congress



Cllr LN Qupe  
Democratic Alliance



Cllr MN Tanda  
African National Congress



Cllr C Ngalo  
African National Congress



Cllr P van der Hoven  
African National Congress



Cllr R Johannes  
Democratic Alliance



Cllr S de Vries  
African National Congress



Cllr D Xego  
African National Congress



Cllr S Mbandzi  
African National Congress



Cllr T Teyisi  
African National Congress



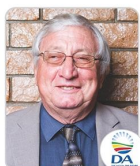
Cllr NC Booisen  
Democratic Alliance



Cllr B Linden  
ICOSA



Cllr JG Janse van Rensburg  
Democratic Alliance



Cllr JA Gerber  
Democratic Alliance



Cllr GC Niehaus  
Democratic Alliance



Cllr H Floors  
Democratic Alliance



Cllr NP Ngemetsu  
Democratic Alliance



Cllr CMA Skiekat  
Democratic Alliance



Cllr D Abrahams  
African National Congress



Cllr W Meshon  
ICOSA



Cllr D van Rensburg  
ACDP



Cllr M Fielies  
African National Congress



Cllr V Waxa  
African National Congress



Cllr N Binyi  
African National Congress



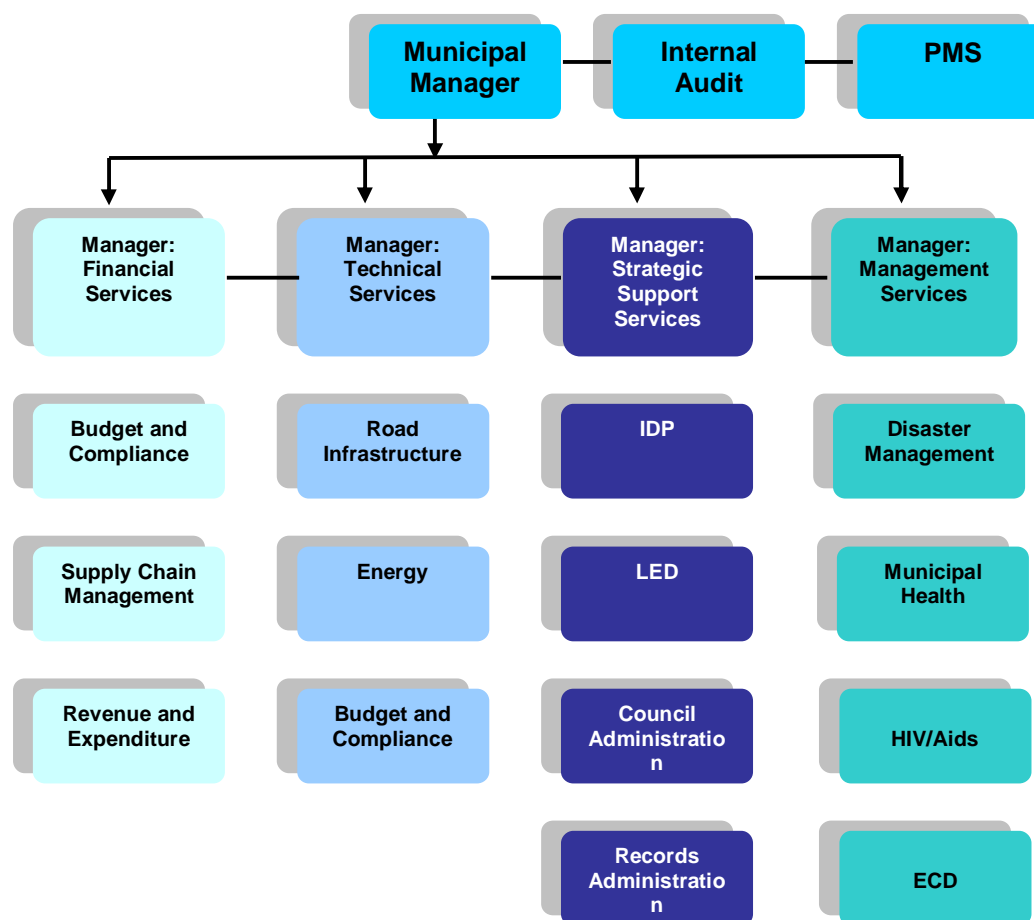
Cllr N Ndayi  
Democratic Alliance



## 6.2.2 Eden District Municipality's Macro Organisational Structure

Nation wide municipalities are continuously challenged with the task to fulfill their developmental mandates. In response to this and due to its financial uncomfortable position, the Eden District Municipal Council and administration in collaboration with the labour sector identified the need to restructure and transform its current organizational structure into a vehicle that is geared to deliver on its strategic goals and objectives. Going hand in hand with the organizational restructuring process, was the municipality's budgetary situation. This in fact led to the drafting and implementation of a Council Placement Policy. The initial idea with this policy is to identify the municipality's core function as a District Municipality and from there relocate the human capacity needed to fulfill Council's developmental mandate into available vacant positions.

Currently the Eden Macro Structure is as follows:





## EDEN EXECUTIVE MANAGEMENT



**Municipal Manager**  
Godfrey Louw



**Executive Manager  
Support Services**  
Trix Holtzhausen



**Executive Manager  
Management Services**  
Clive Africa



**Executive Manager  
Technical Services**  
Hans Ottervanger



**Chief Financial  
Officer**  
Louise Hoek

The role out of the municipality's strategic mandate mainly depends on the availability of competent administrative leadership. It could be reported that the Eden District Municipality, to give effect to its vision and strategic goals filled all vacant positions on its macro structure.

### 6.3 Summary

The Constitution makes provision for the roles and responsibilities of both B and C Municipalities. As a district municipality, the Eden District Municipality's mainly focuses on the following identified powers and functions:

- Integrated Development Planning in the district
- Bulk infrastructure planning
- Solid waste disposal sites
- Provincial roads (agency basis)
- Regulation of passenger transport services
- Municipal health services
- Fire fighting services in the district/Disaster Management
- Promotion of local tourism

The current political leadership, led by Councilor Wessie van der Westhuizen, consists of thirty five (35) councilors. The Municipal Manager, Mr. Godfrey Louw, is the Head of the Municipal administration and is supported in the achieving of his functions and responsibilities by the CFO, Executive Manager: Strategic Support Services and Executive Manager: Technical Services.

# **CHAPTER 7**

## **Eden District Municipality's Development Strategies**



## 7. Introduction

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This chapter aims to provide an overview of the Eden District Municipality's vision and mission, the challenges experienced by the municipality, its developmental strategies per strategic goal as well as the horizontal and vertical alignment of the municipality's strategic goals and objectives.

### 7.1 Eden District Municipality's Vision, Mission and Value Principles

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<b><u>Vision:</u></b>  "Eden, a future empowered through excellence"	
<b><u>Mission:</u></b>  The Eden District Municipality as a category C local authority strives, to deliver on our mandate through: <ul style="list-style-type: none"><li>• Providing strategic leadership and coordination to B-municipalities in the district within our resources available;</li><li>• Executing integrated development planning in collaboration with sector departments and service organisations; and</li><li>• Upholding the principles of good governance in pursuit of excellence as a regional leader in local government</li></ul>	
<b><u>Eden Values:</u></b>  Integrity  Excellence  Caring (Ubuntu)  Respect  Resourceful  Batho Pele	<b><u>Eden Strategic Goals:</u></b>  1.Healthy and socially stable communities  2.Build a capacitated workforce and communities  3.Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets  4.Promote sustainable environmental management and public safety  5.Promote good governance  6.Ensure financial viability of the Eden District Municipality  7.Grow the district

The achievement of its 2017 vision is accompanied by certain key elements: These include inter alia:

Concept	Description
Eden	Represents the entire jurisdiction of the district, including the seven B municipalities
Future	Changed environment, well being of citizens, growth and development
Empowered	Training and development, education, economic growth, job creation, self reliance, enabling environment, mentorship, working together, facilitate
Excellence	Service delivery, customer care, innovation, political stability, integrated planning

## 7.2 Eden District Municipality's Internal SWOT Analyses

The following table provides an overview of the Eden District Municipality's key strengths, weaknesses opportunities and main threats and was based on the municipality's seven strategic goals of:

Strengths	Weaknesses
Adopted 2012 – 2017 Strategic Plan Strong management team New Management Structure in place Highly skilled technical experts Intergovernmental Relations Forums established and functional Directional, primary and secondary sector plans in place Excellent municipal financial policy base Performance Management System (PMS) functional Municipal Audit Committee established and functional Functional relations national and provincial spheres of government Functional district departmental/sectoral forums Highly committed administration Good ICT Infrastructure Eden Disaster Management Centre operational High capacity B – Municipalities residing in the district Access to LGSETA grants	SDF to be reviewed Constant changes in administrative leadership Budget not fully cash backed Lack of internal communication Lack of automated systems Inclusion into local developments to finance related matters Staff capacity to extend support to B – Municipalities due to limited financial resources Senior Manager: Technical Services not yet appointed
Opportunities	Threats
Growing as the country's leading district municipality GRAP Compliant Budget Expansion of capacity support to B – Municipalities Review 2009 SDF as a guidance to next generation of IDPs Utilising the geographical position and natural endowments to enhance the district economy Income generation opportunities through Eden Shared Services model Improved relations with B – Municipalities and Sector Departments	Future of district municipalities Political instability Negative municipal publicity Service delivery protests

### 7.3 Eden District Municipality's Development Challenges Per Strategic Focus Area

<b>Financial Management</b>
Dependency on government grants
Limited income sources
High salary component of municipal budget, 50% vs norm of 35-38%
Re-determine the roles and functions of the district and concentrate on core mandate
<b>Social Development</b>
Currently the district doesn't have formal legal Agreements/MOU's with any private organisation to address Social challenges. We do however have a legal responsibility to work together with all Government Departments according to the Inter-Governmental Relations Framework Act. We also have active relationships with most of the NGO's/ CBO's within the Eden District Municipality, responsible for Child Care, HIV/AIDS and other social activities. NGO's like the Lions Club, Penny Pinchers etc. regularly engage with us in some Social development projects like the Sakingomso Crèche
<b>Municipal Health</b>
The water quality monitoring, waste management, food control, environmental pollution control and surveillance and prevention of communicable diseases need special attention to minimize our burden of diseases within our region
<b>Poverty Alleviation</b>
This programme can only continue with the commitment of all stakeholders, as well as the necessary funding to enable sustainable action
<b>HIV/Aids</b>
The Eden HAST Plan was developed for the period 2009 to 2011, but it can only realise to its full potential when there is commitment of all stakeholders and role players, as well as sufficient funding for implementation
<b>Youth Development</b>
A District youth structure was functioning in the region until early 2011, but a major challenge was experienced with commitment of members which led to the non-functioning of the structure
<b>Disabled and Aged</b>
There is currently no district disability strategy in place due to budget constraints, but the developing of such a strategy remains a priority and must be addressed as soon as funding becomes available
The district would like to continue supporting existing Non-Governmental Organisations who are focusing specifically on the wellbeing of the aged, but funding is currently a challenge
<b>Local Economic Development</b>
The district economy must diversify, to strong focus on primary sectors with no value adding
The burden of the disease (such as TB and HIV/AIDS), threatening the available resources and skills and an increase in drug related crimes
Freight and rail transport is under utilised
Eden is a water stressed area and effective water demand management is needed to enhance long term sustainable development in the district
Lack of financial support to SMME's by Banks
<b>EPWP</b>
Political Buy-in
Review each Municipality's ownership status of the Programme
EPWP Institutional Arrangements within the current Structures / Organogram of each Municipality
To reach the job creation targets as set out in the Municipal Protocol Agreement
Project reporting and data capturing on the National EPWP Data System WBS / Kwantu / MIS System
<b>Infrastructure</b>
Cost of water because of number of indigents and the rising cost of water due to sophistication of water treatment plans. One approach to alleviate untenable water cost is to increase available surface water supply sources in the medium term. An additional option is utilise available ground water sources in the region in the medium term (10-15 years)

Water demand management should be integrated in the municipal water supply management systems of all municipalities
Extreme climatic conditions of the Southern Cape yield droughts and floods on a regular basis. The design of infrastructure to augment bulk water supply should take cognizance of this phenomenon to mitigate floods and droughts
Equitable distribution of water to all major user groups such as agriculture, forestry, eco-systems, urban water is a medium to long term challenge in the district
<b>Waste Water and Sanitation</b>
Reliable data on sanitation backlogs in the rural areas is not available
The challenge in waste water treatment plans in especially the rural areas relates to the treatment capacity of the facility coupled to the available operating expertise. Very often this leads to poor performance in terms of the Department of Water Affairs (DWA) green drop rating system
To as far as possible utilise the potential energy in the waste water treatment plans as a source of electricity supply
The provision of funding for maintenance of sanitation units in rural and urban areas is lacking in municipal budgets
<b>Transport</b>
Lack of non-motorised transport in district
Lack of public transport in district
Under utilised rail transport
Under utilised airport infrastructure
Lack of funding
High poverty index and the affordability of public transport by the poor
Extent of district municipality
Low density of populations and its implication to implement a cost effective transport service
<b>Disaster Management</b>
According to the Section 78 investigations done by Mr. Roy Steele and Associates in 2006 the District has to employ 160 Fire Fighting personnel to render the minimum required service. Currently only 90 Fire Fighting personnel has been employed to render a 24/7 service at 10 fire stations and more than 50% of this staff has been done on a contractual basis. Further the District has no Fire fighting training academy; therefore the statutory obligation in this regard cannot be met
The only way to address the backlog in Fire and rescue capacity would be to do a major capital investment in the service
Both the regional radio network as well as the regional early warning system projects were shelved during the 2010/2011 book year due to funds allocated for the execution of these projects being diverted to other projects. The completion of both these projects is essential
Currently the Eden Fire and rescue service do not render fire services in accordance to the SANS codes. Although the fire service footprint has been increased over the last 2-3 years in order to ensure better response capability, the staffing of stations is on average 50% below the National norm and most of the vehicles and equipment is more than 40 years old, aged and in need of replacement
<b>Waste Management</b>
Insufficient landfill space to accommodate the rapid growth in waste generation in the Eden District
Saving landfill and transport cost by diverting waste from landfill introducing conversion technologies which include minimization of waste
Upgrading of existing Landfill Facilities to comply with legislation and to ensure a healthy environment
Address the insufficient budgeting that exists in Municipalities towards Waste services and management
Extend the existing waste management awareness and education programs to all the residents of the Eden District
Budgetary constraints
<b>Air Quality Management</b>
Budgetary constraints
Lack of personnel and administrative support staff
Capacity building and training- (training programmes, SETA funding for air quality training and interaction through forums
Lack of monitoring equipment- makes provision in budgets, municipalities and Provincial and

National to assist each other. Monitoring equipment is very expensive. All the authorities should work in collaboration to budget for equipment, resources, personnel, etc. Ring fencing of air quality income, like the licensing fees
Designation of Environmental Management Inspectorate to enforce the NEMA legislation.
Lack of support from the Department of Environmental Affairs (DEA).
Town planning that doesn't take the environment into consideration when new developments are proposed
Location of informal settlements (housing developments) next to factories or offensive trades
Illegal burning, illegal processes, lack of by-laws at municipal level
<b>ICT</b>
Concerns among decision makers that reporting systems is not fulfilling their expectations in a cost-effective manner
Political influences/differences between authorities
Disparate systems within provinces, districts and municipalities i.e. payroll, general Ledger, billing and debtors, asset management, creditors, inventory and other systems
Duplicate initiatives – example Geographical Information Systems
Little or no interoperability of applications
<b>Internal Audit</b>
To ensure that the Internal Audit division is fully capacitated in terms of: Warm bodies and certification of staff and professional development
<b>Performance Management</b>
The Unit is currently experiencing a staff shortage
Budget constraints
<b>Shared Services</b>
Continued support and buy-in from all the B-Municipalities
Concerns among decision makers that reporting systems is not fulfilling their expectations in a cost-effective manner
Political influences/differences between authorities
Disparate systems within provinces, districts and municipalities i.e. payroll, general Ledger, billing and debtors, asset management, creditors, inventory and other systems
Duplicate initiatives - example Geographical Information Systems
Little or no interoperability of applications (within or between municipalities)
Budget constraints
Change management

## 7.4 Eden DM Development Thrusts per Strategic Goal



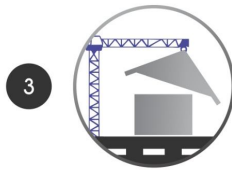
National KPA: 1	Basic Service Delivery	
Eden KPA:	Social/ Municipal Health	
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014
<p>Establish healthy communities by assisting to reduce child mortality and increase life expectancy in the district</p> <p>Assist to reduce the poverty incidence in the district through coordinating &amp; implementing social development programmes in collaboration with sector departments and municipalities</p>	<ul style="list-style-type: none"> <li>Implement municipal health services in terms of the 9 KPA, Health Act &amp; Scope of Practice</li> <li>Strengthen NGO and other partnerships and support social development forums</li> <li>Implement the Eden HAST plan</li> <li>Review of HAST plan (2012/13)</li> <li>Early childhood development (ECD)</li> <li>Develop District Disability strategy</li> <li>Support to elderly</li> <li>Implementation of youth policy</li> <li>Social development research (post graduates, tertiary institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Caring for the aged</li> <li>Youth living with disabilities: life skills projects Disability awareness programme: sensitisation training</li> <li>Leadership development programme for woman</li> <li>Provision of equipment and educational materials to early childhood development facilities</li> <li>Moral regeneration programme</li> <li>Integrated waste management plan</li> <li>Aids and teenage pregnancies - Eden District Youth Development Policy)</li> <li>Operational plan - Eden District Youth Council (EDYC)</li> <li>Youth street soccer sport challenges: year 1 Knysna municipality (1st 6 months) / Kannaland municipality 9 remaining 6 months)</li> <li>Eden DM substance abuse awareness programme (ward-based)</li> <li>Eden district HAST</li> <li>Food security</li> </ul>





Build a capacitated workforce  
& communities.

National KPA:	Institutional development and transformation	
Eden KPA:	Capacity Building	
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014
<p>To contribute towards the human resource development of Eden DM staff and the broader community through training programmes, internships and mentorships.</p> <p>To forge local partnerships with tertiary institutions, the B-municipalities and sector departments to increase the skills levels in the district with a special focus on the vulnerable groups (Women, youth, the aged and disabled)</p> <p>To implement municipal transformation and institutional development</p>	<ul style="list-style-type: none"> <li>Assist to establish an Eden Education Forum</li> <li>Municipal transformation and institutional development</li> </ul>	



Conduct regional bulk infrastructure planning, implement projects, roads maintenance & public transport; manage & develop council fixed assets.

National KPA:		Basic service delivery	
Eden KPA:		Bulk Services, Roads and Public Transport	
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014	
Execute regional bulk infrastructure planning, and implementation of projects	<ul style="list-style-type: none"> <li>Update and Implement the Eden Bulk Infrastructure Master Plans</li> <li>Renewable energy options</li> <li>District Mobility strategy</li> <li>Coordinate/Facilitate implementation of the District Integrated Transport Master plan (DITP)</li> <li>Support the creation of a cost effective rail system</li> <li>System of implementing AARTO, law enforcement, information systems (road signs &amp; markings)</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Transport Planning</li> <li>Rural roads asset management system</li> <li>Bulk water infrastructure</li> <li>Bulk Water-Augmentation Feasibility studies</li> <li>EPWP Programmes</li> </ul>	
Reduce road infrastructure maintenance backlog by 15%			
Coordinate the modal shift from the use of private transport to the use of public transport			
Institute mechanisms that support the move of freight from road to rail			
Create an environment to increase road traffic safety			



Promote sustainable environmental management & public safety.

National KPA: 1		
Eden KPA:		
Environment and Public Safety		
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014
To conserve and protect the district's natural environment by implementing initiatives that prevents environmental degradation	<ul style="list-style-type: none"> <li>Implement the Integrated Waste Management (IWM) Plan</li> <li>Review the Integrated Waste Management (IWM) Plan (in 2012/13 years)</li> <li>Implement Air Quality Management (AQM) plan</li> <li>Review Air Quality Management (AQM) plan</li> <li>Develop and implement the Coastal Management Plan</li> <li>Identify a Bio-sphere domain for the Garden Route initiative</li> <li>Climate change adaption and mitigation</li> <li>Implementation of Fire Breaks</li> <li>Develop and implement an effective severe weather SMS early warning system in collaboration with SA Weather Service</li> <li>Develop an effective early warning system for seismic events in collaboration with Council for Geo-science</li> <li>Render fire services to B-municipalities on a shared services basis</li> <li>Facilitate and coordinate fire and emergency response</li> </ul>	<ul style="list-style-type: none"> <li>Mossel Bay regional landfill site: land purchase</li> <li>Mossel Bay Regional Landfill Site: Public, Private Partnership Procurement</li> <li>Air Quality Modeling Program for the Eden District Municipality</li> <li>Air Quality Sampling</li> <li>Commissioning of weather station in the Eden Region</li> <li>Eden District Municipality mitigation and adaption plan to climate change (MAP)</li> <li>Environmental education projects</li> <li>Van Wyksdorp greening / composting and food garden</li> <li>Protection of coastal and river corridors and blue flag</li> <li>Protection of river corridors</li> <li>Small farmers vegetable garden project</li> <li>Informal food traders training</li> <li>Health and hygiene awareness: General Food Trading</li> <li>Provision of 300 water tanks to farm worker households Klein Karoo region</li> <li>Health and hygiene programme</li> <li>Disaster social</li> </ul>
Render disaster management and emergency services by ensuring legal compliance with regards to disaster management centre and ensuring that fire and rescue services are delivered in compliance with the South African National Standards code		
Promoting a healthy and green environment by implementing awareness programmes in collaboration with external partners		

	<ul style="list-style-type: none"> <li>related training</li> <li>Strengthening relations with Working on Fire and SC Fire protection Association</li> <li>Implement the district Disaster Management initiatives</li> <li>Environmental awareness programmes in liaison with partners &amp; civil society, NGO's, SANBI, Biosphere reserve and research institutions</li> </ul>	<ul style="list-style-type: none"> <li>assistance</li> <li>Health Education</li> </ul>
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Promote good governance.

National KPA: 5	Good Governance and Public Participation	
Eden KPA:	Good Governance	
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014
To advance communication between internal and external role-players through effective intergovernmental relations (IGR)	<ul style="list-style-type: none"> <li>Develop and implement a district communication strategy</li> <li>Coordinate the functioning of District IGR forums</li> <li>Follow an inclusive process to develop the District Integrated Development Plan (IDP)</li> <li>Provision of ICT infrastructure, systems and support</li> <li>Implement the Performance Management System</li> <li>Re-engineer the District Shared Services Model</li> <li>Implement Shared Services initiatives</li> <li>Identify SS initiatives</li> <li>Finalise the SLA per initiative</li> </ul>	<ul style="list-style-type: none"> <li>Review of District IDP process</li> <li>District IGR newsletters</li> <li>Communication material</li> <li>IT infrastructure</li> <li>GIS support to B - Municipalities</li> <li>Coordination of IGR within the region</li> <li>Development and implementation of Eden Funding Mobilisation Strategy</li> <li>Maintenance of Council buildings</li> </ul>
Institutionalise performance management through-out the entire organisation		
Manage the strategic property portfolio of Council through the development of suitable strategies		
Enhance the district's coordination and strategic enabler role through the implementation of "Shared Services" with the B-municipalities		



Ensure financial viability of  
the Eden District Municipality.

<b>National KPA: 4</b>		
<b>Eden KPA:</b>		
<b>Financial Viability</b>		
<b>Pre-determined Objective/s</b>	<b>Strategies</b>	<b>Budgetary application 2013/2014</b>
Enhancing resource and funding mobilisation from external sources to ensure more funds are available for the implementation of core functions and extended municipal mandates	<ul style="list-style-type: none"> <li>• Procure services of an external fundraiser</li> <li>• Develop a fundraising strategy</li> <li>• Implement the fundraising strategy</li> <li>• Implement financial management and planning reforms</li> <li>• Annual review of financial policies</li> <li>• Create platform for interdepartmental collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Review of the budget and budget related policies</li> <li>• Eden Supply Chain Management and procurement</li> <li>• Internal Municipal Audit function</li> </ul>
Institutionalising effective and cost efficient financial administration through financial reforms		
Find/ investigate innovative ways of increasing additional sources of funding		



Grow the District Economy

National KPA: 3	Local Economic Development	
Eden KPA:	Local Economic Development	
Pre-determined Objective/s	Strategies	Budgetary application 2013/2014
Facilitate a conducive environment to stimulate Local Economic Development (LED) in the District	<ul style="list-style-type: none"> <li>• Support relevant economic forums</li> <li>• Create an enabling environment for LED through municipal policies and processes</li> <li>• Coordinate the EPWP program on district level</li> <li>• Implement the tourism marketing and development strategy</li> <li>• Turnaround strategy for municipal resorts</li> <li>• Investigate tourism marketing options (utilise latest technology)</li> <li>• Request National Department to appoint SP to draft Strategic plan for Eden region</li> </ul>	<ul style="list-style-type: none"> <li>• Regional tourism booklet</li> <li>• Tourism Indaba</li> <li>• Tourism development initiatives</li> <li>• Business Retention And Expansion Program</li> <li>• South African Tourism - Indian Road show</li> <li>• Tourism trade shows and exhibitions</li> <li>• Tourism development - ABSA Eden cater care training</li> <li>• Train and gain interactions</li> <li>• Regional investment publication (in collaboration with WESGRO)</li> <li>• Regional business mentorship programme</li> <li>• Maintenance of municipal resorts</li> </ul>
Facilitate tourism marketing in the district by forming partnerships with Local Tourism Organisations (LTO's)		

### 7.5 Eden DM Current Initiatives per Municipal KPA



Good Governance	Capacity Building	Bulk Services, Roads and Public Transport	Financial Viability	Environment and Public Safety	Local Economic Development	Social/ Municipal Health
1.The Eden Draft Delegation Register was drafted and sent for review on 07 November 2012	1.Review of Eden Employment Equity Plan	1.Integration of Bitou and Knysna Bulk Water Supply	1.Submission of section 71 of the MFMA reports to Council	1.Implement all safety issues raised during Health and Safety Committee meetings	1. Hosted a tourism awareness workshop conducted by B municipalities meetings	1.Monitored and took samples 82 at food premises
2.The municipality aims to comply with all the relevant legislation	2.Review of Skills Development Framework	2. Review the Regional Integrated Transport Plan 80% completed	2.Inspect financial ratios	2.Support and implement environmental awareness programmes	2.Tourism booklets	2.Monitored the quality of waste water through
3.Implement correctives measures as identified in internal audit reports the reduce risk areas		3.Improve the maintenance of roads	3.Approve sound and authorised expenditure	3. Develop a Response SOP	3.Develop a tourism marketing and development strategy for the region	3. Monitor the air quality to enforce air quality compliance
4.The execution of all investigations in prescribed timeframe	3.Learnership programme in collaboration with Petro SA	4.Coordinate bi-monthly Eden Public Transport Technical and Steering Committee Meetings	4.Monitor and report on the performance of all service providers	4.Implement climate change adaptation and mitigation initiatives	4.Attend Tourism Indaba 2013	4.Conduct 110 farm inspections
5.The managing of internal municipal risks	3.Submit quarterly training reports to LGSETA	5.Effective roads capital spending	5.Update the actual results of the targets set on the SDBIP system	5.Establish Joint Operation Disaster management Systems	5.Coordinate business retention and expansion surveys	5.Conduct 1180 inspections at food production and/or handling sites
6.Engage with the trade unions on LLF agendas		6. Coordinate the District EPWP programmes with all local (B) municipalities	6.Implement all applicable internal controls to ensure compliance with the Eden municipal accounting policies and procedures	6.Immediately respond to fire emergencies	6.Coordinate regional economic development forum	6.Conducted 25 health education sessions to the communities
7.Manage complaints via Helpdesk system			7.Compile the monthly cash flow projections	7.50% completion of the Review of the Eden Fire Fighting Masterplan	7.Implement of new hospitality management system	7.Conducted 26 out of 49 inspections to establish and maintain proper control over the disposal of industrial and medical risk waste
8.Conduct legal opinions and input on policies contracts			8.Ensure that creditors are paid within 30 days	8.Sign a MOU with Petro SA for fire fighting training academy	8.Upgrading of various resorts - De Hoek Mountain resorts	8.Monitored of conditions promoting the habits and breeding habits of vectors through 458 inspections

9.Implemented 50% of maintenance schedule of all municipal buildings			9.Monthly update of the supplier database	9.Coordinated life threatening incidents especially at the December 2013 farm riots		9.Implement HIV and AIDS initiatives in line with HAST Plan
10.Ensure the availability of the network to ensure effective IT systems for municipal processes			10.Fund raising strategy developed	10.In total 2662 person days jobs were created through alien eradication projects		10.Monitored of waste water quality through 26 inspections
11.Implement Council resolutions within the required timeframes			11.Lease of Council property register was 50% updated			11.HIV Peer Educators Programme in Touwsranteen
12.Coordinate the functioning of District IGR forums			12.Manage the strategic property of Council			12.District 16 days of Activism programme
13. Improve communication within the district with the issue of quarterly newsletters external			13.Implement revenue enhancement initiatives			13.Kammanassie Primary School Programme in collaboration with George municipality
14.Implement the Transformation Management Strategy			14. Review and update the supply chain management policy annually			14.World AIDS Day Programme
15.Manage the collaborator shared services system within the municipality			15.Complete the s.53 report by the end of December			15.Launch of school programme in Uniondale and Haarlem
16. Implement the Performance Management System			16.Submit the Mid- Year Performance Report in terms of sec72 of the MFMA by 31 January 2013			16.Hosted three NARYSEC students in the youth development office
17.Address all recurring audit findings						17.Kranshoek Youth programme- Handing over of cricket set to promote sports development
						18.Launch of Club Coffee bar in Uniondale
						20.Coordinate school holiday programmes
						21. Conduct air quality vehicle emissions tests
						22.Compile a business plan for the development of a final

						Integrated Waste Management Master plan by the end of September 2013
						22.Coordinate the district waste management forums

### 7.6 The Alignment of the Eden District Municipal Strategic Goals with Plans and Strategies of National and the Western Cape Provincial Government

Millennium Development Goals	National Development Plan 2030	National Outcomes(s)	Provincial Strategic Objective(s)	Eden Strategic Goal(s)
<b>MDG 1:</b> Eradicate extreme poverty and hunger  <b>MDG 4:</b> Reduce child mortality  <b>MDG 5:</b> Improve maternal health  <b>MDG 6:</b> combat HIV/AIDS, malaria and other diseases	<b>Chapter 10:</b> Health Care for all  <b>Chapter 11:</b> Social Protection	<b>Outcome 2:</b> Improve health and life expectancy <b>Outcome 7:</b> Vibrant, equitable and sustainable rural communities and food security	<b>PSO 2:</b> Increasing wellness  <b>PSO 3:</b> Increasing safety  <b>PSO 6:</b> Reducing poverty  <b>PSO 11:</b> Increasing social cohesion	<b>G1:</b> Healthy and Socially stable communities
<b>MDG 3:</b> Promote gender equality and empower women	<b>Chapter 9:</b> Improving Education, training and innovation  <b>Chapter 15:</b> Nation building and Social Cohesion	<b>Outcome 1:</b> Improve the quality of basic education <b>Outcome 5:</b> A skilled a capable workforce to support inclusive growth	<b>PSO 1:</b> Improving education outcomes	<b>G2:</b> Build a capacitated workforce and communities
		<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network.	<b>PSO 10:</b> Integrated Service Delivery for maximum impact	<b>G3:</b> Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport: manage and develop council fixed assets
<b>MDG 7:</b> Ensure environmental sustainability	<b>Chapter 5:</b> Environmental Sustainability and resilience	<b>Outcome 3:</b> All people in South Africa protected and feel safe <b>Outcome 10:</b> Protection and enhancement of environmental assets and natural resources <b>Outcome 11:</b> A better South Africa, a better and safer Africa and world	<b>PSO 9:</b> Mainstreaming sustainability and optimising resource-use efficiency	<b>G4:</b> Promote sustainable environmental management and public safety
		<b>Outcome 9:</b> A responsive and accountable, effective and efficient local government system	<b>PSO 10:</b> Integrating service delivery for maximum impact	<b>G5:</b> Ensure financial viability of the Eden District Municipality
<b>MDG 8:</b> Develop a global partnership for development	<b>Chapter 14:</b> Fighting corruption   <b>Chapter 3:</b> Economy and Development	<b>Outcome 9:</b> A responsive and accountable, effective and efficient local government system  <b>Outcome 12:</b> A development-orientated public	<b>PSO 8:</b> Increasing social cohesion  <b>PSO 11:</b> Building the best run government in the world	<b>G6:</b> Promote Good Governance
		<b>Outcome 4:</b> Decent employment through inclusive economic growth  <b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>PSO 4:</b> Increasing opportunities for growth and jobs  <b>PSO 5:</b> Creating opportunities for growth and development in rural areas	<b>G7:</b> Grow the district economy

## 7.7 Vertical Alignment of the Eden District Municipal Strategic Goals

Eden District Municipality	George Municipality	Bitou Municipality	Mossel Bay Municipality	Kannaland Municipality	Oudtshoorn Municipality	Knysna Municipality	Hessequa Municipality
Healthy and Socially stable communities		Social and Economic Development	Community development, Education and Health	Community, Social and Human Capital Development	Human and Social development	To facilitate real opportunities for youth, women, and disabled and appropriate care for the aged	An integrated approach to development of the social well being of our residents
Build a capacitated workforce and communities		Institutional Transformation	Community development, Education and Health	Community, Social and Human Capital development	Municipal Transformation & Institutional Development	To develop progressive strategies to optimise the use of available human resources	
Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport: manage and develop council fixed assets	Deliver quality services in George	Basic Services and Infrastructure Development	Development of new services and infrastructure	Infrastructure: Public Works and Transport	Basic Services and Infrastructure Development	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Maintaining of all services and assets, as we develop infrastructure that secures growth in a sustainable manner.
Promote sustainable environmental management and public safety	Keep George Safe and Green		Spatial Development and Environment	Environmental and Spatial development	Integrated human settlements and sustainable environment	To ensure ecological integrity through sustainable practices of municipal governance	Ensuring a sustainable future through effective conservation of natural resources, limiting the impact of our presence in the ecology and returning to a heritage of preservation
Ensure financial viability of the Eden District Municipality		Financial Management	Municipal Financial Viability and Management	Finance and Resource mobilisation	Municipal Financial Viability	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	
Promote Good Governance	Good Governance in George Participation in George	Democratisation and Governance	Governance and Communication	Good Governance and Institutional development	Good Governance and Community Participation	To establish a common vision and create coherence in government work by seeking close partnership with citizenry	Empowerment of communities through effective communication and participation within municipal processes

Grow the district economy	Grow George	Social and Economic Development	Economic Development & Tourism	Economic Development	Local Economic Development	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Focused economic development that would stimulate economic growth, to the benefit of all communities
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## 7.8 Eden Responses to District Wide Challenges

### 7.8.1 Municipal Health

Within Eden District there are functional Municipal Health Offices with in all 7 B Municipalities and were also divided into 4 regions namely Klein-Karoo Region (Oudtshoorn and Kannaland), George, Lakes Region (Bitou and Knysna) and Langeberg (Mossel Bay and Hessequa).

Municipal Health Services is personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basics of performing this function. Therefore it is of critical importance to ensure that Eden comply with the South African ratio of one Environmental Health Practitioner for every 15 000 of the population within the region (WHO = 1-10000).

Within the next 5 years we need to perform all 9 Key Performance Areas (KPA's), however the water quality monitoring, waste management, food control, environmental pollution control and surveillance and prevention of communicable diseases need special attention to minimize our burden of diseases within our region.

In the next 5 years the municipal health section foresees that they will steer to a more specialized field, with more specialists in for example the water and food control fields. These will add value to better service delivery mechanisms in providing "Healthier people in Healthier places"

### 7.8.2 Social Development

A Memorandum of Understanding (MOU) was concluded between the Department of Social Development and Eden DM to collaborate on the three agreements reached for implementation in the 2013/2014 financial year.

The following collaborative agreements were prioritised for the 2012/13 financial year:

- I. District Implementation plan – children issues, ECD and after school care;
- II. District Implementation plan on Disability
- III. Sustainable development opportunities for the youth.

### 7.8.3 HIV/Aids

The Eden District Aids Council (EDAC) is the only mandated structure which addresses HIV and AIDS, TB and STI's. It has been established in 2010 and the structure is responsible for the implementation of the HAST Plan.

### 7.8.4 Youth Development

Eden DM Council has taken a resolution to re-establish the Eden District Youth Council and this process will still commence in 2012. The participation of the B-municipalities will be essential as they will have the responsibility to support their local representatives within the EDYC.

A strategic plan will be developed by the new District Youth Council, but the implementation of this plan will depend on the availability of funding to impact on the lives of young people in our District. An



internal 5 – year section plan has also been developed, but funding for implementation remains a challenge.

#### **7.8.5 Disabled and the Aged**

We are currently liaising with Association of People with Disabilities and Bethesda, as well as Government Departments and local municipalities.

The elderly is supported through our relationship with Age in Action and we have already supported them for two years consecutively with their literacy programme for the aged.

The district would like to continue supporting existing Non-Governmental Organizations who are focusing specifically on the wellbeing of the aged, but funding is currently a challenge.

#### **7.8.6 Local Economic Development**

The implementation of the revised district led strategy in terms of the 5 priority sectors identified over the next 5 year term and beyond. Long term focus of the district is on business retention and expansion – tender will be advertised to compile database of existing SMMEs that can be expanded and linked with the 5 priority sectors of LED strategy. Once the expansion opportunities for the SMMEs have been identified and feasibility studies conducted, the Eden LED unit will play a coordinating role to source external funding to assist the qualifying SMMEs.

#### **7.8.7 Tourism**

In a meeting with the local tourism offices on 28 February 2012 it was decided that the Tourism Department of Eden District Municipality in collaboration with the local tourism offices will compile a whole new Garden Route and Klein Karoo Tourism Marketing and Development Strategy.

Key performance areas of the new document:

- Domestic destination
- International destination
- Consumers,
- International guests relations,
- E – Marketing
- Joint marketing agreements
- Emerging markets
- Penetration of markets(existing and new)
- Public relations and communications

#### **7.8.8 EPWP**

The district will continue to contribute towards job creation through the coordination of the Expanded Public Works program (EPWP) on the district level.

All B-Municipalities within Eden District signed their Municipal Protocol Agreement, (Agreement signed between each Executive Mayor, Municipal Manager and the National Minister of Public Works) meaning they all are participating in the implementation of the EPWP programme.

The municipality's response to EPWP challenges:

- Make creation of paid work the primary objective of the programme
- Locate clear political and administrative accountability for EPWP work creation targets across all spheres of government
- Align EPWP outputs with the core mandates and programmes of EPWP Implementing Public Bodies
- Provide fiscal incentives to accelerate scaling up of EPWP outputs across all spheres of government

- Mobilise non-state capacity to deliver additional EPWP work opportunities

### 7.8.9 Water Infrastructure

The envisaged regional bulk water supply scheme projects identified and prioritized by the Department of Water Affairs Regional Bulk Infrastructure Grant (RBIG) process include the following:

Bitou – Knysna

The municipality already linked the bulk water supply schemes of Knysna and Bitou

Next phase – submit proposal for next feasibility study

(expected completion June 2014)

Phase 2 - Detailed feasibility and design (2016)

Phase 3 - implementation start construction by 2018, first source the funding, envisage a dam to be constructed on the Knysna & Keurboomsrivier)

#### Kannaland- Ladismith

To address the short term needs of Ladismith by 2013

To quantify the long term needs of Ladismith by 2013

To design and construction dam within 3- years (2017)

#### Oudtshoorn

Harvest deep ground water aquifer referred to as the “Blossoms” project, will feed water into the Klein Karoo Rural Water Supply Scheme (KRWSS). The project is expected to be completed by 2017.

Link bulk water storage and/or supply systems of Mossel Bay and George, but a longer term project, feasibility study first needed.

#### Other opportunities

- There is an opportunity to harvest potential energy sources in the bulk water supply systems for electricity purposes.
- According to the 2010 Eden Bulk water master plan the shortfall (backlogs and needs for water only) in the Eden District is estimated at R4 billion (2009 figure)

### 7.8.10 Waste water and sanitation

#### Opportunities include:

- To source funding for a status quo report and future needs for sanitation backlog in both rural and urban areas and it be GIS linked.
- Train unemployed youths in Water and Sanitation (NQF Level 3). Funding will be provided by the EWSETA.
- To address sanitation backlogs within the different B Municipalities
- To support SMME development in the Region

The long-term objective of the project will be to train unemployed youths in Water and Sanitation within all B – municipalities, address the sanitation backlogs and provide support and training to SMMEs.

### 7.8.11 Transport

In December 2010 Arcus GIBB (Pty) Ltd was appointed by the Department of Transport and Public Works (DT&PW) to prepare “Mobility Strategy Concepts” for the Eden District Municipality. The 1st phase of implementing the mobility strategy being a section 78 MSA investigation to determine the capacity and capability to implement such a network is currently underway in the B-municipalities excluding George LM. The implementation of phase 1 the George Integrated Mobility Strategy is planned for the 2nd quarter in 2012.

The roll- out of the system in other B – municipalities will be dependent on economy of scale and the availability of funds.

Public transport projects will be rolled out over a longer time span in areas where it makes economic sense. With the exception of the R4 million taxi rank in Dysseisdorp, to be completed in 2013 there are no major projects at this stage, smaller projects such as path ways, taxi facilities and pedestrian footways are implemented.

The National Department of Transport is currently also investigating the establishment of a Municipal Public Transport Infrastructure grant.

### **7.8.12 Disaster Management**

Currently a shared fire fighting service agreement has been entered into between the Eden DM and both Hessequa- as well as Bitou Municipalities. This type of agreement could also benefit the Oudtshoorn Municipality.

### **7.8.13 Waste Management**

Eden is already in the process to address the need for regional landfill facilities and has already started to investigate the possibility to introduce conversion technologies in the district and to minimize waste at the point of generation. With the revision of the first generation Integrated Waste Management Plans the rest of the challenges will be address over the next five years.

Currently two regional landfill sites are planned in Mosselbay and Oudtshoorn. The planned program to date to operationalise both Regional Landfills is for the end of 2014 at an expected cost R 220 000 000.00. Eden has already started with an Article 78 Investigation under the Municipal Structures Act to follow the PPP process to implement the Regional Waste Function due to insufficient funds available. No funds are available from the Provincial Government. MIG funds are available to the B - municipalities but Waste Management must compete with other municipal services for access to MIG funding.

### **7.8.14 Air Quality**

Opportunities include:

- The district AQMP was reviewed during 2013.
- Licensing income to receive an equitable share from National Department (Department of Environmental Affairs); Public private partnerships; carbon credits.
- Source overseas funding to purchase air quality monitoring equipment
- Provision in tariff structures for income generation
- More involvement from the National Department of Environmental Affairs

### **7.8.15 Skills Development**

To be cost effective and centralise training on a regional basis the skills development facilitators (SDFs) agreed to jointly implement the following training interventions over the next two year period.

- Life Skills (Learnership on IsiXhosa)
- Minimum Competency Level Learnership
- ABET
- Road Construction Apprenticeship
- Grader Operator Apprenticeship
- Waste water treatment/Water reticulation/Water purification Apprenticeship
- Electrical Mechanical Apprenticeship
- LED learnership

The district will apply to the LG SETA via their discretionary funds to implement these initiatives. The establishment of a municipal academy is also proposed- will cover all HR disciplines. The need for a platform where local government can engage with other sector departments and tertiary institutions on skills needs and appropriate interventions was highlighted as a need in the IDP engagements. Consequently the district is proposing the establishment of an Education forum.

#### 7.8.16 ICT

ICT opportunities within our region can be unlocked by moving to a shared services culture and by adhering to governance principles and strategies. These strategies should be aligned with Good governance practices like the King Code of Governance Principles for South Africa (King III, 2009).

The municipality is currently investigating a five year strategy in line with the District IDP to ensure that systems within the region comply with a set of standards which will include legislative requirements. This will be done in the form of an Eden District Master Systems Plan (MSP) that could govern the development and management of ICT systems throughout the region.

Focus areas of the MSP include:

- **Interoperability:** the ability of ICT systems to talk to each other, giving seamless government service
- **ICT Security:** Systems must be protected from unauthorized access, malicious code and denial-of-service attacks
- **Economies-of-scale:** Government ICT buying muscle should be leveraged to influence the industry in a positive way
- **Elimination of duplication:** abolish duplication of ICT functions, projects and resources

#### 7.8.17 Funding Mobilisation

The medium to long – term planning includes the following:

- Identification of potential funding sources (Public and private)
- To create an enabling environment for B municipalities and Eden DM to access funding.

# **CHAPTER 8**

## **Eden District Municipality's IDP And Budget Linkages**

## 8. Introduction

The Eden District Municipality is mandated to implement Constitutional requirements guided by National and Provincial Government policy and legislative directions. Financial viability and management therefore remains one of the key priorities of the Eden District Municipal Council. It remains more critical in the light of the current economic situation, which in turn requires the municipality to become self sustainable due to its limited financial resources.

This chapter mainly focuses on:

- The Eden District Municipality's challenges for financial management
- Eden's financial policies in place
- The municipality's revenue and expenditure framework
- The municipality's draft expenditure
- The municipal project applications

### 8.1 Eden District Municipality's Challenges for Financial Management

Project funding in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for both district and B – Municipalities in order to achieve their developmental mandate. In terms of revenue generation to fund capital projects, the Eden District Municipality is mostly grant dependent. However, the municipality is geared recruit additional funds via alternative funding sources outside normal government funds. Some of which include:

- Renting of council's land and property at market related rates
- Re-look the structure of the resorts to ensure optimal use of council facilities
- Increase Shared Services initiatives to share cost and generate income
- Investigate alternative sources of finance via its 2013 – 2016 Strategic Plan
- Decreasing our dependency on government grants

Eden remains furthermore also optimistic that the municipal Shared Services Model, resource and funding mobilisation initiatives will realise the envisaged results in order to successfully implement this new 5 year IDP over the 2012 – 17 period and beyond.

### 8.2 Financial Related Policies in Place

The financial management policies and regulations aims to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council's strategic objective of achieving financial viability:

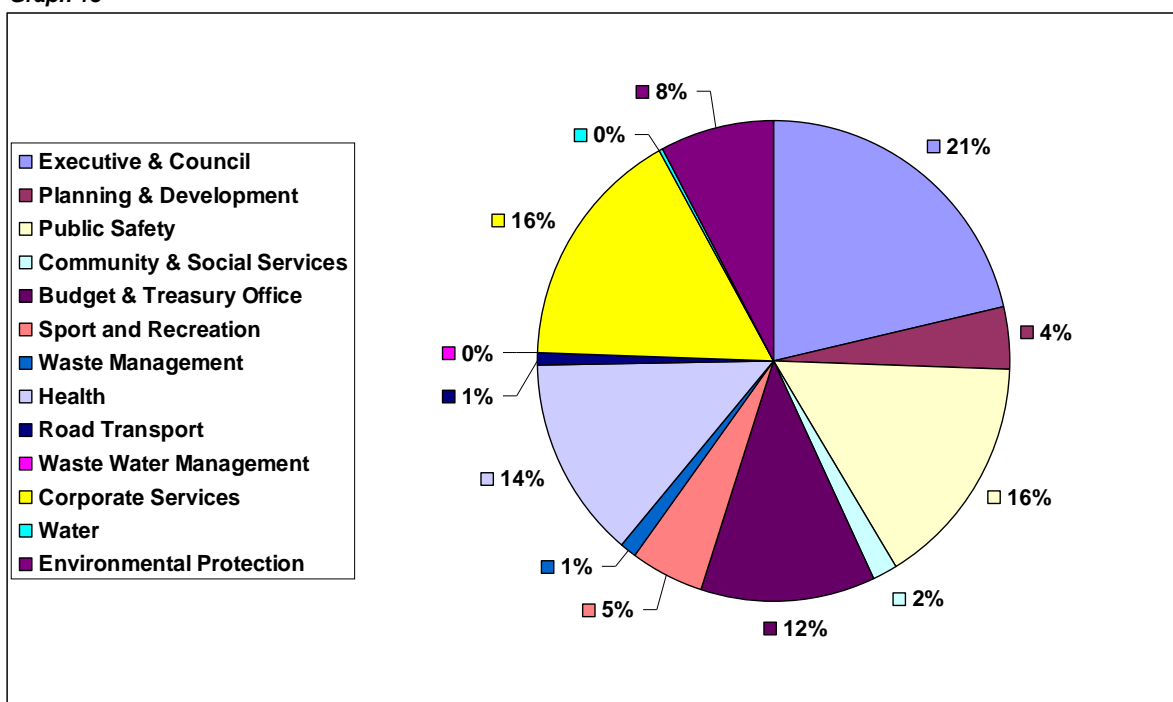
Name of policy	Date of approval	Date of renewal
Budget Policy		March 2014
Tariffs policy	09/05/2002	March 2014
Credit control and debt management policy	March 2012	March 2013
Cash Management and investment policy	March 2011	March 2013
Borrowing policy		March 2014
Funds and reserve policy		March 2014
Long term financial plan policy		March 2014
Policy for planning and approval of capital projects		March 2014
Virement policy – shifting of funds		March 2014
Introduction of adjustment budget policy		March 2014
Unforeseen and unavoidable expenditure		March 2014
Provision of bad debt policy		March 2014
Asset Management policy	June 2012	December 2013
SCM Policy		April 2013



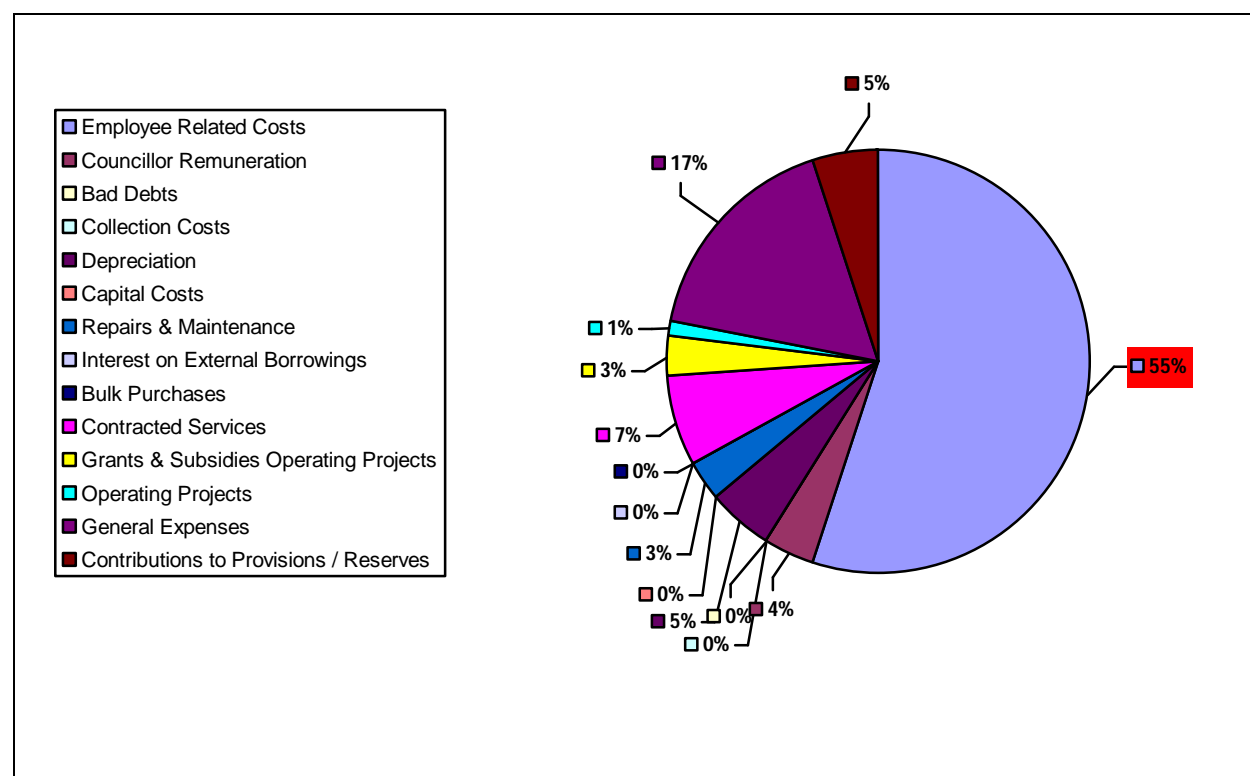
### 8.3 Eden District Municipality's Budget Allocation per Municipal Function

The Eden District Municipality's expenditure can be graphically illustrated as follows:

Graph 13



Graph 14



Graphs 13 and 14 clearly illustrate Council's expenditure item and percentage to be spend on each. Graph 14 provides that 55 per cent of the 2013/2014 will be allocated to cover employee related costs, which include salaries and related benefits. This, however, poses a great concern since the

current expenditure on employee related costs is much greater than the proposed 34 – 36 per cent employee related costs norm.

#### 8.4 Project Applications and Their Linkages with the Eden DM Strategic Goals

The following table provides a summary of project applications per Eden KPA.

Eden KPA	Eden Section	Project Description	Opex/ Capex	2013/2014	2014/2015	2015/2016
Environment And Public Safety	Environmental Management	Eden District Municipality Mitigation And Adaption Plan To Climate Change (Map)	Operational	50,000.00		
Environment And Public Safety	Environmental Management	Environmental Education Projects	Operational	80,000.00	80,000.00	80,000.00
Environment And Public Safety	Environmental Management	Vanwyksdorp Greening / Composting And Food Garden	Operational	80,000.00		
Environment And Public Safety	Environmental Management	Protection Of Coastal And River Corridors And Blue Flag	Operational	100,000.00	100,000.00	100,000.00
Environment And Public Safety	Environmental Management	Protection Of River Corridors	Operational	200,000.00	50,000.00	
<b>Total Operating Project Applications</b>				<b>510,000.00</b>	<b>230,000.00</b>	<b>180,000.00</b>
Environment And Public Safety	Waste Management	Mossel Bay Regional Landfill Site: Land Purchase	Capital	8,000,000.00		
Environment And Public Safety	Waste Management	Mossel Bay Regional Landfill Site: Public, Private Partnership Procurement	Capital	250,000.00		
<b>Total Capital Project Applications</b>				<b>8,250,000.00</b>	<b>-</b>	<b>-</b>
Environment And Public Safety	Air Quality Management	Air Quality Modeling Program For The Eden District Municipality	Operational	300,000.00		
Environment And Public Safety	Air Quality Management	Commissioning Of Weather Station In The Eden Region	Operational	60,000.00		
<b>Total Operating Project Applications</b>				<b>360,000.00</b>	<b>-</b>	<b>-</b>
Social/Municipal Health	Municipal Health	Small Farmers Vegetable Garden Project	Operational	12,000.00		
Social/Municipal Health	Municipal Health	Informal Food Traders Training	Operational	50,000.00	100,000.00	150,000.00
Social/Municipal Health	Municipal Health	Health & Hygiene Awareness: General Food Trading	Operational	24,000.00	20,000.00	18,000.00
Social/Municipal Health	Municipal Health	Provision Of 300 Water Tanks To Farm Worker Households Klein Karoo Region	Operational	390,000.00		
Social/Municipal Health	Municipal Health	Health & Hygiene Programme	Operational	20,000.00		
<b>Total Operating Project Applications</b>				<b>496,000.00</b>	<b>120,000.00</b>	<b>168,000.00</b>
Local Economic Development	LED and Tourism	Regional Tourism Booklet	Operational	200,000.00		
Local Economic Development	LED and Tourism	Tourism Indaba	Operational	250,000.00		
Local Economic Development	LED and Tourism	Tourism Development Initiatives	Operational	250,000.00		
Local Economic Development	LED and Tourism	Business Retention And Expansion Program	Operational	50,000.00	100,000.00	150,000.00
Local Economic Development	LED and Tourism	South African Tourism - Indian Roadshow	Operational	200,000.00		

Local Economic Development	LED and Tourism	Tourism Trade Shows And Exhibitions	Operational	250,000.00		
Local Economic Development	LED and Tourism	Tourism Development - Absa Eden Cater Care Training	Operational	250,000.00		
Local Economic Development	LED and Tourism	Train And Gain Interactions	Operational	50,000.00	70,000.00	90,000.00
Local Economic Development	LED and Tourism	Regional Investment Publication (In Collaboration With WESGRO)	Operational	100,000.00	150,000.00	200,000.00
Local Economic Development	LED and Tourism	Regional Business Mentorship Programme	Operational	100,000.00	150,000.00	200,000.00
<b>Total Operating Project Applications</b>				<b>1,700,000.00</b>	<b>470,000.00</b>	<b>640,000.00</b>
Social/Municipal Health	Social Services	Caring For The Aged	Operational	90,000.00		
Social/Municipal Health	Social Services	Youth Living With Disabilities (Youth LWD's): Life Skills Projects	Operational	55,000.00		
Social/Municipal Health	Social Services	Disability Awareness Programme: Sensitisation Training	Operational	30,000.00		
Social/Municipal Health	Social Services	Leadership Development Programme For Woman	Operational	75,500.00	94,375.00	117,968.75
Social/Municipal Health	Social Services	Provision Of Equipment And Educational Materials To Early Childhood Development Facilities	Operational	60,000.00		
Social/Municipal Health	Social Services	Moral Regenerational Programme (Hessequa And George Sub-Region) (Reference: HIV And Aids And Teenage Pregnancies - Eden District Youth Development Policy)	Operational	45,000.00		
Social/Municipal Health	Social Services	Operational Plan - Eden District Youth Council (EDYC)	Operational	80,000.00		
Social/Municipal Health	Social Services	Youth Street Soccer Sport Challenges: Year 1 Knysna Municipality (1st 6 Months) / Kannaland Municipality 9 Remaining 6 Months)	Operational	46,392.00		
Social/Municipal Health	Social Services	Eden DM Substance Abuse Awareness Programme (Ward-Based)	Operational	48,000.00	52,800.00	53,200.00
Social/Municipal Health	Social Services	Food Security: Backyard Gardens	Operational	67,500.00	70,500.00	47,300.00
Social/Municipal Health	Social Services	Eden District Hast Programme (HIV, Aids, STI's and TB)	Operational	344,000.00	378,400.00	416,000.00
<b>Total Operating Project Applications</b>				<b>941,392.00</b>	<b>596,075.00</b>	<b>634,468.75</b>

Project applications to the value of approximately R12, 000, 000. 00 were received by departments through the IDP process. These were mainly based on needs that they perceived as high priority within the Eden region. However, due to the municipality's financially distort position, only a limited number of operational projects acquired financing for implementation in the 2013/2014 financial year.

The following table highlights the projects that acquired Council's approval for 2013/2014 implementation:

National KPA	Eden KPA	Eden IDP Pre-determined objective/s	Budget		
			2013/2014	2014/2015	2015/2016

Basic service delivery	Social/ Municipal health	<p>Establish healthy communities by assisting to reduce child mortality and increase life expectancy in the district</p> <p>Assist to reduce the poverty incidence in the district through coordinating &amp; implementing social development programmes in collaboration with sector departments and municipalities</p>	20,000.00		
Institutional development and transformation	Capacity building	<p>To contribute towards the human resource development of Eden DM staff and the broader community through training programmes, internships and mentorships</p> <p>To forge local partnerships with tertiary institutions, the B-municipalities and sector departments to increase the skills levels in the district with a special focus on the vulnerable groups (Women, youth, the aged and disabled)</p> <p>To implement municipal transformation and institutional development</p>	341,000.00		
Basic services delivery	Bulk services, roads and Public Transport	<p>Execute regional bulk infrastructure planning, and implementation of projects</p> <p>Reduce road infrastructure maintenance backlog by 15%</p> <p>Coordinate the modal shift from the use of private transport to the use of public transport</p> <p>Institute mechanisms that support the move of freight from road to rail</p> <p>Create an environment to increase road traffic safety</p>	505,000.00		

Basic services delivery	Environment and Public Safety	<p>To conserve and protect the district's natural environment by implementing initiatives that prevents environmental degradation</p> <p>Render disaster management and emergency services by ensuring legal compliance with regards to disaster management centre and ensuring that fire and rescue services are delivered in compliance with the South African National Standards code</p> <p>Promoting a healthy and green environment by implementing awareness programmes in collaboration with external partners</p>	9,192,000.00		
Good Governance and Public Participation	Good Governance	<p>To advance communication between internal and external role-players through effective intergovernmental relations (IGR)</p> <p>Institutionalize performance management through-out the entire organisation</p> <p>Manage the strategic property portfolio of Council through the development of suitable strategies</p> <p>Enhance the district's coordination and strategic enabler role through the implementation of "Shared Services" with the B-municipalities</p>	1,389,500.00		
Financial Viability and Management	Financial Viability	<p>Enhancing resource and funding mobilization from external sources to ensure more funds are available for the implementation of core functions and extended municipal mandates</p> <p>Institutionalizing effective and cost efficient financial administration through financial reforms</p> <p>Find/ investigate innovative ways of increasing additional sources of funding</p>			
Local Economic Development	Local Economic Development	<p>Facilitate a conducive environment to stimulate Local Economic Development (LED) in the District</p> <p>Facilitate tourism marketing in the district by forming partnerships with Local Tourism Organizations (LTO's)</p>			

Department	Section	Responsible Official	Description	Budget Allocation 2013/2014
Support Services	Administration	Francois Goosen	Shelves Projects - records	81,000.00
Management Services	Air Quality	Johan Schoeman	Air Quality Assessment Plan	20,000.00
Management Services	Waste Management	Morton Hubbe	Article 78 Investigation	350,000.00
Management Services	Waste Management	Morton Hubbe	Special Studies	107,000.00
Management Services	Waste Management	Morton Hubbe	Integrated Waste Management Plan	300,000.00
Management Services	Environmental Management	Johan Schoeman	Integrated Waste Management Plan	35,000.00
Support Services	Human Resources	Gerhard le Roux	Emergency Preparedness	306,000.00
Support Services	Human Resources	Gerhard le Roux	Learnerships	35,000.00
Management Services	Water	Faan van der Merwe	Eden Bulk Water Supply Study	505,000.00
Support Services	ICT Department	Koos Nieuwoudt	ESRI Agreements	742,500.00
<b>Total Operational Projects</b>				<b>2,481,500.00</b>

### 8.6 Total Capital Budget

The following table highlights Council's Capital Expenditure for the 2013/2014 Financial Year:

Item	Budget
Furniture and fittings	2,000.00
Bins and containers	
Equipment (including emergency)	473,000.00
Vehicles	400,000.00
<b>Total capital budget</b>	<b>875,000.00</b>



# **CHAPTER 9**

## **Performance Management**

## 9. Introduction

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The safeguarding of Council's Financial and Human Resources, the implementation of Council's Strategic Plan and resolutions and most prominently ensuring that the municipality employs the capacity to uphold the performance of the municipality is ultimately the responsibility of the Accounting Officer or Office of the Municipal Manager. This, however, is not always an uncomplicated task since the daily operations of the Municipal Manager will always be apprehended by minimal departmental performance due to changes in the external municipal environment, increased district wide demands and limited financial resources.

The Performance Management Guide for Municipalities, DPLG, 2001 provides that "the IDP process and performance management process should appear to be seamlessly integrated. Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service SDBIP. The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

### 9.1 Linkage between the IDP, Budget and Performance Management

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Section 8.5 provide for the linkage of the IDP, Budget and PMS. The linkage between the IDP, Annual Budget and Performance Management means that the IDP fulfils the planning stage of Performance Management whereas Performance Management in turn fulfils the implementation management, monitoring and evaluation of the IDP.

The strategic goals and projects of Eden's IDP are linked to the district's budget through the SDBIP. The SDBIP serves as a performance management tool and forms part of the Eden District Municipality's Performance Management System.

Section 69(3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreement as required in terms of the section 57 (1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

At the Eden District Municipality, each department has prepared its own operational plan to give effect to the organisational goals and to meet departmental service delivery and performance targets. These feed into this overall plan, providing the key performance areas against which each senior manager will be held accountable.

A Performance Management System has been established and implemented by the Eden District Municipal Council, which outlines the performance targets reached for the five IDP Strategies, as electronically captured on the Ignite system.

#### **The Eden District Municipal PMS aims to:**

- Demonstrate how it will operate and be managed from the planning stage up to the stages of performance review and reporting
- Define the roles and responsibilities of each role-player, in the functioning of the Eden system
- Clarify the process of implementing the system within the framework of the IDP process
- Determines the frequency of reporting and the lines of accountability for performance
- Links the organisational performance to employee performance
- Provides for the procedure by which the system is linked with the municipality's IDP processes
- Show how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes

## **9.2 The Review of Eden District Municipality's KPIs**

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Review the key performance indicators set by the municipality in terms of Local Government Management Regulations 2001 input, output, and outcome indicators.

Through the review process it is established whether objectives, key performance indicators, targets and projects have been achieved or where changes should be made where the municipality did not achieve on its objectives, key performance indicators, targets and projects and thereby ensures that it delivers on its service delivery and complies with legislation. The review process starts with the review of the IDP where strategies, objectives, outcomes, outputs, targets and performance indicators are reviewed. Flowing from the review of the IDP, the SDBIP and Individual Performance Plans are reviewed to ensure that the IDP is implemented on operational level and is monitored, assessed, reported, evaluated and reviewed on quarterly basis.

## **9.3 Eden Performance Reporting**

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Reporting requires that the municipality takes the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The SDBIP is the basis for the municipality's reporting. Generally four reports are submitted per annum to Council.

## **9.4 Eden DM Annual Report**

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The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the Annual Report of the municipality and of any municipal entity under the municipality's sole or shared control. If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the Annual Report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:

- submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and
- submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

The Eden District Municipality's Annual Report was tabled at Council in January 2013. This was followed by a Standing Committee on Public Accounts interrogative session and publication of the 2011/2012 Annual Report for public comments. The final draft of the 2011/2012 Eden Annual Report was adopted by Council in March 2013.

## **9.5 Eden DM Performance Scorecard**

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A municipal scorecard will be developed after the final SDBIP was approved by Council.

Eden District Municipality's Mandate	Eden 2012 – 2017 Strategic Goal	Eden KPA	Eden 2013/2014 Actions
Integrated development planning for the district municipality as whole	Promote good governance	Good Governance	<p>Implement Eden Learnership programme</p> <p>Vetting of employee qualifications</p> <p>Implement Eden DM Emergency preparedness programme</p> <p>Implement Occupational Health and Safety programmes</p> <p>Replacement of municipal chairs</p> <p>Replacement of Eden DM notice boards</p> <p>Procure courier service provider</p> <p>Servicing of municipal generators and oxygen system</p> <p>Procure municipal hygiene services</p> <p>Maintenance of Eden DM toilet infrastructure</p> <p>Replacement of Eden DM crockery</p> <p>Procure additional clock – in scanners</p> <p>Purchase electrical appliances</p> <p>Review of Eden IDP by Council</p> <p>Repair and maintenance of general municipal infrastructure</p> <p>Implement Eden DM Employment Equity Policy</p>

			<p>Update and replace computers and equipment</p> <p>Implement Eden DM Workplace Skills Plan</p> <p>Conduct good labour relations practices</p> <p>Coordinate Eden IGR function</p> <p>Adopt Eden DM Anti – Fraud and Corruption Strategy</p> <p>Establish Eden Anti Fraud Helpline for the Eden Region</p> <p>Ensure that the Eden DM adheres to all prescribed legislative requirements</p>
Bulk supply of water that affects a significant proportion of municipalities in the district	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	Phase 2 of the implementation Bulk Water augmentation feasibility findings in Bitou and Knysna
Bulk supply of electricity that affects a significant proportion of municipalities in the district	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	Implement alternative energy options identified at Regional Energy Forum
Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	

Solid waste disposal sites serving the area of the district municipality as a whole	Promote sustainable environmental management and public safety	Environment and Public Safety	Purchase Mossel Bay regional landfill site
Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	Adoption of DITP by Council  Maintenance of provincial roads within the Eden region
Regulation of passenger transport services	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	Implementation of initiatives identified in the Eden District Mobility strategy
Municipal airports serving the area of the district municipality whole			
Municipal health services serving the area of the district municipality as a whole	Healthy and socially stable communities	Social and Municipal Health	Implement Environmental Education projects as identified in the Environmental Management Plan  Implement health and hygiene programmes  Conduct non-food premises inspections  Monitor the water quality  Inspecting of food premises  Implement substance abuse programmes Within framework of MOU with DSD  Establishment of District Food Security Forum  Current funding proposals submitted



			<p>to DOA will be linked to training in Management of Household food security</p> <p>Training in Youth Development</p> <p>Youth Dialogues</p> <p>Develop implementation plan for the youth</p> <p>Zombeleni Internet Project</p> <p>Chrysalis Funding proposal</p> <p>Establishment of Chrysalis Academy</p> <p>Facilitate regional leadership development programme for woman</p> <p>Implementation of ECD within framework of MOU with DSD</p> <p>Home Based Care to be implemented in all 7 municipalities subject to availability of funding</p> <p>Peer Education (Valued- based) programme</p> <p>Business sector training on basic HIV and AIDS information</p> <p>Compilation of Eden DM plan for HIV and AIDS</p> <p>Funding Mobilisation attempts with:  <i>Metropolitan</i>  <i>ACSA</i>  <i>SANTAM</i>  <i>DOA</i></p>
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			<p>Review District Disability Strategic plan including action and activity plan</p> <p>Braille information to the visually impaired</p> <p>Establish a databases of People Living with Disabilities</p> <p>Roll out of gender implementation plan after approval by Council</p> <p>Support programmes of Age in Action</p>
Fire fighting services serving the of the district municipality a whole	Promote sustainable environmental management and public safety	Environment and Public Safety	<p>Purchase of fire fighting vehicle</p> <p>Purchase fire prevention mechanism for resorts</p> <p>Finalise and sign MOU with Fire Protection Agency</p> <p>Facilitate and coordinate fire and emergency response in the region</p> <p>Implement a severe weather early warning SMS system in collaboration with SA Weather Service</p> <p>Investigate the establishment of a Eden Fire Fighting Academy</p> <p>Update Eden Disaster Management Framework Provide disaster social assistance</p> <p>Manage the regional Municipal Disaster Management Centre</p>

			<p>Conduct regional Air Quality Sampling</p> <p>Implement regional Air Quality Management awareness campaigns</p> <p>Implement Air Quality Modeling Program for the Eden District Municipality</p> <p>Implement initiatives inclusive to the Eden Coastal Management Plan</p> <p>Support and implement environmental awareness programmes in liaison with partners &amp; civil society, NGO's, SANBI, Biosphere reserve and research institutions</p> <p>Identify a Bio-sphere domain for the Garden Route initiative by the end of June and submit report to council</p> <p>Implement climate change adaption and mitigation programmes</p> <p>Conclude a three year service level agreement with the Department of Water Affairs</p>
The establishment, conduct and control of fresh produce markets and abbatoirs serving the area of the district municipality as a whole	Healthy and socially stable communities	Social and Municipal Health	

Promotion of local tourism for the area of the district municipality	Grow the district	Local Economic Development	<p>Implement projects identified in Eden LED strategy</p> <p>Adoption of Eden Tourism Marketing Strategy</p> <p>Participate in Annual Tourism Indaba</p> <p>Coordinate ABSA Eden cater care training</p> <p>Train and gain interactions</p> <p>Tourism trade shows and exhibitions</p>
Municipal public works relating to any of the above functions or any other functions assigned to the district municipality	Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets	Bulk Services, Roads and Public Transport	<p>Finalise and adopt EPWP incentive agreement plan for the Eden DM</p> <p>Implement person working days programmes</p>
The receipt, allocation if applicable the distribution of grants made to the district	Ensure financial viability of the Eden District Municipality	Financial Viability	<p>Adoption of Three Year (2013 – 2016) Strategic Financial plan by Council</p> <p>Reduce staff related costs</p> <p>Apply to the Minister of Local Government to grant leave to reduce the total number of Councillors</p> <p>Explore the possibility of reducing the total number of Mayoral Committee Members from 8 to 6</p> <p>Implementation of the strategies identified in Council's 2013 – 2016 Strategic Financial Plan</p> <p>Implementation of</p>

			<p>strategies identified in Council's Resorts Management Strategy</p> <p>Finalise all Council property leases</p> <p>Sign agreements with regards to Council property earmarked for the purpose of being sold</p> <p>Implement findings of Eden Productivity Study</p> <p>Implement strategies identified in the Disaster Recovery Plan for the Eden DM</p>
<p>The imposition collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation</p>	<p>Ensure financial viability of the Eden District Municipality</p>	<p>Financial Viability</p>	<p>Render fire services to B-municipalities on a Shared Services Basis</p> <p>Sign Service Level Agreement for the procurement and roll out of ESRI GIS system in the region on a Shared Services Basis</p> <p>Provide Graphic Design support to B – Municipalities on a Shared Services Basis</p>

# **CHAPTER 10**

## **Conclusion**



## 10. Conclusion

Municipalities throughout the Eden region are faced with the immense challenge of improving service delivery. Some of these include:

- The increasing demand for basic services backlogs including housing, water and sanitation
- Limited water and energy bulk infrastructure
- The impact of HIV/Aids and Tuberculoses and related deceases
- Low literacy rates
- Poverty and unemployment rates
- Insufficient landfill space for municipalities
- Extreme climate conditions
- Continuously increasing crime levels
- Safeguarding the environment

By analysing the current trends it could be argued that a huge possibility exist that these challenges may increase uncontrollably. As a result, the Eden District Municipality, together with its B – Municipalities are obliged to partner with all their stakeholders in finding most cost – effective and sustainable alternatives. It must, however, be born in mind that the overnight realisation of the aforementioned will not be possible and the municipality could become subjected to making unpopular, but sound decisions.

As a response to the regions developmental challenges, the Eden District Municipal Council adopted the following strategic goals for the next five years:

- Healthy and socially stable communities
- Build a capacitated workforce and communities
- Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport; manage and develop council fixed assets
- Promote sustainable environmental management and public safety
- Promote good governance
- Ensure financial viability of the Eden District Municipality
- Grow the district

By having strategic goals in place does not necessary guarantee the solving of problems. It is to this extend that certain strategies were identified by the Eden District Municipal Council. Some of these strategies include:

Eden District Municipality's Mandate	Eden 2013/2014 Actions
Integrated development planning for the district municipality as whole	Implement Eden Learnership programme Vetting of employee qualifications Implement Eden DM Emergency preparedness programme Implement Occupational Health and Safety programmes Replacement of municipal chairs Replacement of Eden DM notice boards Procure courier service provider Servicing of municipal generators and oxygen system Procure municipal hygiene services Maintenance of Eden DM toilet infrastructure

	<p>Replacement of Eden DM crockery</p> <p>Procure additional clock – in scanners</p> <p>Purchase electrical appliances</p> <p>Review of Eden IDP by Council</p> <p>Repair and maintenance of general municipal infrastructure</p> <p>Implement Eden DM Employment Equity Policy</p> <p>Update and replace computers and equipment</p> <p>Implement Eden DM Workplace Skills Plan</p> <p>Conduct good labour relations practices</p> <p>Coordinate Eden IGR function</p> <p>Adopt Eden DM Anti – Fraud and Corruption Strategy</p> <p>Establish Eden Anti Fraud Helpline for the Eden Region</p> <p>Ensure that the Eden DM adheres to all prescribed legislative requirements</p>
Bulk supply of water that affects a significant proportion of municipalities in the district	Implement Bulk Water augmentation feasibility findings in Bitou and Knysna
Bulk supply of electricity that affects a significant proportion of municipalities in the district	Implement alternative energy options identified at Regional Energy Forum
Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district	
Solid waste disposal sites serving the area of the district municipality as a whole	Purchase Mossel Bay regional landfill site
Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole	Adoption of DITP by Council
Regulation of passenger transport services	Maintenance of provincial roads within the Eden region
	Implementation of initiatives identified in the Eden District Mobility strategy
Municipal airports serving the area of the district municipality whole	
Municipal health services serving the area of the district municipality as a whole	<p>Implement Environmental Education projects as identified in the Environmental Management Plan</p> <p>Implement health and hygiene programmes</p> <p>Conduct non-food premises inspections</p> <p>Monitor the water quality</p> <p>Inspecting of food premises</p> <p>Implement substance abuse programmes Within framework of MOU with DSD</p> <p>Establishment of District Food Security Forum</p>

	<p>Current funding proposals submitted to DOA will be linked to training in Management of Household food security</p> <p>Training in Youth Development</p> <p>Youth Dialogues</p> <p>Develop implementation plan for the youth</p> <p>Zombeleni Internet Project</p> <p>Chrysalis Funding proposal</p> <p>Establishment of Chrysalis Academy</p> <p>Facilitate regional leadership development programme for woman</p> <p>Implementation of ECD within framework of MOU with DSD</p> <p>Home Based Care to be implemented in all 7 municipalities subject to availability of funding</p> <p>Peer Education (Valued- based) programme</p> <p>Business sector training on basic HIV and AIDS information</p> <p>Compilation of Eden DM plan for HIV and AIDS</p> <p>Funding Mobilisation attempts with: <i>Metropolitan</i> <i>ACSA</i> <i>SANTAM</i> <i>DOA</i></p> <p>Review District Disability Strategic plan including action and activity plan</p> <p>Braille information to the visually impaired</p> <p>Establish a databases of People Living with Disabilities</p> <p>Roll out of gender implementation plan after approval by Council</p> <p>Support programmes of Age in Action</p>
Fire fighting services serving the of the district municipality a whole	<p>Purchase of fire fighting vehicle</p> <p>Purchase fire prevention mechanism for resorts</p> <p>Finalise and sign MOU with Fire Protection Agency</p> <p>Facilitate and coordinate fire and emergency response in the region</p> <p>Implement a severe weather early warning SMS system</p>

	<p>in collaboration with SA Weather Service</p> <p>Investigate the establishment of a Eden Fire Fighting Academy</p> <p>Update Eden Disaster Management Framework Provide disaster social assistance</p> <p>Manage the regional Municipal Disaster Management Centre</p>
	<p>Conduct regional Air Quality Sampling</p> <p>Implement regional Air Quality Management awareness campaigns</p> <p>Implement Air Quality Modeling Program for the Eden District Municipality</p> <p>Implement initiatives inclusive to the Eden Coastal Management Plan</p> <p>Support and implement environmental awareness programmes in liaison with partners &amp; civil society, NGO's, SANBI, Biosphere reserve and research institutions</p> <p>Identify a Bio-sphere domain for the Garden Route initiative by the end of June and submit report to council</p> <p>Implement climate change adaption and mitigation programmes</p> <p>Conclude a three year service level agreement with the Department of Water Affairs</p>
The establishment, conduct and control of fresh produce markets and abbatoirs serving the area of the district municipality as a whole	
Promotion of local tourism for the area of the district municipality	<p>Implement projects identified in Eden LED strategy</p> <p>Adoption of Eden Tourism Marketing Strategy</p> <p>Participate in Annual Tourism Indaba</p> <p>Coordinate ABSA Eden cater care training</p> <p>Train and gain interactions</p> <p>Tourism trade shows and exhibitions</p>
Municipal public works relating to any of the above functions or any other functions assigned to the district municipality	<p>Finalise and adopt EPWP incentive agreement plan for the Eden DM</p> <p>Implement person working days programmes</p>
The receipt, allocation if applicable the distribution of grants made to the district	<p>Adoption of Three Year (2013 – 2016) Strategic Financial plan by Council</p> <p>Reduce staff related costs</p> <p>Apply to the Minister of Local Government to grant leave to reduce the total number of Councillors</p>

	<p>Explore the possibility of reducing the total number of Mayoral Committee Members from 8 to 6</p> <p>Implementation of the strategies identified in Council's 2013 – 2016 Strategic Financial Plan</p> <p>Implementation of strategies identified in Council's Resorts Management Strategy</p> <p>Finalise all Council property leases</p> <p>Sign agreements with regards to Council property earmarked for the purpose of being sold</p> <p>Implement findings of Eden Productivity Study</p> <p>Implement strategies identified in the Disaster Recovery Plan for the Eden DM</p>
The imposition collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation	<p>Render fire services to B-municipalities on a Shared Services Basis</p> <p>Sign Service Level Agreement for the procurement and roll out of ESRI GIS system in the region on a Shared Services Basis</p> <p>Provide Graphic Design support to B – Municipalities on a Shared Services Basis</p>

In conclusion, the achievement of the aforementioned should be seen as to the benefit of the people that we serve. It is thus critical that the political and administrative branch of region's municipalities support each other and promote high standards of professional ethics to the betterment of the living standards of the inhabitants of our naturally scenic region.

## Abbreviations used in this document

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AsgiSA	-	Accelerated and Shared Growth Initiative for SA
AQMP	-	Air Quality Management Plan
AG	-	Auditor - General
BBBEE	-	Broad Based Black Economic Empowerment
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
CMP	-	Coastal Management Programme
DBSA	-	Development Bank of South Africa
DCF	-	District Councillors Forum
DEDAT	-	Department of Environment, Agriculture and Tourism
DFP	-	Development Framework Plan
DLG	-	Department of Local Government
DM	-	District Municipality
DMC	-	Disaster Management Centre
DMF	-	Disaster Management Framework
DMP	-	Disaster Risk Management Plan
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
Eden DM	-	Refers to the Eden District Municipality as institution
Eden Region-	-	Refers to the Eden Municipal Area including its seven B – Municipalities
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
ITP	-	Integrated Transport Plan
IEP	-	Integrated Environmental Programme
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MANCOM	-	Management Committee
MAYCO	-	Mayoral Committee
MDG	-	Millennium Development Goal
MEC	-	Member of the Executive Council
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MSA	-	Municipal Systems Act No. 32 of 2000
MIG	-	Municipal Infrastructure Grant
MMF	-	Municipal Managers Forum
MTCT	-	Mother-To-Child HIV Transmission
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NDMF	-	National Disaster Management Framework
NDP	-	National Development Plan
NMTP	-	Non – Motorised Transport Plan
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy

PMS	-	Performance Management System
PSDF	-	Provincial Spatial Development Framework
DITP	-	District Integrated Transport Plan
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SOP	-	Standard Operating Procedure
SMME	-	Small, Medium and Micro Enterprise
WSDP	-	Water Services Development Plan



