



Notice is hereby given in terms of Section 29 of the Local Government: Municipal Structures Act, Act 117 of 1998, that a **SPECIAL COUNCIL MEETING** of the 2016/2021 term of the Eden District Municipality will be held in the **CA Robertson Council Chambers, 54 York Street, George, on WEDNESDAY, 20 SEPTEMBER 2017 at 11:00** to consider the item as set out in the agenda.

Kennis geskied hiermee dat ingevolge Artikel 29 van die Wet op Plaaslike Regering: Munisipale Strukturewet, Wet 117 van 1998, 'n **SPESIALE RAADSVERGADERING** van die 2016/2021 termyn van die Eden Distriksmunisipaliteit gehou sal word in die **C A Robertson Raadsaal, Yorkstraat 54, George op WOENSDAG, 20 SEPTEMBER 2017 om 11:00** ten einde sake soos uiteengesit in die aangehegte agenda te oorweeg.

Kukhutshwe isaziso ngokoMhlathi 29 woRhulumente Basekhaya: Umgaqo Wesimo soMasipala, uMgaqo 117 wango 1998, sokub intlanganisano Yamashumi Amabini yeBhunga ka 2016/2021 yoMasipala Wesithili se Eden izakubanjwa kwiGumbi leBhunga l CA Robertson, 54 York Street, e George ngoLwesithathu, 20 KWEYEMSINTSI 2017 ngo 11:00 ukuqwalasela imiba ekuluhlu lwengxoxo.

CLLR MS WILLEMSE

The Speaker
Die Speaker
Usomlomo

MR MG STRATU

Municipal Manager
Munisipale Bestuurder
uManejala kaMasipala

Date: 12 September 2017

A G E N D A

1. OPENING AND WELCOMING / OPENING EN VERWELKOMING / UVULO NOLWAMKELO
2. SILENT PRAYER / STILLE GEBED / UMTHANDO OTHULEYO
3. ATTENDANCE OF MEMBERS / BYWONING VAN LEDE / AMALUNGU AKHOYO
 - 3.1 COUNCILLORS PRESENT / RAADSLEDE TEENWOORDIG / OCEBA ABAKHOYO
 - 3.2 COUNCILLOR WITH LEAVE / RAADSLEDE MET VERLOF / OCEBA ABAKWIKHEFU
 - 3.3 COUNCILLORS WITHOUT LEAVE / RAADSLEDE SONDER VERLOF / OCEBA ABANGEKHO KWIKHEFU
4. NOTING THE PROVISIONS OF SCHEDULE 1 (CODE OF CONDUCT FOR COUNCILLORS) OF THE LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT, 2000 / KENNISNAME VAN DIE VOORSKRIFTE VAN SKEDULE 1 (GEDRAGSDKODE VIR RAADSLEDE) / UQWALASELO LWEZIBONELELO ZOLUHLU 1 (INDELA YOKUZIPHATHA KOCEBA) LOMTHETHO WENKQUBO ZORHULUMENTE BASEKHAYA, 2000
5. DISCLOSURE OF INTERESTS BY COUNCILLORS AND OFFICIALS / VERKLARING VAN BELANGE DEUR RAADSLEDE EN AMPTENARE / UKUCHAZWA KWENJONGO NGOCEBA KUNYE NAMAGOSA
6. INTRODUCTION OF NEWLY APPOINTED STAFF / BEKENDSTELLING VAN NUWE PERSONEEL / UKWAZISWA KWABASEBENZI ABASANDOKUQASHWA

SEPTEMBER 2017

NAME	JOB DESIGNATION	DIRECTORATE
None		

7	COMMUNICATIONS BY THE SPEAKER / MEDEDELINGS DEUR DIE SPEAKER / UNXIBELELWANO LOSOMLOMO	
8	COMMUNICATIONS BY THE EXECUTIVE MAYOR / MEDEDELINGS DEUR DIE UITVOERENDE BURGEMEESTER / UNXIBELELWANO LUKA SODOLOPHU	
9	COMMUNICATIONS BY THE MUNICIPAL MANAGER / MEDEDELINGS DEUR DIE MUNISIPALE BESTUURDER / UNXIBELELWANO LOMPHATHI MASIPALA	
SECTION A		
REPORTS FROM THE SPEAKER		
	None / Geen / Azikho	
SECTION B		
REPORTS FROM THE EXECUTIVE MAYOR / ITEMS VOORGELê VANAF DIE UITVOERENDE BURGEMEESTER / IMIBA ENIKEZELWEYO NEVELA KUSODOLOPHU		
B.1	INVITATION: MIDDLE EAST AND AFRICA SUMMIT 2017: 23 – 30 SEPTEMBER 2017, STOCKHOLM, SWEDEN / UITNODIGING: MIDDE OOSTE EN AFRIKA BERAAD 2017, 23 – 30 SEPTEMBER 2017, STOCKHOLM, SWEDE / ISIMEMO: KUMBINDI MPUMA NAKWINGQUNGQUTHELA YE AFRIKA 2017: 23-30 KWEYOMSINTSI 2017, E STOCKHOLM, E SWEDEN (604186) <i>Report (12/7) dated 04 September 2017 from the Executive Mayor (Cllr M Booysen)</i>	1 – 21
SECTION C		
ITEMS FROM THE OFFICE OF THE MUNICIPAL MANAGER / ITEMS VANAF DIE KANTOOR VAN DIE MUNISIPALE BESTUURDER / IMIBA ENGXAMISEKILEYO EVELA KUMPHATHI MASIPALA		
	None / Geen / Ayikho	
SECTION D		
ITEMS FROM THE FINANCIAL SERVICES DEPARTMENT / ITEMS VANAF DIE FINANSIËLE DIENSTE DEPARTEMENT / IMIBA YESEBE LENKONZO ZEMALI		
	None / Geen / Ayikho	

SECTION E

ITEMS FROM THE CORPORATE/STRATEGIC SERVICES DEPARTMENT / ITEMS VANAF DIE KORPORATIEWE/STRATEGIESE DIENSTE DEPARTEMENT / IMIBA YESEBE LENKONZO ZOLAWULO/UBUCHULE

E.1	<p>REPORT ON THE ECONOMIC DEVELOPMENT AND TOURISM 2017/18 BUDGET PROPOSED PROJECTS / VERSLAG TEN OPSIGTE VAN DIE EKONOMIESE ONTWIKKELING EN TOERISME 2017/18 BEGROTING VOORGESTELDE PROJEKTE / INGXELO NGOPHUHLISO LWEZOQOQOSHO KUNYE NOKHENKETHO 2017/18 ULWABIWO-MALI SENKQUBO (586429)</p> <p><i>Refer: Report (9/1/3) dated 04 September 2017 from the Executive Manager: Corporate/Strategic Services (B Holtzhausen): Manager: Strategic Services (M Wilson)</i></p>	22 - 29
E.2	<p>REPORT ON THE DRAFT GARDEN ROUTE AND KLEIN KAROO FILM STRATEGY FOR THE EDEN DISTRICT / VERSLAG TEN OPSIGTE VAN DIE TUINROETE EN KLEIN-KAROO FILM STRATEGIE VIR DIE EDEN DISTRIK / INGXELO NGOYILO LOBUCHULE BEZOSCHICILELO LWE GARDEN ROUTE KUNYE NE KLEIN KAROO (579902)</p> <p><i>Refer: Report (19/2/2/20) dated 04 September 2017 from the Executive Manager: Corporate/Strategic Services (B Holtzhausen): Manager: Strategic Services (M Wilson)</i></p>	30 – 62

SECTION F

ITEMS FROM THE COMMUNITY SERVICES DEPARTMENT / ITEMS VANAF DIE GEMEENSKAPSDIENSTE DEPARTEMENT / IMIBA YESEBE LENKONZO ZOLUNTU

	None / Geen / Ayikho	
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SECTION G

ITEMS FROM THE ROADS SERVICES DEPARTMENT / ITEMS VANAF DIE PAAIE DIENSTE DEPARTEMENT / IMIBA YESEBE LENKONZO ZENDLELA

	None / Geen / Ayikho	
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SECTION H

**ITEMS FROM THE PLANNING AND ECONOMIC DEVELOPMENT
DEPARTMENT / *ITEMS VANAF DIE BEPLANNING EN
EKONOMIESEPAAIE DIENSTE DEPARTEMENT* / IMIBA YESEBE
LEZOCWANGCISO KUNYE NOPHUHLISO LOQOQOSHO**

	None / <i>Geen</i> / Ayikho	
	CLOSURE / <i>SLUITING</i> / UQUKUNJELO	

Rdl / Cllr CN Lichaba
Rdl / Cllr D Xego
Rdl / Cllr S De Vries
Rdl / Cllr NF Kamte
Rdl / Cllr MP Mapitiza
Rdl / Cllr SF May
Rdl / Cllr D Saayman
Rdl / Cllr BN Van Wyk
Rdl / Cllr RE Spies
Rdl / Cllr T Van Rensburg
Rdl / Cllr M Booysen
Rdl / Cllr AJ Rossouw
Rdl / Cllr KS Lose
Rdl / Cllr T Fortuin
Rdl / Cllr JP Johnson
Rdl / Cllr IT Mangaliso
Rdl / Cllr SM Odendaal
Rdl / Cllr SS Mbandezi
Rdl / Cllr BHJ Groenewald
Rdl / Cllr E Meyer
Rdl / Cllr RH Ruiters
Rdl / Cllr I Stemela
Rdl / Cllr EH Stroebe
Rdl / Cllr RS Figland
Rdl / Cllr PJ Van der Hoven
Rdl / Cllr T Teyisi
Rdl / Cllr V Gericke
Rdl / Cllr K Windvogel
Rdl / Cllr JCLambaatjeen
Rdl / Cllr RR Wildschut
Rdl / Cllr NC Jacob
Rdl / Cllr (vacant)
Rdl / Cllr MV Molosi
Rdl / Cllr MS Willemse
Rdl / Cllr L Tyokolo

SPECIAL DISTRICT COUNCIL

20 SEPTEMBER 2017

INVITATION: MIDDLE EAST AND AFRICA SUMMIT 2017: 23 – 30 SEPTEMBER 2017, STOCKHOLM, SWEDEN / *UITNODIGING: MIDDE OOSTE EN AFRIKA BERAAD 2017, 23 – 30 SEPTEMBER 2017, STOCKHOLM, SWEDE* / ISIMEMO: KUMBINDI MPUMA NAKWINGQUNGQUTHELA YE AFRIKA 2017: 23-30 KWEYOMSINTSI 2017, E STOCKHOLM, E SWEDEN (604186)

(12/7)

04 September 2017

REPORT FROM THE EXECUTIVE MAYOR**PURPOSE OF THE REPORT**

Is to inform Council of the Mayoral Committee meeting held on 28 August 2017, the invitation received from the Swedish Trade and Investment Council to visit Sweden and to obtain approval for such attendance as well as to rescind the resolution on overseas travel.

BACKGROUND

Eden District Municipality has been invited to engage with relevant stakeholders based on an upcoming Memorandum of Agreement between Business Sweden and the Eden District from 23 to 30 September 2017, in Stockholm, Sweden.

The objective of the visit is to provide Eden with the opportunity to present the region as suitable destination for trade and investment by meeting with more than 100 Swedish companies gathered from across industries to gather insights on the market developments in Eden. The focus is to understand the interest from Swedish companies and foster better trade patterns based in identified opportunities in the region. This includes:

- A political, trade and economic overview from Embassies of Sweden
- Business climate from Business Sweden
- Investor considerations from Swedish finance and export credit banks
- Trade and investment opportunities from local counter parts
- Case studies from Swedish companies in the market

Business Sweden is interested in strategic engagement and possible partnership between local and Swedish private sector, based on identified potential in the Eden District. This will be done with the aim of sharing experience in the areas of renewable energy, waste management, ICT and transportation. Through the Memorandum of Agreement, we will be able to unlock synergies based on a partnered symbioCity initiative.

The benefits of which will reposition Eden District Municipality to become a central hub for new energies (alternative fuels), best practice in waste management, job creation and skills development. This will create a win-win approach supporting the overarching goal of bilateral trade and cross-border economic development. Further benefits include exports (fruit, vegetables and wine) which will assist the growth of the district and contribute toward job creation for the Eden District.

Another benefit would be solar plants and/or wind turbines which can be established on one of Eden's properties. Eden can therefore sell surplus energy which can provide an additional income. Despite the fact that the Summit will only be for two (2) days, Eden District will explore other business opportunities/partners whilst in the region.

The request received was that the Eden District invites delegates as set out below:

- Eden District Municipality Mayor
- Eden District Municipality Municipal Manager
- 3 x Selected Municipal Managers (George, Knysna and Mossel Bay Municipalities were invited)
- 2 x Selected district representatives (Ms. Trix Holtzhausen and Ms. Nadiema Davids)
- 1 x Technical Waste Manager (Mr. Morton Hubbe)
- Southern Economic Partnership
- Related companies as determined by the Chambers of Commerce, Municipalities or Southern Cape.

Appended hereto (annexure A) is the invitation received from Business Sweden.

It must, however, be borne in mind that Council resolved on 30 May 2012, (DC 282/05/12), amongst others, that "no overseas travel, except where the full cost is borne by the host destination". This resolution formed part of the Turnaround Strategy report. To enable the officials to attend the abovementioned summit to ensure that Eden District Municipality is placed in a better position to seek investors, assist with the growth of the district as a whole and ensure business opportunities are sourced, the decision to prohibit overseas travel must be rescinded.

Mayco decided, after deliberating all the factors, that the Municipal Manager, Ms Holtzhausen, Ms Davids, Mr Hubbe and writer attend the summit.

The Mayoral Committee decided, after deliberating all the factors, that the Municipal Manager, Ms B Holtzhausen, Ms N Davids, Mr M Hubbe and writer attend the summit.

FINANCIAL IMPLICATIONS

The cost of the tour will be R106 815,78 for the three officials, which will consist of the following: (R40 500.00 [flights]; R25 760.52 [daily allowance]; R4 575.00 [visa's] and R23 099.94 [accommodation].

The Subsistence and Travel Policy allows for daily allowance of R2 146.71 per day (equivalent to 1.317 krona as per SARS Subsistence Allowance Foreign Travel).

The Visa applications amount to R1 525.00 per person.

Funds are available at expenditure vote number 013102003074 (LED Strategy review projects)

RELEVANT LEGISLATION

The Eden DM's Travelling and Subsistence Policy.

COMMENTS FROM THE EXECUTIVE MANAGER: FINANCIAL SERVICES

Noted.

COMMENTS: EXECUTIVE MANAGER COMMUNITY SERVICES

These kind of engagements is in line with the strategic objectives of Council to establish partnerships for local economic development.

COMMENTS: EXECUTIVE MANAGER ROADS SERVICES

The recommendation is noted.

UITVOERENDE OPSOMMING

Die Sweedse Handels- en Beleggingsraad het die Uitvoerende Burgemeester, Munisipale Bestuurder en drie amptenare genooi om 'n beleggingsberaad in Stockholm, Swede by te woon vir die tydperk 23 tot 30 September 2017.

Die doel van die uitnodiging is om die amptenare die geleentheid te gee om met relevante beleggers te skakel ten einde 'n voorgestelde samewerkingsooreenkoms tussen Eden en Business Swede te sluit.

Business Swede stel belang in 'n moontlike vennootskap tussen die plaaslike en Sweedse privaatsektor wat voortspruit uit geïdentifiseerde ontwikkelingspotensiaal in die Eden Distrik.

Dit sal gedoen word met die oog op gedeelte ervaring in die gebied van hernubare energie (alternatiewe brandstof), afvalbestuur. Werkskepping en –opleiding, te ontwikkel.

Meer as 100 Sweedse maatskappye sal die beraad bywoon met die doel om beleggingsmoontlikhede in Eden te ondersoek.

RECOMMENDATION

- a) That approval be granted for the Executive Mayor, Cllr M Booysen, The Municipal Manager, Mr. Monde Stratu and Ms. Nadiema Davids to attend the Middle East and Africa Summit 2017, in Stockholm, Sweden departing on 23 September 2017 and returning on 30 September 2017.
- b) That special leave for the period mentioned in (a) above be approved.
- c) That the moratorium on overseas travel be rescinded as per Council resolution DC 282/05/12 dated 30 May 2012.
- d) The cost of the tour will be approximately R106 815,78 which will consist of the following:
 - R40 500.00 flights
 - R25 760.52 daily allowance
 - R4 575.00 visa's
 - R23 099.94 accommodation

AANBEVELING

- a) *Dat goedkeuring verleen word dat die Uitvoerende Burgemeester, Raadslid M Booysen, die Munisipale Bestuurder, Mnr Monde Stratu en Me Nadiema Davids die Midde Ooste en Afrika Beraad 2017 in Stockholm, Swede bywoon vanaf 23 September 2017 tot 30 September 2017.*
- b) *Dat buitengewone verlof vir bogenoemde tydperk soos in (a) bo, toegeken word.*
- c) *Dat die moratorium op oorsese reise herroep word soos per Raadsbesluit DC 282/05/12 gedateer 30 Mei 2012.*
- d) *Die koste van die reis sal ongeveer R106 815.78 beloop wat die volgende insluit:*
 - *R40 500.00 vlugte*
 - *R25 760.52 daaglikse toelaag*
 - *R4 575.00 visa's*
 - *R23 099.94 akkommodasie*

ISINDULULO

- a) Sesokuba kunikezwe imvume ku Sodolophu Obekekileyo, uCeba M Booyesen, uMphathi Masiplaa uMnu Monde Stratu kunye noNkszn Nadiema Davis ukuba bazimase Ingqungquthela yoMbindi Mpuma kunye ne Afrika ka 2017, e Stockholm, e Sweden befuduka ngomhla 23 kweyoMsintsi 2017 babuye ngomhla 30 kweyoMsintsi 2017.
- b) Sesokuba ikhefu elikhethekileyo kwelixesha liphawulwe ngasentla ku (a)liphunyezwe.
- c) Sesokuba umiselo lomethetho lwezohambo lwaphasheya urhoxiswe ngokwesigqibo se Bhunga DC 282/05/12 yangomshl 30 kuCanzibe 2012.
- d) Indleko zoluhambo ziqikelelwa kwi R106 815,78 nezakuquka okulandelayo:
 - R40 500.00 ezendiza
 - R25 760.52 izibonelo zosuku
 - R4 575.00 visa's
 - R23 099.94 indawo yokuhlala

APPENDIX



OFFICIAL INVITATION

CLEATECH VISITING PROGRAMME TO SWEDEN

25TH TO 27TH SEPTEMBER 2017, SWEDEN

Dear Mr Monde Stratu,

During the 25th to the 27th September Business Sweden, the Swedish Trade and Investment Council herewith invites the Eden District Municipality to engage with relevant stakeholders on the basis of an upcoming Memorandum of Agreement (MoA), between Business Sweden and the Eden District.

Invited delegates are as follows:

- Eden District Municipality Mayor
- Eden District Municipality Municipal Manager
- 3X Selected municipal managers
- 2X Selected district representatives
- Eden District Municipality Waste Manager
- Southern Cape Economic Partnership
- Related companies as determined by the Chambers of Commerce, Municipalities or SCEP

The objectives of the delegation are:

- 1) Follow-up on initial fact finding mission by Business Sweden during 30th July 2017 to 4 August 2017, with the aim of presenting common goals, areas of cooperation and introduction of relevant technologies, such as:
 - Waste Management
 - Transportation using alternative fuels
 - ICT (Smart Cities)
 - Renewable Energy
- 2) Provide the Eden district with the opportunity to present the region as suitable destination for trade and investment
 - Present economic perspectives, new investment opportunities and role of Eden in context to growth in the region
 - Start dialogues and be introduced to Swedish technology
 - Listen in on key interests from Swedish companies
 - Concerns
 - Requests
 - Interests
 - Match/Make companies from SA looking for partnership vis a vis

Who will be present during the delegation:

- Embassies of Sweden across the Middle East and Africa
- Governmental organisations and development agencies
- Multilateral financiers and Swedish financial institutions
- #MEA SUMMIT attract over 100 Swedish companies

BUSINESS SWEDEN Private Bag X1, Dainfern, 2055 Johannesburg, South Africa
 Ground Floor, Oak Hill Building, Fourways Golf Park, Rose Street
 T +27 (0)800 6600 F +27 11 513 0388
 info@business-sweden.se www.business-sweden.se

THE SWEDISH TRADE & INVEST COUNCIL

BUSINESS
SWEDEN

Moreover, Business Sweden is interested in strategic engagement and possible partnership between local and Swedish private sector, based on identified potential in the Eden District. This will be done with the aim of sharing experience in the areas renewable energy, waste management, ICT and transportation. The focus is on sustainability, innovation and technology access, thus increasing the value of services offered by municipalities to industry.

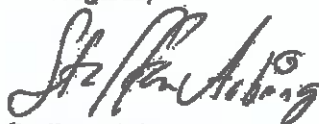
SymbioCity Initiative: (<http://www.symbiocity.se/>); SymbioCity is a Swedish government initiative run by Business Sweden and SKL International. SymbioCity Approach to support cities in developing countries to plan and build sustainably e.g. by identifying inclusive and innovative solutions. SymbioCity can be used by public and private actors alike including local government, utilities, private business and other stakeholders. An approach that is open and beneficial to all. SymbioCity pinpoints key urban systems from energy to IT and water to waste that are the foundation for good living conditions, prosperity and welfare in any emerging city.

- **Waste Management:** Incineration in Sweden generates as much energy as 1.1 million m³ of oil. This is enough to heat 810,000 homes and cut CO₂ emissions by 2.2 million tonnes per year – the same as if 680,000 car owners turned their petrol engines off at the same time. Landfill deposits in Sweden are now down to 4% of total waste, a record low. Recycling of materials is a key feature of SymbioCity. This means not only saving raw materials and natural resources but also energy and money. Minimizing landfills and restoring or redeveloping old waste disposal sites.
- **Energy:** Sweden has long been an international leader in planning and designing combined heat and power plants and connecting them to district heating grids. District heating is ten times more efficient than individual household heaters and can keep entire cities warm. Selling surplus energy can even provide the extra revenue much needed by municipality. Waste heat and energy is easy to recover with a district heating and cooling system (DHC). Local resources like wind, solar, geothermal power and bioenergy can play a key role in this arena.
- **ICT:** In Sweden, an intelligent ICT system is being built in Stockholm Royal Seaport – a mixed land use development that will house 25,000 inhabitants when completed. Multiple gains flow from using ICT to hook up citizens with their city networks. For instance smart electricity grids; these allow users to take advantage of fluctuations in electricity prices during the day by deciding when to run their appliances. Anything from factory machinery to dishwashers and washing machines can be automatically turned on when electricity is cheaper. The technology saves energy and avoids peak loads on the system so everyone wins. Smart monitoring and information systems can streamline or even automate the decision-making process.
- **Transport:** Municipalities need to ensure that future demand for transport services is compatible with lower environmental impact and reduced greenhouse gas emissions – while at the same time optimizing transport economy and your city budget.

Through our Memorandum of Agreement (MOA), we will be able to unlock synergies based on a partnered SymbioCity initiative with Eden Municipality. The benefits of which will reposition Eden District to become a central hub for new energies (alternatives fuels), best practice in waste management, job creation and skills development. Hence together Business Sweden and the Eden District, will create a win-win approach supporting the overarching goal of bilateral trade and cross border economic development.

This will be an opportune time to present current status projects, address any concerns, and propose future projects.

Kind regards,



Staffan Arbring,
 Trade Commissioner at Business Sweden for Southern Africa



MIDDLE EAST AND NORTHERN AFRICA: A REGION IN COMPETITION, CONFLICT AND CHANGE

DAY 1: TUESDAY, SEPTEMBER 26, HOTEL AT SIX STOCKHOLM

MORNING SESSIONS 09:00-12:15

Business Sweden in the Middle East and Northern Africa – We help you grow International revenue

Welcoming words by Ms. Ylva Berg, CEO and President Business Sweden

Sweden's commitment in the Middle East and Northern Africa Region

H.E. Ms. Ann Linde, Minister for EU Affairs and Trade

Breaking the barriers to higher economic growth - Doing Business in the Middle East and Northern Africa region

What does it take to be successful in the MENA markets? Today, much of growth is driven by the transformation of the economy into a digital one, a development in turn spurred by innovation. Learn how to stay ahead of these changes from one of Sweden's leading business figures in the Middle East, Lars Liden, who has more than 30 years of experience in the region.

This session will look at how doing business in the MENA region is transforming and how the fourth industrial revolution is bringing winds of change. Discussions on the current macro-economic prospects and trends will inform on how to take advantage of opportunities and remain competitive.

- ▶ Panellist 1: Dr. Fahad Alturki, Chief Economist and Head of Research, Jadwa Investment
- ▶ Panellist 2: Özgür Altug, Chief Economist, BGC Partners
- ▶ Panellist 3: To be confirmed



Lars Liden
Founder, Gulfrock
Lead speaker

When Social, Political and Economic Forces Unite, Sparks Fly in the Middle East

As a region, the Middle East and North Africa suffers from the highest unemployment rate in the world among youth, at an average rate of 23 %. To address this major impediment for economic growth, countries in the region have been working to strengthen existing governance framework by increasing investments in education and driving technological development for greater job creation. As a result, there is great momentum for an economic and political reform to deliver on the prosperity of the region today.

This session will demonstrate the stabilisation measures taken by the MENA region after the Arab spring and decline of oil prices. Experts from the region give insights on unique aspects on how the political scene in the region has taken shape and what is to be expected in the



Salman Sheikh
Founder and CEO,
The Shaikh Group
Lead speaker

future. Additionally the session will discuss women's emancipation and how education will be the game changer that will create a new generation of a more qualified workforce.

- ▶ Panellist 1: Lamia Bazir, Government Officer and Civil Society Actor, Government of Morocco
- ▶ Panellist 2: To be confirmed
- ▶ Panellist 3: To be confirmed

AMBASSADORS LUNCH 12:15 - 14:00

Meet and network with Swedish and local Ambassadors from the Middle East and Northern Africa region

AFTERNOON WORKSHOPS 14:00 - 15:30

Technical workshops held in parallel

1) Strategies for entering markets – Distributor enhancement and localisation strategies

Forty-seven percent of all Swedish exports are enabled through distribution, but only thirty-five percent of the exporting Swedish companies are satisfied with their distributors. This points to a need for careful selection of trade partners as well as continuous and engaged relationships with existing ones. Requirements for distribution approaches in the MENA region are getting more complex.

In this session, we look at the factors you need to understand better in order to maximise the efficiency of your distribution networks in MENA markets, including the challenges that your distributors are facing in their daily operations.

- ▶ Panellist 1: To be confirmed
- ▶ Panellist 2: To be confirmed
- ▶ Panellist 3: To be confirmed



Manik Karn
Manager for
Business
Development,
Business Sweden
Lead speaker

2) The growth of sustainable responsible investments in the Middle East

Socially responsible investing (SRI) or social investment, also known as sustainable, socially conscious, "green" or ethical investing is an investment strategy, which seeks to consider both financial return and social good to bring about a social change. From Swedish export companies' point of view, there is an increasing demand for SRI, Islamic export and project finance solutions as trade with the Middle East continues to grow.

This workshop will highlight the developments regarding socially responsible investing (SRI), and Islamic financing vs. conventional financing to and from the Middle East region. How can SRI be profitable? What are the most important considerations when Middle Eastern companies invest abroad? What are the possibilities to invest in the Middle East? The session will also discuss issues related to investing in developing countries to ensure economic growth.

- ▶ Panellist 1: To be confirmed
- ▶ Panellist 2: To be confirmed
- ▶ Panellist 3: To be confirmed



To be confirmed
Lead speaker



3) Digital marketing – Creating a brand in the Middle East and Northern Africa

In countries with a large pool of young citizens, high mobile penetration and social media usage, companies need to have a well-positioned brand and communicate through the right channels in order to reach their target audience.

This workshop will look at the demographics and societal structures of the region, to increase brand awareness and how to position one's brand in a region that is undergoing rapid digitalisation. Specifically we aim to look at trends in digital marketing and how Swedish companies need to consider their brand promotion to remain relevant.

- ▶ Panellist 1: To be confirmed
- ▶ Panellist 2: To be confirmed
- ▶ Panellist 3: To be confirmed



To be confirmed
Lead speaker

DRINKS RECEPTION AND NETWORKING 18:30 - 19:30

MEA SUMMIT GALA DINNER 19:30 - 21:00



SUB-SAHARAN AFRICA: A REGION OF GROWTH AND DEMAND FOR BUSINESS INNOVATION

DAY 2: WEDNESDAY, SEPTEMBER 27, HOTEL AT SIX STOCKHOLM

MORNING SESSIONS 09:00-12:15

Business Sweden In Sub-Saharan Africa - We help you grow International revenue

Welcoming words by Ms. Ylva Berg, CEO and President of Business Sweden

Sweden's commitment in the Sub-Saharan Africa Region

H.E. Mr. Minister of Innovation Mikael Damberg

Business In Africa: A continent of opportunities to be seized if you know how to catch them

There is no rest for the wicked in the land of opportunities! Sub-Saharan Africa has had an exaggerated risk perception in the past based on the limited understanding of its realistic trade and investment prospects. Understand the opportunities that drive business in a region that reports an average GDP growth rate of between 4-8% per annum.

Listen to one of Africa's most outstanding business speakers on how to stay ahead of the curve and identify points of intersection between your expertise and consumer needs in Sub-Saharan Africa. The session will demonstrate how the political, economic and demographic shifts on the continent are laying the foundation for future growth by offering a mix of improved business climates and growth perspectives that match or outpace that of other countries.

- ▶ Panellist 1: Joyce Ann-Wainana, Chief Executive, Citibank East Africa
- ▶ Panellist 2: Sandra Uwera, Chief Executive, COMESA Business Council
- ▶ Panellist 3: Phyllis Wakiaga, Chief Executive, Kenya Association of Manufacturers

The emerging middle class, urbanisation and new consumption trends in Sub-Saharan Africa

Accelerating urbanisation rates are changing business landscapes and consumer preferences. What does the growth of mega cities mean for technological innovation, purchasing power and product demand? Understand the new requirements placed on companies, production and distribution in a landscape undergoing constant change.

This session will demonstrate the key role technological advancement is playing in shaping consumption trends and how to position companies in readiness for uptake. It will give insights on the unique aspects of the Sub-Saharan Africa middle class and the opportunities for growth. The discussion will centre on how to get the right market focus through an offering that is relevant for local preferences, lifestyles and price sensitivity without compromising on quality.



Vusi Thembekwayo
Chairman Watermark
Africa Fund
Lead speaker



To be confirmed
Lead speaker

- ▶ Panellist 1: Kamal Bhattacharya, Chief Innovation Officer, Safaricom
- ▶ Panellist 2: Olatunbosun Tljani, General Manager, Co-Creation Hub
- ▶ Panellist 3: Rogito Nyangeri, Head of Strategy and Research, Nairobi Securities Exchange

AMBASSADORS LUNCH 12:15 – 14:00

Meet and network with Swedish and local Ambassadors from Sub-Saharan Africa

AFTERNOON WORKSHOPS 14:00 – 15:30

Technical workshops held in parallel

1) Growing in complex markets: Understand your market before you develop a go-to-market strategy

African markets are complex and unique. Consumer behaviour varies between regions and countries, preferences depend on client segments and competitors can be a good indicator to what works locally. Common factors for successful market entries include a well thought out go-to-market strategy and tailored product delivery catered to local preferences and needs.

This workshop will focus on getting the market-entry puzzle right. It includes understanding the economic indicators, local market trends and what value means to the consumer in Sub-Saharan Africa. If your company is in the starting blocks for entering this region or you are looking to expand your presence in Sub-Saharan Africa, this is your workshop.

- ▶ Panellist 1: Alex de Courcy, Vice President, Husqvarna Group
- ▶ Panellist 2: Fredrik Morsing, Managing Director, Scania West Africa
- ▶ Panellist 3: Lawrence Githinji, Regional General Manager, Atlas Copco East and Central Africa

2) How to finance your market entry and protect yourself from financial risk taking

Learning to decipher risk from cost of doing business is often a central difference between a successful and failed business model. Complex markets require financial muscles, not just to handle costs of market entries and expansion, but also for managing the high risks related to payments and credit.

This session will take an in-depth look at what the dangers and pit falls related to financial management of your business in Sub-Saharan Africa are. What financial capacity do you need to stay operational long-term? How do you ensure you are protected against creditors defaulting? And what are the bright spots you can take advantage of in the market, assisted by trade finance tools and risk mitigation actors in Team Sweden and locally?

- ▶ Panellist 1: Staffan Ahl, Director, Swedpartnerships
- ▶ Panellist 2: Dr. Josea Rono, Ph.D, Managing Partner, E&K Consulting Firm
- ▶ Panellist 3: To be confirmed



Sara Reith
Retail Marketing
Lead, Samsung
Electronics Africa
Lead speaker



Magnus Furuholm
Chief Representative
Johannesburg,
Swedbank
Lead speaker



3) Increase your sales efficiency: Dare your distributors and ensure efficient sales processes

If your company is focused on growth, one of your biggest low-hanging fruits is to make your sales channels more efficient. Today, forty-seven percent of Swedish exports are enabled through distribution. However, only thirty-five percent of the Swedish exporting companies are satisfied with their performance. Dissatisfaction mostly comes from a sense of inefficiency, lack of transparency or incomprehension of each other's way of doing business. If your company is facing these challenges, this workshop is for you.

In this workshop, we will demonstrate how to realise the full potential of your sales channels in Sub-Saharan Africa, including distribution networks. Optimising sales channels in emerging markets is a different ball game to developed markets. The former often means a greater need for more frequent follow-ups and evaluations of performance against KPIs and sales cycles.

- Panellist 1: Lina Jorheden, Country Manager, Atlas Copco Eastern Africa
- Panellist 2: To be confirmed
- Panellist 3: To be confirmed



Evan Herbst
Regional Sales
Director SSA,
HemoCue
Lead speaker



SPEAKER PROFILES: MIDDLE EAST AND AFRICA SUMMIT 2017

26 - 27 SEPTEMBER, HOTEL AT SIX STOCKHOLM

LEAD SPEAKERS

Evan Herbst, Regional Sales Director Sub-Saharan Africa, HemoCue

Evan Herbst experience in Sub-Saharan Africa spans a period of over 15 years within the health sector. Evan will share his experiences on growth in the region and how to customise solutions that suit the needs of both high- and low-end consumers in emerging markets without compromising on quality delivered. The case of Hemocue in Sub Saharan Africa

- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: Increase your sales efficiency. Dare your distributors



Lars Lidén, Founder and Owner, Gulf Rock Engineering L.L.C

Lars Lidén is a Swedish mining engineer with over 43 years of experience in the Middle East. In his 15-year tenure with Nitro Nobel as a sales manager for commercial explosives, Lars spent 5 years stationed in Iran covering the Gulf region. After moving to Dubai in 1979, and recognizing the demand for specialized rock excavation in the U.A.E., Lars established the first drill and blast company in the Emirates for Nordstjeman AB in 1985. Gulf Rock Engineering LLC was subsequently acquired by Lars in 1990 and has since experienced continuous growth due to the regions demand for civil engineering projects requiring both surface and underground rock excavation.

- ▶ Day 1: Middle East and Northern Africa
- ▶ Morning session: Breaking the barriers to higher economic growth - Doing Business in the Middle East and Northern Africa region



Magnus Furuholm, Chief Representative Johannesburg, Swedbank

Since 2014, Magnus Furuholm is the Chief Representative of Swedbank's office in Johannesburg, South Africa. Magnus has extensive experience from the banking sector initially starting as Country Risk Analyst for SEB in 1995 and later Area Manager at the same bank. Magnus then continued as Senior Client Executive at Swedbank before heading his current role. In his career Magnus has had broad exposure to the Middle East and Africa region and from Swedbank's offices in Johannesburg, Swedbank maintains close relations with key banks across the Sub-Saharan markets such as Angola, Nigeria and Zambia.

- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: How to finance your market entry





Manik Karn, Manager for Business Development, Business Sweden

Manik Karn has over thirteen years of experience in management consulting and international business development. He has been with Business Sweden since 2008, where he has led both the China and India office. He currently leads the Business Development unit within Business Sweden. Manik Karn has handled several complex multi-market assignments for clients, managed multiple project teams from different offices and lived and worked in India, China, ASEAN and Africa. With his background and long-time experience from emerging markets, Manik will discuss how you can ensure that you get most out of your distributors for a continuously efficient relationship.



- ▶ Day 1: Middle East and Northern Africa
- ▶ Afternoon workshop: Strategies for entering markets – Distributor enhancement and localization strategies

Salman Sheik, Founder and CEO, The Sheik Group

Salman Sheik has an outstanding track record in international relations from the United Nations, Brookings Institution as well as Political Advisor to the Secretary-General's Personal Representative to name a few. His expertise lies in conflict resolution, domestic policy, and geopolitics of the Middle East. He has been featured in key publications and broadcasts, including CNN, BBC, Sky New, Al Jazeera and NBC. With many years of experience in the Middle East, Salman will shed light on the political reforms taking place in the MENA region



- ▶ Day 1: Middle East and Northern Africa
- ▶ Morning session: When Social, Political, and Economic Forces Unite, Sparks Fly

Sara Reith, Retail Marketing Lead, Samsung Electronics Africa

Sara Reith has close to a decade of marketing experience across Sub-Saharan countries first with blue-chip FMCG Procter & Gamble and now in Consumer Electronics with innovation giant Samsung. Sara is a brand-building expert with a unique skill-set and passion for building world-class businesses in Africa that serve and improve consumers' lives. Sara will share her experiences on how to cater to customer needs in such emerging markets through careful strategizing, focusing on local requirements and global acceptance.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: Growing in complex markets: Understand your market before you develop a go-to-market strategy

Vusi Thembekwayo, Chairman, Watermark Africa Fund

Entrepreneur, innovator and rock star of public speaking –Vusi Thembekwayo rewrites the rules and empowers with new knowledge, research findings, models and tools that can be applied to achieve leapfrog results in business which is demonstrated in his successful business ventures. Vusi ran a USD 30M division in a USD 1.3B multi-national where he achieved the highest EBITDA within the group and today is the youngest director of a listed company in South Africa. Today he is the MD of a boutique investment and advisory firm that assists medium, large and listed businesses to achieve step-change results through their people. Vusi has won several international awards for public speaking. His areas of expertise are Sales, Strategy and Leadership



- ▶ Day 2: Sub-Saharan Africa
- ▶ Morning session: Business in Africa – A continent of opportunities to be seized

PANELLISTS



Alex de Courcy, Vice President, Husqvarna Group

Alex de Courcy had his first professional experience in Africa 15 years ago when he worked with sustainable cocoa production. Observing a great number of remarkable success cases, he developed a frame of mind that with the right plan and the right partner everything is possible in Africa.

At Husqvarna he leads the commercial organisation for the Nordics, Baltics, UK, Ireland and Africa division. Under his lead, these divisions have entered new markets and grown business by more than 35%. However, Alex is convinced only the surface is scratched of what is possible and Husqvarna is now embarking on a period of transformational growth in Sub-Saharan Africa.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: Growing in complex markets: Understand your market before you develop a go-to-market strategy

Dr. Fahad M. Alturki, Chief Economist and Head of Research, Jadwa Investment

Dr. Fahad M. Alturki, currently Chief Economist and Head of Research, at Jadwa investment Company in Riyadh has a strong background in economics. Dr. Fahad manages the economic research department and publishes regular reports on issues related to global economics and the world oil market. Furthermore, Dr. Fahad has experience as an Economic Specialist at the Saudi Arabian Monetary Agency. At MEA Summit 2017, Dr. Fahad will discuss the Gulf macroeconomic trends and how they might influence your company.



- ▶ Day 1: Middle East and Northern Africa
- ▶ Morning session: Breaking the barriers to higher economic growth - Doing Business in the Middle East and Northern Africa region

Fredrik Morsing, Managing Director, Scania West Africa

Fredrik Morsing is the Managing Director of Scania West Africa Ltd, the wholly owned subsidiary within the Scania Group and the only truck manufacturer with direct presence in West Africa. At the MEA Summit, Fredrik will share how he and Scania have successfully delivered competitive solutions without compromising on quality in emerging markets. The company is currently increasing their presence in the region and strategically selecting their target markets based on market conditions and potential.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: Growing in complex markets: Understand your market before you develop a go-to-market strategy

Dr. Josea Rono, Managing Partner, E&K Consulting

Dr. Rono is the Co-founder and Managing Partner at E&K Consulting Firm, an advisory and investment firm providing turnkey solutions in the healthcare, finance and technology sectors in Africa. Dr. Rono is an entrepreneur and recognized thought leader in healthcare business, health financing, global health and international development. He has advised on healthcare transactions worth over USD 20B, developed strategies for healthcare businesses worth over USD100M and advised several healthcare programs in Africa and Europe. He is well published internationally and is a regular speaker at international conferences.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: How to finance your market entry



Joyce Ann Wainaina, Chief Executive, Citibank East Africa

Joyce Ann Wainaina is the CEO for Citibank N.A. Kenya and East Africa. In East Africa, Cit operates a Corporate and Investment Bank focused on Global Institutions, Local Corporations, Public Sector entities and Financial Institutions, with emphasis on sectors such as Manufacturing, Telecommunications, Services, Agriculture, Energy and Infrastructure financing. She has an extensive career of over 26 years with Citibank and has held senior positions in East Africa, South Africa and Zambia. Joyce-Ann holds a B.S Finance Degree from Duquesne University Pittsburgh, USA and M.S Financial Economics Degree from University of London (SOAS).



- ▶ Day 2: Sub-Saharan Africa
- ▶ Morning session: Business in Africa – A continent of opportunities to be seized

Dr. Kamal Bhattacharya, Chief Innovation Officer, Safaricom

Dr. Kamal Bhattacharya is since early 2017, the Chief Innovation Officer at Safaricom, Kenya's leading telecommunications company. Previously, Kamal was the interim CEO of iHub, formerly known as IBM Research – Africa lab. Prior to moving to Kenya, Kamal held various leadership roles at IBM Research in both the US and India, the company he started working with soon after completing his PhD in Theoretical Physics from Göttingen University, Germany.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Morning session: The emerging middle class, urbanization and new consumption trends in sub-Saharan Africa

Lamia Bazir, Government Officer and Civil Society Actor, Government of Morocco

Advocating for women's empowerment - she has it all: a stellar education from Columbia University, Sciences Po Paris, and Harvard, experience as a representative at the UN ECOSOC, missions for the Arab League and Transparency International, and a UN/MBC Volunteering Award in 2015. At the age of 26, she works for the Head of the Moroccan Government on economic growth, conducts research on women and leads a foundation promoting leadership among rural women and girls.



- ▶ Day 1: Middle East and Northern Africa
- ▶ Morning session: When Social, Political, and Economic Forces Unite, Sparks Fly

Lawrence Githinji, Regional General Manager, Atlas Copco East and Central Africa

Lawrence Githinji has nearly 20 years of experience within the energy and machinery sectors, working out of Europe and extensively within Africa. Since 2013, he is the Regional General Manager for Atlas Copco's operations in East and Central Africa. He has widespread experience with new product development projects, improving and promoting products catered to Atlas Copco's customers' needs, from idea formulation to successful global rollout.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: Growing in complex markets: Understand your market before you develop a go-to-market strategy

Lina Jorheden, Country Manager, Atlas Copco East Africa



With a background in treasury and finance, Lina Jorheden initially transferred to East Africa as Business Controller for Atlas Copco in Tanzania, a company she had been with since 2006. Since four years back, she is now the Country Manager for Atlas Copco with responsibility for the Mining and Rock Excavation business in East Africa, covering 14 countries in the region. Lina has achieved impressive results in the region, improving profitability with over 40% and in 2015 she was named "Female leader of the future" by the Swedish Managers' Association "Ledarna".



- Day 2: Sub-Saharan Africa
- Afternoon workshop: Increase your sales efficiency: Dare your distributors

Olatunbosun Tijani, Chief Executive, Co-Creation Hub Nigeria

The founder and Chief Executive of Co-Creation Hub Nigeria (CcHUB), Olatunbosun Tijani is an innovation expert. He has 15 years' experience in advocating for an industry-wide shift to technology innovation, which has positioned start-ups as the anchor of the tech ecosystem in Nigeria. He has driven the rapid advancement of collaboration and innovation in Nigeria's technology landscape. Under his leadership, CcHUB has driven growth of social innovation using technology to produce ground-breaking initiatives and businesses that have influenced business operations in fiscal e-commerce, healthcare, education and transportation among others.



- Day 2: Sub-Saharan Africa
- Morning session: The emerging middle class, urbanization and new consumption trends in Sub-Saharan Africa

Phyllis Wakiaga, Chief Executive, Kenya Association of Manufacturers

Phyllis Wakiaga is the Chief Executive of the Kenya Association of Manufacturers, a leading business association in Kenya with over 800 members. Prior to her role as CEO, she was heading the Policy Research and Advocacy unit at the same organisation. In her role, she has effectively developed the Enforcement Manual focusing on combating illegal trade in Kenya in cooperation with the National Council on the Administration of Justice as well as having been part of the County Money Bills Project together with the Commission on Revenue Allocation. Phyllis also represents the Kenya Association of Manufacturers on the Board of the Kenya Electricity Generating Company, Kenya Industrial Property Institute, Anti Counterfeit Agency and COMESA Business Council.



- Day 2: Sub-Saharan Africa
- Morning session: Business in Africa – A continent of opportunities to be seized

Rogito Nyangeri, Head of Strategy and Research, Nairobi Securities Exchange

Rogito Nyangeri is the Head of Strategy and Research at the Nairobi Securities Exchange, the largest bourse in Eastern Africa. In this role, he drives broad-ranging initiatives around sustainability, institutional strategy, innovation, policy and research. He conceptualized M-Akiba, the world's first mobile-only government bond and he is also integral to Kenya's ongoing Green Bond Programme. He has over a decade's experience in financial service and he is a Stakeholder Council Member of the Global Reporting Initiative and a Member of the United Nations Sustainable Stock Exchanges Green Finance Advisory Group.



- Day 2: Sub-Saharan Africa
- Afternoon workshop: How to finance your market entry

Sandra Uwera, Chief Executive, COMESA Business Council



As Chief Executive of the COMESA Business Council, Sandra brings with her 17 years of management experience with a strong focus on private sector development in Africa. Her work involves strategic planning, business policy advocacy and corporate governance for companies operating within the 19 states that make up the COMESA region. With her insights on how industries perform along their value and supply chains, Sandra will highlight best practice models for doing business in Africa.



- ▶ Day 2: Sub-Saharan Africa
- ▶ Morning session: Business In Africa – A continent of opportunities to be seized

Staffan Ahl, Director of Swedpartnerships, Swedfund

Staffan Ahl has about 20 years of experience from financing investments and projects in developing and emerging economies. Since 2009, Staffan is responsible for Swedpartnership, which is Swedfund's offer and financing program aimed at Swedish small and medium sized companies that start up business partnerships or establish their businesses on of the markets where Swedfund is active. Staffan will offer his insights on how to provide financing to SME-companies for private sector ventures in developing and transition economies in order stimulate growth, combat poverty and achieve sustainable development.



Swedfund International is a Development Finance Institution owned by the Swedish state. Swedfunds overall objective is to contribute to the elimination of poverty by financing sustainable and financially viable investments in developing and emerging economies.

- ▶ Day 2: Sub-Saharan Africa
- ▶ Afternoon workshop: How to finance your market entry

Özgür Altug, Chief Economist, BGC Partners

After successfully finishing his undergraduate studies Özgür Altug received MA in Economics at Marmara University and he is now about to complete his PhD at the Banking Department at the same university. He joined the private sector in 1998 and after working in a number of local banks as an Economist; he joined HSBC in 2001 as Senior/Chief Economist until 2004. For the following five years, he was the Chief Economist of Raymond James Securities. Since 2009, he works for BGC Partners Securities as Chief Economist. Mr. Altug, who wrote columns in daily Milliyet, Dunya and Businessweek magazine, is frequently quoted in international and local press on Turkey. Extel and Institutional Investor surveys awarded him Best Economist covering Turkey in 2015 and 2016.



- ▶ Day 1: Middle East and Northern Africa
- ▶ Morning session: Breaking the barriers to higher economic growth - Doing Business in the Middle East and Northern Africa region

OFFICIAL PROGRAMME

VISITING PROGRAMME TO SWEDEN

25TH SEPTEMBER 2017 TO 27TH SEPTEMBER 2017Main contacts:

1. **Project Manager:** Shaan Padayachy,
Mobile +27 83 708 7047 E-mail: shaan.padavachy@business-sweden.se
2. **Project Consultant:** Sejabaleli Motsepa,
Mobile: +27 83 708 0085 E-mail: sejabaleli.motsepa@business-sweden.se
3. **Logistics coordinator:** Pinky Priscilla Ntsoane,
Mobile +27 83 268 0302 E-mail: pinkypriscilla.ntsoane@business-sweden.se

Flight from Finland, Estonia or DenmarkSectors of focus:

- Agriculture, biomass, forestry, pulp and paper
- Transportation
- Utilities
 - Smart cities: City planning for waste, energy, ICT
 - Security, management and optimisation of assets

25th September 2017; Gothenburg, site visit to (2 groups)Preliminary Programme:

08:00 hrs

Briefing on Smart cities by Business Sweden

Group 1: Transportation

09:00 hrs – 11:00 hrs

Asset management and optimisation: GridZupport, Atlas Copco, Quant

11:00 hrs – 13:00 hrs

Security and access control key assets: Assa Abloy; Icomera,

13:00 hrs – 14:00 hrs

Lunch

14:00 hrs – 16:00 hrs

Volvo factory; alternative fuels presentation

Group 2: Forestry

09:00 hrs – 11:00 hrs

Forestry (Optimisation i.e. stump removal technology)

11:00 hrs – 13:00 hrs

Waste to Energy (Cortus) Biomass plant

13:00 hrs – 14:00 hrs

Lunch

14:00 hrs – 16:00 hrs

EcoPar "Future of Europe lies in fossil free fuels"



26th September 2017; Stockholm, site visit to

Preliminary Programme:

08:00 hrs	World Trade Centre, Briefing on Smart cities by Business Sweden
09:00 hrs – 11:00 hrs	Scania factory; alternative fuels presentation
11:00 hrs – 13:00 hrs	Lunch
13:00 hrs – 14:00 hrs	ABB e-bus technologies, Västerås

27th September 2017; Stockholm, participation at

Programme:

14:00 hrs – 16:00 hrs	Networking @ #MEASUMMIT2017
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About #MEASUMMIT; once a year over 100 Swedish companies gather from across industries to gather insights on the market developments in the Middle East and African region. The focus is to understand the interests from Swedish companies and foster better trade patterns based on identified opportunities in the region.

This includes:

- A political, trade and economic overview from Embassies of Sweden
- Business climate from Business Sweden
- Investor considerations from Swedish finance and export credit banks
- Trade and investment opportunities from local counter parts (Various experts in Africa)
- Case studies from Swedish companies in the market

Next country, Norway

Invited delegates:

Western Cape (Provincial organisation or bodies)

- City of Cape Town
 - Utilities
 - Transportation
- WESGRO
- Working for Water Foundation (WWF)
- GreenCape
- Western Cape Department of Agriculture
- Case Study Cape Town Based company looking to invest in Sweden's ICT hub

Eden District Municipality

- Go George buses
- PG Bison
- MTO forestry
- Eden District Municipality Mayor
- Eden District Municipality Municipal Manager
- 3X Selected municipal managers
- 2X Selected district representatives
- Eden District Municipality Waste Manager
- Southern Cape Economic Partnership
- Related companies determined by Municipality or SCEP

SPECIAL DISTRICT COUNCIL

20 SEPTEMBER 2017

**REPORT ON THE ECONOMIC DEVELOPMENT AND TOURISM 2017/18
BUDGET PROPOSED PROJECTS / *VERSLAG TEN OPSIGTE VAN DIE
EKONOMIESE ONTWIKKELING EN TOERISME 2017/18 BEGROTING
VOORGESTELDE PROJEKTE* / INGXELO NGOPHULISO
LWEZOQOQOSHO KUNYE NOKHENKETHO 2017/18 ULWABIWO-MALI
SENKQUBO (586429)**

(9/1/3)

29 May 2017

**REPORT FROM THE EXECUTIVE MANAGER: CORPORATE / STRATEGIC
SERVICES (B HOLTZHAUSEN) / MANAGER STRATEGIC SERVICES (M.
WILSON)**

PURPOSE OF THE REPORT

To provide a proposed break-down of projects for the R870 000.00 which have been approved for Economic Development and Tourism for the 2017/18 budget and to obtain the support to proceed with the implementation of these proposed projects within the 2017/18 financial year.

BACKGROUND / DISCUSSION

An amount of R870 000.00 was approved in the 2017/18 budget for the implementation of Economic Development and Tourism projects, which have not been specified in the budget.

The following projects are proposed for DED and Tourism for the 2017/18 financial year within the R870 000.00 approved budget:

PROPOSED PROJECTS:

Project plans for each of the projects have been compiled as per Council's official project template.

LED & Tourism Projects (R870 000.00)		
Name of Project	Where- Area	Amount- Budget
GRKK Film Office	District	R200 000.00
N12 Treasure Route	Mossel Bay, George, Oudtshoorn	R40 000.00
Growth and Development / Investment Conference	District	R150 000.00
Cater Care Project	District	R50 000.00
Film-Media Internship Programme	Bitou, George, Oudtshoorn and Mossel Bay	R135 000.00
Film Training for Youth (2 nd phase)	Knysna, Hessequa and Kannaland	R105 000.00
Export Development (Training and tool kit)	District	R180 000.00
Garden Route Discovery Park / Kurland Eden Project (Most appropriate name in terms of description and marketing must still be finalized)	Bitou with expansion to rest of Garden Route	R10 000.00
Total		R870 000.00

GRKK Film Office

The DED unit spent the year compiling the Garden Route & Klein Karoo strategy for the development of the film industry together with other key stakeholders. Initiatives identified in terms of this strategy now requires funding for implementation in order to promote Eden District as a preferred film production destination. One of these is a regional (GR KK) Film Office to coordinate such activities for the region. These are:

- Marketing & Market intelligence
- Content Development Support for local productions
- Skills Development
- Permits and location management
- Lobbying & Advisory
- Information dissemination
- Alignment with WCPG initiatives
- Facilitation and coordination

N12 Treasure Route

The N12 Treasure Route was established in 2001 as a domestic and internationally competitive tourism route and destination. This route runs through five (5) Provinces, namely Mpumalanga, Gauteng, North West, Northern Cape and the Western Cape. Along the route there are 43 Municipalities and over 6000 tourism businesses which can all contribute and benefit from the development of the route.

Three of the Provinces (Mpumalanga, Northern Cape and North West) are amongst the least visited destinations. Improving the destination management and appeal of the route will assist in increasing traffic in these areas and thus increase geographic spread, business performance and economic growth in mostly rural areas. The route covers 3 main areas within the Eden District Municipal area, namely George and Oudtshoorn (De Rust).

The N12 Treasure Route has been formally endorsed by the Minister of Tourism (Mr Derek Hanekom) in 2014. The Domestic Tourism Management Branch has in the past 3 years been working with the N12 Treasure Route (TR) Association to improve the development of the route. In the 2015/16/17/18 financial years, the Department of Tourism has included the route in its business plan in order to facilitate development and promotion of the route.

Growth and Development / Investment Conference

- Eden District Municipality is looking to host a Garden Route & Klein Karoo Investment Conference including a Gala dinner (in partnership with the 7 B Municipalities, SCEP and the business sector in the Eden District) towards the end of 2017 (date to be confirmed) as a result of the Investment Readiness Workshop in June:

The summit will aim to draw:

- Investment opportunities:
 - Development of relevant Municipal Properties
 - Information and Communication Technology (ICT)
 - Infrastructure investments
 - Innovative agriculture and Fresh Produce Markets
 - Oil & Gas and Marine
 - Green Energy and waste beneficiation
 - Tourism
 - Aviation
- Summit will provide an opportunity for individual municipalities and private sector to engage on a one-on-one basis with investors
- Exhibitions and showcasing individual municipalities and opportunities.

Cater Care Project

Method

An additional amount of R50 000.00 is requested to contribute towards the R150 000 budgeted for the Cater Care Training Program. The Cater Care Programme seeks to address the high rate of unemployment within the Eden District.

In particular the program seeks to provide culinary skills training for unemployed people in the Eden region. The training is intended to equip people to access jobs in the local hospitality industry and tourism sector.

The skills acquired during this course:

- Basic food assistant skills – these skills will enable the learner to assist a Cook or Chef in a kitchen.
- Basic food service skills – these skills will enable the learner to initially assist in service in a restaurant or hotel and as their confidence improves, they will be able to become full service ambassadors.
- Wine server – this course will enable the student to enter the industry with a certified and acknowledge qualification from a highly respective service provider in the industry. They will be able to serve wine and speak from a position of authority.
- Personal money management – these skills will enable the student to manage their own personal finances more effectively.
- Basic life skills – these skills are aimed to give the learner the necessary life skills to work effectively within a team and also to manage possible conflict situations.

Outcomes

- To train these people to be employed in the hospitality industry
- Assist trainees to find work in the hospitality industry in their municipal area
- To make trainees more marketable to find employment in the hospitality industry.

The François Ferreira Academy has established good relations with various hotels. Guest houses, restaurants and resorts who will be willing to employ them once they are qualified.

Film Training for Youth (second phase)

Second phase of basic film and film entrepreneurship training for (Hessequa, Kannaland and Knysna). The first phase included all the other areas of the district. Outcomes of training:

- Develop Community media in their own areas;
- Build up small businesses;
- Provide audio visual and media services to commerce, industry, government and their own communities;
- Strives to prepare the learner to think entrepreneurially, empowering them to create their opportunities & boosting their self-confidence.

Under an over-arching umbrella of empowering entrepreneurial thinking, this program will outline theoretical and practical, experiential learning components in respect of occupational skills, as well as basic, generic life skills and will furthermore introduce the learner to the profoundly important role they play in the development of the film sector of the Eden District

Course Outline & Structure:

Life skills and entrepreneurship phase:

Content covered:

Start up, Profiling, Research, Legal Aspects, Marketing Strategy, Management Functions, Costing & Pricing, Finance management, Business admin., Business Plan Development.

The production process and various steps from concept to screen.

Content covered:

Understanding the Industry, Making content for online broadcasting (cell phone exercise) Visual Literacy (scripts, schedules, call sheets, Concept development, production workflow. Studio Environment, Set Etiquette, Health and Safety on set, Casting process.

Target Audience:

Matric Certificate with Mathematics & English + Basic Computer literacy; 18 – 25, Previously Disadvantaged preference although open to real talent. Aim to have 75% black beneficiaries. Competent at a level where they will develop themselves in following fields: An assistant position on a professional production in any department in the film or TV industry; semi-skilled position in any other industry (tourism/ publishing, etc.); entrepreneur initiating opportunities for him/herself.

Film/Media Internship

The twenty-six (26) Unemployed youth (Bitou, George, Oudtshoorn and Mossel Bay) successfully completed the 1st phase in basic film and media industry training that was rolled out by the Eden District Municipality's DED unit.

In light of above-mentioned, funds are now required for stipends to accommodate these youth in terms of internships to implement the acquired theoretical knowledge they gained. This forms part of the Eden DM's vision to empower youth gaining meaningful experience, as well as to get them ready for the job-market, and providing job opportunities for them.

Workplace placements with film/media industries within the Eden region will take place to accommodate these youth for above-mentioned initiative.

Export Development (Training and tool kit)

To provide businesses and product owners in the district with Export Development Training as well as a toolkit for them to be able to market and develop their own businesses.

Eden District Agripark/Farmer Production Support Units

To implement the initiatives and projects as identified in the Eden District Agripark Master Business Plan as compiled by the Department of Rural Development & Land Reform. The Department of Agriculture, Department of Environmental Affairs and Development Planning and local municipalities are key partners in this project.

South Cape Economic Partnership

The South Cape Economic Partnership is a collaborative programme to coordinate and catalyse economic growth and development in the South Cape Region. The partnership members include private and public sector stakeholders and the work of the programme is funded by the Western Cape Economic Development Partnership (EDP), Eden District Municipality and most of the local municipalities in the region. The programme manager coordinates various regional economic development projects requiring an integration of stakeholders and resources. The programme is currently working very successfully.

Garden Route Discovery Park / Kurland Eden Project (Bitou)

The Bitou Municipality's LED section is currently spearheading the development of the Kurland Eden Project in the Crags which aims to be a significant tourism attraction for the overall tourism product of Bitou and the Garden Route. The project will not only increase the Bitou tourism footprint, but will create a number of direct and indirect job opportunities. Heritage and Cultural Tourism plays a significant role in the diversification and transformation of the tourism industry. It allows previously neglected communities the opportunity to become part of the mainstream tourism industry and derive direct benefits from tourism.

The development of this project holds many socio and economic benefits, not only for the community in which it resides, but also for the broader Bitou and Garden Route area. It has the potential to turn around the whole community of the Craggs for the better.

CONCLUDING REMARKS

The rest of the DED and Tourism projects are already indicated individually in the budget and has been approved by Council on 29 May 2017, hence the exclusion of the rest of the DED and Tourism projects for 2017/18 from this report.

FINANCIAL IMPLICATIONS

R870 000,00 as approved by Council for Economic Development and Tourism within the 2017/18 financial year.

RELEVANT LEGISLATION

Constitution of the Republic of South Africa, of 1996, Section 153 Developmental duties of municipalities - A municipality must— (a) Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and (b) Participate in national and provincial development programmes.

Municipal Structures Act 117 of 1998, Section 84(1) (m) which states:

- (1) (a) district municipality has the following functions and powers- (m) Promotion of local tourism for the area of the district municipality.

COMMENTS: ACTING MUNICIPAL MANAGER

These projects will certainly change the lives of many people of our District. Council and officials have to be commended for these life changing initiatives.

COMMENTS: EXECUTIVE MANAGER CORPORATE/STRATEGIC SERVICES

I support the recommendations.

COMMENTS: EXECUTIVE MANAGER FINANCIAL SERVICES

An amount of R870 000.00 has been included in the budget for LED projects, council needs to approve the projects to be funded from the R870 000.00.

COMMENTS: EXECUTIVE MANAGER ROADS SERVICES

The content of the report is noted.

COMMENTS: EXECUTIVE MANAGER COMMUNITY SERVICES

The recommendations is highly supported.

COMMENTS: LEGAL SERVICES

Report noted.

UITVOERENDE OPSOMMING

'n Bedrag van R870 000,00 is goedgekeur vir Ekonomiese ontwikkeling en Toerisme in die 2017/18 begroting. Hierdie verslag het ten doel om voorgestelde projekte aan die Raad voor te lê vir oorweging en om die Raad se ondersteuning vir die implementering hiervan te verkry.

RECOMMENDATION

1. That the proposed projects as per this report be approved within the budget of R870 000.00 for the 2017/18 financial year.
2. That the following projects be considered for the adjustment budget in January 2018 as follows:

Tour Guide Training	-	R200 000.00
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AANBEVELING

1. *Dat die voorgestelde projekte soos in hierdie verslag goedgekeur word binne die begroting van R870 000.00 vir die 2017/18 finansiële jaar.*
2. *Dat die volgende projekte oorweeg word in die aangepaste begroting in Januarie 2018:*

Toergids opleiding	-	R200 000.00
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ISINDULULO

1. Sesokuba iziphakamiso zenkqubo ngokwengxelo ziphunyezwe phakathi kolwabiwo-mali lwe R870 000.00 kunyaka mali ka 2017/2018.
2. Sesokuba ezinkqubo zolandelayo ziqwalaselwe kulungelelwaniso lolwabiwo-mali kweyoMqungu 2018 ngokulandelayo:

Tour Guide Training	-	R200 000.00
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SPECIAL DISTRICT COUNCIL

20 SEPTEMBER 2017

REPORT ON THE DRAFT GARDEN ROUTE AND KLEIN KAROO FILM STRATEGY FOR THE EDEN DISTRICT / *VERSLAG TEN OPSIGTE VAN DIE TUINROETE EN KLEIN-KAROO FILM STRATEGIE VIR DIE EDEN DISTRIK* / INGXELO NGOYILO LOBUCHULE BEZOSHICILELO LWE GARDEN ROUTE KUNYE NE KLEIN KAROO (579902)

(19/3/2/2/20)

19 April 2017

REPORT FROM EXECUTIVE MANAGER CORPORATE/STRATEGIC SERVICES (B. HOLTZHAUSEN) / MANAGER: STRATEGIC SERVICES (M. WILSON)

PURPOSE OF THE REPORT

To submit the Draft Garden Route and Klein Karoo Film Strategy that has been developed for the Eden District in collaboration with all relevant stakeholders and to obtain approval for this strategy for the District.

BACKGROUND / DISCUSSION

This report served before a Council meeting held on 29 May 2017. The report was referred back due to the fact that the annexure of the report was incomplete.

The complete attachment is attached as Annexure A.

This report served before the Mayoral Committee meeting on 22 May 2017. During the meeting it was resolved as follows:

- "1. That Council takes note of the report on the draft Garden Route and Klein Karoo Film strategy for the Eden District.
2. That Council approves the draft Garden Route and Klein Karoo Film Strategy."

This report served before the Economic Development and Tourism Committee on 08 March 2017. During the meeting it was resolved as follows:

- "1. That the Committee takes note of the report on the draft Garden Route and Klein Karoo Film Strategy for the Eden District.*
- 2. That the Draft Garden Route and Klein Karoo Film strategy be supported.*
- 3. That the rights and obligations of the parties involved with the implementation of the Strategy, clearly be quantified and defined by the means of the Memorandum of Agreement (M.O.A) and that it be submitted to Eden DM for consideration.*
- 4. That a comprehensive project plan be submitted with the budget needs (described in phases) exactly how this project is going to be implemented.*
- 5. That the Manager Legal Services submit a legal opinion regarding the Draft Film Strategy."*

The recommendations in terms of points 3, 4 and 5 of the Portfolio Committee have been addressed in this report as submitted to the Mayoral Committee.

RATIONALE BEHIND THE GARDEN ROUTE AND KLEIN KAROO DRAFT FILM STRATEGY:

In recent months, interest in filming in the Eden District has grown with an increase in the number of enquiries from local and international film and TV producers. These enquiries range from many reality TV series, natural history documentaries, movies as well as television commercials.

The television series, The Bachelor Finland, was produced in the district in December 2015, and various other production houses are hinting that they will be making their way to the region for productions. Just as interestingly and importantly, the local private film sector is very enthusiastic and forthcoming with specific ways and actions through which they wish to drive the development and organizing of the industry locally forward in terms of opportunities, facilities, skills transfer and provision.

The Eden District Municipality recognizes that the film industry has the potential to become a key driver of economic development and growth in the district.

In view of the above context, it was realized that the Eden District is not ready and well organised to reap maximum benefit of the film industry opportunities that is currently available and is increasing. Hence, the need for a strategy to streamline efforts, as well as focussing on gaps and shortcomings within our District and collaborative initiatives between government and the private sector to address these shortcomings in an effort to make this District film ready and film friendly.

The process with regards to the development of the strategy with the various applicable stakeholders, has been facilitated by Mr Paul Hoffman, Project Manager for the South Cape Economic Partnership.

The strategy shall be known as the Garden Route and Klein Karoo Film strategy in line with this District's national and international tourism brand.

Attached hereto as **Annexure A** is the detailed and complete Garden Route and Klein Karoo draft strategy for filming in the District for your perusal.

FINANCIAL IMPLICATIONS

An application for funding has been submitted for consideration in the 2017/18 budget for implementation of the strategy and specifically the establishment of a film office for the District. A request for the amount of R200 000.00 for funding was submitted for consideration within the R1m budget for LED and Tourism for the 2017/18 financial year.

RELEVANT LEGISLATION

- Eden District Economic Development Strategy;
- The Constitution of South Africa speaks to the Socio-economic Developmental Local Government Objectives as follows:

Section 152(1) (c) – To promote social and economic development;

Section 153 (a) – A municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

COMMENTS: EXECUTIVE MANAGER CORPORATE/STRATEGIC SERVICES

The Film strategy forms part of the initiatives in the Eden District to stimulate economic growth and to capacitate youth with training and skills development. As youth forms more than 30% of the population within the Eden District, initiatives need to be prioritised to address inclusive development of the youth of the District.

COMMENTS: EXECUTIVE MANAGER FINANCIAL SERVICES

Under financial implication it is indicated that funding was applied for 2017/2018 budget. The budget for 2017/2018 is finalized, please include under financial implication whether it was included in the budget and the amount allocated on the budget.

COMMENTS: EXECUTIVE MANAGER ROADS SERVICES

Noted.

COMMENTS: EXECUTIVE MANAGER COMMUNITY SERVICES

The report is noted.

COMMENTS: LEGAL SERVICES

Noted.

UITVOERENDE OPSOMMING

Die Eden Distriksmunisipaliteit herken dat die rolprentbedryf die potensiaal het om 'n belangrike drywer van ekonomiese ontwikkeling en groei in die distrik te word en was dus toegewyd tot die proses om die fasilitering van die ontwikkeling van die Tuinroete en Klein-Karoo Film Strategie deur die Suid-Kaap Ekonomiese Vennootskap te doen.

Die strategie fokus op die profiel van die bedryf, vaardigheidsontwikkeling, regulatoriese vereistes en die stigting van 'n streeks Film kantoor.

Die volledige strategie soos aangeheg as Aanhangsel A, sal bekend wees as die Tuinroete en Klein-Karoo Film strategie in lyn met Eden Distrik se nasionale en internasionale toerisme handelsmerk ("brand").

RECOMMENDATION

That Council approves the draft Garden Route and Klein Karoo Film Strategy.

AANBEVELING

Dat die Raad die konsep Tuinroete en Klein Karoo Film Strategie goedkeur.

ISINDULULO

Sesokuba iKomiti kaSodolophu ixoxe kwaye iphumeze uyilo lobuchule Bezoshicilelo le Garden Route and Klein Karoo.

APPENDIX

Annexure A: The Draft Garden Route and Klein Karoo Film Strategy



The Garden Route & Klein Karoo (GR&KK)

Creative Industries Strategy

As supported by

Eden District Municipality and the municipalities of George, Knysna,
Bitou, Mossel Bay, Hessequa, Oudtshoorn & Kannaland

Facilitated by the South Cape Economic Development Partnership
(SCEP)



**South Cape
Economic Partnership**



EXECUTIVE SUMMARY

The Garden Route and Klein Karoo has the ability to sell locations (TV, Film, Commercials) competitively to the industry, and together with the growing "over-exposure" Cape Town is currently experiencing, the region is ideally placed to not only manage any overflows, but to become a major player in its own right in the industry. It is anticipated that as soon as money flows to the area for on-location shoots this will stimulate the industry and the focus could then move to spin-off and supporting actions (e.g. skills development, studios, post-production, etc.). The South African Film Industry has seen 450 films shot since 2008, generating R2.2bn since 2003.

The GR&KK has a competitive advantage with its multiple localities it is able to package and can offer a wide range of locations (forests, vineyards, farms, tree houses, tented camps, dams, rivers, beaches, airport, railway, game lodges, caves, heritage sites & buildings, industrial areas (i.e. broader than natural advantages).

The vision is to make the GR&KK a film industry destination of choice and be the hub for the film and television industry in the region with the corresponding mission to facilitate and enhance an enabling environment that allows the film and television industry to play a meaningful role in the socio-economic development of the region. Partners and key role players have been identified to assist in taking this vision forward in a self-sustainable way, and eight specific strategic interventions had been identified to guide the implementation and establishment of the GR&KK Film Office as a one-stop service entry point for the local and international industry members.

The roles of a film office has been identified and should be centrally located as an Independent Non for Profit Company, consisting in the first year of a manager and administration person, and overseen by an advisory board equally represented by industry and governmental members as support to the office. The office will in the beginning be subsidised by the local municipalities and industry, and over time create opportunities to access other sources of income to be less "grant/subsidy" dependent and more self-sustainable. A total of R80 000 is budgeted as pre-start-up funding with an annual operational budget conservatively estimated at around R 720 000.

THE GARDEN ROUTE & KLEIN KAROO IS FILM FRIENDLY!!





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1. INTRODUCTION

This document was not crafted from a comprehensive industry study in the Eden District. It is rather based on lessons learnt by Local Economic Development practitioners from the various municipalities in their active engagement with the film industry over the preceding 18 months. The strategy was crafted with the explicit purpose of finding a position that will satisfy both industry demands for support and Local Economic Development goals of the various local authorities. Although such a consensus position is not a simple point to arrive at, the author believes that this strategy will serve the needs of both Industry and government, to the ultimate benefit of local residents in terms of job creation and economic growth.

2. A VISION FOR THE GR&KK AUDIO-VISUAL INDUSTRY

The GR&KK film industry can grow by leveraging its unique and diverse combination of locations, ease of access and "Film Friendly" attitude. The challenge for the industry is how to effectively address the constraints it faces, so it can unlock the region's growth potential. As the Western Cape's next key economic hub, the region has a fast growing population, ready for both local and international productions. The region is becoming a popular filming destination, but at the same time is still naïve with no specific strategy to drive the industry requirements and need to become more pro-active.

The vision will be achieved through the implementation of a development framework based on creating clear and practical interventions that will:

- Co-ordinate the efforts of Provincial Government (through Wesgro), District and local B Municipalities to ensure all efforts and initiatives are centralised
- Maximise the resources and infrastructure currently in the region and build on the ones lacking
- Invest in the development of the local film workforce and the production companies that constitute them
- Develop and promote the products and services of local production companies



- Invest in the support and development of creative communities through programming, Infrastructure development and maintenance and create opportunities and access to the sector
- Create a range of sector specific Initiatives in identified growth areas.

Vision: Making GR&KK a film Industry destination of choice and be the hub for the film and television industry in the region.

Mission: To facilitate and enhance an enabling environment that allows the film and television industry to play a meaningful role in the socio-economic development of the region

Strategic Objectives:

- To Increase the number of local and International film productions using the regionally based GR&KK Services, i.e. permits facilitation, locations promotion and logistical support.
- To increase access to locally produced films, especially to under resourced area communities through screenings, workshops, cinema exhibitions and broadcast partnerships. Local to include cross-boundary, provincial-wide access
- To Increase number of jobs created in the film industry, through GR&KK support and facilitation.
- To transform the film industry by increasing enterprise ownership and participation by previously disadvantaged groups, i.e. Blacks, Women and people with Disabilities.
- To contribute to an increased number of locally filmed productions being showcased, exhibited and bought locally through affordable sets and locations.

Core Function: The GR&KK aims to become a serious player in the film and television industry through harnessing the region's creative expertise and unique and wide-ranging locations, by:

- Marketing the Garden Route and Klein Karoo as a film location of choice
- Acting as a centralised industry intelligence hub and resource



- Working with, and providing advice to industry, government agencies and other key stakeholders about the support, development and growth of a sustainable creative industry
- Promoting and celebrating an active screen culture across the province, and
- Supporting the transformation of the sector into a world-class industry reflective of South Africa in its entirety.

Brand: The GR&KK has been mandated to build a strong destination brand for the Garden Route & Klein Karoo film industry and has committed itself to marketing the Garden Route as an internationally celebrated region through film. Representing the unique and diverse newcomer hub of the South African film industry, the GR&KK brand will seek to reflect the diversity and richness of the greater region.

In support of the brand the GR&KK will have to develop a new slogan to market the wide-ranging production services and locations on offer in the region.

Industry engagement: The GR&KK has created a platform for engaging the industry in a coordinated manner through an advisory industry forum that meets regularly and is chaired by SCEP.

There are four potential alternative growth paths that GR&KK Film can follow, namely:

- Business as usual
- A good value film friendly location
- Development of local content industry
- Integrated growth



Table 1 – Alternative growth paths

'Business as usual'	'A good value location'	'Development of local content industry'	'Integrated growth'
<ul style="list-style-type: none"> • Some newly formed businesses may struggle to succeed due to competitive pressures • Continued fragmentation of industry and under-resourced local government support • Local content development is likely to be limited • Dissatisfaction and migration of young and established local filmmakers to areas with more dynamic film sectors • Threat of industry decline 	<ul style="list-style-type: none"> • Film friendly location management, permitting and community views • Competitive pricing and service levels from the facilitation industries / municipalities • Growth in service, but limited growth in local content • Extension of services to post-production • Continued vulnerability to external shifts e.g. development of new location 'hot spots', currency fluctuations etc. 	<ul style="list-style-type: none"> • Strong local filmmaking emerges • Successful support efforts, potentially including local script and creative projects, production, audience development and distribution • Increased number of co-productions supported by a wide range of co-production agreements • Broadcasting, potentially with higher new local content, creates a stronger local market • Locations permitting and pricing are not resolved, • 'Made in GR&KK' films successfully enter niche markets, 	<ul style="list-style-type: none"> • Industry becomes more responsive to competitive pressures in terms of price, quality standards, and skills • Greater responsiveness to new technologies and linkages with related industries opening up new opportunities (creative industries, IT, new media, etc.) • Increased cooperation and supportive relationships between facilitation and local content create more positive career paths and sense of belonging, resulting in greater retention of skills and talent in the region • Strong, sustained and coordinated local government support • Higher growth rates, greater sustainability of businesses and a greater contribution to the regional economy



3. CURRENT STATE OF THE INDUSTRY

According to Wesgro, the film sector can be defined as film production, documentary production, TV, commercials, stills photography, as well as contemporary new media platforms, such as animation and gaming. South Africa in general and the Western Cape in particular are well-known as desirable film and production locations. South Africa has a vibrant, growing film industry that is increasingly competitive internationally. The industry is also growing in the Western Cape, reinforcing the region's status as a desirable production location.

- In the first half of 2015, 121 feature films were released at South Africa's box office, valued at over R548 million.
- The country's revenue from motion picture, video and TV production is expected to grow by 3.3% from USD977m in 2012 to USD1.2bn in 2018.
- In 2014, theatrical revenues for all films released in South Africa totalled R 880.3m, an increase of 0.13%. Foreign films grew by 6%, while South African films dropped by 44% in 2014.
- 228 films were released at South Africa's box office in 2014. Of those, 23 were South African films. In the same year, 56 film productions were shot in the country. Afrikaans language claimed 48% of the release on local productions, and 66% of local box office revenues.
- Animation studios in the Western Cape are the largest animation producers on the African continent.
- Over 20% of all film projects in South Africa in 2012 were filmed in the Western Cape with The Cape Town Film Studio rated as one of the top 10 studios globally.
- According to the Commercial Producers Association Industry Survey 2013, the average total turnover generated for all types of commercials in South Africa per company in 2012/2013 was R24m.
- The total turnover generated for all commercial productions for the same period was R1089.4m.
- Cape Town-based production companies generated R731m turnover, while Johannesburg-based companies generated R351m in turnover in 2012/2013.
- The global video game market generated revenues of R2.2bn in 2012.



There are many reasons why the Western Cape Is a preferred destination for local and international production teams. Local and foreign filmmakers are taking advantage of the country's diverse and unique locations – as well as its low production costs. Among other attractive benefits, low production costs and favourable exchange rates present considerable savings for film-makers: It is up to 40% cheaper to make films here than it is in Europe and the USA, and up to 20% cheaper than in Australia.

The 2016 Film Industry Forecast, as seen by CallSheet was as follows.





4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Internal environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> Seasonality affecting commercial sustainability of enterprises in other regions Strong business environment with good support infrastructure (hospitality, tourism) Strong provincial economy with strong and growing domestic demand for entertainment Recent successful productions Diverse locations, accessible within short driving distance Proximity to a well-established international facilitation industry in the Western Cape Wealth of local stories Increased political support from the Western Cape Provincial Government 	<ul style="list-style-type: none"> Persistent negative perceptions internationally regarding safety and security No real existing local film industry An absence of coordinated industry programmes to retain and develop scarce skills Unsustainable production volumes particularly in the local feature film industry Lack of transformation All other brands are perceived as a weaker brand than 'Cape Town' which is widely known internationally, particularly from a locations perspective Lack of co-ordination between national, provincial and local agencies Distance from major international markets Limited Skills exist



	<ul style="list-style-type: none"> • Financially unsustainable film festivals • Location constraints: poor responsiveness from some public bodies, excessive film permit fees, speed and transparency of permitting processes and decisions, constrained access to some locations, poor support from local authorities • Declining cost-competitiveness and erratic Rand exchange rate • Access to seed funding • Lack of local financing means international partners are left with greater level of control e.g. intellectual property • Scarce skills and general business acumen • In some areas industry standards and professionalism still lacking/ undeveloped • Limited market intelligence • Poor broadband capacity • Fragmented supply chain
External environment	
Opportunities	Threats
<ul style="list-style-type: none"> • Service hub for productions shooting in remote and exotic locations • Cost advantage relative to Europe and the United States of America • Development of technological expertise and infrastructure • Development of training and skills development programmes • Development of the distribution sector • Use of new business and financing models • Cape Town Film Studios will bring more 	<ul style="list-style-type: none"> • Uncertain long-term sustainability of industry due to volatile market and protracted Industry crises • Low-cost destinations in South America, Eastern Europe and Africa • Piracy and illegal downloading • Increased film activity in other provinces • Increasing Rand volatility • Competition with foreign content • Overexposure of locations • Lack of re-investment in studios and other



<p>international productions to SA, and GR&KK can benefit from providing services</p> <ul style="list-style-type: none">• Opportunity to link with ICT sector• Using film to address pressing social needs• Link with provincial and municipal efforts to promote GR&KK and support growth of sectors, clusters and precincts• Align with other sectors i.e. tourism, music, visual arts etc.• Leverage co-production and international cultural treaties• Expand on the 'Film Friendly' campaign to build pride and local involvement• Develop soft incentives i.e. hospitality and travel discounts• Improve skills and industry standards• Working with WESGRO, the National Film and Video Foundation (NFVF), other provincial film commissions and film bodies in neighbouring and regional countries to create a stronger regional network of film commissions in order to improve the visibility of the sub-continent and region in general	<p>Infrastructure leaving the province uncompetitive when the next economic upturn comes</p> <ul style="list-style-type: none">• Locations 'fatigue' in prime locations with businesses and communities becoming hostile towards productions• Perceived lack of transformation resulting in less government sector support• 'Brain drain' worsening scarcity of skills
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5. STRATEGY ALIGNMENT

There is an opportunity to align the sector growth path with strategic Initiatives of government aimed at growing the national and provincial economies. The New Growth Path (Republic of South Africa 2010:34) for example identifies tourism not only as a priority sector but calls for strategies to ensure that proposals are developed for tourism growth to support employment creation in the cultural industries including crafts, film, music and drama.



Similarly, the national Industrial Policy Action Plan (Republic of South Africa 2010: 77-78) calls on a number of interventions to address pervasive sectoral constraints including:

- Addressing key skills gaps in respect of business, entrepreneurial and scriptwriting capabilities
- Growing indigenous languages scriptwriting talent
- Co-ordinating skills transfer from International production and co-production
- Audience development to address the lack of public infrastructure which hinder access to cinema by large segments of the population
- Developing a clear strategy on how to finance an increasing number of quality productions across the development, production and marketing/ distribution phases
- Develop strategies to facilitate private investment

At a regional and local municipality level Eden District Municipality and the B Municipalities can assist with the following as part of the bigger partnership:

- Transforming the local economy through improved efficiency
- Sustainable employment creation
- Increasing economic equity and ownership
- Investing in people
- Social cohesion and sustainable communities
- Maximise the resources and infrastructure currently in the province and region
 - Co-ordinate the efforts of government
 - Invest in further development of the creative workforce, creative clusters and the enterprises that constitute them
 - Develop and promote the products and services of the creative clusters and enterprises
 - Invest in the support and development of creative communities through programming, infrastructure development and maintenance and create access to cultural activities and opportunities, and
 - Create a range of sector specific initiatives in identified growth areas.



The GR&KK Film Office therefore also needs to ensure that it:

- Targets production-enhancing 'activities' and sourcing investors to fund the "activities"
- Provide additional support for new activities, while assisting existing activities by removing regulatory or infrastructure-related obstacles
- Promote an environment conducive to experimentation with products, production and distribution e.g. Innovation hubs
- Reduce Information gaps and red tape that may limit private-sector economic activity, and avoid creating economic opportunities for some firms and not others
- Addresses the need for alignment between Eden District Municipality and the different B Municipalities as well as between the District, Provincial & National Governments

6. PARTNERS AND KEY ROLE PLAYERS

6.1 EDEN DISTRICT MUNICIPALITY

Overall responsibility for coordinating the marketing effort and interaction with Wesgro and Provincial Government structures and to support the GR&KK Film office.

6.2 B- MUNICIPALITIES

Supporting the film office, local permitting and by laws and Infrastructure support to the production companies

6.3 WESGRO AND THE CAPE TOWN FILM OFFICE

Important for marketing and promoting the region as an alternative location destination and to avoid duplication of agreements entered into with CTFO

6.4 SCEP

Enable a partnering and co-operative approach across boundaries and sectors to stimulate economic growth. SCEP can play a facilitation role in the earlier stages



6.5 LANDOWNERS OTHER THAN MUNICIPALITIES

Entities such as SanParks, Cape Nature, MTO, Transnet and others are the landowners and custodians of many of the ideal locations that will be forming part of the film location guide, and applicable agreements must be entered into with them by the GR&KK Film office (and for the interim the Eden District Municipality) until the Film Office is fully operational. Some of these landowners already have permitting processes and service providers in place, and that will be honoured as far as possible (Cape Nature and Permitz as an example <http://www.permitz.co.za/>)

6.6 PRIVATE SECTOR PRODUCTION SERVICES AND TRAINING PROVIDERS

The private sector is an important partner to ensure the local growth of the industry through a structured approach, to minimise duplication but at the same time to allow natural market forces to prevail.

7. SECTOR SUPPORT INITIATIVES

National government, through the NFVF, the Industrial Development Corporation (IDC) and the DTI, is the principal investor in the local film production industry. In addition, the SETAs oversee skills development funds based on skills levies collected while the National Lottery Distribution Fund allocates grant funds to film projects.

- National Film and Video Foundation
- Industrial Development Corporation
- Department of Trade and Industry
- South African Revenue Service Tax incentives
- National Lotteries Distribution Trust Fund
- Media, Advertising, Information, Communication and Technologies SETA
- Media Development and Diversity Agency
- National Electronic Media Institute of South Africa
- Regional film commissions

A number of regional and local film bodies have been set up over the past decade to market their regions. The Cape Film Commission, Gauteng Film Commission (GFC), Durban Film Office (DFO) and Cape Town Film Permit Office seek to create an enabling environment for



filmmakers while also undertaking location marketing. The commissions in particular offer a range of services and advice. The GFC's support programmes, for example, include assistance with funding and finance facilitation, as well as negotiation of co-productions and partnership projects with broadcasters.

In addition, it must be noted that the private sector plays an important part in developing the industry.

Private distribution companies that are exploring ways to provide expanded access to markets for filmmakers

- Specialised companies that support access to markets and film financing, e.g. Identification and facilitation of product placement
- Education and training institutions such as film schools, academies and universities
- Industry publications and directories that play an important role in providing information to the industry (e.g. Screen Africa, The Callsheet, The Whole Lot) and regularly sponsor and host industry networking events
- Production and post-production companies, which may have internal training and skills development programmes.

8. DEFINING AND ALIGNING STRATEGIC ROLES AND RESPONSIBILITIES

WESGRO	GR&KK
<ul style="list-style-type: none"> • Effective relationships between provincial government, the film industry and regulatory bodies. • Assist with the access finance through public funding, private investments, the lottery and other means to provide and disburse funding for film development, production, exhibition marketing and training • Stimulate and advance skills development, film education and 	<ul style="list-style-type: none"> • To increase the number of local and international film productions using GR&KK Services, i.e. permits facilitation, locations promotion and logistical support. • To increase access to locally produced films, especially to under resourced area communities through screenings, workshops, cinema exhibitions and broadcast partnerships. • To increase number of jobs created in



<p>training.</p> <ul style="list-style-type: none"> • Monitor, measure and plan provincial strategies for the industry, and advise provincial government on national policy. • Identify and support local content and productions. 	<p>the film industry, through GR&KK support and facilitation.</p> <ul style="list-style-type: none"> • To contribute to an increase in the number of locally filmed productions being showcased, exhibited and bought locally.
<ul style="list-style-type: none"> • To develop South African film and television audiences for the appreciation of locally produced materials. • To develop film exports, and attract international productions and investment. • To help reflect South African culture and language to both local and international audiences. • To conduct relevant film industry research. 	<ul style="list-style-type: none"> • To develop small, medium and micro enterprises (SMME) for the effective growth of the industry and transform the film industry by increasing enterprise ownership and participation by previously disadvantaged groups, i.e. Blacks, Women and people with Disabilities.

GR&KK and local authorities

In the absence of a local film office it is apparent that there is a need to engage more rigorously with the district and local municipalities, in particular in respect to the issuance of permits and the facilitation of logistical support, a function that has largely been assumed by Cape Town companies to date. It is clear that this situation is not sustainable. The district and local municipalities need to play a much more supportive role of industry efforts and the establishment of a local film office, linked to and in support of Cape Town based offices.

GR&KK and the private sector

The GR&KK work with other entities of the region and need to find ways in which to resuscitate the Eden Film Festival and truly make it an annual event, and implement a full GR&KK Film Indaba to create a platform from which the private sector could engage





provincial and local governments on policy and strategy imperatives. Similarly, the role and function of the SCEP needs to be integrated and the Partnership be broadened to be reflective of a wider range of industry interests. Importantly, the Partnership with the GR&KK need to work with industry bodies to find ways of achieving a more inclusive and transformed industry.

9. STRATEGIC INTERVENTIONS (IN PRIORITY ORDER)

9.1 FORMATION OF THE GR&KK FILM ENTITY AND FILM OFFICE

- A Film Office is usually a local level office of a Film Commission
- It can be a stand-alone office that performs a role similar to a Film Commission but at a more operational level.
- It plays a more operational role i.e. that of logistics support e.g. assistance with location selection, obtaining of permits, procuring of film resources, community relationship management. It can also play a strategic role i.e. facilitation or lobbying on issues such as marketing, funding and incentives, policy development, skills development etc. etc.

Independent and legal entity

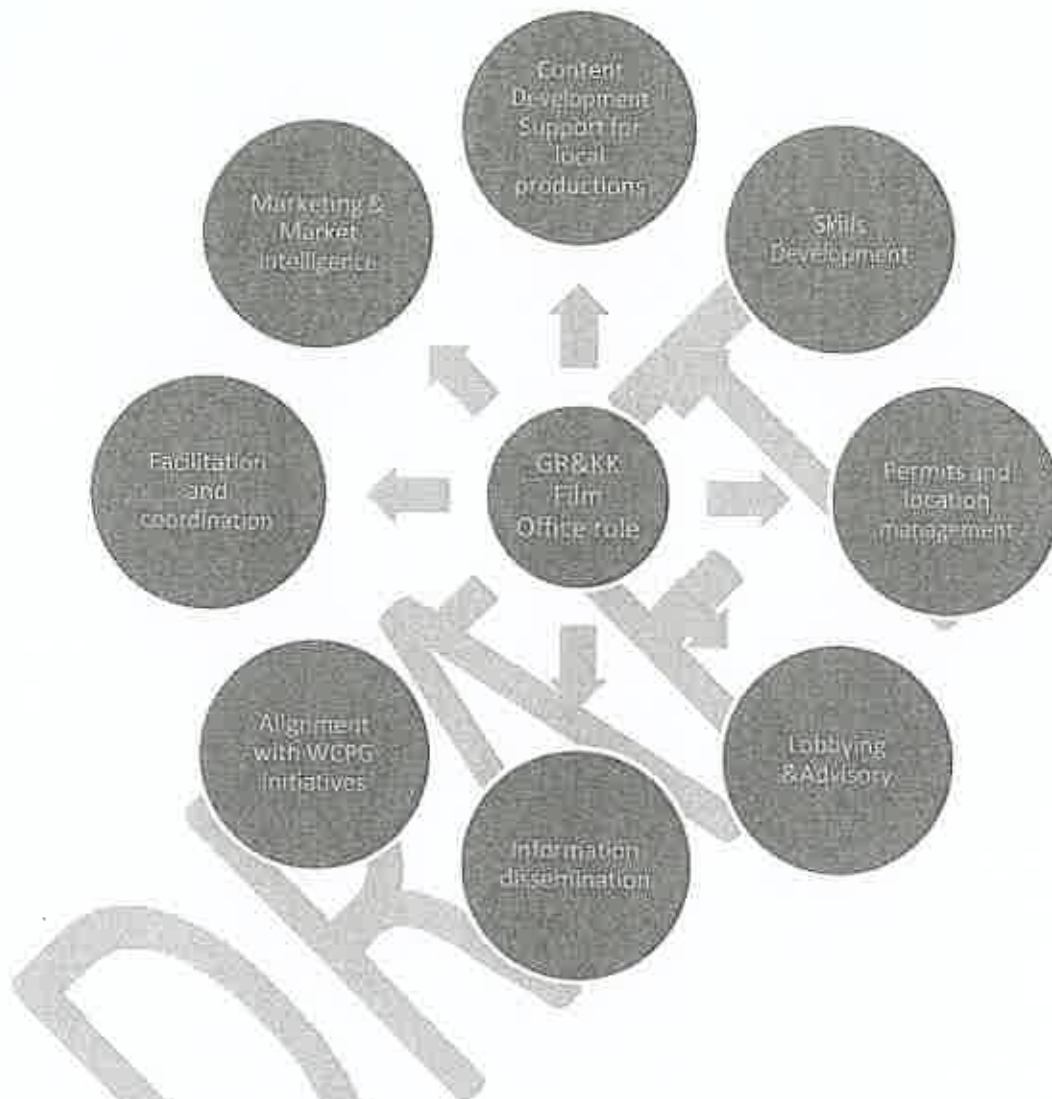
The film office must be an independent entity supported and managed by both the public and private sector, and funded by both parties on a sustainable business model. The model must also ensure own viability through commissions and support from visiting production companies, location permits and other income generating streams – such as income from festivals, events, sponsorships as examples.

The recommended business registration type should be a **NON PROFIT COMPANY**

- and could be called the **Garden Route & Klein Karoo Film Office NPC**



Figure 1 - The roles of a typical film office



Provisional budget requirements

Start-up costs	Rand
Signage	10 000
Banners	12 000
Business cards	2 000
Furniture and fittings	20 000
Office supplies	1 000
IT equipment, laptops, networks, telephones	15 000
Website development	20 000
Total	R 80 000.00



Annual income in rand	2017/18	2018/19	2019/20
Municipal contribution	636 000	325 000	200 000
Dtl and grant / donation funding		300 000	300 000
External income streams		100 000	300 000
Total income projections	R 636 000	R 725 000	R 800 000
Annual costs in rand			
Admin person salaries	60 000	66 000	72 000
Film Office Manager salaries	240 000	265 000	300 000
Entertainment	12 000	13 200	14 500
Promotional events	30 000	35 000	40 000
Office costs (printing, stationary etc)	6 000	7 000	8 000
Vehicle costs	36 000	40 000	45 000
Telephones and internet	18 000	20 000	22 000
Website maintenance	9 000	10 000	11 000
Office rent	24 000	26 400	29 000
Electricity	12 000	13 200	14 500
Security	3 000	3 300	3 600
Insurance	6 000	6 600	7 200
Miscellaneous	20 000	22 000	24 000
Accounting	10 000	11 000	12 000
Advertising	100 000	110 000	120 000
Travel & Accommodation – Film Fairs	50 000	55 000	60 000
Total expenses projections	R 636 000	R 703 700	R 775 600

A total of R 716 000 will be required in Year 1 to get the film office operational and as it will take time to establish the office, as well as to market the region as a film destination, it is recommended that the District and 7 local municipalities pro rata contribute 100% of the budgeted amount in year 1 as seed funding. As the office establish itself and can generate / access external funding by itself, municipalities can contribute less each year until the office is fully self-sustainable. Targets must be set to the Manager of the office to generate own income streams and be less "grant" reliant and more commercially focussed. Interns can also be employed as an interim measure to save on the admin salaries for the first year or two.

Potential income streams

- Commissions on location fees
- Marketing and logistical support to local product and service providers
- SETA funding for training (The office need to register itself as a levy payer to assist in accessing the funding)
- Commission on Dtl and other funding access for local companies
- Events such as film festivals
- Sponsorships and donations
- Training of local service providers



9.2 LOCATIONS CATALOGUE

Strategic objective: Searchable and up to date locations database

- The GR&KK is developing a searchable and up to date locations database showcasing a variety of locations available in the region
- Filming guidelines for the region will be made widely accessible.

9.3 LOCATION SUPPORT & PERMITTING

Strategic objective: Quick and efficient response to locations and permit requests

- Launch an online permit application system and dedicate staff to deal with location and permit requests in order to ensure that professional support is given to the Film & TV industry.
- Have ongoing communication and interaction with industry bodies and role players.

GR&KK must be proactive and investigate best practices in respect of location marketing and support. Activities must include:

- Studies to investigate film permit issuance processes and constraints
- The Development of location filming guidelines
- Dedicated location filming staff to assist the industry with enquires and permit applications
- Stakeholder relations management
- Establishment of a location filming forum
- A 'Film Friendly' campaign

Despite the efforts there might still be significant challenges that need to be considered and addressed:

- Increases in location fees (both public and privately owned)
- Transnet restrictions introduced nationally on filming on railway lines
- 'Off limits' locations
- Lack of official support and recognition by local governments



- Lack of coordination amongst support services that influence or affect the environment in which film production occurs.
- Disjointed, unclear and inconsistent application processes
- A number of decision-makers involved
- Time-consuming application and review processes
- Lack of industry understanding of internal government decision-making processes
- Late applications
- Lack of information about film activity generally
- Failure to use technology and web-based services to manage permits

As a way forward, the establishment of centralized permit offices at local levels needs to be investigated. As a priority the Eden District and B municipalities needs to be engaged at the highest level to discuss industry concerns and generic permit application processes and by-laws management.

9.4 SKILLS CATALOGUE

Further to the stakeholder and other service provider skills that need to be identified, a skills catalogue will be created to include the services listed below:

Legal advisors & Accountants	Accommodation & tours	Childcare services
Caterers	Emergency, paramedics and fire protection services	Runners and stagehands
Set-builders, painters & riggers	Stunt performers	Seamstresses
Transport & Shuttle services	Walk-on and supporting actors	Security services
Equipment rentals	Pilots and light aircraft	Nurseries and Green-men
Cleaning services	Hairdressers and make-upand others
Engineers and technicians	ICT	

Training, Skills development and talent management

A number of existing support programmes of national and regional bodies offer enterprise and skills development support. Examples include (adapted from Kaiser Associates Economic Development Practice 2010:9-13):





- Skills development incentives
- Skills and training needs assessments
- Funding and coordination of skills development and placement programmes
- Skills development programmes
- NFVF bursary and internship support
- Film industry events - Film festivals workshops, seminars and courses
- Internship programmes
- Guidance on and oversight of Black Economic Empowerment (BEE) Codes of Good Practice - Incorporation of BBBEE standards into the DTI rebate
- Industry association member support programmes
- Industry standards and codes of conduct - development of codes of conduct and minimum skills standards by Associations
- The DTI rebate scheme, NFVF funding, IDC financing and Section 24F
- Local content quotas, indigenous language requirements etc.
- Access to film pavilions at international markets and festivals
- Co-production treaties with Germany, Italy, UK, Canada and France and with Australia in progress
- Funding from the National Lottery Fund
- Support programmes run by film festivals e.g. DIFF and Durban Filmmart
- Support for seminars with visiting commissioning editors.

GR&KK should not attempt to duplicate training programmes but rather to work in partnership with other bodies to address the training needs of the industry.

However, this can only happen on the basis of relevant and reliable information informed by research – an area that has traditionally been weak in the sector.

An option that should be investigated is the establishment of a regional-specific Skills Fund with the assistance of the Eden District Municipality. This could comprise of:

- contributions from film production companies
- contributions from film companies for specific projects
- funding from the NLDTF
- partnership investment from training providers



As existing Skills Levies are mandatory, it is likely that such a fund will have to be based on voluntary contributions, possibly channelled through industry associations. It must be noted that companies may also be resistant given historical problems experienced with the SETAs and Skills Fund so therefore some incentive from government may be required. Such an initiative will also require greater collaboration with film schools and training academies as well as the proposed national Film Academy.

9.5 ENTERPRISE DEVELOPMENT AND SUPPORT

The soon-to-be-launched Garden Route Film Studios will play an important role in some of the development and support processes in the region, as some of their services will include:

- Potential office space for the film office.
- Film studios, film sets, sound stages
- Production offices & Production company offices
- Edit suites
- Service companies facilities
- Auditorium / Seating for audiences for live recordings
- Film Academy
- Archive facilities
- Research facilities

9.6 PRODUCTION INFRASTRUCTURE DEVELOPMENT

Enterprise support is an important element of developing and transforming the industry. The ultimate goal must be to enable South African producers to develop a slate of projects while encouraging sustainable business practices. An incubation system can be considered as an option to manage this process.

Support schemes need to be formulated that are aimed at the enterprise level, the sector professional level as well as the practitioner/ technician level.



- Emerging producers, directors and scriptwriter support
- Developing scripts in indigenous languages
- Mentorship programmes
- Pilot films support

9.7 COORDINATED MARKETING EFFORTS

The GR&KK marketing approach should be approached undertaken with the following objectives in mind:

- Positioning GR&KK as a preferred filming destination to local and international filmmakers
- Increasing the number of local and international film productions using GR&KK services
- Promoting and maximizing the economic participation of local made content, locations, content creators, facilities, infrastructure, exhibitors, distributors, broadcasters, talent, and support services.

Strategic objective: GR&KK to participate at key national and international film festivals and markets.

Strategic objective: Participate in local exhibitions and events and support local film festivals.

Strategic objective: Targeted Inbound Trade Missions (Familiarisation Tours whereby targeted groups of filmmakers and producers are invited to tour the Garden Route.)

Strategic objective: Grow the Eden Film Festival into an annual event attracting different industry role players, government, business and the community together to discuss relevant issues aimed at growing the local Film & TV industry, and to also promote **audience development** at the same time



Strategic Partnerships

- Partnerships with SA Embassies & High Commissions in foreign countries.
- MOUs with District Municipality, other key municipalities and government departments will be signed in order to streamline processes.
- Partnerships with Industry bodies like the CPA, IPO, DFA, CFC etc.
- Partnerships with other international film commissions for information sharing.
- MOU's with WESGRO and partnerships with Gauteng Film Commission, Durban Film Office and CTFO
- SLA's with Industry representation where applicable and on a project to project basis – CFC, local studios and local industry companies such as Storyteller Films, Garden Route Locations, Hartland to name but a few
- Memberships of relevant film bodies nationally and internationally for example AFCI

Marketing efforts:

- Grow media awareness through targeted media campaigns, regular press liaison and public relations. These programmes will be supported through the production and distribution of relevant promotional items.
- In order to ensure ongoing visibility of the film initiative, the GR&KK will investigate to advertise in local and international industry publications. General publications will also be used to communicate to the general public.
- Create a website with up to date and relevant information.
- Sponsored articles in industry supplements
- Community Outreach campaign - educating businesses and residents about the importance and economic contribution of film with the aim of them welcoming and opening up to filmmakers.



Marketing Objectives

- Increase productions filmed in the region and promoting locations to the film & TV industry locally and internationally
- Increase in the use of the website and electronic newsletter
- Increase the number of people using GR&KK services
- Keep abreast of film & TV industry trends and international benchmarking
- Increase awareness and visibility of the GR&KK brand, region and its services especially in under resourced communities and general users
- Increase the number of locally filmed productions being showcased and consumed locally.

10. CONCLUSION AND WAY FORWARD

The proposed film office and subsequent support of the film industry in the Garden Route & Klein Karoo will be beneficial to the region in both economic and tourism growth. There are vast opportunities in the industry, and proper branding and marketing, as well as market development can see the region as a film destination of choice in the near future. Industry players, service providers, skills development and training and development must also be pursued to ensure a proper one-stop service in the region, together with what the local industry can already offer in terms of diverse locations and a "film friendly" environment

Timelines	Nov 2016 – Apr 2017	Feb 2017 – Sept 2017	August/ Sept 2017	May – Oct 2017	May 2017 to Nov 2017	Sept 2017 – Nov 2017	Nov/ Dec 2017
Completion of draft strategy and circulated for comment as well as presentations to the film steering committee							
Registration of NPC							
Website and email domains							
Completion of final strategy							
Presented to relevant municipal structures for approval							
Budget approval and funding							
Appointment of advisory board from industry and municipal structures							
Facilities and infrastructure procurement, staff appointments							
Commencement of operations							

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