

COUNCILLORS



FANELA GUGA
ANC – WARD 15



MZWANDILE GINGCANA
ANC – WARD 10



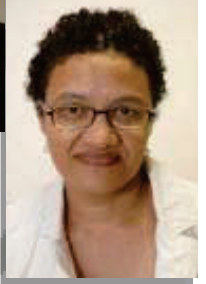
VIRGIL-GERICKE
PBI - PR



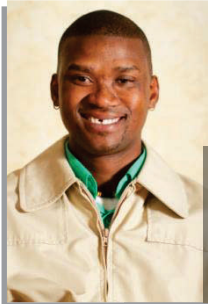
FREDDIE HARRIS
ICOSA - PR



NONTSIKELO KAMTE
ANC – WARD 11



WILENA WITBOOI
ANC - PR



SYDNEY MEKANA
DA - PR



CHRISTIAAN NEETHLING
DA – WARD 2



GERT McCLUNE
DA - PR



PHOMULANG LEHOLO
ANC - PR



MARCHELL KLEYNHANS
DA – WARD 25



PB KOMANI
ANC - PR



NV KOM
ANC - PR



BAZIL PETRUS
ANC - PR



LESLIE HAYWARD
RATE PAYERS ASSOCIATION

ADMINISTRATIVE ARM OF GEORGE MUNICIPALITY



TREVOR BOTHA
MUNICIPAL MANAGER



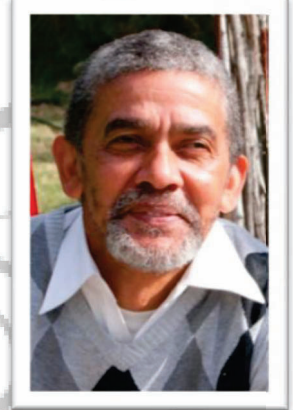
STEVEN ERASMUS
DIRECTOR: PLANNING &
HOUSING



ANDRE SMITH
DIRECTOR:
ENVIRONMENTAL
SERVICES



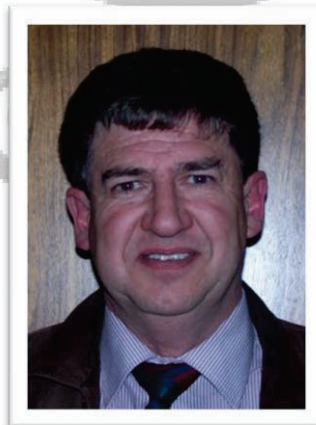
BAREND NELSON
ACTING DIRECTOR:
COMMUNITY SAFETY



MOOS CUPIDO
ACTING DIRECTOR:
FINANCIAL SERVICES



HAROLD BASSON
DIRECTOR: CIVIL
ENGINEERING SERVICES



KEVIN GRÜNEWALD
DIRECTOR:
ELECTROTECHNICAL
SERVICES



SIMPIWE JAMES
ACTING DIRECTOR:
CORPORATE & SOCIAL
SERVICES



EXECUTIVE SUMMARY

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George Local Municipality forms part of the Eden District Municipality and is situated in the Middle of Knysna, Oudtshoorn, Mossel Bay and Hessequa Local Municipalities. The Municipality is classified as a Category B municipality, and is *inter alia* responsible for basic service delivery. George is located along the N2. Its strategic location along the N2 highway to Cape Town and the Eastern Cape Province facilitate mobility of people, goods and services. George functions as the services centre of the Southern Cape. George's proximity in the Garden Route enhances its tourism potential. Major towns in the Municipality include Wilderness, Herold's Bay and a number of small coastal resorts such as Victoria Bay, Kleinkrantz, and Garden Route National Park. The previous District Management area which constitutes of Haarlem, Uniondale and other smaller rural settlements such as Nol also forms part of the newly demarcated municipal area after the Local Government Elections of 18 May 2011.

The Establishment of George Municipality

George Municipality was established as a result of the Local Government Elections of 2000 and in accordance with the provisions of Section 12(1) of the Local Government: Municipal Structures Act (No: 117 of 1998). The current George Municipal Council consists of 25 Wards and is classified as a Category B Municipality. Section 155 (1) (c) of the Constitution of the Republic of South Africa, 1996 defines a Category B Municipality as follows:

"A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls."

In line with the above, George Municipality co-exists and shares its developmental responsibilities with Eden District Municipality, the Provincial Government of the Western Cape and National Government. This shared responsibility emphasises the importance of Inter-governmental Relations and cooperation in the realisation of community priorities. George Municipality's Integrated Development Plan demonstrates quite clearly the extent to which International, National, Provincial and District planning instruments have expression in the local plan.

In the new dispensation, the George Municipal Council has 49 Councillors 25 of them are elected Ward Councillors and the remainders were elected to represent political parties on the basis of proportional representation. The political leadership and the administration compliment each other in ensuring that they respond to the broad developmental mandate of Council outlined by the communities of George through the Integrated Development Planning (IDP) and Ward Based Planning process.

Functions and Powers

Executive Mayor

The Executive Mayor of George Municipality is the chairman of the Executive Mayoral Committee. He performs his legislated duties including any ceremonial functions and exercises the powers delegated to the Executive Mayor by the Municipal Council.

Executive Mayoral Committee (MAYCO)

George Municipal Council established an Executive Mayoral Committee comprising 13 members 10 of these members are Portfolio Chairmen of the portfolio committees established in accordance with Section 80 of of the Local Government: Municipal Structures Act (No: 117 of 1998). The Executive Mayor decides when and where MAYCO meets.

The MAYCO is the management or principal committee of Council. It receives reports from other committees of Council and must forward these reports together with its recommendations to the full Council.

Portfolio Committees

According to Section 80 of the Local Government: Municipal Structures Act (No: 117 of 1998), if the Municipal Council has an Executive Committee or Executive Mayor, it may appoint in terms of Section 79 of the said Act, committees of Councillors to assist the Executive Committee or Executive Mayor. Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the Executive Mayor on policy matters and make recommendations to Council. George Municipality's current Section 80 Committees are:

Corporate Services Committee:

Responsible for the performance of the following functions of the portfolio:

- Corporate Administration;
- Records Management;
- Committees and Councillor Support;
- Information Technology.

Social Services Committee:

Responsible for the performance of the following functions of the portfolio:

- Social and Development matters;
- Tourism.

Human Resources Committee:

Responsible for the performance of the following functions of the portfolio:

- Human Resources matters.

Planning Committee:

Responsible for the performance of the following functions of the portfolio:

- Town Planning & Building Control.

Housing Committee:

Responsible for the performance of the following functions of the portfolio:

- All Housing matters.

Finance Committee:

Responsible for the performance of the following functions of the portfolio:

- Finance – all budget and treasury matters;
- Customer Care Management;
- Supply Chain Management;
- Capacity Building of members of this Committee;
- Public Participation.

Civil Engineering Services:

Responsible for the performance of the following functions of the portfolio:

- Water and Sanitation (Water Services);
- Public Works (Roads, Storm water etc.);
- Public Transport.

Electro-Technical Services:

Responsible for the performance of the following functions of the portfolio:

- Management of Electro-Technical Services

Environmental Affairs and Sport Committee:

Responsible for the performance of the following functions of the portfolio:

- Environmental Management

Community Safety Committee:

Responsible for the performance of the following functions of the portfolio:

- Disaster Management
- Fire Services
- Law Enforcement
- Traffic
- Community Safety

Section 79 committees are temporary and appointed by the Executive Mayor as needed. They are usually set up to investigate a particular issue and do not have any decision making powers. Just like Section 80 committees they can also make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as Councillors can be included on Section 79 committees.

Oversight Committees

The Council has two oversight committees in place. These include:

- Audit Committee; and
- Municipal Public Accounts Committee.

These committees meet at least once a month. They have certain delegated powers by which they take decisions on behalf of the Council and are required to report and make recommendations to Council on matters falling within their ambit of operation.

Office of the Speaker of Council

The Local Government: Municipal Structures Act (No: 117 of 1998) provides that each Municipal Council must have a Chairperson who is called the Speaker. The Speaker is elected by the Council from among the Councillors at the first sitting of the Council after Local Government Elections.

The Speaker acts as a Chairperson at Council meetings and ensures the compliance of the Council's code of conduct, rules and orders. The Speaker also ensures the proper functioning of the legislative side of the Council and is required to be impartial. The Speaker also ensures community participation in legislative initiatives and should communicate with the public on the performance of the Council.

Office of the Single Full-Time Whip

This Office is responsible for the following:

- Approves in consultation with the Speaker, the use of office and meeting space and parking areas by Councillors and political parties.
- Inform Councillors of meetings called by the Speaker and the Mayor and ensuring that such meetings quorate.
- Advises the Speaker of Council and Executive Mayor on the Council agenda.
- Informs Councillors on important matters on the relevant agenda.
- Compiles a speakers list for meetings of Council, after consultation with other whips, in which times for speakers are allocated; to determine the order in which such speakers may be permitted to address the Council on any item which is to be debated; and submit the list of scheduled speakers to the Speaker, the Executive Mayor and all party whips.
- Ensures that Councillor's motions are prepared and timeously tabled in terms of the procedural rules of Council.
- Assists the Speaker in the counting of votes.
- Advising the Speaker and the Mayor of urgent motions.
- Advises the Speaker and Mayor on how to deal with important items not disposed of at a Council meeting.
- Prepares and recommends to Council, in consultation with the Speaker, the annual calendar of meetings of Council and its committees, including recommendations in regard to Council recesses.
- Approves, in consultation with the relevant chairperson, any change of meeting time and/or date of meetings and ensures that the calendar of meetings is appropriately amended.
- Keeps record of all relevant information with regards to Councillors and makes available to the Mayor or Speaker when requested.
- Determines the development needs of Councillors after consultation with party whips.
- Advises Speaker on applications received by Councillors for absence from Council meetings, committee meetings and general leave, to be approved by the Speaker.
- Recommends to the Executive Mayor which Councillors should serve on outside bodies.
- Provides political oversight over all matters pertaining to the administrative functioning of Portfolio Committees.
- Recommends to Council the appointment of Councillors to serve on Section 79 committees in consultation with the Mayor and party whips.
- Monitors whether Councillors of the relevant political party report back to constituencies as required in the preamble to the Code of Conduct, and to report quarterly to Council on compliance therewith.
- Advises the Speaker on any possible transgressions by Councillors of the Code of Conduct.

Reporting lines

The Municipal Manager reports to the Council, its Executive Mayoral Committee and its Office-bearers (particularly the Executive Mayor and the Speaker of Council). In essence, the Municipal Manager is the Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team.

The Administration of George Municipality consists of the following Directorates:

- Corporate and Social Services
- Financial Services
- Electro-Technical Services
- Community Safety
- Civil Engineering Services
- Environmental Affairs & Sport
- Planning & Housing

The table below reflects the capacity of George Municipality to deliver on the IDP Strategic Objectives. Although it is ideal to fill all vacant positions, due to current financial situation the Municipality is currently reviewing its Organisational Structure to ensure that it focuses mainly on core municipal functions.

TASK GRADES	AFRICAN		COLOURED		WHITE		INDIAN		ACTUAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
TOP MANAGEMENT									
Municipal Manager & Senior Managers	ACTUAL	0	0	1	3	0	0	0	4
	TARGET								
	GOAL	2	1	3	2	1	0	0	9
SENIOR MANAGEMENT									
T-grade 19 - 21	ACTUAL	0	0	0	2	1	0	0	3
	TARGET								
	GOAL	1	0	1	0	0	0	0	3
MIDDLE MANAGEMENT									
T-grade 14 - 18	ACTUAL	3	0	14	15	4	0	1	41
	TARGET								
	GOAL	12	11	21	8	7	0	1	79
SKILLED									
T-grade 9 - 13	ACTUAL	22	18	76	32	21	1	1	216
	TARGET								
	GOAL	76	69	130	48	40	2	1	484
SEMI-SKILLED									
T-grade 4 - 8	ACTUAL	99	35	139	24	25	0	0	436
	TARGET								
	GOAL	133	121	228	84	71	5	3	852
UNSKILLED									
T-grade 1-3	ACTUAL	89	30	108	1	1	0	0	285
	TARGET								
	GOAL	73	67	140	47	38	3	2	471
TOTAL	ACTUAL	213	83	296	77	52	1	2	985
	TARGET								
	GOAL	297	269	566	188	157	10	7	1898
WESTERN CAPE ECONOMICALLY ACTIVE %		15.88	13.86	27.36	10.08	8.08	0.55	0.4	

Ward Committees

The Ward Committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all 25 Ward Committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

The purpose of a Ward Committee is:

- to get better participation from the community to inform Council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the Ward Councillor with consultation and report-backs to the community.

Ward Committees should be elected by the community they serve. A Ward Committee may not have more than 10 members and women should be well represented. The Ward Councillor serves on the Ward Committee and act as the Chairperson. Although Ward Committees have no formal powers, they advise the Ward Councillor who makes specific submissions directly to the Council. These Committees play a very important role in the development and annual revision of the Integrated Development Plan of the Municipality.

The George Municipal Council's strategic agenda is based on the following five strategic goals:

Deliver quality services in George – It is essential that all citizens in George have access to basic services as provided by local government. Access to basic services by all citizens should be 100%. All service delivery constraints need to be mitigated. It is also essential that the municipality ensures that strategic measures are in place to manage risk areas for service delivery such as shortage of electricity and water and that the green industry is stimulated to increase recycling practices and water and electricity saving practices are encouraged. Service delivery also needs to be improved with regards to low cost housing and the provision of GAP housing. The Council needs to make land available for developers to ensure that more affordable housing is made available as the demand for housing is still much more than the supply especially for the low income earning population.

Grow George – In order to grow the local economy of George the Municipality has to create an enabling environment which will attract investment into the area. This will stimulate economic activity and result in new business sales and job creation to alleviate poverty. The aim is to ensure an annual growth rate of 8% is achieved. It is just as important to focus on retaining and expanding established businesses in the George Municipal area. This will be done through business retention and expansion strategies. In order for the economy to grow it is essential that the correct infrastructure is in place to accommodate current and new business activities. Therefore infrastructure investment has to be a primary focus for the next 10 to 15 years. The leading sectors such as the Finance and Business services sector needs to be stimulated to ensure that George is a regional services hub in the Garden Route and Klein Karoo area. Sector strategies need to be developed to ensure economic stimulation to promote agro-processing which is linked to the manufacturing sector as well as tourism development specifically for the sport and business tourism industry. Due to the importance of the educational facilities such as NMMU and South Cape College education needs to be seen as a priority in terms of future growth potential of the municipal area. George is also becoming an important role-player in the green industry relating to solar energy and other green industries which promote clean manufacturing principles. This provides an opportunity for George to become a national benchmark.

Keep George Safe & Green – One of the biggest assets which George possesses is a beautiful and safe living environment. The quality of lifestyle which is offered in the George area is a key selling factor to attract investment. It is essential that efforts are made which will ensure that George is kept clean by ensuring that on-going efforts are made to employ more unskilled labour using the EPWP programme to clean the CBD and various other areas which are of strategic importance. This also relates to environmental protection and rehabilitation of rivers and beaches etc. In order to keep George safe it is essential that security and policing staff and resources are increased which will ensure that crime rates remain low and that more efficient policing is done in all areas which includes public places such as schools and low income areas where the most vulnerable citizens reside.

Good Governance in George – This goal is based on ensuring that good governance is key and free of corruption to ensure the city is run as effectively and efficiently as possible. The City should be managed as transparently as possible at all levels. This relates directly to the financial sustainability of the municipality. It is essential that financial discipline is adhered to in order to obtain clean audits from the Auditor General. The financial sustainability also needs to incorporate financial planning for future revenue streams and ways to increase the business activity in the city without increasing the tax burden which deters economic growth. Strategic planning needs to be done in order to find the correct ways to attract and retain business without over burdening the current tax base. The second important priority for this goal is to establish a municipal organisation which is productive based on the correct skills level and human resource capacity in all the departments. The focus should be on performance per department with regards specific KPI's linked to the IDP to ensure that the departments output is strategic of nature. The report back system with regards to departmental progress should be redesigned to ensure that the public is able to monitor and evaluate the progress being made with regards to the IDP projects and programmes.

Participate in George – Ensure all members of public and organised business and other organisations have the opportunity to participate in the decision making process. It is of utmost importance that a culture of participation is nurtured. Therefore it is essential that a customer care system is in place with regards a call centre. It is essential that the public and private sector organisations play a more active role in the decision making process and a platform has to be established whereby public participation at various levels of government is a reality. Therefore partnerships need to be fostered at all levels of government. As part of this goal all public facilities such as community halls and multi-purpose centres need to be linked to strategic priorities where communities can be linked to government programmes using these facilities as a one-stop shop. They should be open 24/7 and linked via the telecommunications network to ensure that the public can engage with government and have the opportunity to utilise the facilities in a more effective manner.

The above strategic goals are set to become the catalysts to ensure that the vision and mission is achieved in the next five years. In order to ensure that George is a city for all reasons each of the five goals needs to be linked to key implementation priorities. The following section will discuss each of the five strategic goals and the implementation priorities which are linked to the communities needs and the strategic direction which the city and its people are heading in.

Priorities and Management Actions

The following tables will clearly link each strategic goal to a list of objectives, policy actions and management actions. The priorities are based on what requires immediate action interventions. These priorities are followed by a list of management actions linked to the priorities of each goal. The timeframe for each of the priorities have also been indicated based on short term which is less than a year, medium term which is between 3 years and long term which is longer than 3 years.

GOAL 1: DELIVER QUALITY SERVICES IN GEORGE	
GOAL 1 PRIORITIES: 2012-2017	PRIORITY
• Implement Integrated Public Transport Network as per signed Inter-Governmental agreement	High
• Ensure infrastructure planning and development keeps pace with growing city needs	Medium
• Identify and access grant funding for prioritised capital projects	High
• Plan infrastructure within context of climate change challenges and increased disaster frequencies	Low
• Accelerated delivery in addressing housing and sanitation backlogs	Medium
• Ensure proper asset management by providing sufficient funding and operating capacity for maintenance of existing	Low

GOAL 1 PRIORITIES: 2012-2017	PRIORITY
infrastructure	
• To endeavour to improve the reseal of roads project to such an extent that potholes are prevented altogether.	High
• Provision of basic services to informal settlements.	High
• To ensure the development of a desirable and quality living environment that fosters the safety and welfare of the community concerned, preserves the natural and cultural environment, and does not impact negatively on existing rights.	Medium
• To investigate the need, feasibility, desirability and location issues regarding rural housing delivery.	Medium
• Education and training needs to be prioritised for the municipality. More education programmes needs to be rolled-out with the assistance of provincial and national government i.e. Dept. of Education and SETA's.	High
• Increase GAP Housing	Medium
• Explore and implement measures to preserve resources and ensure sustainable development.	Low

GOAL 1 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
1. Education and training strategy	Short-term
2. Support GAP Housing developments in George	Long-term
3. Audit all municipal roads and develop a programme for their repair and maintenance as well as for the hardening of gravel roads.	Short-term
4. Implement and facilitate a public transport systems in accordance with the George Integrated Public Transport Network	Long-term
5. Create and maintain primary health care services in cooperation with the provincial government.	Long-term
6. Provide at least 6000 liters of free water per month to all households in George and sufficient electricity for basic needs.	Long-term
7. Renewable energy policy needs to be drafted to implement the use of solar energy and additional energy saving initiatives for the municipalities especially in low cost housing developments.	Short-term
8. Conduct an audit of all municipal facilities to determine their energy and water efficiency and take steps to reduce energy and water wastage.	Short-term
9. Improve disaster management and disaster management hotline for all wards	Short-term
10. Audit existing housing waiting list.	Short-term
11. Implement and facilitate the raw water, water and sewage infrastructure in accordance with the master plan proposals.	Long-term
12. Implement and facilitate the roads and storm water infrastructure in accordance with roads and storm water master plan proposals.	Long-term
13. Adopt UISP approach	Short-term (Ongoing)
14. New Housing allocation strategy	Short-term
15. Implement the Basic Service Provision Strategy	ST (Ongoing)
16. Implement the Backyard Dweller Policy	Medium-term
17. Integrated Human Settlements strategy	Short-term

GOAL 1 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
18. Revision of the Integrated Zoning Scheme	Short-term
19. Revision of the Spatial Development Framework	Short-term
20. Develop Rural Housing Study	Short-term

GOAL 2: GROW GEORGE

GOAL 2 PRIORITIES: 2011-2016	PRIORITY
<ul style="list-style-type: none"> • Ensure the development of a participatory, practically implementable economic development strategy 	High
<ul style="list-style-type: none"> • Ensure that industry support is focussed on high-growth potential areas, with high job absorption ratios 	Low
<ul style="list-style-type: none"> • Leverage of construction industry potential through strategic housing related projects 	Medium
<ul style="list-style-type: none"> • Focus on building a revitalised and interactive CBD through a City Improvement District 	High
<ul style="list-style-type: none"> • Establish incubators, clusters and centres of excellence to contribute meaningfully to the demands of a growing economy 	Medium
<ul style="list-style-type: none"> • Red tape reduction at all administrative levels 	Medium
<ul style="list-style-type: none"> • Maximise job creation opportunities through government expenditure (e.g. EPWP) 	High
<ul style="list-style-type: none"> • Establishment of a Science Park 	High
<ul style="list-style-type: none"> • Business retention and expansion strategy 	Medium
<ul style="list-style-type: none"> • Swapping strategic land and buildings with other government departments to unlock economic potential e.g. Huteria Building for erf in Plantation Road. 	Low
<ul style="list-style-type: none"> • Funding Applications need to be a strategic role of all departments to access government and private funding. A qualified appointment needs to be made to outsource this function effectively in order to increase the municipality's budget from other funding sources. 	High
<ul style="list-style-type: none"> • Sport Tourism is a priority for George as a key selling factor. 	Low
<ul style="list-style-type: none"> • The NMMU Saasveld campus needs to be identified as an educational and research hub and support needs to be provided to facilitate the continued growth of this institution in George. This campus provides numerous job opportunities and attracts an increasing amount of students to reside in George which has a positive economic impact on the local economy. 	Medium
<ul style="list-style-type: none"> • Improve planning and regulatory frameworks to encourage job-creation. 	Low

GOAL 2 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
1. LED Strategy	Short-term
2. Develop a tourism marketing strategy.	Short-term
3. BR&T Strategy	Short-term
4. Sector specific strategies e.g. Tourism and Marketing Strategy	Short-term
5. Sport and Recreational Tourism Sector Plan	Short-term
6. Funding Applications by LED unit i.e. EPWP, Job Fund, DBSA, World Bank etc.	Medium-term
7. Ensure that the SDF encourages sustainable investment	Short-term
8. Encourage private sectors participation in the IDP process	Long-term

GOAL 2 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
to facilitate investment.	
9. Engage with the local business community to identify and eliminate any factors inhibiting economic growth.	Long-term
10. Investigate and promote public private partnerships	Long-term
11. Red Tape Reduction strategy	Short-term

GOAL 3: KEEP GEORGE SAFE & CLEAN

GOAL 3 PRIORITIES: 2012-2017	PRIORITY
• Ensure that maintenance and cleaning within the physical environment remains of the highest standard	High
• Specific focus on greening the city	High
• Build on current recycling initiatives and secure a meaningful reduction in waste levels	High
• Maintain and improve on Blue- and Green drop status in water and sewage services by the retaining of capacity and the further improvement of capacity.	Low
• Ensure a better capacitated, more visible, well trained municipal law enforcement unit.	Medium
• Increased roll out and maintenance of street lights for improved safety	Medium
• Build on current waste co-operative governance relationship	Low
• To provide an effective and efficient law enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life.	Medium

GOAL 3 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
1. Cleaning Policy & Clean Town Project	Short-term
2. Ensure safety at events.	Short-term (ongoing)
3. Decentralise specific functions i.e. fire brigade	Long-term
4. Installation of CCTV camera's	Short-term
5. Greening Policy	Short-term
6. Strategy for Safety & Security	Short-term
7. Adopt a zero-tolerance approach to drunken and reckless driving.	Short-term
8. Improve and review municipal by-laws.	Short-term
9. Establish partnerships with business and communities to establish and extend the network of neighbourhood watches and other participatory measures to reduce crime.	Long-term
10. Implementation of the Law Enforcement Strategy	Long-term
11. Integration of By-laws	Short-term (on-going)

GOAL 4 PRIORITIES: 2012-2017	PRIORITY
• Take all possible steps to ensure that the municipality is clean and corruption free.	High
• Re-align expenditure on non-income producing and support services	Low
• Enhance and maximise revenue base through improved collection rate	Medium
• Ensure proper asset management	Low
• Ensure improved contracts management, specifically to address financial implications of these	Medium
• Maximise available grant funding for projects	High
• Ensure a ranking and rating system for all new capital projects	Medium
• Full audit of operations, processes, duties and service delivery standards of departments	High
• Realignment of organisational structure to be more responsive to community needs, service and efficiency orientated and to fulfil the goals identified in the 5 year plan	High
• Ensure that municipal staff is efficient, effective and responsive.	Medium
• Maximise the use of technology (e.g. <i>Collaborator</i> , <i>sms's</i> and web based information systems) to improve service delivery	Medium
• Implement Performance Management system with realistic stretch target setting in each department	Medium
• Insure viable financial management and control	High
• Focus on the new wards (DMA) as a priority area for service delivery for the rural areas which are relevant to their unique environment.	High
• Alignment with Eden district Municipality	Low
• Boost internal capacity by starting a graduate's programme and employing students graduating from universities who are seeking first time employment at a much lower remuneration cost for each department. Utilise interns as well in the different departments by requesting financial support from Eden District Municipality who subsidises half of the intern's salaries.	Low
• Manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner.	High

GOAL 4 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
1. Financing of Municipal vehicles through a 4 to 5 year lease with a financial institution to save costs and interests	Long-term
2. Training for councillors regarding: <ul style="list-style-type: none"> a. Local Economic Development b. Performance Management c. Project Management etc. 	Long-term
3. Establishment of a private company to outsource the tourism units function using Knysna as a best case scenario.	Long-term
4. Municipal Graduates Programme needs to be developed.	Short-term
5. Support Eden Districts Intern Programme	Short-term

GOAL 4 MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
6. Open the tender process to the public at the adjudication stage	Long-term
7. All Officials need to declare their financial interests annually to ensure that they have no conflict of interests.	Long-term
8. Cut all wasteful and unnecessary expenditure	Medium-term
9. Establish a competent and independent audit committee to interrogate and report on matters identified by the Auditor General	Short-term
10. Report any instances of corruption and maladministration to the council, as well as to local authorities.	Long-term
11. All appointments are made based on skill level, competence, diligence and integrity only.	Long-term
12. Undertake regular human resource audits to determine skills gaps and staff diversity and develop skills development programmes to address the skills gaps.	Medium-term
13. Undertake regular performance assessments to reward excellence and remove incompetent officials.	Medium-term
14. Improve the municipal billing system.	Short-term
15. Manage municipal tariffs.	Long-term
16. Improve internal systems and identify ways in which to use technology to increase efficiencies.	Short-term
17. Develop an asset register of all strategic assets	Short-term
18. Work ethic (0800-1500 or 0900-1600) and measurable service delivery strategies linked to specific councillor	Short-term
19. Fast track conclusion of investigations into suspended officials and fraud (Scorpions)	Short-term
20. Attendance of SALGA and other training sessions	Long-term
21. Regular training and empowering sessions for councillors	Medium-term
22. Credit Control and Debt Collection will be brought in-house during December 2011. New targets will be set once the personnel have been appointed.	Short-term
23. National and Provincial Treasury will be approached for grants in November to implement some of the actions contained in the Long- Term Financial plan.	Short-term
24. Ranking and Rating software will be illustrated in George on 8 November 2011.	Short-term
25. Implement the proposed ranking system as stipulated in the long term financial plan.	Short-term
26. Approve and implement a Code of Ethics for the municipality.	Short-term
27. Implementation of the service delivery strategy	Long term

GOAL 5: PARTICIPATE IN GEORGE

GOAL 5 PRIORITIES: 2012-2017	PRIORITY
• Call Centre - free hotline number	Low
• Increase public inputs in strategic decision making using the PACA process	High
• Creating an environment where citizens can participate easily	Medium
• Increase different partnerships with different stakeholders to strengthen the public private partnerships in George	High
• Revitalisation of current community facilities to increase the access to services for the general public.	Medium
• Bi-annual Community Satisfaction Poll	High

GOAL 5 PRIORITIES: 2012-2017	PRIORITY
<ul style="list-style-type: none"> Improved communication with citizens on plans, achievements, successes and actions 	Low
<ul style="list-style-type: none"> Dedicated and knowledgeable service desks with time-bound response times to complaints 	Medium
<ul style="list-style-type: none"> George needs to be marketed as a tourism and business destination. 	High
<ul style="list-style-type: none"> Ward based planning needs to be done for each of the 25 wards in George LM. A monitoring and evaluation framework needs to be in place to empower the ward committees to track the progress of the municipality with regards the implementation of actions to meet the needs of each ward. 	High

MANAGEMENT ACTIONS 2012-2017	TIMEFRAME
1. Place marketing strategy	Short-term
2. Ward –based planning	Medium-term
3. Appointment/identification of a Collaborator champion to implement the system to its full potential.	Short-term
4. Identify PRO officer	Short-term
5. Investigate the possibility of a centralised call centre at Eden or In-house	Short-term
6. George Herald “Focus on” article highlights happenings at the municipality and important information to the clients.	Medium-term
7. Visit DMA area regularly to ensure a financial turnaround strategy what electrical losses are concern.	Long-term
8. Door–to-door electricity marketing in the DMA area ensure that the community understands the functionality of the meters and that they would be responsible for future tampering fees and illegal units consumed .	Short-term
9. Fraud Hotline	Short-term
10. An electronic board that reflect what’s happening in George	Short-term
11. Suggestion boxes for all buildings	Short-term
12. Service delivery questionnaires	Short-term
13. The use of social media marketing e.g. facebook and twitter	Long-term
14. Communication policy in all departments linked to the municipal website which needs to be updated weekly by all departments submitting different notices etc.	Short-term
15. Implement a central call centre at the Eden Disaster Centre before June 2012	Short-term

According to the various priority actions which have been identified for each of the five goals of the Municipality, the following priorities have received a high priority ranking and needs to be implemented first as the impacts will be the most to reach the specific goal. All the actions are important but due to limited resources the high ranking priorities must be prioritised in the management action implementation plans.

The following priorities received a high ranking:

GOAL 1: GROW GEORGE

- Ensure the development of a participatory, practically implementable economic development strategy
- Focus on building a revitalised and interactive CBD through a City Improvement District

- Maximise job creation opportunities through government expenditure (e.g. EPWP)
- Establishment of a Science Park
- Funding Applications need to be a strategic role of all departments to access government and private funding. A qualified appointment needs to be made to outsource this function effectively in order to increase the municipalities' budget from other funding sources.

GOAL 2: KEEP GEORGE SAFE & CLEAN

- Ensure that maintenance and cleaning within the physical environment remains of the highest standard
- Specific focus on greening the city
- Build on current recycling initiatives and secure a meaningful reduction in waste levels

GOAL 3: DELIVER SERVICES IN GEORGE

- Implement Integrated Public Transport Network as per signed Inter-Governmental agreement
- Identify and access grant funding for prioritised capital projects
- To endeavour to improve the reseal of roads project to such an extent that potholes are prevented altogether.
- Education and training needs to be prioritised for the municipality. More education programmes needs to be rolled-out with the assistance of provincial and national government i.e. Dept. of education and SETA's.

GOAL 4: PARTICIPATE IN GEORGE

- Increase public inputs in strategic decision making using the PACA process
- Increase different partnerships with different stakeholders to strengthen the public private partnerships in George
- Bi-annual Community Satisfaction Poll
- George needs to be marketed as a tourism and business destination.
- Ward based planning needs to be done for each of the 25 wards in George LM. A monitoring and evaluation framework needs to be in place to empower the ward committees to track the progress of the municipality with regards the implementation of actions to meet the needs of each ward.

GOAL 5: GOVERN GEORGE

- Take all possible steps to ensure that the municipality is clean and corruption free.
- Maximise available grant funding for projects
- Full audit of operations, processes, duties and service delivery standards of departments
- Realignment of organisational structure to be more responsive to community needs, service and efficiency orientated and to fulfil the goals identified in the 5 year plan
- Insure viable financial management and control
- Focus on the new wards (DMA) as a priority area for service delivery for the rural areas which are relevant to their unique environment.
- Manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner.
- Implement the proposals of the Long Term Financial Plan

The approach to the IDP

The erstwhile National Department of Provincial and Local Government (now known as the Department of Cooperative Governance and Traditional Affairs (Cogta) published guidelines in 2001 (IDP Guide Packs), describing the IDP process as an issue-driven approach to planning. Emphasis is placed on the analysis phase

focusing on understanding priority issues, leading to the development of strategic guidelines. These priority issues are determined through participatory research and a participatory planning methodology. Ideally, these priority issues become the focal point for determining appropriate development strategies that meet priority issues, the needs of the communities and / or stakeholders. On the other hand, it is acknowledged that priority issues do not only emerge by analysing the status quo information, but also through public participation. The ultimate determinant of priority issues that will ultimately form the basis for development strategies and projects/programmes is the political input.

The intention of an IDP is to ensure that all three spheres of government align planning and budgeting in order to maximise impact for each municipality. A Municipal IDP has two critical features: (i) extensive public participation that expresses the local articulation of needs and alignment with the developmental plans and strategies of other affected municipalities and the national and provincial government.

Implementing the IDP

The IDP is the Municipality's single most strategic document that drives and directs all implementation and related processes. The Municipality's budget is developed based on the priorities, programmes and projects of the IDP, after which a Service Delivery and Budget Implementation Plan (SDBIP) is developed, to ensure that the organisation actually delivers on the IDP targets. Finally, the annual Report records the success or otherwise of the previous year's implementation. The Organisation's performance is monitored at various levels and within different processes, thereby underpinning the entire cycle.

IDP and Budget Process Plan

Prior to the commencement of the IDP process for the period 2012-2017, George Municipality prepared and adopted an IDP and Budget Process Plan during August 2011 to serve as a 'roadmap' for the formulation of the IDP. The IDP and Budget Process Plan contained an outline of the IDP and Budget process specifying the time-frames for the different planning steps and mechanisms, processes and procedures for consultation and participation of local communities, organs of state and other role-players. The said plan was developed to ensure that the IDP process complies with certain minimum quality standards and that proper coordination between and within the spheres of government is established. This was done in accordance with Section 28 (1) of the Local Government: Municipal Systems Act (No: 32 of 2000) which stipulates the following:

"Each municipal council within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan"

George Municipality's IDP Structures

The structural set up for the IDP process served to ensure that adequate balance is achieved between the technical inputs into the IDP process and community input that emanated from the public participation meetings.

It is through a properly designed institutional set up that authentic public participation is achieved. Furthermore, the need to streamline the planning process is critical to avert duplication of initiatives and ensure that all key planning and feedback mechanisms dovetail.

Seven structures have guided the IDP process of George Municipality; namely:

- Senior Management Team
- Budget Committee
- Eden IDP Managers' Forum
- Provincial IDP Managers' Forum
- Mayoral Committee (Mayoral Planning)
- IDP Representative Forum (constituted *inter alia* by Ward Committees)
- Broader communities through participation in the process of developing Ward Based Plans as part of the IDP process in all 25 Wards of George Municipality.

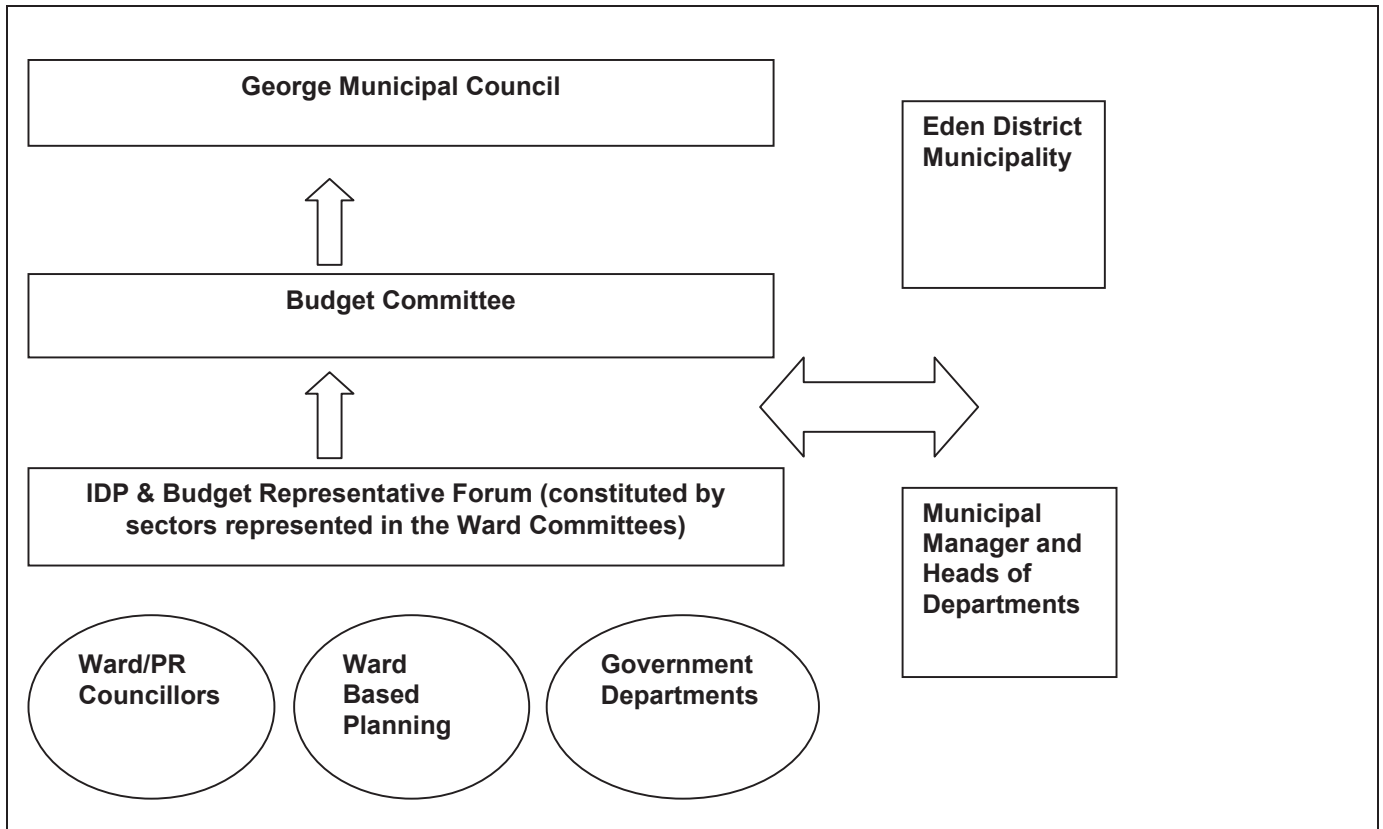
The table below represents the distribution of roles and responsibilities within George Municipality in respect of the IDP process.

Distribution of roles and responsibilities within George Municipality

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Municipal Council	<p>As the ultimate political decision-making body of the Municipal, the Municipal Council:</p> <ul style="list-style-type: none"> • Consider and adopt a Process Plan. • Consider and adopt the IDP.
Executive Mayor and Mayoral Committee	<p>As the senior governing body of the Municipality, they :</p> <ul style="list-style-type: none"> • Consider and recommend the Process Plan for Council approval. • Are responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP. • Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.
Ward Councillors	<p>Ward Councillors are the major link between the Municipal Government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards. • Be responsible for organising public consultation and participation. • Monitor the implementation of the IDP with respect to their particular wards.
Municipal Manager and / or IDP Manager	<ul style="list-style-type: none"> • Prepare the Process Plan. • Undertake day-to-day management and co-ordination of the planning process. • Ensure that all relevant role-players are appropriately involved. • Nominate persons in charge of different roles. • Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements. • Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council. • Ensure proper documentation of the results of the planning of the IDP document. • Adjust the IDP in accordance with the MEC for Local Government's proposals.
Head of Departments and Officials	<p>As the persons in charge for implementing IDPs, the technical/sectional officials have to be fully involved in the planning process to:</p> <ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues. • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. • Provide departmental operational and capital budgetary information. • Be responsible for the preparation of project proposals, the integration of projects and sector programmes. • Be responsible for preparing amendments to the draft IDP for submission to the Municipal Council for approval and the MEC for Local Government for alignment.

A prevalent feature of the IDP formulation process has been the extensive participation of various stakeholders demanded by the Local Government: Municipal Systems Act (No: 32 of 2000) and sensitivity to the peculiarities of the local sphere of government. The figure below represents the organisational arrangements in respect of the IDP process.

Organisational Arrangements



Source: Adapted from the IDP Guide Pack

Summary of the IDP and Budget Process Plan

Details		Date
(a)	Executive Mayoral Lekgotla: To agree on a long-term strategic roadmap for Council	23 and 24 June 2011
(b)	Council adopted the IDP and Budget Process Plan	24 August 2011
(d)	Submit the IDP and Budget Process Plan to the MEC for Local Government	31 August 2011
(e)	Workshop with All Councillors and Directors to clarify key expectations regarding the IDP and	5 September 2011

	Budget Process Plan	
(f)	IDP Indaba 1: Encapsulating the notion of creating a platform for joint strategic priority setting between provincial sector departments and the municipalities.	8 September 2011
(g)	Briefing all Councillors and Directors about the Ward Based Planning process	17 October 2011
(h)	Briefing all Ward Councillors and Ward Committees about the Ward Based Planning process	20 October 2011
(i)	First round of public participation facilitated as part of the Ward Based Planning process	24 October 2011 – 7 November 2011 and 24 January 2012 -30 January 2012
(j)	Eden IDP engagements: Local municipalities were afforded an opportunity to present issues or proposed projects relevant to the provincial sector departments	22 November 2011
(j)	First preliminary Ward Based Planning Draft Report distributed to all Councillors and Directors	20 December 2011
(k)	IDP Indaba 2: Provincial sector departments providing responses to IDP projects	2 February 2012
(l)	Workshop to provide a comprehensive feedback to all Councillors and Directors on the IDP process including a detailed report on the outcomes of the Ward Based Planning process. This Workshop also focused on the proposed Vision, Mission , Values and Strategic Goals of George Municipality	9 February 2012
(m)	Presentation to the Budget Committee on key milestones until the tabling of the draft IDP 2012-2017	2 March 2012

The Outline of the Draft Five-Year IDP Document

George Municipality's Draft IDP for the 2012-2017 seeks to comprehensively reflect the core components of the IDP as stipulated in section 26 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000). The structure of this document is in line with **INTEGRATED DEVELOPMENT PLAN FORMAT GUIDE** as introduced by the Department of Cooperative Governance and Traditional Affairs. This document is divided into chapters which form a logical and sequential whole, namely:

Chapter 1 contains a general introduction and background information and the planning process that has been followed to produce the DRAFT FIVE-YEAR IDP 2012-2017. This chapter also provides the key guiding parameters considered in developing the document.

Chapter 2 provides a situational analysis of George Municipality. This section gives a brief description of the area, demographic and socio-economic indicators and summaries of current

issues around infrastructure, social services, land, housing and the environment. Also covered in this chapter is the elaborate nature of the consultation process with specific reference to the methodologies and audiences that were engaged.

Chapter 3 deals with the Vision as the primary vehicle that defines in a simplified and straightforward manner, the intention of George Municipality. This chapter also addresses the strategies which flow mainly from the analysis presented in Chapter 2, combined with input coming from the public participation processes.

Chapter 4 provides a high level overview of the Draft Spatial Framework (SDF).

Chapter 5 deals with the five-year IDP programmes and projects. The annual review of this chapter will focus on the implementation status of the said programme and projects.

Chapter 6 deals with the five-year George Strategic Scorecard. The Strategic Scorecard has been developed to enable George Municipality to measure and evaluate its strategic progress over a five-year period.

Chapter 7 addresses the Financial Plan which provides information of infrastructure provision, maintenance of infrastructure, possible grants. All of these issues are consistent with the Targeted Basic Services and Infrastructure Investment requirements.

Chapter 8 captures the key elements of George Municipality's Performance Management System.

Chapter 9 deals with the summaries of George Municipality's existing sector plans and the importance of sector planning in the IDP.

Chapter 10 captures the IDP as a cornerstone in Intergovernmental Planning and outlines programmes and projects that provincial sector departments are intending to implement within the George Municipal area. These programmes and projects emanated from the following processes, namely: Firstly, **IDP Indaba 1**: Encapsulating the notion of creating a platform for joint strategic priority setting between provincial sector departments and the municipalities. Secondly, the **Eden IDP engagements**: Local municipalities were afforded an opportunity to present issues or proposed projects relevant to the provincial sector departments. Finally, **IDP Indaba 2**: Provincial sector departments providing responses to IDP projects.

CHAPTER 1

GENERAL INTRODUCTION

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GENERAL INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

The development of the new five-year (third generation) Integrated Development Plan (IDP) provides George Municipality an opportunity to re-assess its development objectives in the context of International, National, Provincial and Local development programmes. Furthermore, the new five-year IDP affords the Municipality the opportunity of strategically refining the process, to achieve closer alignment of budgets and the long-term objectives, programmes and projects, and mechanisms for monitoring progress and performance. The development and production of the IDP is managed internally through a structured and co-ordinated participation process which feeds into the broader vision of George Municipality. Through a variety of forums and on-going consultation with other governmental departments, many different stakeholders and civil society partners, the programmes and projects identified in the IDP are further improved and enhanced.

This document reflects the IDP of George Municipality for the five-year period 2012-2017. IDPs are compiled in terms of the requirements of Chapter 5 of the Local Government: Municipal Systems Act (No: 32 of 2000). Section 25 of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;*
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;*
- (c) forms the policy framework and general basis on which annual budgets must be based;*
- (d) complies with the provisions of the Chapter; and*
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

Furthermore, Section 35 of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates the following about the **status of an Integrated Development Plan** – “(1) An integrated development plan adopted by the council of a municipality-

- (a) is the principal strategic planning instrument which guides and informs all planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;*
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and*
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.”*

Similarly, Section 36 of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates that-

“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.”

Beyond a mere compliance exercise, the process of compiling the new five-year (third generation) IDP in George Municipality is based on the following:

- An IDP that is internally owned and driven by local political and administrative executives;
- A clear long-term strategy which will guide the development agenda of the IDP;
- A spatial logic in the IDP which will guide the development investment within the Municipality;
- Develop clear plans per geographical areas within the Municipality and
- Effectively harness resources from Non-Governmental Organizations, for instance social and business partners.

1.2 KEY GUIDING PARAMETERS

Over and above the legislative context as highlighted above, there are International, National, Provincial and District wide guiding policies and frameworks that exist, which George Municipality needs to bear cognisance of. The development objectives of these policies have influenced the development of the strategic direction that the Municipality has identified. Whilst the key policies have been assessed and identified, the most recent and relevant developmental policies' primary components are highlighted below:

- **International Policy Directive – Millennium Development Goals (MDGs)**

The Millennium Development Goals (MDGs) are eight international development goals that all United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development; namely: bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved and people will have the opportunity to benefit from the global economy. The eight MDGs which have been identified include:

- Eradicate extreme poverty and hunger;
- Achieve universal primary education;
- Promote gender equality and empower women;
- Reduce child mortality;
- Improve maternal health;
- Combat HIV/AIDS, malaria and other diseases;
- Ensure environmental sustainability;
- Develop a Global Partnership for Development.

- **National Policy Directive – 5 National Key Performance Areas: Local Government Strategic Agenda:**

Each of the Five (5) National Key Performance Areas of Local Government is provided with a short description and its area of focus, namely:

Municipal Transformation and Institutional Development (KPA 1)

- Establishment and functionality of all core municipal policies and systems as required by law.
- A balanced infrastructure investment and sustainable economic development programme that is part of the Integrated Development Plan.
- Implementation of continuous management reform and improvement.
- Empowering employees through focused and continuous professional/ skills development.

- Development and functionality of effective accountability and performance management mechanisms for Councillors and Officials.
- Sound labour/management and Human Resource relationships.
- Increased and appropriate utilisation of technology.

Basic Service delivery and Infrastructure Development (KPA 2)

- A clean, safe and healthy municipality.
- Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation).
- Regular investment in infrastructure and productive equipment.

Local Economic Development (KPA 3)

- Thriving and vibrant local economy and neighbourhoods.
- Ongoing programme of contributing to the development of employable, educated and skilled citizens.
- Facilitation of job creation and access to business opportunities.
- Continuous and positive interactions with all key economic anchors and actors.
- Creation of an investor friendly environment.

Municipal Financial Viability and Management (KPA 4)

- Sound financial management systems.
- Development of annual and medium term outlook on revenue and expenditure plans and targets.
- Reduced dependency on grant transfers.
- Timely and accurate accounting of public resources.

Good Governance and Public Participation (KPA 5)

- Functional community participation mechanisms and Ward Committees.
- Established feedback mechanisms in order to ensure responsiveness to communities.
- Continuous and special attention to historically marginalised and excluded communities.
- Equal, easy and convenient access for the public to the municipality and its services.
- Effective intergovernmental relations.
- Effective anti-corruption measures.

- **National Policy Directive – Medium Term Strategic Framework (MTSF):**

In July 2009 the Minister in the Presidency: Planning formulated a Medium Term Strategic Framework (MTSF) to guide Government Programmes in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities. As such George Municipality has, as part of the 2012/2016 IDP formulation process, adapted its IDP so as to reflect the national directive as applicable to the George municipal jurisdiction. The Government has identified ten priority areas in its programme of action, with an intention to turn

around the global economic slowdown, whilst at the same time ensuring that the needs of all its citizens are met. The priority areas developed are intended to do the following:

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- Introduce a massive programme to build economic and social infrastructure;
- Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
- Strengthen the skills and human resource base;
- Improve the health profile of all South Africans;
- Intensify the fight against crime and corruption;
- Build cohesive, caring and sustainable communities;
- Pursue African advancement and enhanced international cooperation;
- Ensure sustainable resource management and use;
- Build a developmental state, improve public service and strengthen democratic institution.

The above areas broadly represent similar issues which have been identified by communities within George as some of their greatest needs, as well as areas which the Municipality needs to focus on in order to improve the service delivery mandate as well as forging partnerships in achieving the development agenda.

• **Outcome 9:**

Outcome 9 of the 12 Performance Outcomes as unveiled by the Ministry of Monitoring and Evaluation in February 2010.

Of the 12 Outcomes, Outcome 9 holds absolute relevance to District and Local Municipalities as a mechanism to formalise 'A Responsive, accountable, effective and efficient local government system.'

In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

- Output 1:* Implement a differentiated approach to municipal financing, planning and support;
- Output 2:* Improving Access to Basic Services;
- Output 3:* Implementation of the Community Work Programme;
- Output 4:* Actions supportive of the human settlement outcomes;
- Output 5:* Deepen democracy through a refined Ward Committee model;
- Output 6:* Administrative and financial capability;
- Output 7:* Single Window Coordination.

The detailed Outputs are contained within Chapter 2 of this document.

• **National Policy Directive – The National Spatial Development Perspective (NSDP):**

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognized as tools to:

- Coordinate government action and alignment.

- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.
- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the below mentioned principles when making decisions on infrastructure investment and development spending.

- 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, these 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 channeled into activity corridors and nodes that are adjacent to or link the main growth centres.

- **National Policy Directive – National Development Plan (NDP): Vision 2030**

The National Development Plan (NDP) as developed by the National Planning Commission in November 2011 acknowledges the urgent need to address the most pressing needs, particularly the high levels of unemployment, especially among youth in South Africa. This Plan seeks to develop people's capabilities to be able to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising incomes, housing and basic services, and safe communities. This Plan further acknowledges that developing

and upgrading capabilities to enable sustainable and inclusive development requires a new approach and a new mindset which will involve:

- Creating jobs and livelihoods;
 - Expanding infrastructure;
 - Transitioning to a low-carbon economy;
 - Transforming urban and rural spaces;
 - Improving education and training;
 - Providing quality health care;
 - Fighting corruption and enhancing accountability; and
 - Transforming society and uniting the nation.
- **Provincial Policy Directive –The Western Cape’s Draft Strategic Plan (WDSP)**

The Western Cape’s Draft Strategic Plan in its draft form continues to be utilised as a Provincial planning instrument until adopted by the Provincial Parliament. This Plan is crafted within the context of realising the Provincial Vision of an open, opportunity society for all in the Western Cape, so that the people in the province are able to live lives they value. This Plan is based on twelve Strategic Objectives and each is provided with a short description; namely:

(a) Creating opportunities for growth and jobs:

- Economic growth is the foundation of all successful development.
- Growth is driven primarily by private sector business operating in a market environment.
- The role of the state is (a) to create and maintain an enabling environment for business and (b) to provide demand-led, private-sector-driven support for growth sectors, industries and businesses.

(b) Improving education outcomes:

- Improving literacy and numeracy in Grade 1-6.
- Increasing the numbers passing in Grade 12 including an increase in numbers passing with matric exemption and mathematics and science.

(c) Increasing access to safe and efficient transport:

- Promoting the use of appropriate modes for the movement of freight.
- Increasing investment in transport infrastructure and reducing maintenance backlogs.
- Improving transport safety.
- Developing the required institutional capacity in the necessary sphere of government to deliver on the various transport mandates and
- Creating and strengthening partnerships with all crucial stakeholders and role-payers.

(d) Increasing wellness:

- Addressing factors that contribute to the burden of disease.
- Providing comprehensive quality health care services, from health care to highly specialized services.

(e) Increasing safety:

- Creating safe environments and communities in which crime is less likely to happen in the first place.

(f) Developing integrated and sustainable human settlements:

- Accelerated delivery of housing opportunities.
- A sense of ownership, rights and responsibilities amongst beneficiaries, owners and tenants.
- Optimal and sustainable use of resources.

(g) Mainstreaming and sustainability and optimizing resource-use efficiency

- Sustainability and resource-use efficiency is imperative.
- Sustainability requires a different approach.
- Climate change is one of the biggest challenges.

(h) Increasing social cohesion

- Coherent, united and functional society, providing environment for citizens to prosper.
- Bridge historical divides between people from different races, cultures, genders and socio-economic backgrounds, thereby fostering social inclusion.
- Create an environment in which citizens of the province can develop their capabilities, live together in peace and feel a sense of belonging and ownership.

(i) Reducing poverty

- The ability to lead a life you value.
- State has a responsibility to facilitate opportunities to escape poverty.
- Poverty alleviation must be driven by all three spheres of government.

(j) Integrating service delivery for maximum impact

- Put in place processes to coordinate the planning, budgeting and policy implementation of the three spheres of government.
- Maximising the resources over which it has direct control.

(k) Creating opportunities for growth and development in rural areas

- Promote export growth and jobs across the agricultural sector and in related industries.

(l) Building the best-run regional government in the world

- Have in place a brand, strategy, structure and systems that are aligned to the vision and informed by the values, as well as

people who live the values and are able to deliver on the outcomes required of them.

Source Documents

A number of source documents and policy directives were used to guide the IDP formulation. This was fundamental in achieving integration and ensuring that national and provincial focus areas are reflected in George Municipality's IDP for the next five years.

(i) Sources (Internal) used to guide George Municipality's IDP 2012-2017

Source	Institution
2012/2013 Eden District Framework	Eden District Municipality
2012/2013 IDP and Budget Process Plan	George Municipality
Report/Outcomes of the Ward Based Planning Process	George Municipality
Draft Spatial Development Framework	George Municipality
George Municipality's Annual Report 2010/2011	George Municipality
Integrated Waste Management Plan	George Municipality
Disaster Management Plan	George Municipality
Long-Term Financial Plan	George Municipality

(ii) Sources (external) used to guide George Municipality's IDP 2012-2017

National Policy Directives

<p>Reflections from the State of the Nation Address- February 2012 Economic Sectors and Employment: Job Creation</p> <ul style="list-style-type: none"> Market Demand Strategy of Transnet: Creation of more jobs in the South African economy, as well as increased localisation and Black Economic Empowerment Position South Africa as a regional trans-shipment hub for Sub-Saharan Africa and deliver on NEPAD's regional integration agenda <p>Agriculture</p> <ul style="list-style-type: none"> Government will develop a major new South Eastern node that will improve industrial and agricultural development and export capacity of the Eastern Cape region, and expand the province's economic and logistics linkages with the Northern Cape and KwaZulu-Natal In order to expand agricultural production, there has also been a commitment to build a dam using the Umzimvubu River as the source in the former Transkei of the Eastern Cape <p>Energy</p> <ul style="list-style-type: none"> More than 220 000 solar geysers have been installed nationwide- the government target is one million solar geysers by 2014-2015 <p>Labour</p> <ul style="list-style-type: none"> In economic transformation, government is amending the Broad-Based Black Economic Empowerment Act. The amendments will amongst other things: <ul style="list-style-type: none"> Establish a statutory Commission that would deal with non-compliance and circumvention; and 	<p>Reflections from the State of the Nation Address- February 2012 Governance and Administration:</p> <ul style="list-style-type: none"> Government will table the National Traditional Affairs Bill which makes provision for the recognition of the Khoi-San communities, their leadership and structures. Next year 2013, the Union Buildings, will mark 100 years of existence and planning will start this year to mark the centenary. <p>Government Spending</p> <ul style="list-style-type: none"> The Multi-Agency Working Group on procurement led by the National Treasury, SARS and the Financial Intelligence has been mandated to review the state procurement system to ensure compliance with PMFA and value from state spending. Government will also continue to improve the state performance through initiatives that include the vetting of supply chain personnel in government departments. <p>Governance and State Administration (DPSA)</p> <ul style="list-style-type: none"> Government is also set to work closely with various provinces to improve governance, systems and administration. These include Gauteng to improve health service delivery, the Free State on transport and roads and Limpopo to improve
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<ul style="list-style-type: none"> - Criminalise fronting and other forms of empowerment misrepresentation • The NEDLAC Process on the Atypical Forms of the Employment and Labour Broking has now been completed – this is part of government efforts to eliminate all forms of abusive practices inherent in labour broking <p>Infrastructure Development:</p> <ul style="list-style-type: none"> • Major geographically-focused programmes <ul style="list-style-type: none"> - The development and integration of rail, road and water infrastructure - Improvement on the movement of goods and economic integration through a Durban-Free State-Gauteng logistics and industrial corridor - The development of a major new South Eastern node - Expansion of the roll-out of water, roads, rail and electricity infrastructure - Improvement of infrastructure to unlock this potential • Social infrastructure projects • Building new universities in Mpumalanga and Northern Cape • Square Kilometer Array • North – South Road and Rail Corridor <p>Human Development:</p> <p>Health</p> <ul style="list-style-type: none"> • Critical social infrastructure projects that have been identified include those aimed at laying the basis for the National Health Insurance system such as the refurbishment of hospitals and nurses' homes <p>Basic Education</p> <ul style="list-style-type: none"> • The matric percentage pass is on an upward trend and more efforts will be made in continuing to invest in producing more teachers who can teach mathematics, science and African languages • A call to teachers to be in school, in class, on time, teaching for at least seven hours a day remains pivotal to success • A major achievement is the doubling of Grade R enrolment, from 300 000 in 2003 to 705 000 in 2011. There is a clear sign that the target of 100% coverage for Grade R by 2014 will be met • To fight poverty and inequality and to keep learners in school, over 8 million learners attend no-fee schools while over eight million benefit from government's school feeding scheme • Last year, national government instituted a Section 100 (1) (b) intervention in the Eastern Cape, to assist the department of education to improve the delivery of education. The implementation of the intervention will continue and all is working well with the province in this regard • School attendance in the country is now close to 100 percent for the compulsory band, 7-15 years of age <p>Higher Education</p> <ul style="list-style-type: none"> • A total of R300 million has been allocated for the preparatory work towards building new universities in Mpumalanga and Northern Cape • With regards to higher education, government has exceeded targets. Close to 14 000 learners were placed in workplace learning opportunities over the past year, and over 11 000 artisans have completed their trade tests. • A number of students who register and study with 	<p>governance and financial administration in five departments, including the provincial treasury.</p> <p>Social Cohesion (Arts and Culture)</p> <p>As part of promoting social cohesion, government undertook and continues many heritage projects.</p> <ul style="list-style-type: none"> • Museums and centres to be unveiled will include the 1980 Matola Raid museum in Maputo, the Ncome museum in KwaZulu-Natal, phase 2 of the Freedom Park museum and the Steve Biko heritage centre in Ginsberg in King Williamstown. • Additional projects include the launch of the Dube Tradeport and the unveiling of statue of John Dube at King Shaka International Airport next month and renaming the Kings House presidential residence in Durban after Dr. Dube. • The Presidential Guest House in Pretoria will be named after Mr. Sefako Makgatho and the Diplomatic Guest House in Pretoria after the late prolific diplomat. • Government will also table the National Traditional Affairs Bill which makes provision for the recognition of the Khoi-San communities, their leadership and structures. • In 2013, the seat of government, Union Buildings, will mark 100 years of existence and planning will start this financial year to mark the centenary. <p>Justice Crime Prevention and Security:</p> <p>Fight against crime</p> <ul style="list-style-type: none"> • The crime statistics for the period 2010/2011 indicate that our country witnessed a decline of 5% in the number of reported serious crimes compared to the previous year. • Government is continuing to implement our programmes of making South Africans feel safe and to be safe. <p>Fight against fraud and corruption</p> <ul style="list-style-type: none"> • The government continues to improve the performance of the state in various ways, including the fight against corruption. • To further improve security, the Department of Home Affairs, signed a Memorandum of Understanding with the banking industry, to roll out the online fingerprint verification system in participating banks, to assist in fraud prevention and detection. • Government welcomes the launch of Corruption Watch by COSATU, as well as the recent agreement between government and business to implement anti-corruption programmes. These interventions will complement the work of government in combating corruption. <p>International Relations:</p> <p>South Africa's infrastructure work extends beyond its borders, as it champions the North-South Road and Rail Corridor, which is part of the African Union's NEPAD Presidential</p>
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<p>FET's to further their skills has also increased</p> <ul style="list-style-type: none"> To expand access to tertiary education as per government's announcement last year, R200 million was utilised to assist 25 000 students to pay off their debts to institutions of higher learning <p>Sports and recreation</p> <ul style="list-style-type: none"> The national women's soccer team Banyana Banyana has qualified for the London Olympics for the first time South Africa has been given the honour to host the Africa Cup of Nations next year, replacing Libya as they are unable to do so <p>Social Protection:</p> <p>Quality of water</p> <ul style="list-style-type: none"> In relation to announcements government made during the United Nations COP 17 climate change conference, an amount of R248 million is to be invested over the next two years to deal with the issue of Acid Mine Drainage in Witwatersrand. <p>Rural Development and Land Reform</p> <ul style="list-style-type: none"> The year 2013 will mark the centenary of the Natives Land Act of 1913, which took away 87 percent of the land from the African people. Government has only distributed 8% of the 30% target of land redistribution for 2014 that government has set. There is general agreement that the willing buyer-willing seller option has not been the best way to address this question. A new policy framework, the Green Paper on Land Reform has been introduced in order to address the issue of slow land redistribution in the country and help move towards the 2014 target (30% of land distributed – only 8% has been redistributed so far). <p>Housing delivery</p> <ul style="list-style-type: none"> The R1 billion guarantee fund announced in 2010 to promote access to loans will start its operations in April 2012, managed by the National Housing Finance Corporation. From April 2012, people earning between three thousand five hundred rand and R 15 000, will be able to obtain a subsidy of up to R 83 000 from Provinces, to enable them to obtain housing finance from an accredited Bank. <p>Women Empowerment</p> <ul style="list-style-type: none"> Women Empowerment and Gender Equity Bill, to promote compliance in both government and the private sector and to provide for sanctions in case of non-compliance. 	<p>Infrastructure Championing initiative.</p> <ul style="list-style-type: none"> The final outcome of COP 17 was historic and precedent setting, ranking with the 1997 conference where the Kyoto Protocol was adopted. Building on the success of COP 17, South Africa will participate in the Rio plus 20 Summit in Brazil, which marks the 10th anniversary of the World Summit on Sustainable Development.
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<p><u>Accelerated Shared Growth Initiative in South Africa (ASGISA)</u></p> <ul style="list-style-type: none"> Education and skills development. Eliminating the second economy Human resource training Expanded Public Works Programme (EPWP) Youth skills training. Governance and institutional interventions Skills problems identified in projections Deployment of graduates Expenditure management <p>ASGISA mandated Cogta to consider the following in respect of municipalities:</p> <ul style="list-style-type: none"> To improve the capacity of local government to support local economic development Intervention in the EPWP New elements of EPWP: Early Childhood Development component, home-based care 	<p><u>Joint Initiative on Priority Skills Acquisition (JIPSA)</u></p> <ul style="list-style-type: none"> Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme. Development of Information and Communication Technology (ICT) skills, which is a priority area for ASGISA. The recruitment, retraining and employment of unemployed graduates. Engineering and planning skills Artisan and technical skills, especially in infrastructure development, housing and energy. Management capacity in education and health. Mathematics, science, ICT and
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PROVINCIAL POLICY DIRECTIVES

<p>Reflections from the State of the Province Address</p> <ul style="list-style-type: none"> • Creating the conditions needed for increased Economic Growth and Job Creation. Establish an Economic Development Partnership (EDP), where all stakeholders in the economy will come together to develop and help implement a shared agenda for economic growth, development and inclusion. • Build growth-creating infrastructure and focus on a game-changing agenda • Invest far more in fast and affordable broadband infrastructure • Municipalities to reveal their own infrastructure plans in their 2012/2013 budgets. Catalytic aggregation of effort when all of the governments in the Western Cape coordinate their infrastructure investments against an agreed umbrella strategy and, in so doing, unlock significant private sector investment • Wesgro will receive increased support to open African and other developing world markets to Western Cape business, while ensuring we take full advantage of our existing trade links with the United States and Europe • Market access is also one of the key priorities focusing on creating opportunities for growth and jobs in rural areas • To ensure that agricultural land reform projects in the province offer emerging farmers the help they need to succeed • Cutting the red tape and making it easier to do business in the Western Cape • Climate change and building a Green Economy is also one of government's priorities • Increasing the number of skilled people in the province. Need to work together with education and training institutions to align supply with demand • Providing Access to Quality Education and Healthcare 	<p>Reflections from the State of the Province Address</p> <ul style="list-style-type: none"> • Tackling drug-related crime. • Making the province a safer place to live, work and learn. • The establishment of an Ombud with far-reaching powers to investigate reports of police corruption, abuse of power or service delivery failures. • Support for the voluntary accreditation of neighbourhood watches. • Maintenance of a database of community organisations that are actively involved in community safety initiatives and to provide support to these organisations. • Focus on reducing the number of accidents and fatalities. • Introduction of Mass Participation and Opportunity and Development (MOD) as another key social inclusion intervention. • Appointment of five professional resource teams in the Human Settlements Department to ensure that all stakeholders plan and manage the long and complex pipeline of delivering housing opportunities for all.
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CHAPTER 2

SITUATIONAL ANALYSIS: ABOUT GEORGE

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2.1 STATISTICAL INFORMATION

The South African National Census of 2001 is the most recent, comprehensive and recognised source of South African statistical information, undertaken by Statistics South Africa (Stats SA) in October 2001.

Undeniably, these statistics are out dated and will remain so until the next official census results as held during October 2011 are made public. Stats SA committed to the improvement of the population register and further assured the country to release statistics that are accurate, comprehensive and secure.

Despite the recognition of the 2001 data as an out dated source, it remains the official resource for generating statistical outputs. This is admittedly a current shortcoming of any national, provincial, district or local demographic analysis.

With this in mind, George Municipality has undertaken to access the following alternative and more recent demographic resources to provide a comparative analysis against the out dated 2001 Census figures, namely:

- Stats SA 2007 Community Survey;
- George Municipality's calculations;
- Quantec 2012;
- Western Cape Department of Health, 2004;
- Regional Development Profile Eden District, 2011;
- Vromans et.al. 2009;
- SAPS Crime Statistics 2011;
- Independent Electoral Commission, 2012;
- Community Satisfaction Survey, 2010;
- Auditor General, 2010;
- Blue Drop Report, 2011;
- Green Drop Report, 2011.

This is the first economic profile for George Municipality including the previously District Management Area (DMA) of Uniondale and surrounding rural settlements. This change in geographical demarcation should be taken into account when making comparisons with previous profiles.

The George Municipal area falls within the Eden District, the third largest district economy in the Western Cape, after the City of Cape Town and the Cape Winelands District. The Eden District is also geographically the third-largest district within the Western Cape Province. This district is informally known as the Garden Route, with the city of George, its hub, nestled among the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean.

George enjoys the strategic advantage of being situated on the major transport routes between Cape Town in the south and Port Elizabeth in the east. This creates investment opportunities, particularly with regard to manufacturing, logistics and warehousing. The municipal area is 5190.43 km² in extent and the municipal area includes the following: City of George, villages of Wilderness and Herold's Bay, various coastal resorts such as Kleinkrantz and Victoria Bay, rural areas such as the area around Rondevlei (east of Wilderness), Geelhoutboom, Herold, Hansmoeskraal and Waboomskraal, as well as Uniondale and Haarlem

There is a strong reciprocal relationship between the social, environmental and governance development dimensions and economic development. For instance social factors such as education and health have a pronounced influence on economic development in a local area influencing the availability and quality of labour and entrepreneurship within an area. Likewise the state of the environment can influence the local economic system through its impact on social indicators (e.g. air pollution impacting on health and productivity) or directly through the impact on soil health and agricultural productivity. The level of growth on the other hand has a strong influence on resources available for spending on health and education within an area. The quality of the other development dimensions therefore has a direct influence on local economic outcomes.

Due to the interrelatedness of the economic sphere with social, environmental and governance issues, the first sections of the economic development profile will include a summarised overview of these spheres as well as provide an overview of the demographic context.

The second part of the report will focus on an analysis of the economy of George at the hand of performance in terms of economic objectives.

2.2 DEMOGRAPHICS

2.2.1 Population size and growth

The population growth of the Eden District has been very consistent from 2001 to 2010. The average population growth rate since 2001 until 2010 is 1.6%. Currently Eden's population is growing slower than the Provincial Population (1.7%) but faster than the national average of 1.1% (Eden LED Strategy, 2011). George as the regional hub is estimated to have shown a higher growth rate, estimated 2.1% from 2007 onwards – mainly due to high levels of in-migration. From 2001 the area's population as share of the provincial population increased from 2.64% to 2.77% in 2010.

Total population George Municipality 2001 to 2007

	2001	2007
George	135409	136542
DMA	14594	11479
Total Population	150003	148021

(Source: Stats SA 2007 Community Survey)

Stats SA presents a marginal decrease in the population from 2001 to 2007. This is questionable since the growth in business, number of new residential, business and industrial developments, increase in backyard dwellers and informal areas suggest not only a steady increase in the residing population but also a migration of outsiders to George. Also, the same statistics indicate Number of Households for George in 2001 at **35,520** which translate to an average household size of **3.8**. Nothing suggests that the household size decreased significantly over this period, however, Stats SA number of households for 2007 increase to **42,793**. Considering the historic average size of households this gives a total calculated population of **162,613** for 2007, a more realistic figure than 136,542.

The DMA area showed a significant decline in numbers from 2001 to 2007, it is estimated that the population for the area has remained relatively stable in the period thereafter. For the purpose of this profile, the total population within the municipal area is calculated as **188 000** in 2011. More accurate data will only be obtained once the 2011 National Census data is available in late 2012.

Population projections for George Municipality

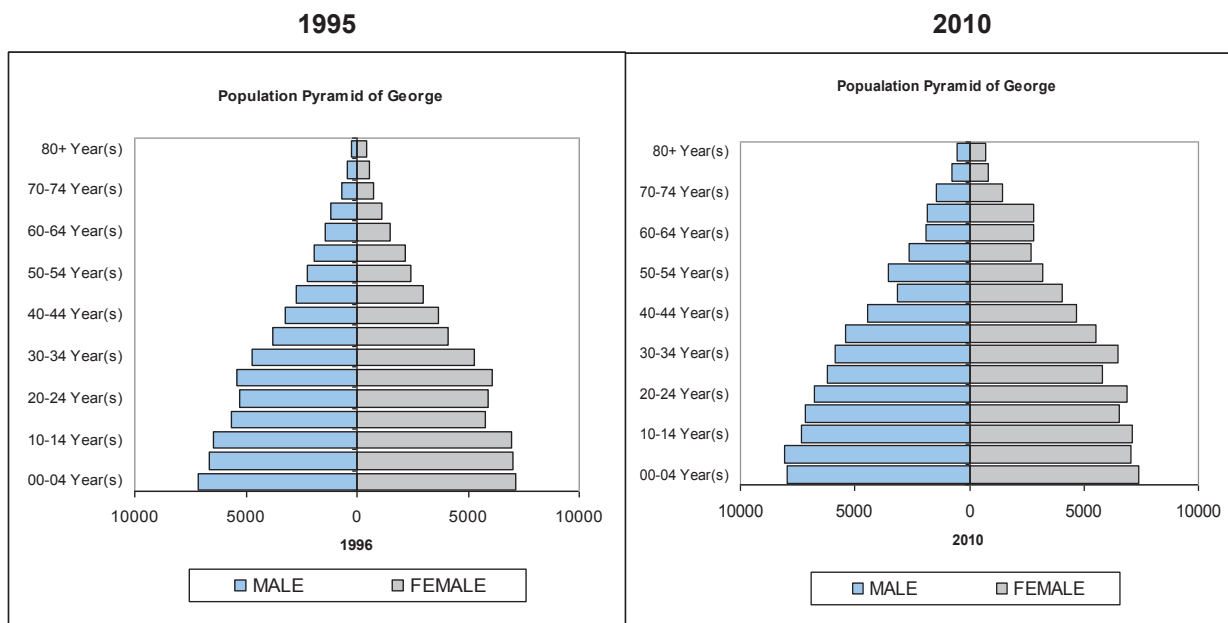
	2001	2007	2008	2009	2010	2011
George	135409	162613	166028	169514	173074	176709
DMA	14594	11479	11479	11479	11479	11479
Estimated Population	150003	174092	177507	180993	184553	188188

(Source: George Municipality calculations)

2.2.2 Age and Gender Distribution

The population pyramid below shows the age structure per gender group in George municipal area for 2010. The high male: female ratios in the economically age groups 20-30 years in particular supports the observation above of in-migration into the area.

Age and gender distribution, 1995 and 2010



The pyramid of 2010 suggests an ageing population that signifies to policy priorities in line with the needs of the working age groups – i.e. job creation, related public transport and access to the housing market.

When comparing the shape of the 1995 and 2010 population pyramids, the narrowing of the base indicates declining fertility rates and the maturing of population growth rates in terms of the demographic cycle. However amidst declining fertility rates, George, as is the case with the rest of South Africa also experiences relatively higher death rates due to the pandemic of HIV/AIDs, rendering its natural rate of increase lower than would have been normally associated within its phase within the demographic cycle.

2.2.3 Social Development

2.2.3.1 Health

Good health is vital to achieving and maintaining a high quality of life. Investment in health is, along with education, also regarded as a one of the main investments in human capital – a major driver of economic growth.

A diverse range of factors play a role in ensuring the good health of communities and that disease, especially preventable and communicable ones, are kept at bay. A community is considered healthy if the majority of people consider themselves in excellent health, the people in the society experience long and healthy lives relatively free from disease (mental and physical). As indicators of health in the municipal area HIV/Aids prevalence and treatment will be discussed.

Presently, three of the five towns in the Western Cape Province with the highest incidence of HIV/Aids are within the boundaries of Eden (Eden District Municipality IDP, 2005). Annual antenatal HIV surveys are internationally recognised as tools for monitoring HIV trends and provide the basis for estimating HIV prevalence in the general population (Western Cape Province, 2004). The table below shows figures for HIV prevalence among pregnant women in antenatal clinics for various health districts in the Eden District Municipality for the 2001 to 2004 period. For comparative purposes, HIV prevalence rates for the Western Cape Province are also given.

HIV prevalence among antenatal clinic attendees for Health Districts in Eden

Health district	2001	2002	2003	2004
Knysna/Plettenberg Bay	13.3%	15.9%	15.6%	17.4%
Klein Karoo	0.8%	7.8%	5.4%	6.5%
Mossel Bay / Langeberg	7.0%	6.8%	13.3%	12.5%
George	10.0%	10.0%	11.6%	13.3%
Average in Eden	7.78%	10.13%	11.48%	12.43%
Western Cape Province	9.2%	12.2%	12.6%	14.8%

Source: Western Cape Department of Health, 2004. The Provincial and District HIV Antenatal Survey for the Western Cape in 2004

The latest statistics acquired from the department of Health – Provincial Office Western Cape: Antenatal HIV Sero-Prevalence Rate measured for 2011 as follows:

- George 20,8%
- Eden District 15.9%
- Western Cape Province 15.9%.

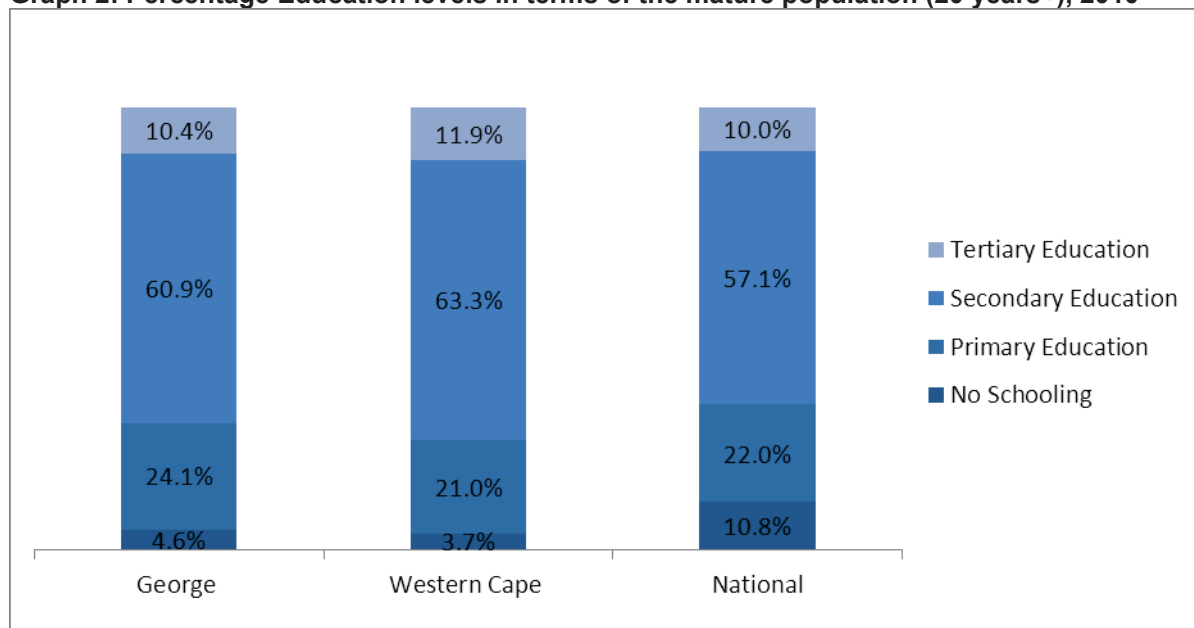
The higher percentage in HIV prevalence recorded in George when compared to the Eden District and the Western Cape Province presumably correlates with:

- The high level of migration into George; and
- The high urbanisation rates in George.

2.2.3.2 Education

Education and training improves access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options from which a person may choose to create opportunities for a fulfilling life. The level of education of the population in a region influences amongst others its welfare through indirect positive effects on health and life expectancy. Selected indicators affecting the education and skill levels in communities discussed here are the literacy rate and the skills profile of the labor force.

Graph 2: Percentage Education levels in terms of the mature population (20 years+), 2010



Source: Quantec 2012

George Municipality compare well with the Western Cape Provincial levels of education and is slightly above the national average. More than 95% of the George's population has some form of education and a significant number of its population, 60.9% has secondary education, which points to a skilled labour force. This compares favourably with

national figures, specifically with a much smaller percentage of the population having no schooling. The 10.4% tertiary education rate is slightly above that of South Africa as a whole and slightly below that of the Western Cape.

2.2.3.3 Human Development Index

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

The levels of human development differ across the broad geographic areas in the Western Cape, with the level of human development as captured by the HDI in the Eden District Municipality above all other Districts in the Western Cape and only higher in the City of Cape Town.

George possibly reflects negatively against Mosselbay and Knysna due to the differences in the economic structure and higher per capita income levels in these neighbouring towns – Mosselbay has a significant employment base with PetroSA (highly skilled technical employees) and Knysna's tourism market leans towards the high end tourist, also potentially employing higher skilled staff at higher rates.

Human Development Index – Municipalities in Eden District

Code	Municipality	HDI 2001	HDI 2007	HDI 2010
D041	WC041: Kannaland Local Municipality	0.56	0.59	0.60
D042	WC042: Hessequa Local Municipality (Langeberg)	0.63	0.67	0.68
D043	WC043: Mossel Bay Local Municipality	0.68	0.74	0.75
D044	WC044: George Local Municipality	0.66	0.68	0.68
D045	WC045: Oudtshoorn Local Municipality (including South Cape	0.59	0.62	0.62
D047	WC047: Bitou Local Municipality (Plettenberg Bay)	0.65	0.67	0.68
D048	WC048: Knysna Local Municipality	0.68	0.72	0.73
DC04	WC - DC4 Eden District Municipality	0.64	0.68	0.69

Source: *Regional Development Profile Eden District, 2011*

2.3 THE ENVIRONMENT

2.3.1 The Aquatic Ecosystem

2.3.1.1 Water quality

Water quality refers to the suitability of water for human consumption, for irrigation and for natural aquatic ecosystems and is tightly linked to the integrity of the aquatic environment through which it flows. The better the state of wetlands, rivers and the catchments from which they flow, the more able they are to yield high quality water while absorbing flood events and releasing water more slowly over longer periods of time.

According to the State of the Rivers Report (in Eden SOER, 2008) related to the Gouritz Water Management Area the upper reaches of the coastal rivers and their tributaries are in a natural or good ecological state. Sections of the lower reaches of the rivers are in a good to fair state, including the lower reaches of the Gouritz which is fair. Rivers that are notably poor in terms of ecosystem status include the Duiwenhoks at Heidelberg, the lower Olifants, the Lower Gwaing, the Klein Wolwe and Upper Keurbooms River.

The rivers and tributaries of all the rivers flowing into the Gouritz (DMA4, Oudtshoorn, Kannaland and Mossel Bay LM) have a critically endangered conservation status. The rivers of the Garden Route (Bitou, Knysna and George) generally have a vulnerable or endangered status, while the rivers of Hessequa LM are either endangered or critically endangered. Factors that negatively affect the rivers of the Gourits Water Management Area include the increased number of storage dams, over-abstraction, invasion of alien plants, invasive alien fish and pollution in the form of fertilizer and pesticide runoff, runoff from roads and informal settlements and feedlot runoffs (Eden SOER 2008).

2.3.1.2 Water availability

South Africa is a water-scarce country, with indications that South Africa will reach its limit of potentially accessible water supplies between 2020 and 2030 as a result of many competing demands on limited water resources.

The natural water resources along the Outeniqua Coastal Area (from Mossel Bay to Plettenberg Bay) are under enormous pressure owing to development and the spread of water-thirsty alien plants as well as population pressure. Frequent water shortages are experienced during peak holiday season. Along the Outeniqua coast climate change predictions suggest generally slightly reduced rainfall, with increased rainfall variability, fewer but more intense rainfall events and increased temperatures and evaporation are predicted. These effects could work together to increase flooding, but could also reduce low flow in rivers. Intense rainfall events and increased run-off may reduce groundwater recharge and water availability for human use (Vromans, et al 2009).

Eden has effectively reached its carrying capacity in terms of water availability. Exceeding the carrying capacity of water reserves could lead to serious water shortages during drought years (Eden SOER, 2008). The George Municipal area was specifically impacted on during severe droughts in 2009/2010. Emergency measures to address the crisis have resulted in significant infrastructural, water storage and water harvesting improvements and upgrades. This included a state of the art water re-use plant resulting in the recycling and reuse of waste water, pumped back into the Garden Route Dam. Public information and education campaigns around water conservation were also extremely successful, and water use by consumers has now dropped to levels last recorded in the early 2000. Based on current water availability and predicted consumption levels, George has 45% spare capacity.

2.3.1.3 Coastal systems and estuaries

The key estuaries in the George Municipality include the Wilderness Lakes Area. Wetlands, together with an associated buffer of natural vegetation, perform a number of valuable functions, especially in relation to - water quality, controlling erosion, water quantity, and wildlife habitat. It is clear that development in wetlands and within floodlines have contributed to flood damage in the Garden Route. Recently, massive damage to property occurred in Wilderness, Sedgefield, along the Knysna Estuary and the Keurbooms Estuary. Agricultural and other human activities in the river catchments have led to pollution events in the Swartvlei and Wilderness Lakes systems. The Knysna Estuary, for example, is impacted by sewage pollution, and upstream developments of the Keurbooms have led to a reduction in flood events, resulting in saltwater intrusion and sedimentation (Vromans, et al 2009).

2.4 AIR QUALITY

According to the Western Cape Air Quality Management Plan air quality in the Eden District is considered relatively good. Challenges only exist around Mosselbay, associated with fuel storage and PetroSA activities. There is no ambient air quality monitoring station in George. There are limited point source emissions, mainly located in the Pacaltsdorp Industrial Area and associated with the timber industry. Wood burning in low-income residential areas, coupled with refuse burning and windblown dust from unpaved areas result in high particulate concentrations. Seasonal agricultural and conservation management related burning and crop spraying also have a negative impact on air quality from time to time (DEADP 2010).

2.5 CLIMATE CHANGE

In a study reported in Midgley et al. (2005), cited in the Eden SOER 2008, historical trends were analysed for 12 meteorological stations in the south-western Cape, including George. Significant warming trends were found for minimum temperatures for December to March and July to September. Significant warming was found for maximum temperatures for January, May and August.

In terms of rainfall, very little change was recorded over 50 years in mountainous regions, but lower regions showed decreasing rainfall. For Eden it can be interpreted that there is a drying trend particularly between Plettenberg Bay and Mossel Bay (including George), south of and including the Outeniqua Mountains, most strongly in January and February.

Care must be taken when currently interpreting trends from global simulation models to a local level; projected trends are often very general not accounting for the dynamics of the local climate of an area. Projected trends for the Western Cape, also implicating George Municipality, are listed below (DEADP, 2007):

- An increase in the annual average temperature of at least 1 °C by 2050;
- Possible increase in the frequency and intensity of extreme events;
- An increase in conditions conducive to wildfires (higher temperatures and increased wind velocity);
- Decreased water resources;
- Reduced soil moisture from an increase in temperature coupled with a decrease in average precipitation; and

- Temperature impacts on crop activities, crop burn, drought, pests and microbes resulting in yield reductions, and loss of rural livelihoods.

Numerous economic sectors could be affected by changes in temperature and precipitation patterns. Impacts are likely to be felt more directly in agriculture, fisheries, forestry, tourism, construction and infrastructure related industries (including insurance). Climate change is likely to impact water services in terms of diminishing reserves on the one hand, and damage to infrastructure due to heavier precipitation events on the other – already experienced in the Southern Cape and particularly George area. Other services on low lying ground such as storm-water drainage, roads and rail, housing and property could be affected in terms of sea-level rise and flooding events.

2.6 LAND COVER, TRANSFORMATION AND DEGRADATION

Biodiversity is a relatively new, technical term for nature. It encompasses the diversity of all living things - plants, animals, insects, micro-organisms etc., and also the series of actions and interactions that sustains these living components and enables their persistence over time. Livelihoods in the Western Cape are entirely dependent on biodiversity which delivers ecosystem services that are vital for our survival. These services include a regular supply of clean water, flood control, prevention of erosion, insect pollination (vital for the fruit industry), carbon storage (to counteract climate change) and clean air.

The Western Cape’s terrestrial biodiversity contributes significantly to the province’s economic growth and development through the provision of food, fuel, fibre, and medicines. It is the basis for our nature-based tourism, sustainable harvesting and film industries, and a location for traditional and modern rituals and ceremonies.

The term land cover describes the level of change or transformation of natural ecosystems, which can range from natural land, to degraded and overgrazed areas, to areas which have been irreversibly transformed (e.g. urban development). Thus, land cover has implications for the maintenance and persistence of biodiversity.

Summarised land-cover categories for the Garden Route

Land-cover category	George		Knysna		Bitou	
	ha	%	ha	%	ha	%
1) Natural	36051.0	33.7	48063.4	45.4	64191.7	64.8
2) Degraded	25506.5	23.9	16289.4	15.4	16237.0	16.4
3) Transformed	52904.2	49.5	44293.9	41.8	22139.2	22.3
•intensive agriculture	24507.1	22.9	8236.9	7.8	8060.3	8.1
•plantations	15129.2	14.2	30176.3	28.5	8695.1	8.8
•urban & infrastructure (includes dams)	5631.1	5.3	3140.9	3.0	1850.1	1.9

Source: Vromans et.al. 2009

Land and resource use activities that cause transformation or degradation include urbanisation, intensive agriculture, plantation forestry, water abstraction, development and infilling, waste water discharge and invasion of alien plant species. From the table above it is clear that George has less natural areas remaining when compared to neighbouring Knysna and Bitou. The larger transformed area is indicative of the more extensive urban area, George’s role as regional hub and the contribution of agriculture to the local economy.

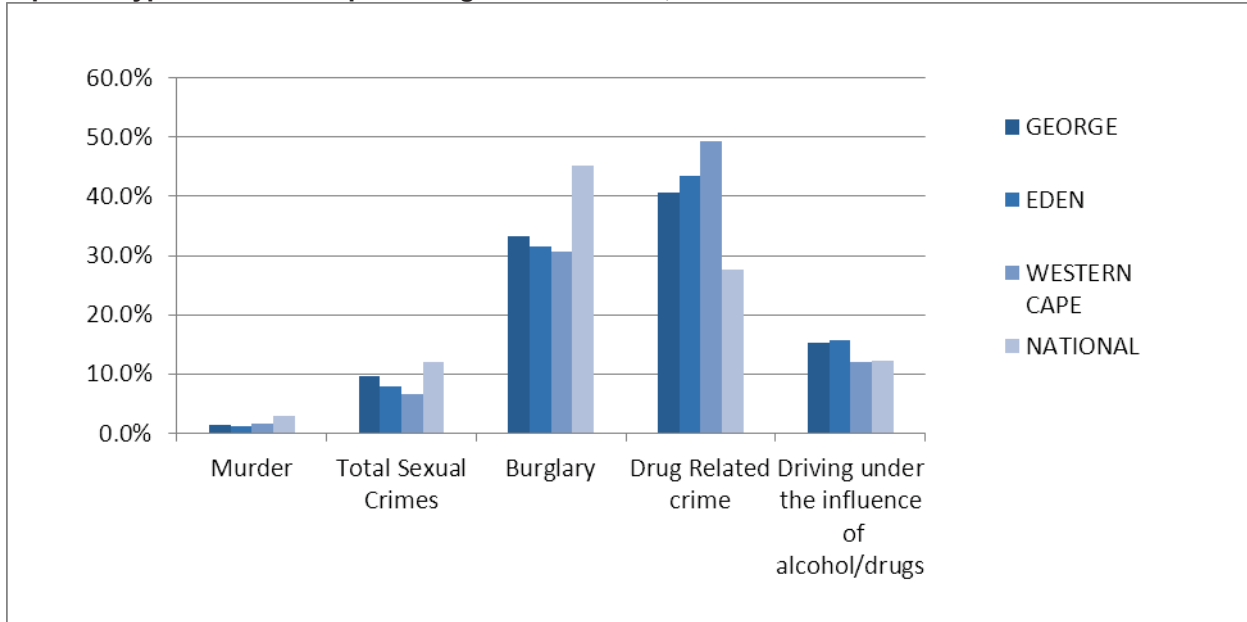
2.7 GOVERNANCE

2.7.1 Safety and Security

The safety of persons and property is vitally important to the physical and emotional well-being of people and business. Crime can also have a significant impact on the economy – it may hamper growth and discourage investment and capital accumulation. If it is not tackled with seriousness, it has the potential to derail both social and economic prosperity.

The discussion on recorded crimes in this section is limited to contact and property- related crime such as murder and sexual crimes, as well as crime heavily dependent on police action for detection such as drug related crimes and driving under the influence of alcohol/drugs.

Specific types of crime as percentage of total crime, 2011

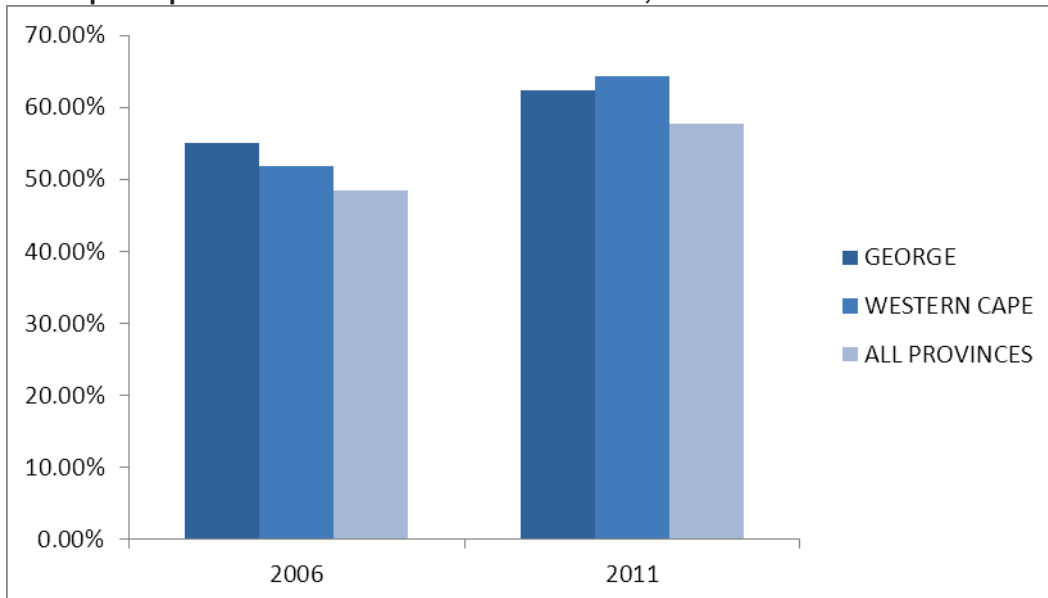


Source: SAPS Crime Statistics 2011

The total number of murders peaked in 2006/2007 and has been declining steadily since. Drug related crime and cases of driving under the influence of drugs or alcohol has increased at an average annual rate of 14% and 12% respectively. Burglaries at residential premises decreased between 2003 and 2010, but showed an alarming increase of 19% year-on-year in 2011 (SAPS Statistics 2011).

2.7.2 Social participation in local government

Voter participation in Local Government elections, 2006 and 2011



Source: Independent Electoral Commission, 2012

Voter turnout as illustrated in the graph above suggests that George had a better turnout than the national and provincial averages in 2006. While the percentage voter turn-out in municipal elections increased significantly from 55% in 2006 to 62% in 2011, the turnout for the George municipal elections dropped below the provincial average in 2011 albeit still higher than the national average of 58%.

This, interpreted with results from the 2010 Community Satisfaction Survey on satisfaction with public participation processes, indicates a satisfactory level of social participation in local government. According to the Municipal Community Satisfaction Report, 2009 and 2010 a total of 47,5% of the respondents in 2009 rates the efficacy of public participation processes in George Municipality as “adequate”, but 38,9% of respondents view the processes as either “poor or non-existent”. There is however an improvement in 2010 with 60% of respondents rating the participation process as adequate.

Efficacy of George Municipality’s Public Participation Process

Non- existent		Poor		Adequate		Good		Excellent	
2009	2010	2009	2010	2009	2010	2009	2010	2009	2010
20.3%	1.7%	18.6%	31.7%	47.5%	60.0%	11.9%	6.7%	1.7%	0.0%

Source: Community Satisfaction Survey, 2010

2.7.3 Accountability and Transparency

At the time of this report, the 2010/2011 audit outcomes for municipalities have not been formally published. It has however been confirmed that George Municipality received an unqualified report with findings following a Qualified and Adverse opinion in the two years prior. In the 2009/2010 financial year, only 44% of municipalities received unqualified reports (Auditor General of South Africa 2010). The positive audit outcome is certainly an indication of increased efforts to ensure sufficient accountability and transparency in municipal operations.

Summary of audit outcomes, 2009/2010

Audit outcomes	Municipalities	
	2009-10	2008-09
Disclaimer of opinion	53	103
Adverse opinion	7	10
Qualified opinion	50	50
Financially unqualified report with findings on predetermined objectives and/or compliance with laws and regulations*	120	113
Financially unqualified report with no findings on predetermined objectives or compliance with laws and regulations *	7	4
Total number of audits reported on	237	280
Number of audit reports not issued by 31 January 2011	46	3
Total number of audits	283	283

Source: Auditor General, 2010

2.7.4 Effectiveness and Efficiency of local government

According to the Municipal Community Satisfaction Survey done in 2009 and 2010, the overwhelming majority of respondents were satisfied with basic services pertaining to water, electricity supply and refuse removal. The highest dissatisfaction levels with respect to basic services provisioning were indicated in 2009, which points to improving levels of service delivery in 2010. In 2009 a larger percentage of respondents indicated “very satisfied” or “very dissatisfied” across all services than in 2010. The narrow spread away from the two extreme options on the scale could indicate a more balanced and equal level of service delivery across different communities (i.e. affluent vs. informal settlements).

Satisfaction with basic services

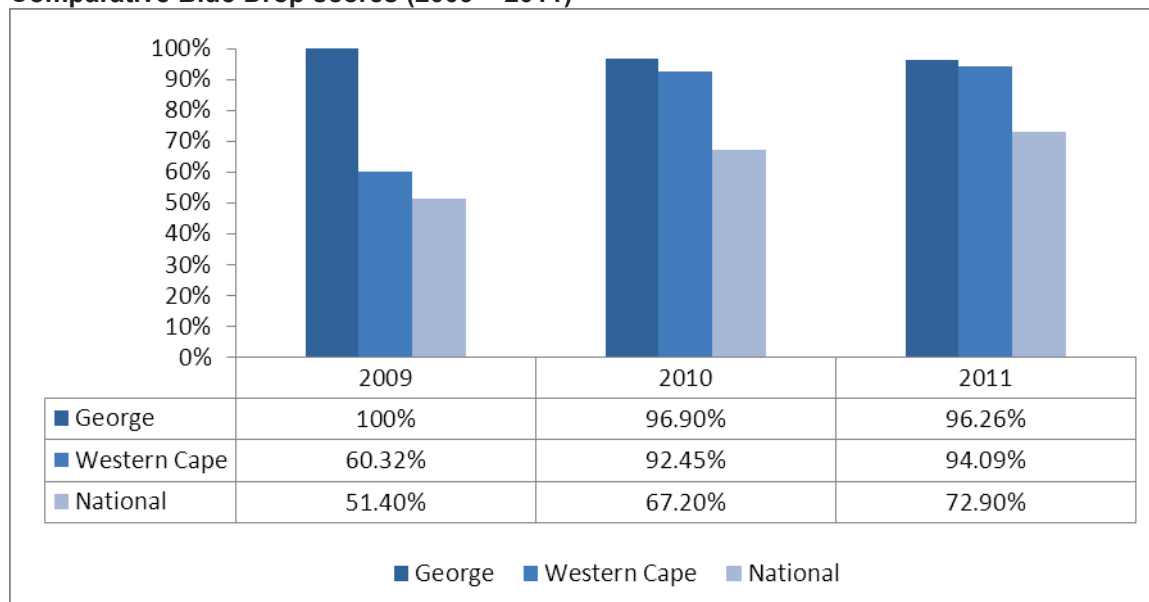
	Water Supply		Electrical Supply		Refuse Removal	
	2009	2010	2009	2010	2009	2010
Very Dissatisfied	15.0	1.7	11.7	3.3	10.3	3.3
Dissatisfied	10.0	13.3	6.7	13.3	13.8	5.0
Neither Satisfied, nor Dissatisfied	5.0	5.0	3.3	1.7	6.9	5.0
Satisfied	38.3	57.0	58.3	78.3	32.8	81.7
Very Satisfied	31.7	5.0	20.0	3.3	36.2	5.0

Source: Community Satisfaction Survey, 2010

The Blue Drop rating process measures and compares the results of the performance of Water Service Authorities and their Providers according to the minimum standards or requirements that has been defined by the Department of Water Affairs. The strategy revolves around the identification of mediocre performing municipalities who consequently correct the identified shortcomings, as well as the introduction of competitiveness amongst the municipalities.

George Municipality has been a consistent excellent performer since the inception of the Blue drop process in 2009. In 2011 the municipal Blue Drop score was 96.26%, placing George fourth in the Western Cape – the Wilderness facility also received Blue Drop certification, meaning George has two certified water provision systems.

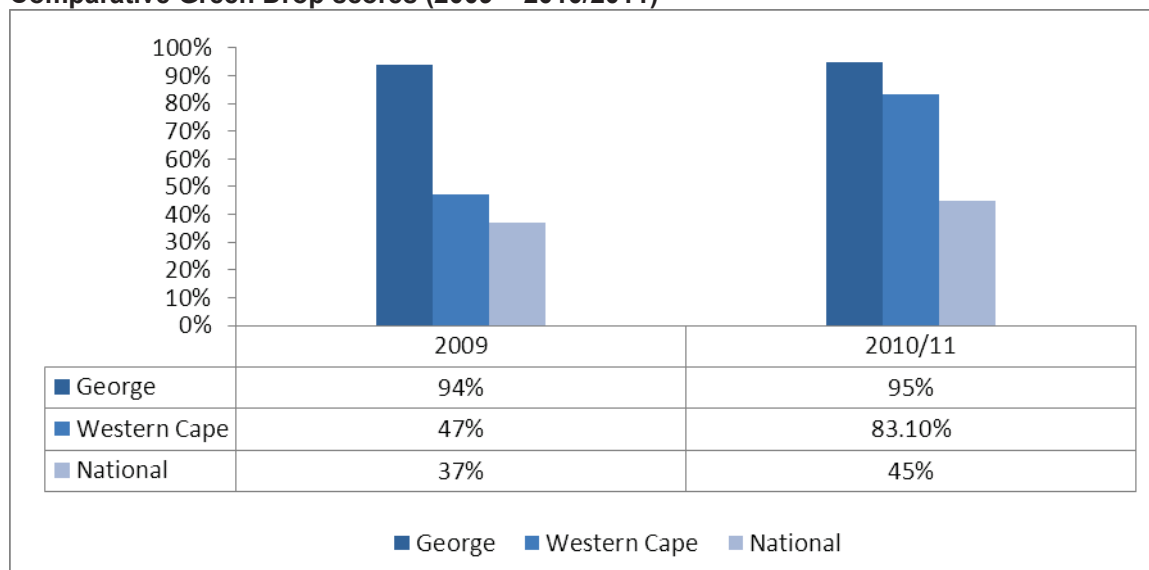
Comparative Blue Drop scores (2009 – 2011)



Source: Blue Drop Report, 2011

In 2009 George received the Green Drop Excellence Award for Medium Systems in recognition of its excellent waste water management practices – it was the only non-metro municipality to receive Green Drop status during that assessment. The Green Drop Certification programme of 2010/11 verified the status of wastewater service delivery by hundred and fifty-six (156) municipalities that provide services via an infrastructure network comprising of 821 wastewater collector and treatment systems. The Gwaing Wastewater Treatment works retained its Green Drop status in 2011 with a score of 95%. The Provincial average was 83.1%, Eden District Municipality scored 92% and George was the second best performer in the District and Province, after Bitou Municipality.

Comparative Green Drop scores (2009 – 2010/2011)



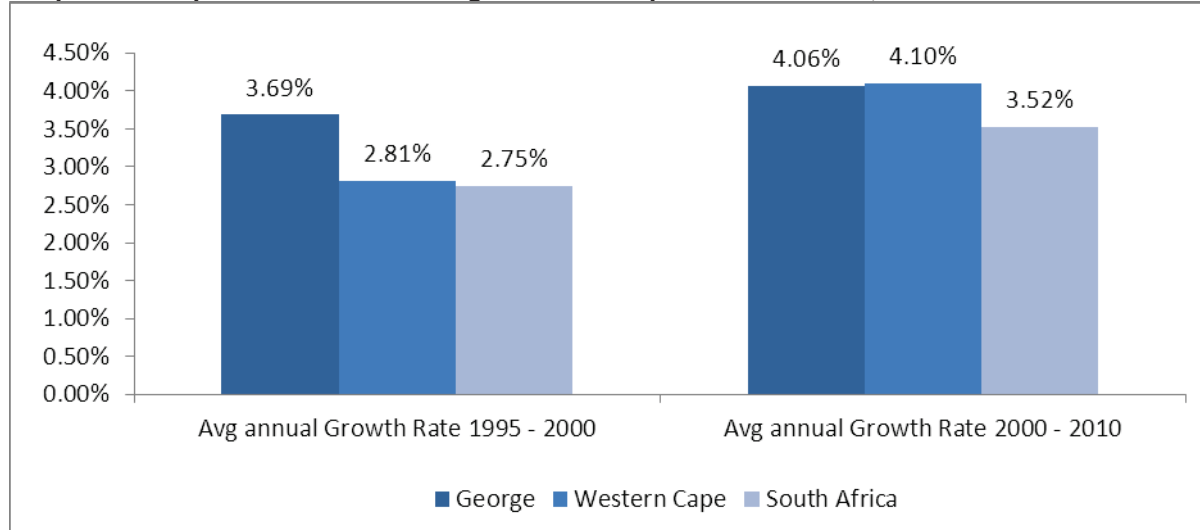
Source: Green Drop Report, 2011

2.8 THE ECONOMY

2.8.1 Trends in Output and Employment

George (including the DMA) recorded a real average annual output growth rate of 3.69% over the period 1995 – 2000 and a growth rate of 4.06% from 2000 – 2010. For the latter period this average growth rate is in line with the Provincial rate, and exceeded the national growth rate. It should be noted that since 2007 the growth rate has slowed down significantly and for the period 2007 to 2010 only averaged 1.82% in line with the global and national economic slowdown.

Graph 7: Comparison of Real Average Annual Output Growth Rates, 1995 – 2010



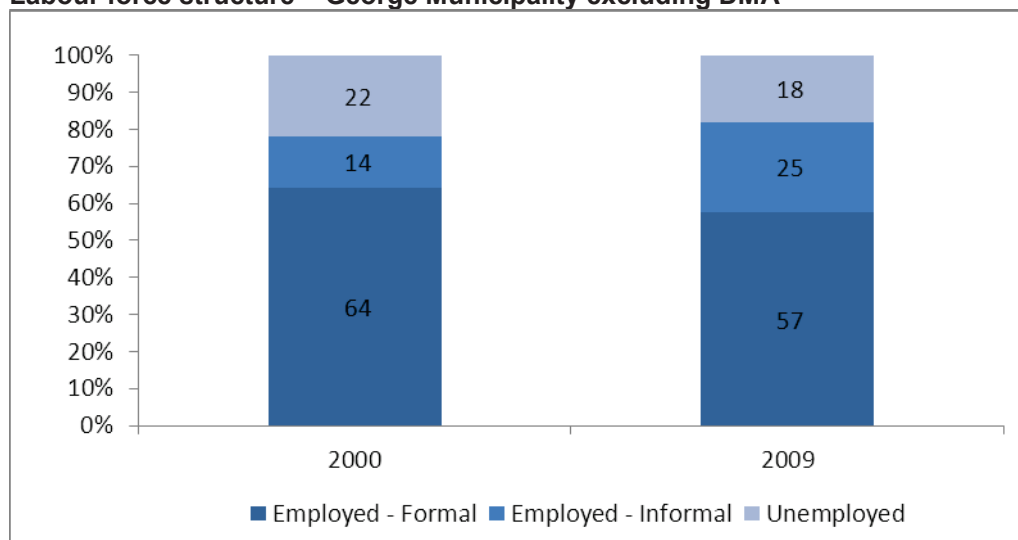
Source: Quantec Data, 2012

When considering the growth in formal employment numbers the area shows the same trend of so called “jobless growth” as the remainder of South Africa. Excluding the DMA, average annual growth rates in formal employment is calculated at 0.82% for the period 1995 – 2000 and dropped to 0.24% for the period 2000 to 2009. The formal unemployment rate (narrow definition) was recorded as 18% in 2009, this is lower than the Western Cape rate of 22% and the national rate of 25% (Quantec data, 2012). Total population figures utilised to calculate unemployment rates are considered too low (see explanation in Section 2.1) and therefore unemployment rates (total formal employed as percentage of total population) are also reflected as lower than actually perceived.

The DMA area (Uniondale) recorded negative growth of 5.16% in formal employment over the period 2000 – 2009, correlating with the decline in actual population numbers in the area over the same period. The unemployment rate in the area is 24% which is higher than the rate in George.

Over the period 2000 to 2009 the total labour force in the George Municipal area grew at an average annual rate of 1.5%. Informal employment grew strongly over this period (8%) and served as a buffer to absorb those members of the labour force that could not be absorbed within the formal sector.

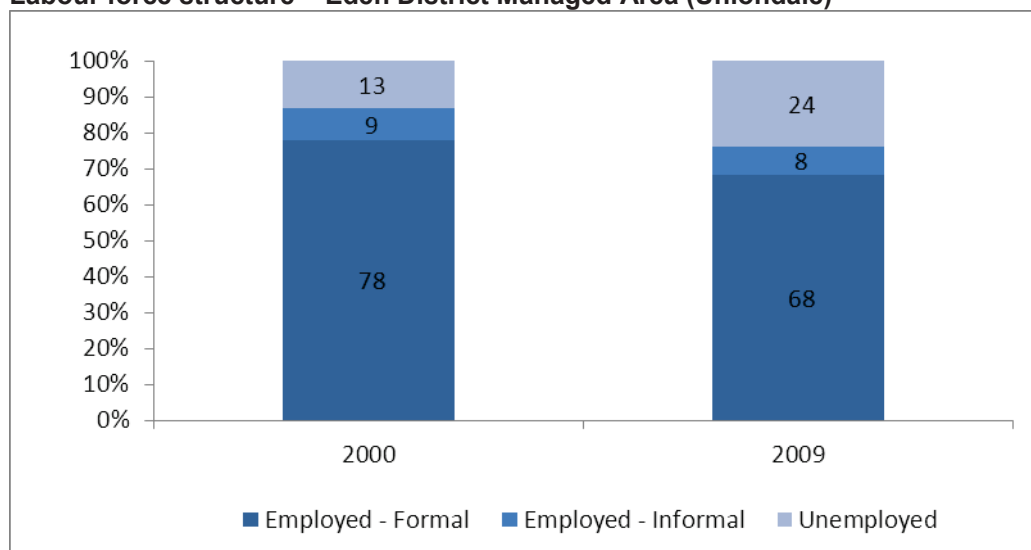
Labour force structure – George Municipality excluding DMA



Source: George Municipality estimates based on Quantec data, 2012

In the former District Managed Area surrounding Uniondale, over the corresponding period, a very different trend emerges. The labour force declined considerably, at an average annual rate of 4.3%. Both informal and formal employment declined in excess of an average annual rate of 5%, resulting in the noted increase in unemployment. It can be concluded that residents of working age are leaving this predominantly rural area, possibly in favour of urban areas, and even possibly the closer centres of George or Oudtshoorn

Labour force structure – Eden District Managed Area (Uniondale)



Source: George Municipality estimates based on Quantec data, 2012

Structural Analysis of Economy

Economic data for the George Municipal area, as demarcated prior to the 2011 local government elections are analysed and discussed separately from the District Managed Area around Uniondale.

Over the longer term the structure of the economy in George has shifted slightly away from primary and secondary sectors (mainly Agriculture, Forestry and Manufacturing) to a more service driven economy, specifically Finance, Insurance, Real Estate and Business Services. General government's contribution to the economic output has declined slightly since 1996 but at 12.81% is still a large sector and this confirms both the size of local government and George's status as a regional hub providing higher order services.

Manufacturing grew at a relatively lower average rate than the economy in general and therefore its contribution to the economic output has declined. In 2009 manufacturing output in fact declined in real terms to numbers similar to that of 2005. Construction however, whilst registering slower growth rates since 2008 did not decline in terms of real output. When considering the Tertiary sector, Wholesale, Retail and Trade similarly recorded a drop in total GVA in

2008/2009, also to levels first recorded in 2005. The Transport industry recorded a slowdown in growth, but as with Construction did not register a decline in real output over this period.

George Municipality – Changes in economic output, 1996, 2000, 2010

	GVA (2005 prices) ('million)			% GVA			% growth GVA	
	1996	2000	2010	1996	2000	2010	1996 -	2000 -
							2000	2010
Agriculture, forestry and fishing	154	164	175	4.64%	4.35%	3.09%	1.60%	0.62%
Mining and quarrying	17	7	14	0.50%	0.19%	0.25%	-18.78%	6.64%
Manufacturing	601	665	784	18.09%	17.62%	13.89%	2.58%	1.66%
Electricity, gas and water	142	156	104	4.29%	4.12%	1.84%	2.26%	-3.95%
Construction	143	178	489	4.30%	4.71%	8.67%	5.63%	10.66%
Wholesale and retail trade, catering and accom.	562	732	907	16.93%	19.40%	16.06%	6.83%	2.16%
Transport, storage and communication	254	344	711	7.64%	9.11%	12.59%	7.89%	7.53%
Finance, insurance, real estate and business services	736	811	1,403	22.15%	21.48%	24.84%	2.46%	5.64%
Community, social and personal services	187	227	337	5.63%	6.00%	5.96%	4.91%	4.04%
General government	526	491	723	15.82%	13.01%	12.81%	-1.67%	3.94%
Total	3,321	3,775	5,647	100%	100%	100%	3.25%	4.11%

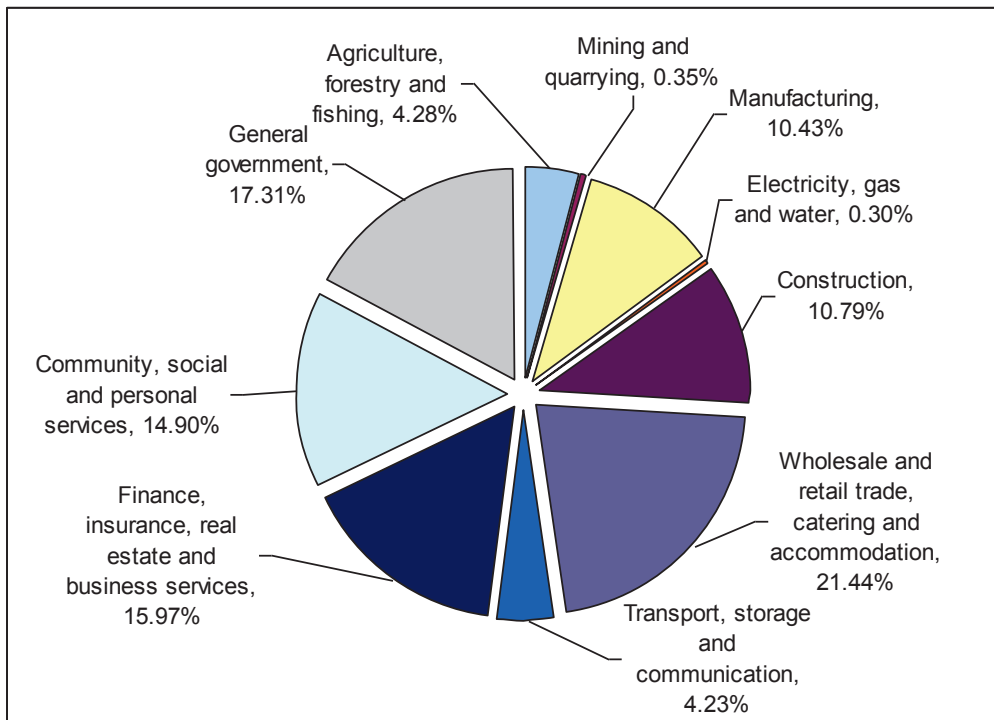
(Source: Quantec 2012)

When analysing the contribution to employment per sector over time, Agriculture, forestry and fishing registered a marked decline in employment numbers, from contributing around 13% to total employment in 1995 to only 4% in 2010. This can certainly be attributed to automation in these industries, and therefore a drop in actual employment numbers and labour intensity.

Manufacturing also recorded a decline in employment contribution, although not as steeply as in the primary sectors. Construction showed strong employment growth between 2000 and 2010, but interestingly actual employment numbers in 2010 correlate to those in 1995, showing that over the longer term of 15 years, growth was minimal in this sector in terms of employment numbers.

When considering employment per sector in 2010; Community, Social and Personal services have the highest labour intensity, contributing just below 5% to GVA, but close to 15% in terms of number of persons employed. Only catering and accommodation services have a higher labour intensity, contributing 19 jobs per R1 Million GVA. General government, Agriculture, Forestry and Fishing as well as Construction also contributes a higher percentage to employment numbers than in GVA, indicating a relatively higher labour intensity. In the case of General government however, actual employment numbers has increased significantly over the past 10 years, whereas it has dropped for both the other sectors. As is the case nationally, the Finance and Insurance sector has a very low labour intensity, contributing only 1.8% in terms of employment, but 11.8% in terms of GVA.

George Municipality – Percentage contribution to total employment, 2010



Source: Quantec 2012

In the Uniondale area, the primary sector contributes close to 30% to the economy in terms of GVA, this has decreased significantly from a 52.7% in 1996. The shift has been mainly to the tertiary sector, with Finance, Insurance, Real estate and business services contributing 26.7% to the total GVA in 2010, compared to only 8% in 2000.

The contribution to GVA for both tourism related activities (e.g. catering and accommodation services) and general government has remained virtually unchanged. Wholesale and Retail Trade has shown a decline from a 15% contribution to GVA in 2000 to only 9% in 2010 – this could be attributed to rising unemployment and lower purchasing power of Uniondale residents.

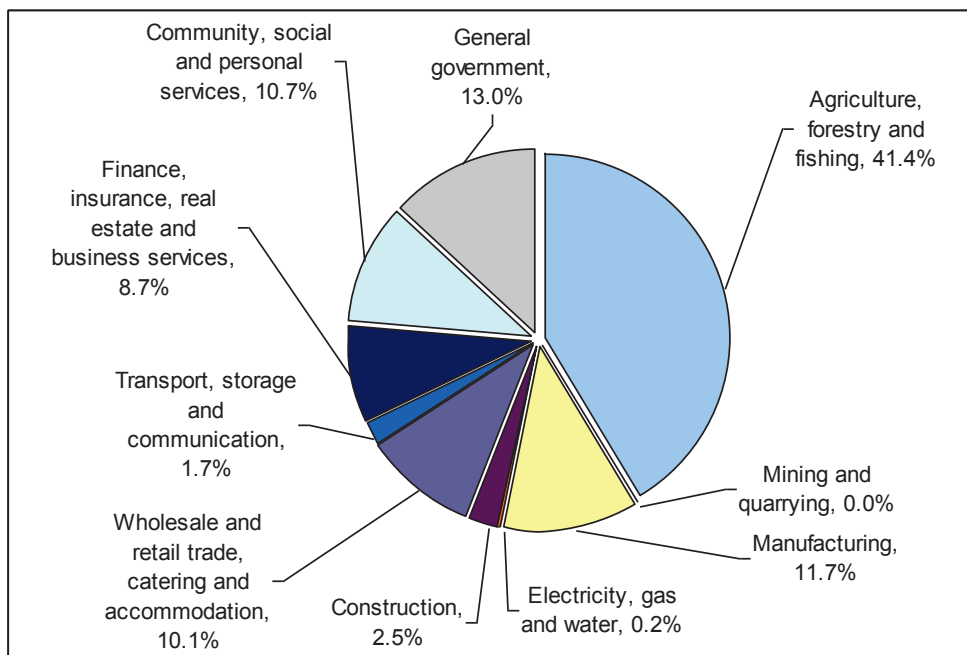
Former Eden DMA – Changes in economic output, 1996, 2000, 2010

	GVA (2005 prices) ('million)			% GVA			% growth GVA	
	1996	2000	2010	1996	2000	2010	1996 - 2000	2000 - 2010
Agriculture, forestry and fishing	100	105	85	52.7%	49.7%	29.5%	1.17%	-2.06%
Mining and quarrying	-	-	-	-	-	-	-	-
Manufacturing	25	18	40	13.0%	8.7%	13.9%	-7.25%	8.19%
Electricity, gas and water	2	4	2	1.0%	2.0%	0.8%	23.17%	-5.80%
Construction	4	4	8	2.2%	1.9%	2.7%	-1.47%	7.14%
Wholesale and retail trade, catering and accommodation	19	33	28	10.1%	15.4%	9.5%	14.09%	-1.68%
Transport, storage and communication	4	6	15	2.0%	3.0%	5.2%	12.66%	9.24%
Finance, insurance, real estate and business services	13	17	77	7.0%	8.1%	26.7%	6.63%	16.28%
Community, social and personal services	5	7	10	2.8%	3.2%	3.4%	6.00%	3.83%
General government	17	17	24	9.1%	8.1%	8.1%	-0.37%	3.22%
Total	190	212	290	100%	100%	100%	2.68%	3.18%

Source: Quantec 2012

Agriculture is relatively more labour intensive than in George, and contributes more than 40% to local employment – this can be expected in such a rural area. The declining contribution of Agriculture as a whole to the local economy however should be cause for alarm – this also corresponds to increased unemployment numbers. The industry today only employs around a third of the number of persons it did in 1995.

Former Eden DMA – Percentage contribution to total employment, 2010



Source: Quantec 2012

General Government provides the next largest percentage to total employment in Uniondale. As is the case for George, the highest labour intensity is recorded in Community, Social and Personal services, it contributes only 3.4% in terms of GVA, but in excess of 10% in terms of employment. Catering and accommodation services also again register a high labour intensity, and considering its current small contribution to the economy in a beautiful rural natural environment, might point to opportunities for job creation within the tourism industry in the area.

2.8.2 Relative advantages of George Economy

The table below highlights the different important sectors of the George economy based on different criteria. A location quotient is a ratio which indicates one economies relative share or advantage when compared to another. In this case, the location quotients were calculated by comparing the share of the different sectors in George’s GVA and employment to their shares in the national economy (e.g. % share of employment of agriculture in George economy as % of the share of the agricultural sector in the national economy). A location quotient higher than one signifies a relative advantage of the sector in the local economy.

The last column reflects the outcome of a shift share analyses with the Rand value of sector growth attributed to local factors rather than the growth of the national economy in general or the growth of the national sector.

Analysis of relative advantages per industry, 2010

Industry	% of local GVA (at 2005 prices) in 2010	% of total local formal employment in 2010	Location quotient GVA (index) *	Location quotient Employment (index) *	Increase in GVA due to local advantages (number)**
Primary sector	3.3%	4.6%	0.53	0.60	-134
Agriculture, forestry and fishing	3.1%	4.3%	1.74	1.12	-171
Mining and quarrying	0.2%	0.3%	0.04	0.06	3
Secondary sector	24.4%	21.5%	1.06	1.27	-372
Manufacturing	13.9%	10.4%	0.81	0.89	-318
Food, beverages and tobacco	4.0%	2.8%	1.39	1.40	-90
Textiles, clothing and leather goods	0.5%	0.7%	0.63	0.56	-7
Wood, paper, publishing and printing	1.6%	1.9%	1.18	1.41	-68
Petroleum products, chemicals, rubber and plastic	2.1%	0.7%	0.51	0.48	-30
Other non-metal mineral products	0.7%	0.6%	1.30	1.25	-21
Metals, metal products, machinery and equipment	1.8%	1.6%	0.52	0.58	-29
Electrical machinery and apparatus	0.6%	0.3%	1.05	0.75	-10
Radio, TV, instruments, watches and clocks	0.1%	0.1%	0.38	0.36	-1
Transport equipment	0.9%	0.6%	0.55	0.51	-11
Furniture and other manufacturing	1.6%	1.2%	1.04	1.44	-21
Electricity, gas and water	1.8%	0.3%	0.86	0.50	-152
Electricity	1.8%	0.3%	1.01	0.58	-152
Water	0.0%	0.0%	0.19	0.23	-8
Construction	8.7%	10.8%	2.35	2.49	20
Tertiary sector	72.3%	73.9%	1.04	1.00	-910
Wholesale and retail trade, catering and accommodation	16.1%	21.4%	1.18	1.25	-416
Wholesale and retail trade	14.5%	17.0%	1.14	1.13	-363
Catering and accommodation services	1.6%	4.4%	1.82	2.09	-49
Transport, storage and communication	12.6%	4.2%	1.20	1.12	11
Transport and storage	7.1%	3.5%	1.21	1.14	-17
Communication	5.5%	0.8%	1.18	1.01	33
Finance, insurance, real estate and business services	24.8%	16.0%	1.06	0.86	-334
Finance and insurance	11.3%	1.9%	1.00	0.69	-110
Business services	13.6%	14.1%	1.12	0.89	-210
Community, social and personal services	6.0%	14.9%	0.93	0.96	-65
General government	12.8%	17.3%	0.82	0.92	-129

Source: Quantec, 2012

Agriculture, Forestry and Fishery shows location quotients in excess of 1, pointing to some local advantages, possibly due to the area's unique contribution in the Forestry area (indigenous timber).

There is relatively high location quotient based on employment attached to the secondary sectors. This is however mainly influenced by Construction, which contributes 10.8% to total employment and records very high location quotients based on both GVA and Employment. As expected manufacturing activities in general do not show a positive location quotient, this proves to the challenges the area has in competing with the two large metros, Cape Town and Port Elizabeth. There is however positive indicators for Furniture related manufacturing, as well as wood, paper and publishing – this point to a potentially strong timber cluster, with forestry also highlighted in the primary sector.

Within the tertiary sector, Wholesale Retail and trade shows the highest location quotients, influenced mainly by Catering and accommodation services. It should however be pointed out that this industry only contributes 1.6% to total GVA and 4.4% in terms of employment. This could point to growth opportunities with high labour intensity and there are also linkages between this industry and other services relating to tourist activities. Other services (financial and business) contributes close to 25% of GVA, but is less labour intensive, as shown by the percentage contribution to employment at 16%. This employment figure is skewed slightly when considering only financial services, which contributes in excess of 11% to GVA, but only around 2% to employment – employees in this industry however is usually better educated and earns higher salaries than other industries.

Attention is drawn to the positive location quotients for Transport and Communication, both industries that have shown good growth locally, specifically in terms of GVA, although still remaining relatively small contributors. These industries could hold good future growth potential, and could be stimulated through local government support programmes.

According to the shift-share analysis only the quarrying, construction, communication and transport sectors grew in George not only due to national industry and general growth trends but also due to uniquely favourable local conditions. The area benefitted specifically from the "construction rush" during the middle 2000's as it is a sought after holiday and second home destination.

Economic Stability

The sectoral composition of economic activity in a region is a good indication of the level of diversification or concentration of a region's economy and can be measured by the so-called tress index. A tress index of zero represents a totally diversified economy whilst the higher the index (closer to 100), the more concentrated or vulnerable the region's economy to exogenous variables such as adverse climatic conditions and commodity price fluctuations.

Percentage contribution of economic sectors to GVA and tress indices, 2010 (George)

	Percentage Contribution	Weight	Weighted Value
Finance, insurance, real estate and business services	24.84	10	248.40
Wholesale and retail trade, catering and accom.	16.06	9	144.54
Manufacturing	13.89	8	111.12
General government	12.81	7	89.67
Transport, storage and communication	12.59	6	75.54
Construction	8.67	5	43.35
Community, social and personal services	5.96	4	23.84
Agriculture, forestry and fishing	3.09	3	9.27
Electricity, gas and water	1.84	2	3.68
Mining and quarrying	0.25	1	0.25
Total	100.00		749.66
	Tress Index		44.37

Source: George Municipality calculation

Percentage contribution of economic sectors to GVA and tress indices, 2010 (Former Eden DMA)

	Percentage Contribution	Weight	Weighted Value
Agriculture, forestry and fishing	29.52	10	295.20
Finance, insurance, real estate and business services	26.71	9	240.39
Manufacturing	13.94	8	111.52
Wholesale and retail trade, catering and accommodation	9.50	7	66.50
General government	8.14	6	48.84
Transport, storage and communication	5.24	5	26.20
Community, social and personal services	3.39	4	13.56
Construction	2.74	3	8.22
Electricity, gas and water	0.82	2	1.64
Mining and quarrying	0.00	1	0.00
Total	100.00		812.07
	Tress Index		58.24

Source: George Municipality calculations

The Tress index for George at 44.37 is well below the provincial figure of 52.19, the Western Cape has in excess of 30% of its GVA contributed by Financial, business services and property. A further buffer within the George economy is the fact that manufacturing is ranked as the third highest contributor and within that industry there is further diversity. The Uniondale area has a much less diversified economy with a Tress index of 58.24, thus also less diverse than the provincial economy.

Tress indices were also calculated for 2000, and George has shown a slight upward movement from this figure of 43.36, indicating marginal less diversity. Uniondale has seen a change from an index of 66.1 in 2000 to the 2010 calculated index of 58.24. This is indicative of the historically dominating agriculture industry but more alarming the increased diversity is not due to the growth in other industries, but the shrinking agriculture section.

The exposure of the local economy towards external factors also serves as indicator of the stability of the economy. Here the focus will specifically be on the exposure or level of dependence on the natural environment (e.g. agriculture being dependant on rainfall and climatic changes) and exposure to international markets.

Climate change and the environment have been discussed in Section 4. The George economy is relatively less exposed to environmental factors, with Agriculture, Forestry and Fisheries only contributing 3.09% to the economy. In the Uniondale area this picture changes dramatically, with almost 30% contributed to the local GVA by this sector. This is reflected in financial distress in the area following natural disasters over the past six years, including flooding, hailstorms and veld fires. These disasters have certainly contributed to the decline in employment by agriculture as highlighted in previous sections.

Local and regional economies are increasingly exposed to fluctuations in the international environment due to globalization - the increasingly connected flow of goods, services and capital as well as the movement of people. Exposure to the global economy holds opportunities as well as threats to the local economy. The local economy can for example be influenced by the following factors: price and market fluctuations in the export and import of goods and services, net migration rates, net capital flows to the area and technological advances (international R&D flows, population using information communication technologies such as mobile phones or the internet, using of long distance transport).

The local economy faces some exposure to the global environment due to tourism, in the case of Uniondale this is negligible, but it is slightly more substantial in George. Catering and accommodation services contributed 1.6% to GVA in 2010, but there are other more indirect contributions captured in retail, services and possibly transport due to the George Airport being the only commercial airport in the Southern Cape. Agriculture and Manufacturing are the only sectors with some exposure in terms of export market fluctuations.

2.8.3 Poverty

2.8.3.1 Income Poverty Trends

The percentage of George households earning less than the national poverty income (approximately an average of R1720 per household per month at 2000 prices) decreased from 26.0% in 2000 to 21.7% in 2010. The 2010 figure is slightly below the Provincial poverty rate of 22.2% and significantly lower than the National figure of 39.9%.

These figures are correlated to the growth in the labour force and drop in unemployment rates as discussed in 6.1 above.

2.8.3.2 Access to Basic Services

In line with national trends, residents in George has also experienced continuous improvement in household access to basic services such as proper housing, sanitation, refuse removal, electricity and water. George Municipality in-comparison with National averages experience higher levels of access to basic services. However access to toilet facilities is below the National average.

Percentage of population with access to selected basic services

George Municipality	1996 (Only George Mun)	2001 (Including DMA)	2007 (Including DMA)	2007 National
Demography				
Number of Households	25,427	39,047	46,428	12,734,681
Refuse Removal				
% of households having refuse removed at least once a week	96,6%	82,7%	91%	60%
Toilet Facilities				
% of households with access to toilet facilities (flush or dry)	-	84,6%	88,0%	89,7%
% of households with Bucket system	-	3,2%	3,1%	2,2%
Electricity Supply				
% of households with electricity for lightning	83,3%	86,5%	88,3%	80,1%
% of households with electricity for cooking		78,3%	81,6%	66,4%
Housing				
% of Households in house or brick structure (separate stand)	-	73,6%	66,9%	59,3%
Water				
% of Households with access to piped water:		94,3%	98,4%	88,70%
• Inside the dwelling	-	58,0%	63,7%	47,2%
• Inside the yard	-	25,0%	25,2%	22,3%
• From access point outside the yard	-	11,3%	9,5%	19,2%

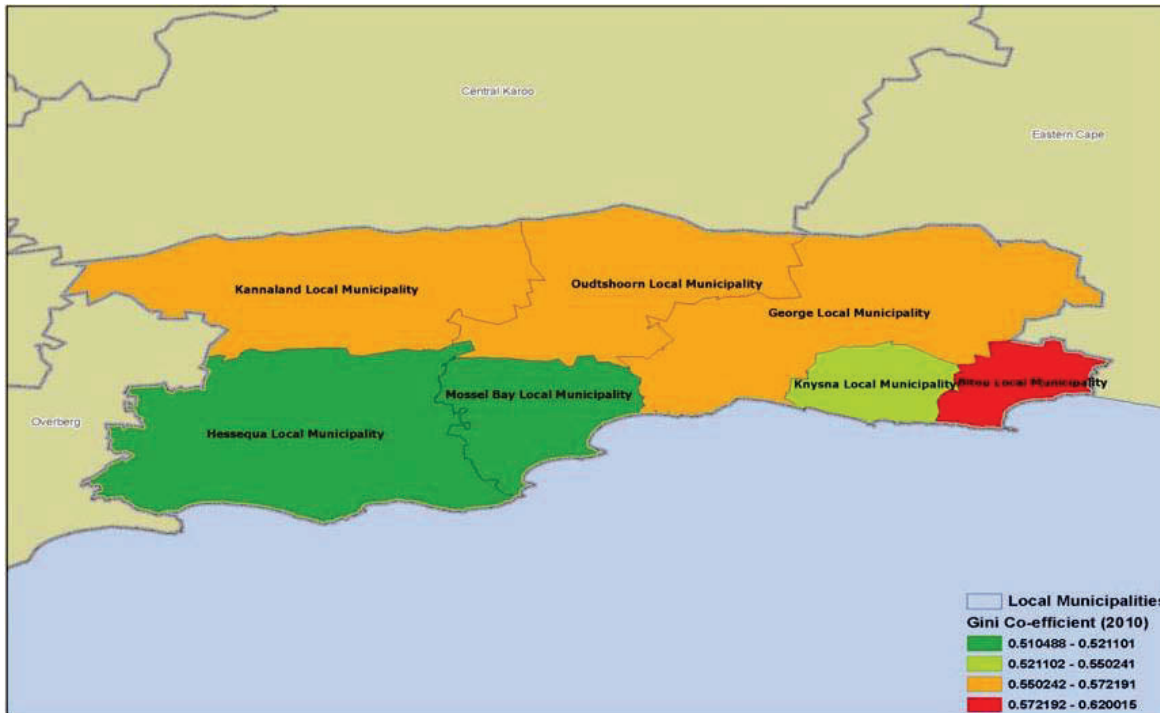
Source: George Municipality calculations

George Municipality experiences an increase in access to basic services from 2001 until 2007. This is an indication of the Municipality's ability to render basic services to all residents. A significant number of households (33.1%) do not have access to proper housing. This correlates with the large number of applicants on the housing waiting list and of community needs as expressed in public participation processes.

2.8.3.3 Income Inequality

Inequality levels highlight how the experience of different embers of the same broader community may be grossly dissimilar. A comparison across the Eden District municipal area shows that inequality across all municipalities has been relatively high, but has over the past decade showed some decline, according to the Gini coefficient (Regional Development Profile, Eden District Municipality, 2012).

Gini Coefficient – Municipalities in Eden District



Source: *Regional Development Profile Eden District, 2011*

South Africa's Gini Coefficient is reported at 0.68, one of the highest in the world. Addressing inequality through redistribution policies is a national priority, and will also have policy implications at local government level.

2.8.3.4 Environmental Impact of Economy

The state of the natural environment, availability and quality of natural resources was discussed extensively under point 3 of this document. In an environmentally sensitive environment such as the Garden Route, as part of the unique Cape Floristic Region, it is important to also consider the economic impact of economic activities. One of the area's competitive advantages is certainly the beautiful environment, and in line with modern thinking on sustainability, the environment should be protected for future generations.

Data that could be used as indicators for the environmental impact includes measuring how water and electricity intensive the economy is, measuring population growth and the number of households with access to sanitation and modern energy sources.

The excellent Green Drop scores, discussed in section 5.4 is an indication of the number of persons with access to sanitation serves i.e. no or minimal untreated sewage flowing into rivers. The percentage of households with access to electricity is significantly higher in George than the national figure, indicating less dependence on natural resources for cooking and heating. Virtually no electricity generation takes place in the area, and in fact a number of local manufacturing and research entities are focusing on renewable energy.

Electricity usage per capita in South Africa is calculated at an average of 4 532 kWh per capita (World Bank Report 2010). The average consumption in George is calculated at 5 184 kWh, thus slightly higher than the national figure. It was pointed out by the municipal electro-technical department that high income households have a significantly higher usage at about double this average. The South African urban water usage average is 242 litres per capita per day; the George figure for urban usage is 169 litres per day. This is indicative of massive changes and reductions in water usage following water saving initiatives implemented by George Municipality during 2009/2010 in response to the worst drought in recorded history (Worldbank, IBNET). An example of such actions include a by-law which species water tanks for rainwater harvesting with all new building plan approvals.

Decent Jobs

The International Labour Organisation defines decent work as “opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.” Although a very broad and widely debated topic, it is not an easy task to measure whether decent jobs are being created in an economy. A few indicators that combined could serve as proxy for decent jobs will be discussed here.

Firstly, the fact that residents are engaged in productive work specifically in the formal sector, where working conditions are regulated and policed, is a sign of decent jobs being created. Formal employment percentages are significantly better in George than when compared with national figures. Figures for Uniondale compares to national employment statistics, however South Africa has some of the highest unemployment figures in the world.

Another proxy indicator that can be considered is the type of industries in which work is created. Across the municipal area very little mining takes place, and economic activity in this sector is mainly related to sand mining. This quarrying is taking place mainly in open pits and with heavy machinery – thus not working conditions comparable to underground mining at great depths. Agriculture, which is often characterised by seasonal employment, is still a large employment creator in the area, as is Construction. The temporary nature of work in these sectors is not as favourable as employment in for example manufacturing.

Finally wage comparisons could be made between George and the Western Cape as well as Cape Town as the metro in the province. Wages and remuneration per person employed in George is generally below the Western Cape and Cape Town figures. Western Cape figures are influenced heavily by Cape Town due to around 85% of the economy situated in the city. The lower wages in the George area could be mitigated through a lower cost of living when compared to a city.

Overall remuneration is around 20% lower in George than in Cape Town. On a per sector basis it is interesting to note that remuneration per worker is only 8% lower in the Transport and Communication sector, and the largest difference in remuneration is found in Business Services. In Finance and insurance remuneration in the two areas are closely correlated. Manufacturing of clothing, textiles and leather goods as well as electrical machinery and apparatus remunerates better in George. Remuneration in Electricity is almost 40% higher in George – this could point to a premium being paid for a scarce skill in the more rural area.

Summary and conclusions

This Economic Development Profile for the George municipal area included a brief consideration of specific social and environmental factors that influences or is influenced by economic development in the area. The recent addition of Uniondale and surrounding rural areas to the demarcated municipal area will certainly bring with it its own set of challenges to the local authority in future. In this document figures were at times analysed for the municipal area as a whole, and kept separately in other instances (e.g. structural analysis of the economy). Improving rural/urban linkages and ensuring a flow of goods and services between these two distinctly different economies presents both challenges and opportunities.

The area overall experienced population growth rates slightly higher than Provincial and National averages, mainly due to in-migration. Here the specific situation in the Uniondale area is highlighted separately - recording a drop in population between 2001 and 2007. This is indicative of trends towards urbanisation as well as dwindling economic opportunities relating to Agriculture in the specific area.

Continued population growth places pressure on municipal service delivery, a situation which George is perceived to have managed better than the average municipality in South Africa. This is supported by excellent drinking water as well as waste water qualities, as well as the high percentage of residents with access to piped drinking water and sanitation. This service delivery might have come at a high financial cost, with debt ratios within the municipality at alarming rates. Audit discrepancies in 2008 and 2009 have however recently been overcome, and the municipality is on track for improved financial management in years to come.

The area boasts pristine natural environmental qualities, being situated within the Garden Route, world renowned for its beautiful mountains, lakes, forests, rivers and the ocean. This makes for an excellent living environment that could act in support of future economic growth through attracting high net worth individuals and successful business persons who seek to escape the rush of metros.

When considering economic data George has shown excellent average annual growth rates at 4.06% over the period 2000 to 2010. This is in line with the Western Cape growth rate of 4.1% and exceeds the national growth rate of 3.52% over the same period. It should be pointed out that with economic conditions internationally under strain since 2008 George has also recorded a slowdown – growth between 2008 and 2010 was only at 1.8% average per annum, negative growth of -0.45% was recorded in 2009, this picked up to 0.75% positive growth again in 2010. The recovery seems to be on-going, with increases in building plan submissions and approvals as indicator continuing to rise in 2011.

Growth rates for the Western Cape were estimated at 2.4% in 2010, and predicted in late 2011 to be at around 3.9% in 2011 (Western Cape Treasury 2011). Growth in George will probably not be as robust, with the Western Cape economy expected to benefit from Oil and Gas expansions along the West Coast of Africa, positive growth however is on the cards (predicted at around 1 – 1.5% per annum over the short term). Local retailers continuing to record growth in the retail sector and large national role players in services and retail show renewed interest in investing in George as the regional hub for the area.

Employment generation remains a challenge, as is the case in the Western Cape where although the real economy expanded by close to 45% per cent between 2001 and 2010, the regional workforce only grew by close to 16% over this period (Western Cape Treasury 2011). In the case of George the real economy grew by 41%, yet formal employment grew by just over 17%, with a number of jobs also absorbed in the informal economy. This is indicative of economic growth taking place in sectors such as business and financial services which does not have high labour absorption rates.

The declining primary economic sectors in both George and Uniondale are a concern, the large number of jobs shed in agriculture and forestry certainly has had a material impact on the local economy. In the case of Uniondale, the declining agriculture industry has also contributed to the declining population, with a smaller informal economy, unemployment in that area is now recorded at around 24% - much higher than the Western Cape figure of 22%. A further concern is the decline in local value adding of forestry products – manufacturing now only contributes 13.8% to the George economy in 2010, compared to 17.6% in 2000. Real output has declined in wood, paper, publishing and printing over this time, and although real output has increased for Furniture manufacturing, this industry's contribution to the economy remains steady at only 1.6%.

In terms of economic opportunities for the future, Tourism presents as an industry with high labour absorption rates that could be developed in the Uniondale area with Agri- and nature based tourism as possible key niche markets. Agro-processing in George remains an attractive area for investment, with the need to ensure more value added locally in the processing of locally grown and produced agricultural products. A strong existing dairy cluster could be developed further against increased importance of the Southern Cape in South Africa's dairy production.

Other indications are that George will continue to build on its existing position as regional hub for the Southern Cape – specifically in terms of retail and wholesale as well as financial and business services. Although these industries present lower labour absorption rates, the high skill levels required is indicative of the existing excellent skills base, and present opportunities to further grow education levels in the area. Finally, ICT and high technology entities are increasingly being noted as entities with high growth potential in the area, specifically relating to research and development activities. Considering the Western Cape Government's drive towards more broadband connectivity and a connected society, the industry in the Garden Route (with George as capital city so to speak) is well positioned to not only benefit from this initiative, but assist local residents and communities to benefit.

WARD BASED PLANNING PROCESS

Public participation in South Africa forms an integral part of our democracy. It is viewed as a democratic process of engaging people in decision-making, planning and generally allowing them to play an active part in their own development.

The legislative framework in South Africa mandates local government – the sphere of government closest to the people – to create spaces and facilitate public participation. Ward committees are the structure through which the public is meant to participate in local government processes; however, research shows that this structure lacks the capacity needed to perform its duties as it should.

Various local municipalities throughout South Africa have seemingly taken their mandate to heart and prioritised public participation in municipal planning processes by introducing a ward-planning system. This is viewed by many scholars as a positive undertaking that not only allows for maximum participation of ward communities, but one that has a lasting impact in transferring skills to local people, capacity building of ward committees and the empowerment of communities.

The ward-planning model is integrated into the local government planning system, is replicable, and brings poor people into the planning and management of programmes and projects that affect them in partnership with the municipality.

This model brings to reality the 'participatory governance' enshrined in South African planning legislation. Communities have always been viewed as the 'problem', and have been excluded from taking part in development. The ward-planning system builds on communities' indigenous knowledge, resources and experience in planning.

George Municipality facilitated the Ward Based Planning process as part of the first round of public participation in all 25 wards which will culminate in the production of the 2012-2017 IDP. The outcomes of the said process are outlined below and are taken further in Chapter 7 of the document, and most importantly within the available resources. It is important to note that George Municipality will during the Month of April and May 2012 utilise the draft IDP and Draft Budget as the basis for consultation with the broader until final approval by end of May 2012.

Ward 1: Blanco

Ward Councillor: Bevin Fortuin

a) SWOT PROFILE

STRENGTH'S & OPPORTUNITIES:	WEAKNESSES & THREATS:
Grow George	
1. Nature	1. Zero interdepartmental Co-operation
2. View of Outeniqua mountain	2. Zero reactiveness
3. Presence of Golf Course (Fancourt) – promotes tourism	3. High unemployment especially amongst the youth
4. Blanco River	4. Community recreational facilities lacking
5. Montague Pass	
6. Goo marketing and community based tourism hospitality attractions	
7. Community owned fresh produce market/Green Grocer on corner of Teerge and Partorie Streets	
8. Self-help agriculture – agricultural land for food security attainment	
9. Co-operative planning and development	
Keep George Safe & Clean	
1. Reinstate penalties on dirty residential stands	1. Removal of alien vegetation and no value adding of it
2. Law enforcement – control dumping and day light street drag racing in the ward. Control safety all pay points	2. Visibility of law enforcement in the ward
3. Cleaning up Blanco buffer zone	3. Cleaning contracts which are ward related are awarded to people of outside ward 1
4. Removal of bushes – river	4. Play parks are used for drug and alcohol related activities
5. Children Play Park needs to be fenced. More equipment for Play Park. Supervisor needs to be appointed at the park	
6. Speed bumps are needed in Put and Golden Valley and die Rus	
7. Platbruggie needs to be developed	
Deliver Services in George	
1. Library needs to be expanded to accommodate more facilities – especially the youth computer lab – internet shop – aftercare education – old teachers	1. Poor conditions RDP housing, cracked walls, poor sewage systems, installed roofs and taps
	2. Poor water pipes – water goes through houses
	3. Lack of welfare services – which is the huge cause of social problems experienced in the ward
	4. Blocked storm water drains
Participate in George	
1. Planning in synergy with ward committees	
2. Create platform for more ward workshops and feedback sessions – through the lifespan of the IDP	
3. 24 hour service line to report issues and to make sure that issues are attended to immediately	
Govern George	
1. IDP manager must govern an administrative platform where ward committees give feedback on priorities identified, and how far identified issues are on the implementation line.	
2. This is to prevent that the IDP becoming another wish list as in the past, and where departments/people can be held accountable if they do not perform, with regards to implementation.	
3. This is also to prevent that the ward workshops and issues identified by the community are not just an	

administrative matter with regards to the IDP process but that ward implementation can go forward and the ward plans be made more credible and implementable.	
4. This platform must take place on a yearly basis, with participation of the ward community to measure implementation progress over the lifespan of the IDP (5 years)	
1. Municipal managers, ward committee members to be introduced to the community.	

Ward 2: Denneoord, Fernridge, Bo-dorp, Camphersdrift

Ward Councillor: Chris Neethling

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Natural environment	
1. Tranquility	
2. Utilities one dependent	
3. Regular refuse removal	
4. Regular police patrols	
5. Street lighting is adequate	
Keep George Safe and Clean	
	1. MTO need serious housekeeping – fire & water
	2. Homeless people
	3. Alien vegetation in Neighbourhood
	4. Vagrants
Deliver Services in George	
	1. Street water damage down 1 st avenue and Wellington street
	2. Public transport for domestic workers
	3. Pavement in Wellington Street – bad condition
	Response to road torture
Participate in George	
Govern George	
	1. Density rezoning
	2. Communal rezoning

Ward 3: Heather Park, Heatherlands

Ward Councillor: Erasmus De Villiers

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Land available for development	1. Shortage of tourism opportunities
2. Tourism potential	2. Lack of commercial activities (business)
3. Recreational and sporting facilities potential	3. Poor economic climate/stimulation of climate eco
4. Spare capacity for water, electricity and sewage	4. Red Tape (MTO) with regards to use of mountain
5. Use of mountain for tourism	5. Bad administration and communication between the municipality and the public
	6. Potential shortage of water (climate change)
Keep George Safe and Clean:	
1. Low crime levels	1. Police visibility and response time ineffective
2. Several security residential complexes	2. Taxi's
3. Healthy living area	3. Messy open vacant stands
4. EPWP to keep areas clean and remove alien vegetation in place	4. Break and entering
5. Recycling opportunities	5. Invasive alien vegetation
6. Lots of trees – municipal maintenance good	6. Witfontein/Langenhoven Road late night racing
	7. Squatters in hoods and half built houses – hospital and scout hall
	8. Unsafe open swimming pool in Heather lands
	9. Drug abuse
	10. Poor maintenance of police building in Heatherlands
	11. Neighbourhood watch non-existent
	12. Opening and going through of garbage bags
Deliver Services in George	
1. Police and traffic services are available	1. Ineffective traffic services and poor response time of police
2. Good service levels for basic services	2. Bad traffic management
3. Blue Drop – quality of drinking water	3. Availability of funds
4. Green Drop – quality of recycling water	4. Poor public transport
5. Integrated Transport Plan (get people to the hospital)	5. Inequality of service delivery
6. Infrastructure for water, electricity and sewage is good for the next 20 years	6. Road, storm water and water reticulation infrastructure getting old (more catchments needed)
	7. Police breaking the law, Heatherlands
	8. A number of roads need to be sealed
	9. No one stop customer services
Participate in George	
1. Strong ward committee	1. Community apathy
2. Value system – community participation	2. Poor feedback and communication with community
3. Support available to stimulate community	3. No community center/hall for ward
4. Potential for ward based newsletter	
Govern George	
1. Policies for governance are in place	1. Bias allocation of funds
2. Active strong citizen watchdogs	2. Dismal audit report created bad perception in ward
3. Culture of clean and transparent government	3. No system exists where community can track progress of the IDP project implementation
	4. Ineffective training of municipal officials – while training is available.

Ward 4: Wilderness, Kleinkrantz, Touwsrante, Hoekwil, Glenwood

Ward Councillor: Leon van Wyk

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Natural Beauty	1. Inadequate maintenance of Municipal infrastructures e.g. roads due to lack of finance
2. National Park	2. Lack of Municipal expertise in tourism marketing
3. Moderate Climate	3. Lack of adequate Municipal finance to promote tourism
4. Long sandy beaches	4. Ineffective local tourism office with inadequate operating hours
5. Good Hotels/ Guesthouses/Restaurants	5. Municipal Town Planners continually allowing inappropriate development
6. Eco- Tourism potential (Hiking, Birding etc.)	6. Inadequate public facilities at beaches (Toilets etc.)
7. Adventure-Tourism Potential (paragliding/canoeing/abseiling/diving/mountain biking)	7. No "Blue Flag" beach status
8. Re-open Kleinkrantz Tourist Resort	8. No events to attract tourism
9. Reintroduction of Choo-Tjoe	
Keep George Safe and Clean	
1. Wilderness is small and compact so should be easy to keep safe & clean	1. General lack of Municipal funds due to previous profligacy
2. Existing Neighbourhood Watch organisations can be better utilised	2. Inadequate maintenance of Municipal infrastructure
3. Reliable refuse collection service	3. Total lack of Municipal Law Enforcement
4. Clean drinking water	4. No formalised taxi rank
	5. Inadequate Municipal grass cutting and street cleaning
	6. Inadequate maintenance of painted road lines
	7. Inadequate directional signage
	8. Inadequate parking
	9. Increasing levels of crime
	10. Increasing and uncontrolled levels of public drunkenness & vagrancy
	11. Understaffed SAPS with no local holding cells
Service Delivery	
1. Generally competent Senior Municipal Officials	1. General lack of Municipal funds
2. Majority Council, no coalitions needed	2. Understaffed in key areas
	3. Too much money spent on salaries for Councillors and Officials
	4. Overuse of expensive "Consultants"
Participate in George	
1. Majority Council, no coalitions needed	1. Perception that council is "rubber-stamping" a process rather than listening
2. Significant number of new Councillors bringing fresh perspective	2. Flawed Ward Committee structuring process
	3. Insufficient number of Ward Committee meetings. Nothing really achieved
Govern George	
1. Majority Council, no coalitions needed	1. Party political agenda not a constituency agenda
2. Significant number of new Councillors bringing fresh perspective	2. Self-serving Councillors in positions of power
	3. Cadre deployment (jobs for the party faithful)
	4. Focus on power, not people
	5. High level of ignorance and incompetence within council
	6. Unsustainable concentration of resources in non-revenue generating areas

Ward 5: Le Vallia, Loerie Park, Tweerivieren, Panorama

Ward Councillor: Lionel Esau

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George:	
1. B&B's present in the ward	1. Empty Business Premises – rental to high
2. Tourism	2. Rates for business plots to high
3. Schools-accommodation	3. Too many industrial buildings
4. Light Industrial areas	4. Storm water – Meyer Nederburgave and 2 nd street
5. Open Plots for Gap Housing – Le Vallia	5. Unemployment
Keep George Safe and Clean:	
1. More shelters for homeless people- Stimulating activities to keep them busy during the day.	1. Dirty Plots
2. Streets must be sweeps regularly	2. Police not visible enough
	3. Homeless People
Deliver Services in George:	
1. Community halls are not used to their full potential and hiring rates are too high	1. Sport fields
	2. Street names
	3. Damaged kerbs
	4. Pot holes
	5. Side walks
	6. Storm Water
	7. No public transport services and facilities
	8. Drag Racing – Wellington Aspelling Street
	9. Ambulance Services
Participate in George:	
1. Use Facebook	1. Municipal website is not user friendly
2. Free line	2. Switchboard inefficient.
3. Email network	
Govern George:	
	1. Communication with councillors needs to be improved.

Ward 6: Rosemoor, Protea Park, Urbansville, Convent Gardens

Ward Councillor: Jacoba Muller

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. After school training through National Government programmes- Youth	1. Economic activities of Foreigners (Somalia's) within the ward- leakage as the send their money to their families outside South Africa.
2. Internet Access and Computer Classes- through current underutilised municipal facilities.	
3. Needs a thusong center, Multipurpose Centre	2. Advertising of Contact opportunities within the ward – Awarding contracts to people from outside the ward and even the greater George area.
4. Provide seed and land for vegetable and herb gardens- train ward members on organic gardening.	
Keep George Safe and Clean:	
1. Develop a 24 hour	1. Illegal Taverns
2. Garbage dumping site – should be identified	2. Alcohol and drug abuse
3. Need to do regular	3. No Speed Bumps
4. Roads needs to be paved on both sides	4. Invisible Law enforcement
5. More Sport and recreation facilities	5. Bins for Garden Refuse
6. Ward Cleaning projects should be awarded to ward members.	6. Rape, burglary
7. More trees needs to be planted in the ward.	7. Law enforcement – Invisible.
8. Neighbourhood Watch	8. Slow reaction of police if case has been reported.
Deliver Services in George:	
1. Indigent Policy not fully utilised and communicated to all who can benefit	1. Old houses within the ward need to be upgraded.

Strength's and Opportunities:	Weaknesses and Threats:
2. Make Protea Park Street accessible to the Garden Route mall- nicely paved back road. So that people can safely walk to the mall and cut on transport cost which is high.	2. Replacement of Storm Water and Sewage Pipes- Bad Conditions
3. Provide Safe school Transport	3. Lack of Low cost housing.
4. Needs Satellite clinic in Protea Park	4. Illegal Letting of RDP houses to Foreigners
5. Venue where electricity can be bought – Protea Park	5. No attention and back report on issues reported to municipality
	6. Mismanagement of Housing waiting list- individuals that have 2 RDP houses.
	7. Covered Public transport Bays
	8. Speed Bumps need to be installed.
	9. Lack in availability of electricity
	10. Clear Street Names
	11. Community Hall is a white elephant and not utilised to its full potential – rent to high
Participate in George:	
1. Platform where budget and progress are communicated to the ward members on a regular basis. Progress report in terms of 2008 ward plans and issues identified- how it has been addressed.	1. IDP Ward workshops are insufficiently planned – Issues identified by Ward does not receive attention after the Process.
	2. Transparency lacks – specifically in terms of the budget, and implementation with regards to previous years, are not communicated with the community.
	3. Communication and visibility of ward committee members and councillors continue to be a challenge.
	4. Mayor needs to be more visible.
	5. Timely and sufficient notice on all public/ward meeting by the Municipality – Promote better participation.
Govern George:	

Ward 7: Lawaakamp, Maraiskamp

Ward Councillor: Franklin Ntozini

a) SWOT PROFILING

Strength's and Opportunities	Weaknesses and Threats
Grow George	
	1. Skills for youth not available
	2. No Youth center
	3. Liquor traders, trading without licenses
	4. Have to travel long distances to purchase electricity
	5. Lack of employment opportunities for recent matriculants
	6. Poor infrastructure
	7. More teachers needed at schools
	8. No ATM's
	9. Not enough support for small and medium businesses (development and financial backup)
Keep George Safe and Clean	
1. Have lighting	1. Poor lighting. Require overhead lights.
2. There is some form of drainage	2. Drainage needs to be upgraded.
3. There is paving	3. Maintenance and upgrading of roads (paving not on all roads)
	4. Standard of housing (poorly constructed and to small)
	5. Streets are not kept clean

Strength's and Opportunities	Weaknesses and Threats
	6. Speed bumps (lack of) need to be constructed
	7. Doctors and dentist needed at clinic
	8. No sports grounds available
	9. Feeling of lack of safety, people are robbed and raped.
	10. No fluorescent lights in our streets
	11. Lack of safety precautions for pedestrians and school children
	12. No taxi stops or shelters
	13. Lack of recreational facilities and sports fields
Deliver Services in George:	
	1. Ambulance services not timely
	2. Police do not respond and are scarce in area
	3. No Municipal presence
	4. No services for disabled and elderly
	5. Library + Post office + churches + clinic under staffed.
	6. Service delivery poor (rubbish etc.)
	7. Houses need toilets built
	8. Drainage, sewage and sanitary services poor (many houses do not have toilets)
	9. Streets are not kept clean and refuse removal is poor
	10. Storm water drainage poor
	11. Fire station slow response time
Participate in George	
	1. Lack of communication from municipality to ward
	2. Noticeboard in Maraiskamp
	3. Need billboards
	4. Lack of feedback from municipality
Govern George	
	1. Transparency from municipality not available
	2. Poor governance in area
	3. Too much politics involved in the municipality which is hampering service delivery and project implementation

Ward 8: Parkdene, Ballotsview

Ward Councillor: Charles Standers

a) SWOT PROFILING

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Post Office	1. Unemployment is High- No Opportunities for employment
2. Opportunity for Library – with ICT Facilities	2. Access to housing
3. ATM	3. Too much people are living in one house
4. Old Age Home	4. Quality of RDP housing
5. Shopping Centre	5. Houses is to small
6. Needs more doctors at Clinic	6. Houses are awarded to foreigners to operate their businesses from.
7. Lack of Nurses	7. Lack of RDP and Low cost Housing
8. Civic can be used for Old age Club	8. Lack of shopping facilities- only in town
9. Scorpio Street and Paradise	9. Employ people from inside the ward- Contracts are going to people from outside the ward.
10. Paradise Farming	10. Irregularities of tenders
Keep George Safe and Clean	
1. Needs regular police patrolling	1. Police reaction time to issues reported is slow-

Strength's and Opportunities	Weaknesses and Threats
	only except certain cases.
2. Premises with police, ambulance, fire brigade all in one-Mobile caravan	2. Police and Neighbourhood watch services Lacks
3. Garden and vegetable gardens in back yards - Competition	3. Safety measures for children at schools.
4. All Pay point at the Civic is needed	4. Dumping sites for garden waist is needed
	5. Spray lights in dark areas –
	6. Law enforcement officers needs to be more visible and used more effectively
	7. Alcohol and drug abuse(tik)
	8. Planned Crime – Pit-bull fights
	9. Fire station too far to respond to disaster in time
	10. Ambulance Services never responds.
Service Delivery	
1. Blue bags for recycling	1. Garden Waste are not removed
2. Bins for Garden Waist	2. Clinic is too small to accommodate all members of the ward.
3. Needs all Pay point	3. Broken Drains. Toilets and taps
4. Children's Play Parks with Security	4. Open drains
5. Wheelly Bins	5. No Recreational Facilities and lack of Youth facilities and activities.
	6. Houses needs to be upgraded
	7. Storm Water is a problem – overflow
	8. Better Street Lightning and lighting within the whole ward
	9. Upgrade speed bumps and seats in Taxi Bays
	10. Roads needs to be serviced more and upgraded
	11. More speed bumps
	12. Sport Facilities lacks
	13. No toilet and water facilities in informal area.
	14. Refuse removal in informal areas lacks and Green Valley
	15. Covered Taxi Bays is a problem
Participate in George	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. Community needs contact details of councillor and ward committee members.
2. More community workshops – Improve community participation	
3. Municipal area Office/ Free Call Centre- 24hours	
Govern George	
1. Housing projects needs to be speeded up.	1. Incompetence of municipal administration officers.
2. Building cost to high.	

Ward 9: Thembaletu

Ward Councillor: Tobeka Teyisi

a) SWOT PROFILING

Strengths and Opportunities	Weaknesses and Threats
Grow George	
1. Job creation initiatives need to be implemented such as paving areas in Lusaka street and Tambo street and other non-paved streets.	1. Subsistence farmers need to be allocated areas to farm with animals and crops to avoid accidents.
2. Business stalls are needed for SMME which are safe and weatherproof.	
Keep George Safe and Clean	

Strengths and Opportunities	Weaknesses and Threats
Service Delivery	
1. Good quality speed humps are need along Long Street	1. Upgrading of sport and recreational facilities for the safety of the youth.
2. Playgrounds are required in the ward	2. Smaller RDP houses need to be extended.
3. Street names are required in the ward	
Participate in George	
Govern George	
	1. Rezoning of erf 3201 is important.

b) CUSTOMER SATISFACTION SURVEY

Category:	Excellent	Satisfactory	Poor	No Response
Roads and Storm water:				
Maintenance of existing Roads	0.00%	0.00%	100.00%	0.00%
Maintenance of Gravel Roads	0.00%	0.00%	100.00%	0.00%
Maintenance of Storm water ducts	0.00%	0.00%	0.00%	100.00%
Water and Sanitation:				
Access to water	0.00%	33.33%	66.67%	0.00%
Access to Sanitation i.e. flushed toilets	0.00%	16.67%	83.33%	0.00%
Energy:				
Access to electricity	0.00%	16.67%	83.33%	0.00%
Electricity Supply	0.00%	0.00%	100.00%	0.00%
Street Lighting	0.00%	0.00%	100.00%	0.00%
Solid Waste:				
Refuse Removal	0.00%	33.33%	66.67%	0.00%
Recycling of Refuse	0.00%	0.00%	100.00%	0.00%
Cleaning of your ward	0.00%	16.67%	83.33%	0.00%
Land, Planning and Housing:				
Low cost housing	0.00%	0.00%	100.00%	0.00%
Traffic Management	0.00%	16.67%	66.67%	16.67%
Public Transport	33.33%	33.33%	33.33%	0.00%
Covered Public Transport bays	0.00%	16.67%	83.33%	0.00%
Taxi Ranks	0.00%	33.33%	66.67%	0.00%
Community Facilities:				
Schools	0.00%	33.33%	66.67%	0.00%
Cemeteries	0.00%	0.00%	100.00%	0.00%
Clinic	0.00%	0.00%	100.00%	0.00%
Church	0.00%	50.00%	50.00%	0.00%
Community Halls	0.00%	16.67%	83.33%	0.00%
Children Play Parks	0.00%	0.00%	66.67%	33.33%
Youth centers and entertainment	0.00%	0.00%	50.00%	50.00%
Recreation facilities and sports field	0.00%	0.00%	100.00%	0.00%
Libraries	0.00%	16.67%	83.33%	0.00%
Internet Facilities	0.00%	0.00%	66.67%	33.33%
Safety and Security:				
Police Stations	0.00%	33.33%	66.67%	0.00%
Police Visibility	0.00%	33.33%	66.67%	0.00%
Fire stations	0.00%	66.67%	33.33%	0.00%
Disaster Management e.g. floods and fires	0.00%	0.00%	66.67%	33.33%
Response rate	0.00%	0.00%	100.00%	0.00%

Ward 10: Thembaletu

Ward Councillor: Mzwandile Gingcana

a) SWOT PROFILE

No Profiling was undertaken for the ward due to lack of participation.

b) CUSTOMER SATISFACTION SURVEY

No surveys were completed due to lack of participation.

c) ISSUES FROM PREVIOUS WARD PLAN PROCESS

1. Houses unfinished
2. Toilets
3. Old Age Home
4. Flood Lights
5. Rubbish Bins
6. Bus Shelters
1. Crime Rate
2. Shebeens and Taverns
3. Transport
4. Load Shedding
5. On rainy days the electricity goes off
6. Petrol Price

d) PROJECTS FROM PREVIOUS IDP

Current Municipal Projects
Civil Engineering Services
1. Reseal/rebuild of roads
2. Paving of roads
3. Paving of sidewalks
4. cleaning of area
5. Sewerage Catchments - Thembalethu: Dick Street
6. Refurbishment: Gwaiing wastewater treatment plant
7. Rehabilitation of a water treatment plant
Electro Technical Services
1. Upgrading and extension of 11Knetwork
2. Upgrading of obsolete low voltage Network Cable
3. 132/66KV substation phase 2
4. Extension of 66KV main network: Extension according to master
5. Replace retired mass meters
6. Energy Management
7. Overloaded Networks – replace & hide
8. Replacing of expired 11KV ?? & overloaded transformers
9. Ad-hoc Developments
10. Electrification upgrades
11. Upgrading & replacing of streetlights – George
12. Upgrading & replacing of streetlights – Main Entrance roads
13. Upgrading & replacing of streetlights
14. Lighting for Informal settlements
15. Christmas Lights
Planning and Development
1. Develop Aesthetic Guidelines
2. Heritage Study and Register
3. Develop/review planning policies
4. Environmental Management Framework
5. George SDF Finalisation
6. GIS Development & Implementation
7. Outdoor Advertising Policy & Regulations
8. Finalisation of SDP's
9. Finalisation of Integrated zoning Schemes
10. Land Audit & Register
11. Urban Renewal: Thembalethu
12. Extension 42 & 58 Thembalethu (top structures)
13. SCGCA
14. "Old people houses" - rooftop leaks, front stairs broken
15. Power construction
Corporate Services
1. Business Support Centre

2. "George is Great" marketing campaign
3. Tourism Route Development
4. Business start-up and related funding (LED projects)
5. Skills Development Project (Early childhood development, primary and secondary)
6. Skills Development Project (Operational)

Ward 11: Thembalethu

Ward Councillor: Nontsikelo Kamte

a) SWOT PROFILING

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Handwork project for woman	1. Electricity is running quickly and very expensive
	2. Unemployment is resulting in children turning to crime
	3. Sports grounds for children
	4. Roads need to be fixed and some roads still require paving
	5. Youth center required for young
	6. Shortage of housing
	7. Need a skills center
Keep George Safe and Clean	
1. Lighting is very good	1. Toilets damaged
	2. Clinic is too small and can't accommodate everybody
	3. Roads are very dirty and are not being cleaned
	4. Crime in ward is high
	5. Speedbumps are needed
	6. Need increased presence, visibility of police in ward and Thembalethu and quicker response time
Deliver Services in George	
1. Rubbish is removed timeously	1. Housing damage/cracks/water (doors are rejects)
2. Availability of water is good	2. Municipal projects are not being implemented
3. Delivery of black bags is good	3. Large number of individuals still waiting for housing
	4. Post office is weak
	5. General poor service delivery in Thembalethu
	6. Fire station late response time
	7. Ambulance late response time
Participate in George	
	1. Feedback needed from municipality
	2. Greater visibility of ward councillor
	3. Ward committee needs to be trained and increased presence of committee and councillor amongst ward community
Govern George	
	1. Community projects are not being undertaken in the ward

Ward 12: Thembalethu

Ward Councillor: Nomawethu Sixolo

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Support and assistance with registering small businesses	

Strength's and Opportunities	Weaknesses and Threats
Keep George Safe and Clean	
Deliver Services in George	
	1. Upgrade of electricity network
	2. Speed humps at Tabata Street
	3. Clinic for Ward 12
	4. Building of a Primary School
	5. Building of a crèche
	6. Building of Children's Home
	7. Completion and paving of all Ward 12 streets
Participate in George	
1. Computer Center for Ward 12	
Govern George	

b) CUSTOMER SATISFACTION SURVEY

No Survey was undertaken for ward, due to lack of participation

c) ISSUES FROM PREVIOUS WARD PLAN PROCESS

1. Poor houses
2. No clinic
3. Crime
4. Community Hall
5. Sewerage
6. Safety
1. Floods
2. Poverty
3. Shacks
4. Emergency Response poor
5. Taverns
6. Electricity
7. Transport
8. Drainage

d) PROJECTS FROM PREVIOUS IDP

Current Municipal Projects
Civil Engineering Services
1. George Mobility Strategy
2. Reseal/rebuild of roads
3. Paving of roads
4. Paving of sidewalks
5. cleaning of area
6. Sewerage Catchments - Thembaletu: Dick Street
7. Refurbishment: Gwaiing wastewater treatment plant
8. Rehabilitation of a water treatment plant
Electro Technical Services
1. Upgrading and extension of 11Knetwork
2. Upgrading of obsolete low voltage Network Cable
3. 132/66KV substation phase 2
4. Extension of 66KV main network: Extension according to master
5. Replace retired mass meters
6. Energy Management
7. Overloaded Networks – replace & hide
8. Replacing of expired 11KV ?? & overloaded transformers
9. Ad-hoc Developments
10. Electrification upgrades
11. Upgrading & replacing of streetlights – George
12. Upgrading & replacing of streetlights – Main Entrance roads
13. Upgrading & replacing of streetlights
14. Lighting for Informal settlements

15. Christmast Lights
Planning and Development
<ol style="list-style-type: none"> 1. Develop Aesthetic Guidelines 2. Heritage Study and Register 3. Develop/review planning policies 4. Environmental Management Framework 5. George SDF Finalisation 6. GIS Development & Implementation 7. Outdoor Advertising Policy & Regulations 8. Finalisation of SDP's 9. Finalisation of Integrated zoning Schemes 10. Land Audit & Register 11. Urban Renewal: Thembalethu 12. New Crèche: Thembalethu 13. SCGCA 14. "Old people houses" - rooftop leaks, front stairs broken 15. Power construction 16. Community hall 17. Plastering of RDP houses
Corporate Services
<ol style="list-style-type: none"> 1. Business Support Centre 2. "George is Great" marketing campaign 3. Tourism Route Development 4. Business start-up and related funding (LED projects) 5. Skills Development Project (Early childhood development, primary and secondary) 6. Skills Development Project (Operational)

Ward 13: Thembalethu

Ward Councillor: Busisiwe Salmani

a) SWOT PROFILING

Strength's and Opportunities	Weaknesses and Threats
Grow George	
	1. High unemployment rate
	2. Playground and lack of recreational facilities
	3. Employment Opportunities
Keep George Safe and Clean	
	1. Speed bumps needed
	2. Storm water drainage
	3. Bungalow houses that are rotten (leaks when it rains)
	4. Water logged areas
	5. High crime rate
	6. Pedestrian traffic
	7. Unsafe houses
	8. Water drainage leaking into properties
	9. Youth has no access to RDP housing
	10. Clinic (shortage of nurses and doctors)
	11. Streets are dirty even with available dumping places
Deliver Services in George	
	1. Electricity failures
	2. Housing
	3. Availability of water poor
	4. Poorly maintained roads
	5. Paving of roads and sidewalks
	6. Bad sanitation (toilets)
	7. Poor service delivery from municipality
	8. Ambulance poor response time
	9. Police poor response time
Participate in George	

Strength's and Opportunities	Weaknesses and Threats
Govern George:	

Ward 14: Erf 325, Pacaltsdorp, Andersonville, Seaview, Europe, Noordstraat

Ward Councillor: Cynthia Papah

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Opportunity for Retail development – Process is taking too long- leads to opportunity for employment is Ward 14.	1. Unemployment is High
2. Procurement needs to be effectively managed form municipality's side to see that the promises in the economic Impact assessment are met and to the benefit of ward 14.	2. Access to housing
	3. Informal Settlements is a problem
	4. Back yard Dwellers
	5. People are waiting for years to get houses – Mismanagement of waiting list- Needs to be replaced by a better more effective system. Incompetence of employees to manage the system.
	6. Quality of RDP housing
	7. Houses are awarded to foreigners to operate their businesses from.
	8. No promotion of small business in terms of funding opportunities ERF 323.
Keep George Safe and Clean	
1. Law enforcement officers needs to control the area with regards to Safety and Clean, and report issues to the municipality- Needs to be used more effectively.	1. Ambulance Services Unreliable and reaction time is to slow also for the Police.
2. Opportunity for Refuse removal and recycling projects.	2. Police services Lacks
3. Plant of trees	3. Safety measures for children.
	4. Alcohol and drug abuse(tik)
	5. Speed bumps are needed
	6. Law enforcement officers needs to be more visible and used more effectively
Service Delivery:	
1. Empty building on Ongelegen can be utilised as a clinic.	1. Spray lights are needed on the dark corners
2. Needs aftercare Centre	2. Needs flush toilets inside homes
3. Crèche should be open full day.	3. No Covered Public Parking Bays
4. Needs services of satellite government department – Home affairs, Labour, social services, SASSA, Health etc.	4. Needs access to water inside homes.
5. Central points for refuse removal.	5. No Recreational Facilities and lack of Youth facilities and activities.
6. Public Telephones.	6. Cleaning of vacant land
7. Solar panels can be installed – for everyone	7. Storm Water is a problem – overflow
8. TV towers needs to be installed	8. Better Street Lightning
9. Needs Water tanks with purification Systems	9. Refuse bags are not distributed enough.
10. Health services are weak.	10. Garden Waist needs to be removed by the municipality.
11. Needs more programmes for the Youth and development	11. Lake of public Transport and covered bays
12. Ward Poverty Programmes are needed	12. No pavements
13. Upgrade seminaries	13. Roads needs to be serviced more and upgraded
	14. Water meters are read according to estimates-

Strength's and Opportunities	Weaknesses and Threats
	community have high water accounts that they can't afford.
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. No community hall/ facilities
2. Free- 24 hour help Desk/line to report services related issues.	2. Community needs to be educated on the IDP and any other policies with regards to the municipalities function.
3. Needs to install public notice Board	3. Employment advertisement is reaching the communities too late.
4. Municipal official, council, and ward committee members needs to be more visible and available	4. Employment opportunities/tenders are awarded to people outside of the area.
5. Make use of other mediums of media to advertise municipal related issues – Radio, TV etc.	5.
6. Municipal News Letter needs to be developed and distributed quarterly.	6.
Govern George:	
1. Regular feedback with regards to the IDP and it progress is needs, from the municipalities side – Ward committee members and councillors is not always clued up with matters regarding the municipality.	1. Lack of effective communication from the municipality's side.
	2. Department management of Budgets needs to be improved.
<p>Comments: IDP manager must govern an administrative platform where ward committees give feedback on priorities identified, and how far identified issues is in implementation line. This is to prevent that the IDP becoming another wish list as in the past, and where departments/people can be held accountable if they do not perform, with regards to implementation. This is also to prevent that the ward workshops and issues identified by the community is not just an administrative matter with regards to the IDP process but that ward implementation can go forward and the ward plans be made more credible and implementable. This platform must take place on a yearly basis, with participation of the ward community to measure implementation progress over the lifespan of the IDP (5years).</p>	

Ward 15: Thembalethu

Ward Councillor: Fanele Guga

a) SWOT PROFILE

Strength's and Opportunities	Weaknesses and Threats
Grow George	
1. Community cleaning projects – community members become responsible for the cleaning and maintenance of the ward	1. Skills and business training in needed for youth development in the ward
2. Tour guide training in order to exploit the tourism potential of the ward	2. Need more sport coaches for youth sport development
3. Establishment of an annual sponsored sports tournament in the ward	3. Greater support for cultural groups
4. Establishment of soup kitchen project	4. Need greater assistance with food parcels and feeding scheme projects in the ward
5. Primary school	5. Land needed for small scale/emerging farmers
Keep George Safe and Clean	
1. Good rails	2. Streets are not kept clean in the ward
3. Mobile bins needed for each household	4. Overgrowth of grass and shrubs along pavements
	5. Support and upgrading of crèches in the ward
	6. Ward needs speed humps for traffic calming
	7. More visible road markings and signs
Service Delivery:	
	1. Paving of Streets in; Mahe Street, Bob Street, Petrus Street, Khululeka Street, Liwani Street, Yawani Street, Nqwemesha Street, Gusha

Strength's and Opportunities	Weaknesses and Threats
	Street
	2. Formalisation of sewage and water pipe systems
	3. Streets and sites with numbers need to be formalized in the informal areas
	4. Lack of electricity provision in the ward
	5. Library next to hall needs to be upgraded
	6. Youth facilities and recreational facilities are needed in the ward
	7. Covered taxi bays are needed for commuters
Participate in George:	
Govern George:	

Ward 16: New Dawn Park

Ward Councillor: Henry Jones

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Beter procurement of Ward related tenders – to employ people from within the Ward	1. Unemployment is High- Municipal Tenders are awarded to people from outside the Ward.
2. EPWP not utilised to its full potential	
3. The ward needs to more accessible for disabled people	
4. Training in Craft, beats etc.	
5. Skills development programmes for youth.	
Keep George Safe and Clean:	
1. New bins to replace black waste bags.	1. Waste Bags needs to be provided on a regular basis. Waste disposal is a problem. Bags are waiting too long to be removed- Bags are being tarred by dogs- dirty ward.
2. Identified site for Garden Waste – Transport contact for member of the ward to remove garden waste from residential premises.	2. No disposal of Garden Waste
	3. Policing and Law Enforcement is not visible
	4. Slow response of police when cases are reported.
Deliver Services in George:	
	1. Huge lack of the basic community Facilities – community hall, Kids Play park, recreational facilities, no pedestrian sidewalks.
	2. Lack of Low cost housing.
	3. Illegal Letting of RDP houses to Foreigners
	4. No attention and back report on issues reported to municipality
	5. Mismanagement of Housing waiting list- individuals that have 2 RDP houses.
	6. Lack of Covered Public transport Bays- people have to wait for taxi's in the rain.
	7. Speed Bumps need to be installed.
	8. Lack in availability of electricity
	9. Replacement of Storm Water and Sewage Pipes- Bad Conditions
	10. Electricity Boxes in Bed condition
	11. Water gets cut off if you are behind on Payment – Cause health and Hygienic issues.
	12. Speed bumps
	13. Holes need to be filled after municipal workers are completed with maintenance in ward.
	14. Storm Water Pipe is a problem.
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	
2. Free- 24 hour help Desk/line to report services related issues.	
Govern George:	

Ward 17: Conville

Ward Councillor: Daniel Maritz

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Opportunity for Swim lessons at the swimming pool	1. Unemployment is High
2. Christmas show for the Ward	2. Access to housing
3. Opportunity for more employment opportunities for ward members through EWP.	3. People are waiting for years to get houses – Mismanagement of waiting list- Needs to be replaced by a better more effective system. Incompetence of employees to manage the system
4. Youth Office and projects within the ward is needed.	4. Quality of RDP housing
5. SASSA office for all pay	5. Houses are awarded to foreigners to operate their businesses from
	6. No business development or Training Opportunities
	7. No tenders are awarded to community of Ward. Transparency with regards to tender processes lacks.
Keep George Safe and Clean:	
	1. Ambulance Services Unreliable and reaction time is to slow also for the Police.
	2. Police and Neighbourhood watch services Lacks
	3. Safety measures for children at schools.
	4. Dumping sites for garden waist is needed
	5. Spray lights in dark areas – Informal area's valley
	6. Law enforcement officers needs to be more visible and used more effectively
	7. Alcohol and drug abuse(tik)
Service Delivery:	
1. Bowling field for Eldery at the rugby club	1. Makou and Esie Street not services well.
2. Needle work Group – Arts and Craft	2. Needs postal services
3. Children Play Park with security	3. Broken Drains. Toilets and taps
4. Wheelly Bins for households is needed	4. No Drains in Informal settlements
5. More effective measures should be identified to use the swimming pool and it's infrastructure to the benefit of the community of Cornville.	5. No Recreational Facilities and lack of Youth facilities and activities.
	6. Letting of RDP houses by community members
	7. Storm Water is a problem – overflow
	8. Better Street Lightning and lighting within the whole ward
	9. Removal of refuse in Kwartel and Makou street
	10. Roads needs to be serviced more and upgraded
	11. Water meters are read according to estimates- community have high water accounts that they can't afford.
	12. Swimming pool needs to be accessible for the community – Fee charged is to high
	13. Swimming pool is a white elephant – Municipality is spending too much money for conservation, but is only used certain part of the year.
	14. Speed Bumps (Pienaar Straat)
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. Employment opportunities/tenders are awarded to people outside of the area.
2. More community workshops	
3. Councillors need to give feedback on a monthly basis. Every issue discussed within the council chambers – Agenda and minutes need to be published.	
Govern George:	
1. Regular feedback with regards to the IDP and it progress is needs, from the municipalities side –	1. Lack of effective communication from the municipality's side.

Strength's and Opportunities:	Weaknesses and Threats:
Ward committee members and councillors are not always clued up with matters regarding the municipality.	
2. Progress report with regards to the previous IDP, BUDGET and implementation are demanded, before the current IDP process can take place	2. Service delivery is slow and needs to be improved
3. Employment opportunities in Conville need to be advertised.	3. No collaboration of departments
	4. Administration is weak

Ward 18: Loeriepark, Tweerivieren, George Park

Ward Councillor: Gert Niehaus

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Need more green public open spaces in the ward	1. Development Contribution is too high
2. Meca Sport Development	2. Land costs are very high
3. Investment incentives	
4. CBD revitalisation	
5. Recreational activities and developments needed especially regarding the George Dam (tourism potential)	
6. Increase local participation of various George festivals (Cheese and wine Festival, George Expo etc.) by lowering prices of tickets for entrance	
Keep George Safe and Clean:	
1. Access control systems at all pre-schools and primary schools	1. Area unsafe due to vagrants
2. Cycling lanes especially near schools	2. Streetlights are not working effectively
3. Security awareness educational programmes for schools	3. Erven which are overgrown (Hamerkop Street, Charlotte Street etc.)
4. Recycling bins at all schools	4. Kat River polluted as well as the corner of Meyer and Saasveld Road (dumping in bush)
5. Security awareness for residential area	5. Police and traffic enforcement not visible in the residential area
6. Refuse removal bins in streets	6. Sidewalks need to be paved
	7. Clinic (public) is needed in Denneoord
	8. Vagrants going through rubbish causing litter
	9. Speed bumps for traffic calming
	10. Litter in the ward is a problem
Deliver Services in George:	
1. Refuse removal	1. Potholes in roads all over the ward
2. Storm water	2. Electricity voltage drops and power cuts
	3. Water quality is fine but the brown colour results in damage to residents belongings, for example, washing of clothing etc.
	4. Storm drains damaged in Eden
	5. In Wellington Street where road works are being undertaken, no markings or warning beacons are in place
	6. Law enforcement is done very poorly, for example traffic control, drunks and vagrant control
	7. Public transport system lacking as many people have to rely on using a bicycle or working in order to get to and from work

Participate in George:	
1. Positive media about municipality needs to be promoted as well as negative headlines of the municipality	
2. Build new relationships with new residents in the ward. Acquire a list from municipality accounts department	
3. Capital expenditure exceeding a certain amount needs to have a public participation process for it to be approved	
4. Circular television (electronic banister) in the strategic location in town to promote events and activities	
Govern George:	

Ward 19: George - Central, George - South, Dolmelsdrift, King George

Ward Councillor: Iona Kritzinger

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Established Community	1. Improve tourist attractions
2. Close to town (CBD)	2. Old infrastructure
3. Existing Infrastructure	3. High density Housing
4. Centrally Situated	4. Homeless People
5. Access to Medical facilities	5. Drug abuse and Crime
6. Police	6. Prostitution
7. Post Office	7. Administrative Red Tape
8. Schools	8. Fees for Building Plans
9. Churches	9. No Public Transport
	10. Public Toilet Facilities in Town.
	11. Albert Street Bridge Unsafe for cyclists and pedestrians.
	12. Traffic and heavy vehicles
	13. Capital contributions of developments
	14. Electricity Tariffs
Keep George Safe and Clean:	
1. Disaster Management Plan	1. People do not comply with traffic regulations
2. New Alcohol Policy	2. Alien Vegetation e.g. Pampas Grass
	3. Open Plots
	4. Squatters at Rooi Rivier
	5. Few law enforcement officers
Service Delivery:	
1. Refuse removal good	1. Long term planning is weak
2. Water quality Good	2. Storm water Drains
3. Cleanest town	3. Overhead Electricity Wire
	4. Bad Road Signs
Participate in George:	
1. Local Radio and Newsletter	1. Poor communication
2. Value System – Community Participation	2. Poor Feedback and communication with community
3. Support Available to stimulate community Participation	3. Do not show gratitude to rate payers for their positive contribution to rates and taxes.
4. Potential for ward based newsletter	4. Letter with monthly accounts.
Govern George:	
1. Good response to Drought	1. Productivity Low
2. Service Delivery structure is good	2. Wastage
3. Well established wards	3. No system exists where community can track progress of the IDP project Implementation.
	4. Functioning of work for contractors is weak.
	5. Old infrastructure

Strength's and Opportunities:	Weaknesses and Threats:
	6. Competence of officials

Ward 20: Borchards

Ward Councillor: Mercia Draghoender

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
	1. Unemployment is High- No Opportunities for employment
	2. Access to housing
	3. People are waiting for years to get houses – Mismanagement of waiting list- Needs to be replaced by a better more effective system. Incompetence of employees to manage the system
	4. Quality of RDP housing
	5. Houses are awarded to foreigners to operate their businesses from.
	6. Lack of RDP and Low cost Housing
	7. No business development or Training Opportunities
	8. No tenders are awarded to community of Ward. Transparency with regards to tender processes lacks.
	9. Poverty is increasing
	10. Social related issues is increasing
	11. Business opportunities are taken over by foreigners which make no economic contribution to the ward
Keep George Safe and Clean:	
1. Needs regular police patrolling	1. Police reaction time to issues reported is slow.
	2. Police and Neighbourhood watch services Lacks
	3. Safety measures for children at schools.
	4. Dumping sites for garden waist is needed
	5. Spray lights in dark areas –
	6. Law enforcement officers needs to be more visible and used more effectively
	7. Alcohol and drug abuse(tik)
	8. More than 5 households make use of one toilet and tap- informal area
	9. Animals that is walking freely within the ward needs to be removed
Service Delivery:	
1. Needle work Group – Arts and Craft	1. No refuse removal in Spandiel Street
2. Children Play Park with security	2. Speed bumps in street Lacks
3. Wheelly Bins for households is needed	3. Broken Drains. Toilets and taps
	4. No Drains in Informal settlements
	5. No Recreational Facilities and lack of Youth facilities and activities.
	6. Letting of RDP houses by community members
	7. Storm Water is a problem – overflow
	8. Better Street Lightning and lighting within the whole ward
	9. No refuse bags in informal areas
	10. Roads needs to be serviced more and upgraded
	11. Water meters are read according to estimates-

Strength's and Opportunities:	Weaknesses and Threats:
	community have high water accounts that they can't afford.
	12. Stop signs needs to be installed
	13. Electricity Boxes are a treat- open
	14. People have to pay extra money for electricity
	15. Cart and transport for some properties is needs
	16. Neighbors that built over their building line
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. Employment opportunities/tenders are awarded to people outside of the area.
2. More community workshops	
3. Councillors need to give feedback on a monthly basis. Every issue discussed within the council chambers – Agenda and minutes need to be published.	
Govern George:	
1. Regular feedback with regards to the IDP and it progress is needs, from the municipalities side – Ward committee members and councillors are not always clued up with matters regarding the municipality.	1. Lack of effective communication from the municipality's side.
2. Progress report with regards to the previous IDP, BUDGET and implementation are demanded, before the current IDP process can take place	2. Service delivery is slow and needs to be improved
3. Employment opportunities in Borchards need to be advertised.	3. No collaboration of departments
	4. Administration is weak

Ward 21: Thembalethu

Ward Councillor: Suliwe Thanda

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. School	1. Clinics (have to walk long distances)
2. Streetlights	2. Community Hall
3. Water	3. Electricity (price to high)
4. Potential needlework project	4. Crèche
5. Self-defence and first aid training	5. Roads (paving required)
6. Skilled youth	6. Housing
7. Soccer clubs	7. Soup Kitchens
8. Land available for farming (crops)	8. No sports facilities
9. Possible cooking projects (soup kitchens)	9. Need library
	10. Lack of employment opportunities
	11. Need space for businesses
Keep George Safe and Clean:	
1. Recreation facilities	1. No Toilets
2. Library (with internet access)	2. Poor road facilities
3. Computer training courses	3. No police station
	4. Need big rubbish bin not black backs
	5. Need neighbourhood watch
	6. No police station (Asazani)
	7. Refuse removal poor
	8. Dirty streets
Deliver Services in George:	
	1. Need flushing toilets
	2. Need houses
	3. Need Crèche
	4. Housing built unprofessionally and need to be

Strength's and Opportunities:	Weaknesses and Threats:
	fixed
	5. Electricity (not readily available or non-existent)
	6. General poor service delivery
	7. No water
Participate in George:	
1. Loud speaker used to inform people of relevant happenings	1. Notice boards
	2. Enough time for meetings
	3. Municipality does not engage with community
Govern George:	
	1. Lack of delivery service
	2. Lack of presence in local communities

Ward 22: Landelike Gebiede, Diepkloof, Sinksabrug, Waboomskraal, Herold, Geelhoutboom, Bo-Dorp, Camphersdrift

Ward Councillor: Philip de Swardt

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Training programmes for Youth and unemployed needs to be created.	1. No Growth – Before growth can take place the following basic/ immediate needs must be addressed:
2. Opportunity for Agri Village	2. Opportunity exists for Agri Tourism – people don't want to visit the farms in in terms of lack of basic infrastructure.
3. Potential in terms of agriculture development – more employment opportunities for farm workers if production prices are reduced.	
Keep George Safe and Clean:	
1. Warning signs for motorists and school going children are needs.	1. Ambulance Services Unreliable and reaction time is to slow.
2. Warning signs at dams, rivers and dangerous places.	2. Taverns
	3. Alcohol and drug abuse
	4. Need for Flush Toilets
	5. No Lightning on Farms
Service Delivery:	
	1. Needs a clinic
	2. No Access to services
	3. Refuse removal is a big Problem
	4. Upgrade of Roads, especially road to the school, pedestrian sidewalks and cross overs is needed
	5. Speed Bumps is needed
	6. Farmworkers need housing
	7. No Recreational Facilities and lack of Youth facilities and activities.
	8. Refuse removal and recycling is a problem
	9. No ATM Facilities
	10. Library needs to be upgraded, especially books which is old and have been there forever. No new stock
	11. Access to safe and clean water – People and animals are using the same water resources which include dams.
	12. Own Clinic
	13. Lake of public Transport and covered bays
	14. Access to flush toilets

Strength's and Opportunities:	Weaknesses and Threats:
	15. No electricity
	16. Sanitation facilities lacks
	17. Library for children to study @ with internet and computer facilities for research.
	18. Children Play Park.
	19. Roads needs to be serviced more and upgraded
	20. Public Telephones.
	21. Solar panels can be installed – for everyone
	22. Needs Water tanks with purification Systems
	23. Needs bigger school with better facilities
	24. Needs more programmes for the Youth and development
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. No community hall/ facilities
2. Free- 24 hour help Desk/line to report services related issues- Free Call Centre.	2. Community needs to be educated on the IDP and any other policies with regards to the municipalities function.
Govern George:	
1. Employment opportunities need to be created for farmworkers and training needs to be provided – that are offered by the department of agriculture. Farm workers should also be informed what opportunities are available.	1. Too far from the municipality and departments
2. Contact details of department and introduction of managers.	2. Lack of effective communication from the municipality's side.
	3. Department management of Budgets needs to be improved.

Ward 23: Delville Park, Groenewyde Park, Herolds Bay, Hoogekraal, Buffelsfontein, Oubaai, Rooirivierriif, Bos & Dal

Ward Councillor: Gideon Stander

a) SWOT PROFILE

Strength's and Opportunities:	Weaknesses and Threats:
Grow George:	
1. More opportunities for safe public transport to the beach	1. Transport costs and distances
2. Better marketing of tourism opportunities	2. High cost of industrial rentals
3. Need covered taxi parking bays at beach	3. Poor marketing and lack of finance
4. Huge scale developments in greater George	4. To focussed on the upmarket and business area
5. Land is available for development	5. Sensitivity around land distribution and lack of support for those who have received redistributed land
6. NGO support is available	6. Large corporations locate in urban areas
7. Assist Small and Medium enterprises to establish commercial ventures	7. Very few economic growth prospects for ward specifically
8. Forestry and furniture manufacturing must be supported	8. Pre-school centrum not sufficient
9. Farming and agricultural training and development opportunities too emerging farmers	9. Not sufficient infrastructure to support projects
10. Agro-processing opportunities for export and local consumption	10. Employment opportunities in ward must be given to ward members
11. More employment opportunities need to be generated for the youth	11. Business property rent to high resulting in businesses closing down and loss of employment
	12. Development of a community center
Keep George Safe and Clean:	
1. Needs regular police patrolling higher presence	1. Police reaction time too issues reported is slow

at vulnerable areas – schools, crèche, all pay points and residential areas	
2. Establish a satellite police station	2. Fire brigade reaction time too issues reported is slow
3. Life savers on the beaches	3. Dumping sites for garden waste is needed
4. Access too street signs	4. Spray lights in dark areas
5. Need for undercover taxi pick up and drop off points (Heralds Bay)	5. Law enforcement officers need to be more visible and used more effectively
	6. Planned crime – Criminals monitor law enforcement presence and frequency
	7. Fire station too far too respond to disaster in time
	8. Ambulance services never respond
	9. Traffic boom for access control (Heralds Bay)
	10. Toilet facilities and life savers (Heralds Bay)
	11. Ward needs mobile clinic
	12. Increasing drug problem amongst youth
Service Delivery:	
1. Maintain roads and respond effectively too damaged surfaces	1. No flush toilets in Syferfontein
2. High cost of electricity. Alternative energy measures are required	2. Refuse removal can be improved
3. Improve transport networks for cost and time saving	3. Open drains are a safety risk
4. Disaster management efforts needs to be put in place – prevention of floods	4. No recreational facilities and lack of youth facilities and activities
5. Opportunity for better public transport	5. Houses needs to be upgraded
6. Upgrading of pavements	6. Storm water overflow is a problem
	7. Better street lightning and lighting within the whole ward
	8. Neighbourhood board needs to be put in place and be visible
	9. Substandard maintenance of facilities (e.g. roads) results in increased costs and potential for accidents (these costs are passed on the communities)
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. People do not have access to transport too participate in ward workshops
2. More community workshops – Improve community participation	2. Effective notice to community of ward workshops
3. Municipal area Free Call Centre - 24hours	
Govern George:	
4. Housing projects needs to be sped up	5. Incompetence of municipal administration officers
6. Building cost too high	

Ward 24: Haarlem, Avontuur, Ongelegen

Ward Councillor: Alex Wildeman

a) SWOT PROFILE

Strengths and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Training programmes for Youth and unemployed needs to be created.	1. Slow progress of land transfer – Benefit Farmworkers.
2. More investment in community retail facilities.	2. Research facilities for School children Lack – Even Library- Prevent kids to do homework in supervised and safe environment and to study.

Strengths and Opportunities:	Weaknesses and Threats:
3. Needs more housing developments	3. Unemployment of Matriculates.
4. Farm workers needs to be trained in Business opportunities and tender processes- they want to become part of this processes without the fear of dispossession from the farm. They want more empowerments opportunities.	4. No land for development
5. Land should be made available for vegetable gardens- which is owned and operate by the community – food security.	5. Other infrastructure such as the Apple Express railway line, erosion protection works etc. need repairing to enable our region to utilize its entire infrastructure and maximize employment opportunities.
6. Women on farms need to be empowered in ECD and Home Base with the focus on service delivery.	6. Exclusion of Fruit & Vegetable Producers in Drought Aid Assistance.
7. Urgent support for Agricultural Development Trusts in Appelkloof and Ongelegen.	
8. Identification and sourcing of technical support and external funding support for new farming partnerships.	
9. Support for agricultural diversification in agriculture sector to diversify the local economy through the following initiatives: a. Aqua culture b. Honey bush tea c. Essential oils	
10. Empowering Haarlem Small Farmers to becoming sustainable commercial entities through the provision of additional land in Haarlem.	
11. Re-establishment of a Tourism Bureau with previously allocated budget.	
12. The apple express and the Outeniqua Choo-Tjoo project is essential for tourism development in the rural areas.	
13. Urgent requirement for more sport and recreational facilities in Noll and Haarlem.	
14. Avontuur sport club require new equipment, training and sports clothing.	
15. Opportunities for alternative energy for the agricultural sector need to be identified and developed.	
16. Construction of a honey-bush tea plant beneficiation facility must be undertaken.	
Keep George Safe and Clean:	
1. Warning signs for motorists and school going children are needs.	1. Environmental degradation due to natural disasters has resulted in erosion damage.
2. Warning signs at dams, rivers and dangerous places.	2. Ambulance Services Unreliable and reaction time is to slow.
3. Construction of 2 cattle grid gates on the Bo-Kouga road (R1834). These gates are a serious security risk as they are located in a remote area.	3. Communication Gap with police – Only understands English.
4. Communal Fire break creation by EPWP to protect the whole Community within a Fire Management Unit.	4. Need for Flush Toilets
5. Fire fighting equipment to supply a reasonable fire service to the inhabitants of ward 24 & 25.	5. Kammanassie school bus route a danger to learners safety
6. Establishment of a Disaster Radio network for wards 24 & 25 by simply adapting existing infrastructure that worked extremely well before.	
7. Up-grading of Haarlem SAPS station.	
Deliver Services in George:	
1. Capacity of Haarlem Dam must be increased to prevent shortages in times of drought.	1. Water wastage must be curtailed through education and training programmes.
2. Involvement of George Municipality with the Irrigation Board and its transformation to a Water Users Committee with representation for all. Haarlem & Uniondale's residents included.	2. Water purification must be a priority for quality drinking water of Haarlem, Avontuur and Uniondale's inhabitants.

Strengths and Opportunities:	Weaknesses and Threats:
3. The replacement of the main water pipeline which has only 5 years lifespan left must become a priority. MIG funds must be applied for to upgrade the infrastructure.	3. The water shortages to the small farmers caused by inadequate infrastructure needs to be addressed.
4. Capacity needs to be increased by 30% to be pro-active against droughts caused by climate change.	4. Damage caused by the 2007 flood must be repaired and dam integrity during future floods must be ensured.
5. Empty building at Ongelegen can be utilised as a clinic.	5. Not regular clinic services with reference to mobile clinic.
6. Crèche should be open full day.	6. No regular refuse removal
7. Petrol Station	7. No Covered Public Parking Bays
8. Require services of satellite government departments – Home affairs, Labour, social services, SASSA, Health etc.	8. Farmworkers need housing
9. Central points for refuse removal.	9. No Recreational Facilities and lack of Youth facilities and activities.
10. Public Telephones.	10. Refuse removal and recycling is a problem
11. Solar panels can be installed – for everyone	11. No ATM Facilities
12. TV towers needs to be installed	12. No Street Lightning
13. Needs Water tanks with purification Systems	13. Access to safe and clean water – People and animals are using the same water resources which include dams.
14. Needs bigger school – 3 grades are hosted in one classroom. Fencing of school grounds and playground are needed.	14. A satellite clinic is required for Noll, Ongelegen and Avontuur
15. Needs more programmes for the Youth and development	15. A satellite police station is required for Avontuur
16. Lyonville clinic must be retained and the building the equipment needs to be upgraded.	16. Lake of public Transport and covered bays
17. Surfacing of the R339 from Avontuur to Knysna.	17. Access to flush toilets
18. Supply of rain water collection tanks for farm workers.	18. Radio signal is bad
19. Haarlem / Uniondale pipeline to supply Avontuur and adjoining households.	19. Drainage systems is a health risks
20. Reverse osmosis system needs to be replaced for the Barandas Station inhabitants.	20. Library for children to study @ with internet and computer facilities for research.
21. Assistance for right of tenure for inhabitants of farm worker and railway houses with regards maintenance through the indigent policy programme.	21. Children Play Park.
22. Completion of Electrification and Sanitation of Workers houses.	22. Roads needs to be serviced more and upgraded
23. Public transport (can be a public/private partnership) is required through a daily bus service between Uniondale – Haarlem via Ongelegen.	23. The historical ambience of the pass must not be compromised. An example of what can be done is the Bainskloof pass. A limit of vehicles mass of under 3 tons must be enforced.
24. Driver's license training for farm workers.	24. Roads which are damaged by heavy vehicle use need to be repaired on a schedule which is aligned to the seasonal calendar of the fruit farmers to discourage a disruption of transportation.
25. Require a school bus route for Bo-Kouga.	25. Housing needs continue to grow and developments which need to be completed include the following: <ul style="list-style-type: none"> a. Agri-Tuinroete Housing Project b. Haarlem Farmers Housing Project c. Agri Village for Noll area. d. Housing applications prior to 2000 by 734 Farm workers.
26. Crèche required for De Hoop.	26. Farm schools were closed without arrangements being made for learners to reach alternative schools over 30kms away.
27. Simbamba Crèche urgent need for temporary classrooms.	
28. Utilization of the alternative crèche in Haarlem.	
29. Avontuur's Aged clubhouse facilities need attention especially the ablution facilities.	

Strengths and Opportunities:	Weaknesses and Threats:
30. Haarlem and the rest of the rural area require Club facilities for the elderly.	
31. The youth clubs which are established need to be supported and development programmes need to be launched for each club to cater for the youth in those areas.	
Participate in George:	
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. No community hall/ facilities
2. Free- 24 hour help Desk/line to report services related issues.	2. Community needs to be educated on the IDP and any other policies with regards to the municipalities function.
3. Needs to install public notice Board	
4. Municipal official, council, and ward committee members needs to be more visible and available	
5. Make use of other mediums of media to advertise municipal related issues – Radio, TV	
6. Involvement of George Municipality with the Irrigation Board and its transformation to a Water Users Committee with representation for all. Haarlem & Uniondale’s residents included.	
7. Information to be disseminated to all farm workers with respect to financial support to ensure secondary schooling for their children.	
8. Utilise local experts in economic development programmes to become stewardship for economic development in rural areas.	
9. Organise a decentralized information session with wards with regards rates structure and we require a knowledgeable official that can be contacted to resolve financial issues.	
10. Require a working session with a representative of the finances department in order to resolve financial and accounts issues with the municipality.	
Govern George:	
1. Regular feedback with regards to the IDP and it progress is needs, from the municipalities side – Ward committee members and councilors is not always clued up with matters regarding the municipality.	1. Too far from the municipality and departments
2. Employment opportunities need to be created for farmworkers and training needs to be provided – that are offered by the department of agriculture. Farm workers should also be informed what opportunities are available.	2. Lack of effective communication from the municipality’s side.
3. Contact details of department and introduction of managers.	3. Department management of Budgets needs to be improved.
4. Require guidelines for the application for building on agricultural zoned land.	4. Water tariffs for 2012/13 are unaffordable for agriculture and need to be revised with the farmers support.
	5. Farms sold in the last 5 years in Ward 24 & 25 are struggling to transfer the Seller’s water license to the buyer. Support is requested from local government to arrange a meeting with DWA, George Municipality and the Land owners.

Ward 25: Uniondale, Esseljag, Rooirivier

Ward Councillor: Marchelle Kleynhans

a) SWOT PROFILING

Strengths and Opportunities:	Weaknesses and Threats:
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Strengths and Opportunities:	Weaknesses and Threats:
Grow George:	
1. Tourism Information Office	1. Unemployment is High
2. Factories	2. No access to housing/ownership.
3. Recycling	3. Tender opportunities needs to be communicated more affectively – Tender Box are needed within the area
4. Chain Stores	4. No promotion of small business in terms of funding opportunities.
5. Multi-Purpose Centrum	5. No Shops
6. Town needs to be promoted in terms of historical aspects.	6. Building plans take years to be approved. Too expensive for community members.
7. Business Management Training Opportunities	7. Other infrastructure such as the Apple Express railway line, erosion protection works etc. need repairing to enable our region to utilize all its infrastructure and maximize employment opportunities.
8. Training programmes for Youth and unemployed needs to be created.	8. Exclusion of Fruit & Vegetable Producers in Drought Aid Assistance.
9. More investment in retail facilities.	
10. Needs more housing developments	
11. Require a mortuary in Uniondale and areas	
12. ABET classes are needed for the illiterate.	
13. Motor vehicle License Opportunities	
14. Urgent support for Agricultural Development Trusts in Appelkloof and Ongelegen.	
15. Identification and sourcing of technical support and external funding support for new farming partnerships.	
16. Support for agricultural diversification in agriculture sector to diversify the local economy through the following initiatives: a. Aqua culture b. Honey bush tea c. Essential oils	
17. Empowering Haarlem Small Farmers to becoming sustainable commercial entities through the provision of additional land in Haarlem.	
18. Re-establishment of a Tourism Bureau with previously allocated budget.	
19. The apple express and the Outeniqua Choo-Tjoo project are essential for tourism development in the rural areas.	
20. Opportunities for alternative energy for the agricultural sector need to be identified and developed.	
21. Construction of a honey-bush tea plant beneficiation facility must be undertaken.	
Keep George Safe and Clean:	
1. Warning signs for motorists and school going children are needs.	1. Ambulance Services Unreliable and reaction time is to slow.
2. Warning signs at dams, rivers and dangerous places.	2. Police services lacks
3. Law enforcement officers needs to control the area with regards to Safety and Clean, and report issues to the municipality- Needs to be used more effectively.	3. Safety measures for children at dams and private land.
4. Opportunity for Refuse removal and recycling projects.	4. No regular refuse removal
5. Plant of trees	5. Speed bumps are needed
6. Christmas lights	6. Law enforcement officers needs to be more visible – School Patrol
7. Construction of 2 cattle grid gates on the Bo-Kouga	7. Needs a Shelter

Strengths and Opportunities:	Weaknesses and Threats:
road (R1834). These gates are a serious security risk as they are located in a remote area.	
8. Communal Fire break creation by EPWP to protect the whole Community within a Fire Management Unit.	8. Stop signs needs to be installed
9. Fire fighting equipment to supply a reasonable fire service to the inhabitants of ward 24 & 25.	9. Environmental degradation due to natural disasters has resulted in erosion damage.
10. Establishment of a Disaster Radio network for wards 24 & 25 by simply adapting existing infrastructure that worked extremely well before.	10. Ambulance Services Unreliable and reaction time is to slow.
	11. Communication Gap with police – Only understands English.
	12. Need for Flush Toilets
	13. Uniondale Poort is threatened by alien invasive plants.
	14. Kammanassie school bus route a danger to learners safety.
Service Delivery:	
1. Need a aftercare facility	1. Spray lights are needed on the dark farm roads.
2. Crèche should be open full day.	2. No regular refuse removal
3. Establishment of satellite government departments offices such as Home affairs, Labour, social services, SASSA, Health etc.	3. No Covered Public Parking Bays
4. Central points for refuse removal required.	4. Farmworkers need housing
5. Public Telephones needed.	5. No Recreational Facilities and lack of Youth facilities and activities.
6. Solar panels can be installed – for everyone	6. Refuse removal and recycling is a problem
7. TV towers needs to be installed	7. Storm Water
8. Needs Water tanks with purification Systems	8. Better Street Lightning
9. Needs more programmes for the Youth and development	9. Electricity supply on farms and Rietvlei
10. Health services are weak.	10. Privacy of mobile Clinic.
11. Ward Poverty Programmes are needed	11. Lake of public Transport and covered bays
12. Upgrade seminaries	12. Access to flush toilets
13. Uniondale Hospital must be retained as a hospital at all costs	13. Radio signal is bad
14. Needs more programmes for the Youth and development	14. Drainage systems is a health risks
15. Lyonville clinic must be retained and the building the equipment needs to be upgraded.	15. Post office
16. Surfacing of the R339 from Avontuur to Knysna.	16. Library for children to study @ with internet and computer facilities for research.
17. Supply of rain water collection tanks for farm workers.	17. Children Play Park with security.
18. Haarlem / Uniondale pipeline to supply Avontuur and adjoining households.	18. Roads needs to be serviced more and upgraded
19. Reverse osmosis system needs to be replaced for the Barandas Station inhabitants.	19. Water meters are read according to estimates- community have high water accounts that they can't afford.
20. Assistance for right of tenure for inhabitants of farm worker and railway houses with regards maintenance through the indigent policy programme.	20. The historical ambience of the pass must not be compromised. An example of what can be done is the Bainskloof pass. A limit of vehicles mass of under 3 tons must be enforced.
21. Completion of Electrification and Sanitation of Workers houses.	21. Roads which are damaged by heavy vehicle use need to be repaired on a schedule which is aligned to the seasonal calendar of the fruit farmers to discourage a disruption of transportation.
22. Public transport (can be a public/private partnership) is required through a daily bus service between Uniondale – Haarlem via Ongelegen.	22. Housing needs continue to grow and developments which need to be completed include the following: <ul style="list-style-type: none"> a. Agri-Tuinroete Housing Project b. Haarlem Farmers Housing Project

Strengths and Opportunities:	Weaknesses and Threats:
	c. Agri Village for Noll area. d. Housing applications prior to 2000 by 734 Farm workers.
23. Driver's license training for farm workers.	
24. Require a school bus route for Bo-Kouga.	
25. Crèche required for De Hoop.	
26. Simbamba Crèche urgent need for temporary classrooms.	
27. Utilization of the alternative crèche in Haarlem.	
28. The youth clubs which are established need to be supported and development programmes need to be launched for each club to cater for the youth in those areas.	
Participate in George:	
Strengths and Opportunities	Weaknesses and Threats
1. Community needs regular feedback with regards to the IDP and budget implementation over the lifespan of the IDP	1. No community hall/ facilities
2. Free- 24 hour help Desk/line to report services related issues.	2. Community needs to be educated on the IDP and any other policies with regards to the municipalities function.
3. Needs to install public notice Board	3. Employment advertisement is reaching the communities too late.
4. Municipal official, council, and ward committee members needs to be more visible and available	4. Employment opportunities/tenders are awarded to people outside of the area.
5. Make use of other mediums of media to advertise municipal related issues – Radio, TV etc.	
6. Municipal News Letter needs to be developed and distributed quarterly.	
7. Involvement of George Municipality with the Irrigation Board and its transformation to a Water Users Committee with representation for all. Haarlem & Uniondale's residents included.	
8. Information to be disseminated to all farm workers with respect to financial support to ensure secondary schooling for their children.	
9. Utilise local experts in economic development programmes to become stewardship for economic development in rural areas.	
10. Organise a decentralized information session with wards with regards rates structure and we require a knowledgeable official that can be contacted to resolve financial issues.	
11. Require a working session with a representative of the finances department in order to resolve financial and accounts issues with the municipality.	
Govern George:	
Strengths and Opportunities:	Weaknesses and Threats:
1. Regular feedback with regards to the IDP and it progress is needs, from the municipalities side – Ward committee members and councillors is not always clued up with matters regarding the municipality.	1. Too far from the municipality and departments
2. Require guidelines for the application for building on agricultural zoned land.	3. Lack of effective communication from the municipality's side.
	4. Department management of Budgets needs to be improved.
	5. Competence of Municipal managers and Officials to execute their job effectively.
	6. Mistreatment of community by municipal employees – power trip, they forget they are in positions to serve

Strengths and Opportunities:	Weaknesses and Threats:
	the community.
	7. Water tariffs for 2012/13 are unaffordable for agriculture and need to be revised with the farmers support.
	8. Farms sold in the last 5 years in Ward 24 & 25 are struggling to transfer the Seller's water license to the buyer. Support is requested from local government to arrange a meeting with DWA, George Municipality and the Land owners.

CHAPTER 3

DEVELOPMENT STRATEGIES: VISION, MISSION AND STRATEGIC GOALS

CHAPTER 3

DEVELOPMENT STRATEGIES: VISION, MISSION AND STRATEGIC GOALS

3.1 INTRODUCTION

This Chapter entails George Municipality's Vision and Mission which give directives to the developmental agenda of the Municipality. The broader developmental agenda of George Municipality consists of short, medium and long term development goals.

George Municipality is committed to the objectives of local government which are enshrined in section 152 (1) of the Constitution of the Republic of South Africa, 1996 namely:

- (a) *To provide democratic and accountable government for local communities;*
- (b) *To ensure the provision of services to communities in a sustainable manner;*
- (c) *To promote social and economic development;*
- (d) *To promote a safe and healthy environment; and*
- (e) *To encourage the involvement of communities and community organisations in the matters of local government.*

George Municipality's development strategies are therefore, crafted within the context of ensuring that efforts are focused on delivering the expected outcomes of the developmental mandate of the local sphere of government.

3.2 VISION

George Municipality's commitment to bridge the gap between the extremely rich population of George and the extremely poor community is comprehensively expressed in the following Vision, namely:

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

3.3 MISSION

To provide affordable high quality services through effective governance, administration and fiscal discipline facilitating an environment that is conducive to economic growth and opportunities for all residents whilst ensuring the protection of our natural resources in a sustainable manner to provide a quality living environment for all.

3.4 VALUES

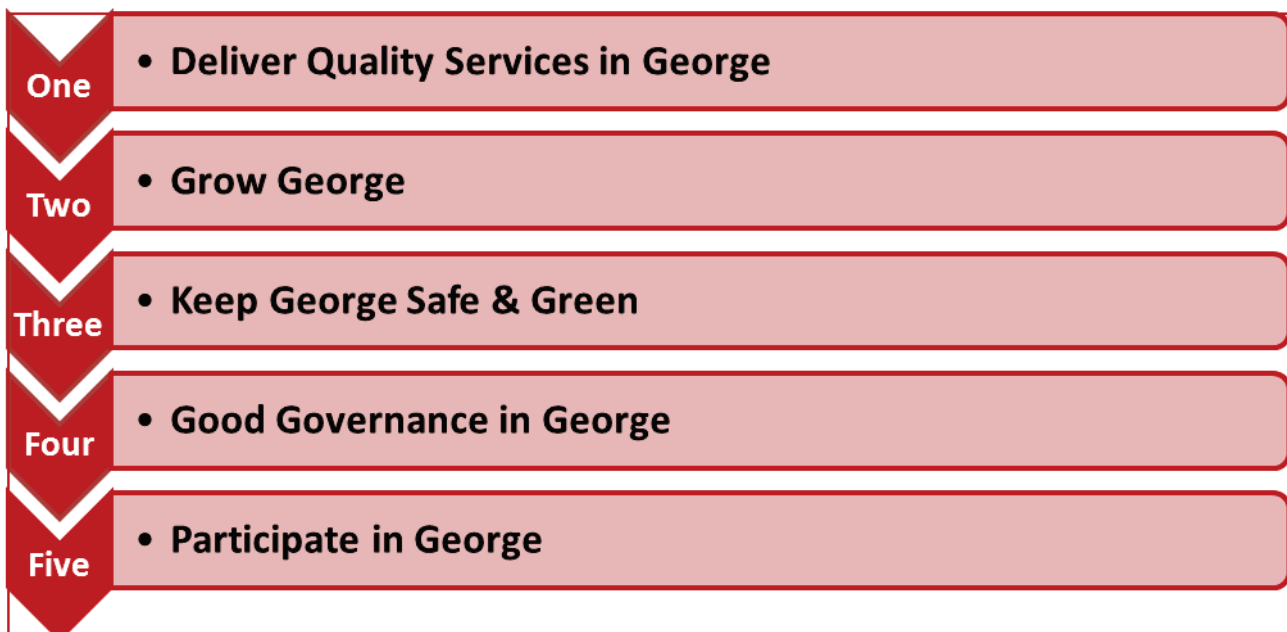
The values and founding principles of George Municipality are as follows:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Cohesive team work
- Innovations
- Leadership
- Trust
- Client Satisfaction
- User friendly systems and processes which

- Redress
- Value for Money
- Accountability
- Effective governance
- Sound financial management
- Clean administration
- Open opportunities
- Greener governance, respectful of resource
- Transformed, inclusive, caring society (citizens, employees and visitors)
- Motivated and skilled employees
- are client orientated
- Committed employees with high satisfaction levels
- Cohesive team work
- Innovations
- Leadership
- Trust
- Client Satisfaction
- User friendly systems and processes which are client orientated
- Committed employees with high satisfaction levels
- Cohesive team work
- Innovations

3.5 STRATEGIC GOALS

George is a city for all reasons and this along with the strategic vision and mission has led to the conceptualisation of five strategic goals for George. These goals are as follows:



The above goals pertain to the following:

1. **Deliver quality services in George** – It is essential that all citizens in George have access to basic services as provided by local government. Access to basic services by all citizens should be 100%. All service delivery constraints need to be mitigated. It is also essential that the municipality ensures that strategic measures are in place to manage risk areas for service delivery such as shortage of electricity and water and that the green industry is stimulated to increase recycling practices and water and electricity saving practices are encouraged. Service delivery also needs to be improved with regards to low cost housing and the provision of GAP housing. The Council needs to make land available for developers to ensure that more affordable housing is made available as the demand for housing is still much more than the supply especially for the low income earning population.

- 2. Grow George** – In order to grow the local economy of George the Municipality has to create an enabling environment which will attract investment into the area. This will stimulate economic activity and result in new business sales and job creation to alleviate poverty. The aim is to ensure an annual growth rate of 8% is achieved. It is just as important to focus on retaining and expanding established businesses in the George Municipal area. This will be done through business retention and expansion strategies. In order for the economy to grow it is essential that the correct infrastructure is in place to accommodate current and new business activities. Therefore infrastructure investment has to be a primary focus for the next 10 to 15 years. The leading sectors such as the Finance and Business services sector needs to be stimulated to ensure that George is a regional services hub in the Garden Route and Klein Karoo area. Sector strategies need to be developed to ensure economic stimulation to promote agro-processing which is linked to the manufacturing sector as well as tourism development specifically for the sport and business tourism industry. Due to the importance of the educational facilities such as NMMU and South Cape College education needs to be seen as a priority in terms of future growth potential of the municipal area. George is also becoming an important role-player in the green industry relating to solar energy and other green industries which promote clean manufacturing principles. This provides an opportunity for George to become a national benchmark.
- 3. Keep George Safe & Green** – One of the biggest assets which George possesses is a beautiful and safe living environment. The quality of lifestyle which is offered in the George area is a key selling factor to attract investment. It is essential that efforts are made which will ensure that George is kept clean by ensuring that on-going efforts are made to employ more unskilled labour using the EPWP programme to clean the CBD and various other areas which are of strategic importance. This also relates to environmental protection and rehabilitation of rivers and beaches etc. In order to keep George safe it is essential that security and policing staff and resources are increased which will ensure that crime rates remain low and that more efficient policing is done in all areas which includes public places such as schools and low income areas where the most vulnerable citizens reside.
- 4. Good Governance in George** – This goal is based on ensuring that good governance is key and free of corruption to ensure the city is run as effectively and efficiently as possible. The City should be managed as transparently as possible at all levels. This relates directly to the financial sustainability of the municipality. It is essential that financial discipline is adhered to in order to obtain clean audits from the Auditor General. The financial sustainability also needs to incorporate financial planning for future revenue streams and ways to increase the business activity in the city without increasing the tax burden which deters economic growth. Strategic planning needs to be done in order to find the correct ways to attract and retain business without over burdening the current tax base. The second important priority for this goal is to establish a municipal organisation which is productive based on the correct skills level and human resource capacity in all the departments. The focus should be on performance per department with regards specific KPI's linked to the IDP to ensure that the departments output is strategic of nature. The report back system with regards to departmental progress should be redesigned to ensure that the public is able to monitor and evaluate the progress being made with regards to the IDP projects and programmes.
- 5. Participate in George** – Ensure all members of public and organised business and other organisations have the opportunity to participate in the decision making process. It is of utmost importance that a culture of participation is nurtured. Therefore it is essential that a customer care system is in place with regards a call centre. It is essential that the public and private sector organisations play a more active role in the decision making process and a platform has to be established whereby public participation at various levels of government is a reality. Therefore partnerships need to be fostered at all levels of government. As part of this goal all public facilities such as community halls and multi-purpose centres need to be linked to strategic priorities where communities can be linked to government programmes using these facilities as a one-stop shop. They should be open 24/7 and linked via the telecommunications network to ensure that the public can engage with government and have the opportunity to utilise the facilities in a more effective manner.

The above strategic goals are set to become the catalysts to ensure that the vision and mission is achieved in the next five years. In order to ensure that George is a city for all reasons each of the five goals needs to be linked to key implementation priorities. The following section will discuss each of the five strategic goals and the implementation priorities which are linked to the communities needs and the strategic direction which the city and its people are heading in.

3.6 ALIGNMENT OF SELECTED NATIONAL, PROVINCIAL, DISTRICT AND LOCAL STRATEGIES

Section 24 (1) and (2) of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates the following about **“Municipal planning in co-operative government-**

(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in Section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in Section 153 (b) of the Constitution.”

Furthermore, Regulation 2(1) (d) stipulates that *“(1) A municipality’s integrated development must at least identify-*

(d) all known projects, plans and programmes to be implemented within the municipality by any organ of state.”

In line with above, Chapter.... of this document deals extensively with projects that the Sector Departments of the Western Cape province will implement within the George Municipal area. The above are clearly the key planning assumptions for George Municipality in the development of its IDP. This is a progressive planning rationale and is based on a clear legislative framework to ensure consistency and an enhanced quality of the IDP. This planning rationale is underpinned by the principle of Co-operative Governance as entrenched in the Constitution of the Republic of South Africa, 1996.

3.6.1 The value of Planning Alignment

The capital markets for municipalities have become extremely complex and difficult to access. A common basis for this has been the narrow tax base which is adversely affecting the majority of municipalities in the country. The rapid growth of the area has also sparked a regressive response by some of the key variables in a healthy economy. This rapid growth seems to be outstripping the Municipal infrastructure’s capacity and as such, places a huge capital burden on the Municipality. This burden requires an aggressive response by the Municipality to address the challenges of bulk infrastructure and reticulation infrastructure needs.

It is quite clear that the Municipality alone will not be able to meet all its challenges and therefore it will be necessary to explore beyond its own means and perhaps the traditional funding sources. High levels of creativity will be the key ingredient of any strategic response to these massive challenges. Various key strategies and plans are required to gear for maximum utilisation of available resources. Different strategies and plans from all spheres must be considered to:

i. Avoid Duplication of Initiative

George Municipality’s IDP must ensure that cognisance is given to the relevant Sector Departments and respective strategies and plans. The IDP must be based on and aligned with all plans of relevant Sector Departments with resource allocations at their respective levels. The powers and functions of the different spheres of government are the means to avert duplication and funding related to those initiatives.

ii. Ensure efficient utilisation of limited resources

Aligned plans ensure that resources are creatively harnessed and, as such, a lot more is achieved than would have had there been a piecemeal approach. Both the IDPs of Eden District and George Municipalities should serve as a platform for all the spheres of government to converge and define the development path of the District in general and more specifically the George Municipal area. The three main funding sources for the IDP would be the Municipality’s own income (tax base), conditional and unconditional grants, and lastly, the Provincial and National Governments’ financial interventions. The latter is very important and this suggests that the alignment of planning instruments in the different spheres of government should allow for impact to be maximised by ensuring that limited resources are efficiently utilised. The alignment of selected National, Provincial, District and Local strategies is illustrated in the table below:

	National: 12 Key Outcomes	National: MTSF	National: NDP	Provincial: WDSP	District: Eden IDP	Local: George IDP
1	Improved quality of basic education		Improving education and training	Improving education outcomes		
2	A long and healthy life for all South Africans	Improve the health profile of all South Africans	Providing quality health care	Increasing wellness	Promote sustainable environmental management and public safety Healthy and socially stable communities	Keep George safe and green
3	All people in South Africa are and feel safe	Intensify the fight against crime and corruption	Transforming society and uniting the nation	Increasing safety	Promote sustainable environmental management and public safety	Keep George safe and green
4	Decent employment through inclusive growth path	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	Creating jobs and livelihoods	Creating opportunities for growth and jobs	Grow the district economy	Grow George
5	A skilled and capable workforce to support an inclusive growth path	Strengthen the skills and human resource base	Improving education and training	Improving education outcomes	Build a capacitated workforce and communities	Grow George
6	An efficient, competitive and responsive economic infrastructure network	Introduce a massive programme to build economic and social infrastructure	Transitioning to a low-carbon economy		Grow the district economy	Grow George
7	Vibrant, equitable and sustainable rural communities with food security for all	Develop and implement a comprehensive rural development strategy linked to land and agrarian reform and food security	Transforming urban and rural spaces	Creating opportunities for growth and development in rural areas		Grow George
8	Sustainable human settlements and improved quality of household life	Build cohesive, caring and sustainable communities	Transforming society and uniting the nation	Developing integrated and sustainable human settlements & increasing social cohesion		Deliver quality services in George
9	A responsive, accountable, effective and efficient local government system	Build a developmental state, improve public service and strengthen democratic institution	Fighting corruption and enhancing accountability	Integrating service delivery for maximum impact	Promote good governance	Good Governance in George
10	Environmental assets and natural resources that are well protected and continually enhanced	Ensure sustainable resource management and use		Mainstreaming and sustainability and optimising resource-use efficiency		Keep George safe and green
11	Create a better South Africa and contribute to a better and safer Africa and World	Pursue African advancement and enhanced international cooperation				Keep George safe and green
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Build a developmental state, improve public service and strengthen democratic institution		Building the best-run regional government in the world		Good Governance in George & Participate in George

CHAPTER 4

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK (SDF)

CHAPTER 4

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

4.1 INTRODUCTION

This chapter provides a high level overview of George Municipality's Draft Spatial Development Framework (SDF).

4.2 THE GEORGE MUNICIPAL AREA

The Spatial Development Framework (SDF) for George Local Municipality presented in this report covers the municipality's 5 238 km² jurisdictional area, inclusive of the recently incorporated Wards 24 and 25 (i.e. the former Eden District Management Area). George Municipality now administers a vast and diverse geographic area that accommodates over 175 000 people and extends from the dry and climatically extreme Little Karoo in the north, to the wetter more temperate Garden Route in the south.

4.3 ROLE OF THE MUNICIPAL SDF

Informed by the strategic direction taken by a Municipality's Integrated Development Plan, Municipal SDF's are meant to articulate a clear spatial vision for a municipality's urban and rural areas, and specify strategies to be implemented to realise this vision.

4.4 PREVIOUS WORK ON THE MUNICIPAL SDF

Over the period 2003 to 2009 six drafts of the George Municipal SDF were prepared. In 2009 the Built Environment Support Programme's review of the SDF established that: the recent severe downturn in George's economy was not factored in; important new biodiversity, infrastructure and rural development information is now available that also needs to be considered; external statutory authorities made limited input into the SDF; and documentation of the SDF in three separate volumes makes it inaccessible and difficult for users to understand the core argument on which its proposals are based.

4.5 THE NEED FOR A NEW SDF

Accordingly the Municipality and Provincial authorities agreed that a new concise SDF Main Report is required to update and replace the three SDF volumes produced to date. This new SDF forms part of the land use planning and management system that George Municipality are introducing. Whilst the SDF provides guidelines for the development and conservation of land within the municipal area, it does not confer or take away land use rights. This is the role of the new Municipal Integrated Zoning Scheme, which standardises land use regulations across the municipal area in line with the SDF's objectives.

4.6 MUNICIPAL CHALLENGES

As the regional service centre of the Southern Cape and Klein Karoo, George is ranked second to Cape Town on the W Cape list of rankings of "Development Potential Index". Despite this potential, the municipal area is faced with serious challenges:

- *Economic:* George has not escaped the ravages of the current global economic recession. Unemployment is entrenched, poverty pervasive, and the future of existing business is under threat. The challenge is to re-instil investor and consumer confidence by improving service delivery and creating an environment conducive to investment.
- *Social:* If it is to be 'a city for all reasons' George needs to offer all residents access to the services and facilities of city living. It also needs to ensure that those living outside George, in villages or on farms, also have access to basic services and facilities. The challenge is to ensure that social investment not only addresses basic human needs, but also develops the human capital needed for a thriving and prosperous service economy.

- *Built Environment:* The challenge is undoing the spatial legacy that apartheid left on the towns, villages and farms in the George municipal area, and providing humane and enabling living environments for all.
- *Natural Environment:* Notwithstanding the area's rich and varied natural capital, it remains a sensitive and vulnerable environment. The challenge is ensuring the on-going functioning of eco-system services, that climate change is taken seriously, and the Municipality's towns and rural areas are developed sustainably. Whilst the Municipality's natural assets and productive rural landscapes need to be safeguarded, they also need to be opened up to all – particularly those denied access in the Apartheid era.

4.7 MUNICIPALITY'S OVERALL STRATEGY

George Municipality's IDP is clear regarding the crucial role of economic development in providing resources for the development of the poor and previously disadvantaged. With the aim of the equitable and sustainable development of the municipal area, the Municipality are pursuing the following core strategies:

- targeting the services economy - specifically the technology, tourism, and business and financial services sectors – as foundation on which to build the local economic base;
- giving priority to addressing the needs of vulnerable communities, and developing the human capital for a service economy;
- creating humane and living environments by: delivery of services to all households; upgrading of informal settlements and degraded neighbourhoods; housing delivery to the subsidy market; promotion of 'green' household technologies; and protection of the municipal area's natural and cultural heritage: and
- building institutional excellence in the provision of a high standard of services to consumers, and functioning effectively as developmental local government.

4.8 SPATIAL PRINCIPLES

In support of these municipal strategies the SDF applies the following spatial principles:

- i. Protecting, maintaining and strengthening the municipal area's natural assets as the basis for all living, and as the foundation of the regional and local economy.
- ii. Enhancing the productive capacity and livelihood opportunities associated with the municipal area's natural assets, and attracting new higher order investment in George's service economy.
- iii. Using major public infrastructure investments to leverage improved productive capacity and livelihood opportunities.
- iv. Structuring and managing the municipality's human settlements in a manner where they fulfil interdependent as opposed to competing roles.
- v. Making existing settlements better, not spatially bigger, as places of living, work, services and recreation.
- vi. Improving the functioning of settlements for the poor, specifically through providing increased housing choice in well-located areas, improved access between poorer settlements and opportunity rich areas, and the upgrading of poorer areas (including the upgrade of informal settlements and location of public facilities and employment centres in these areas).

4.9 STRATEGY FOR THE DEVELOPMENT AND MANAGEMENT OF THE RURAL AREAS

The SDF details a development strategy for the Municipality's rural areas that focuses on maintaining ecologically functional and economically productive rural landscapes within which:

- areas of conservation worth (i.e. critical terrestrial and aquatic biodiversity areas, and ecological support areas) are consolidated as far as possible;
- the entire rural area is managed to sustain ecosystem services (e.g. supply of clean water);
- productive agricultural and forestry areas are protected, and opportunities for land and agrarian reform are actively developed;
- scenic landscapes and features are safeguarded; and
- appropriate tourism and recreation activities are developed.

The SDF specifies climate change mitigation measures, delineates the rural area into Spatial Planning Categories (SPCs), and provides guidelines on what land uses are suitable in the different SPCs.

4.10 STRATEGY FOR THE DEVELOPMENT AND MANAGEMENT OF THE URBAN AREAS

The SDF also details a strategy for the development and management of all human settlements in the George municipal area. This strategy encompasses:

- Developing and maintaining a system of interdependent settlements, each with its own distinct role.
- Focusing productive investment in the regional centre of George, in support of its emergence as a fully-fledged garden city that is socially integrated and has a diversified economic base.
- In the larger towns which are still growing, maintaining a compact settlement form to facilitate internal settlement restructuring and integration of activities for better efficiency in service delivery, and better use of resources.
- Avoiding investing in “greenfields” residential developments that are detached from the existing network of human settlements.
- Opening-up suitable special coastal areas for new economic development, in proximity to poor areas and linked to other parts of George.
- Addressing basic human needs in all existing human settlements.
- Improving the social inclusivity of human settlements.
- Postponing investment in the remote rural and forestry villages until there is greater certainty from the Department of Rural Development and Land Affairs (DRD&LA) on the location, nature and extent of rural development programs to be implemented in the municipal area.
- Promoting a form of urban development that is respectful of the natural and cultural environment.

For the emerging city of George, and for the other towns and villages in the municipal area, the SDF specifies measures to manage the outward growth of settlements (including the delineation of urban edges), as well as restructure them internally. Detailed proposals are specified for George, where 80% of municipal residents live.

4.11 SPATIAL POLICIES

The SDF specifies the Municipality’s overarching spatial policies in support of equitable and sustainable service delivery and development in its rural and urban areas.

4.12 IMPLEMENTATION

The SDF sets-out the Municipality’s Planning and Housing Department action agenda to take the SDF forward, including the roll-out of the new Integrated Zoning Scheme. The SDF also highlights linkages to complementary municipal programmes (e.g. housing, community facility provision, integrated public transport, bulk services augmentation, etc.), and specifies monitoring and evaluation measures.

4.13 CONCLUSION

The SDF gives spatial expression to the Municipality's service delivery and development agenda. It clarifies and directs development and management activities in its urban and rural areas, and aligns with national and provincial spatial policies. As such it establishes a credible spatial framework to replace the statutory spatial plans impacting on George Municipality that were approved in the Apartheid.

CHAPTER 5

GEORGE FIVE-YEAR PROGRAMMES & PROJECTS

CHAPTER 5

GEORGE PROGRAMMES AND PROJECTS

INTRODUCTION

George Municipality is committed to provide effective service delivery to its communities and for this purpose has structured its administration into 7 Directorates. The Municipal programmes and plans are reflected in the programme and service plans of these Directorates which constitute the delivery agenda of George Municipality and provide the overall work that will be executed by the Directorates to achieve the IDP strategic goals.

The development programmes and projects that follow address George Municipality's development priorities and are informed by the broader mandate of the local sphere of government. It is important to note that this Chapter will be reviewed annually to reflect progress over a five-year period.

Ward Issues	Ward Number	Department	Project to address Issue Capital	Operational	Total budget allocation	Percentage if Budget spend in	Target date for completion for project in each ward	Comments	Responsible Person for each
Ward 1									
Weaknesses and Threats:									
Zero interdepartmental co-operation	1								
Zero Reactiveness	1								
High unemployment (specially amongst the youth)	1								
Community recreational facilities lacking	1								
Removal of alien vegetation and no value adding of it	1								
Visibility of law enforcement in the ward	1		1 800 000.00			R 1 800 000.00 (ALL WARDS)			B Nelson
Cleaning contracts which are ward related are awarded to people outside ward 1	1								
Play parks are used for drug and alcohol related activities	1								
Poor conditions of RDP housing; cracked walls; poor sewage systems, installed roofs and taps (Project Linked Subsidy)	1						2013/2014 until 2014/2015	Wards 1-25 subject to the availability of funding	MA de Beer
Poor water pipes - water goes through houses	1								
Blocked storm water drains	1								
Lack of welfare services - which is the huge cause of social problems experienced in the ward									
George Municipality Open Space Plan							2012/2013 until 2014/2015	Wards 1-25	S Carstens
SDP Implementation and review							2012/2013 until 2014/2015	Wards 1-25	S Carstens
SDF Implementation & Review							2012/2013 until 2014/2015	Wards 1-25	S Carstens
Land Valuations (Council Land)							2012/2013 until 2014/2015	Wards 1-25	S Carstens
Land Surveying (Council Land)							2012/2013 until 2014/2015	Wards 1-25	S Carstens
New Set of Aerial Photo's							2012/2013 until 2014/2015	Wards 1-25	S Carstens
New GIS License & Updates							2012/2013 until 2014/2015	Wards 1-25	S Carstens
Policy Development & Reviews							2012/2013 until 2014/2015	Wards 1-25	S Carstens
Heritage Management Plan Phase 2							2012/2013 until 2014/2015	Wards 1-25	S Carstens
Updating Heritage Inventory	1						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Ward 2									
Weaknesses and Threats:									
Vagrants and Homeless people	2						2012/2013 until 2016/2017	Wards 1-25 subject to the availability of funding	MA de Beer
Street water damage down 1st avenue and Wellington Street	2								
Homeless people	2								
Pavement in Wellington street - bad condition	2								
Response to road torture	2								
Public transport for domestic workers	2								
Communal rezoning	2								
alien vegetation in neighbourhood	2								
MTO needs serious housekeeping - fine and water	2								
George Municipality Open Space Plan	2						2012/2013 until 2014/2015	Wards 1-25	S Carstens
SDP Implementation and review	2						2012/2013 until 2014/2015	Ward 1-25	S Carstens
SDF Implementation & Review	2						2012/2013 until 2014/2015	Ward 1-25	S Carstens
Land Valuations (Council Land)	2						2012/2013 until 2014/2015	Ward 1-25	S Carstens

Street lights not strong enough	4	elect	none	R 2,422,700.00	R 2,422,700.00	14%	Jul-13	budget allocation provides for all electrical maintenance	Services
Clinic to small and needs full time doctor	4								
No high school	4								
Library needs to be expanded	4								
Manholes- stinks and dirty	4								
Recreational facilities lack	4								
RDP Houses in Bad conditions – Needs to be upgraded.	4						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Existing community Facilities to small	4								
Community hall	4								
Clinic	4								
Cemetery	4								
Library	4								
Refuse removal must be improved	4								
Storm water Pipes – Huge problem	4								
No man power at fire station.	4	Community Safety			Operational				
Road conditions in informal camp	4								
No pedestrian side walks	4								
Refuse dumping in Camp by other residents.	4								
Electricity in new units	4	elect	none	none	ESKOM			Touwsrante Eskom grant.Eskom is responsible	Eskom
RDP Housing is in Urgent need	4						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Unreliable school buses	4								
Water and Sanitation in Informal camp	4						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Poor Feedback and communication with community	4								
No system exists where community can track progress of the IDP project implementation.	4								
Bias allocation of Funds and contracts	4								
Rural Node Developments Farm workers	4						2012/2013 until 2014/2015	Wards 4,23,22,24,25	S Carstens
George Municipality Open Space Plan	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
SDP Implementation and review	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
SDF Implementation & Review	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Land Valuations (Council Land)	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Land Surveying (Council Land)	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
New Set of Aerial Photo's	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
New GIS License & Updates	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Policy Development & Reviews	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Heritage Management Plan Phase 2	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Updating Heritage Inventory	4						2012/2013 until 2014/2015	Wards 1-25	S Carstens
Infill Erven	4						30-Jun-17	Wards 4,6-8,13,14	MA de Beer
Touwsrante Housing Units	4						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Weaknesses and Threats:									
Ward 5									

SDP Implementation and review	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
SDF Implementation & Review	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
Land Valuations (Council Land)	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
Land Surveying (Council Land)	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
New Set of Aerial Photo's	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
New GIS License & Updates	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
Policy Development & Reviews	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
Heritage Management Plan Phase 2	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
Updating Heritage Inventory	7						2012/13 till 2014/15	Wards 1-25	S. Carstens	
George South - East Urban Renewal	7						2012/13 till 2014/15	Wards 6,7,8,20	S. Carstens	
Infill Erven	7	Environmental	proposed				30-Jun-17	Wards 4,6-8,13,14	MA de Beer	
Sandkraal E3 Conservation Project	7	Environmental	proposed				Proposed	Proposed	Proposed	
Ward 8										
Weaknesses and Threats:										
Unemployment is High- No Opportunities for employment	8									
Access to housing	8						30-Jun-17	Wards 1 - 25 Subject to the availability of funding	MA de Beer	
Too much people are living in one house	8									
Quality of RDP housing	8									
Houses is to small	8									
Houses are awarded to foreigners to operate their businesses from.	8									
Lack of RDP and Low cost Housing	8									
Lack of shopping facilities- only in town	8									
Employ people from inside the ward- Contracts are going to people from outside the ward.	8									
Irregularities of tenders	8									
Police reaction time to issues reported is slow- only except certain cases.	8	SAPS						SAPS function		
Police and Neighbourhood watch services Lacks	8									
Safety measures for children at schools.	8	Community Safety						Traffic Operational		
Dumping sites for garden waist is needed	8									
Spray lights in dark areas –	8	Civil	R1,26m				Jun-13	100%	Highmast lighting in variouse areas	
Law enforcement officers needs to be more visible and used more effectively	8	Community Safety								
Alcohol and drug abuse(tik)	8									
Planned Crime – Pit-bull fights	8									
Fire station too far to respond to disaster in time	8	Community Safety								
Ambulance Services never responds.	8	Provincial function								
Garden Waste are not removed	8									
Clinic is too small to accommodate all members of the ward.	8									
Broken Drains. Toilets and taps	8									
Open drains	8									
No Recreational Facilities and lack of Youth facilities and activities.	8									
Houses need to be upgraded	8						30-Jun-17	Wards 1 - 25 Subject to the availability of funding	MA de Beer	
Storm Water is a problem – overflow	8									

Heritage Management Plan Phase 2	10						2012/13 till 2014/15	Wards 1-25	S. Carstens
Updating Heritage Inventory	10						2012/13 till 2014/15	Wards 1-25	S. Carstens
Thembalethu UISP	10						30-Jun-17	Wards 9 - 13, 15,21	MA de Beer
Thembalethu Rectification	10						30-Jun-17	Wards 9 - 10, 12,13,15	MA de Beer
Provision of Houses (Extension 42 and 58))	10						30-Jun-17	Wards 10,11,13	MA de Beer
Ward 11									
Weaknesses and Threats:									
Electricity is running quickly and very expensive	11								
Unemployment is resulting in children turning to crime	11								
Sports grounds for children	11								
Roads need to be fixed and some roads still require paving	11								
Youth centre required for young	11								
Shortage of housing	11						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Need a skills centre	11								
Toilets damaged	11						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Clinic is too small and cannot accommodate everybody	11								
Roads are very dirty and are not being cleaned	11								
Crime in the ward is high	11					SAPS			
Speedbumps are needed	11								
Need increased presence, visibility of police in ward and Thembalethu and quicker response time	11					SAPS			
Housing damaged/cracks/water (doors are rejects)	11						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Municipal projects are not being implemented	11								
Large number of individuals still waiting for housing (Access to housing)	11						30-Jun-17	Wards 1-25 subject to the availability of funding	MA de Beer
Post office is weak	11								
General poor service delivery in Thembalethu	11								
Fire station late response time	11					Community Safety		Operational	
Ambulance late response time	11					Provincial function			
Feedback needed from municipality	11								
Greater visibility of ward councillor	11								
Ward committee needs to be trained and increased presence of committee and councillor amongst ward community	11								
Community projects are not being undertaken in the ward	11								
Lack of transparency regarding budget	11								
Thembalethu Urban Renewal Planning	11						2012/13 till 2014/15	Wards 9,10,11,12,13, 22	S. Carstens
George Municipality Open Space Plan	11						2012/13 till 2014/15	Wards 1-25	S. Carstens
SDP Implementation and review	11						2012/13 till 2014/15	Wards 1-25	S. Carstens
SDF Implementation & Review	11						2012/13 till 2014/15	Wards 1-25	S. Carstens
Land Valuations (Council Land)	11						2012/13 till 2014/15	Wards 1-25	S. Carstens
Land Surveying (Council Land)	11						2012/13 till 2014/15	Wards 1-25	S. Carstens
New Set of Aerial Photo's	11						2012/13 till 2014/15	Wards 1-25	S. Carstens

Land Surveying (Council Land)	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
New Set of Aerial Photo's	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
New GIS License & Updates	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
Policy Development & Reviews	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
Heritage Management Plan Phase 2	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
Updating Heritage Inventory	15					2012/13 till 2014/15	Wards 1-25	S. Carstens
Thembalethu UJSP	15					30-Jun-17	Wards 9 - 13, 15,21	MA de Beer
Thembalethu Rectification	15					30-Jun-17	Wards 9 - 10, 12,13,15	MA de Beer
Ward 16								
Weaknesses and Threats:								
Unemployment is High- Municipal Tenders are awarded to people from outside the Ward.	16							
Waste Bags needs to be provided on a regular basis. Waste disposal is a problem. Bags are waiting to long to be removed- Bags are being tarred by dogs- dirty ward.	16							
No disposal of Garden Waste	16							
Policing and Law Enforcement is not visible	16				R180 000 (ALL Wards)			
Community Safety								
Slow response of police when cases are reported.	16							
SAPS								
Huge lack of the basic community Facilities – community hall, Kids Play park, recreational facilities, no pedestrian sidewalks.	16							
Lack of Low cost housing.	16							
Illegal Letting of RDP houses to Foreigners	16							
No attention and report back on issues reported to the Municipality	16							
Mismanagement of Housing waiting list- individuals that have 2 RDP houses.	16							
Lack of Covered Public transport Bays- people have to wait for taxi's in the rain.	16							
Speed Bumps need to be installed.	16							
Lack in availability of electricity	16							
elect								
Replacement of Storm Water and Sewage Pipes- Bad Conditions	16							
R 500,000								
100%								
80 houses in Syferfontein								
Planning								
Electricity Boxes in Bed condition	16							
R 692,200.00								
R 692,200.00								
5%								
budget allocation provides for all electrical maintenance								
Distribution								
Water gets cut off if you are behind on Payment – Cause health and Hygienic issues.	16							
Speed bumps	16							
Holes need to be filled after municipal workers are completed with maintenance in the ward.	16							
Storm Water Pipe is a problem.	16							
George Municipality Open Space Plan	16							
SDP Implementation and review	16							
SDF Implementation & Review	16							
Land Valuations (Council Land)	16							
Land Surveying (Council Land)	16							
New Set of Aerial Photo's	16							
New GIS License & Updates	16							
Policy Development & Reviews	16							
Heritage Management Plan Phase 2	16							
Wards 1-25								
S. Carstens								

Better Street Lightning	25	ESKOM									ESKOM supply area	
Electricity supply on farms and rietvlei	25	ESKOM									ESKOM supply area	
Privacy of mobile Clinic.	25											
Lake of public Transport and covered bays	25											
Access to flush toilets	25									30-Jun-17	Wards 1 - 25 Subject to the availability of funding	MA de Beer
Radio signal is bad	25											
Drainage systems is a health risks	25											
Post office	25											
Library for children to study @ with internet and computer facilities for research.	25											
Children Play Park with security.	25											
Roads needs to be serviced more and upgraded	25											
Water meters are read according to estimates- community have high water accounts that they can't afford.	25											
No community hall/ facilities	25									30-Jun-17	Wards 1 - 25 Subject to the availability of funding	MA de Beer
Community needs to be educated on the IDP and any other policies with regards to the municipalities function.	25											
Employment advertisement is reaching the communities to late.	25											
Employment opportunities/tenders are awarded to people outside of the area.	25											
Too far from the municipality and departments	25											
Lack of effective communication from the municipality's side.	25											
Department management of Budgets needs to be improved.	25											
Competence of Municipal managers and Officials to execute their job effectively.	25											
Mistreatment of community by municipal employees – power trip, they forget they are in positions to serve the community.	25											
Heritage Inventory	25									2012/13 till 2014/15	Wards,24,25	S.Carstens
SDP (Old DMA)	25									2012/13 till 2014/15	Wards,24,25	S.Carstens
George Municipality Open Space Plan	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
SDP Implementation and review	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
SDF Implementation & Review	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Land Valuations (Council Land)	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Land Surveying (Council Land)	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Vacant Land Study Implementation	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
New Set of Aerial Photo's	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
New GIS License & Updates	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Policy Development & Reviews	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Heritage Management Plan Phase 2	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Updating Heritage Inventory	25									2012/13 till 2014/15	Wards 1-25	S. Carstens
Rural Node Developments Farm workers	25									2012/13 till 2014/15	Wards 4,23,22,24,25	S.Carstens

**GEORGE ECONOMIC DEVELOPMENT
PLANNED PROJECTS 2012/2013
FINAL - 10 MAY 2012**

Project	Budget	Rationale
1 Technology Expo	R 50,000.00	First event hosted in 2011 - very successful. Collaboration with NMMU, links to establishing the town as technology destination and the ICT Incubator establishment
2 ICT Incubator support and establishment	R 100,000.00	ICT identified as high growth industry with extensive potential for George, funding of around R4,5 Million possibly secured from Province/SEDA. Municipality should make some kind of financial contribution as partner in the project - might not be in direct contribution, but rather as payment for a project to benefit local residents
3 Arts & Crafts Showcase	R 50,000.00	Annual event, very successful - this will be the 4th time it will be hosted. Provides market opportunities to artists within formalised training programmes
5 Entrepreneurs Week and related events	R 30,000.00	Start-up business support, growing a local culture of entrepreneurship, providing market opportunities (e.g. Thembalethu Trade Fair in 2011/2012).
6 Project support and training - Uniondale and rural areas	R 40,000.00	To provide rural based residents with opportunity to launch sustainable community based projects and provide relevant (and much needed) business training
7 Project support - as prioritised from new Strategy	R 80,000.00	Strategy completed in 2011/2012 financial year must be operationalised. Actions will be collaborations between private sector and municipality, might in some cases require some expenditure e.g. converting Strawberry Festival into Berry Festival, establishing regular space for strategic discussion, etc.
8 Industry Audit (industry identified in Strategy)	R 50,000.00	Important component of mobilising action within key industries identified for potential growth - audit is undertaken to identify the existing capacity, skills, opportunities, etc. on a more detailed industry and company level. Successful audits completed previously - Tourism Skills, Furniture Industry.
9 Improvement Districts / Special Ratings Areas design and roll out if applicable	R 70,000.00	Possible outcome from BR&E - establish legal framework for special economic areas requiring upgrade, to ensure existing businesses grow and contributes to local job creation.
10 Investment Marketing	R 80,000.00	To continue to build on the image of George as credible business destination, started in 2011/2012 with numerous publications.
11 Database access - economic and related data	R 50,000.00	Annual subscription fee - Access to Global Insight / Quantec / Municipal IQ databases for data collection and interrogation purposes
12 Informal Economy situational analysis	R 150,000.00	First phase towards an Informal Economy policy as per SALGA guidelines
13 Membership - Economic Development Partnership	R 50,000.00	Pending Council decision on funding membership
		R 800,000.00

NB: 2011/2012 Budget was R600 000 originally, cut to R450 000
Contractor budget (used for LED Strategy) was R200 000, thus **total original budget 2011/2012 of R800 000**
Contractor budget will be reduced to 0 in 2012/2013 and consolidated only into Projects vote

CHAPTER 6

GEORGE STRATEGIC SCORECARD

CHAPTER 6

GEORGE STRATEGIC SCORECARD

6.1 INTRODUCTION

A good performance management system should integrate easily with the goals and strategies of a Municipality. It must furthermore allow the Municipality to put its goals and strategies into action in order to provide quality service to its customers, as well as its employees.

George Municipality has developed a Performance Management System to ensure the objectives IDP are achieved. To this end, a Strategic Scorecard has been developed to enable George Municipality to measure and evaluate its strategic progress over a five-year period. The George Strategic Scorecard is shown in the table below.

Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17
Civil Engineering Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	Deliver quality services in George	Formal households with access to basic level of sewerage services	% of households	95	95	95	95	95
Civil Engineering Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	Deliver quality services in George	Sewerage purified to requirements of SANS (Green Drop)	% compliance	90	90	90	90	90
Civil Engineering Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	Deliver quality services in George	Formal households with access to basic level of water	% of households	95	95	95	95	95
Civil Engineering Services	An effective, competitive and responsive economic	Basic Service Delivery	To provide world class water services in George to	Deliver quality services in George	Limit water losses through network	% of losses	10	10	10	10	10

g Services	economic infrastructure network		functional streets safe for all modes of transport	George	availability	resealed						
Civil Engineering Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	Deliver quality services in George	Water Service Development Plan completed and submitted to Council by the end of May 2012	% completed	100	100	100	100	100	100
Civil Engineering Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To provide world class transport routes and functional streets safe for all modes of transport	Deliver quality services in George	Integrated Transport Plan completed and submitted to Council by the end of May 2012	% completed	100	100	100	100	100	100
Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17	
Corporate & Social Services	Create an enabling environment by the implementation	Gender Development	To facilitate & coordinate the strengthening of gender groups within the	Contribute to Gender Development	Gender Development is based on a policy and the implementation	No of awareness programs	2	2	2	2	2	2
						No of events	1	1	1	1	1	1

Corporate & Social Services	of programs aimed at achieving gender equality, women's empowerment & sensitization of men.	Disability development	To facilitate & coordinate the strengthening of disability groups within the Municipality	Contribute to the development of persons with disabilities	Disability Development is based on a policy and the implementation of Awareness programs, events, projects,	of Awareness programs, events, projects, empowerment consultation forums to meet the municipal objective	No of projects implemented	2	3	3	3	3	3
						consultation forums established	3	4	4	4	4		
						No of meetings held & persons reached	4	4	4	4	4		
						No of awareness programs	3	3	3	3	3		
						No of events	1	1	1	1	1		
						No of projects	1	1	2	2	2		
						No consultation forums established	5	5	5	5	5		
						No of meetings held & persons reached	4	4	4	4	4		

Corporate & Social Services	Promote Social Development	Social Development	Facilitate the functioning of crèches.	Contribute to Early Childhood Development	monitoring and Support	Total crèches monitored	19	20	20	20	20	20
Corporate & Social Services	Promote Social Development	Social Development	Contribute to the reduction of children living on the street	Reduction of children living on the street	monitoring and Support	Total meetings with management	6	6	6	6	6	6
Corporate & Social Services	Promote Social Development	Social Development	Empowering communities regarding social challenges	Informed and empowered communities	Information sessions	People (total) reached	125	200	200	225	250	250
Corporate & Social Services	Promote Social Development	Social Development	Address the nutritional needs of unemployed & chronically-ill adults	Increase food security	Establishment/ monitoring of food gardens	Sessions held (total)	10	20	20	25	30	30
Corporate & Social Services	Promote Social Development	Social Development	Address the nutritional needs of unemployed & chronically-ill adults	Increase food security	Establishment/ monitoring of food gardens	No of food gardens established	60	70	70	70	80	80
Corporate & Social Services	Promote Social Development	Social Development	Address the nutritional needs of unemployed & chronically-ill adults	Increase food security	Establishment/ monitoring of food gardens	No of food gardens monitored	100	100	100	100	100	100

Corporate & Social Services	Promote Social Development	Social Development	Addressing the nutritional needs of children & chronically-ill adults	Relief for the poor	Establishment /monitoring of soup kitchens	Number of meals provided	18 000	18 200	18 300	18 400	18 500
							1530	1530	1530	1503	
Corporate & Social Services	Promote Social Development	Social Development	Improve the coordination of anti-poverty programmes	Graduation of households out of poverty	Quarterly local task team meetings	Meetings held Quarterly reports Development of Anti-poverty strategy	4	4	4	4	4
Corporate & Social Services	Empowered young people, able to realize their full potential/meaning contributions	Youth Development	Facilitate & coordinate the strengthening of youth issues	Enhance the capacities of young people by addressing their needs/ promoting positive outcomes (social & economical)	Implementation/ support and monitoring through awareness, education, training & skills development sessions	Number of sessions held People reached	30	40	50	60	70
							300	350	400	450	500

Corporate & Social Services	Empowered young people, able to realize their full potential/meaning contributions	Youth Development	Facilitate & coordinate the strengthening of youth issues	Enhance the capacities of young people by addressing their needs/promoting positive outcomes (social & economical)	Implementation, support and monitoring of the functioning of the George Youth Development Council	Number of meetings held	12	12	12	12	12	12	500	1
Corporate & Social Services	Empowered young people, able to realize their full potential/meaning contributions	Youth Development	Facilitate & coordinate the strengthening of youth issues	Enhance the capacities of young people by addressing their needs/promoting positive outcomes (social & economical)	Implementation, support and monitoring of Peer Educators Programme	No. of persons reached	300	350	400	450	500	500	1	1
Corporate & Social Services	Empowered young people, able to realize their full potential/meaning contributions	Youth Development	Facilitate & coordinate the strengthening of youth issues	Enhance the capacities of young people by addressing their needs/promoting positive outcomes (social & economical)	Implementation of Special Events	No. of Special Events	1	1	1	1	1	1	1	1

Corporate & Social Services	A skilled and capable workforce to support inclusive growth	Good Governance and Public participation	To review & implement the Employment Equity Plan	Grow George	Implementation of the Employment Equity Act	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	reached	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate
Corporate & Social Services	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	To facilitate training and development of employees and Councillors	Grow George	Targeted skills development measured by the implementation of the workplace skills plan	% of the budget spent on implementation of the WSP		Dependent on the availability of funds (Provisional)	Dependent on the availability of funds	Dependent on the availability of funds	Dependent on the availability of funds	Dependent on the availability of funds	Dependent on the availability of funds

Corporate & Social Services	Decent employment through inclusive economic growth	Local Economic Development	To create and facilitate an enabling environment for Economic Development in the Municipality	Grow George	The number of job opportunities created through municipality's economic development initiatives including EPWP	Number of job opportunities created (FTE's)	Budget – R800 000	To be determined by Incentive Agreement based on previous performance	To be determined by Incentive Agreement based on previous performance	To be determined by Incentive Agreement based on previous performance	To be determined by Incentive Agreement based on previous performance	To be determined by Incentive Agreement based on previous performance	To be determined by Incentive Agreement based on previous performance
Corporate & Social Services	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Recruitment and selection of staff for budgeted vacancies	Grow George	Creation of an effective institution with sustainable capacity	% Vacancy level as % of approved program (Budgeted)	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate	Dependent on the availability of funds in line with retirement/resignation rate

Corporate & Social Services	A responsive, accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	To maintain sound labour relations	Good Governance in George	Effective labour relations by facilitating regular LLF meetings per annum	No of meetings of the LLF per annum	10	10	10	10	10	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	2012/13	2013/14	2014/15	2015/16	2016/17	
Corporate & Social Services	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	To facilitate training and development of employees and Councillors	Grow George	Implementation of skills development plan with targeted skills development	No of personnel actually trained/ No of personnel identified for training (%)	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis	Dependent on the budget and training needs analysis
Corporate & Social Services	Decent employment through inclusive economic growth	Local Economic Development	To create and facilitate an enabling environment for Economic Development in the Municipality	Grow George	Economic Development is driven by a strategy	Economic Development strategy reviewed by May 2012	Council approved Strategy	-	-	-	-	-	-	-	-	-	-	-	-	-
Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17									

Electro Technical Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Effective management of the Dept: Electro technical	Deliver quality services in George	Limit electricity system losses	% losses	<10%	<10%	<10%	<10%	<10%	<10%
Electro Technical Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Effective management of the Dept: Electro technical	Deliver quality services in George	Electricity master plan updated and aligned with budget & IDP by the end of May	% aligned	95%	95%	95%	95%	95%	95%
Electro Technical Services	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To distribute electricity to all residents in George	Deliver quality services in George	Percentage of households in informal areas with access to basic level of electricity as planned by the Department of Planning and Housing (subject to availability of funds)	% of informal households with access	96%	96%	96%	96%	96%	96%

Electro Technical Services	Directorate [R]	An effective, competitive and responsive economic infrastructure network	National Outcome [R]	Basic Service Delivery	To distribute electricity to all residents in George	Deliver quality services in George	Percentage of new informal areas supplied with electricity as planned (subject to availability of funds)	% of informal households with supply	95%	95%	95%	95%	2016/17	2015/16	2014/15	2013/14	2012/13	Unit of Measurement	Tons waste recycled	Tons of refuse collected	1400	1350	1300	1250	1200	31 000	31 300	31 500	32 000	33 000	
		Environmental assets and natural resources that are well protected and continually enhanced	National KPA [R]	Basic Service Delivery	To provide an integrated waste management service for the total municipal area	Keep George safe and green	KPI [R]												Minimise waste in terms of recycling	Household refuse collected (transfer station)											
		Environmental assets and natural resources that are well protected and continually enhanced	National KPA [R]	Basic Service Delivery	To provide an integrated waste management service for the total municipal area	Keep George safe and green																									

Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17
Environmental Affairs	Sustainable human settlements and improved quality of household life	Basic Service Delivery	To develop, improve and manage municipal sport facilities and facilitate sport activities in the Municipality	Deliver quality services in George	Municipal sport facilities are wheelchair friendly	Number of sport facilities	12	12	13	14	14
Financial Services	Create a better South Africa and contribute to a better and safer Africa and World	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic water in terms of the equitable share requirements	No of HH receiving free basic water	35853	35853	35853	35853	35853
Financial Services	Create a better South Africa and contribute to a better and safer Africa and World	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Quantum of free basic water per household in terms of the equitable share requirements	Quantum (Kl) of free basic water provided per household pm	6	6	6	6	6
Financial Services	A better South Africa, a better Africa and	Basic Service Delivery	To maintain effective credit control in the	Good governance	Provision of free basic sanitation in terms of the	No of HH receiving free basic	15788	15788	15788	15788	15788

	world		Municipality	in George	equitable share requirements	sanitation					
Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic sanitation in terms of the equitable share requirements	Quantum (R) of free basic sanitation provided per HH pm	240.2	254.61	269.88	286.08	303.24
Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic electricity in terms of the equitable share requirements	No of HH receiving free basic electricity	35853	35853	35853	35853	35853
Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic electricity in terms of the equitable share requirements	Quantum (kWh) of free basic electricity per normal household	20	20	20	20	20
Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic electricity in terms of the equitable share requirements	Quantum (kWh) of free basic electricity per indigent household	70	70	70	70	70

Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic refuse removal in terms of the equitable share requirements	No of HH receiving free basic refuse removal	15788	15788	15788	15788	15788	15788
Financial Services	A better South Africa, a better Africa and world	Basic Service Delivery	To maintain effective credit control in the Municipality	Good governance in George	Provision of free basic refuse removal in terms of the equitable share requirements	Quantum (R) of free basic refuse removal per month per household	101.05	107.11	113.54	120.35	127.57	
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	Financial viability measured in terms of the municipality's ability to meet its service debt obligations	Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	17.1	17.1	17.1	17.1	17.1	17.1
Financial Services	A responsive, accountable, effective and	Municipal Financial Viability and	To maintain effective credit control in the	Good governance	Financial viability measured in	Service debtors to revenue –	13.2	13.2	13.2	13.2	13.2	13.2

	efficient local government system	Management	Municipality	in George	terms of the outstanding service debtors	(Total outstanding service debtors/ revenue received for services)					
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	Financial viability measured in terms of the available cash to cover fixed operating expenditure	Cost coverage ((Available cash+ investment s)/ Monthly fixed operating expenditure	2.6	2.6	2.6	2.6	2.6
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To manage and control all assets in the Municipality in a cost effective way to provide a continues service to the public	Good governance in George	Compliance with GRAP 16, 17 & 102 to ensure effective asset management	0 findings in the audit report on non-compliance	0	0	0	0	0
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the	Good governance in George	Improved revenue collection	% Debt recovery rate	98	98	98	98	98

	government system	Management	Municipality									
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	No of Root causes of issues raised by AG in AG report of the previous financial year addressed to promote a clean audit	No of Root causes addressed	4	4	4	4	4	4
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	Approved financial statements submitted by 31 August	Approved financial statements submitted	Approved financial statements submitted by 31 August	Approved financial statements submitted by 31 August	Approved financial statements submitted by 31 August	Approved financial statements submitted by 31 August	Approved financial statements submitted by 31 August	Approved financial statements submitted by 31 August
Financial Services	A responsive, accountable, effective and efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	Improvement in capital conditional grant spending measured by the % spent	% of the grant spent	100	100	100	100	100	100

Financial Services	A responsive, accountable, efficient local government system	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality	Good governance in George	Improvement in operational conditional grant spending measured by the % spent	% of the grant spent	100	100	100	100	100	2016/17	Approval of Main Budget before the end of May	Approval of Adjustments before the end of May
Financial Services	A responsive, accountable, efficient local government system	Municipal Financial Viability and Management	To manage and control all assets in the Municipality in a cost effective way to provide a continues service to the public	Good governance in George	Compliance with the SCM Act measured by the limitation of successful appeals against the municipality	0 successful appeals	0	0	0	0	0	2015/16	Approval of Main Budget before the end of May	Approval of Adjustments before the end of May
Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Adjustments before the end of May
Municipal Manager	A development-orientated public service and inclusive citizenship	Good Governance and Public participation	To compile the annual budget according to the MFMA and relevant legislation	Good governance in George and control	The main budget is approved by Council by the legislative deadline	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Main Budget before the end of May	Approval of Adjustments before the end of May
Municipal Manager	A development-orientated public service	Good Governance and Public	To compile the annual budget according to the MFMA and	Good governance in George	The adjustment budget is approved by Council by the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the	Approval of Adjustments before the

	and inclusive citizenship	participation	relevant legislation	governance in George	legislative deadline	end of February	Budget before the end of February y	end of February	Budget before the end of February y	Budget before the end of February y
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	Arrangement of Council/Committee meetings as per the meeting schedule of Council, and compiling the agenda's and minutes to Council meetings	Good governance in George	Effective functioning of council measured in terms of number of council meetings per annum	No of council meetings per annum	12	12	12	12
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	Arrangement of Council/Committee meetings as per the meeting schedule of Council, and compiling the agenda's and minutes to Council meetings	Good governance in George	Effective functioning of the committee system measured by the number of committee meetings per committee per quarter	No of sec 79 committee meetings per committee per quarter	1	1	1	1

Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good governance in George	Integrated development planning measured by the alignment of the municipal spending with IDP	The percentage of a municipality's capital budget spent on capital projects identified in the IDP	100	100	100	100	100	100	100	100	100
Municipal Manager	A development-orientated public service and inclusive citizenship	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good governance in George	The Top Layer SDBIP is approved by the Mayor within 28 days after the Main Budget has been approved	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	100	100	100	100	100	100	100	100	100
Municipal Manager	A responsive, accountable, effective and efficient local government	Good Governance and Public participation	To evaluate the effectiveness of risk management, control and	Good governance in George	The municipality comply with all the relevant legislation	% compliance with laws and									

	system	governance and Public participation	governance processes	Good governance in George	IDP and Sectoral Plans aligned with Spatial development plan	% alignment	100	100	100	100	100	100	100
Municipal Manager	Sustainable human settlements and improved quality of household life	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good governance in George	IDP and Sectoral Plans aligned with Spatial development plan	% alignment	100	100	100	100	100	100	100
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good governance in George	IDP and Sectoral Plans aligned with Spatial development plan	% alignment	100	100	100	100	100	100	100
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good governance in George	IDP and Sectoral Plans aligned with Spatial development plan	% alignment	100	100	100	100	100	100	100

Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	Effective internal and external communication in the Municipality	Participate in George	The municipality listens and talks back to its people by ensuring that the IDP is consulted with all wards	No of ward committees consulted	25	25	25	25	25	25	25	25	N/A	
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Participate in George	Strengthen the role	No of ward based development plans completed	25	25	25	25	25	25	25	25	25	Review
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	Effective internal and external communication in the Municipality	Participate in George	Effective communication with communities	Development of an all-inclusive external and internal communication policy by December 2012	25	25	25	25	25	25	25	25	25	N/A

Municipal Manager	A development-orientated public service and inclusive citizenship	Good Governance and Public participation	To ensure effective integrated development planning and performance management in the municipality	Good Governance in George	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively	Annual report and oversight report of council submitted before the end of January & end of March respectively
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Municipal Manager	A development-orientated public service and inclusive citizenship	Good Governance and Public participation	To evaluate the effectiveness of risk management, control and governance processes	Good Governance in George	Functional performance audit committee measured by the number of meetings per annum	No of meetings held	4	4	4	4	4	4	4
Municipal Manager	A responsive, accountable, effective and efficient local government system	Good Governance and Public participation	To evaluate the effectiveness of risk management, control and governance processes	Good Governance in George	Risk based audit plan approved by June 2013	Plan approved	Approve d Plan	-	Review	-	-	-	-
Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Goal	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17		
Community Safety	All people in south Africa protected and feel safe	Basic Service Delivery	To develop, update and implement the Municipal Disaster Management Plan	Good Governance in George	Revision of disaster management plan by the end of May 2012 to ensure compliance with the necessary legislation	Plan revised	Revised Plan	Revised Plan	Revised Plan	Revised Plan	Revised Plan	Revised Plan	Revised Plan

Directorate [R]	National Outcome [R]	National KPA [R]	Municipal Objective [R]	Strategic Objective	KPI [R]	Unit of Measurement	2012/13	2013/14	2014/15	2015/16	2016/17
Planning and Housing	Sustainable human settlements and improved quality of household life	Municipal Financial Viability and Management	Financial Management	Good Governance in George	Effective response to all queries raised in the audit report and manage departmental budget	% of Capital budget spent less savings	90%	90%	90%	90%	90%
Planning and Housing	Sustainable human settlements and improved quality of household life	Municipal Financial Viability and Management	Financial Management	Good Governance in George	Effective response to all queries raised in the audit report and manage departmental budget	% of Operating budget spent (excluding votes managed by Finance Department and grant funding)	90%	90%	90%	90%	90%
Planning and Housing	Sustainable human settlements and improved quality of household life	Good Governance and Public participation	Knowledge Management	Good Governance in George	Ability and commitment to implement all council resolutions within the required legislative framework	% Of applicable council resolutions implemented by the department	98%	98%	98%	98%	98%
Planning and	Sustainable human settlements and	Municipal Transformation and	People and Diversity	Grow George	To facilitate training and development of employees and	Number of staff attending training	16	16	16	16	16

Housing	improved quality of household life	Institutional Development	Management	Councillors	sessions per annum					
Planning and Housing	Sustainable human settlements and improved quality of household life	Municipal Transformation and Institutional Development	Knowledge Management	Keep George safe and green	To provide a safe and healthy work environment to all employees	Ensure the attendance of scheduled departmental SHE meetings	8	8	8	8
Planning and Housing	Sustainable human settlements and improved quality of household life	Good Governance and Public Participation	To provide a service to an internal or external customer	Participate in George	Process 80% of all complaints received within 7 working days after being reported	% implementation	80%	80%	80%	80%
Planning and Housing	Sustainable human settlements and improved quality of household life	Basic Service Delivery	To provide for the needs of the homeless by providing safe and integrated human settlements	Deliver quality services in George	Implementation of Integrated Human Settlement Strategy measured by the % implemented or % adherence to policy or no of projects complying with approved strategy by the end of June	No of houses completed	500	500	500	1425

CHAPTER 7

FINANCIAL PLAN

7.1 INTRODUCTION

The final version of this chapter will provide the Long-Term Financial Plan of George Municipality, which is currently being updated. In essence this chapter will also contain a multi-year budget with a 3 year commitment and a strategy for municipal revenue generation, external grants over a medium or long term including the final Budget. The following is a brief exposition of related process in the formulation of the draft budget.

The Budget Committee was confronted with numerous challenges during the budget process. The following had an impact:

The continued negative effect of the economic downturn;
The addressing of an impending shortfall in the adjustments budget in February 2012 and its effect on the available funding;
The funding constraints with regards to the funding of the Capital Budget;
The fact that George Municipality is “over borrowed”;
NERSA’s directive that bulk purchases will increase by 13,5% for municipalities and municipal electricity tariff increase should not exceed 11,03%.

The following strategy decisions as contained in Council’s Long Term Financial Plan underpin the draft budget:

- (a) The municipality needs to focus on its core functions. During the adjustments budget the Budget Committee, Portfolio Councillors in conjunction with the Heads of Departments, scrutinised the budget to affect all possible savings;
- (b) The need to maximise income through effectiveness and not necessary rates and service charge increases was again emphasised. Targets have been determined in certain cases;
- (c) A separate income enhancement exercise is in a planning phase to determine whether all consumers are billed and are contributing to the municipality's income;
- (d) Sufficient provision for debtor's impairment should be made in the 2012/2013 operating budget. The writing off of bad debt will also be scrutinized to ensure that this is done within proper credit control measures;
- (e) Provision should be made for a contribution to the capital replacement reserve (CRR) in the 2012/13 operating budgets;
- (f) The policy relating to capital contributions is being scrutinised to ensure that the municipality does not subsidise developers in terms of infrastructure developments;
- (g) Greater emphasis is put on cash management to improve liquidity;
- (h) The Budget Committee emphasised the fact that the 2012/2013 budget will be a maintenance budget contained within available cash funds without new capital projects funded from loans;

All attempts need to be made to maximise National and Provincial Government grants to fund capital projects;
- (j) The marketing of available land is being reconsidered in an attempt to improve the sale of land.

This municipality faces many challenges in providing services that will contribute to developing a peaceful, stable and healthy environment.

Therefore a community-based planning (CBP) approach has been instituted and will be followed in future budgets, so as to advance the following;

- Give effect to the requirements of the Municipal Systems Act, 2000.
- Moving from consultation to empowering
- Encourages ownership of local development.
- Planning from outcomes not problems, leads to more realistic and creative planning.
- Plans are more targeted and relevant to addressing the priorities of all groups, including the most vulnerable.
- Projects for inclusion in the Capital budget or programs will be identified through the IDP process, submissions by Councilors' and Heads of Departments.
- The municipality has trained facilitators, on whom they can draw, to assist in identifying community needs.
- Identifying and collaborating on solutions to community needs and priorities
- Assists councillors and Ward Committees in fulfilling their tasks.
- CBP can play a key role in reconciliation and mobilisation, by bringing together different sectors of the community.
- CBP can generate mutual understanding between stakeholders.

GEORGE MUNICIPALITY							
CAPITAL BUDGET 2012/2013							
DESCRIPTION	WARD	George KPA's	National KPA's	Provincial KPA's	Budget 2012/2013	Budget 2013/2014	
OFFICE OF THE MUNICIPAL MANAGER							
MUNICIPAL COURT	ALL	Good Governance	Municipal Transformation and Institutional Development	Increasing wellness		315,000	
FURNITURE & FITTINGS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	30,000	50,000	
				Sub-total	30,000	365,000	
TOTAL: OFFICE OF THE MUNICIPAL MANAGER					30,000	585,000	365,000

CORPORATE SERVICES							
ADMINISTRATION							
FURNITURE AND FITTINGS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	0	30,000	20,000
RESOURCE CENTRE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		100,000	
BULK FILERS FOR PLANNING - STRATEGIES	ALL	Good Governance	Basic Service Delivery and Infrastructure	Increasing wellness	200,000	200,000	
				Sub-total	200,000	330,000	20,000

LIBRARIES							
DISABLED TOILETS- CONVILLE	1	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing safety		50,000	
DISABLED TOILETS- BLANCO	1	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing safety		50,000	
EXTENTION- BLANCO	1	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		300,000	
UPGRADING AND EXTENTION- CONVILLE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world			8,000,000
OFFICE FURNITURE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	23,990		
PAVING AT LIBRARIES	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety	119,200		

LITERACY PROGRAMME	ALL	Participate	Basic Service Delivery and Infrastructure	Improving education outcome	12,000	
REPLACEMENT OF ROOF- CONVILLE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	150,000	
SECURITY GATE- BLANCO	1	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety	200,000	200,000
				Sub-total	505,190	600,000
						8,000,000

CIVIC CENTRES						
FURNITURE AND EQUIPMENT- TOUWSRANTEN HALL	4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		80,000
CITY CIVIC CENTRE- REPLACEMENT OF AIR CONDITIONING	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	200,000	
OFFICE SPACE ON SECOND FLOOR	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	350,000	
REPAIR ROOF - CIVIC CENTRE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		250,000
				Sub-total	550,000	330,000
						0

IT & TELECOMMUNICATION						
SCANNER	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	100,000	60,000
HARDWARE	ALL	Good Governance	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		150,000
SOFTWARE DEVELOPMENT	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		300,000
WIRELESS NETWORK	ALL	Participate	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	40,000	
CLOCKING SYSTEM	ALL	Good Governance	Good Governance and Community Participation	Building the best – run Government in the world	200,000	50,000
ROAMING PROJECTOR	ALL	Participate	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	10,000	
SERVER - COLLABORATOR	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	250,000	
TELEPHONES	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		10,000
Sub-total					560,000	290,000

BLANCO COMMUNITY HALL						
DATA PROJECTORS AND WHITE SCREEN	1	Participate	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	9,000	10,000
PAVING OF PARKING AREA	1	Participate	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		70,000
Sub-total					9,000	80,000

THEMBALETHU COMMUNITY HALL						
STOVE AND WARMER	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		20,000
TABLES AND CHAIRS	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		80,000
TABLES AND CHAIRS- OLD HALL	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		40,000
DATA PROJECTORS AND WHITE SCREEN	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	9,000	
FRIDGE	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		10,000
Sub-total					9,000	150,000

CONVILLE COMMUNITY HALL						
DATA PROJECTOR AND WHITE SCREEN	17	Participate	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	9,000	0
Sub-total					9,000	0

PACALTSORP COMMUNITY HALL							
KITCHEN UPGRADE & REPLACEMENT OF CEILING & FLOOR - PACALTSORP HALL	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	120,000		
UPGRADE ENTRANCE	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		50,000	
SECURITY- BURGULAR BARS AND SAFETY GATES ETC	14	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		40,000	
DATA PROJECTOR AND WHITE SCREEN	14	Participate	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	9,000		
Sub-total					129,000	50,000	40,000

KLEINKRANTZ COMMUNITY HALL							
COMMUNITY CENTRES - KLEINKRANTZ, ERF 1480	4	Participate	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		0	
Sub-total					0	0	0

OTHER							
SCAFOLDING AND EXTENTION LADDERS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	5,000	5,000	
TOOLS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	3,000	3,000	
Sub-total					8,000	8,000	0
Sub-total					164,000	58,000	270,000

TOTAL: CORPORATE SERVICES					1,979,190	1,608,000	8,860,000
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COMMUNITY SAFETY SERVICES						
FURNITURE & OFFICE EQUIPMENT	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	30,000	
COMPUTER HARDWARE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	9,000	
DISASTER MANAGEMENT EQUIPMENT	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	300,000	50,000
LIFE SAVERS TOWER GWAING	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	120,000	
SKID UNITS	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	60,000	
EXTENTION OF FIRE PROTECTION SERVICES	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		50,000

	Sub-total	519,000	100,000	0
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VEHICLE REGISTRATION				
CIRCLE AT VEHICLE TESTING GROUND	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact
				0
Sub-total				0

TRAFFIC SERVICES				
SECURITY COUNTER	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				150,000
MOBILITY STRATEGY	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				1,500,000
VEHICLES	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				1,800,000
SCANNER	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact
				80,000
RADIO'S	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact
				100,000
Sub-total				3,630,000
				1,610,000
				1,500,000

LAW ENFORCEMENT				
METAL DETECTORS	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				80,000
FIREARMS	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				200,000
HANDHELD METAL DETECTORS	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				5,000
SECURITY CAMERAS FOR MUNICIPAL PROPERTY	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				400,000
VEHICLES	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				100,000
EXTENTION OF CCTV-MAIN BUILDING	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety
				50,000
Sub-total				600,000
				237,000
				0

TOTAL: COMMUNITY SAFETY SERVICES	4,749,000	1,947,000	1,500,000
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PLANNING AND HOUSING

HOUSING - ADMIN											
FURNITURE AND FITTINGS		1 to 25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	30,000	60,000	60,000	60,000		60,000
COMPUTER HARDWARE		1 to 25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world		60,000	60,000	50,000		50,000
UPGRADING OF ALL BRICK HALL		12	Deliver Quality Services	Basic Service Delivery and Infrastructure	Dev integrated and sustainable human settlements + reducing poverty	55,000					
PURCHASE OF LAND FOR HOUSING (FIVE YEAR PLAN)		1 to 25	Grow George	Local Economic Development	Dev integrated and sustainable human settlements + reducing poverty				2,500,000		2,500,000
COMMUNITY RESIDENTIAL UNITS		1 to 25	Grow George	Local Economic Development	Dev integrated and sustainable human settlements + reducing poverty				6,000,000		6,000,000
OLD AGE HOME		1 to 25	Grow George	Local Economic Development	Dev integrated and sustainable human settlements + reducing poverty				2,500,000		2,500,000
UPGRADING OF INFORMAL HOUSING AREAS		1,4-13,15-18,20-25	Grow George	Local Economic Development	Dev integrated and sustainable human settlements + reducing poverty						
UPGRADING OF INFORMAL HOUSING AREAS (COUNCIL FUNDING)		1,4-13,15-18,20-25	Grow George	Local Economic Development	Dev integrated and sustainable human settlements + reducing poverty	3,500,000	3,500,000	3,500,000	3,500,000		3,500,000
UPGRADING OF INFORMAL HOUSING AREAS UISP THEMB		9-13,15,21	Grow George	Basic Service Delivery and Infrastructure	Dev integrated and sustainable human settlements + reducing poverty	500,000	500,000	500,000	500,000		500,000
					Sub-total	4,085,000	4,120,000	4,120,000	15,110,000		15,110,000
TOTAL: PLANNING & HOUSING						4,085,000	4,120,000	4,120,000	15,110,000		15,110,000

ENVIRONMENTAL AFFAIRS

OFFICE EQUIPMENT		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Building the best – run Government in the world	10,000	0
					Sub-total	0	0

CEMETERIES		17	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	170,000	50,000
UPGR DRAINAGE - YORK STREET CEMETRY						170,000	50,000
					Sub-total	0	50,000

PARKS AND RECREATION		11	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety	100,000	10,000
PEDESTRIAN PATH - VICTORIA BAY						100,000	10,000
PARK : THEMBALETHU		9	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	100,000	100,000
CEMETRIES - RURAL AREA		1-25	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	30,000	
TRACTOR, TRAILOR & HYDROULICS		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	40,000	
LADDERS (X2)		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	15,000	
TIRFOR WINCH (X2)		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		8,000
EDGE CUTTERS (X2)		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	10,000	
HEDGE TRIMMER		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		10,000
					Sub-total	100,000	128,000

CLEANSING AND ENVIRONMENTAL HEALTH		1, 4, 11, 14, 21, 22, 23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	200,000	100,000
WASTE COLLECTION - RURAL AREAS						200,000	100,000
WHEELY BINS		4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	500,000	500,000
BULK REFUSE CONTAINERS		19	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	200,000	250,000
REFUSE TRUCK FOR CONTAINERS		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	5,600,000	
REPLACE REFUSE TRUCKS		1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	1,000,000	2,000,000
UPGRADING PUBLIC TOILETS		19	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	200,000	100,000
UPGRADING TOILETS - BEACH AREAS		4, 11, 21, 23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	100,000	100,000

NEW LANDFILL SITE UNIONDALE	25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	1,000,000	2,000,000	1,000,000
REHABILITATION OF REFUSE SITE	1-23	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing wellness	300,000	100,000	
BUILDING OF COMPOST PLANT	1-23	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing wellness		100,000	100,000
TRANSPORT CONTAINERS	1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	200,000		200,000
NEW PUBLIC TOILETS -CBD	11	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing wellness			300,000
EXTENSION OF TRANSFER STATION	1-23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		500,000	1,000,000
					Sub-total	8,500,000	5,650,000

SPORT MAINTENANCE & UPGRADING							
BASEBALL FACILITY- PACAL.TSDORP	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		100,000	
BRUSH CUTTER	3,4,17,14,13	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		10,000	
TURF CUTTER	3,4,17,14,13	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	8,000		10,000
SNAPPER	3,4,17,14,13	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		20,000	
PAVILION COMPLETION-ROSEMORE	17	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	2,700,000	50,000	
UPGRADING OF SWIMMING POOL	17	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		10,000	10,000
UPGRADING OUTENIQUA BOWLING CLUB	23	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			20,000
UPGRADING INFRASTRUCTURE- TOUWSRANTEN	4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		80,000	
ABLUTION FACILITIES- ROSEMORE SPORTGROUND	17	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		50,000	50,000
CLUB HOUSE -PACAL.TSDORP	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		50,000	
SPORT FACILITIES -PACAL.TSDORP	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			50,000
CRICKET PITCH -PACAL.TSDORP	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		25,000	
PAVILION COMPLETION- PACAL.TSDORP	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		100,000	50,000
REGIONAL SPORT COMPLEX- ERF 325	14	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			500,000
SPORT FACILITIES- THEMBALETHU	13	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		50,000	50,000
UPGRADING OF FACILITIES- CONVILLE SWIMMING POOL	17	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		10,000	10,000
UPGRADING OF CRICKET CLUBHOUSE -BLANCO	3	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			10,000
FENCING NEW DAWN PARK SPORTFIELD	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		30,000	30,000

BUILDING/SPORT INFRASTRUCTURE- THEMBALETHU	13	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			20,000
BUILDING/SPORT INFRASTRUCTURE-MIG	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		3,000,000	3,000,000
CREATION OF INFRASTRUCTURE-MARAIKAMP	7	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		20,000	10,000
ABLUSION FACILITIES - LAWAAIKAMP SPORTGROUND	7	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness		50,000	10,000
				Sub-total	2,708,000	3,655,000	3,830,000

TOTAL: ENVIRONMENTAL AFFAIRS					11,308,000	9,930,000	9,658,000
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CIVIL AND TECHNICAL SERVICES							
FURNITURE AND FITTINGS	Admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		50,000	50,000
OFFICE EQUIPMENT	Admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	30,000	40,000	400,000
HEALTH AND SAFETY	Admin	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety	50,000	100,000	100,000
RADIO MAST AND BASE STATION	Admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	100,000		
INFRASTRUCTURE SKILLS DEVELOPMENT EQUIPMENT	Admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing safety	140,350	175,500	193,000
ACCESS FOR DISABLED PERSONS	Admin	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety		50,000	
				Sub-total	320,350	415,500	743,000

STREETS AND STORMWATER							
BUILDING OF CONCRETE CANALS & DRAINS: THEMBALETHU, MARAIKAMP & PACALTSODRP - MAN	9,10,11,12, 13,14,15,16, 17,20	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	877,193	1,182,000	1,500,000
VEHICLES	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,500,000		
COURTNEY STREET MEDIANS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		600,000	0
HIGH MAST LIGHTING	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,260,000		
REBUILDING OF STREETS: GREATER GEORGE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		5,000,000	5,000,000
ROBOTS AND INTERSECTION	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety		1,000,000	
SPEED CALMING METHODS	ALL	Safe & Clean	Basic Service Delivery and Infrastructure	Increasing safety	250,000	250,000	

STREET RESEALING: GREATER GEORGE	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	5,000,000	5,000,000	5,000,000
THEMBALETHU UISP- ROADS & STORMWATER	Thembaletu Wards	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	13,148,000	13,148,000	13,148,000
UPGRADING OF NETWORK -ROADS & STORMWATER	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	2,000,000	5,000,000	5,000,000
UPGRADING OF ROUTES ON BUS ROUTES	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing social cohesion	1,053,500	1,500,000	
BUS STOPS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing social cohesion	3,750,000		
REMOTE BUS DEPOT	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing social cohesion	750,000		
INTER-URBAN TERMINUS PROJECT (GMS)	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing social cohesion	4,900,000	0	
UPGRADING OF STORMWATER NETWORK:GEORGE SOUTH	19	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		3,000,000	
THEMBALETHU / ASAZANI PUBLIC TRANSPORT	Thembaletu Wards	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing social cohesion		1,560,000	
Sub-total					34,488,693	37,240,000	29,648,000

WATER - NETWORKS							
GENERATORS FOR PUMP STATIONS	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	500,000	500,000	500,000
GEORGE: WESTERN WATER SUPPLY PIPELINE - PHASE 2	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	13,060,000		
THEMBALETHU UISP- WATER	Thembaletu Wards	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,734,000	1,734,000	1,734,000
HANSMOESKRAAL/PACALTSDORP MAINLINE	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		1,000,000	6,000,000
INSTALLATION OF METERS	6,7,8,20	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	220,000	220,000	200,000
KRAAIBOSCH WATER LINE (PHASE3)	11	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		1,000,000	0
PROVISION OF WATER TANKS	22, 25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	250,000	500,000	250,000
NETWORK REHABILITATION	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	3,000,000	3,000,000	3,000,000
TELEMETRY AND LOGGERS	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		300,000	300,000
THEMBALETHU BULK PIPELINE - ASAZANI	21	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		1,500,000	
WATER TANKER	4,22,23,24,25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		650,000	
FLATBED TRUCK	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	300,000		

MOBILE RADIO'S	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	22,000	25,000	25,000
PRESSURE AND FLOW TESTER	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	200,000	50,000	50,000
PACAL TSDORP BULK STORAGE	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			3,000,000
WILDERNISS BULK STORAGE	4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			
WILDERNISS HEIGHTS- RETRICULATION	4	Grow George	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		300,000	0
Sub-total					19,286,000	10,779,000	15,059,000

WATER-PURIFICATION							
BAKKIE	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	200,000		
RAISING GARDEN ROUTE DAM - BIG	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	12,560,000	6,182,000	6,500,000
WATER TREATMENT WORKS - 3 RESERVOIRS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		1,000,000	10,000,000
EXTENSION OF WATERWORKS - MIG	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			1,000,000
BLANCO RESERVOIR	4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		500,000	
UPGRADING WATER TREATMENT WORKS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness			
TELEMETRY	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	500,000	500,000	500,000
Sub-total					13,260,000	8,182,000	18,000,000

SEWERAGE NETWORKS							
GULLEYS	6,7,8,10,13,20	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	200,000	200,000	200,000
THEMBALETU UISP- SEWERAGE	Thembaletu Wards	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	5,118,000	5,118,000	5,118,000
GENERATORS FOR PUMP STATIONS	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,000,000	3,000,000	3,000,000
KRAAIBOSCH/VICTORIA BAY SEWER	11	Grow George	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		500,000	
NETWORK REHABILITATION	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	2,000,000	3,000,000	3,000,000

SEWERAGE RETICULATION: HANSMOESKRAAL	21	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	500,000	
SEWERAGE RETICULATION: PACAL TSDORP - PHASE 2 (THEMB/ASAZANI) - MIG	21	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	3,200,000	
SEWERAGE RETICULATION: THEMBALETHU/ASAZANI	21	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	6,979,000	
TELEMETRY AT PUMP STATIONS	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	200,000	0
UPGRADING OF EXCESS ROADS & FENCING(PUMP STATIONS)	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	250,000	500,000
UPGRADING OF PUMP STATIONS	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,500,000	1,500,000
UPGRADING: ELECTRICAL SWITCHGEAR (PUMP STATIONS)	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,500,000	1,500,000
				Sub-total	14,768,000	14,818,000

SEWERAGE TREATMENT WORKS						
KLEINKRANTZ WWTW EXTENTION	4	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	2,718,300	18,738,500
OUTENIQUA WWTW REFURBISH/EXTENTION	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	8,500,000	37,955,800
LABORATORY INSTRUMENTS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing wellness	300,000	300,000
OUTENIQUA/GWAING SLUDGE HANDLING	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	7,000,000	
GWAING WWTW EXTENTION	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		1,000,000
OUTENIQUA - DAM BULK SEWER PIPELINE	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		
UNIONDALE WWTW REFURBISHMENT	25	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	10,725,000	
TELEMETRY	Network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	500,000	500,000
				Sub-total	21,243,300	39,755,800

TOTAL: CIVIL AND TECHNICAL SERVICES			103,366,343	107,652,000	118,023,800
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ELECTRO-TECHNICAL SERVICES

EXPANSION OF 66KV MAIN NETWORK									
SCHAAPKOP 132/66KV SUBSTATION - PHASE 4	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,000,000	1,000,000			1,000,000
ESKOM EXTENSION COSTS	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		6,000,000			
EXPANSION OF MAIN RE MASTER PLAN	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			1,000,000		1,000,000
HEROLDS BAY SUB: EXPANSION OF 66KV NETWORK	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		2,000,000			1,000,000
HEROLDS BAY SUBSTATION: CONNECTION AND SITE PREP	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			1,000,000		1,000,000
HEROLDS BAY SUBSTATION: SITE AND BUILDING	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		2,500,000			
NEW 20MVA TRANSFORMER- PHASE 1	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			5,000,000		5,000,000
PROTEA-GLENWOOD LINE- PHASE 1	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact					
				Sub-Total	10,500,000	10,000,000			9,000,000

ENERGY MANAGEMENT									
ENERGY MANAGEMENT - DEMAND SIDE GRANT	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			100,000		100,000
LOAD CONTROL AND POWER FACTOR	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			1,000,000		1,000,000
				Sub-Total	0	1,100,000			1,100,000

CONTROL PROTECTION AND COMMUNICATION									
COMMUNICATION SYSTEMS	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact					100,000
CONTROL CENTRUM : 11 KV SAFETY	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		200,000		100,000	
PROTECTION SYSTEM	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact		200,000		500,000	500,000
				Sub-Total	400,000	600,000			600,000

UPGRADING AND EXTENSION OF 11KV NETWORK												
EAST OF GEORGE RURAL - KRAAIBOSCH		4		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						
GEORGE INNER CITY		1,3,5,17,19,20		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				2,000,000		2,000,000
GEORGE INDUSTRIAL AREA1 (TAMSUI/PACAL TSDORP)		19,17		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				500,000		500,000
SOUTH OF GEORGE RURAL (HEROLDS BAY, HANS'KRAAL)		16		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				100,000		100,000
HEROLDS BAY (AIRPORT AREA)		16		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				100,000		500,000
WEST OF GEORGE RURAL (BLANCO, MODDERRIVIER)		1,16		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				250,000		100,000
BLANCO (GOLDEN VALLEY AREA)		1		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						
MODDERRIVIER		16		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				250,000		100,000
UNIONDALE		DMA		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			500,000
THEMBALETU		9-15		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			500,000
WILDERNIS		4		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			1,000,000
HEROLDS BAY		16		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				150,000		250,000
Sub-Total										1,500,000	5,350,000	5,550,000

REPLACEMENT OF OBSOLETE 11KV SWITCHGEAR & EQUIPMENT												
OVERLOADED NETWORKS: REPLACE AND STRENGTHEN	network			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						1,000,000
WINERY SUB	17			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			
REPLACE OBSOLETE OVERLOADED 11KV SWITCHGEAR	network			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						1,000,000
Sub-Total										1,500,000	2,000,000	2,000,000

UPGRADING OF OBSOLETE LOW VOLTAGE NETWORK CABLES												
L/T LINES-GEORGE	18,19			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						1,000,000
L/T LINES-PACAL TSDORP	16			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			500,000
L/T LINES-UNIONDALE	16			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact						500,000
L/T LINES-WILDERNIS	4			Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			500,000			
Sub-Total										1,500,000	2,000,000	2,000,000

AD-HOC DEVELOPMENTS								
AD-HOC DEVELOPMENTS	ALL	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				
					0	0	0	0
				Sub-Total				

ELECTRIFICATION								
LOW VOLTAGE UPGRADING AND DIVERSIONS	9-15	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				
					150,000			150,000
RETICULATION SCHEMES	9-15	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact			1,315,800	1,754,400
RETICULATION SCHEMES - 80 ERVEN SYFERFONTEIN	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	500,000			
RETICULATION SCHEMES - ERF 325-STRATEGIES	16	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	7,368,500			
INFORMAL AREAS UNDERGROUND CONNECTION - USIP	9-15	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	1,500,000		500,000	500,000
				Sub-Total	9,368,500		1,965,800	2,404,400

EQUIPMENT								
COMPUTER HARDWARE	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				
					50,000			50,000
COMPUTER SOFTWARE	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	10,000			10,000
FURNITURE AND FITTINGS	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	30,000			10,000
ENTRANCE CONTROL AND SECURITY SYSTEMS	admin	Deliver Quality Services	Good Governance and Community Participation	Increasing safety	10,000		5,000	5,000
MOBILE RADIOS	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	20,000		10,000	10,000
INFRASTRUCTURE SKILLS DEVELOPMENT EQUIPMENT	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Increasing safety	86,000		175,500	193,000
SAFETY EQUIPMENT	admin	Safe & Clean	Good Governance and Community Participation	Increasing safety	50,000		50,000	50,000
TESTING EQUIPMENT	network	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	200,000		100,000	100,000
				Sub-Total	406,000		410,500	428,000

UPGRADING AND EXTENSION OF BUILDINGS								
EXTENSION AND UPGRADING TO BUILDINGS	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact				
SAFETY: OHSA	admin	Safe & Clean	Good Governance and Community Participation	Increasing safety			60,000	60,000
				Sub-Total	0		60,000	60,000

FLEET MANAGEMENT		Building the best – run Government in the world		Integrating service delivery for maximum impact	
PETROL MANAGEMENT SYSTEM	admin	Deliver Quality Services	Good Governance and Community Participation	1,500,000	1,500,000
BUCKET FOR TRUCK	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	1,000,000	1,000,000
Sub-total				0	2,500,000
TOTAL: ELECTRO-TECHNICAL SERVICES				25,174,500	25,986,300

FINANCIAL SERVICES

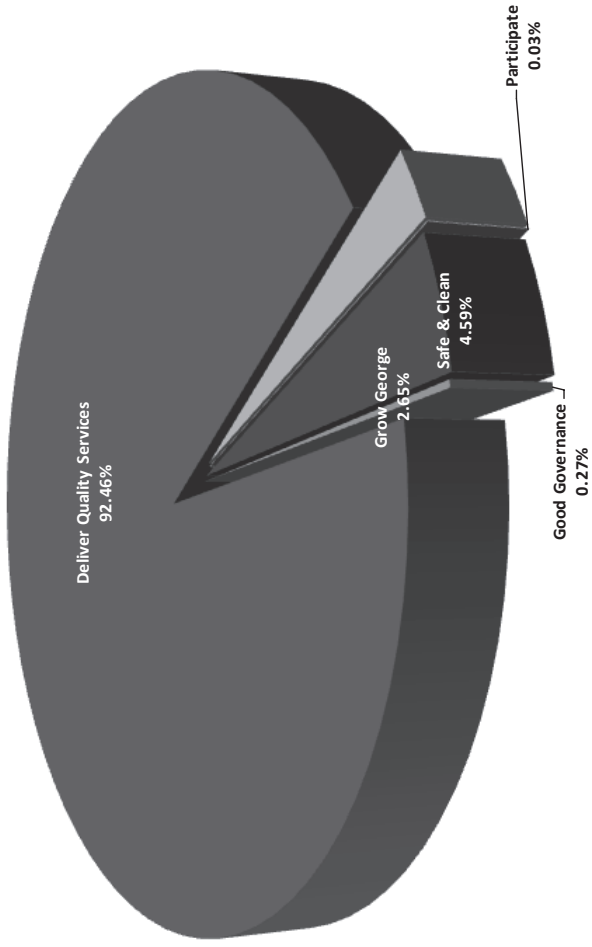
		Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	
FURNITURE AND FITTINGS	admin		Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	50,000
FENCE AT STORES	admin	Safe & Clean	Good Governance and Community Participation	Increasing safety	0
COMPUTER EQUIPMENT	admin	Deliver Quality Services	Basic Service Delivery and Infrastructure	Integrating service delivery for maximum impact	30,000
Sub-total					80,000

TOTAL: FINANCIAL SERVICES				230,000	80,000	80,000
TOTAL CAPITAL BUDGET				150,922,033	151,908,300	179,239,200

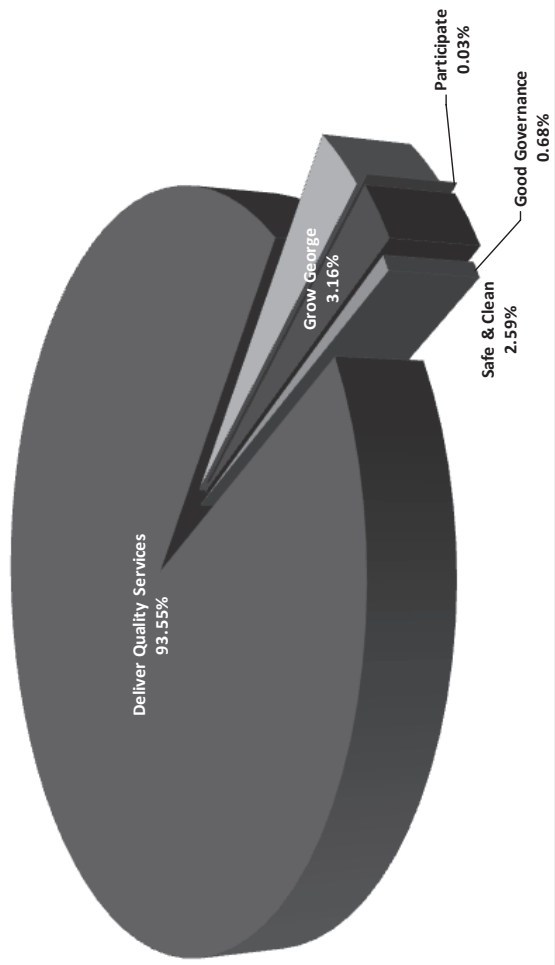
KPA	Budget 2012/2013	KPA	Budget 2012/2013	Budget 2013/2014	Budget 2014/2015
Deliver Quality Services	139,543,833	Deliver Quality Services	139,543,833	142,106,300	161,384,200
Grow George	4,000,000	Grow George	4,000,000	4,800,000	15,000,000
Participate	49,000	Participate	49,000	40,000	80,000
Safe & Clean	6,929,200	Safe & Clean	6,929,200	3,927,000	2,260,000
Governance	400,000	Good Governance	400,000	1,035,000	515,000
Sub-total		150,922,033		151,908,300	179,239,200

The pie charts below represent the budget in percentage terms.

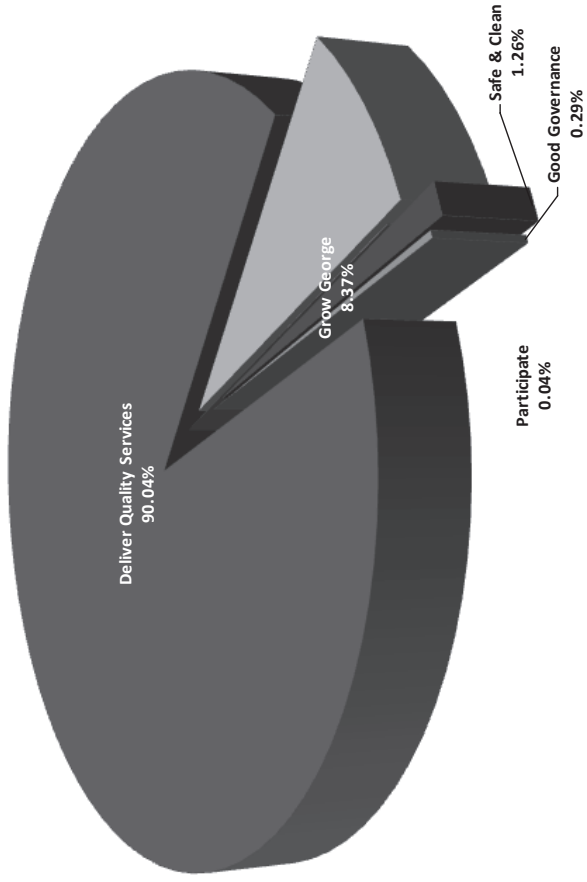
CAPITAL BUDGET 2012/2013



CAPITAL BUDGET 2013/2014



CAPITAL BUDGET 2014/2015



CHAPTER 8

GEORGE PERFORMANCE MANAGEMENT SYSTEM

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GEORGE PERFORMANCE MANAGEMENT SYSTEM

8.1 INTRODUCTION

The Integrated Development Plan enables the achievement of the planning stage of performance management. Performance management then fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

8.2 OBJECTIVES AND BENEFITS OF A PERFORMANCE MANAGEMENT SYSTEM

8.2.1 Objectives

The objectives of the performance management system are described in the performance management policy and include:

- Facilitate strategy development
- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signals
- Create a culture of best practices
- Facilitate decision-making

The above objectives are aligned with the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and the guidelines of the Department of Development Planning and Local Government.

8.2.2 Benefits of Performance Management

Employees will derive specific benefits from a PMS in that it would:

- Provide better insight in the job and clarify the duties and responsibilities associated with the job;
- Enable employees to see where he/she fits into the municipal structure and contributes to achieve the development objectives of the Municipality as per the IDP;
- Assist employees to discover their own strengths, to recognise their weaknesses and to develop the knowledge, skills and attitudes to overcome these in order to fulfil their potential;
- Enhance individual career development through informed decision-making and focused training; and

- Enable employees to make full use of the opportunities presented by the implementation of employment equity.

Performance management have the following benefits for the Municipality:

- Implement the IDP by making it accessible to all employees, clarify objectives and strategies and promote the accountability of groups and individuals to these;
- Implement focused management linked to an early warning system;
- Continuously reassess structural functionality and enable effective organisational alignment with objectives and strategies;
- Evaluate the job analysis information and rectify faulty aspects thereof;
- Understand the role, duties and responsibilities of employees;
- Identify shortcomings in employment practices, procedures and policies;
- Delegate unambiguous and realistic responsibilities to employees;
- Assess the adequacy or inadequacy of resources available to employees;
- Identify and address training and development needs in a focused and structured manner so as to make use of the opportunities provided by the Skills Development Act;
- Develop the human resources of the Municipality; and
- Provide services in an efficient, effective and economic manner.

Performance management will benefit the community through:

- The establishment of a system which translates the IDP into measurable objectives and targets;
- The institutionalisation of sound management principles ensuring effective and efficient governance of service delivery;
- Adequate provision for community consultation and the opportunity to have a clearer insight in the performance of the municipality; and
- The promotion of an accountable municipality.

8.3 DEFINITION AND KEY STEPS IN PERFORMANCE MANAGEMENT

Performance Management System can be defined as a strategic approach to management, which equips councillors, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the councillors, managers and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

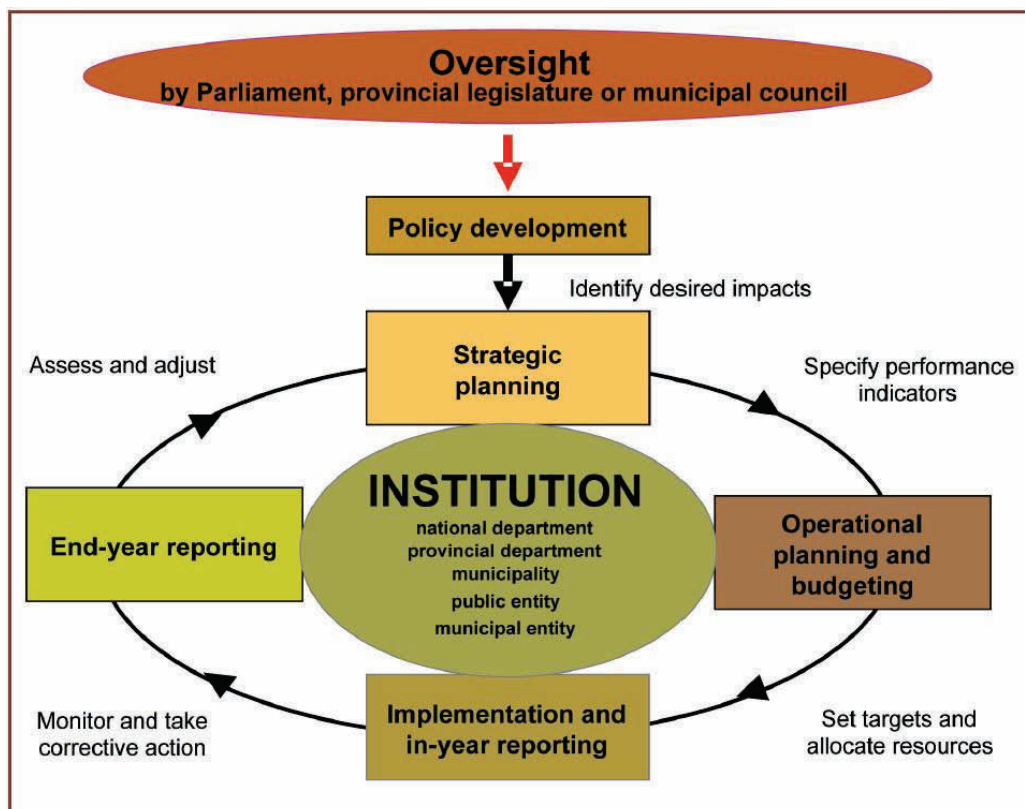
Performance management is aimed at ensuring that municipalities monitor their IDP's and continuously improve their operations and in terms of Section 19 of the Local Government Municipal Structures Act (MSA), that they

annually review their overall performance in achieving their constitutional objectives.

The performance management system can assist to make a significant contribution to organisational and individual performance. The system is designed to improve strategic focus and organisational effectiveness through continually seeking to improve the performance of the municipality as a whole and the individuals in it.

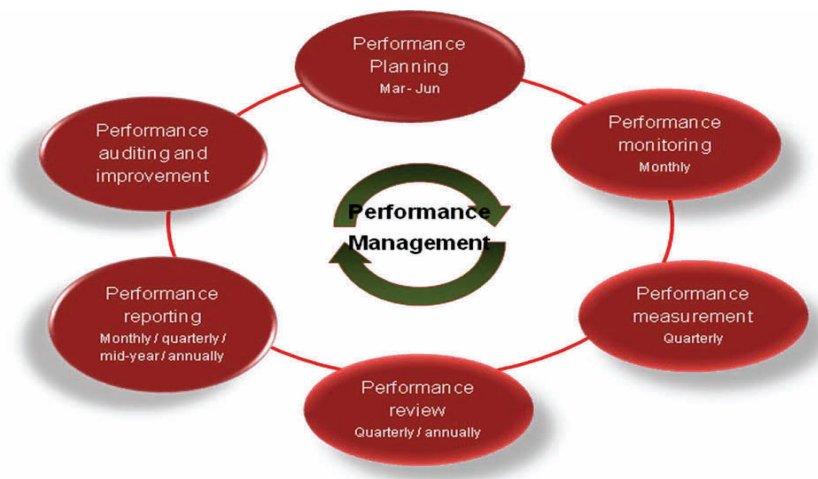
8.3.1 Performance Cycles

The overall planning, budgeting and reporting cycle can be summarised as follows:



Source: Framework for Managing Programme Performance Information

The performance cycle can be summarised in the following diagram and each cycle will be addressed in the remainder of this framework:



Each of the above cycles can be explained as follows:

- **Performance Planning** ensures that the strategic direction of the Municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas and Key Performance Indicators are designed to address the IDP objectives, national policy and targets are set.
- **Performance Measuring and Monitoring** is an on-going process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process – for example, on a quarterly and annual basis.
- **Performance evaluation** analyses why there is under-performance or what the factors were, that allowed good performance in a particular area. Where targets have not been met, the reasons for this must be examined and corrective action recommended. Evidence to support the status is also reviewed at this stage. An additional component is the review of the indicators to determine if they are feasible and are measuring the key areas appropriately.
- **Performance Reporting** entails regular reporting to management, the performance audit committee, council and the public.
- **Performance review/auditing** is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General. The Municipality have therefore established frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems. Areas of weak performance identified at year-end must be addressed during the following years planning phase.

8.3.2 Key Steps in Performance Management

The key steps in implementing the performance cycle are as follows:

- IDP consultation and strategic processes to determine:
 - a. Strategic Objectives aligned with the National Agenda and local needs.
 - b. Establish the Municipal Key Performance Areas (KPA's).

c. Design Strategic Focus Areas.

- Priorities capital projects for budgeting purposes aligned with municipal strategy and approved methodology.
- Start with budget processes.
- Determine organisational Key Performance Indicators (KPIs) in terms of strategy and budget.
- Obtain baseline figures and past year performance.
- Set multi-year performance target dates.
- Determine steps/plans to achieve budget and KPIs.
- Assign strategic focused KPIs to Senior Management (Top Layer SDBIP).
- Assign organisational KPIs to directorates and members of management (Departmental SDBIP).
- Prepare individual performance agreements aligned with budget and SDBIP (S57 and management).
- Prepare performance plans for staff and align work place skills plan with development plans.
- Provide monthly/quarterly status reports on progress with KPI implementation.
- Evaluate performance on individual (1/2 yearly) and organisational levels (monthly and quarterly).
- Compilation of various performance reports.
- Auditing of performance reported and portfolio of evidence (POEs).
- Appoint oversight committee to analyse and prepare report on improvement of performance.
- Submit year-end report to various stakeholders.

8.4 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The IDP process and the performance management process must be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

The organisational performance will be evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned
- The budget must address the strategic priorities
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP needs to be prepared as described in the paragraphs below and submitted to the Executive Mayor within 14 days after the budget has been approved. The Executive Mayor needs to approve the SDBIP within 28 days after the budget has been approved.

For each indicator the scorecard will require that a responsible official, usually the respective line manager, be designated. While this official will not necessarily be accountable for performance on this indicator, they will be responsible for conducting measurements of that indicator, analysing and reporting first to their respective superior who in turn will report to the Municipal Manager and then the Executive Mayor on these for reviews.

The municipal performance must be measured monthly and analysed at least quarterly. Municipal performance will be measured during the mid-year review where after the performance scorecard can be adjusted and actions plans developed to address poor performance. The information of the annual review will be included in the Annual Report of the municipality.

8.5 THE MUNICIPAL SCORECARD

The municipal scorecard (Top Layer SDBIP) must consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the top-layer SDBIP includes:

- **One-year** detailed plan, but should include a **three-year capital plan**
- The 5 necessary components includes:
 - Monthly projections of revenue to be collected for each source.
 - Expected revenue to be collected NOT billed.
 - Monthly projections of expenditure (operating and capital) and revenue for each vote.
 - Section 71 format (Monthly budget statements).
 - Quarterly projections of service delivery targets and performance indicators for each vote.
 - Non-financial measurable performance objectives in the form of targets and indicators.
 - Output NOT input / internal management objectives.
 - Level and standard of service being provided to the community.
 - Ward information for expenditure and service delivery.
 - Detailed capital project plan broken down by ward over three years.

8.5.1 Preparing the Top Layer SDBIP

The financial sheets must be drafted in terms of the approved budget. The structure of the financial sheets is prescribed by MFMA Circular 13, is self-explanatory and all the columns should be completed for each line item. It is however important that the cash flow projections are calculated based on the planned spending / revenue collection for each month.

The capital projects sheet should be completed with the planned start and end dates as the performance will be measured in terms of these dates. The projects should also be assigned to wards. The cash flow per capital project should also be aligned with the planned monthly spending targets.

The Top Layer KPIs must be prepared based on the following:

- KPIs should be developed for the programmes / activities identified to address the Strategic Objectives as documented in the IDP. The KPIs must be aligned with the national and municipal KPAs.
- KPIs identified during the IDP and KPIs that need to be reported to key municipal stakeholders should be included in the Top Layer SDBIP to confirm alignment.
- KPIs should be developed to address the required National Agenda Outcomes, priorities and minimum reporting requirements. The KPIs must be aligned with the Strategic Objectives, and the national and municipal KPAs.
- The municipal turnaround strategy (MTAS) should be reviewed to determine any actions to be translated into KPI's and to be included in the TL SDBIP. These KPIs must be aligned with the Strategic Objectives, and the national and municipal KPAs.
- The risk register should be reviewed to identify the risks that need to be addressed by strategic KPIs. These KPIs should be developed and be aligned with the Strategic Objectives, and the national and municipal KPAs.
- It is also proposed that each directorate consider 2 KPIs that is output focused and that will make the municipality more developmental or enhance the effectiveness of the municipality.
- Clear quarterly targets should be set and the KPIs must be assigned to a senior manager. In the instance where a target will not be achieved during the current financial year, the target should be included in the outer years.
- These targets should be set after available resources and past year performance has been considered.

The KPIs must be analysed to ensure that the objectives set in the IDP will be achieved by delivering on the KPIs.

8.5.2 Approval of Top Layer SDBIP

The municipal scorecard must be submitted to the Executive Mayor within 14 days after the budget has been approved. The Executive Mayor needs to consider and approve the SDBIP within 28 days after the budget has been approved. The scorecard must be updated after the adjustment estimate has been approved and any changes to the scorecard must be submitted to Council with the respective motivation for the changes suggested, for approval.

Important note: The Executive Mayor should review the document for compliance, alignment and adherence to the Council's Agenda as Municipal Manager and Directors will use the TL SDBIP as a basis for reporting on performance to the Executive Mayor, Council and the public. The performance agreements of the senior management team will also be based on this document.

8.5.3 Update actual performance

The Top Layer SDBIP will in most instances update automatically with the actual results reported in the departmental SDBIP. The SDBIP / PMS Officer needs to review the results, update the results that require a manual update and document the final performance comments in the relevant columns.

The KPI Owners should report on the results of the KPI by properly documenting the information in the performance response fields and make reference to where the POE can be found. In the instance of poor performance, corrective measures should be identified and documented. The POE should prove that the KPI was delivered and that the expected outcome / impact has been achieved.

The actual performance should be monitored quarterly in terms of the objectives, KPI's and targets set. In order to measure the outcomes of the KPI's, the outputs and performance evidence (POE's) should be evaluated and **documented**.

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POEs for reporting and auditing purposes.

8.5.4 Quarterly reviews

On a quarterly basis, the Executive Mayor should engage in an intensive review of municipal performance against both the directorate's scorecards and the municipal scorecard, as reported by the Municipal Manager. These reviews will take place in October (for the period July to end of September), January (for the period October to the end of December), April (for the period January to the end of March) and July (for the period April to the end of June).

The review in January will coincide with the mid-year performance assessment as per section 72 of the Municipal Finance Management Act. Section 72 determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

Many of the indicators in the municipal scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of all the scorecards.

The Executive Mayor will need to ensure that targets committed to in the municipal scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system, by directorates, departments, Portfolio Councillors and the Municipal Manager. The review will also include:

- An evaluation of the validity and suitability of the Key Performance Indicators and recommending must any changes.

- An evaluation of the annual and 5 year targets to determine whether the targets are overstated or understated. These changes need to be considered.
- Changes to KPI"s and 5 year targets for submission to council for approval. (The reason for this is that the original KPI"s and 5 year targets would have been published with the IDP, which would have been approved and adopted by council at the beginning of the financial year.)
- An analysis to determine whether the Municipality is performing adequately or under-performing.

It is important that the Executive Mayor not only pay attention to poor performance but also to good performance. It is expected that the Executive Mayor will acknowledge good performance, where directorates or departments have successfully met targets in their directorate/departmental scorecards.

8.5.5 Council Reviews

At least annually, the Executive Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an annual performance report format as per the Municipal Systems Act. The said annual performance report will form part of the municipality's Annual Report as per Section 121 of the Municipal Finance Management Act.

8.5.6 Public Reviews

The Municipal Systems Act as well as the Municipal Finance Management Act requires the public to be given the opportunity to review municipal performance. Section 127 of the MFMA requires that the accounting officer (Municipal Manager) must immediately after the Annual Report is submitted to Council make the report public and invite the local community to submit representations with regards to the Annual Report.

It is proposed that in addition to the Annual Report mentioned above and subject to the availability of funding, a user-friendly citizens' report should be produced for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the Annual Report and municipal scorecard for public consumption.

It is also proposed that a public campaign be embarked on annually to involve citizens in the review of municipal performance over and above the requirements of the MFMA. Such a campaign could involve the following:

- Various forms of media including radio, newspapers and billboards can be used to convey the citizens' report. The public should be invited to submit comment via telephone, fax, email and possibly also public hearings to be held in a variety of locations.
- The public reviews should be concluded by a formal review of the Annual Report by the IDP Representative Forum of the municipality.
- In the instance where service level agreements (SLAs) have been established, the public should review the SLA outcomes / outputs.

8.5.7 Adjustments to KPIs

KPI's can only be adjusted after the mid-year assessment and/or after the adjustment budget has been approved. KPI's should be adjusted to be aligned with the adjustment estimate (incl. capital projects) and the reason for the adjustment in the indicator / target should be submitted in a report to Council. The KPI's can only be changed on the system after Council approval has been obtained.

Please note that KPI targets may not be adjusted downwards. Refer to the Framework for Managing Programme Performance Information in this regard.

8.5.8 Directorate/Departmental scorecards

The directorate and departmental scorecards (detail SDBIP) will capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic priorities of the municipality, the SDBIP will provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It will be compiled by **senior managers** for his/her **directorate** and will consist of objectives, indicators and targets derived from the Municipality's annual service delivery and budget implementation plan and any annual business or services plan compiled for each directorate or department.

8.5.9 Preparing the Departmental SDBIPs

KPI's should be developed for Council, the office of the Municipal Manager and for each Directorate. The KPIs should:

- Address the Top Layer KPIs by means of KPIs for the relevant section responsible for the KPI.
- Include the capital projects KPIs for projects that relates to services higher than R200 000. KPI's for furniture and equipment should be grouped as one KPI per directorate. The targets should to some extent be aligned with the cash flow budgets and project plans.
- Add KPIs to address the key departmental activities.
- Each KPI should have clear monthly targets and should be assigned to the person responsible for the KPI. KPIs should be SMART.

The number KPIs developed to address National KPAs and Municipal strategic objectives should be spread amongst the aforementioned in terms of National and Local Agendas.

8.5.10 Approval of Departmental SDBIP

The SDBIP of each Directorate must be submitted to the municipal manager for approval within 28 days after the budget has been approved.

8.5.11 Update actual performance

An evaluation of the validity and sustainability of the KPI's should be done and the actual performance results of each target should be updated and evaluated on a monthly basis. In order to measure the input/output of the KPI's, the performance results and performance evidence (POE's) should be evaluated and documented. The KPI owners should report on the results of the KPI by documenting the following information on the performance system:

- The actual result in terms of the target set.
- The output/outcome of achieving the KPI.
- The calculation of the actual performance reported. (If %)
- The reasons if the target was not achieved.
- Actions to improve the performance against the target set, if the target was not achieved.

The municipal manager and his/her senior management team needs to implement the necessary systems and processes to provide the POE's for reporting and auditing.

8.5.12 Monthly reviews

The Directorates will review their performance at least monthly report their performance in terms of the SDBIP to the Municipal Manager and the respective Portfolio Councillor. Decision-makers should be warned immediately of any emerging failures to service delivery so that they can intervene if necessary. It is important that Directorates use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. The Portfolio Committee should have a standing agenda item to discuss at their monthly meetings. The SDBIP report submitted should be used to analyse and discuss performance. The Portfolio Councillor and the senior management team should report on an overview of performance at the following Mayoral Committee. Changes in indicators and targets may be proposed at this meeting, but can only be approved by the Executive Mayor, in consultation with the Municipal Manager.

8.5.13 Adjustments to KPI's

KPIs can only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPIs should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPI's should be documented in a report to the Executive Mayor for approval.

Additional KPIs can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes.

8.5.14 Individual Performance

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both at the same time, but separately.

Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have performance plans.

These must be aligned with the individual performance plan of the head of the directorate and job descriptions. In this way all employees are working towards a common goal. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions.

The Benefits of Individual Performance are to:

- Ensure alignment of individual goals and objectives with that of the organisation and to co-ordinate efforts in order to achieve those goals.
- Understand what is expected from the incumbents, by when it is expected and to what standard is expected
- Understand the incumbent's key areas of accountability.
- Determine whether or not performance objectives are being met.
- Make qualified decisions within the incumbents level of competencies
- Avail the incumbents of learning and development opportunities to competently meet their performance targets.

8.5.15 Individual scorecards (Municipal Manager and Section 56 Managers)

The Local Government Municipal Systems Act 2000 and Regulation 805 of August 2006 (Performance of the Municipal Manager and the Managers reporting directly to the Municipal Manager) require the Municipal Manager and the Managers reporting directly to the Municipal Manager to enter into annual Performance Agreements. The Performance Agreements of the Municipal Manager and other Section 56/57 Managers should be directly linked to their employment contract. These Performance Agreements consist of three distinct parts:

- **Performance Agreement:** This is an agreement between the Section 56/57 Manager and the Municipality, which regulates the performance required for a particular position and the consequences of the performance. The Agreement deals with only one aspect of the employment relationship, namely performance. This agreement must be reviewed and renewed annually, subject to the individual's annual performance.
- **Performance Plan:** The Performance Plan is an Annexure to the Performance Agreement and stipulates in detail the performance requirements for a single financial year. The SDBIP transcends into the Performance Plan/s of the respective Section 56/57 Managers according to their areas of responsibility.
- **Personal Development Plan:** The plan is an Annexure to the Performance Agreement and addresses the developmental needs/requirements of the manager indicating actions and timeframes.

The management of the performance process for the municipal manager and the Section 56/57 managers will be in terms of R805 of 2006. Performance will be reviewed quarterly of which the mid-year and year-end performance will be formal evaluations.

8.5.16 Individual scorecards (rest of staff)

The data obtained from Directorate scorecards (detailed SDBIP), will provide the user with the respective Individual performance contracts for managers reporting to the s57 managers.

Performance Plans are agreed with each employee in job grades 0-6 as part of his / her career development plan and should include the following:

- Qualifications – a record of formal and informal training and experience.
- Job functions – key focus areas for the year.
- Career goals - long term and intermediate career goals.
- Key performance indicators linked to the SDBIP – KPI's in the SDBIP that are the responsibility of the respective manager and KPI's aligned to the job description of the manager.
- Managerial KPI's – the core managerial competencies that the manager will be evaluated on.
- A list of the core managerial competencies (CMC's) is provided on the performance of the performance system and the manager should select between 3 and 5 CMC's. The CMC's and the measurement criteria should be agreed with the respective senior manager.
- Weightings show the relative importance of input or output against another input or output. Every input or output in the performance agreement must be assigned a weighting. The weightings / ratings and the distribution of the ratings per level need to be determined by the management team in the beginning of each financial year and agreed with the employer or group of employers. (employee or group of employees)
- Development needs and learning plan.

The agreements must be finalised by August every year and be agreed and approved by the respective senior manager. The process on how to prepare performance plans is documented in the Performance Management System manual.

8.5.17 All staff reporting up to management

A performance plan should be agreed for all employees and include the following:

- Qualifications – a record of formal and informal training and experience.
- Job functions – key focus areas for the year.
- Career goals - long term and intermediate career goals.
- Performance agreed for all employees on a specific job level.
- Performance agreed with the individual employee unique to the employees daily tasks and aligned to the individuals job description.

- Performance indicators should be designed to ensure effective and efficient service delivery (value-for-money).
- Training or other skills development needs of the employee.

The agreements must be finalised by August every year and be agreed and approved by the respective employee and supervisor. The process on how to prepare performance plans is documented in the Performance Management System manual.

8.5.18 Skills Development Plan

The skills development plan needs to be compiled / updated with the information obtained from the performance agreements and the development plans. The human resources manager together with the respective line manager is responsible to facilitate the implementation of the skills development plan.

8.5.19 Formal performance reviews

Although performance should be managed on a daily basis, formal performance reviews should be done by the respective supervisor at least bi-annually. The objective review should be based on actual performance and performance evidence. The supervisor and employee needs to prepare for the review and discuss the performance during a focussed performance meeting. The review should be documented on the performance system as set out in the Performance Management System manual. Feedback should be provided during the review.

The reviews should be completed by end February for the period July to December and August for the period January to June.

Please note that performance and growth is the responsibility of each individual employee and employees should ensure that his / her performance plan is executed. Performance measurement is an on-going process and should not only be addressed during the formal reviewing sessions.

Performance should be moderated per department per post level / group level after the performance evaluation of all staff has been finalised. The moderation should be conducted in terms of the performance management manual to ensure objectivity and fairness.

Unacceptable performance needs to be addressed and action plans to improve the performance must be prepared and agreed with the employer who did not perform. The performance against the action plans must be reviewed on a monthly basis.

8.5.20 Appeals process

Section 56/57-Employees

The Appeals process as prescribed in R805 of August 2006 and as agreed in the employment and performance contracts of the Section 56/57-Managers will be applicable in instances where they are not in agreement with their final performance evaluations.

Employees:

Should employees not agree with the contents of their performance agreement after the performance discussions or with the final scores that are allocated to them, they may elect to follow the municipality's normal grievance procedures.

8.5.21 Reward and Recognition

The performance scores will be finalised during the moderation where after it must be approved by the moderation committee (fish-bowl). These scores will be used to recognised excellent performance in terms of the Council's reward and recognition policy.

8.6 SERVICE PROVIDERS

A municipal service can be provided by the Municipality by entering into a Service Delivery Agreement in terms of Section 76(b) of the Municipal System Act with an external service provider. The Municipality is responsible for monitoring and assessing the implementation of the agreement, including the performance of the service provider in accordance with section 41 of the Municipal Systems Act.

This section sets out the framework on monitoring and reporting on the performance of service providers in terms of Chapter 8 of the Municipal Systems Act and Section 116 of the Municipal Finance Management Act. While departments have mechanisms in place to monitor the work done by service providers, there is no standard guideline set by the Municipality.

8.6.1 Notification of Service Providers

All service providers or prospective service providers must be made informed of newly adopted system of:

- an assessment and reporting of the service provider's performance;
- setting of performance criteria in terms of the tender, the required deliverables and service level agreement;
- the use of the service provider performance reports when evaluating service providers for registration, pre-qualification, selective tender list, expressions of interest or awarding of a contract; and
- the exchange of information on service provider performance reports between government units/departments.

8.6.2 Evaluating the Performance of Service Providers

The Council must approve the thresholds (size and types of service provider contracts) that need to comply with the requirements of this policy. The thresholds that need to be reviewed annually include:

- Contracts larger than R200 000 and
- Contracts where the service providers is required to deliver a service (not goods and products).

The service provider must sign a service level agreement indicating the services to be delivered, the timeframes and the evaluation methodology. The service provider's performance must be assessed in the context of the project as a whole. The respective roles and obligations of the Municipality and service provider under the contract must be taken into account.

Persons preparing or reviewing the performance of a service provider must consider whether satisfactory progress or completion of a project has been affected by any matters which are:

- Outside the service provider's control, or
- The result of some action by the Municipality.

The service provider's performance must therefore be evaluated against set performance criteria, after taking into account matters beyond the service provider's control.

8.6.3 Prescribed procedures to evaluate service providers

The following procedures need to be followed:

- The requirements of this policy must be included in the contract of the service provider.
- The performance of the service provider under the contract or service level agreement must be assessed monthly by the Reporting Officer.
- The assessment must be filed in the contract file or captured onto the database when a database is available.
- The Reporting Officer must complete the Service Provider Assessment Form on the database at the end of each quarter and on completion or termination of the contract.
- The quarterly assessment must be completed within 15 working days after the end of each quarter.
- The Reporting Officer must provide a copy of the assessment to the Service Provider at the end of each quarterly assessment period and on completion or termination of the contract.
- Supply Chain Management Unit will review the quarterly Service Provider assessments within 20 days after the end of each quarter and submit a summary report to Council.

- The Accounting Officer need to develop the necessary forms and report structures to be utilised to manage the above processes. The forms and reporting requirements need to be reviewed on a regular basis.
- In the instance of under-performance:
 - The Municipality will facilitate support interventions to service providers in the identified areas of underperformance.
 - Service providers who have been identified as under-performing in identified areas must be informed of these support interventions.
 - The impact of support interventions must be monitored by the Reporting Officer.
 - The records of the support interventions must be documented, signed by both parties and appropriately filed.

8.7 EVALUATION AND IMPROVEMENT OF THE PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act requires the municipality to annually evaluate its performance management system. It is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report annually, taking into account the input provided by directorates and departments. This report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval. The evaluation should assess:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfilment of the objectives for a performance management system.
- The adherence of the performance management system to the objectives and principles.
- Opportunities for improvement and a proposed action plan.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analysed. Poor performance may arise out of one or more of the following:

- Poor systems and processes.
- Inappropriate structures.
- Lack of skills and capacity.
- Inappropriate organisational culture.
- Absence of appropriate strategy.

To improve performance, the appropriate response strategy should be chosen:

- Restructuring is a possible solution for an inappropriate structure.
- Process and system improvement will remedy poor systems and processes.
- Training and sourcing additional capacity can be useful where skills and capacity are lacking.
- Change management and education programmes can address organisational culture issues.
- The revision of strategy by key decision-makers can address shortcomings in this regard.
- Consideration of alternative service delivery strategies should be explored.

Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

8.7.1 Governance

The governance structure was established to offer credibility to the overall performance processes. The audit of performance information and system should comply with section 166 of the Municipal Finance Management Act and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001).

8.7.2 Continuous quality control and co-ordination

The Municipal Manager and PMS Manager are required to co-ordinate and ensure good quality of performance reporting and reviews on an ongoing basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible.

The municipal manager must review overall performance monthly while the PMS Manager should support him/her in verifying the performance data and prepare the performance reports.

8.7.3 Performance investigations

The Executive Mayor or Performance Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Mayor for such investigation.

8.7.4 Internal Audit

Section 165 of the MFMA requires that each municipality must have an internal audit unit however such function may be outsourced.

The municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee.

The audit should include an assessment of:

- The functionality of the municipality's performance management system
- The adherence of the system to the Municipal Systems Act
- The extent to which performance measurements are reliable

8.7.5 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee is governed by section 14 (2-3) of the regulations.

According to the regulations, the performance audit committee must

- review the quarterly reports submitted to it by the internal audit unit.
- review the municipality's performance management system and make recommendations in this regard to the council of that municipality.
- assess whether the performance indicators are sufficient.
- at least twice during a financial year submit an audit report to the municipal council.

It is further proposed that the audit committee be tasked with assessing the reliability of information reported.

In order to fulfil their function a performance audit committee may, according to the MFMA and the regulations,

- communicate directly with the council, municipal manager or the internal and external auditors of the municipality concerned;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

8.7.6 Performance Reporting

Performance must be reported in terms of the MSA, MFMA and the circulars and regulations issued in terms of the aforementioned legislation. These reports include:

8.7.6.1 Monthly reports

Monthly reports on the performance of the directorates/departments should be generated from the performance management system and submitted to the portfolio committees and the senior management team.

8.7.6.2 Quarterly reports

Reports to report on the performance in terms of the TL SDBIP should be generated from the system and submitted to Council. This report should also be published on the municipal website.

8.7.6.3 Mid-year assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary. The format of the report must comply with the section 72 requirements. This report must be submitted to Council for approval before 25 January of each year and published on the municipal website afterwards.

8.7.6.4 Annual Performance Report

The annual performance report must be completed by the end of August and submitted with the financial statements. This report must be based on the performance reported in the SDBIP. Reports should be generated from the system and reviewed and updated in the performance comments field for reporting purposes.

8.7.6.5 Annual Report

The annual report should be prepared and submitted as per MFMA Circular 11.

GEORGE MUNICIPALITY



EXECUTIVE SUMMARY OF GEORGE SECTOR PLANS

CHAPTER 9

EXECUTIVE SUMMARY OF GEORGE SECTOR PLANS

9.1 INTRODUCTION

Realising the objective of developmental local governance is a challenging task for municipalities. Integrated Development Planning is a key instrument which municipalities can adopt to provide vision, leadership and direction for all those that have a role to play in the development of a municipal area. Today, municipalities must play a role in ensuring integration and co-ordination between the various sectors and cross-sectoral dimensions of development, to achieve social, economic and ecological sustainability.

Local development is multi-sectoral and multi-dimensional. It is not only about sectors such as water, housing, or employment creation, but also about the three key dimensions of economic, social, institutional and environmental development. There are also certain issues underlying these dimensions that cut across all development processes in South Africa, such as HIV/AIDS, gender equity, poverty alleviation and urban and rural development. These crosscutting issues also need to be approached and dealt with in a similar manner.

To implement development processes, intervention should target specific aspects of human need. These needs are often related to institutionalised agencies responsible for the interventions and are defined as sectors. To date, planning and delivery has relied extensively on these sectors. The outcome of this approach has been one where delivery has occurred without adequate co-ordination and integration leading to disintegrated, dysfunctional and fragmented outcomes, with unsustainable investment.

9.2 INTEGRATED DEVELOPMENT PLANNING – A Local issue-driven approach to incorporating dimensions and sectors

Integrated development planning is an approach to local planning which focuses on local issues rather than being a sector- or development dimension-driven approach. The notion of integration, central to integrated development planning, suggests that both sectors and dimensions need to be approached not in and for them. Alternatively, the key consideration in the integrated development planning process that drives decision-making is the priority issues that are identified and defined by every municipality. These priority issues are derived from a process of analysing the existing local situation and focusing on the problems facing the municipality and the people living in the area, as well as its development potentials. From this range of problems and potentials, the priority issues are extracted and become the focus for planning. Municipalities simply do not have sufficient resources to address all issues identified by all members of the community. In terms of this issue-driven approach, dimensions are considered as crosscutting concerns or principles throughout the planning process – they underlie the concept of development. Sectors, on the other hand, should be considered where they are relevant to the particular local priority issues and in relation to one another rather than in isolation.

9.3 THE ROLE OF DEVELOPMENTAL LOCAL GOVERNMENT WITH REGARDS TO DIMENSIONS AND SECTORS

Developmental local government in South Africa should address the crosscutting dimensions (social, economic, institutional, and environmental) of development throughout their planning process as these dimensions are aspects of all development and cannot be ignored in any local planning process if it is to be sustainable and developmental in nature.

Although specific sector requirements must be met by local planning, sector planning, needs only feature as part of the IDP process, where it emerges as part of local priorities identified in the IDP process. As such, sectors may, to a greater degree, be considered in the planning process depending on the specific local priority issues and resources. In this approach, attention would be given to the different contributions which sectors can make to address priority issues, and not to sector planning where the emphasis is on the sector itself. Where sectors are relevant, developmental local

government must take into account and be responsive to major policy issues and principles guiding that sector. In addition, specific sector programmes or planning requirements may need to be met as part of the outcomes of the IDP process.

The concept of developmental local government requires municipalities to approach sector planning and delivery by performing a facilitative and integrating role. In the past, local government may have only played an administrative or service delivery role. Today, local needs to actively plan how sector-specific development can contribute to an overall integrated development strategy for its local area.

9.4 OVERVIEW OF DEVELOPMENT SECTORS

Sectors are defined as fields of intervention aimed either at specific human needs (such as food, housing, water, health, education, transport, recreation) or as specific ways of satisfying human needs (such as agriculture, trade, mining, tourism). Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies (government departments) heading up such interventions. The key characteristics of sectors in the IDP process are that they may or may not be considered in the planning process, depending on the specific local needs and resources. In each municipality, planning decisions relating to sectoral contributions should be directly informed by the specific local context. In fact, certain sectors or aspects of sectors may not relate to the priority issues in a given municipality, and may thus not need to be considered as part of the IDP process (unless legal requirements specify otherwise). It is important this methodology is utilised to stimulate creative planning approaches rather to stifle them.

9.5 THE ROLE OF SECTOR PLANNING IN IDP

Local government powers and functions are outlined in the Constitution of the Republic of South Africa, 1996 and in the Local Government: Municipal Structures Act (Act 117 of 1998). They vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be summarised as follows:

Sector planning requirements contained in national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration, to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. It is even proposed that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sectoral contributions (funds and support) for local development by ensuring compliance with national and provincial policy principles and sectoral guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.

Some provincial and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example the Water Affairs Department requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment.

Sector planning requirements vary in nature and status. The following of requirements can assist municipalities in differentiating between the various kinds of requirements:

- Legal requirements for the formulation of a sector plan;
- a legal compliance requirement;

- a planning requirement to be undertaken as a component of, or part of, the IDP; and
- a recommendation, which is deemed to add value to the municipal planning process and product.

Various development strategies and programmes are required to enhance the quality and delivery of the IDP.

Some sector plans have been completed while some are being reviewed or developed.

EXECUTIVE SUMMARY: DISASTER MANAGEMENT PLAN

Disaster Management Plan

Background

This plan has been developed in order to provide key officials, role players and departments in the George Municipality as a general guideline for the expected initial response to an emergency and an overview of their responsibilities during an emergency or disaster.

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, department and personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergencies. The following paragraphs provide an overview of the background and some of the highlights of this plan.

This plan serves to confirm the arrangements in the George Municipality Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002).

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the George Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The responsibility for the coordination of the overall implementation of the plan is that of the Head of Disaster Management.

The Disaster Management Act requires the Municipality to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players, and
- Regularly review and update its plan. (Section 48).

The Municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the District Disaster Management Centre and **the plan must:**

- Form an integral part of the IDP.
- Anticipate the likely types of disaster that might occur in the Municipalities area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the George Municipality.
- Establish the operational concepts & procedures associated with day-to-day operational response to emergencies by local municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) The allocation and co-ordination of responsibilities allocated to the various role players.

- (ii) Prompt disaster response and relief,
- (iii) Disaster recovery and rehabilitation focused on risk elimination or
- (iv) mitigation.
- (v) The procurement of essential goods and services,
- (vi) The establishment of strategic communication links.
- (vii) The dissemination of information.

Purpose

This plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act as well as the related provisions of the Municipal Systems Act, 2000 (Act 32 of 2000).

The purpose of this plan is to outline policy and procedures for both the proactive disaster prevention and the reactive disaster response and mitigation phases of Disaster Management.

It is intended to facilitate multi-sectoral coordination in both pro-active and reactive programmes.

Introduction

Emergencies are defined as situations, or the threat of impending situations abnormally affecting the lives and property of our society. By their nature, or magnitude these require a coordinated response by a number of role players, both governmental and private, under the direction of the appropriate elected officials. They are as distinct from routine operations carried out by role players as normal day-to-day procedures, e.g. fire-fighting, traffic activities, town engineering, etc.

Most peace times natural man-made disasters/emergencies could occur in the geographical area of responsibility of the George Municipality. Those most likely to occur are windstorms, floods, epidemics, transportation accidents, air accidents, road or rail crashes, toxic or flammable gas leaks, electric power blackouts, building or structural collapse, uncontrollable fires, explosions, breakdown of essential services / supplies, road collapses or any combination thereof.

Aim

The aim of the George Municipality Emergency Plan is to outline a plan of action for the efficient deployment, and co-ordination of the Municipal services, role players and personnel to provide the earliest possible response in order to:

- (i) Protect and preserve life and property.
- (ii) Minimize the effects of the emergency or disaster on the George Municipality
- (iii) Restore essential services.

Declaring a Disaster

In terms of Section 55 of the Disaster Management Act, 2002 (Act 57 of 2002) Council may by notice in the Provincial Gazette declare a local state of disaster if (a) existing legislation and contingency arrangements do not adequately provide for that municipality to deal effectively with the disaster; or (b) other special circumstances warrant the declaration of a local state of disaster.

The Act further stipulates, when a local state of disaster has been declared, the Council concerned may release any available resources of the municipality and personnel for the rendering of emergency services.

According to the Act a municipal state of disaster lapses three months after it has so been declared.

Definitions and relevant terms

COMMUNITY LIAISON OFFICER: A service established by the Community Liaison Officer to respond to and redirect enquires and reports from the public.

CONTINGENCY PLANNING: The forward planning process, for an event which may or may not occur, in which scenarios and objectives are agreeing, managerial and technical actions defined, and potential response systems put in place to prevent, or respond effectively to an emergency situation.

DISASTER: A natural or human-caused event, occurring with or without warning, causing or threatening death, injury or disease, damage to property, infrastructure or the environment, which exceeds the ability of the affected society to cope using only its own resources.

DISASTER (EMERGENCY) AREA: The total area affected by the emergency (disaster) incident.

DISASTER MANAGEMENT: A collective term encompassing all aspects of planning for and responding to disaster, including both pre and post disaster activities namely, prevention, mitigation, preparedness, response, recovery and rehabilitation. It may refer to the management of both the risks and consequences of disasters.

GEORGE MUNICIPALITY: Any area within the municipal boundaries.

DROUGHT: A weather condition, which occurs over a period of time when rainfall is so low (or unreliable) that natural vegetation and/or farming activities are severely damaged or destroyed.

EARLY WARNING: The identification, interpretation and recognition of events what would draw attention to a potential emergency.

EMERGENCY: A sudden and usually unforeseen event that calls for immediate measures to minimize its adverse consequences.

EMERGENCY (DISASTER) AREA: The area affected by the emergency situation.

EPIDEMIC: Any outbreak of a contagious disease that spreads rapidly and widely amongst people and/or animals.

EXPENDITURE: Disbursements of funds by government.

FLOOD PLAIN: An area of land adjacent to a river that is inundated by floods occurring in the river.

FORWARD COMMAND POST: Dealing with a disaster on the scene to ensure the role- players responding at the site of the emergency are coordinating their response.

HAZARDS: Threats to life, well-being, material goods and/or the environment.

They are caused by extreme natural processes or technological developments. When a hazard results in great suffering or collapse, it is usually termed a disaster.

HAZARDOUS SUBSTANCES: Substances that can cause harm or damage to humans, animals and the environment.

HUMAN-MADE DISASTERS: Disaster or emergency situations, which are caused directly or indirectly by identifiable human actions, deliberate or otherwise.

INCIDENT: A relative minor occurrence or event (that may lead to a public crisis)

INFRASTRUCTURE: Roads, dams, power stations and wastewater treatment plants to name a few examples.

LINE FUNCTION: Refers to the Departments that implement government policy.

MITIGATION: Action taken to reduce the effects of a disaster. The term normally implies that while it may be possible to prevent some disaster effects, other effects will persist and can be modified or reduced, if appropriate steps are taken.

MONITORING: A system of checking and observing to ensure that the correct procedures and practices are being followed.

NATURAL DISASTERS: Any extreme climatologically, hydrological or geological process that pose a threat to persons, property, the environment and the economy.

PREPAREDNESS: Measures aimed at predicting the occurrences of disasters and/or preventing such occurrences and their harmful effects.

RAPID ONSET DISASTERS: A Rapid onset disaster is often caused by natural events such as earthquakes, floods, storms, fires and volcanic eruptions. Although such events are more sudden, underlying problems, associated with poverty, can also heighten the impact on the community.

RECOVERY: The rehabilitation and reconstruction activities necessary for a rapid return to normality.

REHABILITATION: Actions taken in the aftermath of a disaster to enable basic services to resume functioning, to assist affected persons in self-help efforts to repair dwellings and community facilities, and to facilitate the revival of economic activities.

RELIEF ACTIVITIES: Aimed at supporting victims of disaster through provision of shelter, medicine, food, clothing, water etc.

RESPONSE: Activities that are arranged to deal with emergency situations and can involve the evacuation of people, dealing with accidents, extinguishing fires, etc.

RISK REDUCTION: Measures taken to reduce long-term risks associated with human activity or natural events

SLOW-ONSET DISASTERS: Slow-onset disasters or Creeping emergencies, (so named because they take several months or years to reach a critical phase) result when the ability of people to support themselves and sustain their livelihoods, slowly diminishes over time. Such disasters may also be aggravated by ecological, social, economic or political conditions.

TRIAGE: The sorting, and allocation and prioritization of treatment/transport to patients or victims according to a system of priorities designed to maximize the number of survivors.

VULNERABILITY: The degree to which an individual, family, community, or region is at risk of experiencing misfortune following extreme events.

The George Municipality approach to Disaster Management

George Municipality Disaster Management Policy Framework (Section 41)

The George Municipality Disaster Management coordinating committee must establish and implement a policy framework for Disaster Management in the Municipality aimed at ensuring an integrated and common approach to disaster management in its area. Individual.

Departments will be responsible for the compilation and maintenance of their own Departmental Disaster Management Plans. Departmental plans will be considered as integral parts of the Corporate Disaster Management Plan.

Risk Profile

Risk and vulnerabilities will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the George Municipal Area.

- Fire Risk
- Natural phenomena
- Technology
- Mass events
- Transport
- Service utility
- Environmental threats
- Health

Communities in informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or hazards also exposes other communities to risks.

In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP.

Objectives

- To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.
- To constantly and orderly identify risks and emergency or potential disaster situations relating to the George Municipality and to evaluate the possible consequences.
- To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible.
- To develop and implement a training process that involves the acquisition of skills, understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.
- To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.
- To develop and implement a risk mitigation plan to effectively deal with potential losses.

The Municipality Disaster Management Committee

It is the responsibility of the Disaster Management Committee to ensure the compilation and maintenance of a corporate disaster management policy by the Municipality, as well as the relevant supportive hazard specific plans.

The Disaster Management Committee shall be responsible to make recommendations for changes that are considered appropriate and the verification of the required support documents, resources, training, and facilities to ensure that the plan is maintained.

The DMC will also have the responsibility of assigning project teams to address specific risks and develop risk-specific plans (see risk mitigation project team)

The DMC will be activated through the Disaster Response Procedure.

Joint Operational Centre/Emergency Control Centre

The Joint Operational Centre/Emergency Control Centre will consist of the following:

Internal:

- Municipal Manager
- Disaster Manager
- Portfolio Councilor(s)
- Director Community Services
- Director Technical and Civil Services
- Director Electro Technical Services
- Director Corporate Services
- Director Financial Services
- Director Planning and Development

Other expertise may be co-opted taking into account the specific hazard and or risk probabilities.

External Bodies:

- Eden Disaster Management Center
- Emergency Medical Services
- SAPS
- Governmental Departments
- Representatives from other bodies as required
- Other expertise may be co-opted taking into account the specific hazard and or risk probabilities. (Refer to the responsibilities of departments: Operational Procedures).

Emergency Control Centre/Joint Operational Centre

- The JOC/ECC team will be responsible to assess, evaluate and co-ordinate all actions in all the phases of the incident. Each line function will be responsible for the implementation of its own departmental disaster plan but the JOC/ECC team will ensure co-ordination and support between departments and external bodies.

Operational

- Oversee operational approach and ensure it is in line with the corporate strategy.
- The ECC/JOC will be convened and chaired by the Municipal Manager or Head of the Centre at a suitable facility.
- From any direct hazard or risk the ECC/JOC will be activated through the Disaster Response Procedure.

Risk Mitigation Project Teams

Project teams can be convened to address specific risk-mitigation issues during the post-disaster recovery and rehabilitation phase or the pre-disaster risk reduction and preparedness phase. Such a team will determine its terms of reference and deliverables in consultation with Disaster Management Committee (DMC), and will be responsible to plan, manage and complete multi-disciplinary projects.

The DMC will ensure that project teams are convened and maintained to address risk-specific disaster management plans, such as plans for emergencies, flooding, oil spills and other transport disasters, hazardous materials incidents or mass events. Policies, plans and procedures that address efficient incident management and inter disciplinary co-operation during incidents are included in this category of plans. The input of specialist advisers in the various fields must be obtained on an ongoing basis.

In the recovery and rehabilitation phase, these project teams will take over responsibility once the ECC Management Team is demobilized and/or in cases where recovery and rehabilitation takes place over extended periods.

A project team under a line function can be convened to take responsibility for activities that address the causal factors of a disaster/incident. Such teams will receive a brief from and report back to the Disaster Manager, and work in close co-operation with the DMC.

The ECC/JOC under the direction of the DMC must, when activated and during any response and relief operations perform the following functions.

Disaster Management center objectives

In order for the Disaster Management Centre JOC and Disaster Management Committee to perform their tasks effectively it must ensure that the following actions take place.

Pre Disaster Risk

Data collection and verification collection

- Risk assessment in the area of jurisdiction.
- Assessing capacity of the Municipality to implement emergency response actions.
- Formulate plans and projects to reduce risk.

Role of NGO's

- Preparedness.
- Prevention.
- Mitigation.
- Education/Awareness.
- Infrastructure.
- Safe Operational.
- Environment.
- Volunteers.

Pre-disaster Response

- Integrating risk management programs with the IDP.
- To maintain risk specific safety infrastructure and plans.
- To establish disaster prevention programmes that focus on the most vulnerable communities and endeavor to support sustainable livelihoods.
- To design a program in support of fire protection and prevention in the rural areas.
- To refine disaster loss tracking and to establish a culture of scientific risk research.
- Determination of the exact causal factors for hazard manifestation leading to disastrous consequences.
- Securing of sufficient finance.
- To establish and maintain multi-disciplinary co-operation and co-operative partnerships.
- To establish pro-active media liaison and rapid response to media enquiries.
- To contribute to preventive and reactive management strategies for the HIV/AIDS pandemic.
- Education and awareness programmes

Response during emergencies or disasters

- Resources/deployment/rapid relief/health and legal aspects.
- Assessing risks in the immediate emergency area.
- Assessing risks to the remainder of the areas.

Recovery and rehabilitation phase

- Ensure a return to normal functioning of affected communities as soon as possible.
- Disaster prevention or mitigation through risk elimination or reduction.

Disaster management and risk reduction principles must be applied throughout these phases.

Factors regarding administrative execution

- Maintain records of communications, decisions, actions and expenditures.
- Determine emergency area(s) and sites.
- Decide on emergency measures and priorities.
- Assess impact.
- Request emergency partner assistance / invoke mutual aid agreements.
- Close public buildings.
- Issue public warnings, orders and instructions.
- Protect the health and safety of emergency responders.
- Ensure an acceptable level of emergency services for the Municipalities outlying area(s).
- Prepare lists of fatalities, casualties and missing persons.
- Prepare lists of destroyed and damaged properties.
- Co-ordinate response with ministries through Disaster Management Center.
- Identify persons/organizations to contribute to emergency response.
- Provide information to the media for dissemination to the affected population(s) and the general public.
- Co-ordinate information for public release with emergency partner's communications staff.
- Respond to inquiries from the media, public.
- Identify target audiences for post – emergency communications.
- Identify persons/organizations to contribute to post-emergency reports/debriefings and submit information for payment of invoices.

Individual responsibilities

Responsibilities

The main stakeholders in the George Municipality Corporate Disaster Management Plan are listed below, and their specific responsibilities in both the disaster prevention/risk elimination and the disaster response scenarios are indicated.

In terms of this plan, the primary objective of each stakeholder must be to prevent the occurrence of emergencies or disasters that threaten life, property, the environment or economic activity in the George Municipal area.

The prevention of emergencies or disasters through the elimination of risk, the reduction of risk and vulnerability and thus lessen the possible impact of emergencies or disasters is the primary objective...

MUNICIPAL MANAGER

To ensure disaster prevention, risk reduction and disaster preparedness, the Municipal Manager must:

- Ensure that the disaster management function is executed in an effective and efficient manner in the area of the George Municipality.
- During and after emergencies or disasters the manager will be responsible to personally or through a designated official:
 - Report, liaise and consult with councilors and external provincial and national government departments.
 - Report on emergency impact and response to the Mayor,
 - Report on emergency impact and response to the councilor(s) for the affected area(s),
 - Report on emergency impact and response to the remaining Councilors,
 - Notify next of kin when a Municipal employee is injured, missing or killed,
 - Authorize extraordinary expenditures,
 - Identify persons/organizations to receive recognition for contributions to emergency response.

MANAGER DISASTER MANAGEMENT

The head is responsible for the compilation, maintenance and distribution of the Municipalities Corporate Disaster Management and it's supporting risk-specific and incident management plans.

The Head is also responsible for the performance by the Centre of its disaster management functions and to implement and co-ordinate the Disaster Management Bill with specific reference to (section 44(1))

- Report, liaise and consult with councilors and external provincial and national government departments.
- Report on emergency impact and response to the Mayor,

- Report on emergency impact and response to the councilor(s) for the affected area(s),
- Report on emergency impact and response to the remaining Councilors,
- Notify next of kin when a Municipal employee is injured, missing or killed,
- Authorize extraordinary expenditures,
- Identify persons/organizations to receive recognition for contributions to emergency response.
- Ensure that disaster plans are compiled and maintained in his/her service.
- Establish and ensure the effective functioning of the disaster management coordinating committee.
- When necessary, submit reports containing recommendations for changes to the Corporate Disaster Management Plan to Council.
- Establishment and maintenance of the Municipal Disaster and Emergency Services Operations Center
- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Coordinating response and mutual aid agreements with adjacent municipalities in the District
- Protecting health and safety of emergency responders.
- The development of bylaws to ensure compliance with statutory obligations.

DIRECTOR: COMMUNITY SERVICES

The Head of Department: Community services must:

- Ensure that disaster plans are compiled and maintained in his/her service.
- Establish and ensure the effective functioning of the disaster management coordinating committee.

The head of department Community Services is responsible for the effective planning and functioning of the Municipal emergency services throughout all phases of the Disaster Management Continuum.

He/she must ensure that disaster plans are compiled and maintained in his/her directorate, with specific reference to the following:

- Establishment and maintenance of the District Disaster and Emergency Services Operations Centre,
- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.

- Coordinating response and mutual aid agreements with adjacent municipalities in the District
- Protecting health and safety of emergency responders.
- Coordinating of donations received

MANAGER FIRE SERVICES

The Fire chief must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:

- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Supplying resources for disaster management purposes
- Executing and maintaining compliance with relevant legislation e.g. Fire Service Act, Veld and Fore Fire Act, National Building Act.
- Compiling and maintaining an emergency plan for the rendering of Fire Fighting, Rescue and Technical assistance Services in the event of a disaster.

DIRECTOR CIVIL ENGINEERING SERVICES

The Head of Infrastructure must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:

- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Identifying and prioritizing essential services that require restoration as the result of an emergency or disaster,
- Monitoring the environment (air, water, and ecosystem) for contamination,
- Establishing and maintaining a resources database that is integrated with the DMC's Disaster Management Resources Database (DisRes).
- The conducting of regular environmental impact studies.

DIRECTOR ELECTRO-TECHNICAL SERVICES

The Head of Infrastructure must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:

- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.

- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Identifying and prioritizing essential services that require restoration as the result of an emergency or disaster,
- Establishing and maintaining a resources database that is integrated with the Disaster Management Resources Database.

DIRECTOR CORPORATE SERVICES

The Head of Corporate Services must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:

Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.

- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Monitoring compliance with relevant legislation, regulations, licenses and by-laws.
- Documenting potential occupational health and safety issues,
- Supplying resources for disaster management purposes.

HUMAN RESOURCES SECTION

The Chief, Human Resources Section is responsible for:

- Coordinating of the establishment for human resource base to assist during disasters.
- Coordinating offers of and appeals for volunteers in conjunction with the Media Coordinator and under the direction of the Emergency Control Group
- Supporting the DMC in risk-reducing public education and awareness (risk reduction) programs.

DIRECTOR FINANCE

The Head of Financial Services must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:

- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Managing donations for emergency response

- Facilitating emergency procurement,
- Initiating and facilitating efforts to make funds available for disaster management in the municipal area (section 43),
- Supplying resources for disaster management purposes.
- Liaising with the Provincial officials with respect to the utilization of Provincial emergency relief funds if applicable.

EMERGENCY FINANCE

The procedure for requesting these funds will be as follows: -

- During a declared disaster additional emergency funds for rehabilitation will be requested.
- The specific Department will execute evaluation of the damage; where upon the request will be forwarded to the Joint Operational Centre.
- The Joint Operational centre will evaluate the request and will then give the Finance Department the authority to make the necessary payment.
- The Finance Department will monitor the payment and brief the Joint Operational Centre.
- The Disaster Management and the JOC/ECC will monitor the rehabilitation process.

DIRECTOR PLANNING AND DEVELOPMENT

- The Head of Planning and Development must ensure that disaster plans are compiled and maintained in his/her service, with specific reference to the following:
- Compilation of pro-active departmental disaster management programs to support risk reduction or elimination.
- Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations.
- Ensure that risk reduction and mitigation principles are applied in all development projects,
- Include the reduction of natural disasters as an element in environmental education programmes,
- Supplying resources for disaster management purposes

Disaster occurring or threatening (Decision Guidelines Impact Matrix)

When a disastrous event occurs or is threatening in the area of the Municipality, the DMC will determine whether the event is a disaster in terms of the Act, and, if so, the head of Disaster Management Centre will immediately:

- Initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster,

- Alert disaster Management role players in the municipal area that may be of assistance in the circumstances,
- Initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances, and
- Inform the Eden District Disaster management Center and the Provincial Disaster Management Centre of the Disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.
- When informing the Eden District Disaster Management Center and the Provincial Disaster Management Center, the Center may take recommendations regarding the classification of the disaster as may be appropriate.
- Irrespective of whether a local state of disaster has been declared or not, the District is primarily responsible for the co-ordination and management of local disasters that occur in its area.
- Consideration regarding operational procedures and resources including Human Resources.
- Take in account short, medium and long-term implications.

Municipal Emergency

The Mayor will inform the District Mayor, in the case of an emergency or pending disaster.

After consultation with the JOC / ECC the municipal emergency may be declared terminated at any time by either:

- The Executive Mayor of Acting Mayor; or
- The Municipal Council; or
- The Premier of the Western Cape Province.

Upon termination of an emergency situation the Mayor, Municipal Manager or JOC/ECC will notify the following role players.

- District Disaster Management Centre
- The Mayor of the Eden District Municipality;
- The Municipal Council.
- Public, Media and Neighboring Municipal Officials

Plan, Maintenance, Revision, Testing and Internal Procedures

Plan, Maintenance and Revision

The George Municipality Emergency Plan will be maintained and distributed by Disaster Management.

This Plan will be reviewed annually and, where necessary, revised at a meeting(s) of the Disaster Management Committee. The Disaster Manager will coordinate this.

The Corporate Plan shall only be revised by a resolution of the Municipal Council. However, Disaster Manager will do revisions and administrative changes, after approval by Municipal manager.

It is the responsibility of each person, role player, service or department named in this corporate plan to notify the Disaster Management forthwith of any revisions to the appendices or administrative changes.

Testing of Plan

An annual suitable exercise should be conducted in order to test the overall effectiveness of the plans and provide training to the Disaster Management Committee. Revisions to this plan shall incorporate recommendations stemming from such exercises.

Internal Procedures

Each department/service involved with this emergency plan shall prepare functional emergency procedures or guidelines outlining how it will fulfill its responsibilities during an emergency.

Each department/service shall designate a member of its staff to maintain and revise its own emergency procedures or guidelines.

Refer to the Disaster Management Act on funding of Post-disaster recovery and rehabilitation. The procurement of emergency funds, not available from the District Municipal Disaster Management fund, to be secured in accordance within the provisions of article of the Disaster Management Act.

Authority Levels

The Joint Operational Centre will manage the disaster and will recommend when a disaster is declared.

The Disaster Manager and Disaster Management Centre will have the authority to authorize activation of role players, the rehabilitation process and the financial management of the rehabilitation process.

Mutual Aid Agreements

Departments with mutual aid agreements in place with outsourced institutions and suppliers must have written agreements incorporated as part of the Departmental disaster plan.

Communication

With reference to the Disaster Management legislation a Disaster Management Centre must be in place.

The Disaster Management Center must ensure an effective communication network to local municipal level where any emergency or disaster can be reported to the Disaster Management center.

The Disaster Management Protocol

The purpose of this protocol is to define and describe the essential elements and procedures of the George Municipality.

The purpose of the Disaster Management protocol is to provide structure and co-ordination for the pre- and post-management of emergencies and Disasters. This is in order to provide for an effective and efficient response that will:

- Save lives.
- Reduce risk.
- Reduce suffering.
- Protect property.
- Protect the environment.
- Reduce economic and social losses; and
- Provide for the safety and health of all responders.

The incident command system shall integrate risk management into the regular functions. Risk management provides a basis for the following:

- Standard evaluation of any emergency or disaster or the potential for such a situation.
- Strategic decision-making.
- Tactical planning.
- Planning evaluation and revision and
- Operational command and control.

This protocol is to be used by trained individuals and applied in a manner that meets the needs of each particular situation. The many different and complex situations encountered by emergency responders require a considerable amount of judgment in the application of the protocol. Emergency responders shall apply the protocol in a manner that is appropriate for the circumstances of each specific situation.

Implementation

The protocol must be applied to all incidents, even to routine incidents, in order to provide for familiarity with the system, to be prepared for escalation and to be aware of risks that exist.

The protocol must be applied during training exercises, as exercises and simulated incidents often involve hazards, risks, problems and challenges that are similar in nature to those of actual incidents and emergencies.

Evaluation and Risk Analysis

- Each department needs to do an identification analysis of potential emergencies/disasters and their impact. This will lead to the mustering of resources and personnel.
- Should the department be unable to cope, with the emergency, the Joint Operational Centre (JOC/ECC) will assume responsibility.
- The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.

Reporting

- This principle of reporting is of the utmost importance as the management of any emergency situation starts here.
- When a Department identifies a problem that they cannot deal with the JOC/ECC will assume responsibility

- All details about the incident and incoming information must be made available to Disaster Management and the JOC/ECC.
- Disaster Management will activate the relevant role players in the JOC / ECC / Disaster Management Centre.
- The Disaster Management offices will act as the information center for the duration of the disaster.

Establishment of the JOC /ECC

- JOC/ECC should be multi-disciplined in composition.
- Decisions will be taken through joint consultation.
- All activities are processed through JOC/ECC which shall be the main nodal
- Point for communications.
- JOC/ECC will assume responsibility for all allocation and distribution of resources.
- JOC/ECC shall be always located in a safe and easily identifiable location.
- No individual shall be in command but a suitably qualified and elected person will act as chairperson. Each line function shall control their own equipment.
- JOC/ECC will assume responsibility for prioritizing all tasks and activities
- JOC/ECC will handle all administration.

Communication

The effectiveness of any relief activities will be seriously restricted without effective communication. Thus JOC/ECC will require the use of all radio's etc. within the Council. Each department shall make available any requirements relating to communications.

Public Relations (Media Co-ordinator)

The public will be informed at all times regarding pending and immediate dangers as well as all actions underway.

The office of the Municipal Manager / Disaster Management Centre will assume full responsibility for all press releases and related communications, assisted by the JOC/ECC.

VIP's will be briefed by JOC/ECC at all times.

Control and Cordoning off at the scene

If required, the scene of the incident will be cordoned off to protect all involved. The SAPS and Fire Brigade will take responsibility for securing the scene of the incident and surrounding area. They will also declare the scene safe and clear away any hazardous materials and any debris etc. The police and emergency services will also take joint responsibility for maintaining the situation and safety of all present.

Documentation

This is essential to the effective management of any situation. JOC/ECC will ensure that all aspects are documented during and after the event. The office of the Head of Corporate Services is responsible for minuting all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

Emergency Medical Post

It may be necessary to establish an emergency medical post at the scene or close by. The Provincial Emergency Medical Services (METRO) and the Fire Brigade will render this service. Further medical assistance will be called upon should it be deemed necessary.

Recovery and Rehabilitation

The normalisation process after an event will take a short period of time but is most important. This includes any cleaning up, repairs or related work to the area. The JOC/ECC and Disaster Management will coordinate this.

Post-disaster recovery and rehabilitation operations normally take on the nature of programmes and projects.

The Disaster Management Centre will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The function department with the most direct involvement in the operation will take responsibility for project management and delivery. Project teams convened for these purposes must report to the Disaster Management Committee on a regular basis.

In this regard the causal factors of disasters must be addressed and disasters prevention through risk elimination should be pursued.

Resource Management

Each functionary will be in control of his own resources, but a central resource List must be kept by the JOC/ECC. This will ensure that all resources are managed centrally.

Each functionary will be responsible for the maintenance of equipment and support personnel.

The main principle here being that all resources are centrally coordinated, but with decentralized management.

Disaster Management Continuum

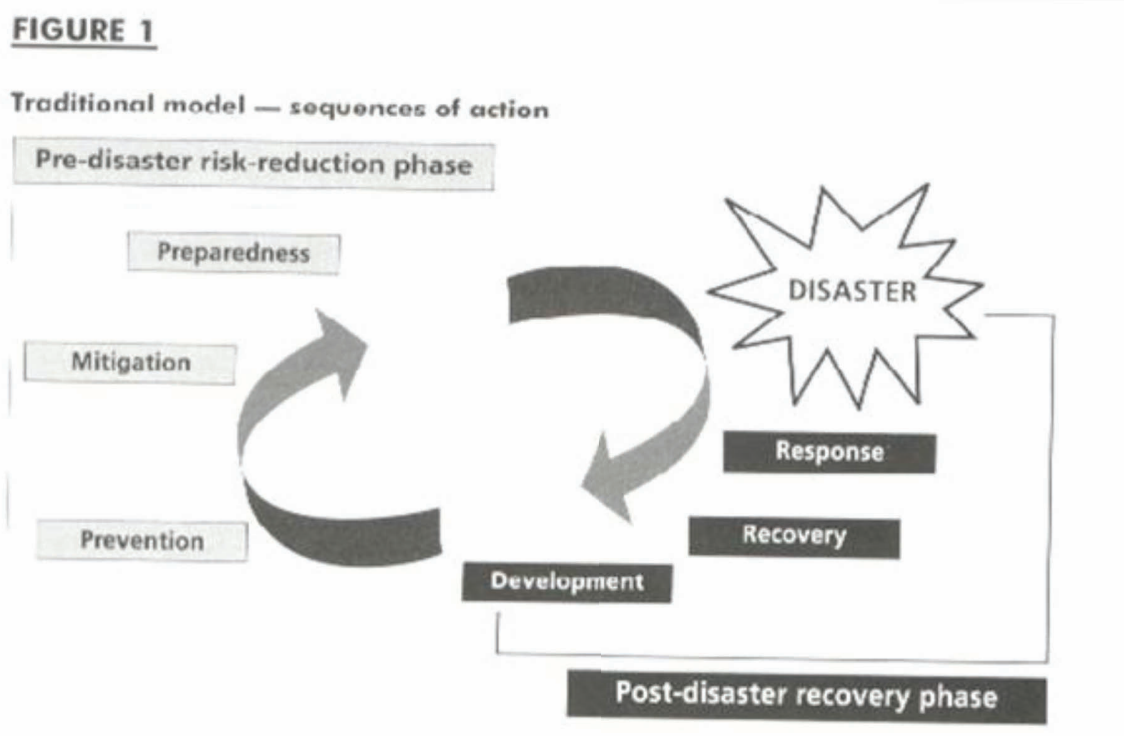
Figure 1 illustrates the continuum – it should be noted that Disaster Management is not only reactive, but also involves actions aimed at preventing disasters, or mitigation the impact of disasters.

Different line functions and departments must contribute in varying degrees to Disaster Management in the various phases of the Disaster Management Continuum. The needs identified in the corporate disaster management plan will indicate what line functions and departments must contribute. These contributions will then be included in the function and departmental disaster management plans

The continuum makes provision for the planning before a disaster in the pre-disaster risk reduction phase here, the prevention, mitigation, measures for a ward is discussed and the preparedness measures how to

deal with specific emergencies or disasters. The post-disaster recovery phase discusses the procedure response, recovery and the development phase after a disaster.

Disaster Management plans covers the whole disaster management continuum, and must address action before, during and after disasters. Disaster management plans are compiled on the basis of a generic concept including standard operating procedures and best practice, and then expanded with risk specific plans that address disaster management for special circumstances where the generic plan needs to be adapted.



Pre-Disaster Risk Reduction Phase

Prevention

Measures aimed at reducing the chances of a disaster occurring and/or preventing such an occurrence having adverse effect on communities. Construction of a dam to control floods water is an example of a preventive measure. Controlled burning-off in a bushfire-prone area, prior to the high-risk, is another example.

MITIGATION

Actions taken to reduce the impact of emergencies and disaster on a nation or community. Actions are aimed at employing risk reduction measures and therefore to reduce vulnerability.

The range of techniques an authority could consider in order to assemble an appropriate package for disaster mitigation can be classified into:

- Engineering
- Development planning
- Management and institutionalisation
- Societal and
- Conflict resolution/reduction

Preparedness

Consist of activities designed to minimise the impact of disaster by means of appropriate an effective mitigation and response.

Activities include:

- Vulnerability assessment
- Planning
- Institutional frame work development
- Information system
- Resource development
- Warning system
- Response mechanisms and procedures
- Public education and training
- Rehearsals
- Development of a long and short term mitigation strategy, and
- Development of long and short lead-time forecasts.

Post Disaster Recovery Phase

Response

Disaster response is the sum total of actions taken by residents and institutions in the time of disaster. These actions commerce with the warning of an oncoming threatening event or the event itself if it occurs without warning.

Disaster response includes the implementation of disaster preparedness plans and procedures, thus overlapping with disaster preparedness.

The end of disaster response comes with the completion of disaster rehabilitation programmes, i.e.

- Warning
- Evacuation
- Search and rescue
- Assessment
- Energy relief
- Logistics and supply
- Communication and information management
- Survivor response and coping
- Security
- Emergency operations management and co-ordinations, and
- Reconstruction.

Recovery (Rehabilitation and Reconstruction)

Rehabilitation focuses on enabling the affected communities to resume a normal pattern of life. It may be considered as a transitional phase between immediate relief and more major, long-term reconstruction and the pursuit of on-going development.

Reconstruction is the permanent construction or replacement of severely damaged infrastructures, the full restoration of services and the revitalisation of social and economic structures

Reconstruction must be fully integrated into on-going and sustainable development plans, taking into account future disaster risks and the reduction of future vulnerability.

Development

The institutional and administrative separation of disaster management from development is a fundamental consideration and the root cause of many manmade vulnerabilities leading to disasters. Not relief but reduction of vulnerability is the focus when sustainable development is the goal.

Disaster management has been envisaged not only in terms of damage to buildings and loss of life but in terms of quality of life of survivors, their access to resources and their ability to continue to survive.

Disaster management should form part of development activities.

- Disasters can set back development
- Disasters can provide development opportunities
- Development can increase vulnerability
- Development can decrease vulnerability.

Remedial actions for disaster must be consistent with the long-term objectives of the development in the area affected by the disaster and all development programmes should be evaluated on vulnerabilities

REFERENCES

CORPORATE DISASTER MANAGEMENT PLAN CAPE TOWN
DISASTER MANAGEMENT ACT
EDEN DISTRICT DISASTER MANAGEMENT PLAN
MUNICIPAL SYSTEM ACT
BN/DISASTER MANAGEMENT PLAN

EXECUTIVE SUMMARY: INTEGRATED TRANSPORT PLAN

INTRODUCTION

This document represents the first Comprehensive Integrated Transport Plan (CITP) for managing and developing the transport system of George Municipality. It has been prepared in terms of the National Land Transport Transition Act (Act 22 of 2000 - NLTTA), and in accordance with the latest minimum requirements for the preparation of a CITP (Government Gazette Notice No. 30506, 30 November 2007) for the George Municipality for the year 2009 – 2014, recognising that the plan will be reviewed on an annual basis.

The Need:

Propel Public Transport over Private Transport.

Legislation encourages public transport to be seen as one of the principle drivers of the economy.

Public transport plays a vital role within the George Municipality by providing mobility to the many people living on the outskirts of the major centres of economic activity. Public transport further contributes to social integration by providing those at the margins of development mobility to access various facilities, amenities and opportunities.

It makes an important contribution to overcoming the marginalisation of the non-car owning population (public transport captive population) and assist with including communities in participating in the economic and social life of the Municipality and the Province.

The purpose of the George Municipality CITP is to identify the short, medium and long term transport challenges that face the Municipality and addresses them with the most appropriate sustainable strategies and programmes. The CITP focuses on the projects required to successfully implement the strategies for the next five years. The objective of this CITP is to provide for and manage future transport demands towards a more balanced transport system that promotes and gives priority to public transport and other alternative modes of transport. It must relate to, reinforce and compliment the spatial plan, economic development strategies and long term environmental management strategies of the George Municipality.

The output of this ITP is as follows:

- To provide the George Municipality's official transport vision, policy and objectives which is aligned to the Integrated Development Plan, Provincial and National policies and strategies.
- To provide a long-term transport strategy consistent with the George Municipality's vision and spatial development requirements.
- To provide a strategic and financial framework for the preparation of an annual five-year implementation programme.
- To base the above on information sourced directly from the Municipality's transport system.

This CITP for the George Municipality also acknowledges the role that the Eden District and its neighbouring Municipalities play in its economy, and thus the scope includes matters that influence the George Municipality's linkages and role with neighbouring Municipalities within the Eden District.

TRANSPORT VISION AND OBJECTIVES

The Comprehensive Integrated Transport Plan (CITP) has to be informed by the prevailing national and provincial policies. It also has to be in line with the vision and developmental strategies of the George Municipality as set out in its latest Integrated Development Plan (IDP) (George Municipality: Revised IDP 2009/2010).

An evaluation of the various policy documents and legislation focussing on issues and opportunities relevant to the transport system in the George Municipality was made drawing mainly on the following:

- **National Policies:**
 - Department of Transport (1996), National White Paper on Transport
 - Department of Transport (1999), Moving South Africa (MSA) Transport Plan
 - Department of Transport (2005), National Freight Logistics Strategy
 - National Government (2005), Breaking New Ground: A Comprehensive Plan for the Development of Sustainable Human Settlements
 - National Household Travel Survey (NHTS) (2006)
 - Office Of The Deputy President (November 1997), Integrated National
 - Disability Strategy White Paper

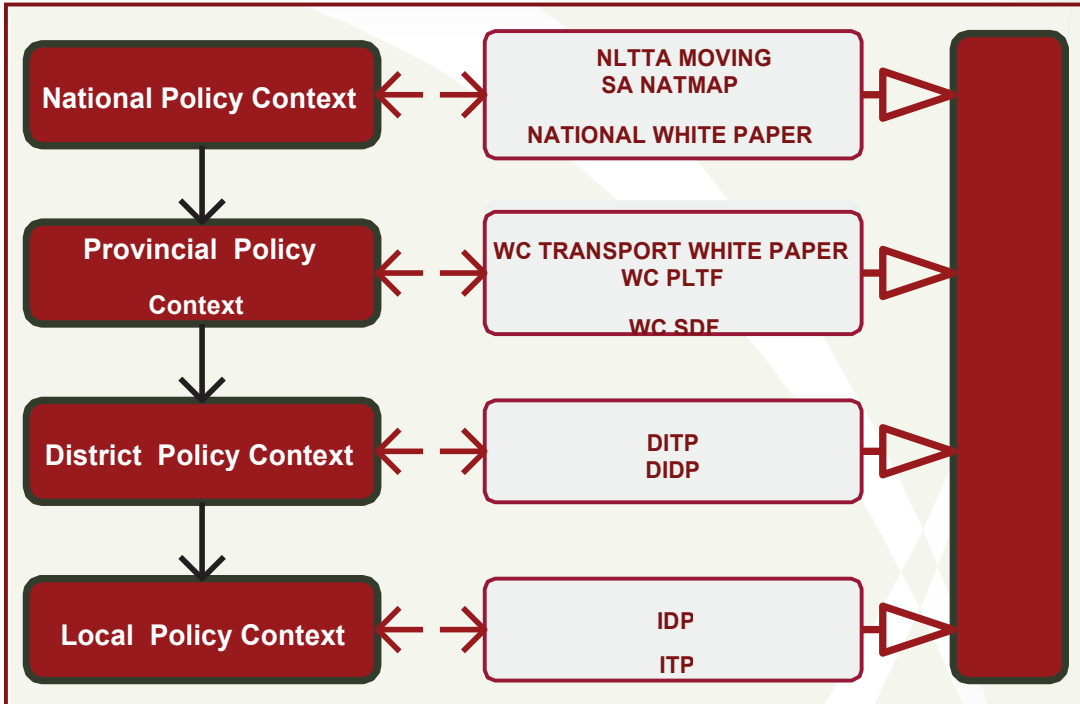
- **Provincial Policies**
 - Provincial Government: Western Cape (1997), White Paper on Transport
 - Provincial Government: Western Cape (2004), Provincial Land Transport Framework (PLTF)
 - iKapa Elihlumayo – A Framework for the Development of the Western Cape Province 2004-2007

 - Provincial Government: Western Cape, Strategic Infrastructure Plan
 - Western Cape Provincial Spatial Development Framework July 2005

- **District Policies**
 - Eden District Municipality Integrated Transport Plan (2006)
 - Eden District Municipality Integrated Development Plan (2008/2009)

- **Local Policies**
 - George Municipality Integrated Development Plan (2009/2010)
 - George Municipality Spatial Development Framework (2008)

Policy Context for a CITP



The Figure above shows the trail followed in Transport Policies from the National to Local level demonstrating the process pursued in developing a Transport Vision and Objectives for the George Municipality CIP and is discussed in detail in Chapter 2. The exercise of developing the transport vision and objectives for the George Municipality will be reviewed in-house and will be informed by relevant national and provincial policies, frameworks, legislation and existing documentation. The following mission and vision statements promotes the message of George being the “pace setting destination in the region” (George IDP, 2009/2010) can be used as a starting- block for further discussions in developing a unique Transport Vision Statement for the George Municipality’s CIP.

TRANSPORT MISSION STATEMENT – GEORGE MUNICIPALITY CIP:

The enhancement of mobility and accessibility of all people in the George Municipality, within equitable, justified, affordable and sustainable standards, by providing and managing an effective and efficient transport system comprising of transport infrastructure and integrated multi-modal public transport that will enable and serve as a catalyst for economic development and the upliftment of

TRANSPORT VISION STATEMENT – GEORGE MUNICIPALITY CIP:

To provide an integrated, accessible, safe, affordable and sustainable transport

The transport objectives are based on the preceding sections of this Chapter, specifically the Eden District Municipality's ITP (2006), and can be used as a starting- block for further discussions in developing unique Transport Objectives for the George Municipality's CITP:

TRANSPORT OBJECTIVES – GEORGE MUNICIPALITY CITP:

- To co-ordinate and integrate all transport modes and services;
- To provide, maintain and operate efficient public transport infrastructure;
- To promote and integrate land use and public transport corridors;
- To ensure safety for all users of public transport;
- To ensure continuous short-term and long-term planning of all public transport aspects;
- To ensure the acquisition of funds and its effective expenditure on all transport infrastructure;
- To maximize empowerment opportunities for people using public transport;
- To improve the general levels of service of public transport.
- To minimise adverse impacts on the environment;
- To promote and plan for the role of appropriate non-motorised forms of transport such as walking and cycling, especially those users that have special needs (disabilities);
- To promote travel demand management measures to encourage less car usage, to improve the environment and to improve road safety;
- To promote walking; cycling and other non-motorised transport measures;
- To provide non-motorised transport facilities and include their requirements in traffic impact studies;
- To incorporate self-enforcing traffic calming measures in the design of new residential areas and to apply the traffic calming policy for existing areas.

TRANSPORT REGISTER

INFORMATION SOURCES

The Transport Register chapter of the CITP serves to describe the current status of transport within the George Municipality. The Transport Register covers the full spectrum of data collection required to undertake planning of all types of transport infrastructure and operations. It should be noted that this document is the first CITP transport register to be developed for the George Municipality.

The following information sources were available and were consulted for the purposes of developing the transport register for the George Municipality CITP document:

- Local and District Integrated Development Plans (IDP)
- Spatial Development Framework (SDF)
- District Integrated Transport Plans (ITP)
- George Municipality Budget 2009 - 2010
- STATS SA Census 2001
- National Transport Master Plan 2005
- National Household Travel Survey (NHTS) 2003
- Moving South Africa Action Agenda 1999
- National Land Transport Strategic Framework 2006 - 2011
- Rural Transport and Development Strategy for South Africa 2007
- National Land Transport Transition Act, 2000: Minimum Requirements
- Provincial White Paper on Transport Policy 2004
- Provincial Land Transport Framework (PLTF) 2001
- George Mobility Strategy 2005
- George Roads Master Plan, 2006

ANALYSIS APPROACH

It is recommended that George Municipality implement a two-tiered KPI Analysis demarcation based on the available information.

All information contained in the CITP was analysed and presented in so-called "Analysis Zones" as prescribed by the latest minimum requirements (Refer to Table 3-1 below). The purpose of these zones is to create a uniform platform for representing and comparing information.

Zone no	Name	Area (Km ²)	Percentage
Zone 1	Pacaltsdorp-Deville	15.04	1.17%
Zone 2	Thembaletu	10.30	0.80%
Zone 3	Industrial	7.38	0.57%
Zone 4	Rosemore	7.55	0.59%
Zone 5	George Central	4.84	0.38%
Zone 6	Bodorp-Denneoord	30.62	2.38%
Zone 7	Heather-Groeneweid Park	15.45	1.20%
Zone 8	Mountain	649.03	50.37%
Zone 9	George AH	464.15	36.02%
Zone 10	East Coast-Hoekville-Kleinkrantz	78.58	6.10%
Zone 11	Blanco	5.50	0.43%
	George	1288.44	100%

DEMOGRAPHIC AND SOCIO-ECONOMIC ASSESSMENT

The following key information sources were utilised to assess the George Municipality in terms of Demographic and Socio-Economic Data:

- Census 2001 prepared by Statistics South Africa;
- National Household Travel Survey prepared by TRC Africa;
- Various spatial demarcations and cartography (Demarcation Board).

The following information was collected and presented as part of the collection of demographic data for the analysis zones of the George Municipality and are discussed in detail in the following sections of this Chapter:

- Total population and population density per analysis zone;
- Population differentiated according to race groups per analysis region;
- Population differentiated by gender per analysis region;
- Population differentiated according to race and age per analysis region;
- Employment status per analysis region;
- Total annual per capita income per analysis region;
- Total annual household income per analysis region. From the demographic information set out above a number of transport system implications can be identified for the George Municipality, of which the key implications are summarised as follows:

- With regards to *Population Differentiated by Age*, the 25 – 64 years of age class is typically classified as the working population and comprise 47.9% of the George Municipality population which indicates a need for public transportation focused around major centers of employment.

70% of households in George Municipality do not have access to private vehicles.

The working population of George Municipality comprise 47.9% indicating a need for public transport focused around major centers of employment.

Similarly, education age groups (primary-, secondary- and tertiary-education) comprise 37.5% of the George Municipality population and therefore indicate a need to focus on providing education based public transport.

- The overwhelming majority of households in George Municipality (70%) do not have access to private vehicles. This emphasises a strong need for transport development to be allocated within the realm of public transport and non- motorised transport.
- Household incomes in George are predominantly low and cognisance should be taken in this regard. Public Transport should be affordable, safe and reliable especially to those households which earn low incomes, in order to empower these households economically and prevent economic stagnation or decline.
- Only a couple of areas within George include well educated households, even though this generally relates to the income levels in these areas, effort should be made to ensure access to education in the less educated areas. Proper scholar transport is a necessity to ensure the education levels of future generations.
- A large proportion of the economically active population is unemployed and this could have bearing on the transportation system. The population might have difficulty gaining access to work opportunities, or the transportation system might offer such severe constraints that it might be stifling economic development. Public transport and access to Public transport is therefore essential for the economic well being of the municipality.
- The gender distribution within George is fairly equal, but wherever it is expected for the female population to make use of any element of the transportation system, the security should be of such a standard to allow access for all.
- The higher density areas offer the best opportunity to implement efficient public transport. In general these areas are typically the lower income areas with fewer private vehicles per household. It is thus imperative to start planning for effective public transport systems in these areas.

3.4 TRANSPORT SYSTEM OVERVIEW

The following transport systems were analysed:

- Car ownership
- Trip Generation
- Trip Purpose
- Modal Choice
- Dissatisfaction Index

The car ownership by household in Eden DM indicates that a majority of households (60%) do not have a personal motorised vehicle. Only twenty nine per cent of households own a single vehicle and very few (11%) own two or more cars. This shows that the bulk of households rely solely on public transport systems or walking and cycling for transportation and travelling needs. According to the NHTS approximately 70 per cent of the households in George do not have access to a private vehicle.

The number of people travelling within Eden DM and its local municipalities reveals that the majority (83%) of people in the Eden DM travelled from their homes on survey day (National Household Travel Survey, 2003).

The main reasons for undertaking weekday trips include amongst others to visit friends and relatives (26%), to go shopping (20%), to attend educational institutions (19%) or to go to work (19%). Trips to work, often considered the main purpose for weekday trips are only made by 19 per cent of household members in the Eden DM. This is not surprising when considering unemployment. In the Eden DM the unemployment rate for persons over the age of 15 is 52%. 31% of persons over the age of 15 are formally employed and 17 per cent is employed in the informal sector.

The transport modes that are utilized for work related trips within the George Municipality indicated the following facts:

- The predominant transport mode for work related trips are Taxi (33%) and Car (26%) followed by Walking (19%).
- Only two per cent (2%) of trips are made by bus and there are no trips to work made by Rail in George Municipality.

The dominant transport mode for trips to education are walking (67%) followed by private car (13%). The percentage of walk trips to educational facilities is lower than the national average of 76 per cent, but higher than the Western Cape average of 56 per cent.

It was concluded that twenty six per cent of Taxi users in George were dissatisfied with the overall taxi service. Taxi users were in particular dissatisfied with crowding on taxis followed by safety from accidents.

CURRENT PUBLIC TRANSPORT RECORD

The CPTR shows the status quo with regard to the public transport system in the George Municipality. The main goal of the CPTR is to expose inefficiencies within the public transport system so that the CIPTR document can address these problems and recommend the most appropriate remedial strategies. Surveys were conducted and the results of the surveys for the George Local Municipality have been summarised in the table below:

Mini-bus Taxi Survey Results

Description	Number
Number of Ranks surveyed	3
Cordon Count Positions	16
Number of routes (According to Route Descriptions from Associations)	27
Number of routes (According to Origin / Destination Analysis)	22 + 2 Long distance
Number of Operational Routes (AM Peak)	14
Number of Operational Routes (PM Peak)	19
Total number of unique vehicles (Unique registration numbers)	244
Total number of vehicle trips (All Day)	494
Total number of vehicle trips (AM peak)	134
Total number of vehicle trips (PM peak)	218
Total number of vehicle trips (Off peak)	122

Total number of passenger trips (All Day)	
Total number of passenger trips (AM peak)	1096
Total number of passenger trips (PM peak)	3055
Total number of passenger trips (Off peak)	1582
Average Taxi Passenger Occupancy Rate (All Day)	12
Average Number of Passengers per Route (All Day)	11
Average Taxi Vehicles Operating per Route (All Day)	22
Average Taxi Seating Capacity per Route (Seats)	13
Average Service Capacity per Route (Available Seats All Day)	319
Average Route Utilisation Percentage (All Day)	80%
Average Passenger Waiting Time (All Day)	18 minutes
Average Rank Utilisation (All Day)	22%
Sum of All Vehicle Bays at Taxi Ranks	179
Average number of Bays at Taxi Ranks	60

A total of twenty one (21) minibus taxi routes and ten (10) bus routes were surveyed for the George Municipality. No metered taxi surveys were done as part of the George CPTR due to the nature of operations that occur when and if required. The metered taxi industry is institutionally not organised internally. There are no rail commuter services in the George Municipality at the moment.

All conclusions are based on information outputs from the database queries and operational inputs from the Taxi Associations Leaders, Operators, George Local Municipality Officials and the George Mobility Strategy Steering Committee.

The main findings emanating from the CPTR shows that 43% of the routes are approaching capacity meaning that there are more and more passengers utilising these routes compared to the number of seats or vehicles provided on these routes. It is worth noting that 5% of the routes are severely over capacity and require additional Public Transport Services and that 19% of the routes are already operating at capacity.

Most of the residential areas do not have ranking facilities where people can gain access to the taxi system. In the areas of Pacaltsdorp, Conville, Rosemore, Delville Park and Blanco people board taxis on the street, leading to an inefficient system

Thembaletu Taxi Rank does not provide sufficient loading and off-loading space within its facility. As a result, this facility is only utilised as a holding facility during the holiday season with loading and off-loading occurring along Albert/Sandkraal Road. This is largely contributed due to the poor location of the facility.

Major Taxi and Bus infrastructure is required in the residential areas within the residential areas especially the townships and low income areas.

Cordon surveys were carried out at strategic positions identified by the project team and municipality officials to counteract the non availability of ranking facilities in the AM Peak Periods.

From the Route Fares surveyed it is generally indicative that Bus services are more economical than Taxi services within the George Local Municipality. Meter Taxis on the other hand are the most expensive at R10 per kilometre.

Major Taxi and Bus infrastructure is required within the residential areas especially the townships and low income areas.

NETWORK PERFORMANCE

The responsibility for the total road network in the George Municipality is shared among the three spheres of Government, as follows:

- National Roads, managed by SANRAL; (approximately 19km – 5% of roads in George Municipal Area)
- Provincial Roads, managed by the Western Cape Department of Roads and Transport through its roads Infrastructure Directorate; (approximately 45km – 11% of roads in George Municipal Area)
- Local Municipal Roads and Streets, managed by the Civil Engineering Department of the George Municipality. (approximately 330km – 85% of roads in George Municipal Area)

FREIGHT

The current road and rail freight routes within the George Municipality are summarised in this section serves an introduction to the freight transport system within the George Municipality which is examined in detail in Chapter 9.

FINANCE

A summary of the Operational and Capital Expenditures for the George Municipality is presented in this section as an introductory discussion to Chapter 12 which deals in detail with transport finance.

SPATIAL DEVELOPMENT FRAMEWORK

The transport policy framework for South Africa requires that distinguished and dedicated importance be placed on the obligation to improve the relationship between urban transport planning and land use planning more rational and proficient. The necessity of addressing the spatial distortions from the past with current sprawling trends weakens the ability of developing the crucial linkage between transport patterns and land uses. Alignment of these important and influential systems holds the key to the rearrangement of a city/municipal area's scarce resources and also facilitating the effortless movement of goods and people to prominent areas.

A key component to facilitate effective planning within the South African planning context is the integration between various planning initiatives where plans and strategies support and strengthen one another, rather than being in contradiction. Similarly, in the integrated transport planning process it is vital to ensure that all transport strategies are supported by, and in turn support, land-use planning strategies, as was identified during the integrated development planning process. Chapter 4 endeavours to establish whether or not the connection between spatial development planning and urban transport planning has been accomplished, focusing on principles, transport related approaches, standards and possibilities. The task will also identify strategic transportation related issues arising from transport policies and frameworks.

In order to establish whether or not the connection between spatial development planning and urban transport planning has sufficiently been addressed within the George Municipality (GM) the following basic approach was followed;

- Firstly this chapter investigates the legislative and policy frameworks which govern spatial planning and sustainable urban areas management within South Africa.
- Thereafter, the chapter unpacks and investigates the various spatial realities of George Municipality as set out in the George Spatial Development Framework (GSDF).

- Once the land-use and spatial realities are fully understood, this chapter explores the relationship and alignment between land-use structure and the George Public Transport System (GPTS) as outlined in the George Mobility Strategy (GMS).
- A Gap Analysis will serve to highlight any disparities between the GSDF and
- GPTS and propose remedial measures accordingly.

Present land use trends in the George Municipal area (as with so many areas in South Africa) are strongly influenced by car ownership. Car dominated settlement pattern societies is and has been the foremost reason for spatial distortions (i.e. urban sprawl), which is simply not sustainable. By compacting urban development and land uses, an arena for sustainable public transport and other modes of transport will be created.

The four key land uses distinguished in the broader land-use pattern of the town of George include;

- Central business district (CBD),
- Decentralised commercial nodes,
- Industrial areas, and
- Residential areas or suburbs

When considering the priority areas and areas of concern within the George Municipality the Spatial Development Framework’s Strategic Environmental Assessment has summarized the vital concerns needed for this section’s assessment. (Refer to Table 4-1 below).

Spatial Planning Categories and Development Zones

CATEGORY	DESCRIPTION	CLASSIFICATION
Core Area	This includes all protected areas, critically endangered ecosystems (as classified by STEP) and all areas of high conservation value.	This has been formulated from the GRI Statutory Protected Areas as well as the STEP Critically Endangered area.
Buffer Area	This includes biodiversity corridors, river corridors and the coastal corridor	This has been formulated from a 1 km coastal buffer zone, a 1 km lakes buffer zone and a 250m river buffer zone.
Urban Area	This includes existing urban centres (i.e. George, Pacalstdorp, and Blanco Town) and existing rural urban centres such as Herolds Bay, Wilderness and Wilderness East.)	This area includes all existing urban developed areas for which there are surveyed erven.
Rural Agricultural Areas	This includes both intensive and extensive agricultural areas that are beyond a defined urban edge.	This includes all areas within the municipality that do not fall within the above listed categories

The George Mobility Strategy identifies the needs of the public transport users. And the following issues apply for all public transportation, and that it should be;

- **Easy to get to, easy to use, accessible to all;**
- **Regular and Scheduled**
 - 30 minutes headway service between major destinations where demand supports during peak periods;

- **Readily available**
 - At least 18 hours daily service;
- **Easy mobility**
 - Access to other urban centres should be possible;
- **All services working together;**
 - Integrate all travel services: people, goods, post education, social services, and so on.
 - Modal integration where applicable, particularly long distance with local distribution services
- **Safe**
 - All public transport vehicles are roadworthy and legally registered.
 - Drivers are licensed and continually educated.
 - Non-motorised transport considerations are provided for at stops.
- **Secure**
 - Adequate lighting and security around stops and on public transport vehicles
- **Comfortable, reliable, convenient;**
 - The public transport system is scheduled and these schedules are communicated to the public in various ways.
 - Vehicles are of a good quality and well maintained to reduce breakdowns
- **Affordable;**
 - Cost of public transport travel should not exceed 1/3 of minimum wage.
- **Providing for Learner Transport and;**
 - The system is planned to be accessible to learners
- **Providing for Rural / Urban Linkages.**
 - Services to the coastal villages of Wilderness, Herold's Bay, Victoria Bay, Kleinkrans, Wilderness National Park and to rural settlements such as Hoekwil, Wilderness Heights, Geelhoutboom and others.

Through reviewing the GSDF, GPTS, and the GMS the following findings with regards to the misalignment between spatial development planning and urban transport planning is noted (refer also to Chapter 4 for a detailed analysis as well as maps).

The misalignment is evident in some residential areas as no public transport infrastructure (i.e. network roads) has been provided for future residential areas namely:

- Residential areas to the East, North West and South West of Pacaltsdorp
- Residential areas to the North East and South East of Thembaletu
- Residential areas to the North East of the Garden Route Mall
- Residential areas to the South West of the CBD

It is also very important to note that there are some outlying farm areas and settlements that are not covered by the GMS and this is caused by the continued development of areas after the route planning of the GMS was accomplished.

The integration of land-use planning and public transport service provision is vital for the continuous development of George. A densification strategy needs to be ready to configure the movement corridors and

public transport routes into more densely packed and vibrant activity spines. In order for the identification of areas that needs densification the following should be considered:

- Identifying areas for Transit-Oriented Development (TOD) potential.
- Highlight areas where low accessibility exists where it would make sense to improve public transport provision and/or land use mix by comparing public transport accessibility with population density.
- Highlight disparities between population densities and levels of accessibility where increasing population densities, through urban infill, may be appropriate by comparing public transport accessibility with population density
- Identify areas of social exclusion and transport disadvantage.
- Focus future urban growth around future major public transport investments.
- Assessing Municipal Growth and Development Strategy assumptions.
- Inform Structure Plans and Master Plans by assessing current proposals and testing alternate development outcomes to deliver more accessible communities.
- Sequence urban growth with provision of major public transport infrastructure and services.
- Visualise and quantify the impact various growth management strategies will have on achieving accessible communities.

In order for the George urban structure to work as efficiently and effectively as possible, the demands of the people who access the different parts of the municipality need to be addressed. The different land uses found within the George Municipality are as diverse as in most of the South African cities and towns. The need to implement a safe, secure, affordable and sustainable public transport system is essential for the continuing growth and development of George Municipality. If the public transportation is aligned with the different land uses (current and future) the vision that so many policies (GSDF, GIDP, GSEA, GMS, etc...) have for George can be realised.

TRANSPORT NEEDS ASSESSMENT

In accordance with the National Department of Transport's new Minimum Requirements for the development of Integrated Transport Plans (November 2007 Government Gazette Notice 30506), the preparation of a transport plan must include all-embracing consultation and participation with interested and affected parties. This chapter deals with the engagement of transport stakeholders and the crystallisation of their needs in order to form the basis for the determination of transport related projects to address community needs, problems and concerns.

According to the Minimum Requirements of the NLTTA, 2007, there are five main focus areas that Planning Authorities, in consultation with relevant Stakeholders in the transport sector, should be given adequate attention. These focus areas are the basis for Chapter 5 and are summarised as follows:

- The promotion of public transport infrastructure and operations.
- Needs of scholars transport and people with different disabilities.
- Needs of non – motorised transport (NMT) users.
- Needs of private transport users.
- Appropriate communication and institutional structures required for proper transport planning and management.

The above mentioned focus areas were discussed and deliberated at length during stakeholder consultation meetings held by the George Municipality. Formal responses were received in the form of completed questionnaires. The Ward Committee Members were engaged separately as representatives of communities. Aurecon in consultation with the George Municipality CITP steering committee made a decision that in order to obtain vital information regarding the needs of relevant stakeholders within the municipality, the project team would focus on the George Mobility Strategy (GMS) consultative structures as the mechanism for collecting this information. The reason for choosing the GMS forum as conduit for community needs data collection was because key transport stakeholders of the Local Municipality

Provincial Government, Officials and Local Public Transport Operators in the George Municipality are in attendance.

It was agreed that further relevant consultations would be done through one-on-one engagement, should the need arise, with the purpose of gathering project specific information.

The following transport needs assessments identified as a result of consultations with relevant stakeholders at the GMS meetings are grouped as follows (details of which can be found in Chapter 5 of the George Municipality's CITP report):

- Public Transport Needs Assessment
- Non-Motorised Transport Needs Assessment
- Institutional Needs Assessment
- Private Transport Needs Assessment
- Community Safety Needs Assessment
- Planning Authorities Institutional Needs Assessment
- Planning Authorities Safety Needs Assessment
- Planning Authorities Private Transport Needs Assessment

Infrastructure and Planning Projects crystallised as a result of the community transport needs assessment are listed and discussed in greater detail within Chapter 7 (Infrastructure Strategy) and Chapter 12 (Funding Analysis) of the George Municipality CITP report.

PUBLIC TRANSPORT OPERATIONAL STRATEGY

The provisions of the National Land Transport Transition Act, Act 22 of 2000, mandate all planning authorities to formulate operating license strategies (OLS) and Rationalisation Plans. Requirements of CITP were published in accordance with the NLTTA in 2007 and set out requirements with regards to OLS and RAT Plans. These plans provide amongst others an indication of the public transport supply and demand for an area.

Chapter 6 of the George Municipality CITP October 2009 includes the George Mobility Strategy (GMS). The GMS is a public transport strategy that is presently at planning and negotiation stage with implementation to commence in 2010, this is a move towards rationalising public transport within the municipality over the next five years and beyond. This chapter therefore unpacks the GMS and the benefits of implementing the GMS as part of the Operational and Rationalisation Plans of the George Municipality.

After numerous concerns were raised regarding the availability, reliability and quality of public transport services within George Municipality. The Western Cape Department of Transport and Public Works, as part of the Provincial Public Transport Improvement Programme, appointed consultants to draw up a mobility strategy. However, the situation is not unique to George, and in fact exists to varying degrees throughout South Africa in both rural and metropolitan areas. In many respects it can be argued, and in fact demonstrated, that the public transport system in its present form is failing the George community.

The first step to changing this situation is recognising the following:

- That the cost of existing services is too high, and in many respects, services are inaccessible and unsuitable;
- That a move from an operator based informal Minibus Taxi type system with all its inefficiencies and risks, to a customer orientated, regulated, and quality public transport system is essential;
- That the system should offer services 18 hours/day, 7-days/week, on fixed routes within a reasonable walkable distance from home and/or destination, and at an affordable cost.

The GMS, is a derivative of policy documents and reports regarding the aim to promote the need for quality public transport system development within Metropolitan areas, with prominence given to bus Rapid Transit (BRT) type operations. The GMS further supports the notion of transforming Minibus Taxi and Bus operations and of their becoming shareholders in operating entities formed to deliver services.

The GMS outlines four basic strategic options available regarding the way forward (refer to Chapter 6 for details):

- Continue as at Present
- Contract in Bus Operators
- The Transformation Route
- The Concession Route

The process of achieving the objectives of the GMS is multifaceted and of necessity must address spatial planning issues, identification of potential development corridors and the development of public transport related infrastructure.

It is very important to note that the implementation benefits of the GMS, many of which may be seen in terms of a “Turn Around Strategy” in which a current undesirable situation, or negative trend, is eliminated or reversed, so as to give rise to a more desirable situation or a positive trend will improve public transport in George.

It is accepted that public transport should clearly be operational and rationalised specifically for each and every planning area by the responsible planning authorities. It is therefore clear that the GMS is the perfect strategy that will assist the George Municipality in providing a rationalised and effective public transport system. It is acknowledged that the benefits derived from the implementation of the GMS will no doubt be valuable to all stakeholders within the public transport environment of the George Municipality and the South African community at large, and therefore must play an integral part in the CIP of the George Municipality. The successes of the CIP strategies within the George Municipality are inextricably linked to the successful and rapid implementation of the GMS.

TRANSPORT INFRASTRUCTURE STRATEGY

The transport infrastructure strategy chapter provides an overview of the existing transport infrastructure, its condition, as well as the status of transport infrastructure planning within the George Municipality. The transport infrastructure strategy must place emphasis on both existing transport facilities and new

projects (Capital Expenditure – CapEx) within the planning period of the CITP (5 years). Special measures should be taken to ensure the strategy's effect upon public transport and maintenance (Operational Expenditure – OpEx) along with a CapEx management process, which is proposed in the chapter.

The information that assisted in the compilation of this chapter was sourced from different sources that relate to transport infrastructure of the George Municipality including the George Road Master Plan, 2005; TRACKS Traffic Demand Model, 2005; George Mobility Strategy; etc. (refer to Chapter 7 for a detailed list of sources), which was then analysed and summarised to present an overview of the status quo of transport infrastructure in the George Municipal area under the headings: Road Infrastructure, Public Transport Infrastructure and Non-Motorised Transport Infrastructure. The future transport infrastructure requirements were also evaluated and are presented in the report.

ROAD INFRASTRUCTURE

George Municipality has an estimated road network of 390km with an approximate replacement value of R491.2 million; a road rehabilitation backlog in the region of R80 million, and resurfacing and structural rehabilitation requirement cost of R35.4 million and R56.2 million respectively.

According to the George Municipality's latest Pavement Management System (PMS) 2008, the George Municipality has an estimated network of 390km with an approximate replacement value of R491.2 million; a road rehabilitation backlog in the region of R80 million, and that the immediate implementation of resurfacing and structural rehabilitation that are currently required, would cost in the order of R35.4 million and R56.2 million respectively.

The average road condition of the George Municipality Road Network was shown to range from poor to fair with 28% of the road surfacing and 9% of the road structure ranging from a poor to very poor condition. The life expectancy of the road surfacing was estimated to be 5 years while that of the road structure was 10 years.

According to the SADC RTSM Volume 3 all traffic signals must comply with its guidelines by 31 December 2010. It is thus recommended that a systematic audit of all the existing traffic signals in the George Municipality be conducted in order to ensure compliance.

Road signs have had to meet SADC requirements since 31 December 1999. It is recommended that a systematic audit of all road signs in the George Municipality be done in order to confirm compliance with the SADC requirements.

With regards to speed limits, it is recommended that an audit of the main roads leading into George be done and that a study on the appropriate speed limits for the George Municipality be conducted.

The demand model developed by ITS Engineers as part of the 2005 Roads Master Plan was converted to the PTV Visum Software Suite by Aurecon. The initial 2005 base year origin-destination matrix was updated to a 2009 matrix with new land use information (including the Garden Route Mall). The majority of information, including trip generation rates and volume delay functions, used in the initial model were generally retained with some minor modifications included where it was deemed necessary in order to provide an updated demand model. No additional model calibration was done, the Roads Master Plan model was assumed to be correct.

The 2015 matrix for the Roads Master Plan model was also used as future year volumes for the PTV Visum Model. Road infrastructure projects were identified and evaluated on the future year scenario. The five main Roads Master Plan projects were also tested against estimated 2015 traffic volumes.

Demand modelling in general presents shortcomings in terms of the accuracy of their results and the George model is no exception. The most prominent shortcoming and one that will have to be addressed is the fact that the trip matrices used in the model does not include a modal share, of specific significance is the lack of public transport meaning that road infrastructure projects was and will not be tested with the George Mobility Strategy in place. Thus the impact of the GMS services on network capacity beneficial or otherwise cannot be quantified and considered in the identification of projects.

Based on the volume capacity ratios as per the status quo performance analysis, it was concluded that the following areas are operating at capacity during the 2009 AM peak hour and requires upgrading to accommodate the existing traffic demand:

- York Street from the N2 up to PW Botha Avenue (upgrades done in 2009)
- Witfontein Road from Eike Avenue to the N9/Langenhoven Road
- Courtenay/Kysna link with Garden Route Mall

The demand model analysis show that the most problematic traffic demand flow that needs to be accommodated exists between Pacaltsdorp south of the N2 and the industrial area and the CBD north thereof.

The Road Master Plan projects of most significance for road capacity is firstly the Southern Arterial (with or without the Schaapkop section), particularly the western section linking to Pacaltsdorp, and second the Rand Road link, and it should perhaps be considered to extend the Rand Road link further south into Pacaltsdorp or even link it to the Southern Arterial.

- In terms of the Southern Arterial the Schaapkop section of the network is an expensive section of the alignment and the western section of the Southern Arterial, without the Schaapkop section, will still be sufficient to accommodate the estimated 2015 traffic demand.
- Rand Street extension
- The Servitude Road link, in terms of constrained capacity, shows almost no beneficial change relating to alleviating congestion.
- The Plattner Boulevard extension improves the situation only slightly, in terms of minor congestion on Witfontein Way.
- The Western Bypass provides insignificant change in terms of the congestion on the road network.

There is a need to update the existing George Roads Masterplan in order to eliminate projects that have already been implemented. It is also necessary to update the existing George Modeling which was last updated in 2008.

PUBLIC TRANSPORT INFRASTRUCTURE

As part of the GMS, infrastructure is being provided to facilitate the future operations of the GMS. The projects are aimed at:

- Upgrading of existing roads where the condition of the road is such that it will not be able to carry the load of the proposed bus services;
- Geometric improvements to future bus routes;
- Provision of bus stops;
- Provision of turning facilities at the route termini.
- Provision of traffic calming facilities such as speed bumps.
- Provision of pedestrian facilities such as walkway and pedestrian crossings.

The public transport infrastructure which will be provided in the next few years includes:

- 668 bus stops in George (initially only flag and pole –shelters and embayment’s will be provided where demand warrants the provision of such facilities);
- ±70 bus stops in the areas surrounding George;
- A temporary bus depot has already been constructed in York Street at the old road camp;
- A permanent bus depot is being planned in PW Botha Road in George Industria;
- The existing horse shoe bus facility in Cradock Street is for the inter-urban bus services;
- A long distance bus facility is proposed at the George Railway Station.

Even though walkways and cycle ways are quite prominent, especially surrounding and within the CBD. NMT amenities such as benches, roadside furniture, bicycle lock up facilities and bicycle repair shops are limited.

There are four (4) main routes that have been identified as significant for Non-Motorised Transport (NMT) users, the Sandkraal/Albert corridor; the Beach/York corridor and the Knysna/Courtenay corridor from the Garden Route Mall into town; as well as the N9/N12 corridor between town and the Blanco area. Another is the parallel movement along the N2 between Pacaltsdorp, Thembalethu and the Mall.

In order to continue the implementation of non-motorised transport infrastructure and simultaneously place the George Municipality at the forefront of national and international standards of NMT infrastructure provision it is recommended that this NMT strategy form the foundation of continued effort and dedication to the promotion of safe and effective NMT.

Walking trips to work and education within the George Municipality are 19% and 67% respectively

As a first step, an NMT asset management system must be put in place that will allow monitoring of NMT project implementation and the condition of the infrastructure as well as guide future developments on the network.

An annual audit of the condition of the network and the context in which it functions is essential and should be sustained. Further to the shortcomings of the NMT network (as is identified in Chapter 10) the following should be addressed as a matter of urgency:

- The pedestrian crossings within the George Municipality should be audited and upgraded in order to comply with national road traffic regulations.
- The establishment of appropriate NMT links between the George CBD and industrial areas with Thembalethu, Pacaltsdorp and Blanco areas.

- The establishment of a safe east-west link for pedestrians and cyclists along the N2. In terms of this project SANRAL has indicated that it will contribute 50% of the project cost if the George Municipality officially requests funding assistance.
- Accessibility to NMT infrastructure for special needs users should be ensured. Any NMT planning and project implementation must take cognisance of the George Mobility Strategy (GMS) network and services in order to optimally integrate NMT
- and public transport, to effectively cater for the transport needs of the entire population of the George Municipality.

TRAVEL (TRANSPORT) DEMAND MANAGEMENT

Travel Demand Management (TDM) is defined as any action or set of actions aimed at reducing the demand for private vehicle travel in a specific area during a specific time period, i.e. influencing people's travel behaviour and encouraging a shift to alternative modes of transport other than the car.

These techniques, strategies and programmes lead to a reduction in the need for road-based travel and are generally implemented to counter the following:

- Congestion of roads (demand for travel exceeding capacity).
- Under-utilisation of existing transport infrastructure and services.
- Over-use or dependency of one particular mode of road based transport.
- Inappropriate expenditure on infrastructure not conducive to meeting the objectives of TDM.
- Lack of new and innovative infrastructure and traffic control elements required for a forward compatible and progressive transport solution.
- Vehicles travelling on inappropriate roads to avoid congestion or delays (rat-running).
- Environmental quality reduction based on vehicle emissions associated with congestion and longer travel times.
- The absence of an understanding of what measures will have the most cost effective and efficient impact on the transport network.

Road congestion can typically be addressed by two strategies, namely:

- **Infrastructure management (supply side management):**

Capital expenditure on roads with the aim of increasing capacity through e.g. lane additions, traffic control improvements, the use of Intelligent Transport Systems (ITS), the introduction of an efficient and cost-effective public transport system etc. Infrastructure provision can also be done with the specific aim of providing facilities for specific modes of transport such as High Occupancy Vehicle (HOV) and bus lanes.

- **Demand side management:**

Travel Demand Management techniques that manage the need for travel and reduce the need for travel using a particular mode of transport during a particular point in time i.e. during peak periods. This could also imply land use management to ensure that the need for travel between different land uses are minimised.

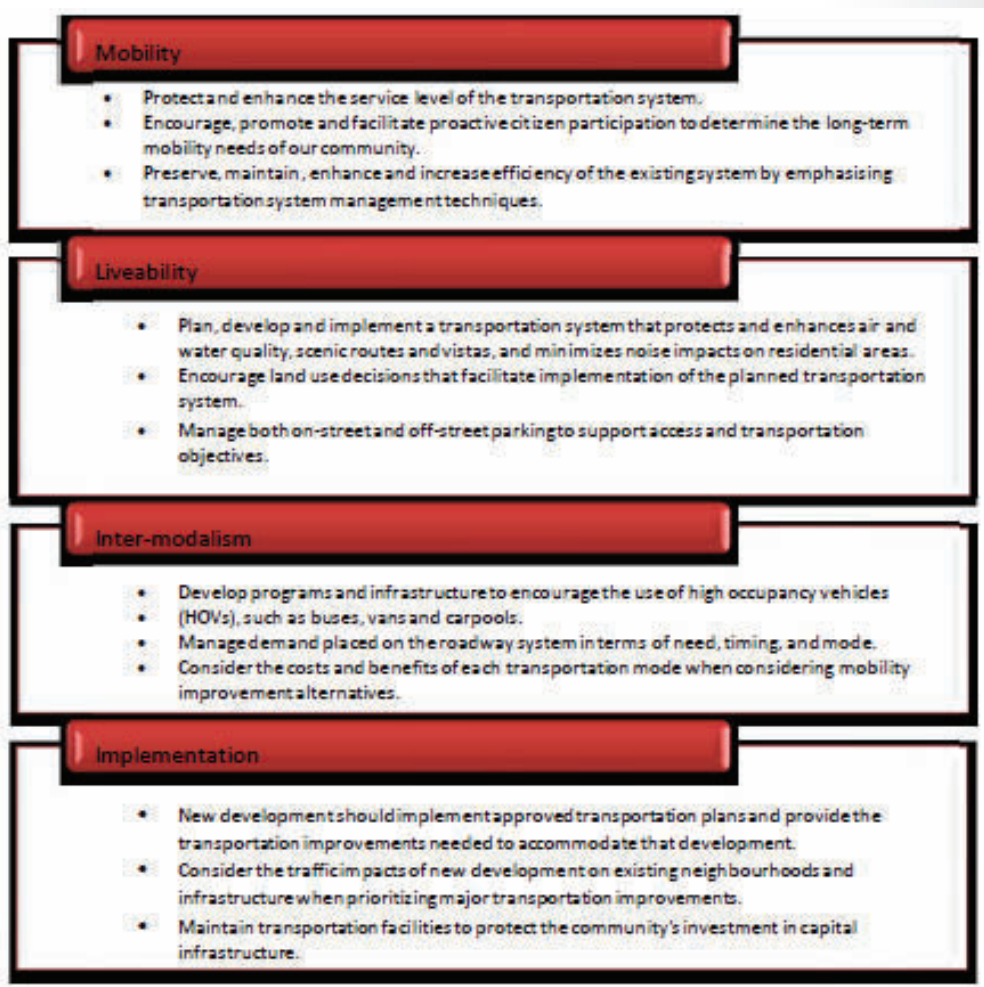
TDM measures are often less costly than capital investment initiatives which serve a similar purpose and results in comparable capacity improvement outcomes. Given the dwindling financial resources of road authorities, the increasing cost of construction materials and labour as well as the increasing number of social and community services demanding budget at the cost of infrastructure investment and urban

development initiatives, the use of TDM measures is increasingly becoming a priority for many authorities.

Therefore, exercising control over the trip generating characteristics of land use, together with road infrastructure expansion can be used to make the resultant demand consistent with the existing transportation infrastructure and the level of service desired.

The Goals and Objectives of TDM are summarised in Figure 8-1 below.

TDM Goals and Objectives



TDM Measures

Demand side measures

- Work schedules
- Ride-share programmes
- Parking management
- Land use / Zoning policies
- Private vehicle restriction zones
- Taxation policy
- Public transport subsidies
- Tele-commuting, conferencing and education
- Pre-Trip Travel Information
- Improved public transport service / image
- Shadow tolling
- Travel pricing
- Freight management

Supply side measures

- Parking Supply Limitations
- Congestion pricing
- In-vehicle Travel Information
- On-road Travel Information
- Freeway ramp control
- Traffic signal settings
- Network capacity
- HOV Lanes
- Park and ride
- Connector / Feeder Services
- Non Motorised Transport Facilities

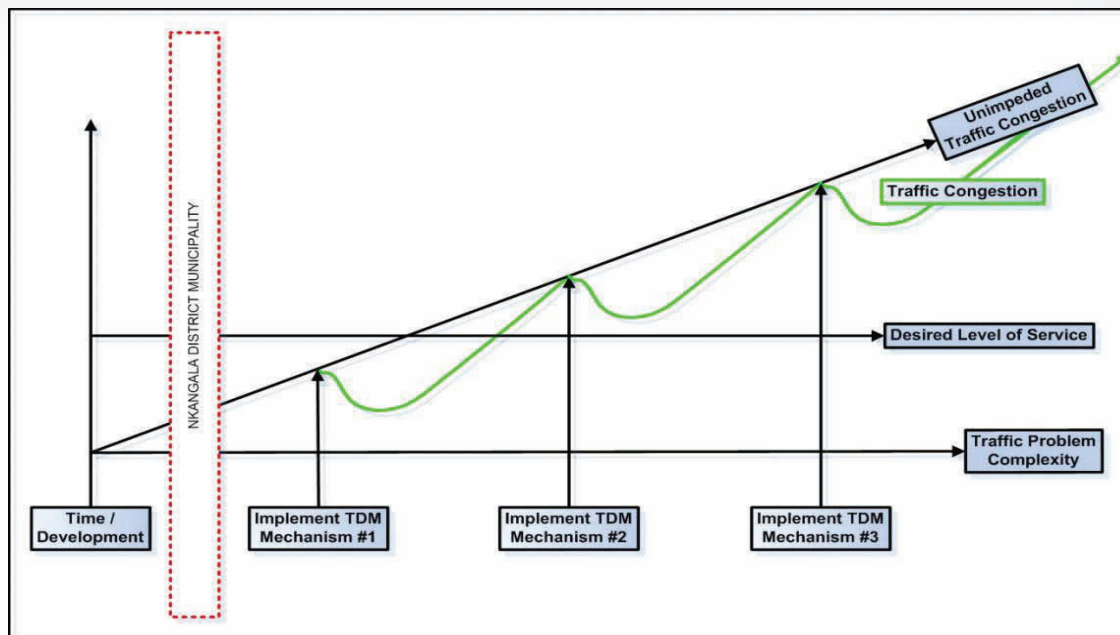
The implementation of TDM strategies is primarily reliant on accurate, robust and current traffic information. The process of determining the need for TDM implementation is highlighted as follows:

- Understanding the Local Transportation Context
- Determine the true nature and severity of your problem
- Assess where current transportation plans (i.e. Integrated Transport Plans, Public Transport Plans etc.) are likely to lead to resolving the identified problems and identify shortfalls where TDM strategies could provide a solution.
- Using available domestic and international best practice, explore a range of TDM options available and assess the impact these will have on the municipal transportation problems.
- Analyse the trade-offs among the different alternative approaches regarding cost, timing, impact and other criteria important to local decision makers and culminate the analysis in a decision or recommendation of which TDM measures would be most effective to implement.
- Decide what mechanisms are required to implement the chosen solution

The above implementation strategy requires time for implementation. Ideally, TDM measures will be planned so that it can be implemented at the time when it is required and when it will have the desired impact. In the long run any specific TDM measure is unlikely to result in an indefinite improvement in the performance of the transportation system on its own. The performance of the system will deteriorate with time as the demand for travel increases at which point additional TDM measures need to be implemented to achieve the desired improvement in the network operational performance.

Using the basic stages of Travel Demand Management as described above, the status or current position of the George Municipality with regards to TDM is estimated and shown in Figure 8-3 below.

TDM Implementation Methodology



Traffic and traffic planning related problems within the George Municipality can be summarised as follows:

- A large proportion of the economically active population is unemployed and this could have bearing on the transportation system. The population might have difficulty gaining access to work, or the transportation system might offer such severe constraints that it might be stifling economic development. Public transport and access there to is essential for the economic well being of the municipality.
- The overwhelming majority of households in George do not have access to private vehicles. This emphasises a strong need for transport development to be allocated within the realm of public transport, non-motorised transport and in general the needs of those who do not have access to the private vehicle road network.
- The integration of land-use planning and public transport service provision is vital for the continuous development of George. A densification strategy needs to be ready to configure the movement corridors and public transport routes into more densely packed and vibrant activity spines.
- Main forms of Non Motorised Transport (NMT) found within the George Municipality (GM) are cycling and walking. It is critical that the necessary infrastructure and facilities for these specified modes are in place to protect these vulnerable road users (especially Scholars) and to promote NMT as a formal transport mode within the GM.
- A sustainable and accurate Transport register need to be in place in order to provide a comprehensive view of the transport, traffic and road infrastructure situation within George Municipality. It is vital to provide traffic volumes and other traffic related information in order to form situational awareness. This is done in the form of a transport register; this CIP of 2009 is currently completing the first register.
- Heavy vehicle control is absent in George Municipality and an overload control point/s and weighbridge/s needs to be constructed in order to prevent unwanted damage to the road surfaces in and around George. Stringent policing and monitoring of alternative routes and selected rural roads should be undertaken to limit the damage to lower order roads due to heavy vehicle traffic.

- Road safety hot spots should be identified and addressed, road safety initiatives and road safety assessment or audits is lacking within the municipality.
- The priority for the George Municipality with regard to a TDM strategies based on the above identified problems can be summarised as follows:
- George Municipality needs to implement the George Mobility Strategy with its commitment of improving the extent and quality of public transportation and ultimately the mobility of disadvantaged users.
- Integration of land-use and public transportation services is vital to ensure that the residents/users have easy access to all services and facilities. Land use policies in George needs to focus on densification and mixed uses, in order to support public transport services more sufficiently.
- The necessary Non Motorised Transportation infrastructure and facilities needs to be in place in order to protect vulnerable road users (especially Scholars).
- Before TDM strategies for implementation can commence, it is important that the
- George Mobility Strategy is implemented.

FREIGHT TRANSPORT STRATEGY

Chapter 9 examines the freight transport system of George Municipality within the context of the current and future South African industrial and economic activity. Vision, goals and objectives are provided for the freight component of the George Municipality's economic activity.

The status quo of the current freight transport infrastructure and operation are discussed in terms of road freight and rail freight. Furthermore a needs assessment based on the observations and shortcomings in the status quo network and an operational strategy to achieve these requirements is proposed. The issues relating to the liaison structures and in particular those relating to safe operation of freight transport and overloading will be discussed.

The industrial areas are located between the centre of the town's shopping area (CBD) and the residential suburbs of Pacaltsdorp and Thembalethu, this has lead to conflicts between heavy vehicle traffic and pedestrians, public transport and other traffic. Generally, except for some minor deficiencies, the southerly access to and from the N2 for 56 ton rigs is reasonable. Access routes to the north, via the Outenqua Pass, is problematic for 56 rigs, as they have to drive through residential suburbs as well as the centre of town (CBD).

The industrial zones of the city largely contain industries in the following categories:-

- Sawmills.
- Chipboard plant.
- Furniture makers.
- Food processors.
- Distribution centres for a range of materials including cement and household gas.
- Engineering workshops of various types.
- Car and agricultural machinery repairs.
- Transport related activities.

There is a constant flow of heavy vehicles traversing the N2 on a daily basis which do not enter George. Among those which do enter the city the timber sector and its associated industries account for the majority of the traffic and particularly the unweighed heavy vehicles.

Volumes vary from day to day and as Origin/Destination pairs change frequently there is no accurate method of assessing volumes on the city's roads. The N2 however is estimated to carry approximately 3 million tons per annum in each direction. This equates to 11.41 vehicles per hour per direction continuously 24 hours a day 365 days a year.

Project proposals, prioritisation and implementation as well as issues of funding in general terms are also discussed in this chapter.

The following freight goals and objectives are proposed for George Municipality:

- Upgrade the identified road corridors to permit 56 ton rigs.
- Lobby to restore the rail connection of the area to inland markets.
- Reduce freight accident statistics by 5% per annum over a 10 year period.
- Reduce overloading in the city to the point of elimination.
- Weigh all freight vehicles in excess of 21 tons into and out of the George area.
- Upgrade or create the Western Bypass from the N12 north of Blanco to the Herolds bay off-ramp of the N2 (Provincial road and project).
- Complete N2 link between George to Kynsa/Plattenberg.
- Install a weighbridge in the area of the N2 Herolds Bay offramp and a "heads up" weighpad in the same area at the intersection of the R102/R402
- Install and operate a truck rest area in the area of the N2 Herolds Bay offramp and the intersection of the R102/R402.
- Remove 21 to 56 ton freight rigs from the urban city centre area, except under licensed conditions.
- Establish and conduct freight forum meetings at regular intervals so as to ensure that road hauliers are conversant with the City's objectives and understand the consequences of deliberately flouting them.

Based on the above freight transport goals and objectives as well as the freight needs assessment, a freight operational strategy is proposed for the George Municipality designed to deliver a complete upgrade to the freight network in the city and to protect the regions interest in rail. If implemented, the flow of heavy vehicles will be diverted away from the city centre, whilst at the same time it will be possible to define the in-transit hazardous material (Hazmat) routes.

OTHER TRANSPORT STRATEGIES

NON MOTORISED TRANSPORT STRATEGY

In the context of South Africa, until recently, Non-Motorised Transport (NMT) and Intermediate Means of Transport have not been given much attention in the transportation system agenda and priorities. However, the growing urbanization that we see all around us, congestion and excessive demand for fossil fuel has dictated a need for the South African transport sector to start looking seriously at developing, implementing and promoting Non-Motorised Transport and Intermediate Means of Transport as viable alternative modes of transport.

Non-Motorised Transport plays a key role in improving accessibility and mobility especially in the poorly serviced areas by integrating non-motorized transportation with socio-economic development activities within the country. An effective and well planned NMT system can also be an effective congestion alleviation measure as is evident in many international countries.

The key types of NMT found within the George Municipality (GM) are cycling and walking. It is critical that the necessary infrastructure and facilities for these specified modes are in place to protect these vulnerable road users and to promote NMT as a formal transport mode within the George Municipality.

Walkways and cycle ways are quite prominent within the George Municipality, however the provision of NMT amenities such as benches, roadside furniture, bicycle lanes and lock up facilities as well as bicycle repair shops are limited. These types of facilities are essential for making NMT an attractive alternative, as well as supporting the integration of the NMT network with public transport systems. The George Mobility Strategy (GMS) will ultimately culminate in the offering of services 18 hours/day, 7-days/week, on fixed routes within a reasonable walkable distance from home and destination alike, and at an affordable cost.

There are four (4) main routes that have been identified as significant for NMT users, the Sandkraal/Albert corridor, the Beach/York corridor, the Knysna/Courtenay corridor from the Garden Route Mall into town as well as the N9/N12 corridor between town and the Blanco area. The parallel movements along the N2 between Pacaltsdorp, Thembalethu and the Mall are also important.

As a first step, an NMT asset management system must be put in place that will allow monitoring of NMT project implementation and the condition of the network as well as guide future developments on the network. An annual audit of the condition of the network and the context in which it functions is essential and should be sustained. Further the shortcomings of the NMT network as is identified in this report should be addressed as a matter of urgency, the most pressing of which include:

- The pedestrian crossings in George should be audited and upgraded in order to comply with national road traffic regulations.
- The establishment of appropriate NMT links between the George CBD and industrial areas with Thembalethu, Pacaltsdorp and Blanco areas.
- The establishment of a safe east-west link for pedestrians and cyclists along the N2 as is outlined in the Vela VKE report. In terms of this project SANRAL has indicated that it will contribute 50% of the project cost if the George Municipality officially requests funding assistance.
- Accessibility to NMT infrastructure for special needs users should be ensured.
- Existing road-based public transport infrastructure and systems are to be made accessible by municipalities in an incremental manner.
- Any NMT planning and project implementation must take cognisance of the George Mobility Strategy network and services in order to optimally integrate NMT and public transport, to effectively cater for the transport needs of the entire population of George.
- A Cycle and Pedestrian Path Masterplan should be drawn up using the prioritisation methodology described in this document.
- NMT initiatives such as Shova Kalula should be actively pursued where applicable to the George context.

SCHOLAR TRANSPORT STRATEGY

Predominant transport modes to Education are Walking (67%); and Car (13%). Approximately 30,000 learners attend school at approximately 48 schools throughout the George Municipality daily.

Approximately 30,000 learners attend school at approximately 48 schools throughout the George Municipality daily. This is a significant component of destination specific vulnerable road users who need to travel on the road network every day. Absence of transport should not be the reason why scholars in George have difficulty accessing education.

The purpose of the George Municipality Scholar Transport strategy was to conduct a situational analysis and to develop a method of identification and prioritisation of scholar transport provision. Since scholars are a significant component of vulnerable road users, it is the responsibility of George Municipality to include scholar transport in their CIP as part of the overall transport improvement strategy for the municipality.

The three phases of the George Municipality Scholar Transport Strategy are summarised below:

- **Phase 1:** Scholar Transport Background on National, Provincial and Local level
- Research was done to determine which legislation, policies and guidelines make specific reference to scholar transport and what the implications of these documents are on the George scholar transport strategy.
- **Phase 2:** Determine the Status Quo of Scholar Transport in George
 A situational analysis of scholar transport in George was conducted by taking into account the locations of the schools and number of learners, detail on existing scholar transport contracts (schemes), subsidies and routes. The 2003 National Household Travel Survey (NHTS) data, which gives an indication of transport modes and travel times, is also included. This data is then combined to conduct a situational analysis of scholar transport in George. Statistics on the school locations and number of learners were obtained from the WCED's database
- **Phase 3:** Develop George Scholar Transport Strategy

The scholar transport strategy was developed by plotting the school locations on a map of George, overlaying it with the George Mobility Strategy (GMS) routes and identifying the gaps in the availability of transport. This then forms the foundation of the needs analysis from which projects are identified and prioritised for recommendations.

Since scholar transport routes could not be sourced as an interim measure the GMS was overlaid on top of the school locations in order to determine deficiencies in transport service provision to schools. Only those schools to be covered by the GMS will be highlighted and prioritised for scholar transport interventions.

From the situational analysis and review of legislation, policies and guidelines on scholar transport it was concluded that the principles on which the George Scholar Transport strategy should be developed are:

- Government is responsible to provide adequate and reasonable access to schools.
- All scholars should have access to public transport as a preferred mode of transport to schools.
- Walking and cycling are healthy and sustainable BUT over safe roadways and over reasonable distances.
- Transport should be free of charge to eligible learners from poor households and in general affordable to all scholars.
- Not only should stakeholders be consulted, but all role players such as the municipalities, road authorities and local education structures to play an active role in improving access to education.
- The private sector in the communities must be targeted and motivated to also get involved in sponsorships by providing NMT facilities and getting incentives back from the municipality. For instance advertisements on litter bins along a sponsored pave walkway.
- Education of scholars on road safety must also be a priority and each school should have scholar patrols.
- Vertical coordination between the DoE, WCED, Districts, school principals, school governing bodies and transport operators must take place.
- The necessary policies must be put in place to address scholar transport formally.
- Prioritization should align with national guidance of "If limited funds are available, transport should be phased-in starting with those learners who are youngest and those travelling the longest time."

FUNDING STRATEGY

The purpose of this chapter is to provide insight into the operations of the municipal budget, an inventory of the current revenues and expenditures of the district, and the current funding sources available to the George Municipality.

The goal is therefore to propose an **equitable, affordable and sustainable transportation funding mechanism** for the George Municipality that takes into account the provisions of the Constitution of South Africa, as well as the service delivery mandates of the three spheres of government and their respective funding abilities, and private sector capacity to partner with government in funding transportation in South Africa.

The importance of having an efficient transport system is increasingly recognised world-wide in terms of the vital role transport plays in economic and social development. The transport network is an essential catalyst for development and must be in a sound condition. An underdeveloped or poorly maintained transport network will act as an inhibiting factor on development. Equally the quality of life for residents and their ability to access social and economic opportunity is largely determined by the transport system serving the community. In this regard public transport is of particular importance.

It has long been acknowledged that lack of sufficient funding resources for the transport sector is one of the key obstacles to implementation and delivery. Poorly functioning transport systems directly and indirectly constrain economic growth and accessibility to opportunity for both urban and rural area residents.

Negative impacts include inter alia:

- Poor mobility and unaffordable transport, in particular impacting on the poor;
- Freight movements being retarded through poorly maintained infrastructure or use of incorrect freight modes; and
- Long journey times for commuters.

Emanating from the budgets and funding mechanisms the following concerns are present in the George Municipality:

- In general the capital budget is low in comparison with the operating budget; local municipalities should be maximizing their incomes in order to fulfill their constitutional mandate by spending more on infrastructure and service delivery.
- A high percentage of municipal funding emanates from grants and subsidies, serious attention should be given to attempts in generating own revenue for both operations and capital expenditure.
- Local Government Equitable Share (LES) contributions from higher spheres of government does not classify road infrastructure and transport services as a basic need, and thus does not take into account the need for transportation provision when allocating funds. The district should advocate the need for transport as a basic need and propose a change to the LES formula upon its next review.
- Conditional grants as well as other own revenue generating methods as mentioned in this chapter should actively be pursued in order to maximize funding available for transport projects and service provision.
- Various grants are available for various projects and function, a comprehensive list of these grants along with conditions, criteria and process of procurement for each is not readily available. In actual fact

information regarding various grants is hard to obtain. It is recommended that the financial officials of George Municipality meet with grant administrators at provincial and national level in order to thoroughly investigate grant funding potential for the municipality.

Some general concerns relating to local government funding according to Savage (2008), which are specifically relevant with regards to the George Municipality, include:

- There is a lack of public participation in the municipal budgeting process as set out in the Municipal Finance Management Act, 2004 (MFMA). Therefore the possibility of citizen monitoring of municipal financial management is ruled out. Citizen monitoring is typically a much better limiter of maladministration and corruption at higher levels of government, and effort should be made to include it.
- The abolition of the RSC levies removed the link between local business and municipalities, which decreases the levels of accountability that a municipality has towards its citizens.
- High levels of grant dependence lessen the autonomy of local governments. This has a significant impact on municipalities' ability to respond to citizens preferences.
- Intergovernmental transfers are mainly in place to enable local government to perform its responsibility in terms of service delivery and integrated development planning, however, it is at best difficult to establish a link between intergovernmental transfers and IDP's and the implementation thereof.

EXECUTIVE SUMMARY: ENERGY MASTER PLAN

ELECTROTECHNICAL SERVICES OVERVIEW:

INTRODUCTION

The Electrotechnical Services Directorate is responsible for the provision of the Electrotechnical and Mechanical services in George. This includes transmission, distribution, reticulation, street lighting, traffic signals, etc, fleet management and mechanical maintenance. The Directorate purchases electricity from Eskom at 66 000 volt and distributes it at 66 000-, 11 000- and 400 volt.

OUR VISION

To build on our position and reputation as the leading Electrical Utility in the distribution industry

OUR MISSION

To provide a quality, safe environmentally friendly and continuous supply of electricity, with a skilled staff complement, to all the consumers in the George area of supply, by maintaining and upgrading existing infrastructure and providing additional infrastructure to cope with the growing demand/economy whilst minimizing losses.

SERVICE DELIVERY UNIT: ELECTRICITY

IDP Key Performance Areas and Objectives.

To effectively manage and maintain an electrical infrastructure that will ensure the provision of effective and efficient services to customers by the Electro Technical Services Directorate.

CHALLENGES

ELECTRICITY CRISIS AND LOADSHEDDING:

The electricity industry is still facing a severe crisis caused by the shortage of generation capacity in South Africa. The load shedding and power cuts that the country experienced highlighted the importance of electricity and the effect that the shortage in generation has on the economy. This has also led to an extremely high Eskom tariff increase of 31.3% with the threat of more high increases for the future. Innovative initiatives will have to be implemented to reduce the impact on the economy and lifestyle of the residents.

RENEWABLE ENERGY

Global warming, the reduction of greenhouse gasses and the promotion of renewable energy should be a priority.

The municipality has signed a Power Purchase Agreement with the Central Energy Fund to purchase 8 MW of renewable energy from their renewable energy generation plant using waste woodchips in George. An environmental ROD for the project has been issued. A number of legislative and commercial issues are still being negotiated between the various parties concerned.

Negotiations are also underway for a second provider of renewable energy (biomass) in George. A possible maximum of 6MW during peak periods could be generated.

A grant of R18 m over three years has also been procured for energy efficiency measures. These funds will be used to replace most of the street lighting and lighting in municipal buildings with energy efficient lights.

MAIN ELECTRICITY SUPPLY TO GEORGE

The capacity of the main electricity supply to George has reached the limit of its firm capacity and the new 132/66 kV Schaapkop substation is nearing completion. The 66kV Proefplaas substation was completed in May 2010. A 120 MVA 132/66 kV transformer will be installed at Schaapkop Substation. The municipal cost of this project, including a contribution of about R45m to Eskom for the 132 kV supply at Schaapkop substation, is about R125m over five years.

A number of planned power outages that affected the entire city were necessary during the construction of these substations.

SCARCE SKILLS:

Scarce Skills (shortage of skills in the Electrical Engineering field) remains an ongoing challenge. This Directorate has had tremendous difficulty in attracting suitable qualified staff to fill key positions. The low municipal salary scales in comparison with Eskom and the private sector and the National shortage of skilled artisans and technicians contribute to the problem.

In addressing the skills shortage and developing our employees and members of the local community, an Electrical Engineering Learnership programme, (NQF level 2- 4), was introduced in January 2006, to train electricians.

Fourteen workers and unemployed persons have persevered and have progressed since 2006 to their final NQF level 4 examinations. Five candidates have successfully completed their NQF level 4 examinations and the remainder are in the process of finalising their examinations.

Other Capacity Building & Technical Training:

- Provincial Capacity Building Programme for Municipal Staff: Electrician training: M0 – M6: 2 Candidates
- Department of Labour: African Skills Village
 - Electrician training: 1 Candidate
 - Section 13 Welding Apprentice: 9 Candidates

ELECTRIFICATION:

An informal settlements masterplan was used to prioritise the selection of informal areas throughout George for electrification projects. The availability of electricity for the first time in about 860 homes that were electrified has made a huge improvement in the quality of these residents' living conditions and we hope to continue with this project in future.

STRATEGIC OBJECTIVES

ELECTRICITY INFRASTRUCTURE MANAGED AND MAINTAINED PROPERLY IN ORDER TO PROVIDE ADEQUATE AND EFFICIENT SERVICES TO CUSTOMERS.

OPERATIONS & PLANNING

DISTRIBUTION

New works: Install new electrical infrastructure to accommodate the growing demand for electricity within the City and surrounding areas. Execute selected capital projects and most new rural, commercial and industrial electrical connections through the optimal use of the municipal New Works Section.

High- and medium voltage: Safe and efficient operation, control and maintenance of 66- & 11 kV networks. Issue work permits to contractors doing work on electrical networks. Twenty four hour, seven days a week fault finding and repair of high- and medium voltage networks. Plan, manage and construct smaller operational construction works. Do quality control.

Low voltage: Safe and efficient operation, control and maintenance low voltage (230- and 400 volt networks). Twenty four hour, seven days a week fault finding and repair of low voltage networks. Plan, manage and construct smaller operational construction works. Do quality control.

Substations: Maintenance and repair of 66- and 11 kV switchgear, substations and other electro-mechanical equipment. Clearing and plant control of medium and high voltage power line servitudes and other electrical installations. Manufacture and repair of electrical equipment in workshop. Do quality control.

ENGINEERING SERVICES:

Manage and operate an Electrical Control Room to provide a 24 hour safe working environment for distribution staff. Design, implement, manage, and maintain medium and high voltage electrical protection systems to safely trip the electrical supply in the case of a fault to protect the community and staff from injury and equipment from damage. Design, implement manage and maintain telemetry systems to display, process and store information received from the networks throughout the distribution area and enable remote switching from the Control Room.

To safely integrate protection schemes and telemetry systems to reduce power outage times and render the best possible service to the consumer. Provide essential technical support to other sections within the municipality. Design, implement, manage, and maintain a remote metering system. Read manage, maintain and generate accounts for Bulk (large) customers.

Do cable location and cable fault location. Ensure compliance of NRS quality of supply requirements. Maintain the municipal energy management equipment (power factor and geyser load control).

Manage networks to optimize system losses and maintain network stability.

PLANNING & DESIGN

Do master planning and maintain electrical master plans for main electrical networks in conjunction with Eskom and Consultants. Do the planning for all electrical installations in conjunction with the IDP (Integrated Development Plan), do estimates and make proposals for capital budget items. Do the planning for all new and extensions to rural, commercial and industrial connections. Set and maintain standards and specifications for installations and equipment. Render comments and set requirements with regard to requests for new developments, subdivisions and industrial connections. Manage and maintain the electrical drawing office, CAD and GIS systems. Liaise with consulting engineers. Schedule and manage the capital budget expenditure. Do project and contract management of capital works. Do quality control.

SERVICES

STREET LIGHTS

Effectively maintain, upgrade and install street lights on side walks, lanes and walkways to enhance the safety and security in areas. In some instances special lights are installed.

FESTIVE LIGHTING

The annual preparation, maintenance and installation of the colourful festive lighting in the CBD and other local areas during the festive season. The Christmas lights enhance the festive mood in the City of George, it also makes George attractive to the locals and international tourists.

TRAFFIC LIGHTS

Maintenance and replacement of Traffic lights.

CUSTOMER SERVICES & REVENUE PROTECTION

To promptly respond to the following customer requests:

- Conversion from informal- to formal house.
- Credit to prepaid meters
- New domestic connections
- Faulty Meter Replacement

The installation maintenance and revenue management of prepaid meters

MARKETING

Community Programmes

This Directorate regularly holds educational and information sessions by way of road shows in the community. Videos, presentations and pamphlets are used as educational tools. These programs are aimed at creating an awareness for:

- Energy saving methods
- Dangers and safety aspects of electricity usage
- Prepaid meter usage
- Tampering
- Fault reporting
- Copper theft

ELECTRICAL MAINTENANCE AND REPAIR OF PUMP STATIONS AND TREATMENT PLANTS

24 hour fault finding, repair and maintenance of electrical equipment at all municipal pump stations and water- and sewerage treatment plants.

ADMINISTRATION AND SUPPORT

Provide vital Administrative support services to the technical divisions in the areas of Human Resources, Training and Development, Logistics, secretarial services, customer care, front office reception desk, assist

with compiling and monitoring of the annual budget, maintain statistical data and do general administrative functions that will ensure the effective and efficient operation of the Electrotechnical Services Department.

FLEET MANAGEMENT

Procurement of new vehicles and related machinery according to the procurement policy for the entire municipality. Manage municipal fuel pumps. Manage and monitor vehicle and fuel usage and costing for entire municipality.

Manage municipal vehicle workshop, responsible for all maintenance, breakdowns, repairs, refurbishment and services of entire fleet (Plant, trucks, cars, tractors, lawn mowers, boats, generators etc). Manage accident/insurance claims and repairs.

Prepare capital and revenue budget for fleet related items.

MECHANICAL SERVICES

Manage municipal mechanical workshop, responsible for all maintenance, breakdowns, repairs, refurbishment, machining, manufacture and service of entire mechanical infrastructure (including sewerage works, water purification, pump stations etc). Prepare capital and revenue budget for mechanical items.

Overview of Services Provided and Performance for the year.

The continual upgrading and maintenance of the electricity network in order to accommodate the load requirements in George:

Major capital Projects completed during 2009/2010

- Expansion of 66kV Main Network
- Energy Management
- Control Protection and Communication
- Upgrading & Extension of 11kV Network
- Replacement of obsolete 11kV Switchgear and Equipment
- Upgrading of obsolete low voltage network cables
- Street lights

Ad-hoc Developments

- Electrification of informal settlements
- Informal housing: Moving services from shack to formal dwelling
- Equipment
- Upgrading & Extension of building and premises
- Fleet Management
- Upgrading and replacement of Streetlights

MASTER PLANNING:

A master plan for the electrical networks is updated regularly to ensure optimum use of municipal funds. An electrical load flow computer program is used to simulate the entire 66- and 11 kV networks. Growth points are simulated and the resulting tables are used to identify overloaded networks. Network expansion and upgrading is then simulated to obtain the optimum network expansion designs. The data tables and drawings are not included in this report due to their size, but they are available our offices.

132/66 kV Network Planning

George Municipality's Electrotechnical Services are responsible for the expansion and maintenance of the electrical infrastructure to provide sufficient and reliable electricity to its clients. The main Eskom supply to George has reached its capacity and large capital projects to upgrade the Eskom supply are in progress. George Municipality began negotiations with Eskom regarding the upgrading and expansion of the main Eskom supply to George in 2001. The electrical consultants, BDE, Electrical & Mechanical Consulting Engineers, managed the process. Routes and servitudes for future power lines and substations were identified and an EIA process was conducted. Approvals were granted by way of a Record of Decision (ROD) for these servitudes.

A 65 million rand 132/66/11 kV, 120 MVA substation has been constructed adjacent to the N2 near the Pacaltsdorp interchange and a 16 million rand 66 kV switching substation was completed at the Outeniqua Experimental Farm. The 132 kV Eskom connection cost at Schaapkop substation is an additional R45 million. The total project cost for the upgrading of the main Eskom supply to George is R126 million to date. The 132 kV Eskom supply to Schaapkop substation will be completed by October 2011.

The new Schaapkop 132/66/11 kV Substation



The first phase to construct a new 66/11kV substation located at the Outeniqua Experimental Farm in George, was completed in May 2010. This project forms part of George Municipality's Electrical Masterplan and is undertaken in conjunction with Eskom's upgrading of its primary network in the Southern Cape.

SS-Proefplaas 66/11kV Substation



There are presently three 66kV overhead lines feeding George from Eskom's Blanco Substation and Eskom will soon replace the oldest of these lines with a 132kV overhead line, which is to be extended to Knysna. The removal of the old line necessitates the relocation of all on-route connections to one of the remaining lines feeding George. This project was undertaken to relocate the connection at the Outeniqua Experimental Farm feeding the municipal Heatherpark Substation, and to establish a new substation at this location to cater for future load on the Western side of George.

The project made provision for the civil work, control room building and outdoor electrical equipment, comprising three 66kV feeder bays, a bus-coupler bay and 66kV overhead connections to the existing overhead lines.

The substation is located on a sloped site, which used to be agricultural land. A cut and fill operation was therefore required, which took several environmental factors into account to, inter alia, prevent silt from entering natural drainage lines.

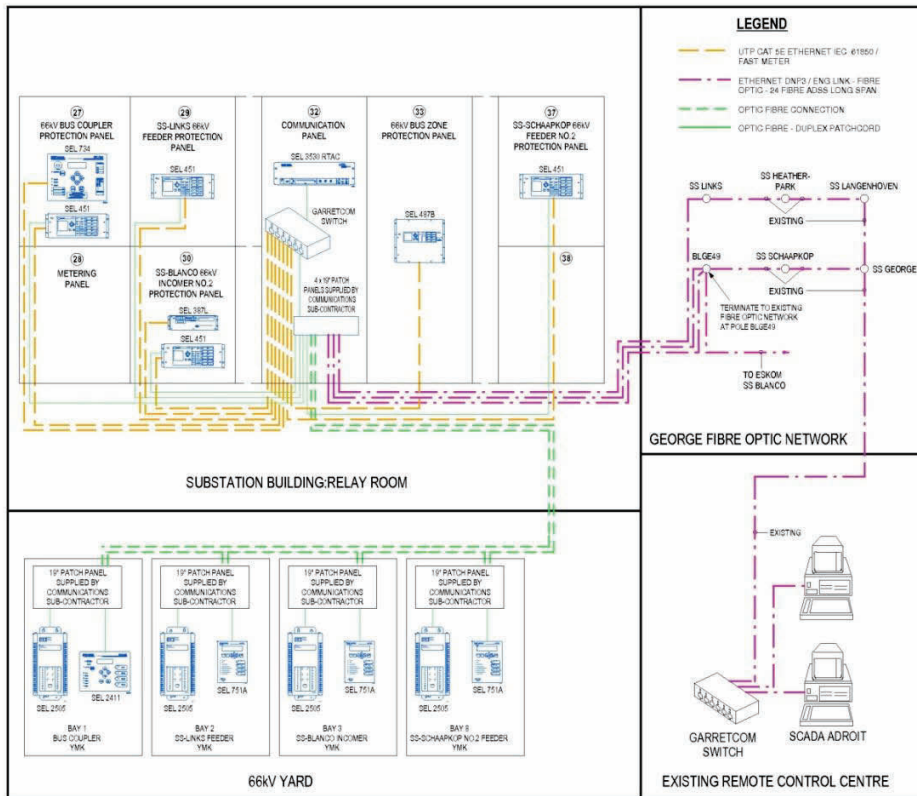
The substation was designed to ultimately accommodate nine 66kV feeder bays and two 20MVA, 66/11kV transformers. The layout is the low level tubular aluminium double busbar type, which accommodates a set of in-line and staggered 66kV isolators in each bay to connect onto the busbars. The whole substation therefore has a low profile.

A state of the art protection scheme was implemented where the main protection scheme in the control room is backed-up by a local protection installation at each bay. Each bay has a marshalling kiosk, housing a feeder protection relay and a remote I/O module. All inputs from CTs, circuit breaker and isolators are copper wired to this kiosk, which is linked to the control room via a ring feed optic fibre cable. Communication is via Ethernet using the IEC61850 protocol (GOOSE - Generic Object Oriented Substation Event messages) as well as Mirrored Bits with the equipment in the control room. The mimic is displayed on the bay controller relay's LCD display and no hardwired LED's or neons have been used.

The project also made provision for the extension of the existing SCADA system to include all new monitoring and control functions. The SCADA system at the municipal control room communicates to a real time automation controller (RTAC from SEL) at the substation, on the DNP3 Ethernet protocol. At the substation, the RTAC acquires data from all the protection devices either through DNP3 Ethernet or SEL proprietary protocol.

A mimic of the protection relays can be displayed on the SCADA so that the control room can see exactly what the operator sees when standing in front of the relay. Load flow directions of all feeders are displayed on the substation mimic, and breaker open, close and relay target reset can be controlled from the SCADA.

Communication diagram



George Municipality funded this project at a total cost of R16M. This project was undertaken under the direction of local Consulting Electrical and Mechanical Engineers, Clinkscales Maughan-Brown (Pty) Ltd, and the Main Electrical Contractor was VE Reticulation (Pty) Ltd, from George and Mossel Bay.

This project forms part of a large project to increase the firm capacity to the city by establishing a 132/66/11 kV substation in George. The new Schaakop 132/66/11 kV substation using similar technology is under construction and the total municipal cost of this project will be about R125M.



Featured in this photo is from left to right, Charles Daniels (Eskom), Morne Olivier (Clinkscales Maughan-Brown), Johan van Rensburg (VE Reticulation), Rohann Steenekamp (Clinkscales Maughan-Brown), Mike Padfield (George Municipality), Johan Möller (George Municipality), Kevin Grünewald (George Municipality), Jurie van der Westhuizen (George Municipality), Andries van den Berg (VE Reticulation), Fred D'Elmiljo (VE Reticulation), Chris Willemse (ISHS).

SAFETY

Most forms of energy can be dangerous and electricity is no exception. Our electrical equipment is spread all over the city's pavements and we do not have the capacity to continuously patrol pavements to ensure that all electrical equipment is always safe. Very often vandals break locks and damage enclosures without our knowledge and then the public, especially children are at risk. Be responsible- Please assist us by calling our offices immediately if you notice a dangerous situation at 044 8743917 or 8016300 a/h and help us keep our children safe. Please ask for a complaint number as reference. A verbal message given to a municipal official in, for instance, a passing municipal vehicle is not always passed on to the correct department and it is not recorded.

GENERAL

The implementation of energy efficiency and renewable energy measures is most probably the single most important KPI of the Director. The future of the entire environment of our planet is affected by the generation of greenhouse gasses and global warming. It is therefore our responsibility to do as much as possible to reduce the effects of global warming and preserve our beautiful environment for our children. Funds were procured from the Department of Energy (DoE) for energy efficiency projects to replace all lighting in municipal buildings and street lighting with energy efficient lights.

Reducing the system losses on the electrical network has received priority. Theft and technical losses were minimized and metering losses have been addressed.

The Electricity Department strives to deliver sufficient, affordable high quality electricity to all its clients. We purchase electricity from Eskom at the same standard bulk tariff that applies to all factories etc that purchase electricity directly from Eskom. The Municipality does not purchase their electricity at a discount price. The Municipality distributes the electricity throughout the City and transforms it to a lower voltage suitable for commercial and household use.

The electricity network must be expanded, refurbished and maintained and a 24/7 callout and repair service is provided. Energy losses also have to be accounted for. Streetlights are provided and maintained and the electricity consumption thereof is paid by the municipality. Electricity metering and dispensing systems are managed and maintained and in some cases accounts are rendered.

The electricity services will make a R90 million contribution towards the rates account during this financial year to help pay for roads, pavements, storm water drains, salaries, soup kitchens, emergency services, street lights etc. Although most municipality's electro technical services make similar contributions towards rates accounts, the percentage applied in George is too high and needs to be addressed.

In spite of all these expenses, it is still possible to deliver domestic electricity at prices that compare well with Eskom's domestic tariffs. Eskom distribution makes no contribution towards any of the above in spite of acquiring their electricity at cost price. They also don't contribute towards the streetlights in areas where they provide electricity to the residents. The so-called profit that Municipalities make out of the sale of electricity is used to fund, amongst others, the items mentioned above.

Indigent households in George get 70 kWh of electricity free per month. There are informal areas in George where many of our residents live in appalling conditions without basic services such as electricity. The income generated from 1% of the municipal tariff is used to initiate projects to supply electricity to some of these residents living in informal areas.

The National Energy Regulator (NERSA) has, according to my opinion, kept the price of electricity too low for far too long. The electricity price did not keep up with the real cost and ideally we should have had higher gradual increases rather than sudden very high increases. We all know about Eskom's generation backlog and the huge loans required to finance the building of new power stations, but we must also keep in mind that there is a national backlog on maintenance and refurbishment of distribution networks. Billions of rands are required to address these backlogs in distribution infrastructure and the increase must also make allowance for this.

For many years George Municipality has used their scarce resources to maintain and refurbish their assets to a reasonable standard.

EXECUTIVE SUMMARY: ANTI-FRAUD / CORRUPTION STRATEGY

BACKGROUND

The Municipality is committed to develop a safe, secure and effective environment for its employees, customers, ratepayers, business associates and organs of state in order to eliminate fraud and corruption in all its activities.

SCOPE OF THE POLICY

This policy applies to all allegations, attempts and incidents of fraud and corruption impacting or having the potential to impact the Municipality.

All employees of the Municipality, including but not limited to temporary employees, part-time employees, fixed term employees, independent contractors interns and learners must comply with the spirit and content of the Policy.

THE POLICY

The policy of the Municipality is intended to illustrate its Zero Tolerance towards fraud and corruption by acting immediately against any reported allegation. All incidents of fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the Municipality's systems, policies, procedures, rules and regulations.

The efficient application of MFMA policies and procedures, circulars and manuals of the Municipality as well as other prescripts of the Public Service, in general, is one of the most important duties to be applied by every employee in the execution of their daily tasks.

STATUTORY & POLICY ENVIRONMENT

The Constitution of the Republic of South Africa 1996

The principles of accountability and transparency run like a golden thread through the Constitution of South Africa, 1996. This is coupled with a participatory democracy premised on the supremacy of the Constitution. In pursuit of attaining these ideals, the following safeguards are built into the Constitution.

- The establishment of a constitutional democracy;
- The separation of powers;
- Chapter 9 institutions;
- The right of access to information;
- The right to just administrative action;

The Municipal Systems Act 32 of 2000

The Local Government: Municipal Systems Act, 32 of 2000 (MSA) provides for the core principles, mechanisms and processes that underlies local government in South Africa. The MSA contains numerous sections that are relevant to the question of effective, efficient and sustainable service provisions and good governance. The MSA lists the responsibilities of the Municipal Manager in Section 55 and also contains the Codes of Conduct for Councillors and municipal employees in Schedule 1 and 2 of the Act.

Municipal Finance Management Act 56 of 2003 (MFMA)

The MFMA was promulgated to facilitate the formal management of municipal finances and associated activities. The controls and administrative systems implemented by the Municipality are very relevant to the content of the Act. The following aspects of the Act refer specifically to activities which might be regarded as corrupt or fraudulent in nature:

Unauthorised, Irregular or Fruitless and Wasteful Expenditure

Section 32 of the Act mandates certain responsibilities to office bearers in a municipality. Furthermore, in the event of such unauthorised, irregular or wasteful expenditure, the municipality is required to recover the expenditure from the person liable for it, unless, the council retrospectively condones the expenditure or decides to write it off. The writing off of the expenditure by council, however, does not safeguard any person against criminal or disciplinary proceedings.

In the event of unauthorised expenditure, the accounting officer is obliged to promptly advise the mayor, MEC for local government in the province and the Auditor-General in writing. Where irregular expenditure constitutes a criminal offence, or theft or fraud, the accounting officer must report all such cases to the South African Police Service.

Supply Chain Management Policy

Section 12 stipulates that the Supply Chain Management Policy of a municipality must be fair, equitable, transparent, competitive and cost effective and must comply with prescribed regulatory framework for municipal supply chain management, which cover inter alia, measures for:

Combating fraud and corruption, favouritism and unfair and irregular practices in municipal supply chain management;
Promoting ethics of officials and other role players involved in municipal supply chain management.

Prevention and Combating of Corrupt Activities Act 12 of 2004

The purpose of the Act is to:

- Provide for the strengthening of measures to prevent and combat corruption and corrupt activities;
- Place a duty on certain persons holding a position of authority to report certain corrupt transactions;
- Ensure that no person suffers any penalty or retribution for good faith reporting of any suspected or actual incident of fraud or corruption which occurred within George Municipality.

Protected Disclosure Act 26 of 2000

Whistle blowing, as referred to in the Protected Disclosure Act, 2000, is an important part of dealing with the occurrence of fraud and corruption in any institution. According to the Public Services Commission, whistle blowing is not about informing in the negative, anonymous sense but rather about raising concern about malpractice within an organisation.

Electronic Communications and Transactions Act 25 of 2002

- Subject to the Interception and Monitoring Act 127 of 1992, a person who intentionally accesses or intercepts any data without authority or permission to do so is guilty of an offence.

- A person who intentionally and without authority to do so, interferes with data in a way which causes such data to be modified, destroyed or otherwise rendered ineffective, is guilty of an offence.
- A person who unlawfully produces, sells, offers to sell, procures for use, designs, adapts for use, distributes or possesses any device, including a computer program or a component, which is designed primarily to overcome security measures for the protection of data, or performs any of those acts with regard to a password, access code or any other similar kind of data with the intent to unlawfully utilise such item to contravene this section, is guilty of an offence

PREVENTION OF FRAUD AND CORRUPTION

The Accounting Officer

The Accounting Officer is responsible for establishing a sound system of internal control that supports the achievement of the Municipality's policies, aims and objectives. The system of internal control is designed to respond to and manage the whole range of risks which the municipality is exposed to. It is based on an ongoing process designed to identify the principal risks, to evaluate the nature and extent of those risks and to manage them effectively.

Councillors

Councillors are legally bound by the Code of Conduct for Councillors and must comply with and actively promote this policy.

Councillors must contribute to developing and sustaining a culture of Zero Tolerance of corporate crime in or against the Municipality.

Line Managers

Line Managers must promote and develop a culture in the organisation of Zero Tolerance of corporate crime and must lead by example. They must ensure that all cases of corporate crime or alleged corporate crime are reported promptly to the Municipal Manager or his delegate.

Line managers are responsible for ensuring that an adequate system of internal control exists within their areas of responsibility and that these controls operate effectively. The responsibility for the prevention and detection of fraud and corruption, therefore, rests primarily with managers.

A major element of good corporate governance is a sound assessment of the organisation's business risks. Managers need to ensure that:

- a) Fraud and corruption risks have been identified and assessed for the likelihood and potential impact;
- b) Adequate and effective controls have been identified for each risk;
- c) Controls are being complied with, through regular review and testing of control systems;
- d) Where fraud or corruption occurred, or has been attempted, controls are reviewed and new controls implemented, as necessary, to reduce the risk of the reoccurrence thereof;
- e) Incidents of fraud and corruption should be quantified on an annual basis in collaboration with the Internal Audit Department and the Risk register should be updated to reflect the quantum of fraud within the business area.

Employees

Employees are bound by the South African law (both statute and common law), the terms and conditions of their employment and also the Code of Conduct for Municipal Officials, policies of the Municipality as well as instructions issued by management from time to time.

Every employee has a duty to ensure that public funds are safeguarded and therefore, everyone is responsible for:

- a) Acting with propriety in the use of official resources and the handling and use of public funds in all instances. This includes cash and/or payment systems, receipts and dealing with suppliers;
- b) Aspiring to the following core principles: selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- c) Being vigilant to the possibility that unusual events or transactions could be indicators of fraud and alerting their immediate superior where they believe the opportunity for fraud or corruption exists.

In addition, it is the **responsibility** of every employee to report corporate crime immediately to their line manager or to the Municipal Manager.

Should employees wish to report allegations of fraud and corruption anonymously, they will be able to contact the Anti-Corruption hotline facility at **0860 044 044**. The hotline which will be activated by July 2009 will operate 24 hours a day and all information received will be dealt with confidentially.

When required to, employees must assist during an investigation by making available all relevant information, co-operating during interviews and provide a witness statement.

As stewards of public funds, employees must have, and be seen to have, high standards of personal integrity. Employees should not accept gifts, hospitality or benefits of any kind from a third party, which might be seen to compromise their integrity (The Code of Conduct for officials refers).

Mala fide reporting to line managers and/or the Municipal Manager with knowledge that such transmittal of information is false or with wilful disregard of the truth shall constitute misconduct, for which disciplinary measures may be imposed.

Suppliers, Contractors, Consultants and the Community

Suppliers, contractors and consultants are expected to act honestly and fairly in all their dealings with the Municipality and failure to do so may result in the cancellation or suspension of any tenders awarded to them and/or being deregistered by the Municipality and/or being reported to the South African Police Service.

The community is encouraged to make use of the Municipality's Anti-Corruption Hotline @ 0860 044 044 to report instances or allegations of corporate crime involving the Municipality.

INVESTIGATION

Line managers should be alerted to the possibility that unusual events or transactions can be symptoms of fraud or attempted fraud. Fraud may be highlighted as a result of specific management checks or be brought to management's attention by a third party.

It is the Municipality's intention that the application of this policy will ensure that there is consistency in the handling of all suspected fraud cases without regard to the position held or the length of service.

Forensic investigators shall have free access to all staff, records and premises in order to carry out investigations.

DISCIPLINARY ACTION

After full investigation the Municipality will take legal and/or disciplinary action in all cases where it is considered appropriate. Any member of staff found guilty of a criminal act or misconduct of which dishonesty is an element will be considered to have committed a serious disciplinary offence and is likely to be dismissed as employees of the Municipality on grounds of gross misconduct.

Where supervisory negligence is found to be a contributing factor, disciplinary action may also be initiated against those managers/supervisors responsible.

All cases of fraud, theft and/or corruption exceeding R100 000, 00, whether perpetrated or attempted by a member of staff or by external organisations or persons shall be reported to the South African Police Service.

Losses resulting from fraud and/or corruption should be recovered from the perpetrator via legal remedies.

CONFIDENTIALITY

All information relating to fraud and corruption that is received and investigated will be treated confidential. The progression of investigations will be handled in a confidential manner and will not be disclosed or discussed with any person (s) other than those who have a legitimate right to such information. This is important in order to avoid harming the reputations of suspected persons who are subsequently found innocent of wrongful conduct.

No person is authorised to supply any information with regard to allegations or incidents of fraud and corruption to the media without the permission of the Municipal Manager.

PUBLICATION OF SANCTIONS

Only the Municipal Manager or his delegate will be authorised to communicate with the media on matters relating to fraud and corruption or misconduct within the Municipality.

No defamatory statements would be made in any publications by the Municipality pertaining to actions taken by the Municipality in respect of individuals involved in alleged misconduct.

CONCLUSION

The Municipality views fraud and corruption very seriously and will ensure that all cases of actual or suspected fraud, including attempted fraud, are investigated and that appropriate remedial action is taken.

EXECUTIVE SUMMARY: SPORT DEVELOPMENT STRATEGY

SPORT DEVELOPMENT STRATEGY

INTRODUCTION

The City Council of George approved a Sport Policy, with a framework that revolves around two performance areas, namely:

Maintenance and upgrading of Sport Facilities and Sport Development

STRATEGIC OBJECTIVES IN THE IDP

The George Sport Development Strategy is located within the strategic objectives of the IDP, which are included in the following guidelines:

1. To provide democratic and accountable government for local communities;
2. To ensure the provision of services to communities in a sustainable manner;
3. To promote social and economic development;
4. To promote a safe and healthy environment, and
5. To encourage the involvement of communities and community organisations in the matters of local government.

Sport Policy

The Sport Policy document provides a holistic view of sport, within George, which suggests the formulation of a vibrant Sport Development Strategy.

George Municipality committed itself to the delivery of quality, sustainable and affordable sport services to its local communities, inclusive of an

- Integrated Developmental approach;
- Sport and Recreation as a basic human right;
- Sport development is human resourced orientated;
- Sport initiatives are local community based and demand-driven;
- The Environmental Integrity needs to be preserved.

The adoption of the Sport Policy in November 2008 provided for the co-management of various targeted sport clubs in George.

The Sport Policy, in principle, centers around the viability of the Targeted Sport

Clubs and its ability to function on generally acceptable levels of administration and management.

Sport Clubs consist of and are managed by Executive Committees, which represent the sports interests of any particular local community.

The Executive Committee is democratically elected, by the legitimate, affiliated

Sport Codes, at an annual general meeting, on local community level. The

Executive Committee acts, administers and officiates daily on behalf of its' affiliated membership.

The Executive Sport Committee is structured to constitutionally function on either an annual or bi-annual basis, as may be determined by the Sport Code membership.

The George Municipal Sport Clubs are inclusive of the following;

- 1) Blanco
- 2) George
- 3) Pacaltsdorp

- 4) Rosemore
- 5) Thembalethu
- 6) Touwsrante
- 7) Lawaai kamp
- 8) Maraiskamp \ Parkdene
- 9) Rooirivier Rif

The Sport Policy determines that each Sport Club enters into a three (3) year lease agreement or contract with George Municipality, based on its particular community needs and interests. This is aimed at building a mutually sustainable sport working relationship between George Municipality and the Targeted Sport Clubs. Sport Clubs, in accordance with the vision and mission of the Sport Policy, also have to contribute financially and materially towards the maintenance and upkeep of playing fields & facilities. Sport Clubs thus need to pay tariffs due to the Municipality on a regularly, monthly basis.

Sport Facilities

Council over the years made several sport facilities, available to various local sport communities. These Facilities are located at the Sport grounds mentioned in paragraph 2. There are four privately managed Municipal Sport grounds, i.e. 1) Outeniqua Park Rugby Stadium, 2) George Bowling Club and 3) Outeniqua Bowling Club, 4) George Golf Club, which also represent private sector interests.

The Sport infrastructure includes playing fields, pavilions, temporary seating, ablution facilities, halls, parking areas etc. Sport facilities (grounds) are available in the local communities to be administered in an accountable and transparent manner, by the relevant Sport Clubs.

Sport Facilities are graded, within the Sport Policy ambit to accommodate local, district, regional, provincial, national and international events.

Sport Facilities are divided between a) Grade One (1), which is a basic facility, with a grassed playing surface and b) Grade Two (2), which is a Sport complex, with grassed playing fields ,a flood light system, clubhouse and fencing and c) Sport complex suitable for National and International tournaments.

Sport Codes

Sport Codes are accommodated at the Municipal Sportgrounds, to enhance winter and summer sport. Such codes entail; action cricket, athletics, basketball, baseball, cricket, action cricket, golf, netball, rugby, road running, soccer, softball, table tennis, tennis, volleyball etc. Sport Facilities will be maintained by the municipality with the assistance of the sport clubs. Sport Codes are managed by affiliated Sport Clubs, also including accredited institutions, associations, federations, sport clubs, state departments, which represent private and public sector interests. National Sport Federations , including SARU(South African Rugby Union) SAFA(South African Football Association) SASA(South African Swimming Association) ASA (Athletics South Africa)etc, from time to time staged and managed provincial ,national or international events & tournaments in the City of George. The Western Cape, Department Cultural Affairs and Sport assist the municipality with the development of sport by making funds available.

Sport Relationships

The fostering of strong sport relationships between George Municipality and Sport Stakeholders, in the Public and Private Sectors, are conducive to a Sport Development Strategy.

Sport Stakeholders in semi- and formal sport relationships with the City Council include;

- 1) Eden District Municipality
- 2) Department Cultural Affairs, Sport and Recreation of the Western Cape
- 3) National Department Sport and Recreation,
- 4) Provincial and Regional Sport Structures, affiliated to National Governing Bodies
- 5) National Sport Federations & Associations
- 5) Umbrella Sport & Bodies functioning on multi – coded basis.
- 6) Targeted Sport Clubs
- 7) Private sector donors

Sport is influenced by provincial, national and international developments. The City of George, in recent years, also developed into a Sport tourist destination of note. George is strategically located, between Cape Town and Port Elizabeth and the City Council Endeavour to develop it into the Sport Mecca of the Southern Cape. Council realized that sport relationships are built on the Sport Development Continuum: which recognizes four levels that are consistent with the Sport Policy Objectives, namely:

- a) Foundation: Provision of basic physical education at school;
- b) Participation: Creating an awareness of sport opportunities amongst the youth
- c) Performance: Support for appropriate coaching and recognition of performance
- d) Excellence: Support the establishment of high performance programs & services;

Sport Financing

The City of George seen as future Sport Mecca, in the Eden Region, depends on a sustained three year cycle of Sport Budgets, which are in terms of the strategic objectives, growing in scale.

The current Sport Budget: represents substantially less than 1% (one percent) of the George Municipal Budget which is annually, underpinned by the financial market and community consultative IDP – processes.

Council therefore aims to contribute financially, on an annual basis, towards existing and newly developed Sport Infrastructure. The financing of Sport Development, Strategy & Initiatives however needs to be addressed by George Municipality together with other private and public stakeholders.

The levels and sources of external funding, currently available to George Municipality need are the following:

Funding Sources

Public Sector Funding: which is indispensable and extends to various State Departments & Institutions;

Private Sector Funding: is to be encouraged in an ongoing manner to secure additional financial support in delivering and improving Community Development Initiatives and Programs.

Sport Development Grants

The Sport Development Strategy includes the granting of sport development support, to deserving Sport clubs & codes, which subscribe to the George Municipal Sport Policy.

Sport -Development - Grants may be considered, but not necessarily awarded, annually on merit, in compliance with the stipulations of section 67 of the MFMA 2003 (Act 56 of 2003).

Sport-Development administrators and managers are informed, at the start of each financial year, to submit the appropriate applications. This public information process is been conducted through the local radio, printed media, public sport forums, community consultative processes, etc.

Affiliated Sport Codes, which maintain sustainable practice and playing schedules, on verifiable format, with sufficient management experience, are usually recommended.

Each Sport club or code needs to sign a Grant-In-Aid agreement, upon receipt of a donation, which outlines the conditions that has to be complied with.

Sport Development Strategy

The Sport Development Strategy of George needs to be founded on working relationships, involving organized sport, local economic activity, sport tourist visits, social events, financial investment etc.

Ample Macro –Tournament precedents exist, in George, stemming from the hosting of the

- Presidents Cup (2003)
- IRB Sevens Tournaments (2002- 2010)
- Outeniqua Wheelchair Challenge\ SA Championships (2002-2011)
- Soccer 2010 Japan Base camp (2010) Soccer 2010 – Fanjol (2010)
- SA 42,2kmRoad Race (ASA – Athletics South Africa - 2011)

From which a wealth of knowledge, literature and experience has been accumulated. Sport Development Strategy suggests marketing and promotional strategies that needs to center around events, tournaments, festivals etc

The effective and strategic use of media, human resources and applicable technologies are crucial instruments of a Sport Development Strategy. The City Council's contribution should ideally be visionary planning, resource full initiatives and limited financial support to secure the desired Sport Development Outcomes.

The provision of Sport Facilities to local communities however remains the constitutional obligation of George Municipality, which have to devise an efficient Sport Development Strategy to ensure optimal usage of the facilities.

EXECUTIVE SUMMARY: REGIONAL ECONOMIC DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

This strategy is the second output of a process commissioned by the George Municipality to align, focus, and get input and buy-in for their economic development aspiration. The goal was to articulate a medium to long term position in a high growth in a relatively immature sector with long term growth potential that could:

- Capture and build a regional if not national competitive advantage;
- Be a catalyst for large scale job creation and entrepreneurial action;
- Positively transform the socio-economic profile of the locality and
- Inspire a level of social capital that can build a truly inclusive city.

The approach executed by George Municipality was a combination of the PACA and Genesis processes, both of which are international proven methodologies. There were three further differentiating features of the approach:

1. The process was largely implemented by local people, some of whom were volunteers, who were trained in the methodology by an experienced expert.
2. The local team was then supported by experienced facilitators who teamed up with the local team to ensure capability transfer.
3. Probably, the most significant was the fact that senior officials from the George Municipality played an active part in all aspects of the process, building important relationships that bridged the gap between the public and private sectors.

The key aspects of the strategy are summarised by using the 5P's of strategy. (Mintzberg, 1987)

- Perspective:** George has superior but largely generic comparative advantages in most sectors and particularly in tourism. It does possess a range of offerings that can and will appeal to targeted market segments. However, these offerings are unlikely to be economic drivers in their own right.
- Position:** In the area of agriculture there is consensus that the George locality does have a natural comparative advantage in three agricultural sub-sectors. These are vegetable and fruit production, timber and more uniquely in berry production.
- Plan:** The plan that grew out of the process was the need for specialisation in the area of comparative advantage, especially berries, fruit and vegetables. To do this would require collaboration across a range of stakeholders and the building of local partnerships.
- Ploy:** Develop a scalable processing facility, owned by the primary producers in the form of a tertiary co-operative is likely establish an early mover advantage and a "suction force" for new entrants into the sun-sector as well as provide a market for the disparity of primary produce quality while new entrants build their quality profile.
- Pattern:** The pattern of action will be to focus on mobilising systematic support for new entrants into the fruit, vegetable and berry sectors while concentrating on value chain integration and more specifically on promoting George as an agri-business cluster that is "**open for business**" to primary producers from the broader region.

The overall conclusion that was reached by this process is that George as a competitive city is OK but can do better by adopting a single-minded and relentless determination to maximise its potential in the areas where it has **real, objectively determined**, comparative advantage.

LOCATIONAL DESCRIPTION

The George Municipal area falls within the Eden District, the third largest district economy, by both geographic size and gross domestic product (GDP) in the Western Cape, after the City of Cape Town and the Cape Winelands District. This district is informally known as the Garden Route, with the city of George, its hub, nestled among the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean.

George is situated on the major transport routes between Cape Town in the south and Port Elizabeth in the east. This location has been considered as advantageous for investment particularly with regard to manufacturing, logistics and warehousing. The municipal area is 5190.43 km² in extent, home to (circa) 150,000 people with the municipal area including the following: City of George, villages of Wilderness and Herold's Bay, various coastal resorts such as Kleinkrantz and Victoria Bay, rural areas such as the area around Rondevlei (east of Wilderness), Geelhoutboom, Herold, Hansmoeskraal and Waboomskraal, as well as Uniondale and Haarlem.

CONTEXT

This strategy should be viewed in the context of a concerted effort by the George Municipality to bring about dynamic socio-economic transform for the locality. A key component of this transformation is the elevation of economic development and the desire to create a "joining-up" culture as a means of achieving this.

This strategy has not been developed in isolation and has been informed by introspection by the George Municipality, an economic review undertaken by the Economic Development Unit and an Economic Development Readiness Assessment by RED-X with support from the Western Province Provincial Government.

The outcome of this introspection was a decisive policy statement for economic development for the George locality:

George Municipality recognises the important role it plays in ensuring an enabling environment for economic development as a means to sustainable livelihoods for its residents. In aggressively pursuing economic growth a multi-faceted, cross-sectoral, participatory approach will be followed. At the centre of this will be co-operation and the building of lasting, productive relationships with civil-society, business, NGO's and other stakeholders in the pursuit of common goals. Although a structured approach is envisioned, sufficient flexibility will be incorporated to allow for the identification and pursuit of ad-hoc opportunities.

STRATEGY IN PERSPECTIVE

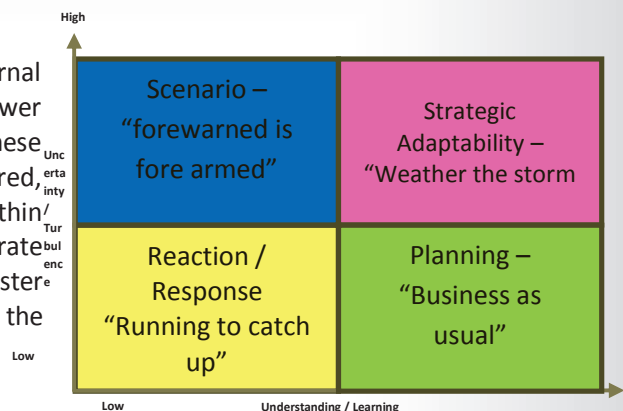
The concepts and definitions of strategy, strategic planning, strategic intent, etc., are issues that underpin most discussions related to regional and local economic development. This discussion is particularly relevant at this time in South Africa given the resources being spent on Integrated Development Planning (IDP), Growth and Development Strategies (GDS), the National Spatial Development Perspective (NSDP), New Economic Growth Path (2010) and the National Development Plan to 2030 (2011) and may point to why so many IDP's to date have over-promised and under-delivered. It may also provide insight as to why grass roots development appears to either depend on, or expect government to "rescue" SMME's or be the primary catalyst for transformation.

Drawing a line between strategy and planning may also provide some insight to the perennial issue bedeviling municipalities, being the roles, responsibilities and framework of responsibility of councillors (directors) and officials (managers) and the business sector (operators).

Strategy vs. Planning

To consider strategy and planning as inseparable and a continuum of a single process is predicated on two very important assumptions, neither of which, it can be argued, characterise the current globally connected and uncertain economic landscape.

Assumption 1: the rate at which the external environment is changing is slower than the rate at which these changes can be captured, interpreted and processed within organisational structures i.e. the rate of adaptation and learning is faster than the rate of change in the external environment.



Assumption 2: That changes (turbulence) in the external environment are invariably short term in nature and that, in fact, the external environment is fundamentally stable and predictable and can be addressed by rational research i.e. nothing really changes, there may be blips on the radar screen; but if we are patient and consistent in sticking to the plan, the plan will win in the end.

What is Strategy?

Strategy is about understanding the “business” that you are in, where competitive advantages exist within your sphere of control and then building the competencies needed to harvest that advantage in the face of resource constraints, future uncertainty and global market conditions.

- A strategy is therefore about consistent behaviour, values and principles against which managerial and planning decisions can be tested, resources mobilised and allocated as and when available, and by adapting to conditions more rapidly.
- A good strategy should therefore be more about looking from the outside in and responding to opportunities, threats, trends and uncertainties.

Synopsis of Strategy

“A strategy is a roadmap for the future – the direction an organisation is headed, the position it intends to stake out, and the capabilities it plans to develop.”

Thompson & Strickland – Strategic Management Concepts & Cases

This quotation attempts to differentiate between the concepts of strategy and planning and is essential in understanding the framework and conclusions that will be laid out in this document as well as understanding the steps that were undertaken during the workshops that have been conducted over the past few weeks.

“Strategic thinking is about making the best use of what will always be a limited amount and quality of resources”

Hanford, 1983

A realistic and focused strategy is also vital when it comes to decision making regarding the allocation of resources, both public and private, as well as mobilising and aligning the vision and efforts of the people who are operating within the business (or sector). The quotation that best sums up this approach is:

“Strategy is about saying no!”

David Maister (HBR 2006)

The implication of this quote is not that one stops doing those things that are needed to keep the municipality on an even-keel; it simply means that it is possible and important to allocate available resources where the highest impact will be achieved.

“Above all, strategy is about understanding what you do and don’t control, and what is certain and uncertain about the future – and knowing when to change direction to avert unintended, and possibly tragic, consequences”

Clem Sunter & Chantell Ilbury, 2007.

The principle behind the development of a strategy is to position an organisation or locality in such a way that it can stake out a position that plays to its naturally endowed strengths. This requires the development of distinctive competencies that will, over time, build the competitive position of the organisation and, more importantly, reduce its dependency on other stakeholders that are outside of its sphere of influence as well as reducing its vulnerability to external shocks beyond its control.

The participants during the engagement process as well as the people involved in the first (hopefully of many) strategic conversations would probably agree that they have arrived at a point where the following quote can and will be given substance.

"Strategy is the pattern of choices and decisions an organisation that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of activities the organisation is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its stakeholders, employees, customers, and communities."

Kenneth Andrews – Concept of Corporate Strategy

Mission

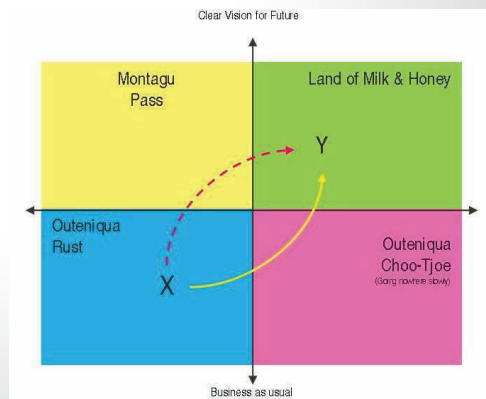
Build a sustainable economic position that capitalises the natural endowment of George and its broader locality, one that can be held in the face of competition, and creates opportunities for collaboration, large scale entrepreneurship and “decent” jobs.

Vision

The Land of Milk and Honey.

The economic vision was envisioned and articulated by scenarios all of which resonate with perspectives of the locality;

The vision articulates and aspires to move from where the community is currently perceived to be and described as



Outeniqua Rust to the aspirational Land of Milk & Honey

In picturing this vision the participants were clear that the Montagu Pass scenario which would be dominated by a small group of the “historically advantaged”, while plausible, would be socially destructive.

The route to the milk and honey scenario that resonated was the Outeniqua Choo- Tjoe which, it was acknowledged, would take longer, demand a significant investment of good will and collaboration but the resultant social capital⁵ would secure a future where all the residents of the locality would share a sense of ownership and belonging.

George Municipal Perspective

The George Municipality is conscious of the fact that Councillors are elected representatives of the communities that they serve. They, in turn, are charged with providing leadership and support to the officials that are employed to serve the needs of the entire community.

In essence every resident, or visitor, is a customer whose reasonable needs are to be served within the mandate and operational scope of the municipality.

In the context of this Strategic purpose of the municipality is to deliver an enabling environment that is as conducive and business friendly as is possible within the law and national regulations and to make every effort to eliminate structural barriers to investment, business retention and growth.

In the context of economic growth and development and given South Africa’s history it is not a viable option to leave business development and investment decisions to the market alone. For this reason it is imperative that the George Municipality intervenes strategically in the development arena, including the possible establishment of an institutional vehicle to:

- Improve functionality of markets;
- Facilitating catalytic projects, that level the playing field for entrepreneurial activity,
- Facilitating new entrants in sectors of strategic priority,
- Manage mechanisms that organise buying and selling, channel the flow of information but at the same time do not distort the market by creating unfair competition.

Development Recipe

The role of the George Municipality and its position with regard to economic development is to:

- Focus rigorously on economic opportunity that positions the locality in terms of its environmental natural endowments
- Acknowledges the proximity and logistical constraints of the region and focuses on:
 - a. Primary products with potential for differentiation and “long tail” vertical integration and clustering options.
 - b. In generic economic sectors (e.g. tourism) focus on differentiation and best value. This is not the same as lowest cost!
- Create and continuously improve the enabling environment for development, investment and the retention and expansion of all aspects of the business sector.
- Provide a dynamic link to public sector resources to support its developmental agenda while adhering to the position that is not expected and has specifically stated that it is not, and will not, be an investor or active player in the business sector.

At the same time the municipality does have a real and unapologetic role to play in guiding economic growth in a direction, and in such a way, that the region can realise its potential and its socio-economic potential and its overall transformation objectives. In the case of George Municipality their strategic difference is the fact that they have a realistic understanding of their locational advantages and disadvantages; a clear picture of their competitive advantage; the determination to say no to those opportunities that will divert them from their strategic intent; or, fit with their pattern of assessing development opportunities where their active support or intervention is required.

- I. Is the project coherent with and aligned to the priority municipality’s strategic development imperatives?
- II. Will the project build trust, lead to collaboration and result in improved social capital?
- III. Does the project have specific and measurable indicators of sustainability, relevance to the socio-economic objectives of the municipality, and potential medium to long term impact?
- IV. Is the project realistic and realisable

Underpinning the development recipe are five key factors that will set the George strategy apart:

- i. Realistic and pragmatic perspective that George is in competition with regional and national Metro’s and Cities that have better infrastructure, larger markets, and more substantial resources. However, it does have a natural comparative advantage that can be harnessed and where a competitive position can be created and held in the long term.
- ii. A commitment to inclusivity and collaboration by creating space for on-going strategic conversations about things that really matter, agree on business positions, direction and value propositions.
- iii. A very clear view for the future economic development for George which will stand in good stead when seeking provincial and national support and resources.
- iv. Recognition that while a medium to long term vision, mission and strategy is vital to set goals, create a sense of destiny and provide direction it is just as important to build positive sentiment and create and maintain momentum from identifying, publicising and celebrating quick wins.
- v. The road out of poverty and economic disparity can only be built on sustainable growth in sectors that create opportunities for both jobs and entrepreneurial activity.

Strategic Positioning

In considering the strategic positioning of the George Municipality it is important to be reminded that the shared perspective of the PACA and strategy engagement process was that George as a locality is doing comparatively well given the international financial and economic crisis. This does not mean that there is not an opportunity to improve the current position by doing existing things better or for doing better things by planting the seeds for quantum leaps of innovation in the future.

The George locality’s comparative advantage lies in two areas:

*“All the evidence indicates that the shift from farming to industry is helped, not hurt by healthy agriculture, which helps towns and cities prosper.”
(World Bank, 2009)*

I. It’s natural endowment with abundant water, arable land and climatic conditions that are favourable for agricultural development. Within the agricultural sector there is generic but, because of availability of water, a higher than average potential for timber, fruit and vegetable all of which have the potential for “long tail” value addition and vertical integration.

II. Its locational advantage of quality of life and well developed (but can be improved) social infrastructure, and recreational potential

George also possesses a highly differentiated comparative advantage for the cultivation of a wide variety of berries, all of which have the potential for extensive and diversified value addition. This is an opportunity that if optimised strategically could position George as the Berry Capital of South Africa. This positioning could also become a unique tourism attraction which, when added to the established attractions of the Garden Route, could realistically position George as a destination on the scale of the Western Cape Winelands.

Strategic positioning is not about only one thing at the expense of all others. It is about picking winners and concentrating limited resources in such a way that it builds positive sentiment and momentum. The benefit of this is manifest in a critical mass that will “spill over” and positively impact on the regional economy as a whole.

Organisational Character

Having a strategy is one thing, having the organisational will, commitment and determination to implement it requires leadership and organisational character. This brand of character needs to be developed and embedded in and across the entire organisation. Developing this level of character in the organisation will require a number of assumptions and pre-requisites:

- I. That leadership in the municipality and stakeholders realise that the development focus has been undertaken in a transparent and participatory manner and that there is real commitment to see it through.
- II. That the strategy, while aspirational, is well grounded in environmental and economic reality, will respond to the development potential of the locality as a whole, and can be realistically expected to produce the socio-economic results that are needed to address transformational imperatives.
- III. That political leadership is committed to the strategy, will apply it within the determined boundaries, and will do so consistently and rigorously without being diverted by political expediency.

This will necessitate the alignment and coherence of the George Integrated Development Plan (IDP) with the Eden District IDP and the Eden Districts Growth and Development Strategy (GDS) in such a way that operational decisions aligned to the strategy can be taken expeditiously

- IV. The municipality orientates all its operational units with the strategy and aligns its organisational processes and budgets accordingly.
- V. The collaboration and participatory approach that has been initiated during the strategy development process becomes an established and valued part of city culture.

Goals

Long Term

The overall goal of the strategy is to build and hold a long term competitive position as a differentiated and integrated agri-business centre of excellence, one that has the potential to address the socio-economic needs and aspirations of the people in the area. .

There are three complimentary processes needed for realising this goal:

- The first is to encourage and facilitate the development of primary production in the priority areas of fruit and vegetable (especially berries) and timber.
 - The second is to identify market opportunities and develop the relationships needed to grow and diversify the sectors.
- The third is to encourage and support secondary and tertiary processing as the catalyst to grow the sectors beyond the fresh produce and local markets into a dominant regional, if not global force.

It is here where the Montague Pass or the Outeniqua Choo-Tjoe scenarios could play out.

The Montague Pass scenario

The Montague Pass scenario would be where established producers, or well-resourced new entrants who have already or have the means to achieve the necessary quality standards to meet their client expectations, will incrementally expand their production as their market penetration matures. They will grow their labour force to meet the demand by employing people from an over-supplied market until they choose either to consolidate or possibly expand further by investing in secondary or tertiary production as and when their timing and economic circumstances justify it.

In essence this scenario is a one that will grow the sector in a sustainable manner but will arguably exacerbate economic and social disparity in the region.

The Outeniqua Choo-Tjoe scenario

Envisages a much slower, arguably a higher risk, higher opportunity cost option, but one that ultimately offers a more equitable approach for entry into, growing and ultimately dominating the market. This option will respond to the needs of established producers but is more orientated towards enabling entrepreneurs and small farmers to move up from food security through market gardening into commercial production. It would also encourage the establishment and growth of input providers and supporting services.

To achieve a dominant position requires density of production, the mitigation of distance as measured in cost of support services and transport cost, and reducing divisions that are brought about by varied production quality and fragmentation of processing over a wide area. Addressing these factors will require deliberate interventions in two priority areas.

1. Urbanisation economies of scale.

These economies of scale arise from a larger number of different industries in the same place where agglomeration can develop in areas such as broadening the market for input suppliers, competing market agents and support services. It also leads to the matching of skills to opportunity and demand driven skills improvement from tertiary education providers. Just as importantly this level of density accelerates the spill-over of knowledge allowing workers and entrepreneurs to learn from each other. In this regard George is already the regionally dominant market town and service centre placing it in an ideal position to create the environment needed to build the necessary economies of scale to capture and hold the “early mover” advantage to build market dominance.

The pull or suction force for urbanisation economies of scale would be a combination of engaging with large established buyer’s vis-a-vie futures contracts and the establishment of a processing plant within the city precinct. This processing facility would be one that is set up as a tertiary co-operative, is owned by the primary producers, contract managed on behalf of the growers but with the strategic intent of maximising their revenue.

2. Internal economies of scale within the priority sectors.

Internal economies of scale arise from the aggregation and diversification of product range, optimal utilisation of the produce (minimal wastage), and the negotiating power for procurement of inputs, and the ability to engage with larger contract buyers.

The keys to internal economies of scale are:

- Become a centre for farmer support in all respects (training, mentoring, production credit, production planning, crop collection, sorting, grading, marketing, etc.).
- Optimise “farm gate” revenue by broadening the quality range of usable output. This is provided by value adding that is not dependent on only first grade crops. However this does require capital intensive technology processes.
- Strike a balance between labour intensive operations and essential mechanisation.
- Ensure the facility complies with the international requirements set for food safety.
- Enable interested informal traders to become bankable by obtaining a formal trading stand (address) and to become part of organised agriculture, food and related goods distribution networks in the district.
- To enable the informal trader/hawker to move to formal retailer and to eventually have the opportunity to graduate to a commercial trader and/or wholesaler.

Medium Term

The three other strategic opportunities that were prioritised are dependent on factors that are outside of the sphere of control of the George Municipality or its private sector.

These are:

Strategic Opportunity	Critical Constraints
Rebranding of George	The need to engage stakeholders with regard to how the region will be strategically positioned and its value propositions
Structural Timber and Furniture	Reversal of provincial decision against the replanting of plantations. Assessment of the potential conflict of land use between timber and fruit and vegetables production.
Call Centre	Positive outcome of the feasibility study being conducted by BPeSA – the National Association for companies.
Dairy Value Chain	Potential of attracting a national dairy producer to the region. Failing which, the possibility of a boutique dairy and cheese sector built on unusual high protein levels that are conducive to cheese making.

Short Term

There were a number of quick win projects that were considered to be a catalyst in reinvigorating the tourism sector which is considered to be lagging but at the same time there is the realisation that George is not home to any differentiated or unique attributes. The short term strategy that was mooted was the introduction and systematic growth of a series of events and activities.

Event/Activity	Key Performance Area
Berry Festival	Strategic in creating awareness, sentimental and momentum for the positioning of the region as the Berry Capital of South Africa’s well as an attraction in its own right. Needs a champion to drive it.
Hops Festival	Builds on the fact that George is the only producer of hops in South Africa. Intention is a locational beer festival in conjunction with the Micro-Brewery sector. Needs a champion to drive it.
Trekking Trail	Hiking is a growing lifestyle attraction and fits with the health and wellness theme of the

	Berry Sector. The intention is to connect various points of interest in a trail that can be undertaken according to hikers available time. Need a champion to drive it.
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Strategic Communication

At the local level the key to successful strategy implementation at the local level is consistency, alignment and establishing mechanisms for feedback and dynamic and creative conversation, one where people are able to engage and be heard. The key message being that **we are the ones we have been waiting for!**

Strategic communication is an essential tool to building awareness and mobilising support and strategic investment. However, it must be direct, candid and consistent in articulating the regional vision, mission and goals. It must ensure that when promises are made they are kept and there is a commitment to the objective of under-promise – over-deliver.

'Never doubt that a small group of thoughtful, committed citizens can change the world – indeed it is the only thing that ever has'.
(Margaret Mead)

George can and will be able to positively influence its future if it simply mobilises and harnesses the creative talents and resources of its residents. However, add to this a surgical approach to engaging with strategic partners can provides quantum leaps in innovation and command the “early mover” advantage by unlocking resources that entrench the latent competitive advantage of the broader region.

The most significant potential partners in this regard would be:

- Department of Trade & Industry.
- Development Bank of South Africa
- Industrial Development Corporation.

When talking to these organisations and for that matter, all stakeholders and potential partners there needs to be a consistent message that:

- George has a clear and pragmatic view of its competitive advantage and how it intends building on that;
- That the strategic approach that it has chosen is one that will build social capital and bridge the historical divide that is the legacy of South Africa’s history;
- The strategic position that has been chosen is agreed by all stakeholders after an extensive engagement process and is the one most likely to offer the growth potential to meet the aspirations of all its residents;
- The strategy, while focused on agri-business has product focus (Berry value chain) that has a value proposition that can cut across the tourism and wellness sectors and create a demand profile that can rival the Cape Winelands;
- While George does have a very clear view of its differentiated future it remains **open for business** in all sectors, welcomes investors to engage but will give priority to those sectors that will directly contribute to its future as a dominant agri-business cluster and especially in a growing berry value chain.

EXECUTIVE SUMMARY: HUMAN SETTLEMENT PLAN

Executive Summary

The Human Settlement Plan (HSP) has been prepared under the auspices of the Built Environment Support Programme (BESP), an initiative between the Western Cape Department of Human Settlements (DHS) and the Department of Environmental Affairs and Development Planning (DEA&DP) to redress Apartheid's spatial legacy by promoting integrated and sustainable human settlements. Human Settlement Plans are multi-year plans for a municipality's housing sector that encompasses a high-level medium to long-term (i.e. 20 year) strategy and a short-term (i.e. 5 year) action plan for the establishment of integrated and sustainable human settlements.

There are several phases that constitute the HSP. The situational analysis utilised the project management cycle approach as the framework for assessment. This enables the assessor to establish a holistic overview of the settlement/housing planning and delivery system. The situational analysis reviews all available documentation (as provided by the municipality) in order to establish the status quo of the settlement/housing delivery system in the municipality. Phase 2 will focus on developing the relevant policies and strategies (e.g. densification strategy, integration strategy, sustainability criteria, etc.), while the other phases will address the 'later' half of the project cycle (programmes and projects, implementation and construction, and monitoring and evaluation).

The study area is defined as the official jurisdictional area of the George Municipality stretching from the western boundary close to Heroldsbaai including the towns of Blanco, Pacaltsdorp, Herold's Bay, Wilderness, Hoekwil, Bergplaas, and Kleinplaat to the eastern boundary close to Rondevlei. These towns fulfil different roles in the hierarchy of settlements. As regional service centre the Greater George urban area is the economic hub of the municipal economy, with substantial service, commercial and light industrial sectors. Although it accommodates 85% of the municipality's population, it does not function as an integrated town but as an agglomeration of fragmented urban areas that reflect the legacy of apartheid spatial planning. Within the Greater George urban area there are significant disparities in living conditions, with a too high percentage of the population inadequately housed (many of the informal areas do not have access to basic services).

The HSP includes an overview of a programme for research and planning of housing developments and projections for the following 5-year budget cycle. Furthermore, an overarching strategy for the development and management of George Municipality's space-economy was prepared. The municipality's strategy for the development of integrated and sustainable human settlements presented 2 key themes. The development proposal focuses on densification of activity nodes and re-development of poorly serviced areas. This approach aims to strengthen socio-economic integration within the greater urban area.

The main obstacles to the provision of integrated sustainable human settlements are the financial situation of the George Municipality and the lack of inexpensive vacant land. Further critical concerns are the existing housing backlogs, the backlogs in infrastructure and services and the rate of housing delivery of the municipality because of the lack of funding. In this section a quick overall evaluation is done to identify the work specifically required within the George Municipality to take the Human Settlement Plan forward. As the project cycle approach was used as a means to assess the state of readiness of the George Municipality to prepare and implement human settlement plans, specific tasks within each phase in the project cycle are highlighted below. The next step in the next phase will be for the Municipality to review, this assessment in order to confirm all tasks and areas requiring attention.

By engaging with different spheres of government and integrating the strategies of existing development plans, the Municipality will develop a strengthened and co-ordinated approach to human settlement planning.

The HSP suggests a key strategy being the investment in gap housing, rental stock and site-and-service sites. Since gap housing makes up 24% of the housing need, it is recommended that non-state funding is explored to increase the supply of rental stock and make it more affordable to those who do not qualify for full subsidies. It is important that capital contributions for these developments be reduced by at least 50% and this needs to be complimented by the municipality identifying *well-located* land for such developments, subject to a proportion of the project being developed for the gap market. In line with the State's Policy Framework, it is further suggested that the land be provided by the municipality at cost.

Interventions are however required to facilitate access to land for gap housing and to incentivise the refurbishment and conditions of tenure of rental structures.

Introduction

The Human Settlement Plan (HSP) has been prepared under the auspices of the Built Environment Support Programme (BESP), an initiative between the Western Cape Department of Human Settlements (DHS) and the Department of Environmental Affairs and Development Planning (DEA&DP) to redress Apartheid's spatial legacy by promoting integrated and sustainable human settlements. Human Settlement Plans are multi-year plans for a municipality's housing sector that encompasses a high-level medium to long term (i.e. 20 year) strategy and a short term (i.e. 5 year) action plan for the establishment of integrated and sustainable human settlements. HSPs aim to create integrated settlements that provide meaningful livelihood opportunities for all residents by considering socio-economic and environmental opportunities. This includes the provision of services such as electricity, water, sanitation and access to transport and economic amenities. The HSP identifies what strategic interventions are required over the next 20 years, and then specifies how, where, when, by whom and the resource requirements for implementing priorities over the next 5 years. Based on priorities identified in the HSP, detailed implementation plans for specific projects are then drawn-up as a subsequent exercise.

The plans should address the following objectives:

- Housing demand;
- Delivery constraints and impacts;
- An appropriate response to these constraints;
- Co-ordination and alignment between housing strategies and policies from all spheres of government;
- Guidance on the identification, prioritisation and implementation of housing projects;
- The quality and quantity of housing to be delivered;
- Future budgetary requirements;
- Appropriate housing instruments/programmes, typologies and tenure options BNG and Isidima/WCSHSS principles, and
- Lessons from best practice in the district.

Approach

The situational analysis forms the first part of the HSP and reviews all available documentation (as provided by the municipality) in order to establish the status quo of the settlement/housing delivery system in the municipality. The second part of this HSP presents a medium to long term strategy for the development of integrated and sustainable human settlements in the George municipal area. The strategy builds on, and takes forward, the municipality's Integrated Development Plan (IDP) and Spatial Development Framework (SDF), and is informed by new directions in national and provincial human settlement policies. To give direction to the strategy the main challenges facing the municipality in its endeavours to restructure Apartheid's spatial patterns and provide housing opportunities for all are assessed, and the municipality's strengths and weaknesses in addressing these challenges are reviewed. From this perspective appropriate and practical municipal responses are identified, and key objectives and target dates are set. Taking into account current commitments, the strategy proposes area based interventions that the municipality will pursue in promoting integrated and sustainable human settlements.

The third part of the HSP presents the municipality's projects and programme (i.e. short term action plan) for the roll-out of its human settlement strategy. The programme specifies implementation actions in order to realize the strategic objectives by the set target dates. In addition a set of performance targets for monitoring and evaluation purposes are presented.

Detailed data referred to in the body of the text, from which the report's tables have been derived, are presented in appendices.

Study Area

The study area is defined as the official jurisdictional area of the George Municipality stretching from the western boundary close to Heroldsbaai including the towns of Blanco, Pacaltsdorp, Herold's Bay, Wilderness, Hoekwil, Bergplaas, and Kleinplaat to the eastern boundary close to Rondevlei. Refer to Figure 1 and Figure 2 below

Figure 1: Study Area: George Local Municipality

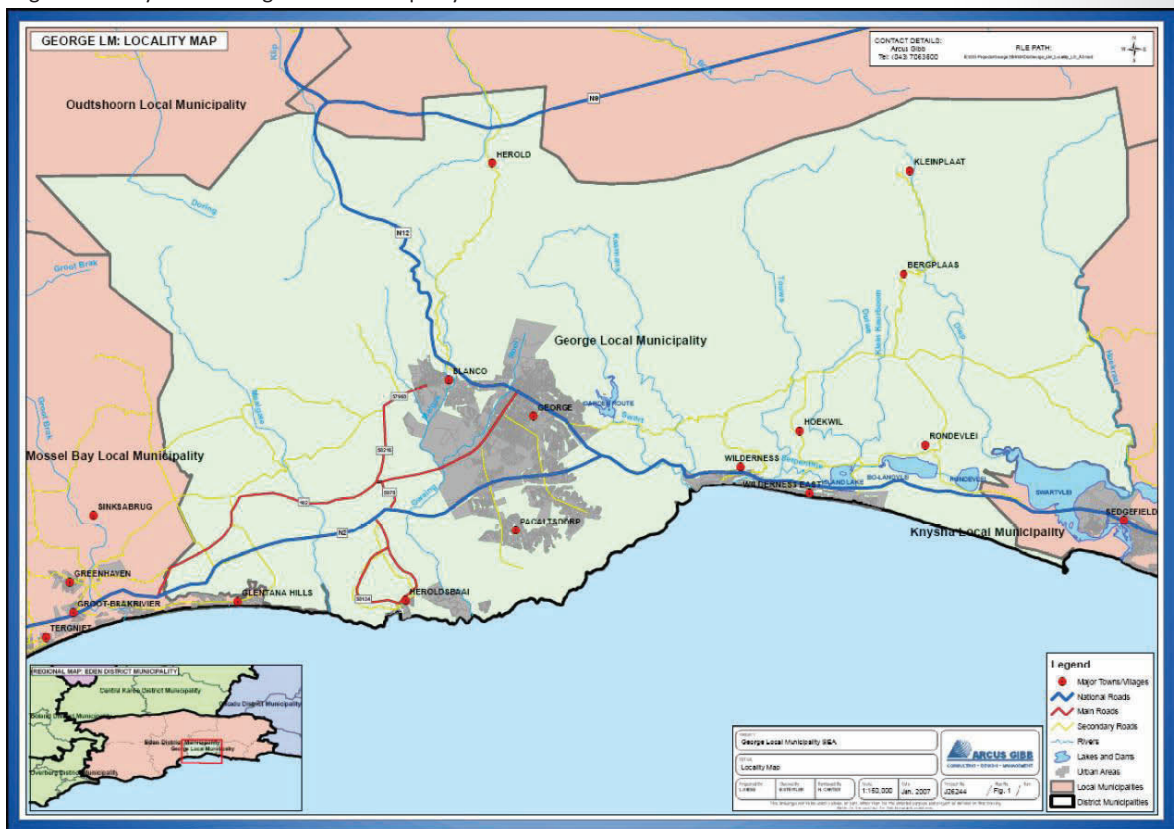


Figure 2: Municipal Hierarchy



The Project Management Cycle

The project cycle approach was used as a means to assess the state of readiness of municipalities to prepare and implement integrated human settlement plans. The cycle is illustrated in the figure below. This document is also structured accordingly and all the processes followed in George Municipality align to this cycle.

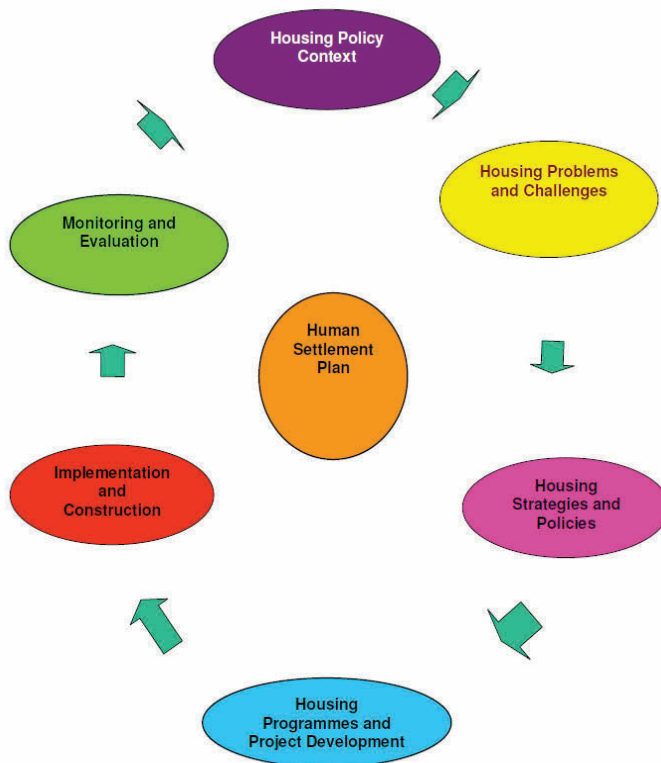


Figure 3: Integrated Human Settlement Plan

Reviewing Housing Policy Context

The following municipal and district policies, strategies and plans all impact on housing:

- Municipal IDP
- LED Plan / Strategy
- Spatial Development Frameworks
- Transportation plans
- Other commissioned research

Identifying Housing Problems and Challenges

The housing demand will be established in this section. Housing demand is notoriously difficult to pin down. Varying sources within the municipality, from NGOs, and other government departments typically have different numbers for the number of households requiring housing. Reasons include fluctuating demand, inclusion of households living in backyard dwellings, and inclusion of households living in overcrowded conditions to name a few. It is not essential to nail down the precise amount of housing units needed, since it is unlikely that there will be an oversupply of housing units in the foreseeable future.

Review of Policies, Strategies and Plans Impacting on Housing

This focuses on the issues and concerns relating to housing within the municipality.

Evaluating and Developing Housing Programmes and Projects

This section reviews the housing programmes and projects undertaken by the local, district and national spheres of government over the last 3 – 5 years, and projections for the following 5-year budget cycle. It also includes the following:

- The project description, name, number of units, typology, costs, funding source, densities, etc.
- A brief evaluation of the programmes and project in relation to the municipal and district human settlement pattern.
- Programme and project outcomes

Assessment of Implementation and Construction

This considers the progress achieved with implementing the housing programmes and projects, after funding and planning approval. This focuses on the process of construction and the process of accommodating the beneficiaries within the new housing projects. This also considers the end product and overall performance of the housing unit and the project.

Assessment of Monitoring and Evaluation

The assessment will be considered in relation to the indicators and performance measurement:

- Inputs: These refer to the human, financial, skills and other resources applied in the preparing and implementing the HSP.

- **Activities:** These are the actions undertaken to transform the inputs into outputs (housing products and services).
- **Outputs:** Tangible housing products and services resulting from applying the inputs.
- **Outcomes/Impact:** This is the direct or indirect consequence of the housing outputs. These can generally be measured in terms of the extent to which the aims and objectives of the HSP have been achieved.
- The process refers to the approach and methods to involve key stakeholders and the degree of ownership and support for the housing programme and project outcomes. The overall effectiveness and efficiency of the Housing Programme will also be evaluated in terms of its ability to realize liveable housing units and sustainable human settlements. A set of criteria (both quantitative and qualitative) will be developed to guide this overall evaluation guided by the municipal vision and objectives.

Analysis

This is the first step in the HSP process where baseline information for the Municipality is established.

The following sections will be referred to:

- Human settlements
- Housing Need
- Access to services

Human Settlements in the George Municipal Area

The George Municipal area includes the following major towns (refer to Figure 2):

- Herold's Bay
- Pacaltsdorp
- George
- Blanco
- Thembalethu
- Victoria Bay
- Wilderness
- Hoekwil
- Touwsranten
- Kleinkrantz

These towns fulfil different roles in the hierarchy of settlements. As regional service centre the Greater George urban area is the economic hub of the municipal economy, with substantial service, commercial and light industrial sectors. Although it accommodates 85% of the municipality's population, it does not function as an integrated town but as an agglomeration of fragmented urban areas that reflect the legacy of apartheid spatial planning. Within the Greater George urban area there are significant disparities in living conditions, with a too high percentage of the population inadequately housed (many of the informal areas do not have access to basic services).

Some 2 359 households, comprising approximately 7% of the municipal population, live in the greater Wilderness area. Human settlement patterns along this section of the coast comprise the historic villages of Wilderness and Victoria Bay and the newer suburbs of Wilderness East and Kleinkrantz. Settlement patterns up on the coastal plateau comprise the villages of Hoekwil and Touwsranten, smallholding areas, and an informal settlement at Wilderness Heights. These are all predominantly dormitory settlements, particularly

those on the coastal plateau that has a narrow economic base related to the provision of services to local residents (a large retirement community and those who commute to work) and tourists visiting the area. Human settlements here also reflect the legacy of apartheid’s segregation policies.

The 2 438 households who live in the Herold’s Bay area comprise 7% of the municipal population. Settlement patterns here comprise the historic coastal village of Herold’s Bay (mainly holiday homes), and new gated, residential golf estates and resorts on the cliffs above the coast. These are essentially dormitory settlements, serving the seasonal recreational and tourist markets and those who commute to jobs in George. Given the area’s focus on the upper income markets, levels of social integration are extremely low here.

The isolated rural ‘bosdorpies’ of Herold Kleinplaas and Bergplaas, which accommodate less than 1% of the municipal population, accommodate retirees and those still involved in the forestry and conservation sectors of the local economy. Whilst residents have access to basic housing and services, they are isolated from community facilities and many do not have security of tenure.

Housing Needs

According to the municipality’s IDP (2010/2011) the current situation, in terms of housing needs in the George Municipality, is depicted in the table below.

Table 1: Housing need for George Municipality

Housing Type	No. of Households
Shacks	6208
Formal units	4423
Gap or rental waiting list	3570
Shacks in backyards of formal units	4029
Total	18 230

This represents 98 000 people, including children. The waiting list is growing at a rate of 6% per annum, i.e. 840 new applicants per annum.

The latest need for housing (2012) totals and is calculated as follows:

Informal areas	± 6000
General Waiting list (George)	
General Waiting list (DMA)	
GAP or rental housing (George)	
GAP or rental housing (DMA)	
Total	

The current mode of delivering new housing opportunities is not making significant in-roads into the backlog. It is for this reason that the IDP calls for a new approach to housing delivery in the municipal area. To this end the municipality’s first HSP must present a new strategic approach to delivering housing opportunities over the medium to longer term and reprioritise the delivery programme over the next 5 years. In addition to state-assisted housing interventions, the municipality is also attempting to leverage private sector involvement in the delivery of housing opportunities to those who do not qualify for bond finance. An example is the Destiny Africa development, where a condition of approval is that 3 500 of the 20 300 new housing opportunities to be developed will be allocated for rental and middle income Gap housing.

The housing products available can be grouped into three broad categories relating to available finance options:

- Government subsidy housing (no beneficiary contribution): This is government subsidy for households earning below R3 500 per month.
- “Gap” housing (those who do not qualify for a full government subsidy; nor do they earn enough to qualify for a bond from a financial institution): This refers to households earning above R3 501 per month, but below the minimum R7 500 that banks require to be eligible for a bond. Gap-housing also seems to be in demand since it constitutes 24% of the housing need. Backyard structures represent 22% of the housing need but it could be argued that it forms part of the private rental market. Recently housing specialists are however contemplating whether public investment should not be channeled into the servicing of backyard structures.
- “Bonded” housing: Households earning above R7 500 per month can qualify for a bond from a financial institution.

Whilst accurate data on the income breakdown of the 18 230 inadequately housed families in the George municipal area is not available, one may deduce that 10 631 (6 208 + 4 423) households potentially below the income of R3 500 per month and 7 599 (3 570 + 4 029) households potentially between R7 500 and R12 000 per month.

Whilst accurate data on tenure security is not available, it can safely be assumed that all of the 10 232 (6 208 + 4 029) households living in shacks have insecure tenure status, as well as many of the 4 423 households living in overcrowded formal housing units. In addition those living in subsidy houses who have not yet received title deeds to their property also have vulnerable tenure status. Overall, insecurity of tenure emerges as a significant human settlement challenge in the George municipal area.

Focusing on those segments of the housing market that the private sector does not serve (i.e. the state assisted housing market comprising the subsidy and gap market segments), current housing needs in the George municipal area may be differentiated according to two growth scenarios i.e. high and low growth as depicted below.

Table 2:Housing Need Scenario 1: High Growth

	2010	In-Migration up to 2020	New Household formation up to 2020	TOTAL
Informal Free-standing Settlement Structure	6208	4800	4988	15996
Overcrowded Formal Structures	4423		2562	6985
Gap & Rental Housing Waiting list	3570		2067	5637
Informal Backyard Structures (in Formal Townships)	4029		2333	6362
TOTAL	18230	4800	11950	34980

Table 3: Housing Need Scenario 2: Low Growth

	2010	In-Migration up to 2020	New Household formation up to 2020	TOTAL
Informal Free-standing Settlement Structure	6208	1953	1857	10018
Overcrowded Formal Structures	4423		1162	5585
Gap & Rental Housing Waiting list	3570		938	4508
Informal Backyard Structures (in Formal Townships)	4029		1058	5087
TOTAL	18230	1953	5015	25198

The high growth scenario assumes in-migration at 200 households per annum and new household formation at 2, 2% per annum (assumed by SEA in the George SDF). The lower growth scenarios assume in-migration and new household formation at 1, 28% (2010 to 2016), 0, 97% (2017 to 2030). Based on the low growth scenario, the key fiscal challenges arising from analysed needs are in respect of 15 603 housing opportunities required by 2020, arising from informal settlements. It could be concluded that the lower growth scenario could be more realistic given that they account for the impact of HIV/AIDS and the impact of the depressed economic environment.

Status of basic services

Human settlements in the George municipal area reflect apartheid’s spatial legacy where poor communities were placed furthest from urban facilities and employment centres. Inadequate attention to community facility provision in new housing developments has exacerbated this legacy impact. As is the case in all municipalities, George is faced with a formidable challenge in restructuring the urban landscape so that it works for the poor.

In total, some 7 356 of the 10 232 shacks in the George municipal area have inadequate access to basic services (IDP 2010/2011). In order to address this backlog the George Municipality, through its informal settlements upgrading programmes, service provision to 4 350 households located in and around is to be improved in Thembalethu. This aligns with the findings of the vulnerability risk investigation (refer to Table 4). The challenge is also to accelerate and broaden the rollout of this programme in order to reduce the risk faced by other vulnerable households.

Table 4: Informal structures vulnerable to risk of lack of services

Area	High Vulnerability Risk		Medium Vulnerability Risk	
	Informal Settlements	Backyard Shacks	Informal Settlements	Backyard Shacks
Blanco	86			
Borchards		170		
Conville		305		
Die Bof				4
Groeneweide	7			
Lawaikamp		114		
New Dawn Park				217
Pacaltdorp				324
Parkdene	20	178		
Protea Park				135
Rosemore				390
Sea View				26
Syferfontein	99			
Thembalethu	778	2287	1140	956

Kleinkrantz	48			
Touwsranten	51			
Wilderness Heights	21			
Totals	1110	3054	1140	2052

Inadequate Funding for Developing Integrated Human Settlements

(a) Division of Revenue Act Allocation

DORA allocations to George Municipality over the period 2010 to 2013 for funding the augmentation of bulk infrastructure and the delivery of state-assisted housing opportunities are summarized below.

Table 5: Funding allocations to infrastructure and housing in George

Allocations	2010/2011	2011/2012	2012/2013	Totals
Bulk Infrastructure & Electricity Grants	R40 314 000	R63 377 000	R 62 126 000	R 165 817 000
No. of Service Sites	2016	3169	3071	8256
Human Settlement Grants	R 40 449 000	46 858 000	R 44 794 000	R 132 101 000
No. of Housing Opportunities	381	441	423	1245

Assuming the average cost of bulk infrastructure provision per housing opportunity is R 20 000, with these grants George Municipality can extend bulk infrastructure to 8 256 households over the next 3 years. This is however a theoretical exercise since many of these bulk funding is already committed to existing projects.

Assuming an average internal servicing cost of R 22 162 per stand, and a cost of R 107638 to provide top structures – the number of housing opportunities that can be provided over the next 3 years under alternative delivery scenarios is shown in table 6. The development of the internal services is also funded from the Human Settlement grant. If the Human Settlement grant per annum is investigated to determine the mixture between service sites and top structures, the following is evident (refer to table 6 below).

Table 6: Housing opportunities under different scenarios

Financial Year	10/11	11/12	12/13		
DORA Housing Allocation	R 40,449,000	R 46,858,000	R 44,794,000		
Scenarios				Sub-total	Total
Only Top Structures	376	435	416	1227	1227
75% Top Structures	282	326	312	920	1897
25% Services	299	346	331	977	
50% Top Structures	188	218	208	614	2567
50% Services	598	693	662	1953	
25% Top Structures	94	109	104	307	3236
75% Services	897	1039	993	2930	
Only Services	1196	1386	1325	3906	3906
Top Structure Cost	R 107,638				
UISP Services Cost per unit	R 33,818				

Whilst actual costs will vary

from these assumptions, the scenarios illustrate the trade-off between providing a better opportunity to fewer households in need, versus providing initially a lesser opportunity to more households in need.

Political and Socio-economic Challenges

- a) *Political Influences*: Whilst providing a lesser housing opportunity to more people is an equitable approach for the municipality to follow, the challenge is to obtain the buy-in from ward councillors and their constituents to alternative delivery models.
- b) *Socio-Economic Influences*: The current global recession has impacted on the George property market. Whereas previously there was an expanding property market in middle and upper income areas, there is now less capital and therefore limited ability to leverage future housing developments.

Competition between municipalities for investment capital has intensified in this context, further exacerbating the relative shortage of investment capital. The municipal rates base is also under pressure as middle class homeowners have reduced affordability, thereby limiting the scope for cross-subsidisation. The challenge is to reduce household recurrent costs over the medium to long term, for example through using Eskom-subsidised solar water panels and other alternative housing technologies (e.g. water harvesting).

Strategies

This HSP is formulated within the framework of relevant legislation, and national and provincial human settlement policies.

Legislative Framework

The National Department of Human Settlements' Resource Book on Housing Chapters (National Department of Housing, undated) explains the relevance of the following legislative framework within which human settlement planning and implementation takes place.

- i. The Constitution says that everyone has the right to have access to adequate housing, and that the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.
- ii. The Housing Act sets out the general principles applicable to housing development that national, provincial and local spheres of government must adhere to, encourage and promote as part of their IDPs.
- iii. The Municipal Structures Act establishes district and local municipalities and divides functions and powers between these categories of municipality. This Act requires all municipalities to compile IDPs, which are single, all inclusive strategic plans that should include housing planning.
- iv. The Intergovernmental Relations Framework Act provides that national, but particularly provincial and local, governments have to take into account each other's' circumstances and budgets, and consult with each other and co-ordinate their actions when performing their functions.
- v. The Division of Revenue Act allocates funding to municipalities through an equitable share (an unconditional grant) and also through conditional grants (particularly infrastructure grants, Sourced from the Municipal Infrastructure Fund). The Western Cape Provincial Treasury allocates these grants to George Municipality specifically for the construction of houses and the development of human settlements, as well as additional contributions for infrastructure, and the planning and maintenance of transportation systems.

Policy Framework

Key national policies informing the municipality's human settlement strategy are the various operational policies set out in the National Housing Code, as well as the adoption of the strategic direction set-out in the

Breaking New Ground (BNG) policy framework. BNG shifted the focus of the country's delivery strategy from the provision of houses to the creation of *integrated* human settlements (i.e. spatial integration of all residential communities as well as the incorporation of the necessary social facilities and places of work). To overcome Apartheid's spatial legacy the State is employing a range of methods to achieve its new strategic focus on integrated human settlements, such as: intervention in property markets by making land available at affordable prices; provision of subsidies for state assisted housing; incentivising private sector involvement in the low income housing market; empowering communities to take responsibility for their housing needs; and financial assistance to municipalities for the provision of social amenities, infrastructure and public transport facilities that are essential for the development of integrated and sustainable human settlements.

In line with this national policy framework, the Western Cape Department of Human Settlements' vision is to develop integrated and sustainable human settlements with access to social and economic opportunities for all the province's citizens. To this end the DHS is accelerating the provision of housing opportunities (i.e. the full scope of housing assistance by the State and other providers, from the provision of serviced sites, to rental units, to housing finance assistance, to a fully developed, state-funded house). The common denominator in providing more housing opportunities to all is security of tenure and unrestricted access to basic services.

In order to assist greater numbers of people and, in particular, to help more of those who are most in need – priority is being given to the in-situ upgrading of informal settlements and the provision of serviced sites. DHS's policy of providing more people with a lower level of assistance, besides accelerating delivery, will allow those beneficiaries with the wherewithal to become agents of their own destiny and build their own houses on a serviced plot they now own. Those without the wherewithal will be assisted to build their houses, but at a slower pace.

DHS's strategic focus areas that should serve as the strategic direction for development of the Municipalities Human Settlement Plans may be summarized as follows:

- i. **Prioritising secure access to basic services** – In order to accelerate the provision of housing opportunities, provision of serviced sites will be up-scaled and the number of houses built reduced.
- ii. **Acquiring well-located land for well-planned Integrated Human Settlements**
- iii. **Increasing densities of new housing developments** – DHS will develop clear guidelines with minimum densities which have to be met by municipalities to get their human settlement proposals approved. Standards will be customised to suit the circumstances of different municipalities, and different areas of municipalities. For example, higher densities will be required closer to transport corridors and economic hubs.
- iv. **Closing the Gap in the Property Market** – The development of inclusionary housing and mixed use developments will be encouraged by making well-located state land available for developments subject to a proportion of the project being developed for the gap market. The government will also seek to raise non-state funding to increase the supply of rental stock to service this market through partnerships with social housing institutions and private developers.
- v. **Inculcating a sense of ownership** – The consumer education programme for municipalities, as well as community outreach initiatives will be increased to make beneficiaries aware of their rights and responsibilities as both home owners and tenants. The proportion of state-funded houses built under the Peoples Housing Programme will be encouraged. They will also promote security of tenure by increasing the rate at which properties are transferred into the names of beneficiaries and title deeds handed over.
- vi. **Improving Property Management** – The government will engage with municipalities to implement a new Community Residential Unit process manual to encourage improved property management and higher collection rates.
- vii. **A fairer allocation of housing opportunities** – To ensure that the selection of beneficiaries is based on accurate and up-to-date information, and to minimise the risk of non-qualifiers benefiting a data base of

beneficiaries will be developed. In addition, the government will develop a standardised, transparent and fair policy and process with minimum criteria which municipalities will need to include in the selection of beneficiaries. DHS will also develop a consumer education programme for municipalities to engage with communities about the selection of beneficiaries for a project.

- viii. **Reducing our carbon footprint**- This will benefit both the environment and the beneficiary economically as they will spend less on water and electricity while simultaneously increasing the value of the asset.
- ix. **A co-ordinated and integrated approach** – The government will introduce a much stronger co-ordinated approach to human settlement planning and integrate the work of different departments and spheres of government involved in the planning, using Municipalities’ Integrated Development Plans (and, in particular, the Human Settlement Plan chapter) as the basis.

Sector Plans

As part of the BESP, George Municipality’s current IDP, SDF and related sector plans were reviewed to assess the extent to which they promote the development of integrated and sustainable human settlements.

The IDP recognises that the municipality cannot meet its housing challenges on its own and accordingly the IDP promotes the building of partnerships between the municipality and other stakeholders towards restoring the dignity of those inadequately housed, transforming human settlements, and improving overall living conditions. In line with DHS’s strategic focus areas, informal settlements are identified in the IDP as the greatest service delivery challenge in the municipal area.

In their endeavours to address these challenges, the IDP calls for the municipality to uphold the core values of: putting people first; consultation; excellence in delivering services to all; information and transparency; redressing inequalities; and providing value for money. It also places economic, social and environmental sustainability high on George’s development agenda.

Three core development strategies are put forward in the IDP, namely:

- Growing George’s economy by building on its role as a regional service centre
- Developing its human capital
- Protecting its natural capital

Spatial Strategy

As part of the BESP, an overarching strategy for the development and management of George Municipality’s space-economy was prepared. The municipality’s strategy for the development of integrated and sustainable human settlements presented below has the following 2 key themes:

Theme 1 | SETTLEMENTS CLEARLY DEFINED

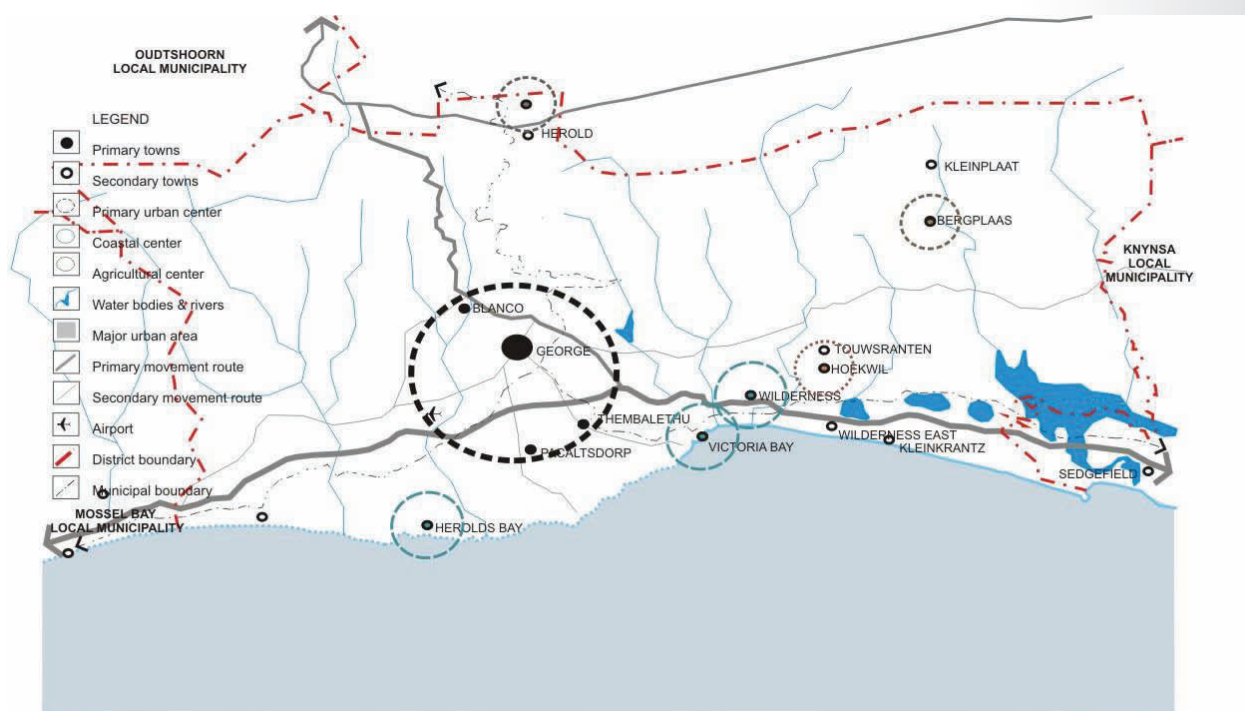
The municipality has a responsibility to provide basic services to all communities across the municipal area, and will continue to do so. Given the limited resources, however, the municipality has to rationalise where to invest in more than basic services. In line with national and provincial policy, investment will be channelled to settlements that are/can become sustainable, and/or those that have economic development potential.

Each settlement should fulfil a complementary rather than a competing role in relation to each other. Attempts to develop each settlement in the municipal area to the same level will eventually weaken them all, detract from the unique character of each, and deplete our limited resources. The human settlement investment priorities will be guided by the settlement hierarchy and functional role of settlements as

tabulated and illustrated below (this builds-on and refines the settlement hierarchy proposed in George's SDF (2009)).

Table 7: Roles of Settlements

	Settlement	Function / Role
1	Greater George (i.e. George Central, George SE, Blanco, Pacaltsdorp, Thembalethu)	Regional commerce & service centre; administrative centre; industrial node; transport and logistics hub; emerging city
2	Wilderness & Wilderness East	Coastal residential, tourism & local business node, and recreation area
3	Herold's Bay	Coastal residential/holiday village surrounded by exclusive self-contained resorts & residential estates. Recreation & tourism
4	Victoria Bay	Coastal residential/holiday enclave & recreation area
5	Hoekwil & Touwsrante	Dormitory formal settlements on coastal plateau in close proximity to each other. Commuting to work opportunities.
6	Wilderness Heights	Residential smallholdings and informal settlement on coastal plateau above Wilderness. Unsustainable settlements as isolated from services, amenities & job opportunities
7	Bergplaas & Collinshoek	Remote forestry villages
8	Herold	Remote rural village



Key focus areas:

- Address basic human needs in all existing human settlements.
- Avoid investing in ‘Greenfields’ residential developments that are detached from the existing network of human settlements.
- Focus productive investment in the regional centre of George, towards its emergence as a fully-fledged city that is socially integrated and has a diversified economic base.
- Invest in improving the social inclusivity of existing coastal settlements and resorts, particularly for those working here who currently commute long distances to work.
- Postpone productive investment in the remote rural and forestry villages until we have greater certainty on the location, nature and extent of rural development programs in the municipal area.

Theme 2 | DEVELOPING AN INTEGRATED AND SUSTAINABLE CITY

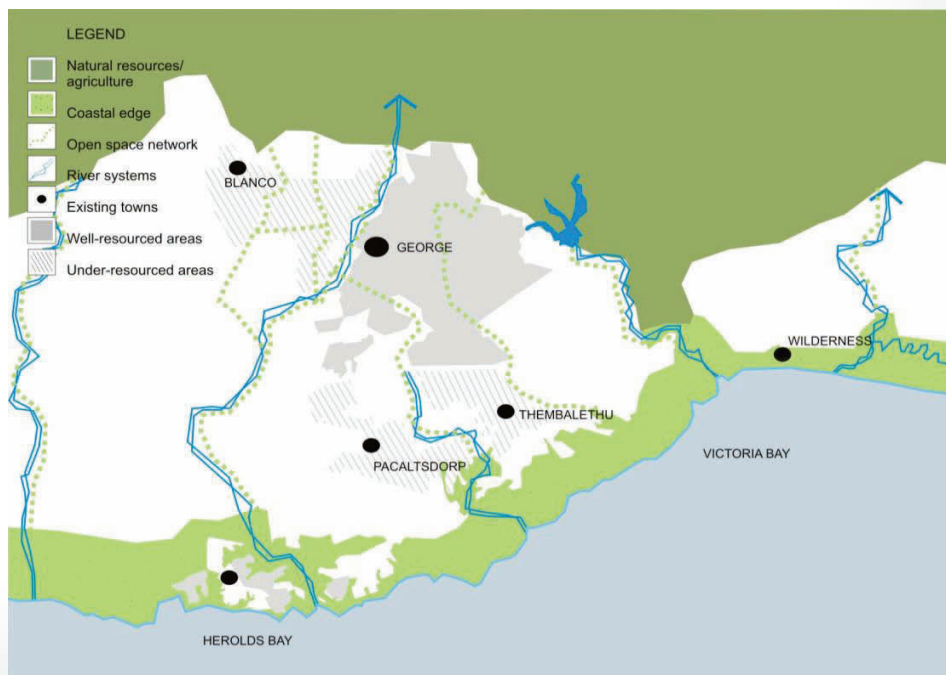
If the municipality is to develop the town of George into a leading city that provides a better life for all, it has to functionally and spatially integrate the greater George urban area, and make it sustainable. To do so two complementary strategies should be adopted, as detailed in the municipality’s SDF, HSP and local area Spatial Development Plans (SDPs).

These are:

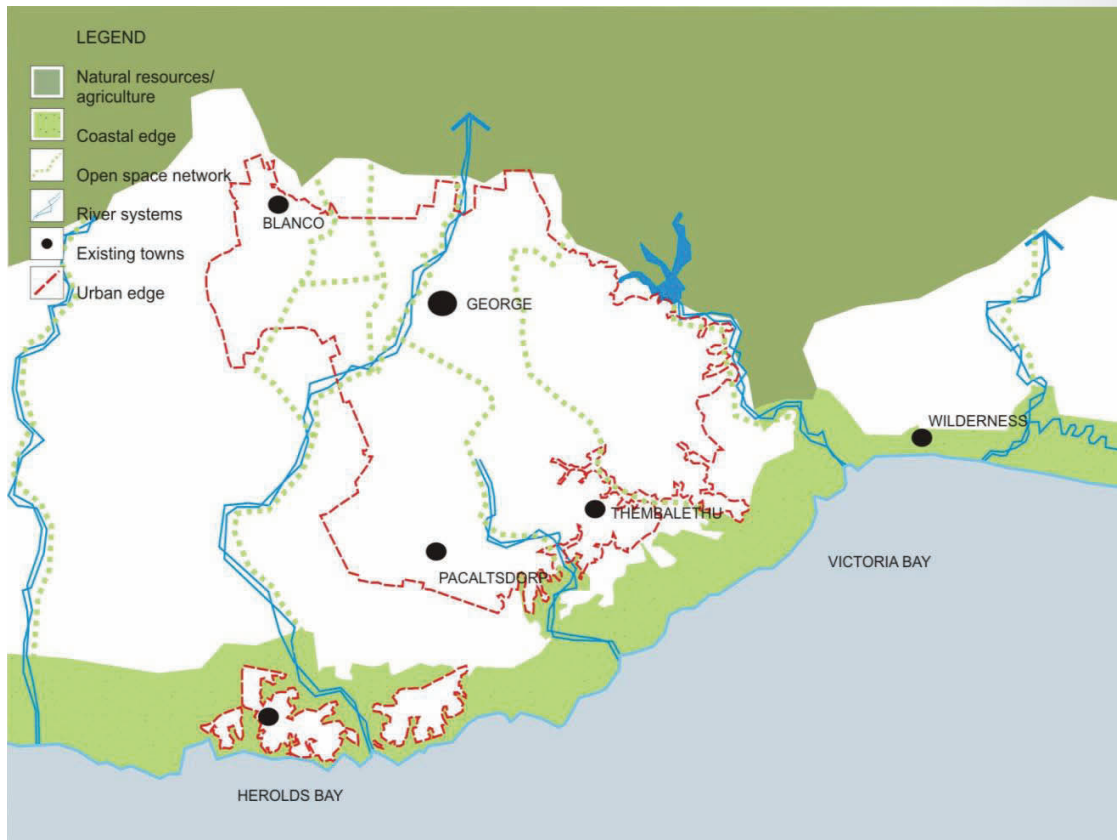
- Managing the direction and form of new urban growth
- Restructuring our existing urban areas.

Theme 2a| Managing New Urban Growth

The point of departure in shaping the direction and form of future urban growth is to work with nature. The ‘place making’ features (i.e. the surrounding mountains, coastline and the rivers that connect them) have been used to structure a future garden city and develop its open space system.



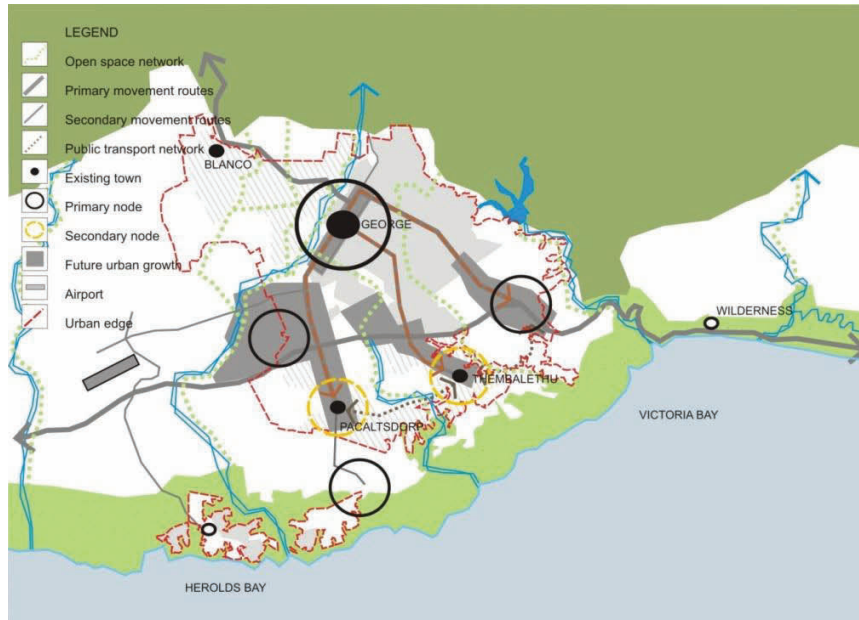
Secondly, based on the research into the growth potential of the existing urban areas (i.e. through infill and densification), the medium term requirements for new urban land, and the suitability of surrounding land for urban development, George's urban edge has been delineated. By fixing the medium term boundaries of urban development it becomes evident where additional bulk infrastructure should be provided, and property developers now know where their applications will be considered and where not.



Thirdly, in the municipal SDF and local area SDPs vacant land parcels inside the urban edge that are suitable for development in the short to medium term have been identified. Fortunately there are numerous small parcels of land suitable for 'Greenfields' urban development inside the urban edge, as well as a number of large-scale opportunities on publicly owned land (e.g. in Pacaltdorp, Thembaletu, and next to the dam) and on privately owned land (e.g. Kraaibosch & Destiny Africa). In realising these opportunities the Apartheid spatial patterns will not be replicated, but socially integrative and sustainable city development will be promoted.

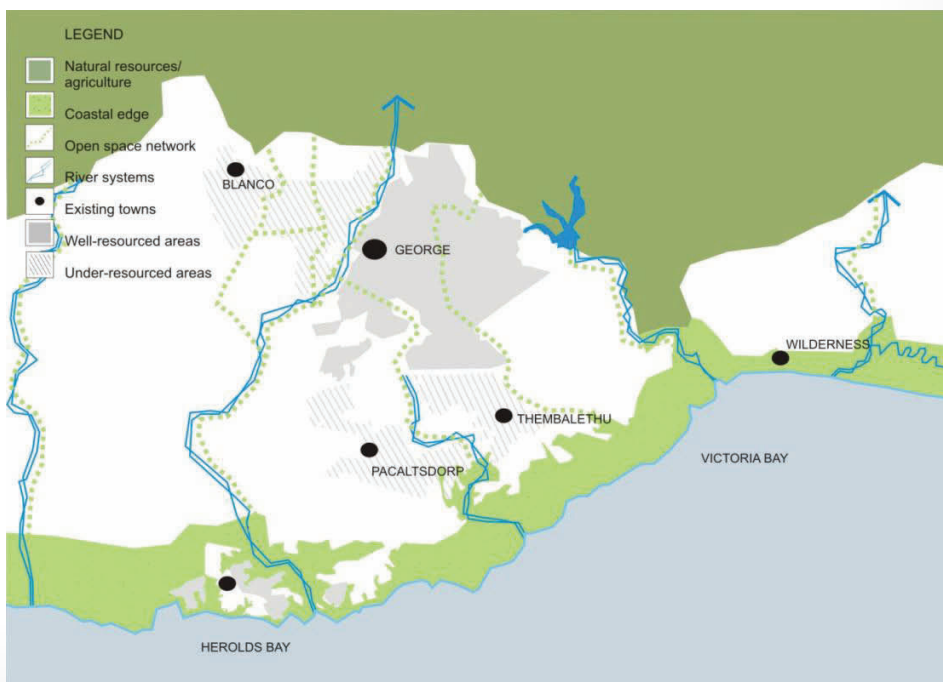
Fourthly, the SDF highlights areas outside the urban edge which, in the long term, offer prospects for the diversification and strengthening of the emerging city's economy. These include: industrial development east of the airport; areas south of Pacaltdorp (e.g. southern Hansmoeskraal) that are suitable for the science, technology and research enterprises the municipality has targeted in its economic development strategy; and tourism facilities in the city periphery. Plans need to be prepared for the realisation of these medium to long term economic development opportunities.

The map below illustrates the proposed future growth strategy as provided for in the SDF. Growth patterns are located within the urban edge, within and to the south of George. Expansion is proposed predominantly along primary movement routes, within primary and secondary nodes.



Theme 2b | Restructuring Existing Urban Areas

On their own, the strategies and plans for managing new urban growth are insufficient to transform the greater George urban area into a proper city. The municipality recognise that they also have to make a concerted effort at rectifying Apartheid's spatial legacy, which is a formidable challenge.



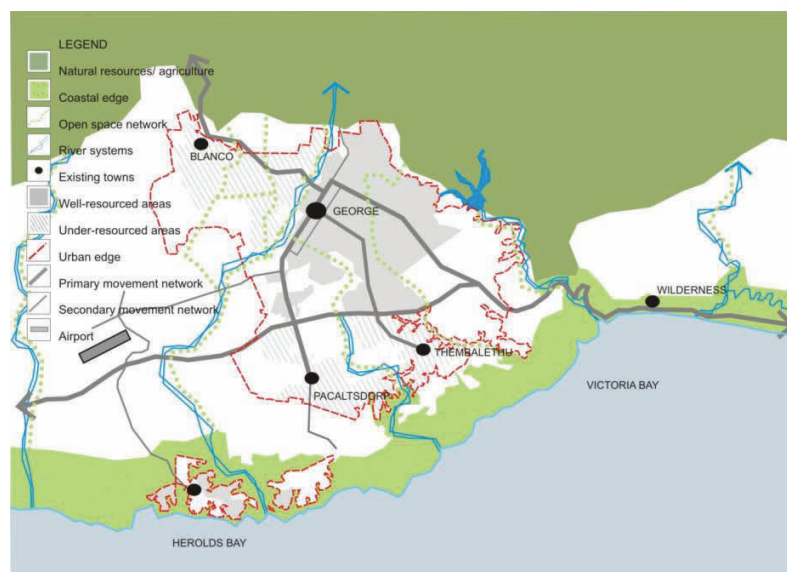
Thus the second leg of endeavours to develop an integrated and sustainable city, involves restructuring existing urban areas. The SDF, HSP and local area SDPs detail the restructuring of the sprawling town into a city. The crosscutting spatial interventions that are being pursued encompass:

i. Establishing a city-wide open space system that serves the needs of all residents

As previously explained and illustrated, natural assets have been used to anchor the open space system of a ‘garden’ city. An open space study was commissioned to give effect to the vision. The interconnected open spaces will be managed so that ecological processes continue to function. Active and passive recreational facilities will be developed (e.g. sports fields, jogging and cycling trails, etc.) within them, and set-aside suitable areas for urban agriculture.

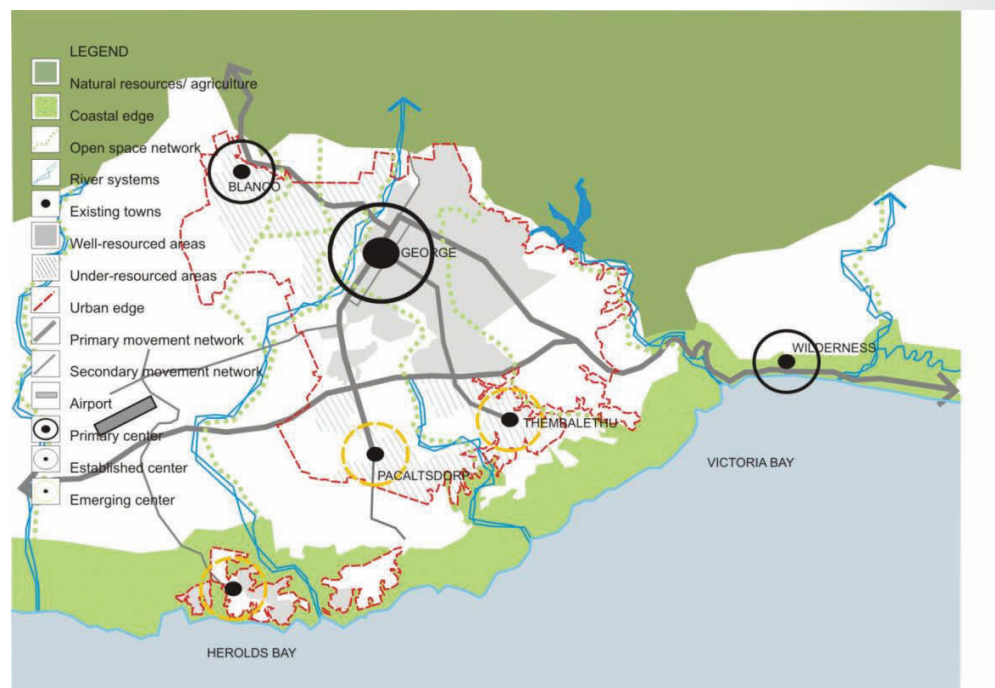
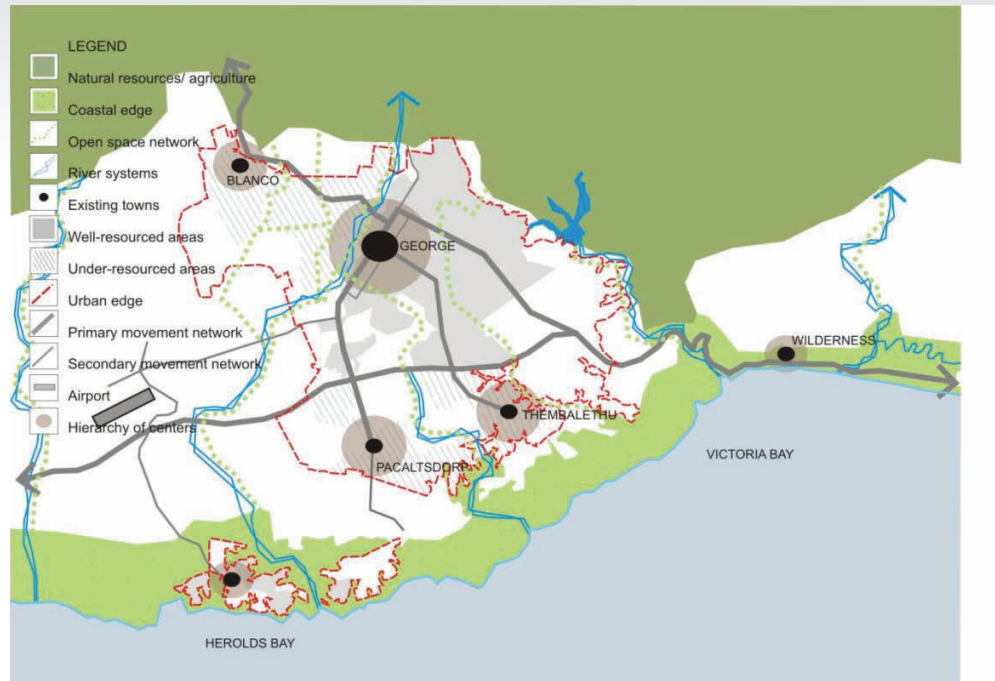
ii. Building on, leveraging off and extending existing infrastructure

Faced with funding constraints, the use of existing infrastructure will be optimised within the urban edge, to leverage more intensive forms of urban development. For example, the SDF and local area SDPs identify vacant and underutilised land in proximity to the intersections off the N2 and along the routes linking Pacaltsdorp and Thembalethu to the CBD for more intensive mixed-use development. The proposed Destiny Africa development aims to leverage private sector funded extensions to the bulk infrastructure that will serve the greater urban area. To optimize use of existing facilities and infrastructure densification of the built-up areas is promoted, and this HSP targets strategically located vacant land for infill development.



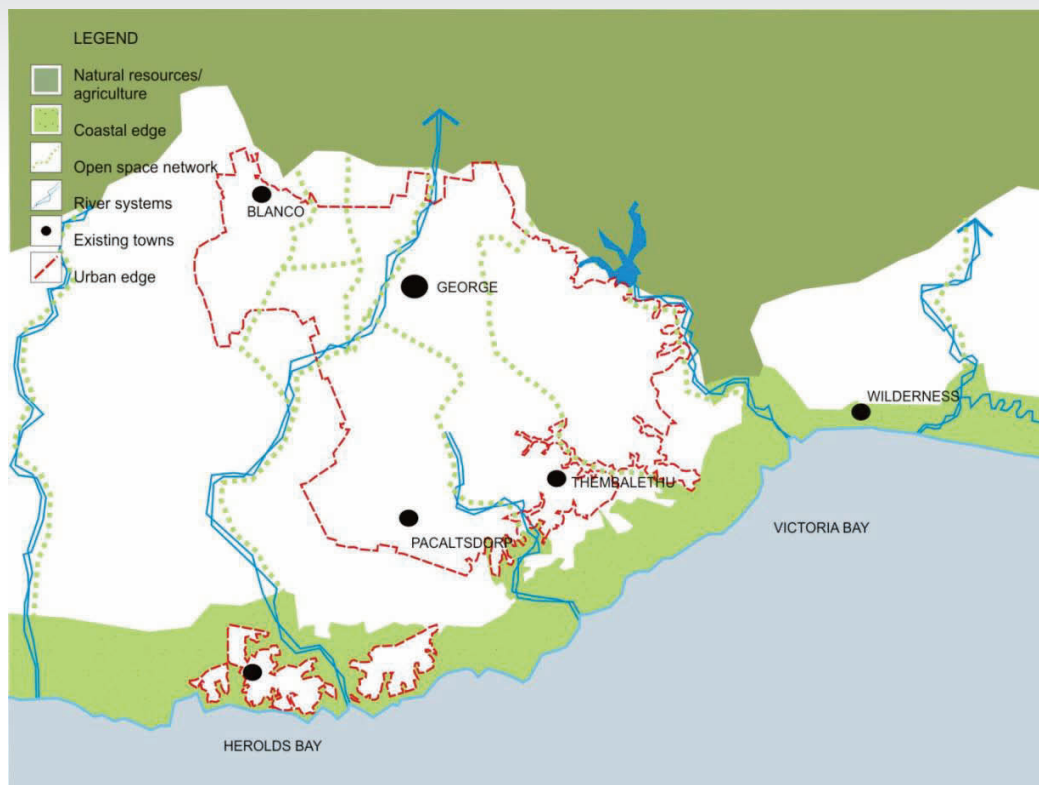
iii. Developing a city-wide hierarchy of activity nodes and routes

The SDF identifies the network of nodal centres accessible to surrounding communities within which higher order urban facilities and activities will be concentrated, and differentiates between the function of each nodal centre. The CBD will be redeveloped into a fully-fledged city centre, and a substantially larger residential component introduced into it. There will also be investment in the development of nodal centres in Thembalethu, Pacaltsdorp and Blanco. Over time there will be investment in developing the area east of the airport into the city’s industrial core. The SDF also identifies the principal routes linking the different nodal centres which will be upgraded to form the city’s public transport network (i.e. York & Courtney Streets, and Sandkraal and Beach Roads). Higher densities and a mix of land uses along these activity routes will be promoted. The local area SDPs present details of the development of this city-wide functional hierarchy of activity nodes and routes.



iv. Introducing city-wide public transport and non-motorised transport networks

To make the benefits of city living accessible to all, especially the poor, a mobility strategy is being rolled out. It gives priority to the establishment of a bus based public transport network along the routes listed above, and addresses the social restructuring of local communities through the provision of ‘dignified’ urban spaces and places (i.e. the activity nodes) that are linked to the provision of public transport infrastructure. The mobility strategy also links to the development of activity routes along which priority is given to the needs of pedestrians, with attention to their comfort, convenience and safety. To complement these initiatives, the city-wide open space system will form the backbone of a network of cycle and walking/jogging routes.



v. Renewing degraded urban areas and upgrading dysfunctional human settlements

Many of the urban areas are degraded, and others are dysfunctional (e.g. the informal settlements). As part of the city development endeavours, the following priority areas are being revitalised and upgraded:

- **CBD**

Whilst the recent development of the Garden Route Mall has impacted negatively on the CBD, the CBD's established public facilities and extensive property investments are significant assets that need to be redeployed. These assets will be used as capital base to leverage the area's redevelopment and revitalisation into a proper city centre. To revitalise commercial activity in the CBD the customer base will be expanded and business trading hours extended by introducing a high density residential component. The SDP for the CBD currently being prepared indicates that an additional 4 000 households can be accommodated here over the next 15 years, and in the long term up to 28 000 households. The CBD's public spaces, parking and landscaping will be upgraded so that the area functions as a vibrant living, working, shopping and entertainment hub during the day and in the evenings. Social integration will be promoted by channeling social housing investments into the CBD, and promoting private sector delivery of 'gap' housing (i.e. targeted at households earning between R 3 500 and R 15 000 per month). Private investment will be incentivised in the upgrading and redevelopment of the CBD's buildings, by having it declared an Urban Restructuring Zone.

- **Thembaletu**

The HSP prioritizes completion of the Thembaletu informal settlement upgrading programme, and its roll-out in Thembaletu's other dysfunctional informal settlements. The strategy is to first address the land, services and tenure needs of the most vulnerable communities, and to follow this up with housing consolidation programmes (both self-build and contractor delivery models). Urban sprawl will be curtailed to the south by focusing on the development of new housing opportunities on the well located vacant in-fill sites identified in Thembaletu's SDP. When upgrading or developing new housing opportunities, greater attention will be given to the provision of community facilities than was done in the past. Additional actions that are being taken to transform Thembaletu from a dormitory area into a sustainable human settlement and improve its functional

integration with our emerging city are to promote commercial development at its nodal centres and redevelop Sandkraal Road as an activity route.

- **Pacaltsdorp**

The action agenda in Pacaltsdorp is similar to what is being pursued in Thembaletu. In this case densification of the central area will be promoted and emphasis given to the development of a nodal activity centre here. The development of large scale new housing opportunities for a range of income groups is also being pursued on the strategically located Erf 325 and Syferfontein sites. The central and northern initiatives are being linked together and strengthening Pacaltsdorp’s integration with the greater urban area by redeveloping Beach Road into an activity route. In the medium to long term, when the proposed industrial node east of the airport is developed, Pacaltsdorp’s northern areas will be the geographic centre of the future city. As is the case in Thembaletu, when upgrading or developing new housing opportunities in Pacaltsdorp greater attention will be given to the provision of community facilities than was given in the past.

- **George South East**

The SDP for George SE identifies the opportunity for an additional 1 500 housing opportunities through infill development of vacant sites and densification, and sets-out our urban renewal interventions.

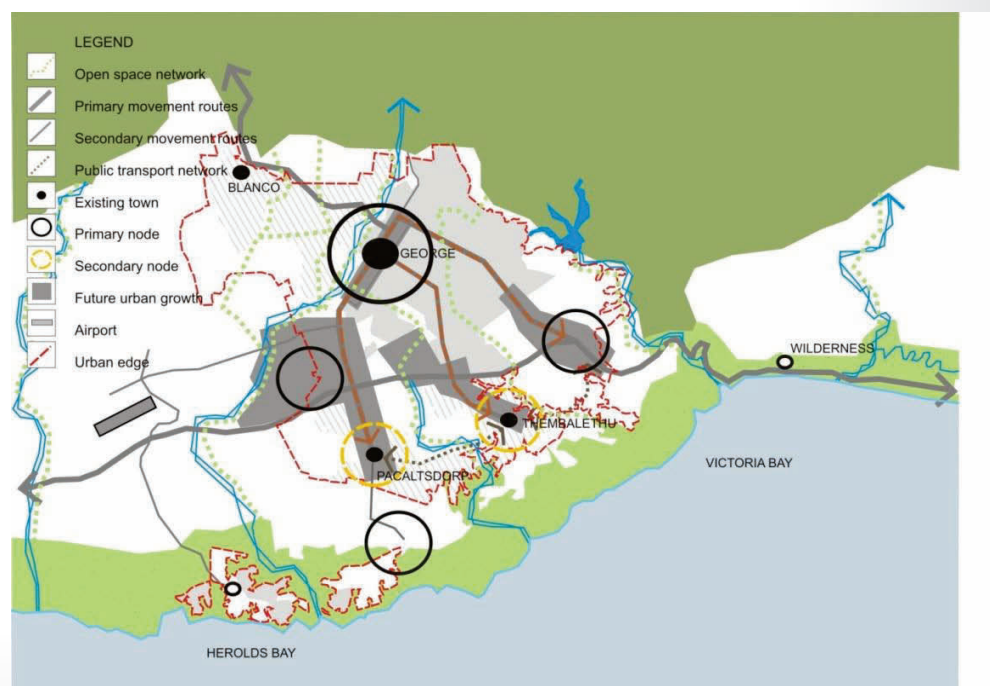
- **Blanco**

The Blanco SDP sets-out proposals pursuing social integration and new tourist development in this historic neighbourhood and northern gateway to George.

Summary

The development proposal outlined above focus on densification of activity nodes and re-development of poorly serviced areas. This approach aims to strengthen socio-economic integration within the greater urban area.

The composite spatial strategy for developing George into a leading city is illustrated in the map that follows.



Human Settlement Delivery Objectives

George Municipality's spatial strategy for the development of integrated and sustainable human settlements will be rolled-out in accordance with the delivery objectives presented in table 8 below.

Table 8: Delivery Objectives and Means of Interventions

Strategic Objective (targets to be achieved)	Means on Intervention (how to achieve)	When
<p>To re-orientate the municipality and its national and provincial government partners, from their focus on the delivery of housing projects to the delivery of integrated human settlements.</p>	<p>Include an Integrated Human Settlement Investment Programme as a new key performance area (KPA) in George's 3rd generation IDP, with attention to:</p> <ul style="list-style-type: none"> • Augmenting bulk infrastructure in line with economic development. • Leveraging the required finance for human settlement investment from a variety of Sources (e.g. developer contributions; grants; loans; rates; sweat equity; etc.). • Framing the SDF so that it clearly identifies where human settlement investment should be channeled. • Institutional development of the municipality so that it has the systems and capacity to manage an integrated human settlement investment programme. • Reframing the <i>modus operandi</i> of intergovernmental relations to give effect to institutional and fiscal alignment. 	<p>Medium to long term (five to 15 years).</p>
<p>To rapidly attend to the basic needs of those inadequately housed and complete existing commitments.</p>	<p>Complete current emergency housing and rectification commitments.</p> <ul style="list-style-type: none"> • Complete roll-out of Thembaletu UISP and prepare for roll-out in informal settlements not currently covered. • Fast track transfer of title to UISP beneficiaries. • Dedicate 50 % of subsidies over the medium to long term period to serviced sites for PHP. • Complete committed project-linked housing (1 464 units). 	<p>Short to medium term (within 10 years).</p>
<p>To pilot new housing delivery models that address local needs (that are not currently being met), and equip the municipality to deliver these models at scale in the future.</p>	<ul style="list-style-type: none"> • CBD social housing. • CRU-rental, Gap housing, project-linked and social rental (erf 325 Pacaltsdorp). • Assisted housing on UISP (Thembaletu A1). 	<p>Short to medium term (within 10 years).</p>
<p>To channel human settlement investment to locations where delivery can take place rapidly and cost-effectively, and that contribute to socio-economic and spatial integration.</p>	<p>Target areas/land:</p> <ul style="list-style-type: none"> • In public ownership. • Close to job opportunities. • On public transport routes. • In existing and emerging nodes and corridors. • Where bulk infrastructure in place. • With established community facilities and amenities near-by. • Apply for and get restructuring zone status for Social housing (e.g. in CBD). • Pacaltsdorp/Syferfontein (as a future settlement/development node). • Destiny Africa (as a future settlement/development node). 	<p>Medium to long-term (five to 15 years).</p>

To mainstream the application of sustainability considerations in the design and construction of services, houses and living environments/ neighbourhoods.	<ul style="list-style-type: none"> • Pilot application 'green' technologies. • Retrofitting green technologies. • Municipal by-laws. • Livelihood investment. • Water-wise design. 	Short to long term (starting now but within 15 years).
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Housing Strategy

All the inputs recorded to this point had to be converted into a draft area based Housing Strategy in order to lead to implementation. At the moment this is summarized in subjoined Table 9. This strategy has to be reflected in the housing programme as unpacked in the Housing Project Pipeline, which are discussed later in this document. At all times the housing projects need to be evaluated in terms of the strategy for that particular area.

Table 9: Area-based housing strategy

Area	Objectives	Components	Mechanisms
George CBD	<ul style="list-style-type: none"> • Redeploy significant public facility and property assets • High density residential component 	<ul style="list-style-type: none"> • Social housing • Private delivery of gap housing 	<ul style="list-style-type: none"> • Private developer projects. • Restructuring zone. • Restructuring Grant. • Institutional housing grant. • Social housing institution managed stock. • SOE/corporate social investment partnerships
Thembaletu	<ul style="list-style-type: none"> • Address needs of most vulnerable communities • Complete Asazani (site-and-service) 	<ul style="list-style-type: none"> • Rectification • Site and service • Followed by housing consolidation programmes: <ul style="list-style-type: none"> ○ Supported self-build and self-managed housing ○ Contractor housing • Infill 	<ul style="list-style-type: none"> • SCCCA Measures • UISP • PHP
Pacaltsdorp	<ul style="list-style-type: none"> • Address needs of most vulnerable communities • Develop large scale housing opportunities for a range of income groups 	<ul style="list-style-type: none"> • Site and service • Followed by housing consolidation programmes: <ul style="list-style-type: none"> ○ Supported self-build and self-managed housing ○ Contractor housing • Completed subsidized houses • Greenfields for gap and social housing 	<ul style="list-style-type: none"> • UISP • PHP • Project linked subsidies (for serviced sites top structures) • Social housing • Gap housing

Review

Before the projects and programmes are discussed a general review of the development process to date is appropriate to understand the background.

Whilst the current IDP recognizes the need for a new approach to addressing George’s housing challenges, it does not put forward a coherent strategy for the development of integrated and sustainable human settlements. It maintains the traditional approach of the municipality delivering a range of housing projects, which is dealt with in the IDP as an independent sub-component of their various basic service delivery and infrastructure investment initiatives. There is no explicit integration in the IDP of the municipality’s various basic service delivery initiatives, nor are there any apparent linkages between the proposed housing projects and the municipality’s other key performance areas of local economic development, financial management, transformation and institutional development, and good governance and public participation.

The BESP’s review of George’s SDF (2009) established that its proposals for managing new urban growth and restructuring the municipality’s existing human settlements were appropriate, given its focus on sustainable socio-economic and spatial integration of the municipality’s human settlements. A major shortcoming of the SDF, however, is that it does not convey a coherent, logical and compelling spatial argument to substantiate its proposals.

In a similar vein the BESP review established that the housing sector chapter of George’s current IDP focuses on the delivery of state assisted houses, does not adequately address housing provision in the context of integrated human settlements, and is not aligned with the SDF. The IDP’s other sector plans, especially Local Economic Development, Infrastructure and Transportation, do not explicitly embrace a municipal strategy to develop integrated and sustainable human settlements. The BESP’s assistance to George Municipality focused on formulating such a strategy to underpin preparation of its first HSP, the updating of its SDF, and to serve as foundation for its 3rd generation IDP.

If the results of the broader housing delivery in the George Municipality are assessed according to a SWOT-analysis there are many positives which can be used as building blocks in formulating a programme (Refer to Table 10).

Table 10: SWOT Analysis

<p>Successful areas:</p> <ul style="list-style-type: none"> • Responds quickly and effectively to the ward level needs that are mediated through ward committees and ward councilors. • Competent and effective in upgrading informal settlements. • Responds expeditiously to councilor queries • Effectively implemented plans for small infill volumes. • The planning division has made provision for the traditional, established housing market, through granting development rights some 20 000 erven for middle and up-market housing. 	<p>Areas for improvement:</p> <ul style="list-style-type: none"> • Clarify strategic direction and plan and implement accordingly. • Incorporate infrastructural planning and costing in human settlement plans. • Align housing delivery with community facility provision. • Build partnerships to Increase the volume and range of housing delivery. • Negotiate and incentivise inclusionary housing delivery. • Develop project conceptualization skills in broaden the range of delivery models. • Develop skills to package innovative, integrated projects.
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<p>Threats:</p> <ul style="list-style-type: none"> • Unachievable beneficiary expectations. • Prolonged global recession exacerbating needs and threatening municipal credibility • Inadequate bulk infrastructure capacity to deliver housing opportunities • Unaligned public investment in human settlements 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Development of a diversified city economy. • Spatial structure and topography conducive to incorporating productive and recreational spaces into human settlements. • Land availability is not a fundamental constraint to human settlement development.
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Projects and Programmes

This section comprises of overview of a programme for research and planning of housing developments, which were designed to adhere to all the strategic elements listed in the previous section. This section also reviews the housing programmes and projects undertaken by the local, district and national spheres of government over the last 3 – 5 years, and projections for the following 5-year budget cycle. It also includes the following:

The project description, name, number of units, typology, costs, funding Source, densities, etc.

A brief evaluation of the programmes and project in relation to the municipal and district human settlement pattern.

Programme and project outcomes.

Human Settlement Research and Planning Programme

The municipality has prioritised activities to implement strategic aims for human settlements. These activities have been linked to a timeline and are provided in the table that follows. Table 12 indicates the research and planning programme as drafted by the Human Settlement Directorate of the George Municipality.

Table 11 that follows indicates the research and planning programme as drafted by the Human Settlement Directorate of the George Municipality/

Table 11: HSP Prioritised Programme and Budget (human settlement research and planning)

HSP Prioritised Programme and Budget.								
Human Settlement Research and Planning.								
No.	Item.	Activities.	Project Value (to be costed).	Timing.				
				2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
1	Finalise and approve Housing Sector Plan (HSP).	Review of proposed HSP and SDF addendum (by BESP) and signoff by Housing Director and Municipal Manager, and formal submission to George Council.		✓				
2	Finalise and approve SDF.			✓				
3	New municipal approach to development of human settlements.	Design an institutional development program that will be rolled-out over a number of years.			✓			
4	Sustaining the survival of the poor.	Formulate and design sustainable livelihoods program, encompassing LED, human settlement, infrastructure development, EPWP, etc.			✓			
5	Reducing the bulk infrastructure gap through effective, efficient alternative technologies/systems.	Formulate, design and implement infrastructure programme in conjunction with Province.		✓				
6	Application of energy, water-savings and waste recycling technologies/systems applied to buildings.				✓			
7	Restructuring zone(s).	Study to identify and motivate restructuring zone(s), application protocols and gazetting of the approval of the restructuring zone(s).				✓		
8	Application for Restructuring Grants.	Identify and plan projects in restructuring zones and prepare project plan and cash flows as part of grant application, and submit application(s).		✓				
9	Securing Restructuring Grants.	Follow up and required presentations after application submission.				✓		
10	Business process diagnosis for George Housing Division.	Define project management cycle for George municipality, including for human settlement development, identify/specify activities and posts.		✓				

HSP Prioritised Programme and Budget.								
Human Settlement Research and Planning.								
No.	Item.	Activities.	Project Value (to be costed).	Timing.				
				2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
11	Housing Division capacity.	Complete filling of posts required.			✓			
12	Revise and adjust housing sector plan (HSP) on annual basis.	Review of HSP and signoff by Housing Director and Municipal Manager, and formal submission to George Council.		✓	✓	✓	✓	✓
13	Ongoing capacity building of the Housing Division and councillors training.	Complete Learning Needs Analysis linked to Job Profiles, and on that basis design a capacity-building programme, probably on a district and provincial scale as this is a cross-cutting issue.			✓	✓	✓	✓
14	Planning for meeting the net housing need by 2030.	Prepare plans for the pilot (best learning) and Must-do-but-plan individual housing projects prioritised under the five year housing development programme.		✓	✓	✓	✓	
15	Re-assess current subsidy allocation policy to take into account 50/50 provincial policy, and adjust accordingly.	Study and recommend an appropriate subsidy allocation policy for George.		✓				
16	Social facilities and amenities.	Action forms part of a multi-year human settlement investment program (infrastructure, land, top structures, amenities & facilities, etc).		✓	✓	✓	✓	✓

Item 14 of the research and planning programme refers to the planning required to meet the net housing needs in 2030. This refers specifically to pilot projects where the George Municipality can learn the necessary lessons and fine-tune its integrated housing project plans. These pilot projects are identified in the housing development programme, including the estimated project costs and roll out. Furthermore, item 14 refers to the planning required for several large-scale projects in which the lessons of the pilots should be successfully applied in order to have the necessary impact to put George on a sustainable human settlement trajectory.

Housing and Settlement Development Programme

Using its DORA allocations, George Municipality currently delivers a range of housing opportunities to those in need and has been particularly successful with the upgrading of services to stands in the informal settlements in Thembalethu. The municipality has plans in varying stages of completeness (see Appendix 5.12 for details) to deliver some 12 623 new state assisted housing opportunities over the next 10 years depending on the availability of funding.

The detailed projects making up this supply are listed table 12 as received from the municipality in September 2010. Table 12(1) provides the 2012 update.

If these projects are arranged according to planned/current; short and medium term in a Housing Pipeline the following aspects need to be mentioned:

- The DORA Housing Allocation is over-committed for the next three years. It implies that projects will have to be re-prioritised or the DORA allocation will have to be increased.
- It is only the project in Thembalethu which provides a site-and-service solution to the municipality. A more definite move towards this provincial strategy might be required. An item that provides for the Syferfontein (10 000 to 15 000) project is in process.
- The individual subsidy quantum used to calculate the budget provision is not clear and does not necessarily align with the policy implying that the budget amounts should not be viewed as absolute final amounts. It is expected that a variance of at least 10% should be provided for.
- In general it is clear that a longer term vision was considered in the compilation of the budget.

Table 12: HSP Prioritised Programme and Budget (housing development)

PROJECT	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
1. EHP (14) VAN DUTHIE (13 completed) 14 additionally approved	R 352,000.00	R 1,232,214.00							
2. THEMBALETHU (2144) (RECTIFICATION)	R 5,000,000.00	R 5,000,000.00	R 10,000,000.00	R 10,000,000.00	R 5,000,000.00				
3. VLOEDFONDSE (65 EN 19)	R 4,080,825.00								
4. TOILETTE - R3,5MILJOEN (EHP)	R 3,000,000.00	R 3,000,000.00	R 3,000,000.00	R 3,000,000.00					
5. TAMBO SQUARE & LUSAKA (PHP ASSISTED)	R 1,580,000.00	R 2,686,000.00							
6. INVUL ERWE (PHP ASSISTED)	R 1,580,000.00	R 7,110,000.00							
7. PROTEA PARK TOILETTE (COMPLETED)									
8. PROTEA PARK (60 EENHEDE) (PLS)					R 1,320,000.00	R 4,680,000.00			
9. GOLDEN VALLEY (130 EENHEDE) (PLS)			R 2,860,000.00	R 10,140,000.00					
10. KLEINKRANTZ SE (100/200 EENHEDE) (PLS)					R 2,200,000.00	R 7,800,000.00			
*11. THEMBALETHU (USP 4350 EENHEDE)	R 8,000,000.00	R 10,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00
12. 3PHP VAN THEMBALETHU (-50 EENHEDE / JAAR) (PHP ASSISTED)		R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00		
*13. TOUWSRANTEN - (80 WEKE) (PLS) (395 EENHEDE)	R 9,000,000.00	R 19,500,000.00	R 1,500,000.00						
*14. ERF 325 PACALTSOORP (40 WEKE) (PLS) (904 EENHEDE)	R 33,673,519.55	R 28,427,608.37							
15. REKTIKASIE (PRE 1994)			R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00
16. EUROPE (270 EENHEDE) (PLS)				R 5,940,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00
17. METRO GRONDE (400 EENHEDE) (PLS)						R 4,400,000.00	R 14,800,000.00	R 10,400,000.00	R 10,400,000.00
18. EXT 42 & 58 THEMBALETHU DIENSTE GEINSTALLEER (470 EENHEDE) (PLS)		R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00		
19. PACALTSOORP/SYFERFONTEIN INTEGRATED DEVELOPMENT +- 5000 EENHEDE			R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00
20. GRONDAANKOPE			R 2,500,000.00	R 2,500,000.00	R 2,500,000.00	R 2,500,000.00			
21. CRU'S (IN BEPLANNING) (200 EENHEDE)			R 2,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00
TOTAL	R 66,266,344.55	R 84,355,822.37	R 64,260,000.00	R 78,980,000.00	R 63,685,000.00	R 72,045,000.00	R 67,465,000.00	R 55,665,000.00	R 50,400,000.00

When the George Pipeline is compared to the Provincial Pipeline, as it is currently approved, a few discrepancies raise a concern(yellow). This is summarized below:

Various housing pipelines have been submitted by George Municipality over the last financial year which differs substantially from each other in terms of projects and the housing strategy. This is a concern and more continuity should be evident from the one budget to the other.

The Provincial Pipeline indicates a substantial investment in site-and-services whilst the George pipeline has toned down this particular deliver model in their latest version on the short term. There is a longer term focus.

The quantum per project does not correlate at all if the two pipelines are compared.

Various projects are just not evident in the different two pipelines.

The Provincial pipeline is even more overcommitted than the George Municipality's pipeline if compared to the DORA allocation. Does this mean that PGWC plans to implement more projects than what the municipality is aware of?

It is trusted that these discrepancies can be rectified with a single meeting between PGWC and Province but the mere fact that it currently exists indicates a breakdown in communication between the two entities.

GEORGE PIPELINE														
ID	Planned/Current	Type	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total	
1	EHP (14)VAN DUTHIE	EHP	R 352,000	R 1,232,214									R 1,584,214	
3	Fire & Flood (65 +19)		R 4,080,825										R 4,080,825	
4	Upgrading of toilets (280)	EHP	R 3,000,000	R 3,000,000	R 3,000,000	R 3,000,000							R 12,000,000	
5	Tambo Square & Lusaka (44)	M PHP	R 1,580,000	R 2,686,000									R 4,266,000	
6	Invol erwe	M PHP	R 1,580,000	R 7,110,000									R 8,690,000	
7	Protea Park Toilets	EHP											R 0	
11	Thembaletu (4350)	UISP	R 8,000,000	R 10,000,000	R 20,000,000								R 38,000,000	
13	Touwsranted (395)	PLS	R 9,000,000	R 19,500,000	R 1,500,000								R 30,000,000	
14	Erf 325 Pacaltsdorp (904)	PLS	R 33,673,519	R 28,427,608									R 62,101,127	
ID	Short term	Type	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total	
10	Kleinkranz (100/200)	PLS					R 2,200,000	R 2,200,000					R 4,400,000	
9	Golden Valley (Kruispad) (130)	PLS			R 2,860,000	R 10,140,000							R 13,000,000	
2	Thembaletu (2144)	SCCA		R 7,103,382	R 7,103,382	R 7,103,382		R 7,086,824					R 35,500,352	
12	Thembaletu (300)	M PHP		R 3,500,000	R 3,500,000	R 3,500,000	R 3,500,000	R 3,500,000	R 3,500,000				R 21,000,000	
15	Rectification Pre 1994	SCCA		R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000		R 35,000,000	
18	EXT 42 & 58 Thembaletu	Top structures		R 3,900,000	R 3,900,000	R 3,900,000	R 3,900,000	R 3,900,000	R 3,900,000				R 23,400,000	
Sub Total			R 61,266,344	R 86,459,204	R 46,863,382	R 32,643,382	R 21,703,382	R 21,686,824	R 12,400,000	R 5,000,000	R 5,000,000	R 0		
DORA Allocation			R 40,449,000	R 46,858,000	R 44,794,000	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 0	
Shortfall/Surplus			-R 20,817,344	-R 39,601,204	-R 2,069,382									
ID	Medium Term	Type	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total	
8	Protea Park (60)	PLS					R 1,320,000	R 4,680,000					R 6,000,000	
11	Thembaletu (4350)	UISP				R 20,000,000	R 20,000,000	R 20,000,000	R 20,000,000	R 20,000,000	R 20,000,000		R 120,000,000	
16	Europe (270)	PLS				R 5,940,000	R 5,265,000	R 5,265,000	R 5,265,000	R 5,265,000			R 27,000,000	
17	Metro Gronde (400)	PLS						R 4,400,000	R 14,800,000	R 10,400,000	R 10,400,000		R 40,000,000	
19	Pacaltsdorp/Syferfontein (5000)	Integrated			R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000		R 70,000,000	
21	CRU units				R 2,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000	R 5,000,000		R 32,000,000	
GRAND TOTAL			R 61,266,344	R 86,459,204	R 58,863,382	R 73,583,382	R 63,288,382	R 71,031,824	R 67,465,000	R 55,665,000	R 50,400,000	R 0	R 588,022,518	
DORA Allocation			R 40,449,000	R 46,858,000	R 44,794,000	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 44,033,667	R 0	R 396,303,000
Shortfall/Surplus			-R 20,817,344	-R 39,601,204	-R 14,069,382	-R 29,549,715	-R 19,254,715	-R 26,998,157	-R 23,431,333	-R 11,631,333	-R 6,366,333		-R 191,719,518	

PROVINCIAL PIPELINE													
Current Projects		10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total	
Wilderniss Touwsranted (395)	PLS	R 3,500,000	R 8,050,000	R 16,100,000								R 27,650,000	
Pacaltsdorp (904)	PLS	R 38,780,000	R 24,500,000									R 63,280,000	
Infill (173)	PHP	R 4,410,000										R 4,410,000	
Infill (175)	PHP	R 4,410,000										R 4,410,000	
Tambo Square/Lusaka (297)	PHP	R 6,860,000										R 6,860,000	
Combined PHP	PHP	R 700,000	R 3,500,000	R 3,500,000	R 3,500,000	R 3,500,000						R 14,000,000	
Rectifications	Rectification	R 10,000,000	R 2,500,000	R 2,500,000	R 1,500,000	R 1,500,000						R 18,000,000	
Toilets Protea Park	EHP	R 3,745,000										R 3,745,000	
Short term Projects													
Thembaletu	UISP	R 18,600,000	R 9,000,000	R 23,400,000	R 30,000,000	R 30,000,000						R 115,000,000	
GRAND TOTAL			R 91,005,000	R 47,550,000	R 45,500,000	R 35,000,000	R 35,000,000	0	0	0	0	0	R 254,055,000
DORA Allocation			R 40,449,000	R 46,858,000	R 44,794,000	R 44,033,667	R 44,033,667						R 220,168,333
Shortfall/Surplus			-R 50,556,000	-R 692,000	-R 706,000	R 9,033,667	R 9,033,667						-R 33,886,667

Integration

This section considers the progress achieved with implementing the housing programmes and projects, after funding and planning approval. The implementation focuses on the process of construction and the process of accommodating the beneficiaries within the new housing projects. The end product and overall performance of the housing unit and the project is also considered.

The implementation programme presented in this section explains how George Municipality's human settlement strategy will be rolled-out in the short term. An important component of the strategic approach is to spread the human settlement grant funding as wide as possible, to provide a minimum benefit of a serviced site to households in need. In this section the current housing project pipeline is interrogated in order to see whether or not each of the projects in the pipeline contributes towards the achievement of the overall settlement strategy. Those projects that do, need to be prioritised over those that do not, subject to the limitation that the municipality already has contractual commitments, which need to be honoured. Thereafter the prioritised projects are programmed within the limits of the available funding from human settlement grants.

Prioritising the Municipal Project Pipeline

Appendix 5.15 applies provincial sustainability criteria to George's state-assisted housing pipeline projects in order to assess whether or not these projects are aligned with the provincial strategy. The George projects are weighed against these criteria, showing the expected timing of the project by the George municipality and also outstanding action required to achieve a full sustainability rating from the province (on the basis of which to access grant funding). George municipality envisages most of these projects being implemented over the next five years, with a few going over the following five to 10 year period, according to their readiness to go on site. There are currently only one long-term (i.e. beyond 10 years) projects envisaged namely the Syferfontein 10 000 to 15 000 units.

In addition, each project has been prioritised according to whether there is outstanding action required to pre-qualify in terms of province's sustainability criteria. Following the assessment in terms of the pre-qualification criteria a project is assigned a first, second or third priority. Where there are no outstanding actions the project is given a first priority, meaning that it is not only ready to go on site but that its implementation will contribute to meeting basic needs and a sustainable human settlement. Projects that still have not met sufficient criteria are given a second or third priority, depending on the extent of their still having to meet outstanding criteria.

Table 13: Consolidated & Prioritised George Housing Project Pipeline

Project.	Units.	Type.	Readiness to go on-site.	Timing (S/M/L).	Outstanding action in terms of pre-qualification criteria. ¹	Priority: 1 st , 2 nd , 3 rd .
Repairing fire-damaged houses in formal townships.	13	EHP.	0 – 5 yrs.	S.	None.	1 st .
Repairing flood-damaged houses in formal townships.	105	EHP.	0 – 5 yrs.	S.	None.	1 st .
All informal settlements – upgrading of toilets.	280 (1644 households)	EHP.	0 – 5 yrs.	S.	1. Check whether in existing township and therefore: (a) extent of bulk, (b) whether geo-tech required, and (c) whether EIA required.	1 st . Busy
Thembaletu Power Houses.	2 144.	SCCA measures.	0 - 5 yrs.	S.	1. Awaiting approval of extra amount of subsidies; 2. Complete geo-tech report.	1 st . busy
Infill erven in formal townships.	54	PHP.	0 – 5 yrs.	S.	1. Confirm approval of residual top-structure subsidy amounts.	1 st . busy
Tambo Square & Lusaka.	44	PHP.	0 – 5 yrs.	S.	1. Confirm approval of residual top-structure subsidy amounts.	1 st . busy
Protea Park.	60.	Project-linked subsidies (BNG).	0 – 5 yrs.	S.	1. Check whether in an existing township for: (a) Bulk status, (b) geo-tech status, 2. Submit top structure subsidies application	2 nd .
Conville.	81.	Rental CRU.	5 – 10 yrs.	M.	1. Council to make application for CRU funding, 2. Possible new geo-tech report to be completed for multi-storey walk-up buildings, 3.	2 nd .

Project.	Units.	Type.	Readiness to go on-site.	Timing (S/M/L).	Outstanding action in terms of pre-qualification criteria. ¹	Priority: 1st, 2nd, 3rd.
					Access to and integration with social amenities/facilities to be demonstrated (in project plan).	
Protea Park – toilets and water.	52 (58 households)	EHP.	0 – 5 yrs.	S.	1. Check whether project is located in existing township or whether no permanency envisaged.	3 rd . complete
Asazani (UISP)	900	UISP.	0 – 5 yrs.	S.	1. Environmental Impact Assessment, 2. Secure MIG funding for bulk from 4th to 9th year, 3. Address the access to facilities issue.	1 st . 4350
Thembaletu (UISP)	3 450	UISP.	0 – 5 yrs.	S.	1. Environmental Impact Assessment, 2. Secure MIG funding for bulk from 4th to 9th year, 3. Address the access to facilities issue.	1 st .
Thembaletu extensions 42 & 58.	470.	Consolidation.	0 – 5 yrs.	S.	1. Subsidy applications to be completed and submitted, 2. Whether or not in existing township needs to be checked to ascertain (a) bulk requirements, (b) geo-tech report and (c) EIA.	3 rd .
Erf 325 Pacaltsdorp.	904.	Project-linked (BNG).	0 – 5 yrs.	S.	1. Address the access to facilities issue.	3 rd . completed
Golden Valley (Kruispad).	130.	Project-linked (BNG).	0 – 5 yrs.	S.	1. Finalise beneficiaries, 2. Estimate bulk expenditure, 3. Complete township establishment, 4. Geo-tech report required 5. Complete EIA, 6. EPWP-compliant procurement process.	3 rd . PRT's
Kleinkrantz.	100.	Project-linked (BNG).	0 – 5 yrs.	S.	1. Geotech report, 2. Environmental Impact Assessment, 3. If necessary, secure MIG funding for bulk, 4. Address the access to facilities issue, 5. Submit new application for project-linked subsidy.	3 rd .
Europe (Pacaltsdorp).	270.	Project-linked (BNG).	0 – 5 yrs.	S.	1. Bulk requirements to be estimated, 2. Budgeting for infrastructure, social amenities, top structure (bridging finance) to be allocated by provincial departments, 3. Geotech report to be completed thereafter, 4. EIA to be completed, 5. Access to and integration with social amenities/facilities to be demonstrated (in project plan).	3 rd .
Groeneweide Park.	600.	Gap	0 – 5 yrs.	S.	1. Finalise management of project,	3 rd . GAP

Project.	Units.	Type.	Readiness to go on-site.	Timing (S/M/L).	Outstanding action in terms of pre-qualification criteria. ¹	Priority: 1st, 2nd, 3rd.
		credit-linked.			2. Check compliance with SDF, 3. Confirm bridging finance if internal project management, 4. Complete geotech if necessary, 5. Complete environmental scoping/EIA if necessary.	
Roorivierrif.	200.	Gap credit-linked	0 – 5 yrs.	S.	1. Finalise management of project, 2. Check compliance with SDF, 3. Confirm bridging finance if internal project management, 4. Complete geotech if necessary, 5. Complete environmental scoping/EIA if necessary.	3 rd .
Destiny.	2 500.	Gap credit-linked	0 – 5 yrs.	S.	1. Bulk requirements to be estimated, 2. Geotech status to be clarified, 3. Budgeting for social amenities to be allocated by provincial departments.	3 rd . Private Development
Thembaletu.	315.	Rental CRU.	5 – 10 yrs.	M.	1. Council to make final approval decision about project, 2. Council to make application for CRU funding, 3. Possible new geo-tech report to be completed for multi-storey walk-up buildings, 4. Access to and integration with social amenities/facilities to be demonstrated (in project plan).	3 rd .
Dam development, York hostel, vacant land.	300.	Social rental.	0 – 5 yrs.	S.	1. Motivate and finalise concepts for development projects other than the Dam, 2. Estimate bulk infrastructure requirements only in respect of Dam area, 3. Identify budgets for bulk and top structure subsidies (including institutional subsidies and restructuring grants) for all the projects, 4. Estimate budgets for top structure subsidies for other projects as well, 5. Complete Geo-tech for the Dam, 6. Complete EIA for the Dam	3rd.
Pacaltsdorp/Syferfontein.	10 000	Integrated housing.	5 – 15 yrs.	M.	1. Council to make final approval decision about project's alignment with SDF, 2. Bulk requirements to be estimated, 3. Budgeting for infrastructure, social amenities, top structure (bridging finance) to be allocated by provincial departments, 4. Geo-tech report to be completed thereafter, 5. EIA to be completed, 6. Access to and integration with social amenities/facilities to be	3rd.

Project.	Units.	Type.	Readiness to go on-site.	Timing (S/M/L).	Outstanding action in terms of pre-qualification criteria. ¹	Priority: 1st, 2nd, 3rd.
					demonstrated (in project plan).	

These prioritised projects also need to be evaluated against the provincial sustainability criteria. Appendix 5.15 indicates that there are very few projects that meet all the provincial sustainability criteria. Often recurring action relates to estimating and securing required bulk infrastructure, completing geo-technical investigations and Environmental Impact Assessments (EIAs), and planning for and securing budgets for social amenities and facilities which are regarded as essential for creating sustainable settlements. Fulfilling some of these criteria – like securing bulk and budgets for social amenities and facilities - in the short-term is a real challenge facing these projects because there is limited funds for infrastructure as well as limited planning and budgeting for the erection of social amenities and facilities.

The funding and erection of all community amenities and facilities falls outside the municipality’s mandate. Securing the required funding and planning for amenities and facilities is a challenge that will have to be met in co-ordination with the relevant provincial and national departments. Besides bulk, connector and internal infrastructure requirement, provision also has to be made for public transportation and non-motorised transport [NMT] infrastructure.

Emergency housing, repairs to defect housing, and sanitation upgrading projects all address a critical and ever-present need.

Aligning the Pipeline with the Human Settlement Grant

The aligning of the prioritised pipeline with the projected human settlement grant budget needs to take into account the requirement to:

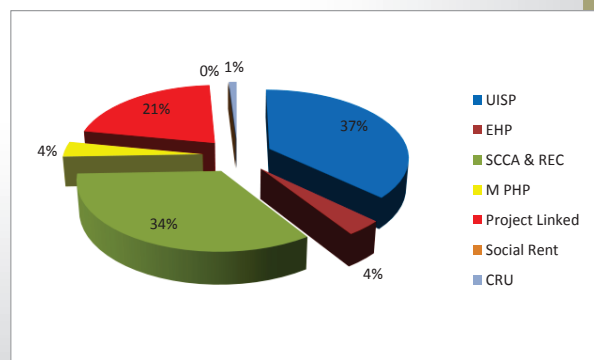
- Substantially address need by 2020;
- Allocate at least 50% of grants for site-and-service;
- Enable the municipality to meet its critical existing commitments;
- Ensure a spread of housing typologies; and, v) allocate sufficient housing opportunities to locations that will contribute to socio-economic and spatial integration.

In an effort to establish the potential success of the current George Housing Pipeline the multi-year budget needs to be converted into the number and type of housing opportunities to be delivered in the next 10 years(Refer to table 12).

Table 14: Housing Opportunities to address needs over next 10 years

Units delivered	Type	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total
	UISP	236	295	591	591	591	591	591	591	591		4,668
	EHP	135	193	70	70							468
	SCCA & Rectification		429	731	731	731	731	302	302	302		4,259
	M PHP	42	179	46	46	46	46	46				451
	Project linked	396	497	184	293	225	297	330	238	189		2,649
	Social Rent											0
	CRU			8	20	20	20	20	20	20		128
		809	1,593	1,630	1,751	1,613	1,685	1,289	1,151	1,102	0	12,623

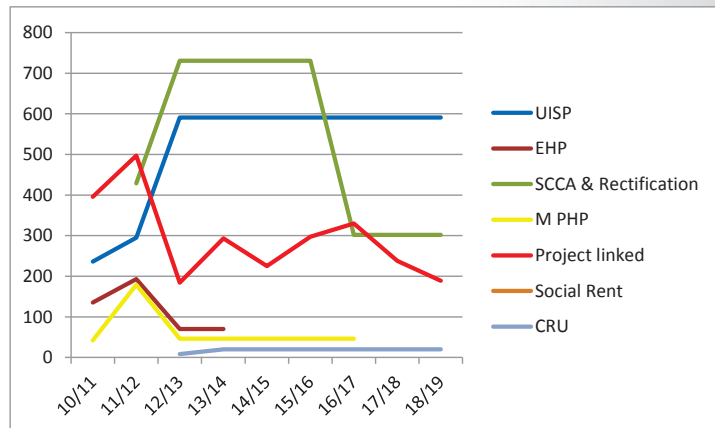
At a quick glance the table does not reveal to much other than to say that over 10 years George Municipality will deliver 12 623 Housing opportunities. It is only once the table is converted into a pie chart (Chart 1) that the essence of the housing strategy for the next 10 years is elicited. It is clear that there is a substantial focus on creating Project



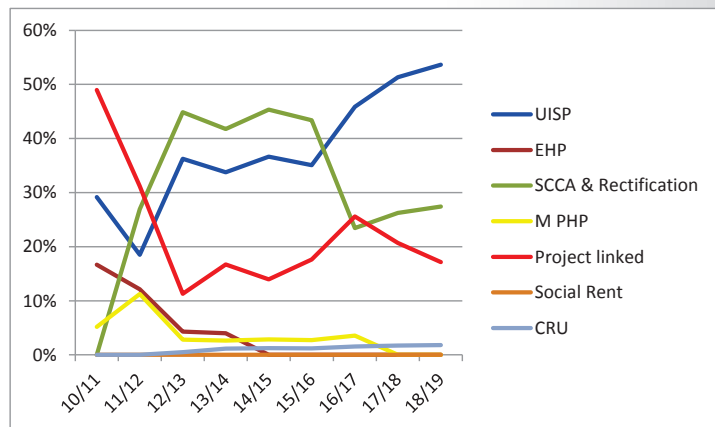
linked housing opportunities (21%) as well as site and service opportunities (37%). Furthermore a large portion of the budget (34%) is allocated to rectifying with units previously built. A very small percentage (1%) is invested into creating rental stock and this might be an area of concern. CRU-units fit perfectly into the urban fabric of creating higher densities and strengthening development- and transport- corridors.

It is however very difficult to identify the housing trend for the next 10 years by just perusing a pie-chart which provides a summary for the next ten years. There is a need to drill down into the individual financial years and establish the trend for the time period (Refer to Chart 2 & 3).

Chart 2 indicates that the provision/number of project link houses is dropping in the long run. Site-and-service sites increases in the first two years and then remains constant over the last seven years. Managed PHP also decreases in the long run and there is an effort to begin CRU-projects on a very small scale. But still we are not clear about the trends. Chart provides more clarity



Percentage wise the site-and-service sites do reach the target after 10 years of representing more than 50%. The provision of Project linked houses drop over the long run and Managed PHP also show a steady decline over the years. Rectification is a huge burden upon the municipal budget



It is concluded that:

- The planned number of Housing opportunities of 12 623 is not enough to address the identified need of 25 198. Revisiting the housing programme and projects are essential if there is seriousness about addressing the need.
- The approach of only reaching the goal of 50% site-and-service sites per year in 2020 and notably falling short of this target for the first 9 years. It can be argued that this target should be attained and maintain earlier in the 10 year period. It is uncertain whether this very long term approach will be acceptable to PGWC after they publicly announced their commitment to this type of delivery.
- The spread of housing opportunities will come short of provided a fair variety of housing opportunities with the current budget.
- The existing commitments of the Municipality are however honoured.

- Although an integrated project is listed for Pacaltsdorp little info about the mixture of this project is available. Consequently GAP-housing remains an untouched deliverable for the municipality. This can be contributed to an uncertainty about a delivery vehicle. In addition the Council will have to support the process by
 - reducing Development Contribution by at least 50%
 - Contribute land at cost to GAP-housing development
- The current budget allocated to CRU does not seem feasible. Constructing 8 to 20 units per annum is not a sensible approach to the provision of CRU-units. Revisiting the approach to the provision of Rental Stock is urgently required.
- (The choice between flats, subsidised houses and serviced erven depends on the DoRA allocation)

Furthermore no housing programme can be viewed in isolation. A number of additional funding programmes and grants need to be aligned to the housing programme in order to deliver a successful project.

One of these programmes is the Municipal Infrastructure Grant Programme (MIG). George is one of the few municipalities who have a 100% spending record on this programme thus far and is over committed in future years. All the MIG investment projects attend to water supply which is understandable given the scarcity of the resource in the greater George. (Refer to Table 15). Given the future housing project investment in road infrastructure might become necessary again.

Table 15: MIG Programme Spending

MIG BUDGET											
	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Total
Augmentation of Raw Water Supply		R 57,429,070									
Upgrade Water Treatment Capacity: Witfontein State Forrest		R 43,616,400									
New Treatment Plant Witfontein		R 26,137,350									
Spending in 10/12	R 23,345,000										
Total	R 23,345,000	R 127,182,820									R 150,527,820
DORA Allocation	R 23,345,000	R 28,077,000	R 34,139,000								R 85,561,000
Value of Over Commitment		-R 64,966,820									-R 64,966,820
Percentage of Over Commitment											176%

What is the overall housing financial picture for George Municipality? Table 16 identifies the human settlement grant allocation to George for 2010 to 2013, and projects on the basis of the annual average of this three-year allocation, a further grant allocation to 2020. When the above pipeline is aligned with this projected funding inflow there is a deficit of almost R192 million over the 10 years to 2020, i.e. R19.2 million per annum.

Table 16: Pipeline aligned with human settlement grant

George Municipality: Projected Human Settlements Funding and Expenditure (2010-2020)			
Income			Annual Average
Actual Housing and Human Settlement Capital grant (2009/2010 to 2012/2013)		R 132,101,000	R 44,033,667
Estimated Housing and Human Settlement Capital grant (2013/14 to 2019/2020)		R 264,202,002	
Total Income		R 396,303,002	
Expenditure			
UISP		R 157,862,424	
EHP		R 4,680,000	
SCCA & Rectification		R 74,513,128	
M PHP		R 33,374,000	
Project linked		R 285,133,062	
Social Rent			
CRU		R 32,459,904	
Total Expenditure		R 588,022,518	
Shortfall/Surplus			-R 191,719,516

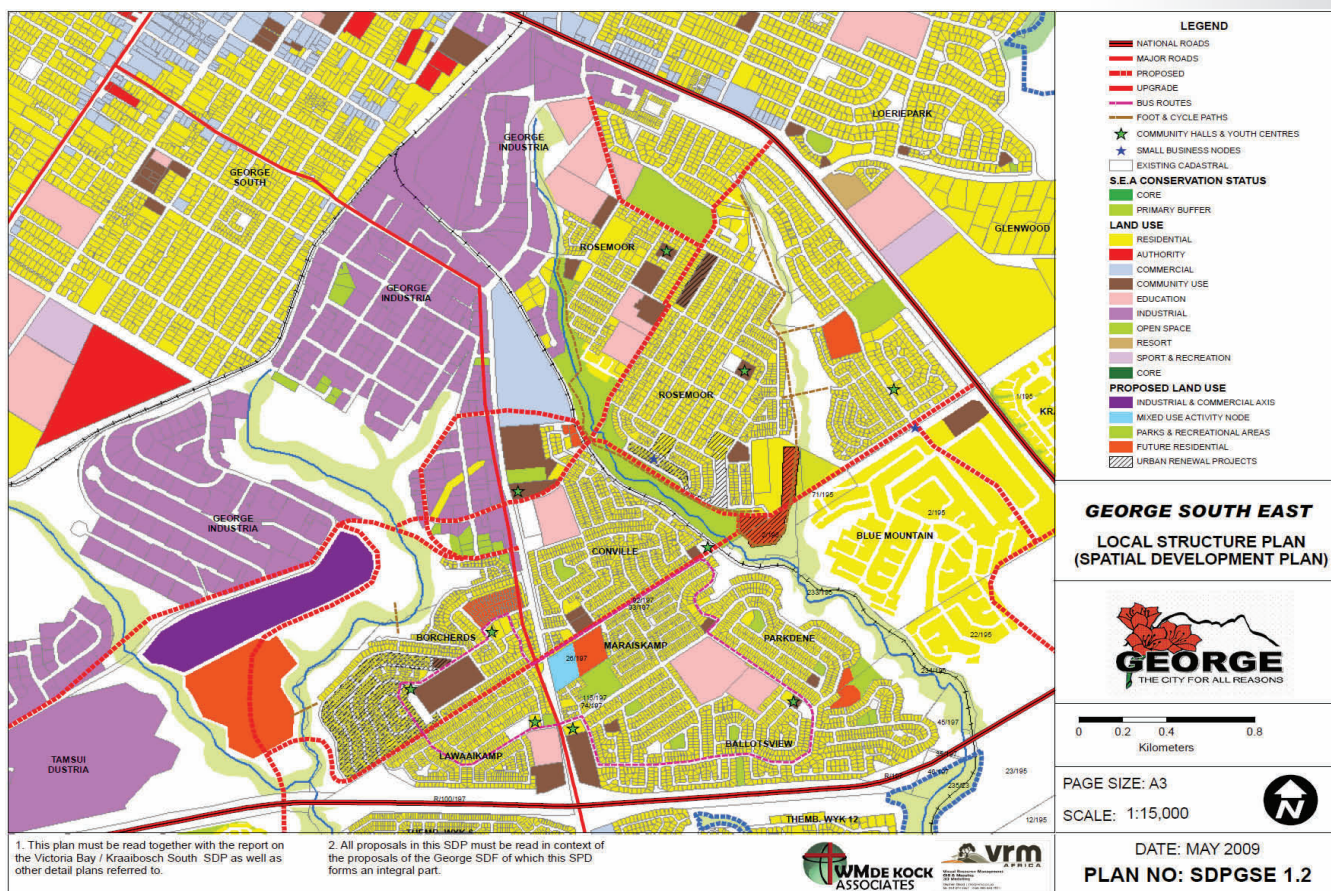
The George HSP will have to be revisited, reviewed and adjusted on an annual basis to maintain the focus and to ensure the necessary attention is given to the incorporation of the outer planning years.

Spatial Interpretation

All the projects in the George pipeline are spatially depicted in the set of maps below. The inserts are numbered which correlate with the numbering of the projects in the pipeline (Refer to table 12). The maps provide the location of the projects and more importantly it offers the opportunity to assess the spread of the projects over the municipal area.

These maps are from the municipality's local area Spatial Development Plans (SDPs) and the Future Housing Projects follow the indications of the SDPs.

Preferably these maps need to be taken further into an urban planning and structuring process. This need not to be complicated and can simply be the assessment of the housing projects by asking a few key planning questions. It is proposed that each project individually be assessed from a town planning perspective and also the key development objectives of the Provincial Department of Housing.



Monitoring and Evaluation

The HSP will be considered in relation to the indicators and performance measurement:

- **Inputs:** These refer to the human, financial, skills and other resources applied in the preparing and implementing the HSP.
- **Activities:** These are the actions undertaken to transform the inputs into outputs (housing products and services).
- **Outputs:** Tangible housing products and services resulting from applying the inputs.
- **Outcomes/Impact:** This is the direct or indirect consequence of the housing outputs. These can generally be measured in terms of the extent to which the aims and objectives of the HSP have been achieved.
- **Process:** This refers to the approach and methods to involve key stakeholders and the degree of ownership and support for the housing programme and project outcomes.
- The overall effectiveness and efficiency of the Housing Programme will also be evaluated in terms of its ability to realize liveable housing units and sustainable human settlements. A set of criteria (both quantitative and qualitative) will be developed to guide this overall evaluation guided by the municipal vision and objectives.

In the Human Settlements Research and planning as well as in the Housing Development Programme, performance measures are identified for each of the actions specified. This is to enable performance management, monitoring and the evaluation of the achievement of George's HSP objectives.

In terms of the current organizational structure the responsible officials for the achievement of the HSP are also identified both within the George Municipality as well as in the Western Cape Provincial Departments dealing with Housing, Human Settlement, Education and Health. As such the performance requirements of this five-year HSP should be incorporated into the officials' contract of employment and then reviewed on an annual basis.

Conclusion

The main obstacle to the provision of integrated sustainable human settlements are the financial situation of the George Municipality and its limited institutional capacity. Further critical concerns are the existing housing backlogs, the backlogs in infrastructure and services and the rate of housing delivery of the municipality. In this section a quick overall evaluation is done to identify the work specifically required within the George Municipality to take the Human Settlement Plan forward. As the project cycle approach was used as a means to assess the state of readiness of the George Municipality to prepare and implement human settlement plans, specific tasks within each phase in the project cycle are highlighted below. The next step in the next phase will be for the Municipality to review, this assessment in order to confirm all tasks and areas requiring attention.

Housing Policy Context

The Human Settlements Plan for George Municipality needs to take cognisance of the national and provincial housing policy context, especially the recent major policy shifts, namely

- Concentrating government led spending in areas of high economic/development potential
- A holistic view of settlement creation, away from a blinkered focus on housing alone.

Identifying Housing Problems and Challenges

The housing problems and challenges are clearly identified in the George IDP (2009/2010). It will be imperative to address the lack of information regarding the need for various tenure options, housing typologies and need for social housing. The current survey to determine the need for housing for rural people will provide valuable input. The land audit, currently underway, will also assist in identifying and unlocking land and the proposals of the Area Based Land Sector Plan will assist in identifying priority projects.

Policies, Strategies and Plans impacting on Housing

The relevant policies, strategies and plans that are in place generally support the principles of integrated development. However, limited guidance is given as how to integrate housing provision with the provision of adequate facilities, services and infrastructure within the municipality and to address quality of environment issues. These policy gaps (densification and integration strategy, clear sustainability criteria and indicators, housing land acquisition policy, and land swap policy) need to be addressed and the current SDF needs to be reviewed to support the establishment of sustainable human settlements. The services sector plans need to address alternative and sustainable technologies, e.g. the use of renewable energy Sources.

Housing Programmes and Projects

A realistic short, medium and long term housing programme needs to be put in place and priority projects need to be identified. Past, current and planned projects need to be evaluated in terms of the sustainable performance criteria. The housing programme needs to integrate and align the projects of all the relevant departments.

Implementation and Construction

A clear implementation framework is required and needs to look at the existing projects; projects budgeted for as well as the planned projects, indicating how these will be implemented and what delivery systems will be used. Although the focus will continue to be on incremental housing provision, the need to address and fund alternative housing tenure options and typologies will have to be addressed. The quality of housing and housing environment provided needs to be addressed in conjunction with meeting the demand (numbers).

Monitoring and Evaluation

The George Municipality does not currently have a monitoring and evaluation framework in place. This will need to be addressed and needs to include the identification of indicators to measure progress and the quality of housing and extent to which sustainable settlements are developing. Corrective actions will need to be put in place to meet milestones and delivery targets, to ensure that adequate and efficient delivery systems are in place and that quality standards are met.

Recommendations

By engaging with different spheres of government and integrating the strategies of existing development plans, the Municipality will develop a strengthened and co-ordinated approach to human settlement planning.

The HSP suggests a key strategy being the investment in gap housing, rental stock and site-and-service sites. Since gap housing makes up 24% of the housing need, it is recommended that non-state funding is explored to increase the supply of rental stock and make it more affordable to those who do not qualify for full subsidies. Capital contribution for these developments be reduced by at least 50% and this needs to be complimented by the municipality identifying *well-located* land for such developments, subject to a proportion of the project being developed for the gap market. In line with the State's Policy Framework, it is further suggested that the land be provided by the municipality at no cost.

Interventions are however required to facilitate access to land for gap housing and to incentivise the refurbishment and conditions of tenure of rental structures.

Appendices

George Municipality - Overall Household Housing Need (high growth)

George - Estimated Household Housing Need to 2030						
Year.	Annual Subsidy Waiting List at start of period.	Gap Waiting list.	Average Migration *	Additional Informal Dwellers. **	Growth. ***	Numbers of houses needed at end of period.
2008	11,303		800	2,242	430	14,775
2009	14,775		800	2,200	455	18,230
2010	18,230	3,570	800	-	479	23,079
2011	23,079		200	-	501	23,780
2012	23,780		200	-	523	24,503
2013	24,503		200	-	539	25,242
2014	25,242		200	-	556	25,997
2015	25,997		200	-	572	26,770
2016	26,770		200	-	589	27,559
2017	27,559		200	-	607	28,365
2018	28,365		200	-	624	29,190
2019	29,190		200	-	642	30,032
2020	30,032		200	-	661	30,893
2021	30,893		200	-	680	31,773
2022	31,773		200	-	699	32,672
2023	32,672		200	-	719	33,591
2024	33,591		200	-	739	34,531
2025	34,531		200	-	760	35,491
2026	35,491		200	-	781	36,472
2027	36,472		200	-	803	37,475
2028	37,475		200	-	825	38,499
2029	38,499		200	-	847	39,547
2030	39,547		200	-	870	40,617
Correct on gap double count:						34,980
* Average migration of 800 per annum until 2010, reduced to 200 on assumption of depressed economic conditions.						
** From 2010 no further informal dwellers are added as it is assumed to be covered by average migration and growth.						
*** Annual growth assumed at 2,2% (2008 - 2030).						
SOURCE: George Municipality (2008: 13) and workshopped with George Municipality and Western Cape Province (January 2010).						

George Municipality – Need arising from Informal Settlements (high growth)

George - Growth in Informal Settlements.				
Year.	Informally-housed households at start of period.	Average migration.	Growth. *	Informally-housed households at end of period.
2008	2,242	800	49	3,091
2009	5,291	800	116	6,208
2010	6,208	800	137	7,144
2011	7,144	200	157	7,501
2012	7,501	200	165	7,866
2013	7,866	200	173	8,239
2014	8,239	200	181	8,621
2015	8,621	200	190	9,010
2016	9,010	200	198	9,408
2017	9,408	200	207	9,815
2018	9,815	200	216	10,231
2019	10,231	200	225	10,656
2020	10,656	200	234	11,090
2021	11,090	200	244	11,534
2022	11,534	200	254	11,988
2023	11,988	200	264	12,452
2024	12,452	200	274	12,926
2025	12,926	200	284	13,410
2026	13,410	200	295	13,905
2027	13,905	200	306	14,411
2028	14,411	200	317	14,927
2029	14,927	200	328	15,456
2030	15,456	200	340	15,996

*** Annual growth assumed at 2,2% (2008 - 2030).**

SOURCE: Derived from Appendix 5.1.

George Municipality – Need arising from Overcrowded Formal Structures (high growth)

George - Growth in overcrowded formal structures.			
Year.	Overcrowded formal structures at start of period.	Growth. *	Overcrowded households at end of period.
2010	4,423	97	4,521
2011	4,521	99	4,620
2012	4,620	102	4,722
2013	4,722	104	4,825
2014	4,825	106	4,932
2015	4,932	108	5,040
2016	5,040	111	5,151
2017	5,151	113	5,264
2018	5,264	116	5,380
2019	5,380	118	5,498
2020	5,498	121	5,619
2021	5,619	124	5,743
2022	5,743	126	5,869
2023	5,869	129	5,998
2024	5,998	132	6,130
2025	6,130	135	6,265
2026	6,265	138	6,403
2027	6,403	141	6,544
2028	6,544	144	6,687
2029	6,687	147	6,835
2030	6,835	150	6,985
Initial overcrowded structures estimated by deducting the total estimated number of informal settlements from the total George housing waiting list in 2010.			
* Annual growth assumed at 2,2% (2010 - 2030).			
SOURCE: Derived from Appendix 5.1.			

George Municipality – Need arising from gap Waiting List (high growth)

George - Growth in the Gap market			
Year.	Gap houses required at start of period.	Growth. *	Gap houses required at end of period.
2010	3,570	79	3,649
2011	3,649	80	3,729
2012	3,729	82	3,811
2013	3,811	84	3,895
2014	3,895	86	3,981
2015	3,981	88	4,069
2016	4,069	89	4,158
2017	4,158	91	4,249
2018	4,249	93	4,342
2019	4,342	95	4,437
2020	4,437	98	4,535
2021	4,535	100	4,635
2022	4,635	102	4,737
2023	4,737	104	4,841
2024	4,841	106	4,947
2025	4,947	109	5,056
2026	5,056	111	5,167
2027	5,167	114	5,281
2028	5,281	116	5,397
2029	5,397	119	5,516
2030	5,516	121	5,637
<p>* Annual growth assumed at 2,2% (2010 - 2030).</p> <p>SOURCE: Derived from Appendix 5.1.</p>			

George Municipality - Overall Household Housing Need (low growth, to 2020, 2030)

George - Estimated Household Housing Need to 2030						
Year.	Annual Subsidy Waiting List at start of period.	Gap Waiting list.	Average Migration *	Additional Informal Dwellers. **	Growth. ***	Numbers of houses needed at end of period.
2008	11,303		800	2,242	430	14,775
2009	14,775		800	2,200	455	18,230
2010	18,230	3,570	233	-	233	22,267
2011	22,267		285	-	285	22,837
2012	22,837		292	-	292	23,421
2013	23,421		300	-	300	24,021
2014	24,021		307	-	307	24,636
2015	24,636		315	-	315	25,267
2016	25,267		323	-	323	25,913
2017	25,913		251	-	251	26,416
2018	26,416		256	-	256	26,929
2019	26,929		261	-	261	27,451
2020	27,451		266	-	266	27,984
2021	27,984		271	-	271	28,526
2022	28,526		277	-	277	29,080
2023	29,080		282	-	282	29,644
2024	29,644		288	-	288	30,219
2025	30,219		293	-	293	30,805
2026	30,805		299	-	299	31,403
2027	31,403		305	-	305	32,012
2028	32,012		311	-	311	32,633
2029	32,633		317	-	317	33,266
2030	33,266		323	-	323	33,912
Corrected for gap double count:						22,050
Corrected for gap double count:						25,198

* Average migration of 800 per annum until 2010, reduced to growth assumptions below, on assumption of depressed economic conditions.

** From 2010 no further informal dwellers are added as it is assumed to be covered by average migration and growth.

*** Annual growth assumed at 1,28% (2010 - 2016); 0,97% (2016 - 2020); and, 0,97% (2020 - 2030).

SOURCE: George Municipality (2008: 13) and workshopped with George Municipality and Western Cape Province (January 2010).

George Municipality – Need arising from Overcrowded Formal Structures (low growth to 2020, 2030)

George - Growth in overcrowded formal structures.			
Year.	Overcrowded formal structures at start of period.	Growth. *	Overcrowded households at end of period.
2010	4,423	97	4,521
2011	4,521	58	4,578
2012	4,578	59	4,637
2013	4,637	59	4,696
2014	4,696	60	4,757
2015	4,757	61	4,817
2016	4,817	62	4,879
2017	4,879	47	4,926
2018	4,926	48	4,974
2019	4,974	48	5,022
2020	5,022	49	5,071
2021	5,071	49	5,120
2022	5,120	50	5,170
2023	5,170	50	5,220
2024	5,220	51	5,271
2025	5,271	51	5,322
2026	5,322	52	5,374
2027	5,374	52	5,426
2028	5,426	53	5,478
2029	5,478	53	5,531
2030	5,531	54	5,585
Initial overcrowded structures estimated by deducting the total estimated number of informal settlements from the total George housing waiting list in 2010.			
*** Annual growth assumed at 1,28% (2010 - 2016); 0,97% (2016 - 2020); and, 0,97% (2020 - 2030).			
SOURCE: Derived from Appendix 5.6.			

George Municipality – Need arising from gap Waiting List (low growth to 2020, 2030)

George - Growth in the Gap market			
Year.	Gap houses required at start of period.	Growth. *	Gap houses required at end of period.
2010	3,570	79	3,649
2011	3,649	47	3,695
2012	3,695	47	3,743
2013	3,743	48	3,790
2014	3,790	49	3,839
2015	3,839	49	3,888
2016	3,888	50	3,938
2017	3,938	38	3,976
2018	3,976	39	4,015
2019	4,015	39	4,054
2020	4,054	39	4,093
2021	4,093	40	4,133
2022	4,133	40	4,173
2023	4,173	40	4,213
2024	4,213	41	4,254
2025	4,254	41	4,295
2026	4,295	42	4,337
2027	4,337	42	4,379
2028	4,379	42	4,421
2029	4,421	43	4,464
2030	4,464	43	4,508
<p>*** Annual growth assumed at 1,28% (2010 - 2016); 0,97% (2016 - 2020); and, 0,97% (2020 - 2030).</p> <p>SOURCE: Derived from Appendix 5.6.</p>			

George Municipality – Need arising from Informal Backyard Structures (low growth to 2020, 2030)

George - Growth in backyard structures.			
Year.	Backyard structures at start of period.	Growth. *	Backyard structures at end of period.
2010	4,029	89	4,118
2011	4,118	53	4,170
2012	4,170	53	4,224
2013	4,224	54	4,278
2014	4,278	55	4,333
2015	4,333	55	4,388
2016	4,388	56	4,444
2017	4,444	43	4,487
2018	4,487	44	4,531
2019	4,531	44	4,575
2020	4,575	44	4,619
2021	4,619	45	4,664
2022	4,664	45	4,709
2023	4,709	46	4,755
2024	4,755	46	4,801
2025	4,801	47	4,848
2026	4,848	47	4,895
2027	4,895	47	4,942
2028	4,942	48	4,990
2029	4,990	48	5,038
2030	5,038	49	5,087
<p>*** Annual growth assumed at 1,28% (2010 - 2016); 0,97% (2016 - 2020); and, 0,97% (2020 - 2030).</p> <p>SOURCE: Derived from Appendix 5.6.</p>			

George Municipality - Informal Settlements Vulnerability Index

Informal Settlement/Backyard Structures	RISK OF DISASTER THROUGH NON-AVAILABILITY OF:			Vulnerability to Living Conditions Risk	RISK OF DISASTER BY:			Vulnerability to Disaster Risk	Overall Vulnerability Risk	Location of Dwelling Types		No of Informal Dwellings	
	Sanitation	Water	Electricity		Fire	Flood	Code			Legend			
BLANCO, BLANCO	HIGH	LOW	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM	HIGH	I	Informal	86		
GEORGE, BORCHARDS	HIGH	HIGH	HIGH	HIGH	LOW	LOW	LOW	HIGH	B	Backyard	170		
GEORGE, CONVILLE	HIGH	HIGH	HIGH	HIGH	LOW	LOW	LOW	HIGH	B	Backyard	305		
GEORGE, DIE BOF	HIGH	LOW	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	4	High Risk Informal structures away from Thembaletu.	
GEORGE, GROENEWYDE	HIGH	HIGH	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	7		
GEORGE, LAWAAIKAMP	HIGH	HIGH	HIGH	HIGH	LOW	LOW	LOW	HIGH	B	Backyard	114		
GEORGE, NEW DAWN PARK	LOW	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	217		
GEORGE, PACALTSDORP	HIGH	LOW	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM	HIGH	B	Backyard	269	1,248	
GEORGE, PACALTSDORP A	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	81		
GEORGE, PACALTSDORP B	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	79		
GEORGE, PACALTSDORP C	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	16		
GEORGE, PACALTSDORP D	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	12		
GEORGE, PACALTSDORP E	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	92		
GEORGE, PACALTSDORP F	LOW	LOW	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM	MEDIUM	B	Backyard	33	High Risk Informal structures in and around Thembaletu.	
GEORGE, PACALTSDORP G	LOW	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	11		
GEORGE, PARKDENE	HIGH	HIGH	HIGH	HIGH	LOW	LOW	LOW	HIGH	B, 10% I	Backyard	198		
GEORGE, PROTEA PARK	LOW	MEDIUM	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM	MEDIUM	B	Backyard	135		
GEORGE, ROSEMORE	MEDIUM	LOW	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM	MEDIUM	B	Backyard	390	3,065	
GEORGE, SEA VIEW	LOW	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	26		
GEORGE, SYFERFONTEIN	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	87		
GEORGE, SYFERFONTEIN 2	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	12		
GEORGE, THEMBALETHU-TYOLARA	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	I	Informal	11	Informal settlement dwellings at high risk	
GEORGE, THEMBALETHU-ZONE 1	MEDIUM	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	203		
GEORGE, THEMBALETHU-ZONE 2	LOW	LOW	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM	B	Backyard	176	1,070	
GEORGE, THEMBALETHU-ZONE 3	MEDIUM	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	MEDIUM	B - 55% I - 45%	Both B & I	671		
GEORGE, THEMBALETHU-ZONE 4	MEDIUM	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	MEDIUM	I	Informal	254		
GEORGE, THEMBALETHU-ZONE 5	HIGH	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	I	Informal	324		
GEORGE, THEMBALETHU-ZONE 6	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW	HIGH	I, 5% B	Informal	758		
GEORGE, THEMBALETHU-ZONE 7	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW	HIGH	B	Backyard	1152		
GEORGE, THEMBALETHU-ZONE 8	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW	HIGH	B, 5% I	Backyard	1155		
GEORGE, THEMBALETHU-ZONE 9	HIGH	LOW	HIGH	MEDIUM	LOW	LOW	LOW	MEDIUM	B, 20% I	Backyard	937	Backyard Dwellings at high risk	
KLEINKRANTZ, KLEINKRANTZ	HIGH	MEDIUM	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	48	3,363	
TOUWSRANTEN, TOUWSRANTEN	HIGH	MEDIUM	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	51		
WILDERNESS, WILDERNESS	HIGH	MEDIUM	HIGH	HIGH	LOW	LOW	LOW	HIGH	I	Informal	21		

Vulnerabilities in informal settlements arise mainly from non-availability of sanitation and electricity. The UISP is by and large addressing these risks in Thembaletu; there are a further 1248 structures elsewhere facing similarly high risks, which require attention.

George Municipality: Pipeline of Housing Projects – Project Readiness

PROJECT	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
1. EHP (14) VAN DUTHE (13 completed) 14 additionally approved	R 352,000.00	R 1,232,214.00							
2. THEMBALETHU (2144) (RECTIFICATION)	R 5,000,000.00	R 5,000,000.00	R 10,000,000.00	R 10,000,000.00	R 5,000,000.00				
3. VLIEDFONDESE (65 EN 19)	R 4,080,825.00								
4. TOILETTE - R3,9MILJOEN (EHP)	R 3,000,000.00	R 3,000,000.00	R 3,000,000.00	R 3,000,000.00					
5. TAMBO SQUARE & LUSAKA (PHP ASSISTED)	R 1,580,000.00	R 2,686,000.00							
6. INVUL ERWE (PHP ASSISTED)	R 1,580,000.00	R 7,110,000.00							
7. PROTEA PARK TOILETTE (COMPLETED)									
8. PROTEA PARK (60 EENHEDE) (PLS)					R 1,320,000.00	R 4,680,000.00			
9. GOLDEN VALLEY (130 EENHEDE) (PLS)			R 2,860,000.00	R 10,140,000.00					
10. KLEINKRANTZ SE (100/200 EENHEDE) (PLS)					R 2,200,000.00	R 7,900,000.00			
*11. THEMBALETHU (UISP 4350 EENHEDE)	R 8,000,000.00	R 10,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00	R 20,000,000.00
12. 3PHP VAN THEMBALETHU (50 EENHEDE / JAAR) (PHP ASSISTED)		R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00	R 3,500,000.00		
*13. TOUWSRANTEN - (80 WEKE) (PLS) (395 EENHEDE)	R 9,000,000.00	R 19,500,000.00	R 1,500,000.00						
*14. ERF 325 PACALTSDORP (40 WEKE) (PLS) (904 EENHEDE)	R 33,673,519.55	R 28,427,608.37							
15. REKTIKASIE (PRE 1994)			R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00
16. EUROPE (270 EENHEDE) (PLS)				R 5,940,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00	R 5,265,000.00
17. METRO GRONDE (400 EENHEDE) (PLS)					R 4,400,000.00	R 14,900,000.00	R 14,900,000.00	R 14,900,000.00	R 14,900,000.00
18. EXT 42 & 58 THEMBALETHU DIENSTE GEINSTALLEER (470 EENHEDE) (PLS)		R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00	R 3,900,000.00
19. PACALTSDORP/SYFERFONTEIN INTEGRATED DEVELOPMENT +- 5000 EENHEDE			R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00	R 10,000,000.00
20. GRONDAANKOPE			R 2,500,000.00	R 2,500,000.00	R 2,500,000.00	R 2,500,000.00			
21. CRU'S (IN BEPLANNING) (200 EENHEDE)			R 2,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00
TOTAL	R 66,266,344.55	R 84,355,822.37	R 64,260,000.00	R 78,980,000.00	R 63,685,000.00	R 72,945,000.00	R 67,465,000.00	R 55,665,000.00	R 50,460,000.00

DORA Allocations to George for Infrastructure and Equitable Share (2010 – 2013)

Category	2010/2011	2011/2012	2012/2013	TOTALS	Infrastructure	Electricity	Unconditional
Local government financial management	1,000,000	1,250,000	1,250,000	3,500,000			
Municipal systems improvement grant	750,000	790,000	800,000	2,340,000			
Municipal infrastructure grant	23,345,000	28,077,000	34,139,000	85,561,000			
Integrated national electrification grant	2,000,000	5,000,000	3,858,000	10,858,000			
Electricity demand-side management grant	6,000,000	8,000,000		14,000,000			
Municipal drought relief grant	75,000,000			75,000,000			
Regional bulk infrastructure grant	8,000,000	22,300,000	21,700,000	52,000,000			
Integrated national electr. progr (Eskom) grant	969,000		2,429,000	3,398,000			
EPWP incentive grant	2,141,000			2,141,000			
Equitable share	58,296,000	66,591,000	73,701,000	198,588,000			
TOTALS	177,501,000	132,008,000	137,877,000	447,386,000	137,561,000	28,256,000	198,588,000

SOURCE: Government Gazette No. 32882, 2010.

Funds available for infrastructure as well as the unconditional grant, have been colour-coded.

Provincial Allocations to George for Housing, Roads and Other Facilities (2010 – 2013)

Category	2010/2011	2011/2012	2012/2013	TOTALS	Housing	Transportation
Integrated Housing/Human Settlement grant	40,449,000	46,858,000	44,794,000	132,101,000		
Cleanest town competition	60,000			60,000		
Dept Env Affairs & Dev Planning	60,000			60,000		
Maintenance of proclaimed roads	325,000			325,000		
Mobility strategies	6,000,000			6,000,000		
Integrated transport plan	396,000	827,000	791,000	2,014,000		
Library services	1,046,000	1,100,000		2,146,000		
Dept cultural affairs and sport	1,046,000	1,100,000		2,146,000		
CDW operational support grant	100,000	104,000	108,000	312,000		
TOTALS	49,482,000	49,989,000	45,693,000	145,164,000	132,101,000	8,339,000

SOURCE: Western Cape Provincial Treasury, 2010.
Funds allocated for housing and transport infrastructure for George, are colour-coded.

George Municipality: Housing Projects – Sustainability Criteria

Pre-Qualification Criteria			A clear indication of housing / human settlement upgrading need exists		Evidence that sufficient funding is provided for bulk services		Existence of sufficient existing bulk infrastructure capacity to accommodate additional demand from project, or approved plans in place to upgrade infrastructure		Disaster management and avoidance of critical environmental risks		Proximity to nearest centre of economic opportunities		CHANGE ACTION
Key objectives			To ensure adequate planning of housing demand and supply has taken place (i.e. ensure there is political support and that mun has applied their mind to assessing need and costs)		To ensure that the project has been factored into the budget cycle of relevant spheres of government		To avoid bottlenecks created by insufficient bulk infrastructure		To ensure that adequate disaster management takes place and that environmental disasters and loss of life are avoided or minimised		Maximise local community job creation and small business opportunities resulting from project		
Instrument calibration and measurements			Provision of a list of project/ community beneficiaries	Record of municipal Council decision ^[1] which supports implementation of project in principle ^[2]	Housing plan contained in the IDP and SDF (or compliant with SDF principles)	Documentation showing budgetary commitment by relevant spheres to cover key project costs factors (planning, land, bulk services, top structure etc.)	Evidence of existing bulk infrastructure capacity adequate to accommodate forecast additional demand, or plans to upgrade infrastructure which have been approved by CEADP.	Existence of geo-technical study – a standard requirement	Environmental scoping report (not full-blown EIA) indicating no significant environmental risks – This only applies if legislation requires an EIA	Map submitted by Municipality to show project located within x kilometers of PHC clinic, Economic hub and Primary school	Compliance with Provincial Government EPWP guidelines		
Projects	Nos. of units	Housing Typologies											
PROJECTS IN PROGRESS													
Thembalethu (Power Houses)	2,144	SCCCA Measures	Survey of houses with structural problems	Yes.	Referred to in Council approved IDP Housing Chapter.	Motivated application for higher grant approval following shortfall between first approved amount and lowest recommended tender; waiting for approval of residual.	Yes, because in an existing township.	No geotech report completed (this is a pre-NHRC project).	Not applicable.	Project would be within walking distance of these facilities.	Not applicable.	1. Approval of extra amount of subsidies; 2. Complete geo-tech report.	
Asazani (UISP)	900	UISP	Survey of informal settlements identified beneficiaries.	Yes.	Referred to in Council approved IDP Housing Chapter.	Council has allocated funds for bulk (for whole UISP) only for three years; MIG allocation not yet secured; UISP grant for 900 internal services already approved to UISP stage 2 - rudimentary level of services.	Insufficient existing bulk and therefore plans for upgrading.	There is uncertainty whether or not the area is located within an existing township, so that this needs to be checked.	EIA in process.	These areas are outside of walking distance from these facilities except for a school nearby which is thought to be within walking distance.	Yes.	1. Environmental Impact Assessment; 2. Secure MIG funding for bulk from 4th to 9th year; 3. Address the access to facilities issue; 4. Check whether geo-tech required.	
Upgrading of Informal Settlement Master Plan (Toilets) (All informal settlements)*	280	EHP	Survey of informal settlements identified beneficiaries.	Yes.	Referred to in Council approved IDP Housing Chapter.	Not applicable.	It is not clear whether these facilities are in existing townships therefore this needs to be checked.	It is not clear whether these facilities are in existing townships therefore this needs to be checked.	It is not clear whether these facilities are in existing townships therefore this needs to be checked.	Project would be within walking distance of these facilities.	Not applicable.	1. Check whether in existing township and therefore: (a) extent of bulk, (b) whether geo-tech required, and (c) whether EIA required.	
EHP – Protea Park – Toilets & Water (Toilets) **	52	EHP	Survey of informal settlements identified beneficiaries.	Yes.	Referred to in Council approved IDP Housing Chapter.	Not applicable.	Uncertainty whether project is located in an existing township or in an undesirable location, in which case there would be no permanency envisaged.	Uncertainty whether project is located in an existing township or in an undesirable location, in which case there would be no permanency envisaged.	Uncertainty whether project is located in an existing township or in an undesirable location, in which case there would be no permanency envisaged.	Project would be within walking distance of these facilities.	Not applicable.	1. Check whether project is located in existing township or whether no permanency envisaged.	
EHP – Rebuilding 13 fire damaged houses (across formal townships)	13	EHP	Specific applications with fire reports.	Yes.	Referred to in Council approved IDP Housing Chapter.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Project would be within walking distance of these facilities.	Not applicable.	None.	
Flood Damage – Rebuild 105 flood damaged houses (across formal townships)	105	EHP	Specific applications with flood reports.	Yes.	Referred to in Council approved IDP Housing Chapter.	Not applicable.	Yes, because in an existing township.	Yes, because in an existing township.	Not applicable.	Project would be within walking distance of these facilities.	Not applicable.	None.	

* 280 toilets serve 1644 households.
** These toilets serve 58 households.
[1] In case of CCT, decision of Housing Portfolio Committee.
[2] Where possible, also a decision to budget the necessary funds, and indication from the Council that the Municipality has the capacity to maintain basic services following project implementation. Only a decision of support in principle is required.
[3] Perhaps travel time instead of distance?

Pre-Qualification Criteria			A clear indication of housing / human settlement upgrading need exists			Evidence that sufficient funding is provided for bulk services			Existence of sufficient existing bulk infrastructure capacity to accommodate additional demand from project, or approved plans in place to upgrade infrastructure			Disaster management and avoidance of critical environmental risks			Proximity to nearest centre of economic opportunities			CHANGE ACTION
Key objectives			To ensure adequate planning of housing demand and supply has taken place (i.e. ensure there is political support and that man has applied their mind to assessing need and costs)			To ensure that the project has been factored into the budget cycle of relevant spheres of government			To avoid bottlenecks created by insufficient bulk infrastructure			To ensure that adequate disaster management takes place and that environmental disasters and loss of life are avoided or minimised			Maximise local community job creation and small business opportunities resulting from project			
Instrument calibration and measurements			Provision of a list of project / community beneficiaries	Record of municipal Council decision ^[1] which supports implementation of project in principle ^[2]	Housing plan contained in the IDP and SDF (or compliant with SDF principles)	Documentation showing budgetary commitment by relevant spheres to cover key project costs factors (planning, land, bulk services, top structure etc.)	Evidence of existing bulk infrastructure capacity adequate to accommodate forecast additional demand, or plans to upgrade infrastructure which have been approved by DEADP	Existence of geo-technical study – a standard requirement	Environmental scoping report (not full-blown EIA) indicating no significant environmental risks – This only applies if legislation requires an EIA	Map submitted by Municipality to show project located within x kilometers of PHC clinic, Economic hub and Primary school	Compliance with Provincial Government EPWP guidelines							
Projects	No. of units	Housing Typologies																
PROJECTS IN PROGRESS																		
Erf 325, Paalshoek (Services Complete)	904	Project linked	Specific waiting list in 2001/2 to 2003 for all potential beneficiaries in George Municipality (allocations according to a points system).	Yes.	Referred to in Council approved IDP Housing Chapter.	Sufficient funding was made available for bulk upgrading and top structure subsidies have been approved.	Sufficient bulk services were completed in 2009.	Yes, when new township established.	Yes, when new township established.	This project is in a new township that is outside of walking distance of these facilities.	EPWP was not complied with in the services installation, but the construction of top structures is done in compliance with a municipal job creation programme.	1. Address the access to facilities issue.						
Tousseranten (Services Complete)	395	Project linked	Waiting list from Wilderness Municipality, which was extended and updated upon incorporation with George.	Yes.	Referred to in Council approved IDP Housing Chapter.	Sufficient funding was made available for bulk upgrading and top structure subsidies have been approved.	Sufficient bulk services were completed in 2009.	Yes, when new township established.	Not applicable.	Project would be within walking distance of these facilities.	EPWP was not complied with in the services installation, but the construction of top structures is done in compliance with a municipal job creation programme.	None.						
Infli Erven (all formal townships)	54	Managed PHP	Specific waiting list in 2005 for all potential beneficiaries in the specific area (allocations according to a points system).	Yes.	Referred to in Council approved IDP Housing Chapter.	Motivated application for higher subsidy approval following inflation-related shortfall; waiting for approval of residual.	Yes, because in an existing township.	Yes, because in an existing township.	Yes, when new township established.	Project would be within walking distance of these facilities.	Not applicable.	1. Confirm approval of residual top-structure subsidy amounts.						
Tambo Square & Lusaka	44	Managed PHP	Beneficiaries are existing informal dwellers whose stands were upgraded.	Yes.	Referred to in Council approved IDP Housing Chapter.	Motivated application for higher subsidy approval following inflation-related shortfall; waiting for approval of residual.	Yes, because in an existing township.	Yes, because in an existing township.	Not applicable.	Project would be within walking distance of these facilities.	Not applicable.	1. Confirm approval of residual top-structure subsidy amounts.						
[*] 280 toilets serve 1644 households. ^{**} These toilets serve 58 households ^[1] In case of CCT, decision of Housing Portfolio Committee. ^[2] Where possible, also a decision to budget the necessary funds, and indication from the Council that the Municipality has the capacity to maintain basic services following project implementation. Only a decision of support in principle is required.																		

Pre-Qualification Criteria			A clear indication of housing / human settlement upgrading need exists			Evidence that sufficient funding is provided for bulk services			Existence of sufficient existing bulk infrastructure capacity to accommodate additional demand from project, or approved plans in place to upgrade infrastructure			Disaster management and avoidance of critical environmental risks			Proximity to nearest centre of economic opportunities			CHANGE ACTION
Key objectives			To ensure adequate planning of housing demand and supply has taken place (i.e. ensure there is political support and that man has applied their mind to assessing need and costs)			To ensure that the project has been factored into the budget cycle of relevant spheres of government			To avoid bottlenecks created by insufficient bulk infrastructure			To ensure that adequate disaster management takes place and that environmental disasters and loss of life are avoided or minimised			Maximise local community job creation and small business opportunities resulting from project			
Instrument calibration and measurements			Provision of a list of project / community beneficiaries	Record of municipal Council decision ^[1] which supports implementation of project in principle ^[2]	Housing plan contained in the IDP and SDF (or compliant with SDF principles)	Documentation showing budgetary commitment by relevant spheres to cover key project costs factors (planning, land, bulk services, top structure etc.)	Evidence of existing bulk infrastructure capacity adequate to accommodate forecast additional demand, or plans to upgrade infrastructure which have been approved by DEADP	Existence of geo-technical study – a standard requirement	Environmental scoping report (not full-blown EIA) indicating no significant environmental risks – This only applies if legislation requires an EIA	Map submitted by Municipality to show project located within x kilometers of PHC clinic, Economic hub and Primary school	Compliance with Provincial Government EPWP guidelines							
Projects	No. of units	Housing Typologies																
HOUSING PROJECTS IN PIPELINE																		
Tembalethu US	3,450	US	Survey of informal settlements identified beneficiaries.	Yes.	Referred to in Council approved IDP Housing Chapter.	Council has allocated funds for bulk (for whole UISP) only for three years; MIG allocation not yet secured; new application to be submitted for UISP subsidy for 3450 internal services.	Insufficient existing bulk and therefore plans for upgrading.	Unclear because it needs to be checked whether in an existing township.	EIA in process.	Only some of these areas are outside of walking distance from these facilities.	Yes.	1. Check whether in an existing township, for geo-tech requirements, 2. Environmental Impact Assessment, 3. Secure MIG funding for bulk from 4th to 9th year, 4. Address the access to facilities issue.						
Protos Park (new)	60	Project linked	Specific area waiting list compiled on 134 families on specific land, and 60 longest-staying families identified.	Yes.	Referred to in Council approved IDP Housing Chapter.	Sufficient funding was made available for bulk upgrading. Application for top structure subsidies still to be submitted.	Unclear whether in an existing township, and therefore needs to be checked.	Unclear whether in an existing township, and therefore needs to be checked.	Not applicable (development was on a school site).	These areas are outside of walking distance from these facilities.	Not applicable.	1. Check whether in an existing township for: (a) Bulk status, (b) geo-tech status, 2. Submit top structure subsidies application						
Golden Valley ("Kruspad") (new)	130	Project linked	Will identify beneficiaries in surrounding area so as to include informal settlement dwellers as well as others.	Yes.	Referred to in Council approved IDP Housing Chapter.	Funding for bulk not yet estimated.	Insufficient existing bulk and therefore plans for upgrading.	No, because new township establishment process started but township still to be proclaimed.	EIA in process.	Project would be within walking distance of these facilities.	Will be complied with.	1. Finalise beneficiaries, 2. Estimate bulk expenditure, 3. Complete township establishment, 4. geo-tech report required, 5. Complete EIA, 6. EPWP-compliant procurement process.						
Tembalethu Extension 42 & 58	470	Consolidation subsidy	Beneficiaries are people already living in serviced sites in these extensions.	Yes.	Referred to in Council approved IDP Housing Chapter.	Application for top structure subsidies still to be submitted.	Unclear whether in an existing township, and therefore needs to be checked.	Unclear whether in an existing township, and therefore needs to be checked.	Unclear whether in an existing township, and therefore needs to be checked.	Project would be within walking distance of these facilities.	EPWP was not complied with in the services installation, but the construction of top structures is done in compliance with a municipal job creation programme.	1. Subsidy applications to be completed and submitted, 2. Whether or not in existing township needs to be checked to ascertain (a) bulk requirements, (b) geo-tech report and (c) EIA.						
Kleinkrantz (new)	100	Project linked	Survey of informal settlements identified beneficiaries.	Yes.	Referred to in Council approved IDP Housing Chapter.	Funding for bulk not yet estimated because undetermined bulk needs. New application for project-linked subsidies to be submitted.	Existing bulk infrastructure capacity still to be determined in relation to Kleinkrantz demand.	No, because new township establishment process still has to commence.	No environmental scoping report or EIA.	These areas are outside of walking distance from these facilities, because they are 20 kms from George.	Yes.	1. Geotech report, 2. Environmental Impact Assessment, 3. If necessary, secure MIG funding for bulk, 4. Address the access to facilities issue, 5. Submit new application for project-linked subsidy.						
Greeneside Park	600	Gap - Credit linked	Special municipal Gap waiting list.	Yes, but management of project not finalised.	It might not be fully compliant with the SDF principles.	Bridging finance and funding for internal capacity to manage project not yet identified/confirmed.	Yes, because in an existing township.	No because required environmental process not commenced yet, which will require a geotech.	No because required environmental process not commenced yet, which will require an environmental scoping report or EIA.	Not applicable because market will have own transport.	Probably not applicable because project management liable to be outsourced.	1. Finalise management of project, 2. Check compliance with SDF, 3. Confirm bridging finance if internal project management, 4. Complete geotech if necessary, 5. Complete environmental scoping/EIA if necessary.						
[*] 280 toilets serve 1644 households. ^{**} These toilets serve 58 households ^[1] In case of CCT, decision of Housing Portfolio Committee. ^[2] Where possible, also a decision to budget the necessary funds, and indication from the Council that the Municipality has the capacity to maintain basic services following project implementation. Only a decision of support in principle is required.																		

Pre-Qualification Criteria			A clear indication of housing / human settlement upgrading need exists			Evidence that sufficient funding is provided for bulk services			Existence of sufficient existing bulk infrastructure capacity to accommodate additional demand from project, or approved plans in place to upgrade infrastructure			Disaster management and avoidance of critical environmental risks			Proximity to nearest centre of economic opportunities		
Key objectives			To ensure adequate planning of housing demand and supply has taken place (i.e. ensure there is political support and that man has applied their mind to assessing need and costs)			To ensure that the project has been factored into the budget cycle of relevant spheres of government			To avoid bottlenecks created by insufficient bulk infrastructure			To ensure that adequate disaster management takes place and that environmental disasters and loss of life are avoided or minimised			Maximise local community job creation and small business opportunities resulting from project		
Instrument calibration and measurements			Provision of a list of project / community beneficiaries	Record of municipal Council decision ⁽¹⁾ which supports implementation of project in principle ⁽²⁾	Housing plan contained in the IDP and SDF (or compliant with SDF principles)	Documentation showing budgetary commitment by relevant spheres to cover key project costs factors (planning, land, bulk services, top structure etc.)	Evidence of existing bulk infrastructure capacity adequate to accommodate forecast additional demand, or plans to upgrade infrastructure which have been approved by DEADP.	Existence of geo-technical study – a standard requirement	Environmental scoping report (not full-blown EIA) indicating no significant environmental risks – This only applies if legislation requires an EIA	Map submitted by Municipality to show project located within x kilometers of PHC clinic, Economic hub and Primary school	Compliance with Provincial Government EPWP guidelines						
Projects	Nos. of units	Housing Typologies															
HOUSING PROJECTS IN PIPELINE																	
Rooiwerf	200	Gap - Credit linked	Special municipal Gap waiting list.	Yes, but management of project not finalised.	It is compliant with the SDF principles.	Bridging finance and funding for internal capacity to manage project not yet identified/confirmed.	Yes, because in an existing township.	No because required environmental process not commenced yet, which will require a geotech.	No because required environmental process not commenced yet, which will require an environmental scoping report or EIA.	Not applicable because market will have own transport.	Probably not applicable because project management table to be outsourced.	1. Finalise management of project. 2. Check compliance with SDF. 3. Confirm bridging finance if internal project management. 4. Complete geotech if necessary. 5. Complete environmental scoping/EIA if necessary.					
FUTURE HOUSING PROJECTS																	
Europe (Pacaltsdorp)	270	Project linked	General waiting list of George Municipality.	Yes.	Referred to in Council approved IDP Housing Chapter.	Funding for bulk not yet estimated because undetermined bulk needs. New application for project-linked subsidies to be submitted. Estimation of required social amenities funding and confirmation of budgets aligned to this estimate, from Province.	Existing bulk infrastructure capacity will be determined in relation to Europe (Pacaltsdorp) demand.	No, because new township establishment process still has to commence.	No environmental scoping report or EIA.	As a new integrated development this will offer residents facilities within walking distance.	The construction will comply with EPWP.	1. Bulk requirements to be estimated. 2. Budgeting for infrastructure, social amenities, top structure (bridging finance) to be allocated by provincial departments. 3. Geotech report to be completed thereafter. 4. EIA to be completed. 5. Access to and integration with social amenities/facilities to be demonstrated (in project plan).					
Pacaltsdorp / Syferfontein (±200 Hectare)	10,000	Integrated development	General waiting pending approval of SDF.	Decision pending approval of SDF.	Yes.	Budgeting for bulk, any subsidies as well as project management team not yet budgeted. Future funding in respect of MIG, social amenities and top structure subsidies will have to be secured.	Quantity of units planned means that bulk is inadequate for this new development.	No, because new township establishment process still has to commence.	No environmental scoping report or EIA.	As a new integrated development this will offer residents facilities within walking distance.	The construction will comply with EPWP.	1. Council to make final approval decision about project. 2. Possible new geotech report to be completed for multi-storey walk-up buildings. 3. Budgeting for infrastructure, social amenities, top structure (bridging finance) to be allocated by provincial departments. 4. Geotech report to be completed thereafter. 5. EIA to be completed. 6. Access to and integration with social amenities/facilities to be demonstrated (in project plan).					
Corville	8	Rentel (CRU subsidies)	General waiting list of George Municipality.	Yes.	Yes.	No CRU applications submitted yet.	Yes, because in an existing township, and project numbers are relatively small.	Yes, because in an existing township, but probably require new Geotech for multi-storey walk up structure.	Not applicable.	Project would be within walking distance of these facilities.	The construction will comply with EPWP.	1. Council to make application for CRU funding. 2. Possible new geotech report to be completed for multi-storey walk-up buildings. 3. Access to and integration with social amenities/facilities to be demonstrated (in project plan).					
Thembelethu	315	Rentel (CRU subsidies)	Survey of informal settlements identified beneficiaries.	No decision yet because has first to be motivated.	Yes.	No CRU applications submitted yet.	Yes, because in an existing township, and project numbers are relatively small.	Yes, because in an existing township, but probably require new Geotech for multi-storey walk up structure.	Not applicable.	Project would be within walking distance of these facilities.	The construction will comply with EPWP.	1. Council to make final approval decision about project. 2. Council to make application for CRU funding. 3. Possible new geotech report to be completed for multi-storey walk-up buildings. 4. Access to and integration with social amenities/facilities to be demonstrated (in project plan).					
23,367																	
* 280 toilets serve 1644 households.																	
+ These toilets serve 58 households																	
(1) In case of CCT, decision of Housing Portfolio Committee.																	
(2) Where possible, also a decision to budget the necessary funds, and indication from the Council that the Municipality has the capacity to maintain basic services following project implementation. Only a decision of support in principle is required.																	
(3) Perhaps travel time instead of distance?																	

Pre-Qualification Criteria			A clear indication of housing / human settlement upgrading need exists			Evidence that sufficient funding is provided for bulk services			Existence of sufficient existing bulk infrastructure capacity to accommodate additional demand from project, or approved plans in place to upgrade infrastructure			Disaster management and avoidance of critical environmental risks			Proximity to nearest centre of economic opportunities		
Key objectives			To ensure adequate planning of housing demand and supply has taken place (i.e. ensure there is political support and that man has applied their mind to assessing need and costs)			To ensure that the project has been factored into the budget cycle of relevant spheres of government			To avoid bottlenecks created by insufficient bulk infrastructure			To ensure that adequate disaster management takes place and that environmental disasters and loss of life are avoided or minimised			Maximise local community job creation and small business opportunities resulting from project		
Instrument calibration and measurements			Provision of a list of project / community beneficiaries	Record of municipal Council decision ⁽¹⁾ which supports implementation of project in principle ⁽²⁾	Housing plan contained in the IDP and SDF (or compliant with SDF principles)	Documentation showing budgetary commitment by relevant spheres to cover key project costs factors (planning, land, bulk services, top structure etc.)	Evidence of existing bulk infrastructure capacity adequate to accommodate forecast additional demand, or plans to upgrade infrastructure which have been approved by DEADP.	Existence of geo-technical study – a standard requirement	Environmental scoping report (not full-blown EIA) indicating no significant environmental risks – This only applies if legislation requires an EIA	Map submitted by Municipality to show project located within x kilometers of PHC clinic, Economic hub and Primary school	Compliance with Provincial Government EPWP guidelines						
Projects	Nos. of units	Housing Typologies															
FUTURE HOUSING PROJECTS																	
Dam Development, York hostel, vacant land, etc.	300	Social rented housing (institutional subsidies and restructuring grants)	Special municipal Gap waiting list.	Yes in respect of the Dam Development. Others still need to be motivated.	Yes.	Funding for bulk not yet estimated because undetermined bulk needs. Applications for institutional subsidies, restructuring grants and CRU subsidies as well as ensuring capacity for project management team, still need to be completed, based on accurate estimates.	Bulk infrastructure capacity for the Dam to be investigated.	No for the Dam (because a new township will have to be established) but yes in respect of the other developments.	No for the Dam (because a new township will have to be established) but yes in respect of the other developments.	The Dam Development project will have access through own transport, and other (m/s) project will be within walking distance of these facilities.	The construction of top structures should be done in compliance with a municipal job creation programme in those projects managed by the Municipality.	1. Motivate and finalise concepts for development projects other than the Dam. 2. Estimate bulk infrastructure requirements only in respect of Dam area. 3. Identify budgets for bulk and top structure subsidies (including institutional subsidies and restructuring grants) for all the projects. 4. Estimate budgets for top structure subsidies for other projects as well. 5. Complete Geotech for the Dam. 6. Complete EIA for the Dam.					
Destiny	2,500	Gap - Credit linked	Not applicable because private sector development on private land.	Yes.	It is compliant with the SDF principles.	Private sector will make capital contributions towards expanded bulk.	Quantity of units planned (over 15 years) means that current bulk is inadequate for this new development.	Geotech status uncertain because township establishment status uncertain.	Yes for the broader area. Status of environmental report: requirements for sections within the overall area, uncertain.	As a new integrated development this will offer residents facilities within walking distance.	Probably not applicable because project management table to be outsourced.	1. Bulk requirements to be estimated. 2. Geotech status to be clarified. 3. Budgeting for social amenities to be allocated by provincial departments.					
23,367																	
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(1) In case of CCT, decision of Housing Portfolio Committee.																	
(2) Where possible, also a decision to budget the necessary funds, and indication from the Council that the Municipality has the capacity to maintain basic services following project implementation. Only a decision of support in principle is required.																	
(3) Perhaps travel time instead of distance?																	

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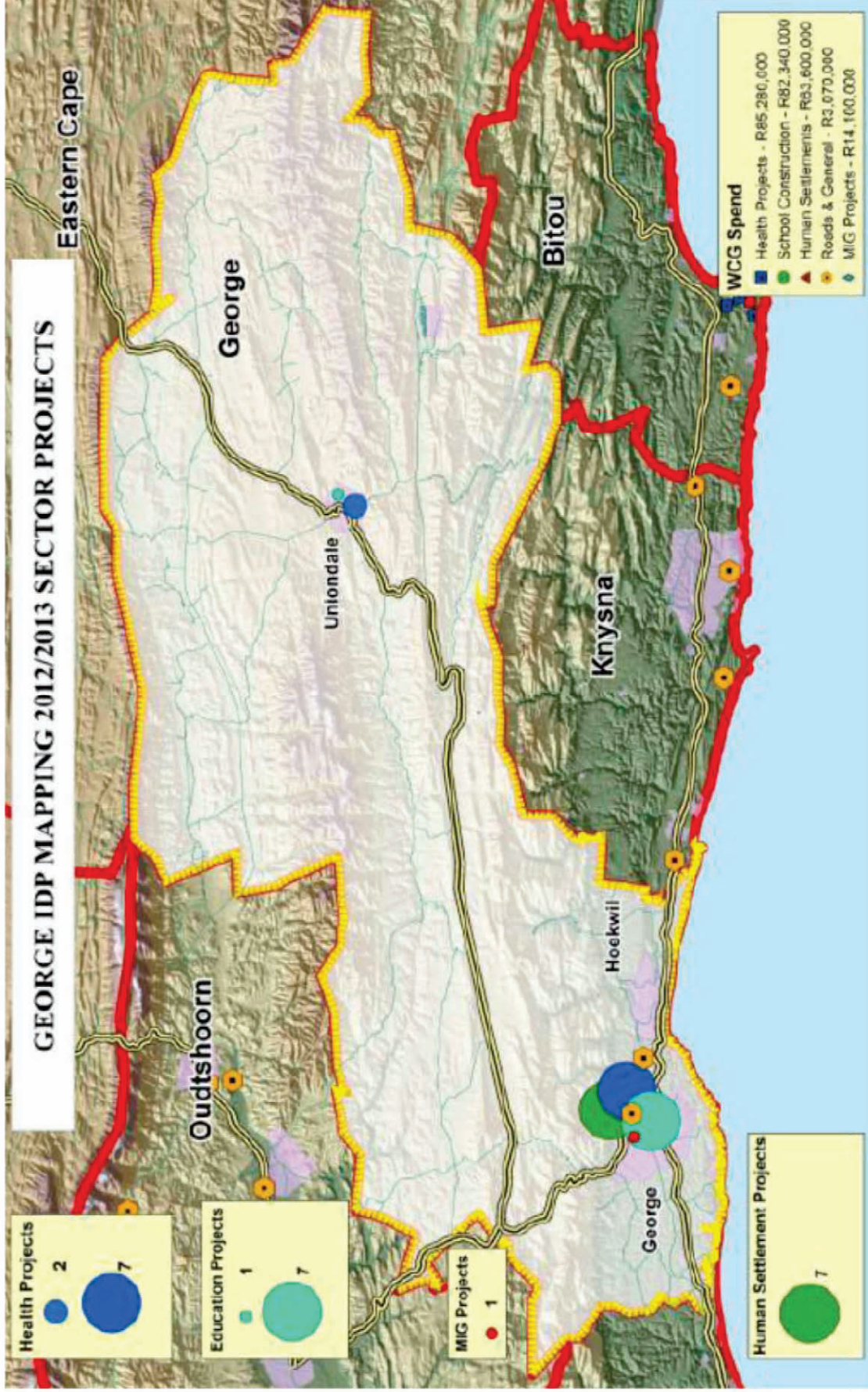
CHAPTER 10

INVESTMENT BY PROVINCIAL SECTOR DEPARTMENTS

INTRODUCTION

This chapter captures the IDP as a cornerstone in Intergovernmental Planning and outlines programmes and projects that provincial sector departments are intending to implement within the George Municipal area. These programmes and projects emanated from the following processes, namely: Firstly, IDP Indaba 1: Encapsulating the notion of creating a platform for joint strategic priority setting between provincial sector departments and the municipalities. Secondly, the Eden IDP engagements: Local municipalities were afforded an opportunity to present issues or proposed projects relevant to the provincial sector departments. Finally, IDP Indaba 2: Provincial sector departments providing responses to IDP projects.

GEORGE IDP MAPPING 2012/2013 SECTOR PROJECTS



DEPARTMENT OF CULTURAL AFFAIRS AND SPORT

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	Priority (High, Med, Low)	2012/ 13	2013/14	2014/15
George	Wilderness, Kleinkrantz, Touwsrante, Glenwood Hoekwil,		4	Library		•			
	Diepkloof, Sinksaburg, Waboomskraal, Herold, Geelhoutboom, Bo- dorp, Campherdrift		22	Upgrading of the library and provision of new books		•			
	Haarlem, Ongelegen, Avontuur, Nol		24	Library with internet facilities		•			
	Touwsrante	Touwsrante	4	ICT project with free equipment and internet access		•			
	Waboomskraal	Waboomskraal	22	ICT project with free equipment and internet access		•			
	Noll	Noll	24	ICT project with free equipment and internet access		•			
	George	N/A	All Wards	Conditional Grant funding	R1 364 000	•			

DEPARTMENT OF COMMUNITY SAFETY

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	Priority (High, Med, Low)	2012/ 13	2013/14	2014/15
George	Heatherpark, Heatherlands	Heatherpark, Heatherlands	3	Bad Traffic Management	DOCS to participate by partnering with Local Traffic Law Enforcement.				
	Rosemoor, Protea Park, Urbansville, Convent Gardens	Rosemoor, Protea Park, Urbansville, Convent Gardens	6	Illegal Taverns	DOCS to refer to SAPS and monitor progress.				
	Rosemoor, Protea Park, Urbansville, Convent Gardens	Rosemoor, Protea Park, Urbansville, Convent Gardens	6	Alcohol & Drug Abuse	DOCS to participate as part of the Provincial Substance Abuse Forum chaired by DSDD.				
	Rosemoor, Protea Park, Urbansville, Convent Gardens	Rosemoor, Protea Park, Urbansville, Convent Gardens	6	Slow reaction of Police when the case has been reported	DOCS to refer to SAPS and monitor progress.				
	New Dawn Park	New Dawn Park	16	Slow reaction of Police when the case has been reported	DOCS to refer to SAPS and monitor progress.				
	Conville	Conville	17	Slow reaction of Police when the case has been reported	DOCS to refer to SAPS and monitor progress.				

	Delville Park, Groenewyde Park, Herolds Bay, Hoogekraal, Buffelsfontein, Oubaai	Delville Park, Groenewyde Park, Herolds Bay, Hoogekraal, Buffelsfontein, Oubaai	23	Slow reaction of Police when the case has been reported	DOCS to refer to SAPS and monitor progress.			
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ECONOMIC DEVELOPMENT & TOURISM

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	Priority (High, Med, Low)	2012/ 13	2013/14	2014/15
George:	Bochards Diepkloof, Sinksaburg, Waboomskraal, Herold, Geelhoutboom, Bo-dorp, Campherdrift Uniondale, Esseljag, Rooirivier			Employment Opportunities	Assistance in addressing the problem		•		

DEPARTMENT OF LOCAL GOVERNMENT

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	Priority (High, Med, Low)	2012/ 13	2013/14	2014/15
George	New Water Pipeline	Thembaletu			R 77,246,400				
	New Bulk Sewer	Thembaletu			R 110,111,899				

DEPARTMENT OF AGRICULTURE: WESTERN CAPE

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	Priority (High, Med, Low)	2012/ 13	2013/14	2014/15
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Eden	George			Learnership Training Programme	Structured skills training within specific agricultural commodities on NQF level 1 – 4, so to create access to learning to youth and agricultural interest groups, so to enabling work opportunities within districts	•	•		
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DEPARTMENT OF EDUCATION

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	2011/12	2012/ 13	2013/14	2014/15
George	George		All Wards			578 580	612 492	651 187	694 574

DEPARTMENT OF HEALTH

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	2011/12	2012/ 13	2013/14	2014/15

GEORGE							
Touwsranten Wildernis, Kleinkrantz Hoekwil (More mobile clinic visits)					Touwsranten Clinic now open 5d per week instead of 3. Mobiles: small numbers, unable to increase. To look at increased resources for clinic.		
Diepkloof, Sinksabrug, Geelhoutboom (Clinic for the area)					Small numbers. No plan for increase.		
Waboomskraal (Clinic for the area)					Presently mobile visiting 1x/w. Exploring option for fixed facility.		
Herolds Bay Hoogekraal (Mobile Clinic)					Visit 1x/m. Small numbers. No plan to increase .		
Parkdene Clinic (Upgrade & extension)					TB section has been added. Changes to flow done. For now, no work to be done; other priorities		
Nol (Clinic for area)					Mobile visits 2X/m. To explore option of 1x/week.		
Roorivier (Privacy of mobile a challenge)					Need to find a fixed site. No proper place to stop		

	Jonkersberg					Mobile visits 1x/m. Small numbers. No plan to extend				
George	Uniondale	Uniondale			Transfer of Clinic to Hospital site					
George	George	Thembaalethu			Expansion of present Thembaalethu Community Day Centre (CDC)	Basic Services				
George	George	Thembaalethu			Building of new Clinic	Finalisation of acquisition of land; basic services				
George	George	Thembaalethu (Zone 9)			(Isisombululo- funded)	Acquisition of land (? York Hostel)				
George	George	City Centre			Building of new Community Day Centre (CDC) and Obstetric Unit	Acquisition of land (3000 sq m)				

ROADS INFRASTRUCTURE PROJECTS

Municipality	Town/ Area	Settlement / Suburb	Ward	Project description	INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	2011/12	2012/ 13	2013/14	2014/15
Eden: George Local Municipality	George	N/A	N/A	C0823: Rehab MR347 - Blanco	The rehabilitation and reconstruction of MR347 near George.		23,574	44,626	

Eden: George Local Municipality	George	N/A	N/A	C0823.02: Storm Damage to fill to fill at 8.2 on MR355 between George & Keytersnek	Storm Damage to fill at km 8.2 on MR355 between George & Keytersnek	2,300	N/A	
Eden: George Local Municipality	George	N/A	N/A	C0823: Rehab MR347 - Blanco	The rehabilitation and reconstruction of MR347 near George.	23,574	44,626	
Eden: George Local Municipality	George	N/A	N/A	C0993: Resurfacing TR00101 between George and Waboonskraal & Reseal of TR07501 between Holgaten & Oudtshoorn	Resurfacing of TR00101 between George and Waboonskraal and the reseal of TR07501 between Holgaten and Oudtshoorn.	21,416	23,904	