

## SECTION A: EXECUTIVE SUMMARY – OVERVIEW

Kouga Local Municipality area is situated in the Cacadu District in the western half of the Eastern Cape Province of South Africa. It is approximately 90 kilometers from the Nelson Mandela Bay Municipality, which is made up of Port Elizabeth, Dispatch and Uitenhage. The Kouga Municipality includes the nine towns of Jeffreys Bay, Humansdorp, St Francis Bay, Oyster Bay, Hankey, Patensie, Thornhill and Loerie.

The Kouga Municipal area geographical spatial form covers a fertile coastal landscape of 2 419km<sup>2</sup>. The area is characterized by three main topographical regions:

- The coastal area which stretches from Van Stadens River through surfer's Jeffrey's Bay, Oyster Bay, Paradise and St Francis Bay. These areas serves as major tourist attraction destination;
- The wide fertile soil valleys of Gamtoos River characterised with agriculture belt, including towns as Hankey, Loerie, Thornhill and Patensie, and other areas and farms;
- The remainder of the area comprises the e largest urban area of Humansdorp and others.

### Living in Kouga: The Situation

Kouga is one of the least developed towns along the Garden Route offering unsurpassed development opportunities. Home to the perfect wave, Kouga is a hotspot for water sports yet has great cultural diversity, underdeveloped natural beauty and offers a tranquil relaxed family-friendly environment with easy access to modern conveniences.

The Kouga Municipal area is characterised by an increase in population that is projected at population of 73 274 (2007), 70 691 (2001) and 61 790 (1996) (source Stats SA). The Municipality also deals with vast difference in population density from one area to the next. The variations in density have an impact on the cost of service delivery (appropriate level of services), and puts pressure on existing infrastructure and the housing delivery requirements. The migration patterns are placing additional pressure on areas that already have a high-density population. There is a predominance of population concentration in the urban areas, with more than 70% of the population living in urban areas, a variation from the Eastern Cape pattern, where it is only less than 40% of the population. The increase in population is as a result of increase in Jeffreys Bay population which is acclaimed to be one of the fastest growing townships in the country. This is currently driven by property development, mainly residential estate developments with some commercial and industrial developments. There are outstanding opportunities for solitude and unrestricted recreation e.g. fishing, fun in the sun, stretches of unspoilt beaches, bird watching, safari's and other types of natural recreation, etc. Jeffreys Bay is home to the world renowned surfing spot, Super tubes; as well as the shell museum showcasing shells from across the world.

### Our Vision

***The Council strives to ensure equity, harmony and prosperity for its entire people, through people-centered service delivery and sustainable delivery.***

### Our Mission

To develop and promote the character of the Kouga area and make a better life for all by satisfying the needs of our stakeholders, including effective service delivery, and respecting the different community values and cultures, while taking into account the wishes of all communities, our declared value system and relevant legislation, according to our credo.

## Municipal Strategic Planning

Local government in South Africa is experiencing daunting challenges due to its new redefined and redesigned functions and responsibility – *to be developmental*. The developmental local government's challenge is to develop an Integrated Development Plan that outlines spatial planning, community needs and development priorities in a simpler, user friendly and implementable way. This is further challenged by the scarcity of financial resources that do not come close into addressing the needs of the IDP. It is becoming clear that the budget constraints diminish the viability of IDP as most capitals priorities are rarely implemented. It is however acknowledged and understood that the Vision of Kouga can only be realized through credible planning that focuses on effective implementation of key municipal developmental priorities through the realistic budget allocation. The Strategic approach for the review has been to make it ***Simpler, User Friendly, Implementable and Realistic.***

## Strategic Key Performance Areas

The Council has identified the new to incorporate the sixth Key Performance Areas to align to the national targets. Following are the six Key Performance Areas for the year ending 2011:

- Spatial Planning and Environmental Rationale
- Infrastructure and Basic Service Delivery
- Socio Economic Development
- Institutional Transformation
- Good governance and Public Participation
- Financial Viability and management

The municipality resolved in consultation with the representative forum to tackle the aforementioned performance areas by strategically focusing on the following strategic areas:

- Breaking new grounds in Housing delivery
- Improving Institutional commitment to LED
- Delivering, maintaining and managing social infrastructure and services
- Developing a reputation for good governance and service excellence
- Unqualified Audit Report

## State of Administration

In terms of the state of our administration it is fairly stable, where about 97% of senior management positions have been filled. We continuously strive to promote and implement the constitutional principles as defined in section 195 of the South African Constitution, Act No. 108 of 1996.

Kouga Council comprises of 20 Councillors represented proportionally political parties : African National Congress( 11); Democratic Alliance (6) ; Independent Democrats (1); Kouga 2000 (1) Kouga Civics (1)

The Municipality has a Mayoral Committee System combined with a ward participatory type and comprises of the following four Standing Committees:

- Finance Standing Committee
- Planning and Development and Technical Services Standing Committee
- Community Services Standing Committee
- Human Resources, Economic and Social Development and Corporate Services Standing Committee

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the municipality. Executive powers are vested in the Executive Mayor, delegated by Council, with the powers and functions assigned by legislation. The Executive Mayor has an overarching strategic and political responsibility and is accountable for strategic direction and performance of the municipality. The Mayoral Committee comprises of the Executive Mayor who is the Chairperson and 4 additional Portfolio Councillors.

The Council's role focuses on legislative, oversight and participation and has delegated its executive role to the Executive Mayor and the Mayoral Committee. Ward Councilors have the primary role of representing the needs and interests of their constituents and to foster community participation. The state of Ward Committees in the Kouga is unfortunately not favorable at all. There are 10 (ten) wards in the Kouga Municipal region and only 3 (three) are functional

### **Core Departments**

**Strategic Services:** Ensure the integrated strategic planning; skills development, employment equity; promotion of Local Economic Development and Tourism to attract investments whilst managing Social Development, Skills Development, Employment Equity and Performance excellence.

**Town Planning and Development :**Ensure the rendering of Planning and Development Services in respect of spatial development, land use, building control and housing and that development is conducted in an orderly and procedural manner whilst simultaneously administering housing projects.

**Infrastructure and Technical Services:** Ensure that services in terms of water, sewerage, roads and electricity are maintained and improved to enhance the quality of life for all communities.

**Community and Social Services:** Ensure the rendering of Community Services that comprise of Protection Services, Cleansing and Parks Services and Environmental Health Services to fulfill the needs of the community.

**Finance:** Ensure the provision of the budget function, supply chain management, treasury services, rates and taxes, expenditure and accounting, valuation services and the management of financial systems.

**Corporate Services:** Ensure the rendering of administrative, secretarial, legal services and auxiliary services, whilst managing by-laws, policies and procedures and the administration of ward committees for the effective running of the municipality.

Management Meetings and Directorate Management Meetings are taking place as per regular scheduled timeframes, and that on its own is an indication of making sure that all of us remain focused on our core administrative business of service delivery. Our administration has been structured in such a way that we give priority to basic services.

There is also a good working relationship between the administration and political / governance leadership. The accounting officer strives to fulfil its legislative, legal, policy and constitutional duties is guided by Section 55 of the Local Government: Municipal Systems Act, (Act No. 32) of 2000. Over the last financial year we have had the mandate to create a better life for the people of Kouga we are convinced that good strides in stabilizing the administration and improving the delivery of basic services, such as water, sanitation, health, social facilities and roads network to our people has been made. Although hamstrung by resource constraints, we have managed to equitably distribute resources throughout the municipal area. (*Dennis R, 2010, 2008/2009 Annual Report, Executive Mayor Foreword,*)

## Service Delivery Status

The Municipality has since 2006 developed institutional objectives to be achieved and now recognizes that it is left with one leg.

- **Water:**

Kouga planned to increase access to adequate, reliable, safe and quality **portable water** to a 2006/2007 baseline of 4629 households and currently we have achieved new delivery to 1810 households leaving a backlog of 2819 which is envisaged to be catered for in the 2009/2010 and 2010/2011 financial year. We acknowledge that Rooibos and Ronteyfontein have no access to clean and healthy water. This is treated as critical projects to be implemented when the land alienation achieves results. We encourage residents to report timeously the water breakages, in Jeffrey's Bay alone we managed to reduce water losses by 4% from 32% to 28%. In Kouga as compared to 97, 5% of 2001 in 2008, 99, 3% i.e. an increase of 1.8% people have access to water. In that 99, 3% about 75, 3% households have piped water in their dwelling, the threat of water shortages is a concern, our reservoirs are now at a capacity of 35%, and the council take it upon itself to investigate the existence of any underground water as another source. Pre-2011 we will know which areas have such underground water for use. An engagement with Metro and irrigation board is on the go.

- **Sanitation:**

Kouga planned to increase maintenance and access to adequate, reliable, safe and quality waterborne sewer system from the 2006/2007 baselines – for maintenance – a backlog of 9 bulk treatment works upgraded is now reduced to 3 so achieved is 6 sanitation treatment works for the areas Thornhill, Wave crest, Gill Marcus and Kwanomzamo; and water borne sewer system is reduced by 1848 from the target of 4629. Financial injection in this regard is needed. The upcoming ten housing projects are envisaged to alleviate the backlog further.

- **Electricity:**

We planned that annually we will provide access to reliable electricity to 500 formal households which the target was achieved and beyond. Areas with insufficient lighting we planned target of 6 high must lights for 2007/08 – that was achieved and 3 high must for 2009/2010 and we delivered 12, currently for 2009/2010 the 3 high must lights planned we planned we achieved 6 in the mid year already. This simply target of 15 high must lights that was identified in 2006/2007 has now been achieved and in total about 24 high must lights have been delivered. 2 Sports Field were planned to receive electricity and we are on target and we further repaired about 6 sports fields. Areas as Ocean View (transformer) and St Francis Bay (feeder line) their infrastructure will be completed this financial year.

- **Education**

The total enrolment of learners within the existing five high schools have been increasing gradually for the past 3 years ranges in an average of 6 to 37 learners more for the period 2007 to 2009. It has been noted that with dismay that the enrolment of grade 10

learners that were 1022 has dropped by approximately 50% for the grade 12 enrolments. The reasons for the decline in enrolment is unknown however can be assumed amongst other variables as the non existence of a high school in Jeffreys bay - an area that constitute approximately 50% of the total population of Kouga, and that schools like Nico Malan and Humansdorp Secondary High that has 100% to 97 % pass rate respectively are full to capacity, dropout due to logistical challenges and migration to other schools in the Uitenhage / Port Elizabeth/ Plettenberg Bay area. An investigation must be launched to uncover the decline in our learner population. unlearned population will directly result for a gloomy economic growth and underdeveloped nation.

About 893 learners are bused from J'bay to Humansdorp School, Sea vista / Oyster Bay about 97, and roughly 198 to Hankey/ Patensie; this excludes the total number of earners driven by privately. Seeing that the cost of transport will increase a need for the provision of a school e.g. special in Jeffreys Bay is regarded as the correct and logic one.

In Kouga about 25 schools are in quintiles 3-5 and only 10 are in quintile 2, which reflects that about 25 schools are better off and financial aid should be low, of which this is not the case. To mention a few schools like Makukhanye, Mzingisi, Lungiso, Graslagte, St Patricks are affected. The scoring of the previously Model C schools are in most cases justified and correct. The department should try to find a balance between these discrepancies as it affects resources for better performance

Matriculant pass rate for schools in Kouga has dropped by an average of 1.46 % i.e. from 56, 9% in 2007 to 55, and 44% in 2008, with a school pass rate ranging from 10, and 5% to a 100% pass rate prevalent in previously disadvantaged areas. However, notable from one of the schools with a lowest pass rate a learner with four distinctions emerged.

**Our Institutional commitment** to education objective is to :

- Create an environment that is conducive and at close proximity to its entire target group, for the provision of education infrastructure and facilities that will be accessible. To that effect land has been made available for the following areas Jeffreys Bay , Sea Vista, Thornhill and still to be finalised is for Patensie , Lorie and Kruisfontein areas;
- Continuously engage Department of Education, Department of Public Works towards in ensuring development of needed schools and amalgamation of existing schools within our Region. It is anticipated that by the next financial year positive results will be realized.
- Further the mayor, for the past 6-8 years, through the IDP unit, had an undertaking with the office of the MEC to ensure that a Technical Comprehensive High School is build in an identified site in Jeffreys Bay. That the curriculum that will take the tune of current development nodes i.e. Tourism, Agriculture, Technical skills, construction with a boarding hostel is built.
- The office of the mayor as normally practiced , commits to monitor smooth transport operations , reduction in number of learners transported to long distances as well as the nutrition programme
- To ensure that the quintile allocation for some schools is reviewed.
- Municipality, with assistance of Sector departments also commits to offer bursaries for scarce skills, learnership and internship continuously through a fair, equitable and transparent process.
- It is common sense that the performance of the municipality in terms of the implementation of a community driven IDP and budget processes be measured in terms of service delivery, economic growth, infrastructure development and job creation. Below is the outline of how much objectives have been achieved

- **Crime in Kouga**

There have been an unwelcome number of reported cases of crime in the Kouga Region in the past year. Last year alone a total of 1757 cases of contact crime were reported, of these 962 are serious criminal activities. Humansdorp has been noted with the highest percentage in these cases, 41% of the reported cases were committed in Humansdorp; 19% in Jeffreys Bay, 15% in Patensie, 14% Hankey and 8% Thornhill. Furthermore, there has been an increase in the number of reported rape and sexual assault crimes in Hankey. These statistics, although high, are lower in comparison with the previous years. One of the major contributors to this decrease has been the introduction and establishment of Community Police Forums (CPF) and Neighbourhood Watches in most wards.

A turn-around strategy mindset for our community is very important should to a decrease the crime statistics in Kouga Region. First, the community is encouraged to actively participate in their local CPFs and Neighbourhood Watches and to report crimes through whistle blowing and implementation of zero-tolerance to crime mind and actions. Secondly, council has to consider planning for financial injections for crime the Neighbourhood watches to improve on their functioning. Thirdly, the council will continue to engage the South African Police Services to improve its efficiency and thorough investigations and response time to emergencies. The high crime statistics in the Kouga Region are not accepted as these dent and impact negatively on the tourism and economic investment.

Business and residence burglary as well as motor vehicle theft are higher in Jeffreys Bay and Humansdorp in relation to other the towns in the region, because of the economic activities and higher population within these towns. A total of 1677 were reported and 1262 of these were residential burglary. Jeffreys Bay and Humansdorp reported the highest property crimes with 36% and 29%, respectively. Stock theft is a great concern to our farming communities, because of the financial losses that they are suffering. If this persist or escalates, farmers can be forced to evict more farm workers from their farms.

- **Intergovernmental Relations**

The Executive Mayor resolved to establish an IGR forum to serve as an instrument for mobilising the distinctive efforts, capacities, leadership and resources of each sphere of government towards service delivery and development objectives. The operational premise for the relations guided by OTP and DPLGTA is as result of an envisaged effort to achieve the municipality's Development Priorities informed by prioritised community needs. Subsequently, the executive mayor launched on 30th October 2009 the Kouga IGR Forum under his chairpersonship as phase one of the programme where all invited sector departments were represented with full capacity. It is also envisaged that phase 2 for the establishment of various clusters as Spatial and Environmental Rationale; Infrastructure and Service Delivery; Local Economic Development; Community and Social Services; and Good Governance & public participation chaired by portfolio councillors, will commence once the Forum is fully operational. Project to be implemented for 2010/2011 will be finalised in the next IGR meeting to be held April 2010.

- **Public Participation: Community Based Priorities**

As guided by the legislation, the Kouga Municipality, is continually undertaking the process of consulting its main stakeholders, the community. Our commitment to the Batho Pele principles compels us to strive relentlessly in ensuring that the people are always first in the functioning and governance of the municipality.

Furthermore, Chapter 4 of the Systems Act no.32 of 2000 instructs and makes provision that municipalities must develop a culture of representative and participatory governance. It is in this light that the "Jewel of Eastern Cape" has committed itself to creating an enabling environment for optimal consultative, participatory, transparent and ethical governance.

In the IDP processes it is of paramount importance to IDP to always ensure community engagement through community hearings where development needs and service delivery priorities emanate and articulated. To that effect, **Community Based Planning sessions** were conducted in all wards period from the 17 November 2009 to 03 December 2010, the IDP unit engaged all wards on the adopted consolidated draft IDP adopted by council on the 30 March 2009 for commenting. Subsequently, the following burning issues were raised in the aforementioned public meetings for consideration by the municipality.

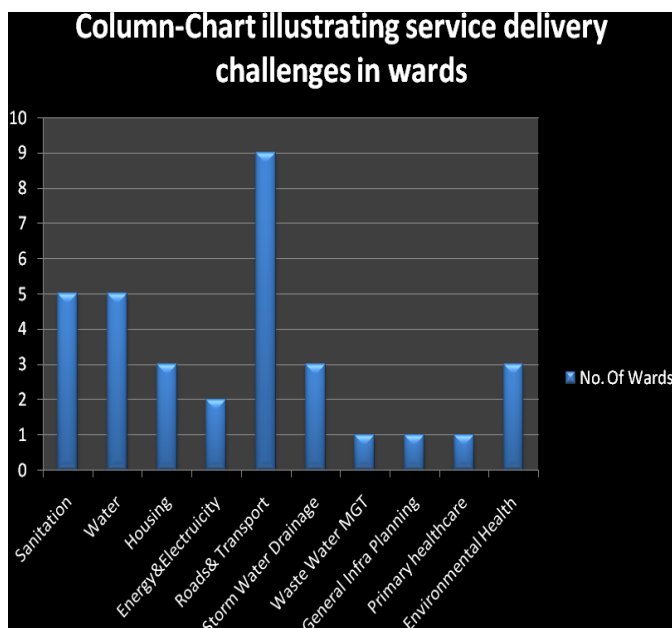
The Community Based Planning findings reflect the pertinent communities' needs that need to be addressed by the following sectors i.e. the Municipality, Departments: Health, Agriculture, Education, home affairs, Labor and Land Affairs. Details of what community priorities pertaining to the departments in concern turn around strategic response is anticipated to be in an IGR meeting planned for 15 March 2010.

## Trends and issues raised by the community at large

### i) Service Delivery and Infrastructure Planning

The Service delivery and infrastructure planning key performance area form the core yardstick to measure the true performance of any municipality. Failure to address these crucial and primary needs will result to deeply dissatisfied communities.

The table below indicates the service type and the number of wards that raised alarm and plea for the attention to be given unto addressing the shortcomings.



Service Delivery type	Number of Wards
Sanitation	5
Water	5
Housing	3
Energy & Electricity	2
Roads & Transport	9
Storm Water Drainage	3
Waste Water MGT	1
General Infra Planning	1
Primary healthcare	2
Environmental Health	3

The information presented above suggests the following hypnosis.

- **Sanitation-** Wards 2, 3, 4, 7, &9 raised concerns regarding the sewerage systems in the respective wards. The installations and upgrading of the sewer system are burning issues in ward 2& 10. The removal of the old bucket system in ward 4 requires urgent attention. Spillage of sewer in ward 7 (Thornhill) and to change from conservancy tank to waterborne system is a priority for ward 3.

- **Water-** Shortage of water during December and January in ward 1 is concern, whereas the quality of water in ward 2 is said to be the major concern. Wards 3, 7, & 10 raised the issue of access to water that must be improved and the replacement of old water pipes that burst frequently.
- **Housing-** The three wards that voiced concerns around housing were unanimous is raising the point of general quality of the RDP houses and the subsequent reparation that needs urgent attention from the council. Acquisition of land for new houses in **Lorie** and **Weston** was raised.
- **Energy and electricity-** The community of ward 2, 4 is very worried about the illegal connections in the area as this has severe safety hazards. Ward 7 raised the issue of distance of the vending machine to purchase electricity.
- **Roads and Transport-** All wards except ward 6 where the meeting did not materialise raised the issue of upgrading of roads. The GV wards all uttered that the creation of sidewalks was of most urgency.
- **Storm Water Drainage-** Ward 1, 2 is very troubled about the standstill storm water in their area. Ward 3 requires a provision from the council for the storm water in Kabeljous. Ward 7 requires the channelling of storm water.
- **Waste Management-** The removal of refuse in the street in ward 2 was highly voiced.
- **General Infrastructure Planning-** Ward 3 raised very strongly the issue of the Dumping site for Jeffrey's Bay.
- **Primary Healthcare-** Ward 10, 2 requires a clinic. Wards that have clinics all voiced that the functioning of the clinics needs improvement.
- **Environmental Health-** Public toilets in ward 1 need urgent attention. Standing water in Tjokksville poses health risks.

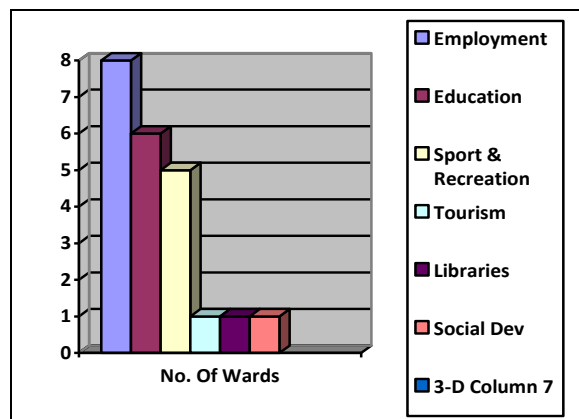
ii) **Socio-Economic Development**

The new mandate as the Constitution for local government compels municipalities to conduct their planning in a manner that ensures the development of its local communities. Basic service delivery is not sufficient to ensure an improved general welfare of the community, thus the municipality must address the issues of socio and economic development.

The Chart below depicts the noted challenges as raised by the community during public participation;

**Prevalence of Socio-economic issues**

Service type	No. Of Wards
Employment	8
Education	6
Sport & Recreation	5
Tourism	1
Libraries	1
Social Dev	1





The above pie-chart reflects that more wards raised the issue of employment as being most urgent and requiring the municipality to create an environment that will ensure the employment opportunities. The local communities voiced that preference must be given to local when it come to **employment** and that council's contracts must be granted/awarded to local businesses.

The upgrading and building of **sports fields and recreational facilities** was most pertinent for wards 1, 7, 9 & 10. These wards are convinced that the presence of these facilities will give hope and direction to the youth.

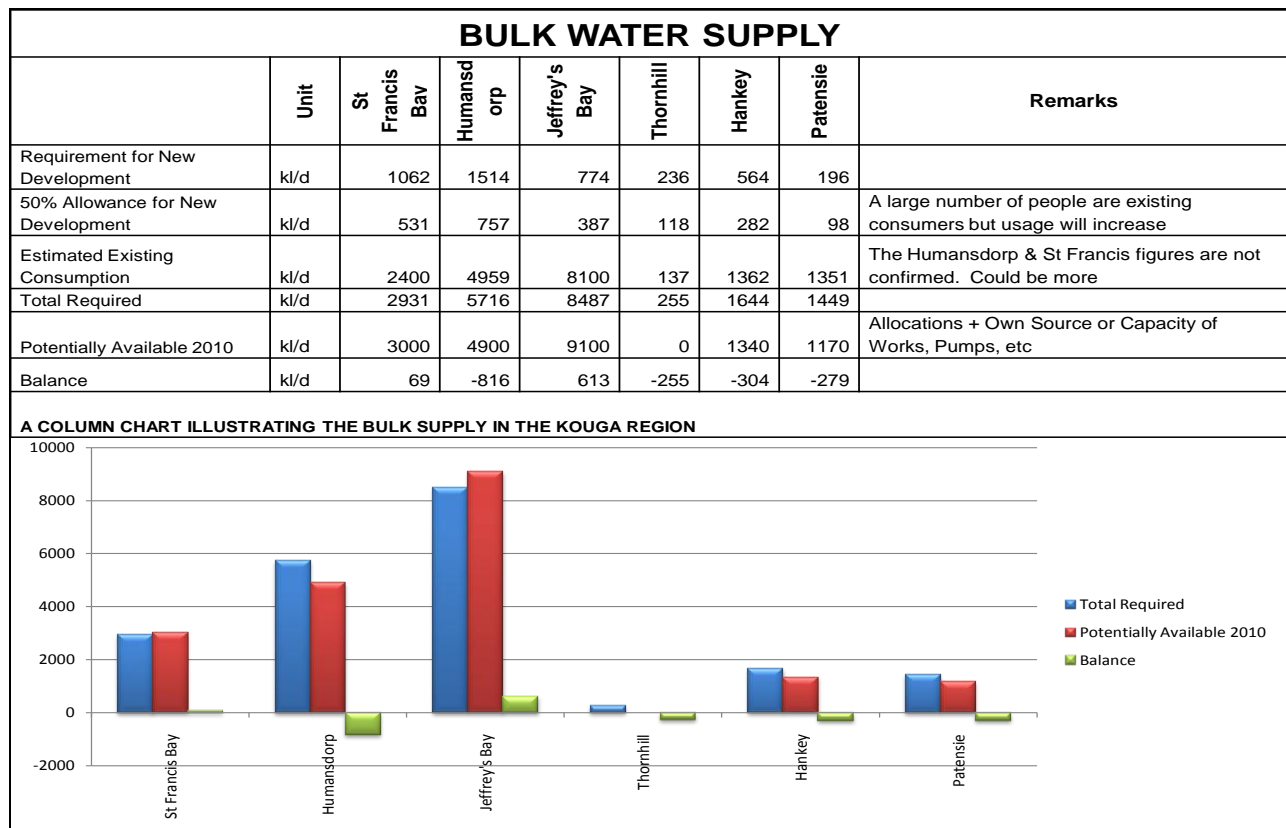
**Education:** Ward 10, 2, 3, 4, 9 noted the dire need for proper schools in the area. The book stock in ward 3 was the major concern in this ward.

**Safety & security:** Ward 3 also wanted note that the municipality to assist the local NGO to fighting crime in the area.

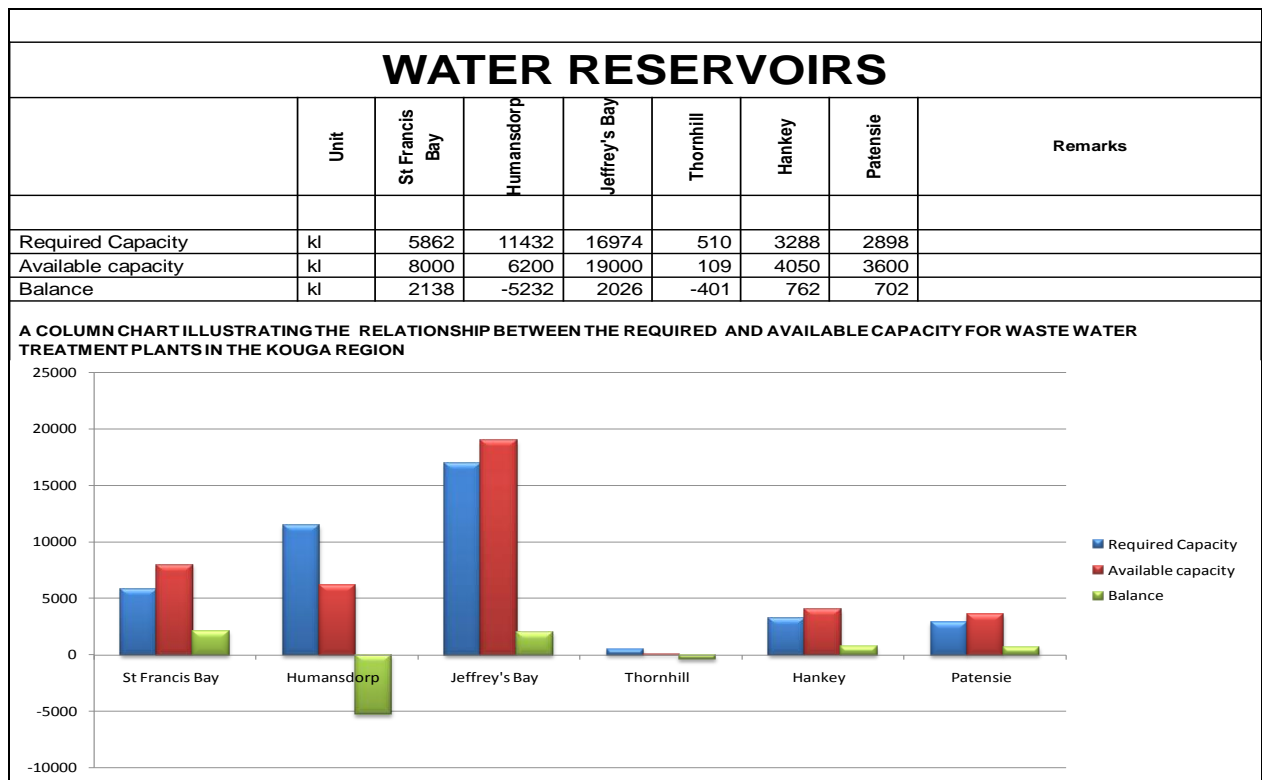
## Basic Infrastructure Analysis

- Bulk Water Supply

The table below indicates that the areas of Humansdorp, Hankey, Patensie and Thornhill have shortages of water at 815 kl/d; 304 kl/d; 279 kl/d and 255 kl/d respectively. This simply suggests that prioritization of projects and allocation of budget should be linear towards those areas. Notable is that Jeffreys Bay and St Francis Bay are perceived to have a surplus of 613 and 69 kl/d respectively.

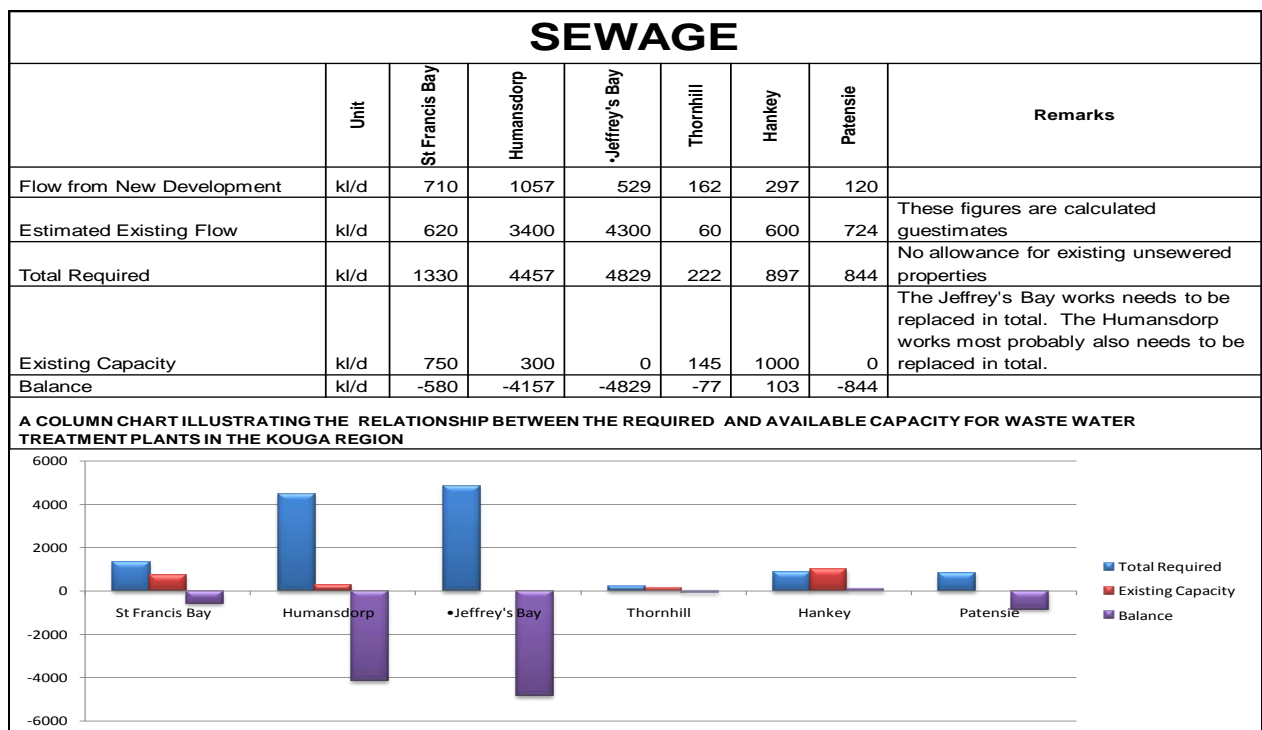


From the table/chart below it can be deduced that Humansdorp and Thornhill are having negative balances in relation to existing and required reservoirs with 5232 and 401 kilo-litres. This simple translates to that there are major challenges with regards to the water reservoirs in these areas and the projects prioritisation must be directed towards addressing this challenges. The relationship between required and available/existing capacity is fairly acceptable



- **Sewer System**

The chart/table below reflects the alarming situation in the St Francis Bay and Jeffrey's Bays areas for the sewerage capacity at -4157 and 4829 kl/d, respectively. For all the areas in the Kouga region, except for Hankey, there is a negative relationship between the required capacities versus the existing/available capacity. Therefore the priority areas for sewerage infrastructure are St Francis Bay and Jeffrey's Bay. Furthermore, the Jeffrey's Bay plant needs to be replaced totally



- Storm Water Analysis

Flood risk matrix	Flood water depth	Flood water volume	Velocity of floodwater	Risk to property	Health Risk	Nature and extent of damage	Recommended Actions	Estimated cost (including VAT)
Billabong	<1m	High	Moderate to High	Very high	Low	High values commercial stock; lost productively and direct clean-up costs. Access restricted during flood	Create overland diversion (Alternatives A)  (18 month)	R2,941.154
Aston Bay	Mostly <1m, deeper at ponds	High	Low	High	High (sewerage contamination -water remains standing for extended periods)	Furniture and floor coverings to several houses; Roads prone to damage when saturated; Access restricted for several days after flooding.	Install larger storm water pump and install standby pump-increase diameter of rising main. Enlarge existing storm water pond. 12-15 months	R6,517.904
Gill Markus (Kruisfontein)		Low	Very Low	Low	High (Litter combines with standing water)	Localized ponding of water- no properties affected	Localized landscape of area ; construct open drain	R 694.162
Kwanomzamo	<1m	Low	Very Low	Moderate	High (Litter combines with standing water)	Furniture and floor coverings to several houses; restricted access (owners need to live in gumboots for weeks)	Surface all roads and install piped storm water drains  15 months	R5,299.088

Kabeljauws	Low	High	Low	High	Low	Furniture and floor covering to several houses; Access restricted	Storm water master plan to be prepared to determine need for additional storm water detention ponds4-5months	R 419.543
Oribi Street	Very deep outside of house	Very High	High	Moderate	Moderate (sewerage combination)	Furniture and floor covering to single dwelling	Storm water master plan to be prepared to determine need for additional storm water detention ponds.	R 576.384
Centerton (Hankey)	Moderate (in ponds)	Low	Very Low	Low	High (Litter combines with standing water)	Private properties not affected.	Pump station and rising main to be install 15 months	R 5,652.731

## Key Identified Challenges

### Spatial and Environment related

- Effective Land Use Management for Socio –Economic Development
- Land Audit and Valuation finalization
- St Francis Bay Beach Erosion
- Environmental Impact Assessment that derails project implementation
- Absence of Environmental Management Human Resource and Plan that incorporates Coastal Management Plan and SEA

### Infrastructure and Basic services

- Budget constraints to implement needed IDP capital projects 82% dependence on internal reserves for capital projects and reliance on sale immovable capital assets
- Capacity to handle high influx of indigent migrants, housing demand and affluent private developments
- Water reservoir have high potential of drying out,
- Unknown capacity of the underground water source to augment existing supply,
- Formalisation of the agreement pertaining to the allocation of bulk water supply as purchased from the NMMM
- Formalisation of increase water quotas with Gamtoos Irrigation Board
- High budget required() to address Sanitation and Stormwater( R22 100 966 )backlog critical in r seven areas
- Lack of budget to upgrade link road to build corridors for economic prospects in areas as Jeffreys Bay/St Francis, Humansdorp/ Oyster Bay and Thornhill/Jeffreys Bay Access Roads

## Socio economic Development

- Building sustainable economy
- Insufficient Institutional Human Resource Capacity in Housing and LED
- Lack of integrated approach to commit to LED strategy
- Lack of Solid partnerships for Rural development and land reform
- Delays in Investments transactions between the Municipality and Private Sector
- Establishment of LED related forums and engagement of PPP
- strategies to diversify our economy and give support and commitment to broad based black economic empowerment programmes and local SMMEs
- Supply chain policy not giving preference treatment for local SMMEs and implementation of BBBEE policies
- Major shortage of land for Housing Delivery
- Slow progress on housing delivery in some areas
- Management of beneficiary list and derails in allocation of houses
- High rate of growth of the indigent migrant population and demand to housing.
- Limited local contractors benefiting from housing development
- Effects of dragging Provincialisation of Health Service
- No benefits for the 2010 soccer world cup

## Governance and Public Participation

- Inadequate budget to implement IDP
- Poor understanding of the importance of IDP and linkages to general operations
- Inadequate office space
- Small Capacity Council Chambers
- Poor Intergovernmental Relations in addressing
- Democratization state and society
- Times of the meetings, lack of schedule of meetings and transports challenges are experiences by Ward Committees to a point of being dysfunctional.

## Institutional Transformation

- Transforming the municipality from a bureaucratic to a developmental institution in line with the concept of developmental local government as outlined in the White Paper on Local Government.
- Consistency to ensure that communities are at the centre of development and change of the institution to reflect the diversity of our population in order to create confidence in the institution
- A shift away from inward-looking, bureaucratic systems, processes and attitudes, towards new ways of working which put the needs of the public first in a better, faster and more responsive manner to meet those needs
- Institutional Readiness for the proposed new wards delimitation i.e. from 10 – 15 wards
- Uncertainties with respect to the prolonged organisational development/ restructuring
- Absence of Job Evaluations and Job Purification.
- Skills Development coordinated need to be aligned with service delivery strategic need
- Inconsistency to comply with the approved Employment Equity Plan
- Attitude Change and Diversity Management

## Financial Viability and Management

- Define that is our limits , boundaries, capacity and accept it
- Alignment with IDP and allocation per IDP needs as indicated by the community
- Lack of Spatial Based Budget
- Development of clear roles and responsible to ensure accountable and address Fraud and anticorruption
- Aligning objectives of the governance frameworks with ISO 31000
- Embedding management system reporting mechanisms and integrated
- Finance committee operate outside IDP processes
- Separate committee from IDP
- Up sense of an uniform risk criteria and evaluation metrics
- Reports by internal auditors not sufficiently utilised to identify weaknesses and improve the control environment
- Monitoring of action plans agreed upon are not being followed up
- No Anti corruption policy in place
- Lack of database to monitor compliance
- Risks not identified per project, per section and per directorate

## **Opportunities for Lucrative Prospects in Kouga**

### **Socio Economic and Infrastructure**

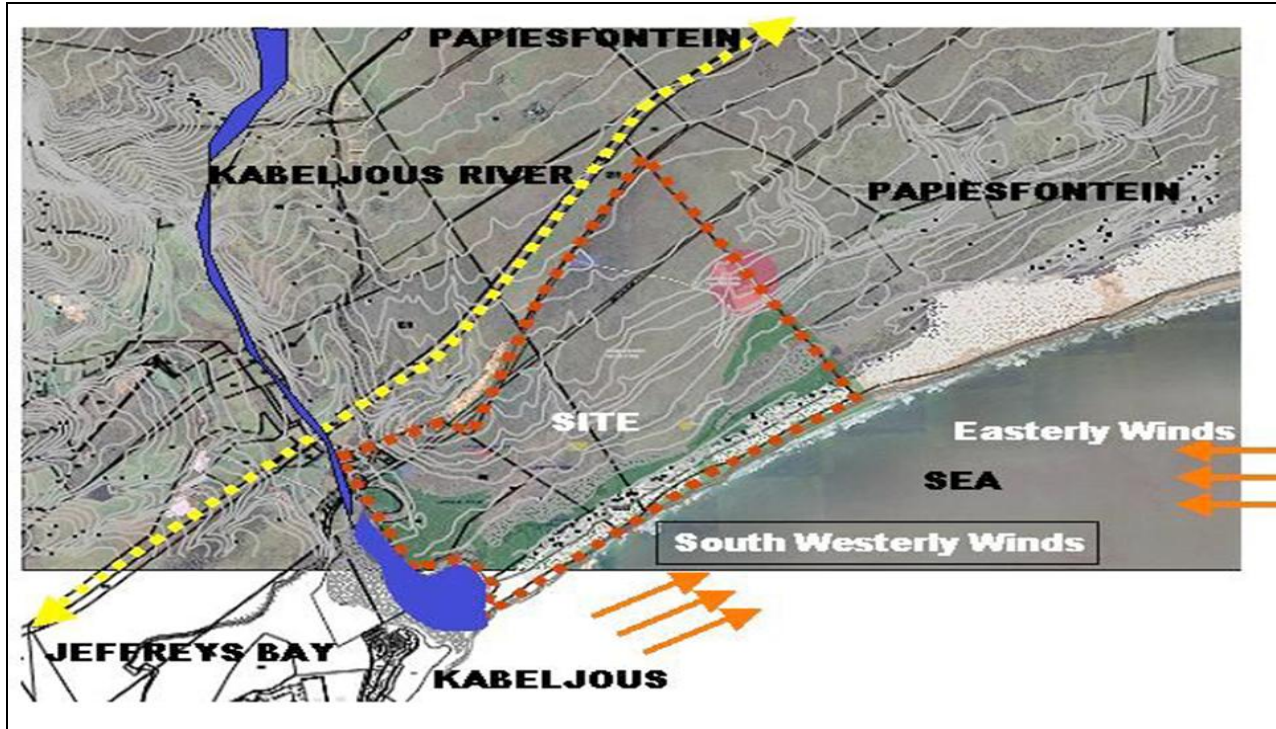
Kouga the Jewel of the Eastern Cape, a final destination with lucrative prospects and infinite possibilities to offer in terms of Investments/ Business opportunities , economic growth, eco-tourism , property development, natural resources and agricultural basket

### **Kouga Development Agency Overview**

Cacadu District Municipality and Kouga Local Municipality in terms of Section 87 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000) has in 2006 established a Kouga Development Agency (KDA) which a Multi-Jurisdictional Service Utility (MSJU) .The KDA was given the responsibility to manage the development of the Mandate Area. The Mandate Area has great potential for the development of eco-tourism projects utilizing the comparative advantage offered by attractive beaches, natural environment, and rich cultural and historical heritage. The Site also enjoys panoramic views of the attractive coastal dune system, the Sea, the Kabeljous River and Estuary, and contains valuable and indigenous vegetation, a pristine wet land system, and an attractive coastline, all of which can be used as major attractions for eco-tourism based development in the area

## TOPOGRAPHY AND CHARACTERISTICS OF THE MANDATE AREA

Figure No: Mandate Area: Source: Extract from the Master Plan



The Mandate Area is situated north of the town of Jeffery's Bay, one of the fastest growing settlements in the country with major service, shopping, recreation and entertainment destination for the surrounding secondary towns with a combined population of approximately 59 000 people. It is also a world renowned surfing destination given its close association with the Billabong Trade name.

The Mandate Area is well located adjacent the N2, close to the Gamtoos Off-Ramp and along the Provincial Main Road, the R102. It is visible on the N2 from Cape Town towards Port Elizabeth. It is thus capable of attracting traffic along the N2 and R102 and in general the Garden Route. It is also accessible to areas west of the N2 via the existing road over the N2. It is possible to construct another interchange at this point which is even closer to the site than the Gamtoos Off-Ramp.

The Mandate Area is within 45 minutes to 1 hours drive time from Port Elizabeth, the biggest City in the Eastern Cape with an estimated population of 1.3million (2007), and growing. The Narrow Gauge Railway Line between Port Elizabeth and Avontuur in the Western Cape passes through the Northern portion of the site between the N2 and R102

The KDA Mandate Area which falls under Article 8 Scheme Regulations comprises of 683 Hectares of State owned land owned by the Department of Housing, Local Government and Traditional Affairs (Eastern Province) and the National Government of South Africa, as follows:

- i) The Provincial Department of **Housing** and Local Government has agreed to make the properties for Eco-Tourism and Up market Residential Development in accordance with applicable laws, policies and procedures relating to Land development

in the area, in extent approximately 527.85 Hectares ( . Portion 23 (a portion of portion 8) of the Farm Kabeljauwrvier, 321 Humansdorp measuring 95.3082 Ha, Portion 24 of the Farm Kabeljauwrvier No 321 Humansdorp, measuring 429.1224Ha; Portion 5 (a portion of portion 3) of the Farm Kabeljauwrvier No. 319, Humansdorp measuring 429,1224ha, )

- ii) The National Government Land made available land to an extent of approximately to 153 Hectares, as per Title Deed T39870/1986, which is currently managed as an un-proclaimed Nature Reserve (Farm 808 Humansdorp, measuring in extent 105Ha. Farm 807 Humansdorp, measuring in extent 48Ha ; ) Negotiations regarding the availability of the Un-Proclaimed Nature Reserve land for development are still on-going. Given the environmental significance of the Nature Reserve and the difficulties associated with the release of State land, it is envisaged that the agreement with the KDA on the land may only permit the leasing of the land to prospective developers. A portion of the property extends north of the R102, in extent approximately 8.13Ha, and has not been managed as a Nature Reserve.

The Kouga Development Agency (KDA) has developed a Master Plan that guides the Agency towards project implementation in the shortest possible timeframe. In order to do this, the Agency is implementing focused Master Plan culminating in a Business Plan of bankable projects that will be used as a basis to engage potential developers and investors of the development. The Master Plan also assists in finalisation of availability with National and Provincial Authorities. It identifies an investment costed strategy and policy framework of marketable and market driven projects that will act as flagship projects for the Agency, all set within a robust Land Use Plan and Urban Design for the Mandate Area. It will identify potential benefits, risks and issues associated with the developments and recommend solutions and set out an appropriate implementation plan

In terms of STEP guidelines only minimal loss of natural areas and minimal disturbance should be allowed, and only on condition that there are net gains for the natural environment for example the restoration of the portion of land which will remain undeveloped and its management and proclamation as a Nature Reserve Area. The Mandate Area will, however, require intensive management to ensure that the functioning of the wetland is fully restored and maintained and that the invasive alien plants are controlled.

Kouga Development Agency had invited development proposals tenders for the development of the mandated area. Based on recommendations of the Environmental Specialist and detailed studies the consortium identified and earmarked developable pockets and envisaged footprint, concepts, sketch plans and illustrations to demonstrate what can be expected at, and for each node.

### **The Thuypunt project**

The Thuypunt site, west of Cape St Francis has been acquired by ESKOM for possible future power generation purposes. As a result, the Kouga Coast Sub-Regional Structure Plan was prepared based on the need to maintain the viability of the Thuypunt site for possible future nuclear power generation. Subsequently, with the preparation of the St Francis Bay Spatial Development Framework and approval of same by the Kouga Council, the Kouga Coast Sub-Regional Structure Plan was replaced by the recommendations of the Greater St Francis Bay Spatial Development Plan.



## Sarah Bartmann Heritage Site

Detailed proposals for the holistic redevelopment of the Sarah Bartmann Heritage Site are in the process of being compiled. Development on this site should be contributing to local economic development, improving the tourist potential of the Sarah Bartmann Site and contributing towards the improvement of heritage on a regional basis.

### Executive Summary of opportunities

Opportunity	Location	Time Frame	Outcomes	Responsible
Development of a Radisson Hotel in the Pellsrus Water Front located on a private land at close proximity to the previously disadvantaged communities	Pellsrus Beach , Jeffreys Bay	2011/2013	Sustainable Jobs to be created for more than 120 households Property Market Value Boost and improved life style living Improved Economic Growth	Private
Land on the Beach front available for the development of a Marine Reserve Recreational Centre	Blue Flag Beach , Jeffreys Bay	2013/ 2014		PPP
Shopping Malls Fountains and Mall	Jeffreys Bay	2009/2011		Private
Golf Course Estate	Jeffreys Bay ; St Francis Bay	2009/2011	Urban renewal and improved lifestyle	Private
Housing Policy & Plan that accommodates Community Residential Housing and Community amenities	10 Areas	2010/2012	Affordable Shelter accessible for the Civil servants	Government
Private Education ; Comprehensive Technical High School	Jeffreys Bay	2010/2011	international competent Education and technical skills	Private/ Government
Under utilised Agricultural Farm Zwartenbosch Rhebokfontein Farms	, Humansdorp	2011/	Food Security and Economic Growth	PPP
Sarah Bartmann Centre of Remembrance	Hankey,	2011/2012	Increased SMME activities for an increased job opportunity.	Government
Upgrade; Patensie Hankey , Loerie R330 roads	Patensie, Hankey, Loerie	2010-2011	Linked economic corridors to the development Node for improved economic activities	Government
Revitalisation of Apple Express Railway Line	Thornhill, Loerie, Hankey , Patensie	2010-2011	Linked economic corridors to the development Node for improved economic activities	PPP
Kouga Development Agency : properties for Eco-Tourism and Up market Residential Development	Kabeljous	2010/2014	Urban renewal , Economic Growth and Job Creation	Multi sectoral - Government
Village Square for the CBD Area	St Francis Bay	2012	Urban renewal , economic growth , property boost	

## What we will do Strategic Plan

Outcome	Development Priority	What the municipality will	Province / National Intervention
<b>Spatial analysis and environmental rationale</b>			
Sustainable environment and land development	Economic, efficient And effective environmental management and sustainable integrated land use development	<ul style="list-style-type: none"> <li>Develop an Environmental Management Plan and Unit that will attend to environmental related aspects and ensure realization of coastal management plan , EIA, SEA, conservation, preservation , ecotourism etc</li> </ul>	Budget and Technical assistance
		<ul style="list-style-type: none"> <li>Facilitate a process that will ensure the St Francis Bay Beach , the national disaster area is addresses</li> </ul>	National Commitment & support
		<ul style="list-style-type: none"> <li>Cadastral Information Management System that enable more effective use of state and communal land for socio-economic development</li> </ul>	Budget and Technical assistance
		<ul style="list-style-type: none"> <li>An integrated approach in the allocation of land for redistribution and effective socio-economic development use. E.g. Housing, Cemeteries, Commonage, Business Centers, churches etc</li> </ul>	Grant for development of Social amenities grant
<b>Infrastructure and Basic Services</b>			
Infrastructure upgrade and job creation	Accelerate service delivery to support the poor and vulnerable	<ul style="list-style-type: none"> <li>Analyse infrastructure need for extended urban edges in the reviewed SDF</li> </ul>	Budget and Technical assistance
		<ul style="list-style-type: none"> <li>Allocation of budget for an Audit of ageing infrastructure and backlog for the poor and vulnerable</li> </ul>	Grant for refurbishment of aged infrastructure
		<ul style="list-style-type: none"> <li>Sourcing and allocation of adequate budget to address required bulk infrastructure upgrade</li> </ul>	Increase grant allocation for the poor and vulnerable
		<ul style="list-style-type: none"> <li>Organisational Infrastructure diagnostic survey / assessment for 2010 readiness, housing future demand , increased spatial urban edges</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop targets for EPWP , BEE, SMME in infrastructure delivery</li> </ul>	Grant allocation for EPWP d project
<b>Local Economic Development</b>			
Economic growth, Massive sustainable employment and poverty alleviated	Stimulate robust economic growth, rural development and creation of decent work, massive jobs, rural development, land reform and sustainable livelihoods	<ul style="list-style-type: none"> <li>Ensure Institutional Commitment to Local Economic Development through identification of SMME opportunities and massive jobs in the operations of all directorates</li> </ul>	Identify areas where local coops can benefit from the planned projects
		<ul style="list-style-type: none"> <li>Aggressive Implementation of Land Reform policies and Synergically cooperation with sector department</li> </ul>	
		<ul style="list-style-type: none"> <li>Stimulate Agricultural production especial in Gamtoos with the view to contribute to food security through a strong focus on institutional support that create scale economies</li> </ul>	
		<ul style="list-style-type: none"> <li>Promote Public Private Partnership to assist with capacity building resource sharing for emerging farmers and households</li> </ul>	
		<ul style="list-style-type: none"> <li>Ensure maximum exploitation of natural resources as ecosystem and improve benefits from fishing , vegetation</li> </ul>	
		<ul style="list-style-type: none"> <li>Create business market centers that will be accessible to all</li> </ul>	
		<ul style="list-style-type: none"> <li>Ensure provision of infrastructure that will improve eco tourism prioritizing rural areas and feasible areas</li> </ul>	
		<ul style="list-style-type: none"> <li>Effectively implement an Area Based Plan/ Land Use Management Plan that seeks to address the economic need</li> </ul>	
		<ul style="list-style-type: none"> <li>Strengthen interdepartmental and Intersectoral commitment to LED</li> </ul>	
		<ul style="list-style-type: none"> <li>Achieve better development outcomes in rural areas as Gamtoos by improving alignment of efforts to what the earth can offer e.g. Access to land for agriculture, promote eco-agric-tourism.</li> </ul>	
		<ul style="list-style-type: none"> <li>Ensure that Foreign Relations contribute to the creation of an environment conducive for economic growth and development</li> </ul>	
		<ul style="list-style-type: none"> <li>Strengthen the South –South Relations to ensure the creation of political economic and social space through the Brazil twining</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop a structured mechanism to fast track the consolidation of economic relations with the established partners, expanding trade relations , emerging markets to enhance local economic development to seize benefits from Kouga/Ubatuba twining prospects</li> </ul>	

<b>Social Development</b>			
Social Inclusion, cohesion and Nation building	Build Cohesive, caring, educated, healthy, crime free sustainable communities,	<ul style="list-style-type: none"> <li>• Creating a shared value system and a greater sense of community solidarity by promoting community independence whilst mainstreaming economic activities</li> </ul>	
		<ul style="list-style-type: none"> <li>• Reduce social and economic vulnerability of the poor by focusing particularly on maintaining social grants and self enhancement programmes</li> </ul>	
		<ul style="list-style-type: none"> <li>• Promote and facilitate the development of community organizations</li> </ul>	
		<ul style="list-style-type: none"> <li>• Implement programmes that promote unity, legacy and inclusiveness egg. Names changes, social integration , promote Arts and Culture for enjoying cultural diversity and bringing people together</li> </ul>	
		<ul style="list-style-type: none"> <li>• Improve learner outcomes by increase support in improving access to better , free education , post secondary and higher education facilities</li> </ul>	
		<ul style="list-style-type: none"> <li>• Remove bottlenecks that are obstacles to serve access</li> </ul>	
		<ul style="list-style-type: none"> <li>• Cooperating in the mobilization of people to fight against crime and set up measurable targets</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop a safe and supporting environment for all children with equipment for learning and play.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Improve health condition by increasing capacity by providing more clinics and staff and conduct regular awareness campaigns</li> </ul>	
		<ul style="list-style-type: none"> <li>• Increase clinics that offer VCT / ARV treatment</li> </ul>	
<b>Governance and Public Participation</b>			
Transparent systems community as government partner	Strengthening strategic planning capacity, cooperative governance, accountability and a democratic developmental state	<ul style="list-style-type: none"> <li>• Formalise and solicit budget the development of the seat of municipal head quarters</li> </ul>	
		<ul style="list-style-type: none"> <li>• Revitalise the operational system of Ward Committees by developing a schedule of meetings for all ward councilors; allocate regular scribes for the meeting. Ensure regular monthly meetings.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Consider implementation of the Public Participation Citizens Charter</li> </ul>	
		<ul style="list-style-type: none"> <li>• Strengthen mobilization and accountability by implementing a Public Participation Policy that is aligned with the Public Participation Guidelines as reviewed</li> </ul>	
		<ul style="list-style-type: none"> <li>• Align and Integrate the administrative operations of CDWs and Ward Committees</li> </ul>	
		<ul style="list-style-type: none"> <li>• Link Ward Committees directly to the Allocation and control of resources for ward based projects (PS)</li> </ul>	
		<ul style="list-style-type: none"> <li>• Appoint a senior manager in the Office of the Speaker as a critical position</li> </ul>	
		<ul style="list-style-type: none"> <li>• Review and implement the Communication Strategy and policy</li> </ul>	
		<ul style="list-style-type: none"> <li>• Review and Implement the Delegation Framework</li> </ul>	
		<ul style="list-style-type: none"> <li>• Formalise interest groups by launching Children/ Youth/Women/ Disability Groups</li> </ul>	
		<ul style="list-style-type: none"> <li>• To develop a credible website and strategy to ensure that it is efficiently utilized</li> </ul>	
		<ul style="list-style-type: none"> <li>• To relocate the IT unit to Corporate Service</li> </ul>	
		<ul style="list-style-type: none"> <li>• Implement the minister’s policy speech that IDP are the point of coordination of the work of all three spheres of government</li> </ul>	
		<ul style="list-style-type: none"> <li>• Heighten Intergovernmental maturity by ensuring that there is Institutional commitment to IGR for Design, Planning, Budgeting, Implementation and Monitoring</li> </ul>	
		<ul style="list-style-type: none"> <li>• Appoint an IGR officer in the IDP unit</li> </ul>	
		<ul style="list-style-type: none"> <li>• Solicit budget for the extension of the Council Chambers on the first floor</li> </ul>	
		<ul style="list-style-type: none"> <li>• To develop a new File Plan and Records Classification System , Control Schedule , electronic Records policy and registry Procedure Manual with the assistance of the Provincial Archives Unit</li> </ul>	
		<ul style="list-style-type: none"> <li>• To make provision for a bigger strong room to accommodate Council’s records</li> </ul>	
		<ul style="list-style-type: none"> <li>• To set up a policy unit and to appoint competent staff in the legal services section</li> </ul>	
		<ul style="list-style-type: none"> <li>• Draw up a Maintenance Plan for all municipal buildings in the Kouga</li> </ul>	

<b>Municipal Transformation and Organisational Development</b>			
Optimal utilization of staff for effective services delivery	Develop capacity of the institution for effective delivery	<ul style="list-style-type: none"> <li>• Identification of critical positions and development of succession plan</li> </ul>	
		<ul style="list-style-type: none"> <li>• Strategic Leadership and Management Training</li> </ul>	
		<ul style="list-style-type: none"> <li>• Establishment of Institutional Training Centre</li> </ul>	
		<ul style="list-style-type: none"> <li>• Job Purification / optimal utilization of staff strategy</li> </ul>	
		<ul style="list-style-type: none"> <li>• Implementation of Staff wellness programme</li> </ul>	
		<ul style="list-style-type: none"> <li>• Source alternate funding for the implementation of Institutional Plan</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop and adopt a policy on administration of staff benefits.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Turnaround time in terms of filling of vacant positions</li> </ul>	
		<ul style="list-style-type: none"> <li>• Expedite adoption of an ideal organogram that responds to the strategy and budget.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Development of a policy on filling of vacancies</li> </ul>	
		<ul style="list-style-type: none"> <li>• Change Management Agents and invoke policy implementation</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop user/ action groups of highly trained employees and councilors to develop, review and monitor policies in conjunction with labour.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Establish a desk in the IDP unit that deals with project planning , develop business planning source funding</li> </ul>	
		<ul style="list-style-type: none"> <li>• Relocate services of IT, HR, Skills&amp; EEP and Supply Chain to Corporate Services</li> </ul>	
<ul style="list-style-type: none"> <li>• Review the Supply chain Policy that will realistically take into account preference to SMME, local BBEEE, Corporate Social Responsibility</li> </ul>			
<b>Financial Viability and Management</b>			
Sound Finances and enhanced revenue	Clear/ unqualified Audit Report	<ul style="list-style-type: none"> <li>• Institutionalize Operational Clean Audit through including it as one of the key performance areas of Section 57 Managers within their performance agreements.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Efficient and effective utilization of internal audit and audit committee</li> </ul>	
		<ul style="list-style-type: none"> <li>• Strengthen the oversight function and institutionalize through section 57 managers</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop a Financial Management Plan</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop and implement a realistic , zero based and Spatial based Financial planning and Management that is linked and responding to the Strategy – IDP that incorporated turnaround strategy</li> </ul>	
		<ul style="list-style-type: none"> <li>• Set targets for an improved sound financial management that will respond to IDP development priorities</li> </ul>	
		<ul style="list-style-type: none"> <li>• Formalize and strategically strengthen an integrated IDP and budget committee as stipulated in the Process Action Plan</li> </ul>	
		<ul style="list-style-type: none"> <li>• Budget planning review and implementation of an economic, effective , efficient transparent and user-friendly Financial Management System</li> </ul>	
		<ul style="list-style-type: none"> <li>• Improvement strategy to improve creditors attitude , management and skills</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop and implement a Corruption strategy and a independent unit for clean local government that will seek to combat the scourge of corruption in the municipality (identifying Theft,</li> </ul>	
		<ul style="list-style-type: none"> <li>• Development of Risk Plan , data base and monitoring of implementation of controls assessment and ensure that every report issued by internal audit is analysed</li> </ul>	
		<ul style="list-style-type: none"> <li>• To develop an Asset Management Policy</li> </ul>	