



Integrated Development Plan

2007 - 2011

TABLE OF CONTENTS



	FOREWORD	
i	Foreword from the Municipal Manager MC Botha	1
ii	Setting the Context for this IDP Review	3
1.	INTRODUCTION.....	7
1.1	A New Role and Agenda for Eden District Municipality	
1.2	Background	
1.3	Purpose of the Draft DP 2007/2011	
1.4	Planning Process	
2.	WHERE ARE WE NOW?	11
2.1	Our People	
2.2	Our Economy	
2.3	Our Environment	
2.4	Our Government	
3.	WHERE ARE WE HEADING?	25
3.1	Alignment with National Policies, Programmes and Strategies	
3.2	Alignment with Provincial Policies, Programmes and Strategies	
3.3	Eden's Response: Alignment and Integration	
4.	WHAT PROGRESS ARE WE MAKING?	43
4.1	State of the district address	
4.2	Progress Sectoral Plans and Strategies	
4.3	Local Economic Development Strategy	
4.4	Performance Management	
4.5	EDEN '06: Institutional Transformation	
4.6	Other Strategic Policies in Progress	
4.7	Summary of Programmes and Projects	
4.8	IDP/Budget Link	
5.	HOW DO WE MOVE FORWARD?.....	71
5.1	Institutional Arrangements	
5.2	Capacity Building	
5.3	Integrated Information Communication Technology Networks across Eden	
5.4	Social Dialogue Structures	
6.	HOW DO WE EVALUATE OURSELVES?	78
6.1	Adopting a District Performance Management Framework	
6.2	Project Scope and Objectives	
6.3	Key Project Outputs and Outcomes	
7.	WHAT DID WE ACCOMPLISH?	80

TABLES

1	Population figures for Eden District Municipality.....	11
2	Economic Sectors Contribution to GRP and Employment	13
3	Sector Contribution to GRP and Growth 1995-2004, Employment Share per Sector 2001	15
4	Contribution to GDP by Municipality 1995-2004, Employment Share per Sector 2001.....	16
5	Eden District: Selected Indicators of Quality of Life by Local Municipality	17
6	IDP objectives, their relationship to Development Clusters and the Associated Focus Area and Strategic Initiatives	32

MAPS

1	Eden Jurisdiction Area	8
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ANNEXURES

A	Towards 2nd Generation Credible IDPs: Western Cape Hands-on IDP Support Programme, Dated: 6 February 2007.....	81
B	Development priorities for the District Management Area (DMA).....	88



Foreword from the Eden Municipal Manager : MC BOTHA

The preamble of the Local Government: Municipal Systems Act, 2000 states:

“To provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all;, to establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment;”

It is clear that the legislator intended to utilise the local sphere of government as the vehicle to integrate the activities of all three spheres of government in order to address the needs of the South African community. However, it will be ludicrous to imagine that this intended service methodology of national government can be achieved without an integrated approach, or at least some formalized method of “forced” co-operation.

Very few of South Africa’s socio-economic challenges can be addressed within a single sphere of government. An excellent case in point is the factual situation where the delivery of schools, fully staffed, serviced and equipped, requires the involvement of all three spheres of government and, making the situation more complex, different departments in the same sphere of government.

In Eden’s opinion the answer to the integrated service dilemma of South Africa lies in developing a service delivery model in which the role of project managers are linked to the strategic objectives of the different spheres of government and in which these project managers are responsible to integrate governmental efforts, within a shared services model. Section 27 of the Local Government: Municipal Systems Act, 2000 states quite clearly that the District Municipality must *“identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality”* for that district. On 19 May 2005 a Presidential IDP Review Committee stated that the District Municipality is the *“window through which all government activities in a specific district must be viewed”*.

Eden envisages this Integrated Development Plan as the point of  departure to lead the way in ensuring total compliance of section 83(3) of the Local Government: Municipal Structures Act, 1998. In his State of the District speech, the Executive Mayor's made the following statement:

At a DCF meeting, which was held on 20 February 2007, the Executive Mayors articulated their support for a Shared Services Unit and the matter was referred to the Municipal Managers Forum to make formal recommendations to the DCF at its next meeting on 4 May 2007. I have instructed my Municipal Manager that designing the business plan should take precedence in his diary and that all efforts must be made that Eden takes the lead with this innovative form of co-operative governance.

The final report, which will be delivered to Council before 30 June 2007, will impact on the core business processes, organizational design, and financial allocations of Eden District Municipality in the future.

I want to thank Messers Claude Schroeder, who started the IDP process before leaving Eden's employ on 1 February 2007, and Koos Nieuwoudt, who subsequently accepted the challenge of completing our IDP process. My gratitude also to every staff member who contributed to this document, our Executive Mayor, Clr Rudi Laws, for his able leadership, as well as the Speaker, Clr Hannes Boucher for his continued support in the IDP process.

IDP is seen as *‘a reflection of the whole of government involvement in a geographic area’* and assumes effective relations to allow the targeting of resources across government spheres. This means alignment of investment in IDPs with the relevant Provincial Growth Strategy and sector and strategic plans of line departments.

The STATUS OF IDP as ‘strategic plan for the whole of government and the private sector and social partners’ is a shift away from the view of an IDP as a municipal plan. The new Inter-Governmental Relations Act and its Forums’ role in inter-governmental planning and budgeting become paramount.

There must be a shared mechanism for measuring implementation between spheres of government. Therefore, the notion of a Premier ‘sign off’ on IDPs to affirm the Province’s commitment to realising the long-term development objectives in such IDPs is important. This mechanism is part of the process to ensure that the IDP is ‘credible’. The concept of ‘sign off’ can be extended to include the respective Mayor’s in Metro and District Areas to strengthen commitment to delivery in terms of IDPs.

The collective GOAL of an IDP is “to achieve integrated and sustainable human settlements and to support a robust and inclusive local economy”

This implies that IDPs must be underpinned by a strong spatial logic to settlements (i.e. their form, densities, mixed land use, release of land with economic potential, mobility within settlements, access to services, access to social facilities, access to places for interaction and economic opportunities, and targeted investment that supports growth).

The notion of credible IDPs is directly tied to second Generation IDPs. Credibility is not just having rigorous analysis, solid long term strategy, effective public participation and stakeholder involvement, and intergovernmental planning alignment and monitoring, but consideration of the financial situation of the municipality and its ability to deliver.

The district municipality must be utilised by all national, provincial and local organs of state as the PRIMARY SPATIAL AREA OF CONVERGENCE for purposes of coordinating national, provincial and local development planning.

The District Municipality role as leading the IDP process and capturing the agreed inter-governmental development strategy for such geographic areas is affirmed. The District Plans must identify the involvement of all government spheres AND speak to the spatial logic (as suggested in the National Spatial Development Perspective - NSDP) that guides the geographic targeting of interventions.

District Municipalities must ensure an inclusive process that binds local municipalities to a shared approach to IDP in the District. Information must flow easily between government spheres and municipalities to achieve success and relies on effective and sustainable relationships between organs of state.

The major shift is that room must be created for joint strategising, sharing of information, reaching agreement and concluding resource contributions and shared monitoring of progress in delivery. This means that each government sphere, sector department and social partner (business, civil society and labour) must plan and budget for its effective involvement in IDP drafting and review. The responsibility of the Mayor or Executive committee of the Municipality to manage the IDP process, to delegate responsibilities to the Municipal Manager in this regard and to take responsibility to submit the draft plan to the full municipal council for approval remain intact.

IDPs must be made public AFTER their approval to the public to improve monitoring by the community. The IDP process itself now demands:

- **Rigorous analysis** that identifies geographically where the areas of need are and clear understanding of the trends and drivers of development or underdevelopment,
- **Targeted community participation** that ensures that specific stakeholders are active participants and partners in planning and delivery,
- **Focused action** with identification of the critical list of interventions required and clear delivery targets,
- **Actively seeking synergy in solutions** across stakeholders,
- **Clear links to municipal budgets** and external resource holders, and
- **More strategic annual IDP Review** and agreed monitoring of progress

The AIM OF PLANNING means (as focused on as a start in District) to:

- Integrate the strategic objectives across government spheres in the District area
- Align strategic objectives on economic growth, sustainable human settlement, social cohesion, restoring human dignity and natural resource allocation
- Realise the objectives of development local government (as found in the Constitution: Section 152)
- Fulfil developmental duties (as found in Constitution: Section 153)
- Progressively realise the fundamental rights in constitution: Section 24 Environment, Section 25 Property, Section 26 Housing, Section 27 Health care, food, water and social security, and Section 29 Education

The **KEY OUTCOMES (PRINCIPLES)** for development planning *by any organ of state* and that overrides all else, is to achieve:

- (a) a strategic, cooperative, holistic and **SYNERGISTIC APPROACH** to development;
- (b) a clear **UNDERSTANDING OF THE STATE OF DEVELOPMENT** in geographic municipal areas (its community needs, economic and other development potential and environmental realities)
- (c) an **SHARED** understanding between organs of state on the vision, future trajectory and key milestones for the development of the geographical municipal area;
- (d) Clear **STRATEGIES** for achieving the set objectives;
- (e) **AGREEMENT** (that respects the Intergovernmental Relations Framework Act) between organs of state on their respective roles/responsibilities in the municipal area, and
- (f) **FIRM COMMITMENTS** by organs of state to fulfil their obligations in terms of any such agreements.

The final IDP for the District must be approved by the District Inter-governmental Forum (DIF) and must still be submitted to the DIF for consideration. Detail of requirements were set for 2nd generation IDP's and these are contained in Annexure 'A'

1 INTRODUCTION

A NEW ROLE AND AGENDA FOR EDEN DISTRICT MUNICIPALITY

Eden acknowledged the fact that the role of District municipalities is changing from being direct service providers - as was the case with the former regional services councils - to institutions of strategic, integrative and co-operative governance. In order to create trust between role-players and to improve co-ordination and integration amongst municipalities, other government partners and civil society role-players a range of interventions was initiated. This Draft IDP 2007/2011 is contributing to the development of shared goals amongst government partners and between government and civil society and was recently strengthened by the inception of a District Inter-Governmental Forum (DIF), now known as the District Coordinating Forum. Eden District was the first municipality in the Western Cape to implement the Intergovernmental Relations Framework Act, 2005.

In his recent "State of the District Address, the Executive Mayor, Councillor A C Laws said:

"The Unemployment rate in the district in terms of census 2001 stood at 26,5 percent

- o This is higher than provincial average
- o Eden is pressured to supply skilled labour, with approximately 26 per cent of the population over 14 with 7 years or less education
- o Although 136 682 jobs were created in the district between the two census periods (1996-2001), 49,213 (%) of the unemployed in the province resided in Eden DM in during the same period"

He continued to say that **social cohesion** is must be strengthened because it is the **force which ..."holds us together when everything seems to be pulling us apart."**

BACKGROUND

The Context

Eden is the third largest district within the Western Cape and shares borders with four other district municipalities: Cacadu District in the Eastern Cape, Overberg and Cape Winelands in the west and the Central Karoo in the north. High rainfall and dense indigenous forest areas characterise the coastal area, while the Klein Karoo offers the typical succulent vegetation of dry Karoo landscapes.

Geographically, the Outeniqua mountain range creates a physical divide between the Klein Karoo and the Southern Cape. This not only results in different climates, but also different economic activities, tourism opportunities, demographic trends and service delivery challenges in the local municipalities. On both sides of the

mountain range, however, the environment is rich in unique ecosystems, placing an imperative on conservation and sustainable development.

The following map indicates the boundaries of the 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 including Uniondale, Haarlem and Avontuur.



Map 1: Eden Jurisdiction Area

Like in most municipalities in South Africa, Eden is faced with the challenge of addressing issues around unemployment and poverty. So far, the District is marred with unco-ordinated economic strategies, leading to the further marginalisation of those in the so-called second economy. Linked to the issue of unemployment, is the lack of a workable poverty eradication and job creation strategy. With the poverty rate soaring at 25% in Eden, there is a need for a more pragmatic approach in dealing with the issue. As it is, the lack of employment opportunities in Eden is driving people away from the area, and this impact negatively on the province as a whole. The increase in wealth inequalities is another challenge that faces Eden. This is precipitated by the lack of a sound approach that could integrate the first and the second economies.

Furthermore, for a district like Eden which has relatively high backlogs particularly in housing, sanitation and electricity), the influx of low-income migrants from the Eastern Cape as well as wealthy retired migrants from the Northern Provinces (Gauteng, the Free State, etc.), creates challenges for the District, which is expected to provide basic services and housing, to these migrants. A particular challenge, which should be addressed, is the lack of skills of many of these migrants to be absorbed in an economy driven by the service sector, tourism and related sectors which require a well trained and educated labour force.

There is a lack of skilled personnel within the District, particularly in the area of management. This results in uneven and/or uncoordinated planning and development in the area, with the less well-managed municipalities lagging behind. Insofar as Inter-Governmental relations are concerned, there seems to be lack of a 'shared focus' between the District and other spheres of government. The District Municipality and the sectors at provincial level, are still working in isolation.

In Eden local municipalities are finding it difficult to provide bulk infrastructure. This is due to a lack of financial resources at local level as well as a lack of strategic and meaningful support from the provincial and national government. There is no holistic and/or clear-cut approach to environmental issues. Given the sensitivity of the environment, one would expect the District to have a strategic approach to the environment.

The Eden District Municipality acknowledged that there is no sustainable water management in the area. In a water-stressed area like Eden, the lack of coherent and sustainable water management planning is likely to affect the socio-economic well-being of the area.

Community Participation

The Eden IDP process had a major impact on development in the Eden DMA area. In fact, a very intensive process of public participation was followed, involving the broader community as well as focused consultation with civil society groups such as women and youth, as well as the local farming community. Focus group meetings were held covering seven key performance areas i.e. health, welfare, basic services, housing, tourism, economic development, infrastructure and sport.

Purpose of the DRAFT IDP 2007/2011

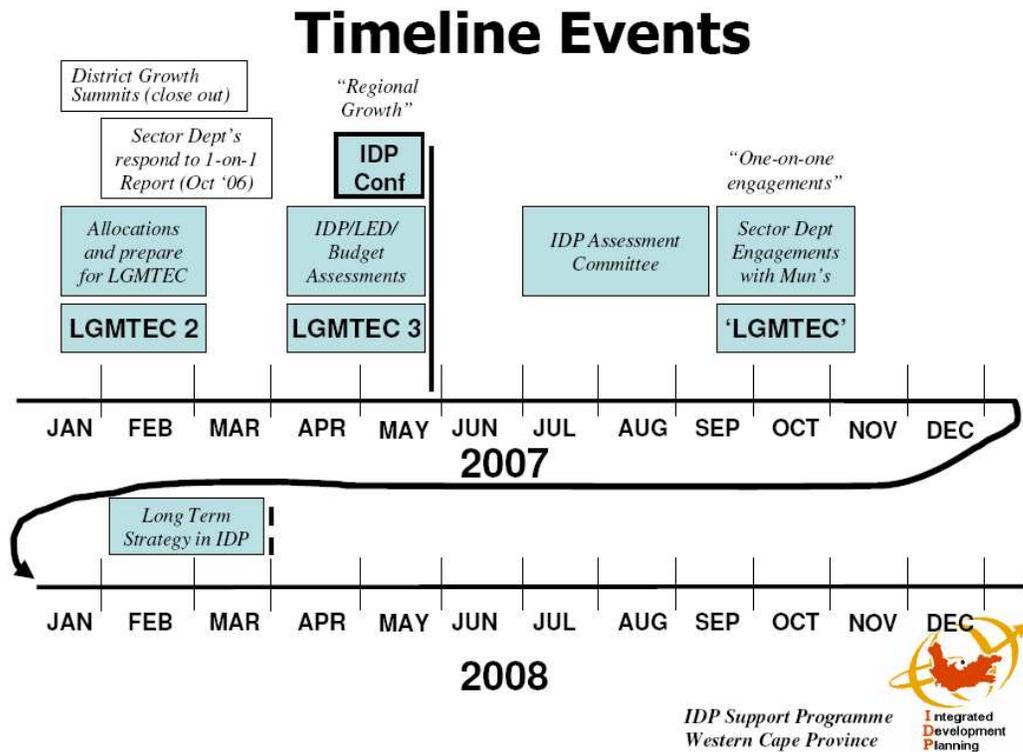
The IDP process provides an opportunity for the municipality to debate and agree on a long-term vision and strategy for a 20 - 25 year period that sets the context for the shorter five year objectives and strategies.

This Eden District Municipality IDP for 2007/2011 must be read in conjunction with the previous IDP's. The intention of this IDP 2007/2011 is not to repeat the general information in the mentioned IDPs, but to focus on the relevance of already identified key strategic development priorities that need attention within the district. This Draft Eden IDP 2007/2011 must also be read in collaboration with the

Draft Eden Spatial Development Framework, which will receive further attention shortly.

1.2 PLANNING PROCESS

The planning process is illustrated in the diagram below (adopted from a presentation of the Provincial IDP Team) It clearly indicates that the IDP is a cycle of planning, budgeting, implementation, evaluation and improvement on the plans of the previous year. This cycle is repeated annually.



2 WHERE ARE WE NOW?

2.1 OUR PEOPLE

According to the Census 2001 (Statistics South Africa) the population for Eden District Municipality was approximately 455 000. When compared with the 1996 results, an increase of **19.39%** is evident. The district is predominantly urban with increased urbanisation having taken place between the above-mentioned two 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.

Eden contained 10,1% of the Western Cape's population in 2001, making it the largest demographic region in the Province. The district has seen rapid average population growth of 3,62% during 1996 and 2001. This growth decreased significantly to 0,62 % in 2005 (Provincial Economic Review and Outlook: 2006).

Name	Population		Urban		Rural		Households	
	1996	2001	1996	2001	1996	2001	1996	2001
Eden	381 041	454 923	71 588	99 555	16 516	19 758	88 104	119 309
Kannaland	21 105	23 971	1 889	3 218	2 981	2 850	4 870	6 071
Hessequa	38 395	44 114	6 505	8 796	3 255	3 712	9 760	12 510
Mossel Bay	59 542	71 493	13 074	17 727	2 349	2 334	15 423	20 059
George	107 723	135 409	23 232	32 681	2 488	2 844	25 720	35 520
Oudtshoorn	78 846	84 692	12 977	14 896	2 757	3 229	15 734	18 125
Bitou	18 354	29 183	3 905	7 478	1 180	1 285	5 085	8 763
Knysna	42 975	51 468	10 006	13 221	1 506	1 513	11 512	14 734

Table 1: Population figures for Eden District (Source: Census 2001, SA Stats)

The Eden District population grew at an average annual growth rate of 0.62% (14 282) between 2001 and 2005. It is projected that by 2010, the Eden District population would have grown by approximately 2,29% (56 262) compared to 2005. EDM represented 9,6% of the share of the total Western Cape population in 1996 and this share has since increased to and remained constant at 10,1% in 2001 and 2005 and is expected to remain at this level by 2010 (Provincial Economic Review and Outlook: 2006).

With about 26% of the population over the age of 14 with 7 years or less formal education, Eden is pressured to supply skilled labour. Eden is characterised by high levels of recorded underweight births, TB incidence and a low cure-rate in the region. This picture becomes gloomy regarding the health and educational attainment of the workforce. TB cure rate stood at 78%, well below the national target of 85%. Underweight births are estimated at between 18% and 20%, significantly higher than the 10% national target. It is projected that HIV/AIDS related deaths would increase considerably in the future.

2.2 OUR ECONOMY

2.2.1 Key Features of the Eden Economy:

- Total **population** of about **543 500** or 10.8% of the Western Cape's mid-2006 population of 4,95 million inhabitants. (or 1% of South Africa's population)
- **Gross Regional Production (GRP)** of about **R15,5 billion** in 2005, or 7,8% of the Western Cape's GRP of approximately **R196.6 billion**
- **Regional labour supply** (mid-2006) of about **190 000**, of which about 150 000 are in formal or informal employment, and about 21% or 40 000 are unemployed,
- Eden's economic growth rate has been about **3.5 to 4.5 percent** (real) per annum over the past two years, which was in line with provincial and national growth (significantly above the 1995 to 2004 average of 2.8 percent.)
- The region's economic driving forces are tourism, a range of agriculture and manufacturing niche sectors, the construction sector, trade, transport and communications as well as a few specialised niche-service clusters

Eden Growth and Development Strategy, Eden District Municipality, Dec 2006

2.2.2 Economic Sectors Contribution to GRP and Employment

The table below illustrates tentative estimates by W Thomas of the Southern Cape's employment and value-added breakdown per sector, using conventional sector categories as a means to gauge the trends and relative importance of respective sectors of the economy. From the employment breakdown it is clear that agriculture and tourism are the two largest sectors (excluding the category "social, personal and community services" which include a wide range of sub-sectors).

The contribution of agriculture is even higher taking into account the processing of agricultural products (falling within manufacturing), the trade in agricultural commodities and even aspects such as agri-tourism (falling within "tourism"). This accounts for the relatively high share of agriculture-related economic activities in the Southern Cape economy (up to 25%).

A wide range of agricultural products is grown and/or processed in the Southern Cape, highlighting the need for pro-active activation and co-ordination of regional agricultural development initiatives. Like agriculture, the Southern Cape's tourism sector also has a broad, diversified base with considerable growth potential in several of its segments, related to the overseas as well as the domestic tourism market, and both formal and informal tourism activities. Given the expanding nature of Southern Cape tourism and the diversity of places and tourist attractions, the need to develop a "holistic" strategy for tourism development and support in the region becomes a necessity.

Sectors	GRP %	Employment %
Agriculture, forestry, fishing	11.3	15.8
Mining, quarrying	0.2	0.1
Manufacturing	13.5	12.4
Construction, repairs	6.8	5.9
Electricity, water supply	2.6	0.9
Trade	10.5	13.6
Tourism (incl. catering and accommodation)	15.2	16.6
Transport, communications	8.2	6.5
Financial, property and business services	13.6	7.0
Social, personal and community services (incl. health, education, public administration)	18.1	21.2
	100.0	100.0
Aggregates for 2004	R14.1 billion18.1	145 000

Table 2: Economic Sectors Contribution to GRP and Employment

(* Informal sector activities included under the respective sectors. The breakdown by sectors is based on adjusted Wesgro estimates and should be regarded as preliminary “guesstimates” subject to more substantial research.)

This table indicates a wide sector spread of employment in the Southern Cape, with the “services sector” (categories 6 to 10, including both formal and informal activities) absorbing almost 65% of those (self)/employed. (Eden District Municipality IDP, 2005)

Eden is described as one of the province’s two “growth motors” in the Draft Western Cape Provincial Provincial Growth and Development Strategy (PGDS) published as a green Paper for comments in Provincial Gazette 6385 dated 4 October 2006 (PN 306/2006). The Southern Cape growth node has a relatively well diversified economy with some significant industrial activity in George and strong tourism and construction sectors. The latter’s growth is driven by the construction of golf estates and other large projects related to tourism.

The Provincial Growth Potential of Towns Study and the PSDF present a rationale for focusing fixed infrastructure investment in ‘leader towns’ and towns with high growth potential and high need to ensure highest leverage of expenditure and greatest possible social benefit as demonstrated in Table 6 thereof. The said table is reproduced below:

Town investment High Dev Potential / Low Need	Social investment Low Need / High Dev Potential	Social and town investment High Dev Potential / High Need	Leader towns Highest Growth Potential	Minimal investment Low Dev Potential / Low Need
Betty's Bay Bredasdorp Brenton-on-Sea Caledon Franskraal Groot Brakrivier Hawston Herold's Bay Jacobs Bay Jamestown Keurbooms River Kylemore Langebaan Malmesburg Moorreesburg	Bitterfontein Bot River Calitzdorp Clanwilliam De Doorns De Rust Doring Bay Dysselsdorp Eendekuil Elands Bay Friemersheim Genadendal Goedverwacht Gouda Graafwater	Cape Town Ashton Beaufort West* Ceres Elim Franschhoek Gans Bay George* Grabouw Hermanus* Kalbaskraal Klapmuts Knysna* Oudtshoorn* Paarl* Plettenberg Bay	Cape Town Vredendal Vredenburg/ Saldanha Malmesbury Worcester Wellington Stellenbosch Hermanus Swellendam Mossel Bay Beaufort West George Hermanus Knysna Oudtshoorn Paarl	Agulhas/Struisbaai Albertinia Arniston Aurora Barrydale Bonnievale Buffels Bay Citrusdal Darling Dwarskersbos Ebenhaeser Gouritsmond Greyton Hopefield Jongensfontein

Four towns, (**Mossel Bay, George, Knysna and Oudtshoorn**) in the Eden District, are classified as **Leader Towns** in the Western Cape with high growth potential. This scenario has specific policy implications for the Eden District in respect to support to the “B” Municipalities. Apart from infrastructure, social investment must receive particular attention in the following “high development potential towns”:

- **George;**
- **Oudtshoorn;**
- **Plettenberg Bay**

2.2.3 Opportunities and Outlook

Eden is an important economic growth area for the Western Cape. It has an expanding population on account of immigration from other parts of the country, bringing a dynamic mix of skills to the district.

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 3,13%, contributing 6,14% of the share of the Western Cape GDP in 2004.

As depicted in Table 3, in 2004 financial and business services, wholesale and retail trade, manufacturing and general government services were the largest economic drivers, accounting for 22%, 19%, 17% and 11% of the total Eden GDP rate, respectively.

In ascending order, the fastest growing sectors measured by the average annual growth rates between 1995 and 2004 are transport and communication (6,8%), financial and business services (5,1%), wholesale and retail trade (4,9%) and electricity and water (4,9%). Mining (-12%) and general government services (-0,02%) recorded negative average annual growth rates in the period under investigation.

Although manufacturing is the third largest as a percentage of the GDP, this sector's growth is low compared to other large sectors and it is the slowest growing of all.

The two inland municipalities of Kannaland and Oudtshoorn grew at the slowest average annual rate (0,87% and 1,57%, respectively) over the period. On the other hand the four coastal local municipalities of George (3%), Knysna (2,67%), Mossel Bay (3,83%) and Bitou (2,02%) grew at a faster rate and made higher contributions to district economic expansion. The municipality of Hessequa presented a 3,11% growth over the same period.

In 2001, the biggest sectoral employers in Eden were general government services (17,48%), CSP services (17,05%) and financial and business services (10,05%). The most jobs were created in George, which also contributed to 35% of the growth in the district in 2004. The economies of Mossel Bay, Oudtshoorn and Knysna also acted as important job creators, contributing 16%, 15% and 12% of the share of total jobs created in the district in 2001, respectively.

Both the inland and coastal areas of the district offer further opportunities for economic expansion, focusing on tourism, including eco-tourism, while particularly the eastern coastal regions benefit from the skills base and economic power of new residents.

The transport and communication sector shows potential for growth: in the municipalities that straddle main transport routes between Cape Town and the Eastern Cape it contributes significantly to growth, particularly in Hessequa where activity in this sector is not as overshadowed by wholesale and retail trade and the financial and business services sector.

Eden District Municipality	% GDP Contribution per sector 2004	Average annual growth (%) 1995-2004	GDP Employment 1995-2004 R'000	Employment % Share per sector
Agriculture, forestry and fishing	6.86	2.64	122,437	0.31
Mining	0.57	(12.66)	(114,940)	0.54
Manufacturing	16.65	1.26	151,871	3.29
Electricity and water	3.16	4.67	90,753	6.68
Construction	6.22	2.95	122,416	8.28
Wholesale and retail trade	18.58	4.91	556,118	8.71
Transport and communication	8.63	6.77	328,285	9.85
Financial and business services	22.51	5.07	690,598	10.05

Eden District Municipality	% GDP Contribution per sector 2004	Average annual growth (%) 1995-2004	GDP Employment 1995-2004 R'000	Employment % Share per sector
CSP services	5.40	3.47	122,040	17.05
General government services	11.43	(0.02)	(1,847)	17.48
Private households	-	-	-	-
Undetermined	-	-	-	17.75
Total	100	3.13	2,067,731	100.0

Table 3: Sector Contribution to GDP and Growth 1995-2004; Employment Share per Sector 2001
(Source: Statistics South Africa: Census 1996 and 2001)

With growing populations however, with many new residents being lower-skilled migrants in search of jobs, the district is facing an increasing unemployment problem. Table 4 shows that **between 1996 and 2001 the unemployment rate increased from 19,4 to 26,5%**. This, together with relatively high percentages of households with no income in areas with higher population density (apart from Oudtshoorn), creates several social challenges.

Eden District Municipality	Change GDP 1995 and 2004 R'000	% Contribution per Municipality 2004	Average annual growth (%) 1995-2004	% Employment Share per sector 2001
Kannaland	20,611	2.92	0.87	4.64
Hessequa	265,767	11.81	3.11	10.35
Mossel Bay	555,802	20.79	3.83	16.18
George	770,803	35.25	3.00	30.75
Oudtshoorn	142,171	11.78	1.52	15.05
Bitou	81,677	5.29	2.02	7.59
Knysna	211,252	10.67	2.67	11.78
South Cape	20,367	1.50	1.75	3.66
Eden District Municipality	2,068,450	100.00	2.81	100.00

Table 4: Contribution to GDP by Municipality 1995-2004; Employment Share per Sector 2001
(Source: Statistics South Africa: Census 1996 and 2001)

2.2.4 Risks and Challenges

The coastal police stations face some of the highest workloads in the Western Cape, with Knysna having a rate of crimes per police station of 6 435 in 2004/05. The rate of increase in drug-related crimes is high across the district, with the highest number of such crimes being reported in George, Bitou and Oudtshoorn. These are also the more populous local municipalities. Together with Knysna, they also have the highest incidence of youth unemployment (46,8%, 56,8% and 47,5%, respectively). At 14,23%, Knysna has the highest number of households without income, followed by Bitou (13,96%), George (13,71%) and Mossel Bay (9,65%).

Eden District Municipality	HDI	CDI	CDI Infrastructure Component	% of households with no income	% workforce with less than completed secondary education	Increase in drug related crime 2002/2003 - 2004/2005
George	0.69	0.79	0.76	13.71	64	218%
Kannaland	0.66	0.67	0.64	6.67	78	93%
Knysna	0.69	0.77	0.65	14.23	62	70%
Hessequa	0.71	0.74	0.75	6.37	72	171%
Mossel Bay	0.7	0.8	0.81	9.65	61	97%
Oudtshoorn	0.69	0.76	0.74	6.32	69	237%
Bitou	0.71	0.77	0.71	13.96	66	232%
Southern Cape	-	-	-	5.28	-	185%
Eden District	0.69	0.76	0.72	10.68	82	158%

Table 5: Eden District: Selected Indicators of Quality of Life by Local Municipality

(Source: Office of the Premier, Statistics South Africa: Census 2001, South African Police Service, CARE 2005)

The structural change in Eden's economy, away from agriculture and community, social and personal services to higher-end sectors such as financial, and business services, transport and communication, and wholesale and retail trade brings an intense re-skilling challenge for the local economy.

While some of these sectors offer opportunities for lower-skilled job opportunities combined with higher-end technologies, further growth would depend on sufficient skills at the higher end being available to innovate, create and manage firms. The district is however fortunate in that it has lower percentages of the population with less than completed secondary education than in, for example, the Eden or West Coast districts.

The district performs under the provincial average in the City Development Index, reflecting the locality's investment path, and the Human Development Index. All of the local municipalities score below the provincial HDI of 0.72 and the CDI infrastructure component of 0.81 for the Province.

Particular problems on basic services infrastructure are experienced in the municipalities that have seen rapid population growth between 1996 and 2001, and further rapid growth in the working age population between 2001 and 2005. While the slow-down in growth overall may create some space to reduce backlogs, the number of new households per year may not follow. Strain in improving the provision of basic services is therefore likely to remain a challenge in the district for some time.

Eden has been a recipient district of high migration in the period 1996 to 2001, resulting in fast growth in the working age population. While the migration overall has slowed down between 2001 and 2005, the working age population has continued to expand at a faster rate.

In review, Eden is a region with a strong and highly diversified economy, and is endowed with rich natural and a growing pool of strong human resources. Its development challenge however remains unemployment, pockets of deep poverty and pressure on the delivery of basic and social services.

Overriding this approach is the need for sustainable and mutually benefiting partnerships involving the public, private, community and NGO sectors where appropriate.

The Eden District's growth performance during the past two years is in line with the national target, and its longer-run potential for accelerated annual growth (toward 4,5 to 5,5% or even 6% *per annum*) also seems assured.

Critical reviews of South Africa's growth performance over the past decade have, however, also revealed that the level of poverty (currently at about 30% of the population) is still unacceptably high, as is the trend of rising income and wealth inequalities and the slow progress with broad-based black economic empowerment. In order to address these issues more effectively and to further accelerate sustainable growth, government and its social partners have during recent months developed the "Accelerated and Shared Growth Initiative for South Africa" (generally referred to as "Asgisa") as a proactive set of efforts to strengthen existing growth and development efforts (rather than constitute a "new strategy").

Asgisa, co-ordinated by the deputy-president, focuses on *inter-alia* the following thrusts.

- Acceleration of specific infrastructure programmes with the emphasis falling on transport and power generation.
- Acceleration of some sector-investment programmes (in particular business-process outsourcing and tourism).
- Expanding, intensifying and further diversifying efforts to increase education- and skill-acquisition programmes, in order to reduce skills bottlenecks caused by higher growth.
- Accelerating and broadening efforts to help second-economy businesses to transform into viable SMMEs in the modern economy (including steps favouring women, the youth and BEE candidates in this context), to further expand the Extended Public-Works Programme and address issues of deregulation as well as measures to activate the value of "dead assets" (like land, live stock, housing, etc.).

These initiatives are to be implemented within the achieved framework of a stable (appropriately valued) currency, inflation targeting, fiscal discipline and efficiency as well as improved institutional performance.

Within the broader context of South Africa's 54 districts it comes as no surprise that the Eden District is hardly mentioned as an area where Asgisa would focus special attention. In inter-district comparisons Eden is probably one of the "top ten" districts as far as socio-economic indicators are concerned. Yet, the overall approach and drive articulated in Asgisa also apply to this district.

What is more, the programme should be viewed by development stakeholders in this region as a nation-wide challenge and opportunity that certainly should not be missed. After all, the Eden District faces all the problems underlying the national initiative, albeit somewhat less severe or critical in certain respects. This view is strengthened by a table of the 50 most deprived wards in the Western Cape contained in the PGDS. The said table indicates that 14 of the 50 (28%) most deprived wards in the Western Cape are situated in the Eden District. (The said wards are in the municipal areas of George, Oudtshoorn, Knysna, Kannaland, Mossel Bay and Plettenberg Bay.

2.2.5 Socio-economic profiling in Eden DM

As the role of Provincial and Local Government becomes increasingly important in the shared growth and development agenda, it is critical that both undertake rigorous socio-economic research and analyse the local and regional economies.

Socio-economic scanning provides an essential evidence based platform to inform and guide provincial and local planning, budgeting and service delivery decisions. Furthermore, due to often fragmented public service interventions due to the lack of good credible management information a socio-economic survey could therefore be key to ensuring alignment and co-ordination in intergovernmental planning, budgeting and service delivery.

The EDM and the seven Local Municipalities together, have employed Distinctive Choice and the Unit for Religion and Development (University of Stellenbosch) to carry out a comprehensive socio-economic analysis to establish and capture accurate household data and ward profiles for each of the 70 wards across the district. Thus far, a research report containing valuable raw data has been presented to the Eden Municipalities. The Municipalities await the interpretation of the data. The data is valuable as it will inform the prospective Poverty Amelioration, HIV/AIDS, Gender, and Local Economic Development Strategies.

2.3 OUR ENVIRONMENT

The EDM State of the Environment Report (2007) that was drafted during the preparation of the 2006/2007 IDP, together with the Spatial Development Framework for Eden and the IDPs of the Eden District Municipality and the various local municipalities confirm the following:

- a) The EDM comprises unique natural attributes that justify its status as a national asset.
- b) The natural environment and its resources of the EDM are sensitive and susceptible to over-exploitation or inappropriate use.
- c) The EDM supports viable economic sectors.
- d) The EDM comprises a significant cultural heritage.
- e) The EDM includes natural ecosystems and habitats that are of global importance.
- f) There is a substantial need for **social upliftment**, community development and empowerment.

- g) Priority should be given to issues such as:
- rural development,
 - land reform,
 - environmental conservation,
 - statistics,
 - a regional dumping site,
 - economic development,
 - tourism, roads and infrastructure (N2),
 - golf estates and the use of agricultural land for non-agricultural purposes.

These aspects should be addressed on a district level.

- h) There is a general lack of co-ordination of development and land use on a bioregional level, which emphasises the need for an integrated planning framework, within which government, community, corporate, and other private interests, would share responsibility for co-ordinating land-use planning for both public and private.

To address these and many other environmental concerns the adoption and implementation of bio-regional planning principles, sustainable development planning principles (in *lieu* of the impending adoption of a Sustainable Development Implementation Plan for the Western Cape) and Local Agenda 21 programmes are and should be incorporated into our development strategies. This, together with the recommendations made by the Environmental Task Team and summit participants (in an attempt to review and refine the SDF), should be seen as the critical starting point in linking the IDP and the SDF.

To this purpose, flowing from the discussions at the summit and the Eden '06 conference, a **strategic vision** and **objectives** were formulated to begin to accomplish said call for integration and alignment:

2.3.1 Strategic vision:

Creating Eden: Sustainability, health and shared prosperity through partnerships

2.3.2 Strategic objectives:

- Conservation of natural resources and assets
- Sustainable resource management
- Good rural and urban design and land use practices
- Promotion of sustainable agricultural practices
- Supporting and developing projects to enable people-centred development

2.3.3 Summary of proposed programmes, projects and relevant stakeholders

Programmes	Projects and/Structures	Role players
Eden Integrated Environmental Programme <ul style="list-style-type: none"> • Resource Conservation Development sub-programme • Heritage Resources management sub-programme 	Eden Environmental Forum Eden Conservation Development Framework Audit of all cultural heritage resources and management plan Landscape restoration through Expanded Public Work Projects and SMME projects Environmental awareness programmes	DoA, Dept Environmental Affairs and Development Planning, Nature Conservation, Organised Agriculture, Land Affairs, All municipal planners and environmentalists, Gouritz Initiative, SKEP/CAPE, Garden Route Initiative, Riversdale Coastal Project Museums, Traditional Healers Organisation, South Cape Herbarium
Eden Spatial Planning and Land Use Programme <ul style="list-style-type: none"> • Urban and Rural Forward Planning Programme • Land use management programme • Urban and Rural renewal programmes 	Eden District Land Audit Migration study Urban Edge study Policy on Densification Rehabilitation projects in communities Regional Spatial Information database	DoA, Dept Environmental Affairs and Development Planning, Nature Conservation, Organised Agriculture, Land Affairs, All municipal planners and environmentalists

Programmes	Projects and/Structures	Role players
Eden Settlement restructuring programme <ul style="list-style-type: none"> • Planning for Green and Brown fields developments • In-situ upgrades of existing less formal and informal urban and rural settlements • Sustainable Village sub-programme 	People's Housing Process utilising local and natural building resources Recycling projects, Refurbishing projects, Bicycle Empowerment Network, Urban Agriculture projects	Southern Cape Land Commission, PGTC, SPADE, Bicycle Empowerment Network for Bicycle Transport
Eden Land Reform Programme <ul style="list-style-type: none"> • Sustainable Agriculture sub-programme 	Composting Projects, Food Security Projects, Green Energy Projects, Trees for Home Project, Indigenous Knowledge Conservation Project	South Cape Land Commission, Land Affairs
Eden Tourism Development programme <ul style="list-style-type: none"> • Agric-tourism sub-programme 	Tourism Development Forum Tourism and recreation areas defined - tourism mapping	Tourism Development officials in Eden, all tourism related organisations, local businesses, municipalities etc

District municipalities are producers and consumers of goods and services such as electricity, water, infrastructure etc. and their activities and policies have a significant impact on rural and urban landscapes and livelihoods, the local economy, the environment, human health and people's quality of life. District municipalities are realising the importance of sound environmental management practices to meet growing public demand for environmental responsibility and to provide goods and services that will help combat poverty and that will comply with sustainable development principles and with increasingly stringent regulatory requirements. District municipalities are utilising several environmental management tools that will assist them to develop sustainable regional frameworks that are sensitive and supportive to the needs of local municipalities as well as to the needs of NGOs, CBOs and businesses who are all dependent on natural resources for their continued health and survival.

Previously, the environment has been considered in an *ad hoc* way in the Eden District Municipal area. A draft State of the Environment Report (2007) has begun the process of gaining a more comprehensive picture of the state of the environment, what the strategic and priority environmental issues should be, and how environmental sustainability can be ensured while meeting basic needs. The document sets out proposals to foster co-ordination between sector departments and to internally co-ordinate policies, plans and programmes and by-laws, which should be aligned with those of the Province and the local municipalities. It also emphasises the need for all the different role-players and stakeholders to share resources and co-ordinate and manage future activities.

2.4 OUR GOVERNMENT

The Inter-Governmental Relations Act (Act...of 2005) was promulgated on the 15 October 2005 by Parliament. On 6 September 2005 the Eden District Municipality was the first District Municipality in the Western Cape to respond to the directives of the Act by bringing its District Inter-Governmental Forum (DIF) together. This historic meeting was attended by high level national and provincial representatives. It was stressed at this meeting that it was one of the key outcomes of Eden's last IDP Review process that prioritised the establishment of sound intergovernmental relations. In his opening speech the former Executive Mayor of Eden DM concurred with author Phillip Harrison (2002) that *“Without a place within a broader system of Inter-Governmental planning and budgeting, the IDP’s role will be limited to co-ordinating the circumscribed set of activities that fall entirely within the domain of the municipal sphere, and will only have a direct influence on the (often very small) capital budgets of municipalities”*.

Some of the key challenges identified during the first two DIF meetings, include amongst others: the need for Eden DM to fulfil its role as district co-ordinator; the need to strengthen and develop participation and social dialogue forums; the need to address participation gaps amongst government partners; the need to ensure that integrated development planning becomes mainstreamed in all municipalities; the formulation of delivery-focussed programmes and projects to ensure a link to the municipal budget (MTEF); the need to *strengthen “Inter-Governmental” relations and alignment* between the District and Local Municipalities, province as well as national government departments.

Some of the actions prioritised by the first two DIF meetings centred round the need to engage in co-ordinated integrated development planning across the region, and the need to put the right technical institutional arrangements in place. A task team comprising Municipal Managers or their representatives from across the district is currently preparing a document looking at such a DIFTECH structure. In order to give effect to the Act, some of the proposals include:

- Inter-municipal forums be established or maintained where areas of interest exist between municipalities, but not between all the municipalities of a particular district;
- The clusters that have been identified remain in place and that their functions include acting as feeders of matters or issues that require attention by the DIF, but that it be filtered upwards to the DIF Technical Forum (DIFTECH).
- Matters will come onto the agenda of the DIF from a number of sources, including, the Provincial Inter-Governmental Forum (PIF) and the DIFTECH via the Inter-municipal Forums and the various clusters.
- The DIFTECH serves as the executive arm of the DIF and the District Municipality will supply the necessary administrative support.

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- The DIF will act as the oversight body to ensure that matters placed on its agenda receive the attention they require. It will also ensure that the spirit of the Act and the Constitution is complied with. This may expressly refer to addressing the problems identified above.
 - The DIFTECH meets one month before and one month after the quarterly meetings of the DIF to ensure that matters are placed on the agenda and to ensure proper compliance with instructions issued by the DIF.
 - Clusters meet two weeks before and two weeks after DIFTECH meetings.

In order to achieve the above, it is proposed that:

- A District Inter-Governmental Communication Strategy is developed and implemented.
- Roles are clarified in a session where all interested parties are present and agreements entered into where necessary.
- The role of the DIF be clarified in terms of the Act with the specific view of ensuring that its obligations are met and setting out guidelines on how they will be met. The DIF could, for example, serve as a forum where compliance with the duties imposed by all legislation calling for Inter-Governmental collaboration and the prevention of Inter-Governmental disputes could be monitored. This could take the form of identifying problems that exist and developing methods to address them.
- A business process is developed and put in place in order to support and sustain the activities and outcomes of the DIF.

It needs to be understood that these structures could also be used as a vehicle to convey messages upwards, through the Premier's Inter-Governmental Forum (PIF), as far as the President's Co-ordinating Council (PCC). It is an important instrument to address local problems and to co-ordinate and standardise matters of mutual or regional concern.

3. WHERE ARE WE HEADING?

3.1 ALIGNMENT WITH NATIONAL POLICIES, PROGRAMMES AND STRATEGIES

2.3.4 State of the Nation Address 2007

The 2007 State of the Nation address by President T Mbeki was summarised and headings provided to make it easier to read and comprehend. The summary document is contained in annexure “B” as a guide to strategies which can be aligned across spheres of government.

2.3.5 Budget Speech 2007

The Budget 2007 Budget will be dealt with in the final draft IDP.

2.3.6 National Spatial Development Perspective

The National Spatial Development Perspective (NSDP), 2000 acts as a policy co-ordination and indicative planning tool for all spheres of government. The overarching purpose of the NSDP, apart from guiding provincial, district and local spatial planning initiatives, is to contribute to the achievement of the common objectives and outcomes of the State with respect to economic growth and development by improving integration and alignment across the three spheres of government. It is emphasised in this policy document that the harmonisation and a shared understanding between National, Provincial, District and Metro plans are critical to avoid government institutions pursuing the same potentials leading to wastage of resources and hence no economies of scale.

It also focuses on the assumption that South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives by:

- Focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring, where feasible, to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as

health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.

- Efforts to address past and current social inequalities should **focus on people not places**. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

2.4 ALIGNMENT WITH PROVINCIAL POLICIES, PROGRAMMES AND STRATEGIES

2.4.1 The State of the Province Address

The State of the Province Address by the Premier is contained in Annexure “C”.

2.4.2 *iKapa elihlumayo*

The **Vision** of the Provincial Government of the Western Cape:

“A Home for All”

“*iKapa elihlumayo*”, is the Xhosa name for a Growing Cape, and it is the Province’s strategy to effect the vision.

Growing the Cape is the Province’s underlying theme for the 2007/08 Budget and beyond. Growth has two different meanings in Xhosa, namely *khula* and *hluma*. The first literally meaning growth, while the latter has a profound and more proverbial meaning, namely dignity, equity and prosperity.

Elihlumayo means growth for the Province in a holistic sense. It follows that harmonious growth should be perceived as growth in all sectors and regions, benefiting the poorest to the richest.

“*iKapa elihlumayo*” directs our efforts to a holistic approach where we all take up the challenge to see the Province grow, to the best benefit of its people, both individually, and collectively. **“*iKapa*”** is therefore the vision of Dignity, Equity and Prosperity for all the people of the Western Cape.

This vision has been translated into an eight point strategy that will guide government and its social partners over the next 10 years to 2014. These are also the eight strategies around which the Budget is organised.

ikapa's Mission is therefore: Working effectively with all stakeholders to serve the people of the Western Cape, through:

- Building Social Capital
- Building Human Capital, and
- Enhanced Economic Participation and Growth

This will be ensured by means of good, holistic, co-operative governance with sustainable use of resources and the environment.

The strategy comprises the following:

- **“iKapa elihlumayo”** firstly combines **short- and long-term strategies**. Through the payment of grants and the Extended Public Works Programme [EPWP], the *Ikapa* drive provides short-term relief to the poor and unemployed. Over the long-term, structured human resource development, targeted and co-ordinated infrastructure spending and investment promotion should put in place key pillars of higher levels of sustained growth and employment;
- **“iKapa elihlumayo”** secondly **combines economic interventions with social interventions**. So while it pursues economic growth and higher levels of employment, it also puts in place programmes to regenerate social capital by supporting especially the youth and families;
- The SDF guides the appropriate geographical targeting of service delivery in the Province. In this way it ensures a common set of assumptions in the delivery of the other departments in terms of the spread of economic development, availability of employment, the occurrence of poverty, the spread of criminal activity, disease, etc.
- In the same way the **Strategic Infrastructure Plan**, apart from its own direct and indirect economic impacts, also has to support the Social Capital Formation and Micro-Economic Strategies in particular. The institutions that support and generate growth, jobs and social capital must be made accessible to the intended beneficiaries by the appropriate infrastructure.
- **Human resource development**
 - Implementing a Human Resource Development Strategy with an emphasis on preparing the youth for employment through 10 000 new learnerships, and the alignment of Further Education and Training priorities with economic reality; and
 - Focus on the effective functioning of SETAs and to participate proactively in a Provincial Skills Development Forum for the implementation of the HRD strategy.

- **Economic Growth**

- Accelerated export growth and increased investment in all priority economic sectors through supply-side support measures, co-ordinated marketing campaigns focused on key global markets and public-private investment in collaborative sector platforms and projects;
- Strengthening the Proudly South Africa campaign locally, in particular through our public and private procurement processes;
- Improving the investment environment by increasing capacities and efficiencies and by co-ordinating policies and processes across and between different spheres of government, with respect to safety and security, and the regulatory environment for planning and environmental impact;
- Work in partnership to attract new investment of R5 billion into the priority economic sectors by the year 2006;
- Reviewing the regulatory framework for informal trading in order to make it more conducive to developing micro and small traders;
- A comprehensive and broad-based empowerment strategy that encompasses access for historically marginalised groups to procurement opportunities in the public and private sectors;
- Identifying concrete opportunities for co-operatives to be nurtured and developed in the key economic sectors;
- Integrated system for service delivery to small business, and
- A pilot project to incubate and graduate 100 emerging entrepreneurs (30% of whom will be women) providing the full spectrum of services in a co-ordinated and integrated system.

- **Job creation and Social Capital Regeneration**

- Creating at least 120 000 new jobs by 2008 within the priority economic sectors;
- Implementing an Expanded Public Works Programme at all levels of government as short-term amelioration for high unemployment of low skilled people and for critical economic and community requirements;
- Establishing a permanent provincial rapid response unit comprising the social partners to defend current investments and jobs, and
- HIV/Aids, TB and foetal alcohol syndrome prevention and treatment are prioritised.

- **Infrastructure Investment**

- Significantly increasing levels of investment in key economic and social infrastructure from the current 1,1% of GDP to 2,5% of the GDP by the year 2008 guided by a Provincial Strategic Infrastructure Plan and the integrated development planning process, aligned to the National Spatial Development Perspective.

2.4.3 Provincial Spatial Development Framework (PSDF) for the Western Cape

The WC PSDF sought to address apartheid spatial planning in the Western Cape, and to provide a detailed map indicating areas of economic growth and areas with potential for growth. The PSDF, in supporting the objectives of *Ikapa Elihumayo* mapped the location, type and intensity of intervention required. It also assisted in identifying more achievable municipal Integrated Development Plan proposals, and provided the context for municipal spatial development frameworks. In striving to create a home for all, the PSDF also indicated the best locations for sustainable human settlements. It showed the connection between social, environmental and economic activity and promoted the "triple bottom line". The PSDF will impact on how, where and on what this government spends money. It pointed the private and public sector to suitable investment areas.

The Western Cape Spatial Development Framework is aligned with the National Spatial Development Perspective and other national policy frameworks, and endorses the vision of the Western Cape Provincial Government to create "A Home for All". It will enhance the developmental growth path already paved by the iKapa Elihumayo Strategy and the other lead strategies. The Western Cape Provincial Spatial Development Framework not only provides a new spatial pattern for the future development of the Province, but provides more predictability with regards to where development should take place, and where it should not take place. It is necessary that those development applications, that are aligned with this policy document and which are further aligned with other policies, strategies and legislation, should be rewarded by fast tracking those applications.

2.4.4 Sustainable Implementation Plan for the Western Cape

At the Sustainable Development Conference hosted by the Department of Environmental Affairs and Development Planning (18 - 22 June 2005, Cape Town), government and stakeholders set out a declaration of sustainable development for the Western Cape and how to implement priority actions.

This follows the global intentions and directives set out at the UN Conference on Environment and Development (1992) and the World Summit on Sustainable Development (WSSD) in 2002.

The underlying objective of the provincial government policy is to identify and implement practices aimed at maintaining and where possible **increasing the stocks of natural, human and social capital stocks**, with the aim of living off the income **without depleting the assets**. This resulted in the formulation of a Western Cape Sustainable Development Implementation Plan which hopes to address issues such as Human Settlements, Housing, Energy and Climate Change, Drought, Transport and Infrastructure, Education, Economic Challenges, Job Creation, Environmental Justice, Biodiversity, Social Security, Crime and HIV.

2.5 EDEN'S RESPONSE: ALIGNMENT AND INTEGRATION

2.5.1 Eden Vision and Mission

Through robust discussion and debate the new proposed vision for Eden is as follows:

“Eden: A home and future for all“

In line with the spirit of the Hermanus Declaration (Resolved at the Western Cape Province IDP Conference, March 2005) Eden's IDP **mission** is to:

- “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 the meaningful participation and ownership of communities and on partnerships with business, labour, and community organisations
- Work towards the alignment of IDPs 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 for all municipalities.”

2.5.2 Eden Strategic Development Objectives

The following **strategic objectives** formed the basis of the previous IDP:

- Good governance through institutional transformation, Inter-Governmental co-operation and public consultation to ensure accountability;
- Development of appropriate regional corporate strategies that ensure shared prosperity and sustainability;
- Create an enabling social environment that ensures safe, healthy and vibrant communities that participate actively in Eden;
- Ensure an effective and affordable service and bulk infrastructure delivery to meet the needs of the people;
- Develop human and social capital by investing in women and youth

development, and people with disabilities

- Sustain Eden environment through resource conservation, good land use practices and people-centred planning.

In the June 2005 IDP Review, Eden District Municipality states that the key focus of the IDP is to guide the District through the process of shifting its focus from an infrastructure development and delivery agency to an agency with a much broader strategic focus. In line with legislation, this new focus is on:

- Ensuring integrated development planning occurs in the district area.
- Promoting bulk infrastructure development and providing bulk services in the areas where necessary.
- Building capacity of local municipalities in the area.
- Promoting an even distribution of resources across the district area.

Some of the specific responsibilities under these themes are: the provision of bulk water and electricity; bulk sewerage works; district waste disposal sites; the regulation of passenger transport services; the establishment and build-up of environmental health and disaster management services;¹ and the promotion of local tourism. The IDP elaborates on the capacity building elements of its new focus which the municipality seems to have developed the most over recent years. This has entailed putting in place a number of technical advisory and capacity-building initiatives aimed at the local municipalities:

- A Project Management Unit for municipal infrastructure project management;
- A PIMSS centre (funded by the National Systems Improvement Grant) for a range of capacity building interventions;
- A capacity development framework which encompasses all municipalities in the district; and
- A Research and Development Unit to research and advise on a range of management tools and techniques.

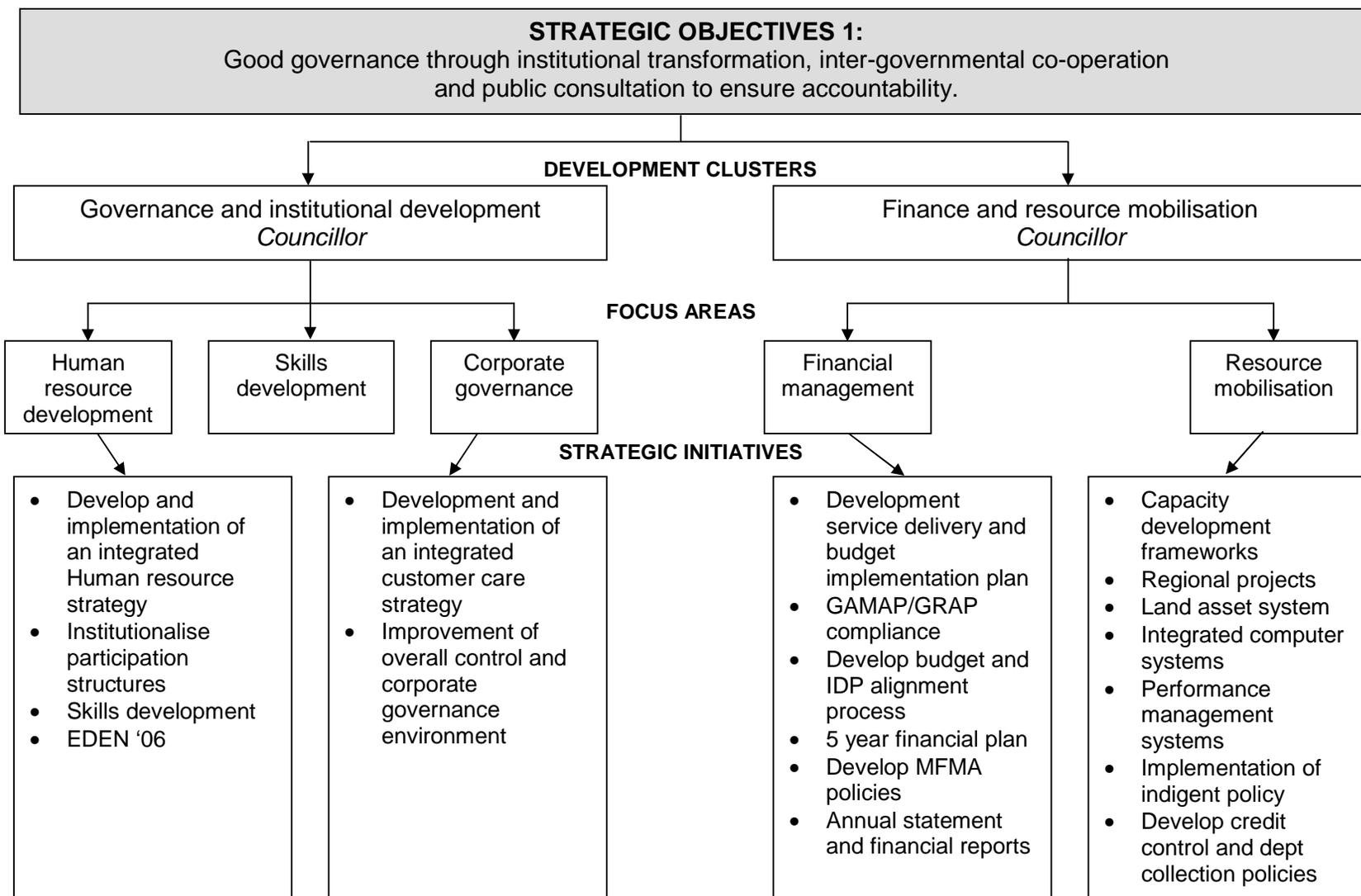
The 2005 IDP Review identifies six strategic objectives to further guide Eden in the shift towards its new responsibilities. Each strategic objective is explicitly linked to “Development Clusters”, which are clusters of the municipality’s departments or sub-units of departments. “Focus Areas” and “Strategic Initiatives”, which are the strategic actions and interventions of the municipality flowing from the IDP, are then defined for each Development Cluster in the IDP Review.

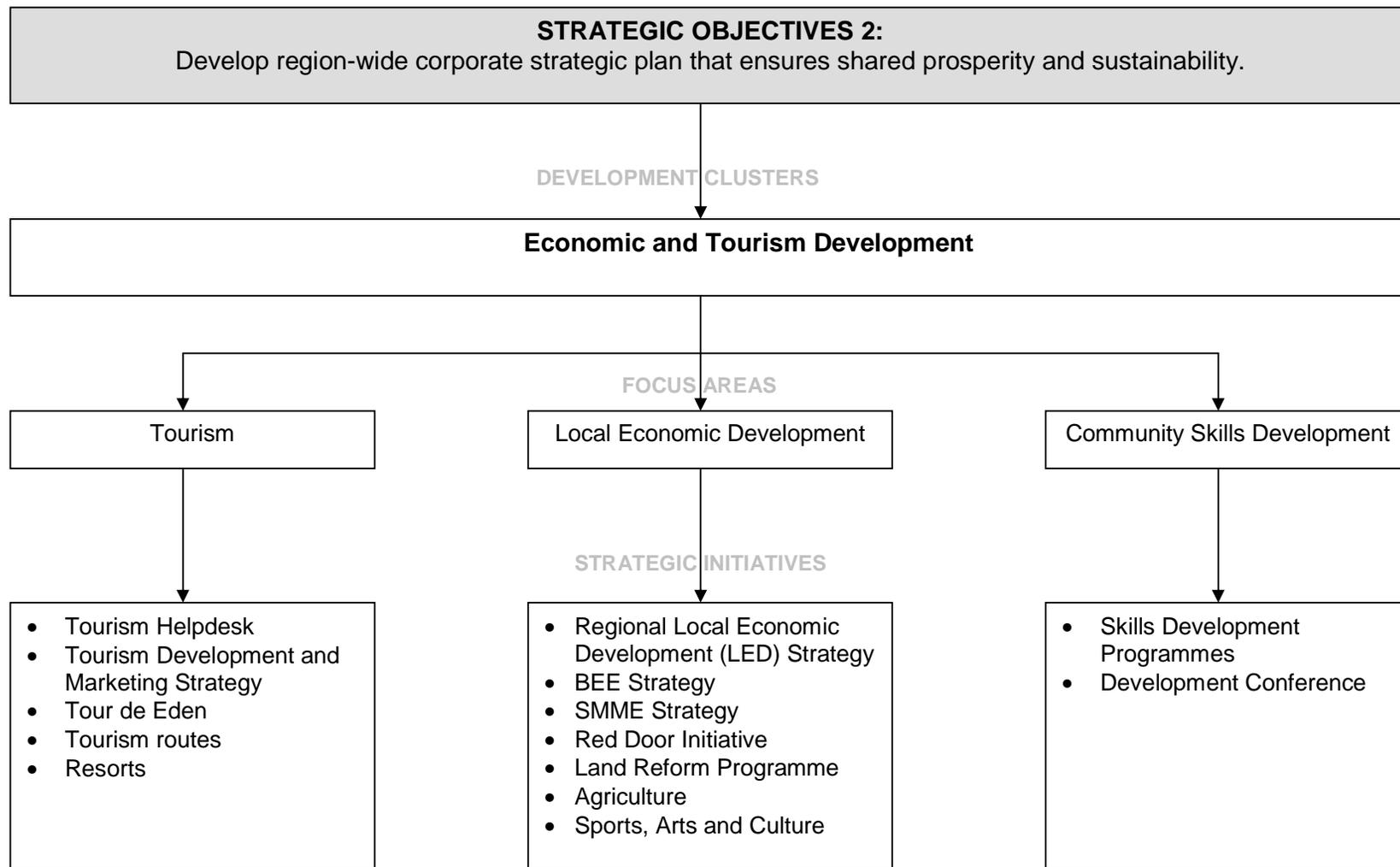
It is proposed that the objectives must be linked to the following key performance areas:

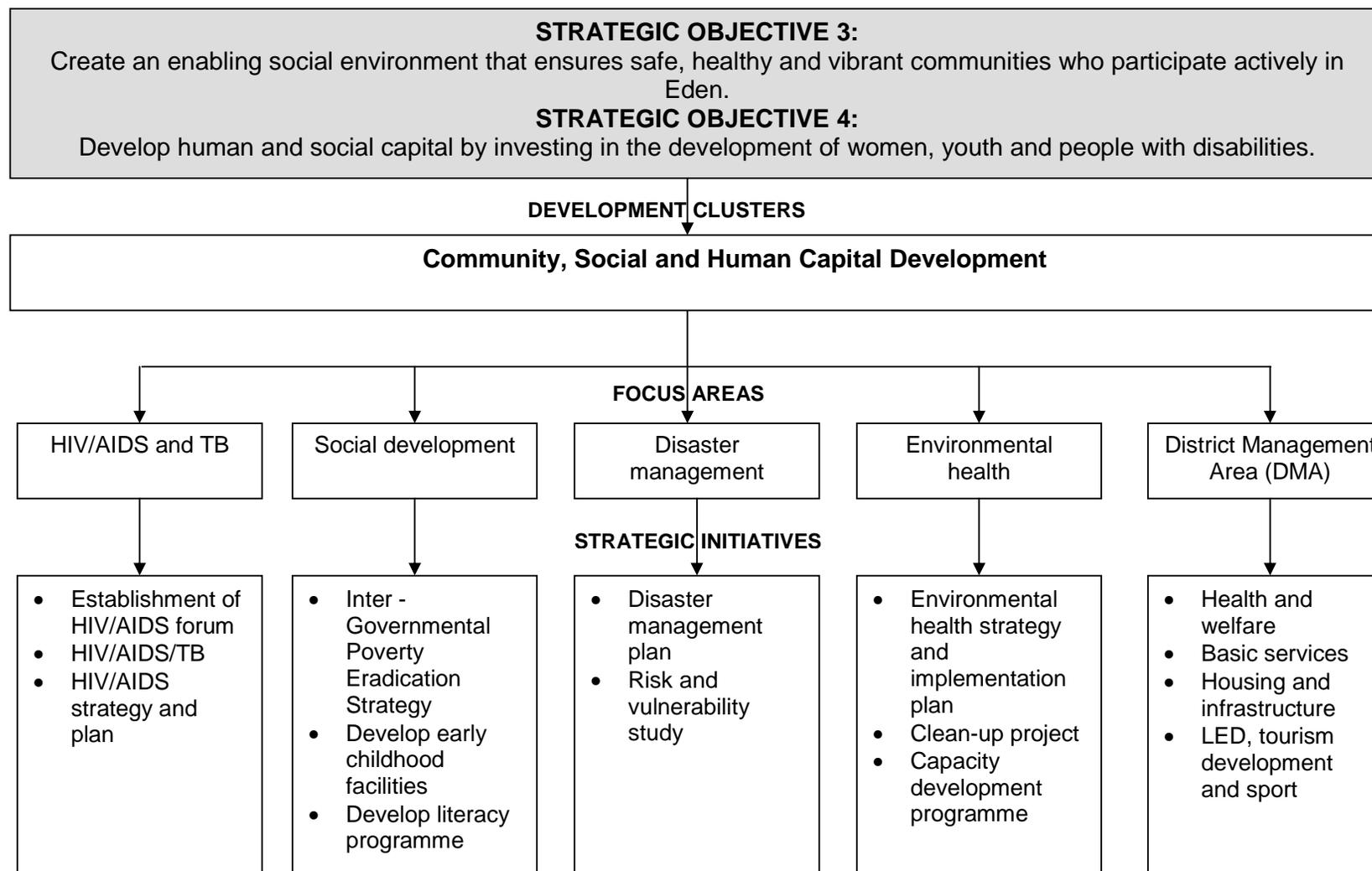
- Basic Services and Infrastructure
- Financial Viability and Management
- Institutional Transformation and Management
- Local Economic development , and
- Good Governance and Public Participation

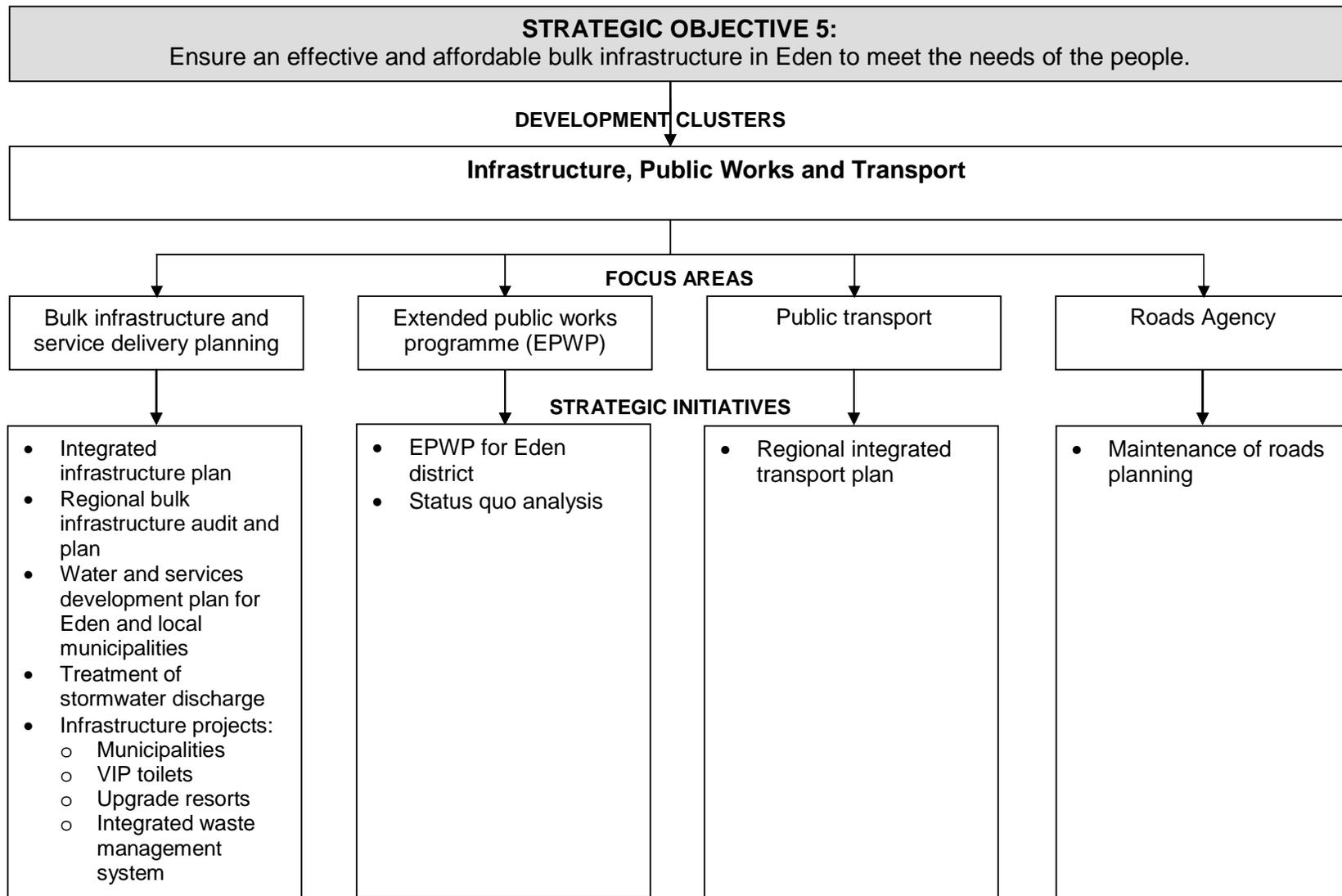
¹

STRATEGIC OBJECTIVES	DEVELOPMENT CLUSTER	FOCUS AREAS, STRATEGIC INITIATIVES (ACTIVITIES)
<p>Good governance through institutional transformation, Inter-Governmental co-operation and public consultation to ensure accountability</p>	<p>Governance and Institutional Development</p>	<p>HRD strategy implementation, local government skills development, institutionalisation of participation structures, Development of Customer Care Strategy, implementation of Transformation Management Strategy, IDP reviews</p>
	<p>Finance and Resource Mobilisation</p>	<p>Implementation of financial management and planning reforms, performance management system, IT system integration, land asset system (property management), indigent policy implementation</p>
<p>Develop appropriate regional economy that ensures shared prosperity and sustainability</p>	<p>Economic and Tourism Development</p>	<p>Tourism help desk and marketing, tourism route development, resorts Regional LED strategy development, land reform programme, small business development Other sector development: agriculture, cultural industries Skills development (aimed at citizens)</p>
<p>Create an enabling social environment, that ensures safe, healthy and vibrant communities that participate actively in Eden</p> <p>Develop human and social capital by investing in women and youth development</p>	<p>Community, Social and Human Capital Development</p>	<p>HIV/AID 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</p>
		<p>Ensure effective and affordable service and infrastructure delivery in Eden to meet the needs of the people</p>
<p>Sustain Eden environment through resource conservation, good land use practices and people-centred planning</p>	<p>Environmental Management and Spatial Development and Planning</p>	<p>Integrated Environmental Management - includes development control, and environmental health services 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</p>











3 WHAT PROGRESS ARE WE MAKING?

3.1 STATE OF THE DISTRICT ADDRESS

The State of the District Address, 23 February 2007, focused on the five key performance areas for local government:

- Basic Services and Infrastructure
- Financial Viability and Management
- Institutional Transformation and Management
- Local Economic development , and
- Good Governance and Public Participation

Challenges facing the DMA include housing and service provision around electricity, water and refuse removal. These are exacerbated by the rapid pace of urbanisation and migration. The local municipalities have adopted indigent policies and provide free services to indigent households. In contrast to those who can afford the services, the municipalities need to enhance revenue collection strategies to recover consumer debt. Municipalities also need to clearly identify and apply for funding for appropriate projects. The EDM has begun preparing an economic development strategy for the area. The composition of the Eden Fact File has adopted a sectoral approach to presenting data which will aid the Eden Economic Development Strategy to facilitate economic growth, whilst addressing issues pertaining to unemployment, poverty and inequality.

3.2 PROGRESS SECTORAL PLANS AND STRATEGIES

3.2.1 Eden Spatial Development Framework and State of the Environment Report

The Spatial Development Framework (SDF) for Eden District has been compiled to support the developmental vision for the region that is encapsulated in the Eden Integrated Development Plan.

The SDF is a legally required component of the District Municipality's IDP (Municipal Systems Act, 32 of 2000, Section 26 (e)) and once approved by the Municipal Council serves to guide, inform and integrate the spatial implications of the IDP and to lay down strategies and proposals for the future.

During November 2004 and May 2005 the platform for a number of public consultation processes were set, in an attempt to refine the proposals that came from the (April and October 2003 and the March 2004) Spatial Development Framework. This resulted in the establishment of an Environmental and Spatial Planning Task Team (ESPTT). This task team was part of an overall initiative to provide strategic input from key role players on the subject of the environment and planning, and the nature of the resulting challenges that the Eden District is facing.

It also focused on some key interventions and made certain recommendations, which are critical to consider given the constant strain between development and conservation in our region.

The National Spatial Development Perspective and the Provincial Spatial Development Framework for the Western Cape will inform the review of the Eden Spatial Development Framework. Some of the critical issues to be addressed in the Review of the SDF centres around the broad categories within the current SDF:

4.4.1.1 Overview of key issues in Eden SDF

A. Key Category: Natural Environment

A1. Objectives for Wilderness Areas:

- Extend statutory wilderness status to more than 6% of the Eden DM
- Ensure co-ordinated management of wilderness areas
- Establish SPC B areas (buffer) of pristine natural areas on the boundaries of wilderness areas
- Maintain the intrinsic qualities of wilderness in a pristine unaltered state
- Foster understanding of the philosophical meaning and other intrinsic value of wilderness
- Provide wilderness users with primitive wilderness experiences

A2. Objectives for Conservation Areas:

- Ensure statutory conservation status to at least 10% of the Eden DM
- Conserve the ecological and social integrity of natural areas and provide a broad spectrum of compatible outdoor recreation opportunities
- Ensure constructive public involvement in environmental conservation
- Ensure long-term protection of estuaries, lakes, natural water bodies

A3. Objectives for Natural Resources:

- Regulate the exploitation and utilisation of all geological and mineral resources to limit ecological and aesthetic damage
- Limit loss of agricultural soil to a 'tolerable' level
- Ensure appropriate management of all catchment areas within the municipal area
- Establish viable and sustainable new irrigation schemes to facilitate sustainable agricultural development
- Ensure conservation of all water resources of the region
- Ensure equitable access to all rightful users
- Sustainable utilisation of alternative water resources such as ground water
- Limit flood damage to infrastructure and developed land to 'acceptable levels'

-
- Ensure the diversity of plants that are indigenous to the region at species, population and community level
 - Maintain minimum viable populations of rare endemic plant species
 - Promote the sustainable utilisation of indigenous flora for financial benefit
 - Promote the sustainable utilisation of forests to the benefit of the local economy and communities
 - Conserve the natural habitats of the indigenous animals of the region
 - Conserve the diversity of animals that are indigenous to Eden at species, population and community level
 - Maintain minimum viable populations of rare endemic animal species
 - Promote sustainable utilisation of indigenous and exotic fauna for financial benefit

B. Key Category: Human Made Environment

B1. Objectives for Cultural Resources:

- Conserve representative samples of the historical buildings and structures
- Conserve all archaeological resources on state and private land for present and future generations
- Conserve all 'intangible' cultural resources, such as oral history, language, place names, social activities and human habits
- Conserve all underwater cultural resources throughout the coastal zone

B2. Objectives for Rural Development

- Provide the infrastructure and services required for improving the quality of life of the people living in the rural areas
- Ensure that the N2 in all respects complies with the objectives of sustainability
- Provide all the infrastructure and services that are essential for improving the quality of life of people living in the rural areas
- Safeguard the ecological, social and aesthetic qualities of the natural environment through appropriate environmental planning
- Ensure appropriate environmental control in the rural areas
- Limit negative impacts on the ecological, social and aesthetic environment to acceptable levels
- Regulate waste disposal to prevent pollution of the natural environment and natural resources

B3. Objectives for Urban Development

- Provide the infrastructure and services required for improving the quality of life of the people living in the urban areas
- Develop essential infrastructure and facilities to accommodate the aspirations, needs and pressure of present and future industries and dependent communities

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- Institute place specific town planning as a fundamental requirement of all urban development to safeguard the cultural, social, aesthetic qualities of the urban environment
 - Limit negative impacts of urban development to pre-determine acceptable levels
 - Develop necessary infrastructure and facilities required to improve transportation in, and aesthetic qualities of urban areas
 - Regulate waste disposal to prevent pollution of the natural environment and natural resources
 - Provide essential infrastructure required to improve electricity provision

C. Key Category: Economic Sectors

C1. Objectives for Tourism

- Promote the development of tourist infrastructure that will enhance tourism in general and conform to place specific architectural, environmental and aesthetic requirements
- Ensure cost effective management of all facets of tourism at all levels
- Promote tourism as a community-based and community-driven industry with sustainable potential for providing direct and indirect benefit to the community

C2. Objectives for Agriculture

- Ensure effective management of agriculture
- Undertake appropriate detailed farm planning as a standard practice on farms
- Provide sustainable opportunities for small farmers or emergent farmers
- Promote development of sustainable agriculture enterprises
- Diversify agricultural enterprises to reduce risk, enhance economic feasibility, ensure sustainable utilisation of available resources
- Entrench the status of the natural environment and its resources as the determining factor in sustainable agriculture
- Regulate and utilise the potential of rezoning of agricultural land to promote comparative economic advantages

C3. Objectives for Forestry

- Ensure maintenance of commercial forestry as a primary economic sector

C4. Objectives for Fishing

- Ensure development and maintenance of harbours and facilities required for viable fishing
- Ensure the protection of marine resources
- Explore the feasibility of alternative fishing and aquaculture enterprises as community empowerment initiatives

C5. Objectives for Manufacturing

- Ensure proper planning and development of industrial areas and manufacturing facilities required for adequate manufacturing of products
- Ensure the sustainable use and protection of the natural resources
- Ensure constructive public involvement in manufacturing activities
- Explore alternative and emerging technologies to improve quality and quantity within the manufacturing sector

Eden State of the Environment Report

National and provincial departments are required, in terms of the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA), to produce an EIP or Environmental Management Plan (EMP). While there is no legislative requirement for municipalities to produce either an EIP or EMP, municipalities are in the forefront of implementing government development initiatives and therefore has a significant role to play in the protection of the natural environment and the facilitation of planning and development processes that are environmentally sustainable. **Environmental considerations form an integral part of the IDP process.**

Furthermore, in terms of the Municipal Systems Act, municipalities are required to:

- Promote development for the overall social and economic upliftment of communities in harmony with their local natural environment.
- Strive to ensure that the municipal services are provided to the local community in a financially and environmentally sustainable manner.
- Promote a safe and healthy environment in the municipality.

State of the environment reporting is the description of the current conditions of the environment. Simply it answers the question of “where is what?” and “in what state is it?” with regards to broader environmental issues. The onus lies with management structures on what state do they want to manage their environment to, thus answering the **why** the state of the environment is like that and **what** should be done about it.

State of the environment reporting started in 1999 in South Africa with the publication of the National SOER. It has then developed to be a regular reporting tool for national, provincial and local government structures. As much there is no direct legislation demanding government to do SOER, there is legislation (NEMA) guiding the government structures to be pro-active and provide information on the state of the environment. Various SOER have been produced by all government levels (National, provincial and local), but never at district level. The Eden District Municipality will be the first to publish a SOER at the district level - the February 2007 Draft State of the Environment Report has contributed to getting this process underway.

A. Purpose and Scope

The Eden District Municipality has and is currently feeling the pressure of the economic growth in South Africa. The pressures being delivered in the form of developmental pressure for housing estates, golf estates, increase in population growth, etc. Despite the positive side of the economic growth, the district would like to get the full understanding of the impact of the increase of the developmental pressures, thus, the need for a state of the environment reporting. It is expected that the first year of the state of environment reporting would basically try to do a baseline study, mostly identifying and locating environmental resources and the pressures affecting those resources. From there on it is expected that projects for further research would be identified, monitoring projects would be identified and the need for legislative and management interventions would be identified.

B. Issues Addressed by SOER

Processes	Natural Resources
Identify environmental issues of the Eden district. What are the drivers for those environmental issues? Environmental management and governance. Environmental legislation and responsibilities. Selection of indicators. Communication between IDP and SOER	Bio-diversity Coastal areas Fresh water ecosystems Estuaries Wetlands The ocean The Karoo Protected areas
Industries	Socio-economic issues
Mining Tourism Manufacturing Agriculture Timber and Forestry Other industries	Waste management Drinking Water supply Air quality Climate Health Pollution Housing Human population Infrastructure development

A tender advertisement has been placed for a service provider to assist in compiling the District State of Environment Report.

A Project Steering Committee will be established consisting of all relevant Stakeholders to oversee the Project.

The Provincial State of Environment Report 2005 read with the final EDM State of the Environment Report will be utilised as a guiding document to measure the outcomes of the District State of the Environment report.

Flowing from the District SOER an Environmental Management Plan with an Implementation Plan will be compiled for the Eden District as a whole.

It must be noted that after the above plans have been compiled an environmental Management System compliant with ISO 14001 will be compiled for Eden District Municipality. The emphasis of the initiative will be to focus on how the municipality manages the impacts of its own activities on the environment, and continuously strives to measure its progress with regard to improving the level of responsible management practices toward the environment and of municipal resources.

The benefits of the initiative for Eden District Municipality will primarily be:

- to be recognised as a leader in the field of environmental management;
- to illustrate that municipal resources are used responsibly, in a sustainable manner and effectively; and
- to demonstrate that public funds can be saved through the incorporation of a sustainability ethos into all municipal activities.

3.2.2 Water Services Development Plan (WSDP)

It is the responsibility of every Local Municipality to provide a plan for water services within his jurisdiction. Such plans for B Municipalities within Eden are currently in place and some have been approved or adopted by Local Municipalities.

Since the division of powers and functions, all category B local municipalities were given the authority function of water supply and sanitation and are therefore classified in terms of the Act as a Water Services Authority. The District Municipality is the WSA for the DMA and therefore prepared a WSDP for the DMA. The WSDP was reviewed and is in the process of being approved by Eden District Municipality.

The Department of Water Affairs and Forestry is currently conducting a study in Eden concerning the available resources and the aim is to devise a suitable plan for the district.

In Eden there is however a need for alternative resources. Three of the B Municipalities in Eden are looking into the possible desalination of sea water as well as the recycling of waste water.

During discussions with officials from B Municipalities the likelihood was identified that Eden would have to co-ordinate the inquiry into the possibilities of recycling sea and waste water.

3.2.3 Disaster Management Plan

The focus of government's policy on disaster management has shifted from a reactive approach of dealing with disasters only once they have occurred to that of reducing disaster risk by building resilience through developmental initiatives.

Eden District Municipality Council recognises that if the objective of achieving sustainable development in the area of Eden is to be realised, a concerted effort is required to reduce recurrent disaster risks in its area. This can only be achieved by:

- creating resilience amongst its people and its infrastructure
- strengthening capacity to anticipate significant events and disasters; and
- improving the management of such events in order to limit the effects wherever possible.

To achieve this, it is necessary to develop an integrated Disaster Management Plan, as per the South African Disaster Management Act, Act 57 of 2002, (Section 53(2)).

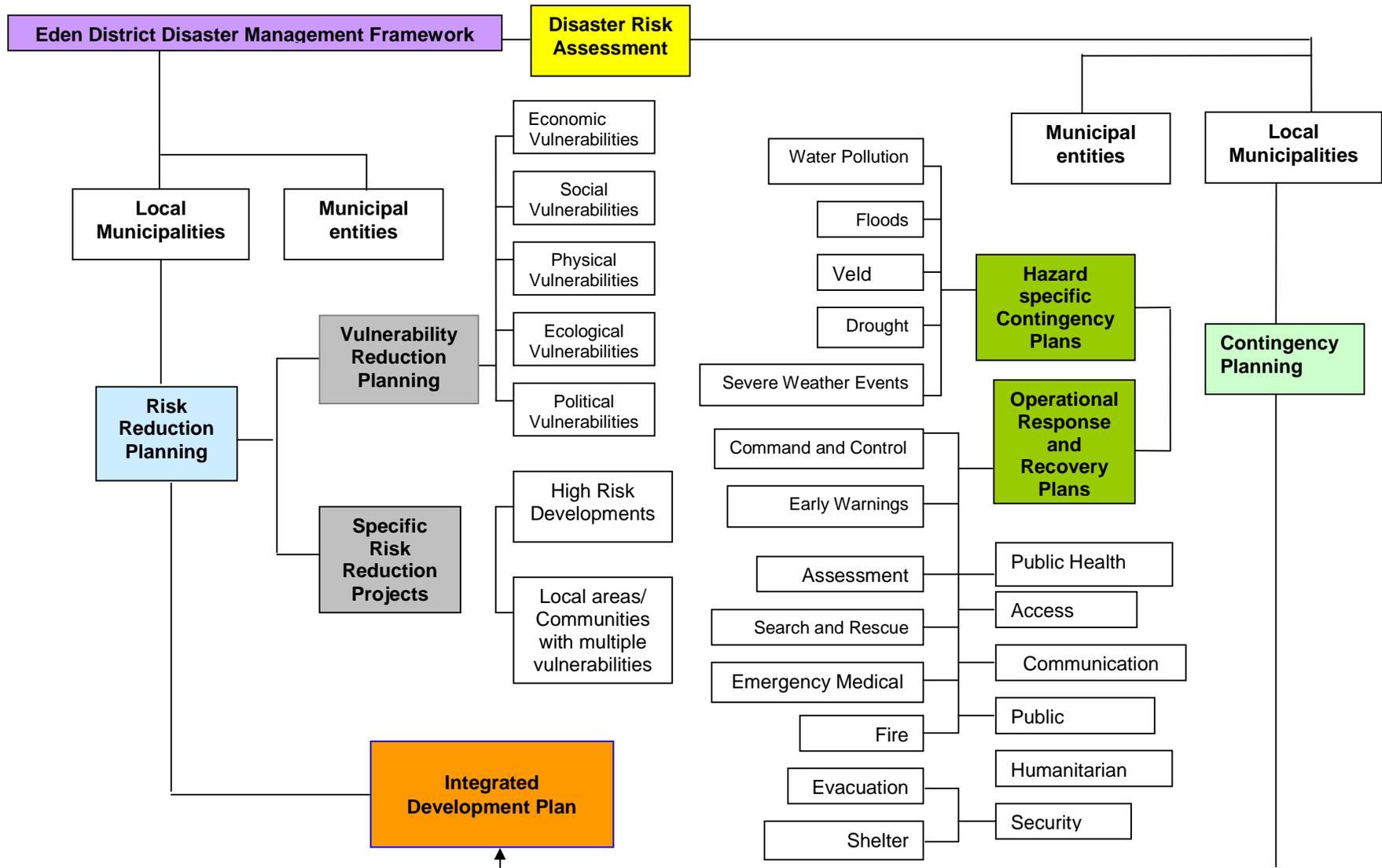
In this regard the Act provides for an integrated and co-ordinated policy that focuses on integrated planning, preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters, and post disaster recovery. It places primary responsibility on Eden District Municipality for the implementation of these provisions in its area of jurisdiction.

In terms of section 47 of the Act the Eden District Municipality's Disaster Management Centre is responsible:

- to give guidance to the relevant stakeholders on ways and means of determining levels of risk;
- for assessing vulnerability of communities and households to disasters that may occur;
- for increasing the capacity of communities and households to minimise the risk and impact of disaster that may occur; and
- for monitoring the likelihood and state of alertness to disasters that may occur.

It also requires the development and implementation of appropriate risk reduction methodologies and the integration of such methodologies into development plans, programmes and initiatives as well as the management of high risk developments.

Each individual service of the Municipality as indicated in the District Disaster Management Framework is responsible for submitting its Departmental and Regional Disaster Management Plans to the Disaster Management Centre.



3.2.4 Integrated Transport Plan

The core function of The Department of Infrastructure, Public Works and Transport (often referred to as the Roads Department) of Eden District Municipality is the maintenance of approximately 6900 km of provincial roads within the district as an Agent of the Provincial Government of the Western Cape (PGWC): Department of Transport and Public Works.

Furthermore it has the responsibility of co-ordinating the development of Statutory Public Transport Planning and creation of Public Transport Infrastructure for the whole of Eden, therefore including local municipalities to enhance the mobility of our communities.

Public Transport in its current state is perceived as being unsafe and unreliable, because the only form of public transport the majority of our communities are exposed to are minibus taxis which have unfortunately been labelled that way because the industry is not regulated compared with the regulation of other businesses.

Nationally, however, this industry cannot be ignored because the industry is responsible for conveying up to 65% of the country's daily commuters. In Eden this figure is slightly higher because there are no other modes of transport available except for walking or cycling for those who can afford the latter.

The Public Transport division is still in its infancy and current projects include the finalisation of the Statutory Planning document, which includes the Public Transport Plan (PTP) and Integrated Transport Plans (ITP) for the district. The PTP and ITP will be the mechanisms by which the district can plan for development, manage, integrate and promote public transport and all land transport with land use development to ensure mobility of communities.

The process of statutory planning for the Public Transport is driven by the PGWC in collaboration with Eden DM and the seven Local Municipalities via the Eden Public Transport Technical Steering Committee.

The division is also responsible to facilitate Public Transport Infrastructure projects which will, in turn, create job opportunities. Once Statutory Plans are approved by the Provincial Minister of Transport, more Public Transport Infrastructure projects would be rolled out, such as adequate holding areas for commuters.

The Department of Transport and Public Works of the PGWC Branch recently allocated an amount of R500 000 to Eden for the expansion of a Non-Motorised Transport (NMT) Master Plan to include all Municipalities in the district. The First Draft NMT Master Plan is currently under review for comments, and its main purpose is to integrate non-motorised (i.e. pedestrian and cycle) facilities from the rural areas to the urban areas, ensuring continuity when crossing from rural to urban and vice versa.

- **Expanded Public Works Programme**

The department is also tasked to contribute towards the Expanded Public Works Programme (EPWP) which was formally announced in the President's State of the Nation Address of 15 February 2003 and was reiterated during this year's State of the Nation Address. The EPWP is one of government's short- to medium-term programmes aimed at alleviating and reducing unemployment. The EPWP will achieve this aim through the provision of work opportunities coupled with adequate training, which will benefit workers long after temporary contracts were completed.

The Eden DM Roads Department is fully committed in assisting the objectives set at National Government to focus on skills development, thus alleviating and reducing unemployment through the EPWP.

The EPWP projects are executed in a similar way as normal civil engineering contracts, which include a tender process and appointment of successful bidders, applying Council's Procurement Policy. This process affords prospective bidders who mostly include individuals with PDI status to become familiar with the competitive construction market, to prepare them to become independent in future. This means that once enough experience is acquired by starting on relative small contracts, these same contractors can in future bid on bigger contracts.

3.2.5 Waste Management Plan

John Snow Incorporated (JSI), an American-based company, pledged their support to launch a Medical Risk Waste Awareness Project in the Eden District Municipal area that will be rolled out to all Medical Risk Waste Generators. JSI comprises experts in the field of Medical Waste and they allocated R900 000.00 to the awareness project.

JSI also requested that the project be officially launched at a handover function for which they will bear all the cost involved.

In November 2005 a *status quo* inquiry was launched into all the generators of dangerous medical waste within the Eden district. About 329 generators were part of the study which was conducted by environmental health practitioners. The information gained from the questionnaires was converted and summarised on a spreadsheet.

It was determined that there are eight main needs/demands:

1. There is a need for decent training programmes and learning material for those handling medical waste.
2. The lack of necessary personal protective equipment was identified.
3. The lack of a generic set of regulations with regard to the handling of medical waste within the Eden district.
4. The existing facilities to burn waste do not adhere to the legal requirements.
5. There are too many risks involved in the method whereby waste is transported.
6. The lack of a uniform protocol in regard to the handling of waste in the case where contagious diseases will spread.
7. The lack of a data basis of traditional healers and Home Base Care Patients.
8. The lack of protocol regarding the handling of sanitary waste when transported from business and also carcasses from veterinaries.

These findings were submitted during a meeting on 1 December 2005 to representatives of the JSI in an attempt to obtain funds to put the necessary protocol into place. A follow-up workshop with the representatives was held on 17 February 2006.

After the workshop the JSI agreed fund the council to launch a campaign to address the shortcomings regarding disposal of medical waste. All costs will be carried by the JSI and the project will be driven in collaboration with the committee. The JSI granted the amount of R900 000.00 for the project.

The acceptance of the proposal was made telephonically by JSI National Director, Dr Rose Mulumba on 2 May 2006. The format and schedule of the proposed training will be submitted to the committee once it has been discussed and approved by the JSI.

3.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

Engagement with key role-players during the process preparing the Eden LED Strategy has resulted in the identification of a number of core goals and “strategic imperatives” to inform growth and development in the region. These broad goals, principles and directives constitute in essence the ‘vision’ for Eden are closely related to the goals set for AsgiSA and other national development objectives as well as those set for the Western Cape Province. With the overriding concern the promotion of sustainable economic growth and a significant reduction in unemployment, poverty and socio-economic inequalities the following six imperatives apply to Eden’s development efforts.

These normatively based strategic imperatives should inform the strategy, as well as be the overarching criteria against which the achievements of the strategy should be measured. These have been derived from local and national policies and include the following:

- *Sustained economic growth*: This should focus on investment and growth and based on the regional competitive advantage of Eden. The economy should

be broad-based and promote inclusiveness. Of critical importance is increase access to economic opportunities for the majority of the local population. Mechanisms need to be identified to retain and increase circulation of income generated within towns and settlements. Non-renewable resources should be utilised in a manner that does result in a gradual depletion of Eden natural assets such as land, its river systems, coastline, etc

- *Job creation:* Economic initiatives should aim to create the maximum number of jobs over the medium to long term job and be based on meaningful skills development.
- *Broad Based Black Economic Empowerment:* Greater ownership and partnerships of historically disadvantaged communities in the local economy should be promoted and be focussed on skill transfer and capacity building.
- *Poverty Alleviation and Reduction:* This should include meeting basic needs (i.e. municipal services, social grants, etc) and aimed at reducing poverty over the medium to long term through job creation and skills development.
- *Human Resource Development:* This should include skill development, skill transfer and mentoring. It should also include increasing access to life skills, in particular for those historically disadvantaged.
- *Partnerships:* This is central to all initiatives and should involve a wide spectrum of role players (e.g public sector, private sector, NGO's and CBOs). It should aim at fostering regional wide co-ordination and co-operation and should centre on building institutional capacity.

The overriding concern is therefore to promote sustainable economic growth and to reduce unemployment and inequalities.

The overview of the main features of Eden's economy as well as its key challenges provided the framework for the preparation of the *Eden Economic Development Strategy*. Based on the preliminary analysis and evaluation as well as input from key stakeholders, the following strategic areas were identified to form part of the strategy:

- Tourism, Sports, Arts and Culture
- Manufacturing
- Small, Medium and Micro Enterprises and Second Economy
- Property and Construction
- Environment, Settlement Planning and Infrastructure Development
- Human Resource Development
- Agriculture, Forestry and Fisheries
- Poverty Alleviation

There are also a number of strategies identified that are crucial for the overall implementation of the Eden Economic Development Strategy and these include:

- Inter Government Relations
- Investment and Trade Promotion
- Vision, Leadership and Partnerships
- Communication and Information
- Eden Economic Initiative/Eden Economic Development Agency
- Human Resource Development Skills
- Value-Addition
- Marketing Strategy

This economic growth and development strategies identified throughout the process to guide and direct economic growth and development in the Eden District, these include:

- The Strategic Economic Growth Sectors;
- Environmental Management and Spatial Planning
- Strategic Infrastructure
- Social Development and Poverty Reduction
- Human Resources and Entrepreneurship

Key Initiating Actions

Where earlier sections of this report touched upon a (limited) range of possible projects or initiatives (with the full strategy document providing more details about these and others) this last section briefly mentions a possible package of a dozen catalytic projects warranting immediate attention from a wide range of partners in the hope and on the understanding that these efforts will lift Eden's development process onto a higher plane.

- Facilitate the development of the pilot business incubator as initial kingpin in the new approach towards competitive *manufacturing* niches.
- Activate the “turn-around strategy” in Eden's *timber-processing* niche, including the furniture industry.
- Intensify co-operation with the NPA to accelerate efforts to expand the *Mossel Bay harbour* as well as other projects, which require the active co-operation of the NPA, Mossel Bay Municipality and the local business community.
- Pursue the establishment of a decentralised *grid of small-business information, advice and support points*, incorporating existing centres as well as extensions planned via Seda, the Red Door, the LBC system and other players.
- Accelerate efforts to provide (land for) affordable *housing* through the release of more public land, the start of deliberate in-fill

schemes and practical steps to improve land security for informally (self-)housed families. These efforts should illustrate the direction of a multi-dimensional housing strategy and help to mobilise further private or community efforts to broaden the process.

- Start serious planning of the suggested *Eden Development Agency* in a way that the intended role and start-up funding of Mossel Bay's envisaged but terminated Mosbayda initiative can be incorporated, and the other functions referred to in earlier sections could also be accommodated.
- Launch the system of *Eden Development fact sheets* to supplement the *Eden LED Fact File*, the planned website and other media contacts. This should also incorporate the monitoring of BEE and poverty-alleviation and reduction efforts in the region.
- Establish planning and co-ordination secretariats for Eden's manufacturing sector (ideally at the NMMU) as well as the education-and-training initiatives (possibly at the Southern Cape FET College), in close co-operation with the EDA.
- Strengthen Eden's regional *tourism-development efforts* through the transformation of existing institutions on a solid, professional base.
- Establish a local *training access fund* to help steer and encourage an expansion of demand-focused local training initiatives affordable to local students.
- Renegotiate Eden's relationship with Wesgro and the CTRU in a way that provides greatest benefits and flexibility for Eden's international trade, tourism and investment marketing.
- Provide a high public profile and facilitate the necessary public-sector support for strategic private-sector mega-projects arising in the region.

Serious commitment to such an initial "package of a dozen steps or projects" could go a far way towards creating private-sector trust in the commitment of the public sector to its LED strategy and Eden's Development Initiative.

3.4 PERFORMANCE MANAGEMENT

1.1 Adoption of a Performance Management Systems (PMS) Framework

In terms of the Municipal Systems Act of 2000, Council must adopt a Performance Management Systems framework. This document serves, as an annexure to the Performance Management Policy Framework adopted as at November 2005, which will guide the municipality with the preparation and the implementation of an institutional and individual Performance Management System for 2007/2008 and beyond.

The PMS framework details the implementation of the PMS, as well as the procedures and processes of maintaining the PMS. As mentioned earlier the primary objective of the PMS framework is to assist Eden District Municipality in achieving its strategic objectives as articulated in the Integrated Development Plan (IDP), resulting in improved quality of life of its community by enhanced service delivery in an effective and efficient manner.

The PMS framework deals with the following components:

- The legislative requirements which a performance management system will need to comply with
- The characteristics and objectives that dictates the development and the use of the system within the municipality
- Linking institutional performance with individual performance
- The philosophy underlying the PMS
- Adopting the balance scorecard as an approach and methodology
- The linking of the IDP and Budget to the PMS
- The Service Delivery and Budget Implementation Plan link to the PMS
- The roles and responsibilities of the various key stakeholders within the PMS process
- A plan needs to be identified which details the envisaged planning and implementation activities linked to periods and resource requirements. The plan is crucial in ensuring success of the implementation of the PMS as well as ensuring interaction with all role players.
- The municipality needs to decide on mechanisms and procedures for community and stakeholder participation during the planning, implementation and monitoring process. Such mechanisms and procedures should take cognisance of who should be involved, consulted or informed and at which stage of the process this will occur and by what means.
- Mechanisms and procedures for the alignment with external stakeholders also need to be considered.

The following table is a proposed plan and timeline of activities that need to occur in order to meet the deadlines for the rollout and implementation of the Performance Management System for Eden District Municipality.

Output	Activities	Due Date	Resources
PMS Commencement	Delegation of responsibilities of a PMS to Eden DM	July 2007	Executive Mayor
Approval of Eden Draft Performance	Preparation of Performance	November 2005	Council

Policy Framework	Management Framework Document		
Acquisition of an electronic PMS by council	Tender prepared & awarded for the supply of an electronic PMS	November 2006	Municipal Manager
Adoption of Draft IDP and Budget by council	Preparing IDP and Budget	March 2007	Council
Learning from other municipalities	Visiting municipalities to view their PMS and processes	Ongoing	PMS Unit
Promote and encourage inter-departmental relations (Change Management)	Promote PMS to the various departments	Ongoing	PMS Unit
Promote and encourage culture of inter-dependence between the administration and the political leadership	Conducting meetings and workshops with the Executive Mayor, Mayoral Committee, Council and the Audit Committee	Ongoing	PMS Unit
PMS Task team	Setup PMS task team to manage the implementation process	April 2007	PMS Unit
Finalise IDP and Budget	Approval of both the IDP and Budget	May 2007	Council
Finalise SDBIP	Approval of SDBIP	Mid - June 2007	Council
Implementation of PMS	<ul style="list-style-type: none"> • Planning for PMS • Priority setting • Setting objectives • Development of Departmental and Costs Centre Business Plans • Set KPA's and KPI's • Setting targets • Establishing monitoring mechanisms 	30 June 2007	PMS Unit/Amava
Implementation of PMS	Compilation of Performance Agreements and Performance Plans	16 May 2007	Municipal Manager/Amava
Implementation of PMS	Approval of Final Performance agreements	29 May 2007	Council
Workshops/Training	PMS Workshops and Training (Assessor Training, Change Management, etc)	Ongoing	PMS Unit/Knowledge Partners
Implementation of PMS	Configure and implement Electronic PMS	30 June 2007	Amava/IT/IDP and Finance

Performance Appraisal Policy	Develop and implement the policy	30 June 2008	Human Resources
Stakeholders' consultation sessions	Consult with employees, trade unions, public, etc.	Ongoing	PMS Unit
Implementation (Phase 1)	Measurement, monitoring and auditing of Section 57 employees and Council	Quarterly reviews/ 30 June 2008	PMS Unit
Implementation (Phase 2)	Measurement, monitoring and auditing of post level 0 - 3 employees	Quarterly reviews/ 30 June 2009	PMS Unit
Implementation (Phase 3)	Measurement, monitoring and auditing of post level 4 - 7 employees	Quarterly reviews/ 30 June 2010	PMS Unit
Implementation (Phase 4)	Measurement, monitoring and auditing of the remainder of the employees of Eden DM	Quarterly reviews/ 30 June 2011	PMS Unit

3.5 EDEN 06: INSTITUTIONAL TRANSFORMATION

With Eden 06 we set ourselves the objective of creating Organisation Building Behaviour for the achievement of our Vision and Strategic Objectives, namely to make Eden a home and a future for all of its inhabitants. We realised that we have to identify ourselves with the future **Eden**, and therefore began a process of moving management and staff through different levels of change. This was done through various intervention sessions with staff, management and unions. Eden 06 was formally launched on 20 January 2006. The focus of this event was to share the Eden 06 vision and provide all stakeholders the opportunity to interact with one another across all levels of boundaries.

The results of the intervention processes were clustered into six Strategic Focus Areas, namely Communication; Culture, Identity and Values; Human Resource Capacity Building and Development; Leadership; Structures and Systems and Procedures. A Champion, a Champion Team and a Knowledge Partner (appointed by the IDP to assist with the implementation of Eden 06) will drive each Focus Area. The Knowledge Partners (Nelson Mandela Metropolitan University, University of the Western Cape and the Business School of the University of Stellenbosch) together with management, the unions and a project manager will ensure achievement of project goals.

3.6 OTHER STRATEGIC POLICIES IN PROGRESS

NB: This section will be updated in the final document

3.6.1 Gender Policy

A task team has been established that consists of representatives from all municipalities and government departments. An agreement has been entered into with GETNET to act as service provider. An Implementation Plan has been compiled which was workshopped by Task Team members in April 2006, and a Draft Gender Policy will be finalised in July 2006 where after the process of compiling the Gender Plan will commence.

3.6.2 Youth Policy and Strategy

The Eden Youth Policy is completed and will be placed for public comments during the month of June 2006. Extensive workshops and consultations with stakeholders and the District Youth Council have been conducted to provide input into the Youth Strategy.

3.6.3 Disabled Strategy

Issues applicable to people with disabilities will be integrated into all Eden policies, for example the Gender, Youth, Poverty and HIV/AIDS Strategy.

3.6.4 Integrated Poverty Reduction Strategy

From some of the latest data available it is estimated that of the 53% of South Africa's population who lives in rural areas 69% live in poverty.

Poverty alleviation within the context of local economic development is a core focus area of the Eden IDP. By mainstreaming poverty alleviation in the IDP it means that poverty alleviation interests feature throughout the process, so that a clear picture is created of the nature and extent of poverty in Eden. The Eden IDP should thus ensure that poverty alleviation becomes a core focus of planning and delivery by identifying and specifying what conditions and poverty levels are experienced, not only in terms of income, but also in terms of access to socio-economic resources and opportunities.

Eden District Municipality in collaboration with all government departments, local municipalities and local stakeholders is in the process of compiling an Integrated Poverty Reduction Strategy. This process is managed by the Integrated Poverty Reduction Task Team which was established at district level during May 2006. This strategy should recognise the different ways in which communities and households might experience poverty and how poverty affects different settlements and sections of the community. It will enable the planning process to be more focused and informed by the development needs of these settlements in communities. It will further ensure that throughout the planning process the performance of different strategies, projects and programmes is effectively measured against their respective impacts on households affected by conditions of poverty.

It was agreed in a Memorandum of Agreement, signed at the Eden Development Conference in March 2005 between the Eden District Municipality and the Department of Social Services and Poverty Alleviation, that an Integrated Poverty Reduction Strategy for the Eden District be developed to collectively address efforts targeting the poor in the region.

3.6.5 Integrated HIV/AIDS Strategy

The overall increase in the incidence of HIV/AIDS in Eden together with the fact that three out of the five high HIV/AIDS prevalence areas in the Western Cape are situated in the Eden area (Mossel Bay, Knysna and Bitou) necessitates a clear action-oriented master plan to combat the epidemic.

Likewise with the Integrated Poverty Reduction Strategy an Integrated HIV/AIDS strategy is in the process of being developed for the Eden District Municipality. The critical issues that this strategy will address are:

- A thorough *status quo* analysis that will be informed by the Eden Socio-Economic Survey
- Available Services and Resources
- Sustainable Care and Support for PWA's families and Eden Community through the LACs.
- Continuous information and education on HIV/AIDS
- Effective communication amongst all HIV/AIDS stakeholders via the District Aids Committee chaired by the Eden District Municipality Executive Mayor
- Ensure there are no gaps in HIV/AIDS service rendering - mainstreaming into all activities
- Ensure there is care and support for AIDS orphans and vulnerable children
- Develop a database with regards to HIV/AIDS
- Promotion of healthy living practices
- Advocacy on HIV/AIDS and STDs
- Strengthen collaboration between NGOs, CBOs, FBOs, etc. Building of partnerships
- Implement National and Provincial Strategic Plan
- Capacity Building
- Monitor and evaluate all projects and programmes related to HIV/AIDS
- Database on Child-Headed families
- Extension of VCT throughout the District

At a well attended workshop hosted by Eden District Municipality in May 2006, representatives from government departments and local authorities joined hands to collectively combat the incidence of HIV/AIDS and the growing levels of poverty in the region.

Delegates expressed concern over the increase in the incidence of HIV/AIDS in Eden and with the fact that three out of the five high HIV/AIDS prevalence areas in the Western Cape are situated in this area. The same challenges exist for addressing and reducing poverty.

The delegates shared information on all the individual efforts and programmes for implementation in addressing HIV/AIDS and Poverty. In the past various HIV/AIDS and Poverty Reduction Programmes from different government departments and other role players in the District were initiated with different levels of success. To this end a call was made for an integrated approach that includes all stakeholders to deliberate the way forward and join resources in developing comprehensive action-orientated strategies with clear and practical milestones. An Inter-Governmental task team was established at the workshop to integrate the efforts and join forces to combat the epidemic and collectively address efforts targeting the poor in the region.

3.6.6 Human Resource Management Strategy

An Employment Equity Policy and Plan for the Eden District Municipality was adopted.

With regard to Skills Development, Eden District Municipality is registered with the LGSETA and is part of the following three Learnerships: Road Construction, Local Economic Development, and Finance and Administration.

3.7 SUMMARY OF PROGRAMMES AND PROJECTS

In the case of Eden District Municipality the IDP review and budget processes are now integrated according to guidelines from National Treasury and the Department of Provincial and Local Government (DPLG). This integrated process also complies with the prescriptions of the Municipal Finance Management Act, Act 56 of 2003. This year a structured process was followed to achieve alignment between the IDP and Budget. The Department of Finance and the Office of the Municipal Manager and Development should be applauded for the extra effort that was made this year to ensure a proper link between the Eden IDP and Budget. Some of the challenges we still experience and that we hope to address during the drafting of our New Generation IDP process, include: the need to ensure proper alignment between the functional categories used in the Budget and the Development Clusters contained in our IDP Review; to ensure that the IDP and budget documentation sufficiently speaks to where the infrastructure-funding role for local municipal infrastructure, retained by the municipality, is accommodated.

It is acknowledged that the degree of alignment between the budget and IDP needs to be improved and that the information gaps in the IDP and budget documentation need to be addressed. Information on the contribution in the budget to infrastructure delivery, especially bulk infrastructure, will have to be obtained, including the content of projects funded. Resources allocated to internally-focussed activities need to stabilise and be reduced, especially for items not directly allocated to the formulation of substantive areas of development policy or to local municipality-focused capacity building. Eden District Municipality is gearing up its Environmental Health and Disaster Management Functions, which are two of our positive areas. The municipality's role in Economic Development, Environmental Management and Social Services and Development, and the associated resource practices, requires further development.

3.8 IDP/BUDGET LINK

3.8.1 Alignment of IDP and Operating Budget

3.8.2 Alignment of IDP and Capital Budget

ALIGNMENT OF IDP AND CAPITAL BUDGET

STRATEGIC OBJECTIVE	GFS FUNCTION / DEPARTMENT	GFS SUB FUNCTIONS / COST CENTRE	MANAGER RESPONSIBLE	EXPENDITURE PER COST CENTRE	PERCENT AGE OF TOTAL CAPEX
<i>Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability</i>	Executive & Council	Municipal Manager	Municipal Manager	60,500	
	Executive & Council	Office of Ex Mayor	Municipal Manager	352,000	
	Executive & Council	Office of Ex Dep Mayor	Municipal Manager	7,000	
	Executive & Council	Director Corporate Services	Director Corporate	1,252,224	
	Executive & Council	Council General	Director Corporate	1,427,500	
	Executive & Council	Administration	Director Corporate	41,750	
	Finance & Admin	Director Finance	Director Finance	2,325,379	

	Finance & Admin	Finance Income	Director Finance	11,100	
	Finance & Admin	Finance Expenditure	Director Finance	76,500	
	Finance & Admin	Finance Management Services	Director Finance	34,040	
	Finance & Admin	Human Resources	Director Corporate	60,200	
	Finance & Admin	Task	Municipal Manager	40,000	
	Finance & Admin	Information Technology	Director Strategic Plan	2,315,500	
	Finance & Admin	Council Buildings / Property Services	Director Corporate	5,945,379	
	Finance & Admin	Internal Audit	Municipal Manager	43,400	
	Finance & Admin	Other Admin		0	
		Total Good Governance		13,992,472	51.43
<i>Corporate Regional wide Strategic Planning, develop appropriate regional-wide corporate plans that ensures shared prosperity and sustainability</i>	Planning & Development	IDP	Director Strategic Plan	220,000	
	Planning & Development	LED	Director Strategic Plan	40,000	
	Planning & Development	Planning	Director Strategic Plan	81,000	
	Planning & Development	Tourism	Director Strategic Plan	64,000	
	Planning & Development	Project Management Unit	Director Strategic Plan	62,000	
	Planning & Development	Work for Water	Director Strategic Plan	50,000	
	Planning & Development	PIMMS	Director Strategic Plan	0	
		Total Corp Regional Strat Plan		517,000	1.90
<i>Create an enabling social environment that ensures safe, healthy and vibrant communities that participate actively in Eden</i>	Public Safety	Fire Fighting	Director Comm Ser	1,168,150	
	Public Safety	Disaster Management	Director Comm Ser	2,528,500	
	Health	Director Comm Services	Director Comm Ser	20,000	
	Health	Municipal Health Services: Admin	Director Comm Ser	0	
	Health	Municipal Health Services: George	Director Comm Ser	18,500	

	Health	Municipal Health Services: Klein Karoo	Director Comm Ser	59,400	
	Health	Municipal Health Services: Langeberg	Director Comm Ser	80,250	
	Health	Municipal Health Services: Lakes Area	Director Comm Ser	24,900	
	Health	Global Fund	Director Comm Ser	0	
		Total Social Environment		3,899,700	14.33
Develop human & social capital by investing in women and youth development	Community & Social Services	Social Development	Director Comm Ser	30,000	
	Community & Social Services	Community Skills Development	Director Comm Ser	0	
	Community & Social Services	Libraries	Director Comm Ser	648,000	
	Sport & Recreation	Sports, Arts & Culture	Director Comm Ser	671,718	
	Sport & Recreation	Resorts	Director Comm Ser	641,579	
		Total Human Social Capital		1,991,297	7.32
Ensure an effective and affordable service and bulk infrastructure delivery in Eden to meet the needs of the people	Housing	Housing		206,000	
	Waste Management	Bulk Infrastructure	Director Comm Ser	0	
	Waste Management	Refuse	Director Comm Ser	500,000	
	Road Transport	Public Transport	Director Roads & Infrastr	11,660	
	Road Transport	Roads	Director Comm Ser	1,063,000	
	Waste Water Management	Sewerage	Director Comm Ser	3,274,544	
	Water	Water	Director Comm Ser	1,533,010	
	Electricity	Electricity	Director Comm Ser	200,000	
			Total EEE & Bulk Infrastructure		6,788,214
<i>Sustain Eden environment through resource conservation, good land use practices & people-centred planning</i>	Environmental Protection	Environmental Management	Director Comm Ser	20,000	



		Total Environment		20,000	0.07
				27,208,683	

5. HOW DO WE MOVE FORWARD?

5.1. INSTITUTIONAL ARRANGEMENTS

In this era of globalisation, district municipalities are seen as strategically positioned to engage with both national and local spheres of government, resulting in a seamless formulation of policies (at national and regional level) and the subsequent execution or implementation of strategies or plans. The challenge that confronts Eden District Municipality and other district municipalities is whether or not they will be able to move beyond the level of simply grasping the planning jargon of the day to actually implementing pragmatic strategies on the ground. This includes key priorities and an urgent need for strategically-focused action over the medium term to ensure growth with equity and social inclusion; action driven by “rigorous analysis” of the systemic causes of structural problems (wicked issues) as well as interventions targeted at a “few strategic levers of change” that can trigger large waves of transformation within and especially beyond government. Strategic interventions carefully “sequenced to match the rhythms and imperatives of the political and Inter-Governmental Planning System” - i.e. elections, planning cycles, financial cycles, etc.

5.1.1. Strategic Management Unit (SMU)

The strategic elements of IDP, PMS, LED, etc. were included in portfolio of the Office of the Municipal Manager and Development. This Office has been operational since 1 December 2005 and its key performance areas focus on: facilitating good Inter-Governmental relations; facilitating **strategic processes on district level**; local governance research, strategic and operational; formulation and implementation of **local economic development and tourism** strategies and initiatives; establishing an integrated ICT system for the region; IDP co-ordination and support across the district as well as the co-ordination of the implementation of regional development projects.

5.1.2. Project Management Unit/Project Teams

In August 2003 Eden District Municipality accepted and adopted the principle of Project Management which resulted in the establishment of a Project Management Unit (PMU) which in turn has taken responsibility for managing projects across functional divides. The PMU will also:

- Consult and render support with the identification of generic project structures.
- Capture the generic plans on a computerised Project Management System.
- Support project leaders in the drafting of specified project plans.
- Update and maintain plans on a centralised database.
- Structure and manipulate planning data to support management views at all levels.
- Deliver informal training on project management principles and methodologies.
- Supply reports to project teams.
- Take minutes of project progress meetings.

The necessity for structured performance management, based on the municipality's Service Delivery Budget Implementation Plan, requires that the traditional approach to project management be seamlessly integrated into operations.

5.1.3. Research and Development Unit

The objective of establishing a Research and Development Unit (RDU) at the Eden District Municipality is to develop operational effective business processes, to research and develop best practices, policies and strategies that will contribute to effectiveness of the organisation in its entirety.

The unit will analyse all the existing business processes of Eden and from there develop more operational effective (OE) processes and strategies to be documented in best practice operational manuals. Modern management tools and techniques for OE such as total quality management, benchmarking, and reengineering, partnering, outsourcing and change management will be considered for application at a local authority.

5.1.4. Inter-Governmental Relations (IGR)

The Eden District Municipality is aware of the importance of fostering or forging relations with other spheres of government. Furthermore, Eden District Municipality is working closely with other role-players, particularly the DBSA, the Stellenbosch University and other academic institutions, to ensure that institutional capacity is being strengthened. Although the district highlighted that it had a thorough knowledge of issues/debates around governance and Inter-Governmental relations, it has not been able to establish sound relations with provincial and national government.

With good governance as one of the DM's objectives, the involvement of relevant role-players in the process of planning and decision-making is a priority. Academic

institutions such as the Nelson Mandela Metropolitan University in George as well as the University of the Western Cape and the University of Stellenbosch Business School, through the knowledge partnership, contribute to improve IGR through information and knowledge sharing. Eden District Municipality is aware of the need to align planning instruments within and between spheres of government. Through the initiatives of the SMU and visible leadership by the Municipal Manager there is a sense of determination and enthusiasm emerging. The process also focuses on developing a clear understanding of the alignment and harmonisation amongst stakeholders.

Some of the challenges include:

- The need for Eden District Municipality to engage with other spheres of government, to forge a working relationship that is beneficial to all parties concerned. For such a relationship to be forged, the DM should specify/clarify the kind of support it expects or wishes to receive from other spheres of government.
- Eden DM tries to be creative and innovative when dealing with socio-economic issues. Although other spheres of government can assist where possible, the onus is on Eden DM to formulate strategies that are pertinent to its locality. In terms of economic growth, drawing from local experience has proved to be beneficial.
- In order to benefit from the intervention of other spheres of government, Eden DM should formulate or strengthen the existing Spatial Development Framework. Having a sound and pragmatic framework will result in a more focused and equitable planning process.

5.2. CAPACITY BUILDING

During the IDP Hearing proceedings it became clear that most municipalities in the district do not have adequate skills or the financial means to effectively deal with the responsibilities entrusted to them. Although these municipalities might have clear-cut strategies and visions for the development of their area, turning those visions into action and/or reality has proved to be a major challenge. It would take commitment and determination from all three spheres of government to transform the municipalities' developmental goals into reality.

One of the critical mind-shifts we need to make is that a *district municipality exists simply because local municipalities exist (and vice versa)*. The implications of this paradigm is that a local municipality's opportunities, initiatives, plans, strategies, needs, problems, capacity issues, developmental requirements, environmental constraints, geographic spatial situations, etc., are the district's opportunities, initiatives, plans, strategies, needs, problems, capacity issues, developmental requirements, environmental constraints, geographic spatial situations. If this is to be the approach then the District needs to be looking to engage, relate, integrate and support the municipalities which geographically and collectively compose the district.

In turn, the support and assistance of other local municipalities, provincial and national governments, must permeate through the districts as inputs into their capacity.

Another mind-shift Eden DM needs to make is that development cannot be integrated through plans alone. If we can truly claim that our plans are to be integrated then our implementation and service delivery should also be integrated, and if they are to be integrated then so too should our capacity and support measures. This calls for a programmatic approach to capacity development, focusing on areas that ensure integration, of key groups of municipal staff, through a range of capacity development interventions, organised, co-ordinated and targeted over a set and extended period of time, and focused on critical needs or leverages within the municipalities.

5.2.1. PIMSS Centre

The importance and the vibrancy of Eden's PIMMS centre in delivering much-needed support and assistance to local institutions needs to be noted. It is through PIMMS that the Eden DM has begun to forge links with other governmental spheres and the private business sector across the District. The PIMSS Centre, together with the Eden IDP Manager, is also responsible for co-ordinating the activities of the Integrated Development Planning Technical Task Team - made up of all IDP Managers in the District. Furthermore, the PIMSS Centre is responsible for the programme and/or project management and co-ordination of numerous integrated district strategies and Inter-Governmental projects (for example, Eden Socio-Economic Survey, Integrated Poverty and HIV/AIDS Strategy, Eden '06 Communication Plan etc).

The PIMMS Centre is currently being seamlessly integrated into the Strategic Management Unit in the Office of the Municipal Manager. This Unit or Department does not necessarily provide all support, but ensures that the needs are met through the co-ordination and integration of these and other role-players' support and capacity building activities across the district.

5.3. INTEGRATED INFORMATION COMMUNICATION TECHNOLOGY NETWORKS ACROSS EDEN

The overall objective is to align Eden's Information Strategies with government programmes of action to give effect to *Batho Pele* and IDP initiatives based on four broad key areas of intervention. These are:

- 1) Taking public services to the people
- 2) Know Your Service Rights Campaign
- 3) Service user/customer relations' management
- 4) Mainstreaming and institutionalising *Batho Pele*

Through the **Eden Gateway**, the centralised Customer Care Call Centre and the Management Information System Projects, Eden DM endeavours to:

- Display government as a single entity to its clients
- Inform and train citizens on how to access government services
- Organise services to convenience citizens
- Make government services accessible to all
- Strive for 24/7 services across many channels

5.3.1. ICT Assessment in the Eden Region

It appears that the capacity of ICT knowledge and skills at some municipalities are not adequate and in some cases non-existent. Due to this imbalance in skills and resources, local authorities invest in systems and infrastructures which do not always conform to government's minimum standards of inter-operability, security and scalability.

Aside from not always meeting the government's ICT requirements, these investments do not always meet the municipalities' business vision and strategies as defined in their Integrated Development Plan (IDP). Therefore alignment of IT towards Business priorities and "*business plans*" is critical. To do that requires infusing business strategy with IT value (SITA).

5.3.2. Challenges

- ICT capacity and capability is a constant problem
- No standard approach to ICT procurement in the district
- Communication infrastructure is inadequate
- ICT policies are inadequate
- ICT communications forums culture generally lacking - a challenge in co-ordinating them
- Different incompatible systems and processes
- Departmental silos
- Inefficient business processes
- Different Management and governance structures
- Lack of capacity
- Limited budget
- Commitment by the municipality to ICT as a strategic intervention that can improve their performance
- Funding of the various ICT initiatives
- Working relationships with service providers in the district
- Buy-in from other stakeholders within the municipalities and from outside - especially other local municipalities

5.3.3. Eden ICT Projects to address above

The challenge is to identify areas of collaboration, reducing duplication and optimising the use of human skills and IT resources.

(a) Master Systems Plan

This Project will address the need for Eden to have an Information Strategy through the implementation of a Master Systems Plan (MSP). The outcome will be a combined MSP with a section for each local municipality and the district municipality. It will address and report on the state of IT initiatives within each local municipality and the district municipality.

(b) Adopt a Best Practice Model for Good ITC Governance

Eden DM adopts CobiT as a best practice model. CobiT is a governance framework that is focused on Information Technology and is short for Control Objectives for Information and related Technology. CobiT was developed by the IT Governance Institute (ITGI) and is a very well accepted, international Best Practice. It is used to optimise the use of IT, and to align IT with the strategic objectives and overall goals of the organisation.

(c) Adopt a Best Practice Model for Information Security

Eden DM adopts ISO 17799 as a model for information Security Standards.

(d) Assessment of current ICT Systems, Business Systems, Functions, Programmes, Information Security Controls and System Controls in the region according to above standards

This project, which is done in conjunction with The University of Johannesburg and the Nelson Mandela Metropolitan University, will address:

- Capacity challenges
- The vision of capacitated local government
- The assessment of Business needs
- The identifying and documenting shortcomings (Gap Analysis)
- The alignment of Business Systems with IDP priorities
- The alignment of Systems with *Batho Pele* Principles
- The documenting of corrective actions by means of a Master System Plan that is supported by the municipality's management.

The main objective will be to provide a framework for the development of systems that will achieve improved integration of existing systems and ensure data and information sharing which, in turn, will ensure that data-duplication and system-duplication is minimised within the Eden district.

(e) Integrated Website

The “Eden Gateway” is already in an advanced stage of development and works in conjunction with the Cape Gateway.

(f) Eden Regional Network

To create connectivity throughout the Eden Region, different options are being investigated, taking ICASA's regulations into consideration.

5.4. SOCIAL DIALOGUE STRUCTURES

5.4.1. Ward Committees and Sector Forums

Eden District Municipality needs to actively assist local municipalities in the establishment of vibrant Ward Committees that are seen as public spheres in which the community can engage and effectively communicate with government officials. Eden District Municipality needs to take initiatives to train and equip the community with skills that enables them to strategically and meaningfully engage in the IDP process. Participation in the IDP process can open up new possibilities for the community and they can identify with the planning process as well as the workings of the government system. Apart from ward committees, Eden plans to use their LED, Poverty Eradication, HIV/AIDS, and SDF processes to put district-wide Sector Forums in place. These will be institutionalised and structured Inter-Governmental and multi-disciplinary forums that will have representation on an Eden Development Forum. It is envisaged that these forums will lead to increased social dialogue within the district as well as with the Provincial Growth and Development Strategy through the Provincial Development Council (PDC) social dialogue process. It also aims to address issues of gender equity as well as the involvement of the vulnerable groups in the planning process. If these groups are not given a chance to participate in the IDP process (or in the decision-making process) it would be difficult for the Eden District Municipality to fully integrate them into the socio-economic mainstream.

6. HOW DO WE EVALUATE OURSELVES?

6.1 ADOPTING A DISTRICT PERFORMANCE MANAGEMENT FRAMEWORK

From a developmental perspective, local government is required to work with local communities to find sustainable ways to meet the needs and improve the quality of their lives. Municipalities are encouraged to focus on realising developmental outcomes such as the provision of household infrastructure and services; the creation of liveable, integrated cities, towns and rural areas; and the promotion of Local Economic Development and community empowerment and redistribution.

The three approaches recommended to assist municipalities in becoming more developmental are

- integrated development planning and budgeting,
- *performance management*, and
- working together with local citizens and partners.

This policy provides a framework that enables the integrated application of all three of these approaches in terms of determining the actual progress and outcomes of the IDP and budgeting processes by involving the community through public participation structures and approaches.

The Municipal Systems Act and Regulations, together with other related pieces of legislation, provide the mandate within a regulatory framework for municipalities to develop performance management and development systems appropriate to the unique needs and circumstances of the Municipality. Eden District Municipality, like all other municipalities, is compelled by this legislation to engage in a structured process that includes community input and participation aimed at putting a Performance Management System in place. Municipal development planning, implementation and evaluation entail a completely new way of thinking about and of doing municipal business. The Performance Management System (PMS) has thus become an essential ingredient in not only ensuring improved governance but also in the delivery of high quality services to communities. It provides a platform for identifying, discussing and resolving the real issues in the municipal area that makes it easier to establishing winning communities.

During November 2005 Eden DM adopted its Performance Management Framework. The document has already been subjected to robust internal debate, including a day-long workshop attended by all Councillors and top management held on 19 October 2005. In addition it was publicly advertised for comment as per legislative requirements. The purpose of this Performance Management Policy and Procedure Document is to serve as a guideline to assist Eden District Municipality in implementing and maintaining a PMS. This policy therefore provides a framework for the implementation of the PMS, as well as the procedures and processes for maintaining the PMS.

The primary objective of implementing this policy is to assist Eden District Municipality in achieving its strategic objectives as articulated in the Integrated Development Plan, and in so doing improve the quality of life of its community by enhanced delivery of services in an effective and efficient manner.

4 WHAT DID WE ACCOMPLISH?

NB: THIS SECTION WILL BE UPDATED IN THE FINAL DOCUMENT

***Towards 2nd Generation Credible IDPs
Western Cape Hands-on IDP Support Programme
Dated: 6 February 2007***

IDP is seen as 'a reflection of the whole of government involvement in a geographic area' and assumes effective relations to allow the targeting of resources across government spheres. This means alignment of investment in IDPs with the relevant Provincial Growth Strategy and sector and strategic plans of line departments.

NB: The STATUS OF IDP as 'strategic plan for the whole of government and the private sector and social partners' is a shift away from the view of an IDP as a municipal plan. The new Inter-Governmental Relations Act and its Forums' role in inter-governmental planning and budgeting become paramount. **Thus a District IDP cannot be approved unless it has not served before a District Inter-Governmental Forum.**

NB: These Forums must assist in keeping each other accountable for delivery in Quarterly and Annual consideration of progress in delivery.

The Premier would convene such a 'progress measuring'-event – i.e. Premier Coordinating Forum – to consider the progress of delivery in support of growth and sustainable service delivery, identify areas of non-alignment or non-delivery, and steps to remedy any disagreements on develop outcomes or non-delivery.

There must be a shared mechanism for measuring implementation between spheres of government. Therefore, the notion of a Premier 'sign off' on IDPs to affirm the Province's commitment to realising the long term development objectives in such IDPs is important. This mechanism is part of the process to ensure that the IDP is 'credible'. The concept of 'sign off' can be extended to include the respective Mayor's in Metro and District Areas to strengthen commitment to delivery in terms of IDPs.

NB The collective GOAL of an IDP is "to achieve integrated and sustainable human settlements and to support a robust and inclusive local economy"

This implies that IDPs must be underpinned by a strong spatial logic to settlements (i.e. their form, densities, mixed land use, release of land with economic potential, mobility within settlements, access to services, access to social facilities, access to places for interaction and economic opportunities, and targeted investment that supports growth).

The notion of credible IDPs is directly tied to second Generation IDPs. Credibility is not just having rigorous analysis, solid long term strategy, effective public participation and stakeholder involvement, and intergovernmental planning alignment and monitoring, but consideration of the financial situation of the municipality and its ability to deliver.

The metropolitan or district municipality must be utilised by all national, provincial and local organs of state as the PRIMARY SPATIAL AREA OF CONVERGENCE for purposes of coordinating national, provincial and local development planning.

NB: The Metropolitan and District Municipalities' role as leading the IDP process and capturing the agreed inter-governmental development strategy for such geographic areas is affirmed. The Metro and District Plans must identify the involvement of all government spheres AND speak to the spatial logic (as suggested in the National Spatial Development Perspective – NSDP) that guides the geographic targeting of interventions.

District Municipalities must ensure an inclusive process that binds local municipalities to a shared approach to IDP in the District. Information must flow easily between government spheres and municipalities to achieve success and relies on effective and sustainable relationships between organs of state.

The IDP DRAFTING PROCESS demands of Metro and District Municipalities to take the lead (initiate) inter-sphere involvement in IDP processes. This means national/provincial department, neighbouring municipalities and respective Local Municipalities (as applicable to that District).

NB The major shift is that room must be created for joint strategising, sharing of information, reaching agreement and concluding resource contributions and shared monitoring of progress in delivery. This means that each government sphere, sector department and social partner (business, civil society and labour) must plan and budget for its effective involvement in IDP drafting and review. The responsibility of the Mayor or Executive committee of the Municipality to manage the IDP process, to delegate responsibilities to the Municipal Manager in this regard and to take responsibility to submit the draft plan to the full municipal council for approval remain intact.

IDPs must be made public AFTER their approval to the public to improve monitoring by the community. The IDP process itself now demands:

- **Rigorous analysis** that identifies geographically where the areas of need are and clear understanding of the trends and drivers of development or underdevelopment,
- Targeted **community participation** that ensures that specific stakeholders are active participants and partners in planning and delivery,
- **Focused action** with identification of the critical list of interventions required and clear delivery targets,
- Actively seeking **synergy in solutions** across stakeholders,
- Clear **links to municipal budgets** and external resource holders, and
- More **strategic annual IDP Review** and agreed monitoring of progress

The Annual Review of IDP now becomes much more “Strategic Review” by being focused on IMPLEMENTATION. This means reflecting on performance on your targets in the 5 year implementation plan, checking whether your analysis underpinning your long term direction is still sound, checking of national/provincial departments delivered on their commitments, and re-committing municipal resources to annual deliverables. In short, the focus is on achieving targets, adjustments in

resources for delivery and monitoring the key deliverables by all stakeholders that support sustainable service delivery and growth.

NB Municipalities will have to report on their actual expenditure, whether it targeted to development objectives of both the LONG TERM as well as the 5 YEAR component of the IDP. The IDP Review process should be much shorter than current experiences. National and Provincial Departments must therefore give a clear input BEFORE February each year (could be earlier) to enable Draft IDP Reviews by 31 March each year to capture sector department input. Similarly, these Departments must give an indication of expenditure/investment that supported growth or sustainable service delivery over the previous year, and what is to be expected in the next year as input to the IDP Review.

The responsibility of the Provincial MEC remains in tact to deal with:

- (i) Monitoring the IDP processes
- (ii) Assisting in any such IDP processes
- (iii) Assisting in any alignment/co-ordination between national/provincial programmes and the IDPs of municipalities
- (iv) To take steps to resolve any conflicts in the drafting or content of IDPS between community and municipality, different municipalities or organs of state

However, the MEC would have to take a bigger responsibility to assist in gaining buy-in by other sector departments into IDPs and their approval processes. This means that the MEC must assist in submitting IDPs to relevant sector departments if attempts by the Metro and District Municipalities themselves fail. The MEC should also ensure that the IGR Forums assists in gaining involvement and commitment by sector departments in IDP. In addition, the MEC must regularly report to the National Minister (DPLG) on progress with IDP and IDP submitted to him/her to ensure national oversight of IDP progress.

The AIM OF PLANNING means (as focused on as a start in Metro and District) to:

- Integrate the strategic objectives across government spheres in the Metro/District areas
- Align strategic objectives on economic growth, sustainable human settlement, social cohesion, restoring human dignity and natural resource allocation
- Realise the objectives of development local government (as found in the Constitution: Section 152)
- Fulfil developmental duties (as found in Constitution: Section 153)
- Progressively realise the fundamental rights in constitution: Section 24 Environment, Section 25 Property, Section 26 Housing, Section 27 Health care, food, water and social security, and Section 29 Education

The KEY OUTCOMES (PRINCIPLES) for development planning *by any organ of state* and that overrides all else, is to achieve:

- (a) a strategic, cooperative, holistic and SYNERGISTIC APPROACH to development;
- (b) a clear UNDERSTANDING OF THE STATE OF DEVELOPMENT in geographic municipal areas (its community needs, economic and other development potential and environmental realities)

-
- (c) an SHARED understanding between organs of state on the vision, future trajectory and key milestones for the development of the geographical municipal area;
 - (d) Clear STRATEGIES for achieving the set objectives;
 - (e) AGREEMENT (that respects the Intergovernmental Relations Framework Act) between organs of state on their respective roles/responsibilities in the municipal area, and
 - (f) FIRM COMMITMENTS by organs of state to fulfil their obligations in terms of any such agreements.

An IDP should have 2 components:

- **‘LONG TERM GROWTH AND DEVELOPMENT STRATEGY’** of 20-30 years
- **‘FIVE YEAR DEVELOPMENT PROGRAMME’**

NB: These 2 distinguishable elements must at least be in the Metro and District IDPs and show inter-governmental synergy in strategy, critical prioritised interventions, resourcing and monitoring mechanisms. Importantly, an IDP “as plan of the whole of government” needs to be properly costed – at least for the 5 year term of the term of the municipal council – to reflect the budgetary implications and type and quantum of investment to be made.

The ‘LONG TERM GROWTH AND DEVELOPMENT STRATEGY’ must address:

- (A) A clear VISION for the long term (20-30 period) for the area that highlights
 - (i) the critical current and future development needs of the area; and
 - (ii) clearly identifies and responds to current and future development Opportunities and Threats
- (B) The **‘DEVELOPMENT PARADIGM’** or **APPROACH** to development which states:
 - the underpinning values/principles to guide development
 - how the development potential of the local community, natural resources, assets, infrastructure, locational advantages will be exploited to counter the threats to sustainable development
 - clear long term objectives/targets for development in the area
- (C) The **ASSESSMENT OF CURRENT REALITY** through rigorous analysis (description/modelling/response) that highlights:

Physical realm:

- Service Backlogs
- Infrastructure investment needs, including maintenance
- Economic growth sectors
- Trends/Drivers of migration, household growth, travel patterns
- Current and desired Settlement Form
- Land Reform
- Disaster Management (risks/vulnerabilities, recovery, rehabilitation)

Human/Social realm:

State and Challenges regarding:

- the Youth,
- Women,
- HIV/AIDS, and
- the Environment (natural and settlement)

- (D) State and differentiate between the SHORT, MEDIUM AND LONG TERM DEVELOPMENT NEEDS
- (E) Clearly describe the desired DEVELOPMENT OUTCOMES, TARGETS AND KEY PERFORMANCE INDICATORS for the short, medium and long term
- (F) A clear SPATIAL LOGIC or LONG TERM SPATIAL DEVELOPMENT FRAMEWORK that will guide land use management
- (G) An INFRASTRUCTURE INVESTMENT FRAMEWORK that includes long-term, medium term deliverables and clearly stating the maintenance requirements

The long term growth strategy must speak to the national and provincial growth strategy. This means responding to the 'development need' and 'potential' of the area. The use of scenarios to paint the picture of the future can be valuable in describing the critical trade off decisions, reasons for key intervention areas and result of non-action.

The above assumes a collaborative drafting process (as described in paragraph 3 above) for at least the Metro and District IDPs that binds in the sector departments and social partners (business, civil society and labour). The role of metro and district-based events (summits) to cement the content of the Long Term Growth Strategy is critical.

The notion of some form of a 5 YEAR DEVELOPMENT PROGRAMME is to enable to link delivery to the term of office of the municipal council. It captures the delivery targets, capital infrastructure plans, financial plans and 3-year budget projections. The important point of IDP as reflection of the whole of government's actions in the municipal area means that the 5-year plan must capture:

- (A) What all national, provincial and local development priorities are for at least a FIVE YEAR period:
 - Priorities
 - Performance targets
 - Capital infrastructure plans
 - Financial planning (budget projections)
 - Identify the shared indicators and manner of monitoring progress
- (B) This could be captured in separate '5 year strategies' that allows:
 - the capturing of all national and provincial departmental KEY ACTIONS within their sector in the 5 years
 - Clearly stated/referenced in Metro and District IDP
 - In District IDPs, the key strategies should be clearly stated, and should be referred to their associated Local Municipal IDPs within that District. Due to the different nature of Metro and District IDPs, as opposed to Local Municipal IDPS, the following is important:

A District IDP must take the lead in capturing the fundamental strategic approach to economic growth, human development, sustainable human settlements and the environment.

B District IDP must have a separate chapter that describes:

- (a) The AGREEMENT between the District and Local Municipalities on their respective roles/responsibilities for development in the area?
- (b) LONG TERM STRATEGY: This component must capture the district-specific issues that relate to each local municipality (key investments, role of local municipality in the district, key development priorities)
- (c) 5 YEAR DEVELOPMENT PROGRAMME: This component must highlight the key actions in each of the Local Municipalities and thus highlight: development priorities, performance targets, major capital investment, budget implications

NB: The 5 year programme must be:

- (i) JOINTLY AGREED TO between District and Local Municipalities.
- (ii) Support the Long term growth strategy (as captured in the District IDP)
- (iii) Support the specific contribution that each local municipality must play in the District's long term growth and development strategy.
- (iv) Identify how the local municipal resources will be utilised to achieve the Local Municipality's specific contribution to the District's Development Strategy
- (v) Respect the Local Municipalities powers and functions and responsibilities to execute the said specific contributions of each Local Municipality

NB Local municipalities must refer to the district's Long Term Growth Strategy and key deliverables for the district in its IDPs.

Each National and Provincial Department shall take IDP seriously as the integrative planning tool of government (as per National Cabinet decision)

NB Each National and Provincial Department shall therefore draft a CLEAR LONG TERM STRATEGY FOR EACH METRO AND DISTRICT AREA.

This could be broadened to have a statement on that sector department's contribution to each Local Municipal area (at a later stage) Similarly, each national and provincial sector department shall draft a concise 5 YEAR PLAN FOR DELIVERY in the respective geographic areas for which it takes responsibility to deliver such key interventions, investments or services.

This 5 YEAR PLAN must at least set out:

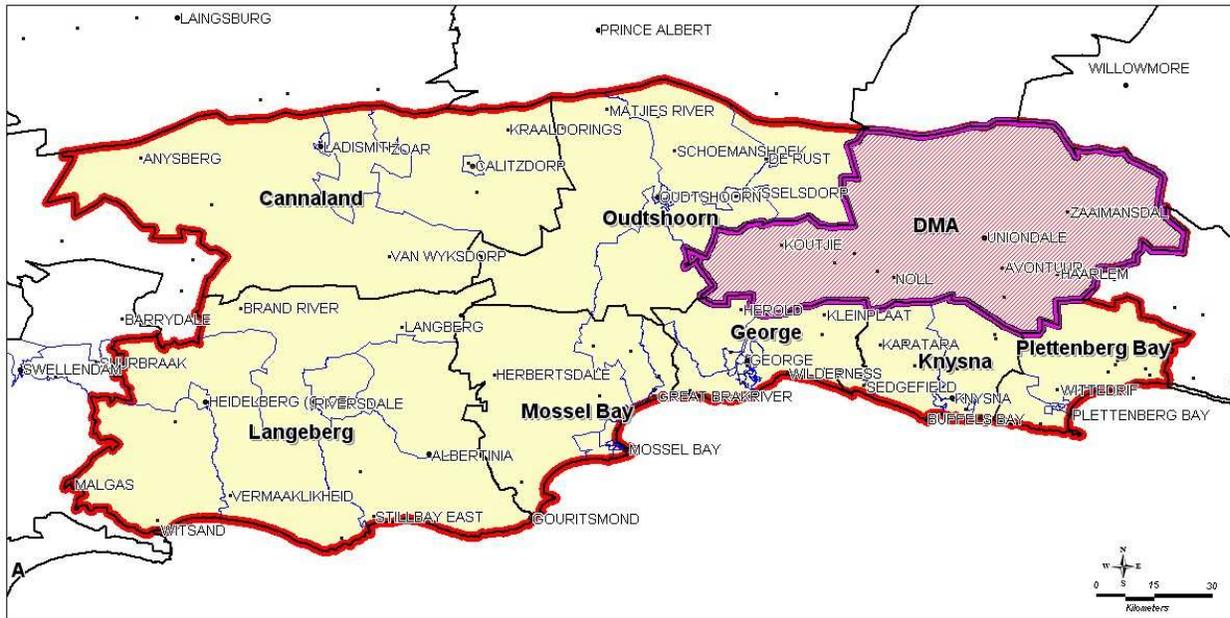
- (i) What its contribution or impact will to development in the area
- (ii) Contain a summary of key Projects for the 5 year period and specifically highlight (for capturing in Metro/District IDPs):
 - Priorities
 - Performance targets
 - Capital infrastructure plans
 - Financial planning (budget projections)

-
- Identify the shared indicators and manner of monitoring progress (Being standard requirements of a 5 Year Programme)

To ensure proper IDP Review, each national and provincial Department shall ANNUALLY SUBMIT an 'update' of its 5 Year Development Programme for the Metro and District Areas (for incorporation into IDPs). This 'update' shall indicate any adjustments in the major contribution by that sector department to the Metro/District area, and indicate any 'new' plans/projects/initiatives by such a sector department. ***[Note: This entrenches the geographic logic that has eluded IDP practitioners to date].***

PRIORITIES FOR DEVELOPMENT IN THE DMA

EDEN DISTRIK BESTUURSGEBIED



2007/2011

Gesondheid

[UNIONDALE]

- * Uutfasering van alle emmer toilette in Uniondale dorp voor die einde van 2007. Die ou emmerskoonmaakstasie by die rioolpompstasie moet van tyd tot tyd ontsmet word om reuke te verwyder.
- * Uutfaseer van “kampies” en vervang word met “skips”.
- * Nuwe varkhokke op Uniondale moet so gou moontlik in gebruik geneem word. Is ligging van varkhokke in lyn met grongebruik riglyne en verwante voorwaardes.
- * Uniondale moet aangesluit word by Lyonville se gepyppte riool stelsel, Deel van Fondse reeds vanaf DOW bevestig, aansoek om verdere befondsing aan Eden gerig.
- * Behoud van hospitaal en opgradering van dienslewering

[DIEPKLOOF]

- * Kliniek (landelike gebiede)

[NOLL]

- * Benodig kliniek in dorp
- * Meer gereelde besoeke van dokter aan dorp.

[AVONTUUR]

- * Dienslewering aan landelike gebiede moet aandag geniet.

[HAARLEM]

- * Beplande Munisipale rampbestuursentrum sal noodoproep hanteer in toekoms
- * Mediese dienste word benodig, koste van vervoer na Uniondale hoog.
- * Mobiele kliniekdiens word benodig.

Gesondheid Algemeen

- * Beheer en kontrole oor diere in residensiële gebiede.
- * Water kwaliteit in landelike gebiede moet op aanvaarbare standaard wees.
- * Voltooi van ‘n stand van dienste status quo opname waaruit daar bepaal sal word watter plase alternatiewe huishoudelike water opsies benodig.
- * Strategie om MIV/VIGS en weer-standige TB te hanteer moet in finale GOP aangespreek word.
- * Daar moet uitgeklaar word watter ambulans stasie verantwoordelik is vir dienste by Diepkloof.

Maatskaplik

[UNIONDALE]

- * Voorskoolse Kinderontwikkeling.
- * Daarstel van speelpark moet voltooi word.
- * 24/7 Kliëntediens sentrum is in plek te Oudtshoorn, ondersoek tans die moontlikheid om Uniondale se kantoor nommer elektronies na die sentrum te Oudtshoorn te herlei na ure;
- * A:79 komitee in plek te stel wat as spreekbus vir inwoners binne die area sal dien;[6 Verteenwoordigers vanuit gemeenskap en Raadslid] Adviseurende komitee vanaf 1 Julie 2007

[NOLL]

- * Kommunikasie strukture moet verbeter word en vloei van inligting na grondvlak strukture.
- * *Opvoeding*
 - Vervoerstelsel vir kinders word benodig.
 - Vestiging van mobiele biblioteek in proses.

[AVONTUUR]

- * Bemagtiging van vroue moet deurlopend aandag geniet.
- * Meerdoellige sentrum nodig veral vir die bemagtiging van ongeletterde persone
- * Finansiële ondersteuning van matrikulante vir verdere studies

[HAARLEM]

- * Binnelandse Sake dienste moet nader aan gemeenskap gebring word.
- * Ontwikkeling van 'n speelparkie op 'n meer strategiese plek.

[DIEPKLOOF]

- * Uitbreiding van crèche (Saal, spoeltoilette, stoor, kantoor, meublement)

Maatskaplik Algemeen

- * Voedselsekuriteit in DBG. Voortsetting en uitbreiding van gemeenskapstuin en kweekhuis program in DBG.
- * Pensioen uitbetalings onder meer veilige omstandighede
- * Versorging van bejaarde persone
- * Kinders wat op straat leef.
- * Drankmisbruik. Smokkelhuise en dwelmmisbruik moet aangespreek word
- * Implementering van jeugstrategie.
- * Uitbreiding van maatskaplike werk dienslewering.

- .
- * Rehabilitasie van kinders wat nie skoolgaan nie en wat op plase werk, moet ondersoek word.
- * Toegang van maatskaplike werkers na plase nie altyd moontlik
- * Munisipale kennisgewings moet ook in landelike gebied versprei word
- * Georganiseerde landbou moet betrek word by maatskaplike probleme.

Basiese Dienste

[UNIONDALE]

- * Tans besig met EIA proses om bestaande stortings terrein te sluit en nuwe terrein in gebruik te neem.
- * Riolering van hele dorp (vervang van riooltenks).

Basiese Dienste

[NOLL]

- * Sanitasie en vullisverwyderings diens word benodig.
- * Openbare telefone.

[HAARLEM]

- * Vervoer van skoolkinders.
- * Meer as een TV kanaal word benodig.
- * Meer publieke telefone ook op plase.
- * Jeugadviesentrum dienste moet uitgebrei word.

Behuising Algemeen

- * Erwe en huise vir middel inkomste groepe word benodig.
- * Laekoste behuising bly prioriteit.
- * Identifiseer en bekom geskikte grond vir behuising
- * Verdigtingsplan moet opgestel word.
- * Plaas uitsettings dra by tot behuisingsnood.

Toerisme

[UNIONDALE]

- * Beplanning van paaie moet bydra om besoekers na dorp te bring.
- * Konferensie fasiliteit met akkommodasie

Toerisme (ALGEMEEN)

- * Netheid van DBG moet deurlopend aandag geniet.
- * Pro-aktiewe bemerking veral besienswaardighede.
- * Ontwikkel vaardighede van toerisme bedryf.
- * Betrek jeug by toerisme.
- * Ontwikkel bestaande fasiliteite.
- * Skep veilige toerisme omgewing.
- * Internetkafee word benodig.
- * Gemeenskapskoerant.
- * Inligtingsborde op strategiese plekke in samehang met erfenis beleid.
- * Openbare toilette moet voorsien word
- * Deelname aan toerisme bedrywighede moet voorheen benadeelde gemeenskap insluit, bvB&B
- * Die Toerisme Buro moet meer sigbaar wees

Ekonomie

[UNIONDALE]

- * Integrasie en koördinerings van inisiatiewe tussen alle rolspelers wat dienste lewer

[AVONTUUR]

- * UnIEP. Betrokkenheid by totale DBG word benodig.

[HAARLEM]

- * Bemagtiging van opkomende boere.
- * Beter landbou opsies moet benut word vir gebruik van meentgronde.
- * Bestaande besighede moet uitgebrei word.
- * Haarlem: vulstasie word benodig.

[ALGEMEEN]

- * Skep werkgeleenthede met klem op bemagtiging.
- * Ekonomiese profiel van DBG moet saamgestel word.
- * Insentiewe om besighede te lok.
- * Kontrakteursopleiding moet aandag geniet.
- * Grond word benodig vir opkomende boere.
- * Werkgeleenthede wat munisipaliteit skep moet nie net sekere groepe of gebiede bevoordeel nie.
- * Kapasiteitsbou werkwinkel nodig om tenders te kan voltooi.
- * Ontwikkel en bevorder entrepreneurs projekte en entrepreneurs.
- * Besikbaarstelling van fasiliteite o.a. gebou in SSK.
- * KMMO ontwikkeling moet bevorder word.
- * 'n Ad-hoc komitee om geleenthede te identifiseer word voorgestel.

- * Die landbou sektor moet betrek word by die identifisering van geleenthede en knelpunte – dit is die grootste enkele werkverskaffer in die DBG gebied
- * De Vlucht en Ongegend se behoeftes moet ook in ag geneem word.

Infrastruktuur : ALGEMEEN

- * Teer en instandhouding van strate.
- * Deurlopende onderhoud van stormwater infrastruktuur.
- * Toilette in Die Poort en deurlopende instandhouding met o.a. rusplekke.
- * Instandhouding van grondstrate veral Hartbees River / Baviaanskloof straat.
- * Bushaltes word benodig vir langafstand busse.
- * Opgradering van strategiese paaie in landelike gebiede, veral (nie teer) die Prins Alfred pas (Tussen Avontuur en Knysna).
- * Elektriesing van plaaswerknemer huise.
- * Buffelsklip : Water word tans uit dam benut, beter stelsel word benodig.
- * Busskuilings vir skoolkinders
- * Elektriesiteit by Snyberg
- * Buffelsklip: drinkwater
- * Publieke vervoer (ook vir volwassenes na ABET klasse)
- * Elektriesiteit vir De Vlucht

[UNIONDALE]

- * Uniondale en Haarlem stormwater : R6miljoen benodig om totale dreinerings stelsel te implimenteer.
- * Nuwe abattoir word benodig. Ou abattoir is gesloop.
- * Skut vir diere word benodig. Bestaande het dormant geraak. By – wette word in Mei 2007 na Raad geneem vir goedkeuring.
- * Skut vir diere word benodig. Bestaande het dormant geraak. By – wette word in Mei 2007 na Raad geneem vir goedkeuring. Kontroleer of daar regulasies is oor rondloperdiere in samehang met ondersoek na skut
- * Rooi loop en Snyberg – geen laagwater brug.
- * Pad na Knysna en Plettenberg Bay : deurlopende instandhouding.
- * Straatligte moet aangebring of versterk word veral waar bejaardes woon.
- * Waarskuwingsborde moet aangebring word waar skoolkinders beweeg ook langs nasionale paaie waar kinders wag vir busse.
- * Hoofstraat moet beter verlig word.
- * Cathguard straat stormwater nie voldoende.
- * Waterdruk (vir brandbestryding) en kwaliteit
- * Straatname heroorweeg, veral waar 'n straat deur 'n rivier onderbreek word, moet dit verkieslik twee name hê
- * Spoedwalle waar nodig.
- * R62 - Skuiling vir kinders wat op skoolbus wag, ook om veiligheid te verbeter
- *

[AVONTUUR]

- * Oprig van padteken R62 waar kinders pad kruis.

[DIEPKLOOF]

- * Tekens by plekke waar kinders vir skool opgelaa word.
- * Publieke telefoon stelsel word benodig.
- * Tenders vir munisipale werkgeleethede moet ook op plase bekend gemaak word.
- * Speelpark en voorskoolse sorg fasiliteit word benodig.
- * Voetganger brug oor Olifantsrivier op twee plekke.

[HAARLEM]

- * Teer van strate aan die oostelike gebied van die dorp wat verbind met R62 (Verlenging van Bergstraat in Misgund rigting).
- * Dunda Straat : Water moet beheer word wat vanaf berg in straat afvloei.
- * Berlynstraat : stormwater stelsel onvoldoende en water gaan in privaat wonings.
- * Waterdruk (vir brandbestryding) en kwaliteit
- * Opvul van area langs pad om as parkeerarea te dien
- * Ronloperdiere en 'n skut
- * Sypaadjies nodig – veral Albertstraat en waar skoolkinders loop asook na winkel
- * Verligting van hoofstraat en voltooi straatlig projek
- * Instandhouding van hoofstraat, bv insakking waar pype gelê is

SPORT

[HAARLEM]

- * Opgradering van die sportfasiliteite, wat die moontlikheid van die ontwikkeling hiervan op 'n nuwe terrein insluit.

SPORT (ALGEMEEN)

- * Aanstel van 'n sportontwikkelingsbeampte.
- * Meerdoellige sportvelde vir DBG word benodig.
- * Optimale benutting van bestaande geboue waar moontlik vir sport.
- * Sportontwikkeling. Sporttoerusting.
- * Aanbied van sportklinieke.
- * Ontwikkeling van ander sportkodes

- * Aanstel van 'n opsigter vir sport fasiliteite
- * Instandhouding van sportvelde

RUIMTELIKE ONTWIKKELING EN DIE OMGEWING

- * Ruimtelike ontwikkelingsraamwerk voltooi en implimenteer (Konsep op 2 Mei beskikbaar).
- * Omgewingsprioriteite moet bepaal te word