

“Good Governance is not about what you do, or do not do – it’s about what is expected of you.”

CHAPTER 3:

Strategy



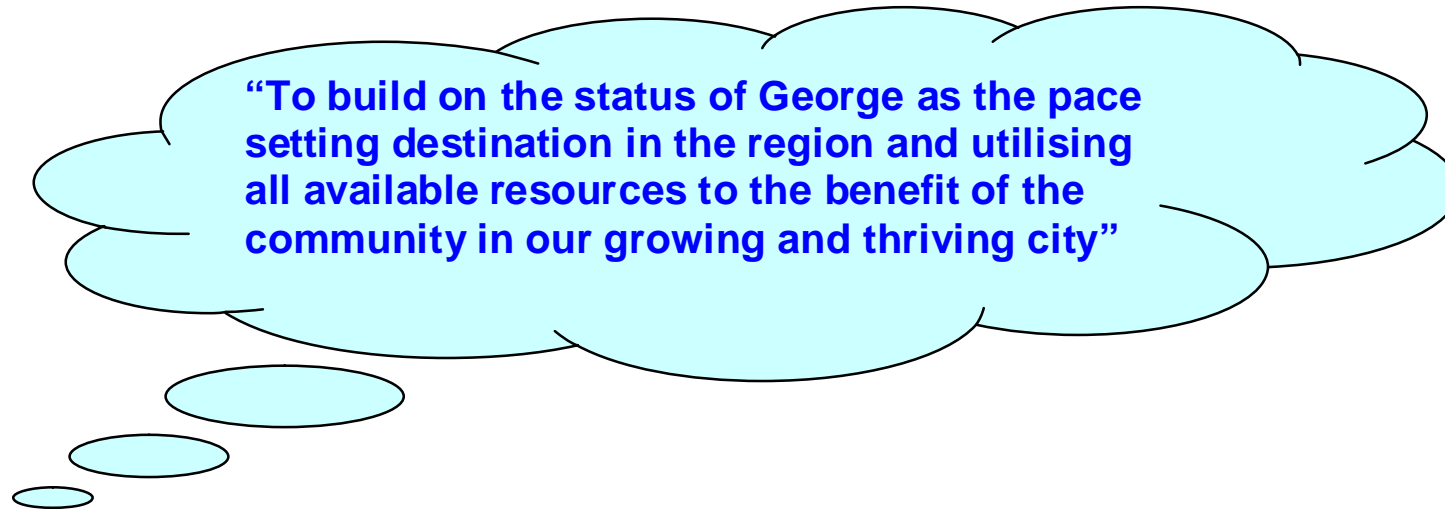
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In the formulation of a **sustainable** development strategy for George, cognisance was, inter alia, taken of:

- The Constitution of the Republic of South Africa and the constitutional mandate of the Municipality (paragraph 3.3.1);
- the National Spatial Development Perspective (paragraph 3.3.2);
- the Provincial Growth and Development Strategy (paragraph 3.3.3);
- the area wide issues identified from the prioritised SWOT analysis of the different wards (paragraph 2.2);
- the demography contained in paragraph 2.3 above;
- the economic indicators contained in paragraph 2.4 above;
- Information relating to infrastructure and services contained in paragraph 2.5 above.

3.1 Vision

The vision (dream for George) is as follows:



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3.2 Mission (Core values)

In striving to achieve the above vision, the following values will apply:

- **Courtesy and People First**
Citizens should be treated with courtesy and consideration.
- **Consultation**
Citizens should be consulted about the service levels and quality when possible.
- **Service Excellence**
Citizens must be made aware of what to expect in terms of level and quality of service.
- **Access**
Citizens should have equal access to the services to which they are entitled.
- **Information**
Citizens must receive full and accurate information about their services.
- **Openness and Transparency**
Citizens should be informed about government departments, operations, budgets and management structures.
- **Redress**
Citizens are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered.
- **Value for money**
Public services should be provided economically and efficiently.

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3.3 Development of a strategy for the sustainable development of George

To achieve the above vision in sustainable manner a development strategy was developed taking into account the following:

- The development strategy must be sustainable and should therefore address sustainable economic - and social development and sustainable use of natural resources without compromising the environment;
- The strategy should build on the strengths of the municipal area and minimise the weak points, take advantage of development opportunities and address identified threats or risks;
- The strategy must comply with the constitutional obligations of the municipality towards its residents and must contribute towards the development objectives of the District-, Provincial- and Central Governments.

3.3.1 The Constitutional mandate of the municipality

The Constitution of the Republic of South Africa defines the objectives, powers, functions and obligations of municipalities. The following are the most important matters in this regard:

3.3.1.1 The Bill of Rights

The Bill of Rights applies to all law, and binds the legislature, the executive, the judiciary and all organs of state. Everyone is equal before the law and has the right to equal protection and benefit of the law. The following rights must be kept in mind in the way the municipality conduct its business:

- **The Environment**

Everyone has the right:

- a. to an environment that is not harmful to their health or well-being; and
- b. to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that
 - i. prevent pollution and ecological degradation;
 - ii. promote conservation; and
 - iii. Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

- **Housing**

- Everyone has the right to have access to adequate housing;
- The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.

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- **Health care, food, water and social security**

Everyone has the right to have access to ... sufficient food and water; and social security, including, if they are unable to support themselves and their dependents, appropriate social assistance.

- **Children**

Every child has the right to family care or parental care, or to appropriate alternative care when removed from the family environment, to basic nutrition, shelter, basic health care services, social services and to be protected from maltreatment, neglect, abuse or degradation.

- **Access to information**

Everyone has the right of access to any information held by the state.

- **Just administrative action**

Everyone has the right to administrative action that is lawful, reasonable and procedurally fair.

3.3.1.2 Co-operative government and intergovernmental relations

All spheres of government and all organs of state within each sphere must

- a. preserve the peace, national unity and the indivisibility of the Republic;
- b. secure the well-being of the people of the Republic;
- c. provide effective, transparent, accountable and coherent government for the Republic as a whole;
- d. be loyal to the Constitution, the Republic and its people;
- e. respect the constitutional status, institutions, powers and functions of government in the other spheres;
- f. not assume any power or function except those conferred on them in terms of the Constitution;
- g. exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
- h. Co-operate with one another in mutual trust and good faith.

3.3.1.3 Status of municipalities (Section 151)

- A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution;
- The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

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3.3.1.4 Objectives of local government (Section 152)

The objectives of local government are –

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

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out above.

3.3.1.5 Developmental duties of municipalities (Section 153)

A municipality must

- structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

3.3.1.6 Municipalities in co-operative government (Section 154)

The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

3.3.1.7 Powers and functions of municipalities (Section 156)

- A municipality has executive authority in respect of, and has the right to administer the local government matters listed in [Part B of Schedule 4 and Part B of Schedule 5](#); and any other matter assigned to it by national or provincial legislation;
- A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer;

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3.3.2 The NSDP

3.3.2.1 Principles of the NSDP

The five important principles from the NSDP are:

- **Rapid economic growth that is sustained** and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key;
- Government has a constitutional obligation to **provide basic services** to all citizens (e.g. water, energy, health and educational facilities) wherever they reside;
- Government spending on **fixed investment should be focused on localities of economic growth and/or economic potential**, in order to gear up private-sector investment, stimulate sustainable economic activities and 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 demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities;
- In order to overcome the spatial distortions of apartheid, **future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres**. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

3.3.2.2 George and the Eden Region in National perspective (According to the NSDP)

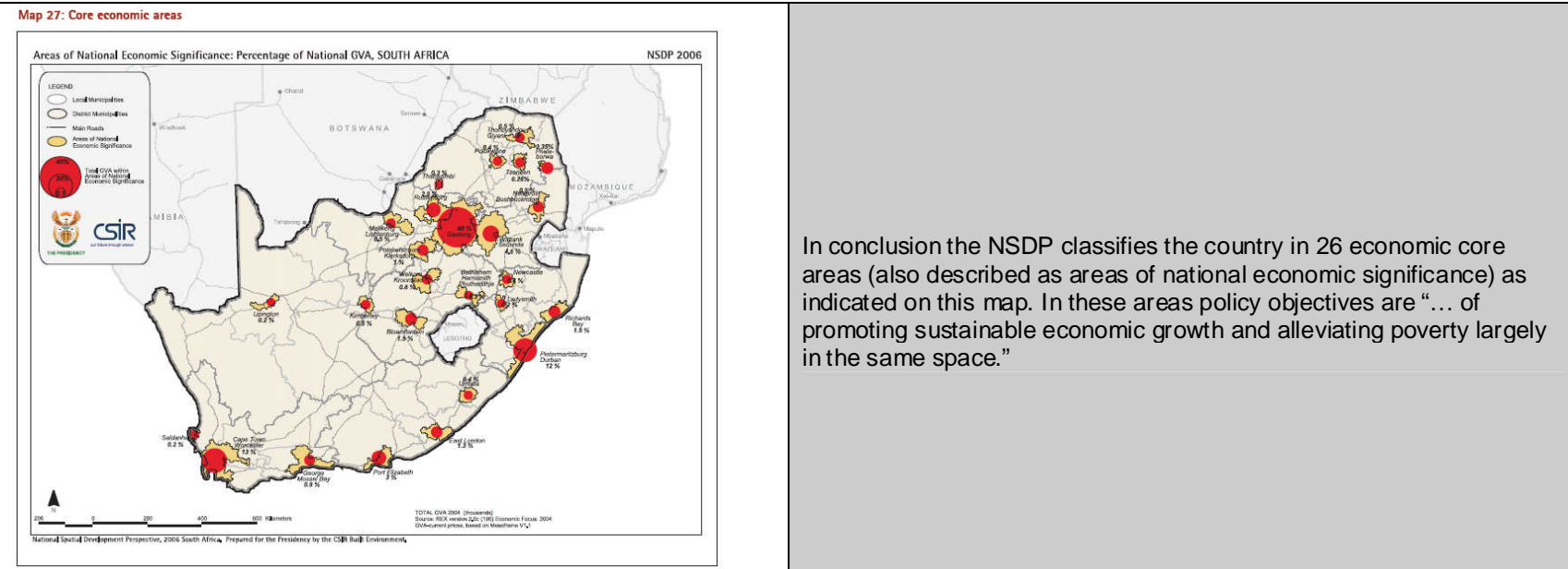
The NSDP inter alia, contains the following observations relating to George and the Eden District in national perspective:

- The Eden region, with George as the major city, has a net in-migration of new residents and is ranking as the district with the 7th highest in-migration rate in South Africa;
- The human development index in the Eden District is much higher than the national average and it indicates that the City of George has the potential for further development in national perspective;
- Eden District ranks number 20 in South Africa for value added;
- **Retail, catering and personal services** are major components of any economy and “... large employers of skilled and semi-skilled workers in **advanced economies** ... Spatially ... the secondary ... cities ... (East London, **George**/Mossel Bay, Richards Bay, Bloemfontein, Nelspruit, Pietermaritzburg, Newcastle, Kimberley, Welkom, Witbank/Middelburg, Rustenburg, ...) (are) standing out as areas of significant concentrations of these activities.”
- **Research and development** and the application of technologies are concentrated in the metropolitan areas and **secondary cities**. These activities are in need of a “... *very specific enabling environment to support these activities, e.g. highly skilled and adaptable labour, good communication networks and high quality living environments.*” The Eden Region is number 14 on the list of the top 20 contributors to the national GVA of innovation and experimentation according to 2004 data;
- **Tourism** “... has become a key economic driver in the 21st century and has shown strong growth in South Africa since 1994...” and the contribution thereof to GDP and employment is growing. The products and experiences that tourists want include “... tourist attractions (e.g. eco-scenery, cultural, heritage) good transport routes, safety, high quality medical services, restaurants, retail outlets and hotels.”

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3.3.2.3 Economic core areas in South Africa

The following map, contained in the NSDP, indicates 26 core areas with economic growth potential in South Africa. It is clear from the map that George is considered an important secondary City which can contribute to the future growth of South Africa.



In conclusion the NSDP classifies the country in 26 economic core areas (also described as areas of national economic significance) as indicated on this map. In these areas policy objectives are “... of promoting sustainable economic growth and alleviating poverty largely in the same space.”

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3.3.3 The PGDS

A summary of the Provincial Growth and Development Strategy is available at the Municipality. This document is based on and provides further strategies to implement the NSDP. The Goals, objectives and lead interventions contained in the PGDS are contained in the next table.

| Goal | Objective | Lead intervention (programmatic area) |
|---|---|--|
| I. Grow and share the economy | 1. The broadening of economic participation and the reduction of poverty. | MEDS priority sector implementation strategies; BPO /call centres, tourism, oil and gas, creative industries, renewable energy, waste recycling, sustainable agriculture. Poverty reduction and second economy intervention |
| | 2. Efficient and effective infrastructure | The coordination of world cup 2010 strategies and projects, with special reference to the developmental legacy. Expanded public works Sectoral development , especial in relation to ICT Integrated human settlements |
| II. Build a more equal and caring society where poverty is eradicated | 3. Liveable communities | Integrated human settlements with special reference to priority projects integrating communities and bringing the poor into the heartlands of the province’s towns and cities |
| | 4. Improved resilience and tolerance | Social transformation aimed at the reduction of crime and the addressing of substance abuse in 21 priority areas |
| | 5. The enhancement of human capacity | Skills development : learning how to get a job Social transformation |
| III. Promote ecologically sustainable development | 6. Sustainable resource use | A climate change response strategy, with special reference to renewable energy, energy efficiency and the water-wise campaign and to new sectors of the economy |
| IV. Foster greater spatial integration | 7. Greater Spatial integration | Integrated humans settlements Property development approaches respecting the spatial, economic, social and ecological goals of the IGDS |
| | 8. Effective public and non- motorised transport | Integrated transport through intergovernmental action based on an integrated transport strategy implemented via a multi-year expenditure programme. |
| V. Ensure effective governance and institutional strengthening. | 9. Effective governance | Governance , with focus on improvement in the manner in which we are governed to ensure an accountable, a responsive and a united government serving the interests of everyone in the province |

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The above strategies are graphically represented as follows:

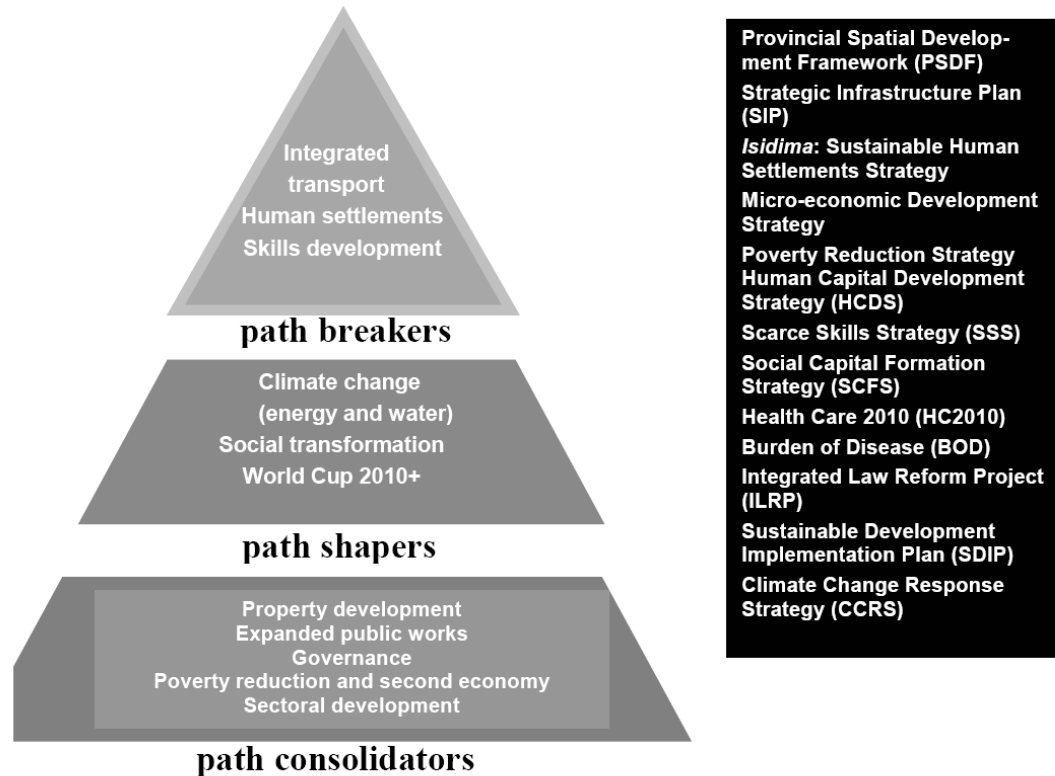
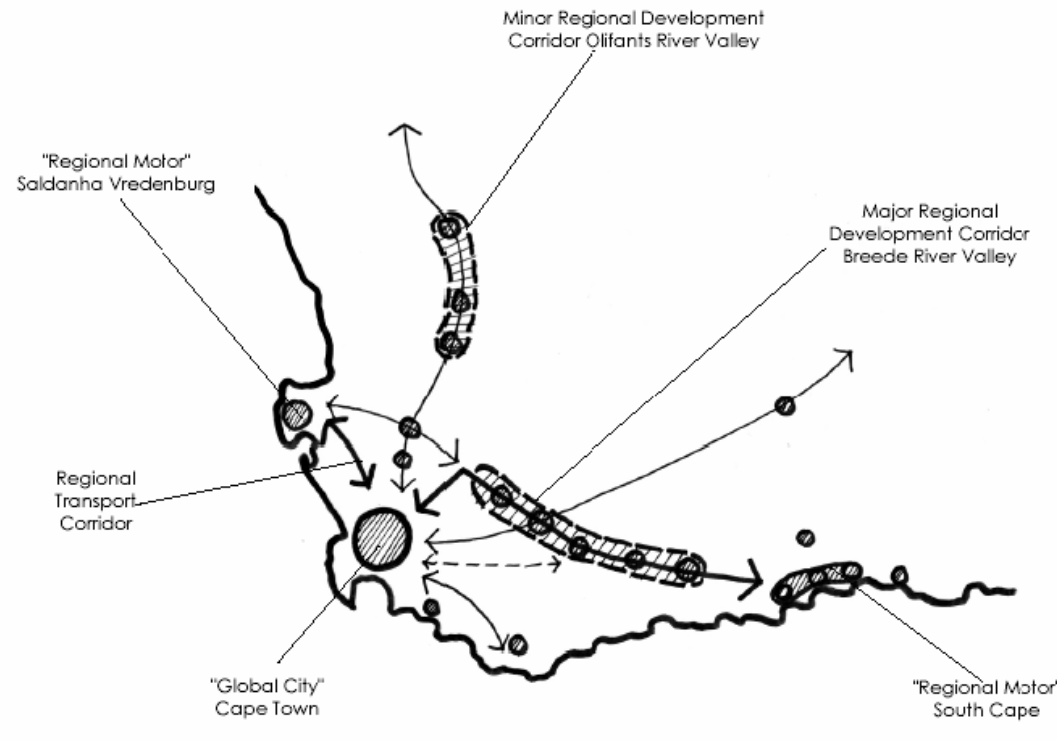


Figure 1: *iKapa* triangle: 11 lead interventions and strategies

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The Provincial Spatial Development Framework, which forms part of the above strategies, includes a classification of all the towns in the Western Cape referring to the Eden District as one of the two “regional motors” for development in the province. This is graphically represented on the following diagram:

The PSDF describes the Southern Cape coast as “... A strong secondary metropolitan area is emerging around George and Knysna that is also linking a strip of small towns along the southern coast. The previous character of a holiday strip with seasonal occupants has been transformed into the second-most important economic hub of the provincial economy...”

3.3.4 Municipal wide SWOT analysis

The following municipal wide SWOT analysis was compiled taking into account issues identified:

- (a) At the meeting of the IDP Steering Committee held on 27 August 2008;
- (b) At the plenary workshops held on 27 October 2008;
- (c) In the SWOT analysis of each ward;
- (d) At the focus group discussions held from 28 to 30 October 2008.

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| ISSUES RELATING TO MUNICIPAL AREA AS A WHOLE | | | |
|--|--|---|--|
| Strengths | Weaknesses | Opportunities | Threats |
| Good Education facilities | Use of Community halls for youth development | Economic Growth | Crime |
| Hotels and accommodation facilities | Affordable services for the poor | Tourism | Unemployment |
| Good Infrastructure | Public Transport | A balanced budget providing for maintenance of infrastructure | Poverty |
| Service delivery | Clinics in various areas need upgrading, longer hours or improved facilities | BBBEE | Substance abuse |
| Regional service centre | Economic space and opportunities for SMME'S | Skills Training | Unlicensed shebeens in residential areas |
| Distribution Centre | Lack of industrial land | Mobility strategy | Alien vegetation |
| Established Sport Centre | Lack of Employment Opportunities | Facilities for the treatment of substance abuse | Political instability |
| Medical Services | Lack of sufficient walkways and sidewalks | Township Tours | Petrol Price |
| Mild Temperature | Restricted access to cycling routes | Bursaries for training | Electricity Crises |
| Good Medical Facilities | No minerals | Conference Facilities | Climate Change |
| Natural Beauty | Lack of skills Development | Hi-tech | |
| Scenery | Property Prices | Higher education facilities | |
| Good Municipal Services | Public Transport | Specialised medical facilities | |
| N2 | Large poverty pocket | Alternative energy | |
| Airport | Lack of competitive salaries | Transparency | |
| Popular place for retirement | | Possible Metro status | |
| Skills and education levels | | Sport mekka | |

3.3.5 Economic sectors

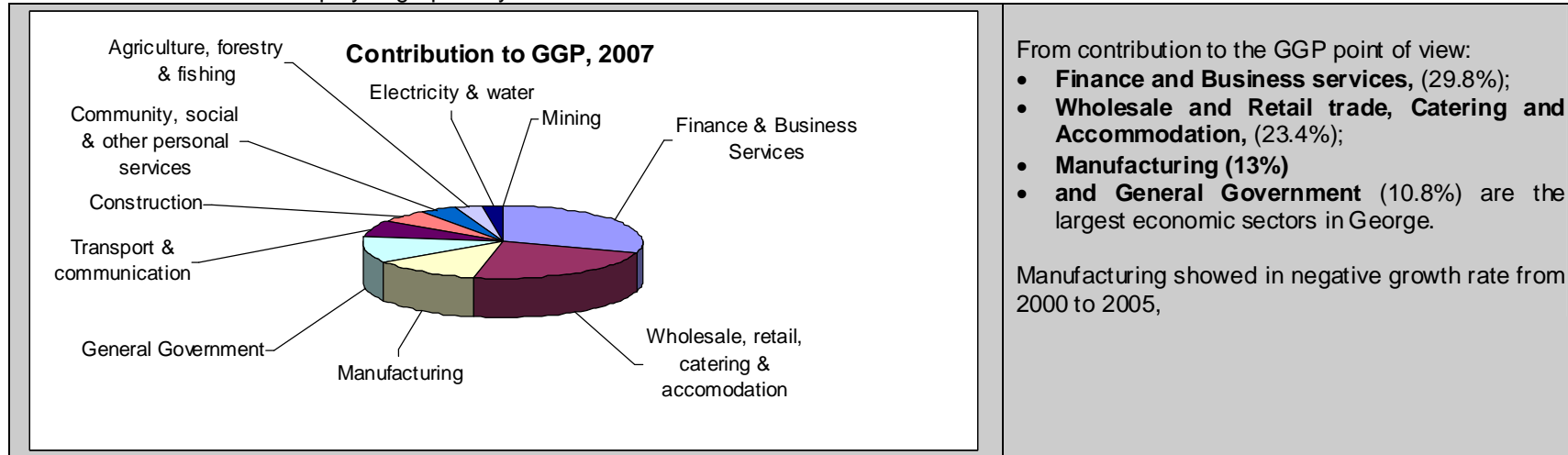
During the IDP process it became clear that the sectors which sustain the economy of George are:

- **Finance and business services** contribute almost one third (29.8%) of the GGP (Gross Geographical product) it employs 20.8% of the economically active population and experienced a growth rate of 7.6% between 2000 and 2005;
- **Wholesale and retail trade , catering and accommodation** contribute 23.4% towards the GGP, it employs 21.8% of the population and experienced a growth rate of 7.1% between 2000 and 2005;
- **General Government services** ranks number 3 (14.1% of the economically active population) as far as employment is concerned, but only contributes 10.8% towards the GGP. The growth rate of this sector was 2.4% between 2000 and 2005;

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- **Manufacturing** ranks number 4 (11.7%) as far as employment is concerned, but contributes 13% (third largest sector) towards the GGP;
- **Transport and communication** is the sector which ranks number 4 with regard to its contribution to the GGP it experienced 3% growth, but it only employs 3% of the population. This sector includes transport and telecommunication services such as Telkom, Cell Phone companies, internet service providers and general IT services;
- **Construction** ranks number six in its contribution to the GGP (5.6%), it employs 10.5% of the economically active population (joint 5th largest employer with transport and communication) and experienced a 5% growth rate;
- **Community and other personal services** contribute 4.1%, **Agriculture, forestry and fishing** 2.3%, **Electricity and water** 2.2% and **Mining** 0.1% towards the GDP of George.

The above information is displayed graphically below:

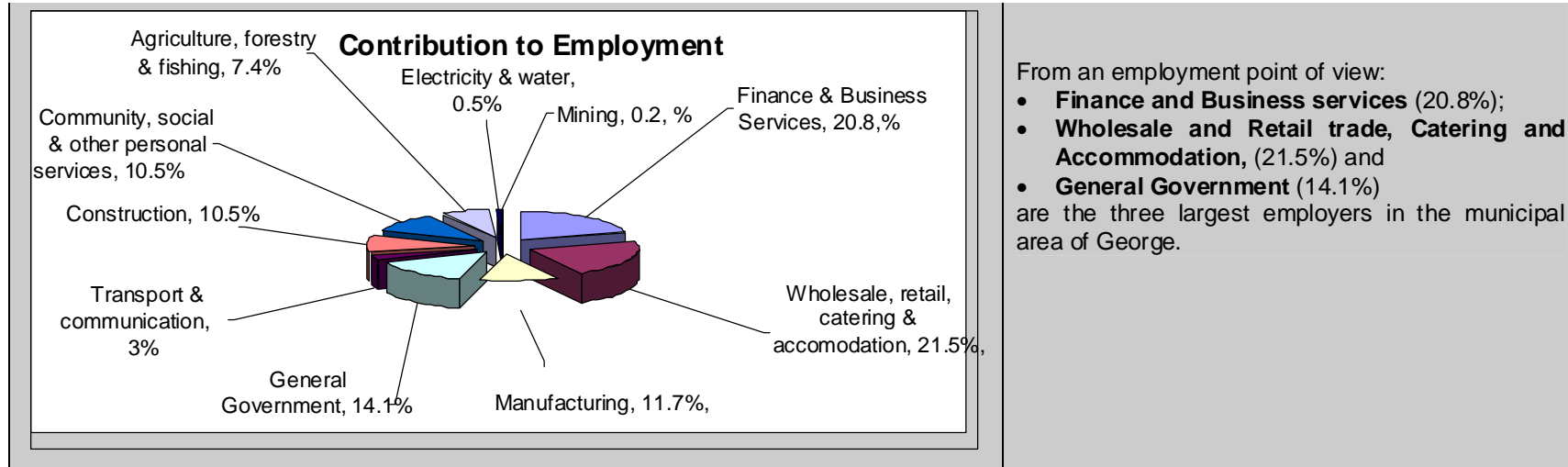


From contribution to the GGP point of view:

- **Finance and Business services, (29.8%);**
- **Wholesale and Retail trade, Catering and Accommodation, (23.4%);**
- **Manufacturing (13%)**
- **and General Government (10.8%)** are the largest economic sectors in George.

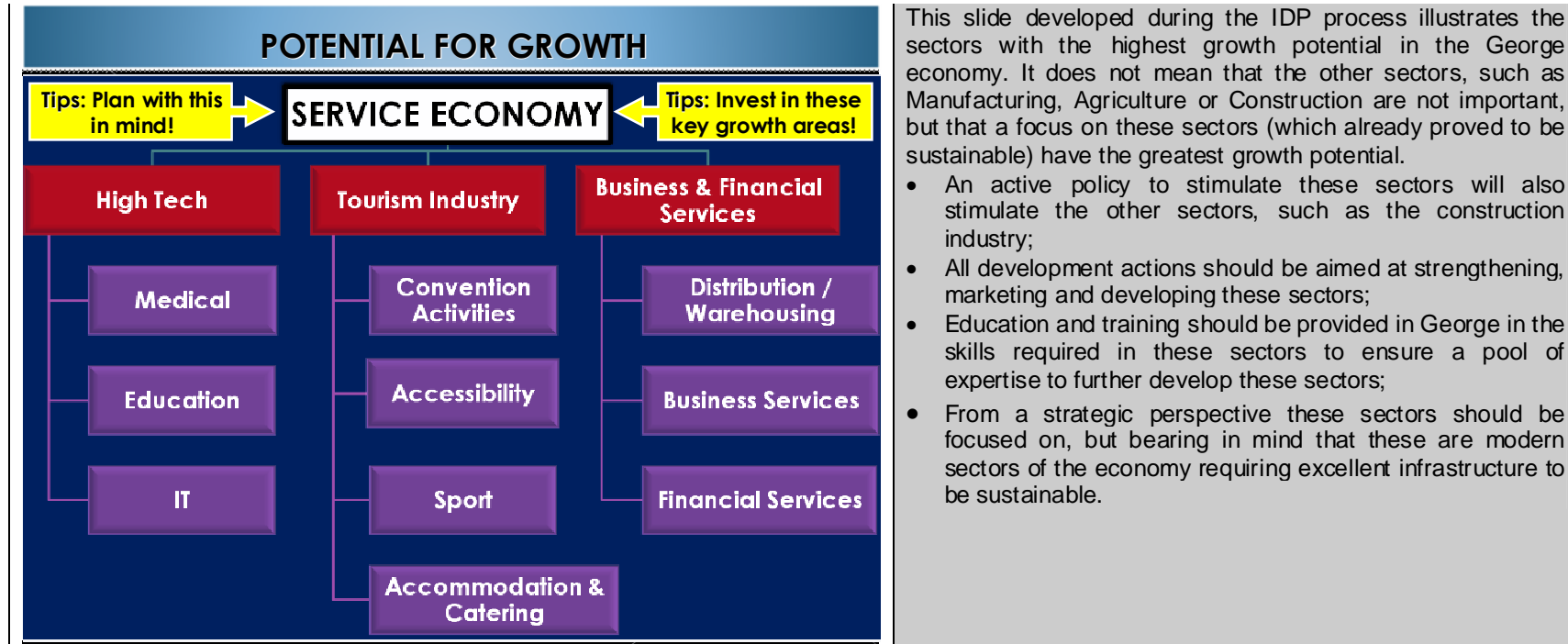
Manufacturing showed in negative growth rate from 2000 to 2005,

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It is clear from the above that the economy of George can be described as a **service economy** and that George is a **regional service centre**. During the IDP process the following services with potential for further growth and development were identified.

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This slide developed during the IDP process illustrates the sectors with the highest growth potential in the George economy. It does not mean that the other sectors, such as Manufacturing, Agriculture or Construction are not important, but that a focus on these sectors (which already proved to be sustainable) have the greatest growth potential.

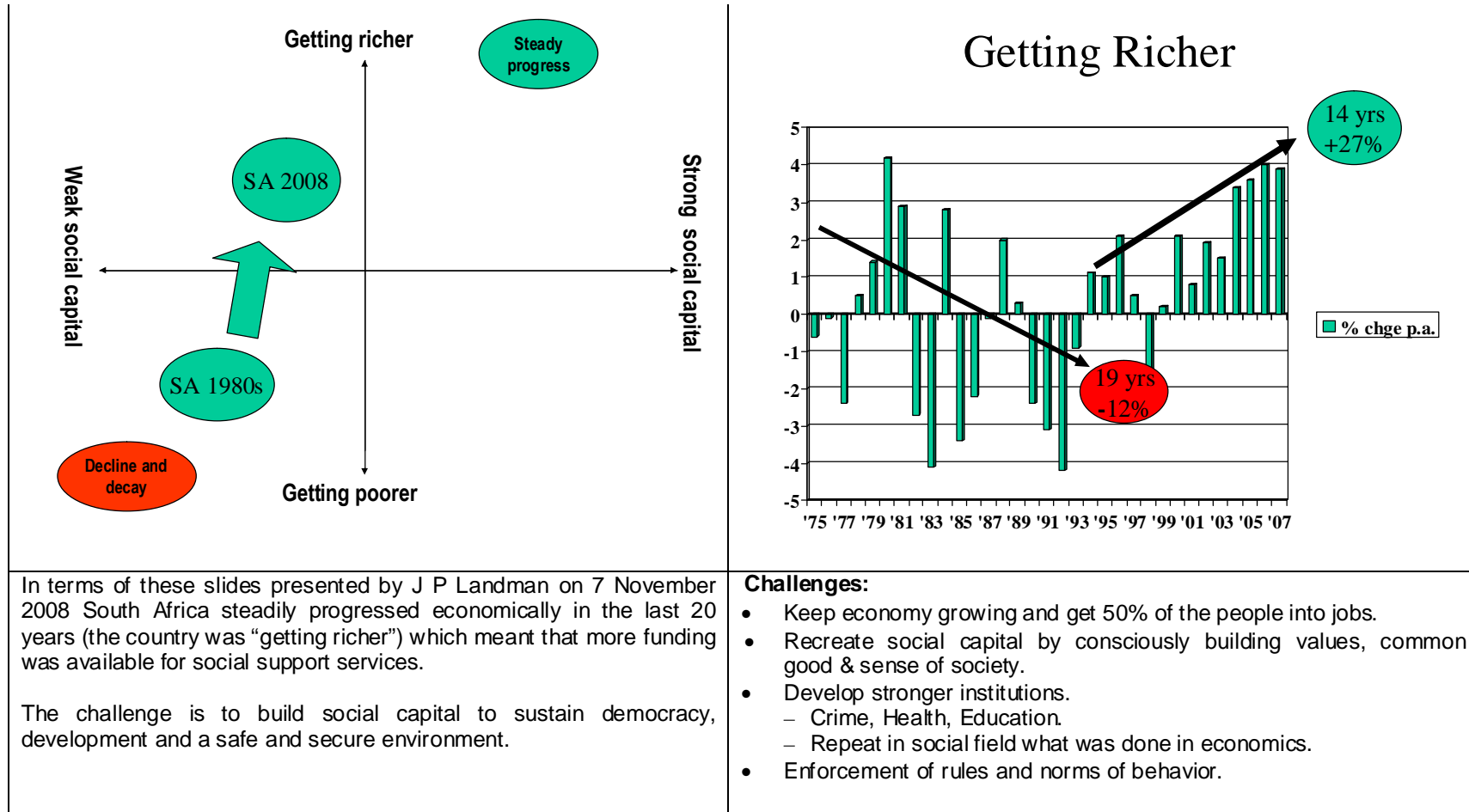
- An active policy to stimulate these sectors will also stimulate the other sectors, such as the construction industry;
- All development actions should be aimed at strengthening, marketing and developing these sectors;
- Education and training should be provided in George in the skills required in these sectors to ensure a pool of expertise to further develop these sectors;
- From a strategic perspective these sectors should be focused on, but bearing in mind that these are modern sectors of the economy requiring excellent infrastructure to be sustainable.

The Economic Charter (part of the Local Economic Development [LED] Policy) was due for revision at the time this report was compiled and these sectors will be considered for inclusion.

3.3.6 Human Capital

Trend analyst J P Landman was invited to address the Council on trends and matters which will affect future development in the external environment and he made the PowerPoint Presentation which is available at the Municipality. In terms of this presentation there are strong links between economic development and social development (described as the development of human capital). Human capital does not only include education and skills, but also the institutions, values and norms which ensure the proper functioning of communities.

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In terms of these slides presented by J P Landman on 7 November 2008 South Africa steadily progressed economically in the last 20 years (the country was “getting richer”) which meant that more funding was available for social support services.

The challenge is to build social capital to sustain democracy, development and a safe and secure environment.

Challenges:

- Keep economy growing and get 50% of the people into jobs.
- Recreate social capital by consciously building values, common good & sense of society.
- Develop stronger institutions.
 - Crime, Health, Education.
 - Repeat in social field what was done in economics.
- Enforcement of rules and norms of behavior.

In terms of this presentation it is clear that economic development is crucial to provide the resources for the development of the poor and the previously disadvantaged. There should also be a clear policy on the building of social capital. Social capital development is more on the field of education, training, law enforcement, health services, etc. Most of these functions are in the ambit of **Provincial and National Government** and it is therefore clear that **closer working relationships** will be required with these institutions to ensure sustainable growth and development. Some of these relationships will be in the field of lobbying for facilities such as better schools or clinics and the role of the politicians in implementing the IDP in addition to the role of the officials, will have to receive greater attention.

Apart from the development of the service economy, the second strategic objective will therefore have to be the development of social capital.

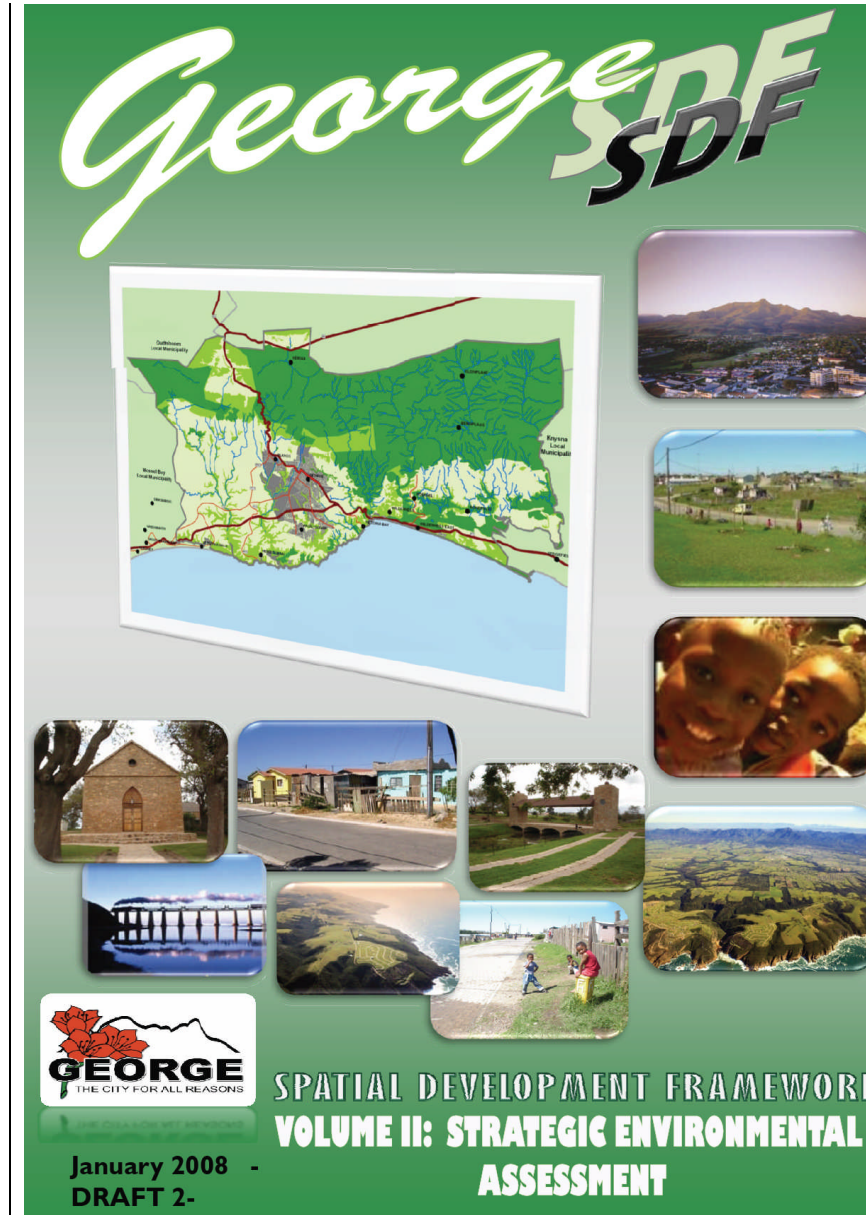
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3.3.7 The Environment

Comments received from the Garden Route Initiative on the previous IDP were considered during this planning process. The Municipality of George acknowledges the importance of the environment to sustain the future growth and development of George. The environment provides natural resources, agricultural produce, clean water and air, recreation areas and the natural beauty for which George is renowned.

Volume 2 of the draft Spatial Development Framework (SDF) of George Municipality was published in January 2008 and is available for perusal on the municipality’s website, www.george.org.za. Part 2 of the SDF contains a strategic environmental assessment (SEA) and the executive summary of the said document is contained in the box below.

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EXECUTIVE SUMMARY

The George Municipality appointed ARCUS GIBB (PTY) LTD. to undertake a Strategic Environmental Assessment (SEA) of the entire municipal area. The principle aim of the SEA was to incorporate environmental considerations into the Spatial Development Framework, which is currently under review.

This SEA considers the many environmental attributes of the study area and suggests an environmental planning framework specific to the needs of George Municipality. The objective of the SEA is to proactively plan for future development in a manner that recognises the environmental constraints and enhances the environmental opportunities that characterise the study area. This in turn will aid the George Municipality in achieving the sustainable development vision for the municipality.

The SEA follows a desktop study approach which incorporates social, economic (including infrastructure and services) and ecological information into the future development and growth planning of the municipality.

The SEA identifies sustainability parameters (in the form of development principles and / or guidelines) which aim to guide the spatial planning process towards achieving the objectives of sustainability. In addition, the SEA follows the Bioregional Planning Approach where a number of Spatial Planning Categories (SPC's) are identified (Core Areas, Buffer Areas, Urban Areas and Rural Areas). Land use planning guidelines are identified for each SPC and the SPC layers will ultimately inform the urban edges identified in the SDF.

The interim fine-scale biodiversity plan (FSBP) currently being prepared by the SANParks GRI will provide more accurate spatial information with respect to the conservation status.

Once the final SBP plan is produced, more refined spatial information can be fed into the SDF and SEA planning process. This will allow further informed decisions to be made by the municipal land use decision makers given the scale of the map i.e. to cadastral level. Notwithstanding, the need to ensure a basic screening exercise and site visit before any land use decisions are made. In the interim, the principles described in this report should be used to guide strategic level land use planning decisions, in particular the SDF process.

The implementation of the development principles and guidelines described in this Strategic Environmental Assessment require the services of a dedicated individual (environmental scientist) that should be seated within the environmental or planning department of the George Municipality.

As a result of rapid urban development activity in certain areas of environmental sensitivity the need for more detailed Environmental Management Frameworks is recognised in certain areas of the Municipality such as:

- Kaaimans and Swart River Gorge areas;
- Wilderness Lakes including Hoekwil and Wilderness Heights; and
- The Coastal Zone extending from Glentana to Victoria Bay.

These EMF's will identify areas where it is appropriate to undertake certain activities and furthermore aid in the decision making process for authorities as key information will be collected for a particular target area prior to applications being considered.

The George Municipality is blessed with a wealth of environmental attributes of which the sense of place is possibly its greatest asset. Such resources can only be conserved with responsible planning and development. This SEA presents an opportunity to ensure that sustainable development planning occurs within the municipality at a strategic level.

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Renewable energy power plant

Electricity generation through using biomass as a fuel, is being planned by the George Municipality.

It is planned to erect an 8.8 Megawatt plant converting biomass to energy. Biomass such as forest residues, urban biomass and sawmill wastes will be used as fuel.

An Environmental Impact Assessment (EIA) application has been lodged with the Department of Development Planning by CCB Solutions (Pty) Ltd.

Biomass technologies use combustion processes to produce electricity and can generate electricity at any time, unlike wind, solar and hydro technologies, which only produce when the wind is blowing, sun is shining or the stream flow is high.

Using biomass as a fuel means that carbon dioxide which was absorbed from the air while the biomass was growing, is released back into the air when the fuel is burned. The system is said to be carbon neutral and sustainable, and helps combat climate change.

This will convert the project from a carbon neutral project to a carbon saving project for which Certified Emissions Reductions (CER's) can be traded.

The preferred site for the project is the Tamsui Site in George. It is anticipated that once the George renewable energy plant is up and running, that further EIA applications will be made to duplicate the project in Albertinia and Rheenendal to provide local electricity generation.

A public meeting in this regard was held at the Nelson Mandela Auditorium.

(Compiled by: *[illegible]*)

The IDP sets the strategic direction of the municipality. Projects and plans to give effect to the strategic direction are contained in the detailed plans, projects and programs of the different municipal departments.

This article appeared in the George Herald on 20 November 2008.

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3.4 Development strategy

From the information contained in paragraph 3.3 the development strategy was developed based on the following:

- Growing the economy by building on those sectors which proved to be sustainable and have **potential for further development**. This was identified as the role of George as a service centre;
- George is an established **regional service centre**, but is also playing an increasing role as a centre delivering some services of international nature. This includes the role of George as the heart of the Garden Route and thus drawing international tourists from all over the world. Local institutions like Parexal who work in the field of biotechnology and their clients are international pharmaceutical companies. The local campus of the Nelson Mandela Metropolitan University has international ties on various fields, inter alia, by way of Swedish funding for Furntech (the furniture Industry technology centre).
- The service industry is a developed field and requires a skilled labour force. Residents of George should therefore be prepared to participate in the service economy and **human capital development** will have to form an important part of a strategy to develop the role of George as a service centre and as an international role player in this field;
- The **natural environment** is one of the main attractions of George and should be protected, but also utilised as part of the development strategy. A particular action plan should therefore be developed with regard to the strengthening of the role of the environment to sustain development.

Based on the above the goals, strategies, potential growth sectors and focus areas described in the table below were developed:

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STRATEGY 1: ECONOMIC PROSPERITY
Effective economic growth providing equal opportunities to
all for a sustainable quality living environment

| Sub - sectors | Development Initiatives | Municipal Key Performance Area (KPA) – See Annexure A |
|---|--|---|
| Tourism | Develop George as a convention centre by strengthening existing and facilitating the development of new facilities. | MKPA 1: Sanitation |
| | Sport tourism , sport facilities and sport development to strengthen the role of George as a regional and national sport centre | MKPA 2: Water Services |
| | Accessibility (e.g. air port and transport) to sustain the tourist and service economy. | MKPA 3: Roads, streets, storm water drainage and side walks |
| | Accommodation and catering services to sustain the tourism industry Tourism support services (e.g. training of tour guides and other support services) for the regional tourism industry. | MKPA 4: Transport Planning / Traffic engineering MKPA 5: Electricity |
| Technology | Education: Expand role of George as a centre of education – support to growth and development of institutions such as the Nelson Mandela Metropolitan University and the South Cape College | MKPA 6: Street lighting |
| | Medical and biotech industry. Support the growth and development of existing and new institutions such as Parexal, Meyer Zall and in general the role of George as a centre for specialist medical services and institutions. | MKPA 7: Traffic lights |
| | Information Technology (Telecommunications, optic fibre, etc.) as a growth industry and to support development | MKPA 8: Housing |
| | High Tech Institutions in the field of research and development to be further developed. | MKPA 9: Spatial Planning MKPA 10: Environmental Management |
| Business and Industrial services | Develop industrial areas to support service industry | MKPA 11: Property Development |
| | Distribution and warehousing to continue to form an important part of the economy. | MKPA 12: Public Safety and Law Enforcement |
| | Support to the further development of the Financial and business services industry of George. | MKPA 13: Road Transport and safety |
| | Marketing George as a world class service centre | MKPA 14: Environmental Health MKPA 15: Public Amenities |
| Infrastructure and services | For the service economy to develop and grow world class infrastructure and services are required. This is the direct contribution towards development to be made by the Municipality. | MKPA 16: Waste Management |
| International Relations | Learn international best practice to enhance the service economy and market George internationally as a world class service centre. | MKPA 17: Sport facilities and Development |

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| Sub - sectors | Development Initiatives | Municipal Key Performance Area (KPA) – See Annexure A |
|---------------|-------------------------|---|
| | | <i>MKPA 18: Local Economic Development</i> |
| | | <i>MKPA 19: Tourism</i> |

STRATEGY 2: SOCIAL WELFARE
Social upliftment with equal opportunities to all, providing for a high living standard

| Sub - sectors | Development Initiatives | Municipal Key Performance Area (KPA) – See Annexure A |
|---|---|--|
| Pro-Poor policies | Free basic services to indigent households. | <i>MKPA 1: Sanitation</i> |
| | Feeding schemes and soup kitchens | <i>MKPA 2: Water Services</i> |
| | Public works programme to provide employment and to transfer skills. | <i>MKPA 3: Roads, streets, storm water drainage and side walks</i> |
| People Development (by consciously building values, common good & sense of society) | Higher education to prepare the people of George to participate in the Service economy and to provide a pool of recourses to stimulate further growth and development. | <i>MKPA 5: Electricity</i> |
| | Facilitate improvements to Schools where required to improve quality human capital. | <i>MKPA 8: Housing</i> |
| | Youth development to build social structures and values | <i>MKPA 12: Public Safety and Law Enforcement</i> |
| | Sport development to keep youth constructively engaged and to contribute towards the development of George as an international sport destination. | <i>MKPA 14: Environmental Health</i> |
| | Social skills and values by means of training and capacity building | <i>MKPA 15: Public Amenities</i> |
| Children, woman and the handicapped | Crèches to prepare children to develop further. | <i>MKPA 16: Waste Management</i> |
| | Children on the streets dealt with by means of upliftment programs | <i>MKPA 18: Local Economic Development</i> |
| | Promote equal opportunities for woman, the handicapped and marginalised groups by means of appropriate programs such as the Outeniqua Chair Challenge. | <i>MKPA 19: Tourism</i> |
| Local Economic | Skills development and utilising supply chain management to build | <i>MKPA 28: Training and Capacity Building</i> |

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| Development | capacity of previously disadvantaged. | |
| Intergovernmental relations | Interact and lobby with government departments to buy in the status of George as a world class service centre and to invest in the improvement of facilities provided by government departments to improve service, especially in the fields of health, education and security services. | <p>MKPA 30: People Management and Empowerment</p> <p>MKPA 31: Employment Equity</p> <p>MKPA 32: Public Participation</p> <p>MKPA 34: Library Services</p> <p>MKPA 37: Communication</p> <p>MKPA 38: Intergovernmental Relations</p> <p>MKPA 39: HN/Aids</p> <p>MKPA 40: Targeted Groups</p> |

STRATEGY 3: QUALITY LIVING ENVIRONMENT
Opportunities for equal access to a quality living environment. Protection of our natural and cultural heritage.

| Sub - sectors | Development Initiatives | Municipal Key Performance Area (KPA) – See Annexure A |
|---|---|--|
| <p>Alien vegetation</p> <p>Protect natural environment to enhance quality of life, to sustain tourism attractions and to make George an attractive base for</p> | <p>Support work for water project, eradicate alien vegetation on municipal land.</p> <p>Environmental Impact Assessments</p> <p>Waste disposal services to be planned and managed in such a way as to contribute towards the integrity of the environment</p> <p>Investigate and invest in renewable energy resources</p> | <p>MKPA 1: Sanitation</p> <p>MKPA 2: Water Services</p> <p>MKPA 3: Roads, streets, storm water drainage and side walks</p> <p>MKPA 4: Transport Planning / Traffic engineering</p> <p>MKPA 5: Electricity</p> |

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| research and development organisations | Air pollution control | MKPA 8: Housing |
| Attractive and environmental friendly built environment | Build and develop control activities. | MKPA 9: Spatial Planning |
| | | MKPA 10: Environmental Management |
| | | MKPA 11: Property Development |
| | | MKPA 12: Public Safety and Law Enforcement |
| | | MKPA 13: Road Transport and safety |
| | | MKPA 14: Environmental Health |
| | | MKPA 15: Public Amenities |
| | | MKPA 16: Waste Management |
| | | MKPA 35: Integrated Development Planning |

STRATEGY 4: INSTITUTIONAL EXCELLENCE
 By being developmental in nature, George Municipality should be an employer of choice and deliver the highest standard of services

| Sub - sectors | Development Initiatives | Municipal Key Performance Area (KPA) – See Annexure A |
|--------------------------------|---|---|
| Financially sound municipality | Proper financial planning that will ensure financial sustainability over the long term. | MKPA 20: Financial viability and management |
| | Proper financial control’s and management | MKPA 21: Revenue enhancement |
| | Confirmation to sound audit and risk management principles | MKPA 22: Credit Control |
| | | MKPA 23: Financial Reporting |
| | | MKPA 24: Valuations |

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| <p>Effective administration that support service delivery</p> | <p>Develop and maintain administration systems in George Municipality to ensure that the Municipality is the leading City in the Garden route</p> | <p>MKPA 25: Risk Management</p> <p>MKPA 26: Asset management</p> |
| <p>Human resource development</p> | <p>A safe and healthy work environment and</p> | <p>MKPA 27: Budget Formulation and control</p> |
| | <p>Promote skills development</p> | <p>MKPA 28: Training and Capacity Building</p> |
| | <p>Enhancement of employment equity</p> | <p>MKPA 29: Occupational Health and safety</p> <p>MKPA 30: People Management and Empowerment</p> <p>MKPA 31: Employment Equity</p> <p>MKPA 32: Public Participation</p> <p>MKPA 33: Administrative Support</p> <p>MKPA 35: Integrated Development Planning</p> <p>MKPA 36: Performance Management</p> <p>MKPA 37: Communication</p> <p>MKPA 38: Intergovernmental Relations</p> <p>MKPA.41 Internal Audit & Risk Management</p> |

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3.5 National Key Performance Areas, Development Objectives and Key Performance Indicators

To implement the above strategy and to align implementation plans with the five key performance areas prescribed by national government, the following Municipal Key Performance Areas were identified. Each project or program should be evaluated in terms of the above three goals to determine to what extent it will contribute towards sustainable development when approval and/or provision on the budget is considered.

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National Key Performance Area 1: Basic Service Delivery and Infrastructure Investment

| Municipal Key Performance Area (KPA) | Description of KPA | Activities | Responsible Department / Agent |
|--|--|--|---|
| MKPA 1: Sanitation | Safe and sustainable sanitation management systems and infrastructure | Sewerage Purification Works Sewerage reticulation systems Night soil removal Conservancy tanks Basic sanitation services | Civil Engineering Services Environmental Affairs |
| MKPA 2: Water Services | World class water infrastructure to support development of George as a world class service centre. Water provision to all communities | Water resources Water purification Water distribution Access to basic water | Civil Engineering Services |
| MKPA 3: Roads, streets, storm water drainage and side walks | <ul style="list-style-type: none"> • To provide world class transport routes and access for services; • To provide and maintain storm water infrastructure to ensure a safe environment and to control and manage flooding; • To provide and maintain safe non motorise movement. | Roads and streets Storm water drainage Side walks and pavements | Civil Engineering Services |
| MKPA 4: Transport Planning / Traffic engineering | Future transport systems can effectively and efficiently provide in the transport needs of a world class city | Transport Planning / Traffic engineering | Civil Engineering Services |
| MKPA 5: Electricity | Buying and distributing of electricity to support development of George as a world class service centre | Development and maintenance of electrical infrastructure | Electrotechnical Services |
| MKPA 6: Street lighting | Provide street lighting to improve safety and security in all urban areas | Street lighting | Electrotechnical Services |
| MKPA 7: Traffic lights | Ensure a safe and effective flow of traffic | Traffic lights | Electrotechnical Services & Civil Engineerig Services |
| MKPA 8: Housing | Provide in the needs of the homeless by providing safe and integrated human settlements | Basic service provision to all people living in informal settlement Housing provision focussing on integrated human settlements | Planning & Development |
| MKPA 9: Spatial Planning | Development in a sustainable manner while preserving the environment and making provision for sustainable growth and development | Spatial Planning Urban Design Development control | Planning & Development |
| MKPA 10: Environmental Management | The integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves the present and future generations | Conservation Local Agenda 21 Strategic Environmental Assessment Spatial Development Framework | Planning & Development |
| MKPA 11: Property Development | Development of private and public properties in a sustainable manner | Facilitation of property developments Alienation of land Property acquisitions | Planning & Development |

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| | | Property leases | |
| MKPA 12: Public Safety and Law Enforcement | The safe and well-being of all residents | Disaster management Law-enforcement Animal control | Community Safety |
| MKPA 13: Road Transport and safety | Road Safety through the regulation and control of road transport | Drivers licensing Vehicle registration Vehicle road worthy | Community Safety |
| MKPA 14: Environmental Health | | Pollution Control Inspections | Environmental Affairs & Civil Engineerig Services |
| MKPA 15: Public Amenities | Clean and accessible public facilities serving all residents and visitors | Maintain Corporate facilities Eradication of alien woods Development and maintenance of public open spaces and hiking trails Cemeteries Beaches Public toilets | Environmental Affairs |
| MKPA 16: Waste Management | The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a George Municipality | Waste removal Transfer station Recycling Composting Street cleaning services Cleaning beaches and public conveniences | Environmental Affairs |
| MKPA 17: Sport facilities and Development | Sport facilities maintained and upgraded in partnership with stakeholders | Upgrading of Sport facilities 2010 Soccer world cup | Environmental Affairs |

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**National Key Performance Area 2:
Local Economic Development**

| Municipal Key Performance Area (KPA) | Description of KPA | Activities | Responsible Department / Agent |
|---|---|--|--------------------------------|
| <i>MKPA 18: Local Economic Development</i> | Local Economic Development (LED) is the process by which public, business and non-governmental sector partners in George work collectively to create better conditions for economic growth and employment generation. The aim is to improve quality of life for all. | Marketing Develop an Maintain current and relevant databases and resource centre BBBEE principles Formalise hawkers LED events | Assistant Municipal Manager |
| <i>MKPA 19: Tourism</i> | The promotion, marketing and the development of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the Municipality | Marketing Tourist facilities Promote tourism development | Assistant Municipal Manager |

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National Key Performance Area 3: Municipal Financial Viability and Management

| Municipal Key Performance Area (MKPA) | Description of KPA | Activities | Responsible Department / Agent |
|---|---|--|--------------------------------|
| <i>MKPA 20: Financial viability and management</i> | <p><i>Financial viability</i> refers to the availability and sustainability of revenue sources. Financial viability is impacted upon by the external domains or environment within which George Municipality operates</p> <p><i>Financial Management</i> refers to the management of budgetary resources at the disposal of the Municipality. Financial management takes place within the internal domains of the Municipality.</p> | <p>Financial Statements Dept Coverage Supply Chain Management Salary payments Bank reconciliations Daily banking</p> | Financial Services |
| <i>MKPA 21: Revenue enhancement</i> | Revenue enhancement is the process of service customers as efficiently and effectively as possible. This includes the reducing of cost and collecting of revenue | <p>Meter Readings Billing</p> | Financial Services |
| <i>MKPA 22: Credit Control</i> | The collection of cash from ratepayers, customers and consumers of the various Municipal services. It is the avenue of last resort within the ambit of customer management | <p>Expenditure authorisation Payment of creditors</p> | Financial Services |
| <i>MKPA 23: Financial Reporting</i> | Reporting has to take place as required by legislation and to ensure accountability within the Municipal finances | <p>Reports in terms of the Municipal Finance Management Act Budget reporting to communities</p> | Financial Services |
| <i>MKPA 24: Valuations</i> | Fair and equitable valuation of properties to impose fair rates on properties | <p>Implementation of the property rates Act Valuations</p> | Financial Services |
| <i>MKPA 25: Risk Management</i> | Analysing risks in the Municipality and determine how to best handle those risks | <p>Risk Policy Risk identification Risk control and mitigation</p> | Financial Services |
| <i>MKPA 26: Asset management</i> | Managing the assets of the Municipality to effect sustainable service delivery | <p>Asset register Asset management policy</p> | Financial Services |
| <i>MKPA 27: Budget Formulation and control</i> | The forecast of the Municipality incomes and expenses over the short to medium term | <p>Budget process Budget road shows Annual adopted budget</p> | Financial Services |

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National Key Performance Area 4: Municipal Transformation and Institutional Development

| Key Performance Area (MKPA) | Description of KPA | Activities | Responsible Department / Agent |
|---|--|---|--------------------------------|
| MKPA 28: Training and Capacity Building | <p><i>Training</i> refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies within George Municipality</p> <p><i>Capacity building</i> refers to assistance which is provided to employees which have a need to develop a certain skill or competence, or for general upgrading of performance ability</p> | <p>Skills development Plan Training courses Interns Literacy programmes</p> | Corporate Services |
| MKPA 29: Occupational Health and safety | Occupational health and safety is a cross-disciplinary area concerned with protecting the safety, health and welfare of employees of George Municipality engaged in work or employment. As a secondary effect, it may also protect co-workers, family members, employers, customers, suppliers, nearby communities, and other members of the public who are impacted by the workplace environment of George Municipality | <p>Work related incidents Health and safety programme</p> | Corporate Services |
| MKPA 30: People Management and Empowerment | George Municipality should be a preferred employer of choice with sound labour relations, attracting only the best in their respective fields. The approach is strategic and coherent to manage its most valued assets - the people working for the Municipality who individually and collectively contribute to the achievement of the objectives of the Municipality | <p>Employee Assistance Programme Recruitment Labour relations</p> | Corporate Services |
| MKPA 31: Employment Equity | Employment equity in the Municipality is a comprehensive program designed to overcome discrimination in employment experienced by members of equity groups. The goal is to give equity groups access to all jobs, re-evaluate traditional jobs and improve equity groups' overall economic situation. | <p>Employment Equity Plan Recruitment Reporting</p> | Corporate Services |

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National Key Performance Area 5: Good Governance and Public Participation

| Key Performance Area (KPA) | Description of KPA | Activities | Responsible Department / Agent |
|---|---|--|--|
| MKPA 32: Public Participation | George Municipality recognises the right of the public to participate in its decision making processes. Those who are affected by a decision have a right to be involved in the decision-making process. Public participation implies that the public’s contribution will influence the decision. | Annual Road Shows Ward Committees Functioning Wards Project participation | Corporate Services (All departments) |
| MKPA 33: Administrative and Logistical Support | The effective functioning of the Municipality in order to provide services as expected and includes support to all Departments and political office bearers | Records management Leave register Provide information to public and other clients Telephones Council agendas and minutes Advertisements and notices Information Technology support Workshop Fleet Management | Corporate Services ElectroTechnical Department |
| MKPA 34: Library Services | Provision of library services in the Municipal area | Maintenance Stock Awareness programmes Operations of libraries | Corporate Services |
| MKPA 35: Integrated Development Planning | The process through which George Municipality develops its strategic development plan for a 5 year period. It guides all planning, budgeting and decision-making of the Municipality | Road Shows Ward committee meetings Strategic workshops Documentation Adopted IDP | Assistant Municipal Manager |
| MKPA 36: Performance Management | It is the system in the Municipality that is used to make sure that all parts of the Municipality work together to achieve the goals and targets that are set. It consists out of an organisational and individual system. | Setting of Indicators and targets Reporting and measuring PMS Framework | Assistant Municipal Manager |
| MKPA 37: Communication | The Municipality uses communication to assign and convey meaning in an attempt to create shared understanding. It involves internal as well as external communication. It is also about marketing of the Municipality | Internal News letters External News Letters Branding Web-site | Assistant Municipal Manager |
| MKPA 38: Intergovernmental Relations | George Municipality promote good relations with other organs of state in order to promote effective service delivery | International interventions Sister City agreements Service level agreements with other Municipalities | Assistant Municipal Manager |
| MKPA 39: HIV/Aids | The Municipality will contribute towards the reduction and prevention of HIV/AIDS prevalence in the Municipal area | Education and awareness Treatment and care Special events | Assistant Municipal Manager |
| MKPA 40: Targeted | The Municipality will coordinate and strengthen targeted | Special day events | Assistant Municipal |

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| <p>Groups</p> | <p>groups within the Municipality: Youth, disabled, women and indigents.</p> | <p>Special events Awareness campaigns Partnership building Training Information</p> | <p>Manager</p> |
| <p>MKPA.41 Internal Audit & Risk Management</p> | <p><i>Internal auditing</i> is an activity involved in helping George Municipality achieves its objectives. by utilizing a systematic methodology for analyzing business processes, procedures and activities with the goal of highlighting organizational problems and recommending solutions. The scope of internal auditing is broad and may involve topics such as the efficacy of operations, the reliability of financial reporting, deterring and investigating fraud, safeguarding assets, and compliance with laws and regulations.</p> <p><i>Risk management</i> is activity directed towards the assessing, mitigating (to an acceptable level) and monitoring of risks. It entails organized activity to manage uncertainty and threats and involves people following procedures and using tools in order to ensure conformance with risk-management policies.</p> | <p>Internal Audit Programme Internal Audit Reporting Risk assessment Audit Committee</p> | <p>Municipal Manager Internal Audit Unit Risk Manager</p> |