



Local Municipalities



***Eden District Municipality
Integrated Development Plan (IDP)
Annual Review for 2010/11***

Final Council approved- 28 May 2010

Department Strategic Services: IDP unit

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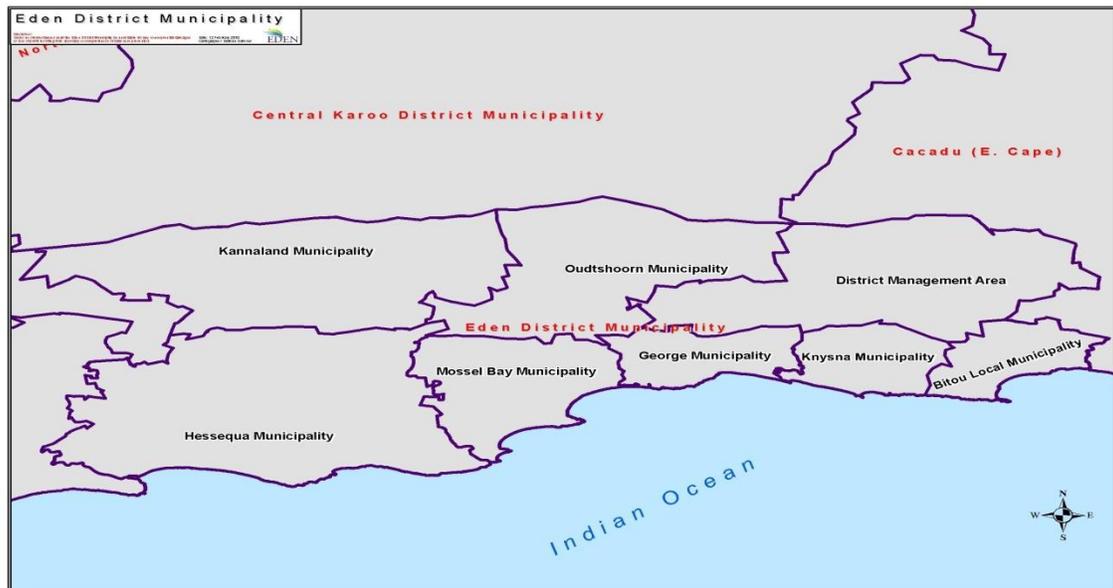
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LOCATION OF EDEN DISTRICT MUNICIPALITY

Eden District Municipality is located in the heart of the Western Cape Province, South Africa. It's the third largest district within the Western Cape and shares borders with four other district municipalities: Central Karoo District in the Eastern Cape, Overberg and Cape Winelands in the west and the Central Karoo in the north.

Map 1 below indicates the boundaries of the 7 local municipalities and the District Management Area (DMA) within the Eden District. The Eden District consists of the following municipalities:

- Bitou Local Municipality
- Knysna Local Municipality
- George Local Municipality
- Hessequa Local Municipality
- Mossel Bay Local Municipality
- Kannaland Local Municipality
- Oudtshoorn Local Municipality, and
- District Management Area (DMA) including the main towns of Uniondale and Haarlem and smaller rural settlements.



Map 1: Eden Jurisdiction Area

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EXECUTIVE SUMMARY

The IDP is the five year strategic plan to advance development in the municipal area. Development cuts across human, physical and economic aspects. The IDP is also the tool to co-ordinate actions across sectors and spheres of government.

After the IDP 5 year plan is drafted, it has to be reviewed annually. This document represents the 3rd review of the 2006-2011 Integrated Development Plan (IDP) of the Eden District Municipality and is drafted in compliance with section 34 of the Municipal Systems Act (Act 32 of 2000). And for this very reason, this document should be read together with the original 2007 -2011 IDP document. The current document serves as a critically important supplement of the 2006-2011 IDP, but seeks to fulfil comparatively modest objectives.

True to its role as strategic enabler in the region, the Eden District Municipality sets out, through this document, to identify and prioritise key intervention areas to stimulate growth, development and to create a prosperous future for all citizens of our region.

There is recognition that the current IDP review document will be implemented in a vastly different context to the last review, and there are several reasons for this:

- The 2010/11 financial year is the last year of the current term of Local Government and as such, this is the last opportunity for the current political leadership to see its five year programme through
- The global recession currently afflicting the world economy has seen an increase in the number of our citizens who are affected by chronic poverty and vulnerability
- The above has in turn underlined the significance of the role of the state in responding to social and economic challenges confronting our citizenry.
- Above all, the current IDP review document represents a bold statement by the Eden District Municipality to take massive leaps forward in creating a better life for the immense majority of the people of the region.

Since it is not the brief of the current document to re-state the back ground information and detail that is already in the original 2006-2011 and subsequent review documents, chapters two

and three nonetheless, highlight some of the most salient socio-economic challenges that continue to afflict our District. Indeed, an important aspect of this research relates to the identification of the stubborn persistence of a dual economy in the Eden District. Whilst our District is a crucial growth point (and arguably the fastest growing centre in our province after Cape Town), there exist nonetheless, side by side with such growth – extreme and chronic poverty, high rates of unemployment and social exclusion. In any case, the utility of the research resides in the fact that we now know exactly where the fifteen (15) poorest and most vulnerable wards in our region are located. And, in part, this document provides the municipal leadership with a real opportunity to make interventions here – in some measure to improve the quality of the lives of our people in these wards.

Chapters seven (7) and eight (8) of this document are perhaps the most important chapters of the entire document, for they directly spell out the plans and projects the municipality has devised in order to discharge its fundamental mandate of creating ‘A Home and Future for all’ in a concrete way. Therefore, while the principal preoccupation of the current document is the financial year 2010/11, and the concrete interventions the municipality seek to make this year, the more detailed five year plan still forms the broad strategic basis of all our IDP review documents. To this end, the 2006-2011 IDP document and other related documents can be viewed on our official website as follows: www.edendm.co.za.

FOREWORD BY EXECUTIVE MAYOR

The Integrated Development Plan of any district is a report on the needs of local communities and how it is managed in terms of resident autonomy. It should therefore not be prepared as a compliance document.



In terms of the relevant legislation (The Municipal Systems Act 32 of 2000), the Plan is an instrument that attempts to address challenges in a collective way. A prominent feature is the linkage of the IDP and the local budget. The comprehensive spatial development framework and inherent strategies are always the main focus. This is tied to the overall profile of the district with regard to its place in the provincial and ultimately national framework.

Local authorities are constantly reminded of their responsibility to secure that they reach the various beacons anchored in their vision. This action is based on the performance aspect within the local authority. The preparation of the IDP is therefore a step in the right direction and the contributions by all participants is greatly appreciated.

My best wishes for a great beginning. A great journey always begins with the first step.

LEON DORFLING
EXECUTIVE MAYOR

CHAPTER 1 – INTRODUCTION AND BACKGROUND

1.1 IDP review

The IDP is the five year strategic plan to advance development in the district municipal area. Development cuts across human, physical and economic aspects. The IDP is also the tool to co-ordinate actions across sectors and spheres of government. Above all, this IDP review document constitutes the District Municipality's delivery pact with its various social partners and stakeholders in the Eden District.

After the IDP 5 (five) year plan is drafted, it has to be reviewed annually. This document represents the 3rd review of the 2006-2011 Integrated Development Plan (IDP) of the Eden District Municipality and is drafted in compliance with section 34 of the Municipal Systems Act (Act 32 of 2000). Section 34 of the said Act stipulates that:

A Municipal Council:

(a) must review its Integrated Development Plan-

i) annually in accordance with an assessment of its performance measurements in terms of section 4; and

ii) to the extent that changing circumstances so demand; and

(b) May amend its Integrated Development plan in accordance with a prescribed process.

Accordingly, the current IDP review document represents the very last opportunity (in the current Local Government term), to vigorously and energetically push for the implementation of the most salient items on the 2006-2011 IDP document.

This document is structured into nine (9) Chapters:

Chapter 1: Provides an Introduction and overview of the Council and the administration as well as the context of this third IDP Review.

Chapter 2: Focuses on the key strategic data that informs all planning in the district, and provides a glimpse of the socio-economic profile of the Eden region as well as growth points and development potential. The drivers of development and under development in the

district are summarized in this chapter.

- Chapter 3: Focuses on the state of development in the District Management Area (DMA). It also provides a local area development plan for the towns of Uniondale and Haarlem stating what investment the district is planning for the 2010/11 financial year.
- Chapter 4: Speaks to the heart of the IDP and highlights the vision, mission, values and strategic objectives of Council.
- Chapter 5: Focuses attention on the IDPs linkage with the sectoral plans and strategies of the District
- Chapter 6: Looks at the linkage between the IDP, the budget and Performance Management.
- Chapter 7: Focuses on development priorities and actual cluster action points
- Chapter 8: Details the Eden District Municipality's implementation for the financial year 2010/11
- Chapter 9: The Local Government Turn-around Strategy
- Chapter 10: Conclusion

1.2 Political Structure

Council consists of 30 Councillors and represents 6 political parties. The current Executive Mayor is Leon Dorfling from the Eden Forum. He is in coalition with the ANC (13), ICOSA (1) and the NPP (1) since 1 December 2009. Between July 2009 and December 2009 the Eden Forum was in coalition with the DA (12) and ID (2).

1.3 The Administration

The Macro Structure of Eden District municipality (EDM) consists of the Municipal Manager and 5 (five) Managers reporting to the Municipal Manager namely Technical Services, Corporate Services, Community Services, Strategic Services and Financial Services.

Since December 2009 the following changes took place in the micro structure of the Eden DM:

The DMA reporting from Corporate to Community Services; the Legal Section from Corporate Services to the office of the Municipal Manager; Planning and Environmental Management from Corporate Services to Strategic Services; Disaster Management from Community Services to the office of the Municipal Manager; Francois Goosen from the BSU to Human Resources; the training unit of ICT to the training section within Human Resources; BSU from Municipal managers office to Strategic Services; the Internal Audit function from Strategic Services to office of the Municipal Manager; the support services for councilors were extended and now includes a PA to the Mayoral Committee members and a head Administration in the office of the Speaker.

An estimated **25 vacancies** exist on the organizational structure. The district municipality is currently in a placement process and the final total of vacancies will only be known when the process has been finalized. The current employees are doing their utmost to ensure that the vacancies does not hamper service delivery, even if it means that they have to extend themselves and work overtime.

1.4 Shared Services Initiative (SSI)

Like most municipalities in South Africa and governments worldwide, the municipalities in the Eden region are faced with challenges in meeting increasing demands for better service delivery and expectations for affordable and quality services. The communities also anticipate that municipalities will provide services seamless in nature and in line with the latest technology.

The role that a district municipality, in terms of the delivery of services, should play has led to numerous discussions and debates. Increasingly, phrases such as *“the district IDP should be the window through which all government activities are viewed”* have often been articulated. Consequently, district municipalities should play a more meaningful role in terms of ***coordinating the delivery of services*** across multiple agencies and across jurisdictions.

Globally, Shared Services is regarded as the trend for effective and efficient service delivery, therefore local government has to adopt this approach. This will lead to the optimization of resources and reducing of costs.

Implementing shared services in local government is a challenge in a constant changing environment. Building a detailed implementation plan, developing a sound business case, empowering a customer focused leader and providing effective change leadership will go a long way in mitigating the challenges.

Many organizations have embraced shared services as evidenced by research as a means to improve the quality of service delivery.

All the B-municipalities in the Eden region signed the **Memorandum of Understanding** supporting the **Shared Services concept** in principle and participation will depend on individual projects. However, the District will endeavor to continue energizing this process, ensuring that shared services covers increasingly wider areas of municipal and government services.

CHAPTER 2 – STATE OF THE DISTRICT

In order to plan for the future in an integrated and sustainable manner the district needs a clear understanding of the development needs and potential of the Eden region. Chapter 2 will reflect on the current socio- economic trends in the district in order to ascertain the demand for adequate infrastructure and service delivery.

2.1 Demographic profile

The Eden District Municipality is home to 513 307 people. Table 1 reflects the population figures in the district. The majority of the population is concentrated in George, Mossel Bay, Oudtshoorn and Knysna, with the George and Mossel Bay municipal areas accounting for almost half of the total population of the district. **Future settlement patterns are likely to continue in these growth towns and will place pressure on town infrastructure and the need for socio-economic facilities. To be sure, these trends have important implications for future planning, resource allocation and strategic interventions.**

Table 1: Population figures in Municipal Areas within the Eden District

Municipality	Population 2007	% of Population	% annual growth rate 2001 - 2006	% annual growth rate 2006 – 2010
Bitou	39,002	8%	3,96%	3,57%
George	136,542	27%	2,38%	1,57%
Kannaland	24,715	5%	2,72%	1,13%
Knysna	65,045	13%	1,42%	0,61%

Municipality	Population 2007	% of Population	% annual growth rate 2001 - 2006	% annual growth rate 2006 – 2010
Hessequa	39,081	8%	1,58%	1,26%
Mossel Bay	117,838	23%	1,02%	0,75%
Oudtshoorn	79,606	16%	1,65%	0,21%
District Management Area (DMA)	11,479	2%	2,31%	1,15%
EDEN DISTRICT	513,307	100%	1,97%	1,20%

Source: Community Survey Stats SA 2007 & PERO 2007

The Eden District population grew at an average annual growth rate of 1.97% between 2001 and 2006. It is projected that by 2010, the Eden District population would show a slight decrease of 1.20% growth compared to 2006.

Table 2 indicates that the total **number of households** in the district **increased significantly** from approximately 97 141 in 1995 to 118 434 in 2001 and 142 727 in 2007.

Table 2: Household distribution per local municipality

Municipality	1995	2001	2007	2001- 2007 change	1995 - 2001 change
Bitou	5962	8721	12143	46.30%	39.20%
George	28269	35338	38880	25.00%	10.00%
Hessequa	10124	12341	10809	21.90%	-12.40%
Kannaland	4930	5934	6420	20.40%	8.20%
Knysna	12181	14690	18549	20.60%	26.30%
Mossel Bay	16572	19948	35007	20.40%	75.50%
Oudtshoorn	16022	17952	17324	12.00%	-3.50%
District Management Area	3081	3510	2995	13.90%	-14.70%
EDEN DISTRICT	97141	118434	142727	-	-

Source: Stats SA, Community Survey 2007

Table 3: Population breakdown per race, sex and age within the Eden District									
Race (proportions)				Sex (proportions)		Age Group (proportions)			
African	Coloured	Indian	White	Male	Female	0-14	15-39	40-64	65+
29.0%	52.2%	0.5%	18.3%	50.3%	49.7%	26.4%	43.2%	23.9%	6.4%

Source: Fast Facts for Local Government February 2009, Stats SA, Community Survey 2007

In analyzing the age composition of the districts population (Table 3), it is evident that the Eden district has a fairly youthful population composition with children aged 0-14 years and youth aged 15-39 years respectively accounting 26.4 per cent and 43.2 per cent of the district total population 513 307 (2007 figure). The **fairly youthful population** has long term development implications for the district in that that population growth will place **increased pressure on facilities such as schools, health facilities, housing and sustainable job opportunities**. There will be an increased need for youth and skills development programmes for the youthful population.

In 2007 the working age population (15-64 years) accounted for 67.1 percent of the district's population. The high % of working age population **indicates the need for sustainable job opportunities**.

The district is **predominantly urban** with increased urbanisation having taken place between the 2001 and 2006 census periods. There was an increase of 39% in the urban population in this period in Eden District as a whole, compared to an increase of 19% in rural population. All the local municipalities, with the exception of Oudtshoorn, have shown a greater increase in the urban as opposed to the rural population. Urbanization is likely to continue in the long term, with the district (especially the coastal towns) being a sought after place of residents. In part, this trend suggests that far more attention and resources need to be committed to rural economic development efforts. This is necessary to keep the rate of urbanization in check but also to deliberately build viable economies in rural areas.

2.2 Economic profile

The economy in the region is diversified, but rooted in agriculture, manufacturing, tourism, trade and services.

The economy of the Eden district grew at an average annual rate of 3, 3 per cent between 1995 and 2004, which is slightly higher than the Western Cape at 3 per cent. In the period 2000 and 2004, the economy grew at a faster rate of 4,1 per cent signifying the assessment that the district have the potential to grow at a higher level. George (35 per cent), Mossel Bay (21 per cent), Hessequa (12 per cent) Oudtshoorn (12 per cent) were key contributions to the Eden Districts (DGPR) in 2004, collectively 80 per cent. The highest economic growth rates in the District for the period 2003-2004 were Mossel Bay (6,5 per cent), George (5,6 per cent) and Hessequa (5,5 per cent) which were the pillars of the districts economy.

Between 1995 and 2004 the district made the third largest contribution to growth in the Province, after Cape Town and the Cape Winelands. It grew at an average annual rate of 3,3%, contributing 6,14% of the share of the Western Cape GDP in 2004. For the period 2005-2006 the district increased its annual growth rate to 3.5-4.5% per annum, which was in line with provincial and national growth.

The global **economic recession** experienced since 2009 has negatively impacted economic growth in all three spheres in South Africa. In 2009 the provincial economic growth rate decreased to 2.5% per annum from a 3.6% growth rate in 2008. In the absence of official statistics it can be assumed that the Eden district also experienced a decline in economic growth in 2008-2009. Analysts however predict moderate improvements from 2010 onwards. A provincial economic growth rate of 4.0% per annum is predicted for 2010 (Source: PERO 2009). The current drought experienced in the Eden district also impacts negatively on all economic sectors especially agriculture and tourism. The R26 million **drought relief** allocated by the National Department of Agriculture will provide financial assistance to drought stricken farmers.

Industry employment

In 2007 the biggest employment contributors in Eden were whole sale and retail trade (8.3%), construction (7.4%), community social and personal services (6.8%) and manufacturing (6.3%).

2.3 Socio-economic indicators

When read together the socio-economic indicators discussed below reflect the extent of **development** or **under-development** in the Eden District.

2.3.1 Poverty rating

The Poverty Index for the Western Cape was developed by the Department of Social Development in the Western Cape. The Department used 10 indicators of which a proportion for each indicator was calculated as a percentage. The poverty index was then calculated by summing the scores for each indicator and then dividing by 10 to obtain an average overall score out of 100. A score of 100 would reflect extremely high levels of poverty while a score of 0 would reflect extremely low levels of poverty.

The poverty index was arrived at using three data sets, namely the 1996 Stats SA census, 2001 Stats SA and the 2007 Stats SA Community Survey.

With a poverty rating of **19.31**, **Eden District** is cited as the poorest district in the Province.

Table 4 indicates the poverty rating of the Eden District in relation to other districts in the Province.

Table 4: Poverty index per District Municipality

	Poverty index 1996	Poverty Index 2001	Poverty Index 2007
DC 1: West Coast	15.82	16.36	16.88
DC 2: Cape Winelands	16.13	17.17	19.16
DC 3: Overberg	15.23	17.51	15.33
DC 4: Eden	16.22	18.00	19.31
DC 5: Central Karoo	18.73	17.96	15.35
Cape Town	14.00	16.60	16.02

Source: Department of Social Development, Glance at Poverty in WC, July 2009

Figure 1 provides a graphic illustration of the increase in Eden’s poverty index over the period 1996 to 2007.

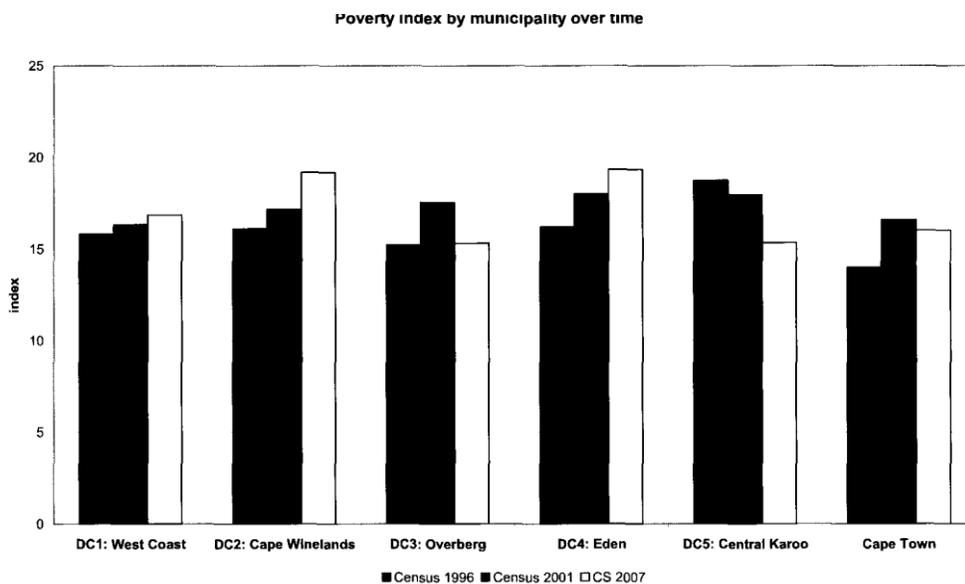


Figure 1: Poverty index by Municipality over time

Source: Department of Social Development, Glance at Poverty in WC, July 2009

Figure 2 below indicates that over the period 1996 to 2007 Eden’s increased poverty rating is attributed to an **increase in three poverty indicators** namely: % of households without income, % of households living in one room and % of informal and traditional dwellings.

Trends in poverty indicators: Eden district

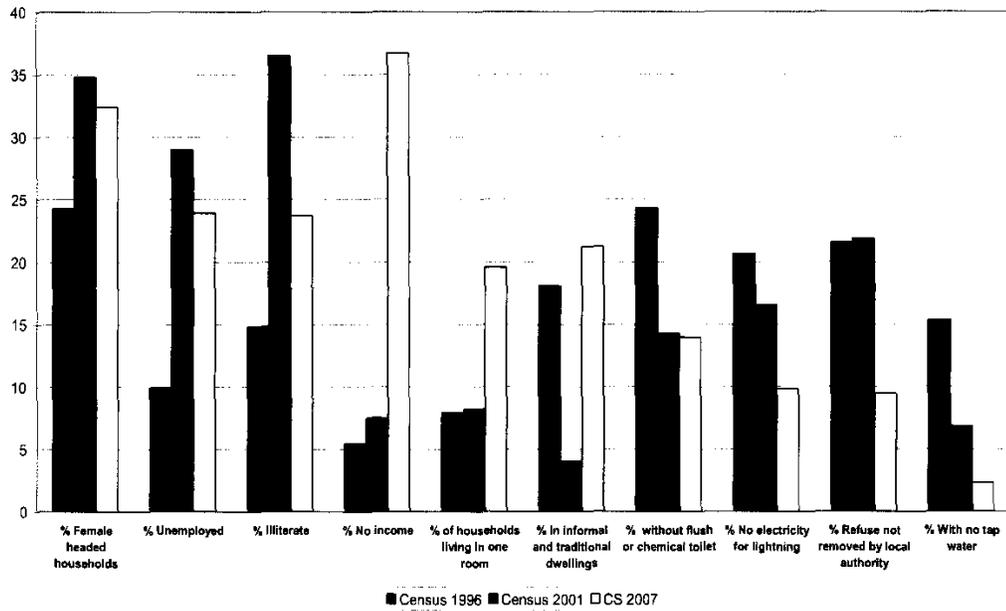


Figure 2: Trends in Poverty indicators

The **local municipalities** of Knysna, Kannaland, Bitou, George and the Eden District Management Area (DMA) are cited as having the **highest poverty ratings** in the district. Table 5 indicates the poverty rating per B-municipality in the district. Province identified the **15 poorest wards** in the Eden District as contained in table 6 below.

Table 6: Fifteen (15) poorest wards in the Eden district

Name of local municipality	Ward name
Kannaland	Zoar Hoeko
Kannaland	Calitzdorp
Kannaland	Van Wyksdorp & surrounding farms
Kannaland	Nissenville & Ladismith farms
Knysna	Hornlee
Knysna	Hlalani, Oupad, Nekies, Dam se bos, Lover corner left hand side, 7de Laan, Kaaikol
Knysna	White location, Robolo, Qolweni, Bloemfontein, Love Corner, Vlenterlokasie, Ethembeni
George	Thembaletu
George	New dawn park Andersonville, Smarties town, section of sea view
George	Europa, Old Pacaltsdorp, North street

Name of local municipality	Ward name
George	Syferfontein, Geelhoutsboom, Herold, Sinksabrug, Ou Baai, Waboomskraal
George	Conville
Bitou	Coloured area of New Horizons, Kwanakuthula right side of N2, Gaatjie, Muni Compound, Binnegedeelte van New Horizons - old area

Source: Department of Social Development, February 2010

See **Map 2** in Chapter 2 (item 2.8) for the spatial location of the poorest wards. The current household profiling was done by the Provincial Department of Social Development in collaboration with STATS SA, in the poverty areas of George, Kannaland, Knysna and Bitou, as part of the district's War on Poverty Strategy. Once funding is available the household profiling of the remaining poverty wards will commence. The household profiling aims to determine the needs in these wards, in order to offer a "basket of services" to the households in the 15 poorest wards.

In response to Eden's high poverty rate, the District in collaboration with the Department of Social Development and other key departments and role-players convened a **District Poverty Indaba** in July 2009. The purpose of Indaba was to engage both stakeholders and role-players in assessing the productiveness and utility of strategies employed to extricate people from the trap of poverty in the area and where necessary, effect course corrective measures. Indaba, in its deliberations, identified six important themes namely: **Local Economic Development, Job creation, Food security, Rural Development, Education and Training and Health**. Furthermore, two poverty task teams emerged from this Indaba – one to focus on the DMA and another to focus attention on the District itself. In November 2009, the District Poverty task team hosted a 100 day feedback session to report on the progress with implementing the six themes. In January 2010 the district contracted the services of Dr Veni Naidoo to develop and implement a **long term strategy for Eden's War on Poverty programme**. Dr Naidoo will source funding to implement poverty initiatives in the district. In the meantime, however, and through the current IDP review document and the 2010/11 budget, the District will focus special attention on the 15 poorest and most vulnerable wards in Eden. Interventions will be designed to bring a measure of relief in order to stem grinding poverty and vulnerability in these wards.

Table 5: DC 4: EDEN											
	% female headed households	% Unemployment	% illiterate	% No income	% of households living in 1 room	% In informal and traditional dwellings	% without flush or chemical toilet	% No electricity for lighting	% Refuse not removed by local authority	% with no tap water	Poverty Index
WC 041: Kannaland LM	28.37	23.45	37.46	30.60	24.49	3.96	26.26	7.99	27.98	5.96	21.69
WC 042: Hessequa LM	33.76	31.99	30.89	33.36	13.44	2.79	5.32	3.77	17.82	1.35	17.45
WC 043: Mosselbay LM	32.17	23.69	17.56	40.61	19.22	14.44	4.62	4.75	5.44	2.49	16.50
WC044: George LM	28.73	19.40	22.32	38.05	23.71	30.11	13.91	11.76	6.37	1.64	19.60
WC045: Oudtshoorn LM	34.78	29.34	27.64	40.75	9.60	11.05	15.37	8.73	12.53	1.37	19.12
WC047: Bitou LM	36.17	21.88	21.50	25.47	30.53	35.86	14.54	14.51	4.66	1.63	20.68
WC048: Knysna LM	37.91	25.84	21.08	33.68	17.17	33.30	27.20	16.17	5.24	4.76	22.24
WCDMAO4: Eden	29.46	22.38	39.29	33.05	8.44	4.59	22.40	10.47	39.43	0.77	21.03

Table 5: Poverty ratings per B-municipality in the District

Source: Department of Social Development, Glance at Poverty in Western Cape, July 2009

2.3.2 Unemployment

Between 1996 and 2001 the unemployment rate increased from 9, 92 percent to 16.36 percent. In 2005 the district’s unemployment rate soared to 27 percent, which exceeded the provincial rate. In 2007 the **unemployment figure decreased to 23.90 percent**, but it still exceeds the provincial figure of 11%.

This, together with relatively high percentages of households classified as poor in terms of the **15 poverty wards** identified by the Provincial Government Western Cape (referred to in section 2.3.1 above), creates several social challenges in the Eden District. **Unemployment is the biggest challenge in reducing poverty levels and promoting social and economic development.**

2.3.3 Illiteracy rate and Education level

Education is the most important tool to help communities improve their standard of living, and achieve sustainable development.

A strong correlation exists between the illiteracy levels and the skills levels of the workforce. An illiterate work force is more likely to be employed as unskilled labour. Since 1996 the district’s illiteracy rate increased substantially from 14.82 percent to 26.02 percent. Although the rate decreased to **23.69 percent** in 2007, the **illiteracy rate is still cause for concern.**

Figure 3 below gives an indication of changes in the educational profile of the district’s population over the period 2001 to 2007. The number of learners who have completed **secondary school has increased** between 2001 and 2007. Similarly, there was an **increase** in the attainment of both **graduate and post graduate qualifications** in the district. This trend indicates an increase in the skilled workforce of the district over the period 2001 to 2007.

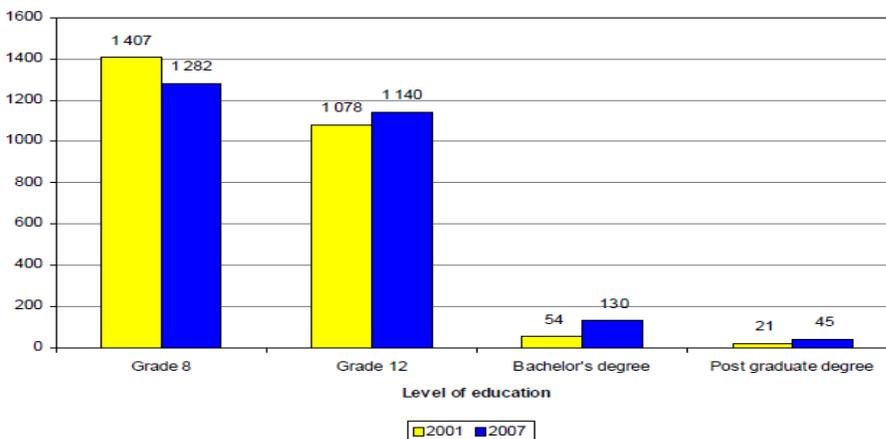


Figure 3: Educational attainment of Eden population in 2001 and 2007

Source: Stats SA, Census 2001 and Community Survey 2007

2.3.4 Skills levels of the work force

Figure 4 reflects the skills levels of the district’s workforce as in 2007.

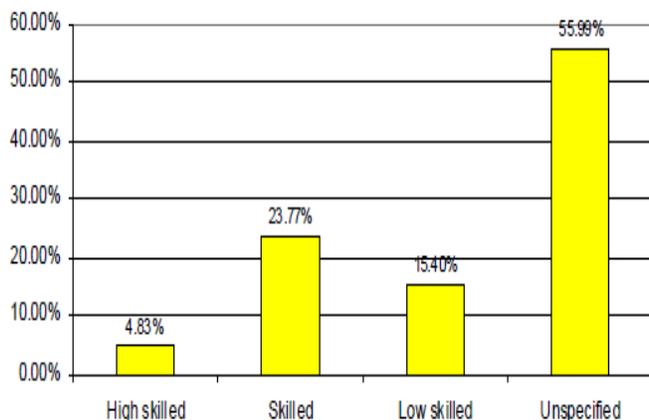


Figure 4 – Skills levels of Eden’s labour force, 2007

Source: Stats SA, Census 2001 and Community Survey 2007

Low skilled occupations accounted for 15.40 per cent of employment, while skilled and high skilled accounted for 23.77 per cent and 4.83 percent in 2007, respectively. Low skill occupations are defined as individuals employed in elementary occupations; skilled occupations include clerks, service workers, skilled agricultural & fishery workers, craft & related trades workers as well as plant & machine operators & assemblers. The high skilled category includes legislators, senior officials & managers, professionals, technicians and associate professors.

2.3.5 Health indicators

Eden District		
Health measure	2007	2008
New smear positive TB per 100 000 people	492	502
New for all TB per 100 000 people	1,397	1,493
TB cure rate %	80.2%	83.4%
HIV prevalence among antenatal women	13%	13%

Source: Provincial Department of Health, February 2010

During 2008 Eden district had the **most favourable TB cure rate** at 83.4% in the province, although it was below the national target of 85%. For the period 2007-2008 the **HIV prevalence** rate among antenatal women remained constant at 13%. Data on the incidence of HIV/AIDS and HIV/AIDS related deaths are not officially collected.

Eden district had the lowest **incidence of diarrhea** in the province in previous years, but this has **increased substantially** in 2007/08 to 343.3 cases per 1000 children under 5 (*Source: District Health Barometer, 2009*). The Eden district reported a **high patient nurse ratio of 42.1** that compares unfavourably with the national target of 34:1 (*Source: SEP-LG, 2006*).

There are currently 72 health care facilities in the Eden District as indicated in table 7 below.

Sub-District	Community Day Centre	Clinics	Satellite Clinic	Mobile Clinic	Total Facilities
Hessequa	0	4	2	3	9
Mossel Bay	1	4	5	4	14
George	2	7	1	4	14
Knysna	0	6	1	3	10
Bitou	1	4	1	1	7
Kannaland	0	3	1	3	7
Oudtshoorn	1	7	0	3	11
Total Facilities	5	35	11	21	72

Source: Department of Health 2007/8 & Western Cape Provincial Treasury 2009

2.3.6 Crime

Type of crime	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	Total crime
Murder	279	232	210	721
Total sexual crimes	681	713	644	2038
Attempted murder	58	50	49	157
Drug-related crime	3757	4547	5493	13797
Capable homicide	306	266	251	823
Neglect and ill-treatment of children	102	112	122	336

Source: SAPS, February 2010

There has been a **notable increase** in **drug-related crimes** in the district, from 4547 cases in March 2008 to 5493 cases in March 2009. An **increase** in the **neglect and ill-treatment of children** is also noted over this period.

2.3.7 Housing

There is a dire need for formal housing (*more notably low and middle income housing*) in the Eden District (*See point 2.7 for more on access to housing in the District*). The availability of suitable land and funding delays housing delivery in the district.

Discussions around a district-wide housing strategy have been taking place between the Eden District Municipality and some of the local municipalities. The discussion has not been formalized and **a district housing strategy does not** formally exist. Future formal housing provision in the district should be developed in the five growth towns as per the Eden revised Spatial Development Framework (SDF) 2009 (*see point 2.11 below in this chapter*).

2.4 Environmental impacts

2.4.1 Water crises

The Eden District region was declared a drought disaster area in November 2009. The full extent of the current water crisis would only be known once we determine the duration of the current drought. One school of thought indicates to us that we are in the first stages of a three year drought cycle, while some tend to believe that the drought might be broken by good rains in April /May this year.

The R26 mil made available by the Department of agriculture should help to alleviate the environmental impact as farmers would be able to feed their livestock and not over graze their pastures.

The long term effect of the current drought on groundwater as well as the rapid expansion in the use thereof should form part of a long term assessment by the relevant line Department.

As on 24 February 2010 a total of **R 166, 6 million drought relief** funding has been allocated to the Eden District since it was declared a drought disaster area in November 2009. The allocations are handled as grants from the Department of Water Affairs. The **first allocation was for R53, 7 million** and the **second allocation amounted to R112, 9 million**. The allocations per B-municipality were as follows:

- Knysna: first and second allocation (R22, 7 million + R17,9 million) = R40,6 million
- George: first and second allocation (R15 million + R75 million) = R 90 million
- Mosselbay: only first allocation = R16 million
- Bitou: only second allocation = R20 million.

2.4.2 Natural disasters

Fires and flooding is the main natural disasters faced by the Eden District. In February 2010 six (6) fires raged in the district. These natural disasters pose a serious threat to the natural assets and resources which contribute to Eden district being an important economic growth area in the Province.

2.5 Access to services

This section summarises the accessibility of municipal services to households in the Eden District.

In October 2009 **Eden District Municipality** received **accolades for its service delivery** in the Empowerdex Service Delivery Index (MUNIDEX). The Empowerdex Service Delivery Index measures the performance of municipalities, district councils, metropolitan municipalities and provinces on actual delivery (status index) as well as improvements in delivery over a period of time (the improvement index). The MUNIDEX score was evaluated on five service delivery factors which are water, sanitation, housing, electricity and waste removal. Eden District was rated **3rd position (72.20 points)** under **the top five performing district municipalities nationwide for its service delivery.**

Two of the top 10 scorers in the local municipality category are located in the Eden District, namely **Mosselbay municipality** (6th place, scored 88.24 points) and 10th place to **Bitou municipality** with a score of 83.38 points.

The 2009 MUNIDEX confirmed that access to municipal services in the Eden district has increased from 2001 to 2007.

2.5.1 Access to water

In 2007 67, 4% of households have access to **pipied water inside** their homes. This indicates an increase from the 58,9% of 2001.

2.5.2 Access to sanitation facilities

Since 2001 the percentage of households that have **flush toilettes increased** from 71,6% to 82,5 % in 2007.

The % of households using the **pit latrine without ventilation decreased** from 4,6% in 2001 to 0% in 2007. There was a **decrease** in the % of households using the **bucket latrine** from 3,3% in 2001 to 1,6% in 2007. The % of households without any toilet facilities decreased from 9% in 2001 to 6,3% in 2007.

2.5.3. Access to electricity

The majority of households (90,1%) now have access to electricity. The long term trend reveals that the situation improved from the 85,5% of 2001. The % of households using electricity for cooking increased from 72,5% in 2001 to 81,4% in 2007.

2.5.4 Access to municipal refuse removal

In 2007 90,1% of households have their refuse removed by the municipality. This is a positive improvement from the 82,5% in 2001. The % of households with no removal service has also improved from 1,7% of 2001 to 1,5% in 2007.

2.5.5 Access to housing

The **need for formal housing** in the Eden district is apparent in decrease in the % of households that reside in a house or brick structure on a separate stand or yard, from 76,2% in 2001 to 72,2% in 2007.

A negative trend is the **increase in % of households residing in informal dwelling/ shack in back yard** increasing from 3,0% in 2001 to 9,1% in 2007.

2.6 Service infrastructure

One can differentiate between bulk infrastructure that directly **support economic activity** (such as water provision, roads and transport network, electricity provision), and supplying **basic services** needs (related to housing).

The comments on service infrastructure are made within the dramatic consequences of transformation in South Africa from slightly before 1994, but specifically since then. Once the previous Apartheid dispensation came to an end, so did the draconian laws which forced masses of our population into

restricted areas of residency in SA and mass free mobility of its population occurred. As a result, massive growth in populations occurred in certain areas whilst in other (homelands, platteland) people migrated away. Also, the RSA's population was suddenly boosted by the sudden influx of people from both overseas and the rest of Africa due to our new political dispensation.

This set of events resulted in (particularly along our Coastal areas and in the Metros) rapid population increases which outstripped the capacity of District and Local Municipalities in being able to cope with the equally rapid demands on service infrastructure at the time when (justifiably) government had to eliminate the enormous social needs in our country. **Due to lack of maintenance and provision of new infrastructure to meet the influx, most municipalities are now in a state of crisis. The scarcity of engineering skills is also a serious factor.** According to the Association of Consulting Engineers there are now only 1800 engineers in the 3 spheres of Government who have to serve 49 million people.

2.6.1 Water supply

Eden District is experiencing the worst drought in more than 100 years and the region's water resources are under severe threat. According to a colour coded risk rating template developed by Mr J du Preez at Eden DM's Technical department the water availability in the local municipalities of **Bitou and Plettenberg Bay** are **hit the worst as at the end of April 2010** (see figure 5 below). The colour coded risk rating template provides a quick overview of the likelihood that towns and/or communities in EDM could be running out of water during the current water crisis. The risk rating is based on a precautionary approach and the assumption that very little or no rainfall will be received during the prediction period.

Figure 5: Eden District water crises risk rating template

High risk-

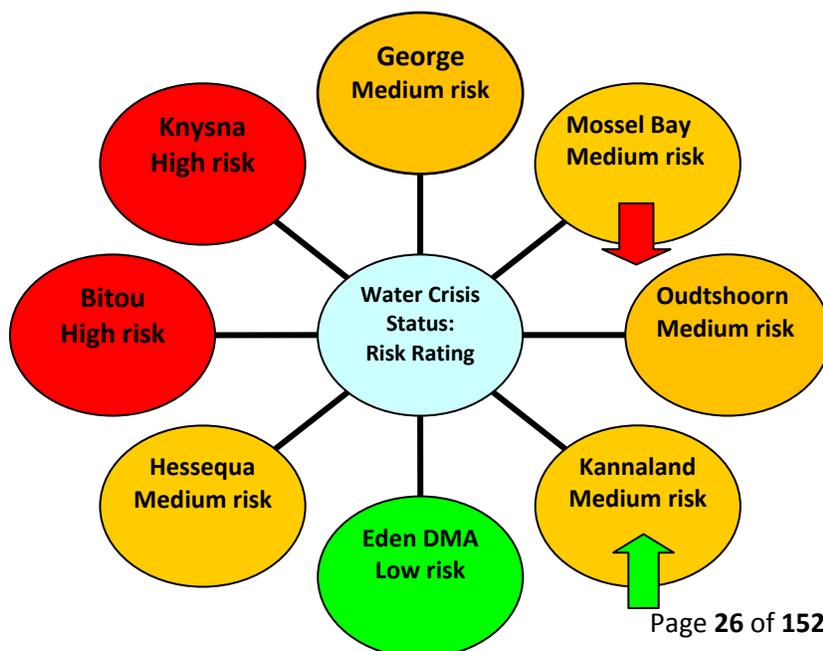
Towns with less than *3 months* of water supply in storage.

Medium risk-

Towns with *three to six* months water supply in storage.

Low risk-

Towns with *more than six months*



water supply in storage.

Source: Water Crises Management Progress report as on 12 February 2010, Eden District Municipality, Technical Services, Johan du Preez

From figure 5 the following risk ratings are evident at the end of April 2010:

High Risk

- **Knysna:** Base flow conditions of the Knysna river has temporarily improve following the rainfall recoded in April. More rain will be required for the catchment to yield higher river base flow conditions on a sustainable basis.
- **Bitou:** Base flow conditions of the Keurbooms river has temporarily improved following the rainfall recorded in April. More rain will be required for the catchment to yield higher river base flow conditions on a sustainable basis.

Medium Risk

- **Mossel Bay:** The water supply situation of Mossel Bay is deteriorating rapidly (as indicated by the red arrow) in line with the falling water levels in the Wolwedans dam. Given the size of the population and PetroSA's substantial water requirements it is considered critically important that a turnaround strategy be developed and implemented as a matter of urgency.
- **George:** The Garden Route Dam levels have stabilized following the rainfall received during February, March and April and George municipality therefore retains its medium risk rating.
- **Oudtshoorn:** The required irrigation releases from the Koos Raubenheimer dam during the past few months has lowered the dam level significantly. At this stage the situation is not considered critical and should rather be ascribed to the normal seasonal demands on the dam. Based on the volume of water available, however, the municipality's rating is changed from a low to medium risk.
- **Hessequa:** The Korente Vet and Duiwenhoks dam levels have stabilized and improved during April. The improvement is accounted for in the colour coded rating system by means of a green arrow indicating the trend towards a low risk rating.
- **Kannaland:** The overall water supply situation in Kannaland has stabilized and improved following the rains in March and April. The improvement is accounted for in the colour coded rating system by means of a green arrow indicating the trend towards a low risk rating.

Low Risk

- **Eden DMA:** The overall water supply situation in the Eden DMA has stabilized and improved following the rains in March and April. The pipeline from the Haarlem dam to Uniondale has been repaired providing, if required, an alternative source of water. The small dam at Uniondale has been overflowing following the rainfall received in April. Based on the current water supply situation Eden DMA's risk rating has changed from medium to low (green).

Once the current drought is over the water from the boreholes and desalination plants will only be used as a **back-up** in the event of another drought. **Rain water** will still be municipalities' main water source, once the drought ceases.

From a "snapshot survey" conducted in 2007, initial indications were that the needs and backlogs for the Eden District (excluding bulk electricity) for the next 20 years would be in the order of R1.3 billion. The then MEC for Finance (Minister Lynne Brown) ordered a more detailed study. This amounted to a figure in excess of R3.6 billion (except for Bulk Electricity). Subsequently to that report, Council's Service Provider was requested to revise the estimate after the outcomes of the Premiers Task Team Investigation into Knysna's Water Crisis were known. **The shortfall (backlogs and needs for water only) in the Eden District were estimated at R4 billion (2009 figure).**

Due to this factor, Eden District Municipality commissioned SSI Consulting Engineers (2009) to compile the **first District Bulk Water Feasibility Master Plan**. The report is due for completion in March 2010 and until then, no detail can be supplied in respect of the state of the District or per Local Municipality.

It must be stressed that a District Water Master Plan of this magnitude has never been attempted before. Since Eden District started this process, all other Districts in the Western Cape have been ordered to follow our example to inform the state of the Western Cape Provincial Infrastructure overview. Clearly, without the assistance of all spheres of Government, we will not be able to address backlogs based only on the collective capacity of local government.

Adding to the above problem is the impact of the current (3 – 5 years) drought which has emphasized the crucial fact that the margin of safety between supply and demand had already reached its limit. The last dams were built in 1980 (George's Garden Route Dam) and (Mossel Bay's Wolwedans Dam) in 1990.

These large dams were built well before the dramatic change in demographics in Eden. **The current District Water Feasibility Master Plan once finalised, will project our needs for the next 20 years.**

In the interim, certain possible aspects of this study have been implemented as a result of the severity of the drought and include desalination, waste water re-use, borehole (underground) supplementation and crucial water savings measures.

2.6.2 Sewerage and sanitation

Due to the aforementioned factors, sanitation treatment capacity is behind the needs of the Eden district in many cases. Exceptions to the rule exist for example in the case of George Municipality. In other cases, the demand has outstripped treatment capacity and pollution of our rivers and environment is the result.

More critically, even if there is a dramatic improvement in the treatment of sewerage, the success thereof **depends finally on the availability of water**. If water availability declines, water, waste water treatment works could fail with catastrophic consequences for our population in terms of health (not to mention the ecology).

Due to a lack of funding, Eden District Municipality approached the PGWC's department of Local Government & Housing. Due to a R1 million grant, we shall now commission a **District Sanitation Master Plan**. Once the outcome of this study is known, detail in respect of the needs of the district over the next 20 years will be known. From that point onwards, all sphere of government will have to assist in order for the 20 year District Water and Sanitation needs to be met. Currently, the only sources of external income for Local Municipalities have been the MIG and RBIG funds. These funding sources are currently inadequate to meet the needs of Local Government.

2.6.3 Roads and Transport

(a) Roads

The Preservation report of the PGWC: Department of Transport and Public Works (DOT &PW) states the current state and future needs of the provincial roads network in the Western Cape.

The R1.3 billion backlogs and needs estimate compiled by SSI in 2008 is only a provisional estimate. No detailed knowledge of the actual backlogs and needs will be known until a Roads and Transport study has been finalised.

Currently, the PGWC: DOT & PW is well placed as it has (certainly since 1990) had intensive pavement management systems in place. This very aspect enabled it to compile the Provincial Roads/Transport Preservation Report.

What is **lacking is the status of Municipal Streets within the District**. Some large municipalities do in fact have such pavement management systems and are well aware of the growing backlogs in particularly the maintenance of those streets. The PGWC: Local Government & Housing appointed consulting engineers to compile a master plan for each municipality within the district based on pavement and status analysis. Once this study is completed within Eden District, the findings will need to be combined with those of the PGWC: DOT & PW in respect of the Provincial Road network in order to gain an insight into the depth of the backlogs and growing crisis. It is predicted that in the “shadow” of the serious backlogs in other “Life Supporting” infrastructure such as water and sanitation, (not to mention the national energy crisis) the situation with regard to roads and streets will deteriorate exponentially over the next 10 years. New sources of revenue should be devised to address this situation, but local government will not have sufficient capacity to address the situation on its own.

Over 90% of people and goods are transported by roads in the RSA. If our roads/streets fail, the impact on economic growth will be direct on all sectors of the economy (Tourism, forestry, investment, transport of all goods etc.).

Transport plays a crucial role in social and economic development in the area. The transport sector not only supports the economic sectors, but also contributes towards the quality of life of people in the region and their access to services.

(b) Public Transport

This is another huge challenge (both financially and logistically) and the Eden District has generated its first Non-motorised Public Transport Master Plan and an Integrated Transport Plan (ITP) in terms of the National Land Transport Transition Act (22 of 2000). In terms of the National Land Transport Act 5 of 2009) the Eden District Municipality has to compile a LITP (Local Integrated Transport Plan) for the DMA

and a DITP (District Integrated Transport Plan) for the district which will also take cognizance of the CITP (Comprehensive Infrastructure Plan) of George Municipality.

The LITP for the DMA has been completed, but the DITP is in process and is to be submitted to the MEC by 31 March 2010.

Unless the Public Transport family is brought into a cohesive integrated and efficient service, urban sprawl and inefficient cities will result at serious cost to the economy. Various long term initiatives are in process, such as the possible realignment of the proposed N2 freeway, a possible feasibility study for a commuter rail service between George and Mossel Bay and eventually a fast rail link between George and Cape Town. These are **long-term projects** and will take time to develop and will need funding to execute.

Due to financial constraints at local municipality level, co-funding from the PGWC: DOT & PW is vital. However, very little funding is available at present due to the impact of the 2010 Soccer World Cup on all governmental sphere budgets. The post 2010 financial situation of National, Provincial and Local Government budgets will determine how the needs reflected in the various Public Transport Plans and strategies will be affected and effected.

A future long-term mega-project such as the potential deepening of the Mossel Bay harbour will be dependent on many economic factors influenced by the future world economy such as Tourism and Trade. Whilst this facility is noted in the ITP along with rail, no in-depth study exists on the need for such an upgrade and its benefits for the District. This will have to be addressed in the medium to long term Transport Studies.

2.6.4 Storm water

There are two main aspects relating to the state of storm water in Eden District.

i) Water

As mentioned before, we are in a crisis regarding the huge backlog in satisfying the need for water security in Eden. However, due to the extremes of climatic variability in Eden, (extreme floods vs extreme droughts) there has to be a re-focusing on:

- a) maximizing the capturing/harvesting of excessive flood water run-off to provide for the dry years that follow for human consumption;

- (b) The potential to harvest the grey water emanating from urban run-off for re-use for irrigation. Linked to (a) above, if bulk excess storm water can be harvested into more dams at altitudes above human settlement; the potential to harvest hydro electricity (green energy) exists.

ii) Urban settlement: Risk and Security

In the Eden District massive damage to housing and roads, water and sanitation infrastructure is particularly prevalent in the urban environment along the vulnerable coastal plain (dune formation) and around river estuaries and flood plains.

The initial **R255 million estimate backlogs** and needs for the next 20 years will be informed once a storm water master plan has been compiled for all municipalities in the Eden District.

The **first pilot storm water master plan is in process at George Municipality**. It is proposed to use planning for similar master plans for the rest of the district. What is important to note is that in rapidly densifying urban areas, the nature of storm water penetration into the earth vs “shed” water due to the rapid increase of hard surfaces (building & paving) which is transferred to old storm water systems is changing equally fast. That very increase in “shed” storm water is exceeding the design capacity and old existing (deteriorating) underground storm water infrastructure systems. If these systems fail due to age (disintegration) and capacity, residential and commercial property will suffer increased damage. This in turn could lead to claims against municipalities for not having addressed the problem. The George study alone is costing in excess of R2.4 million and serious funding will be needed to roll-out the study to the rest of the district.

2.6.5 Solid waste

Similar to the scenario set out under water above, solid waste accumulation is related to the dramatic rise in influx into Eden combined with a very low focus on recycling.

All the local municipalities as well as the District Management Area (DMA) are **experiencing problems with waste disposal** in the district. The existing sites has either already reached their full capacity or only has a few months air capacity available. Some of these sites are managed poorly and creates an environmental and health risk. As per an agreement four municipalities are currently utilizing the

PetroSA landsite site to dispose their household refuse. The agreement however expires at the end of June 2010.

The Eden district has already identified **5 suitable regional landfill sites** that will be able to service B-municipalities within their boundaries. The five sites identified that are suitable for the establishment of regional landfill sites are located in the DMA, Mosselbay and Oudtshoorn. With the exception of the site for Oudtshoorn that must still be negotiated with the local municipality, environmental impact assessments are currently being conducted on the other 4 identified locations for regional landfill sites. The construction of these regional landfill sites will be finalized over the next three years. The planning of the Mosselbay landfill site is for 50 years and 25 years for the Uniondale site.

An estimated **R84 million** is needed to address the solid waste backlogs and waste reduction by 2025.

In 2007 an Integrated Waste Management Plan (IWMP) was drafted for the district and each local municipality detailing objectives and cost implications for the next 15 years. Eden district is fairly on par with implementing the objectives, but only some local municipalities attended to their respective objectives and time schedules. The revision of the IWMP's will receive attention in the next two years.

2.6.6 Bulk Electricity

Bulk electricity supply is one of the biggest challenges facing the country and the Eden District. The **supply grid and bulk supply from Eskom** will be **under pressure** in the Eden District as **from 2011**.

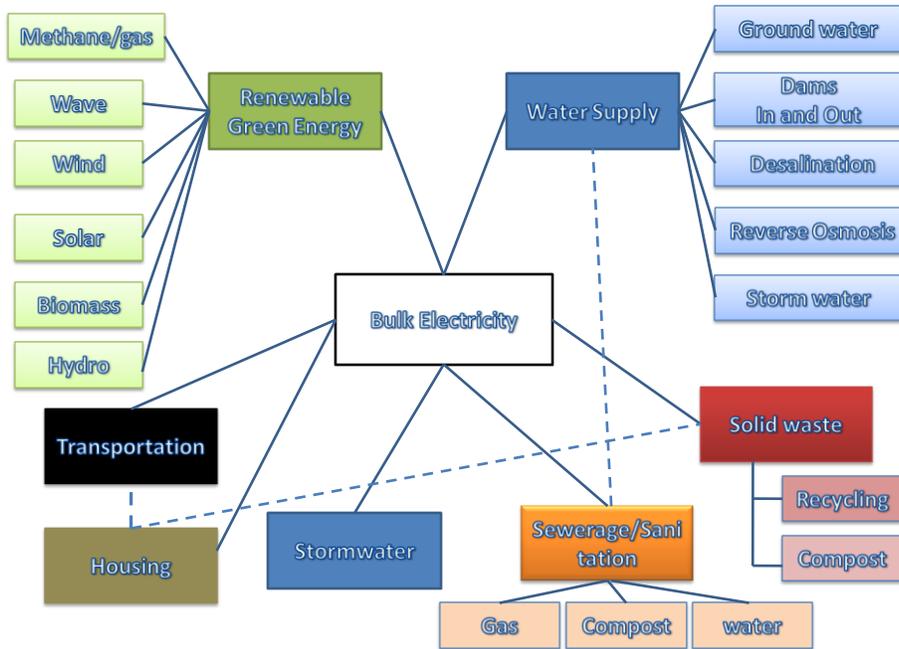
There are 2 major role-players regarding the supply and distribution of electricity.

The first is bulk supply by ESKOM for the whole of the RSA and the second is the reticulation thereof by municipalities. As mentioned before, no consolidated estimate for electricity distribution in our municipalities exists.

Whilst the needs of ESKOM re the bulk supply of electricity in order to sustain economic growth in the RSA are well documented and debated, there are thus **two distinct strategies which Eden DM** must follow.

- (1) To compile an **electricity demand and distribution master plan** for Eden DM and
- (2) To urgently engage with the CEF CARBON process in order **to generate green energy** to supplement ESKOM's need to increase national energy generation. This can take many forms

as depicted in the model below.



The Eden District is currently engaging with CEF Carbon and the Electro Technical Engineers in the District towards this end.

2.6.7 Total expenditure

The initial estimate of backlog and needs of ±R3.6 billion emanating from the initial study (excluding electricity) has already been exceeded by the increased estimate for water alone (over R4 billion). Many of the other infrastructure aspects above have NEVER been quantified in terms of District Master Plans and Eden DM has no choice but to proceed as quickly as possible towards the compilation of such Master Plans. If one has to “**guestimate**” at this stage (uninformed estimate) the **infrastructure needs and backlogs till 2030 will be in excess of R8 billion – R10 billion.**

The MIG funding source, equitable share grants by National Government and individual budget allocation of Local Municipalities are all hopelessly inadequate for addressing the neglected and outdated infrastructure in Eden District. The District Municipality has allocated of its own funds (including MIG and equitable share) to address the needs of the District Management Area (DMA). The district had to revisit its budget and curtail some of the projects in the DMA and elsewhere just to assist

with the sinking of R6 million worth of emergency boreholes in Knysna and George, whilst the water supply situation in Bitou and other municipalities move ever-closer towards a crisis situation.

In summary therefore, it is imperative that Eden DM leads the way in generating District Master Plans relating to all municipal infrastructure sectors so that the district has at least a 20 year infrastructure planning horizon linked to a district-wide 20 year budget.

2.7 Regional issues raised by local B-municipalities and linkage to 2010/11 implementation plan

As a regional coordinator, Eden district municipality's IDP should not just drive regional sustainable development, but also inform B - Municipal decision-making, business processes planning and the drafting of their annual budgets. During this IDP review the district engaged the local municipalities on strategic issues of regional significance for the long term development of Eden. The table below reflects the regional issues raised by B-municipalities and how the district will respond to the issues in its activity plan for 2010/11. Please refer to Chapter 8 of this document for the regional issue linkage to the Eden District's implementation plan for 2010/11.

Regional issue	Description	Linkage implementation plan for 2010/11
<i>Water crises</i>	Long term plan – water crisis	E.1.1- E.1.2
	Financial assistance with water crises in Little Karoo Rural Water Scheme (Oudtshoorn municipality), Hessequa, Bitou, Knysna, George	E.1.5
	Financial assistance to Kannaland- repair their leaking dam wall (R2-3 million). If the dam wall breaks it's a disaster for Kannaland	-
<i>Bulk infrastructure</i>	Bulk electricity supply for District	E.1.4
	Bulk storm water planning and implementation for District	-
	Bulk infrastructure planning and provision for District	E.1.2 – E.1.5
	Regional energy efficiency projects	-
<i>Land and funding for low cost housing</i>	District to coordinate discussions on low cost housing, explore availability of state land and cost to purchase private land.	-
<i>Disaster Management</i>	Investigate the extent of disaster management services in the Little Karoo	D.4.2.1
	Gap between Eden & Little Karoo disaster management service (Oudtshoorn municipality)	-
	Gap between Eden & Little Karoo disaster management service (Oudtshoorn municipality)	-

Regional issue	Description	Linkage implementation plan for 2010/11
	Provision of Fire Services in the Greater Mossel Bay e.g. Satellite Fire Stations	D.4.2.3
	Provision of a veldt fire response station between Knysna and Plettenberg Bay	D.4.2.3
Regional solid waste site	Financial assistance – Regional Solid waste site in Oudtshoorn	E.4
Environment	Long term plan – Climate Change	F.2.1
	Financial assistance- B-municipalities Environmental Management projects	F.1.2 – F.1.7
LED	Financial assistance- B-municipalities LED initiatives and revision of LED strategies and ensure viability	C.7.1 – C.7.4
IDP	Existence of credible data for IDP process. Eden to play leading role in data management (annual collection and updating data). Investigate purchase of Global Insight software (licenses for all B-municipalities) to update data	A.2.2
	District to allocate funding to B-municipalities to assist with their IDP process (e.g. funding for ward based planning, design & print IDP brochures of B-municipalities)	A.2.2
Shared Services	District to activate and coordinate Shared Services Initiatives	B.1.5.1
Intergovernmental Relations (IGR)	District to coordinate IGR engagements	A.2.1
Health	Clinics – not enough clinics in district (provincial function). Limited services in rural areas	Provincial function
Scarce skills	District to assist in attracting scarce skills to the region- especially technical skills	A.1.2.1
District War Room on Poverty	Coordinated effort on the District War Room on Poverty	D.2.1 – D.2.4

In summary the **main themes** of regional significance for the Eden District and the local Municipalities are:

- Bulk infrastructure planning and development;
- Climate change;
- Social and local economic development;
- Institutional development (Shared Services Initiative, IDP & LED Support, IGR, scarce skills).

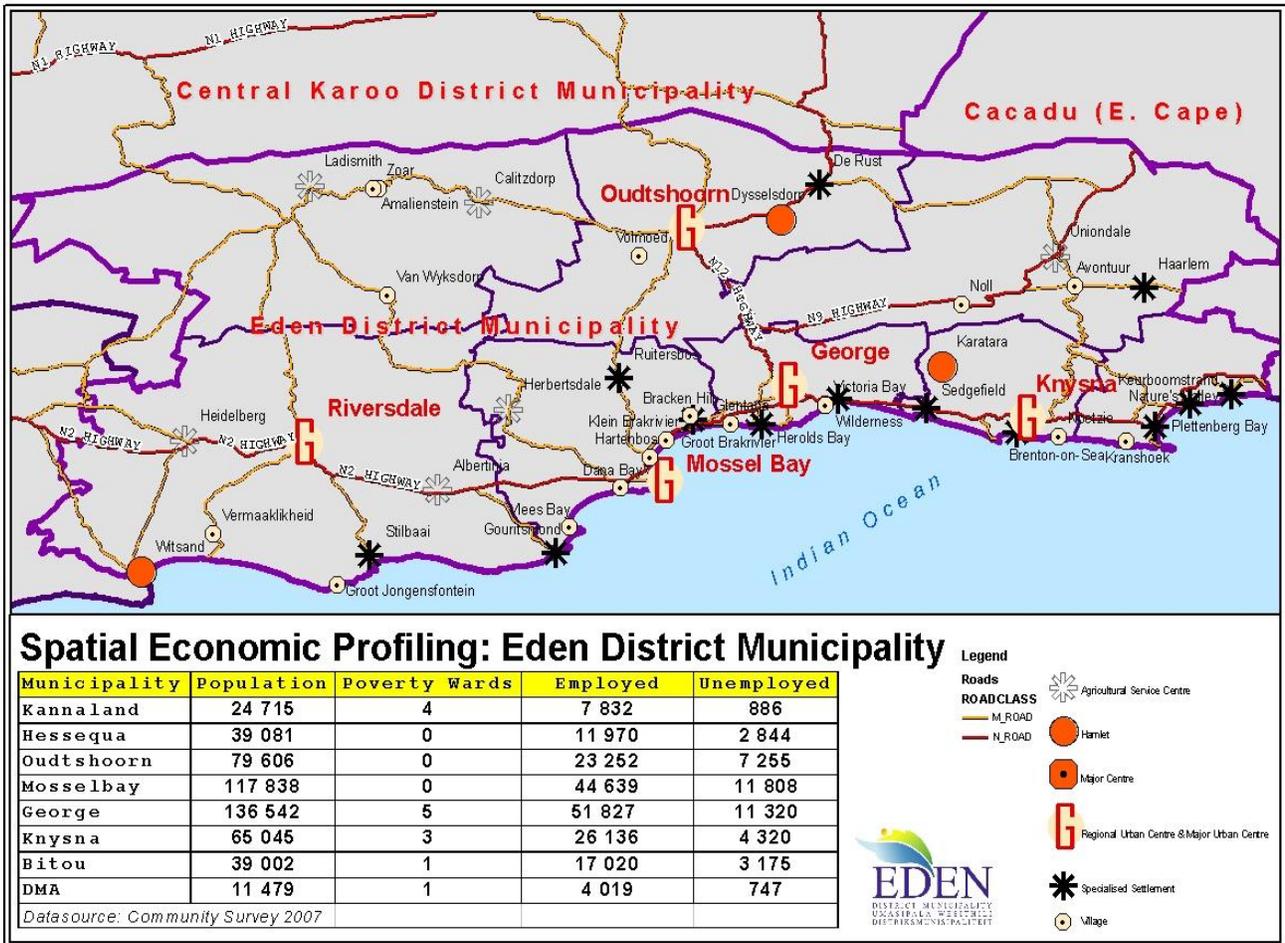
2.8 Growth points

The Eden district is an **important economic growth area** for the Western Cape. The Provincial Spatial Development Framework (PSFD), includes a classification of all the towns in the Western Cape referring to the Eden District as one of the two **“regional motors” for development** in the province. **The Provincial Spatial Development Framework describes the Southern Cape coast as “... A strong secondary metropolitan area is emerging around George and Knysna that is also linking a strip of small towns along the southern coast. The previous character of a holiday strip with seasonal occupants has been transformed into the second-most important economic hub of the provincial economy...”**

In planning for future socio-economic growth in the Eden district it is important to **ascertain the current growth points**. The 2009 revised Spatial Development Framework (SDF) of the district provides the spatial perspective to inform investment in areas where economic growth can occur in the Eden region.

The 2005 Growth potential study of towns in the Western Cape as well as the revised Eden Spatial Development Framework (Eden SDF, 2009) identified **George, Oudtshoorn, Mosselbay, Knysna and Riversdale** as the **economic drivers of the region**. The 2009 revised Eden SDF classifies these five towns as **regional urban centres** and **major urban centres**. Accordingly, all district IDPs and budgets are guided by this reality with respect to the district’s expenditure and planning.

Map 2 depicts the areas where economic activity takes place in the district as well as the key social informants like population size, unemployment and poverty pockets in these towns.



Map 2: Spatial Economic profiling- Eden District Municipality

To ensure sustainable long term development in the Eden District the revised SDF (2009) **proposes that future settlement development and associated social infrastructure should be located where the majority of economic activity takes place**, that is in the regional urban centres and major urban centres of **Oudtshoorn, Mosselbay, George, Knysna and Riversdale**. These five towns offer the best access to the widest range of social and economic opportunities.

The following is evident from Map 2:

- The five areas (George, Mosselbay, Knysna, Oudtshoorn and Riversdale) where the major economic activity takes places in the district, have high **incidence of poverty and unemployment** and substantial **populations**. The poverty report from Provincial Government notes that the high incidence of poverty in the Eden District is attributed to people having no income. In order to ensure sustainable economic and social development of these towns, **sustainable employment opportunities** must be

created if they are to be extricated from the yoke of poverty and unemployment. The **up-skilling of the districts people** will also make them more employable in skilled and high skilled jobs. Employed residents will be able to pay municipal services and add to the tax base of local municipalities.

- Considering where the economic growth areas are located in the Eden District the future impact of **climate change** and specifically **rising sea levels at coastal towns** should already be planned for now.
- Pro-active risk reduction planning of **disasters in the fifty (50) risk areas** (of which a significant amount is situated in the five growth areas) identified in the Districts Risk assessment in 2007 is needed to ensure that **the main development driver of the Eden district namely its natural resources and assets** are not unnecessarily compromised in the years to come.

There are unconfirmed talks of a possible down scaling of Petro SA's operations at in Mosselbay. The company is contemplating opening a plant in the Eastern Cape. The economic impact of Petro-SA's down-scaling in Mosselbay and the region would severely undermine the region's growth and development prospects.

2.9 Development potential

The Eden District Municipality and the local municipalities in its area have over the past few years developed, and started implementing, individual and collective strategies towards local economic development and growth in the region.

The Eden District has to consider our development potential with due regard to what sustains and **grows our economy** in other words what are our **drivers of development**:

- The Eden district has a **strategic advantage** of being situated on the **major transport routes** between Cape Town in the south and Port Elizabeth in the east. This creates investment opportunities, particularly within **transport and communications**.
- The **scenic beauty, natural resources and assets**, make the Eden district a sought after place of residence and tourist destination. Domestic and international citizens have holiday homes in the region which is also becoming increasingly popular as a retirement destination; this has resulted in a lively and lucrative property development and construction industry. The greatest growth potential within the **region's tourism sector** is concentrated on the leisure and ecotourism segments along the coastal areas.
- Eden is one of South Africa's **prime tourist destinations** with about 350 000 overseas and 1,4 million domestic visitors each year. Investments in this sector have increased and diversified significantly

over the past decade but opportunities still bound, particularly targeting medium and lower income travelers and the further diversification of world-class facilities and networks. With the fact that the region will be hosting three (3) participating teams, the 2010 Soccer World Cup is also expected to provide a significant boost to long-term expansion. The region boasts world class tourism infrastructure and facilities.

- Eden has established **information and telecommunication infrastructure** with opportunities for expansion ;
- The local municipalities are able to render adequate municipal services. The Eden District was rated **3rd position (72.20 points)** under **the top five performing district municipalities nationwide with regards to service delivery;**
- The **Shared Services initiative (SSI)** of the district municipality provides a platform for knowledge sharing and capacity support amongst municipalities in the region – this however, needs to be driven vigorously by the District
- The region has a **diversified economy** ranging from agriculture, tourism, manufacturing and service industry. In most of the sectors (notably forestry and timber processing, manufacturing, construction and tourism) opportunities are in medium and smaller-scale enterprises and investments, although there is some scope for mega-investment. This also explains why growth and development strategies place emphasis on public sector support for small enterprises and the effective cooperation between public and private entities to support small- and micro-enterprises in the region. However, further growth and diversification will hinge critically on the ability of the District to engage local and external private players. In this regards, a regional investment strategy is worth consideration.
- Eden district has **good freight infrastructure** with the Mosselbay harbour and a commercial airport and opportunities for expansion of the Oudtshoorn and Plettenberg Bay airports. The district is investigating the establishment of a commuter rail link between George and Mosselbay. There is opportunity for the expansion of the Mosselbay harbour.
- The district has a **well established export industry** with for example ostriches from the Little Karoo and fruit from the Langkloof.

The development potential of the Eden district is directly driven by our ability to address the **main drivers of under-development** highlighted in our demographic and socio-economic analysis in Chapters 2 and 3 of this document. **To summarize, the main drivers of under-development** in the Eden district are the high incidence of poverty, high unemployment, need for low and middle income housing and associated services and the availability of suitable land and funding for the housing development, skills

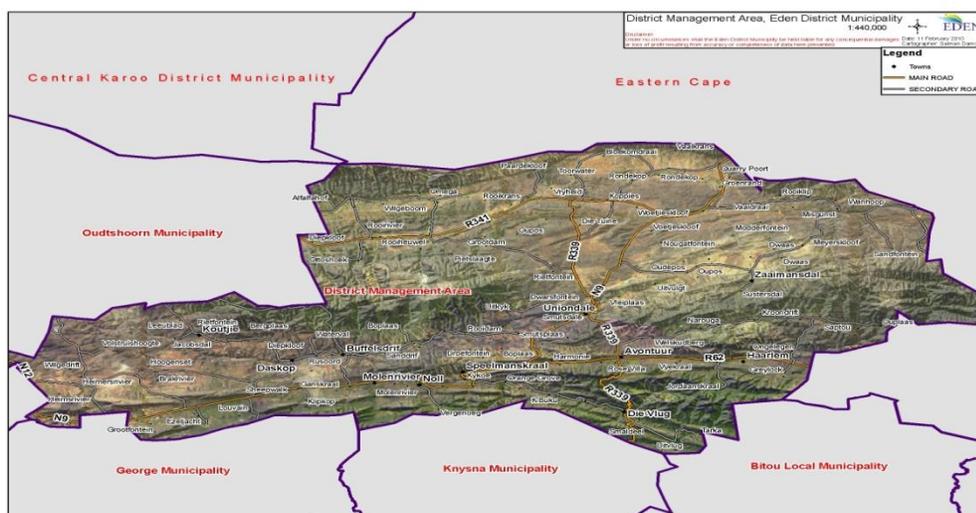
development, no long term risk reduction planning to avoid disasters, greater risk of environmental degradation, increased need for social and economic infrastructure due to population growth and in-migration and the lack of financial resources to develop the required infrastructure, and the **pressure on our natural resources and assets as result of population growth, disasters (drought, floods, fires).**

The above items constitute the summary of the most pressing areas of intervention for the Eden District Municipality – certainly in the current financial year. In this respect, much of chapters eight (8) and nine (9) are devoted precisely to spelling out – in concrete terms, how the District proposes to attend to the above socio-economic problems. First, however, the spotlight falls on the District Management Area under the control of Eden.

CHAPTER 3 – STATE OF THE DISTRICT MANAGEMENT AREA (DMA)

3.1 District Management Area (DMA)

The Eden District Management Area (DMA) comprises the **main towns** of Uniondale and Haarlem and about twelve **smaller rural settlements**. Map 3 provides a spatial view of the Eden DMA.



Map 3: Spatial view of the Eden District Management Area

3.2 Public participation in the DMA

The IDP should speak to the basic needs of the community and they should be engaged to voice their needs. During this IDP review process the communities were engaged to secure their involvement and participation in the Eden District Management Area (DMA).

In accordance with the Council approved 2010/11 Process plan the communities were engaged on the following dates:

DATE	LOCATION & TIME	VENUE
19 April 2010	Haarlem	Haarlem Community Hall
20 April 2010	Uniondale	Uniondale Community Hall
21 April 2010	Noll	Noll Church Hall
22 April 2010	Eseljacht	Eseljacht Primary School
28 April 2010	De Vlucht	De Vlucht, Dutch Reform Church Hall
29 April 2010	Hartebeesrivier	Mrs. Meyer venue
3 May 2010	Avontuur	Matt Zondagh Hall
DATE	LOCATION & TIME	VENUE
10 November 2009	Uniondale @ 19H00	Uniondale Community Hall
11 November 2009	Rooirivier @ 19H00	Rooirivier Community Hall
12 November 2009	Avontuur @19H00	Matt Zondag Community Hall
16 November 2009	Haarlem @19h00	Haarlem Community Hall
19 November 2009	De Vlucht @14h00	De Vlucht, Dutch Reform Church Hall
19 November 2009	Kammanasie @ 19h00	Kammanasie Church Hall
23 November 2009	Noll @ 19h00	Noll Church Hall
24 November 2009	Eseljacht @ 19h00	Eseljacht Primary School
4 February 2010	Hartebeesrivier @ 18h00	Mrs Meyers venue

During the previous round (2008/09) of public participation engagements in the DMA the case for a public participation structure was mooted. The Eden District heeded the call and community committees were established in the DMA in August – November 2009. The optimal functioning of the community committees will receive the required attention in the 2010/11 financial year. In addition the district is currently investigating the establishment of an overarching representative community structure in the Eden DMA to enhance public participation and liaison with the Council.

The Eden DMA will be transferred to the management of the George Municipality after the 2011 local government elections and processes are at an advanced stage to ensure a smooth hand-over of the DMA to the George Local Municipality.

3.3 Community needs

The outcomes of the public participation meetings held in November 2009 are summarized in Table 9 below:

Town/ Settlement	Issue	Sector department
Uniondale – 10 November 2009 @19H00	Provision of electricity for houses in the area	Eden DM & Eskom
	Street lights weak	Eden DM
	Indigent subsidy – Eden officials should visit the aged at their homes to complete indigent subsidy application forms	Eden DM
	Monitoring of the Youth Council's facilities	Eden DM
	The tennis facilities that are being hired out and the community not having access	Eden DM
	Regular scraping of un-tarred streets	Eden DM
	People being favoured in tender processes that don't reside within a 30 km radius	Eden DM
	Unemployment list should be compiled	Eden DM
	Racism increasing in the area	Eden DM
	Toilet facilities in Poort (Poort private owned land)	Eden DM (Municipal health)
	Sport facilities	Dept of Cultural Affairs & Sport
	Multi-purpose sports fields	Dept of Cultural Affairs & Sport
	Gymnasium	Dept of Cultural Affairs & Sport
	More speed humps	Dept of Transport & Public Works
	Buitekant Street – tarring	Dept of Transport & Public Works
	Repair of houses roofs	Dept of Housing
	Skills development	Dept of Dept of Labour
Training & Development facilities and centre	Dept of Labour	
Waiting areas for children on their way to and coming from school	Dept of Education	

Town/ Settlement	Issue	Sector department
	Upgrading of community hall- kitchen, paint	Dept of Social Development
	Moral regeneration programmes and projects	Dept of Social Development
	Place of safety for children	Dept of Social Development
Rooirivier – 11 November & 3 December 2009 @19H00	Eden to have regular consultations with the entire area- quarterly community meetings in liaison with the community forum	Eden DM
	Funding to transport community to quarterly meetings	Eden DM
	Operationalise the elected community forum	Eden DM
	Eden Council to consider allocating funding to render indigent services in these rural areas (Snyberg & Barandas)	Eden DM
	Funding for needlework project- 5 ladies temporary employed need funding for training and operating costs (LED)	Eden DM
	Social development	Dept of Social Development
	Repair of community hall- water facilities, toilet facilities, electricity upgrade and internal repairs (1 st priority)	Dept of Social Development
	Food security programmes	Dept of Social Development
	Facilities for the youth	Dept of Social Development
	Additional community workers- 1 more person is needed due to the vast area	Dept of Social Development
	After care programmes	Dept of Social Development
	Bus stops in the areas Diepkloof, Rooirivier, Kleingeluk, Snyberg, Vlakteplaas and Buffelsdrift	Dept of Transport & Public Works
	Public transport	Dept of Transport & Public Works
	Rail way houses (Snyberg 2 houses, Barandas 4 houses) are without services – water, electricity- ownership to be clarified with Spoornet/ Transnet	Spoornet/Transnet/ Dept of Transport & Public Works
	Sport equipment and development	Dept of Cultural Affairs & Sport
	First aid training	Dept of Labour
	Training opportunities for the youth	Dept of Labour
	Ambulance services	Dept of Health
	Water tanks	Dept of Water Affairs & Forestry
	Access to electricity at Snyberg	Eskom

Town/ Settlement	Issue	Sector department
Avontuur – 12 November 2009 @19H00	Eden to have regular consultations with the entire area- quarterly community meetings in liaison with the community forum	Eden DM
	Need a grave yard	Eden DM
	Review of electricity tariffs	Eden DM
	Study bursaries – registration fees, transport costs & learning material	Eden DM
	R50 tariff for hiring of community hall	Eden DM
	Parents should become involved in schools and development of our children	
	Early Childhood Development	Dept of Social Development/ Education
	Food security programmes	Dept of Social Development
	Great need for Youth Development programmes	Dept of Social Development
	Crèche and the structure	Dept of Social Development
	Pre- school development	Dept of Social Development
	Multipurpose centre	Dept of Social Development
	Road signs for learners crossing the highway	Dept of Transport & Public Works
	Bus stops	Dept of Transport & Pubic Works
	Public transport facilities	Dept of Transport & Public Works
	First Aid training	Dept of Labour
	Sustainable skills development	Dept of Labour
	Water tanks	Dept of Water Affairs & Forestry
	ABET	Dept of Education
	Agri villages – low cost housing development	Dept of Housing
	No medical practitioners in the area	Dept of Health
	No ambulance services- take hours to arrive	Dept of Health
	Land for agriculture & development of upcoming farmers	Dept's of Land Affairs & Agriculture
TV antennas – reception of only 1 station in the area	Telkom	
Haarlem – 16 November 2009 @19H00	Daily access to Eden officials working in DMA	Eden DM
	Operationalise the elected community committee	Eden DM
	Better functioning of youth council	Eden DM

Town/ Settlement	Issue	Sector department
Continue: Haarlem	Electricity supply in community hall- must be conventional	Eden DM
	Sub-station for fire fighting services	Eden DM
	Implement by-laws	Eden DM
	Pound	Eden DM
	By-laws for dwelling animals	Eden DM
	Street lighting in Berg street	Eden DM
	Unemployment database needed and updated	Eden DM
	Paving of sidewalks	Eden DM
	Multi-purpose centre- facilities for the aged	Dept of Social Development
	Recreation facilities for youth	Dept of Social Development
	Modernize community hall to accommodate sport and recreation facilities	Dept of Cultural Affairs & Sport
	Suggest- purchase equipment for recreation at community hall e.g. table tennis/ darts/ volley ball	Dept of Cultural Affairs & Sport
	Upgrading of sports fields and facilities- quality of sports field	Dept of Cultural Affairs & Sport
	Upgrade historical buildings	Dept of Cultural Affairs & Sport
	Funding to upgrade school sports field	Dept of Cultural Affairs & Sport/ Dept of Education
	Internet facilities @ library	Dept of Cultural Affairs & Sport (Libraries)
	Office space for provincial departments	
	Tourism development – B&B's etc.	Dept of Economic Development & Tourism
	Ambulance services	Dept of Health
	TV Antennas	Telkom/ Government Communications
	Safety of community in Berg & Sutherland Street- reckless drivers	Dept of Community Safety
	Pave more streets	Dept of Transport & Public Works
	Housing development- middle & low cost housing	Dept of Housing
Housing strategy	Dept of Housing	
Housing for the aged	Dept of Housing	
Awareness programme for farm workers on their rights	Dept of Labour	

Town/ Settlement	Issue	Sector department
De Vlugt – 19 November 2009 @ 14h00	Request Tar road from De Vlugt entrance to the Dutch Reform Church hall. If funerals are held people have to drive the poor road Eden can't spend funding on a private road, can only spend funding on a proclaimed road	Eden DM
	Flush toilettes at the tea garden – De Vlugt is a tourism destination	Eden DM, Dept of Economic Development & Tourism
	Problem with the protection area- predators eats live stock and seedlings-Can't farm in such conditions	Eden DM
	De Vlugt not represented on Uniondale Tourism body	Eden DM
	Sewerage at G-stop is problematic	Eden DM
	Residents get water from river	Eden DM
	No electricity in De Vlugt	Eden DM/ Eskom
	Home Affairs should do inspections on farms- numbers of illegal immigrants without ID's	Dept of Home Affairs
	Need youth development- no recreational facilities exists	Dept of Social Development
	Food security projects- e.g. vegetable gardens	Dept of Social Development
	HIV/AIDS awareness programmes needed	Dept of Social Development
	TB training programmes	Dept of Social Development
	Awareness programmes of alcohol and drug abuse	Dept of Social Development
	Can't ALL-PAY take place on a Friday? (If payment is mid week, high absenteeism due to alcohol consumption)	Dept of Social Development
	Food schemes for the aged (social services)	Dept of Social Development
	Sport development needed	Dept of Cultural Affairs & Sport
	Dates for visits of mobile clinic should be communicated before hand	Dept of Health
	Public transport from De Vlugt to Uniondale and elsewhere	Dept of Transport & Pubic Works
	Transport for school learners- Monday & Friday	Dept of Education
	Initiate agricultural projects	Dept of Agriculture
	Small farmer development and training	Dept of Agriculture
	First aid training – wait long for ambulance	Dept of Labour
	Fire fighting training	Dept of Labour
Skills training	Dept of Labour	

Town/ Settlement	Issue	Sector department	
Continue: De Vlugt	ABET training	Dept of Labour/ Dept of Education	
	Housing development- middle & low cost	Dept of Housing	
	Traffic fines- farmers are fined although vehicles has canopies when transporting their workers	Dept of Community Safety	
	Require Vodacom tower – no cell phone reception in area	Telkom/ Vodacom	
Kammanasie – 19 November 2009 @ 19h00	Was not aware of the Poverty Indaba – July 2009	Eden DM	
	Youth forum does not visit Kammanasie	Eden DM, Dept of Economic Development & Tourism	
	Between Rooiplaas and Grootfontein (the road must be broadened and flattened – school children uses the road)	Eden DM	
	No representative on Uniondale tourism body	Eden DM	
	Government departments must hold a Jamoree in area	Eden DM	
	No electricity in area	Eden DM/ Eskom	
	Sport development/ facilities (farmers will provide the land, will Eden provide the equipment)	Dept of Cultural Affairs & Sport	
	Youth development- recreational facilities	Dept of Social Development	
	Crèche and transport for the learners	Dept of Social Development	
	Community Hall	Dept of Social Development	
	Need social services – only 1 social worker in Uniondale	Dept of Social Development	
	Training for women – catering, needlework, hygiene	Dept of Social Development/ Dept of Labour	
	Communication difficult in Kammanasie – need antenna or move the towers – GCIS)	GCIS Government communications	
	Public transport	Dept of Transport & Public Works	
	Transport of learners (Mondays & Fridays)	Dept of Education	
	Housing – Agri-villages- availability of land??	Dept of Housing	
	Housing strategy for rural area	Dept of Housing	
	Skills training	Dept of Labour	
	Continue: Kammanasie	First aid training	Dept of Labour
	ABET classes	Dept of Labour	
	Home Affairs to visit area – ID documents	Dept of Home Affairs	
	Poor service of Uniondale police	Dept of Community Safety - SAPS	

Town/ Settlement	Issue	Sector department	
Noll – 23 November 2009 @ 19h00	Availability of the IDP document to all	Eden DM	
	Community Health workers should become part of IDP processes	Eden DM	
	Training and information sessions regarding municipal by – laws, services, etc.	Eden DM	
	Availability of LED official for tourism development	Eden DM	
	Land for graveyard	Eden DM	
	Establish industries	Eden DM/ Dept of Economic Development & Tourism	
	Crèche for the Noll area	Dept of Social Development	
	Education on alcohol and drug abuse	Dept of Social Development	
	Community Hall	Dept of Social Development	
	Pedestrian crossings	Dept of Transport & Public Works	
	Bus stop	Dept of Transport & Public Works	
	Public transport	Dept of Transport & Public Works	
	Law enforcement officers	Dept of Community Safety	
	Investigations into police brutality	Dept of Community safety	
	Flush toilets and reconstruction of houses in the area	Eden DM (toilettes – municipal health)	
	Skills development	Dept of Labour	
	Housing Consumer Education	Dept of Housing	
	Low cost housing	Dept of Housing	
	Agri villages	Dept of Housing/ Dept of Land Affairs	
	Sport and recreation facilities – especially for soccer	Dept of Cultural Affairs	
	Arts gallery	Dept of Cultural Affairs	
	Computer training and facilities @ library	Dept of Cultural Affairs & Sport (Libraries)	
	TV reconnection	Telkom/ Government Communications	
	Improved ambulance services	Dept of Health	
	Agriculture land	Dept of Agriculture	
	Continue: Noll		
Eseljacht – 24 November 2009 @	Empower Community Committee	Eden DM	
	Existing toilet facilities are unhygienic	Eden DM (Municipal Health)	

Town/ Settlement	Issue	Sector department
19h00	Water tanks – Poort and list to be supplied by community	Dept of Water Affairs & Forestry
	Electricity for farm workers	Eskom
	Electricity wiring poses safety risk in houses	Eskom
	Housing and upgrading of existing structures	Dept of Housing
	Sport development including infrastructure to practice rugby, netball and cricket	Dept of Cultural Affairs & Sport
	Recreation facilities	Dept of Cultural Affairs & Sport
	Skills development – Agriculture, welding, etc.	Dept of Labour
	Unfair treatment by farm owners	Dept of Labour
	Assistance with driver's license	Dept of Labour
	First Aid training	Dept of Labour
	Bursaries for further education and development	Dept of Labour
	Department of Home Affairs to assist with ID documents (Jamborees)	Dept of Home Affairs
	Youth Development	Dept of Social Development
	Daycare centre and crèche	Dept of Social Development
	Old age centre	Dept of Social Development
Library and internet facilities	Libraries	
Hartebeesrivier, 4 February 2010	Water tanks	Eden DM & Dept of Water Affairs & Forestry
	Electricity for farm workers	Eskom
	Community Hall to be utilized for church services also	Eden DM
	Public Transport – to and from town (Uniondale)	Dept Transport, Public Works
	School Bus don't collect and drop-off children near home- must walk about 5km's to the bus point	Dept Education
	ABET Training	Dept Education
	Skills Development – Needle work project for ladies in area	Eden DM (LED)
	Toilet Facilities – 2 houses without sanitation facilities	Eden DM (Municipal health)
	Sport facilities – Soccer	Dept of Cultural Affairs & Sport/ Eden DM
	Assistance with high level of school absenteeism/ drop-out rate relates to teenage alcohol and drug abuse	Dept of Social Development

The needs of communities in the DMA can be summarized into the following ***main themes***:

a) Sport and recreation

- Sport and recreation

There is a general need for sport and recreational facilities and equipment in the DMA.

b) Social development

- Social upliftment

There is a high incidence of drug and alcohol abuse amongst the youth and adults in the DMA. This is in part related to the absence of sporting and other recreational facilities for young people. Other social problems like the high school drop-out rate, poverty, unemployment and teenage pregnancies are prevalent in the rural communities.

c) Education

- Literacy and skills programmes

There is need for literacy and skills programmes to increase the skills levels of the economic active workforce that is predominately employed as unskilled labourers in the agricultural sector.

- Transport of learners

Parents expressed a safety concern where their children have to walk 5km to the bus stop. In some areas there is a need for a school bus service two days a week (on a Monday and Friday) to transport learners to Uniondale.

- Career counselling and bursaries

Matriculants seek career counselling and bursaries to pursue their studies and acquire the necessary education to secure sustainable employment. Local business and higher education institutions must be encouraged to inform learners about possible career paths in the District.

d) Land and funding for low cost housing

As already stated in preceding pages, there is a dire need for low and middle income housing for rural dwellers and farm workers. The availability of land and funding seem to be the key challenge. Rural dwellers do not necessarily want to relocate to the town areas like Uniondale and Haarlem. This calls for pro-active efforts on the part of the District to urgently explore ways of making land available to DMA communities.

e) **Infrastructure**

- Basic service

Apart from the need for basic municipal services like street lighting and paved streets, there are few households in the DMA that have no sanitation, water facilities and electricity.

- Public transport

There is a dire need for a public transport service in the DMA. People have to walk and hitch hick to the main towns of Uniondale and Haarlem.

f) **Health services**

Areas like Avontuur and Rooirivier mentioned the need for a more reliable ambulance service to their areas. The absence of medical practitioners in the Avontuur area was cited as a concern.

g) **Local economic development**

The high incidence of poverty and unemployment in the DMA necessitate the need for sustainable job creation opportunities in the area.

In summary the need for social development initiatives (youth development, sport and recreation, facilities for the aged), low cost and middle income housing, basic service infrastructure, job creation and poverty alleviation initiatives emerged as the **main priorities of communities in the Eden DMA**.

The District hosted a successful intergovernmental relation (IGR) /IDP engagement with sector departments, IDP managers of the local B-municipalities, and some parastatals on 11 March 2010 to build better relations and request sector departments' assistants in addressing the vast needs of communities that are not the core competence of the Eden District Municipality or B-municipalities. The session agreed that bi-annual IDP/IGR engagements are to be coordinated by the IDP unit of the Eden District municipality. October and February was accepted as suitable times for the bi-annual IDP/IGR engagements.

3.4 Demographic profile

In 2007 population size of the Eden District Management Area (DMA) was 11 485 people compared to 14 595 people in 2001. The **population declined** by an average annual rate of 3,9 per cent between 2001 and 2007. The long term projections do not foresee an increase in the DMA's population.

The working age population (15-64 years) and persons aged 0 to 14 years accounted for 65.2 per cent and 29.4 per cent of the total population in 2007, respectively. Persons aged 65 and older accounted for 5.4 per cent of the total population, up from 4.8 per cent in 2001. The **population declined** within all age groups over the 2001 and 2007 period. The working age population declined at an average annual rate of 3.5 per cent and persons aged 0 to 14 years and 65 years and older declined at average annual rate of 5.2 per cent and 2.0 per cent between 2001 and 2007, respectively.

3.5 Economic profile

○ Economic drivers

Agriculture is the main **economic driver** in the Eden DMA. The manufacturing and service sectors are also key contributors to the economy of the DMA. The global economic recession and severe drought currently experienced has a definite negative impact on especially agriculture in the entire Eden District.

Eden's DMA economy in 2007 accounted for 1.5% of the district's economy. The economy grew at an average annual rate of 4.7% between 2001 and 2007, from R124 million in 2001 to R163.03 million in 2007.

○ Unemployment

An **alarming trend** is the **increase** in unemployment in the Eden DMA between 1996 and 2007 from 3.08% to 22.38% (Source: Department of Social Development, Glance at Poverty in WC, July 2009).

With agriculture being the main economic driver in the Eden DMA the seasonality of the agricultural industry contributes to the high unemployment figure. Unemployment is also compounded by the low skills base of the Eden DMA workforce. In 2007 the **illiteracy figure** in Eden's DMA stood at **39.29%**, **which is higher than the district's 23.69%**.

3.6 Socio-economic indicators

○ Poverty rating

The poverty rating in the Eden DMA declined slightly between 1996 and 2007 from 23.72 to **21.03**. The poverty decline can possibly be attributed to the decline in the population of the Eden DMA over the period. Despite the poverty decline, a rating more than 20 is still **cause for concern**.

According to the Eden DMA Manager **poverty is severest in Haarlem** with a population of 3300 people. The **rural area of Barandas** has unemployment rate of 70% (albeit a small community of about 200

people). Except for seasonal agricultural work, there are no other employment opportunities in these small rural areas and in most instances households are dependant on a meager child support grant of R240 per month (2009 figure).

- **Social grants**

Social grants are provided to persons that are deemed to be vulnerable, in need of or qualify for income support. **Figure 6** shows that child support (R210 per child), old age pension (R940) and disability grants (R940) together made up the bulk of the grants¹ received in Eden DMA. The aforementioned grants accounted for 94.5 per cent of all grants given in 2007. **A cause for concern is the high % of child support grants (56.67% of all grant payments), which can relate to the high incidence of teenage pregnancies in the district. The parents accessing the social grants is part of the district’s economic active workforce and should be encouraged to rather seek employment than be dependent on government support. The creation of sustainable job opportunities becomes imperative for the Eden DMA (especially in light of the 22.38% unemployment in DMA).**

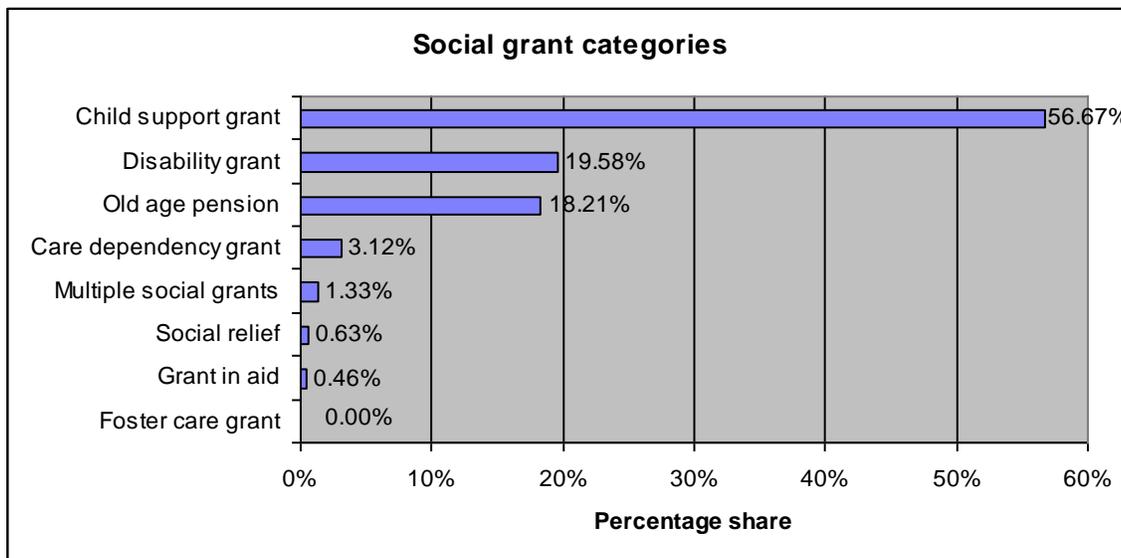


Figure 6: Social grants per category

Source: Stats SA Community Survey 2007

The district municipality offers additional social support through its indigent policy. The indigent policy provides free and discounted rates on basic services such as water, electricity, sanitation and property

¹ The values given in the text are nominal values for the 2008/09 financial year. Furthermore, the pension and disability grant are dependent on need and the values reflected are maximum values.

rates. According to the Financial Office of Eden DMA, there were 412² indigents registered in 2008/09 and 413 indigents in 2009/10. To qualify for an indigent subsidy of R131.10 per household per month, the total monthly income of a household should not exceed R3030.00.

3.7 Access to services

A comparison between the 2001 Census and 2007 Community Survey indicates the improved /and or decreased accessibility of services by households in the Eden DMA.

○ **Housing**

The percentage of households living in informal dwellings/ **shack in backyards increased to 1,3 %** in 2007 from 1,0% in 2001. The need for **formal housing** in the Eden DMA is further illustrated in the traditional dwelling/ hut/structure made of traditional materials **increasing** from 2,1% in 2001 to 3,2% in 2007.

The percentage of **households living in a house or brick structure** on a separate stand or yard **decreased** from 93% in 2001 to 91,1% in 2007 (*Source: Stats SA, Community Survey 2007*).

A **negative trend** over 2001 – 2007 was the increase in **back yard living** in the Eden DMA. The % of households living in informal dwelling/shack in back yard increased from 1,0% in 2001 to 1,3% in 2007. Similarly the % of households living in a house/flat/room in back yard increased from 0,4% in 2001 to 1,9% in 2007.

During 2009 a **housing project** in **Uniondale** formally commenced when the first infrastructure contract was awarded in order to create 183 residential units in Lyonville. The infrastructure entailed water, roads, electricity and sewage. The cost of the infrastructure project amounted to R4 million. The cost of the top structure will be approximately R14 million and the project has already been approved in principle by the Department of Housing: Provincial Administration: Western Cape.

The 2005 housing survey indicated that there are a need of **376 units in Uniondale, 167 units in Haarlem** and **231 units on the adjacent farms in the district**. Since the survey the need for housing has doubled in the district management area – no formal statistics are available. In the **Eden DMA farm workers** are a vulnerable group requiring formal housing and during the public meetings the establishment of agri-villages was mentioned as an avenue to explore.

² The number of indigents registered as at January 2010.

- **Access to water**

The % of households with **access to piped water inside their dwelling** in the Eden DMA **increased substantially** from 40,4% in 2001 to 61,9% in 2007.

- **Access to sanitation facilities**

65,7% of households in the Eden DMA had access to flush toilet (connected to a sewerage system) in 2007 which is a **substantial increase** from the 30,4% in 2001.

A positive trend is the decrease in % of households using the bucket latrine as sanitation facility, from 9% in 2001 to 1,7% in 2007. Another **positive trend** is the **decrease** in the **% of households with no access to sanitation** facilities in the Eden DMA, from 17% in 2001 to 1,8% in 2007.

- **Access to electricity**

89,7% of households in the Eden DMA had access to electricity in 2007. This represents an increase from the 85,2% in 2001. There was a significant increase in the % of households that uses electricity for cooking from 53,2% in 2001 to 79,1% in 2007.

- **Access to refuse removal**

The % of households in the Eden DMA who has their **refuse removed** by local authority/ private company at least once a week **increased substantially** from 32,2% in 2001 to 57,2% in 2007 (Source: Stats SA, Community survey 2007).

To summarise:

High illiteracy, unemployment, poverty, social development needs, need for low cost housing and high % of child support social grant payments can be singled out as the drivers of under-development in the Eden DMA. The social and economic welfare of farm workers in the Eden DMA also contribute to the area's under-development.

3.8 Local area development plan

The planned investment and future development of the Eden DMA should be viewed in terms of the spatial economy of the two main towns, namely Uniondale and Haarlem.

Uniondale is the **economic hub of the Eden DMA** and is strategically located on the N9 national route and R339. The town serves as a **higher order service node** for the surrounding farming communities of Haarlem, Avontuur and smaller settlements. Uniondale also derives economic benefits from the retail and tourism sectors. There are a few guesthouses and growing tourism potential in the DMA. Like in the other parts of the DMA, poverty, unemployment and social disintegration are rife. The current housing development of 183 houses is set to stimulate Uniondale's economy.

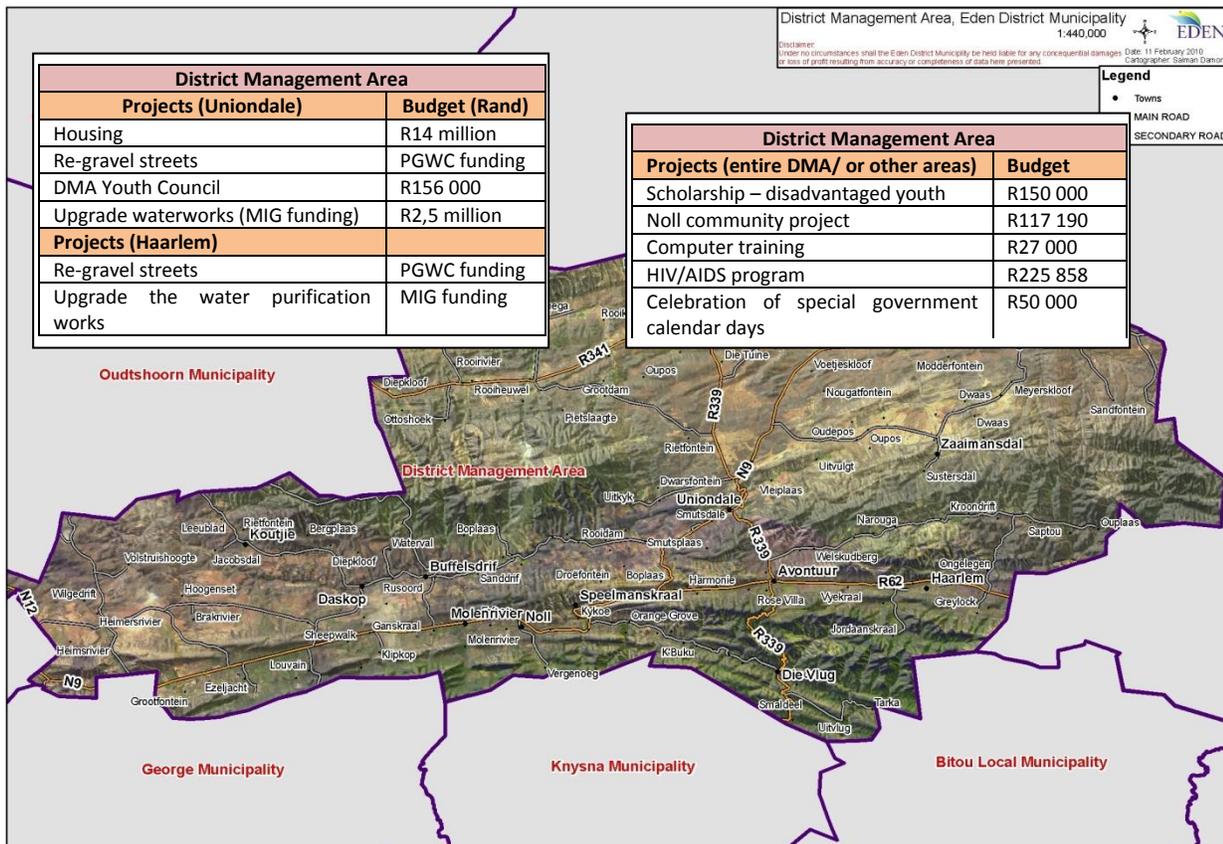
The town of **Haarlem** was originally a mission station. Although this very fact gives to Haarlem a particular cultural historical tourism context, it has no real **economy to speak of** and thus limited job opportunities. **Large-scale poverty and unemployment is widespread**. The town is administered in terms of Act 9 of 1987 (Rural Areas Act). The process of land transformation, however, has not yet commenced. The successful completion of this process, which is aimed at determining ownership of land on the commonage, could possibly create new investment opportunities. The settlement fulfils a dormitory town function as a **low-order service** point for the surrounding farm areas and the agricultural sector. Haarlem is located on the **N9 route** that serves parts of the Little Karoo and the Langkloof. **The route is a by-pass, however, and the town thus derives little economic benefit from it**. But the greatest threat to development is the lack of job opportunities and the decline in agricultural activities. The fruit sector in the Langkloof is the biggest employer in the Haarlem area. **The town's potential for development and growth is extremely limited and this is why the development of human capital is essential** (*Source: Growth potential study, 2005*)

The **long term development of the DMA** (towns of Haarlem and Uniondale) is dependent on capitalizing on the **drivers of development** while simultaneously diminishing the **drivers of under-development**. These were alluded to on page 56 above and are briefly noted again:

- Up-skilling the labour force to increase employability;
- Unlocking the economic potential of tourism, agri-processing and the trade and retail sector;
- Creating sustainable jobs and breaking the dependency of seasonal agricultural labour;
- Sustainable jobs would break the chain of social evils like poverty, alcohol and drug abuse;
- Preserving the DMA's natural assets and resources to further economic and human development;
- Development of densified integrated rural human settlements in the economic growth point of the Eden DMA- Uniondale;
- Development of public transport. The current extent of poverty and unemployment
- The reality is that farm workers and dwellers in the DMA seek formal housing, but do not want to

move to the towns of Uniondale and Haarlem. They have a “sense of belonging” on farms, but require integrated human settlements and associated services.

Map 4 depicts the **preliminary** planned investment of the Eden District Municipality in Uniondale, Haarlem and other areas in the DMA for the 2010/11 financial year. *Note: the projects are subject to approval of Council’s 2010/11 Final Budget at the end of May 2010.*

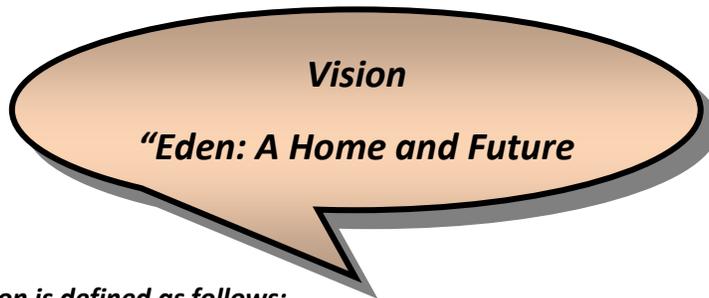


CHAPTER 4 – STRATEGY

4.1 Vision

The vision is a broad statement of how Council sees the development of the Eden District Municipality. It provides a long-term goal, towards which all actions of the strategic plan should be directed.

The 2020 vision for the Eden District is:



Eden’s Vision is defined as follows:

<i>Home (“Tuiste”)</i>	<ul style="list-style-type: none"> - Economic, social and environmentally sustainable; - Safe and Healthy; - Has a clear Leadership and Vision; - Care about others and its environment; - Has constructive and consistent discipline; - Creates opportunities for growth and development and - Equitable and non-discriminatory
<i>Future (“Toekoms”)</i>	<ul style="list-style-type: none"> - Regional identity and orientation - Collective responsibility - Strategic enabler role - Sustainable and prosperous future for the Region - Future projections and long term plans
<i>All (“Everyone and everything that is part of the EDEN home”)</i>	<ul style="list-style-type: none"> - Eden DM Employees - Environment (Fauna and Flora) - B Municipalities and employees - Eden Community (people, business, visitors)

4.2 Mission

The Mission statement describes the role of the district municipality in the region. The role is the description of the work which council should be doing. Eden District Municipality adopted the Hermanus Declaration (Western Cape IDP Conference, March 2005) as the mission statement of council:

- “Use the integrated development planning process to create a home for all in our towns, villages and rural areas;
- Promote economic growth that is shared across and within communities;
- Provide political and administrative leadership in the IDP process
- Ensure that we get the sustainable delivery of basic services right;
- Mainstream integrated planning in the operations of our municipalities;
- Focus on IDP as a means of building stronger communities and building bridges between communities;
- Build the IDP on a meaningful participation and ownership of communities and on partnerships with business, labour, and community organizations.
- Work towards the alignment of IDP’s with the Provincial Spatial Development Framework, Provincial Growth and Development Strategy and the National Spatial Development Perspective; and
- Promote the IDP as a performance plan of all municipalities”
- Implementation of Shared Services as strategic enabler
- Aligning the District planning process to be a strategic enabler for B Municipalities.

4.3 Values

Eden is committed to promoting a set of values consistent with human qualities and professional excellence, values which are aimed at serving the local community of Eden region and global society of which it forms part. These values are:

- **Integrity:** This means behaving, even in difficult situations, in a manner that reflects Eden’s commitment to honesty, trust, transparency and ethical business operations.
- **Excellence:** This means setting quality standards for service delivery, measurement thereof to improve productivity and the discipline to take action to address the situation.

- **Inspired:** This means the building of commitment for and the fostering of positive attitudes towards everyone and everything that is part of the Eden home in order to demonstrate joy and happiness in what we do.
- **Caring:** This means a total belief in collective caring principles via the living-out of “ubuntu”, health and wellness, as well as well-being- principles
- **Respect:** This means respecting you and everyone and everything that is part of the Eden community, valuing diversity positively and learning from differences between individuals, ideas and situations in order to integrate differences for working towards building a more just and humane world.
- **Resourceful:** This means embracing innovation in creative thoughts and original actions that demonstrates “out of the box” progression to be “First”.

4.4 Strategic Enabler role

As a district municipality, Eden has critically important role in setting and coordinating the strategic direction and socio-economic agenda of the region. In driving this strategic agenda the district is called upon to deploy several instruments, that are key to the success or failure of the development and growth prospects of the region. These instruments include, but are not limited to:

- Institutional arrangements (growth coalitions/partnerships with business and community)
- Its position as strategic link between national and provincial government on the one hand, and the local B municipalities on the other.
- Using the shared services approach to support weaker local municipalities, but also to improve the general quality of services across the region
- Using the limited resources at its disposal make interventions that have a regional resonance and impact, economically, socially and politically.

The district is thus best placed to give a regional flavour and real coherence to the programmes and plans of the local municipalities. In this context, the role of strategic enabler of the district calls attention to the need for the identification of strategic areas of intervention and impact. Such intervention has to be smart and have a regional, cross cutting resonance in the whole region. At an institutional and programmatic level, for instance, the following could possibly fundamentally transform the socio-economic outlook of the entire region:

- A Regional Development Agency- to drive the growth and development process, energise job creation and push the frontiers of poverty

- A Regional Investment Strategy/Plan – to bring in new business and business opportunities and diversify the economy of the region in fundamental ways
- Structured engagement (at a regional level) with the private sector, to establish a regional growth coalition/partnership, that will see all the economic players at the centre of the growth and development process in the region
- A Regional Tourism Strategy that will help to coordinate and energise local efforts, while maximising impact at a regional level (increased tourism revenue and benefits for all)

Taken together, all these measures will go a long way in giving the Eden District Municipality the appropriate institutional tools to fundamentally alter the way of doing business – from piece meal and tentative local actions – to a comprehensive, well coordinated regional effort. What is more, these interventions will give impetus, focus and real substance to local efforts. Therefore, the strategic and enabling role of the district resides in its ability to identify and implement a few but high impact interventions, that will change the face of the entire region.

Taken together, all these measures will go a long way in giving the District Municipality appropriate institutional tools to tackle the most pressing development challenges confronting the region. What is more, such measures will give impetus to local processes. Added to this, the District will, in this financial year, pay focused attention to fifteen poorest and most vulnerable wards in the Eden District. Such therefore, in concrete terms, is the strategic enabling role of the Eden District Municipality.

4.5 Strategic Goals

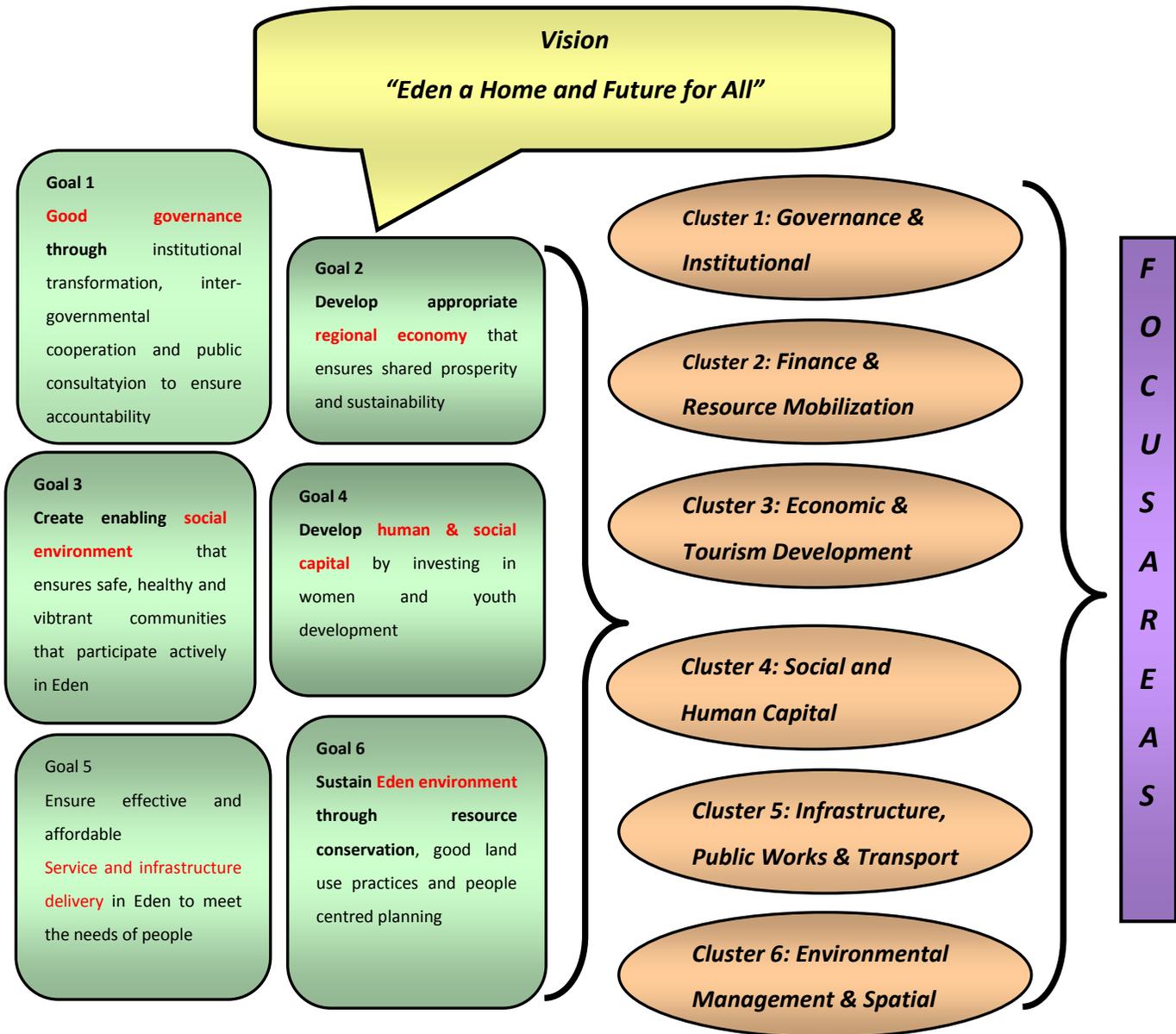
In Eden’s 2007-2011 Integrated Development Plan (IDP) the District adopted six strategic objectives to guide the district shift towards its new strategic responsibility (role of strategic enabler). Each strategic objective is linked to “clusters” of municipal departments informed by focus areas and strategic initiatives to guide the development cluster towards implementation.

Strategic goals	Development Cluster	Focus areas, Strategic Initiatives (Activities)
Good governance through Institutional transformation, Inter- Governmental co-operation and public consultation to ensure	Governance and Institutional Development Cluster	HRD strategy implementation, local government skills development, institutionalization of participation structures, Development of Customer Care Strategy, implementation of Transformation

Strategic goals	Development Cluster	Focus areas, Strategic Initiatives (Activities)
accountability		Management Strategy, IDP review
	Finance and Resource Mobilization Cluster	Implementation of financial management and planning reforms, performance management system, IT system integration, land asset system (property management), indigent policy implementation
Develop appropriate regional economy that ensures shared prosperity and sustainability	Economic and Tourism Development Cluster	Regional tourism strategy Explore establishment of Regional Development Agency Regional LED strategy development, land reform programme, small business development; upgrading of resorts; Other sector development: agriculture, cultural industries Skills development (aimed at citizens)
Create an enabling social environment, that ensures safe, healthy and vibrant communities that participate actively in Eden	Community, Social and Human Capital Development Cluster	HIV/AIDS Forum establishment and plan Development; Formulation of inter-governmental poverty eradication strategy; Development of Early Childhood facilities; Disaster Management Plan development; Development of Environmental Health Strategy; “Clean-up” projects; Running of the DMA
Develop human and social capital by investing in women and youth development		
Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people	Infrastructure, Public Works and Transport Cluster	Formulation of Regional Bulk Infrastructure; Audit and Plan including water and storm water treatment; Infrastructure projects in municipalities and VIP toilets on farms; Development of Integrated Waste Management System; EPWP strategy; Development of a Regional Integrated Public, Transport Plan, Maintenance of roads (planning)
Sustain Eden environment through resource conservation, good land use practices and	Environmental Management and Spatial Development	Integrated Environmental Management – includes development control, and environmental health services

Strategic goals	Development Cluster	Focus areas, Strategic Initiatives (Activities)
people centred planning	and Planning Cluster	Spatial Development and Planning: including a land audit, growth potential study, SDF, Town Planning in DMA Land reform, rural development and integrated settlement: rural skills development, greening in towns, rural development strategy formulation

Figure 7 gives a graphic illustration of Eden’s Vision, Strategic goals, Clusters and Focus areas



CHAPTER 5 – SECTORAL PLANS AND ALIGNMENT WITH GOVERNMENT PROGRAMMES

The Eden District Municipality uses a variety of studies and sector plans to support service delivery. The table below identifies the status of specific plans in support of each cluster of the IDP.

Key IDP Cluster	Name of Sector Plan	Status of Plan	Progress with implementation
Good Governance and Institutional Development Cluster	Workplace skills plan (internal)	Compiled annually as per legislative requirement	Implemented annually as per targets in plan
Economic and Tourism Development Cluster	Economic Growth and Development Strategy (LED)	Economic Development proposed a review of Strategy in the 2010/11 budget Proposed on new budget -2010/11	Initiatives on the Strategy are being executed. Strategic framework completed in previous financial year
	Incubation implementation plan		
	Economic catalytic projects implementation plan	Proposed on new budget -2010/11	Strategic framework and project identification in progress, being completed in this financial year
	Review of Tourism strategy	Proposed on new budget -2010/11	Current strategy is two years old, and needs more practical implementation mechanisms to address tourism development and transformation.
Infrastructure, Public Works and Transport Cluster	Integrated Transport Plan (ITP) for DMA	Under revision	To be completed by 31 March 2010 for incorporation in 2010/11 budget

	District Integrated Transport Plan (DITP)	Under revision	To be completed by 31 March 2010 to be incorporated in 2010/11 budget
	Bulk Regional Wastewater Master Plan	Being compiled	Completion by June 2010
	Bulk Regional Water Supply Master Plan	Tenders for the compilation of the Master Plan being adjudicated	Completion by December 2010
	Bulk Electricity Distribution Master Plan	Planned for future	Funding must be sought
Environmental Management and Spatial Development and Planning Cluster	Revised Spatial Development Framework (SDF)	The revised Eden SDF (2009) will be tabled at the portfolio committee for recommendation to council in March 2010	No implementation yet but projects already identified, based on council approval.
	Disaster Management Plan	Compiled in 2007	Implementation in process
	Eden Integrated Environmental Policy and its five sectoral strategies (IEEP)-	Compiled in 2009	

This section reflects on the policy environment at the national, provincial and local levels and was taken into account in the process of drafting this IDP review. A key requirement of the IDP process is to achieve integration with the initiatives of other spheres of government, alignment between projects and programs and legislative compliance with requirements of sectoral legislation.

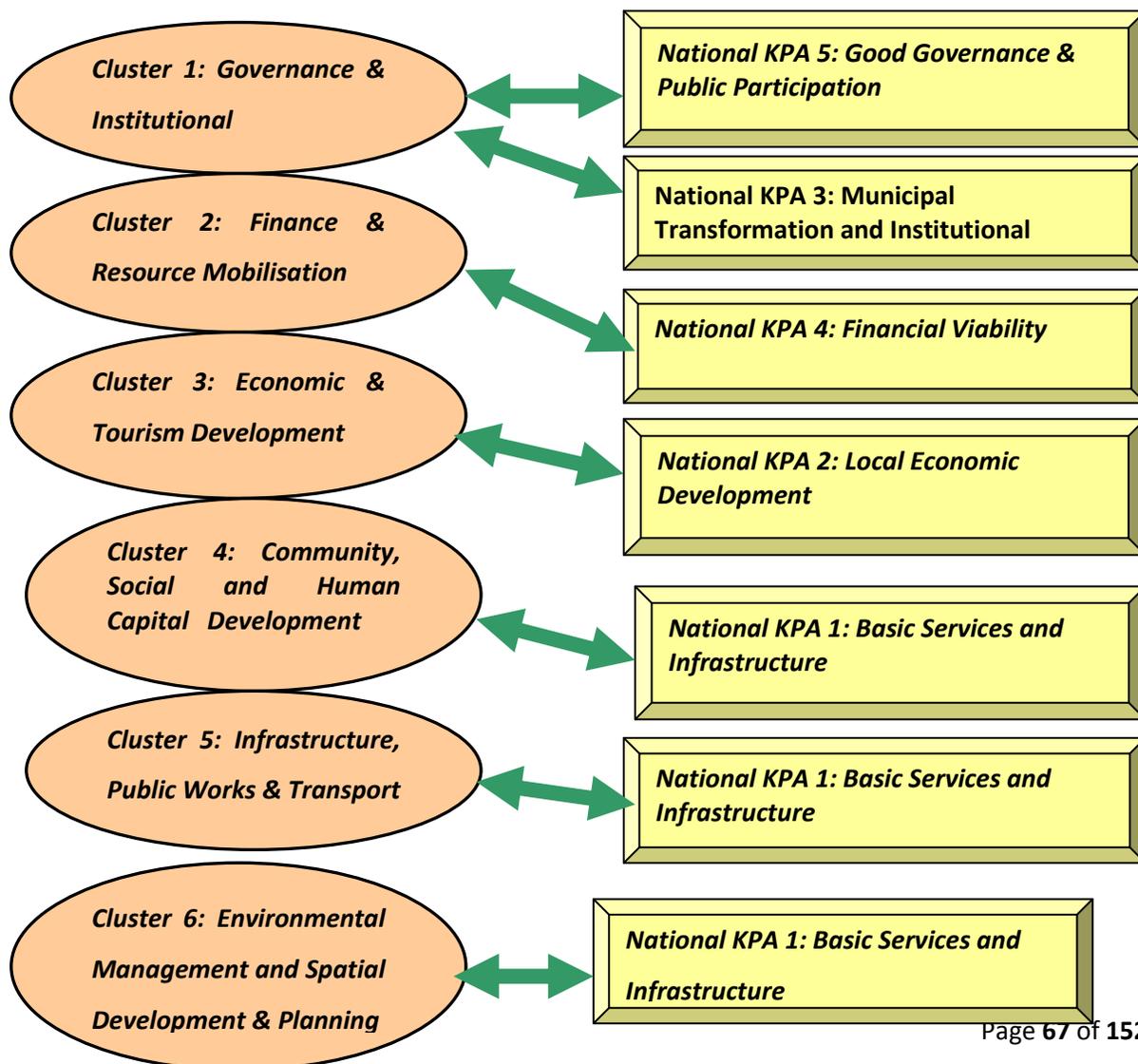
5.1 Alignment with National programmes

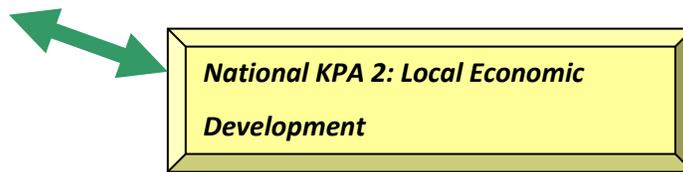
5.1.1 National Strategic Plan for Local Government

Eden district's six (6) IDP clusters and related strategic objectives respond directly to the national Strategic Plan for Local Government 2006-2011 which identifies 5 Key Performance Areas (KPA's) on which Local Government must deliver. The 5 National KPA's are:

- Basic Services and Infrastructure (KPA 1)
- Local Economic Development (KPA 2)
- Municipal Transformation and Institutional Development (KPA 3)
- Financial Viability (KPA 4)
- Good Governance and Community Participation (KPA 5).

Eden District's six (6) IDP clusters are linked to the national 5 KPA's as follows: Cluster 1 to KPA 5 & 3, Cluster 2 to KPA 4; Cluster 3 to KPA 2, Cluster 4 KPA's 1, Cluster 5 to KPA 1 and Cluster 6 to KPA's 1 and 2.





5.1.2 National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) was published by the Presidency in 2006.

The objective of the NSDF is to focus government and the private sector on investments that will have the maximum economic and social impact, as well as to address spatial integration (DPLG 2006). The NSDF aims to guide the prioritisation of scarce public sector resources, including both fixed capital investment and soft social investment in education and health. The guiding principles are:

- Coordinated investment in sectors such as transport, the environment and land use;
- Increased productive investment in areas of high growth potential;
- Investment in people and social services in areas of low growth;
- Reduced inequalities between people.

Eden's IDP and revised Spatial Development Framework (Eden SDF 2009) is aligned with the NSDP in that the district propose future development in the towns identified as growth points in Eden.

5.1.3 Local Government Turn Around Strategy (LGTAS)

On 2 December 2009 Cabinet approved this strategy that aims to address the service delivery challenges experienced by local government in the country. Municipalities will be supported to prepare and implement their own tailor-made turnaround strategies that must be incorporated into their IDP's and budgets, by March 2010. **Eden's Turn Around Strategy (TAS) is in process to be drafted (see Annexure A) and will be finalized for inclusion in the Final IDP review of May 2010 after it has undergone the required participation process.** By July 2010, all municipalities will be in full implementation mode of the national and their own Turn around Strategies.

Five strategic objectives have been identified as the key drivers of the LGTAS in order to ***rebuild and improve the basic requirements for a functional, responsive, effective, efficient, and accountable developmental local government.***

The **five strategic objectives** of the LGTAS are to:

- I. *Ensure that municipalities **meet basic needs** of communities.* This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- II. *Build **clean, responsive and accountable** local government.* Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- III. *Improve **functionality, performance and professionalism** in municipalities.* Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- IV. *Improve **national and provincial policy, support and oversight to local government.**;* and
- V. *Strengthen **partnerships** between local government, communities and civil society.* Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

Some of the immediate implementation priorities of the LGTAS (pre-2011 LG Elections) are to:

- a) Address the immediate financial and administrative problems in municipalities;
- b) Promulgate regulations to stem indiscriminate hiring and firing in municipalities;
- c) Tighten & implement a transparent municipal supply chain management system;
- d) Ensure that the programmes of national and provincial government and SOEs are reflected in municipal Integrated Development Plans (IDPs); and
- e) Overcome "one size fits all" approach by differentiating responsibilities and simplifying IDPs.

5.2 Alignment with Provincial programmes

5.2.1 Provincial Strategic Framework for 2010-2014

The newly adopted Provincial Strategic Framework for the Western Cape is the main document setting out the Province's growth and development agenda over the next five years and thus is the point of reference for the interface with national policy priorities. The new **10-point Provincial Strategic Framework for 2010 - 2014** will guide departmental plans and budget choices over the next five years.

1. Maximising inclusive economic and employment growth
2. Improving school education outcomes;
3. Increasing access to efficient and safe transport;
4. Maximising health outcomes;
5. Reducing crime

6. Optimising human settlement integration;
 7. Maximising sustainable resource management and use;
 8. Increasing social cohesion;
 9. Alleviating poverty
 10. Clean, value driven and responsive government
- * Western Cape Strategic Framework
2010-2014**

The District's six (6) IDP goals and clusters are aligned with the Provincial Governments ten (10) development goals.

5.3 Alignment with B-municipalities IDP's

The strategic focus areas of the Eden District's IDP are aligned to the local B-municipalities IDP's as shown in Table 10. The district IDP specially highlights regional issues of strategic significance for the future growth and development of Eden.

Table 10: Alignment with local IDP strategic focus areas

Sphere of Government	Focus 1	Focus 2	Focus 3	Focus 4	Focus 5	Focus 6
Eden District Municipality	Governance & Institutional Development	Infrastructure, Public Works and Transport	Economic & Tourism Development	Finance & Resource Mobilization	Community, Social and Human Capital Development	Environmental Management & Spatial Development Planning
Knysna Municipality	A caring and contented town	A reliably functioning town	A Successful and respected town	A Financially sound town	A dynamic and welcoming town	A attractive and sustainable town
Bitou Municipality	Governance & Institutional Development	Infrastructure, Public Works and Transport	Economic & Tourism Development	Finance & Resource Mobilization	Community, Social and Human Capital Development	Environmental Management & Spatial Development Planning
George Municipality	Institution & Finance	Institution & Finance	LED	Good Governance	Infrastructure	
Mossel Bay		Development	Local		Governance	Spatial

Sphere of Government	Focus 1	Focus 2	Focus 3	Focus 4	Focus 5	Focus 6
Municipality		of new services & infrastructure	Economic & Development		& Public Participation	Development & Environment
Hessequa Municipality	Governance & Institutional Development	Infrastructure, Public Works and Transport	Economic & Tourism Development	Finance & Resource Mobilization	Community, Social and Human Capital Development	Environmental Management & Spatial Development Planning
Oudtshoorn Municipality		Provide appropriate physical and community infrastructure	Promote economic development		Promote social development programmes	
Kannaland Municipality	Governance & Institutional Development	Infrastructure, Public Works and Transport	Economic & Tourism Development	Finance & Resource Mobilization	Community, Social and Human Capital Development	Environmental Management & Spatial Development Planning
District Management Area (DMA)	Governance & Institutional Development	Infrastructure, Public Works and Transport	Economic & Tourism Development	Finance & Resource Mobilization	Community, Social and Human Capital Development	Environmental Management & Spatial Development Planning

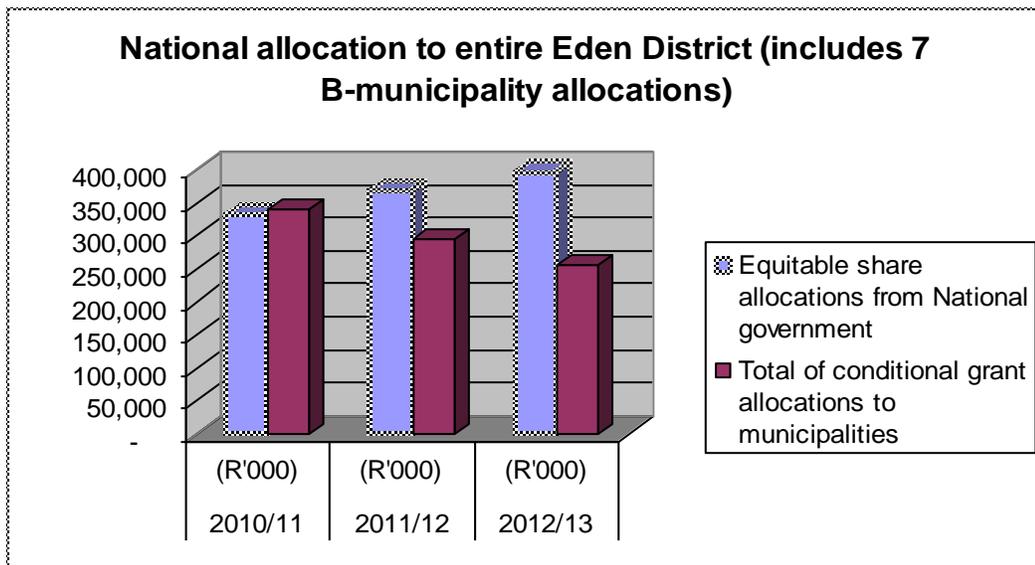
5.4 Government Investment footprint

During the 2010/11 financial year the **National Government** will invest **R671, 602 million** in equitable share and conditional grant allocations in **the entire Eden District** (includes allocations to the seven B-Municipalities). As per table 11 the allocations will decrease in 2011 and 2012 respectively.

Table 11: National Government allocations to entire Eden District

National Government Allocations to entire Eden District (includes allocations to 7 B-municipalities)	2010/11	2011/12	2012/13
	(R'000)	(R'000)	(R'000)
Equitable share allocations from National government	330,680	367,566	395,455
Total of conditional grant allocations to municipalities	340,922	295,408	255,015

National Government Allocations to entire Eden District	2010/11	2011/12	2012/13
TOTAL	671,602	662,974	650,470



The equitable share allocation to the **Eden District municipality** from **National government** for the **2010/11 financial year amounts to R 126 111 million. Conditional grant allocations** to the Eden District Municipality over the same period amount to **R 14, 844 million. The total national government allocation to the Eden District municipality in 2010/11 amounts to R140, 955 million.** Table 12 gives a breakdown of the conditional grants allocations from National government to the Eden DM for the 2010/11 financial year.

Table 12: Conditional grant allocations to the Eden District Municipality from National Government

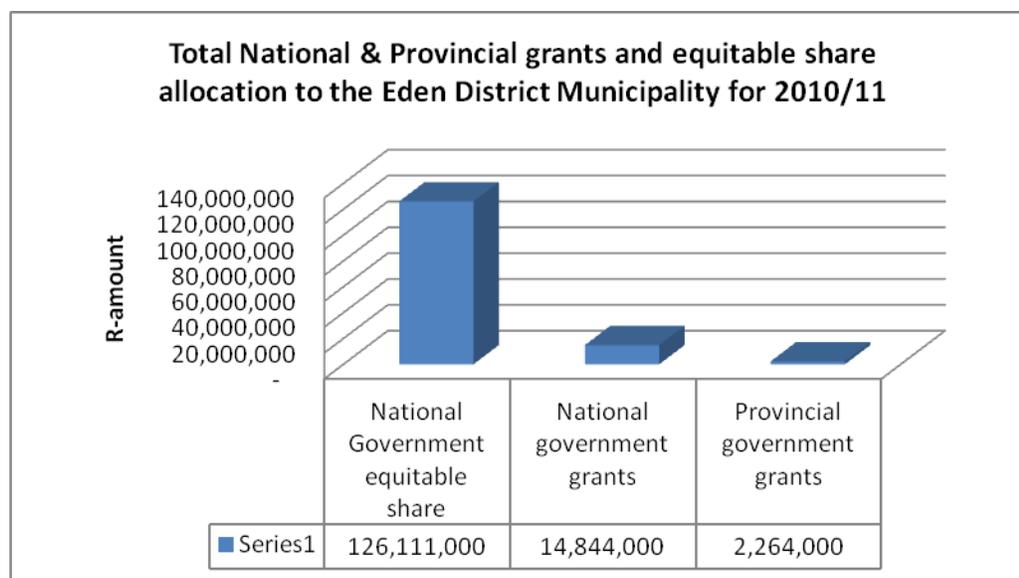
Conditional Grant name	2010/11	2011/12	2012/13
	(R'000)	(R'000)	(R'000)
Local Government Financial Management grant	1,000	1,250	1,250
Municipal Systems Improvement grant	750	790	1,000
Municipal Infrastructure grant	6,844	8,231	10,008
Electricity Demand side Management grant	6,000	8,000	-
Expanded Public Works programme grant	250	-	-
TOTAL	14,844	18,271	12,258

Grants allocations from the Provincial Government to the Eden District Municipality for the 2010/11 financial year will amount to only **R2, 264 million** (Table 13).

Table 13: Provincial Government grant allocations to the Eden District Municipality for 2010/11

Grant name	2010/11 allocation	2011/12 allocation	2012/13 allocation
	(R'000)	(R'000)	(R'000)
Development of sport and recreation facilities- Department of Cultural Affairs and Sport	327	-	-
Library services (Conditional grant)- Department of Cultural Affairs & Sport	104	109	-
Thusong (Multi-purpose) centres	1500	1500	1500
Fire-Fighting Assistance	333		
Total provincial government grant investment	2264	1609	1500

Source: Provincial Treasury: Budget allocation 2010- Local government allocations, 2 March 2010



For the 2010/11 financial year the **Eden District Municipality will receive a total of R143, 219 million** in equitable share and grants from the National and Provincial Government.

External projects by Sector departments

This section will highlight the projects to be implemented by sector departments that will contribute to the socio-economic development in the Eden District.

Department of Agriculture

(Note: The projects are still subject to approval by the commodity organizations of the Department of Agriculture in June 2010)

<i>Project location</i>	<i>Funds requested</i>	<i>Budget</i>	<i>Period</i>	<i>Timeframe</i>
<i>Comprehensive Agricultural Support Program</i>				
Eden Training	R 590 000		2010/11	April 10 – March 11
Eden Business Development	R 410 000		2010/11	April 10 – March 11
Oudtshoorn (2 projects)	R 2 647 582		2010/11	April 10 – March 11
Kannaland (2 projects)	R 1 112 017		2010/11	April 10 – March 11
Uniondale (6 projects)	R 1 436 630		2010/11	April 10 – March 11
Hessequa (4 projects)	R 670 949		2010/11	April 10 – March 11
Mosselbay (2 projects)	R 2 222 521		2010/11	April 10 – March 11
George (2 projects)	R 1 479 294		2010/11	April 10 – March 11
Knysna (1 project)	R 100 000		2010/11	April 10 – March 11
<i>Comprehensive Rural Development Program</i>				
Dysselsdorp home gardens		R 500 000	2010/11	May 10 – March 11
Dysselsdorp community gardens		R150 000	2010/11	March 10 – Nov 10

Department of Transport and Public Works

B- municipality	Section	Project name	Project description	2010/11 Budget
George Local Municipality				
Mosselbay Local municipality	T&PW - Roads Infrastructure	MR337	Reseal	R 2,486,000.00
	T&PW - Roads Infrastructure	MR342	Reseal	R 3,164,000.00
Kannaland Local Municipality	T&PW - Roads Infrastructure	C847 - Calitzdorp	Upgrade	R 300,000.00
Hessequa Local Municipality	T&PW - Roads Infrastructure	DR1323	Reseal	R 134,000.00
	T&PW - Roads Infrastructure	C839.1 - Stilbaai	Upgrade	R 1,000,000.00
	T&PW - Roads Infrastructure	C884.4 - Heidelberg	Sidewalks	R 3,500,000.00
	T&PW - Roads Infrastructure	R/MT101/2010 - Slangrivier	Routine road maintenance	R 910,000.00

B- municipality	Section	Project name	Project description	2010/11 Budget
Knysna Local Municipality	T&PW - Roads Infrastructure	R/MT804/2008 - Buffelsbaai	Routine road maintenance	R 390,000.00
Oudtshoorn Municipality	T&PW - Roads Infrastructure	MR358	Reseal	R 323,000.00
	T&PW - Roads Infrastructure	C782.1 - Oudtshoorn	Cycle & pedestrian path	R 5,000,000.00
	T&PW - Roads Infrastructure	R/MT936/2009	Routine road maintenance	R 2,400,000.00
Bitou Local Municipality				
District Management Area (DMA)	T&PW - Roads Infrastructure	C811 - Uniondale	Reseal	R 400,000.00
TOTAL				R 20,007,000.00

Department of Economic Development and Tourism

B- municipality	Project name	Project description	2010/11 Budget	2011/12 Budget	2012/13 Budget
Eden District	Municipal Capacity Support Programme (MCSP)	MCSP will provide hands-on expertise, assistance and support to Local Government to boost their capacity to address challenges and facilitate the creation of an environment conducive to economic growth. Interventions will be focused on capacity building, LED Strategy Alignment, Well functioning LED Forums and support to local participation projects that will contribute to economic growth and development.	To be confirmed (tbc)		
	Competitive Supplier Development Programme	Increasing economic growth, creating equity in the economy and supporting employment creation. To develop local businesses with business planning, facilitating market access, high level of BEE partnering and finance facilitation. To improve the quality, efficiency and cost-effectiveness of the services provided by SMMEs through making their businesses more compliant. To improve the competitiveness of SMMEs through creating Preferential Procurement linkages.	To be confirmed (tbc)		
George Local Municipality	Tourism Service Excellence	The Tourism Service Excellence training will be based on the Disney model and will include frontline training at service touch points with public and private sector buy-in within the George and Knysna areas.	R250 000	None	None
	Tradeable services - Initiative: Telecommunications	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this			

B-municipality	Project name	Project description	2010/11 Budget	2011/12 Budget	2012/13 Budget
	Infrastructure	intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support.			
	Community Consumer Advice Office Project	Provision of a consumer complaints helpdesk service within the George area by the N2 Rural Development Fund.	R48 000	Un-known	Un-known
	Potential Satellite RED Door (Budget to be confirmed)	Business Support to SMMEs and Cooperatives			
Mosselbay Local municipality	Tradeable services - Initiative: Telecommunications Infrastructure Oil and Gas - Cluster and Industry Development	Tradeable service - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support. Oil and Gas - Cluster Definition, Tracking, Linking, Networking, Supplier Development.	Depending on number of companies reached		
	Community Consumer Advice Office Project	Provision of a consumer complaints helpdesk service within the Mossel Bay area by the D'Almedia Resource and Information centre.	R48 000	Un-known	Un-known
	RED Door	Business Support to SMMEs and Cooperatives	R1 524 481	R1 594 607	R1 674 338
Kannaland Local Municipality	Tradeable services - Initiative: Telecommunications Infrastructure	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support.			
	RED Door	Currently on request			
Hessequa Local Municipality	Tradeable services - Initiative: Telecommunications Infrastructure	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this intervention will be facilitate inputs, endorsement & support for the development of			

B-municipality	Project name	Project description	2010/11 Budget	2011/12 Budget	2012/13 Budget
		a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support.			
	Community Consumer Advice Office Project	Provision of a consumer complaints helpdesk service within the Riversdale area by the Riversdale Advice Office.	R48 000	Unknown	Unknown
	Potential Mobile RED Door (Budget to be confirmed)	Business Support to SMMEs and Cooperatives			
Knysna Local Municipality	Tourism Service Excellence	The Tourism Service Excellence training will be based on the Disney model and will include frontline training at service touch points with public and private sector buy-in within the George and Knysna areas.	R250 000	None	None
	Tradeable services - Initiative: Telecommunications Infrastructure Boatbuilding : SME Visits	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support. Manufacturing industries - CEO of CTBi visits SMEs to understand their business and to provide business and technical advice as well as linkages to other firms in the cluster.	Manufacturing industries - 0	Manufacturing industries - 0	Manufacturing industries - 0
	RED Door	Business Support to SMMEs and Cooperatives	R1 927 279	R2 015 933	R2 116 730
Oudtshoorn Municipality	Tourism - Local Internship FETs and HEIs targets students at South Cape College	The Internship Programme ensures that tourism students currently studying gain workplace exposure in line with their qualifications and increase their chances of employability. The Department co-funds the monthly stipends for the student and graduate placements, and the private sector hosts and co-funds the monthly stipends. The project is implemented in partnership with HEIs, FETs, the Western Cape Education Department, the national Department of Tourism and private and public sector partner.	R150 000		
	Tradeable Services - Initiative: Telecommunications	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this			

B-municipality	Project name	Project description	2010/11 Budget	2011/12 Budget	2012/13 Budget
	Infrastructure	intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support.			
	Community Consumer Advice Office Project	Provision of a consumer complaints helpdesk service within the Oudtshoorn area by the Ubuntu Advice office.	R72 000	Un-known	Un-known
	RED Door	Business Support to SMMEs and Cooperatives	R1 282 008	R1 340 980	R1 408 030
Bitou Local Municipality	Tradeable Services - Initiative: Telecommunications Infrastructure	Tradeable services - Initiative: Investigate existing initiatives & demand within municipalities for high speed, always on internet connectivity to enable LED & municipal service delivery within their regions. This aim of this intervention will be facilitate inputs, endorsement & support for the development of a Provincial Broadband Strategy and the identification of pilot projects for possible provincial support.			
	Satellite RED Door	Business Support to SMMEs and Cooperatives	R280 000	R280 000	R280 000
District Management Area (DMA)	Manufacturing Industries (Furniture) - Garden Route Furniture project Resource Beneficiation (Agri-processing)- Support the Honeybush industry Resource Beneficiation (Aquaculture) - The technical viability and opportunities for aquaculture development in the Eden District Municipality area.	Manufacturing Industries - Development of Furniture Cluster in conjunction with DTI. The objective of the cluster will be to improve the competitiveness of SMME's in the region through specialisation and cooperation. Resource Beneficiation (Agri-processing) - Assist the two community Co-operatives: Haarlem and Ericaville in the Eden District to develop Business Plans through Red Door. Assist the Industry Association (SAHTA) through stakeholder coordination by linking them with DTI, IDC, etc in order to tap into incentive schemes and other programmes. Resource Beneficiation (Aquaculture) - 1) Assessment of Available Land and Sea Space Suitable for Aquaculture Development in the Eden District Municipal Area 2) Identification of Opportunities for Aquaculture Development in the Eden Districts Municipality 3) A Framework for Aquaculture Development in the Overstrand Area Innovation and Technology - Regional Innovation Systems: Develop structured and coherent regional systems of innovation through the establishment of regional innovation forums in partnership with DST. The objective of the	Manufacturing Industries - The budget will be provided by DTI. Resource Beneficiation (Agri-processing) - No budget Innovation and technology - Depending on the number of engagements and projects to be supported	Resource Beneficiation (Agri-processing) - No budget	Resource Beneficiation (Agri-processing) - No budget

B-municipality	Project name	Project description	2010/11 Budget	2011/12 Budget	2012/13 Budget
	Innovation and Technology - Developing a Regional Innovation System (RIS)	regional forums is to ensure alignment to the development priorities and ambitions of regions based on their IDPs. In order to ensure competitiveness and rural economic growth throughout the Western Cape, regional engagements need to take place. The aim of this intervention is to ensure alignment and collaboration between government, academia and business in this triple helix relationship.			
	RED Door	Starting discussion			

Department of Social Development

The Department of Social Development has two district offices in the Eden region based in George and Oudtshoorn respectively. The majority of the department's funding is allocated to welfare organizations that apply for funding annually. New funding will be allocated by June 2010.

The department funds the following program areas:

- Youth;
- Substance abuse;
- Food nutrition;
- Early Childhood development (ECD);
- Sustainable livelihoods;
- Elderly (Care for the aged)
- Care for the disabled and
- HIV/AIDS.

National Department of Environmental Affairs and Tourism (DEAT)

Approved projects for the MTEF budget cycle- 2008/2011 are:

Implementer	Project name	Start date	End date	Project status	Approved budget	Budget remaining
San Parks	Working for the Coast (WftC)- Knysna National Park	1/07/2008	31/03/2011	Approved	R4,750,000	R320,129
San Parks	WftC- Plettenberg bay	1/08/2008	31/03/2011	Approved	R 9,500,000	R4,759,932

Implementer	Project name	Start date	End date	Project status	Approved budget	Budget remaining
	to Cape Agulhus					
San Parks	WftC- Wildernis National Park	1/07/2008	31/03/2011	Approved	R 5, 700,000	R301,559
Khoi San	George tourism information centres			Approved	R 9,500,000	R 9,500,000
San Parks	Wildernis National Park			Approved	R 4,134,118	R 4,134,118
San Parks	Knysna Lakes area			Approved	R 12, 690,890	R 12, 690,890
TOTAL					R 46,275,008	R 31,706,665

National Department of Home Affairs (Oudtshoorn office)

B- municipality	Project name	Project description	2010/11 Budget	2011/12 Budget
Kannaland Local Municipality	National Population Register Campaign	Birth Registration (0-14yrs) at primary schools, Late Registration of Births (15yrs and older), ID campaign at Secondary Schools (16yrs and older)	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos
Oudtshoorn Municipality	National Population Register Campaign	Birth Registration (0-14yrs) at primary schools, Late Registration of Births (15yrs and older), ID campaign at Secondary Schools (16yrs and older)	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos
District Management Area (DMA)	National Population Register Campaign	Birth Registration (0-14yrs) at primary schools, Late Registration of Births (15yrs and older), ID campaign at Secondary Schools (16yrs and older)	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos	No budget allocated. Mobile units will be deployed to render services. DLG&H to assist with ID photos

CHAPTER 6 – IDP AND BUDGET LINKAGE

6.1 Total Budget 2010/11

The annual revision of the IDP must inform the Municipality's financial and institutional planning and - most importantly - the drafting of the annual budget.

The identification and sourcing of new funding is a serious challenge for the Eden District Municipality. With the district's equitable share allocation set to decrease further over the next three years, fundraising possibilities will be investigated in 2010/11.

Chapter 9 (implementation plan for 2010/11) and the local investment plan for the DMA give an indication of the IDP and budget linkage.

The multi-year budget for **operating projects** per department of the Eden district municipality is illustrated in the table below.

Linkage to IDP cluster/s	DEPARTMENT	Sub-department	2010/11	2011/12	2012/13
Economic Development and Tourism Cluster	Executive & Council	Office of the Executive Mayor	600,000	670,320	752,705
Infrastructure, Public Works and Transport cluster	Technical Services	Bulk infrastructure	R 4,500,000	R 4,000,000	-
Community, Social and Human capital development cluster	Office of the Municipal Manager	Disaster Management	R 0	R 1,100,000	-
Community, Social and Human capital development cluster	Community Services	Municipal Health	R 1,300,000	-	-
Community, Social and Human capital development cluster	Community Services	Social Development	R 3,683,690	R 0	-
Governance and Institutional Development cluster	Corporate Services		R2,220,000	R 0	-
Economic Development and Tourism Cluster	Strategic Services	LED & Tourism	R 4,220,000	R 750,000	-
Economic Development and Tourism Cluster	Strategic Services	LED - resorts	R 275,000	R 0	-
Community, Social and Human capital development cluster	Strategic Services	Rural dwellers and farm workers	R500,000	-	-

Linkage to IDP cluster/s	DEPARTMENT	Sub-department	2010/11	2011/12	2012/13
Governance and Institutional Development cluster	Strategic Services	IDP	R 240,000	R 0	-
Governance and Institutional Development cluster	Strategic Services	Communications	R 400,000	R 0	-
Economic Development and Tourism Cluster Community, Social and Human capital development cluster	Strategic Services	Sport	R 1,300,000	-	-
	TOTAL		R 19, 238,690	R 6,520,320	R 752,705

The table below illustrates the multi-year *capital budget* per department of the Eden District municipality:

Linkage to IDP cluster/s	DEPARTMENT	Sub-department	2010/11	2011/12	2012/13
Infrastructure, Public Works and Transport cluster	Community Services	Bulk infrastructure	R 12,894,000	R 8, 231,000	R 10,008,000
Community, Social and Human capital development cluster	Office of the Municipal Manager	Disaster Management	R 2,900,000	R 1,000,000	-
Community, Social and Human capital development cluster	Community Services	Municipal Health	R 21,500,000	R 6,000,000	-
Economic Development and Tourism Cluster	Strategic Services	LED- resorts	R 1,532,000	R 370,000	-
Economic Development and Tourism Cluster	Strategic Services	IT	R 700,000	-	-
Governance and Institutional Development cluster	Strategic Services	Communications	R 1,700,000	R 0	R 0
Finance and Resource Mobilization cluster	Financial Services	Finance	-	R 5,000,000	R 0
Governance and Institutional Development cluster	Corporate Services	Council buildings	0	0	0
	TOTAL		R 41,226,000	R 20,601,000	R 10,008,000

6.2 Performance Management System (PMS)

The cluster programs and projects of Eden's IDP are linked to the district's budget through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP serves as a performance management tool and forms part of Eden district's overall performance management system.

6.3 Performance indicators

In addition to the performance targets set per cluster in Chapter 8 of this IDP review document, the Eden District Municipality also uses the **general performance indicators** applicable to all municipalities in South Africa to measure our overall performance, being: (in terms of section 43 of the Municipal Systems Act, Municipal planning and performance regulations (section 10))

- The percentage of households with access to basic service levels
- The percentage of households earning less than R1100 per month with access to free basic services
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular year in terms of the Integrated Development Plans (IDP's)
- The number of jobs created through local economic development initiatives supported by the municipality
- Number of people from employment equity groups in the highest three levels of management
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan
- Financial viability defined as:
 - (1) Debt coverage = (total revenue-conditional grants) /debt service payments
 - (2) Outstanding debtors to revenue = total outstanding debtors /annual revenue
 - (3) Cost coverage: (cash inclusive of transfers + investments) /(monthly) salary / wage bill + average fixed expenditure.

CHAPTER 7 – DEVELOPMENT PRIORITIES AND DELIVERY ON OBJECTIVES

PER CLUSTER

The next two chapters are important in that they concerned with implementation of programmes and progress thereof. The current chapter's brief is that of discussing the municipality's delivery programme for the financial year 2010/11 – although some space is devoted to the challenges and status of such cluster programmes – the overriding objective is to indicate actual action points for this financial year.

Cluster 1

7.1 Good Governance and Institutional Development Cluster

STRATEGIC GOAL
Good governance through institutional transformation, Inter-governmental co-operation and public consultation to ensure accountability
FOCUS AREAS, STRATEGIC INITIATIVES
Governance and Institutional Development
Human Resources Department Strategy Implementation
Local Government Skills Development
Institutionalization of participation structures
Development of customer care strategy
Implementation of Transformation Management Strategy
IDP review

Cluster 1 comprises the municipal departments of Strategic Services and Corporate Services with the following sub-sections:

7.1.1 Public participation, Communication and Intergovernmental Relations (IGR) (Strategic Services);

7.1.2 ICT (Strategic Services);

7.1.3 Local Government Skills Development (Corporate Services)

7.1.1 Public participation, Communication and Intergovernmental relations (IGR)-

Current situation – where are we?

Communication

- The Eden District municipality has a functional communication unit that renders an internal and external communication function.
- The internal services entail: – drafting of monthly newsletter for Eden staff, Councilors, Mayors, Municipal Managers in the district and other communication stakeholders; design and produce marketing material for the Eden district (banners, folders, magazine insertions); drafting speeches, photography services; maintain website; media liaison; compile and print annual report, internal events management and office signage.
- External communication entails – drafting of a quarterly district communication newsletter that is circulated electronically amongst municipalities and government departments within the Eden district; drafting of a bi-monthly municipal newsletter for residents in the District Management Area (DMA); Corporate Marketing and publications like – awareness campaigns on e.g. water awareness, Soccer 2010, in liaison within Eden internal departments.
- In August 2009 the unit coordinated a Municipal Journalism Program in liaison with Institute for a Democratic South Africa (IDASA).
- Communication projects embarked upon during the 2009/10 financial year include:
 - Corporate diaries
 - Office signage
 - 2010 youth excitement poetry project
 - Civic education manual
 - Ward committee manual
 - Annual report
 - Promotion Access Manual
 - Public Education.

Public participation – Where are we?

- The district has a functional Speakers Forum as well as a District Public Participation task team which meets quarterly. The district public participation task team is a structure that coordinates the ward committee activities of the local B-municipalities.
- Community committees were established in the District Management Area (DMA) in August 2009 to enhance public participation in the district's Integrated Development Planning (IDP) process.

Intergovernmental Relations (IGR)- Where are we?

The communication's unit coordinates the following IGR forums:

- District Communicators Forum
- District Coordinating Forum
- Municipal Managers Forum
- District Speakers Forum
- District Mayoral Forum
- Provincial Advisory Forum (PAF).
- An IGR calendar was compiled in April 2010 that will be distributed in the district.

Critical challenges experienced with communication, public participation and IGR

- Tight deadlines to deliver on communication projects;
- Sufficient financial resources to render the communication functions;
- Community apathy to engage in public participation meetings;
- Convening district public participation task team meetings;
- Co-operation of internal forums in the Eden district municipality;
- Lack of a general understanding of IGR.

7.1.2 Information Communication Technology (ICT)

Current situation – where are we?

- The Information Communication Technology (ICT) function is currently serving 300 users with computer and network services in the Eden District Municipality (Eden DM). The ICT coverage area consists of Eden DM Head Office, Roads Department, Health Environment, Fire stations in George, Disaster Management Centre, Remote Offices, Calitzdorp Spa, De Hoek Resort, Swartvlei, Kraaibosch, District Management Area (Uniondale, Haarlem).
- Further to this the ICT function is also directly involved in the Oudtshoorn and Kannaland Local Municipalities with regards to Shared Services.

Highlights

- Security and Awareness Training (SEAT) Course:

Eden DM participated in the pilot phase of the Security and Awareness Training programme hosted by die Nelson Mandela Metropolitan University's (NMMU) School of ICT. This training programme forms part of the bigger, Good Governance project and aims to equip users of information technology to protect themselves and the information assets of the municipality when working with the computer systems. The majority of Eden DM employees successfully completed the programme and was rewarded at a certificate ceremony.

- SITA GovTech 2009

State Information Technology Agency (SITA) approached Eden DM for a presentation at GovTech 2009 on the progress towards ICT Shared Services that are operational in the Eden DM region, specifically related to Oudtshoorn and Kannaland Local Municipalities. This conference was held in Durban from 9 to 11 September, 2009. Eden DM received much praise and complements for the efforts to pursue good governance and our achievements with regards to ICT Shared Services in the region.

- Shared Services

Eden DM's ICT function is currently well advanced with regards to ICT Shared Services. So much so, that Eden DM's ICT function is coordinating a district-wide ICT forum where Shared Services is a standing item.

Although services are rendered throughout the entire district, Eden DM's ICT function is also directly involved at the Kannaland and Oudtshoorn Local Municipalities with regards to Shared Services.

Eden DM has an agreement with Oudtshoorn Local Municipality where the ICT Manager of Oudtshoorn municipality is seconded to Eden DM in filling the post of Systems Manager for the region.

An ICT Technician was appointed to service the Oudtshoorn and Kannaland regional offices. This option has proved to be financially feasible and the workload and performance is currently being monitored to determine whether additional capacity may be required.

Other ICT-related functions were discussed at a workshop and appointed to various personnel within Eden DM.

The ICT structure of Oudtshoorn and Kannaland reside entirely under Eden DM and the support for Oudtshoorn forms part of the ICT Shared Services Model.

- ICT Disaster Recovery Policy and Plan for the Region

Eden DM is currently in an advance stage of compiling an ICT Disaster Recovery Policy and Plan for the event of an ICT disaster. This process is currently done on a Private Public Partnership initiative with SITA. All municipalities in the Eden DM with the exception of Mossel Bay (they went through the process very recently) are currently involved in this process through a buy-in and participation effort. This project will be completed towards the end of January 2010 and is funded by Eden DM.

Critical challenges experienced with Information Communication Technology (ICT)

Some challenges with respect to Shared Services:

- Political changes and governance issues
- Buy-in from senior officials
- Change-Management
- Organizational resistance to change
- Capacity issues such as ICT staff and budgets
- The maturity of the inter-governmental relationships between Eden DM and the various B municipalities, often due to deferring political orientation.

7.1.3 Local Government Skills Development

In response to the shocking skills and capacity in local government, the Eden District Municipality has taken the extraordinary step of establishing a Municipal Academy (Regional Training Centre). In terms of the Local Government Sector Scarce and Critical Skills Guidelines – 2008/9, the following are scarce skills areas:

- Infrastructure and service delivery
- Finance and accounting skills
- Community participation and planning
- Management and leadership
- ABET (Adult Basic Education and Training).

To stem the skills shortage in our district the Municipal Academy will focus on the following training initiatives:

- Learnership programmes
- Skills programmes
- Career –pathing
- Workshops/ Seminars
- Career Exhibitions
- Leadership Programmes
- Councillor Development Programmes.

We anticipate that the output of our Regional Training Facility (in terms of its curricula and areas of focus), will be directly aligned to the skills need of our region and our economy. This, in turn, will contribute to the comprehensive up-skilling, social and economic development of large sections of the poor and marginalised.

Cluster 2

7.2 Economic and Tourism Development Cluster

STRATEGIC GOAL
Develop appropriate regional economy that ensures shared prosperity and sustainability
FOCUS AREAS, STRATEGIC INITIATIVES
Economic and Tourism Development
Regional Development Agency (feasibility study??)
Investment Plan

Review LED strategy

Incentive schemes are developed to attract or keep skills needed locally

Industrial mega projects are supported

Interventions in manufacturing industry – industrial incubators and/or science- and technology-park developments are facilitated

Small Business Development and support to second economy

Agriculture and Rural Development

Arts & Culture Development

Skills Development and supply (Aimed at citizens)

Construction and marketing plans related to the 2010 Soccer World Cup should be incorporated into these new initiatives.

FIFA World Cup 2010

Unite the people of Eden, building lasting partnerships and unlock the wealth of social cohesion

Accelerate economic transformation

Create a lasting legacy that will benefit sports promotion and development that is inclusive of local economic development, environment awareness and social development

Market and brand the region in order to impact tourism

Refocus the energy of the youth through participation in sports and healthy leisure lifestyle

Improve infrastructure and social services

Showcase the region and its economic assets and sectors

Cluster 2 comprises the municipal department of Strategic Services with the following sub-sections:

7.2.1 Local Economic Development (LED)

7.2.2 Tourism

7.2.3 World Cup 2010 and sport development

7.2.1 Local Economic Development (LED)

Although there are several LED projects that the District has been supporting – notably:

- Eden Plato Small, Medium and Micro Enterprises (SMME) Mentoring Program (with Flemish Government) – 60 small businesses
- Eden SMME Assistance booklet
- Eden Trade and Investment – Business Guide

These and similar projects notwithstanding, there is now recognition for the need to review our LED strategy for 2010/11, to ensure that it responds effectively to the new recession and post recession challenges. Moreover, the LED strategy needs to be a regional economic instrument to leverage growth, development and economic empowerment. In this connection, enterprise development, preferential procurement, BBBEE, investment promotion and expansion of the economic base should be at the centre of District's LED strategy. For the economic and social challenges confronting the region are crying out for a shift in that direction.

In February 2010, the Eden District Municipality convened a widely representative workshop in collaboration with the Southern Cape Land Committee. Several recommendations emerged from that workshop and key among these, was a recommendation to establish a **rural development agency** that will actively drive and coordinate our interventions in the rural areas. Also, human resource development and capacity development were identified as crucial interventions for the District in the 2010/11 financial year. Other focus areas include the promotion and support for land reform, the establishment of sustainable community based income generation projects and the establishment of partnerships to develop social assistance and safety nets. The LED review that is anticipated in the chapter eight will, in significant measure, include a focus on rural economic development.

Critical challenges experienced with LED

- Shortage of skills to do technical work
- Crucial posts not filled
- District should come up with a district wide skills audit, and an audit of business (private sector's) skills requirements.
- District should provide a district training centre to address skills shortages of municipalities
- Budget implementation, lack of coordinated approach with sector departments.
- Facilitate the link between Provincial and B's with regard to the involvement/ alignment or sector departments with planning processes of local municipalities
- Lack integration with state owned agencies and NGO's
- Alignment – IDP X Budget X PMS
- Limited resources: people / staff

- No structured relations with the private sector at a regional level
- Uneven allocation of resources in poor areas.
- Capital loans puts heavier burden on tax payers
- Procurement policies in Eden municipalities not yet pro poor
- A need for targeted funding for regional catalytic projects (investment plan/strategy investigated)

7.2.2 Tourism

While several of the current projects will continue, notably:

- Awareness promotion
- Development of new tourism products
- Ensuring consistency in general standards as well as service delivery

There is however, recognition that the single most important tourism intervention for the 2010/11 financial year is that of evolving a comprehensive regional tourism coordination strategy (along the shared services approach), in order to optimise the collective benefits of tourism for our region. There is more on tourism in Chapter 8 – Implementation plan.

7.2.3 FIFIA 2010 World Cup and Sport development

The initiative taken by the Eden District Municipality to accept the challenges of hosting Base Camp teams in the district can be rated as a number one on the list of priorities. Even without success it would have proven at least some development elements of the Intergrated and Development Planning Programme.

It is common knowledge that the FIFA World Cup 2010 emerged as the greatest challenges for sports development in South Africa because of its magnitude and international status. It is therefore important to look at how the local attempt contributed towards development and achievement in the district.

Development

Development is tied to spending money and should effectively improve the profile of the district. Let us identify some of the key processes and actions.

- A bidbook, the only one by a district was produced.
- The organisation centered around coordinators in all towns with their activities co-ordinated by a district coordinator and committee.
- The district served on a provisional forum.
- All tourism activities around 2010 were captured and a central marketing and branding strategy was introduced.
- The local South Africa Football Association (SAFA EDEN) became a stakeholder. A memorandum of understanding was signed with an annual contribution of R250 000 for three years,

Achievements and Legacies

Three teams namely FRANCE, DENMARK and JAPAN decided to make EDEN their base camps. George was selected for the Public viewing Area and Mossel Bay received the Countdown Clock. The Public Viewing Area for the Confederations Cup went to Plettenberg Bay. A synthetic pitch with sponsorship from First national bank was established in Lawaai kamp, George. Over two hundred volunteer have been trained in various fields related to 2010 such as first aid, disaster management and emergency response. Key personnel from local authorities as well as volunteers received training in related languages. Six world class pitches have been established and will be handed over during the month of May. The situation around maintenance with special reference to irrigation was secured through a contribution by Eden District Municipality to sink boreholes. A delegation from Eden visited all three participating countries to establish protocol and post 2010 tourism and trade relations.

Sport development, arts, recreation and culture

The Municipality is mandated to create an enabling environment for sport, arts and culture, as well as recreation. This ensures personal growth and fulfillment as well as cultural integration and unity, and also provides economic opportunities. In this area, the Municipality has identified the following priorities:

- Creating capacity with which to promote the growth and development of sport.
- Currently there is no capacity within the municipality with which to drive a sport and recreation agenda at district level. During the 2010/2011 a dedicated Sport official will be appointed to liaise with sporting bodies to ensure alignment between Eden's sport strategy and that of the sporting needs within the district.

Broadly the vision of the sporting unit will be to:

- Facilitating the development and management of sport, cultural and recreational amenities and facilities.
- Facilitating a support programme for sport, cultural and recreational bodies within the Eden district.
- Promote community empowerment and development through sports, arts, culture and libraries.
- Creating economic opportunities through sports, arts and culture.
- The provision of safe, user-friendly recreational beaches, and the maintenance of international standards on the local Blue Flag beaches and acceptable standards on all local beaches.
- The creation of an attractive events environment within the Eden district in order to attract major national and international sports, arts and cultural events.
- The nurturing and development of the concept of the Eden district being the sport mecca for sporting codes will ensure that areas of sport and leisure on the beachfront and community is promoted.
- The promotion of sport tourism and creation of jobs through sport, art and culture.

A key challenge will be to align the IDP strategic thrust of poverty and human development. To this end engagement with the Provincial and National Departments of Arts, Culture and Sports will be promoted and pursued in order to promote collaboration. Engagement with SALGA on issues relating to sport policies, development and monitoring will also be pursued. The district has allocated funding in the 2010/11 financial year to pursue sport development in the region.

Critical challenges experienced with 2010 and sport development

- Team base camp -teams lobbying and marketing;
- Marketing funding
- Lack of capacity in the form of dedicated official to perform sport development in the district. A dedicated official for sport development is critical in order to lobby and obtain the buy-in and support from significant stakeholders such as local, provincial and even national sport unions, clubs and associations.

Cluster 3

7.3 Finance and Resource Mobilization Cluster

STRATEGIC GOAL
Good governance through institutional transformation, Inter-governmental co-operation and public consultation to ensure accountability
FOCUS AREAS, STRATEGIC INITIATIVES
Finance and Resource Mobilization Implementation of financial management and planning reforms Performance Management System IT System integration Land Asset System (Property Management) Indigent policy implementation

Cluster 3 comprises the municipal departments of Financial Services and Strategic Services with the following sub-sections:

7.3.1 Financial Management

This is a comprehensive plan to ensure that the Eden District Municipality remains financially viable and sustainable. To this end, the following actions are to be undertaken to improve revenue collection and improving the income stream:

- Funding mobilization needs to be driven from the office of the Municipal Manager and the team needs to consist of all the top managers.
- Contract management needs to be vigorously implemented, to identify shortcomings such as none market related lease agreements.
- Developmental projects must be fast tracked, in order to identify new income streams.
- Audit regarding Councils' asset portfolio needs to be finalized, and an implementation plan needs to be developed to generate the proposed additional income resources (Rental income/Capital contributions regarding sale of land etc)
- The harvesting of plantations needs to be finished.
- The billing system is to be audited to ensure that all properties in the municipal area are correctly billed.
- Credit control and debt collection are to be improved by implementing the existing collection policy in full.

- Implementing credit control procedures to generate cash from property owners.
- Write-off bad debts in terms of indent policy.
- The income potential of all services must be fully utilized. The following departments need to provide guidance in this regard:
 - o Office of the Municipal Manager - Disaster Management unit
 - o Community Services - Air quality control unit
 - o Community Services – Regional landfill sites.

The following actions are to be undertaken to improve the financial systems

- Implementing improvements to the financial accounting system, by extending and improving the efficacy of the present accounting system.
- Implementing improvements in cash management, by restricting payment of creditors and contractors to 30 days.
- Implementing an improved Cash Management Policy.
- Improve the Supply Chain Management System (SCM) by stepping up systems and procedures.
- Contract management needs to be vigorously implemented, to identify shortcomings such as contracts that are still being paid, but no services are delivered.

The following actions are to be undertaken to accomplish savings on a short to long term basis:

- All further capacity in terms of new staff budget allocations is only to be created if it is affordable and sustainable in the long term.
- Current staff needs to be used more efficiently and effectively
- The work of consultants should be limited to areas where we have no internal capacity
- The amounts allowed for telephone costs on the operating budget are to be restricted to the budgeted expenditure for 2010/2011. Savings on telephone expenditure are to be achieved by implementation of improved control by means of a telephone management system.
- Travel costs are to be reduced by restricting attendance of meetings, seminars and sessions.
- Entertainment costs are to be restricted.
- Operational systems and procedures are to be redesigned to improve the effectively of operations and cost efficiency.

- Expenditure on general cost such as printing and general purchases are to be micro – managed to improve cost efficiency.

The following actions are to be undertaken regarding the incurring of future external loans

- Existing loans are to be consolidated to achieve the optimum interest benefit.
- Available own funds need to be used to pay off some of the present outstanding external loans.
- Additional income streams need to be identified and committed, before new external loans are to be taken up.
- Budgetary provisions for capital interest and redemption are to be structured as such, to allow for six monthly repayments for the sake of cash flow management.
- All new external loans to be taken up, must only be drawn upon during January of a financial year, to allow for the repayment commitment schedule to start only the following financial year.

Future capital expenditure based on external loans is only to be incurred as and when affordable.

7.3.2 Shared Services (Business Support Unit)

Current situation – where are we?

- Memorandum of Understanding signed by Municipal Managers in the Eden region
- Service delivery model completed
- Project Flowchart finalized
- Service Level Agreement compiled
- Continuous stakeholder engagement processes
- Roll-out of Change Management Workshops
- Draft Communication Strategy completed
- Draft Business Plan completed.

Critical challenges experienced with Shared Services

- Common Understanding for the principles of Shared Services
- Ability of District to give effective leadership to the Shared Services concept
- Resources
- Cooperative governance culture
- Communication

Cluster 4

7.4 Infrastructure, Public Works and Transport Cluster

STRATEGIC GOAL	
Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people	
FOCUS AREAS, STRATEGIC INITIATIVES	
o	Infrastructure Development
o	Formulation of regional bulk infrastructure audit plan including water and storm water treatment
o	Infrastructure projects in municipalities and VIP toilets on farms
o	Upgrading of resorts
o	Development of integrated waste management system
o	EPWP strategy
o	Development of regional integrated public transport plan
o	Maintenance of roads (planning)

Cluster 4 comprises the municipal departments of Technical Services and Community Services with the following sub-sections:

7.4.1 Bulk infrastructure (Technical Services)

7.4.2 Roads and public transport (Technical Services)

7.4.3 District Management Area (DMA) (Community Services)

7.4.1 Bulk infrastructure

Current situation – where are we?

Bulk solid waste infrastructure

Eden district has investigated the established of regional landfill sites that will be able to service B-municipalities within their boundaries. Five sites (where) has been identified that are suitable for the establishment of regional landfill sites. With the exception of the site for Oudtshoorn that must still be negotiated with the local municipality, environmental impact assessments are currently being conducted on the other 4 identified regional landfill sites. The construction of these regional landfill sites will be finalized over the next three years. The construction of the Oudtshoorn and Uniondale landfill sites will already commence in the 2009/10 financial year. The planning for these landfill sites was conducted for the next fifty (50) years.

- The drafting of an Integrated Waste Master plan is in process as well as discussions to secure funding to the implement the plan. The draft plan as well as generic regulations and policy documents were submitted to the local municipalities for input.

Bulk infrastructure (water, storm water, electricity)

- Development of a Regional Bulk Water Supply Master Plan;
- In the process of developing a Bulk Wastewater Master Plan;
- Initiated a process to develop a bulk electricity supply plan;
- Pilot Storm water project implemented in George;
- Water crisis management support to B-municipalities in Eden district.

Critical challenges experienced with:

Bulk solid waste infrastructure

- A uniform system for integrated solid waste management within Eden District with regards to regulation, policy formulation and reduction as well as handling problem waste and illegal dumping is lacking.

Bulk infrastructure (water, storm water, electricity)

- Lack of funding for the development of bulk master plans;
- Competition for water resources in the area;
- The need to prioritize municipal budgets to address service delivery and infrastructure development

7.4.2 Roads and public transport

Current situation – where are we?

- Roads have been maintained as per PGWC Annual Performance Plan
- Regravel program has been implemented as per PGWC Annual Performance Plan
- Flood damage repairs has been effected as per PGWC approved plan
- Local Integrated Transport Plan (LITP) for the District Management Area (DMA) has been revised and approved by Council
- District Integrated Transport Plan (DITP) is in the process of being completed
- Taxi/bus shelters for school children in the rural areas at Ongelegen and Vermaaklikheid is being constructed.

Critical challenges experienced with Roads and Public Transport

- Shortage of funds to properly maintain roads and infrastructure as well as implementing public transport facilities.

7.4.3 District Management Area (DMA)

Current situation – where are we?

- Planning for a low cost housing development in Uniondale (183 houses) is in process;
- Provision of service infrastructure associated with the planned housing project is in process. To be completed by March 2010;
- Upgrading of Uniondale's storm water network is in process;
- The service infrastructure in Uniondale is adequate, but an upgrade of the electricity network is required at a cost of R2 million;
- A buck system eradication project was completed in Uniondale (22 households benefited);
- The connection of Uniondale high school, Correctional Services and Magistrate offices to the Uniondale sewerage system was completed;
- Phase 1 of the upgrading of Uniondale's internal water network was completed. R3 million is required for phase 2. A MIG application was submitted for the 2011/12 financial year;
- Seven gravel streets in Uniondale require upgrading;
- Upgrading of Haarlem's storm water network- stream B is completed;
- Trenches at houses in Haarlem, as part of the flood repairs were completed;
- Upgrading of stream A of Haarlem's storm water network is in process;
- Paving of the entire Proteaville storm water network as well as paving of streets is in process (to be completed by July 2010);
- Upgrading of Haarlem's oxidation ponds are in process (to be completed by June 2010);
- Repairs of the Haarlem irrigation dam spill-way is in tender process.

Critical challenges experienced with infrastructure in DMA

- The need for low cost and middle income housing and funding thereof
- The high poverty rate in the Eden DMA and the ability of residents to pay for municipal services.

Cluster 5

7.5 Community, Social and Human Capital Development Cluster

Cluster 5 comprises the following two goals:

- i) Developing human and social capital by investing in women and youth development and
- ii) Creating an enabling environment that ensures safe, healthy and vibrant communities who participate actively in Eden.

STRATEGIC GOAL
Developing human and social capital by investing in women and youth development
FOCUS AREAS, STRATEGIC INITIATIVES
Youth Development
<ul style="list-style-type: none">○ Finalizing of youth policy○ Coordinating and supporting the implementation of the District Youth Strategy○ Coordinating and supporting the establishment of Youth Advisory Centre○ Coordinating and supporting the establishment of local youth units within B-municipalities○ Ensuring that youth participate in the EPWP programmes in line with National/Provincial requirements○ Coordinating and support the Eden District Youth Council and local youth councils
Children
<ul style="list-style-type: none">○ Incorporating children's issues within the Human Rights Programme○ Supporting initiatives from the Premier's Office, as well as Provincial and National Government○ Gender○ Finalization of District Gender Policy○ Finalization of Gender Strategy○ Coordinating and ensuring the implementation of the District gender strategy○ Establishment of the District Gender Forum○ Coordinating and ensuring the establishment of local gender forums○ Ensuring the participation of women in the EPWP programmes in line with National/Provincial
Disability
<ul style="list-style-type: none">○ Development of a District Disability Strategy○ Establishment of District Disability Structure○ Coordinate and ensure the establishment of local disability structures
Elderly
<ul style="list-style-type: none">○ Developing human and social capital by investing in women and youth development

STRATEGIC GOAL

Creating an enabling social environment that ensures safe, healthy and vibrant communities who participate actively in Eden

FOCUS AREAS, STRATEGIC INITIATIVES

HIV/AIDS

- Development of an integrated District HIV and Aids plan/ strategy
- Establishment of a District HIV and Aids District Forum
- Support the establishment and strengthening of local forums
- Establishment of a District HIV and Aids council in line with the National HIV and Aids Policy
- Support programmes of the Global Fund

Poverty Eradication

- Develop an integrated District Poverty Plan/ Strategy
- Establishment of a Social Development Forum which addresses all social issues
- Mainstreaming poverty in all programmes and projects of council
- Institutionalising the "*War Room of poverty*"

Early Childhood Development

- Establish an ECD Forum for the District
- Increasing of resources for ECD and aim to become a permanent line function of the Department of Education
- Facilitate the provision of transport of children of pre-school age to have access to ECD facilities
- Support the initiative of formal remuneration of pre-school educators

Municipal Health Service

- Environmental Pollution control
- Water quality monitoring
- Waste management monitoring
- Food control and safety
- Health surveillance of premises
- Community development project
- Chemical safety
- Vector Control
- Surveillance of communicable diseases;
- Disposal of the dead

Cluster 5 comprises the municipal departments of Community Services and Office of the Municipal Manager with the following sections:

7.5.1 Poverty Alleviation Plan

7.5.2 Disaster Management (Office of the Municipal Manager)

7.5.3 Social Development (Community Services)

7.5.4 Global Fund (HIV/AIDS) (Community Services)

7.5.5 Municipal Health (Community Services)

7.5.1 Poverty Alleviation Plan

The Eden District Municipality was identified as a pilot site for the development of a comprehensive collaborative implementation model. This model will contribute to the implementation of strategies and programmes of a National blue print for the President's ' *War Room of poverty*' – an ambitious national strategy, whose vision is to eradicate poverty in the country. Its strategic objectives are:

- Institutionalise the War Room of Poverty at all levels of government and thereby engage all citizens in the fight against poverty
- Coordinate and integrate services in all spheres of government, especially through the municipal Integrated Development Plans (IDP).
- Provide immediate medium and long term interventions
- Develop a monitoring and evaluating framework that will help to assess progress.

Apart from this comprehensive and integrated approach to poverty alleviation, the District is also on track to implement the recommendation emanating from the Eden Poverty Indaba. In the meantime, however, the District is determined to focus sustained attention on the fifteen (15) poorest wards in the district, in order bring immediate relief to the most vulnerable communities in our district.

7.5.2 Disaster Management

Current situation – where are we?

When looking at the District's achievements in the field of Disaster Management, then we should break this down into two sections, the achievements by Local Authorities and the achievements of the District Municipality.

District Municipality:

The legislative requirement to appoint a Head of Disaster Management Centre, to develop and establish a Disaster management Centre, the coordination of disasters threatening to happen as well as the rendering of guidance to organs of state during as well as after disasters have been done. Further the completion of a macro risk assessment, the development of a draft disaster management framework and the identification of risk reduction projects, for each Local Authority within the Eden District, have been completed and communicated to the various officials at the Municipalities.

The following can be seen as the ***list of hazards*** that have been assessed:

TORNADO.....	MAJOR RAIL ACCIDENT	
FLOODS	MAJOR/ PROLONGED DISRUPTION IN POWER SUPPLY.....	MAJOR OIL POLLUTION.....
SEVERE HAIL	MAJOR/ PROLONGED DISRUPTION IN WATER SUPPLY.....	MAJOR AIR POLLUTION.....
SEVERE SNOW	MAJOR/ PROLONGED DISRUPTION IN SEWERAGE DISPOSAL	MAJOR ROAD ACCIDENT.....
SEVERE DROUGHT.....	MAJOR WATER POLLUTION.....	MAJOR SHIPPING ACCIDENT.....
MAJOR FIRE	EPIDEMICS (SPECIFY TYPE).....	SEVERE DAMAGE CAUSED BY SEA STORM SURGE.....
EARTHQUAKE	MAJOR DAM FAILURE.....	RADIO ACTIVE FALL OUT.....
HAZARDOUS CHEMICAL SPILL.....	MAJOR AIRCRAFT ACCIDENT.....	ENVIRONMENTAL DEGRADATION (TYPE).....

The following were identified as the **5 priority risks for each Local Authority namely:**

The impact prioritisation for the most important risks (in order of priority) for each LM is as follows:

Hessequa	Kannaland	DMA	Mosselbay	George	Knysna	Bitou	Oudtshoorn
Flooding	Plantation	Plantation and	Land, water and	Flooding	Environmental	Environmental	Agricultural
Agricultural	and	vegetation	marine	Hazardous	degradation	degradation	epidemics
epidemics	vegetation	fires	pollution	materials	Flooding	Hazardous	Drought
Hazardous	fires	Hazardous	Industrial and	transport	Hazardous	materials	Events
materials	Agricultural	materials	hazardous	Key services	materials	transport	Hazardous
transport	epidemics	transport	incidents	disruption	transport	Flooding	materials
Drought	Hazardous	Agricultural	Hazardous	Human	Human	Human	transport
Dam and	materials	epidemics	materials	epidemics	epidemics.	epidemics	Human

Hessequa	Kannaland	DMA	Mosselbay	George	Knysna	Bitou	Oudtshoorn
earth tremors, earthquakes	transport Drought	Drought	transport Flooding Agricultural epidemics	Veldt and plantation fires.		Civil unrest	epidemics

To assist municipalities as well as to ensure standardization in the development of risk assessments and the coordination of disastrous incidents Disaster Management Coordinators for the Western region (Hessequa and Mossel Bay) as well as the Karoo (Kannaland, Oudtshoorn and the DMA) have been appointed.

The vacant post for the Knysna and Bitou Municipal areas could not be filled due to budgetary constraints.

Currently the disaster management status quo at the various Local authorities in the Eden region is as follow:

Local Municipalities:

Hessequa Municipality:

- A Disaster management structure has been approved by council; a Head for disaster Management has been appointed but this is a shared post with that of Head of Law enforcement ,with the result that the minimum requirements of the Disaster Management act cannot be met;
- A basic risk assessment has been completed, the formulation of risk reduction projects still has to be addressed;

Mossel Bay Municipality:

- A Disaster management structure has been approved by council; a Head for disaster Management has been appointed but this is a shared post with that of Fire Chief, with the result that the minimum requirements of the Disaster Management act cannot be met;
- No basic risk assessment has been completed, the formulation of risk reduction projects still has to be addressed;

George Municipality:

- A Disaster management structure has been approved by council; a Head for disaster Management has been appointed but this is a shared post with that of Fire Chief, with the result that the minimum requirements of the Disaster Management act cannot be met;

- No basic risk assessment has been completed, the formulation of risk reduction projects still has to be addressed;

Knysna Municipality:

- A Disaster management structure has been approved by council; a Head for disaster Management has been appointed but this is a shared post with that of Head of Law enforcement with the result that the minimum requirements of the Disaster Management act cannot be met;
- No basic risk assessment has been completed, the formulation of risk reduction projects still has to be addressed;

Bitou Municipality:

- A Disaster management structure has been approved by council; a Head for disaster Management has been appointed but this is a shared post with that of Fire Chief with the result that the minimum requirements of the Disaster Management act cannot be met;
- A basic risk assessment has been completed, the formulation of risk reduction projects is yet to be addressed

CRITICAL ISSUES/ CHALLENGES TO BE CONSIDERED WHEN DEVELOPING LEVEL 3 DISASTER MANAGEMENT PLANS ON LOCAL MUNICIPALITY LEVEL

The following issues/ challenges are of concern:

- Municipalities within the Eden district should note that the Eden District is highly exposed to recurrent extreme weather patterns with costly economic and social consequences;
- Repetitive infrastructural failures as a result of extreme weather events is eminent;
- The Disaster Management act , Act 57 of 2002, stipulates that when National contributions to alleviate the effects of local disasters are considered, the damage should have been unforeseen and unavoidable, due to frequent flooding events throughout the district the impact of flooding disasters are well known, therefore it should be noted that funding for future damages would only be considered if an authority could indicate what they did to ***avoid repetitive damages;***
- Municipalities should mitigate and improve when embarking upon rehabilitation and reconstruction of damaged infrastructure;
- The impact of global warming, climate change and adaptation should be kept in mind when implementing development planning;
- Lessons learned from previous flooding events should be considered when new storm water is designed;

- The sensitivity around the placement of the N2 bypass especially between Wilderness and Knysna should be considered;
- Vulnerable communities should be identified and relocated out of flood plains (i.e. Power Town – Mossel Bay);
- Availability and reliability of one supplier for humanitarian aid after disasters should be considered;
- The dissemination of weather advisories and warnings to community level;
- Limited emergency personnel on district and local municipal level as well as a need for the total re-organisation of the Disaster management structure with the incorporation of dedicated disaster response and coordination personnel;
- The compilation and implementation of a comprehensive corporate disaster and emergency response plan indicating the responsibility of each Department within the municipality;
- The implementation of an effective communication structure between Local-, Provincial- and National line functionaries;
- The location of smaller in- stream dams that could lead to a domino effect if dams break during flooding events;
- The repetitive repairing of infrastructure without conducting cost-benefit analysis;
- Urban and rural development is fast changing the runoff patterns in the Eden District ;
- Vegetation and land-use changes such as through SAFCOL and agricultural activities cause a significant increase in runoff and water levels in rivers this should be investigated as part of a joint planning process on local municipal level;
- Existing flooding problems at coastal developments are due to increase due to envisaged storm surges, IDP planning should identify risk reduction planning to address this foreseen risk;
- Negative impacts on sensitive coastal lakes and estuaries will increase due to uncontrolled storm water runoff;
- Erosion problems along rivers are envisaged to increase the relevant line departments should jointly address the most critical areas;
- Flood hazard areas have to date not been quantified and prioritised;
- Regional storm water and floodplain management initiatives have to date not be integrated with the SDF and the IDP process;
- Each Local Authority in the Eden District Municipal region will need to go back to their contingency plans, re-visit the actions that they planned to do and alter their planning were needed to ensure that lessons learned from previous events, Fire, Flooding , Drought etc. will not be repeated if a similar event were to happen again tomorrow;
- Each Local Authority in the Eden District Municipal region will need to re-visit their IDP's and assess if their IDP's addresses high risk areas and developments;

- Each Local Authority in the Eden District Municipal region will need to really consider the impact of all high risk development before approval thereof?
- Eden District Municipality will have to play an instrumental role in the promulgation of By Laws i.e. for the evacuation of people, release of personnel, the purchase of emergency supplies, etc.
- There is a definite need for the publication of brochures to be distributed to communities on what to do in case of evacuation, how to sterilize water for human consumption if you're normal supplies have been cut off or are polluted, etc.
- The Eden SDF should speak to the enhancement of sustainable urban and rural development;
- The Eden SDF should speak on the conservation of the environment by proactive planning of storm water control to limit erosion and flooding and major watercourses;
- The Eden SDF should aid in improved development planning for protection of sensitive rivers, lakes and estuaries against excessive erosion and flooding;
- The Eden IDP should endeavour to assist in the execution of the functions in terms of the Local Government Municipal Structures Act in the following fields namely;
 - The integration of regional storm water management with development planning on a regional as well as local municipality level;
 - Defining the engineering needs of storm water control in the District Municipal area;
 - The integration of storm water with LDO's.
- Uniformity of data and integration of storm water management within each other of the 8 local authority areas in the district is needed.

7.5.2 Fire & Rescue Services

District Municipality function

In terms of the Municipal Structures Act (Act 117 of 1998), the Eden DM has the mandate to deliver Fire fighting services; serving the area of the district municipality as a whole. These functions include:

- Planning, co-ordination and regulation of fire services.
- Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
- Specialised fire fighting services such as mountain, veldt and chemical fires.
- Training of fire officers.

Current fire service resources and shortcomings:

The Eden DM operates a main fire station from George, responsible for delivering a fire fighting service in accordance with the Municipal Structures Act (Act 117 of 1998). The George fire station serves the

whole coastal area from Plettenberg bay to Heidelberg as well as Oudtshoorn. There are a total of 4 permanent fire fighters on duty per shift, which mean that only one pumping appliance at any one time can be manned if we work according to SANS 10090:2003 standards.

In Kannaland and the DMA, the Eden District Municipality is responsible for providing the full range of fire fighting services as contemplated in the Fire Brigade Services Act, 99 of 1987. Currently there is 4 staff members based at Ladismith, 2 in Calitzdorp and 4 in Uniondale. Fire fighters based in Uniondale, Calitzdorp and Ladismith work office hours, 07h30 – 16h00, Monday to Friday. Fire fighters are on standby on a rotational basis from 16h00 – 07h30 the following morning, during the week as well as over weekends. It must be noted however that the standby system cause delayed response times to incidents.

It must be noted that five of the conventional fire pumpers in the district are older than 15 years with an average age of over 20 years. Cognisance should be taken of the fact that these vehicles are maintained at constant gross weight (i.e. fully laden with equipment, water and materials) from the date of commission. This places extreme stresses on all structural components of the vehicles that may have long-term safety implications. Frontline emergency vehicles should be replaced in accordance with the recommendations in SANS 10090:2003.

Fire prevention is an important feature of the fire service and it has been proven that in brigades where this division of the service is efficiently organized fire losses have been reduced by more than 20 %. The purpose of fire prevention measures is to prevent, eliminate, or reduce hazards that contribute to the occurrence and spread of fire.

Currently the Chief Fire Officer performs fire prevention functions. In terms of the Article 78 Investigation this function should have dedicated specialist staff and resources that are capable of performing the full range of fire prevention activities in terms of those described in SANS 10090:2003

According to the Municipal structures Act, the training of fire officers is a District municipality function. In order to fulfil this function the EdenDM need to provide an accredited training centre and qualified training staff. SANS 10090:2003 provides the minimum formal training requirements for fire officers and fire fighters.

It should be noted that this relates to operational fire fighting and not to management and fire prevention (fire safety) requirements. The specified training must be seen as an absolute minimum for fire fighters to ensure safe working practices. It must also be noted that that further specialized training in the different spheres of fire fighting is needed for optimum response.

In order to deliver a fire fighting service in accordance with South African National standards, the EdenDM Fire Department needs an additional 161 (One hundred and sixty one) fire fighters. Due to limited funding, alternative models for service delivery must be investigated.

The overarching aim of service delivery optimization is to link to EdenDM Integrated Development plan and its corporate vision of “*making our communities safe places to live, work and visit*”.

The Eden DM Fire and rescue service takes cognizance of the statutory duties placed upon the Fire & Rescue Service by virtue of the Local Government Municipal Structures Act: Act 117 of 1998 and strive towards:

- Minimizing the effects of fire and other emergencies.
- Effectively identifying, assessing and reducing the risks to communities.
- Effective administration of Fire Safety Legislation.
- The promotion of health, safety and welfare.
- Making best use of all resources.

7.5.2 Social Development

Current situation – where are we?

HIV & AIDS

- Completion of the District HIV/AIDS, STI's and TB PLAN

War on Poverty/ District Poverty process

- Agreement has been signed with Dr Veni Naidu to manage and implement the **War room on Poverty** in conjunction with Eden DM and the District Integrated Poverty Task Team. Agreement includes the sourcing of funds to enable the District to implement the strategy.
- Fifteen poorest wards in Eden have been identified and will be the first to benefit from the implementation of the War on Poverty strategy. However, since there are no concrete time-frames with respect to the above, the District will, in the meantime, pay special attention to the fifteen (15) poorest wards, in order to bring a measure of relief to these communities.

- Whilst a lot has been done in terms of poverty focusing on food security, income generation projects etc, the formal inter-governmental District poverty process kicked off in March 2009 with the planning of a ***District Poverty Indaba for July 2009***, in collaboration with the Department of Social Development, as the main partner including all other government departments/municipalities, private sector and the community of Eden.

The aims of the Indaba were three-fold:

- Develop a Poverty strategy for the Western Cape for the next five years, with Eden as the pilot;
- Develop a Poverty strategy for the Eden District;
- Establish an inter-governmental co-ordinating team for Poverty in the District.
- A Two-day poverty workshop emanating from the District Poverty Indaba took place from the 17 and 18 November 2009 with all poverty stakeholders, where the resolutions of the District Indaba was discussed and fine-tuned to fit the Eden DMA. The finalization of the action plan for the Eden District Management Area (DMA), based on the report is currently in process. A task team was also selected to take the Poverty issues forward in line with the DMA Poverty report and implementation plan.

Early Childhood Development

- Amount of R380 thousand was spent on the provision of **educational equipment and material** to enable crèches to deliver a level of education which will properly equip pre-school children for their formal school career. This project phase (phase two) focused on the crèches in the previously disadvantaged areas of Kannaland and Mossel Bay and a part of Oudtshoorn. Fifty three (53) crèches benefitted from the project.

Youth Development

- Completion of District Youth Policy;

Eden District Youth Council (EDYC) Elective Conference

- The newly elected Eden District Youth Council was elected in 2009 at the Wilderness Beach Hotel, George. Approximately 300 youth representatives from various municipal areas attended the election.

Assist in the establishment of Local Youth Councils

- The Eden District Youth Council in conjunction with the Youth Coordinator assisted with the establishment of the Local Youth Councils at each municipality. 5 Youth Councils was established.

Establishment of District Youth Coordinators Forum

- Is to establish a platform to share ideas and projects. To encourage interaction amongst each other to improve impact on Youth Development in our District.

Induction, Capacity Building and Leadership workshop for EDYC

- The members of the EDYC and the Chairpersons of the different local youth councils underwent capacity building training in 2009.

Critical challenges experienced with Social Development

- Lack of cooperation from all Government Departments
- Funding to roll out the War on Poverty strategy
- Resources: Funding and personnel.

7.5.3 Global Fund programme

Current situation – where are we?

- Project allocations in the Eden DMA for 2009/10 were to the following organizations:
 - Haarlem Community Development Centre – R16 600
 - Haarlem and Avontuur Rural /development- R16 600
 - Uniondale Integrated Empowerment Projects – R100 000
 - BUIG – R50 000
- Regional project allocations for 2009/10 allocated to NGO's in the B-municipalities are tabled below:

Local municipality	Project allocations to	Local municipality	Project allocations to
Oudtshoorn and rural	1. OHANET – R16 600 2. SCARDEF – R50 000 3. EXCALON – R16 600 4. RUFED – R50 000	Mosselbay	1. World Outreach – R50 000 2. Child and Family Welfare – R50 000 3. Healing Grace – R16 600 4. Heart –To-Heart – R100 000 5. Genesis Community Projects– R100 000 6. Piet Julies – R 100 00
Hessequa	1.Xairu – R100 000 2.Riversdal Gesondheid en Welsyn – R50 000 3.Jagersbosch – R 50 000	Sedgefield	1. Masithandane Wellness Centre – R100 00 2. Life Line Garden Route – R90 000
Plettenberg Bay	1.Simunye Centre – R100 000	George	1. REACH GEORGE – R50 000 2. OPTIONS CARE CENTRE – R27 000

Critical challenges experienced with the Global Fund programme

- Funding uncertainty
- Sustainability
- Staff
- Infrastructure at outside offices

7.5.4 Municipal Health

Current situation – where are we?

- Empowerment of informal food traders regarding health & hygiene skills and practices which also contribute towards the micro economic development of Eden DM and 2010 FIFA World Cup preparedness
- Prevention of food poison outbreaks
- Implementation of waste awareness strategy which include: Minimization, recycling and re-use.
- Implementation of health care waste strategy for example: Registration of waste generators and safe disposal of medical waste
- Successful promulgation & implementation of municipal health bylaws and other related protocols for example road incidents protocol and chemical spillage
- Continuous bio-monitoring – adopt a river for example to ensure healthy river systems and to provide learners and teachers with monitoring skills
- Introduction of comprehensive monitoring exercise of food, water, milk etc.
- Introduction of continuous air quality monitoring program
- Introduction of a licensing function for fuel burning appliances
- Implementation of food gardens to facilitate food security
- Provision sanitation and water facilities to rural schools in conjunction with a participatory hygiene and sanitation transformation training
- Assisting national department of agriculture in awareness of rabies vaccination campaign 10000 dogs and cats were vaccinated
- Involvement of municipal health of all mayor international and local special events for example, Sevens rugby, Epic Cycle Tour and local festival events eg. KKNK.
- Implementation of a municipal health income tariffs structure.

Successful implementation of projects with the following outcomes:

Provision of Safe Drinking Water to Rural Schools

Monitoring and sampling of drinking water at 17 rural schools to estimate the quality of drinking water.

Provision of Sanitation and Water Facilities to Rural Schools

Provision of adequate water and sanitation facilities to 27 prioritized schools with DWAF funding.

Provision of safe and healthy drinking water to learners at rural schools.

Demonstrate the relationship between sanitation and good health status to pupils.

Teaching children and community members to understand how germs and infections are transmitted.

Training of identified unemployed persons from the community as health and hygiene peer educators.

Provision of Sanitation Facilities to Farm Dwellers in the Hessequa and Mosselbay Areas

Provision of 279 Ventilated improved pit (VIP) toilets to farm dwellers.

Provision of Participatory Hygiene and Sanitation Transformation training to unemployed farm workers.

Decreasing the risk of diarrhoeal and other sanitation related diseases.

Demonstrate the relationship between sanitation and good health status to farm workers.

Environmental Pollution Education Project

Training of 5 unemployed young people as community peer educators to inform 4942 inhabitants of Dysseldorp and Calitzdorp communities of the detrimental effect of environmental pollution.

Promoting and ensuring a clean, safe and healthy environment

Striving towards decreasing the prevalence of pollution of the environment

To Provide a Fly-free environment at all times

Minimization of the fly population in order to ensure a clean and safe environment.

Vector Control by investigating the major fly breeding areas.

Reduction of spread regarding fly related diseases

More effective control Measures through Education.

Safer food for all

To ensure safe and hygienic food production in the formal food sector of the lakes area.

5 Keys to safe food principle as stipulated by W.H.O

COA applications and Compliance to Reg.918 and Sampling programme

Education

Ensuring food safety by complying to the 5 key principle

Ensure compliance to relevant legislation

Empowering premises on hygiene monitoring programmes through relevant education.

Feedback from hygiene monitors. Inspection – reports.

Reducing food-poisoning outbreaks.

Environmental safety and pollution control education

Promoting a safe, clean and healthy environment.

Informing the community in Wilderness Hoogte of the importance of a safe and clean environment.

Educating the community basic sanitation and hygiene practices, protection of our water resources, paraffin safety and waste management.

Critical challenges experienced with Municipal Health

- Financial constraints
- Climate change
- Eden Disaster declared area (water shortage: hygiene practices)
- Poverty
- Housing / Informal settlements (overcrowding, lack of basic services)
- Co-operative governance.

Cluster 6

7.6 Environmental Management and Spatial Development Planning Cluster

STRATEGIC GOAL	
Environmental Management, Spatial Development and Planning	
FOCUS AREAS, STRATEGIC INITIATIVES	
○	Develop a Eden-wide conservation development framework
○	Develop a resource conservation programme
○	Develop an heritage conservation programme
○	Integration of bio-diversity corridor initiatives
○	Sustainable agriculture programme
○	Alien vegetation management plan
○	Sustainable spatial planning and land use programme
○	The Wilderness area of Eden should be acknowledged and protected into a continuous tract of conservation land, protecting natural biodiversity and providing community support ecosystem

services

- Eden district land use audit
- Natural resources must be acknowledged and conserved as fundamental requirements for sustainable development in Eden DM
- Cultural resources are be acknowledged and protected as the fundamental link with the historic past and a basis for planning and the shaping of future urban and rural environments
- Creating in an environmentally sustainable manner, the infrastructure and services that are essential for the development of the rural communities of Eden DM
- Rural development strategy
- Monitoring of land care practices
- Formulate urban greening plans for all towns
- Urban development should take place within the framework of integrated urban and rural planning, containing urban sprawl and restoring and maintaining the specific character

7.6.1 Environmental management

Current situation – where are we?

- The Eden District Municipality has developed a suite of **Strategic documents 2009**, namely – The Integrated Eden Environmental Policy and FIVE Sector Strategies. These include The Eden Energy and Climate Change Strategy, The Eden Rivers Strategy, The Eden Coastal Zone and Estuaries Strategy, The Eden Biodiversity Strategy, The Eden Environmental Education Strategy;
- The Eden District Municipality launched a **Climate Change Summit** with a signed declaration of outcomes and identified specific climate change roll-out SDBIP projects. These have included: The celebration of important environmental calendar dates, The Eden Green Buildings Policy, The co-funding of the Gouritz Initiative and the Garden Route Initiative, the co-funding of the Ostrich and Climate Change Project, a massive permaculture project in Uniondale, the funding of the Abavaleli Medicinal Herb Garden for traditional healers and sustainable use of wild medicinal plant, the Eco Schools Project, the co-funding of various Conservancy initiative, the formulation of stage one of the Eden Coastal Management Plan, engaged in compliance activities relating to environmental crimes. In addition the amount of R1,8 million has been allocated to alien eradication which will be injected into the Working for Water Programme to eradicate alien invasive plants on Council Property;
- The Eden District Municipality have engaged in effective partnership programmes with the Department of Environmental Affairs and Development Planning, Department of Water and Environmental Affairs, parastatal organizations of CapeNature and SanParks, as well as numerous NGO's

like Gourtis Initiative, Garden Route Initiative, Eden to Addo Initiative, The World Wildlife Fund for Nature, the Wildlife and Environmental Society of South Africa, Working for water and Working on Wetlands.

Critical challenges experienced with coastal and environmental management

Eden District Municipality's *coastline* is the greatest attraction for visitors to the region and is tremendously popular from a property development perspective. Over the last few years, the importance of the coast to South Africa's economy has been acknowledged and this has raised the profile of this important asset. The Municipality has drafted a coastal management strategy which identifies 12 strategic objectives:

- Development and implementation of Coastal Management Plans.
- Blue Flag rollout plan.
- Coastal recreation/tourism development plan.
- Event management plans.
- Estuary management plans for each estuary.
- Storm water and coastal water quality improvements.
- Coastal legislation and bylaw development.
- Coastal education and awareness.
- Sustaining the supply of environmental goods and services.
- Managing development in the coastal zone.
- Sustainable coastal livelihoods programme (poverty relief focused).
- Coastal structures management and coastal engineering.

Other challenges

▪ Work has commenced on elements of this strategy and success has already been achieved in several areas, notably with regard to implementation of the newly promulgated ICM Act of 2008. Several areas will need more focus, including coastal water quality, which continues to present us with challenges in achieving an international water quality standard for our beaches. Eden is committed to ensuring the long term sustainability of the natural resource base through concerted efforts in a number of key areas. The Eden Integrated Environmental Policy and its five sectoral strategies (IEEP) identify those environmental service assets that require protection and management. These assets include rivers, wetlands, estuaries, forests and coastal zone resources. To ensure the sustained functioning of

ecosystems that provide goods and services, it is essential that we **conserve biodiversity**. A Biodiversity Strategy and Action Plan are being formulated for this reason.

- It is recognized that natural resources are enjoyed by all residents for recreation and are harvested mostly by the lowest income residents as part of their poverty alleviation strategies. There are, however, many instances where the **natural resource base is overexploited** for financial gain and the various levels of government must continue to work together to put an end to such exploitative activities.
- **Invasive alien species** also pose a significant and growing threat to biodiversity and this requires urgent intervention. In order to gauge if we are indeed sustaining the natural resource base over time, we need to undertake appropriate research, regulate and manage development, develop relevant policy and implement a monitoring programme of key environmental indicators.
- The National Climate Change Response Strategy (DEAT 2004) makes the following observations: There is now more confidence that **global climate change** is a threat to sustainable development, especially in developing countries, and could undermine global poverty alleviation efforts and have severe implications for food security, clean water, energy supply, environmental health and human settlements. Acknowledging the overall vulnerability of South Africa to climate change impacts, it will thus be necessary to carry out adaptation measures in this country. The South African Country Studies Programme identified the health sector, maize production, plant and animal biodiversity, water resources and rangelands as areas of highest vulnerability to climate change, and these are the areas that need to be targeted for adaptation measures. With regard to vital industries, the mining and energy sectors are particularly vulnerable to climate change mitigation measures. Eden, being a coastal municipality, will be further affected by sea level rise and in this respect certain coastal development and infrastructure will be under threat of damage. In light of the Eden Climate Change Summit of 2009, Eden views the issue of climate change in a serious light and is developing appropriate mitigation and adaptation plans within the context of its climate protection programme.

The **management of air quality**, particularly in George and other key locations, is a critical component of this work. The Municipality will, wherever possible, promote the reduction in harmful atmospheric emissions, and the priority being accorded to the development of an effective public transport system is also aimed at reducing total vehicle emissions. Finally, we will promote the development of non-polluting and renewable energy sources as a medium to long term alternative to the current reliance on coal and oil based energy. Pollution impacts negatively both on ecosystem functioning and on the quality of life of Eden residents. Our strategic approach to pollution reduction is inter-sectoral and integrated.

Various sectors contribute to pollution such as industry, transport, domestic, public services and agriculture. Our response therefore requires an integrated strategy involving these sectors coupled with better legislation and regulation, improved planning measures to prevent pollution and the pursuit of cleaner forms of production. In terms of waste generation, we need to tackle the issue at its source, both at the level of every household as well as every manufacturing plant, rather than simply relying on waste being sent to a landfill site. A ***culture of recycling*** must be fostered within our society and more opportunities created for waste recycling in every possible sector. All residents and manufacturers have a role to play. ***Eden has some highly innovative pollution minimisation and climate protection projects***, such as the proposed Solar Water Heating Legacy Project, extensive schools environmental education and sustainable fynbos harvesting and the electricity from methane gas project and our commitment to shift towards cleaner forms of manufacturing. Apart from making a contribution towards climate protection, pollution minimisation will have direct benefits for the quality of life of residents by way of clean, green and healthy living environments. The leisure industry will also benefit because tourism and recreation are often reliant on the clean, green and healthy aspects of the public environment.

7.6.2 Spatial development and planning

Current situation – where are we?

- The Spatial Development Framework (SDF) of Eden District was revised in 2009. In short, the role of a District SDF is to provide guidance regarding public and private investment spending around strategic elements, and facilitate co-ordination between district role players over the short and medium term in order to achieve long term goals.

There are a number of National and Provincial policies that underpin the approach to the Eden Spatial Development Framework Review. These policies include:

National Spatial Development Perspective (2006)

- Accelerated Shared Growth Initiative - South Africa (2004)
- Western Cape Provincial Spatial Development Framework (2009)
- The Micro Economic Development Strategy for the Western Cape (2006)
- Integrated Tourism Development Framework (2001)
- PGDS: iKapa Elihlumayo (2007)
- Breaking New Ground Integrated and Sustainable Human Settlements (2004)
- Isidima (2007)

The revised Eden SDF (2009) is based on the above and aims to guide the broader development framework in the Eden region.

Critical challenges experienced with spatial planning and development

1. Valuable Rural Activities and Resources
2. Rural Development in High Risk Areas
3. Development in Rural and Agricultural areas
4. Location of Housing Projects for Rural people
5. Rates Rebate for the Conservation of Biodiversity and the Removal of Alien
6. Vegetation
7. Location of Small Scale Farming Opportunities
8. Quarries and Borrow Pits
9. Development along River Corridors
10. Development in the Coastal Zone
11. Golf Courses and Residential/Lifestyle Estates
12. Urban Footprint of Settlements.

The following objectives were identified in the revised Spatial Development Framework (SDF) 2009 document, namely:

Objective 1: Promotion of sustainable agricultural practices.

Agriculture plays an important role in the Eden District municipality – it provides employment and will continue to do so, contributes to the GDP, provides a ‘bread basket’ in close proximity to major settlements (food security) and is the base for tourism activities. Protecting and promoting the agricultural economy is therefore a priority for the district.

Objective 2: Conservation of Natural Resources and Assets.

The Natural environment is a source of wealth and provides a range of services that support human livelihoods and the quality of life. It is therefore important to conserve the natural resources and assets of the Eden District.

Objective 3: Sustainable Resource Management.

Sustainable resource management goes right to the heart of sustainable development as defined in the Brundt and Commission: Our Common Future (1987), which defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Objective 4: Adapting to Climate Change.

Due to climate change it is expected that certain areas of the District will become more prone to drought, while others will facing increasingly frequent and severe storms (as has already been evident in the last few years).

Eden should develop as a district housing galaxy of distinct and successful settlements, encircled by a green matrix of natural and rural landscapes. Each settlement will develop a distinct identity based on its competitive advantage, thereby achieving greater success and enabling it to better serve the needs of its citizens. The settlements will develop as well-functioning units, characterised by:

- Higher densities supporting viable public transport systems and creating the thresholds to support a wide variety of social services and facilities;
- Mix of uses providing citizens with ease of access to a variety of economic, social and recreational opportunities within close proximity to housing opportunities;
- A form of settlement planning and development that is compatible with improving the range of transport options & walk ability of settlements thereby improving access and reduced pollution;
- A mix of housing tenure and typologies;
- Sustainable and alternative services options;
- An open space system that conjures up images of Eden, conserving a variety of natural environments and minimising disaster risks;
- A mix of agriculture uses creating a bread basket in close proximity to urban areas and opportunities for land reform in close proximity to markets.

Summary of Policies and Strategies Related to the Settlement and Citizens Framework that needs to be rolled out for the Eden region:

1. Densification and Integration Policy
2. Focus population growth in Regional Urban Centres and Major Urban Centres
3. Integrated Sustainable Human Settlements: Hamlets
4. Develop in line with the Competitive Advantage of the Settlement
5. Guidelines for the Location of Housing Projects for Rural people
6. Guidelines on How to Develop Hamlets into Sustainable human settlements
7. Heritage Management Policy
8. Develop a Secondary Road Network

9. Promotion of Non-Motorised Transport
10. Cluster Public/Community Facilities
11. Retail Policy
12. Sustainable Building Policy.

CHAPTER 8 – IMPLEMENTATION PLAN FOR 2010/11

The last chapter was devoted at a brief assessment of the various cluster programmes, their status and challenges confronting implementation. The current chapter on the other hand, zooms straight into the actual projects the municipality shall be implementing in the financial year 2010/11. In a word, this chapter is an activity plan of the various departments and clusters for the current financial year. First, however, it will be useful to summarise the key and most salient areas of concern arising from the preceding pages of this document. Essentially, the priorities and can be summarized thus:

- High levels of unemployment, especially among young people
- Chronic poverty, especially in the fifteen poorest wards and some DMAs
- Food security and water scarcity
- Inequitable distribution of income (especially arising from tourism)
- Need to diversify economy through investment
- Desperate need for land and low-cost and middle income housing
- Need for structured District Municipality led growth coalitions/partnerships

The projects detailed below therefore seek in various ways to address the above challenges and as such, constitute the municipality's Battle Plan for the 2010/11 financial year.

The Eden District Municipality will, in this financial year 2010/11 seek to make interventions that will have a direct and immediate impact in all the areas noted above. To this end, the challenges will be tackled from two angles: High Level Strategic Interventions – coordinated by the Municipal Manager's Office and: Cluster bases Interventions - coordinated by the various Heads of Department. The high level strategic interventions seek to set in motion critical instruments in stimulating growth, curbing unemployment and diversifying our regional economy, by fundamentally overhauling the District's institutional arrangements and *modus operandi*. Moreover, the high level interventions will seek to re-

energise the Shared Services Initiative, in recognition of its significance in optimising our collective resources, reduction of costs and contribution to the seamless, efficient and effective delivery of key municipal services throughout the Eden District. First, the high level interventions.

Regional Growth and Development Status Matrix: Planning and Implementation

Strategic Intervention	Key Objective	Actual plan for 2010/11	Time Frame
1. Regional Investment Strategy	To accelerate growth and diversification of the economy	Produce a draft strategy	September 2010
		Extensive consultation with key stakeholders (business, labour community, provincial and national government, relevant parastatals)	October 2010
		Adoption of Eden District Municipality's Regional Investment Strategy	December 2010
2. Regional Tourism Development Strategy	To coordinate and infuse coherence and focus in our tourism activities	Produce a draft strategy	
	Placing transformation and development at the centre of the region's tourism agenda	Consult extensively with B Municipalities	
		Organise a Regional Tourism Stakeholder Indaba	
		Adoption of Regional Tourism Development Strategy	
3. Establish a Regional Growth and Development Coalition	To institutionalise the relationship between state, business and the community in our region.		
	To use this coalition as the touch-stone for all our economic growth and development	Call a Regional Growth and Development Summit	
		Appoint a representative	

Strategic Intervention	Key Objective	Actual plan for 2010/11	Time Frame
	planning efforts	Coordinating Council	
		Evolve a plan of activities for Coordinating Council	
4. Review of District Local Economic Development Strategy	To unlock the full economic potential of our region	Develop terms of reference for a fundamental review of our LED strategy	July 2010
	To promote wider participation in the economic growth and its benefits	Appoint Service provider to review LED strategy in line with terms of reference	July 2010
		Consultation with stakeholders on strategic direction of Eden's regional economic direction	October 2010
		Adoption of new LED Strategy	November 2010
5. Establish a Regional Development Agency	To be over-all coordinator of the region's growth, development and investment pursuits	Appoint Service Provider to conduct feasibility study	July 2010
		Allow for stakeholder interaction with results of study	October 2010
		Adoption of Founding principles and document	November 2010
		Council resolution on Regional Development Agency	January 2011
6. Shared Services Model	To deliver municipal services in a more effective and efficient way throughout the region	Place Shared services as a priority item on agenda of District Municipal Managers Forum	August 2010
		Appoint Team to explore further areas for inclusion in the Shared Services Initiative	October 2010
		Explore implementation of recommendations	February 2011

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
A. Governance and Institutional Development Cluster	1. Good governance through institutional transformation	Local government skills development	A.1.2.1 Investigate the establishment of a regional skills centre (municipal academy)	Report to Council by 30/6/2011	800,000		Own funds	Corporate Services: Human Resources & Strategic Services/ BSU	
			A.1.2.2 Host career exhibition in the region	Career exhibition hosted by 30/6/2011	60,000		Own funds	Corporate Services/Human Resources: G le Roux	LG SETA
			A.1.2.3 External bursaries	Project completed by 30/6/2011	200,000			Corporate Services/Human Resources: G le Roux	
		Implementation of Transformation Management Strategy	A.1.3.1 Planning of a learning leadership centre – Defining concept of a learning centre	1 discussion document by 30/6/2011				Corporate Services/ Leadership unit: F Goosen	Nelson Mandela Metropolitan University
			A.1.3.2 Investigate the possibility to include the Eden leadership program as short learning programme of the Nelson Mandela Metropolitan University (NMMU)	2 discussions with Nelson Mandela Metropolitan University by 30/06/2011				Corporate Services/ Leadership unit: F Goosen	Nelson Mandela Metropolitan University
			A.1.3.3 Expand the change management process to all staff, councillors within Eden DM and B-	8 change management training sessions by 30/06/2011	50,000		Own funds	Corporate Services/ Leadership unit: F Goosen & Human Resources: C Scheepers	B-municipalities in region

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
A. Governance and Institutional Development Cluster (Continue)	1. Good governance through institutional transformation (continue)	Implementation of Transformation Management Strategy (continue)	municipalities						
			A.1.3.4 Transformation leadership development programme (three year tender awarded to NMMU)	2010/11 leadership training implemented by 30/6/2011	350,00		Own funds	Corporate Services/ Leadership unit: F Goosen + line department representatives	NMMU
			Skills audit (internal)	Conduct a comprehensive skills audit to determine the capacity and skills shortages of the municipality					
		Skills audit (internal)	Conduct a skills audit to determine skills levels in the district and to align this to the needs of the private sector in our district						
	2. Inter-Governmental co-operation	IDP review	A.2.1 Review of the IDP for 2010/11	Final IDP review for 2010/11 approved by Council by 31 May 2010/2011				Strategic Services/ IDP unit and all line departments	Sector departments/ parastatals
			A.2.2 Financial assistance to B-municipality with IDP process	100% of allocated funds spent by 30/6/2011	240,000	-	Own funds	Strategic Services/ IDP unit: R Louw	B-municipalities
3. Public consultation to ensure accountability	Institutionalization of participation structures	A.3.1 Water restrictions awareness campaigns	No of campaigns launched by 30/06/2011				Strategic Services/ Communications unit: K Vollenhoven , Eden Disaster Management Unit	Media, Regional role-players- town engineers, disaster management	
B. Finance and		Implementation of financial	B.1.1 Successful completion of the 2011/12	Draft Budget approved			Financial Services and all line departments		

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
Resource Mobilisation Cluster	Regional Investment Strategy/Plan	management and planning reforms	budget process	by Council by 31 March 2011 Final Budget approved by Council by 28 May 2011					
			B.1.2 To get the asset management GRAP 17 compliant	Reflected in Audit report by 30 November 2010				Financial Services	
			B.1.3 To prepare and submit financial statements	Financial statements submitted by 31 August 2010				Financial Services	
			B.1.4 Investigate the establishment of a funding mobilisation unit	Council approval of establishment by 30/6/2011				Office of the Municipal Manager	
			B.1.5.1 Implementation of the Shared Services Initiative (SSI)	Manage the compilation of 11 Business plans for execution of the steering committee by 30/06/11				Strategic Services/ Business Support Unit (BSU): J Stander	Municipal SS champions
			B.1.5.2 Bi-annual performance review and measurement report	2 reports per annum (January 2011 & June 2011)				Strategic Services/ Business Support Unit (BSU): J Stander	
		Performance management system	B.2 Implement a PMS in the Eden District Municipality	PMS implemented by 30/6/2011				Strategic Services/ PMS: I Abrahams	
		IT system integration	B.3.1 Centralized Customer	Implement a	700,000 for all IT	-	Own funds	Strategic Services/ ICT: K Nieuwoudt	

Eden Development Cluster

B. Finance and Resource Mobilisation Cluster (Continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
		Care Management process	Customer Care Management Process by 30/06/11	projects				
	IT system integration (continue)	B.3.2 Data Warehouse and Knowledge Management	1 Data & Knowledge Management Strategy drafted by 30/06/11				Strategic Services/ ICT: K Nieuwoudt	
		B.3.3 Disaster Recovery and Business Continuity	1 Disaster Recovery Strategy Document developed by 30/06/11				Strategic Services/ ICT: K Nieuwoudt	
		B.3.4 Interactive display of Business applications	Implement Microsoft SharePoint Modules by 30/06/11				Strategic Services/ ICT: K Nieuwoudt	
		B.3.5 Building plan control and management processes	Develop a building plan management process 80% completed by 30/06/11				Strategic Services/ ICT: K Nieuwoudt	
		B.3.6 ICT Shared Services	Further development of shared services strategies				Strategic Services/ ICT: K Nieuwoudt	
		B.3.7 Internet provision in the DMA	100% of project implemented	30,000		Own funds	Strategic Services/ ICT: K Nieuwoudt & Community	

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
B. Finance and Resource Mobilisation Cluster (Continue)								Services/DMA: J du Preez	
C. Economic and Tourism Development Cluster	<i>Develop an appropriate regional economy that ensures shared prosperity and sustainability</i>	Tourism Help Desk and Marketing	C.1.1 Attend marketing platforms: tourism trade shows and exhibitions, Indaba	Reports on visits	500,000		Own funds	Strategic Services/ LED: Tourism	
			C.1.2 Produce marketing collateral- brochures	100% completed by 30/6/2011	80,000		Own funds	Strategic Services/ LED: Tourism	
			C.1.3 Produce a regional tourism guide	1 guide compiled by 30/06/2011	100,000		Own funds	Strategic Services/ LED: Tourism	
			C.1.4 Compile a destination report – German, Spanish & Dutch Market	1 destination report by 30/6/2011	80,000		Own funds	Strategic Services/ LED: Tourism	
		Upgrading of resorts	C.2 Capital projects for the resorts as per the allocated draft budget of 30 March 2010	Approved projects implemented by 30/6/2011	955,000		Own funds	Strategic Services/ Resorts: P Jonck	
		Other sector development: agriculture, cultural industries	C.3 Facilitate market access opportunities for arts & culture practitioners and SMME's at local and regional festivals	No of Strategic partnerships facilitated by 30/06/2011	50,000		Own funds	Strategic Services/ LED: Tourism	
		Skills development (aimed at citizens)	C.4.1 Present tourism development workshops and skills training	100% completed by 30/6/2011	75,000		Own funds	Strategic Services/ LED: Tourism	CTRU
			C.4.2 Skills development in the District	Eden Dept of Community Services to continue to support skills development in the district		27,000		Own funds	Community Services/ Social development : M Wilson

Eden Development Cluster

C. Economic and Tourism Development Cluster (continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
<i>Develop an appropriate regional economy that ensures shared prosperity and sustainability (continue)</i>	Support Small business development	C.5.1 Implement incubation strategy	100% completed by 30/6/2011	80,000		Own funds	Strategic Services/ LED: N Arries	
		C.5.2 SMME and skills development	50 SMME's assisted by 30/6/2011	400,000		Own funds	Strategic Services/ LED: N Arries	
		C.5.3 Export Development programme	2 companies trained to export their products by 30/6/2011	100,000		Own funds	Strategic Services/ LED: N Arries	PLEK PLAN
		C.5.4 Trade & Investment marketing	Investment platform created for 8 catalytic projects by 30/6/2011	150,000		Own funds	Strategic Services/ LED: N Arries	
		C.5.5 PLATO SMME mentorship project	20 companies mentored by 30/6/2011	80,000		Own funds	Strategic Services/ LED: N Arries	
	Support the Land reform programme of the National Department of Land Affairs	C.6 Investigate Eden properties that may contribute to the Land reform programme	Report to Council by 30/6/2011			Own funds	Strategic Services/ Environmental Management: H Hill	Department of Land Affairs
	Regional LED strategy development	C.7.1 Eden BBBEE awareness raising initiative	100% of project completed by 30/6/2011	60,000		Own funds	Strategic Services/ LED: N Arries	Private sector
		C.7.2 Review of LED strategy	1 reviewed strategy by 30/6/2011	200,000		Own funds	Strategic Services/ LED: N Arries	LED units of B-municipalities
		C.7.3 Implement "catalytic" projects framework in region	100% completed by 30/6/2011	100,000		Own funds	Strategic Services/ LED: N Arries	B municipalities, Plek Plan
		C.7.4 Sustain the Regional Economic Development Forum	6 platforms created by 30/6/2011	60,000		Own funds	Strategic Services/ LED: N Arries	B' Municipality LED Managers
		C.7.5 Capacity building for LED unit and B-municipalities	100% of capacity initiative implemented by 30/6/2011	100,000		Own funds	Strategic Services/ LED: N Arries	B' Municipality LED Managers
		Regional	C.8.1 World Corporate Golf	1 platform facilitated	400,000		Own	Strategic Services/ LED:

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
C. Economic and Tourism Development Cluster (continue)	<i>Develop an appropriate regional economy that ensures shared prosperity and sustainability (continue)</i>	Tourism Development Strategy	Challenge- successfully facilitate & coordinate a platform to mobilise private investors to participate in a Golf challenge	by 30/6/2011			funds	N Arries	
			C.8.2 Roll-out of the FIFA 2010 Soccer World cup programme in Eden	100% completed as planned by 15 July 2010			Own funds	Office of the Executive Mayor/ Eden 2010 Coordinator: A Lamont	Two base camp towns- George & Knysna
			C.8.3 Eden DM to act as the coordinator for the roll out of the Eden 2010 legacy project – 4 legacy thrusts were identified	100% of the project completed as planned by 30/6/2011			Own funds	Office of the Executive Mayor/ Eden 2010 Coordinator: A Lamont	
D. Community, Social and Human Capital Development Cluster	<i>Create an enabling social environment, that ensures safe, healthy and vibrant communities that participate actively in Eden</i>	HIV/AIDS Forum establishment and plan	D.1 HIV/AIDS	Implement the HAST plan by supporting the operation of Local AIDS councils by 30 /6/2011	347,000		Own funds	Community Services/ HIV/AIDS Coordinator: E Sass	District & Local AIDS Councils, B-municipalities, Government departments & NGO'S
			D.1.2 HIV/AIDS and disability awareness campaign (internal Eden DM staff)	Implement the awareness campaign by 30/6/2011	200,000		Own funds	Corporate Services/Human Resources: G le Roux (EAP officer)	
		Development; Formulation of inter-governmental poverty eradication strategy	D.2.1 War on Poverty	Implement the war on poverty program in collaboration with the district poverty task team and Dr Veni Naidoo. 100% of planned initiatives planned for 2010/11 implemented by 30/6/2011				Community Services/ Social development : M Wilson	District poverty task team Service provider- Dr Veni Naidoo
			D.2.2 Support local	Local poverty				Community Services/	District poverty

Eden Development Cluster

D. Community, Social and Human Capital Development Cluster (continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
		municipalities to establish their local poverty structure	structure established in B-municipalities by 30/6/2011				Social development : M Wilson	task team
		D.2.3. Eden Food Bank (district focus)	100% of project implemented by 30/6/2011	300,000		Own funds	Community Services/ Social development : M Wilson	
		D.2.4 Social relief of Distress	Social relief of distress policy of Eden DM implemented by 30/6/2011	70,000		Own funds	Community Services/ Global Fund: E Sass	
		D.2.5 Noll (DMA)	100% of project implemented by 30/6/2011	117,190		Own funds	Community Services/ Social development : M Wilson	
	Support Early Childhood development (ECD)	D.3.1 Support ECD in the District with equipment and materials, Bitou	100% of project completed by 30/6/2011	300,000		Own funds	Community Services/ Social development : M Wilson	Dept of Education
		D.3.2 Support ECD in the district with infrastructure – 2 local municipalities	100% of project completed by 30/6/2011	300,000		Own funds	Community Services/ Social development : M Wilson	Dept of Education, Social Development, NGO'S , B-municipalities
	Disaster Management Plan development	D.4.1 Water disaster management monitoring analysis and reporting	12 monthly reports on water crises status				Technical Services/ Bulk infrastructure: N Angel	B municipalities
		D.4.2.1 Co-funding for regional risk assessments Mosselbay LM:R150,000 George LM: R250,000 Knysna LM: R250,000 Bitou: R150,000 Oudtshoorn: R250,000	Risk assessments completed by 30/6/2011		R1,1 million	External loan	Office of the Municipal Manager/ Disaster Management: G Otto	B-municipalities, Provincial disaster management centre (PDMC)

Eden
Development
Cluster

D. Community,
Social and Human
Capital
Development
Cluster (continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders	
				2010/11	2011/12	Source of funding			
		D.4.2.2 Implement an early warning system for the region	System implemented by 30/6/2011	500,000		External loan	Office of the Municipal Manager/ Disaster Management: G Otto	B-municipalities, Provincial disaster management centre (PDMC), South African Weather Service	
		D.4.2.3 Restructuring of regional fire service- Develop a rapid attack aerial response unit	Unit implemented by 30/6/2011	1.9 million		External loan	Office of the Municipal Manager/ Disaster Management: G Otto	B-municipalities National & Provincial Government	
		D.4.2.4 Completion of emergency call centre for remainder of regional emergency calls	Emergency call centre completed by 30/6/2011				Office of the Municipal Manager/ Disaster Management: G Otto	B-municipalities	
	Development of Environmental Health Strategy	D.5.1 Health surveillance of premises	Healthy and hygienic conditions at premises				Community Services/ Municipal Health: J Compion	Business owners	
		D.5.2 Surveillance and prevention of communicable diseases	Phast training sessions with farm workers, rural crèches and schools.				Community Services/ Municipal Health: J Compion	Farm workers, rural crèches and schools	
		D.5.3 Health education	Monitoring formal & informal food traders through sampling surveys		150,000		Own funds	Community Services/ Municipal Health: J Compion	Formal & informal food traders
		D.5.4 Environmental pollution control	Clean and safe environment through health education, monitoring activities &					Community Services/ Municipal Health: J Compion	

Eden
Development
Cluster

*D. Community,
Social and Human
Capital
Development
Cluster (continue)*

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
			sampling surveys					
	Clean-up projects	D.6.1 Work for Water (WFW) (5 projects- Brandwacht, Grootbrak, Uniondale, Karatara, Knysna)	Implement the 2010/11 WFW project by 30/6/2011	11,063,267		DWAF	Strategic Services/ LED/ WFW: W Fourie	Contractors
		D.6.2 Protection of rivier corridors within the Eden Municipality (See F.1.6)					Strategic Services/ Environmental Management: H Hill	
	Management of the DMA	D.7 Infrastructure development in DMA (see E.5.2- 5.8)					Community Services/DMA: J du Preez	Service providers
Develop human and social capital by investing in women and youth development	Promote Youth Development in the DMA & Region	D.8.1 Operational funding to the District Youth Council/ DMA Youth Council	100% of operational funds allocated to the DMA Youth Council spent by 30/6/2011	300,000		Own funds	Community Services/ Social development : M Wilson	DMA Youth Council
		D.8.2 CAMP EDEN	100% of the objectives of Camp Eden achieved by 30/6/2011	500,000		Own funds	Community Services/ Social development : M Wilson	Service Provider, Dept of Social Development, Eden Youth Council, NGO's
		D.8.3 Youth Advisory Centre in DMA	100% of planned services completed by 30/6/2011				Community Services/ Social development : M Wilson	DMA Youth Council, DMA Local Youth Forum
		D.8.4 Drivers license project	Implement a drivers license project in four municipal areas completed by 30/6/2011	360,000		Own funds	Community Services/ Youth Coordinator: J Japtha	B-municipalities. Eden DM Youth Council
		D.8.5 Host Girl child camps in two municipal areas	100% of project completed by 30/6/2011	36,500		Own funds	Community Services/ Gender Coordinator: M Appels	Service provider, B-municipalities, Departments of

Eden
Development
Cluster

D. Community,
Social and Human
Capital
Development
Cluster (continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
<i>Develop human and social capital by investing in women and youth development (continue)</i>								Education & Social Services
		D.8.7 Support the Girl Power project	Project supported 100% by 30/6/2011	80,000		Own funds	Community Services/ Gender Coordinator: M Appels	Service provider, B-municipalities, Departments of Education & Social Services
		D.8.8 Scholarship project for disadvantaged youth-DMA	100% of project completed by 30/6/2011	150,000		Own funds	Community Services/ Social development : M Wilson	
	Disability awareness	D.9.1 Completion of the disability plan for the district	1 plan completed by 30/6/2011	285,000		Own funds	Community Services/ Social development : M Wilson & Gender /Disability Coordinator: J Japtha	
		D.9.2 Establish a disability desk	1 desk established by 30/6/2011				Community Services/ Social development : M Wilson	
	Support Children & Women, Elderly	D.10.1 Support Elderly in the district- Age in Action	100% of project completed by 30/6/2011	80,000			Community Services/ Social development : M Wilson, Gender Coordinator: J Japtha	Age In Action
		D.10.2 Substance Abuse	Implementation of substance abuse programmes in cooperation with Government Departments and municipalities in the district				Community Services/ Social development : M Wilson	Government departments & B-municipalities
	Gender awareness	D.11 Complete District Gender policy	1 gender policy completed by 30/6/2011				Community Services/ Gender Coordinator: J Japtha	

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
D. Community, Social and Human Capital Development Cluster (continue)	<i>Develop human and social capital by investing in women and youth development (continue)</i>		D.12 Implement gender policy	100% of planned initiatives implemented by 30/6/2011	150,000		Own funds	Community Services/ Gender Coordinator: J Japtha	
E. Infrastructure, Public Works and Transport Cluster	<i>Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people</i>	Formulation of Regional Bulk Infrastructure; Audit and Plan including water and storm water treatment	E.1.1 Development of a Bulk Regional Water Supply Master Plan	Master plan developed by 30/6/2010				Technical Services/ Bulk infrastructure: N Angel	B-municipalities
			E.1.2 Bulk water pre-feasibility studies	Project completed by 30/6/2011	1 million		Own funds	Technical Services/ Bulk infrastructure: N Angel	
			E.1.3 Bulk waste water pre-feasibility studies	Completion of Master Plan by December 2010	500,000		Ow funds	Technical Services/ Bulk infrastructure: N Angel	B-municipalities
			E.1.4 Electricity	100% of project completed by 30/6/2011	6 million	-	DME	Technical Services/ Bulk infrastructure: N Angel	B-municipalities
			E.1.5 Bulk water: bore hole projects in the district	Project completed by 30/6/2011	2,5 million	2 million		Technical Services/ Bulk infrastructure: N Angel	B-municipalities
		Maintenance of roads (planning)	E.2.1 Improve road maintenance techniques	Carry out road maintenance in accordance with planning			PGWC-Transport	Technical Services/Roads & Transport: H Ottervanger	Dept of Transport & Public Works
			E.2.2 Complete re-gravel program	Re-gravel approximately 120km of road by 30/6/2011			PGWC-Transport	Technical Services/Roads & Transport: H Ottervanger	B- municipalities
		EPWP strategy;	E.3 EPWP coordination	100% of project coordinated by 30/6/2011	50,000		Own funds	Strategic Services/ LED: N Arries	

Eden Development Cluster

E. Infrastructure, Public Works and Transport Cluster (continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders	
				2010/11	2011/12	Source of funding			
<i>Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people (continue)</i>	Development of Integrated Waste Management System	E.4 Implement the Eden waste management plan	Design of waste landfill site in the vicinity of Mosselbay by 30/6/2011		6 million	External loan	Community Services/ Bulk Waste: M Hubbe	Mosselbay Municipality, architect	
			Design site for district landfill area site	600,000		Own funds	Community Services/ Bulk Waste: M Hubbe	Mosselbay Municipality, architect & contractor	
			Oudtshoorn landfill site: Oudtshoorn & Kannaland to share 1 bulk waste site	21 million		External loan	Community Services/ Bulk Waste: M Hubbe	Oudtshoorn & Kannaland municipalities, contractor	
	Infrastructure projects		E.5.1 Commence construction of housing project in Uniondale – phase 1	100% of phase 1 of Uniondale housing project completed by 30/6/2011				Strategic Services/ Housing Unit: H Hill & Community Services/DMA: j DU Preez	Service provider, Dept of Housing
			E.5.2 Implement alternative energy sources for Uniondale housing project	100% of project completed by 2011				Strategic Services/ Environmental Management: H Hill	
			E.5.3 Uniondale internal electrification project	Subject to budget allocation 2010/11	1 million			Community Services/ DMA: J du Preez	
			E.5.4 Upgrading of Uniondale waterworks – MIG funding	Water works upgraded	2,5 million		MIG	Community Services/ DMA: J du Preez	
			E.6.1 Regional Integrated Transport Plan (RITP) is completed	-	-	-	-	Technical Services/Roads & Transport: H Ottervanger	
			E.6.2 Acquire funding for feasibility study for a commuter rail link between George and Mosselbay	To raise approximately 1million for the study	-	500,000		Technical Services/Roads & Transport: H Ottervanger	
			E.6.3 Provide a pedestrian	Raise funds to		1,000,00		Technical	Dept of Transport

Eden Development Cluster	Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
					2010/11	2011/12	Source of funding		
E. Infrastructure, Public Works and Transport Cluster (continue)	<i>Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people (continue)</i>		walkway at Haarlem	construct the walk way and appoint contractor		0		Services/Roads & Transport: H Ottervanger	& Public Works
			E.6.4 Provide taxi/bus stops for learners in rural areas	Raise funds, appoint consultants and contractors to implement	-	500,000		Technical Services/Roads & Transport: H Ottervanger	
F. Environmental Management and Spatial Development and Planning Cluster	<i>Sustain Eden environment through resource conservation, good land use practices and people centred planning</i>	Integrated Environmental Management – includes development control, and environmental health services	F.1.1 Air quality monitoring	Start to implement at least 50% of the objectives of the Eden Air Quality Management Plan	20,000		Own funds	Community Services/ Municipal Health: J Compion	
			F.1.2 Coastal Management programme	100% of programme implemented by 30/6/2011	250,000			Strategic Services/ Environmental Management: V Gibbs	
			F.1.3 Eden district environmental education project (celebrate calendar days)	100% of project implemented by 30/6/2011	80,000			Strategic Services/ Environmental Management: V Gibbs	Schools and learners
			F.1.4 Environmental interpretation centre at Calitzdorp Spa	Centre developed	70,000			Strategic Services/ Environmental Management: V Gibbs	
			F.1.5 Greening project – Mosselbay Wolwedans community	Greening project completed by 30/6/2011	30,000			Strategic Services/ Environmental	

Eden Development Cluster

F. Environmental Management and Spatial Development and Planning Cluster (Continue)

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
<i>Sustain Eden environment through resource conservation, good land use practices and people centred planning (continue)</i>							Management: V Gibbs	
		F.1.6 Protection of rivier corridors within the Eden Municipality	100% of project completed by 30/6/2011	100,000			Strategic Services/ Environmental Management: V Gibbs	
		F.1.7 Development of estuary management plans as per the Coastal Management Act of 2008	Plans developed by 30/6/2011	160,000	160,000	160,000	Strategic Services/ Environmental Management: V Gibbs	
	Address climate change impact through mitigation and adaption	F. 2.1 Mitigation and adaption plan to Climate change (MAP)	Plan developed by 30/6/2011	150,000			Strategic Services/ Environmental Management: V Gibbs	
		F.2.2 Harvesting of water from clouds	100% of project completed by 30/6/2011	30,000			Strategic Services/ Environmental Management: V Gibbs	
	Spatial Development and Planning: including a land audit,	F.3.1 Human settlement growth potential for towns in Eden region	1 study completed by 30/6/2011	250,000			Strategic Services/ Environmental Management: H Hill	B-municipalities
		F.3.2 Implementation of Urban design framework	Framework implemented by 30/6/2011	200,000	200,000		Strategic Services/ Environmental Management: H Hill	B-municipalities
		F.3.3 Roll out of Eden Spatial Development Framework (SDF) (2009) (e.g. Regional cycling	Roll out implemented by 30/6/2011	100,000	400,000		Strategic Services/ Environmental Management: H Hill	B-municipalities

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Cluster**

Eden Strategy	Program	Project	KPI	Budget			Responsible department & Internal Stakeholders	External Stakeholders
				2010/11	2011/12	Source of funding		
		network)						
		F.3.4 Determine flood lines 1:50 and 1:100 and 10 meter contours for the Klein, Groot and Hartenbos riviers	Study completed by 30/6/2011	300,000			Strategic Services/ Environmental Management: H Hill	

CHAPTER 9 – TURN- AROUND STRATEGY (TAS) FOR THE EDEN DISTRICT MUNICIPALITY

1. Introduction

As part of its ongoing efforts to improve the quality of service delivery, particularly at a local level, the Department of Cooperative Governance and Traditional Affairs (COGTA), introduced the Local Government Turn-Around Strategy. The Idea behind the strategy is to provide an opportunity for all municipalities in the country to reflect on their own performance and concentrate on removing constraints.

The 2009 LGTAS identified five strategic objectives that will guide the LGTAS interventions and support framework. These are aimed at ***restoring the confidence of the majority of our people*** in our municipalities, as the primary expression of the developmental state at a local level.

These strategic objectives are:

- 1) Ensure that municipalities meet the ***basic service needs*** of communities
- 2) Build clean, effective, efficient, ***responsive and accountable*** local government
- 3) Improve ***performance*** and ***professionalism*** in municipalities
- 4) Improve ***national and provincial policy, oversight and support***
- 5) Strengthen ***partnerships*** between local government, communities and civil society

The immediate pre-2011 priorities are to:

- a) Address immediate financial and administrative problems in municipalities
- b) Regulations to stem indiscriminate hiring and firing
- c) Ensure & implement a transparent municipal supply chain management system
- d) Strengthen Ward Committee capacity & implement new ward committee governance model
- e) National and provincial commitments in IDPs
- f) Differentiated responsibilities and simplified IDPs (Agreement with each municipality on the ideal scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements)

- g) Funding and capacity strategy for municipal infrastructure (Funding and capacity strategy for municipal infrastructure in rural areas including extending MIG grant to 2018 and utilising annual allocations to municipalities for repayment of loans in order to accelerate delivery)
- h) Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG (Cities) and Housing Subsidy grants
- i) Review and rearrange capacity grants & programmes, including Siyenza Manje support for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units
- j) Upscale Community Works Programme to ensure ward based development systems;
- k) Implement the Revenue Enhancement – Public Mobilisation campaign
- l) Launch the “good citizenship” campaign, focusing on governance values to unite the nation and mobilize involvement in local development affairs
- m) Preparations for next term of local government inspire public confidence including commitment by political parties to put up credible candidates for elections.

The post 2011 priorities - Vision 2014:

- a) A single election for national, provincial and local government (benefits: single manifesto, one financial year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks)
- b) All citizens must have access to affordable basic services
- c) Eradication of all informal settlements
- d) Clean cities, through the management of waste in such a way that it creates employment and wealth
- e) Infrastructure backlogs should be reduced significantly
- f) All schools, clinics and hospitals and other public facilities have access to water, sanitation and electricity;
- g) Each of the wards has at least one sporting facility
- h) Each municipality has the necessary ICT infrastructure and connectivity
- i) All provinces and municipalities should have clean audits
- j) Violent service delivery protests are eliminated
- k) Municipal debt is reduced by half
- l) Empowered and capacitated organs of people’s power (Street, Block / Section, Village & Ward Committees)

m) Trained and competent councillors, traditional leaders, officials, Ward Committee members, CDWs and community activists.

An assessment by the National Department of Cooperative Governance and Traditional Affairs (COGTA) contained in the November 2009 Local Government Turn Around Strategy (LGTAS) report Eden District municipality’s service delivery performance was rated as fairly well in terms of its capacity, social and economic challenges and audit outcomes (see Table 1 below for Eden’s classification).

Table 1: COGTA SPATIAL ANALYSIS FRAMEWORK

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Eden District Municipality	C1	4	M	Unqualified	68.42

An interpretation of Table 1 indicates the following for the Eden DM:

Eden District Municipality is classified as a category C1: District Municipalities which are not water service authorities.

Overlaid on to this are four classes of municipalities derived from spatial, social, municipal capacity and economic indicators. This index is indicative of municipalities’ vulnerability:

- o Class 1: Very high vulnerability
- o Class 2: High vulnerability
- o Class 3: Medium vulnerability
- o **Class 4: Low vulnerability (Eden District Municipality, has a low socio-economic vulnerability and with a rating of 4 it is least vulnerable).**

This new classification system will guide the kinds and levels of support and interventions developed for the LGTAS.

Eden's TAS is compiled as an extension of our draft reviewed IDP for 2010/11. Our **identified key levers of change** (as per the attached table below) were informed by:

- The classification of Eden DM as per Table 1 above as not being vulnerable and performing fairly well in terms of service delivery;
 - A strategic session with the Extended Management Team;
 - Assessments by the Provincial Government Western Cape on Eden's IDP Review for 2009/10;
 - Auditor General Opinion for the 2008/09 Financial Year;
 - Key challenges identified in an assessment done by the Department of Local Government and Housing and the Development Bank of Southern Africa and
 - The five critical areas identified for the period ending in March 2011 by the LGTAS, **include basic service delivery, public participation, LED, governance and financial management.**
- Municipalities need to, within these broad priority areas identify interventions (key levers of change) which are critical in turning service delivery and performance around.

The table below details the priority areas for the Turn Around Strategy (TAS) of Eden District Municipality as well our **key levers for change** within the key focus areas.

Eden DM Turn Around Strategy (TAS): May 2010

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
1	Basic Service Delivery									
1.1	Water shortage in district- District to strategically plan with B-municipalities in terms of water management for the region - Consumer awareness water/electricity	District declared a drought disaster area	Low rainfall. Demand greater than supply.	The Bulk water master plan for the region should be finalised. Plan will highlight water needs for next 20 years and district then to plan accordingly. Continue with consumer awareness on water restrictions	Service provider appointed to draft and complete the Bulk water Master plan. Sourcing funding from Province and National.	Funding from Province and National to implement the water master plan. Support from DWAF	R 4 billion for backlogs over the next 20 years	500 million for next 5 years (detailed budget to follow after finalised master plan)	6 million over next 5 years for updated and amendments to the Bulk water master Plan	R2,5 million for borehole projects in 2010/11
1.2	Poverty alleviation	Eden district cited as poorest district in Province	Unemployment and low skilled base of workers	District War Room on poverty operational with funding and projects implemented	A district War room on poverty will be established in June 2010. A service provider was appointed to assist and source funding for the implementation of the district's poverty programme.	Funding from Province and National government for the District War Room on Poverty initiative	R50 million until 2014	30 million over next five years	20 million over next five years	517,190
1.3	HIV/AIDS and TB	High incidence of HIV/AIDS and TB in the district	Poor living conditions and bad life style choices	Implement the HIV/AIDS program as per projects listed in Chapter 6 in the draft IDP review for	District to implement HIV/AIDS initiatives in liaison with the Department's of Social Development	Support (financial & technical) from Provincial departments of Health, Social Development	15 million	10 million over 5 years (until 2014)	5 million over 5 years (until 2014)	847,000

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
				2010/11	and Health					
2	Public Participation									
2.1	Structured district IGR engagements with business, sector departments, B-municipalities and civil society - Forum engagements	One district IGR engagement held on 11 March 2010	Departments don't work collaboratively with regards with program implementation, budgets, monitorinfg and evaluation	To be structured in the IDP process. Bi-annual IGR engagements planned for 2010/11	Include structured district IGR engagements in Section 27 framework of Eden DM for 2010/11. The framework will be drafted in liaison with IDP Managers of local municipalities in June 2010.	Technical support on IGR from the Provincial Department of Local Government and Housing				IDP opex budget
2.2	Structured consultations with communities in District Management Area (DMA) in collaboration with George MUN (2 Wards)	Bi-annual engagements with the DMA communities on the IDP & Budget process	Legislation does not provide for the establishment of a representative community forum in the DMA	Establish a community representative forum for the Eden District Management Area (DMA)	TOR for forum drafted and to be approved by Council. Institute the forum	Sector departments and organized groups that operate in the Eden DM to accept forum membership and attend meetings. Department of LG to assist with training of forum community members – (on their role and function)	R 100 000		R100 000 (training)	30,000
3	Governance									
3.1	Administration									
3.1.1	EDEN/B - Municipalities: Regional vs Local role	In some instances the role of the district vs local municipalities not	Mis-communication, differing roles not clearly understood by all	Use existing platforms to discuss the role of the district vs that of local municipalities (e.g	The strategic enabler role of the Eden district must once again be communicated with the B-	Department of Cooperative Governance and Traditional Affairs, Provincial department of Local				

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
		understood. B-municipalities only view district as funding source for their projects.		platforms like MMF, DCF, one-on-one meetings)	municipalities. Past sessions were held on the district's role but there still seems uncertainty.	government. Province assist with discussions to clarify the district's role with local b-municipalities				
3.1.2	Forum discussions taken up ward. Upward reporting -Chairpersons to share issues amongst themselves.				Use 3.1.3 to address this issue					
3.1.3	Break down silo planning within line departments	Coordinated and integrated planning between Eden line departments not in all cases normal business practice in the district municipality	Turf battles and competition between line departments	Achieve better planning and cooperation between line departments in the district municipality	Use the IDP process to enhance integrated planning between line departments. Use the Extended Management Committee meetings as a further tool. Top management to take ownership of the IDP process to prevent silo planning and implementation.					
3.1.4	Implementation of Shared Services projects on regional basis	Implementation of shared services is slow	Buy-in and understanding of shared services in the district and the	Clarity of the shared services initiatives that the district should drive	Convene a workshop in April 2010 to discuss the way forward for shared services in	B-municipalities, other Districts, Provincial department of LG (IGR)				300,000

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
			organisation	(administrative and political buy-in)	the district. Outcome- clear implementation plan					
3.1.5	Performance Management roll out plan - Section 57's and entire organization	PM framework in place and currently only performance management of section 57 appointees	Until 8 February 2010 there was uncertainty regarding the placement of the PM function. Now report directly to the Acting Executive Manager Strategic Services	PM for section 57 appointees and levels 1-3 to be operational by 30/6/2011	Quarterly performance assessments of section 57 appointees. Draft a plan to roll-out performance management in phases in the entire organisation. Appoint a Performance Manager and review the PM system.	Technical assistance from Province with the roll-out of the performance management in the entire organisation				PMS opex budget
3.1.6	Investigate establishment of a district training centre (municipal academy)	Need identified for a coordinated regional training centre	Current training institutions don't always meet the training needs (e.g fire fighting)	Proposal must be accepted by Council and plans initiated	Investigate the possibility for signing of agreements with training institutions (e.g. Province, LGSETA, MMNU and South Cape College and the DBSA) to make use of their facilities. Explore the establishment of a regional training centre in collaboration with external	Provincial Treasury (technical support - buy-in of all spheres of government), Tertiary and private training institutions. DBSA is willing to assist with the establishment of the regional training centre (financial and technical support)	5 million over 5 year period (until 2014)	2,5 million	2,5 million	800 000

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
					stakeholders					
3.1.7	Establish an audit committee	Audit committee was not operational through out the 2008/09 financial year and did not operate	Council and management oversight. No audit charter	An appointed and operational audit committee	Advertised for audit committee members. Council approved appointment of audit committee members on 30 March 2010. Committee to be operational with effect from 1 April 2010	Technical support from AG's office				
3.1.8	Regular risk assessments as per section 62 (1) of the MFMA are not done			Busy drafting a risk assessment plan with the assistance from DBSA	Will be handled as part of the internal audit function in the district. Risk assessment plan to be in place by 30/6/2011					
4	Financial Management									
4.1	Investigate the establishment of a Funding Mobilization Unit - must generate additional funding in the district	District must generate additional funding to fund development in the district	District municipality has no property tax income base like a local B-municipality	Fund raiser appointed on a contract basis	Advertise contract position for a fund raiser. Fund raiser to be appointed	Technical assistance from Provincial and National treasury				
4.2	Generate income from Council property portfolio	Council property are not financially optimally utilised	Absence of a property utilisation strategy	Property management plan to be in place	A service provider is appointed to draft a property management plan that will guide Council on the	Technical assistance from Provincial and National Treasury				

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
					optimal utilisation of strategic properties					
5	2011 Priorities									
5.1	Bulk infrastructure-bore hole projects				Implement the bore holes projects in the district					2,5 million
5.2	Bulk water pre-feasibility study									1 million
5.3	Bulk waste water prep-feasibility study									500 000
5.4	Bulk infrastructure – DMA infrastructure MIG funding				Implement the storm water project with MIG funding		6,8 million	6,8 million		
5.5	Appoint fund raiser on contract basis				Fund raiser appointed on contract basis					
5.6	LED and tourism				Implement the allocated LED and tourism projects listed in Chapter 8 of the reviewed IDP for 2010/11					4,2 million
5.7	Sport development				Coordinate sport development in the district. A unit was created and staff will be appointed in 2010/11					1,3 million
5.8	Social development				Implement the allocated Social development projects listed in					3,6 million

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
					Chapter 8 of the reviewed IDP for 2010/11					
5.9	Regional skills development centre				Investigate the establishment of a regional skills centre					800,000
5.10	Municipal Health (Regional land fill sites)				Plan and implement the regional land fill sites listed in Chapter 8 of the reviewed IDP for 2010/11 and budgeted for in the draft budget of 30 March 2010.					1,3 million (21 million external loans for regional landfill sites)
5.11	Better Communication				Render a communication service in the district and purchase a multipurpose public events vehicle					1,7 million
6	2014 Priorities									
6.1	Bulk infrastructure									
6.1.1	Bulk infrastructure-bore hole projects									2 million
6.1.2	Bulk infrastructure- rail commuter service: George to Mosselbay						500 000		500 000	
6.1.3	Bulk						1 million		1 million	

No	PRIORITY TURN AROUND FOCAL AREA	Current situation	Causes	Changed situation by June 2011	Municipal Action	Unblocking Action needed from other spheres and agencies (e.g. intervention or technical support)	Estimated Amount	National budget	Provincial budget	Local – budget 2010/11
	infrastructure- Pedestrian side walk: Berg street Haarlem									
6.1.4	Bulk infrastructure: Bus/ taxi shelters on various school routes (rural areas)						500 000		500 000	
6.1.5	Bulk infrastructure: Storm water -MIG funding						18,23 million	18,23 million		
6.2	Social development									
6.3	LED and tourism									
6.4	Environmental management									
6.5	Governance and Institutional development									

CHAPTER 10 – CONCLUSION

The 2010/11 Integrated Development Plan will be adopted in May 2010 by the Eden District Municipality. It constitutes a comprehensive statement of the Municipality's service delivery plan for this, the last financial year of the current Local Government term. Although we anticipate that this will be an extremely busy financial year – thanks, in part to the Foot ball World Cup to be held in South Africa in June/July 2010. Preparation for the 2011 Local Government Elections is also expected to engage the attention of a significant section of the political leadership of our municipality. However, with this plan of action to guide the work of the municipal leadership (political and administrative), we are confident that the priorities and plans spelt out in this document will be implemented with vigor and much enthusiasm.

Eden, a Home and Future for All

This IDP Review document serves as a loadstar for all sectors of our region (government, civil society, business and labour), to play their respective parts in turning our region into a home with a future for all. Indeed, this IDP review document enjoins the Eden District Municipality to play a far more active role in mobilizing and harnessing the collective energies of the various sectors of our region, for the putative benefit of all. For, it is only when all of us, as a regional growth and development coalition, work together, that the objectives set out in this document, will be achieved.