

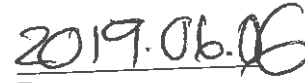
**EXTRACT FROM THE MINUTES OF A SPECIAL COUNCIL MEETING OF
KANNALAND MUNICIPALITY AS HELD ON THURSDAY, 30 MAY 2019 IN THE
COUNCIL CHAMBERS AT LADISMITH.**

**COUNCIL 25/05/19 : APPROVAL OF THE SECOND REVISION (2019/20) OF THE
2017-2022 INTEGRATED DEVELOPMENT PLAN**

RESOLUTION

1. That the second review (2019/20) of the 2017 - 2022 Integrated Development Plan of the Kannaland Municipality be approved in terms of Section 34 of the Local Government: Municipal Systems Act (Act 32 of 2000).

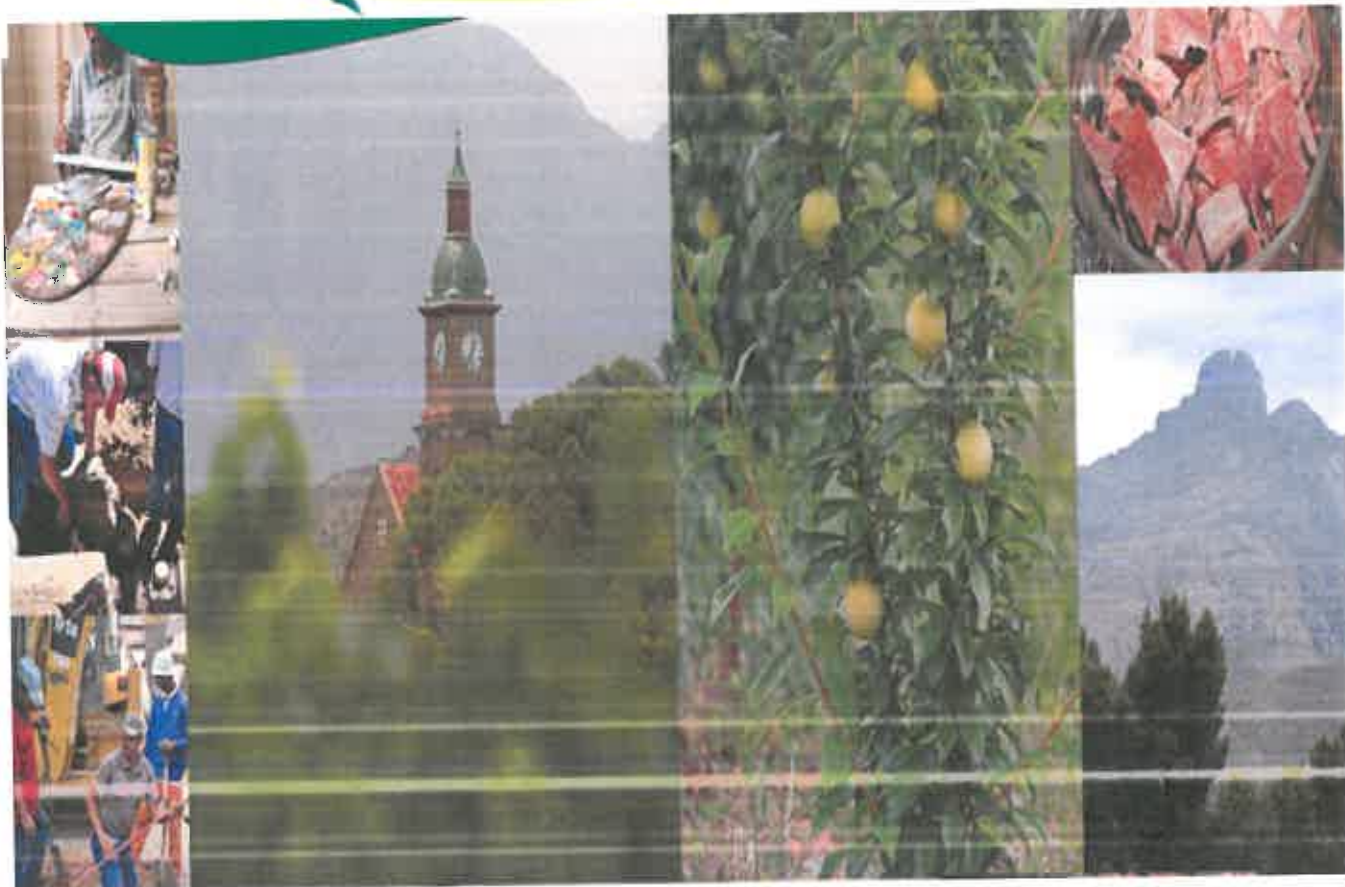

Speaker


Date

Municipality Kannaland Munisipalite'
P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 1023



KANNALAND
MUNISIPALITEIT / MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN 2019/20

2nd Review of the Integrated Development Plan 2017 - 2022

Municipality Kannaland Munisipaliteit
P.O. Box 30 Postbus
LADISMITH
6655
Tel: 028 - 551 1023

Contact Details:

Head office:

32 Church Street

Ladismith

6655

Tel Number: 028 551 1023

Fax: 028 551 1766

Email: info@kannaland.co.za

Website: www.kannaland.gov.za

Satellite Offices:

Calitzdorp 044 213 3312

Zoar 028 561 1332

Vanwyksdorp 028 581 2354

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 1023




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Glossary of Acronyms

BBBEE	Broad Based Black Economic Empowerment
CAPEX	Capital Expenditure
CDW	Community Development Worker
CIP	Community Integrated Projects
DBSA	Development Bank of South Africa
DORA	Division of Revenue Act
DWA	Department of Water Affairs
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Program
FRP	Financial Recovery Plan
IDC	Industrial Development Corporation
HSP	Human Settlements Plan
IDP	Integrated Development Plan
INEP	Integrated National Energy Plan
IRS	Implementation Ready Study
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGTAS	Local Government Turnaround Strategy
MIG	Municipal Infrastructure Grant
MSIG	Municipal Systems Improvement Grant
MSIG	Municipal systems improvement grant
NDP	National Development Plan
OPEX	Operational Expenditure
PMS	Performance Management System
PSO	Provincial Strategic Objectives
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, Micro and Medium Enterprises
WTW	Water Treatment Works
WWTP	Waste Water Treatment Plant
WWTW	Waste Water Treatment Works

Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6555
 Tel: 028 - 551 1023



2019/2020 IDP REVISION NOTE

The second review of the 2017-2022 fourth-generation Integrated Development Plan (IDP) will contribute to the adjustment of the Municipality's 5-Year Plan and informs the municipal Medium-Term Revenue and Expenditure Framework (MTREF) and Service Delivery and Budget Implementation Plan (SDBIP) for the 2019/20 financial year. ***It is therefore imperative for this review to be read in conjunction with the plan adopted by the municipal Council on 31 May 2017, as the review does not constitute a new IDP.***

The 2019/20 IDP Review builds on the planning and development priorities agreed upon in the fourth generation IDP, approved municipal sector plans and will define the Municipality's MTREF and SDBIP throughout its implementation timeframe. ***It is therefore imperative that this document be read in conjunction with approved sector plans as listed under chapter 8, in particular the Spatial Development Framework.*** For an electronic copy of this document please visit the municipal website at www.kannaland.gov.za.

ACKNOWLEDGEMENTS

The following government and non-governmental institutions are recognized for documents utilized in this document or other contributions in this regard.

STATISTICS SOUTH AFRICA (STATSSA)

Publication of the 2011 Statistics Data

Publication of 2016 Community Survey Data

WESTERN CAPE PROVINCIAL TREASURY

Publication of the 2018 Municipal Economic Review and Outlook (MERO)

Publication of the 2018 Regional Development and Socio-Economic Profiles

Coordination of the LGMTEC engagements

WESTERN CAPE DEPARTMENT OF LOCAL GOVERNMENT

Growth Potential Study of Towns in the Western Cape

Coordination of Provincial Joint Planning Initiative

Coordination of Provincial IDP Managers Forum

Excellent personal assistance and going the extra mile to assist the Municipality

WESTERN CAPE DEPARTMENT OF HUMAN SETTLEMENT

Kannaland Municipality Human Settlement Plan and others

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING

Southern Cape Regional Spatial Implementation Framework

Municipality Kannaland Munisipaliteit
P.O. Box 30 Postbus
6635

028-881 1022

GARDEN ROUTE DISTRICT MUNICIPALITY

Coordination of GR District IDP Managers Forum

Coordination of district-wide planning and development engagements

Cooperation and assistance in Disaster Management, Risk Management, Planning and Development and others

WARD COMMITTEES

Participation in Ward-based Planning Sessions

Participation in IDP and Budget Consultation Processes

2019/20 IDP REVISION SUMMARY

The following changes were made to the 2018/19 revised IDP.


DOCUMENT REFERENCE	AMENDMENTS / ADDITIONS	PURPOSE AND IMPACT ON PLANNING AND BUDGET PRIORITISATION
Page	Socio Economic Analysis (Kannaland at a Glance)	Demonstrate socio economic reality and data projections to be considered in current and future planning and development decision making
Page	Foreword by the Executive Mayor	Governance oversight and political guidance
Page	Foreword by the Municipal Manager	Head of Administration providing management leadership and administrative oversight
Page	Main aim of the 2019/20 IDP Review	To give effect to Section 34 of the Local Government Municipal Systems Act, 32 of 2000
Chapter 2	IDP Planning Process	To give effect to Section 29 (i) and (ii) of the Local Government Municipal Systems Act that deals with community and stakeholder consultation in the IDP drafting and review process.
Chapter 3	Situational Analysis	Incorporating the 2018 Provincial MERO Report and the 2018 Municipal Socio-Economic Profile findings, growth and development impact assumptions in planning and decision-making
Chapter 4	Institutional Arrangements	To update and align the administrative and institutional capacity to ensure organisational readiness to implement the IDP.
	Organisational Structure Review	Incorporate approved new Macro and Micro Structure that will come into effect 1 July 2019.
	Work Place Skills Plan	
	Internal Audit Strategy 2019/20	WSP aligned to IDP
	Audit General 2017/18 Audit Outcome Overview (not yet available)	
Chapter 5	Ward-Based Planning	To outline the community development priorities and align the 2019/20 budget accordingly. To depict municipal investment and infrastructure development at ward level.
Chapter 5	Development Strategy	The overarching development strategy remains unchanged. The 2019/20 IDP Review seeks to align and depict major capital and operational investment per Municipal Key Performance Area as prioritised in the 2019/20 IDP.

P.O. Box 30 Posbus
 LADISMITH
 6005
 Tel: 029 - 441 1023



Chapter 6	Review of Rural Development Strategy	The purpose of the review of the Rural Development Strategy is to harness all possible resources and expertise to improve the living conditions of people living in rural communities through basic service delivery and socio-economic development opportunities.
Chapter 7	Sector and Operational Plans Disaster Management Plan Regional Landfill Site	Municipal strategic objective alignment to 2019/20 budget The SDF is still in the process to be reviewed with the assistance of Provincial Department but is not submitted as part of the IDP Social Infrastructure Demand Plan has been incorporated The updated Disaster Management Plan has been incorporated. Status of the Regional Landfill Site Project and impact on the municipal budget has been illustrated.
Chapter 8	Intergovernmental Development Perspective	Revised Housing Development Pipeline has been incorporated To reflect investments of the Provincial Government Sector Departments in Kannaland during 2019/20.
Chapter 9	IDP Implementation Review Financial Plan Align 2019/20 Capital and Operational Budget to IDP	To review the Financial Plan to ensure sound financial planning and sustainability over the 5-year IDP Implementation period. To present a responsive budget that align to the development priorities contained in the IDP. To review municipal Strategic Risks and assess the impact thereof on municipal sustainability

Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6055
 Tel: 028 - 551 1023



KANNALAND MUNICIPALITY'S STRATEGIC THRUST



The Place of Choice - to create the ideal environment in which the people of Kannaland would like to live and work



Promote: sustainable growth > sustainable human settlements > a healthy community > development and maintenance of infrastructure > increase in opportunities for growth and jobs

Through: > compliance > through good governance > effective inter- relations > effective integrated development planning > community participation > capacity development for service delivery > well-maintained municipal infrastructure > effective disaster management practices > quality service delivery through a fully functional municipality



VALUES

Dignity > Respect > Trust > Integrity > Honesty > Diligence

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 1023



KANNALAND STRATEGIC OBJECTIVES

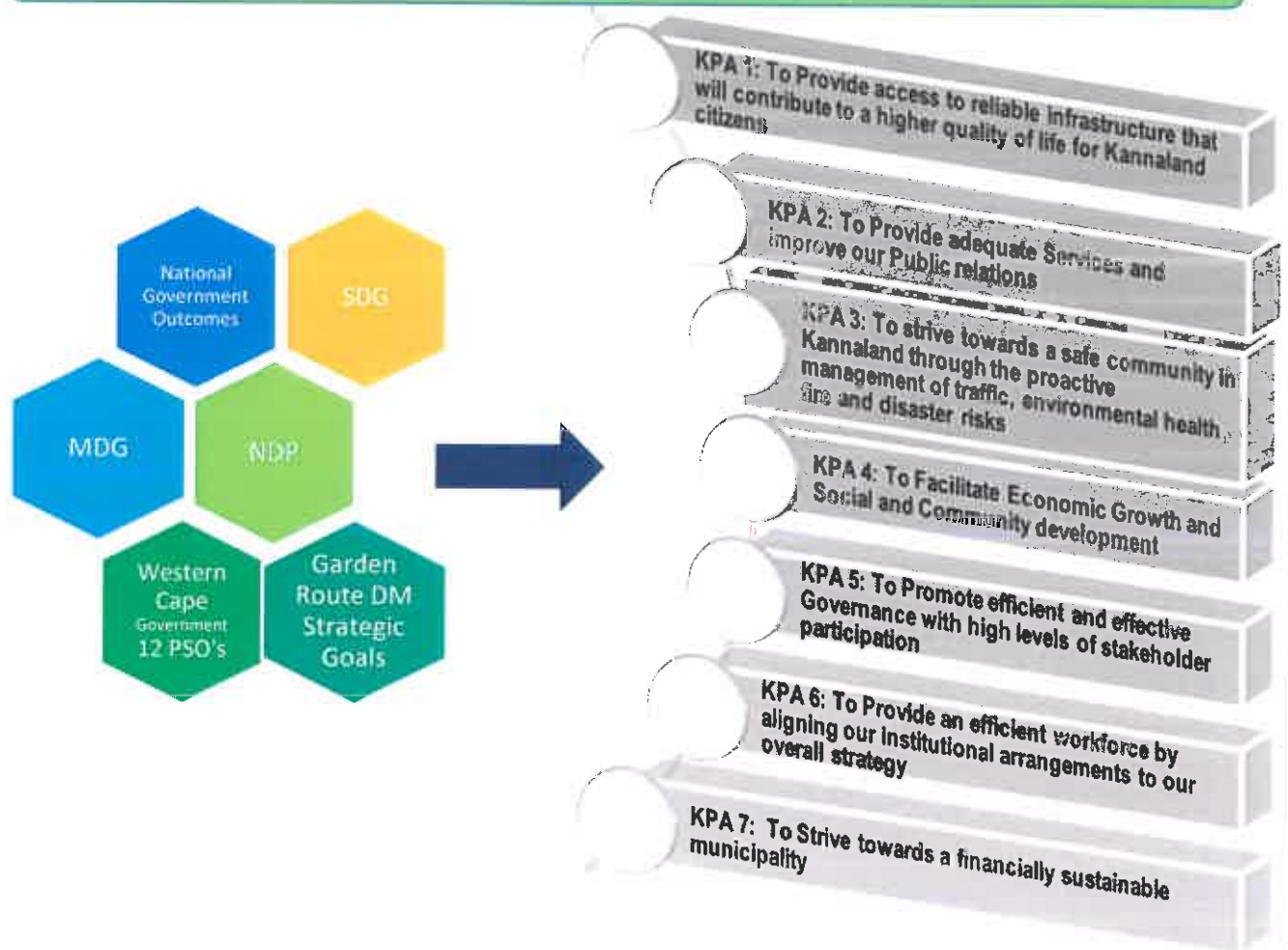


Figure 3: Kannaland Key Performance Areas

Municipality Kannaland Munisipaliteit
P.O. Box 30 Piesbus
LADIESMITH
6035
Tel: 028 - 551 1023

Kannaland: At a Glance

Demographics Population Statistics: 2018 Actual households: 2017



Population

23 897


Households

6 333

Education 2017 Poverty 2017



Matric Pass Rate 89.2%
 Learner-Teacher Ratio 36.3
 Gr 12 Drop-out Rate 40.2%



Gini Coefficient 0.568
 Human Development Index 0.656

Health 2017/18

Primary Health
Care Facilities

9

Immunisation
Rate

89.5%

Maternal Mortality Rate
(per 100 000 live births)

0.0

Teenage Pregnancies:
Delivery rate to women U:20

18.9%

Safety and Security Actual number of reported cases in 2018



Residential Burglaries

189

DWI

43

Drug related Crimes

528

Murder

10

Sexual Offences

51

Access to Basic Service Delivery Percentage of households with access to basic services, 2014



Water

93.6%

Refuse Removal

79.2%

Electricity

85.7%



Sanitation

93.0%

Housing

97.4%

Road Safety 2017 Labour 2017 Socio-economic Risks

Fatal Crashes

4

Unemployment Rate

10.3%

Risk 1 Unemployment

Risk 3 Slow economic growth

Risk 2 Rising indigent households

Largest 3 Sectors Contribution to GDP, 2014

Agriculture, forestry and fishing

17.7%
Finance, insurance, and estate
and business services
17.3%
Wholesale and retail trade,
eating and accommodation
15.9%

Municipality Kannaland Munisipaliteit
 P.O. Box 39 Posbus
 LABISMITH
 6655
 T: 022 928 5541 1923

Please refer to Chapter 3 for a comprehensive socio-economic analysis.

EXECUTIVE SUMMARY

Introduction

Integrated Development Planning is a process that has become central to local government in driving processes to ensure service delivery to residents of a municipality. Integrated Development Planning has been developed as a consolidated municipal planning process that provides a framework for the planning of future development in a municipality. It ensures horizontal and vertical co-ordination and integration across the three spheres of government (national, provincial and local). The consultation process with communities is critical to ensure responsive, developmental local government and poverty alleviation.

Background

Kannaland Municipality is a Category B Municipality in the Garden Route District. It is the smallest municipality in both the Western Cape Province and in South Africa. Despite the small economy and financial climate, the municipality strives to deliver effective, efficient, economic and quality services timeously to the community.

Legislative Mandate


The Municipal Systems Act (MSA) Act 32 Of 2000 requires Council to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction, once adopted; an IDP should also be reviewed annually. In addition, the Act also stipulates the IDP process and the components to be included.

Purpose

The purpose of Integrated Development Planning is to facilitate faster and more appropriate delivery of services and provide a framework for economic and social development in a municipality. Section 34 of the Municipal Systems Act determines that a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements and as changing circumstances demand.

Strategic Agenda

Municipality Kannaland Munisipaliteit
P.O. Box 30 Postbus
LADISMITH
6655
Tel: 028 - 551 1023



The municipality is the major arena of development planning. It is at this level of government where people's needs, priorities, and local conditions have to be linked with national guidelines and sectorial considerations and to specific projects and programmes. The Kannaland Municipality therefore developed a 5-year strategic plan until 2022. This document is the second review of the Plan.

In order to achieve the required outcomes and objectives, the Municipality's functions are categorized in seven strategic (key) performance areas. The strategic framework is based on the following Key Performance Area

Key Performance Area 1: Reliable Infrastructure:

The objective of the Kannaland Municipality is to provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens. There is an urgent need for the Municipality to upgrade and maintain its infrastructure. Concerning infrastructural planning, the municipality developed a three-year infrastructure capital and financial to reduce the infrastructural backlogs.

Electricity is the main energy source of households within this municipal area. Kannaland electricity infrastructure is outdated and in need of urgent upgrade. An electricity master plan was developed in 2017 which aims at the evaluation and guidance of the operating and maintenance processes as well as to reduce losses in income due to aged and failing infrastructure as well as the demands of new infrastructure. The municipality has applied for INEP, EEDSM and MIG funding to fund the identified infrastructure maintenance and upgrading. An electricity meter audit is being carried out to identify illegal connections, electricity theft and defective meters.

Inovasure is a renewable electricity project approved by National Treasury in which the Municipality was authorised to enter into a Public Private Partnership agreement. This project, when rolled out, will improve electricity security and will reduce load shedding and issues of maximum demand and the inability of ESCOM to provide higher levels of supply. During the community participation sessions in April 2019, communities were informed in detail regarding this project.

The Municipality aims to upgrade all gravel internal roads in Zoar with paving material. The project was registered through MIG for funding in 2017/18 and will run through to 2027/28. Approximately 20 kilometers will be paved over a ten-year period. The municipality also aims to upgrade all sidewalks and pavements in Calitzdorp. The upgrade of all municipal (internal) roads in Kannaland is listed in the Integrated Transport Plan. The rural transport programme will be aligned with future upgrades of the integrated transport plan.

Municipality Kannaland
P.O. Box 33 Postbus
LADISMITH
6663
Tel: 028 - 441 1023

Over a three-year financial period, the municipality plans to upgrade the wastewater treatment works (WWTW) in Zoar. It was prioritized for the outer financial years to obtain funding for the upgrade of the waste water treatment works in Ladismith and Calitzdorp also.

Funding has been obtained for the upgrade for the water reticulation system in Zoar which is currently in progress. Water reticulation systems in Calitzdorp, Ladismith and Vanwyksdorp requires attention over the next three years. Economic Development in the Ladismith area (which is the biggest economic node in the Kannaland municipal area) has been hampered by the lack of water storage capacity and bulk waste water treatment capacity.

The Kannaland Water Services Audit 2017/18 reports the bulk raw water supply to the various towns in the municipal area as well as the water losses. Detailed information on the Water Services Audit 2017/18 will be provided in the next IDP review/ amendment as the Audit Report has not been considered by Council. The Water Services Audit 2017/18 will be submitted to Council on 31 May 2019. This audit will however be included in the 2017/18 Annual Report as annexure.

The bulk water storage capacity remains a challenge, which emphasises the urgency to fast-track the construction of dams as indicated later in the document. The addressing of water leaks and reduction of water losses remains a serious challenge as the waterloss percentage is exceptionally high. The Municipality obtained funding to install and upgrade water meters in all four wards in 2017/18. A water meter audit is being carried out to identify possible illegal connections and defective water meters. The audit will be completed in 2019/20.

The entire Western Cape currently faces a serious drought due to poor rainfall. The demand for water has also steadily increased every year due to the province's rapidly growing population and economy. This, as well as climate change, has added significant pressure on our water supply.

The National Waste Information Regulations requires of the Municipality to submit actual quantities of waste for the different activities it is registered for on IPWIS from 2018. Kannaland will have to procure a weigh pad and will have to obtain funding/ make provision for the acquiring of such equipment in the municipal budget. Funding has been allocated for upgrade of the Calitzdorp and Vanwyksdorp landfill transfer stations.

Key Performance Area 2: Service Delivery:

The objective of the municipality is to provide basic services to all its residents and to improve relationships with the community. The delivery of municipal services in electricity, water, sanitation, refuse, roads and storm water is a key function of the Municipality.

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 030 440 1022

The Municipality faces significant service delivery challenges (including the roll out of services to rural areas and under-serviced households); ensuring adequate and regular maintenance of assets; controlling the rising unit costs of service delivery; addressing future bulk supply shortages and ensuring adequate investment in economic infrastructure. Challenges of maintenance and replacement practices are being addressed as part of the Financial Recovery Plan. Currently the Municipality is reliant on grant funding for maintenance and replacement of infrastructure assets and the Municipality cannot proceed without grant funding as the municipal revenue sources are insufficient. The over reliance on grant funding will be addressed as part of the implementation of the Financial Recovery Plan.

Ward Committees have been established in all four wards and communities actively partake in the public participation processes to voice their service delivery needs and expectations.

Service delivery strategies and service levels needs to be reviewed in view of service delivery partnership opportunities. A Service Delivery Plan and Charter needs to be developed and implemented.

Funding is required for appointment of a service provider to facilitate the review of an Integrated Human Settlement Plan for approval which was last addressed in 2016.


Various housing projects are in the planning phase in partnership with the Provincial and National Governments for Human Settlements for implementation over the next 5 years. The Municipality cooperates closely with the Provincial Department of Housing to provide in the much-needed housing needs of the indigent in Kannaland.

Key Performance Area 3: Safe Communities:

The objective of the Municipality is to strive towards a safe community in Kannaland through the proactive management of traffic, environmental health, fire and disaster risks. The function of the traffic service is critical to ensure overall law enforcement and road safety within the Kannaland municipal area. A Traffic Safety and revenue plan will be developed during the 2017/18 financial year, with the assistance of the Provincial Treasury and Department of Local Government.

The Municipality will review the status of preparedness and contingency plans associated with the prevailing risks identified in the area and to reflect possible risk reduction projects during the first three years of the 2017-2022 Financial Years. The municipality aim to also develop a traffic by-law during the 2017/18 – 2019/2020 financial years.

Municipality Kannaland Munisipaliteit
P.O. Box 39 Postbus
LADISMITH
6055
Tel 028 - 551 1023



Key Performance Area 4: Socio-Economic Development:

The objective of the Municipality is to facilitate economic growth and social and community development. The Municipality is placing a high premium on the improvement of community facilities. The sport facility in Calitzdorp was upgraded in the 2017/18 financial year. Upgrades to the Zoar sport facility and the establishment of a new cemetery in Ladismith requires attention.

Kannaland's local economy is, to a great extent, built on the opportunities created by tourists visiting the area. It is therefore essential that the tourism industry be further developed and investment into this industry be promoted to ensure continuous growth. The Municipality will therefore engage stakeholders for tourism development, art and culture promotion as well as SMME development

The Municipality is serious about enhancing the quality of health of the Kannaland communities and an Air Quality Management Plan as well as an Integrated Waste Management Plan are in the process to be compiled with the assistance of the Garden Route District Municipality as part of their district-wide project in this regard.

The Klein-Karoo has vast developmental potential, especially in terms of agriculture and agro-processing. Agriculture is an important economic sector. The Municipality was eager to participate in the Agri-Parks Programme but unfortunately it seems that there are no funding and the Departement is non-responsive in this regard.

The rural character and sensitive natural environment will be protected. The Municipality currently cooperating with the Garden Route District Municipality to investigate and impleement measures to protect the environment and mitigate the the influence of climate change.

Key Performance Area 5: Effective and Efficient Governance

For a Municipality to be successful, it has to be stable, well-managed in an efficient, effective and economical way. The Municipality promotes efficient and effective governance with high levels of stakeholder participation. The political and administrative leadership of Kannaland Municipality positions itself to manage competing demands for limited resources in a fair, equitable and efficient manner.

The Municipality envisages to comile new and update existing municipal policies, strategies and operational plans over the next three years. This will be done to ensure that municipal activities, rules and procedures are consistent with all relevant policies, legislations and by-laws.

The Municipality aims to improve communication of the vision, strategy and plans both internally and externally, to keep staff informed, capacitated and to manage the expectations of the Municipality Kannaland Munisipaliteit

community. The municipality also make use of social media and communicates with the community on facebook.

In the agricultural sector, improved processes are to be introduced to support inclusive participation in agricultural value-chains and fostering an environment conducive to local and regional private sector investment. Community participation in the structures of local government are being strengthened in all the areas in the Municipality. The functioning of ward committees needs to be improved and a policy in this regard is in the process of being developed for submission to Council.

Key Performance Area 6: Efficient Workforce

The objective of the Municipality is to provide an efficient workforce by aligning institutional arrangements to the overall strategy. The staff component is the biggest single budget item and hence the development, motivation and utilization of staff are a high priority. Progress have been made in institutional transformation for stability in the council administration and restructuring of the workforce. The revised organizational structure based on affordability for the Municipality, was approved by Council in March 2019. Job descriptions are being reviewed and a new Placement Policy will be submitted to Council for approval in due course. This will be followed by the placement process, filling of critical vacant positions and job evaluations for all posts.

It is important to revise all HR-related policies in terms of best practices including development of a Human Resource Strategy that will influence the operations of current policies and possibly the compilation of new policies.

The Municipality aims to maximize employee development by creating development opportunities for the municipality's employees. The municipality has developed a Work Place Skills Plan (WSP) of which the main objective is to ensure that there is staff development through training interventions for all levels of staff.

An Individual Performance Management programme for all managers/supervisors up to the third level of reporting needs to be developed and implemented.

Key Performance Area 7: Financial Sustainability

Financial sustainability is of the utmost importance for Kannaland Municipality. Progress is being made with the implementation of the Financial Recovery Plan to improve financial management in order to effectively and sustainably solve the financial problems of the Municipality and affect the turn-around of the Municipality. The Municipal Council requested the Western Cape Minister for Local Government and the Premier on 2 December 2016 to put the Municipality under Section 139

administration. The Provincial executive then intervened on 7 December 2016 in terms of section 139(5) of the Constitution and sections 141 and 142 of the Local Government: Municipal Financial Management Act, 2003. The financial recovery plan was finalised on 17 March 2017.

The Council requested “full” administration in December 2018 for and the provincial executive intervened on 5 Dec. 2018 with a section 139(5)(c) of the Constitution and MFMA section 141 and 142 provincial intervention to ensure the implementation of the financial recovery plan. The provincial executive appointed Mr Edward Jantjies, Executive Director: Corporate Services at Kannaland Municipality as Administrator for Kannaland Municipality on 1 March 2019.

All financial management processes and systems are being reviewed to ensure efficient, effective and economic service delivery.

Major problems are being experienced with the financial system that is not mSCOA-compliant and as result, the Annual Financial Statements for 2017/18 could not be submitted to the Auditor-General on time. Council was informed of the late submission of the AFS 2017/18 on 30 August 2018. A combined effort by all relevant stakeholders are being made to address the problems with the financial system.

The revenue management systems are being reviewed to maximise revenue generation possibilities and improve revenue performance. Customer Care levels are being enhanced and the Ignite Complaints System has been implemented to increase responsiveness regarding all complaints received by the Municipality. The Municipality has introduced measures increase responsiveness to consumer billing and other queries. The Municipality is reviewing cash and debt management strategies and practices. Internal controls and internal training are being addressed. Delegations regarding financial management needs to be addressed.

The Asset Register has been updated by Mubesco. Governance practices in the Supply Chain Management processes are being addressed with proper controls and risk management practices are being implemented. IT infrastructure is a major challenge and risk for the Municipality which needs to be addressed rather sooner than later.

Overview IDP Cycle

This second review of the IDP cycle makes provision for projects and programmes that has to be implemented from the 1st of July 2019 until 30th June 2022.

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
L. VAN SMITH
CEO
Tel: 039 - 581 1023



Spatial and IDP Mapping


The municipal Spatial Development Framework (SDF) is, with the assistance of the provincial department, in process to be amended for approval and will be used to develop Kannaland municipal area in the long term. The IDP Project Spatial maps are included and indicate current and future development of the municipal area.

Disaster Management

The formulation and implementation of a Disaster Management Plan forms part of the Municipality's IDP process. The purpose of this Disaster Management Plan [Disaster Management Act 57 Sect 53 (2)] is to ensure that there is Disaster Management capacity at all times. Thus, the Municipality is able to enhance its ability to prevent risks; to deal with disasters and to avoid development of situations that are considered high risk in terms of the potential for disasters.

This chapter gives an indication on the readiness of the municipality in case of a disastrous event. It also identifies projects and programmes that will be implemented to reduce risks and the mitigation measures that are put in place to enable vulnerable groups to be resilient. The Municipality is in the process to refine contingency plans for each of the identified high risks.

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 5541 1023



Foreword Executive Mayor

This IDP Review 2019/2020 will be used as a strategic plan that will guide and inform planning and development in Kannaland Municipality. The IDP is a strategic development plan reviewed annually to guide all development planning in a municipal area and inform municipal budgeting, allocation of resources and performance measurement as prescribed by the Municipal Systems Act.



The National Development Plan calls for the creation of a strong and capable developmental state to intervene and transform society as well as grow the economy. Kannaland Municipality has a responsibility to respond to this clarion call and drive fundamental social change in Kannaland. We have to promote the formation and encourage the growth of emerging and small businesses and improve their access to empowerment programmes through soft interventions such as training, mentoring, advice, procurement processes, amongst others. We must empower our local communities to productively make use of the economic development opportunities and resist the triple challenges of poverty, unemployment and inequality.

Kannaland Municipality is currently under Section 139(5)(c) administration, in order to implement the Financial Recovery Plan (FRP). Kannaland is implementing several projects of government's Back-to-Basics programme. Kannaland Municipality continues to work closely with provincial and national government to ensure the success of our turnaround strategy. Mr Edward Jantjies has been appointed as administrator, while Mr Lesley Holland continues his duties as FRP Implementation Manager. Council looks forward to working with these two vastly experienced and highly capable local government experts.

The Municipality is keenly aware of the fact that we have to redouble our efforts to ensure economic growth and job creation in Kannaland. This will require a collaborative effort between the municipality, government, business, labour and civil society. The basis of our vision for the local economy is the National Development Plan (NDP), which expects that 90% of jobs would have to be created by small and expanding firms by 2030. In pursuit of the objective of the NDP, Kannaland Municipality must formulate plans on how coherent and integrated support services for SMMEs can be rolled out to communities across Kannaland.

We all know that this is very important - that the Kannaland economy must generate more jobs and more inclusive growth. The Municipality has a very important role to play in achieving these objectives. The Municipality will follow a partnership-based approach to creating sustainable jobs, with increased synergies between national and provincial government, the public sector as well as developmental financial institutions. We have to identify opportunities for enhanced integration, efficiencies and economies of scale. We have to encourage significant new investment in our local

Municipality Kannaland Munisipaliteit

P.O. Box 30 Posbus

LA DISMITH

7635

Tel: 029 - 551 1021

economy to create jobs, reduce poverty and inequality and transform the Kannaland economy. Our collective mandate is to ensure that we promote the development of sustainable and competitive entrepreneurs, small businesses and co-operatives that contribute to job creation and economic growth.

As Council, our single most important contribution to a more prosperous Kannaland is to ensure fiscal sustainability. We must strengthen our fiscal resilience and continue with spending reforms across all departments in the Municipality. We must pursue, with a greater sense of urgency, the governance and financial reforms aimed at restoring the financial health of Kannaland Municipality.

CLLR MAGDALENA BARRY
EXECUTIVE MAYOR

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6055
Tel: 028 - 551 1023





Foreword by the Municipal Manager

I am proud to announce that Kannaland Municipality has effected notable change over the last two financial years and in some instances, even had major successes – in many instances under very difficult circumstances. The Municipality however, is now significantly better equipped and geared towards service delivery than before. The financial situation of the Municipality remains precarious but with the assistance of the Provincial Department of Local Government, the Provincial Treasury, COGTA through the MISA programme steady progress is being made with the implementation of the Financial Recovery Plan towards financial sustainability.

The Integrated Development Plan (ID) seeks to harness synergies and opportunities in the advances made towards the realization of the all-important goal of a better life for all in Kannaland. Integrated Development Plans are the most important mechanisms available to government in order to transform the structural differences in our communities. Integrated development planning is a process by which the planning efforts of different spheres and sectors of government, together with other institutions, are coordinated at local government level.

The IDP brings together various economic, social, environmental, legal, infrastructural and spatial aspects that need to be addressed. This should take place in a way that enhances development and provides sustainable empowerment, growth and equity for the short, medium and long term.

Through community engagement processes, the communities of Kannaland Municipality have reaffirmed the need for water and sanitation, roads, housing, stormwater, electricity, job creation, health, education, SMME empowerment and support, recreational facilities, etc. To address the needs identified, not only the local government is involved, but also Provincial and National Government Departments.

Informed by the priority needs of the communities, this IDP is geared towards improving the quality of life of the community through a particular focus on the following pillars:

- Access to and improved service delivery;
- Infrastructure development and maintenance;
- Financial recovery and sustainability
- Good governance and administration;
- Water security in drought-stricken area;
- LED, job creation and economic growth for the area;
- Waste management;
- Safe communities; and
- Environmental, health and educational improvements.

Municipality Kannaland Munisipaliteit
P.O. Box 39 Posbus
LADISMITH
6625
Tel: 428 - 551 1023

A handwritten signature in black ink.

By focusing on our seven (7) Key Performance Areas, namely, access to reliable infrastructure; adequate services and improved public relations; safe communities; economic growth with social and community development; efficient and effective governance with high levels of stakeholder participation; an efficient workforce and a financial sustainable Municipality, and acting as a collective, the municipality will be in a position to respond to its objectives and all the developmental challenges confronting our Municipality.

REYNOLD STEVENS
MUNICIPAL MANAGER

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LABISMITH
6655
Tel: 028 - 561 1023



CHAPTER 1 – INTRODUCTION: STRATEGIC PLANNING

1.1 Integrated Development Planning

This document represents the 2nd review of the Kannaland Municipality Integrated Development Plan (IDP) for the current planning and implementation timeframe. The IDP must be read together with the comprehensive five-year IDP and the set of municipal-wide sector plans.

The plan addresses economic and social development for the area as a whole. It sets a framework for land use, what infrastructure and services are needed and how the environment should be protected. Integrated Development Planning is the strategic tool of a local Municipality, designed to bring together and to harmonize individual plans of the municipality's departments as well as plans the district municipality and of provincial and national sector departments.

The IDP has a lifespan of 5 years that is directly linked to the council's elected term of office. After general local government elections, the new council has to prepare an IDP for strategic planning and development. The IDP must be based on long-term spatial, infrastructure and financial plans. The standards of service delivery, financial planning and reporting will therefore be monitored and reported on through an effective performance management system.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible Integrated Development Plans that not only comply with relevant legislation but, –

- Are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- Are driven by the management team and systems within the municipality with implementation regularly monitored through the performance management system during the year;
- Contain the long-term development strategy guiding investment across the municipal area;
- Provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment for improved service delivery to all stakeholders; and
- Include local area plans to localise the strategy and implementation of the IDP.

This schematic diagram informs and guides implementation of the strategic cycle for the five-year term (2017-2022) with annual revision of the IDP:

Municipality Kannaland Municipality
P.O. Box 39 Postbus
LADISMITH
6025
T: +27 430 551 1023






Figure 1: IDP strategic planning cycle

This IDP guides all future developments of the municipality by setting priorities, allocating resources and defining periods and indicators. In preparing the IDP the municipality has set out to develop an IDP which aims to foster more effective service delivery by providing the framework for economic and social development in terms of the municipal mandate. In doing so, it contributes toward the notion of a developmental local government that fosters a culture of co-operative governance.

Kannaland Municipality strives to continually improve its IDP as an effective management tool of which the aim is:

- Creating a greater level of focus and thereby improving on the strategic nature of the document;
- Aligning this strategic document with the realities of financial, human and other resources;
- Aligning the IDP with the Budget, SDBIP and Annual Report;
- Alignment of the IDP with the activities of the sector departments; and
- Alignment of the Municipal IDP with the various sector plans.

According to the Department of Social Development's 2018 projections, Kannaland Municipality currently has a population of 23 897, rendering it the smallest municipal area by population within the Garden Route District. This total is estimated to increase to 28 466 by 2024 which equates to 3.0 per cent average annual growth over this period. The population growth within the Kannaland municipal area for the 2018 to 2024 period is higher than the Garden Route District's rate of 1.9 per cent during the same period. It is therefore important that the municipality continue to prioritise strategic planning for the efficient allocation of scarce resources and revenue optimization to meet the increasing demands and maintenance of infrastructure driven by the anticipated growth of the population.

Municipality Kannaland Munisipaliteit
 P.O. Box 39 Postbus
 LADISMITH
 6655
 Tel: 028 - 551 1023

1.2 IDP Legislative Framework

The mandate of the municipality is provided for in section 152 of the Constitution of South Africa that stipulates the objectives for developmental local government, namely:

- 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 matters of local government.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP is given legal status by the following primary and secondary legislation and regulations:

- The Municipal Systems Act 32 of 2000 (referred to as MSA)
- The Municipal Finance Management Act No. 56 of 2003 (referred to as MFMA)
- Municipal Planning and Performance Management Regulations, 2001: Department of Provincial & Local Government

The Municipal Systems Act 32 of 2000 requires that all Municipalities must prepare and adopt an Integrated Development Plan (IDP) and must subject it to an annual review. In terms of Chapter 5, Section 25, all Municipalities 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. Section 34 of the same chapter requires a Municipality to review the IDP annually and, where necessary, to amend the plan in accordance with a prescribed process.

In addition to the requirement for every Municipality to compile such an Integrated Development Plan, the Municipality is also required to monitor and evaluate its performance. Section 34 of the MSA deals with the review and amendment of the IDP:

A Municipal Council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurement in terms of Section 41 to the extent that changing circumstances demand and may amend its Integrated Development Plan in accordance with prescribed processes.

P.O. Box 59 Postbus
LADISMITH
6035
Tel: 028 - 551 1023



The IDP is reviewed annually in order to:

- Ensure its relevance as the Municipality's strategic plan;
- Inform other components of the Municipal business processes
- Guide financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budget cycle.

The Local Government: Municipal Planning and Performance Management Regulations, 2001 states in Chapter 2 that the IDP review and amendment process must adhere to the public participation requirements as outlined in Chapter 4 of the MSA.

Section 16(1) of the MSA requires that a Municipality must develop a culture of municipal governance that complements formal representative government with a system of anticipatory governance, and must for this purpose, encourage and create conditions for the local community to participate in the affairs of the Municipality.

Regulation 2(4) of the Local Government Municipal Planning and Performance Management Regulations, 2001, requires that:

- only a member or committee of a municipal council may propose an amendment to the IDP;
- the proposal to amend must be accompanied by a reason and be aligned with the district IDP;
- the amendment is adopted by a decision of the Municipal Council;
- all the members of the council be given reasonable notice;
- the proposed amendment/s be published for public comment for a period of at least 21 days in a manner which enables the public to make representations in this regard; and the applicable district Municipality be consulted.

During 2003 the Municipal Financial Management Act (MFMA) was enacted which specifies a number of time frames for the tabling and adoption of the Municipal Budget and amendments to the IDP. In terms of Section 16 and 17, the Mayor must, at a Council meeting not later than the 31st of March each year, table any draft and proposed amendments to the IDP with the draft budget. In terms of Section 24 of the MFMA, the municipal council must at least 30 days before the start of the budget year consider the approval of the annual budget. Both pieces of legislation (Municipal Systems Act and the Municipal Financial Management Act) emphasize the close relationship between the budget processes.

Municipality Kannaland Munisipaliteit

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1.3 Kannaland IDP Process

The IDP was developed in terms of an IDP process plan to ensure that the IDP process complies with certain minimum quality standards; to ensure that proper consultation with the community and coordination with all spheres of government.

Council approved the process plan for 2017-2018 on 31 Augustus 2016 which sets out the methods and approached according to which the IDP planning process to be conducted. The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to compose its integrated development plan and the budget for the relevant financial year as well the four outer years (such as the 2019/20 financial year which is the 2nd review of the Plan). Activities and dates are subject to change.

The process plan enhances integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP-based budget. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process will be undertaken. In addition, it identifies the activities in the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality's annual report.

The IDP and Budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies as well as the final budget are mutually consistent and credible. Credibility refers to the municipality's ability and capacity to spend and deliver services in accordance with its approved budget. The process creates its own dynamics since it encompasses the involvement of external role-players and vested interest groups, therefore it requires accurate logistical planning and arrangements of engagement sessions to ensure that the process is implemented in accordance with the approved schedule.

1.3.1 IDP and Budget Process Plan Legislative Requirements

According to Section 28(1) of the Municipal System Act, 32 of 2000 a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan. This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act. A process plan must include the following:

- A programme specifying time-frames for the different steps;
- Outline mechanisms, processes and procedures for consultation of the community, organs of state, traditional authorities and role-players;

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P.O. Box 33 Postbus
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- Identify all plans and planning requirements binding on the municipality;
- Be consistent with any other matters prescribed by legislation.

Section 21(1) of the Municipal Finance Management Act (Act 56 of 2003) further prescribes that the Mayor of a municipality must co-ordinate the processes of preparing the annual budget and for reviewing the municipality's IDP. It is therefore imperative that a time schedule outlining the key activities in the process with deadlines for attainment be tabled to Council for approval ten (10) months prior to the final approval of the IDP and Budget.

In order to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government, the preparation of the planning process is regulated by the Municipal Systems Act, No 32 of 2000. Section 28 of the Systems Act stipulates that:

- Each Municipal Council must adopt a process set out in writing to guide the planning, drafting, adoption and review of the IDP.
- The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- A municipality must give notice to the local community of particulars of the process it intends to follow.

In terms of Section 29(1) of the Municipal Systems Act the process must:

- be in accordance with a predetermined programme specifying timeframes for the different steps;
- through appropriate mechanisms, processes and procedures allow for the local community to be consulted on its development needs and priorities, allow the local community to participate in the drafting of the IDP, and allow organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP;
- provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation.

Municipality Kannaland Munisipaliteit

Box 13 Postbus

7191

028 - 551 1023



Draft Kannaland Integrated Development Plan 2019/2020

The approved detailed process plan is depicted below:

KANNALAND MUNICIPALITY IDP REVIEW AND BUDGET			TIMEFRAME											
PROCESS														
Phase	Activity	Responsible person	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Preparation	Conduct and assess the progress with the performance measurements and changing circumstances in the municipality to constitute a review of the IDP	Executive Mayor	25						16					
	Advertise for sector representatives to serve on IDP Technical Forum	IDP Coordinator												
	Tabling of the draft IDP Review & Budget Time Schedule to the MAYCO and Council	Executive Mayor												
	Advertise the IDP and Budget Process with time schedule on Website	Council												
	Review of the Performance Management System (PMS)	IDP & PMS Coordinator												
	Review the annual performance against SDBIP's	IDP & PMS Coordinator												
	Assess the municipal financial position and capacity (based on the Annual Financial Statements of previous budget year)	Chief Financial Officer												
	Review budget-related policies and set policy priorities for next 3 financial years	Chief Financial Officer												
Analysis														


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P.O. Box 27000
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Draft Kannaland Integrated Development Plan 2019/20



KANNALAND MUNICIPALITY IDP REVIEW AND BUDGET PROCESS														
			TIMEFRAME											
Phase	Activity	Responsible person	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Consultation	Determine the funding/revenue potentially available for next 3 years	Chief Financial Officer											15	
	Determine the likely financial outlook and identify changes to fiscal strategies	Chief Financial Officer				17								
	Refine funding policies, review tariff structures	Chief Financial Officer								27				
	Evaluation of matters identified in IDP Assessment Report received from MEC, Local Government	IDP Coordinator										09		
	Determine any changes in the Socio-economic conditions & trends of Kannaland Municipality	Senior Management												05
	Identify changes to be included in the Adjustment Budget	Chief Financial Officer												17
	Advertising a schedule of public meetings per ward	IDP Coordinator										05		
	Embarking on a public participation process via public meetings per ward to:	Executive Mayor												15-19
	1: Provide feedback on progress of ward priorities	Councillors												11-14
	2: Presentation of IDP Review & Budget time schedule	Senior Management												
	3: Obtain input on community needs for the IDP Review process	MPAC (insert MPAC's role)												




Municipality of Kannaland
P.O. Box 307, Pekaia

Municipality Kannaland and Localpallett
 P.O. Box 39 Teyateyanan
 LADISMITH
 6655
 Tel: 028 - 551 1023

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KANNALAND MUNICIPALITY IDP REVIEW AND BUDGET										TIMEFRAME					
PROCESS	Phase	Activity	Responsible person	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Strategy		Strategic Planning Session to conduct a mid-term review	Executive mayor							14					
		1. Council's Strategic Objectives	Senior Managers												
		2. Assess the performance and implementation of Council's 5yr strategic plan	MPAC												
		IDP Representative Forum Meeting – Consideration and refining of Ward Plans and Development Priorities, Integrate and Align Ward Plans with Municipal Strategic Plans.	IDP & PMS Coordinator												
		Workshop of the Strategic Plan and LED strategy (workshop with council)	Executive Mayor												
		Table the revised Strategic Plan and LED strategy to Council for approval	Senior Managers												
		Attend district IDP Coordinators' Forum meeting to give overview of the outcome of ward-based priority needs to sector departments	Ward Councillors												
			IDP Coordinator										08-10		
			Municipal Manager											29	
						06-07									


 Municipality Kannaland Municipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6655
 Tel: 028 - 551 1023

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KANNALAND MUNICIPALITY IDP REVIEW AND BUDGET										TIMELINE					
PROCESS		Activity	Responsible person	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Phase															
		Notice of the proposed amendment to the SDF is published indicating that the SDF will be amended as well as the process to be followed – either through	Manager: Administration												
		<ul style="list-style-type: none">establishment of an IGR steering committee ORwithout IGR steering committee													
		Invite public / local community to submit written comments on the proposed amendment within 60 days of the publication thereof in the Provincial Gazette and the Media.	Manager: Administration										14-17		
		Table the MSDP to council for approval	Manager: Administration											29	
		Make public the Council notice of the adopted SDF in the local media and the provincial Gazette, within 14 days of the date of adoption	Manager: Administration												03
		Provincial IDP Coordinators Forum Meeting	Provincial Dept. of Local Government												
		IDP Coordinator	IDP Coordinator												


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 P.O. Box 30 Posbus
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KANNALAND MUNICIPALITY IDP REVIEW AND BUDGET PROCESS			TIMEFRAME											
Phase	Activity	Responsible person	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
	JPI Engagement	Provincial Dept of Local Government												
	1. Identify projects & programmes which might need support/financial assistance from Government	IDP Coordinator												
	2. Referring of community issues which have been identified during IDP process but are not competencies of Local Government to the relevant National & Provincial Sector Departments & Follow up on IDP Indaba agreements													
	Identification of new Capex/Opex projects & programmes culminating from the IDP Review Process	All departments												25
	Prioritisation of internal & external Capex & Opex projects & Programmes	IDP & Budget Steering Committee											15	25
	Workshop for the preparation of Adjustment Budget	Chief Financial Officer											23	
	Tabling & approval of Adjustment Budget	Chief Financial Officer												28
	Workshop with Council to finalize:	Executive Mayor												06
	1. Draft IDP Review	Municipal Manager												
	2. Draft Operational & Capital Budget	Chief Financial Officer												


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 P.O. Box 30 Posbus
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Quarterly meetings of IDP & Budget Steering Committee		CFO/ Municipal Manager	IDP Coordinator	X	14	15	16
Integration	Preparation of draft IDP Review document	IDP Coordinator			12		
	Circulation of draft IDP Review document to all directorates for their input & comment	IDP Coordinator		X			
	Tabling of draft IDP Review & Budget to Council	Executive Mayor /Council			26		
	Submission of tabled draft IDP Review & Budget to the MEC: Local Government, National & Provincial Treasury (Within 10 working days after tabling)	IDP Coordinator CFO			01		
	Publishing of draft IDP Review & Budget (including proposed tariffs) for perusal and public comment	IDP Coordinator CFO			01		
Consultation	Embarking on a public participation process via public meetings per ward to obtain final input from stakeholders on the tabled draft IDP & Budget	Executive Mayor Councillors Senior Management			07-11		
	MPAC sessions re Annual Report						
	Back to Basics engagement with Provincial & National Sector Departments to obtain input on the draft IDP Review & Budget	Provincial Department of Local Government					

Draft Kannaland Integrated Development Plan 2019/20



Approval	Incorporate notes and comment from MEC: Local Government & Provincial Treasury and DEA&DP on draft IDP Review & Budget	IDP Coordinator CFO	22
	Consideration of all submissions made by community subsequent to the public participation process of the draft IDP Review & Budget	Municipal Manager CFO	28
Approval	Council workshop on draft IDP Review & Budget prior to adoption	IDP Coordinator CFO/ IDP Coordinator	07-08
	Council meeting to adopt the final IDP Review & Annual Budget and the Performance Management measures and targets (At least 30 days before the start of the budget year)	Executive Mayor Municipal Manager Council	29
Approval	Management workshop to finalize the SDBIP implementation	Municipal Manager	04
	Publish the adopted IDP Review & Budget with all budget related documents and policies on the municipal website	IDP Coordinator CFO	03
Approval	Submit a copy of the adopted IDP Review & Budget to the MEC: Local Government and Treasury (Within 10 working days after adoption)	IDP Coordinator CFO	05
	Advertise a public notice of the adoption of the IDP	IDP Coordinator	05
Finalization	Publish a summary of the IDP and Budget on municipal website	IDP Coordinator	05


Quality Kannaland Municipality
P.O. Box 30 Peka
LADISMITH
6655
Tel: 028 - 551 1029



Approval of the Service Delivery & Budget
Implementation Plan (SDBIP) (within 28
days of approval of budget)



Table 60: IDP Process


















Municipality Kannal and Municipalities
P.O. Box 30 Postbus
LADISMITH
6655
Tel: 028 - 551 1023

1.4 Provincial Integrated Development Plan Assessment comments

The importance of this assessment is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 (MSA), the MSA Regulations and the Local Government Municipal Finance Management Act 56 of 2003 (MFMA). Provincial assessments afford the provincial sphere of government an opportunity to exercise its monitoring, oversight and support role to municipalities as stipulated in the Constitution. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and Constitutional mandates

1.5 Status quo of critical internal transformation needs and service delivery development challenges:

The municipality has identified several challenges within the need of transformation, hence positive outcomes are derived from intermediate changes. Challenges identified and status quo thereof are reflected below:

Challenges	Status	Intervention
Customer care and service orientation	  	<ul style="list-style-type: none"> Continuous implementation of the Batho Pele principles Developing and implementation of a Customer Care Policy / Framework Implemented the Ignite customer care electronic system in 2018.
Skills development	  	<ul style="list-style-type: none"> Council approved a credible and cost-effective organizational structure in March 2019 for implementation Complying with the Work Place Skills Plan Implementing individual performance management
Development of technical expertise	 	<ul style="list-style-type: none"> Training intervention Minimum competency training and compliance
Ethical and moral conduct	 	<ul style="list-style-type: none"> Training to staff regarding the Code of Conduct for Municipal Staff Implementation of Anti-Corruption policy and programs
Financial constraints in terms of service delivery	  	<ul style="list-style-type: none"> Submit business plans to fund critical projects Eradication of backlogs Short and medium planning to deliver services in all four wards
Financial sustainability	  	<ul style="list-style-type: none"> Implementation of the financial recovery plan (in process) Review and implementation of budget-related policies and by-laws Review of the LED strategy in terms of improving and enhancing the economic profile of Kannaland. The draft LED Strategy has been compiled and have been

adopted by Council in May 2019 for implementation in 2019/20.

TABLE 1: INSTITUTIONAL CHALLENGES AND INTERVENTIONS

Kannaland municipality identified the following developmental challenges measured in terms of the key performance areas:

Key performance area	Status	Strategic Intervention
Reliable Infrastructure and service delivery	     	<ul style="list-style-type: none"> Addressing the limited bulk water storage capacity in the municipal area in partnership with Department of Water and Sanitation through grants allocated. Addressing service delivery backlogs around electricity and bulk water infrastructure by applying for grant funding. Addressing lagging infrastructural backlogs around roads, water and housing by applying for grant funding. Developing ward-based profiles, which include social infrastructure backlogs in order to improve the quality of information available. Securing water for the entire Kannaland. Applying for funding for a Dam in Ladismith – in process
Service Delivery	  	<ul style="list-style-type: none"> Addressing backlogs in access to basic services Reviewing of the indigent policy Indigent awareness campaigns in all four wards
Safe Communities	  	<ul style="list-style-type: none"> Secure funding for the K53 track and centre (in process) Development of an alien invasive management plan (in process) Support from DEADP and relevant departments to introduce environmental programmes
Socio economic development	    	<ul style="list-style-type: none"> Reviewing the LED strategy Rewiewing the and Spatial Development Framework (in process) Utilizing opportunities posed by Local Economic Development and tourism (including agri-tourism) development Creating partnerships with local business and emerging business to promote revenue enhancement and collaboration around projects that can stimulate the local economy Harness municipal spending to promote local economic development. LED Strategy approved by Council in May 2019.

	☹️	<ul style="list-style-type: none"> Alcohol and Drug Abuse information sessions to communities to inform communities of the negative effect of these practices on development issues
Effective and efficient governance	😊	<ul style="list-style-type: none"> Communicating frequently, and more effectively, with the residents of the Kannaland through communication channels identified in the Communication Strategy.
	😊	<ul style="list-style-type: none"> Ensuring functioning of ward committees by giving effective administrative support (functioning)
	😊	<ul style="list-style-type: none"> Create a participative culture with the community through public participation processes and establishing relevant forums.
	😊	<ul style="list-style-type: none"> Ensure compliance with MFMA and statutory requirements in terms of committees (committees functional)
Efficient workforce	😊	<ul style="list-style-type: none"> Creating a sound environment in the HR department (in progress)
	😊	<ul style="list-style-type: none"> Implementing a cost-effective organizational structure (placements in process)
	😊	<ul style="list-style-type: none"> Adhering to legal compliance requirements
	😊	<ul style="list-style-type: none"> Implementing individual performance management
	😊	<ul style="list-style-type: none"> Reviewing the job descriptions (in process, still within timeframe)
Financial sustainability	😊	<ul style="list-style-type: none"> Securing government grants and other funding sources to attend to the mandate of effective service delivery (continuous effort)
	😊	<ul style="list-style-type: none"> Ensure the financial viability of the municipality through sound fiscal management, revenue enhancement and improvement on audit opinions expressed by the Auditor-General (continuous effort)
	😊	<ul style="list-style-type: none"> Increase the payment rate of service accounts (increased from 66% in 2017 to 84% in 2018)



Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6653
 TEL: 028 - 551 1023

1.6 Inter-Governmental Relations and Policy Alignment

In its development planning, Kannaland Municipality takes national, provincial and even international development goals and policies into consideration.

1.6.1 Sustainable Development Goals

The Sustainable Development Goals (SDGs), officially known as transforming our world - the 2030 Agenda for Sustainable Development is a set of seventeen aspirational "Global Goals" with 169 targets between them. Spearheaded by the United Nations, through a deliberative process involving its 193 Member States as well as global civil society, the goals are contained in paragraph 54 of United Nations Resolution A/RES/70/1 of 25 September 2015. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.



Figure 2: 2016 Sustainable Development

1.6.2 The Millennium Developmental Goals


In 2000, 189 nations including South Africa made a promise to free people from extreme poverty and multiple deprivations.



The MDGs focus on three main areas of human development which are encouraging 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.

1.6.3 National Development Plan (NDP) –Vision for 2030

The Vision statement of the National Development Plan (NDP) aims to change the lives of millions of people in South Africa by eliminating poverty and reducing inequality by 2030. The National Development Plan was adopted by Cabinet in September 2012.


 Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6655



The NDP approach to effect change, is set out depicting a clear link between capabilities, opportunities and employment on social and living conditions. It shows how leadership; an active citizenry and effective government can help drive development in a socially cohesive environment.

The 2030 plan is summarized as follows:

By 2030:

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.
- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

Enabling milestones:

- Increase employment from 13 million in 2010 to 24 million in 2030
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030
- Increase the share of national income of the bottom 40% from 6% to 10%
- Establish a competitive base of infrastructure, human resources and regulatory frameworks
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup
- Broaden ownership of assets to historically disadvantaged groups
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write
- Provide affordable access to quality health care while promoting health and wellbeing
- Establish effective, safe and affordable public transport
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third
- Ensure that all South Africans have access to clean running water in their homes
- Make high-speed broadband internet universally available at competitive prices
- Realise a food trade surplus, with one-third produced by small-scale farmers or households
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities
- Realise a developmental, capable and ethical state that treats citizens with dignity
- Ensure that all people live safely, with an independent and fair criminal justice system
- Broaden social cohesion and unity while redressing the inequities of the past

Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6655
 TEL: 028 - 551 1023

- Play a leading role in continental development, economic integration and human rights.

Critical actions:

- A social compact to reduce poverty and inequality, and raise employment and investment
- A strategy to address poverty and its impacts by broadening access to employment,
- Strengthening the social wage, improving public transport and raising rural incomes
- Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption
- Boost private investment in labor-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers
- An education accountability chain, with lines of responsibility from state to classroom
- Phase in national health insurance, with a focus on upgrading public health facilities,
- Producing more health professionals and reducing the relative cost of private health care
- Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water
- Interventions to ensure environmental sustainability and resilience to future shocks
- New spatial norms and standards upgrading informal settlements and fixing housing market gaps
- Reduce crime by strengthening criminal justice and improving community environments

Government's targets for 2030 are as follows:

1. Create 11 million more jobs by 2030;
2. Expand Infrastructure;
3. Transition to a low-carbon;
4. Transform urban and rural spaces;
5. Education and Training;
6. Provide Quality Health Care;
7. Build Capable State; and
8. Fight Corruption.
9. Transformation and Unity.



1.6.4 National Government Outcomes

National Government has agreed on 12 outcomes as a key focus of work. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of Performance Agreements between the President and relevant Ministers.

Kannaland Municipality strives toward aligning its strategic objectives to these 12 outcomes:

- Outcome 1: Improve the quality of basic education;
- Outcome 2: Improve health and life expectancy;

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P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 1023

- Outcome 3: All people in South Africa protected and feel safe;
- Outcome 4: Decent employment through inclusive growth;
- Outcome 5: Skilled and capable workforce to support inclusive growth;
- Outcome 6: An efficient, competitive and responsive economic infrastructure network;
- Outcome 7: Vibrant, equitable and sustainable rural communities and food security;
- Outcome 8: Sustainable human settlements and improved quality of household life;
- Outcome 9: A responsive, accountable, effective and efficient local government system;
- Outcome 10: Protection and enhancement of environmental assets and natural resources;
- Outcome 11: A better South Africa, a better and safer Africa and world; and
- Outcome 12: A development-orientated public service and inclusive citizenship.

1.6.5 Provincial Government Western Cape - Provincial Strategic Objectives

The Provincial Government of the Western Cape (PGWC) published the Draft Strategic Plan with the title "Delivering the open opportunity society for all".

This Plan puts forward the following 12 strategic objectives:

1. Creating opportunities for growth and jobs
2. Improving education outcomes
3. Increasing access to safe and efficient transport
4. Increasing wellness
5. Increasing safety
6. Developing integrated and sustainable human settlements
7. Mainstreaming sustainability and optimising resource-use efficiency
8. Increasing social cohesion
9. Reducing poverty
10. Intergrading service delivery for maximum impact
11. Creating opportunities for growth and development in rural areas; and
12. Building the best-run regional government in the world

1.6.6 Garden Route District Municipality's Strategic Goals

The Garden Route District Municipality has identified seven (7) strategic goals that are essential for realising its vision and mission and which contribute to the achievement of their long-term vision beyond this 5-year IDP. Each of the goals below is supported by several more specific and measurable objectives.

- 1 Healthy and socially stable communities
- 2 Build a capacitated workforce and communities

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P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 1023



- 3 Conduct regional bulk infrastructure planning & implement projects, roads maintenance and public transport; manage and develop council fixed assets
- 4 Promote sustainable environmental management and public safety
- 5 Promote good governance
- 6 Ensure financial viability of the Garden Route District Municipality
- 7 Grow the district economy

1.6.7 Kannaland Municipality's Key Performance Areas (Strategic Objectives)

Kannaland Municipality developed goals, objectives and strategies that are aligned with some of these outcomes however, achieving the outcomes remains a challenge. The implementation of the Financial Recovery Plan with the assistance of the Provincial Treasury and the Provincial

Department of Local Government is directed at the stabilization of the Municipality. National outcome 9 in particular provides the space for local government to improve its functioning so as to ensure an accountable, responsive, effective and efficient local government system. Achieving outcome 9 will restore the confidence of citizens in the local government sphere; improve performance and professionalism as well as strengthen intergovernmental partnerships and those between local government, communities and civil society.

Taking into consideration political, national, provincial and district policies, Kannaland Municipality adopted the following seven key performance area's:

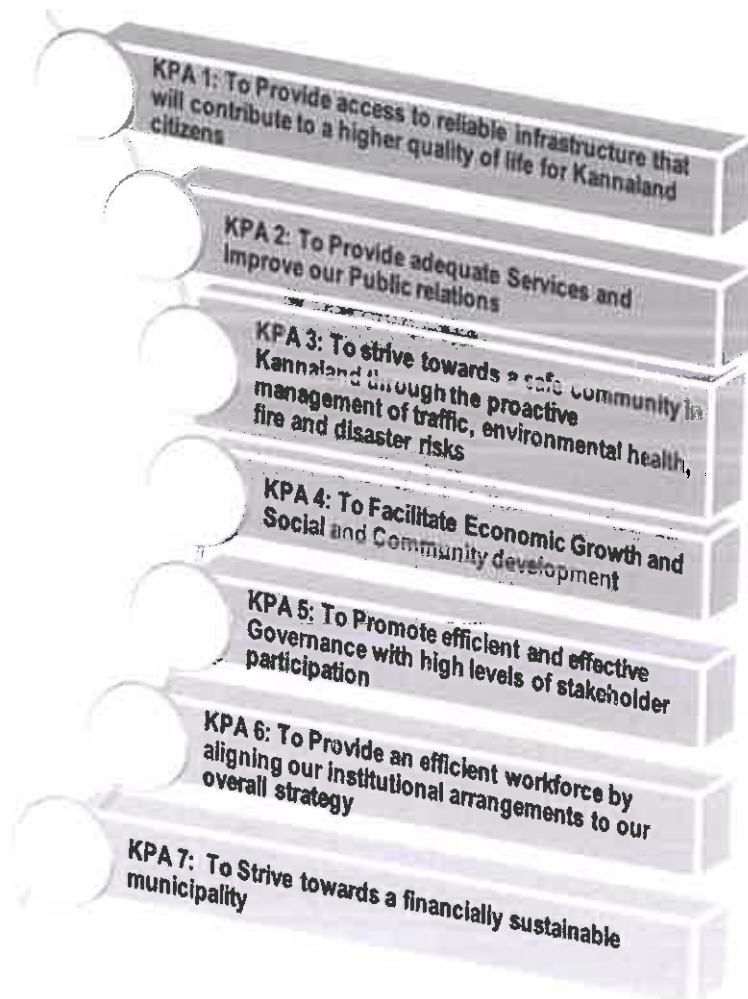


FIGURE: KPA – KANNALAND MUNICIPALITY

Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6655
Tel 028 - 551 1023



1.6.8 Horizontal Policy Alignment

The table below illustrates the alignment of the strategic objectives of Kannaland Municipality with the objectives of the National Development Plan. The aim is to align programmes/projects which the municipality strives to achieve:

Kannaland Objectives	Garden Route District Objectives	PSO	NDP Objectives / Outcomes
KPA1: To provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens	Conduct regional bulk infrastructure planning & implement projects, roads maintenance and public transport; manage and develop council fixed assets	Developing integrated and sustainable human settlements	Outcome 6: Efficient, competitive and responsive economic infrastructure network
KPA2: To provide adequate Services and improve our Public relations		Increasing wellness Integrating service delivery for maximum impact	Outcome 2: Improve health and life expectancy
KPA3: To strive towards a safe community in Kannaland through the proactive management of traffic, environmental health, fire and disaster risks	Promote sustainable environmental management and public safety	Increasing access to safe and efficient transport Increase safety	Outcome 2: Improve health and life expectancy Outcome 3: All people in South Africa protected and feel safe Outcome 7: Vibrant, equitable and sustainable rural communities and food security Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world
KPA4: To facilitate Economic Growth and Social and Community development	Grow the district economy Healthy and socially stable communities	Creating opportunities for growth and jobs Improve education outcomes Developing integrated and sustainable human settlements Increasing social cohesion Reducing poverty Creating opportunities for growth and development in rural areas	Outcome 1: Improve the quality of basic education. Outcome 4: Decent employment through inclusive growth Outcome 6: Efficient, competitive and responsive economic infrastructure network Outcome 8: Sustainable human settlements and improved quality of household life Outcome 7: Vibrant, equitable and sustainable rural communities and food security
KPA5: To promote efficient and effective Governance with high levels of stakeholder participation	Promote good governance (5)	Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system Outcome 12: A development orientated public service and inclusive citizenship
KPA 6: To provide an efficient workforce by aligning our institutional arrangements to our overall strategy	Build a capacitated workforce and communities (2)	Mainstreaming sustainability and optimising resource-use efficiency	Outcome 5: A skilled and capable workforce to support inclusive growth

Kannaland Objectives	Garden Route District Objectives	PSO	NDP Objectives / Outcomes
KPA 7: To strive towards a financially sustainable municipality	Ensure financial viability of the Garden Route district municipality	Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system

TABLE 2: STRATEGIC ALIGNMENT

1.6.9 Kannaland's contribution to the National Development Plan

NDP Chapter 3: Economy and development

This objective communicates the strategy of implementing the National Government's public works programmes with which Kannaland aligns through the implementation of its Expanded Public Works Programme (EPWP).

NDP Chapter 4: Economic infrastructure

This objective relates to that which is required to enable economic development such as the provision and sustainability of services such as water, electricity and public transport. To achieve this, the Kannaland Municipality strives towards well maintained water, sanitation, and waste and electricity infrastructure.

NDP Chapter 5: Environmental sustainability and resilience

This objective also relates to National Government's public employment programmes. Kannaland aligns through the implementation of the Expanded Public Works Programme (EPWP).

NDP Chapter 6: Inclusive rural economy

The Kannaland Municipality has developed, in partnership with the Provincial Government, an Integrated Rural Development Plan for the Municipality.

NDP Chapter 8: Transforming human settlements

This objective relates to how municipalities should spatially establish integrated human settlements. The Kannaland responds through the implementation of its HSP.

NDP Chapter 9: Improving education, training and innovation

This objective at improving childhood development (ECD), and artisans' development. For this planning cycle, Kannaland will support women and child health services, family planning and immunization and targeted ECD programmes.

NDP Chapter 10

Healthcare for all: This objective relates to access to primary healthcare by improving tuberculosis (TB) prevention and cure, reducing maternal, infant and child mortality, and reducing injury, accidents and violence.

NDP Chapter 12: Building safer communities

This objective relates to the need for all people, especially women and children, to feel safe at home, school and work, free of fear. Kannaland actively supports this through awareness and its Ward Committee system.

NDP Chapter 13: Building a capable and developmental state

This objective relates to the state playing a developmental and transformative role. It requires that staff at all levels should be competent, experienced and ability to do their jobs, and that intergovernmental relations should be managed better. Kannaland will use the Workplace Skills Plan to implement human resources training, talent management and skills development.

Municipality Kannaland Munisipalitei
 P.O. Box 30 Posbus
 LADISMITH
 6655
 Tel: 028 - 551 1023

1.7 Inter-governmental Cooperation

The municipality fosters good relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government which is for sure act as a catalyst in advancing the agenda to create a stable governance structure, promote financial sustainability and service delivery through infrastructure, housing and other services through the implementation of the Financial Recovery Plan. Kannaland Municipality is cooperating with and appreciating the efforts of the Provincial Treasury and the Department of Local Government in the implementation of the Financial Recovery Plan.

On local and regional level, the Municipality fosters close relationships with neighbouring municipalities and the Garden Route District Municipality.

1.7.1 Regional and provincial platforms

Kannaland Municipality used a number of mechanisms to continuously communicate the processes relating to the development, when and how of the implementation of the IDP. These mechanisms are also used for current and future planning to obtain input in developing a strategy for the municipal area. In preparation for this final IDP, the municipality were involved the following engagements which are a continuous process.

ENGAGEMENTS	
Council Meetings which is open to the public	Quarterly
IDP Indabas	Annually
MinMay	Quarterly
MinMay Tech	Quarterly
District Coordinating Forum	Quarterly
MGRO 1 & 2	Annually
Back to Basics Engagements	Quarterly
Human Settlement Engagements	Quarterly
Water and Sanitation Forum	Quarterly
Kannaland Municipality public participation meetings	Quarterly
Provincial and District IDP forums	Quarterly
ICT Managers Forum	Quarterly
SCM Forum	Quarterly
Premiers Coordinating Forum	Quarterly
Council feedback meetings	Quarterly



ENGAGEMENTS

Zoar Community Integrated platform

As per scheduled by project leaders

TABLE: SECTOR ENGAGEMENTS

For the term of this Council, the aim will be to enhance intergovernmental relations by mobilizing resources and strategic partnerships which will ensure co-ordination of service delivery by all departments and spheres of government to the citizens for improved quality of life.


The desired outcome of inter-governmental cooperation as previously mentioned is to:

- strengthen good governance;
- addressing the needs of the poor by introducing programs to the community which will boost entrepreneurship skills e.g. food gardening ect.
- coordinate and managing all municipal relationships with other spheres of government;
- ensure that there is a strong link between departments internally and the two spheres of government (National and Provincial);
- facilitate information and knowledge sharing through inter-municipal cooperation (steering committees);
- To build managerial and technical capacity (through study tours, exchange programmes, seminars and conferences);
- To develop project partnerships with other government departments for mutual benefit;
- To create employment through the public works programmes;
- To focus on supporting the successful implementation of the strategic priorities;
- To ensure that there is monitoring and alignment of municipal budgets and IDP implementation with provincial and national government departments;
- Coordinating and aligning all events that involve other spheres of government – e.g. national days, Imbizo's, etc; and
- Promoting efficient lines of communication and between the municipality and other spheres of government.

1.7.2 Public Participation sessions

The IDP process was informed by community-based planning which resulted in prioritising the needs of the community; an analysis of the current status of service delivery and the environment; and various stakeholder engagements.

Municipality Kannaland Munisipaliteit
 P.O. Box 30 Posbus
 LADISMITH
 6655
 0539 929 - 551 1023



The municipality has clearly demonstrated its effort to promote participative democracy in the developing of its by-laws, planning applications as well as other planning processes.

The purpose of the initial round of public participation during October 2018 was:

- To discuss the process to be followed for year under review as well as for the outer financial years;
- To consult on the content for the IDP review and what components of the IDP should be reviewed; and
- Identify the current needs per ward and to prioritise needs.

The socio-economic conditions and character of the four towns of Kannaland and settlements are distinctly different, resulting in their expectations from the budget and service delivery priorities being diverse. This variety and service delivery backlogs in some areas were duly considered in the IDP Review. The public participation process was characterized by active participation by all sectors of society and again highlighted the fact that the expectations from communities are very high in terms of service delivery, infrastructure development and other development challenges considering the limited resources available to the municipality.

Effective partnerships with communities, other spheres of government and the private sector are essential to deliver adequately on expectations. The inputs received from the various stakeholders during the IDP review process, were refined and duly incorporated into this document with the sole intention to inform the budget and other development priorities of the municipality. Some of the participants got the opportunity to identify solutions for the challenges and to ensure that they take responsibility of their own development.

Furthermore, a great portion of the community also raised a number of issues that were not necessarily competencies of local government and those will be referred to the respective government departments via the IDP Indaba and other relevant IGR structures.

Ward committees comprise geographical as well as sector representatives in communities and are regarded as the statutory consultative forums in the public participation process of the IDP review. The respective ward councillor is automatically the chairperson of the ward committee and quarterly meetings keep the community informed of all municipal related matters. Most of the ward committees, however, have monthly meetings. It is also obligatory on ward committee members to regularly interact with their communities and ensure maximum participation in all planning processes of Kannaland Municipality.

The ward committees played a significant role in this round of IDP review to ensure that the broader public participate and prioritise the basic needs and development requirements in the different wards.

These engagements certainly enlighten the importance of the ward committee members' role and responsibility as well as enhance accountability to the communities they represent in their respective wards. Ward Committee members had comprehensive training in respect of the IDP and budget processes and will certainly be more equipped to make meaningful input and ensure that the priority issues of communities are reflected in the IDP and Budget.

Representatives from sectors which are not necessarily represented on the ward committees, are also invited to the prioritization workshops to ensure that the interests of their sectors are duly considered.

Kannaland Municipality has established a ward committee system which will be actively involved in the mobilising process as well the IDP and budget related processes for the next reviews. Representation in ward committees for the 2017-2022 financial term is indicated below:

Ward 1 Ladismith: Nissenville	Ward 2: Calitzdorp
Ms. Elizabeth Jacobs	Ms. Emilene Hess
Mrs. Carol Hendricks	Mrs. Fransiena Quantini
Past. Melanie Ayslie	Mr Mike Neebe
Past. Hendrik Rademeyer	Mr Moos Arnoldus
Mr Johannes Ruiters	Mr Monolito Pieterse
Ms. Gloria Douwries	Mrs Bettie Molillon
Ms. Brumilda Januarie	Mrs. Quinta Valentyn
Mrs. Hilda van Eick	Mr Andrew Baartman
Mr. Dawid Rooi	Mrs Sophia Roman
Mr. J Cedras	Mr Gert Uithaler
Ward 3: Zoar	Ward 4: Ladismith / Vanwyksdorp
Mr. Tsodinyane Jacob Nkokou	Vacant
Vacant	Mr Jonathan Jantjies
Vacant	Mrs Regina Carolus
Ms Manoline Willemse	Mrs Nerina Lochner
Ms. Leslene De Jongh	Mrs Maria Herdien

Mr. Allister Reizenberg	Vacant
Ms. Elize Booysen	Mr Edward Adcock
Ms. Carol Hess	Vacant
Ms. Rina Hector	Mrs. Elsa le Grange
Mrs. Diane Hardien	Mr Ivan Januarie

TABLE 3: WARD COMMITTEE MEMBERS

1.7.3 Public Needs Analysis

Through stakeholder meetings, public hearings and other interactions, various needs were identified and are clustered below in the form of the key performance areas:

KPA	REQUESTS	WARD
Infrastructure and Basic Service Delivery	Repairs & Maintenance included requests for the upgrades of roads, rehabilitation of community facilities like halls and parks, fixing of potholes, building of speed humps, attending to sewage blockages, repairing of burst water pipes, repairs to IRDP houses where roofs are leaking.	1,2,3,4
	Requests for roads predominantly centred around the building of new roads, link roads, access roads, and tarred roads where roads have never been constructed before.	1,2,3,4
	Renewable energy supplies need to be considered, including, but not limited to solar, wind, and hydro power. The Kannaland Solar Energy Project is extremely important as this will in the next 4 years become the biggest income source of the municipality.	3,4
	Request for halls and community centres focussed on the construction of new halls and community centres, which will be multi-purpose facilities in order to enhance community development through social cohesion.	3,4
	Requests include the request for IRDP houses and houses in general.	1,2,3,4
	Upgrading of old infrastructure or new construction (water, sanitation and electricity)	
	Proper lighting in order to reduce crime.	1,2,3,4
	Upgrading existing or building new sport fields – netball, rugby, hockey and soccer fields	1,2,3,4
	All informal settlement areas equipped with basic services	1,2,3,4
	Multi-Purpose Centre in Zoar and Calitzdorp	
	Implementation of Advanced Waste Management Systems that reflect community values around waste minimisation.	1,4
	Optimal recovery, re-use and recycling of waste. The volume of waste disposed to landfill needs to be minimized for life spans of landfill sites to be extended.	1,4

Local Economic Development	Seamless movement of people, goods, and services in and around the area.	1,2,3,4
	Community must be supported with programs for self-empowerment and job creation projects for example guest houses and other tourism ventures.	
	Economic growth leading to the creation of sustainable jobs.	1,2,3,4
	People connect virtually through high-speed information and communication technology.	2,4
	Reliable telecommunications networks provide access to learning and information opportunities in homes, schools, and workplaces.	
	Business and industry embrace high-speed broadband networks to become more productive and innovative.	
	Energy efficiency is promoted by telecommuting.	
Good Governance	Communities want to be informed about the IDP process, to be involved in the budget process, for ward committees to be more active, for the Municipality to strengthen relationships between communities and their councillors.	3,4
	Youth development, job creation, training and skills development, small business establishment, building of libraries, & other opportunities in order to strengthen the economy.	
Safe environment	Foot bridge in Zoar to existing sports field	3
	Establishment of speed cameras in all towns	1,2,3,4
	Three way stop at the entrance of Calitzdorp	2
	More effective law enforcement in all four towns	2
	Taxi rank with toilets in Calitzdorp	2
	Medical centres for Vanwyksdorp and Zoar	3,4
	Current medical facility in Calitzdorp be expanded	
	Current clinic in Ladismith be expanded and a new clinic be built in central Ladismith	
	Social infrastructure supports healthy lifestyles, learning opportunities, and community unity and social cohesion.	1,2,3,4
	Major recreational infrastructure (e.g. sports stadium, cultural facilities, etc.)	
Financial Viability	Urban renewal and greening are recognised by communities and the business group as contributing to environmental and ecological sustainability, as well as supporting future residential, commercial, and industrial development	4
	Tree planting and paving of street blocks	4
	Upgrading of the swimming pools	1,2
	Training or replacement for incumbents to efficiently handle municipal accounts and enquiries	1,2,3,4
	Revision of the tariffs on the budget	1,2,3,4



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P.O. Box 30 Posbus

LADISMITH

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Tel: 033 4451 1022

Needs to budget firstly for repairs and maintenance and at a later stage for sportsfields (can be done once the basics are covered)

Below are the key issues which were communicated to the Municipality at the public meetings and relevant stakeholder meetings per ward:

WARDS	CONCERNS
Ward 1	There is a shortage of sufficient traffic calming and monitoring measures
	Lighting at the entrance of Sakkies Baai and dark areas – high mass lights required
	The need for recreational facilities for tourists and the community
	Promote small businesses to establish tourism activities in Ward 1 – guest houses and back packers
	Opportune the youth and informal business owners to register as a proper business and to transfer skills to others
	Housing (GAP) to be erected as per the HSP
	Paving of the internal roads of Nissenville and informal areas, storm water provision as well planting of trees
	CWP must be managed better. All the workers cannot just pick up garbage.
	Establishment of youth centre in Nissenville
	The need for proper lighting in informal areas.
	Establishment of more recreational parks in Nissenville – identified open land
	Toilet facilities for Varkieskloof
Ward 2	Paving of the Bergsig area roads
	Promoting the youth through development programmes – youth cafes
	Promote tourism in the area – assisting the tourism offices with needs as requested
	Financial support to the tourism bureau for festivals and campaigns
	Ensure that law enforcement be implemented in Calitzdorp
	The current medical facility needs to be expanded and clustered into groups (health)
	A big tourism board needs to be placed at the entrance and exit of Calitzdorp to indicate all the activities and attractions.
	More efficient mobile medical care needs to be provided to rural areas (farms)
Ward 3	The Department of Health needs to consider more medical staff at the current facility.
	There is a critical shortage of land for small farming initiatives (crops and livestock).
	The future use of under-utilized commonage and the need for an Agricultural Strategy.

WARDS	CONCERNS
	<p>The leadership must lead responsibly, make certain that enough is being done and that development is in fact taking place.</p> <p>The transformation of Amalienstein farm and surrounding Zoar needs to be fast-tracked.</p> <p>Fast-tracking of the building of a Model C school (centralized)</p> <p>Strengthen the partnership with SAPS to create a safer and cleaner town – neighbourhood watch needs to be established in Zoar</p> <p>Establishing a FAS centre in Zoar</p> <p>The community of Zoar needs to be more technologically connected by establishing youth café's</p> <p>Skilling and capacitating the youth, as opposed to the use of consultants</p> <p>Critical intervention is required for the ward's cemeteries – it must be clearly indicated where the cemetery is located and road signs need to be placed at the entrance of the area.</p> <p>Stringent measures are required to curb illegal littering and dumping</p> <p>A new clinic with extended health services is a critical need</p> <p>Ablution and other facilities need to be provided at the new sports field.</p> <p>Abandoned and vandalized buildings are a serious health and safety hazard, as are the overgrown open spaces – harbouring criminal elements and allegedly used for satanic rituals; the Municipality must obtain an order to have such buildings demolished and overgrown areas must be cleared to improve the safety of pedestrians.</p>
	<p>Recreational activities need to be introduced</p> <p>Water quality need to be re-looked urgently</p> <p>The water storage capacity problem needs to be attended to by building a dam (drinking and irrigation water)</p> <p>Paving of internal roads:</p> <ul style="list-style-type: none"> ✓ Protea Park – A paved circle needs to be placed at 5th avenue where it links to 9th avenue ✓ Paving of the entire Protea Park and the part of Braklaagte with the following streets: <ul style="list-style-type: none"> • Malva Street • Gousblom Avenue • Daisy Avenue • Vygie Avenue • Bloekomlaan
Ward 4	<p>Indigent support be provided to residents in Vanwyksdorp</p> <p>Proper lighting throughout the entire town</p>


WARDS	CONCERNS
	<ul style="list-style-type: none"> Entrance from the R62 needs to be equipped with lighting as accident statistics are high on this road
	Road from the R62 to Vanwyksdorp needs to be tarred
	SDF needs to be refined as Vanwyksdorp has a vast potential for tourism and business expansion which can create job opportunities
	Municipal accounts need to be revised and be properly communicated to the community
	Lighting and road conditions in surrounded farm area are inadequate
	An assessment amongst the owners of the land adjacent to the R62, wine vineyards ect needs to be made to consider attraction points for tourists for enhancement of income and job opportunities
	The tourism master plan/strategy needs to be in place
	Roads needs to be upgraded and proper management and maintenance be put in place
	High volume as well low volume needs to be identified to determine where to pave and tar and drivers of trucks need to be informed to drive via the weighbridge.
	Air quality management needs to be managed more frequently to prevent pollution
	The hiking trails: Die Liggie, Towerkop and Waterkloof areas need to be cleared and must be properly managed
	The caravan park and swimming pool needs to be re-developed in a housing complex or tourist attraction and be managed more strictly.
	Consider to sell or lease old buildings (In die Bos area) for the development of a filling station
	The municipality needs to partner with the community in a "clean our town campaign"
	Land to be identified for recreational parks in town.

TABLE 4: IDP PRIORITIES

Generic needs for all four wards are:

- Maintenance of infrastructure and proper supervision of workers to improve the quality of their work.
- It was suggested that the Municipality utilize the EPWP for starting a "Keep our Town Clean" campaign throughout Kannaland.
- Sport & recreation facilities could also be linked to EPWP, or applications for Lotto funding – specifically for the purpose of youth development.

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- The EPWP and CWP should be re-launched so that the general public could have a clearer understanding of the concept and process; these programmes should also be linked to the Integrated Waste Management of the Municipality.
- Liaise with DEADP for environmental projects or programmes to eradicate the alien invasive species.
- More regular meetings must be held in the Wards and communication must be improved.
- Response time to complaints requires improvement.
- The prepaid electricity vending station issue must be resolved.
- Some public toilets in town are not being managed properly (this was problematic for pension and grant beneficiaries, who have to spend long hours in town on pay-days).
- Local Economic Development (LED) and Special Programmes needs to be stepped up.
- Food security projects should be supported, land and water to be provided for this purpose.
- The wards' development priorities must be reprioritized, with regards to roads & storm water, upgrading of ageing infrastructure, and then waste management (including the implementation of more stringent measures to address the illegal dumping and littering); and
- Steps must be taken to improve economic participation in all wards.

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P.O. Box 30 Posbus
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Tel: 028 - 551 1023



CHAPTER 2 MUNICIPAL SOCIO-ECONOMIC PROFILE

2.1 Contextual analysis



Kannaland Local Municipality is a Category B Municipality situated in the Western Cape Province, 325 kilometres from Cape Town. The municipality covers an area of 4, 758 square kilometres in the Little Karoo, stretching from the Swartberg in the north to the Langeberg in the south, and from the Anysberg in the west to the Gamkaberg in the east. It is drained

by the Groot River and the Gourits River. It borders on the Kannaland and Prince Albert municipalities to the north, the Oudtshoorn Municipality to the east, the Hessequa Municipality to the south and the Swellendam and Langeberg Municipalities to the west.

According to the 2018 Socio-Economic Profile, the municipality has a population of 23 897. MERO 2018 indicates that Kannaland has 7 273 human dwellings of which 414 are classified as informal or other and 6859 as formal. Statistics South Africa's Community Survey 2016 (as reflected in the 2018 Socio Economic Profile) indicates that Kannaland has a total of 6 333 households of which 6171 are residing in formal dwellings. The Municipality reflects, elsewhere in this document, the number of households based on the number of accounts billed for the specific service. The Municipality is providing free basic services to 2 388 indigent households who have registered accounts with the municipality in the 2019/20 financial year.

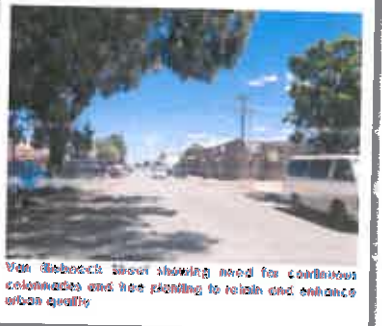
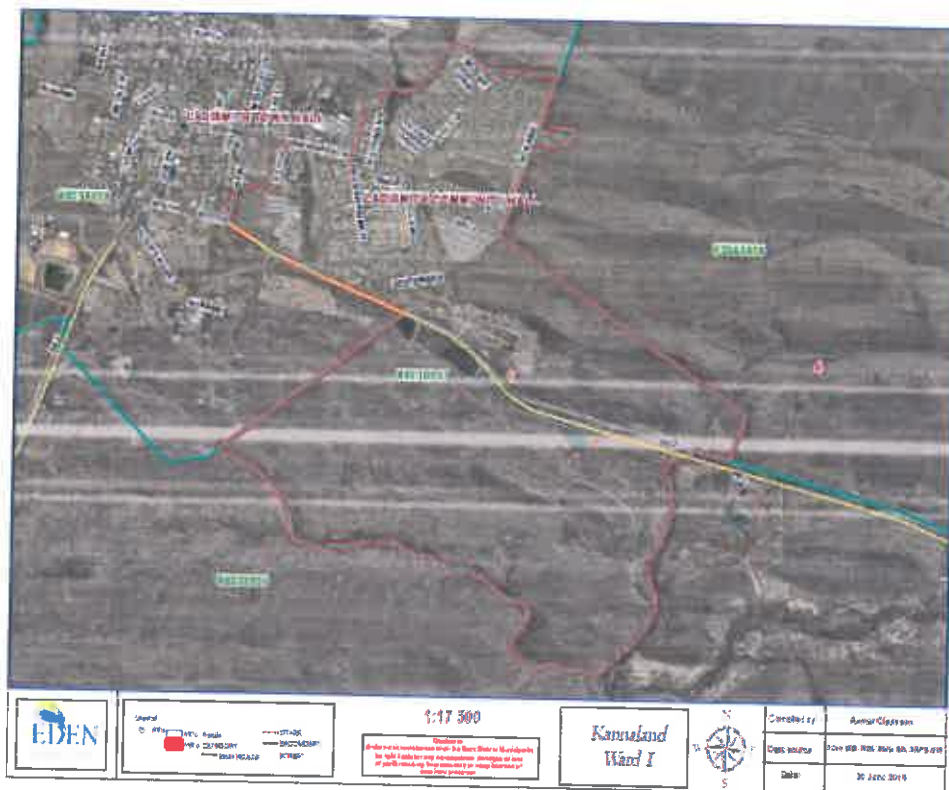
The 2011 Census reported that 84.6 per cent describe themselves as "Coloured", 9.9 per cent as "White", and 4.7 per cent as "Black African". The first language of 95.4 per cent of the population is Afrikaans, while 2.5 per cent speak English.

The largest town and also the location of the municipal headquarters is Ladismith, which had, according to the 2011 Census, a population of 7 127. Ladismith is situated at the foot of the Swartberg Mountains. The other towns in Kannaland are Zoar with a population of 4, 659 (2011 Census) and Calitzdorp with a population of 4, 284 to the east. Vanwyksdorp (population 833) is further south in the valley of the Groot River.

Kannaland Municipality is situated within the Garden Route District Municipality in the Western Cape Province. The main urban areas within Kannaland Municipality are clustered in the following wards with their characteristics and analysis of constraints and opportunities:

Ward 1 – Ladismith Nissenville

The town is the main urban centre of the municipality. The town serves as an agricultural service centre for the surrounding agricultural areas. Ladismith Cheese and Parmalat, two dairy factories, are amongst the most prominent industries in the town. The town is located below the Swartberg Mountains in the central northern part of Kannaland Municipal area along the R62. Nissenville forms part of the main town.



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P.O. Box 30 Posbus

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Constraints

Road infrastructure in Nissenville is poorly developed and unsurfaced.
Lack of LED opportunities for SMME's
Bulk infrastructure not developed in under-developed area
Lack of tourism and economic interventions

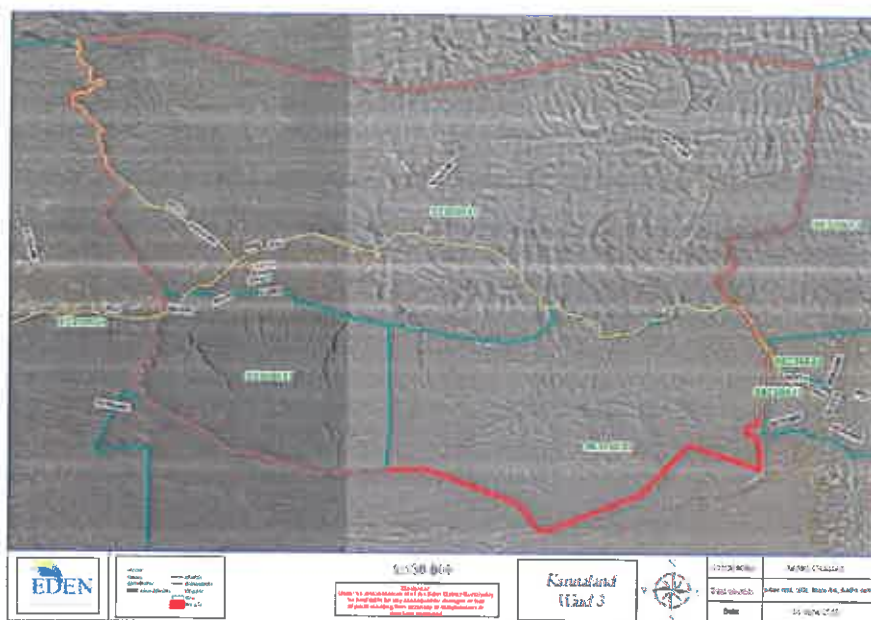
Opportunities

- A fresh water ecologist should determine the river corridor set-back lines for urban development and intensive agriculture opportunities
- Open land for housing opportunities, business development and industries
- Maintain existing tree lines and extend road side tree planting along major routes in Nissenville including Van Riebeeck Road east, Remainder of Street to R62, and September, Golding, David and Peceur Streets. Sufficient land for public open spaces to be established through the spatial planning process

[illegible]

Constraints	Opportunities
Poorly constructed roads	Historical and heritage resources
Tourism opportunities not utilized	Well-developed tourism business corridor
Lack of funding to upgrade aging infrastructure	Exposure to the R62 tourism route
Lack of job opportunities	Foreign investment in farming
	Agri-tourism to be addressed with implementation of the new LED and Tourism Strategies in 2019/20.

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Ward 3 - Zoar:

Zoar, originally a mission station, is a dispersed rural settlement. The town is located between Ladismith and Calitzdorp on the R62. Large sections of land have been proclaimed in terms of The Rural Areas Act (Act 9 of 1987) and have remained undeveloped. Amalienstein forms part of Zoar and was established as a Lutheran Mission Station. Development here comprises of a restored church building, historical graveyard and farm buildings.



Amalienstein Mission Church



Urban character to be promoted where possible with guidelines showing affordable material options



Example of upgrading using local found materials along Hoof Street

Constraints

Water scarcity
 Insufficient housing
 Lack of LED opportunities
 Dispersed location of the various agri industrial sites
 The topography, river corridor and agricultural resources are limit to development opportunities

Opportunities

- Scenic routes for self-drive and guided tours, especially Seweweekspoort;
- R62, R327 and district road from Ladismith to Calitzdorp via Vanwyksdorp;
- Potential mission route and cultural tourism opportunities including Lutheran mission complex and church in Ladismith, SA Mission society church in Zoar and Berlin Mission Society church in Amalienstein;
- Zoar as potential cultural tourism centre along Hoof Street with B&B's and cafes as well as Amalienstein mission station at the end of Seweweekspoort pass;
- Existing agri-industrial activities provide job opportunities for the local community;
- Rural character and setting of the settlement;

Constraints**Opportunities**

- Valuable agricultural resources.

Ward 4

Vanwyksdorp is a small and isolated rural village situated along the R327 in the south of Kannaland Municipality. The town is popular among residents for its rural character.



Hoeko: Hoeko is situated approximately 15 km east of Ladismith and is a rural settlement. CJ Langenhoven, a famous South Africa writer, most famous for composing the South African Anthem "Die Stem", was born here in 1873. The town has some tourism significance (i.e. a water monument) and is known for the production of apricots.

Constraints**Opportunities**

Lack of water storage capacity

Insufficient housing

Poor condition of roads

Scenic routes for self-drive and guided tours

Well-developed tourism business corridor

Building of dams

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2.2 Kannaland Socio-economic status

For a complete set of Kannaland statistics please refer to a copy of the Socio-economic Profile of Kannaland Municipality and extracts from MERO 2018 applicable to Kannaland as Annexures to this document.

2.2.1 Educational

The drop-out rates for learners within the Kannaland municipal area increased to 40.2 per cent in 2017 from 39.3 per cent in 2016. These high levels of drop-outs are influenced by a wide array of socio-economic factors including unemployment, poverty and teenage pregnancies. The matric pass rate within Kannaland increased marginally from 88.9 per cent in 2016 to 89.2 in 2017. Better results improve access for learners to higher education to broaden their opportunities.

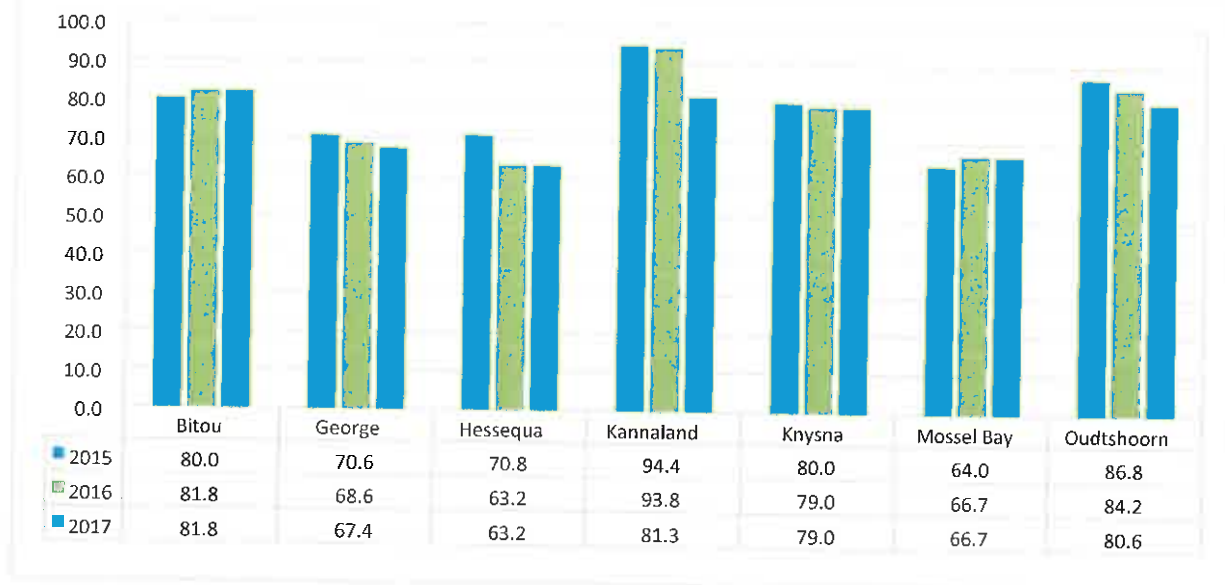
Educational development within Kannaland, 2012 - 2017

Period	Learner enrolment	% change	Gr 12 dropout rate	% change	Matric pass rates (%)	% change
2012	4 667	-	47.2	-	92.6	-0
2013	4 719	1.1	28.5	-	88.6	-
2014	4 685	-	45	39.6	85.3	4.3
2015	4 671	0.7	39.7	57.9	92.4	-
2016	4 651	0.3	39.3	11.8	88.9	3.7
2017	4 679	0.6	40.2	-1.0	89.2	8.3

Source: Western Cape Education Department, 2018

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively. In 2017, the Kannaland municipal area had a total of 16 public ordinary schools. Within the tough economic climate, schools in general have been reporting an increase in parents being unable to pay their school fees.

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 P.O. Box 30 Posbus
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 6655
 Tel: 028 561 1023



No-fee schools: SEP 2018

The proportion of no-fee schools within the Kannaland municipal area dropped from 93.8 per cent in 2016 to 81.3 per cent in 2017. The number of schools in Kannaland equipped with libraries has remained stable at 3 over the last three years.

Educational facilities are largely clustered around the settlements of Ladismith, Calitzdorp, Vanwyksdorp and Zoar. No educational facilities are available in Anysberg, and Plathuis in the West, in Kraaldorings, Badshoogte and Vleirivier in the eastern parts of the municipal area.

According to the Western Cape Education Department (WCED) 39.4 per cent of students that were in Grade 10 in 2013 dropped out of school by the time they reached Grade 12 in 2015. This is a particularly concerning trend given the ever-increasing demand for skilled and highly skilled labour within the region. The average learner-teacher ratio in Kannaland has increased from 25.3 per cent in 2012 to 27.7 per cent in 2014.

Educational facilities



The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres will improve academic outcomes. The proportion of no fee schools has increased significantly from 77.7 per cent in 2012 to 94.4 per cent in 2014, indicating that, given the challenging economic climate, there is an effort to alleviate severe funding pressure on parents and guardians that are unable to afford school fees. With the challenge of disadvantaged areas, it becomes

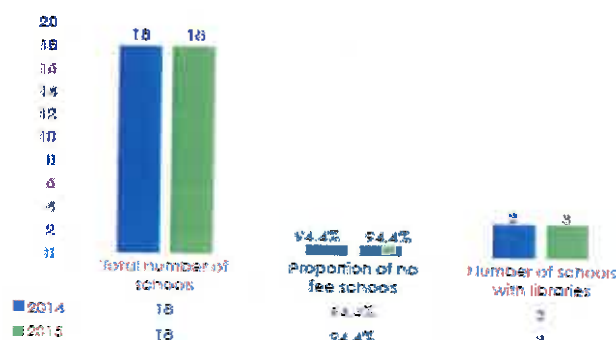
impossible to uphold the funding requirements, places schools under pressure and makes it unable to contribute to school subsidies.

Due to the financial constraints of households, the dropout rate of students increases, the WCED offered certain fee-paying schools the option of becoming no fee schools. The majority of the schools in Kannaland are registered with the WCED as no fee schools.

	2011
No schooling	1115
Some primary	7550
Completed primary	2033
Some secondary	7312
Grade 12	3016
Higher	656

TABLE 5: EDUCATION LEVELS CENSUS 2011

In 2015, there were 18 public schools in Kannaland which had to accommodate 4671 learners at the start of 2015.



Education remains one of the key elements to improve the local economy and therefore it is used to mitigate most of the challenges faced in life. The knowledge that is attained through education helps open doors to a lot of opportunities for better prospects in career growth. According to the economic profile 2016, the matric outcomes remain constantly above 85% between 2013 and 2015 with a pass rate of 92, 4% in 2015.

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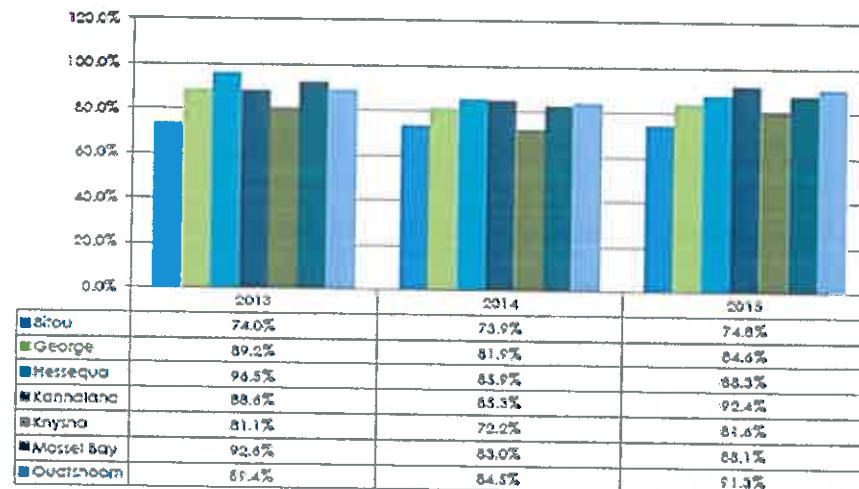


FIGURE 3: KSEP: EDUCATION OUTCOME

2.2.2 Employment and Unemployment

The table indicates that there has been a slight increase in the labour force between 1996 and 2011. The labour force participation rate also decreased between 1996 and 2001 and then decreased to approximately 48% in 2011. This indicates that less than half of the total work force between the ages of 15 and 65 are employed or actively seeking employment.

	Total Population aged 15 - 65	Labour force	LFPR%	Employed	Unemployed	Unemployment rate (%)
1996	11 909	7405	62.2	6344	1061	14.3
2001	14 622	7365	50.4	6345	1020	13.8
2011	15 728	7587	48.2	6271	1316	17.3

TABLE 6: EMPLOYMENT AND UNEMPLOYMENT CENSUS 2001/2011

In 2016, the Kannaland municipal area economy employed 9 909 people. The sectors that employed the most people in the Kannaland municipal area in 2016 were the agriculture, forestry and fishing sector (34.4 per cent) and the wholesale and retail trade, catering and accommodation sector (18.6 per cent).

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Table 2.20 indicates the trend in employment growth in each economic sector in the Kannaland municipal area.

Kannaland employment growth per sector, 2012 - 2017

Sector	Contribution to employment (%) 2016	Number of jobs 2016	Trend		Employment (net change)					
			2006 - 2016	2013 - 2017e	2012	2013	2014	2015	2016	2017e
Primary Sector	34.4	3 410	-1 974	396	112	159	-222	741	-179	-103
Agriculture, forestry and fishing	34.4	3 410	-1 974	396	112	159	-222	741	-179	-103
Mining and quarrying	0.00	0	0	0	0	0	0	0	0	0
Secondary Sector	11.3	1 117	21	97	3	39	31	12	0	15
Manufacturing	6.2	618	-88	6	-29	23	-3	4	-26	8
Electricity, gas and water	0.4	41	14	6	-1	2	1	2	1	0
Construction	4.6	458	95	85	33	14	33	6	25	7
Tertiary Sector	54.3	5 382	1 504	151	99	190	161	206	-71	269
Wholesale and retail trade, catering and accommodation	18.6	1 839	467	59	39	49	33	90	-22	143
Transport, storage and communication	3.4	335	160	14	23	26	8	33	-22	27
Finance, insurance, real estate and business services	11.4	1 130	547	54	42	62	65	77	13	52
General government	7.3	720	86	-9	4	-18	26	-23	4	-33
Community, social and personal services	13.7	1 358	244	33	-9	71	29	29	-44	80
Total Kannaland	100	9 909	-449	250	214	388	-30	959	-250	181

Source: Quantec Research, 2018 (e denotes estimate): MERO 2018

In 2016, the Kannaland municipal area economy shed 250 jobs, some of which were recovered in 2017 with a positive estimated net change in employment of 181 jobs. The sector that is estimated to have created the most jobs in 2017 was the wholesale and retail trade, catering and accommodation sector (143 jobs).

Despite the above average GDP growth, the agriculture, forestry and fishing sector is estimated to have shed 103 jobs, following the 179 jobs that were lost in 2016. Another sector that shed jobs was the government services sector (33 jobs).

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2.2.3 Health

All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from first access to primary health care services, with a referral system, to secondary and tertiary levels.

Area	PHC Clinics		Community Health Centres	Community Day Centres	Hospitals		Treatment Sites	
	Fixed	Non-fixed			District	Regional	ART Clinics	TB Clinics
Kannaland	4	5	0	0	1	0	5	8
Garden Route District	35	33	0	6	6	1	61	88
Area	PHC Clinics		Community Health Centres	Community Day Centres	Hospitals		Treatment Sites	
	Fixed	Non-fixed			District	Regional	ART Clinics	TB Clinics
Kannaland	4	5	0	0	1	0	5	8
Garden Route District	35	33	0	6	6	1	61	88

Health facilities in Kannaland SEP 2018

There are four clinics, five satellite clinics, with mobile health routes and one district hospital servicing the municipal area. The clinic in Ladismith will be relocated to a more central location in Van Riebeeck Street opposite Parmalat. Good health is vital to achieving and maintaining a high quality of life to the citizens of Kannaland. A diverse range of factors play a role in ensuring the good health of communities and that disease, especially preventable and contagious/communicable ones, are kept at bay. Some of the factors include lifestyle features that depend on the provision of high-quality municipal services, such as clean water, sanitation and the removal of solid waste. Access to healthcare facilities is directly dependent on the number and spread of facilities within a geographic space. During numerous community consultations it has been mentioned that there is a strong need for a centralised clinic in Zoar as well as permanent doctors in Zoar and Calitzdorp. The current medical facility in Calitzdorp needs to be expanded.

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities.

Provision of more operational ambulances can provide greater coverage of emergency medical services. The Kannaland municipal area had 0.8 ambulance per 10 000 inhabitants in 2017 which is notably lower than the District average of 2.1 ambulances per 10 000 people.

HIV/AIDS and Tuberculosis (TB)

HIV/AIDS management is crucial given its implications for the labour force and the demand for healthcare services

The HIV transmission rate for the Kannaland municipal area also dropped from 7.7 per cent in 2016/17 to 5.0 per cent in 2017/18, while the District's transmission rate decreased to 0.9 per cent in 2017/18 from 1.8 per cent in 2016/17. TB infections have decreased from 254 in 2016/17 to 225 in 2017/18.

Area	Registered patients receiving ART		Number of new ART patients		HIV Transmission Rate	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Kannaland	449	555	101	97	7.7	5.0
Garden Route District	20 127	21 713	3 603	3 537	1.8	0.9

FIGURE 4: HIV/AIDS - SEP 2018

Child Healthcare

The United Nations Sustainable Development Goals aims by 2030 to end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births (Source: UN SDG's).

Area	Immunisation Rate		Malnutrition		Neonatal Mortality Rate		Low birth weight	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Kannaland	89.8	89.5	5.6	4.3	5.6	7.7	19.2	24.6
Garden Route District	77.0	74.8	3.2	2.7	8.5	11.4	14.6	17.8

Socio-economic Profile 2018

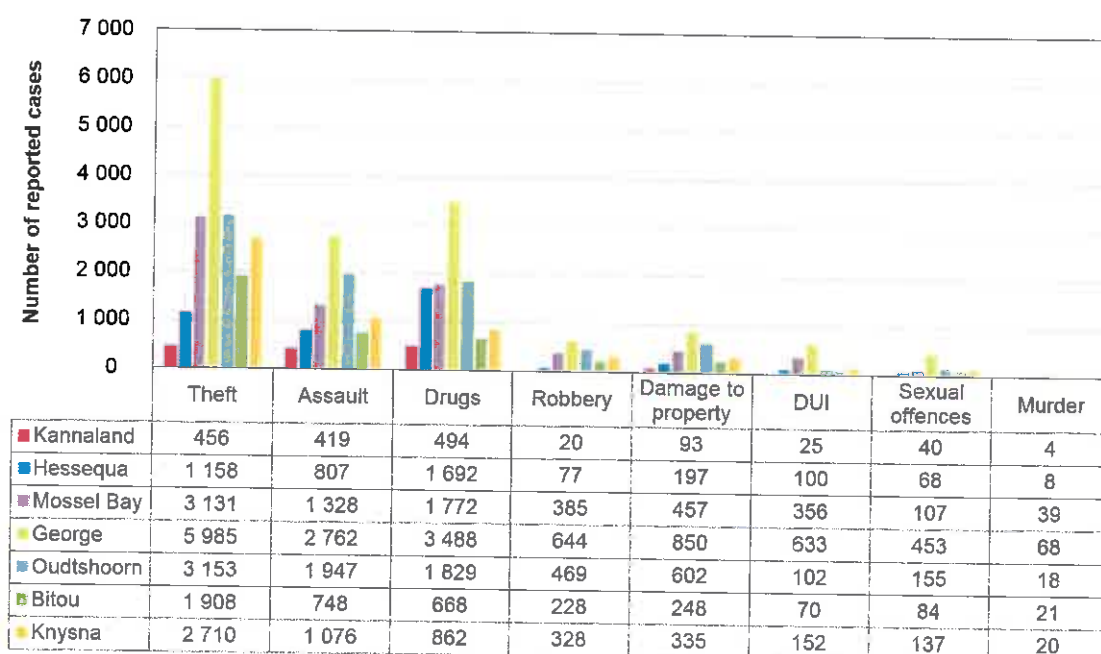
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2.2.4 Safety and Security

The extent of crime in South Africa does however not only have a significant impact on the livelihood of citizens, but also affects the general economy. Crime hampers growth and discourages investment and capital accumulation. If not addressed with seriousness, it has the potential to derail both social and economic prosperity.

The most serious recorded crimes by category in the Garden Route District, 2017



Source: SAPS; Quantec Research, 2018

2.2.5 Access to services and housing

Since no new household survey information is available (compared to SEPLG 2017), this section highlights housing and household services access levels from the most recent available information from the Statistics South Africa's Community Survey 2016 as reflected in the SEPLG 2018. The next household survey which includes municipal level access to household services will be the Census in 2021.

The table below indicates access to housing and services in the Kannaland municipal area (according to SEPLG 2018), with a total of 6 333 households, of which 97.4 per cent have access to formal housing. The numbers provided by the municipality from the number of accounts billed, are reflected in italics.

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Community Survey 2016	Kannaland	Garden Route District
Total number of households	6 333	189 345
Formal main dwelling	6 171	162 325
	97.4%	85.7%
Water (piped inside dwelling/within 200 m)	5 925 4 800	183 441
	93.6%	96.9%
Electricity (primary source of lighting)	5 425 3 789	178 646
	85.7%	94.3%
Sanitation (flush/chemical toilet)	5 890 4 434	181 973
	93.0%	96.1%
Refuse removal (at least weekly)	5 018 4 778	168 079
	79.2%	88.8%

Access to services and housing (LGSEP 2018)

Access to water and sanitation services are comparatively high at 93.6 per cent, and 93.0 per cent respectively while household access to electricity stands at 85.7 per cent and refuse removal access is lowest at 79.2 per cent.

2.2.5 Services growth

A key element to the sustainable management of services is accurate and reliable information on the demand for services to enable informed projections on future demand. This section reflects on services growth based on information from Statistics South Africa's Non-Financial Survey of Municipalities. The unit of measure is a consumer/billing unit which is not comparable to household level information. Services provided by municipalities are done per 'plot' or consumer/billing unit, however, since households are the unit of measurement more often used in demographic surveys, an understanding of household dynamics remains important.

A comparison is made between 2007 and 2017 to determine services growth per consumer/billing unit over the past 10 years. This growth is contrasted against growth in support for indigent households. An understanding of these trends will allow for improved planning for the demand of services per consumer unit as well as for revenue projections. The information used in the comparison is derived from SEP 2018.

Water Services

Domestic and non-domestic consumer/billing units for water services recorded average year on year growth of 3.2 per cent over the 2007 - 2017 period. This equated to a total increase of 2 091 consumer units over this 10-year period.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic water services per consumer/billing unit	5 706	7 797	2 091	3.2%
Indigent support for water services	1 112	2 059	947	6.4%

Indigent support for water services increased by 947 consumer units or at an average annual rate of 6.4 per cent, indicating that non-revenue units increased faster than billing units between 2007 - 2017.

Sanitation Services

There was a decrease of 332 domestic and non-domestic consumer/billing units for sanitation services over the 2007 - 2017 period, recording an average year-on-year decrease of -0.6 per cent over the 10-year period.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic sanitation services per consumer/billing unit	6 067	5 735	-332	-0.6%
Indigent support for sanitation services	1 112	2 059	947	6.4%

There was also a significant increase (947 households; 6.4 per cent) in non-revenue/indigent support for sanitation services during the period 2007 - 2017.

There is however a concern that a total of 17.9 households (according to SEP 2018) still rely on the bucket/pit latrine system.

Electricity Services

Electricity services per consumer/billing unit recorded growth of 401 units between 2007 and 2017 at an average annual rate of 0.8 per cent.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic electricity services per consumer/billing unit	4 929	5 330	401	0.8%
Indigent support for electricity services	1 112	2 059	947	6.4%

The growth in indigent support for electricity services, increased by 947, or 6.4 per cent, over the 2007 - 2017 period.

Refuse Removal Services

The refuse removal services dropped to 5 572 consumer/billing units in 2017 from 6 072 units in 2007, translating to an average annual change of -0.9 per cent.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic refuse removal services per consumer/billing unit	6 072	5572	-500	-0.9%
Indigent support for refuse removal services	1 112	2059	947	6.4%

Indigent support for refuse removal services increased by 947 at an average annual rate of 6.4 per cent.

2.3 Spatial and Environmental Analysis

This component includes: pollution control; biodiversity and landscape; and costal protection. Urban expansion and farming in marginal areas to meet the demand of an increasing population, are leading to a loss of land and productivity. Secondary pressures, such as climate change, desertification and alien plant invasion, are further contributing factors.

Humans influence land degradation in three principle ways:

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- The use of land resources for productive purposes: for agriculture, the collection of wood for fuel and building materials, as well as water abstraction and mineral extraction.
- The use of land resources for space needs, for example, settlement, infrastructure and recreational purposes.
- A tertiary set of influences comprises the incidental and often remote impacts of economic activity on land resources: for example, pollution of (sub) surface and atmospheric water resources by industry, alien plant invasion and climate change.

Agriculture has transformed much of Kannaland's natural landscape to cultivated lands. The Little Karoo, in general, which is under extensive agriculture, game farming and conservation land uses, falls within the category "Succulent Karoo /Spekboom/ Fynbos".

Land degradation manifests itself in the soil and in the veld. Sheet erosion is the most common form of soil degradation, with some rill and gully erosion in Kannaland. The Combined Land Degradation Index (CDI) indicates that the most degraded areas within Kannaland are situated around Ladismith and Calitzdorp because of overgrazing. The rest of Garden Route is only lightly affected by soil and veld degradation issues.

To monitor land degradation in Kannaland, the following indicators need to be identified:

- Area of land under formal conservation protection;
- Landscape change;
- Number of agricultural subdivisions; and
- Combined Land Degradation Index.

Six impact groups associated with land degradation drivers in Kannaland are:

- Farming in marginal areas, which leads to loss of ecosystem integrity, loss of natural habitats and which exerts stresses on the natural resource base, for instance on water through irrigation of crops.
- Subdivision of agricultural land into uneconomically viable units and urban sprawl leads to diminishing agricultural returns.
- Urban expansion triggered by population growth and a better standard of living leads to the loss of agriculturally productive land and other land conflicts (e.g. conservation vs. urban development).
- Alien plant invasions cause veld degradation, a reduction on the quality and quantity of water and hence the loss of biodiversity resources.

- Climate change (global warming) brings an increase in the frequency of extreme weather events (droughts/ flooding), change in rainfall patterns and in extreme cases desertification. Loss of biodiversity is strongly associated with these phenomena.

Kannaland falls largely within the Gouritz Water Management Area, a grouping of primary water catchments, which are diverse in nature, evaporation exceeds rainfall in the northern catchments meaning that these are water stressed areas. In contrast, rainfall generally matches evaporation in the southern catchments meaning that these are generally moister environments. In the Gouritz River catchment the development of surface water resources has reached its full potential and all the water is fully utilised.

The inland water resources are under severe pressure through urban population increased. In concert with population growth Kannaland has experienced expansion in the provision of water services. In addition, low cost housing projects emerging from the National Integrated Reconstruction and Development Programme (IRDP), together with the National Water and Sanitation Programme which has contributed to water demand. A further pressure on the water resource is the influx of tourism over the holiday season, introducing a spike in water demand. Economic growth and consumer and export demand has led to an increase in agricultural production, which in turn has placed greater pressure on water resources through greatest abstraction for irrigation.

Alien invasive plant and animal species, introduced by human actions either accidentally or for commercial purposes, are proving a major threat to the quality and quantity water, as well as to the biodiversity of freshwater systems. Climate change is expected to lead to slightly reduced rainfall over the Kannaland region, increased variability of rainfall, fewer but heavier precipitation events and increased temperatures and evaporation. These effects could work together to increase flooding, but could also reduce base-flow (long term low flow).

2.4 Biodiversity

Owing to its broad range of climatic conditions, geology, soils and landscapes, Kannaland has a very substantial share of global biodiversity within its borders. Kannaland's biological heritage is important in many ways – providing ecosystem services like clean water, contributing directly to the economy through industries like fishing and tourism (including agri-tourism), supporting livelihoods by providing food, medicines and building materials and generally improving health and well-being. Through habitat destruction and ill-conceived developments biodiversity is under threat world-wide. To counteract this threat Kannaland should protect representatives of as many types of community and ecosystem as possible. By conserving suitable habitat, we are also improving the survival chances of the species

and populations contained therein. Living landscapes preserve the option value of biodiversity – the potential to provide benefits in the future.

Important driving forces putting pressure on the biodiversity resources of Kannaland are:

- Population growth;
- The demand for economic growth to provide wealth and job creation;
- Demand for housing and associated services for historically disadvantaged people;
- Unsustainable extraction of natural resources as a result of poverty or greed;
- Poor land use practices promoting soil erosion and infestation by invasive alien plants;
- Poor waste and pollution management;
- Climate change; and
- Lack of understanding

In terms of appropriate responses, the mainstreaming biodiversity consideration into socio-economic agendas holds most promise to turn the situation around. It is necessary to:

- Integrate the protection and management of biodiversity resources with all human development by means of regional and national conservation initiatives;
- Build capacity in the areas of conservation assessment, taxonomy, green technology and knowledge transfer;
- Increase capacity in environmental law enforcement, management and education;
- Strengthen existing biodiversity conservation programmes to identify ecosystems, species and genetic resources that are at imminent risk of extinction;
- Implement strong counter measures to slow down the speed with which the loss of biodiversity occurs; and
- Link biodiversity protection and economic stimulation, as biodiversity protection provides an opportunity for less formal, nature-based community initiatives to act as economic engines and job creators.

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Figure 20. Critical Biodiversity Areas in the Kannaland Municipality, Oudtshoorn Municipality and Eden District Management Area.

FIGURE 5: CRITICAL BIODIVERSITY AREAS -

2.5 Climate

There is general scientific agreement that the world is now warmer than at any time in the last 1000 years, and that the cause for this warming is due to human activities. Kannaland is at risk from projected changes in rainfall pattern and warming induced by changes in the global energy balance and atmospheric water balance.

Trends in climate over a five-year period can easily be meaningless or insignificant in a statistical sense. However, the average for the five-year reporting period may be useful for simple comparative purposes against the long-term average. Once a continuous ambient air quality sampling programme is in place, quarterly air quality reports which will provide useful state of environment data.

Increased drying and changes to the seasonal nature of precipitation will bring an increase in irrigation requirements which are likely to desiccate wetlands and threaten seasonal ecosystem interactions within the wetland. Such impacts are likely to further threaten the biodiversity of freshwater resources, which in turn will impair the environmental services they provide. The impact caused by climate change in terrestrial ecosystems include the detrimental effects associated with wildfires due to increased berg-wind conditions, and the possibility of changes in the distribution of alien invasive species, apart from changes in indigenous species distribution and interactions.

Numerous economic sectors could be affected by changes in temperature and precipitation patterns. The impact is likely to be felt in agriculture, fisheries, forestry, the manufacturing industry, tourism, finance and investment, transport, communication and trade, and construction. 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.

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 P.O. Box 39 Posbus
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 6653
 Tel. 020 661 1023

The climate in Kannaland is known for its hot and dry summer days. The average annual rainfall is about 270 mm, with rainfall occurring throughout the year. The average midday temperatures range from 16.6°C in July to 29.6°C in January and the mercury does drop to 3.2°C during winter nights. The municipal area is very popular amongst domestic and foreign tourists for its rural rustic Karoo scenery. Our unique offerings in the heart of the Klein Karoo, the local top-class brandy and top-class cheese industries, is an attractive tourist destination for local and foreign tourist who will and can enjoy trying new delicacies.

An important role and function of the municipality is to balance the need for development with the need to reserve the fauna and flora which are an important leverage within the agriculture and tourism industry. The area is very popular amongst artists, cyclists and off-road enthusiasts who come here for untouched natural beauty. The municipality has a difficult task to balance the interest in the natural environment with the need to promote development which will address the socio under development, infrastructural backlogs and the need to promote investment inflows to the area. The Spatial Development Framework (which is reflected in the IDP) will be one of the key strategic tools with which the municipality will balance these competing interests.

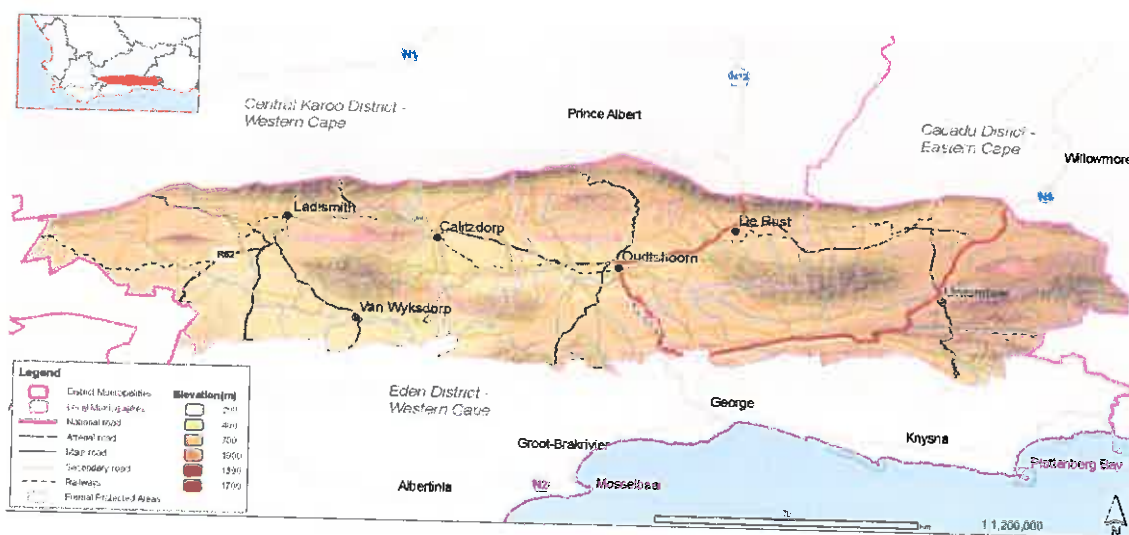


FIGURE 6: PROTECTED LAND AREAS: GARDEN ROUTE DISTRICT

2.6 Kannaland Flora

The Cape Floral Kingdom is characterized by its exceptional richness in plant species. More than 8 700 species are known to exist, with more than 68% of these being endemic. The Cape Floral Kingdom, thus, compares with some of the richest floras worldwide. It is the smallest of the Floral Kingdoms and covers a mere 0.06% of the earth's surface, and is the only Floral Kingdom contained in its entirety within a single country.

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Kannaland is a region of extensive plains, arid foothills and rugged rocky ridges and includes a wide range of microhabitats with extreme seasonal and diurnal temperature fluctuations. There are 1325 plant species in this area, including 182 Succulent Karoo endemics and 92 Red List species (www.skep.org.za). While unique and rare species are found throughout the landscape, many of the endemics are concentrated along veins of weathered quartz, where patches of white pebbles provide camouflage and moderate the temperature for “stone plants”.

2.7 Disaster Management

In accordance with the applicable legislation and with the desire to provide for the well-being of its citizens, the Kannaland Municipality has adopted a Disaster Management Plan in 2018/19 to ensure preparedness and effective response by the Municipality and its citizens in the event of a disaster. The Disaster Management Plan will assist Kannaland Municipality to be better prepared to support the local communities in dealing with disasters and to speed up the recovery process. It is crucial to have effective and efficient disaster risk reduction management measures in order to save lives, prevent escalation of emergencies and incidents as well as to relieve suffering. The implementation of this Disaster Management Plan will assist the municipality in clarifying roles and responsibilities with different stakeholders who are essential for disaster management. The purpose of the disaster plan is not only a legislative requirement, but enhances community safety through, planning, mitigation, response and recovery.

Kannaland Municipality is a member of the Garden Route District Municipality Disaster Management Forum and attends the quarterly meetings. Furthermore, Kannaland Municipality in May 2017 established its own Disaster Management Advisory Forum that also meets on a quarterly basis as well. The advisory forum consists of internal and external role-players and is chaired by the Municipality.

Other institutional partnerships include a potential MOU between the GRDM Fire Services and the Kannaland Municipality as well as an MOU between surrounding B municipalities in order to provide fire and disaster management related assistance.

As defined in the prescriptions of the Act, the Municipal Manager is the Head of Disaster Management with the delegation of assistance through to the Senior Manager: Community Services. A Joint Operation Centre has recently been established. Mr Wayne Robertson has been appointed as the dedicated disaster management official with cross-functional influence to facilitate proper coordination and focused advocacy of disaster management.

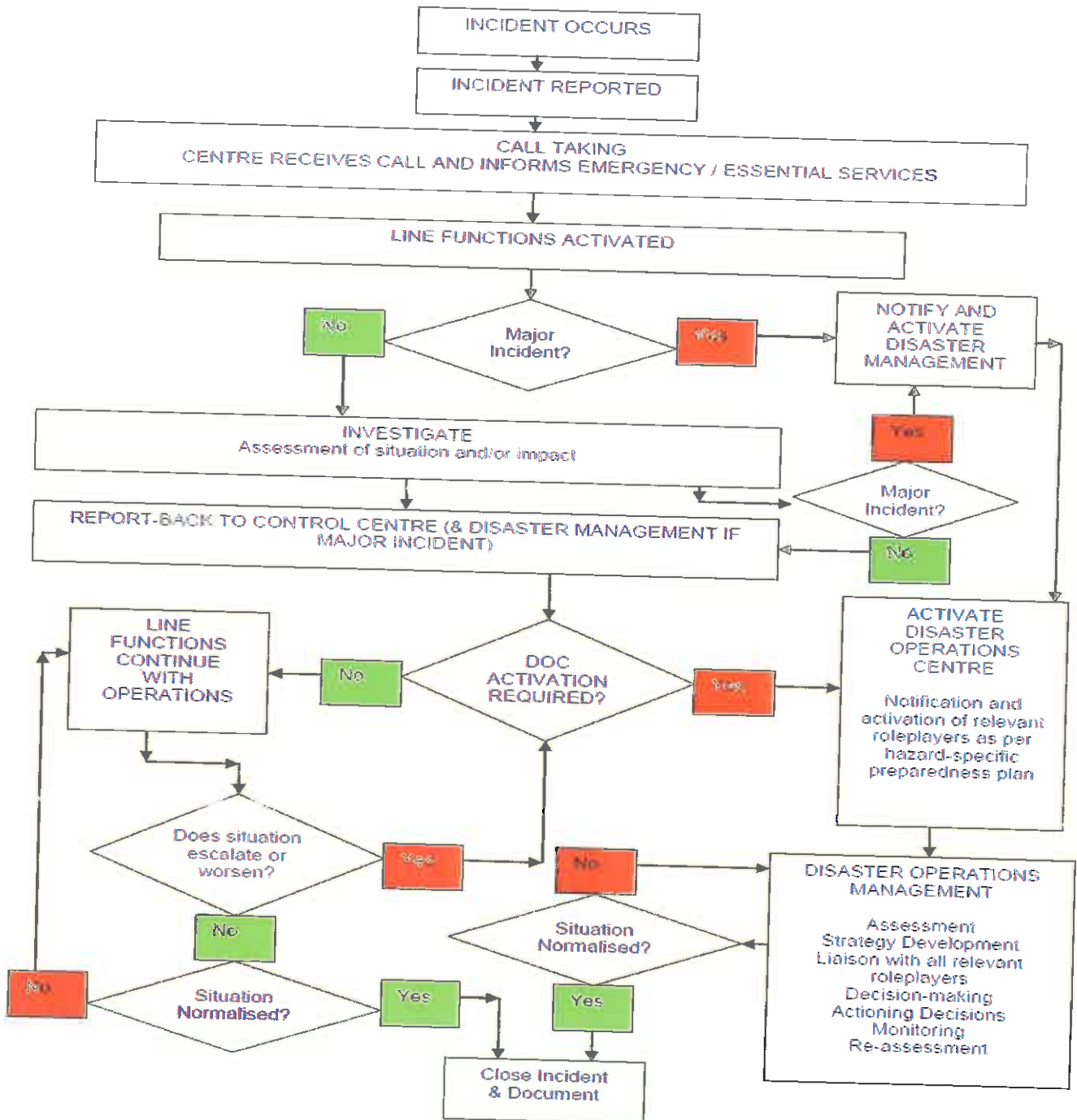
The municipality adopted the Disaster Management Plan and recently a Disaster Management Centre has been established in terms of the municipality's disaster management planning. The municipality utilizes the following systems:

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- Ventusky (weather predictions);
- Afis (active fires in the area);
- Functional disaster management ICT, GIS and early warning system.

The Municipality is currently making use of the Disaster Management DS Tool of the Western Cape Disaster Management Centre to assist the municipality in making informed decisions relating to Disaster Management. The district tender on notification of possible disasters will be rolled out to Kannaland Municipality as well.

Annual reviews of the IDP will reflect on the progress made on institutional arrangements, risk reduction objectives and projects, risk assessment updates, as well as any changes made to the disaster management preparedness, response and contingency plans. The response structure used by Kannaland Municipality to respond to disasters and incidents can be seen in figure below:



Disaster Management Response structure

The budget requirements for disaster management during 2019/20 need to be part of the Integrated Development Plan to ensure that the necessary capacity is established to serve the needs of the community. The budgetary requirements are as follows:

Operational cost – Uniforms and Protective Clothing	R25,000.00
Operational cost Wet Fuel	R30,000.00
Operational Cost Finance Lease Bakkies	R330,000.00
TOTAL	R385,000.00

Floods, power outages, fire and drought have been the most critical factors. During 2013/2014 serious water shortages were experienced due to drought conditions especially in the Ladismith, Zoar and Calitzdorp areas. In 2014 emergency boreholes were installed to supply water to residents in Ladismith and surrounding areas. Between 2015 - 2017 Kannaland experienced another drought situation, once again in Ladismith, Zoar and Calitzdorp. In mid-summer 2018 the drought situation was critical. Currently the entire municipal area is facing the nightmare of the severe drought.

Throughout this IDP the storage capacity of water has been indicated as critical. Therefor building a new dam must be prioritized and the water and sanitation needs must be regarded as high priorities and urgent.

Risk assessments measure the technical characteristics of hazards such as their location, intensity, frequency and probability; the analysis of exposure and vulnerability including the physical, social, health, economic and environmental dimensions; and the evaluation of the effectiveness of prevailing and alternative coping capacities in respect to likely risk scenarios. Kannaland Municipality's risk assessment was completed in 2016 by the PDMC and forms the basis of this DMP.

A review and update of the disaster risk assessment of the Garden Route District Municipality was completed. The next review will take place during the 2019/20 financial year. This risk assessment, a scientific tool, indicates the total risk for the Garden Route District. The table below lists the priority hazards identified for Kannaland Municipality:

2016 GRDM Risk Assessment of Kannaland Municipality	
Priority Hazards Identified	New Hazards Identified
Drought	Seismic hazards
HZMAT: Road, Rail	Petro-Chemical Fire Hazards
Fire	Alien Plant Invasion
Floods	Predator Animals
Slope Failures	Structural Integrity Old Gouritz Bridge
Road Accidents	Storm Surges
Animal diseases	Coastal Erosion (Sea Level Rise)
Dam Shedding	Service Disruptions
Human diseases	Social Disruptions

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These are the hazards that were identified within Kannaland Municipality:

NATURAL HAZARDS	TECHNOLOGICAL HAZARDS	BIOLOGICAL HAZARDS
Climate Change	Road Accidents	Predator Animals: Bush-pigs
Drought	Aircraft Incidents	Vegetation: Invasive Species
Storm Surges	Road and Rail Spill	Animal Diseases
Severe Storms / Strong Wind	Chlorine leakages	Human Diseases
	Social Conflict	
Floods	Electrical Outages	
Seismic Hazards	Waste Management	
Veld Fires	Wastewater Management	
Structural Fires		
Dam Failure		

RESPONSE INITIATIVES FOR KANNALAND MUNICIPALITY'S TOP FIVE RISKS

Hazard	Response Initiatives	Responsible stakeholder/partner
Veld and Structural Fire	<ul style="list-style-type: none"> Alerting all emergency services immediately; Evacuating public in high risk areas; Incident command post/JOC to be activated; Suppressed fires should be monitored for re-ignition; Avoid interruption to basic services (water and electricity); Early warning communication 	Disaster Management Fire Department GRDM Fire Services SAPS Traffic Department Law Enforcement SANParks WOF SCFPA Infrastructure services Eskom Communication EMS Department of Social Development Child Welfare Ladismith
Road Accidents	<ul style="list-style-type: none"> Ensure fire services have relevant capabilities to respond Notify relevant first responders 	GRDM Fire Department Communication Traffic Department SAPS Kannaland Municipality EMS
Drought	<ul style="list-style-type: none"> Develop drought response team, Implement water restrictions, Enforce water restrictions, Communicate regularly with the public, Implement secondary water sources 	Disaster Management Infrastructure Services Communication Law Enforcement Finance Agriculture Department EMS

		SAPS Childwelfare Ladismith
Dam Failure	<ul style="list-style-type: none"> ➤ Avoid interruption to basic services (water and electricity) ➤ Evacuate low lying communities 	Technical Services Eskom EMS SAPS Department of Social Development
Severe Weather	<ul style="list-style-type: none"> ➤ Assistance when necessary ➤ Evacuation ➤ Early Warning 	Kannaland Municipality – loud hailing Radio Fire Department Disaster Management Electrical services SAPS – Neighbourhood watch Traffic EMS SAPS Department of Social Development Childwelfare Ladismith

Top five risks response initiatives

Disaster recovery and rehabilitation takes place within the final phase of the disaster management continuum and includes the restoration of lives and livelihoods, services, infrastructure and the natural environment. It furthermore focuses on development and the rebuilding of affected areas in a way which is seen as sustainable and which incorporates disaster risk reduction interventions.

Disaster recovery includes:

- Rehabilitation of the affected areas, communities and households;
- Reconstruction of damaged and destroyed infrastructure;
- Recovery of losses sustained (including humanitarian support) during the disaster event, combined with the development of increased resistance and resilience to similar occurrences in the future; and
- Developing better strategies into development planning.

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

- Drought
- Floods
- Plantation and vegetation fires
- Agricultural epidemics
- Hazardous materials transport



Municipality Kannaland Munisipaliteit
 P.O. Box 39 Posbus
 LADISMITH
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 T: 039 381 1023

Risk Management (ito sec 62 of the Municipal Finance Management Act (MFMA)) is a systematic process to identify, evaluate and address risks on a continuous basis in order to introduce preventative measures. Risk management is integrated with the IDP and linked to the strategic outcomes. The

Disaster Risk Plan of the Municipality contains preventative as well as prepared responses towards the risks that have been identified.

The indicative risk profile is dynamic and can change depending on many variables, e.g. crowd profile, weather conditions, time of day, traffic conditions, spectator behaviour and the safety and security threat analysis.

- Kannaland local disaster management committee in place and engages on a regular basis.
- Identification and installation of water tanks at strategic distribution points
- Water will be shut down to regulate water flows
- 80 litre drinking water per person per household per day will be supplied at distribution points.
- Transport of water
- Stock pile water at distribution points
- Communication – radio broadcasting, pamphleteering and load hailing (Regularly)
- Activation of contingency plans from Emergency services, SAPS, Ambulance Service and hospital and Clinics for outbreaks of any diseases

Mitigation measures

- Water restrictions in place – notify the public through strict water restriction notices
- Drilling of boreholes
- Cleansing of storm water drainage systems
- Meetings/ forums / workshops (newly established Disaster Management Forum)
- SLA/MOU with Garden Route District municipality Kannaland local disaster management committee in place and engages on a regular basis.
- Identification and installation of water tanks at strategic distribution points
- Water will be shut down to regulate water flows
- 80 litre drinking water per person per household per day will be supplied at distribution points.
- Transport of water
- Stock pile water at distribution points
- Communication – radio broadcasting, pamphleteering and load hailing (Regularly)

Contingency plans have been compiled for the prioritized risks (drought, fires, road accidents, dam failure and severe weather). Activation of contingency plans from emergency services, SAPS, Ambulance Service and hospital and Clinics will be activated in instances of outbreaks of any diseases.

2.8 Climate change

Global climate change is a threat to sustainable development and vulnerable populations thus making it an integral part of disaster risk reduction. The effects of climate change could have severe effects on food security, clean water, energy supply, environmental health as well as human settlements.

Due to the growing concern as well as impacts of climate change, which are affecting South Africa, it is paramount that climate change be incorporated into the DISASTER MANAGEMENT PLAN as well as development planning of the Kannaland Municipality. Floods, drought and fire have all been linked to climate change and are therefore increasing in frequency and severity. Fire and drought are among Kannaland Municipality's top five hazards which will be further influenced by climate change in the future.

Vulnerable groups who will be adversely affected through climate change, either directly or indirectly, would generally include woman, children and persons with disabilities but could also include individuals working in agriculture as an increase in fire and drought could impact on their livelihoods.

When considering the impacts and effects that climate change will have on Kannaland Municipality, it is important to take cognisance of the fact that it is not limited to fire and drought and can have an impact on other areas within the area as well and should be addressed accordingly.

Although mitigation and preparedness initiatives are mentioned above, longer term initiatives to adapt to climate change should be pursued in the future. These initiatives can be linked to initiatives currently being undertaken by the GRDM as well as the provincial and district climate change strategy

2.9 Tourism

The modest allocation by the municipality for tourism should be seen against the context of the broader package of municipal programs (e.g. keeping local towns clean, enhancing the aesthetic appeal of the built and natural environment and its planning framework).

The Kannaland Tourism Strategy has been developed and will be approved by Council at the end of May 2019. Said Tourism Strategy addresses the, amongst other, the following:

- Proper Spatial Planning – e.g. promoting economic growth along the R62, agri-tourism, adventure tourism, etc;
- Development of an Art, Culture and Heritage Plan; which will identify sites of architectural, heritage significant areas and resources which will be able to contribute to the unique selling proposition of the area and attract people to the Kannaland region through cultural tourism;
- Developing the potential of agri-tourism in the area;

- Foreign investment may be attracted in farming; and
- Leveraging assets such as the caravan park, through either alienation or public private partnership which could stimulate economic activity.

Kannaland's local economy is built on the opportunities created by tourists visiting the area. It is essential that the tourism and agri-tourism industry be further developed and investment into this industry be promoted to ensure continuous growth. The aim is that each town to have a tourism satellite office which will reside under the Kannaland Tourism umbrella. Each town has its unique economical setup and programs.

The 2 local tourism bureau offices currently maintain and operate two websites:

- Ladismith: <http://www.ladismith.org.za>
- Calitzdorp: <http://www.calitzdorp.org.za>

The figure below (SDF - Figure 3.4.13.1) illustrates the main tourism and cultural attractions in the municipality (ENPAT, 2003). These are made up of various cultural tourism sites (grave/burial sites, monuments, etc) and 2 local hiking trails:

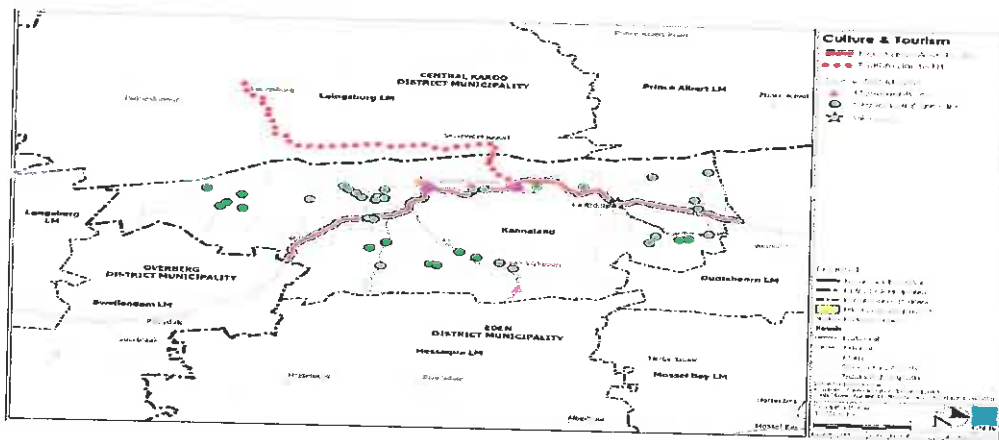


FIGURE 7: TOURISM AND CULTURE ATTRACTION – REFER TO FIGURE 3.4.13.1 IN SDF TOURISM AND CULTURE ATTRACTION

The local tourism offices need urgent support from the government department to assist in either funding of programs or the development of each town – as mentioned a masterplan is needed. The tourism sector can contribute significantly to the reduction of unemployment. The urban areas along the R62 tourism route should maximize their exposure on this route as a means of enhancing economic growth

The popular Calitzdorp port (wine) and winter festival introduces the culture of the town to the tourist as well neighboring areas.

2.10 Agriculture

The Kannaland Municipal area is dependent on the agriculture sector. Economic pressures in the agricultural sector over the past few years forced farm workers to migrate to towns where, in most cases, these families became indigents.

South African agriculture has performed well over the past decade; despite some volatility owing to its dependence on global markets and on an inclement climate, gross value added by the sector expanded by more than 15% in real terms since 2005. Overall growth was influenced by a combination of global and macro-economic forces as well as the climate. Following the recession, growth in the sector recovered and peaked in 2014 at more than 30% before the drought started having an impact from 2015 onwards.

However, this expansion peaked at over 30% in 2014, before declining rapidly in the past two seasons as a result of extreme drought in the summer rainfall regions. The severity of the current drought has reemphasized the importance of a vibrant and sustainable agricultural sector. 2016 in particular will be remembered as a challenging year, the sector's resilience and ability to recover from a shock such as the current drought is underpinned by a combination of key underlying fundamentals linked to the long-term competitiveness of the industry.

Globally, agricultural commodity prices have fallen well below the peaks of 2013, as generally high production levels have replenished stocks. Furthermore, the two demand drivers of the past decade, namely biofuel production and rapid growth of the Chinese economy, are expected to slow significantly over the next ten years.

Crop prices are expected to remain under pressure in the short term, before starting a gradual recovery towards 2020. In South Africa, much of the decline in world prices has been negated by the sharp depreciation in the value of the Rand, which by May 2016 had declined by almost 48% over the preceding 24-month period. South Africa is projected to return to a net exporting position from 2017 onwards, though the projected surplus is unlikely to be sufficient to maintain prices at export parity levels throughout a normal year.

Barley has been competitive in the Southern Cape in the recent past and in light of a favorable yield growth outlook arising from the introduction of new varieties, gross margins are expected to support expansion of barley area at the expense of wheat over the coming decade, provided that the current pricing structure that links barley prices to wheat prices is maintained.

Having expanded rapidly over the past decade, consumption growth of meat and dairy products is projected to slow over the next ten years. This is particularly of significance in the Kannaland due to its prominent dairy industry.

Regional Agri-parks project

The Agri-Parks project started in July 2013 as a response to a formal request from the Minister to identify areas in South Africa where crop production can be enabled. As a network it will enable a market-driven combination and integration of various agricultural activities and rural transformation services. The Agri-park will comprise of three basic units:

- The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanization.
- Agri-Hub Unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit.
- The Rural Urban Market Centre Unit (RUMC). The RUMC has three main purposes;

Linking and contracting rural, urban and international markets through contracts;

- Acts as a holding-facility, releasing produce to urban markets based on seasonal trends; and
- Provides market intelligence and information feedback, to the AH and FPSU, using latest information and communication technologies.

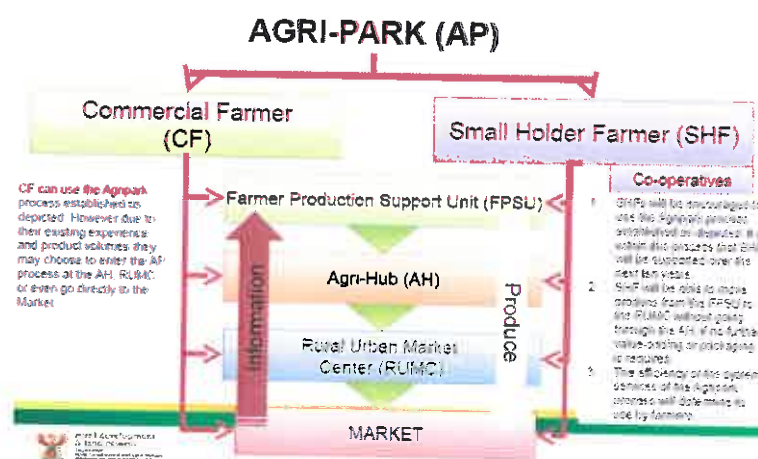


FIGURE 8: AGRI-PARK FRAMEWORK

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Agri-parks will be farmer controlled and is aimed to be the catalyst around which rural industrialization will take place. It will be supported by government (10 years) to ensure economic sustainability. The idea is to strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the one hand, while

developing existing and create new markets to strengthen and expand value-chains on the other. The establishment of the Agri-park will create job opportunities for the local residents and will add to the economic growth of the district.

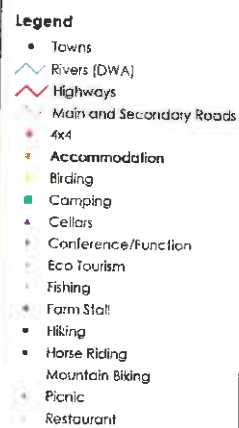
Currently the regional agri-parks have been put on ice due to the lack of funding.

Agri-tourism

Agri-tourism presents various opportunities which will be developed through the implementation of the Tourism and LED Strategy 2019/20 financial year. The following tourism activities already exist in the area:

Type	Count	% of WC
4x4	26	10.8
Accommodation	62	3.2
Birding	16	7.2
Camping	15	6.3
Cellars	14	1.6
Conference/Function Venue	6	0.7
Ecotourism	14	4.8
Fishing	7	3.3
Farm Market	0	0.0
Farm Stall	7	3.3
Hiking	31	7.6
Horse Riding	5	3.1
Mountain Biking	23	7.6
Ostrich	4	28.6
Picnic	4	3.6
Quad Biking	2	4.9
Restaurant	18	2.3

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Type	Count	% of WC
Abattoir - red meat	1	1.8
Abattoir - white meat	0	0.0
Agro processing plant	4	1.5
Airfield	3	1.8
Chicken batteries	0	0.0
Chicken batteries - broilers	0	0.0
Chicken batteries - layers	0	0.0
Chicken hatchery	0	0.0
Cool chain facilities	0	0.0
Crush pen	91	3.0
Crush pen and dip tank	6	1.9
Dairy	17	2.2
Dam	672	2.1
Feedlot - beef	0	0.0
Feedlot - pigs	0	0.0
Feedlot - sheep	0	0.0
Fruit cool chain facilities	0	0.0

Fruit packers	0	0.0
Grain dam - Commercial	0	0.0
Homestead	431	7.7
Homestead - labour	84	0.6
Nursery	0	0.0
Other	0	0.0
Packhouse	13	2.1
Piggery	0	0.0
Shade netting	0	0.0
Silo bags - Commercial	6	27.3
Silo bags - Non Commercial	0	0.0
Silos - Commercial	0	0.0
Silos - Non Commercial	0	0.0
Tunnels	5	0.6

TABLE 7: AGRICULTURE INFRASTRUCTURE

2.11 Integrated Rural Development

The Kannaland Municipality has motivated that the municipality must be declared a Comprehensive Rural Development (CRDP) node by the Department of Rural Development. Approval is still awaited. The Council approved Spatial Development Framework provides the municipality with a credible roadmap to develop rural nodes within the municipality.

According to the Integrated Rural Development Strategy of National Government, rural areas throughout the world tend to have similar characteristics. The Kannaland Municipality is no different and is also characterised by the following: -

1. Populations which are spatially dispersed.
2. Agriculture which is the dominant, and sometimes the exclusive economic sector,
3. Opportunities for resource mobilisation which are limited.
4. Infrastructure backlogs.
5. These characteristics mean that people living in rural areas face a set of factors that pose major challenges to development.
6. The spatial dispersion of rural populations often increases the cost and difficulty of providing rural goods and services effectively.
7. The specific economic conditions in rural areas result in fewer opportunities than in non-rural locations.

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8. Consequently, the tax base is limited, so rural areas are rarely able to mobilise sufficient resources to finance their own development programmes, leaving them dependent on transfers from the centre.
9. Factor markets in rural areas often operate imperfectly, rendering the search for efficient outcomes an extremely challenging one.
10. Furthermore, rural areas are often politically marginalised, leaving little opportunity for the rural poor to influence government policies.
11. Policies have also consistently discriminated against agriculture through high levels of taxation and other macro-economic policies that have adversely affected agricultural performance and the rural tax base.

In defining itself as a rural municipality, the Kannaland Municipality seeks to understanding the multitude, complexities and challenges that rural communities face. In doing so the municipality is able to partner with developmental agencies around access to developmental programs that are aimed at improving the quality of life of rural households. This will also identify the economic potential of each area. The rationale of declaring Kannaland Municipal area a rural development node, is to access resources to:

1. Promote the implementation of land reform policies of national government through its Spatial Development Framework, Integrated Development Plan and leverage existing council resources such as property and operational budget to promote investment and co-funding.
2. Promote the stimulation of agricultural production with a view to contributing to food security through its LED strategy.
3. Promote the enhancement of rural livelihoods and rural food security through the LED Strategy;
4. Improve service delivery to ensure quality of life – increased investment in the delivery of services to rural areas, including housing, water, sanitation and energy – using, where appropriate, alternative technologies to overcome physical and other impediments by working with provincial and national government through the Housing and Infrastructure program and policies;
5. Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through coordinated rural nodes and linkages by working with provincial and national government through its Rural Transport Strategy. The Rural Transport Programme needs to be aligned with the Integrated Transport Plan.
6. Partnering with the provincial and national government to promote skills development and accessing financial resources elsewhere.
7. Revitalization of rural towns by accessing spatially targeted grants for the revitalization and development of rural towns to serve as service centres for rural economies. This will involve

- the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;
8. Through the Kannaland Local Economic Development Strategy explore and support non-farming economic activities through initiatives which need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;
 9. Through the IDP, create a platform through which agencies, working towards better focus of energies, integration of efforts, optimal utilisation of resources and initiatives to promote rural development.

2.12 Ecosystem Status

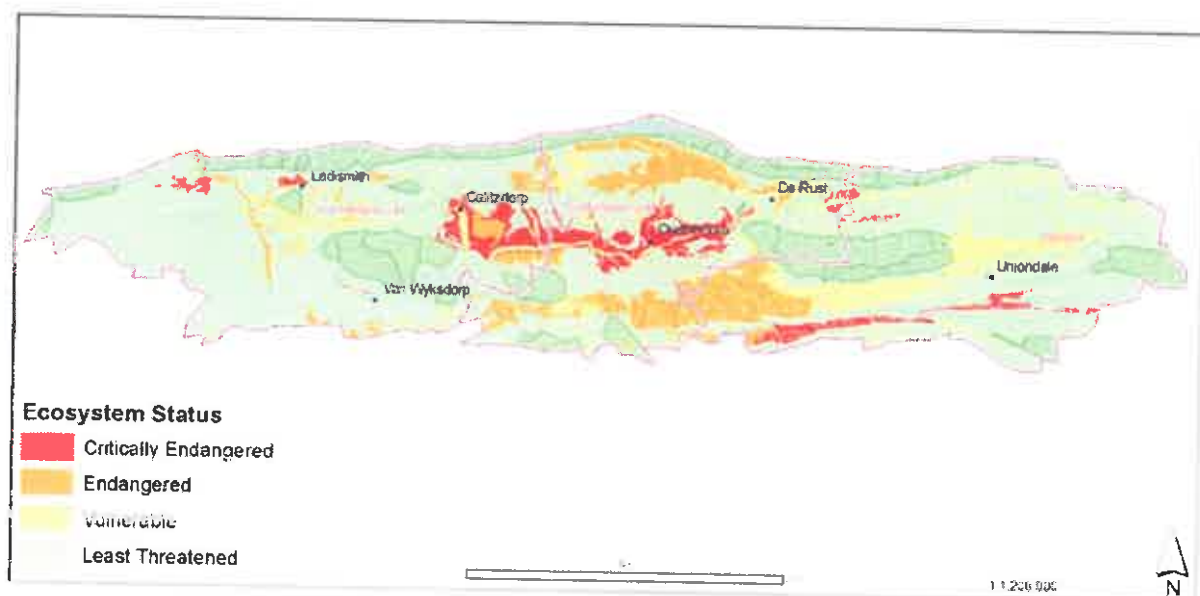


Figure 12: Terrestrial ecosystem status (transformation and degradation combined). Due to the high levels of transformation and degradation 12 habitat types are Critically Endangered, 13 are Endangered and 19 are Vulnerable. A total of 235 habitat types are described in the planning area by Mok et al. 2005.

FIGURE 9: ECOSYSTEM STATUS

A small portion of one national park (Garden Route National Park), ten Western Cape Provincial Reserves, one Eastern Cape Provincial Reserve, four Mountain Catchment Areas, seven Cape Nature biodiversity stewardship sites and numerous private conservation areas are represented in the planning domain (provincial reserves, national parks, mountain catchment areas and contracted biodiversity stewardship sites were considered Formal PAs in protection status calculations, private reserves are classed as informal CAs).

Protected Areas cover 30.4% of the planning domain with 229,4961ha (18.4%) being formal protected areas and 149,103ha (12%) comprising conservation areas.

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 P.O. Box 30 Posbus
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 6655
 Tel: 020 - 991 1022

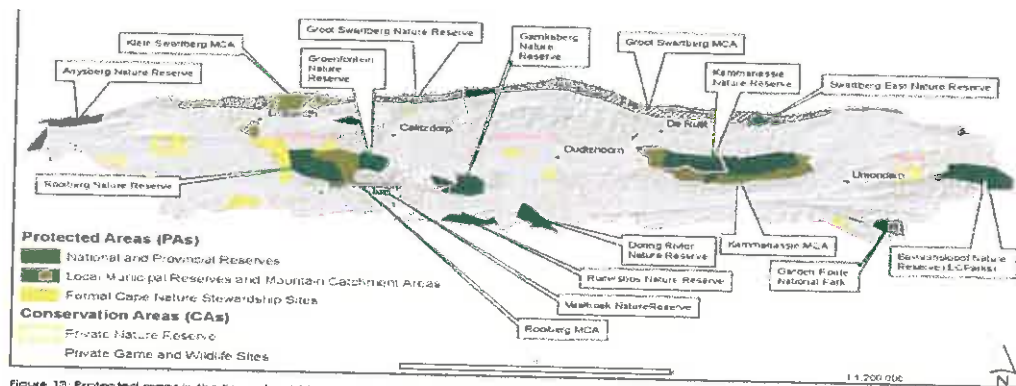


Figure 13: Protected areas in the Kannaland Municipality, Oudtshoorn Municipality and Eden District Management Area. A small portion of the Garden Route National Park is represented. Ten Western Cape Provincial Reserves, one Eastern Cape Provincial Reserve and four national parks, mountain catchment areas and numerous private conservation areas, (provincial reserves, catchment areas and contracted biodiversity stewardship sites were considered formal PAs in protection status calculations, private reserves are classed as informal CAs).

FIGURE 10: PROTECTED AREAS

2.13 General Priority issues/challenges

Focus on water

In the current environment of large scale and rapid urbanisation and the pressure to create employment opportunities that result in sustainable and dignified livelihoods, agricultural water use has had a rather low priority. However, the severe impact of the recent drought has again brought the importance of irrigation to the forefront as the country would have been dumped into a much worse position had irrigation not supplemented dryland production, not only to boost food production but also to provide vital support with respect to employment in the industry. In its initial research for the planning commission, BFAP showed that the actual water required to expand the total area under irrigation by 142 000 ha in order to contribute to a million job opportunities by 2030 was manageable, despite the major challenges the country faces with respect to water resources.

Cash-flow

One of the greatest challenges for drought affected farmers is the ability to restore a farm's cash flow position to ensure a positive cash balance at the end of a year. Climatic challenges remain a factor as the drought conditions and extremely high temperatures alter and provoke amendment to irrigation management strategies and innovations.

Ease of Doing Business

Beyond regional commitments, there is evidence of improvements in domestic marketing policies and regulatory environments. The distance to frontier score benchmarks countries' economies with respect to regulatory best practices. It shows how the regulatory environment for local entrepreneurs has changed over time in an economy.



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 P.O. Box 30 Posbus
 LADISMITH
 6655
 Tel. 022 - 551 1023

Enabling the Business of Agriculture

In the Agricultural sector, we observe improved policies aimed at supporting inclusive participation in agricultural value-chains and fostering an environment conducive to local and regional private sector investment.

Rise of medium-scale farmer and large-scale land acquisitions

The demand for agricultural land in Africa has risen dramatically since the surge in global food prices starting in 2007. This demand has been accelerated by agricultural subsidies and land policies in many countries. Recent studies have found relatively wealthy Africans (both rural and urban) are investing in land at an unprecedented rate leading to the rapid rise of medium-scale farmers in Africa.

Megatrends

Strong economic growth linkages between agriculture and other segments of the economy mean that expanding the productive capacity and economic returns of agriculture could promote an inclusive pattern of economic growth with stronger multiplier effects on employment creation and poverty reduction. Many expect urbanization, income growth and an expanding population to result in a migration of labour from farming to nonfarm sectors as well as the downstream stages of food systems.

Climate Change: affect on agriculture

Given the vast variation in climatic zones on the continent, the impacts of climate change on country-specific farming systems will vary and is difficult to predict. However, there is consensus on two general predictions of climate change; these include greater variability in agricultural production and a decline in crop productivity. The alternative, ecological intensification of agriculture would require minimizing the constraints to appropriate technology adoption; focusing on sustainable water use through irrigation; and implementing best farming practices. Given the rising competition for water (to date, 70% of available water is used by irrigation farming) it will be imperative that agriculture focus on developing irrigation technology that improves water use efficiency and enhances our ability to adapt to climate change

Fruit sector

Strong growth in fruit exports in recent years has allowed the sector to make a positive contribution to economic growth and job creation. Aggregating total exports of apples, pears, peaches, plums and apricots from South Africa into the global arena.



Municipality Kannaland Munisipaliteit
P.O. Box 30 Posbus
LADISMITH
6655
Tel: 028 - 551 4023